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Dear Colleagues,

A big welcome to the 26th Annual SIOP Conference in Chicago—it's finally here! As always, the outstanding line-up of conference programming, invited speakers, and networking opportunities will be sure to spark your imagination, enhance your professional skills, and create wonderful memories. We would like to take this opportunity to point out some particularly exciting features of this year's conference.

Opening Plenary Session

SIOP Chicago 2011 will kick off on Thursday morning with the presentation of SIOP's highest awards and the newest SIOP Fellows. This event will feature Eduardo Salas' Presidential Address, introduced by our incoming president, Adrienne Colella. You won't want to miss this. It will be worth getting up for!

Excellent Peer-Reviewed Content

We had a record number of submissions this year! The content and caliber of submissions guarantees that you will have tough decisions to make regarding what session to attend among the over 20 concurrent sessions. Our program content is incredibly varied, but please note that despite our best efforts, given the number of sessions and presenters, some content conflicts are unavoidable. These sessions will be presented in a variety of formats including symposia/forums, roundtables, conversation hours, panel discussions, posters, debates, and master tutorials. We encourage you to not only attend sessions in your specialty areas but to also try some sessions that stretch your boundaries!

Theme Tracks and Invited Speakers

Make this the year to attend some or all of the sessions in each theme track. These tracks focus on cutting-edge topics that have broad appeal to our membership. For those looking for a more unified and more intimate conference experience, this is a great option. Participants who attend the theme tracks for the entire day will receive APA CE credits.

The Thursday theme track topic is "Managing HR for Sustainability" and will open with a keynote address by Dominique Conseil, President, Aveda Corporation. The Saturday theme track topic is "Using Data to Influence Organizational Decisions and Strategy." The Saturday theme track will close with a keynote from John Boudreau from the University of Southern California.

We have an amazing line-up of invited speakers. Andrea Goldberg will continue with her presentation from last year on "Social Media and the Implications for I-O Psychology." Laura Borgogni and her colleagues from Italy will discuss the science and practice of I-O psychology in Italy. We have a powerhouse panel of Ed Lawler, Wayne Cascio, Gary Latham, Susan Mohrman, and Denise Rousseau speaking on research that influences both theory and practice. Belle Rose Ragins and colleagues will speak on "Understanding Sexual Identity in Organizations." Norbert Semmer, from the University of Bern, will enlighten us on the "Stress-as-Offense-to-Self" perspective in occupational health psychology. Finally, the Global Task Force for Humanitarian Work Psychology (GTFHWP), featuring Lori Foster Thompson, Stuart Carr, Leo Marai, Mary O'Neill Berry, Walter Reichman, Harry Hui, and Jeffrey Godbout, will present "HWP: Achievements, Applications, and Controversies."

Featured Posters

On Thursday, we will once again showcase the top-rated posters at the evening all-conference reception. This is a great opportunity to check out some of the highest rated submissions to the conference while sipping drinks in a relaxed atmosphere with the presenters.

Master Collaboration Series

Collaboration between researchers and practitioners is essential for advancing our field, and this session brings this desired partnership to life. This year's master collaboration session will focus on two different topics: (a) *An Academic-Practitioner Collaboration to Create High-Engagement Executive Assessment and Development Experiences* and (b) *Creating a Leadership and Management Development Framework: An Internal-External Collaboration*.

Continuing Education Credits

The annual conference offers many opportunities for attendees to earn continuing education credits, whether for psychology licensure, HR certification, or other purposes. SIOP is celebrating 30 years of being approved by the American Psychological Association to sponsor continuing education for psychologists, and SIOP was recently awarded HR Certification Institute Approved Provider status. Information about the many ways to earn CE credit at the SIOP annual conference can be found on page 6.

Communities of Interest and Interactive Poster Sessions

If you haven't tried a Community of Interest session or Interactive Poster session, we encourage you to do so this year. Both of these session types are engaging and highly interactive approaches. We will have 12 Communities of

Interest (COI) sessions, which are designed to create new communities around common themes or interests. These sessions have no chair, presenters, or discussant. Instead, one or two facilitators informally moderate them. We will also have a number of Interactive Poster sessions, which are small gatherings of academics and practitioners who review and then discuss four thought-provoking posters united by a common theme.

Executive Board (EB) Track

The Executive Board has added several thought-provoking sessions to the already great conference line-up. This year's Research Incubator is focused on "Retirement Research: Expanding Applied Research Frontiers." Those interested in forming research collaborations in this timely area should come to this session and work with Mo Wang, Janet Barnes-Farrell, Gary Adams, Alok Bhupatkar, and Barb Rau. There are two informative sessions on advocacy within SIOP: Steve Kozlowski, Ruth Kanfer, Howard Weiss, and Debra Major will discuss "A Strategy for Building an Infrastructure for Science Advocacy Within SIOP," and Deirdre Knapp, Debra Major, and Dianne Maranto will lead a discussion on "Improving SIOP's Advocacy Efforts" through our new External Relations Committee (ERC). The EB track also has several sessions designed to answer your questions about various aspects of our profession. Would you like to know what's going on with the Alliance for Organizational Psychology? Alexander Alonso, Handan Sinangil, Mo Wang, Milton Hakel, Gary Latham, Kurt Kraiger, and José Peiro-Silla will be on hand for a question-and-answer session on the Alliance. Do you want to finally straighten out facts and misconceptions about licensing? Come to the "Fact and Fiction: Licensing Barriers and Resources" session hosted by Peter Scontrino and Greg Gormanous. Our dynamic trio of presidents, Ed Salas, Kurt Kraiger, and Adrienne Colella will be able to answer any questions you have about SIOP's leadership and activities throughout the year at the "Conversation With the SIOP Leadership." Finally, Ed Salas and Lisa Finkelstein will co-chair a session to look at how we can use our own specific expertise as I-O psychologists to look inward at our science and practice divide. Panelists Georgia Chao, Julie Olson-Buchanan, Kizzy Parks, and Scott Tannenbaum will apply best practices in culture, conflict management, diversity, and change management to help us celebrate both our science and our practice.

Closing Address

We are thrilled to present Dr. Robert Cialdini as our closing keynote speaker. Dr. Cialdini had conducted over 30 years of research to earn an international reputation as a leading expert in the fields of persuasion, compliance, and negotiation. In addition to his prolific academic career, Dr. Cialdini is the president of Influence At Work, an international consulting, strategic planning, and training organization based on his Six Principles of Influence. A consummate scientist-practitioner, he is sure to leave us with plenty of food for thought as we embark on our next postconference year in our jobs and our lives.

Closing Reception

Psssst...it's a speakeasy. Do you know the password? You will, and all are welcome and encouraged to attend this party and help close out this conference on a high note. You won't want to miss this!

Final Thoughts

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

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

Enjoy the conference!

Sincerely,

Lisa Finkelstein

2011 SIOP Conference Chair
Northern Illinois University

Mariangela Battista

2011 SIOP Program Chair
Pfizer, Inc.

26th ANNUAL CONFERENCE PROGRAM

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Hilton Chicago
720 South Michigan Avenue
Chicago, Illinois 60605
(312) 922-4400
Reservations: (877) 865-5320

Directions

From O'Hare International: Follow signs for I-190 East. Take I-190 to I-90 East. I-90 will merge with I-94. Take I-90/94 approximately 18 miles to Congress Parkway. Exit Congress Parkway East. Drive 1/4 mile on Congress, turn right on Michigan Ave. Hotel is 3 blocks down. When taking public transportation to the Hilton Chicago from O'Hare International Airport: Take CTA Blue Line Train(to 54th/Cermak) to Jackson/Dearborn. Walk 0.6 miles Southeast to 720 S. Michigan Ave.

From Chicago Midway: I-55 North to Chicago North on Lakeshore Drive. Left on Balbo 2 blocks to hotel on left. When taking public transportation from Midway Airport to the Hilton Chicago, take CTA Orange Line Train (Orange Line) to Roosevelt. Walk 0.5 mile N to 720 S. Michigan Ave.

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

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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LMAP

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PI Worldwide

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SAGE

Select International

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TNS Employee Insights

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VHA National Center for Organization Development

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SIOP REGISTRATION HOURS

8th Street South (Lobby 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

PLACEMENT CENTER HOURS

Northwest 3 and 4 (Lower 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–Noon

EXHIBIT HALL HOURS

Southeast Exhibit Hall (Lower Level)

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

COMMITTEE MEETINGS**Committee on Ethnic Minority Affairs**

Thursday, April 14, 4:00–5:00 PM
 Room 4D

Lesbian, Gay, Bisexual, and Transgender Committee and Allies

Friday, April 15, from 2:30–3:30 PM
 Room 4D

*Committee Receptions listed below.***COFFEE BREAKS**

Thursday:	8:00–8:30 AM	International Ballroom
	10:00–10:30 AM	Southeast 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

HRCI CREDITS

Some conference sessions will be preapproved for HRCI recertification credit. When HRCI returns a decision on our program, results will be posted on the SIOP Web site.

SIOP SPECIAL EVENTS**HOW TO GET THE MOST FROM THE SIOP CONFERENCE**

Wednesday, April 13, from 5:00–6:00 PM Normandie Lounge (2nd Floor)

SIOP WELCOME RECEPTION

Wednesday, April 13, from 6:00–8:00 PM International Ballroom North (2nd Floor)

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS

Thursday, April 14, from 8:30–10:00 AM International Ballroom (2nd Floor)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

Thursday, April 14, from 6:00–7:00 PM Williford B (3rd Floor)

INTERNATIONAL MEMBERS' RECEPTION

Thursday, April 14, from 6:00–7:00 PM Williford A (3rd Floor)

EVENING RECEPTION

Thursday, April 14, from 6:00–8:00 PM Grand Ballroom (2nd Floor)

*Top Posters on display from 6:00 to 6:50 PM***LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION**

Friday, April 15, from 6:00–7:00 PM Williford A (2nd Floor)

CLOSING CONFERENCE PLENARY

Saturday, April 16, from 4:30–5:45 PM International Ballroom North (2nd Floor)

SIOP SPEAKEASY CLOSING RECEPTION

Saturday, April 16, from 6:15–8:15 PM Grand Ballroom (2nd Floor)

26th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

Preconference Workshops (Wednesday, April 13, 2011; 8:30 AM–12:00 PM and 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 preregister for two workshop sessions and receive confirmation that you are registered! Please pick up your materials Tuesday from 4 p.m. to 8 p.m. or Wednesday beginning at 7:15 a.m. at the Registration desk (Lobby Level).

Participants receive 7 APA CE credits for attending two workshops.

1. Coachability or Coach Ability: Coaching the “Uncoachables”
2. Generalizing Validity Evidence: How Is It Done and Is It Right for My Situation?
3. Coming Full Circle With 360s: Driving and Sustaining Individual and Organizational Change
4. Doing Good Well: Putting the “I & O” Into Corporate Social Responsibility
5. Performance Management Myth Busters: Best Practices That Don’t Work and How to Make Them Better
6. Navigating the Legal Maze: How-Tos and How-Not-Tos in Employment Litigation
7. Put Your Survey on a Diet: How to Develop, Deploy, Analyze, and Justify Brief Measures of Organizational Constructs
8. Creating Strong Links: Connecting Strategy, Talent Management, and Organizational Outcomes
9. The Incredible Shrinking Training Program and Other Adult Learning Trends
10. Beyond the Org Chart: Classic and Contemporary Considerations in Organization Design
11. A Practitioner’s Guide to the Galaxy...of Statistical Methods: A Primer on Developments From the Last Two Decades and a Look Ahead
12. Individual Contributors: The “Other” Employee Group (AKA This Isn’t Your Father’s Leadership Workshop)

Friday Seminars (Friday, April 15, 2011)

To attend, you must preregister for one or two and receive registration confirmation. Three (3) APA CE credits each for attending.

AM Sessions

Session 128: Organizational Research and Grant Funding: Challenges, Benefits, and Opportunities (10:00 am–1:00 pm, Wilford A)

Session 145: Economic Downturn: Psychological Issues (10:30 am–1:30 pm, Wilford B)

PM Sessions

Session 180: The Relevance and Viability of Subconscious Goals in the Workplace (1:30 pm–4:30 pm, Wilford A)

Session 187: How Do You Know What Your Employees Are Going Through? Logistical, Statistical, and Practical Methods for Assessing Daily Experiences at Work (2:00 pm–5:00 pm, Wilford B)

Master Tutorials

One and one-half hours of APA CE are available for each of these two sessions:

Session 200: Managing Coaching Practices: The Good, the Bad, and the Ugly

Session 227: Executive Versus Emotional Intelligence: 21st Century High Performance Strategy

Theme Tracks

(Receive 5 hours of APA CE credit for attending all Thursday sessions and/or 6 hours of APA CE for attending all Saturday sessions.)

Thursday: Green HR: Environmentally Sustainable Organizations, Jobs, and Employees

Session 21: Introduction and Keynote Address: A Journey in Environmental Sustainability

Session 26: Symposium: Green HR: Environmentally Sustainable Organizations, Jobs, and Employees

Session 50: Symposium: Leading and Engaging Employees in Sustainable Organizations

Session 66: Poster Session

Session 86: Symposium: Change Management and Interventions for Environmental Sustainability

Saturday: Using Data to Influence Organizational Decisions and Strategy

Session 237: Introduction: Using Data to Influence Organizational Decisions and Strategy

Presentation: Learning in Action: Leveraging Data From the Employee Experience to Drive Performance

Session 241: Presentation: People Decisions That Support and Shape Organizational Strategy: Science and Art

Session 260: Symposium: Improving Decision Makers’ Consumption of Data-Based Findings

Session 285: Lightning Round: Telling a Compelling Story With Data in Five Minutes

Session 304: Panel Discussion: What Convinces Us Doesn’t Necessarily Convince Execs: What They Didn’t Teach You in Grad School About Influencing

Session 311: Closing Keynote and Wrap-Up Session: People Analytics: Is It All in Our Heads?

Master Collaboration

Session 198: Executive Assessment, Leadership, and Management Development

(This is one session showcasing two different collaborative efforts. Earn one [1] APA CE credits.)

An Academic–Practitioner Collaboration to Create High-Engagement Executive Assessment & Development Experiences.

Lee J. Konczak and David E. Smith

Creating a Leadership and Management Development Framework: An Internal–External Collaboration.

Kelly Adam Ortiz and Beth Moore

HRCI credits also available. Check the conference Web site for listing (www.siop.org/conference).

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Sirota at SIOP 2011

We welcome you to join us!

Survey Actioning: Driving Change with Multiple Levers

Thursday April 14th, 2:00PM Boulevard C

Carly Bruck, Ph.D. and Patrick Hyland, Ph.D. from Sirota
Phil Warden from Intuit
Thomas "Tripp" Welch from Mayo Clinic
Rita Williams from FedEx

Building Better Service Climates: The Impact of Managers' Psychological State

Friday April 15th, 8:00AM Williford C

Patrick Hyland, Ph.D. from Sirota
Jim Catalano from Tiffany & Co

Lost in Translation: Early Practitioners Tell All

Friday April 15th, 10:30AM Lake Huron

Justin Black from Sirota
Sumona De Graaf from Bloomberg

The Impact of High Potential Identification on High Potential Work Attitudes

Saturday April 16th, 10:30AM SE Exhibit Hall

Justin Black and Tiffany Ivory from Sirota

Global Task Force for Humanitarian Work Psychology

Saturday April 16th, 1:00PM Marquette

Mary Berry, Ph.D. from Sirota

Is "In-Agreement" Always the Best Policy? The Influence of Race

Saturday April 16th, 2:00PM SE Exhibit Hall

Amanda Shull, Ph.D. from Sirota

Please visit us at our Booth (610) near the Food and Beverage Area. We will be there throughout the day April 14th – 16th and look forward to meeting you!

Please refer to the Conference Program for the latest dates and times.



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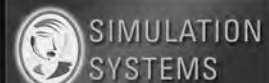
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Kronos SIOP Conference participation highlights:

Consulting on the Frontier of Technology-Delivered I-O Psychology
April 14, 10:30 a.m., Panel, NW Exhibit Hall 5

Industry Spotlight: How I/Os Can Help Solve the Healthcare Crisis
April 14, 1:30 p.m., Panel, Lake Michigan

Individual and Social Influences on Emotional Labor and Performance
April 14, 2:30 p.m., Symposium, International Ballroom South

Beyond Fairness: Technology and Applicant Reactions in the 21st Century
April 15, 8:00 a.m., Symposium, Waldorf

The Latest and Greatest in Workplace Safety Research
April 15, 8:00 a.m., Symposium, Lake Michigan

Making Selection Decisions Using Test Scores: Robots vs. Fortune Tellers
April 15, 10:30 a.m., Debate, Waldorf

Understanding and Predicting First-Line Supervisor Performance
April 15, 11:30 a.m., Poster, SE Exhibit Hall

All Aboard: Opportunities and Challenges Associated with Employee Onboarding
April 15, 1:00 p.m., Panel, Lake Michigan

Telling a Compelling Story with Data in Five Minutes
April 16, 12:30 p.m., Special Invited Session, Williford C



TIME & ATTENDANCE SCHEDULING ABSENCE MANAGEMENT HR & PAYROLL HIRING LABOR ANALYTICS

	Astoria	Boulevard AB	Boulevard C	Continental A	Continental B	Continental C	Grand Ballroom	International Ballroom South	International North	Joliet	Lake Erie
8:00 AM	Coffee Break										
8:30 AM								1 Opening Plenary Session: Presidential Address, Keynote Address, Presentation of SIOP Awards, Fellows, & Election Results			
9:00 AM											
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	2 IP: Making it Right: SJT Measurement Issues	3 Staying Alive! Training High-Risk Teams for Self-Correction	4 Toxic Emotions: Considering the Hidden Consequences of the Recession	5 Alternative Strategies for Internet-Based Testing: Practice and Research Lessons	6 I-O on a Dime: Best Practices in a Post-Recession World	7 Coaching the Dinosaur: I-O Influence in 100 Year-Old Organizations	22 A Database for a Changing Economy: Review of the O*NET		8 OFCCP/Legal Defensibility Safeguards: Hit 'em With Your Best Shot	9 Age and Career Development in a Changing World of Work	
11:00 AM		27 The Latest Research on Simulations and Multimedia SJTs	28 Measuring Implicit Processes in Organizational Research	29 Work-Family Research Is Atheoretical? Not Anymore: Advancements in Boundary Theory	30 Empirical Evidence for Emerging Technology: MUVES/Virtual Worlds in HR	31 Org. Support: Successful Leadership Coaching			42 Abolish the Uniform Guidelines	32 Ind./Org. Strategies for Coping With Job Insecurity	33 Experience-Based Leadership Development: Resolving Some Thorny Issues
11:30 AM											
12:00 PM											
12:30 PM	41 IP: Stressed Out/Ticked Off: Stress, Burnout, & Gossip	51 Internships in I-O: Best Practices From Managers and Interns	60 Survey Actioning: Driving Positive Change	61 Examining Factors... Consequences of Incivility	46 Downsizing: One of the Dominant Trends of the Decade	65 Ind./Social Influences on Emotional Labor	47 Adequacy of O*NET Work Styles and Detailed Work Activities	53 I-O Psychology in the Management of Human Capital Risk			
1:00 PM											
1:30 PM											
2:00 PM	59 IP: Game of Life: Advances in Assessment Ctr Research										
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	87 IP: Cheaters Beware! Research on Item Sharing	67 Interdisciplinary Insights Into Virtual Organizational Effectiveness	68 Organizational Feedback: Encouraging It, Seeking It, and Using It!	69 Enterprise-Wide Competency Mgmt: How to Train Your Competency Dragon	70 Recommendations of a Technical Advisory Committee on Adverse Impact Analysis	71 Who Can Get and Keep a Job? Understanding Employability	72 Applications of Social Media in the Workplace	73 Improving (Not Maintaining) Employee (Re) Engagement Through a Recession	74 The Unwieldy World of Teams: Teamwork Issues in Applied Settings		
4:00 PM											
4:30 PM											
5:00 PM		90 Preparing for the Workplace—the Virtual Workplace				91 Jobs in Academia: Much More Than I-O	92 Succession Planning: Innovations and Best Practices		93 Discrimination in the 21st Century: Perspectives		
5:30 PM											
6:00 PM											
6:30 PM	99 Top Posters										

Thursday Special Events:

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS

8:30–10:00 AM International Ballroom (2nd Floor)

COFFEE BREAK

10:00–10:30 AM Southeast Exhibit Hall (Lower Level)

Enjoy your morning coffee while visiting our SIOP Conference Partners in the Exhibit Hall.

THURSDAY THEME TRACK: Environmentally Sustainable Organizations, Jobs, and Employees

Attending all 5 sessions provides 5 CE credits (Williford C, 3rd Floor)

INVITED SPEAKERS

Three sessions provided by the SIOP Program Committee (Marquette, 3rd Floor)

Session 13: Collaborative, Virtual and Open: How the Social Media Revolution is Changing the Workplace

Session 24: Doing Research That Influences Theory and Practice

Session 49: Out of the Closet and Into the Workplace: Understanding Sexual Identity in Organizations

	Lake Huron	Lake Michigan	Lake Ontario	Marquette	NW Exhibit Hall 1	NW Exhibit Hall 5	Private Dining Room 2	SE Exhibit Hall	Waldorf	Williford A	Williford B	Williford C
8:00 AM	Coffee Break											
8:30 AM												
9:00 AM												
9:30 AM												
10:00 AM	Coffee Break											
10:30 AM	10 Drive Your Career: Vision, Valor, and Valence	11 Self-Regulated Learning Interventions: Training Success	12 Advances in Work-Ethic Research: Current and Future Directions	13 Collaborative, Virtual, and Open: Social Media	14 Facilitating Leader Dev.: Selecting Right Employees/ Interventions	15 Consulting on the Frontier of Technology-Delivered I-O Psychology	16 Performance Management	17 Global/Int'l Cross-Cultural Issues/Org. Culture/Climate	18 Implications of Work-Life Flexibility for Mgrs: Practices, Pitfalls, and Prospects	19 Still Unequal? Men, Women, and Work in the 21st Century	20 Advancing Succession Planning: Opportunities and Challenges	21 TT: Intro/ Keynote: A Journey in Env. Sustainability
11:00 AM												
11:30 AM	23 Customer Experience: Research & Practice Opps	34 Advances in Research on Self-Determination Theory at Work	35 Translating Graduate School to Good Practice	24 Doing Research That Influences Theory and Practice	36 The Intersection of Consumer Behavior and I-O: Exploring Old Frontiers	37 Has 360-Degree Feedback Evolved in the Last 10 Years?	38 Succession Planning	25 Groups/Teams	39 Controversies and Challenges in Employee Engagement: Perspectives From Leading Experts		40 A Day in the Life of an I-O Psychologist	26 TT: Green HR: Env. Sustainable Organizations, Jobs, and Employees
12:00 PM												
12:30 PM	43 Importance of Obtaining Business Impact & ROI		48 Advances in Text Analytics: Their Application to Employee Opinion Research	49 Out of the Closet and Into the Workplace: Understanding Sexual Identity in Organizations	56 Individual Assessors: Articulating Competence to Promote Excellence		57 Coaching for Employee Development	44 Research Methodology/ Measurement/ Stats		45 One Brick at a Time: Cultural Context Effects at Work		50 TT: Leading and Engaging Employees in Sustainable Organizations
1:00 PM												
1:30 PM	54 Leveraging Social Media for Recruitment: Best Practices	55 Industry Spotlight: How I-Os Can Help Solve the Healthcare Crisis										
2:00 PM												
2:30 PM												
3:00 PM	Coffee Break											
3:30 PM	75 Researching I-Os: What Happens When We Work Remotely?	76 Work-Family Research: The Crossroads	77 Overhauling Hiring Methods: Fed. Hiring Reform	78 The Use of Employee Surveys to Manage Organizational Culture	79 Personality Assessment in Law Enforcement	80 I Meets O: Assessment-Driven Leadership Development and Talent Management	81 Developing an HR Strategy	82 Personality	83 Emotional Intelligence: Consensus, Dissensus, and the Path Forward	84 Why We Rejected Your Meta-Analysis and What You Can Do	85 Future Directions in Multigenerational Research	86 TT: Change Management/ Interventions for Environmental Sustainability
4:00 PM												
4:30 PM			88 The Development and Use of Global Norms					89 Testing/ Assessment (e.g., selection methods)				
5:00 PM	94 Legal Review of Content Validation	95 CREW: Increasing Workplace Civility		96 Apply Sci to Improve Teaching of Teamwork			97 Diversity Networks From Startup to Strategy		98 Getting the Right Start: Advice for Early Career I-Os			
5:30 PM												
6:00 PM												
6:30 PM												

Interactive Posters
Community of Interest
Posters

Theme Track
Invited Speakers

MEETING OF THE COMMITTEE ON ETHNIC MINORITY AFFAIRS

4:00–5:00 PM Room 4D (4th Floor)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

6:00–7:00 PM Williford B (3rd Floor)

INTERNATIONAL MEMBERS' RECEPTION

6:00–7:00 PM Williford A (3rd Floor)

EVENING RECEPTION

6:00–8:00 PM Grand Ballroom (2nd Floor)

Top Posters on display from 6:00 to 6:50 PM

THURSDAY SESSIONS BY CONTENT AREA

Careers/Mentoring/Socialization/Onboarding/Retirement

- 9 Age and Career Development in a Changing World of Work, Lake Erie, 10:30 AM
- 40 A Day in the Life of an I-O Psychologist, Williford B, 12:00 PM
- 52 Successful Transitions: The Long and Winding Road in I-O Careers, Continental A, 1:30 PM
- 66 Poster 1, Williford C, 2:30 PM
- 71 Who Can Get and Keep a Job? Understanding Employability, Continental C, 3:30 PM
- 75 Researching I-Os: What Happens When We Work Remotely? Lake Huron, 3:30 PM
- 91 Jobs in Academia: Much More Than I-O, Continental C, 5:00 PM
- 98 Getting the Right Start: Advice for Early Career I-O Psychologists, Waldorf, 5:00 PM

Coaching/Leadership Development

- 31 Organizational Support: The Lifeline for Successful Leadership Coaching, Continental C, 12:00 PM
- 33 Experience-Based Leadership Development: Resolving Some Thorny Issues, Lake Erie, 12:00 PM
- 57 Coaching for Employee Development, PDR 2, 1:30 PM
- 80 "I" Meets "O": Assessment-Driven Leadership Development and Talent Management, NW Exhibit Hall 5, 3:30 PM

Consulting Practices/Ethical Issues

- 6 I-O on a Dime: Best Practices in a Post-Recession World, Continental B, 10:30 AM
- 15 Consulting on the Frontier of Technology-Delivered I-O Psychology, NW Exhibit Hall 5, 10:30 AM

Counterproductive Behavior/Workplace Deviance

- 61 Examining Factors That Exacerbate, Alleviate, and Explain Consequences of Incivility, Continental B, 2:00 PM

Emotions/Emotional Labor

- 65 Individual and Social Influences on Emotional Labor and Performance, International Ballroom South, 2:30 PM
- 83 Emotional Intelligence: Consensus, Dissensus, and the Path Forward, Waldorf, 3:30 PM

Employee Withdrawal (e.g., absence, turnover)/Retention

- 66 Poster 2, Williford C, 2:30 PM

Global/International/Cross-Cultural Issues

- 17 Posters 1 to 15, SE Exhibit Hall, 10:30 AM
- 45 One Brick at a Time: Cultural Context Effects at Work, Williford A, 12:30 PM
- 66 Posters 3 to 6, 2:30 PM
- 88 The Development and Use of Global Norms, Lake Ontario, 4:30 PM
- 99 Poster 1, Grand Ballroom, 6:00 PM

Groups/Teams

- 3 Staying Alive! Training High-Risk Teams for Self-Correction, Boulevard AB, 10:30 AM
- 25 Posters 1-29, SE Exhibit Hall, 11:30 AM
- 67 Interdisciplinary Insights Into Virtual Organizational Effectiveness, Boulevard AB, 3:30 PM
- 74 The Unwieldy World of Teams: Teamwork Issues in Applied Settings, Lake Erie, 3:30 PM
- 99 Poster 2, Grand Ballroom, 6:00 PM

Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 19 Still Unequal? Men, Women, and Work in the 21st Century, Williford A, 10:30 AM
- 49 Out of the Closet and Into the Workplace: Understanding Sexual Identity in Organizations, Marquette, 1:00 PM
- 66 Poster 7, Williford C, 2:30 PM
- 85 Future Directions in Multigenerational Research and Its Application, Williford B, 3:30 PM

- 93 Discrimination in the 21st Century: Contemporary Perspectives of Organizational Discrimination, Lake Erie, 5:00 PM
- 97 Diversity Networks From Startup to Strategy, PDR 2, 5:00 PM

Innovation/Creativity

- 66 Poster 8, Williford C, 2:30 PM

Job Analysis/Job Design/Competency Modeling

- 22 A Database for a Changing Economy: Review of the O*NET, International Ballroom South, 11:00 AM
- 47 Adequacy of O*NET Work Styles and Detailed Work Activities, Joliet, 1:00 PM
- 69 Enterprise-Wide Competency Management: How to Train Your Competency Dragon, Continental A, 3:30 PM

Job Attitudes/Engagement

- 12 Advances in Work-Ethic Research: Current and Future Directions, Lake Ontario, 10:30 AM
- 39 Controversies and Challenges in Employee Engagement: Perspectives From Leading Experts, Waldorf, 12:00 PM
- 62 What to Know Before the Survey: Indicators of Employee Engagement, NW Exhibit Hall 5, 2:00 PM
- 66 Posters 9 to 10, Williford C, 2:30 PM
- 73 Improving (Not Maintaining) Employee (Re)Engagement Through a Recession, Joliet, 3:30 PM

Judgment/Decision Making

- 17 Poster 16, SE Exhibit Hall, 10:30 AM

Leadership

- 1 Opening Plenary Session, International Ballroom South, 8:00 AM
- 14 Facilitating Leader Development: Selecting the Right Employees and Right Interventions, NW Exhibit Hall 1, 10:30 AM
- 50 Theme Track: Leading and Engaging Employees in Sustainable Organizations, Williford C, 1:00 PM
- 63 Posters 1 to 32, SE Exhibit Hall, 2:00 PM
- 99 Posters 3 to 5, Grand Ballroom, 6:00 PM

Legal Issues/Employment Law

- 8 OFCCP/Legal Defensibility Safeguards: Hit 'em With Your Best Shot, Joliet, 10:30 AM
- 42 Abolish the *Uniform Guidelines*, International Ballroom South, 12:30 PM
- 70 Recommendations of a Technical Advisory Committee on Adverse Impact Analysis, Continental B, 3:30 PM
- 94 A Legal Review of the Content Validation Argument, Lake Huron, 5:00 PM

Measurement/Statistical Techniques

- 43 The Importance of Obtaining Business Impact and Return on Investment, Lake Huron, 12:30 PM
- 44 Posters 1 to 19, SE Exhibit Hall, 12:30 PM
- 58 Practical and Methodological Considerations for DIF/ME Research, Williford B, 1:30 PM
- 66 Poster 11, Williford C, 2:30 PM

Motivation/Rewards/Compensation

- 34 Advances in Research on Self-Determination Theory at Work, Lake Michigan, 12:00 PM
- 66 Posters 11 to 12, Williford C, 2:30 PM

Occupational Health/Safety/Stress & Strain/Aging

- 4 Toxic Emotions: Considering the Hidden Consequences of the Recession, Boulevard C, 10:30 AM
- 32 Individual and Organizational Strategies for Coping With Job Insecurity, Joliet, 12:00 PM
- 41 Posters 1 to 4, Astoria, 12:30 PM
- 66 Poster 14, Williford C, 2:30 PM

Organizational Culture/Climate

- 13 Collaborative, Virtual, and Open: How the Social Media Revolution Is Changing the Workplace, Marquette, 10:30 AM
- 17 Posters 17 to 26, SE Exhibit Hall, 10:30 AM
- 21 Theme Track: Introduction and Keynote Address: A Journey in Environmental Sustainability, Williford C, 10:30 AM
- 26 Theme Track: Green HR: Environmentally Sustainable Organizations, Jobs, and Employees, Williford C, 11:30 AM
- 66 Posters 15 to 16, Williford C, 2:30 PM
- 78 The Use of Employee Surveys to Manage Organizational Culture, Marquette, 3:30 PM
- 95 CREW (Civility, Respect, Engagement at Work): Intervention Increasing Workplace Civility, Lake Michigan, 5:00 PM

Organizational Performance/Change/Downsizing/OD

- 23 Customer Experience: Emerging Research and Practice Opportunities for I-O Psychologists, Lake Huron, 11:30 AM
- 46 Downsizing: One of the Dominant Trends of the Decade, Continental C, 1:00 PM
- 66 Poster 17, Williford C, 2:30 PM
- 86 Theme Track: Change Management and Interventions for Environmental Sustainability, Williford C, 3:30 PM

Performance Appraisal/Feedback/Performance Management

- 16 Performance Management, PDR 2, 10:30 AM
- 37 Has 360-Degree Feedback Evolved in the Last 10 Years? NW Exhibit Hall 5, 12:00 PM
- 68 Organizational Feedback: Encouraging It, Seeking It, and Using It!, Boulevard C, 3:30 PM
- 99 Poster 6, Grand Ballroom, 6:00 PM

Personality

- 28 Measuring Implicit Processes in Organizational Research, Boulevard C, 12:00 PM
- 79 Personality Assessment in Law Enforcement, NW Exhibit Hall 1, 3:30 PM
- 82 Posters 1 to 32, SE Exhibit Hall, 3:30 PM
- 99 Poster 7, Grand Ballroom, 6:00 PM

Research Methodology (e.g., surveys)

- 24 Doing Research That Influences Theory and Practice, Marquette, 11:30 AM
- 44 Posters 20 to 30, SE Exhibit Hall, 12:30 PM
- 48 Advances in Text Analytics: Their Application to Employee Opinion Research, Lake Ontario, 1:00 PM
- 60 Survey Actioning: Driving Positive Change at Multiple Levels, Boulevard C, 2:00 PM
- 66 Poster 18, Williford C, 2:30 PM
- 84 Why We Rejected Your Meta-Analysis and What You Can Do, Williford A, 3:30 PM
- 89 Poster 1, SE Exhibit Hall, 4:30 PM
- 99 Poster 8, Grand Ballroom, 6:00 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)

- 20 Advancing Succession Planning: Opportunities and Challenges, Williford B, 10:30 AM
- 38 Succession Planning, PDR 2, 12:00 PM
- 54 Leveraging Social Media for Recruitment: Best Practices From the Experts, Lake Huron, 1:30 PM
- 66 Posters 19 to 20, Williford C, 2:30 PM
- 72 Applications of Social Media in the Workplace, International Ballroom South, 3:30 PM
- 92 Succession Planning: Innovations and Best Practices, International Ballroom South, 5:00 PM

Strategic HR/Utility/Changing Role of HR

- 7 Coaching the Dinosaur: I-O Influence in 100 Year-Old Organizations, Continental C, 10:30 AM

- 30 Empirical Evidence for Emerging Technology: MUVes/Virtual Worlds in HR, Continental B, 12:00 PM
- 53 I-O Psychology in the Management of Human Capital Risk, Lake Erie, 1:30 PM
- 55 Industry Spotlight: How I-Os Can Help Solve the Healthcare Crisis, Lake Michigan, 1:30 PM
- 81 Developing an HR Strategy, PDR 2, 3:30 PM

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

- 10 Drive Your Career: Vision, Valor, and Valence, Lake Huron, 10:30 AM
- 35 Translating Graduate School to Good Practice, Lake Ontario, 12:00 PM
- 36 The Intersection of Consumer Behavior and I-O: Exploring Old Frontiers, NW Exhibit Hall 1, 12:00 PM
- 51 Internships in I-O Psychology: Best Practices From Managers and Interns, Boulevard AB, 1:30 PM
- 90 Preparing for the Workplace—the Virtual Workplace, Boulevard AB, 5:00 PM
- 96 Applying Science to Improve the Teaching of Teamwork in Classrooms, Marquette, 5:00 PM

Testing/Assessment (e.g., selection methods; validation; predictors)

- 2 Posters 1 to 4, Astoria, 10:30 AM
- 5 Alternative Strategies for Internet-Based Testing: Practice and Research Lessons, Continental A, 10:30 AM
- 27 The Latest Research on Simulations and Multimedia SJTs, Boulevard AB, 12:00 PM
- 56 Individual Assessors: Articulating Competence to Promote Excellence, NW Exhibit Hall 1, 1:30 PM
- 59 Posters 1 to 4, Astoria, 2:00 PM
- 64 Advancing the Research Behind Technological Innovations in Assessment, Waldorf, 2:00 PM
- 77 Overhauling Hiring Methodologies: Unproctored, Automated Assessment in Federal Hiring Reform, Lake Ontario, 3:30 PM
- 87 Posters 1 to 4, Astoria, 4:00 PM
- 99 Posters 9 to 10, Grand Ballroom, 6:00 PM

Training

- 11 Self-Regulated Learning Interventions: A Recipe for Training Success, Lake Michigan, 10:30 AM
- 99 Poster 11, Grand Ballroom, 6:00 PM

Work and Family/Non-Work Life/Leisure

- 18 Implications of Work–Life Flexibility for Managers: Practices, Pitfalls and Prospects, Waldorf, 10:30 AM
- 29 Work–Family Research is Atheoretical? Not Anymore: Advancements in Boundary Theory, Continental A, 12:00 PM
- 76 Work–Family Research: The Crossroads, Lake Michigan, 3:30 PM

1. Special Events: 8:30 AM–9:50 AM International Ballroom South

Opening Plenary Session

Adrienne J. Colella, Tulane University, *Chair*
Eduardo Salas, University of Central Florida, *Presenter*

2. Interactive Posters: 10:30 AM–11:20 AM Astoria

Making It Right: SJT Measurement Issues

Michael McDaniel, Virginia Commonwealth University,
Facilitator

2-1 Test–Retest Reliability of SJT Items Used for Credentialing

Assessing reliability of SJTs in high-stakes situations is problematic with reliability inappropriately measured by alpha. We compared SJT test–retest data, $r = .84$, to internal consistency, $\alpha = .45$. The SJT correlated significantly with cognitive ability, $r = .30$, and Agreeableness, $r = .24$. We discuss the practical implications for use of SJTs in credentialing examinations.

Victor M. Catano, Saint Mary's University
Anne Brochu, Saint Mary's University

Submitter: Victor Catano, vic.catano@smu.ca

2-2 A Single-Response Situational Judgment Test: Validity and Relationships With Personality

A single-response SJT was developed and tested with museum tour guides. The single-response SJT significantly predicted performance ($r = .33$) and was significantly related to personality traits intrinsic to the job. Theoretical implications are discussed. These findings further support single-response SJTs as efficient and effective alternatives to multiple-response SJTs.

Amy E. Crook, Rice University
Margaret E. Beier, Rice University
Cody B. Cox, University of Texas at Brownsville
Harrison J. Kell, Rice University
Ashley Rittmayer Hanks, Rice University

Submitter: Amy Crook, crook@rice.edu

2-3 Scoring Situational Judgment Tests Using Profile Similarity Metrics

Mathematical analyses are presented that decompose distance-based measures, which are commonly used to score SJTs, into component indices based on correlation, dispersion, and elevation. Comparisons of the validities of distance and correlation-based scores support conclusions that the use of correlation-based scores improves the validity of SJTs that utilize rating scales.

Peter Legree, U.S. Army Research Institute for the Behavioral
and Social Sciences

Robert Kilcullen, U.S. Army Research Institute for the
Behavioral and Social Sciences

Ryan N. Ginter, George Mason University

Dan J. Putka, HumRRO
Joseph Psotka, U.S. Army Research Institute for the
Behavioral and Social Sciences

Submitter: Ryan Ginter, rginter1@gmu.edu

2-4 The Efficacy of Three SJT Response Formats

This study presents an evaluation of 3 SJT response formats in terms of construct-related validity, subgroup differences, and socially desirable responding. The rate SJT displayed stronger correlations with personality, and smaller subgroup differences, but higher levels of socially desirable responding than the rank and most/least SJTs.

Ryan M. Glaze, Texas A&M University
Steven Jarrett, Texas A&M University
Ira Schurig, Texas A&M University
Winfred Arthur, Texas A&M University
Jason E. Taylor, PeopleAnswers, Inc.

Submitter: Ryan Glaze, rmg@tamu.edu

3. Symposium/Forum: 10:30 AM–11:50 AM Boulevard AB

Staying Alive! Training High-Risk Teams for Self-Correction

Research examining teams working in high-risk operations has been lacking. This symposium showcases research on team training that helps to optimize team performance in environments characterized by life-or-death situations arising spontaneously after long periods of mundane activity by pulling experts from diverse areas of industry: spaceflight, healthcare, and medical simulation.

Emily David, University of Houston, *Co-Chair*
Kathryn Keeton, NASA EASI/Wyle Labs, *Co-Chair*
Kelley J. Slack, Wyle Life Sciences/LZ Technology, Inc.,
Lacey L. Schmidt, EASI/Wyle Labs-NASA JSC, Kathryn
Keeton, NASA EASI/Wyle Labs, *Developing Self-*
Correcting Astronaut Crews

Raymond A. Noe, Ohio State University, Alison M. Dachner,
Ohio State University, Brian M. Saxton, Ohio State
University, *Team Training for Self-Correction on Long*
Duration Missions: Evidence From NASA

Sallie J. Weaver, University of Central Florida, Eduardo Salas,
University of Central Florida, *Training Teams to Self-*
Correct: Team Training for Patient Safety

David M. Musson, McMaster University, *Training Teams:*
From the Operating Room to Extreme Environments

Steve W. J. Kozlowski, Michigan State University, *Discussant*

Submitter: Kathryn Keeton, KathrynEKeeton@gmail.com



Indicates Thursday
Theme Track Session

4. Panel Discussion: 10:30 AM–11:50 AM Boulevard C

Toxic Emotions: Considering the Hidden Consequences of the Recession

The recession touched virtually all organizations financially and increased negative emotions such as fear, stress, and depression. Organizational responses may impact individual well-being, healthcare costs, accidents, and burnout. Panelists will discuss the impact of negative emotions on the workplace and how talent management practices can mitigate their toxic effects.

Veronica S. Harvey, Aon Consulting, *Chair*
 Ronald G. Downey, Kansas State University, *Panelist*
 Benjamin Schneider, Valterra, *Panelist*
 David Blustein, Boston College, *Panelist*
 James Campbell Quick, Goolsby Leadership Academy (UTA), *Panelist*
 Paul M. Muchinsky, University of North Carolina-Greensboro, *Panelist*

Submitter: Veronica Harvey, veronica.harvey@aon.com

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

Alternative Strategies for Internet-Based Testing: Practice and Research Lessons

Innovations in technology have spurred alternative models for delivering and using assessments in the workplace. This session highlights a diverse range of real world assessment programs that incorporate unproctored Internet-based testing (UIT) and examines implementation strategies and research that address a number of operational and psychometric issues and challenges.

John A. Weiner, PSI, *Chair*
 Theodore L. Hayes, U.S. Office of Personnel Management, *UIT and PIT in Federal Selection Programs*
 John J. Pass, CSX, Margaret Downey, CSX Transportation, *Launch of a Strategy-Based UIT Program for CSX*
 Danita Harris, Cox Communications, Alicia Allegrini, PSI, *Design and Deployment of a UIT Program for Organizational Effectiveness*
 Corina Rice, CSX Transportation, John A. Weiner, PSI, Monica Freed, PSI, *A Comparative Study of Alternate Strategies for Verification Testing*
 Victor Jockin, PSI, *Preemployment Test Score Distributions Obtained Under Proctored and Unproctored Conditions*

Submitter: John Weiner, jweiner@psionline.com

6. Symposium/Forum: 10:30 AM–11:50 AM Continental B

I-O on a Dime: Best Practices in a Post-Recession World

In the wake of the Great Recession, organizations have embraced a “new thriftiness.” I-O practitioners will need to fundamentally reevaluate how we deliver work. Taking a long-term view of the effects of the economic crisis, this session investigates how I-O practitioners can build innovative, sustainable solutions that permanently shrink costs.

Tasha L. Eurich, HealthOne/HCA, *Chair*
 Tasha L. Eurich, HealthOne/HCA, *The I-O Existential Dilemma: Building an OD Department With \$0*
 Michael T. Herron, Bank of America Merrill Lynch, *The Consequences of Resource Constraints on Established Leadership Development Programs*
 Rachel M. Johnson, Korn/Ferry International, *Value-for-Money Client Solutions: A Consulting Firm Case Study*
 Martin Lanik, Global Assessor Pool, Ltd, *Four Strategies to Make Assessment Centers More Cost Effective*
 William C. Byham, Development Dimensions International, *Discussant*

Submitter: Tasha Eurich, tasha.eurich@gmail.com

7. Panel Discussion: 10:30 AM–11:50 AM Continental C

Coaching the Dinosaur: I-O Influence in 100 Year-Old Organizations

Influencing executive decisions and organizational change is hard enough without 100 years of baggage. This interactive and audience-participation discussion will explore lessons—applicable to any organization—learned within historically conservative companies feeling the pressures to keep pace with financial and technological realities of today’s marketplace.

Scott M. Brooks, OrgVitality, *Chair*
 Michael N. Bazigos, IBM Corporation, *Panelist*
 Steven Katzman, KPMG LLP, *Panelist*
 Matthew S. Kleinman, New York Life Insurance Company, *Panelist*
 Corbin C. Wong, Hofstra University/Deutsche Bank, *Panelist*
 Submitter: Scott Brooks, scottbrooks@orgvitality.com

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

OFCCP/Legal Defensibility Safeguards: Hit ‘em With Your Best Shot

Recent years have revealed an increasingly upward trend in activity and audits from the OFCCP and other governing regulations. Presenters in this session provide best practices, emerging trends, and lessons learned in order to effectively and proactively deal with employee selection regulatory agencies.

Lilly Lin, Development Dimensions International, *Chair*
 David B. Schmidt, Development Dimensions International, *Legal Challenges: An Ounce of Prevention...*
 Laura Mastrangelo Eigel, Frito-Lay North America, Lauren E. McEntire, PepsiCo, Kate Malter, PepsiCo, *Proactive Compliance: An Insider’s Perspective*
 David Cohen, DCI Consulting Group Inc, *Are Goals and AI Analyses for Individuals With Disabilities Coming?*
 Kevin R. Murphy, Pennsylvania State University, *What We Know and What the OFCCP Thinks We Know*

Submitter: Lilly Lin, lilly.lin@ddiworld.com

9. Symposium/Forum: 10:30 AM–11:50 AM**Lake Erie****Age and Career Development in a Changing World of Work**

As the workforce ages and becomes increasingly age diverse, common conceptualizations of aging and career development and progression are changing. This symposium addresses some implications of these changes and how they affect the career development and motivation of employees of all ages.

Keith James, Portland State University, *Chair*
 Gabriela I. Burlacu, Portland State University, *Co-Chair*
 Yoshie Nakai, O.E. Strategies, Inc./University of Akron,
 Andrea F. Snell, University of Akron, *Modeling the Job Seeking Behaviors of Older Adults*

Tracey E. Rizzuto, Louisiana State University, Claire F. Taylor, Louisiana State University, *Technology-Based Learning: A Stepping Stone to Employment*

Sara Zaniboni, University of Trento, Donald M. Truxillo, Portland State University, Franco Fraccoroli, University of Trento, Elizabeth A. McCune, Portland State University, Marilena Bertolino, University of Nice, *Age Moderates the Effects of WDQ Factors on Job Attitudes*

Gabriela I. Burlacu, Portland State University, David Cadiz, Portland State University, Damon Drown, Portland State University, Mo Wang, University of Maryland, *Supervisor Relative Age and Employee Motivation Following Performance Feedback*

Janet L. Barnes-Farrell, University of Connecticut, *Discussant*

Submitter: Gabriela Burlacu, burlacug@pdx.edu

10. Roundtable Discussion/Conversation Hour:**10:30 AM–11:20 AM****Lake Huron****Drive Your Career: Vision, Valor, and Valence**

Hosts will provide insight/guidance to I-Os wishing to actively manage practitioner career development, including personal and contextual factors that enable successful job growth. We'll share key concepts and experiences, facilitating discussion on translating within-role success into increased contributions to your organization...even without a promotion.

Stephanie R. Klein, PreVisor, Inc., *Host*
 Ken Lahti, PreVisor, Inc., *Host*
 John P. Fennig, DRI Consulting, *Host*

Submitter: Stephanie Klein, srklein42@hotmail.com

11. Symposium/Forum: 10:30 AM–11:50 AM**Lake Michigan****Self-Regulated Learning Interventions: A Recipe for Training Success**

This symposium will clarify the role of self-regulatory interventions in enhancing learning and adaptive transfer while reducing attrition from training. Discussion will focus on 3 interventions that target various aspects of the self-regulated learning process as well as mediators and moderators of the effects of the interventions.

Traci Sitzmann, University of Colorado, Denver, *Chair*
 Kristina N. Bauer, Old Dominion University, *Co-Chair*
 Traci Sitzmann, University of Colorado, Denver, Stefanie K. Johnson, University of Colorado, Denver, *Examining When a Planning Intervention Improves Learning and Reduces Attrition*

Ryan J. Yoder, Ohio University, Jeffrey B. Vancouver, Ohio University, *Does Specific Feedback Undermine or Encourage Self-Regulated Learning? It Depends*

Dustin K. Jundt, Saint Louis University, Goran Kuljanin, Michigan State University, Paul Curran, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Extending Adaptive Guidance: Influence of Guidance Framing and Implicit Theories*

Ruth Kanfer, Georgia Institute of Technology, *Discussant*

Submitter: Kristina Bauer, kbauer@odu.edu

12. Panel Discussion: 10:30 AM–11:50 AM**Lake Ontario****Advances in Work-Ethic Research: Current and Future Directions**

The work ethic construct has been a focus in management discussions for over a century. This session brings together top scholars to discuss recent advances in work ethic research. Presenters will review historical plus current perspectives on work ethic, introduce their current research, and discuss implications for theory and practice.

John P. Meriac, University of Missouri-St. Louis, *Chair*
 David J. Woehr, University of Tennessee, Knoxville, *Co-Chair*
 Adrian Furnham, University College London, *Panelist*
 Andrew N. Christopher, Albion College, *Panelist*
 Melissa J. Mann, Winston Salem State University, *Panelist*

Submitter: John Meriac, meriacj@umsl.edu

13. Special Events: 10:30 AM–11:20 AM**Marquette****Collaborative, Virtual, and Open: How the Social Media Revolution Is Changing the Workplace**

Social networking tools have gained traction in many areas long considered the domain of I-O psychologists: organizational culture, selection, training, employee engagement, and leadership. This talk will explore this rapidly changing landscape, provide cases where I-O psychologists have utilized innovative social media solutions, and share a vision of the collaborative, virtual, and open organization of the future.

Mariangela Battista, Pfizer Inc., *Chair*
 Andrea S. Goldberg, Digital Culture Consulting, LLC, *Presenter*

14. Symposium/Forum: 10:30 AM–11:50 AM**Northwest 1****Facilitating Leader Development: Selecting the Right Employees and Right Interventions**

This symposium integrates research on the efficacy of employee attributes and contextual factors in predicting positive trajectories of leadership development. Presented research will inform employee selection into leader development programs, the recommended content of such programs, and how their effects can be evaluated.

Michael D. Mumford, University of Oklahoma, *Chair*
 Andrea R. Steele, University of Western Australia, *Co-Chair*
 Andrea R. Steele, University of Western Australia, Elisa M. Adriasola, University of Western Australia, David V. Day, University of Western Australia, *Examining the Role of Readiness Factors in Promoting Leader Development*
 Lisa Dragoni, Cornell University, *An Investigation of the Experience-Based Drivers of Leader Development*
 David A. Waldman, Arizona State University, Benjamin M. Galvin, University of Washington, Fred Walumbwa, Arizona State University, *Leadership Development in an Undergraduate Business Program*
 Daniel S. Derue, University of Michigan, Jennifer D. Nahrgang, Arizona State University, John R. Hollenbeck, Michigan State University, Kristina M. Workman, University of Michigan, *After-Event Review and Leadership Development: The Rich Get Richer*
 Neal M. Ashkanasy, University of Queensland, *Discussant*
 Submitter: Andrea Steele, steela01@student.uwa.edu.au

15. Panel Discussion: 10:30 AM–11:50 AM Northwest 5

Consulting on the Frontier of Technology-Delivered I-O Psychology

Technology is interwoven throughout most large-scale projects managed by I-O practitioners. Internal and external consultants who are unwilling or unable to actively engage with these technologies face an increased likelihood of project failure. Experienced panelists provide detailed, practical guidance for overcoming real-world challenges while leveraging technology to deliver I-O solutions.

Evan F. Sinar, Development Dimensions International (DDI), *Chair*
 Emily J. Bailey, Development Dimensions International (DDI), *Panelist*
 Kristin Charles, Kronos Talent Management, *Panelist*
 Craig R. Dawson, PreVisor, Inc., *Panelist*
 Chris Dixon, Development Dimensions International (DDI), *Panelist*
 David E. Ostberg, Evolv On Demand, *Panelist*
 Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

16. Community of Interest: 10:30 AM–11:50 AM PDR 2

Performance Management

Elaine D. Pulakos, PDRI, *Host*
 Ryan Shaemus O'Leary, PDRI, *Host*
 Matisha D. Montgomery, U.S. Office of Personnel Management, *Coordinator*

17. Posters: 10:30 AM–11:20 AM SE Exhibit Hall

Global/International/Cross-Cultural Issues/Organizational Culture and Climate

17-1 Big Five Profiles of Thirty One Countries and Hofstede's Culture Dimensions

Big 5 scale scores for over 1 million people are reviewed in terms of differences between 31 countries involving over 20 different languages. Strong relation-

ships are found between country average scale scores and country SDs on the one hand and 2 of Hofstede's dimensions on the other.

Dave Bartram, SHL Group Ltd

Submitter: Dave Bartram, dave.bartram@shlgroup.com

17-2 The Prediction of Workaholism: A Cross-Cultural Investigation

The study examined the various predictors of workaholism across 2 cultures, Thailand and the United States. Perfectionism emerged as the single best predictor of workaholism scores in both countries. Other predictors included leisure boredom, negative and positive affect, and loneliness. Workaholism scores were significantly higher among U.S. participants.

Witsinee Bovornusvakool, University of West Florida
 Stephen J. Vodanovich, University of West Florida
 Kris Ariyabuddhipongs, Illinois State University

Submitter: Witsinee Bovornusvakool, iamguide119@gmail.com

17-3 Etic Demands and Emic Resources: A Cross-National Study of Nurses

Based on the JD-R model, we examined the influences of a etic (universal) job demand, organizational politics, and 2 emic (indigenous) job resources, participative management and guanxi, on the attitudinal, cognitive, and behavioral outcomes of the U.S. and Hong Kong nurses. Theoretical and managerial implications are also discussed.

Yu-Ping Chen, University of Wisconsin-Milwaukee
 Margaret Shaffer, University of Wisconsin-Milwaukee
 Janice R. W. Joplin, Southern Illinois University Edwardsville
 Sandy Chan, Buddhist Hospital
 Richard A. Posthuma, University of Texas-El Paso

Submitter: Yu-Ping Chen, yuping@uwm.edu

17-4 Complementary Techniques for Assessing Measurement Equivalence in Cross-Cultural Research

This research illustrates how generalizability (G) theory can be used in conjunction with a confirmatory factor analysis (CFA) framework to provide supplementary evidence of measurement equivalence/invariance (ME/I) across countries. Two empirical illustrations of both G-theory and the CFA-based framework are provided using data collected from multiple countries.

Irina F. Cozma, University of Tennessee, Knoxville
 David J. Woehr, University of Tennessee, Knoxville

Submitter: Irina Cozma, icozma@utk.edu

17-5 Intercultural Growth in Study Abroad: Too Good to Be True?

With globalization comes a need for more global workers. Study abroad (SA) is a way to develop intercultural skills. This study examined SA on ethnocentrism, intercultural communication apprehension, and international awareness. Anticipated changes in SA students were found; however, when compared to the control group, the changes had little significance.

Nicole L. Gullekson, University of Wisconsin-La Crosse

Submitter: Nicole Gullekson, gullekso.nico@uwlax.edu

17-6 An Examination of the Consequences of Underemployment Among Immigrants

Research shows that underemployment is a pervasive problem among skilled immigrants in Canada. In this study we examined the consequences of underemployment by surveying 190 skilled immigrants in Canada. Results demonstrated that underemployment was associated with negative outcomes such as job dissatisfaction, turnover intentions, and dissatisfaction with immigration decision.

Leah Hamilton, University of Western Ontario

Victoria Esses, University of Western Ontario

Submitter: Leah Hamilton, lhamil2@uwo.ca

17-7 Language, Cultural Intelligence, and Cross-Cultural Adjustment

This research investigated whether cultural intelligence and local language proficiency can be used to predict various outcomes of an expatriate assignment. Data were collected from 141 expatriates living in Japan. Results indicate that both factors are related to some degree to the 8 different outcomes that were used.

Kyle C. Huff, Georgia Gwinnett College

Submitter: Kyle Huff, kchuff@gmail.com

17-8 Norm Equivalence and Response Style: A Comparison of Four Countries

This study compared personality scores in selection settings across Mexico, United States, United Kingdom, and Canada. Response style patterns (i.e., pervasive endorsement of extreme, middle, or acquiescent response options) were shown to affect normative equivalence. Response styles were also shown to be dependent on scale content and item context.

Esteban Tristan, Select International

Marinus van Driel, Van Driel Consulting/DEOMI

Mei-Chuan Kung, Select International, Inc.

Submitter: Mei-Chuan Kung, mkung@selectintl.com

17-9 Interactions Between Levels of Individualism–Collectivism and Workgroup Cooperation: A Revised Meta-Analysis

Meta-analyses indicated individual- and organizational-level individualism–collectivism, and both workgroup performance and cooperation, were stronger in collectivistic as opposed to individualistic societies. Counterintuitively, the collectivism–cooperation correlation was negative for collectivistic individuals behaving in collectivistic societies. Relations between individualism–collectivism and cooperation/performance were also moderated by study setting, measurement dimensionality, and performance type.

Justin Marcus, University of Central Florida

Huy Le, TUI University

Eduardo P. Erazo, University of Central Florida

Submitter: Justin Marcus, marcusjustin@hotmail.com

17-10 Cultural and Individual Differences Influencing Reactions to Business Request E-mails

Country-level and individual-level differences in the independent/interdependent self are examined as predictors of reactions to high-context versus low-context business request e-mails. A Chinese sample preferred the high-context e-mail, whereas a U.S. sample exhibited no preference. Individual-level differences in the independent and interdependent self-moderated preferences for e-mail type.

Michael K. McFadden, Florida Institute of Technology

Erin M. Richard, Florida Institute of Technology

Submitter: Michael McFadden, mcfaddem@my.fit.edu

17-11 Rater Self-Construal as a Source of Bias in Performance Ratings

This study investigated the influence of rater self-construal on performance ratings. Results suggest that raters high on interdependent self-construal are influenced by perceived ratee self-construal when making overall evaluations of performance, whereas no such effects were observed for raters high on independent self-construal.

Vipanchi Mishra, University at Albany, SUNY

Sylvia G. Roch, University at Albany, SUNY

Submitter: Vipanchi Mishra, vm852684@albany.edu

17-12 Collectivism's Role in the Relationship Between Job Satisfaction and Commitment

This study examined collectivism as a moderator of the relationship between job satisfaction and affective commitment. As hypothesized, the relationship between an individual's JS and their AC is stronger as collectivism decreases. In contrast, the relationship between one's team members' JS and that individual's AC is stronger as collectivism increases.

Brandon G. Roberts, Qualcomm Inc.

Karsten Mueller, University of Mannheim

Keith Hatrup, San Diego State University

Submitter: Brandon Roberts, brandon.roberts2@gmail.com

17-13 Antecedents of Host-Country Nationals Helping Expatriates

We identified 2 antecedents of host country national (HCN) helping expatriates in organizations: the frequency of interaction between HCNs and expatriates and their level of job satisfaction. The effect of interaction frequency on HCN helping was also mediated by the HCNs' level of comfort in interacting with expatriates.

Chun-Hsiao Wang, McMaster University

Soo Min Toh, University of Toronto

Submitter: Soo Min Toh, soomin.toh@utoronto.ca

17-14 Cross-Cultural Differences Among Type-A Personality, Multitasking, and Stress

This study examined whether Type-A personality moderates stress for multitaskers and investigated the cultural differences between college student responses. Results

were significant; low Type-A personality individuals who engaged in polychronic tendencies reported lower stress.

Bianca Trejo, Florida Institute of Technology
Catherine S. Daus, Southern Illinois University-Edwardsville
Submitter: Bianca Trejo, btrejo2009@my.fit.edu

17-15 Host Country National Categorization of Expatriates: An Investigation in India

Using data from 108 participants in India, we find that host country national (HCN) categorization of expatriates is negatively related to their willingness to offer role information and social support to expatriates. We discuss implications of our findings and offer suggestions for future research.

Arup Varma, Loyola University Chicago
Pawan Budhwar, Aston University
Shaun Pichler, California State University, Fullerton
Marl Albarillo, Loyola University Chicago
Submitter: Arup Varma, avarma@luc.edu

17-16 The Constitutive Role of Transparency in Organizations

Transparency is an increasingly important, yet poorly understood, construct. Drawing on relevant literatures, this study builds a comprehensive definition of transparency and empirically examines its relationship with trust, organizational buy-in, and information usefulness. A quasi-experimental analysis reveals transparency significantly predicts these constructs. Implications for managers and researchers are discussed.

Andrew Schnackenberg, Case Western Reserve University
Submitter: Andrew Schnackenberg, axs723@case.edu

17-17 Exploring Harassment and Trust as Mediators in the Politics-Satisfaction Relationship

The purpose of this study was to examine the indirect effects of supervisor trust and workplace harassment in the perceptions of politics and job satisfaction relationship. Utilizing a multiple-mediator model, workplace harassment and supervisor trust were found to partially mediate this relationship.

B. Lindsay Brown, University of Houston
Aleksandra Luksyte, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Dieter Zapf, Goethe University of Frankfurt
Submitter: B. Lindsay Brown, bbrown1982@hotmail.com

17-18 Organizational Culture and Performance: The Role of Culture Strength

Strength of the "sharedness" aspect of culture and climate has been investigated in the climate more than the culture literature. This study "borrows back" this concept from climate research and investigates how culture strength and level relate, as well as the role that strength plays on the culture level-performance relationship.

Nathalie Castaño, Wayne State University
Ariel Lelchhook, Wayne State University
Benjamin Biermeier-Hanson, Wayne State University

Lindsey M. Kotrba, Denison Consulting
Daniel R. Denison, Denison Consulting
Submitter: Nathalie Castaño, nats2003@gmail.com

17-19 Development of a Molar Leadership Command Climate Survey (LCCS)

A new molar climate measure and modified model are presented. The antecedent climate dimensions are moderated by 3 climate facets, and both climate facets and process states are similar. The LCCS may prove useful by linking military and DOD civilian command climates to 1 of several molar outcomes.

Larry J. Laffitte, U.S. Air Force
Andres Duran, U.S. Air Force/AFRL/RV/RVN
Submitter: Larry Laffitte, larry.laffitte@kirtland.af.mil

17-20 Satisfaction With College: Issues of Dimensionality and Levels of Analysis

Data from 2 large samples of college students (total $N > 60,000$) illustrate that satisfaction with college is multi-dimensional and more strongly related to important outcomes (grades and withdrawal intentions) when examined at the school as opposed to the individual level.

Sarah Niehorster, SUNY Albany
Marcus Crede, SUNY Albany
Submitter: Sarah Niehorster, sniehorster@gmail.com

17-21 Perceived Work Environment: Conceptualization and Instrument Validation

Perceptions of the work environment (PWE) have been studied since the early days of psychology with little consensus regarding the structure of the construct. This study examines the theoretical underpinnings of the construct, presents a conceptual model, and proposes a new operational definition for PWE.

Jared Bartels, Memorial Health System
Kimberly T. Schneider, Illinois State University
John F. Binning, The DeGarmo Group, Inc.
Submitter: Kimberly Schneider, ktschne@ilstu.edu

17-22 Family-Supportive Culture and Organizational Performance: Mediators and Moderators Among Executives

This study investigates the relationship between family-supportive organizational culture and organizational performance by considering key mediators and moderators of this relationship. The results are based on primary data from 292 top executives and 257 life partners, and replicated with financial ratios.

Ruth Maria Stock, Technische Universität Darmstadt
Julia D. Roederer, Technische Universität Darmstadt
Submitter: Ruth Maria Stock, rsh@stock-homburg.de

17-23 Latent Profile Analysis of an Equal Opportunity Climate Measure

Equal opportunity climate (EOC) measures assess organizational climate associated with equity and fairness as

perceived by organizational members. This study used latent profile analysis to detect meaningful response profiles of EOC perceptions, which were found to relate to experienced discrimination, respondent demographics, and other job-related attitudes.

Aaron Watson, SWA Consulting Inc.
Marinus van Driel, Van Driel Consulting/DEOMI
Submitter: Aaron Watson, awatson@swa-consulting.com

17-24 Ship Climate and Ship Performance

We hypothesized that ship-level cohesion and hostile work environment have both main and interactive effects on ship performance. Data collected from 11,921 sailors on 45 U.S. Navy ships and archival Navy performance data revealed that their joint effects on ship performance are additive rather than interactive.

L. A. Witt, University of Houston
Emily David, University of Houston
Marinus van Driel, Van Driel Consulting/DEOMI
Submitter: L. A. Witt, witt@uh.edu

17-25 When the Going Gets Tough, Organizational Climate Makes the Difference

This study examines the influence of climate variables (OCB, service, role clarity) on financial outcomes to assess whether climate buffers the negative effects of recession on store profitability. Results indicate climate is important to the bottom line, regardless of economic state; however, OCB is especially important to maintaining the bottom line in a recession.

Lauren A. Wood, The University of Georgia
Brian J. Hoffman, The University of Georgia
Beth H. Bynum, Human Resource Research Organization
Brian Frost, Corvitus

Submitter: Lauren Wood, wood.lauren8@gmail.com

17-26 Perceptions of Interpersonal Conflict: Role of Justice, POS, and EI

We developed and tested a mediation model to predict whether POS mediates the relationship between procedural and informational justice and perceived cognitive and affective interpersonal conflict, and whether EI moderates the relationship. With a survey sample of 179 employees from the midwest we found support for our hypotheses.

Dilek Yunlu, University of Wisconsin-Milwaukee
Sashi Sekhar, University of Wisconsin-Milwaukee
Doan E. Winkel, University of Wisconsin-Milwaukee
Margaret Shaffer, University of Wisconsin-Milwaukee

Submitter: Dilek Yunlu, dyunlu@yahoo.com

18. Symposium/Forum: 10:30 AM–11:50 AM Waldorf

Implications of Work-Life Flexibility for Managers: Practices, Pitfalls, and Prospects

Although managerial involvement is generally recognized as instrumental to the success of flexible workplaces, little research attention has focused on the practices

of supervisors and other managers who oversee, implement, and engage in flexible work. This symposium will therefore focus on managerial practices for the successful implementation of workplace flexibility.

Timothy Golden, Rensselaer Polytechnic Institute, **Chair**
Deb Cohen, Society for Human Resources Management, **Flexible Work Arrangements: Data From the Trenches**
Ellen E. Kossek, Michigan State University, Ariane Ollier-Malaterre, Rouen School of Management, Mary Dean Lee, McGill University, Douglas T. Hall, Boston University, **From Restricted to Open Work-Life Flexibility Implementation: Cross-Level Patterns**
Kimberly Wells, U.S. Office of Personnel Management, Benjamin E. Liberman, Columbia University, **Supervisor-Employee Relations: Key to Federal Telework Success**
Timothy Golden, Rensselaer Polytechnic Institute, Allan Fromen, GfK Custom Research, **Does a Manager's Work-Mode Flexibility Matter for Subordinates? Examining Impacts**

Submitter: Timothy Golden, goldent@rpi.edu

19. Symposium/Forum: 10:30 AM–12:20 PM Williford A

Still Unequal? Men, Women, and Work in the 21st Century

Gender stereotypes are alive and well in the 21st century workplace. Our authors present innovative research on women's and men's work lives, as influenced by their gender. They demonstrate how gender roles and stereotypes not only influence workers themselves but also powerfully affect coworker perceptions, evaluations, and behaviors.

Lisa Marchiondo, University of Michigan, **Co-Chair**
Lilia M. Cortina, University of Michigan, **Co-Chair**
Karen Korabik, University of Guelph, Allyson McElwain, University of Guelph, **The Role of Work-Family Guilt in Work-Family Conflict**

Suzette Caleo, New York University, Madeline E. Heilman, New York University, **The Role of Gender Stereotypes in Revising Performance Appraisal Judgments**

Victoria L. Brescoll, Yale University, **Who Takes the Floor? Gender, Power, and Volubility in Organizations**

Lisa Marchiondo, University of Michigan, Susan J. Ashford, University of Michigan, Daniel S. Derue, University of Michigan, **Goose and Gander: Gender Differences in Leadership Identity Development**

Alice H. Eagly, Northwestern University, **Discussant**

Submitter: Lisa Marchiondo, lmarchi@umich.edu

20. Panel Discussion: 10:30 AM–11:50 AM Williford B

Advancing Succession Planning: Opportunities and Challenges

Rapidly changing business environments have presented new challenges in planning for future workforce needs. The purpose of this session is to provide an interactive forum for discussing the opportunities and challenges I-O psychologists face when conducting succession planning.

Chantay Dudley, Federal Management Partners, **Chair**
Jesse Erdheim, Federal Management Partners, **Co-Chair**
Brian E. Cronin, ICF International, **Panelist**

William L. Farmer, Navy Personnel Research, Studies, & Technology, *Panelist*

Jerilyn Hayward, ServiceMaster, *Panelist*

Carolyn Kurowski, Federal Management Partners, *Panelist*

Laura L. Freeman, ServiceMaster, *Panelist*

Submitter: Chantay Dudley, cdudley_99@yahoo.com

21. Special Events: 10:30 AM–11:20 AM Williford C

Theme Track: Introduction and Keynote Address: A Journey in Environmental Sustainability



Caring for the world we live in calls for businesses and organizations to take a leading role in environmental responsibility. Achieving environmental sustainability is a holistic process that depends on the synergy of all organizational stakeholders. This keynote address will describe the environmental sustainability journey of the Aveda Corporation in terms of its products, processes, and employees. The key role of individuals in creating and advancing sustainability goals will be discussed, and integral human resources practices that support environmental sustainability will be highlighted.

Stephan Dilchert, Baruch College, *Chair*

Dominique Conseil, Aveda Corporation, *Presenter*

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

22. Panel Discussion: 11:00 AM–12:20 PM International Ballroom South

A Database for a Changing Economy: Review of the O*NET

The O*NET was created to provide information about occupations and workers. In 2010, the National Academies released a report by an expert panel that reviewed O*NET and made recommendations for enhancing it. The findings that are related to research and practice in I-O psychology will be discussed.

Nancy T. Tippins, Valtera, *Chair*

John P. Campbell, University of Minnesota, *Panelist*

Margaret Hilton, The National Academies, *Panelist*

Kenneth Pearlman, Independent Consultant, *Panelist*

Ann Marie Ryan, Michigan State University, *Panelist*

Submitter: Nancy Tippins, ntippins@valtera.com

23. Roundtable Discussion/Conversation Hour: 11:30 AM–12:20 PM

Lake Huron

Customer Experience: Emerging Research and Practice Opportunities for I-O Psychologists

Although customers are integral to the success of every organization, their experiences are rarely the center of I-O research and practice. This roundtable puts the customer experience first! We will discuss our contributions, challenge our future aspirations, and network with others also passionate about the customer experience.

Miriam T. Nelson, Aon Consulting, *Host*

Terri Shapiro, Hofstra University, *Host*

Marc B. Sokol, M Squared Group, Inc., *Host*

Submitter: Miriam Nelson, miriam.nelson@aon.com

24. Special Events: 11:30 AM–12:50 PM Marquette

Doing Research That Influences Theory and Practice

Frameworks and evidence-based guidance will be provided for doing research that advances both academic knowledge and practice. The contribution of research to organizational practice is of critical importance in a world where organizations are impacting the quality of life and health of societies. Despite this, much of today's research fails to contribute to either practice or theory.

Edward E. Lawler, USC Center for Effective Organizations, *Chair*

Wayne F. Cascio, University of Colorado, Denver, *Presenter*

Gary P. Latham, University of Toronto, *Presenter*

Susan Albers Mohrman, USC Center for Effective Organizations, *Presenter*

Denise M. Rousseau, Carnegie Mellon University, *Presenter*

Submitter: Edward Lawler, elawler@marshall.usc.edu

25. Posters: 11:30 AM–12:20 PM

SE Exhibit Hall

Groups/Teams

25-1 Understanding Workplace Meetings: A Qualitative Taxonomy of Meeting Purposes

This study examined the different purposes of workplace meetings. Using a sample of working adults ($N = 491$), our categorical analysis of open-ended questions resulted in a 16 category taxonomy of meeting purposes. Further analysis showed that the taxonomy identified meaningful differences across organizational type and employee job level.

Joseph A. Allen, Creighton University

Tammy Beck, University of North Carolina at Charlotte

Cliff Scott, University of North Carolina at Charlotte

Steven G. Rogelberg, University of North Carolina at Charlotte

Kaitlin Knight, University of North Carolina at Charlotte

Submitter: Joseph Allen, josephallen1@creighton.edu

25-2 Is There a Big Five of Teamwork? An Empirical Test

Numerous theories of teamwork have been proposed. These theories have been derived from literature reviews; however, few empirical tests have been conducted. This paper tested 3 competing models of teamwork using confirmatory factor analysis. Results supported a 4-factor structure that consists of leadership, situation monitoring, mutual support, and communication.

Andrea Amodeo, Aptima, Inc.

James N. Kurtessis, George Mason/American Institutes for Research

Alok Bhupatkar, American Institutes for Research

David P. Baker, IMPAQ International

Jonathan R. Gallo, Radford University

Submitter: Andrea Amodeo, amodeo29@hotmail.com

25-3 Above the Cross-Functional Team: The Value of Lateral Coordination

This study examined the effects of lateral coordination among department heads on 60 cross-functional teams. The results revealed that better quality of coordination among department heads directly reduces boundary conflict between the team and department heads while also improving project efficiency. Clarity of goals also influences project coordination and outcomes.

Erica Anthony, Purdue University
Stephen G. Green, Purdue University
Sara McComb, Texas A&M University

Submitter: Erica Anthony, eanthony@purdue.edu

25-4 The Development of the Trauma Team Performance Observation Tool

The purpose of this project was to develop and test a tool for evaluating team performance during trauma resuscitation. A 3-phase approach is described in which the final phase involved trained evaluators observing and rating teamwork during 38 live trauma resuscitations. Level of rater agreement and scale reliability are reported.

David P. Baker, IMPAQ International
Jeanette Capella, Carilion Clinic
Jonathan R. Gallo, Radford University
Collin Hawkes, Carilion Clinic

Submitter: David Baker, dbaker@impaqint.com

25-5 Personality and Team Effectiveness in Virtual Teams

Team-level personality traits were examined in teams that varied in their degree of virtualness. Team personality was associated with commitment, satisfaction, and viability in face-to-face and hybrid teams as well as with self- and expert ratings of performance in virtual teams. Degree of virtualness and time moderated some of these relationships.

Ourania R. Vasilatos, NYS Unified Court System
Sarah A. Carroll, University of Vermont

Submitter: Sarah Carroll, sarahallisoncarroll@gmail.com

25-6 Functional Diversity, Communication, and Virtual Team Effectiveness: A Multirater Examination

This field study examines impact of functional diversity and communication processes on virtual team effectiveness from multiple perspectives. Results revealed a negative relationship between functional diversity and effectiveness for team members, a positive relationship between communication processes and effectiveness for team stakeholders, and an interaction between these 2 predictors.

Tiffani R. Chen, George Mason University
Kate LaPort, George Mason University
Stephen J. Zaccaro, George Mason University
Darleen M. DeRosa, OnPoint Consulting

Submitter: Tiffani Chen, tiffanirchen@gmail.com

25-7 The Cultural Mosaic Scale: Factor Structure and Construct Validity

This study outlines the next phases of the Cultural Mosaic Scale development. The authors used confirmatory factor analysis to determine the factor structure of the scale with a correlated 3-factor model fitting the best. Then, convergent and discriminant validity were demonstrated. Limitations and future studies are discussed.

Pylin Chuapetcharasopon, University of Waterloo
Wendi L. Adair, University of Waterloo
Terri R. Lituchy, Concordia University
Susan E. Brodt, Queen's University

Submitter: Pylin Chuapetcharasopon, pchuapet@uwaterloo.ca

25-8 Collectivism in Teams: Goal Priority's Predictive Validity

A U.S. Navy study examined the relationship between 1 facet of collectivism and team member performance. The facet of goal priority was found to predict team member performance incrementally above cognitive ability. The sample consisted of 60 participants (78% uniformed Navy personnel) formed into 15 teams of 4.

Joshua Douglas Cotton, U.S. Navy-NPRST

Submitter: Joshua Cotton, jcotton@cottonconsulting.net

25-9 Personality, Nationality, and Task Load in Chinese and American Teams

Relationships between Big 5 personality traits and team composition with perceived task load were assessed at the individual and team level of analysis in Chinese and American teams. Openness to New Experience and Extraversion were significant predictors of task load for individuals and teams. Chinese teams reported greater task load.

Mathew E. Loesch, Old Dominion University
Donald D. Davis, Old Dominion University

Submitter: Donald Davis, DDDavis@odu.edu

25-10 Team Identification, Cohesion, and Satisfaction in Distributed Teams

This study examines the influence of team identification on satisfaction and cohesion for collocated and distributed teams. Using an experimental 2 x 2 factorial design related to differing levels of team identification, which then positively predicted higher social cohesion, more task cohesion, and higher overall satisfaction with the team.

Ismael Diaz, Texas A&M University
Charles D. Samuelson, Texas A&M University
Clare L. Barratt, Texas A&M University

Submitter: Ismael Diaz, idiaz001@neo.tamu.edu

25-11 Distinguishing Between Taskwork and Teamwork Planning in Teams

The factor structure of the team-planning construct was examined in 2 studies using a self-report measure. An exploratory factor analysis was conducted in the first study, and a confirmatory factor analysis was used in the second. Results support a 2-factor structure that is characterized by a taskwork–teamwork distinction.

David Fisher, DePaul University
 Suzanne T. Bell, DePaul University
 Emily A. Mack, DePaul University
 Erich C. Dierdorff, DePaul University
 James A. Belohlav, DePaul University

Submitter: David Fisher, dfisher1@depaul.edu

25-12 Minority Dissenter Biased Information Search and Anticipated Group Tasks

We draw upon the group task circumplex and the multiple-motive heuristic systematic (MMHS) model to examine information search biases for anticipated group tasks. Minority dissenters exhibited greater confirmation bias prior to more conflictual group tasks, highlighting the social context of group activities as fundamental to motivating minority dissenter information search.

Sarah M. Gandhi, Wilfrid Laurier University
 Simon Taggar, Wilfrid Laurier University

Submitter: Sarah Gandhi, sarah.gandhi@hotmail.com

25-13 The Importance of Team Processes for Different Team Types

This study explores the importance different team types (intellectual and physical) place on transition and action-oriented process behaviors. Findings suggest intellectual teams value transition processes (i.e., planning and strategizing) more than action processes (i.e., communication and coordination). In addition, intellectual teams value transition processes more than physical teams.

Christopher R. Honts, Central Michigan University
 John Rahael, Central Michigan University
 Michael Grossenbacher, Central Michigan University
 Matthew I. Brown, Central Michigan University
 Matthew S. Prewett, Central Michigan University

Submitter: Christopher Honts, honts1cr@cmich.edu

25-14 Leadership Matters: Getting the Process Right in Healthcare Teams

We investigate the effect of team action processes (coordination), interpersonal processes (interpersonal conflict management), and leadership behaviors on team performance using a cross-sectional survey with 80 teams. The results support interpersonal processes as an important antecedent of performance. The effect of lower team processes is counteracted by transformational leadership.

Anya Johnson, University of New South Wales
 Helena Hong, University of New South Wales
 Markus Groth, University of New South Wales
 Jackie Crisp, UTS/UNSW/Sydney Children's Hospital
 Leslie White, UNSW/Sydney Children's Hospital

Submitter: Anya Johnson, anya.johnson@unsw.edu.au

25-15 Person-Group Fit: Relationships With Diversity, Emergent States, and Performance

This study examines demographic diversity as antecedent to person-group fit perceptions and their relationship to emergent states and team performance. Results from 130 work teams in 2 firms provide limited

support for demographic antecedents of fit perceptions but support for relationships between fit perceptions, emergent states, and performance.

Jee Young Seong, University of Iowa
 Won-Woo Park, Seoul National University
 Amy L. Kristof-Brown, University of Iowa
 Doo-Seung Hong, Seoul National University
 Yuhung Shin, Hanyang University

Submitter: Amy Kristof-Brown, amy-kristof-brown@uiowa.edu

25-16 What About Other Core Evaluations? An Exploration Into Core Other-Evaluations

The construct of core self-evaluations is only 1 of the 3 core evaluations that Judge and colleagues originally described in their seminal work (Judge, Locke, & Durham, 1997). This study explores the presence and theoretical underpinnings of core evaluations of others.

Chloe Lemelle, Batrus Hollweg International
 Shannon A. Scielzo, University of Texas at Arlington

Submitter: Chloe Lemelle, chloe.lemelle@gmail.com

25-17 Considering the Influence of Task Complexity on Macrocognitive Team Processes

This paper integrates empirical findings from the task complexity literature with macrocognitive team theory to extend theory and provide guidance for the study of how the emergence of macrocognitive team processes across stages of collaboration are influenced by various task features. Propositions are outlined regarding the dynamics of these relationships.

Rebecca Lyons, University of Central Florida
 Davin Pavlas, University of Central Florida
 Heather C. Lum, University of Central Florida
 Stephen M. Fiore, University of Central Florida
 Eduardo Salas, University of Central Florida

Submitter: Rebecca Lyons, rlyons@ist.ucf.edu

25-18 Big Fish in Little Ponds: A Multilevel Approach to Reputation

This study attempts to clarify the reputation construct by establishing a new level of analysis and investigating interactive effects. A multilevel approach of studying reputation is introduced by exploring the interaction of the "big fish in the little pond" (personal and unit-level reputation) on individual outcomes.

Erin Makarius, Canisius College
 Steffanie L. Wilk, Ohio State University

Submitter: Erin Makarius, makariue@canisius.edu

25-19 Inputs, Process, and Outcomes as Antecedents of an Emergent State

Recent research has identified team-level goal orientation as an emergent state. We extend this approach by developing and testing hypotheses about inputs, process, and outcomes as antecedents of team goal orientation. We test our hypotheses with a sample of students involved in a business simulation task.

Mark A. Maltarich, Saint Ambrose University
 Greg Reilly, University of Connecticut
 John E. Mathieu, University of Connecticut

Submitter: Mark Maltarich, maltarichmark@sau.edu

25-20 Trust in Virtual Teams: Effects of Trust Propensity and Team Building

The purpose of this study was to explore the development of cognitive and affective trust in virtual teams. The results showed that propensity to trust predicted early affective trust but not cognitive trust. Team building did not have a significant effect on the development of either cognitive or affective trust.

Virginia E. Pitts, Shippensburg University
 Natalie A. Wright, North Carolina State University
 Zinta S. Byrne, Colorado State University
 Rachel P. Franson, Shippensburg University

Submitter: Virginia Pitts, vepitts@ship.edu

25-21 Team Knowledge-Building Processes and Problem-Solving Outcomes: An Empirical Investigation

This poster describes an exploratory empirical investigation of relationships between team knowledge-building processes and problem-solving outcomes. Positive linear effects were found for knowledge sharing, negative curvilinear effects for regulation, and interactive effects between option generation and evaluation. Sequences of knowledge-building processes differed significantly based on performance.

Michael A. Rosen, Booz Allen Hamilton
 Stephen M. Fiore, University of Central Florida
 Eduardo Salas, University of Central Florida

Submitter: Michael Rosen, mrosena@gmail.com

25-22 Team Coaching and Innovation: Test of a Mediation Model

Innovations in the workplace represent the springboard for competitive advantage. This study examined the motivational and behavioral intervening mechanisms in the relationship between team coaching and innovation within work teams. Results indicated that team coaching may increase team innovation through team goal commitment and support for innovation.

Vincent Rousseau, Université de Montréal
 Caroline Aubé, HEC Montréal
 Sébastien Tremblay, Université Laval

Submitter: Vincent Rousseau, vincent.rousseau@umontreal.ca

25-23 The Dark Side of Perspective Taking in Teams

Despite the positive implications of perspective taking, this study shows that greater perspective taking tendencies in teams can have negative implications for performance. When team members experience negative emotional states, greater perspective-taking tendencies lead to worse team performance.

Maartje E. Schouten, Erasmus University
 Bianca Beersma, University of Amsterdam
 Myriam N. Bechtoldt, Goethe-University

Submitter: Maartje Schouten, meschouten@rsm.nl

25-24 Does Perceiving Differences in Teams Make Us Feel Less Alike?

We examined the role of team diversity in facilitating the sharing of affect within teams. The results of 2 studies show that the affective state of the team was related to an individual member's affect and that these affective linkages were stronger in teams with lower subjective diversity.

Meir Shemla, TU Dresden
 Juergen Wegge, TU Dresden
 Eric Kearney, GISMA Business School
 Eva Schraub, University of Heidelberg

Submitter: Meir Shemla, shemla@psychologie.tu-dresden.de

25-25 Transactive Memory Networks in Adaptation to Team-Member Loss

We suggest that team adaptation to critical member loss requires a dense transactive memory network (TMN). Using a simulation, we find support for the role of TMN density in adaptation. Further, when a more critical member is lost, remaining members can no longer engage in successful plan formulation.

Jessica L. Siegel, University of Arizona
 Matthew Pearsall, University of Maryland
 Michael S. Christian, University of North Carolina
 Aleksander P. J. Ellis, University of Arizona

Submitter: Jessica Siegel, jsiegel1@email.arizona.edu

25-26 Dynamic Intragroup Processes in Interdisciplinary and Homogeneous Teams

The study examines unique information sharing and intragroup trust over performance-feedback cycles. We examine the impact of team heterogeneity by comparing team processes in interdisciplinary and homogenous teams. Findings are promising for interdisciplinary teams. Heterogeneity did not undermine trust and facilitated increased unique information sharing.

Nicole J. Thompson, Virginia Tech
 Roseanne J. Foti, Virginia Tech

Submitter: Nicole Thompson, nicolejt@vt.edu

25-27 Person-Team Misfit: Impression Management and Fit Perception

Combining need to belong, social motivation, and prototype matching theories, it is suggested that individuals who perceive person-team misfit and experience low job mobility will engage in impression management. In addition, politically skilled individuals will use impression management effectively to portray an image of fit to others.

Angela Wallace, University at Buffalo, SUNY
 Robyn L. Brouer, Hofstra University
 Rebecca Badawy, University at Buffalo, SUNY

Submitter: Angela Wallace, angelawa@buffalo.edu

25-28 The Relationship Between the Big Five and Team Performance

This study investigated the influence of the Big 5 personality traits in predicting team performance in virtual and face-to-face teams. Notable results include a strong relationship between team-level Agreeableness and performance and a large variance in VT performance accounted for by the Big 5.

Jeffrey S. Conway, University of South Florida

Jason D. Way, University of South Florida

Kristen M. Shockley, Baruch College-City University of New York

Erin Jackson Walker, Louisiana State University

Matthew Lineberry, Naval Air Warfare Center Training Systems Division

Michael E. Rossi, University of South Florida

Submitter: Jason Way, jdway@mail.usf.edu

25-29 Development and Initial Validation of the Teamwork Self-Efficacy Scale

We present the results of 4 studies aimed at developing and validating the Teamwork Self-Efficacy Scale, a 13-item scale designed to measure one's sense of competence in being an effective teammate. Results indicate that the scale is a unidimensional, internally consistent measure with preliminary evidence supporting its construct validity.

William S. Weyhrauch, Consortium Research Fellows Program

Satoris S. Culbertson, Kansas State University

Submitter: William Weyhrauch, wseyhrauch@gmail.com

26. Symposium/Forum: 11:30 AM–12:50 PM Williford C

Theme Track: Green HR: Environmentally Sustainable Organizations, Jobs, and Employees



As world economies and organizations move toward greater environmental sustainability, I-O psychologists are positioned to aid in these efforts. Presenters will offer thought-provoking discussion on strategic human resource management approaches, understanding of green jobs and industries, organizational approaches to sustainability, and new scholarly findings about employee behaviors that support these efforts.

Stephan Dilchert, Baruch College, *Chair*

Susan E. Jackson, Rutgers University, *Greening Strategic HRM Scholarship*

Phil M. Lewis, National Center for O*Net Development,

David W. Rivkin, National Center for O*NET

Development, *Greening Work: Implications for Career Development and the O*NET System*

Mark J. Schmit, Society for Human Resource Management,

Sustainability Business Practices in the Workplace: Prevalence, Methods, and Outcomes

Deniz S. Ones, University of Minnesota, *A Green Workforce:*

Understanding and Promoting Green Behaviors

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

THURSDAY AM



Where do you go next after the engagement survey?

Valtera's new *Challenges of Engagement Leadership Workshop* shows your leaders in concrete terms how to build and maintain a culture of engagement within the organization and their own teams. In this highly interactive full-day workshop, leaders will:

- Participate in an in-basket exercise designed to simulate real-life "defining moments"
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- Try out solutions to key leadership challenges
- Develop personalized action plans

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27. Symposium/Forum: 12:00 PM–1:20 PM Boulevard AB

The Latest Research on Simulations and Multimedia SJTs

Simulations and multimedia situational judgment tests (SJTs) are quickly becoming the “assessment method of choice” for a wide range of occupations, but the literature in this area is not as ubiquitous. Leading-edge research on incremental validity, applicant reactions, user acceptability, and adverse impact will be revealed.

Michael S. Fetzter, PreVisor, *Chair*

Sara Lambert Gutierrez, KSAO Consulting, Christine R. Scheu, PreVisor, Kimberly A. Wrenn, PreVisor, *Incremental Validity of Multimedia Situational Judgment Tests*

Kimberly A. Wrenn, PreVisor, Erica N. Drew, Florida International University, Natasha Buxo, Florida International University, Valentina Bruk Lee, Florida International University, Pamela J. Levine, PreVisor, *Applicant Perceptions of Multimedia Situational Judgment Tests*

Ben Hawkes, Kenexa, *Avatar-Based Assessment Simulations: User Acceptability and the Uncanny Valley*

Tammy Emmons, PreVisor, Amanda L. Evans, PreVisor, *Evaluating Adverse Impact Among Alternate Testing Formats*
Jana Fallon, Prudential Financial, *Discussant*

Submitter: Michael Fetzter, mfetzer@previsor.com

28. Symposium/Forum: 12:00 PM–1:50 PM Boulevard C

Measuring Implicit Processes in Organizational Research

I-O researchers have traditionally focused on explicit manifestations of employee attitudes, behavior, and personality. This session, however, reviews several indirect approaches to examining implicit processes. These approaches include word fragment tasks, the implicit association test, work narratives, and priming manipulations.

Nathan A. Bowling, Wright State University, *Chair*

Russell E. Johnson, Michigan State University, *Co-Chair*

Nathan A. Bowling, Wright State University, Steven Khazon, Self-employed, *Implicit Trait Aggression as a Predictor of Counterproductive Work Behavior*

Brian Siers, Roosevelt University, Jade L. Peters, Roosevelt University, *Implicit Association Measures of Job Satisfaction: A Field Study*

John Rahael, Central Michigan University, Jennifer M.

Ragsdale, Central Michigan University, Neil D.

Christiansen, Central Michigan University, Kevin P.

Hobart, Central Michigan University, Subhadra Dutta,

Central Michigan University, *Using Work Narratives to Assess Motives Dispositions in the Workplace*

Russell E. Johnson, Michigan State University, James A. Tan, St. Cloud State University, Chu-Hsiang Chang, Michigan State University, *A “How To” Guide for Developing Word Fragment Completion Measures*

Ronald F. Piccolo, Rollins College, Gary P. Latham, University of Toronto, *A Content Analysis Approach to Measuring Subconscious Motives*

Alex Stajkovic, University of Wisconsin-Madison, *Discussant*

Submitter: Nathan Bowling, nathan.bowling@wright.edu



Indicates Thursday
Theme Track Session.

29. Symposium/Forum: 12:00 PM–1:20 PM Continental A

Work–Family Research is Atheoretical? Not Anymore: Advancements in Boundary Theory

Boundary theory has been introduced to explain the manner in which individuals construct boundaries around the work and family domains as well as transition between domains. This symposium brings together 5 papers that have the potential to significantly impact both how we conceptualize and apply boundary theory.

Russell A. Matthews, Louisiana State University, *Chair*

Ellen E. Kossek, Michigan State University, Brenda A. Lautsch, Simon Fraser University, *Work–Life Flexibility Self-Regulation: A Typology Integrating Multiple Perspectives*

Michael T. Ford, University at Albany, SUNY, Christopher P. Cerasoli, University at Albany, SUNY, *Discrete Occupational Context as a Moderator of Work–Nonwork Spillover*

Altovise Rogers, University of Houston, Christiane Spitzmueller, University of Frankfurt/University of Houston, *Life in the Electronic Age: Work–Family Integration and Technology*

Carrie A. Bulger, Quinnipiac University, Mark E. Hoffman, Quinnipiac University, Russell A. Matthews, Louisiana State University, *Boundaries, Planned Behavior, and Interdomain Transitions: Overlaying Two Theories*

Madhura Chakrabarti, Wayne State University, Boris B. Baltes, Wayne State University, *Work–Family Boundary Management Strategies: Investigating Outcomes and Fit*

Submitter: Russell Matthews, Matthews@lsu.edu

30. Symposium/Forum: 12:00 PM–1:50 PM Continental B

Empirical Evidence for Emerging Technology: MUEs/Virtual Worlds in HR

Virtual worlds (VWs) hold some promise for HR applications such as recruitment, training, and teamwork. However, little research exists to provide guidance to those considering their implementation. This symposium contains presentations detailing empirical evidence relating to the use of VWs in HR, highlighting some benefits, concerns, and areas for future study.

Richard N. Landers, Old Dominion University, *Chair*

Tara S. Behrend, George Washington University, *Chair*

Richard N. Landers, Old Dominion University, *Multi-User Virtual Environments and Virtual Worlds: Definitions, Demonstration, and History*

Samuel Kaminsky, George Washington University, Jessica Badger, George Washington University, Tara S. Behrend, George Washington University, *Employee Recruitment in Virtual Worlds: Effects on Information Transfer*

Rachel C. Johnson, Old Dominion University, Richard N. Landers, Old Dominion University, *Designing Training With Discussion in Virtual Worlds: A Longitudinal Investigation*

Thomas J. Whelan, Horizon Performance, LLC, Lynda

THURSDAY PM

Aiman-Smith, North Carolina State University, Claudia B. Kimbrough, North Carolina State University, Larry Taylor, University of North Carolina at Chapel Hill, *Multilevel Examination of Personality and Performance Ratings in Virtual Teams*

Ross Brown, Queensland University of Technology, *Using Virtual Worlds for Business Process Management*

Jeffrey M. Stanton, Syracuse University, *Discussant*

Submitter: Richard Landers, rmlanders@odu.edu

31. Symposium/Forum: 12:00 PM–12:50 PM Continental C

Organizational Support: The Lifeline for Successful Leadership Coaching

Leadership coaching does not occur in a vacuum; as a result, organizational influences should be considered in coaching research and practice. Practitioners/researchers share insights to aid understanding, build best practices, and identify future research as we explore the impact of organizational support and its critical role to successful coaching programs.

Gina R. Hernez-Broome, University of the Rockies, *Co-Chair*
Lisa A. Boyce, U.S. Air Force, *Co-Chair*

Gina R. Hernez-Broome, University of the Rockies, Lisa A. Boyce, U.S. Air Force, *Organizational Support: Creating the Milieu for Effective Leadership Coaching*

Erica I. Desrosiers, PepsiCo, David H. Oliver, PepsiCo Americas Foods, *Maximizing the Impact of Coaching: What Organizations Can (Should) Do*

Johnathan Nelson, PDRI, Treston Knight, PDRI, *Using Multisource Feedback to Increase Organizational Support for Coaching*

Paul E. Tesluk, University of Maryland, *Framework for Studying Executive Coaching Within a Leadership Development System*

Stephen J. Zaccaro, George Mason University, *Discussant*

Submitter: Lisa Boyce, Boycela@msn.com

32. Symposium/Forum: 12:00 PM–12:50 PM Joliet

Individual and Organizational Strategies for Coping With Job Insecurity

Despite the fact that job insecurity has become a pervasive phenomenon in today's workplace, practical strategies for coping with job insecurity have received little research attention. This symposium explores individual, supervisor, and organizational strategies that appear to attenuate the negative effects of job insecurity.

Mindy M. Krischer, University of Houston, *Co-Chair*

Tahira M. Probst, Washington State University Vancouver, *Co-Chair*

Mindy M. Krischer, University of Houston, *Job Insecurity, Personality, and Coping: An Integrated Approach*

Tahira M. Probst, Washington State University Vancouver, *Leader-Member Exchange: How Supervisor-Employee Relationships Moderate Outcomes of Job Insecurity*

Lixin Jiang, Washington State University, Tahira M. Probst, Washington State University Vancouver, *Organizational Communication: A Buffer in Times of Job Insecurity?*

Submitter: Mindy Krischer, mmkrisch@gmail.com

33. Symposium/Forum: 12:00 PM–1:20 PM Lake Erie

Experience-Based Leadership Development: Resolving Some Thorny Issues

Organizations increasingly emphasize using experience, especially stretch assignments, rather than programs to develop leadership talent. But shifting experience to the heart of development is not so easy. This symposium addresses some practical issues in learning from experience and identifies research needed to move this area forward.

Morgan W. McCall, University of Southern California, *Chair*
David V. Day, University of Western Australia, *On the Need to Practice Leadership*

Paul R. Yost, Seattle Pacific University, Mary Plunkett, Heineken, *Making On-the-Job Development the Foundation of an Organization's Talent Management*

R. Jeff Jackson, US Air Force Academy, Douglas R. Lindsay, U.S. Air Force Academy, *Leadership Development: Using an Undergraduate Course to Develop Talent*

Sarah A. Hezlett, Personnel Decisions Research Institutes, Michael J. Cullen, Personnel Decisions Research Institutes, *What We Don't Know About Leadership Development Hurts Us*

George P. Hollenbeck, Hollenbeck Associates, *Discussant*

Submitter: Morgan McCall, morgan.mccall@marshall.usc.edu

34. Symposium/Forum: 12:00 PM–1:20 PM Lake Michigan

Advances in Research on Self-Determination Theory at Work

This symposium presents 4 studies that integrate self-determination theory (SDT) principles with workplace phenomena. Relationships among SDT constructs, work factors, workplace violence, leadership, prosocial motivation, and various outcomes are investigated using a variety of research designs.

James M. Diefendorff, University of Akron, *Chair*

Megan Chandler, University of Akron, *Co-Chair*

Megan Chandler, University of Akron, Gary J. Greguras, Singapore Management University, James M. Diefendorff, University of Akron, Allison S. Gabriel, University of Akron, Christina Moran, University of Akron, *An Event-Level Analysis of Links of SDT With Employee Well-Being*

Claude Fernet, Université du Québec à Trois-Rivières, Stéphanie Austin, Université Laval, *Minimizing Burnout and Maximizing Commitment: The Role of Work Motivation*

Emanuela Chemolli, Concordia University, Marylene Gagne, Concordia University, *Exploring the Relationship Between Motivation at Work and Organizational Commitment*

Marylene Gagne, Concordia University, Kira F. Schabram, University of British Columbia, *Relations Between Perceptions of Violence at Work and Psychological Health*

Submitter: Megan Chandler, mmc43@zips.uakron.edu

35. Symposium/Forum: 12:00 PM–12:50 PM Lake Ontario

Translating Graduate School to Good Practice

Although graduate training programs emphasize the scientist–practitioner model, it is often challenging for students to translate concepts and principles learned in the academic setting to realistic applied experiences.

Through 3 case studies, the presenters discuss lessons learned in balancing operating in less-than-ideal applied circumstances while remaining true to I-O standards.

Whitney Botsford Morgan, University of Houston-Downtown, *Chair*

Katherine Elder, George Mason University, *Chair*

Whitney Botsford Morgan, University of Houston-Downtown, Rebekah Cardenas, EASI Consult, *From Role Ambiguity to Role Clarification: A Case Study*

Kate Morse, FINRA, *Organizational Needs Assessment: A Case Study*

Katherine Elder, George Mason University, Ashley Agerter, Federal Management Partners, *Personnel Selection: A Case Study*

John Kello, Davidson College, *Discussant*

Submitter: Whitney Botsford Morgan, MorganW@uhd.edu

36. Panel Discussion: 12:00 PM–1:20 PM Northwest 1

The Intersection of Consumer Behavior and I-O: Exploring Old Frontiers

Consumer behavior is a rapidly growing field, but its presence at SIOP has waned over the past decade. This panel discussion will reintroduce consumer behavior to the uninitiated, explain how I-O psychologists' KSAs are transferable, and highlight areas of our training that require refinement for reentry.

Brian K. Griepentrog, Fors Marsh Group, *Chair*

Donald A. Hantula, Temple University, *Panelist*

Christopher T. Rotolo, PepsiCo, *Panelist*

Scott Turner, Fors Marsh Group LLC, *Panelist*

Submitter: Brian Griepentrog, bg@forsmarshgroup.com

37. Panel Discussion: 12:00 PM–1:50 PM Northwest 5

Has 360-Degree Feedback Evolved in the Last 10 Years?

Editors and contributors to *The Handbook of Multisource Feedback* will discuss and debate the evolution of 360 feedback in the 10 years since its publication. Panel members from corporate, consulting, and academic disciplines will discuss both general trends as well as their specific content interests from their *Handbook* chapters.

Carol W. Timmreck, The Timmreck Group, *Chair*

David W. Bracken, OrgVitality LLC, *Panelist*

Allan H. Church, PepsiCo, *Panelist*

James L. Farr, Pennsylvania State University, *Panelist*

Robert A. Jako, Kaiser Permanente, *Panelist*

Manuel London, SUNY-Stony Brook, *Panelist*

David B. Peterson, PDI Ninth House, *Panelist*

Janine Wacławski, Pepsi-Cola Company, *Panelist*

Submitter: David Bracken, dwbracken@gmail.com

26th Annual Conference

38. Community of Interest: 12:00 PM–1:20 PM PDR 2

Succession Planning

Kevin R. Nash, Aspen Organization Development Consulting, *Host*

Kristin Prue Wright, Cisco Systems, Inc., *Host*

Magda Du Preez, Informed Talent Decisions, *Coordinator*

39. Panel Discussion: 12:00 PM–1:50 PM Waldorf

Controversies and Challenges in Employee Engagement: Perspectives From Leading Experts

Leading experts gather to discuss some of the challenges surrounding the practice of engagement. What is employee engagement? Why do organizations care? How actionable are engagement surveys/do they have the desired impact? We also aim to understand how research both informs and is informed by the practice of engagement.

Lindsey M. Kotrba, Denison Consulting, *Co-Chair*

Ashley M. Guidroz, Trinity Health, *Co-Chair*

Daniel R. Denison, Denison Consulting, *Panelist*

James K. Harter, Gallup, *Panelist*

Mark Royal, Hay Group, *Panelist*

Benjamin Schneider, Valtera, *Panelist*

Jack W. Wiley, Kenexa Research Institute, *Panelist*

Submitter: Lindsey Kotrba, lkotrba@denisonculture.com

40. Panel Discussion: 12:00 PM–1:20 PM Williford B

A Day in the Life of an I-O Psychologist

What is it really like to be an I-O psychologist? Panelists working in a diverse set of organizations (a large company, mid-sized company, a consulting firm, and government) will describe the wide range of their activities, as well as the challenges and rewards.

Michelle A. Donovan, Google, *Chair*

Allen M. Kamin, GE, *Panelist*

Lynne M. Waldera, InMomentum, Inc., *Panelist*

Ilene F. Gast, U.S. Customs and Border Protection, *Panelist*

Submitter: Michelle Donovan, mdonovan@google.com

41. Interactive Posters: 12:30 PM–1:20 PM Astoria

Stressed Out and Ticked Off: Stress, Burnout, and Gossip

Terry Beehr, Central Michigan University, *Facilitator*

41-1 Customer-Related Social Stressors, Rumination, and Social Sharing: A Longitudinal Investigation

This study examined the cognitive and social-behavioral mechanisms by which social stressors impact service employees' productivity and well-being. Findings from 737 call-center employees show that rumination and social sharing of negative events mediated the social-stressor and outcome relationship, and that deep-level acting served as a stress buffer.

Lisa Baranik, East Carolina University
 Mo Wang, University of Maryland
 Yaping Gong, Hong Kong University of Science & Technology
 Junqi Shi, Peking University
 Submitter: Lisa Baranik, lbaranik@gmail.com

41-2 Environmental and Burnout Influences on Hospital Workers' Mental Health

This study investigated the impact of work environment and burnout on workers' mental health. Work environment was directly and indirectly related to mental health outcomes involving self-concept. Promoting a positive work environment by reducing factors such as role overload, constraining company policies, and emotional dissonance helps promote a healthier self-concept.

Richard G. Best, Lockheed Martin
 Michael R. Smith, Kansas State University
 Neena Gopalan, Kansas State University
 Andrew J. Wefald, Kansas State University
 Ronald G. Downey, Kansas State University
 Submitter: Richard Best, rbest@satx.rr.com

41-3 Workplace Incivility and Social Support Communications: The Enigma of Gossip

The purpose of this study is to examine the moderating role that workplace social support communications (i.e., negative, positive, and nonwork related) play in the relationship between workplace incivility and outcomes variables. Furthermore, the authors examine the role that workplace gossip has on the relationship between incivility and outcome variables.

Matthew Christensen, Central Michigan University
 Candace M. Younkens, Central Michigan University
 Christopher R. Honts, Central Michigan University
 Elizabeth Crider, Central Michigan University
 Submitter: Matthew Christensen, chris2ms@cmich.edu

41-4 Longitudinal Effects of Stress at Work: A Meta-Analysis

We meta-analyzed effects of job stress using longitudinal studies. Results show exiguous long-term effects of demands on health. For shorter time lags these effects increased slightly. Furthermore, people with deteriorating health subsequently face fewer job demands. Stress and health are interrelated in a homeostatic fashion, which usually prevents escalation processes.

Christian Dormann, Johannes Gutenberg University Mainz
 Sascha Haun, Johannes Gutenberg University Mainz
 Submitter: Christian Dormann, cdormann@uni-mainz.de

42. Panel Discussion: 12:30 PM–1:50 PM International Ballroom South

Abolish the *Uniform Guidelines*

The *Uniform Guidelines for Employee Selection Procedures* are 32 years old, have never been revised, and are inconsistent with scientific knowledge and pro-

fessional practice. Yet, they are given deference by EEO enforcement agencies and courts. This panel discussion focuses on whether and how the *Uniform Guidelines* should be abolished.

Michael A. McDaniel, Virginia Commonwealth University, *Chair*
 Arthur Gutman, Florida Institute of Technology, *Panelist*
 David Copus, Ogletree Deakins, *Panelist*
 James L. Outtz, Outtz and Associates, *Panelist*
 James C. Sharf, Employment Risk Advisors, Inc., *Panelist*
 Submitter: Michael McDaniel, mamcdani@vcu.edu

43. Roundtable Discussion/Conversation Hour: 12:30 PM–1:20 PM Lake Huron

The Importance of Obtaining Business Impact and Return on Investment

The objective of this roundtable/conversation hour is to engage parties in a critical review of the importance of measuring business impact and return on investment for a portfolio of services and programs in an organizational capabilities setting.

Kris Potrafka, Cisco Systems, Inc., *Host*
 Lyndsay B. Wrensen, Cisco Systems, Inc./Walden University, *Host*
 Marina Gilabert, Cisco Systems, Inc., *Host*
 Submitter: Lyndsay Wrensen, lyndsaywrensen@gmail.com

44. Posters: 12:30 PM–1:20 PM SE Exhibit Hall

Research Methodology/Measurement/Stats

44-1 Social Desirability and Response Distortion in Conscientiousness Scales

This study explored social desirability as a biasing variable in self-report research using multilevel logistic regression and item response theory. Social desirability predicted variance in person response curves of Conscientiousness pretraining but not posttraining.

Gene Alarcon, Air Force Research Laboratory
 Joseph B. Lyons, Air Force Research Laboratory
 Alex Bareika, Air Force Research Laboratory
 Submitter: Gene Alarcon, gene.alarcon.ctr@wpafb.af.mil

44-2 Predictor Intercorrelations and Indirect Range Restriction: Do New Corrections Generalize?

This study used simulation to investigate the applicability of Hunter, Schmidt, and Le's (2006) indirect range restriction correction method to situations wherein predictor intercorrelations are indirectly restricted in range. Due to a number of unmet assumptions, the Hunter et al. method generally worked poorly in the interpredictor context.

Clare L. Barratt, Texas A&M University
 Christopher M. Berry, Texas A&M University
 Paul R. Sackett, University of Minnesota
 Submitter: Clare Barratt, clarebarratt@gmail.com

44-3 Cross Validity Estimation Procedures With a Direct Range Restriction Adjustment

Absent from the literature is research investigating the efficacy of and proper procedures for adjusting the sample-based squared multiple correlation to estimate cross-validity in the presence of attenuation due to direct range restriction. This study employs Monte Carlo analyses to investigate the implementation of both of these adjustments.

Reagan D. Brown, Western Kentucky University

David M. Goins, Western Kentucky University

Submitter: Reagan Brown, Reagan.brown@wku.edu

44-4 Type I Errors and Power for Two DIF Indices

This study examined the performance of the Likelihood Ratio Test (LRT) to classify DIF for polytomous items. DIF was introduced by manipulating discrimination and difficulty parameters. Results indicated that although overall LRT was powerful, it struggled to identify and classify discrimination parameter DIF correctly.

Patrick Clark, Wright State University

David M. LaHuis, Wright State University

Submitter: Patrick Clark, clark.274@wright.edu

44-5 Counterintuitive Regression Coefficients: Causes, Interpretations, and Solutions

Multiple regression sometimes produces counterintuitive coefficients: either having unexpected signs or standardized values above 1. This paper explains why such coefficients occur and then uses a real data example to show how 2 newer methods, relative importance analysis and polynomial regression, can lead to a sensible interpretation of such coefficients.

Jeremy Dawson, Aston University

Submitter: Jeremy Dawson, j.f.dawson@aston.ac.uk

44-6 A Brief Comment on the Reporting of Moderated Multiple Regression

This paper is a brief comment on the quality of moderated regression analyses (MMRs) being reported in the I-O literature. We present a brief description of the appropriate way to conduct and report MMRs and an analysis of the literature that highlights critical mistakes in its application and reporting.

Charlie L. Reeve, University of North Carolina at Charlotte

Adrian Goh, University of North Carolina at Charlotte

Submitter: Adrian Goh, Agoh@uncc.edu

44-7 Statistical Power of Structural Equation Models in Psychology: A Meta-Analysis

Inappropriate methodology can render the interpretation of any analysis suspect. Owing to the complexity of the procedure, structural equation modeling is affected by flawed modeling methods. This meta-analysis examines modeling methods in SEM, focusing on the statistical power of entire structural equation models, and makes recommendations.

Richard Hermida, George Mason University

Joseph Luchman, Fors Marsh Group/George Mason University

Vias Nicolaides, George Mason University

Cristina F. Wilcox, George Mason University

Submitter: Richard Hermida, rhermida@gmu.edu

44-8 The Scale Development of the Workplace Ren-Qing Personality

This study was to develop and validate a workplace Ren-Qing personality scale. Different from the traditional approach to scale construction, a structural approach to summated rating scale construction (Drewes, 2009) was employed. The assumption of subject-centered scalability was statistically tested, and scale reliability and validity were demonstrated.

Chia-Lin Ho, North Carolina State University

Submitter: Chia-Lin Ho, chialinroseho@gmail.com

44-9 Differential Item Functioning Detection With Dichotomized Polytomous Data

Small sample sizes have introduced the practice of dichotomizing polytomous data in order to perform IRT methods. This study examines the effect this has on DIF detection. The results indicate that practitioners should be cautious of power and Type I error trade-off when selecting the appropriate method for their data.

Nneka Joseph, University of South Florida

Jacob Seybert, University of South Florida

Submitter: Nneka Joseph, njoseph5@mail.usf.edu

44-10 Linear Models With Meta-Analytic Data

A Monte Carlo simulation was used to investigate the appropriateness of testing linear regression models with meta-analytic data, for which sample size estimates are unclear. Results supported Viswesvaran and Ones' (1995) recommendation to use the harmonic mean but also indicated that alternative indices perform equally well.

Brian H. Kim, Occidental College

Patrick J. Rosopa, Clemson University

Christina Rossi, Clemson University

Submitter: Brian Kim, BrianKim@oxy.edu

44-11 Applying Frequency-Based Measurement to the Assessment of Psychological Capital

Frequency-based measurement offers several advantages over traditional Likert-type questions, including greater accuracy and sensitivity in recalling event frequencies. In this study, we compare a frequency-based measure of psychological capital with a Likert-type measure. Results indicate that the 2 are equivalent and provide similar reliability estimates and correlation matrices.

Elizabeth McGee, Russell Reynolds Associates

David J. Woehr, University of Tennessee, Knoxville

Submitter: Elizabeth McGee, emcgee@utk.edu

44-12 Meta-Analytic SEM: A Model Comparison With/Without Corrections for Study Artifacts

This paper compares substantive conclusions of structural equation models based on meta-analytically derived correlation matrices with and without corrections for study artifacts. All models examined exhibited extremely similar model fit and pathway stability, with the primary difference being greater variance explained in endogenous variables when based on corrected correlations.

Jesse S. Michel, Florida International University
Chockalingam Viswesvaran, Florida International University
Jeffrey P. Thomas, Florida International University

Submitter: Jesse Michel, jmichel@fiu.edu

44-13 Organizational Survey: Comparison of Paper, Web, and IVR Response Modes

This study examined how respondents selecting from among 3 survey modes (Web-based, paper, and IVR) differed in demographic characteristics, how many questions they answered, and the answers they gave. The data are from the Veterans Health Administration annual census survey measuring workplace climate and employees' job satisfaction.

Robert Teclaw, VHA NCOD
Boris I. Yanovsky, Xavier University
Scott C. Moore, University of Cincinnati
Sue R. Dyrenforth, VHA NCOD
Katerine Osatuke, Miami University

Submitter: Katerine Osatuke, Katerine.Osatuke@va.gov

44-14 Mediator Reliability: Effects on Estimation and Significance Testing

Monte Carlo simulations illuminated the extent and pattern of bias that occurs when estimating mediation models under conditions of mediator unreliability. Unreliability may result in both under- and overestimation of mediator model parameters and can result in incorrect conclusions about the form of the mediator model.

Rosalie J. Hall, The University of Akron
Alycia L. Usher, University of Akron

Submitter: Alycia Perez, alu2@zips.uakron.edu

44-15 Detecting Between-Groups Heteroscedasticity in MMR: A Monte Carlo Study

Between-groups heteroscedasticity biases Type I error rates and reduces power in moderated multiple regression with categorical moderators. We modified an existing procedure used in analysis of variance and compared its performance to 3 other procedures that can be used to detect between-groups heteroscedasticity. We conclude with recommendations for researchers and practitioners.

Patrick J. Rosopa, Clemson University
Amber N. Schroeder, Clemson University
Jessica Doll, Clemson University

Submitter: Patrick Rosopa, prosopa@clemson.edu

44-16 Item Grouping and Item Randomization Effects in Personality Measurement

This study examined the effect of item order on the psychometric properties of a reliable and valid measure of personality. Three versions (random assortment, item/factor rotation, and grouped by factor) were used. Results suggested that although scales showed equivalence across groups, significant differences were found in correlations between scales.

Kraig L. Schell, Angelo State University
Frederick L. Oswald, Rice University
Erika L. Scobel, Angelo State University
Michelle A. Mitchell, Angelo State University
Eric Boronow, Angelo State University
Amanda E. Marfisi, Angelo State University
Marianne J. Glutz, Angelo State University
Duy Tran, Angelo State University
Michael Hartman, Angelo State University

Submitter: Kraig Schell, kraig.schell@angelo.edu

44-17 Internal Consistency Reliability of Self-Efficacy Test Scores: A Reliability-Generalization Study

A reliability-generalization study was conducted examining internal consistency reliability of self-efficacy test scores across 566 studies incorporating data from 193,234 individuals. Reliability distributions were examined separately for assessing general self-efficacy as well as specific self-efficacy in academic, career, and social domains.

Benjamin K. Seltzer, University of Minnesota
Kara Simon, University of Minnesota
Deniz S. Ones, University of Minnesota

Submitter: Kara Simon, simon510@umn.edu

44-18 Differential Functioning by Gender of Conditional Reasoning Test of Aggression

This study investigated whether the Conditional Reasoning Test of Aggression displayed evidence of differential item and test functioning, DIF and DTF respectively, across genders using an item response theory (IRT) framework. Although, evidence of DIF for several items was found, the larger implications relate to evidence of DTF.

Gregory W. Stevens, Auburn University
Eliza W. Wicher, Roosevelt University
Jacqueline K. Deuling (Mitchelson), Roosevelt University

Submitter: Gregory Stevens, gws0002@auburn.edu

44-19 Assessing Polytomous DIF Items With the Generalized Graded Unfolding Model

We examined the performance of the free baseline and the constrained baseline approach for detecting differential item function (DIF) when responses are generated from an ideal point process. The results revealed that the free baseline approach produced lower Type I error rates and higher power than the constrained baseline approach.

Wei Wang, University of Illinois at Urbana-Champaign
 Louis Tay, University of Illinois at Urbana-Champaign
 Fritz Drasgow, University of Illinois at Urbana-Champaign
 Submitter: Wei Wang, wwang37@illinois.edu

44-20 Psychological Data From Amazon.com's MTurk: Rapid and Inexpensive, but High Quality?

Through Amazon.com's Mechanical Turk (MTurk) system, participants drawn from a global worker pool are paid to complete microtasks. We present 3 studies using progressive design changes to evaluate and improve the quality of psychometric data from this source. For certain study designs and data-gathering objectives, our findings are encouraging.

Patricia B. Barger, Development Dimensions International (DDI)
 Evan F. Sinar, Development Dimensions International (DDI)
 Submitter: Patricia Barger, tbbarger@gmail.com

44-21 Start-Up Effects in Policy Capturing: Stabilizing Regression Coefficients After Warm-Up

To participants, the novelty of policy-capturing studies may cause inconsistency in ratings of vignettes. In this study, we examined the effects of providing "warm-up" scenarios on rating consistency. Results showed that rating consistency improved after 8, but not 4, warm-up vignettes.

Zinta S. Byrne, Colorado State University
 Janet M. Weidert, Colorado State University
 Joshua P. Liff, Taleo Corporation
 Christine L. Smith, Colorado State University
 Michael Horvath, Cleveland State University
 Adele Howe, Colorado State University
 Indrajit Ray, Colorado State University

Submitter: Zinta Byrne, zinta.byrne@colostate.edu

44-22 Is Small Sufficient? VIF and Regression Coefficient Stability

Variance inflation factors are commonly measures of the degree of multicollinearity. Several rules of thumb, most commonly the rule of 10 or 5, have been widely adopted. We show that these rules of thumb are questionable, as VIF as low as 1.05 may not assure interpretable regression coefficients.

Kevin D. Carlson, Virginia Tech
 Xiaoping Zhao, Virginia Tech

Submitter: Kevin Carlson, KevinC@Vt.edu

44-23 Tangled Webs: Understanding Multicollinear Data Using Expanded OLS Analysis

Multicollinearity creates challenges for interpreting regression coefficients. An expanded analysis and reporting framework is examined that makes it possible to clearly recognize when multicollinearity impacts regression results and to better understand the range of possible interpretations of IV potency that exist in multicollinear multivariate predictor systems.

Kevin D. Carlson, Virginia Tech
 Danylle R. Kunkel, Radford University

Submitter: Kevin Carlson, KevinC@Vt.edu

44-24 What Do Work Performance Items Measure? A Substantive Validity Examination

Substantive validity analysis was used to evaluate content representation for a comprehensive set of items designed to measure task performance, citizenship behavior (OCB), counterproductive work behavior (CWB), and withdrawal. Almost half the items used to measure OCB were consistently judged to represent task performance. Withdrawal items also displayed confounded content.

Nichelle C. Carpenter, Texas A&M University
 Daniel A. Newman, University of Illinois at Urbana-Champaign
 Winfred Arthur, Texas A&M University

Submitter: Nichelle Carpenter, carpenter_nichelle@yahoo.com

44-25 If I Require Survey Participation, What Happens to My Results?

Our study examined differences between voluntary and involuntary (required) needs assessment survey participants in a military organization. Results indicated higher participation and survey completion for required participants. Volunteers were more likely to provide favorable ratings on training emphasis items, to indicate interest in the survey topic, and to provide comments.

Reanna P. Harman, SWA Consulting Inc.
 Lauren M. Brandt, SWA Consulting, Inc.
 Sarah C. Bienkowski, SWA Consulting, Inc.
 Eric A. Surface, SWA Consulting Inc.

Submitter: Reanna Harman, reannaharman@gmail.com

44-26 Using Digital Identity Markers to Identify Fraudulent Web Survey Responses

An innovative technique uses digital identity markers (IP addresses and user agent strings) to detect Web survey respondents who have (a) misrepresented themselves and (b) submitted multiple responses. Analyses of actual Web survey data support the effectiveness of this technique and demonstrate the benefits of removing fraudulent responses.

Christopher Lake, Bowling Green State University
 Sarah Kirkendall, Bowling Green State University
 Nicole L. Wood, Bowling Green State University

Submitter: Christopher Lake, lakec@bgsu.edu

44-27 Identifying Careless Responses in Survey Data

Eleven indices used to screen survey data for careless responses were examined in order to estimate the prevalence of careless responses in undergraduate Internet survey data. Between 5%–15% of respondents appear to respond carelessly at times during long surveys. Recommended data screening indices are described.

Adam W. Meade, North Carolina State University
 S. Bartholomew Craig, North Carolina State University

Submitter: Adam Meade, awmeade@ncsu.edu

44-28 Group- and Individual-Level Characteristics in Predicting Survey Response Time

Previous research on attitudes predicting survey response behavior has been mixed. Emphasis has been on predicting group-level behaviors, such as response rates or differences between respondents and nonrespondents. This study used multilevel modeling to explore how firm leadership climate impacts the individual-level relationship between employee attitudes and response time.

Lauren Mondo, Critical Metrics, LLC
Justina M. Froelich, Baruch College, CUNY
David Youssefnia, Critical Metrics, LLC
Charles A. Scherbaum, Baruch College, CUNY

Submitter: Lauren Mondo, lauren.mondo@gmail.com

44-29 Managing IT Implementations: Guiding Action Through Model-Based Evaluation

This study suggests a model for the systematic evaluation of change management activities in company-wide IT implementations integrating research on technology acceptance, IT implementation, and change management. Using structural equation modeling, the model demonstrated good fit to the data and explains a substantial amount of variance in actual user behavior.

Oliver Kohnke, SAP Deutschland AG & Co. KG
Karsten Mueller, University of Mannheim-Germany
Tim R. Wolf, University of Mannheim-Germany

Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

44-30 An IRT Examination of the Functioning of Negatively Worded Items

This study compared the functioning of positively and negatively worded items using item response theory. Item pairs from the Goldberg Adjective Checklist were analyzed using the graded response model. In all cases, negatively worded items produced comparatively higher difficulty and lower discrimination parameters and yielded almost no information.

Katherine Wolford, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitter: Katherine Wolford, wolfoka@bgsu.edu

45. Symposium/Forum: 12:30 PM–2:20 PM Williford A

One Brick at a Time: Cultural Context Effects at Work

Globalization has led to greater organizational awareness of cultural influence on work behavior, but there are many gaps in our understanding of the nature and strength of that influence. This symposium presents 5 cross-cultural studies that seek to illuminate where and how culture matters for individual-level work phenomena.

Jason L. Huang, Michigan State University, *Co-Chair*
Ann Marie Ryan, Michigan State University, *Co-Chair*

Jason L. Huang, Michigan State University, Ellen E. Kossek, Michigan State University, Matthew M. Piszczek, Michigan State University, Marian N. Ruderman, Center for Creative Leadership, John W. Fleenor, Center for Creative Leadership, *Cultural Distance and Expatriate Leadership Effectiveness in International Job Assignments*

Jürgen Deller, Leuphana University of Lüneburg, Frieder M. Paulus, Leuphana University of Lüneburg, Anne-Grit Albrecht, Leuphana University of Lüneburg, Stephan Dilchert, Baruch College, Deniz S. Ones, University of Minnesota, *Age and Expatriate Success: A Multinational, Multicriterion, Multisource Study*

Sonia Ghumman, University of Hawaii at Manoa, Nabila Sheikh, AllianceBernstein, *To Drink or Not Drink: Conflicting Cultural Drinking Norms*

Laura Severance, University of Maryland, Sarah Lyons, University of Maryland, Michele Gelfand, University of Maryland, Andrzej Nowak, University of Warsaw, Poland, Lan Bui-Wrzosiska, University of Warsaw, Poland, Anat Rafaeli, The Technion, Israel, Dorit Efrat, The Technion, Israel, Nazar Soomro, University of York, England, Chunchi Lin, University of Tokyo, Japan, Susumu Yamaguchi, University of Tokyo, Japan, *Mapping the Structure of Aggression Across Cultures*

James Grand, Michigan State University, Jason L. Huang, Michigan State University, Ann Marie Ryan, Michigan State University, Clare Honeybourne, IBM, Tanya C. Delany, IBM, *A Tale of Two Countries: Culture and Multinational Selection Practices*

Paula M. Caligiuri, Rutgers University, *Discussant*

Submitter: Jason Huang, huangle1@msu.edu

46. Panel Discussion: 1:00 PM–2:50 PM Continental C

Downsizing: One of the Dominant Trends of the Decade

Downsizing is one of the most dramatic and impactful trends of the last decade, yet it has received little research attention. The purpose of this panel is to bring together 6 people who have research and practical experience to make recommendations on whether and how to manage downsizings in organizations.

Michael A. Campion, Purdue University, *Chair*
Wayne F. Cascio, University of Colorado, Denver, *Panelist*
Kenneth P. De Meuse, Korn/Ferry International, *Panelist*
Mitchell L. Marks, San Francisco State University, *Panelist*
Jerald Greenberg, RAND Corp., *Panelist*
Stan Malos, San Jose State University, *Panelist*

Submitter: Michael Campion, campionm@purdue.edu

47. Symposium/Forum: 1:00 PM–2:20 PM Joliet

Adequacy of O*NET Work Styles and Detailed Work Activities

The adequacy of the O*NET framework work styles and detailed work activities (DWAs) sections is questioned. An analysis of the DWAs revealed serious issues with missing, redundant, and incomplete data. Research involving the work styles found deficiencies for use in personality-oriented job analysis and personality-based job requirements.

Darrel L. Sandall, Purdue University, *Chair*
 Robert P. Tett, University of Tulsa, Michael G. Anderson, CPP, Inc., *O*NET as a Source of Personality Trait-Job Relevance*
 John A. Coaster, Central Michigan University, Neil D. Christiansen, Central Michigan University, *Usefulness of O-NET Work Styles for Determining Personality-Based Job Requirements*
 Darrel L. Sandall, Purdue University, Abram Walton, Purdue University, Erin E. Bowen, Purdue University, John A. Henderson, Self-employed, *O*NET Detailed Work Activities: Deficiencies in the Framework?*
 Rodney A. McCloy, HumRRO, *Discussant*
 Submitter: Darrel Sandall, dsandall@purdue.edu

48. Symposium/Forum: 1:00 PM–2:20 PM Lake Ontario

Advances in Text Analytics: Their Application to Employee Opinion Research

I-O practitioners need useful and efficient methods for analyzing large volumes of comments generated by asking open-ended probes in employee opinion surveys. This symposium provides an examination of the state-of-the-art in computer-based text analytics—an area of technology that promises to significantly resolve problems with qualitative data analysis.

William H. Macey, Valtera, *Chair*
 Kristofer J. Fenlason, Data Recognition Corp, *Inside the Text-Analytics Black Box—Terms, Concepts, and Tools*
 Erica D. Blann, American Express, Catherine C. Maraist, Valtera, *Gaining Insight Into Employee Comments: A Case Demonstrating Text Analytics*
 Robert K. Beres, Valtera, *Identifying Sensitive Topics: Key Benefits of Text Analytics*
 William H. Macey, Valtera, *Developing and Evaluating a Universal Model for Analyzing Opinion Sentiment*
 Alexis A. Fink, Microsoft Corporation, *Discussant*
 Submitter: William Macey, wmacey@valtera.com

49. Special Events: 1:00 PM–2:50 PM Marquette

Out of the Closet and Into the Workplace: Understanding Sexual Identity in Organizations

This interactive session will engage practitioners and academics in a dialogue about what we know, don't know, and need to know about sexual orientation and transgender identities at work. We'll share research findings and best practices; the audience will be engaged in creating strategies for organizational change and cutting-edge research.

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Chair*
 John M. Cornwell, Rice University, *Presenter*
 Ron Ophir, York University, *Presenter*
 Submitter: Belle Rose Ragins, ragins@uwm.edu

50. Symposium/Forum: 1:00 PM–2:20 PM Williford C

Theme Track: Leading and Engaging Employees in Sustainable Organizations

Leaders play an important role not only in setting organizational sustainability goals but in shaping organiza-



tional culture and engaging employees to achieve these goals. Presentations in this session will highlight developmental experiences and individual leader characteristics that relate to environmental concern and also discuss organizational culture and employee engagement that support environmental efforts.

Cathy L. Z. DuBois, Kent State University, *Chair*
 Philip H. Mirvis, Boston College, *Turning Business Leaders Into Global Citizens*
 Carolyn P. Egri, Simon Fraser University, *Leadership and Change Within Environmental Movement Organizations*
 David A. Waldman, Arizona State University, Pierre Balthazard, Arizona State University, *Values Relevant to Leader Decision Making: Neurological Basis for Environmental Concerns?*
 Kevin J. Nilan, 3M, Karen B. Paul, 3M, *Employee Engagement for Sustainable Products and Processes*
 Submitter: Cathy L. DuBois, cdubois@kent.edu

51. Panel Discussion: 1:30 PM–2:50 PM Boulevard AB

Internships in I-O Psychology: Best Practices From Managers and Interns

I-O psychology students commonly desire internships, but information about how to find and maximize these experiences is hard to find. There is also limited information available to practitioners on how to best select and manage interns. In this panel, both interns and practitioners share best practices for the internship process.

Michael A. Lodato, ICF International, *Chair*
 Emily G. Feinberg, University of Maryland, *Co-Chair*
 Lorin M. Mueller, American Institutes for Research, *Panelist*
 Nicole L. Neff, Freddie Mac, *Panelist*
 Katherine Ryan, George Mason University, *Panelist*
 Maya Yankelevich, PDRI, *Panelist*
 Submitter: Emily Feinberg, efeinberg@psyc.umd.edu

52. Panel Discussion: 1:30 PM–2:50 PM Continental A

Successful Transitions: The Long and Winding Road in I-O Careers

The changing nature of work and the nature of the global economy have resulted in many I-O psychologists transitioning between different career fields. The purpose of this panel is to provide an overview of the differences in career paths and advice for those considering a transition.

Shonna D. Waters, Human Resources Research Organization, *Co-Chair*
 Joy Oliver, Human Resources Research Organization, *Co-Chair*
 Beverly A. Dugan, Human Resources Research Organization, *Panelist*
 Deborah L. Gebhardt, Human Performance Systems, Inc., *Panelist*
 Timothy P. McGonigle, SRA International, *Panelist*
 Jeffrey J. McHenry, Microsoft Corporation, *Panelist*
 Lise M. Saari, New York University, *Panelist*
 Submitter: Joy Oliver, joliver@humro.org

53. Panel Discussion: 1:30 PM–2:50 PM**Lake Erie****I-O Psychology in the Management of Human Capital Risk**

In an era where large-scale consequences of human error, irrational decision making, and costly oversight have been much publicized, senior leadership is more focused than ever on risk management. Panelists will describe how I-O psychologists can play a critical role in helping organizations better identify and mitigate human capital-based risks.

Seymour Adler, Aon Consulting, *Chair*

John W. Jones, Vangent Human Capital, *Panelist*

John A. Weiner, PSI, *Panelist*

Eugene Burke, SHL Group Ltd., *Panelist*

David M. Pollack, Sodexo, *Panelist*

Rick R. Jacobs, Pennsylvania State University, *Panelist*

Submitter: Seymour Adler, Seymour_Adler@Aon.com

54. Roundtable Discussion/Conversation Hour:**1:30 PM–2:20 PM****Lake Huron****Leveraging Social Media for Recruitment: Best Practices From the Experts**

The purpose of this roundtable/conversation hour is to discuss the use of social media for recruitment purposes, including potential risks and rewards. In addition, hosts will offer their expert opinions on how to build a social media strategy to best attract qualified applicants.

Michelle Spellerberg, Personified, *Host*

Jennie Dede, Personified, *Host*

Submitter: Emily Twichell, etwichel@gmail.com

55. Panel Discussion: 1:30 PM–2:50 PM**Lake Michigan****Industry Spotlight: How I-Os Can Help Solve the Healthcare Crisis**

With the healthcare industry in turmoil, there is a growing need for research and support from the I-O profession. The purpose of this session is to discuss unique characteristics of the healthcare industry and its employees, key trends, and best practices for meeting these trends and challenges.

Kristin Charles, Kronos Talent Management, *Chair*

Tasha L. Eurich, HealthOne/HCA, *Panelist*

John C. Howes, Kenexa, *Panelist*

Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, *Panelist*

Autumn D. Krauss, Kronos Talent Management, *Panelist*

Holly S. Payne, DDI, *Panelist*

Submitter: Kristin Charles, kristin.charles@kronos.com

56. Panel Discussion: 1:30 PM–2:50 PM**Northwest 1****Individual Assessors: Articulating Competence to Promote Excellence**

Individual assessment is a pervasive practice. The literature describes processes and best practices well, but it lacks a complete treatment of the KSAOs needed to be a

competent individual assessor. This panel discussion will engage experts and the audience in a dialogue about the KSAOs required for effective individual assessment.

John P. Muros, Batrus Hollweg International, *Chair*

Robert F. Silzer, HR Assessment & Development/Baruch, CUNY, *Panelist*

George P. Hollenbeck, Hollenbeck Associates, *Panelist*

Sandra O. Davis, MDA Leadership Consulting, *Panelist*

Charles L. Hollweg, Batrus Hollweg International, *Panelist*

Juleen Veneziano, RHR International, *Panelist*

Submitter: John Muros, jmuros@batrushollweg.com

57. Community of Interest: 1:30 PM–2:50 PM**PDR 2****Coaching for Employee Development**

Raymond A. Noe, Ohio State University, *Host*

Magda Du Preez, Informed Talent Decisions, *Coordinator*

58. Symposium/Forum: 1:30 PM–2:20 PM**Williford B****Practical and Methodological Considerations for DIF/ME Research**

Organizations and researchers should assess measurement equivalence before interpreting scores from different groups. We will introduce 2 innovations for the DFIT methodology (DFIT for ideal-point models and for uneven sample sizes) and an analysis of the boundaries of identification of models used in DIF research.

Alan D. Mead, Illinois Institute of Technology, *Chair*

David L. Blitz, U.S. Social Security Administration, Scott B.

Morris, Illinois Institute of Technology, *Improving the Accuracy of DFIT When Sample Sizes Are Unequal*

Nathan T. Carter, University of Central Florida, Michael J.

Zickar, Bowling Green State University, *Applying Differential Functioning Methods to the Generalized Graded Unfolding Model*

Alan D. Mead, Illinois Institute of Technology, *Hidden*

Identification Problems for IRT Item Bias Analyses

Stephen Stark, University of South Florida, *Discussant*

Submitter: Alan Mead, mead@iit.edu

59. Interactive Posters: 2:00 PM–2:50 PM**Astoria****The Game of Life: New Advances in Assessment Center Research**

Richard Klimoski, George Mason University, *Facilitator*

59-1 Streamlining Assessment Centers: Using High-Fidelity In-Baskets to Replace Role Plays

Assessment centers are an effective tool for measuring KSAs for development and selection. However, some traditional methods such as role plays can be time and labor intensive. This study examines methods for increasing the fidelity of the traditional in-basket approach to provide an alternative to the role-play method.

Michael R. Kemp, Development Dimensions International

Paul R. Bernthal, Development Dimensions International

Submitter: Michael Kemp, kemp1mr@cmich.edu

59-2 Observability in Assessment Center Exercises: The Implementation of Situational Stimuli

This study focused on the observability of behavior in assessment centers. We examined the effects of 2 situational stimuli, specific exercise instructions and role-player prompts, among 103 candidates. Results suggest that role-player prompts increased the observability of behavior and that there is no risk of possible side effects.

Eveline Schollaert, Ghent University
Filip Lievens, Ghent University
Britt De Soete, Ghent University

Submitter: Eveline Schollaert, eveline.schollaert@ugent.be

59-3 In-Basket Criterion-Related Validity: A Meta-Analysis

Meta-analysis was used to estimate the validity of in-baskets. Validity estimates were .24 (job performance), .26 (training performance), and .18 (salary). These underestimate the population validities because we did not correct for range restriction. The average reliability was .71. The correlation between in-baskets and *g* was .39.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO)
Paul F. Rotenberry, West Chester University

Submitter: Deborah Whetzel, dwhetzel@humro.org

59-4 Assessing Assessment Center Dimension's Construct Validity Using Measurement Equivalence Analysis

Construct validity of AC dimensions across 5 exercises was tested ($n = 1,948$) using both traditional (multi-trait-multimethod) and new (measurement equivalence) approaches. As hypothesized, model fits of measurement equivalence yielded more legitimate support for AC dimensions than those of MTMM.

Jin Lee, University of Connecticut
Gunna (Janet) Yun, University of Baltimore
Brian S. Connelly, University of Toronto
Submitter: Gunna (Janet) Yun, gyun@ubalt.edu

60. Panel Discussion: 2:00 PM–2:50 PM Boulevard C

Survey Actioning: Driving Positive Change at Multiple Levels

Survey actioning is a complex phenomenon with intrapersonal, interpersonal, and organization-wide antecedents. This panel discussion will explore survey actioning from multiple perspectives and across different organizations and industries. Micro-, meso-, and macrosources of resistance will be discussed, and multi-level intervention strategies will be proposed.

Carly S. Bruck, Sirota Consulting, *Chair*
Rita Williams, FedEx Ground, *Panelist*
Tripp Welch, Mayo Clinic, *Panelist*
Phil Warden, Intuit, *Panelist*
Patrick K. Hyland, Sirota Survey Intelligence, *Panelist*
Submitter: Carly Bruck, cbruck@gmail.com

61. Symposium/Forum: 2:00 PM–2:50 PM Continental B

Examining Factors That Exacerbate, Alleviate, and Explain Consequences of Incivility

The symposium focuses on several moderators and mediators affecting the incivility–outcomes relationship, including factors referring to individual, team, and cross-cultural constructs. Examining these factors will aid in broadening researchers' and practitioners' knowledge about the boundary conditions and mediating mechanisms related to the outcomes of incivility.

Jaclyn M. Jensen, George Washington University, *Chair*
Sandy Lim, National University of Singapore, Kenneth Tai, National University of Singapore, *CSE and Neuroticism: Moderating the Incivility–Psychological Health Relationship*

Jennifer N. McDonald, Texas A&M University, Kathi N. Miner-Rubino, Texas A&M University, George B. Cunningham, Texas A&M University, *Your Rudeness Is Hurting My Game! Incivility in College Basketball*

Jaclyn M. Jensen, George Washington University, Afra S. Ahmad, George Mason University, Eden B. King, George Mason University, Jung Hyun Lee, George Washington University, *Outcomes of Incivility From a Cross-Cultural Perspective*

Jana L. Raver, Queen's University, *Discussant*

Submitter: Jaclyn Jensen, jmn1@gwu.edu

62. Symposium/Forum: 2:00 PM–2:50 PM Northwest 5

What to Know Before the Survey: Indicators of Employee Engagement

This symposium presents several studies examining employee engagement, performance, and other key organizational- and individual-level variables across multiple levels of analysis to further clarify and understand the presence of causal and reciprocal relationships. Longitudinal studies, case studies, and interorganizational research are presented, including best practices and future directions.

Lauren E. McEntire, PepsiCo, *Chair*
Tiffany M. Greene-Shortridge, Kenexa, *Co-Chair*
Julie A. Fuller, Avon Products, Patrick Kulesa, Towers Perrin, *Linking Sales Manager Engagement and Performance: Chicken or Egg?*

Holly Lam, Valtera Corporation, Scott A. Young, Valtera, William H. Macey, Valtera, *A Longitudinal Examination of Employee Engagement and Organizational Financial Performance*

Kathleen Frye, Kenexa, Tiffany M. Greene-Shortridge, Kenexa, Erica L. Hauck, Kenexa, Jason Laverty, Kenexa, *Personality, Engagement, and Performance...Oh My!*
Lauren E. McEntire, PepsiCo, Laura Mastrangelo Eigel, Frito-Lay North America, Arlene P. Green, Frito-Lay, Inc., Kate Malter, PepsiCo, *What Does History Tell Us?*

Organizational Indicators of Engagement
Sara P. Weiner, Kenexa, *Discussant*

Submitter: Lauren McEntire, lemcentire@yahoo.com

63. Posters: 2:00 PM–2:50 PM**SE Exhibit Hall****Leadership****63-1 Effects of Outcome Framing and Strategic Orientation on Leader Cognition**

This study examined the effects of framing outcomes of an organizational problem positively or negatively and applying a promotion or prevention problem-solving strategy on leader cognition. Participants thought about specific outcomes and strategies prior to generating a problem solution and vision. The frame and strategy applied influenced leader performance.

Alison L. Antes, Northern Kentucky University
Michael D. Mumford, University of Oklahoma

Submitter: Alison Antes, antesa1@nku.edu

63-2 Affect, Politics, Satisfaction, and the Role of Leaders

The goal of this study is to further research on affect in the workplace and how common place artifacts of the workplace environment interact with affect. Participants were 507 employees from a large financial services company in Florida. Results supported the hypotheses.

Salar Mesdaghinia, University of Houston
Sara A. Brothers, University of Houston
B. Lindsay Brown, University of Houston
Hung Hoang, University of Houston
L. A. Witt, University of Houston

Submitter: Sara Brothers, sabrothers85@msn.com

63-3 Curvilinear Effects of Leader–Member Exchange on Psychological Well-Being

This study examined the relationship between leader–member exchange (LMX) and psychological well-being. As predicted, the relationship between LMX and well-being was curvilinear in form, as was the interaction of job demands and LMX. In high-demand jobs, high-quality LMX was beneficial for well-being but not in low-demand jobs.

Crystal M. Burnette, Clemson University
Robert R. Sinclair, Clemson University
Mo Wang, University of Maryland
Junqi Shi, Peking University

Submitter: Crystal Burnette, cburnet@clemson.edu

63-4 Blind Spots and Hidden Strengths: Shining Light on Dark Corners of Self-Awareness

This study utilized a wide spectrum of leadership competencies to identify common blind spots and hidden strengths and how they changed across organizational levels. Results indicated that blind spots and hidden strengths change across position levels. Also, blind spots and hidden strengths are carried over to the next position level.

King Yii Tang, Korn/Ferry International
Kenneth P. De Meuse, Korn/Ferry International
J. Evelyn Orr, Korn/Ferry Leadership & Talent Consulting
Victoria V. Swisher, Korn/Ferry Leadership & Talent Consulting

Submitter: Guangrong Dai, daigr@yahoo.com

63-5 Leadership Skills Across Organizational Levels: Bring Together Two Perspectives

In the leadership literature, the continuity perspective posits that jobs at higher levels require all those skills of lower levels. In contrast, the discontinuity perspective contends that upwardly mobile managers need to relinquish some skills at each management transition. Analyses to 360-degree data found the coexistence of the 2 perspectives.

Guangrong Dai, Lominger International
Kenneth P. De Meuse, Korn/Ferry International
Joshua Wu, Korn/Ferry International

Submitter: Guangrong Dai, daigr@yahoo.com

63-6 LMX–Performance Relationship: Examining the Causal Order via Meta-Analysis

Given the ambiguity regarding the factors that bring about LMX–performance relationship (Gerstner & Day, 1997), we conducted a comprehensive review of the literature, employing meta-analytical methods, to clarify the current state of extant research and to quantitatively summarize the relationship among LMX, task performance, and organizational citizenship behaviors.

Robert Davison, Michigan State University
Elizabeth Karam, Michigan State University
Hock-Peng Sin, Michigan State University

Submitter: Robert Davison, davison@bus.msu.edu

63-7 The Moderating Role of Organizational Structure on Charismatic Leadership Effects

In this study we test organizational structure as a moderator of the relationship between charismatic leadership and employee behavior. Results indicate that charismatic leadership has a stronger positive relationship with interpersonal citizenship behavior, organizational citizenship, and constructive resistance in organizations with organic structures as opposed to mechanistic structures.

Scott Dust, Drexel University
Mary Bardes, Drexel University
Christian J. Resick, Drexel University

Submitter: Scott Dust, sd526@drexel.edu

63-8 A Multilevel, Multisource Study of Charismatic Leadership, Gender, and Performance

This study included 289 leaders, 1835 subordinates, and 11,157 unique goals. Results indicated that charismatic leadership behaviors increased subordinate goal attainment to the greatest extent when leaders were men and goals were difficult. Male subordinates of female charismatic leaders attained the least goals, particularly when the goal was difficult.

Brandon A. Fleener, APT
Roya Ayman, Illinois Institute of Technology
James Kemp Ellington, Illinois Institute of Technology

Submitter: James Ellington, kemp.ellington@gmail.com

63-9 Transformational Leadership and Follower Attitudes: The Role of Diversity Climate

Previous research overlooks diversity climate perceptions as an explanatory variable for the impact of transformational leadership in diverse groups. This study supports that transformational leadership is an antecedent to diversity climate perceptions, which accounts for the impact of transformational leadership on organizational commitment and job satisfaction in a military sample.

Kerrin E. George, The University of Georgia
 Brian J. Hoffman, The University of Georgia
 Kizzy M. Parks, K. Parks Consulting Inc.
 Daniel P. McDonald, Defense Equal Opportunity Management Institute

Submitter: Kerrin George, keg0813@uga.edu

63-10 Sharing With Whom? Processes in Internal and External Knowledge Sharing

This study aimed at understanding the processes involved in sharing knowledge within (internal) and outside (external) one's work group. We found that psychological safety and relational identification with the supervisor mediated the effects of trust in coworkers and leader-member exchange on internal and external knowledge sharing.

Katherine Giuca, Michigan State University
 John Schaubroeck, Michigan State University
 Abraham Carmeli, Bar-Ilan University
 Roy Gelbard, Bar-Ilan University

Submitter: Katherine Giuca, giucakat@msu.edu

63-11 Transformational Leadership: Four Parts or One?

This study was conducted to determine whether it is possible to discriminate among the 4 transformational leadership dimensions using an experimental manipulation of leader behavior via separate vignettes. Results show that participants could not differentiate the transformational leadership dimensions characterizing the leaders described in each of the 4 vignettes.

Milena Guberinic, Queen's University
 Julian I. Barling, Queen's University

Submitter: Milena Guberinic, milenaguberinic@gmail.com

63-12 A Pattern Approach to Perceptions of Personality and Leader Emergence

This study evaluates the relationship between peer-reported Big 5 personality factors and leader emergence in small, leaderless groups. Analyses using both the traditional variable approach and the creation of pattern variables (i.e., considering multiple trait variables in unison) show unique relationships of personality with leader emergence.

Mary Margaret Harris, University of Akron
 Rosalie J. Hall, University of Akron

Submitter: Mary Margaret Harris, mmh42@zips.uakron.edu

63-13 Investigating the Detrimental Effects of Passive Leadership: A Multiwave Study

In contrast to effective leadership, few studies have focused on the effects passive leadership. This study examines employee reactions to passive leadership. Results suggest that passive leadership increases workplace incivility and reduces organizational identification and citizenship behavior. These effects were mediated by perceived organizational support.

Brian C. Holtz, Rutgers University

Submitter: Brian Holtz, bholtz@camden.rutgers.edu

63-14 A Multilevel Study of Transformational Leadership and Personal Learning

This study examined the effects of transformational leadership on 2 types of personal learning. In addition, task routineness was identified as a moderator of the relationships. Results from a sample of 574 employees in 58 work teams supported beneficial effects of transformational leadership and moderating effects of task routineness.

Yuan Jiang, Indiana University-Purdue University
 Susan E. Jackson, Rutgers University

Submitter: Susan Jackson, sjackson@smlr.rutgers.edu

63-15 Supervisors' Use of Impression Management and Ethical Leadership

We explored the influence of ethical leadership on subordinate work effort and helping behaviors. Supervisor's use of impression management served as a cross-level moderator. Results indicated the positive relationship between ethical leadership and both work effort and helping behaviors was stronger when the supervisor engaged in impression management.

K. Michele Kacmar, University of Alabama
 Dawn S. Carlson, Baylor University
 Kenneth J. Harris, Indiana University Southeast

Submitter: K. Michele Kacmar, mkacmar@cba.ua.edu

63-16 How Does Follower Mood Affect Follower Evaluations of Leader Performance?

According to the romance of leadership theory, people tend to attribute organizational performance in terms of leadership. In 2 studies we show that for followers in a sad mood state, performance information has a stronger effect on their evaluation of the leader than for followers in a happy mood state.

Janine A. J. M. Kollée, RSM Erasmus University Rotterdam
 Steffen R. Giessner, RSM Erasmus University Rotterdam
 Daan van Knippenberg, RSM Erasmus University Rotterdam

Submitter: Janine Kollée, jkollée@rsm.nl

63-17 Charismatic Leadership Influence on Empowered and Less Empowered Followers' Voice

This study examined how charismatic leader behavior interacting with follower empowerment level would influence follower voice behaviors via charisma attribution.

Despite no significant relationship between charismatic leader behavior and voice, leader charisma was found to mediate the interactive effect of charismatic leader behavior and follower empowerment level on voice.

Won Jun Kwak, Purdue University

Submitter: Won Jun Kwak, wkwak@purdue.edu

63-18 Trust, Supportive Leadership, and Organizational Commitment: A Multilevel Analysis

This study assessed the relationships among organizational trust, supportive leadership, and organizational commitment using hierarchical linear modeling (HLM) techniques. Supportive leadership climate was examined at the group level and hypothesized to moderate the relationship between individual-level organizational trust and commitment.

Jenna C. Cox, University of Missouri-St Louis

Vanessa M. Lammers, University of Missouri-St Louis

Deborah Lee, University of Missouri-St. Louis

James A. Breaugh, University of Missouri-St Louis

Submitter: Vanessa Lammers, vanessamarielammers@gmail.com

63-19 Leaders' Relational Self-Concept: Implications for Mentoring Provided to Followers

137 leader-follower dyads were surveyed to investigate how leaders' relational self-concept relates to their mentoring. Leaders with stronger relational self-concepts provided more career support to high (vs. low) performing followers. Leaders' relational self-concept was unrelated to their provision of psychosocial support, irrespective of follower performance.

Laurent M. Lapierre, University of Ottawa

Loren J. Naidoo, Baruch College, CUNY

Silvia Bonaccio, University of Ottawa

Submitter: Laurent Lapierre, lapierre@telfer.uottawa.ca

63-20 Temporal Considerations of Team Leader Emotion Management

There has been an increasing recognition that leaders play a critical role in the emotion management of employees. This paper integrates the largely leader-subordinate conceptualizations of leader emotion management with teams research and research on team temporal dynamics. A conceptual framework and testable propositions are presented.

Kate LaPort, George Mason University

David S. Geller, George Mason University

Submitter: Kate LaPort, kate.laport@gmail.com

63-21 Risks for Leader Derailment: A Unique Contribution Beyond Full-Range Leadership?

Derailed leaders are common and costly. They are also curiously understudied. The majority of research does not distinguish between characteristics of effective versus failed leaders. We investigated whether there is value in studying risks for derailment by examining their contributions over existing leadership taxonomies in predicting career stall.

Rhys J. Lewis, Sigma Assessment Systems Inc.

Julie J. Carswell, Sigma Assessment Systems inc.

Tatjana Ilic, University of Western Ontario

Dragos Iliescu, National School of Political and Administrative Studies

Susan Pepper, University of Western Ontario

Submitter: Rhys Lewis, rlewis@sigmaassessmentsystems.com

63-22 The Effect of Relative LMX on Subordinate's Job Performance Behaviors

Applying social comparison theory, this study examines the relationship between relative LMX quality (RLMX) and job performance behaviors (JPBs), including task performance and organizational citizenship behaviors. Specifically, RLMX affects supervisory overall justice (SOJ), which is positively related to JPBs. Moreover, self-esteem moderates the relationship between RLMX and SOJ.

Hae Sang Park, Seoul National University

Seokhwa Yun, Seoul National University

Dongkyu Kim, Seoul National University

Heejoon Park, Seoul National University

Submitter: Hae Sang Park, violetaf@snu.ac.kr

63-23 Is It Normal to Lead? Personality, Prototypes, and Leader Emergence

The study attempts to reconcile 2 approaches to understanding leadership emergence: trait theory and social identity theory. Using a new measure of subjective normality, we evaluate whether or not being considered exceptional or weird predict attaining positions of influence above and beyond the Big 5.

Peter D. Harms, University of Nebraska-Lincoln

Ted A. Paterson, University of Nebraska-Lincoln

Dustin Wood, Wake Forest University

Submitter: Ted Paterson, tedapaterson@gmail.com

63-24 Leadership Style and Employee Efficacy

An experiment was conducted to test whether leadership styles (i.e., autonomy-supportive, controlling/directive, and laissez-faire) have different effects on employee attitudes (e.g., self-efficacy). Results indicated that controlling leadership lead to decreased levels of subordinate efficacy after mastery experiences when compared to the other 2 types of leadership.

John Rahael, Central Michigan University

Steven J. Kass, University of West Florida

Samuel Mathews, University of West Florida

Jillian Hobig, Central Michigan University

Brad Tankersley, Central Michigan University

Submitter: John Rahael, JohnRahael@GMail.com

63-25 Self-Other Agreement in Multisource Feedback and Perceived Leader Effectiveness

We hypothesized that the relationship between self-other agreement and leader effectiveness would depend on the source of the comparison (supervisor, peer, direct report) and behavior rated. Data from 732 managers indicated that self-other agreement did not predict

leader effectiveness. Unique relationships were revealed, depending on the behavior examined.

Devon Riester, DePaul University
Suzanne T. Bell, DePaul University

Submitter: Devon Riester, driester@vantageleadership.com

63-26 Leadership Lessons of Experience

Experience-based development is now commonly accepted as the best way to develop leaders, but the linkages between leadership experiences and resultant competencies has remained largely untested. Senior leader experience and competency ratings at a *Fortune* 500 company are used to explore these linkages and are compared with foregoing research.

Christopher C. Roenicke, Self-employed
Paul R. Yost, Seattle Pacific University
Glenna C. Chang, Seattle Pacific University
Jay H. Steffensmeier, Kronos, Inc.
Lori Homer, Microsoft

Submitter: Christopher Roenicke, roenic@spu.edu

63-27 Personality and Leadership: The Effects of Perfectionism

The goal of this study is to highlight the relationship between the positive and negative forms of perfectionism (adaptive and maladaptive, respectively) and various leadership styles. Results show that perfectionism type is related to the style of leadership employed.

Kyle J. Sandell, Colorado State University

Submitter: Kyle Sandell, mks483@ufl.edu

63-28 Exploring an Integrated View of Shared Leadership: Theory Versus Practice

This study explores Morgeson et al.'s (2010) integrated view of shared leadership using a mixed-method approach. The results revealed a traditional, nonshared view of leadership, demonstrating a gap between theory and practice. Qualitative and quantitative insights on when individuals are likely to broaden their different leadership roles are provided.

Sofie Rogiest, University of Antwerp
Jesse Segers, University of Antwerp

Submitter: Jesse Segers, jesse.segers@ua.ac.be

63-29 Are Managers and Leaders Distinguishable?

This study describes the nature of the leadership–management debate and empirically compares the 2 domains. Academy of Management experts mapped 63 competencies onto defined and undefined management and leadership dimensions. Results reveal interpretable patterns of overlap versus uniqueness, suggesting a hybrid codimensional/bidimensional configuration.

Daniel V. Simonet, University of Tulsa
Robert P. Tett, University of Tulsa
Michael G. Anderson, CPP, Inc.

Submitter: Dan Simonet, dvsimonet@gmail.com

63-30 Transformational Leadership in the Midst of Technological Innovation

This study examined the impact of transformational leadership on followers' attitudinal and behavioral reactions to a large-scale organizational change initiative in multiple schools. Transformational leadership related to various individual-level outcomes, but insufficient power limited our ability to detect group-level effects.

Daniel S. Stanhope, North Carolina State University
Ruchi Patel, North Carolina State University

Submitter: Daniel Stanhope, danstan06@gmail.com

63-31 Subordinates' Provocation of and Differential Reactions to Abusive Supervision

Drawing upon extant theoretical and empirical research, we examined subordinates' Neuroticism and task performance as antecedents' of abusive supervision and the moderating effects of subordinates' Agreeableness and Extraversion on their interpersonal deviant responses to abusive supervision.

Gang Wang, University of Iowa
Peter D. Harms, University of Nebraska, Lincoln

Submitter: Gang Wang, gang-wang@uiowa.edu

63-32 Personality and Past Experiences as Predictors of Implicit Leadership Theories

This study examined employees' formation of implicit leadership theories (ILTs). It was found that their past leadership experiences and personalities jointly predicted the formation of ILTs. In addition, one's hierarchical position affected the formation of ILTs, such that subordinates' ILTs tended to include a participative style of management.

Candace M. Younkins, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitter: Candace Younkins, younk1cm@cmich.edu

64. Symposium/Forum: 2:00 PM–2:50 PM Waldorf

Advancing the Research Behind Technological Innovations in Assessment

The use of innovative test item types within personnel selection is growing rapidly; however, there is little empirical research investigating the measurement properties of these technology-enhanced items. Presenters share best practices for development and key research findings regarding the psychometric properties of innovative test item types.

Lisa Teeter, Development Dimensions International, *Co-Chair*
Evan F. Sinar, Development Dimensions International, *Co-Chair*
Lisa Teeter, Development Dimensions International, Evan F.

Sinar, Development Dimensions International, *Aligning 21st Century Measurement With 21st Century Skills*
Eric J. Sydel, Shaker Consulting Group, Nikki M. Dudley-Meislahn, Shaker Consulting Group, Marisa Seeds, Shaker Consulting Group, *Innovative Item Types in Practice: Challenges, Benefits, and Candidate Reactions*

Submitter: Lisa Teeter, lisa.teeter@ddiworld.com

65. Symposium/Forum: 2:00 PM–2:50 PM International Ballroom South

Individual and Social Influences on Emotional Labor and Performance

Managing emotions at work, or emotional labor, is important for service performance but has health implications. This session identifies individual (work motives and perceived control) and social (unit-level norms, comfort with cultural diversity) factors that influence how employees manage their emotions and their resulting performance and exhaustion.

Alicia A. Grandey, Pennsylvania State University, *Co-Chair*
Su Chuen Foo, Pennsylvania State University, *Co-Chair*
Sarina M. Maneotis, Pennsylvania State University, Alicia A.

Grandey, Pennsylvania State University, Patricia E. Grabarek, Pennsylvania State University, Autumn D. Krauss, Kronos Talent Management Division, *Work Motives and Emotional Labor: Not Just for a Wage*

Helena Hong, University of New South Wales, Markus Groth, University of New South Wales, Anya Johnson, University of New South Wales, *In Sickness and Health: The Moderating Role of Personal Control*

Alicia A. Grandey, Pennsylvania State University, Su Chuen Foo, Pennsylvania State University, Markus Groth, University of New South Wales, Robyn E. Goodwin, University of New South Wales, *Free to Be: Recovering From Emotional Labor With Authenticity Climate*

Andrea Silke McCance, University of Illinois at Urbana-Champaign, *Emotional Labor in Intercultural Service Encounters*

Submitter: Su Chuen Foo, sxf923@psu.edu

66. Posters: 2:30 PM–3:20 PM Williford C

Thursday Theme Track: Managing HR for Sustainability Poster Session



66-1 Greener Pastures: Developing Career Exploration Tools for Green Jobs

This study documents the development of scales designed to measure green interests and green values for the purpose of career exploration. Item-level comparisons were made between a self-reported environmentalist sample and a normative sample. Results are discussed with regard to scale development and validation.

Michael G. Anderson, CPP, Inc.
Nicole Herk, CPP, Inc.

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-2 Saving Daylight, Losing Motivation: Daylight Saving Time and Workplace Loafing

Daylight saving time (DST) is intended to reduce energy consumption and increase commerce. However, we argue that switching to DST can affect white-collar workers' motivation. Results from 4 studies illustrate that switching to DST leads employees to work less and cyberloaf more on the Monday following the switch to DST.

David T. Wagner, Singapore Management University
Christopher M. Barnes, U. S. Military Academy
Vivien Kim Geok Lim, National University of Singapore
Lance Ferris, Singapore Management University

Submitter: David Wagner, dwagner@smu.edu.sg

66-3 Employee Green Behaviors: Comparisons Across Seven GLOBE Cultural Clusters

Environmental sustainability is increasingly being incorporated into missions of organizations around the world. The objective of this research was to examine individual-level employee green behaviors across multiple cultural and geographic regions of the world. Data were gathered from individual employees of multiple organizations in 7 GLOBE clusters. The investigation focused on actual behaviors of employees related to their work activities or performed in work settings.

Andrew Biga, Procter & Gamble
Stephan Dilchert, Baruch College
A. Silke McCance, Procter & Gamble

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-4 Self-Initiated Expatriates: Predictors and Outcomes for Their Success

This paper presents a theoretical framework for self-initiated expatriation, focusing on highly skilled migrants from emerging economies. Their expatriation success as the core construct encompasses 3 dimensions: cultural adjustment, social links, and career success. Organizational and personal predictors as well as outcomes are illustrated. Directions for future research are outlined.

Lan Cao, Leuphana University of Luebnburg
Andreas Hirschi, Leuphana University of Luebnburg
Jürgen Deller, Leuphana University of Luebnburg

Submitter: Andreas Hirschi, hirschi@leuphana.de

66-5 The Effect of Perceived CSR on Employee Commitment Across Cultures

This study investigated the moderating effect of several GLOBE cultural value dimensions on the relationship between employees' perceptions of their company's social responsibility on their affective commitment in a HLM framework among a sample from a multinational IT company. Results showed significant moderations by several cultural values. Implications are discussed.

Sven-Oliver Spiess, University of Mannheim
Karsten Mueller, University of Mannheim
Keith Hattrup, San Diego State University
Natascha Hausmann, University of Mannheim

Submitter: Sven-Oliver Spiess, svspiess@mail.uni-mannheim.de

66-6 Age Differences in Green Work Behaviors Across Eleven Countries

The relationship between worker age and environmentally sustainable work behaviors were examined in 11 countries. Overall, age was mostly unrelated to employee green behaviors, but older workers performed more

avoiding harm-to-the-environment behaviors than younger workers. The nature of the age-green behavior relationship varied by country.

Brenton M. Wiernik, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College
Andrew Biga, Procter & Gamble

Submitter: Brenton Wiernik, wiern001@umn.edu

66-7 A Meta-Analysis of Gender Differences in Green Workplace Behaviors

A meta-analysis of gender differences in pro-environmental workplace behaviors is presented. The average corrected effect size across 43 samples and 30,169 employees was $d = -.09$, indicating that women on average were slightly more likely to perform pro-environmental behaviors than men. Results are presented and discussed for world's cultural regions.

Rachael Klein, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College
Andrew Biga, Procter & Gamble

Submitter: Rachael Klein, klein674@umn.edu

66-8 Elaborating the Role of Proactive Personality in Employee Creativity

This study explored the psychological and social exchange mechanisms by which proactive personality influences creativity. Results indicated that both leader-member exchange and psychological empowerment mediated the proactive personality-creativity association and that there was a cross-level moderating effect of team climate on the relationship between proactive personality and creativity.

Zhu Jinlong, National University of Singapore
Wang Nan, National University of Singapore

Submitter: Jinlong Zhu, derkzjl@gmail.com

66-9 Age and Environmental Sustainability: A Meta-Analysis

Much research has shown that older and younger individuals hold different environmental attitudes and perform different kinds and amounts of environmental behaviors. The strength and direction of these relationships has been inconsistent across studies, however. If organizations seek to encourage their employees to be more environmentally responsible, understanding how the age composition of their workforce will affect their efforts will be imperative. Based on the different attitudes and behaviors different age groups hold and perform, organizations can adapt their environmental interventions according to the age distribution of their employees.

Brenton M Wiernik, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-10 Environmentally Friendly Employee Behaviors: Convergence of Self-Reports and Supervisory Ratings

Investigations into the overlap between self-reported and other-rated criterion information have previously been conducted in the domains of job performance and counterproductivity, among others. This poster presents the first study of self-other convergence for criterion measures of environmental sustainability at work. Participants were 278 employees of a mid-sized consumer goods company and their supervisors across several locations in the U.S. Employees provided self-reports on a scale of environmental reputation and a separate checklist of pro-environmental behaviors engaged in at work. Supervisors rated employees on the same scales.

Stephan Dilchert, Baruch College

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-11 Green Company Rankings and Reporting of Pro-Environmental Efforts in Organizations

We examined the number and types of pro-environmental behaviors reported by the 2009 Top 500 Green U.S. Companies on their corporate Web sites. Several thousand behaviors were collected from corporate Web sites and categorized into Ones and colleagues' (2009) behavioral taxonomic clusters of avoiding harm, sustainable work, conserving, influencing, and taking initiative. Relationships of number and categories of pro-environmental behaviors with the green rankings were examined.

Susan D'Mello, University of Minnesota
Deniz S. Ones, University of Minnesota
Rachael Klein, University of Minnesota
Brenton M. Wiernik, University of Minnesota
Stephan Dilchert, Baruch College

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-12 Functional Motives for Environmental Behaviors: Findings From European Countries

Previous research has identified the functional motives associated with employee green behaviors in the United States. Several categories of green motives shed light on why employees engage in environmentally friendly behaviors. In addition to environmental benefits, these motives include cost and health benefits among others. Using a critical incidents methodology, this paper examined functional motives reported from European work environments.

Lauren Hill, University of Minnesota
Rachael Klein, University of Minnesota
Brenton M. Wiernik, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College
Susan D'Mello, University of Minnesota

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-13 Work Engagement in Nursing: Transformational Leadership and Feelings of Competence

In a sample of 125 Flemish nurses, we found that transformational leadership predicted work engagement 18

months later. In addition, our results show that feeling of competence mediates this relationship.

Hanne Lootens, Ghent University
Peter Vlerick, Ghent University

Submitter: Hanne Lootens, hanne.lootens@ugent.be

66-14 The Parallel Challenges of Going Green and Promoting Safety: Perspectives From Small Construction Businesses

The challenges of both occupational safety and health and environmental sustainability require large-scale behavior change for meaningful improvements to occur. Environmental sustainability, or the “green movement” has received far more attention recently, and certain strategies and recommendations from interventions designed for promoting pro-environmental behaviors may inform efforts to intervene on critical behaviors for improving occupational safety and health.

Thomas Cunningham, National Institute for Occupational Safety and Health

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-15 Green Jobs: Environmental Benefits of the Virtual Office

The purpose of this study is to quantify the indirect monetary and environmental savings that result from the implementation of an at-home remote work program for over 500 employees. These employees all previously worked at the exact same location and are now working out of a home office doing the same job. The sample includes over 350 employees for a *Fortune* 500 financial services firm.

Lance Andrews, Previsor, Inc.
Stephanie R. Klein, PreVisor, Inc.

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-16 To Fly or Not to Fly: Motivational Barriers to Sustainable Corporate Travel

Previous research has indicated 2 interesting results which, when juxtaposed, indicate the need for further investigation. First, flying is a behavior that people underestimate in terms of its environmental impact (Manning, et al., 2008). Second, of a wide set of sustainability-related behaviors, flying is clearly one that people have not attempted to reduce either for work or private purposes (Amel, et al., 2009). Until aviation technology reduces reliance on fossil fuel and significantly reduces greenhouse gas emissions, organizational processes and behavior change will be a key factor in reducing a company's environmental footprint.

Elise L. Amel, University of St. Thomas
B. A. Scott, Macalester College
Christie M. Manning, Macalester College
Jake W. Forsman, University of St. Thomas
C. R. Huber, University of St. Thomas

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-17 Leading Organizational Change: Embracing Energy Conservation and Sustainability

Organizations must become socially responsible, adopting energy sustainability and conservation practices. We integrated and extended Kotter's (1995) change model with Doppelt's (2003a) sustainability solutions to develop an 8-step model that describes how a K–12 public school district transformed itself into a national leader in sustainability building design and energy management.

Zinta S. Byrne, Colorado State University
Jeni Cross, Colorado State University
Michelle Lueck, Colorado State University
Christy Smith, Colorado State University
Christa E. Palmer, Colorado State University
Bill Franzen, Sage2, LLC
Stuart Reeve, Poudre School District

Submitter: Zinta Byrne, zinta.byrne@colostate.edu

66-18 Development of the Employee Green Motives Scale

The Employee Green Motives Scale was developed for assessing employee motives for engaging in green and ungreen workplace behaviors. Previously identified functional motives were used to generate items to assess employee green motives, and data were gathered from working individuals to develop and refine a scale with applied utility. This scale will allow researchers and practitioners to assess employee motives and design workplace interventions accordingly for organizations interested in being more sustainable.

Rachael Klein, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College
Brenton M. Wiernik, University of Minnesota

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-19 Attracting Talent Through “Green” Business Practices: A Theoretical Model

We developed a model explaining why job seekers are attracted to organizations known for their “green” business practices. Grounded in recruitment theory and research, the model delineates 3 mechanisms: value fit, signals about expected working conditions, and organizational reputation. We review extant empirical evidence and implications for research and practice.

David A. Jones, University of Vermont
Chelsea R. Willness, University of Saskatchewan

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

66-20 Green Business Practices: Doing Good and Looking Good

Job seekers tend to be attracted to companies known for their environmentally conscious business practices. Based on social identity theory, we test whether job seekers are attracted by green business practices because they believe it increases the organization's prestige. Mediation analyses of data collected from 240 active job seekers supports our hypothesis.

Chelsea R. Willness, University of Saskatchewan
 Derek S. Chapman, University of Calgary
 David A. Jones, University of Vermont

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

67. Symposium/Forum: 3:30 PM–4:50 PM Boulevard AB

Interdisciplinary Insights Into Virtual Organizational Effectiveness

Increasing globalization and rapid advances in technology have led to a reliance on virtual technology as a means for supporting workplace interaction. This symposium brings together 4 studies from a variety of settings examining the factors that underpin successful collaboration in virtual environments.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington, *Co-Chair*

Peter Seely, University of Central Florida, *Co-Chair*

Jessica Mesmer-Magnus, University of North Carolina-Wilmington, Leslie A. DeChurch, University of Central Florida, Peter Seely, University of Central Florida, Toshio Murase, University of Central Florida, Erin D. Cooke, University of North Carolina-Wilmington, *The Impact of Virtuality on Team Effectiveness: A Meta-Analytic Integration*

Noshir Contractor, Northwestern University, Meikuan Huang, Northwestern University, Yun Huang, Northwestern University, Drew Margolin, University of Southern California, Katherine Ognyanova, University of Southern California, Cuihua Shen, University of Southern California, *The Effects of Diversity and Repeat Collaboration on Team Performance*

Michael R. Kukenberger, University of Connecticut, John E. Mathieu, University of Connecticut, John Cordery, University of Western Australia, Bradley Kirkman, Texas A&M University, Benson Rosen, University of North Carolina, *Knowledge Processes in Virtual Organizational Communities of Practice*

Naim Kapucu, University of Central Florida, Vener Garayev, University of Central Florida, *Design, Development, and Sustainability in Functionally Collaborative Virtual Organizations*

Submitter: Peter Seely, seely.peter@gmail.com

68. Symposium/Forum: 3:30 PM–5:20 PM Boulevard C

Organizational Feedback: Encouraging It, Seeking It, and Using It!

The importance of feedback on both employee and organizational functioning cannot be ignored. The studies in this symposium expand the literature on both the feedback environment and feedback-seeking behaviors in organizational samples by introducing unique variables into classic frameworks. Implications and future directions will be discussed.

Allison S. Gabriel, University of Akron, *Co-Chair*

Paul E. Levy, University of Akron, *Co-Chair*

Allison S. Gabriel, University of Akron, Paul E. Levy, University of Akron, Adam W. Hilliard, Select International, Noelle B. Frantz, University of Akron,

Psychological Empowerment and Resilience as Mediators of the Feedback Environment

Michiel Crommelinck, Ghent University, Toon Devloo, Ghent University, Frederik Anseel, Ghent University, *A Process Model Relating Feedback Environment to Innovative Work Behavior*

Charlene Alayne Bogle, Florida Institute of Technology, Lisa A. Steelman, Florida Institute of Technology, *An Integrative Model of the Feedback Environment*

Jason Dahling, The College of New Jersey, Alison L.

O'Malley, Butler University, Samantha Le Chau, Novo Nordisk Inc., *Moderating Effects of Image Enhancement Motives on Feedback-Environment Outcomes*

Mary S. de Luque, Thunderbird, The Garvin School of International Management, Glendale, Susan J. Ashford, University of Michigan, Melody L. Wollan, Eastern Illinois University, Kathleen De Stobbeleir, Vlerick Leuven Gent Management School, *Seeking From the Top: CEO Feedback Seeking and Firm Performance?*

James L. Farr, Pennsylvania State University, *Discussant*

Submitter: Allison Gabriel, allison.gabriel@gmail.com

69. Symposium/Forum: 3:30 PM–5:20 PM Continental A

Enterprise-Wide Competency Management: How to Train Your Competency Dragon

Applying competency models as the basis for enterprise-wide human capital systems presents a unique set of challenges (e.g., developing a common lexicon). Practitioners will discuss the challenges and proposed solutions for the development and implementation of successful enterprise-wide competency management systems/programs.

Suzanne E. Juraska, PDRI, *Chair*

Tiffany M. Bennett, PDRI, Ryan Shaemus O'Leary, PDRI, Julie A. Agar, PDRI, *Development of an Enterprise Competency Model for a Technical Agency*

Deborah M. Wharff, National Security Agency, Suzanne E. Juraska, PDRI, Eugene Trombini, University at Albany, SUNY, *Enterprise Competency Management for Workforce Development at NSA*

Craig R. Dawson, PreVisor, Inc., Sarah S. Fallaw, PreVisor, *Competency Model Management: Satisfying Complex and Divergent Purposes*

Kerri L. Ferstl, Personnel Decisions Research Institutes, George Montgomery, American Express, Lance Andrews, PreVisor, Inc., *Global and Functional Sales Competencies at American Express*

Gary W. Carter, PDRI, *Discussant*

Submitter: Suzanne Juraska, suzanne.juraska@pdri.com

70. Panel Discussion: 3:30 PM–5:20 PM Continental B

Recommendations of a Technical Advisory Committee on Adverse Impact Analysis

The analysis of adverse impact in employment decisions continues to be a probative issue in litigation and EEOC/OFCCP enforcement. This past year the Center for Corporate Equality assembled a technical advisory committee on adverse impact analysis to identify a series of best practices. This panel will review TAC recommendations.

David Cohen, DCI Consulting Group, *Co-Chair*
 Eric M. Dunleavy, DCI Consulting Group, *Co-Chair*
 Mike G. Aamodt, DCI Consulting Group, *Panelist*
 Mary Baker, ERS Group, *Panelist*
 John Geier, Paul, Hastings, Janofsky & Walker LLP, *Panelist*
 Lorin M. Mueller, American Institutes for Research, *Panelist*
 Mickey Silberman, Jackson Lewis LLP, *Panelist*
 Evan F. Sinar, Development Dimensions International (DDI), *Panelist*

Submitter: Eric Dunleavy, edunleavy@dciconsult.com

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

Who Can Get and Keep a Job? Understanding Employability

The economic downturn and high rates of unemployment highlight the topic of how to get and keep a job. Although bright, white men with advanced degrees from prestigious universities should have an edge, a surprising number are unemployed. This symposium examines some causes of unemployment beyond IQ and education.

Robert T. Hogan, Hogan Assessment Systems, *Chair*
 Robert T. Hogan, Hogan Assessment Systems, *High Potentials Who Fail*
 Tomas Chamurro-Premuzic, Goldsmiths College, *The "Hidden Genius" Project: Why Gifted People Fail*
 Robert B. Kaiser, Kaplan DeVries Inc., *What Executive Selection Committees Want, for Better or Worse*
 Gordon J. Curphy, Self-employed, *Discussant*

Submitter: Robert Hogan, rhogan@hoganassessments.com

72. Symposium/Forum: 3:30 PM–4:50 PM International Ballroom South

Applications of Social Media in the Workplace

The use of social media in organizations is increasing as employers are realizing its benefits. This forum will add to the scant knowledge in this area by uncovering the state of social media use in organizations as well as best practices for using it to impact organizational effectiveness.

Sanja Licina, Personified, *Chair*
 Tom Woodrick, Towers Watson, *Co-Chair*
 Emily Twichell, Personified, *Co-Chair*
 Catherine Beagan, RBC, *Co-Chair*
 Tom Woodrick, Towers Watson, Matthew Deruntz, Towers Watson, Patrick Kulesa, Towers Watson, *New Communication Technologies: A Global Study of Usage and Impact*
 Emily Twichell, Personified, Sanja Licina, Personified, *The Role of Social Media in Enhancing Branding and Recruitment*
 Catherine Beagan, RBC, *Connecting Across Organizational and Geographic Boundaries: Social Networking at RBC*

Submitter: Emily Twichell, etwichel@gmail.com

73. Panel Discussion: 3:30 PM–5:20 PM Joliet

Improving (Not Maintaining) Employee (Re) Engagement Through a Recession

The panel will discuss best practices associated with building successful engagement programs during good

times that excel in bad times and will cover key questions associated with building and evolving programs that insure organizational success. The panelists bring varied consulting, organizational, and government/educational experiences and backgrounds to this timely topic.

Jared D. Lock, Carr & Associates, *Chair*
 Amy M. Bladen, Leadership Variations, *Panelist*
 Jared D. Lock, Carr & Associates, *Panelist*
 Charley C. Morrow, Sage Assessments Inc, *Panelist*
 Damian J. Stelly, JCPenney Co. Inc., *Panelist*
 Tom Walk, MetLife, *Panelist*

Submitter: Jared Lock, Jared.Lock@CarrAssessment.com

74. Panel Discussion: 3:30 PM–4:50 PM Lake Erie

The Unwieldy World of Teams: Teamwork Issues in Applied Settings

Because teamwork is an essential component of today's businesses, it is important to have a clear understanding of how teamwork is defined and measured. However, in reviewing team research, inconsistencies in its measurement remain. This panel presents issues to organizations and practitioners interested in optimizing teamwork in applied contexts.

Lacey L. Schmidt, EASI/Wyle Labs-NASA JSC, *Co-Chair*
 Cristina Rubino, University of Houston, *Co-Chair*
 John E. Mathieu, University of Connecticut, *Panelist*
 Eduardo Salas, University of Central Florida, *Panelist*
 Ruth Kanfer, Georgia Institute of Technology, *Panelist*
 John R. Hollenbeck, Michigan State University, *Panelist*

Submitter: Cristina Rubino, rubino003@hotmail.com

75. Roundtable Discussion/Conversation Hour: 3:30 PM–4:50 PM Lake Huron

Researching I-Os: What Happens When We Work Remotely?

This roundtable/conversation hour discussion will share the experiences of practicing I-O psychologists that work in remote positions and how expertise intersects with personal experience. The effect of being remote on managing employees, social interaction, onboarding, and teamwork will be discussed. Strategies for success in remote situations will also be covered.

Paul D. DeKoekkoek, PreVisor, *Host*
 Darrin Grelle, PreVisor, *Host*
 Amie D. Lawrence, Select International, *Host*
 Tracey Tafero, Select International, *Host*

Submitter: Paul DeKoekkoek, pdekoekkoek@previsor.com

76. Panel Discussion: 3:30 PM–4:50 PM Lake Michigan

Work–Family Research: The Crossroads

This panel brings together 6 international work–family researchers to discuss theoretical and methodological challenges currently facing the field. Topics to be discussed include theory development and application,

issues of understudied populations, methodological issues, the role of cross-cultural and interdisciplinary research, as well as emerging innovative research.

Russell A. Matthews, Louisiana State University, *Chair*
 Tammy D. Allen, University of South Florida, *Panelist*
 Julian I. Barling, Queen's University, *Panelist*
 Lillian T. Eby, The University of Georgia, *Panelist*
 Jeffrey H. Greenhaus, Drexel University, *Panelist*
 Ellen E. Kossek, Michigan State University, *Panelist*
 Steven A. Y. Poelmans, IESE Business School, *Panelist*

Submitter: Russell Matthews, Matthews@lsu.edu

77. Symposium/Forum: 3:30 PM–4:20 PM Lake Ontario

Overhauling Hiring Methodologies: Unproctored, Automated Assessment in Federal Hiring Reform

In May 2010, President Obama signed a memorandum calling for a major overhaul of one of the largest hiring systems in the world. This symposium discusses how unproctored, automated assessments are being used as part of a nationwide testing program to improve the quality of hires and reduce hiring times.

Ryan Shaemus O'Leary, Personnel Decisions Research Institutes, *Co-Chair*

Anne M. Hansen, Personnel Decisions Research Institutes, *Co-Chair*

Jone Papinchock, U.S. Office of Personnel Management,
 Andrea Bright, U.S. Office of Personnel Management,
 Bernard J. Nickels, U.S. Office of Personnel Management,
 Ryan Shaemus O'Leary, Personnel Decisions Research Institutes, *Lessons Learned From the Use of Assessments in Government*

Ryan Shaemus O'Leary, Personnel Decisions Research Institutes, Bernard J. Nickels, U.S. Office of Personnel Management, Charles Thompson, U.S. Office of Personnel Management, Jone Papinchock, U.S. Office of Personnel Management, Anne M. Hansen, PDRI, Janis S. Houston, Personnel Decisions Research Institutes, Jeff W. Johnson, Personnel Decisions Research Institutes, Robert J. Schneider, Personnel Decisions Research Institutes, Anthony S. Boyce, Aon Consulting, Michael C. Heil, Aon Consulting, *Development of Professional and Administrative Assessments Supporting Hiring Reform*

Laurie E. Wasko, HumRRO, Tara Ricci, U.S. Office of Personnel Management, Dan J. Putka, HumRRO, *Administration of Assessments for Clerical Occupations Supporting Hiring Reform*

Elaine D. Pulakos, Personnel Decisions Research Institutes, *Discussant*

Brian S. O'Leary, U.S. Office of Personnel Mgmt, *Discussant*

Submitter: Anne Hansen, anne.hansen@pdri.com

78. Panel Discussion: 3:30 PM–4:50 PM Marquette

The Use of Employee Surveys to Manage Organizational Culture

Faced with rapid change and a globally competitive economy, increased focus has been placed on organizational culture as a means of aligning employees around common expectations and values. From a theoretical

and practical perspective, panelists will discuss the effective use of employee surveys in monitoring and managing culture.

Lise M. Saari, New York University, *Chair*
 Steve Denault, Country Financial, *Panelist*
 Christine Fernandez, Starwood Hotels and Resorts, *Panelist*
 Mark Kammerdiener, Vi, *Panelist*
 Allen I. Kraut, Baruch College/Kraut Associates, *Panelist*
 Mark Royal, Hay Group, *Panelist*

Submitter: Juran Hulin, Juran.Hulin@haygroup.com

79. Symposium/Forum: 3:30 PM–5:20 PM Northwest 1

Personality Assessment in Law Enforcement

The intense psychological job demands and life/death responsibilities imposed on law enforcement officers, coupled with the high-stakes consequences of poor performance, imply that personality is an important component of job performance. This symposium addresses current findings and approaches for assessing personality as a part of the law enforcement selection process.

Ronald C. Page, Assessment Associates International, *Chair*
 Deniz S. Ones, University of Minnesota, Chockalingam

Viswesvaran, Florida International University, Stephan

Dilchert, Baruch College, Michael J. Cullen, Personnel

Decisions Research Institutes, *Meta-Analyses of Integrity*

and Personality Measures for Law Enforcement

Shelley W. Spilberg, California Commission on POST,

Personality and Psychological Assessment of California Peace Officer Candidates

Robert Davis, Matrix Inc., *The Matrix-Predictive Uniform Law Enforcement Selection Evaluation Inventory*

Ronald C. Page, Assessment Associates International, *Personality Predictors of Leadership in Law Enforcement*

Rick R. Jacobs, Pennsylvania State University, *Discussant*

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

80. Symposium/Forum: 3:30 PM–5:20 PM Northwest 5

"I" Meets "O": Assessment-Driven Leadership Development and Talent Management

In this session, 5 organizations will discuss the intersection of the "I" and "O" sides of I-O psychology, especially as it relates to using empirical evidence such as psychometric assessments (traditionally seen as more "I") to inform more macro-organizational decisions like leadership development and talent management (more "O").

Aarti Shyamsunder, Infosys Leadership Institute, *Chair*

Jane B. (Brodie) Gregory, Procter & Gamble, Andrew Biga,

Procter & Gamble, Robert E. Gibby, Procter & Gamble,

Andrea Silke McCance, University of Illinois at Urbana-

Champaign, Adam J. Massman, Michigan State

University, *Strategic Use of Organizational Competency*

Models for Integrated Leadership Development

Samantha Le Chau, Novo Nordisk Inc., Rebecca G. Schoepfer,

Novo Nordisk Inc., *Leveraging Assessment to Drive*

Development: It's a Matter of FACT!

Matt Barney, Infosys Leadership Institute, Siddharth Patnaik,

Infosys Leadership Institute, Aarti Shyamsunder, Infosys

Leadership Institute, *The Leadership Journey Series: A New Kind of Leadership Assessment*

Patricia M.G. O'Connor, Wesfarmers, Ltd, *Recognizing Developmental Evidence: Implications for Leadership Development Program Design*

Tanya Brubaker Kiefer, Bristol-Myers Squibb, Lauren Brescia, Bristol-Myers Squibb, *We're Not in Kansas Anymore: Leveraging Assessments for Talent Strategy*

David V. Day, University of Western Australia, *Discussant*

Submitter: Aarti Shyamsunder, aarti_shyamsunder@infosys.com

81. Community of Interest: 3:30 PM–4:50 PM PDR 2

Developing an HR Strategy

Kenneth G. Brown, University of Iowa, *Host*

Leslie W. Joyce, Novelis, *Host*

John J. Donovan, Rider University, *Coordinator*

82. Posters: 3:30 PM–4:20 PM SE Exhibit Hall

Personality

82-1 Multisource Ratings and Political Skill: An Evaluation of Measurement Equivalence

This study examines political skill from multiple rating sources. Confirmatory factor analysis was used to examine measurement equivalence between rating sources. Results indicate measurement equivalence for self-supervisor comparisons but not for self-peer and peer-supervisor comparisons. In addition results indicated some differences between self- and supervisor ratings of political skill.

Christina M. Banister, University of Missouri-St. Louis

Cari L. Rottman, University of Missouri-St. Louis

John P. Meriac, University of Missouri-St. Louis

Submitter: Christina Banister, christina.banister@gmail.com

82-2 Publication Bias and the Validity of the Big Five

The Big 5 validity data from Hurtz and Donovan (2000) were analyzed to assess the presence and extent of publication bias. Evidence consistent with an inference of publication bias was found for Conscientiousness but not necessarily for the other Big 5 traits.

Sven Kepes, Virginia Commonwealth University

Michael A. McDaniel, Virginia Commonwealth University

George Banks, Virginia Commonwealth University

Gregory M. Hurtz, California State University-Sacramento

John J. Donovan, Rider University

Submitter: George Banks, banksge@vcu.edu

82-3 A Method Factor Measure of Self-Concept

A method factor indicated by Big 5 items was found to correlate negatively with a common measure of depression and positively with a common measure of self-esteem. This suggests that the method factor, previously used to assess faking, may represent a more general characteristic of self-concept.

Michael Biderman, University of Tennessee-Chattanooga

Nhung T. Nguyen, Towson University

Christopher J. L. Cunningham, University of Tennessee-Chattanooga

Submitter: Michael Biderman, Michael-Biderman@utc.edu

82-4 Goal Orientation: What Are the Latent Factors?

Utilizing the 3 most prominent measures, this study examines the historical evolution of the construct of goal orientation. Overall, although each of the measures (i.e., 2 factor, 3 factor, and 4 factor) individually demonstrates the appropriate factor pattern, together they suggest an incorrect shift from trait measurement to behavioral preference evaluation.

Sarah C Bienkowski, SWA Consulting, Inc.

Mark C. Bowler, East Carolina University

Submitter: Mark Bowler, bowlerm@ecu.edu

82-5 Triple-Dissociation of Two Implicit and One Explicit Aggressiveness Measures

A triple dissociation of aggressive personality processes was found for 2 implicit measures, the CRT and the IAT, and 1 explicit measure, the NEO. They were uncorrelated and predicted different behaviors. Incentive conditions moderated explicit but not implicit predictions. This suggests multiple nonconscious processes involved in personality.

Charles K. Brooks, Georgia Institute of Technology

Submitter: Charlie Brooks, charliebrooks@gatech.edu

82-6 Interpersonal Aggression as a Function of Personality and Gender

Researchers used a team task setting to investigate whether gender interacted with narcissism, Neuroticism, and Agreeableness to affect physical interpersonal aggression (measured with the amount of hot sauce a participant administered to failing confederate partner) in 105 participant–confederate pairs. Main effects of gender and personality were also examined.

Christine M. Casper, Wayne State University

Phoebe S. Lin, Wayne State University

Kevin Thomas Wynne, Wayne State University

Rebecca J. Early, Wayne State University

Keith Zabel, Wayne State University

Kimberly E. O'Brien, Central Michigan University

Submitter: Christine Casper, ccasper@wayne.edu

82-7 Criterion Validity of Eight Short Measures of Big Five Personality

Data from 437 employees illustrates that substantial variance in criteria remain unexplained when using short (single item, 2 item) as opposed to longer (6 to 8 item) measures of personality traits. Data from a second sample of 355 undergraduates suggest that some scales may, sometimes, perform as well as slightly longer scales.

Marcus Crede, University at Albany-SUNY

Peter D. Harms, University of Nebraska, Lincoln

Sarah Niehorster, University at Albany-SUNY
Andrea Gaye, University at Albany-SUNY

Submitter: Marcus Crede, mcrede@albany.edu

82-8 Trait Self-Control at Work: Relating Self-Control to Contextual Performance

The relationship between self-control and contextual performance was investigated in 2 samples. Employees filled out questionnaires regarding stop control, start control, organizational citizenship behavior, personal initiative, and proactive coping in Study 1; counterproductive work behavior was added in Study 2. Results show that self-control is significantly related to contextual performance.

Benjamin J. de Boer, Erasmus University, Rotterdam
Edwin A. J. Van Hooft, University of Amsterdam
Arnold B. Bakker, Erasmus University, Rotterdam
Submitter: Benjamin de Boer, deboer@fsw.eur.nl

82-9 Jerks at Work: Interactions and Intersections of Disagreeableness and Neuroticism

Study 1 results showed that the statistical interaction of Agreeableness and Emotional Stability accounted for incremental validity beyond the main effects in predicting interpersonal deviance. Study 2 showed that the circumplex intersection between Agreeableness and Emotional Stability, calmness and pleasantness, accounted for incremental validity beyond the interaction and main effects.

David S. DeGeest, University of Iowa
Michael K. Mount, University of Iowa
Submitter: David DeGeest, david-degeest@uiowa.edu

82-10 Predicting Corrective Action Procedure Requests in Nuclear Power Plant Employees

This study attempts to predict which employees at a nuclear power plant will file an insignificant corrective action procedure (CAP) request using scores on a measure of aggression. Aggression was measured using the Conditional Reasoning Test for Aggression, and CAP data were gathered from company archives over a 12-month period.

Justin A. DeSimone, Georgia Institute of Technology
Robert Cookson, Georgia Institute of Technology
Submitter: Justin DeSimone, gth858s@mail.gatech.edu

82-11 The Perceived Social Desirability of Responses to Personality Items

Ratings of perceived desirability of each possible response to items from the HEXACO-PI were obtained in the context of applying for 1 of 4 job types. Results suggested that perceived desirability of different levels of traits depended on both the content of the item and the type of job.

Patrick D. Dunlop, University of Western Australia
Amelia Telford, University of Western Australia
David L. Morrison, University of Western Australia
Submitter: Patrick Dunlop, patrick.dunlop@uwa.edu.au

82-12 A Comparison of General and Context-Specific Personality Traits Over Time

A student sample was used to compare context-specific and general personality over 8 weeks. Both context-specific and general personality incrementally predicted change of several criteria. In addition, we examined the context-specific-general personality relationship. In general, a unidirectional relationship was found in which context-specific personality predicted change in general personality.

Kevin J. Eschleman, Air Force Research Laboratory
Nathan A. Bowling, Wright State University
Gary N. Burns, Wright State University
Submitter: Kevin Eschleman, kevin.eschleman@wright.edu

82-13 A Meta-Analysis of the Neutral Objects Satisfaction Questionnaire (NOSQ)

This study is a meta-analysis of the Neutral Objects Satisfaction Questionnaire (NOSQ). The NOSQ was associated with affective-oriented dispositions, subjective well-being, and job satisfaction. In addition, the NOSQ was more strongly associated with broad forms of well-being and explained unique variance in job satisfaction after controlling for affective-oriented dispositions.

Kevin J. Eschleman, Air Force Research Laboratory
Nathan A. Bowling, Wright State University
Submitter: Kevin Eschleman, kevin.eschleman@wright.edu

82-14 Personality Correlates With Business Outcomes in Developing Countries

This research examines links between personality and business success in developing countries. Our results show that personality impacts business success and provide an example of how research can link traditional I-O fields of study (e.g., personality and entrepreneurship) with real-world business outcomes at the organizational level.

Jeff Foster, Hogan Assessment Systems
Bailey Klinger, Harvard University
Submitter: Jeff Foster, jfoster@hoganassessments.com

82-15 How Do Real Applicants Who Are Fakers Compare to Nonfakers?

Individual differences between applicants who faked a personality measure versus applicants who did not fake were examined using a sample of real applicants. Results showed that fakers had significantly lower levels of integrity and self-efficacy, and were significantly higher in external locus of control and counterproductive work behaviors than nonfakers.

Amy Gammon, Florida Institute of Technology
Richard L. Griffith, Florida Institute of Technology
Mei-Chuan Kung, Select International, Inc.
Submitter: Amy Gammon, gammona@gmail.com

82-16 Not Much More Than Neuroticism: A Meta-Analysis of Neuroticism Facets

Neuroticism has traditionally exhibited low correlations with job performance. However, it is possible that more promising correlations between Neuroticism and performance may be revealed if Neuroticism is studied at an increased level of specificity. Thus, multiple meta-analyses of correlations of facet-level Neuroticism and job performance were conducted.

Emily J. Grijalva, University of Illinois at Urbana-Champaign
Dana Joseph, University of Illinois at Urbana-Champaign
Oleksandr Chernyshenko, Nanyang Technological University
Liwen Liu, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign
Submitter: Emily Grijalva, emilygrijalva@gmail.com

82-17 Industriousness and Task Performance: The Moderating Role of Work Interruptions

The authors investigated whether work interruptions moderate the relation between the Conscientiousness facet industriousness and task performance. Results revealed that the industriousness–performance relationship was of moderate size (.44) when participants were interrupted by an actor who behaved friendly, and close to zero (.04) when the actor behaved hostile.

Jonas W. B. Lang, Maastricht University
Ute R. Hülshager, Maastricht University
Hans Moesen, Maastricht University
Fred Zijlstra, Maastricht University

Submitter: Jonas Lang, jonas.lang@maastrichtuniversity.nl

82-18 Using Personality and Cultural Fit to Identify High Potential

Identifying high potential is 1 of the primary strategies organizations use to influence their long-term profitability and performance. This study examined the personality and values of high-potential employees and found several personality characteristics (e.g., Agreeableness, Mischievous) as distinguishing factors in identifying high-potential employees across organizations.

Matthew R. Lemming, Hogan Assessment Systems
Jeff Foster, Hogan Assessment Systems

Submitter: Matthew Lemming, mlemming@hoganassessments.com

82-19 The Effects of Dispositional Aggression and Narcissism on Work-Related Criteria

Multiwave data collected from 381 workers employed in a variety of work settings indicated that aggression and narcissism had consistent main effects on work-related criteria after controlling for other personality characteristics. Furthermore, results indicate that dispositional aggression and narcissism interact (“aggressive narcissists”) providing consistent incremental explanation in work-related criteria.

Jesse S. Michel, Florida International University
Nathan A. Bowling, Wright State University

Submitter: Jesse Michel, jmichel@fiu.edu

82-20 Emotional Stability and Performance: Moderating Effects of Autonomy and Meaning

This study investigated the strength of the personality factor Emotional Stability. In addition, potential moderators of relationship between Emotional Stability and contextual performance were examined. Results indicated that both job meaning and job autonomy significantly moderated the relationship between Emotional Stability and organizational citizenship behaviors directed at the organization.

Jeffrey Muldoon, Louisiana State University
Eric Liguori, Louisiana State University
Jennifer L. Kisamore, University of Oklahoma
Suzanne M. Booth, Louisiana State University

Submitter: Jeff Muldoon, jmuldo1@lsu.edu

82-21 Raters' Use of Signatures for Judging Others' Agreeableness and Extraversion

An implication of Mischel and Shoda's (1995) concept of signatures is that raters draw upon patterns in behavior and situation to judge others. An experimental vignette study was conducted. Two signature conditions were created for a target's behavior. As hypothesized, raters used signatures to infer judgments of Agreeableness and Extraversion.

Thomas C. Oliver, University of Guelph
Deborah M. Powell, University of Guelph

Submitter: Tom Oliver, tolover@uoguelph.ca

82-22 Developing a Taxonomy of Developmental Feedback From Personality Assessments

Nearly all I-O personality research focuses on selection, with little research attention devoted to the developmental applications of personality measures. In a critical incidents study, we found that personality feedback given to individuals low on Conscientiousness or Agreeableness consists of purely descriptive (rather than prescriptive) statements about specific behavioral tendencies.

Claire A Rickards, University of Connecticut
Brian S. Connelly, University of Toronto

Submitter: Claire Rickards, claire_rickards@yahoo.com

82-23 Personality as a Predictor of Workplace Safety Outcomes

This study examined the predictive validity of a personality-based, facet-level measure in relation to safety outcomes. Across 3 studies, various facet-level safety scales were predictive of different safety outcomes, such as workers' compensation claims. Organizations could benefit from using personality-based, facet-level measures to decrease negative safety outcomes.

Lauren N. Robertson, University of Tulsa
Ashley E. J. Palmer, Hogan Assessment Systems

Submitter: Lauren Robertson, Inicolero@gmail.com

82-24 Perceived Ability to Deceive and Criterion-Related Validity of Personality Testing

We introduced a new measure, the perceived ability to deceive, to the literature on faking. Results offer evidence of its reliability and validity, and its moderation of criterion-related validity between personality predictors and self-reported counterproductive work behavior. This scale offers new insight into the process of faking in personnel selection.

Travis J. Schneider, University of Western Ontario
Richard D. Goffin, University of Western Ontario

Submitter: Travis Schneider, tschnei3@uwo.ca

82-25 Picking From the Pieces: The Complexity of Core Self-Evaluations

The concept of self-complexity, or one's degree of compartmentalization in self-evaluations, was extended to core self-evaluations (CSE). We found self-complexity scores across CSE components to be related to life stress, in addition to relations between temporal trait stability and interdomain trait evaluations. Study implications are discussed.

Amber N. Schroeder, Clemson University
Patrick J. Rosopa, Clemson University

Submitter: Amber Schroeder, anwolf@clemson.edu

82-26 Construct Validation of Biological and Cognitive-Affective Approach-Avoidance Measures

This study utilized EFA and CFA to assess the construct validity of the 2 most utilized self-report measures of reinforcement sensitivity theory in relation to popular cognitive-affective measures of approach-avoidance. Based on the results, the researchers propose a multifaceted, encompassing measure of reward/punishment sensitivity.

Mark D. Scott, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech

Submitter: Mark Scott, mdscott3@vt.edu

82-27 Using Personality Facets to Understand Nature of Personality-Satisfaction Relationships

We examined relationships between personality factors and facets with job and life satisfaction in and across 74 Turkish occupational samples. The dominance facet of Extraversion, low self-esteem facet of Neuroticism, and responsibility facet of Conscientiousness were largely responsible for relationships of these Big 5 factors and satisfaction variables.

Benjamin K. Seltzer, University of Minnesota
Deniz S. Ones, University of Minnesota
Arkun Tatar, Halic University

Submitter: Benjamin Seltzer, seltz044@umn.edu

82-28 Interactive Effects of Narcissism and Political Skill on Network Positioning

The study investigated how 2 individual differences, political skill and narcissism, interactively affect indi-

viduals' social network positioning in advice, influence, and performance networks in the workplace. Results found interactive effects of political skill and narcissism for advantageous (central) positioning in advice and performance networks but not in influence networks.

Darren C. Treadway, State University of New York at Buffalo
Jacob W. Breland, University of Mississippi
Lisa V. Williams, State University of New York at Buffalo
Jun Yang, State University of New York at Buffalo
Brooke A. Shaughnessy, State University of New York at Buffalo
Submitter: Brooke Shaughnessy, bas29@buffalo.edu

82-29 "Dark Side" Personality Trait Interactions Predictors of Leadership Performance

This study investigated hypothesized dysfunctional trait interactions in predicting leadership performance. Results of hierarchical moderated regression analyses for 3 managerial samples provided mixed support. The most consistent support indicates a bold x mischievous and colorful x imaginative interaction. Implications are discussed.

Daniel V. Simonet, University of Tulsa
Robert P. Tett, University of Tulsa

Submitter: Dan Simonet, dvsimonet@gmail.com

82-30 Successful Psychopaths: Are They Unethical Decision Makers and Why?

This study tested a mediation model in which psychopathy measured in the general population predicts unethical decision making in a business context, and this relationship is further explained through the process of moral disengagement. Using the Baron and Kenny (1986) approach and Sobel's (1982) test, the results supported the hypothesized model.

Gregory W. Stevens, Auburn University
Jacqueline K. Deuling (Mitchelson), Roosevelt University
Achilles Armenakis, Auburn University

Submitter: Gregory Stevens, gws0002@auburn.edu

82-31 Factors Affecting Potential Personality Retest Improvement After Initial Failure

Studies examining the extent of personality test faking using retesting designs reveal equivocal findings. This study reports a simulation testing the effects of the weight given to personality and the stringency of cut scores on personality retest scores. Findings are useful for forecasting the magnitude of faking in operational settings.

Philip T. Walmsley, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitter: Philip Walmsley, walmsley.phil@gmail.com

82-32 IRT and Ideal Point Models for Short Form Personality Assessment

This study utilizes item response theory parameters via Roberts et al.'s (2000) generalized graded unfolding model as a criterion for maximizing the latent construct domain coverage of the Big 5 personality traits in a sample of 968 undergraduate students. A short form personality inventory is presented and discussed.

Thomas J. Whelan, Horizon Performance, LLC
 Amy DuVernet, North Carolina State University
 Submitter: Thomas Whelan, tjwhelan@ncsu.edu

83. Panel Discussion: 3:30 PM–4:50 PM Waldorf

Emotional Intelligence: Consensus, Dissensus, and the Path Forward

The purpose of this panel is to discuss emotional intelligence (EI), a popular but controversial construct in I-O psychology. Experts from academia and practice will review consensus and controversies surrounding the EI construct with discussion topics including the conceptualization, measurement, test-criterion relationships, and practical applications of EI.

Daniel A. Newman, University of Illinois at Urbana-Champaign, *Chair*
 Dana Joseph, University of Illinois at Urbana-Champaign, *Co-Chair*
 Chockalingam Viswesvaran, Florida International University, *Panelist*
 Richard D. Roberts, ETS, *Panelist*
 David L. Van Rooy, Marriott International, *Panelist*
 Carolyn E. MacCann, University of Sydney, *Panelist*
 Submitter: Dana Joseph, danajoseph30@gmail.com

84. Panel Discussion: 3:30 PM–4:50 PM Williford A

Why We Rejected Your Meta-Analysis and What You Can Do

Meta-analyses comprise an increasing proportion of journal submissions by I-O psychologists, but most are not accepted for publication. The purpose of this panel is to identify the most common reasons meta-analyses are rejected and to offer suggestions for increasing the likelihood that they will be accepted by a high-quality journal.

Hannah R. Rothstein, Baruch College-CUNY, *Chair*
 Michael T. Brannick, University of South Florida, *Panelist*
 José M. Cortina, George Mason University, *Panelist*
 Larry V. Hedges, Northwestern University, *Panelist*
 Frederick L. Oswald, Rice University, *Panelist*
 Terri Pigott, Loyola University Chicago, *Panelist*
 Submitter: Hannah Rothstein,
 Hannah.Rothstein@baruch.cuny.edu

85. Panel Discussion: 3:30 PM–4:20 PM Williford B

Future Directions in Multigenerational Research and Its Application

In recent years, there has been a growing interest among I-O psychologists in studying generational differences in the workplace. The purpose of this session is to provide an interactive forum for discussing what future directions in research and application are needed as the field of generational differences moves forward.

Jesse Erdheim, Federal Management Partners, *Co-Chair*
 Michael A. Lodato, ICF International, *Co-Chair*

Chantay Dudley, Federal Management Partners, *Panelist*
 Brenda Kowske, Kenexa Research Institute, *Panelist*
 John P. Meriac, University of Missouri-St. Louis, *Panelist*
 Mo Wang, University of Maryland, *Panelist*
 David J. Woehr, University of Tennessee, Knoxville, *Panelist*
 Submitter: Michael Lodato, mlodato@icfi.com

86. Symposium/Forum: 3:30 PM–4:50 PM Williford C

Theme Track: Change Management and Interventions for Environmental Sustainability



To achieve sustainable change, pro-environmental goals need to be implemented on the individual and the organizational level. Through case studies and research summaries, this session examines individual- and company-level interventions aimed to increase sustainability at work.

Katherine Holt, Peakinsight LLC, *Chair*
 Richard Osbaldiston, Eastern Kentucky University, Jaime B. Henning, Eastern Kentucky University, *Meta-Analysis of Pro-Environmental Behaviors in the Workplace*
 Ante Glavas, University of Notre Dame, *Creating an Engaged Workforce Through Sustainability*
 Joe Laur, Greenopolis, *Necessary Revolution: Individuals/Organizations Working to Create a Sustainable World*
 Katherine Holt, Peakinsight LLC, *Leading the Green Evolution in Our Organizations*
 Submitter: Katherine Holt, katherine@peakinsight.com

87. Interactive Posters: 4:00 PM–4:50 PM Astoria

Cheaters Beware! Research on Item Sharing, Falsification, and Other Compromising Phenomena

Matthew Kleinman, New York Life Insurance Company, *Facilitator*

87-1 Using Rest's Four Component Model to Predict Applicant Cheating

This study explores how Rest's four component model relates to applicant decisions to cheat on a selection test. The data indicate 2 components (moral motivation and moral character) significantly predict moral obligation not to cheat, which in turn significantly predicts cheating behaviors.

Lynn R. Hartmann, Minnesota State University
 Kristie Lynn Campana, Minnesota State University
 Lance Andrews, Previsor, Inc.

Submitter: Kristie Campana, kristie.campana@mnsu.edu

87-2 Predict Item Sharing Through Personality and Integrity Measures

In continuously administered employment tests and unproctored Internet testing, examinees may reveal test items to future test candidates. The study utilized personality and integrity measures to examine whether test takers can benefit from item sharing on verbal reason-

ing items. Results showed Conscientiousness was the only predictor.

Ben-Roy Do, National Taiwan Normal University
Fritz Drasgow, University of Illinois at Urbana-Champaign
Submitter: Ben-Roy Do, benroydo@gmail.com

87-3 Catch Them While You Can: Detecting Applicant Falsification

This study compared bogus item versus social desirability faking measures in a field setting to determine which method was more effective in detecting objective applicant deception. The bogus item scale successfully identified job application falsification, background check failure, and drug screen failure, whereas the social desirability scale did not.

Mei-Chuan Kung, Select International, Inc.
Esteban Tristan, Select International, Inc.
Matthew S. O'Connell, Select International, Inc.
Submitter: Mei-Chuan Kung, mkung@selectintl.com

87-4 Catch Me if You Can! Cheating in Unproctored Internet Testing

This study examined individual perceptions of the effectiveness and fairness of various methods used to detect and deter cheating in unproctored Internet testing. Mean ratings of effectiveness and fairness are presented for each method along with correlations between them.

Kristin R. Sanderson, Florida International University
Chockalingam Viswesvaran, Florida International University
Victoria L. Pace, Florida International University
Submitter: Kristin Sanderson, kristinsanderson@hotmail.com

88. Panel Discussion: 4:30 PM–5:50 PM Lake Ontario

The Development and Use of Global Norms

As globalization increases, test publishers often debate the need and appropriate use of global norms. Issues concerning form equivalence, however, render them problematic. In this panel, senior researchers in 4 of the world's largest personality test publishers will discuss issues surrounding the development and use of global norms.

Kevin D. Meyer, Hogan Assessment Systems, *Chair*
Dave Bartram, SHL Group Ltd, *Panelist*
Jeff Foster, Hogan Assessment Systems, *Panelist*
Eric C. Popp, PreVisor, *Panelist*
Richard C. Thompson, CPP, Inc., *Panelist*
Submitter: Jeff Foster, jfoster@hoganassessments.com

89. Posters: 4:30 PM–5:20 PM SE Exhibit Hall

Testing/Assessment (e.g., selection methods; validation; predictors)

89-1 Strategic Item Selection to Reduce Survey Length

This study examines the psychometric properties of 2 well-being measures using a strategic item selection

approach. Results indicate that short-form measures produce better fit than the full versions and demonstrate equivalent criterion-related validity. The authors discuss implications for reducing analytical and methodological concerns faced by researchers and practitioners.

Patrick Maloney, Saint Louis University
Matthew J. Grawitch, Saint Louis University
Larissa Barber, Smith College
Submitter: Patrick Maloney, pmalone4@slu.edu

89-2 Publication Bias and the Validity of Conditional Reasoning Tests

Analyses were conducted to evaluate the possible presence and influence of publication bias on the validity of conditional reasoning tests for aggression. Multiple publication bias methods yielded results consistent with a conclusion of publication bias suggesting that the reported validity of the conditional reasoning tests may be overestimated.

George Banks, Virginia Commonwealth University
Sven Kepes, Virginia Commonwealth University
Michael A. McDaniel, Virginia Commonwealth University
Submitter: George Banks, banksgc@vcu.edu

89-3 Estimating the Reliability of College Grades

Relatively little is known about the reliability of college grades. This study utilizes a large sample data set from multiple institutions and finds that overall GPA is more reliable than previously thought. In addition, the differential reliability of grades across disciplines and stability over time of a school's reliability are investigated.

Adam Beatty, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Thomas Kiger, University of Minnesota
Winny Shen, University of Minnesota
Jana Rigdon, University of Minnesota
Submitter: Adam Beatty, beatt071@umn.edu

89-4 The Relationship of Scale Reliability and Validity to Respondent Inconsistency

The relationship of reliability and validity estimates for personality scales to respondent inconsistency measured on a separate scale was investigated. Scale reliabilities were larger when estimated using the most consistent respondents. Validity of Conscientiousness as a predictor of GPA was higher in groups composed of more consistent respondents.

Michael Biderman, University of Tennessee-Chattanooga
Submitter: Michael Biderman, Michael-Biderman@utc.edu

89-5 Does Anxiety Create Differential Predictive Validity in Cognitive Ability Tests?

We investigate whether test anxiety creates differential predictive validity in cognitive ability tests. The predictive validity stemming from the use of a cognitive ability test

to predict final exam performance decreased as worry (the cognitive aspect of anxiety) increased. Tension (the physiological aspect of anxiety) did not influence validity.

Silvia Bonaccio, University of Ottawa
 Charlie L. Reeve, University of North Carolina Charlotte
 Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

89-6 A Meta-Analytic Review of the Motivated Strategies for Learning Questionnaire

A meta-analytic review of the Motivated Strategies for Learning Questionnaire is presented. Results based on 2,143 correlations from 66 independent samples and 19,745 college students indicate that the subscales of the MSLQ vary in their utility for predicting grades, with grade-related validities ranging from $\rho = .40$ to $\rho = .05$.

Marcus Crede, University at Albany-SUNY
 Leigh A. Phillips, Rutgers-The State University of New Jersey
 Submitter: Marcus Crede, mcrede@albany.edu

89-7 Predicting Credit Risk With Psychometric Assessments: Potential Substitute for Credit Checks?

This paper reviews 2 empirical studies regarding the development and validation of an integrity-based assessment used to help evaluate the credit risk of small business loan applicants when credit history is not available. Results suggest that integrity tests may provide an alternative to credit checks assessing risk in lending applications.

Kelly D. Dages, Vangent, Inc.
 John W. Jones, Vangent Human Capital
 Submitter: Kelly Dages, kelly.dages@vangent.com

89-8 Development and Validation of a Self-Assessment of Learning Agility

Learning agility has become an important construct in leadership and talent management. The objective of this study is to design a psychometrically sound self-assessment of learning agility that would help organizations identify learning agile individuals for section, development, and succession planning.

Kenneth P. De Meuse, Korn/Ferry International
 Guangrong Dai, Lominger International
 Selamawit Zewdie, Roosevelt University
 Ronald C. Page, Assessment Associates International
 Larry Clark, Lominger Associate
 Robert W. Eichinger, Lominger Limited, Inc.
 Submitter: Guangrong Dai, daigr@yahoo.com

89-9 Designing Pareto-Optimal Systems for Complex Selection Decisions

The paper presents 2 methods that yield the expected selection quality and the adverse impact ratio of complex selection decisions based on specific predictors and their characteristics. In addition, corresponding decision aids for designing predictor composites that offer a Pareto-optimal balance in complex selection situations are presented and illustrated.

Celina Druart, Ghent University
 Wilfried De Corte, Ghent University
 Submitter: Celina Druart, celinadruart@gmail.com

89-10 Test Anxiety: Its Structure, Distinctiveness, and Impact on Test Validity

This study was conducted to determine whether test anxiety reduces the validity of test scores and to discover whether test anxiety is different from other similar constructs. Using personality inventories and different cognitive ability measures, these relationships were studied using correlations, multiple regression, factor analysis, and moderation analysis.

Andrea Gaye, University at Albany-SUNY
 Submitter: Andrea Gaye, andrea.gaye@gmail.com

89-11 Predicting MCAT Performance: The Mediating Effects of Test-Taking Self-Efficacy

This study examines test-taking self-efficacy as a mediator among race, sex, and performance on the MCAT. Blacks, Hispanics, and Whites reported similar levels of test-taking self-efficacy. Results also showed that test-taking self-efficacy partially mediated the relation between sex and performance on science sections of the MCAT.

Dana M. Glenn-Dunleavy, Association of American Medical Colleges
 Amanda R. Shapiro, DCI Consulting
 David Matthew, Association of American Medical Colleges
 Scott H. Oppler, Association of American Medical Colleges
 Karla J. Whittaker, Association of American Medical Colleges
 Submitter: Dana Glenn-Dunleavy, ddunleavy@aamc.org

89-12 Examining Differential Item Functioning of "Insensitive" Test Items

This study was conducted to examine the influence of offensive/insensitive item content on test performance. A verbal ability test containing items judged as insensitive by professional and student reviewers was administered to test takers. Gender-based differential item functioning analysis flagged several items as problematic, though none where those judged insensitive.

Juliya Golubovich, Michigan State University
 James Grand, Michigan State University
 Neal W. Schmitt, Michigan State University
 Ann Marie Ryan, Michigan State University
 Submitter: Juliya Golubovich, JGolubovich@gmail.com

89-13 Deriving Synthetic Validity Models: Is $R = .80$ Large Enough?

Many view the R s typically seen for job-component validation (JCV) models as adequate to justify inferences of validity/utility. This study derived JCV models predicting DOT strength from O*NET dimensions; although R s in the .80s were achieved, errors of prediction were too large to justify its applied use.

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

89-14 Multisource Reference Feedback and Candidate Motivation Can Identify Quality Nurses

Structured, multisource reference feedback and candidate motivation as selection components for nursing candidates were investigated. Using 448 newly hired nurses, we found multisource reference feedback on candidate performance at previous jobs, and an objective measure of candidate motivation to complete the selection process predicted subsequent supervisory ratings and turnover.

Cynthia A. Hedricks, SkillSurvey, Inc.

Stacey R. Kessler, Montclair State University

Disha D. Rupayana, SkillSurvey, Inc.

Submitter: Cynthia Hedricks, chedricks@skillsurvey.com

89-15 Criterion-Related Validity of the Employee Screening Questionnaire

Across 3 samples, we examined the criterion validity of the Employee Screening Questionnaire (ESQ), a brief forced-choice measure of integrity in the workplace. Results suggested that ESQ scores correlate highly with self- and other reports of counterproductive work behaviors and self-reports of job satisfaction and turnover intentions.

Dragos Iliescu, National School of Political and Administrative Studies

Alexandra Ilie, University of South Florida

Dan Ispas, Illinois State University

Michael E. Rossi, University of South Florida

Submitter: Dan Ispas, dispas@gmail.com

89-16 A Large Sample Response Addressing Low Power in Differential Prediction

Recent work has called into question past findings on differential prediction by race for organizational selection tools. This study addresses the issues raised with 2 large educational datasets reaffirming that Black students are not disadvantaged relative to White students when using the SAT to predict subsequent college academic performance.

Thomas Kiger, University of Minnesota

Paul R. Sackett, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Adam Beatty, University of Minnesota

Winnie Shen, University of Minnesota

Jana Rigdon, University of Minnesota

Submitter: Thomas Kiger, kige0005@umn.edu

89-17 Exploring Nonlinearity in the Relationship Between HSGPA and College Grades

The linearity of grade relationships with subsequent performance was examined with data from 63,241 students across 49 colleges. Although the relationship was generally monotonic, using the LOESS technique meaningful relationships beyond strict linearity was shown. Predictive strength declines after a 4.0, the most frequently occurring GPA.

Thomas Kiger, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Paul R. Sackett, University of Minnesota

Winnie Shen, University of Minnesota

Adam Beatty, University of Minnesota

Jana Rigdon, University of Minnesota

Submitter: Thomas Kiger, kige0005@umn.edu

89-18 Introducing the Revised Implicit Achievement-Motive Assessment, CRT-RMS: Form-N

We examined a modified version of CRT-RMS, Form-N, to implicitly assess achievement motives. The modified measure yielded enhanced reliability and validity for predicting academic achievement in a sample of college students. Form-N explained larger variance in academic achievement than a self-report achievement measure. Results supported using implicit personality assessments.

Min Young Kim, Georgia Institute of Technology

Hye Joo Lee, Georgia Institute of Technology

Yonca Toker, Georgia Institute of Technology

Lawrence R. James, Georgia Institute of Technology

Submitter: Min Young Kim, gth801a@mail.gatech.edu

89-19 Exploring the Use of Rater Assigned Item Difficulties (RAID)

This study used rater assigned item difficulties (RAIDs) to approximate IRT difficulty parameters for scoring. Based on RAIDs from 19 subject-matter experts (SMEs) for an operational test form consisting of 38 items, a simulation study was conducted to determine the usefulness of RAIDs for accurate scoring.

Liwen Liu, University of Illinois at Urbana-Champaign

Louis Tay, University of Illinois at Urbana-Champaign

Fritz Drasgow, University of Illinois at Urbana-Champaign

Ying Liu, Fordham University

Submitter: Liwen Liu, liwenliu36@gmail.com

89-20 Pregnant Job Applicants and Employment Interviews: Stigmatization or Absenteeism?

Discrimination against pregnant applicants may stem from absenteeism concerns. But are applicants who need an equivalent amount of time off rated similarly? All applicants requesting time off, regardless of reason, received less favorable ratings than the applicant not requesting leave. Absenteeism was a primary concern, not the visual pregnancy stigma.

Jennifer Cunningham, University of Missouri-St. Louis

Therese H. Macan, University of Missouri-St. Louis

Submitter: Therese Macan, Therese.Macan@umsl.edu

89-21 Content Validity Is Little Help When Choosing Among Selection Tests

The match or mismatch between content of selection tests and job content has little bearing on criterion-related validity. Two studies confirm that when choosing from reliable, intercorrelated tests, selection batteries chosen to maximize content validity do not perform bet-

ter than batteries chosen randomly or chosen to minimize content validity.

Kevin R. Murphy, Pennsylvania State University
Paige J. Deckert, Pennsylvania State University
Ted B. Kinney, Select International, Inc.
Mei-Chuan Kung, Select International, Inc.
Submitter: Kevin Murphy, krm10@psu.edu

89-22 Development and Validation of the German Work-Related Curiosity Scale

Findings regarding development and validation of the Work-Related Curiosity Scale are reported. The scale had acceptable internal consistency and expected convergent, divergent, and criterion-related validities. As such, it is suitable for the investigation of curiosity in the workplace and can be used for applied purposes such as personnel selection.

Patrick Mussel, University of Hohenheim
Maik Spengler, S & F Personalpsychologie
Heinz Schuler, University of Hohenheim
Submitter: Patrick Mussel, mussel@gmx.com

89-23 Item Characteristics of Three- Versus Five-Option Multiple-Choice Tests

The most common format across multiple-choice testing is the 5-option item, despite research demonstrating that 3-option items show comparable psychometric characteristics and several advantages. Participants completed 3- or 5-option tests, and results demonstrated that 3-option items were comparable to 5-options across several test characteristics.

Andrew M. Naber, Texas A&M University
Steven Jarrett, Texas A&M University
Winfred Arthur, Texas A&M University
Bryan D. Edwards, Oklahoma State University
Submitter: Andrew Naber, andrewmnaber@gmail.com

89-24 A Similarity-Based Map of Assessment Center Dimensions

This study aimed at determining the similarity of assessment center (AC) dimensions and evaluating existing categorization systems for AC dimensions. Based on similarity judgments, we used multidimensional scaling to generate a map of 94 AC dimensions. Implications for research and for AC design and use will be discussed.

Isabelle Odermatt, University of Zurich
Klaus G. Melchers, University of Zurich
Stefan Ryf, Migros-Genossenschafts-Bund
Submitter: Isabelle Odermatt, i.odermatt@psychologie.uzh.ch

89-25 Practical Impact of Predictor Reliability for Personnel Selection Decisions

In personnel selection, employment tests are intended to reduce selection errors and increase mean predicted performance. This study examines the impact of measurement reliability on selection accuracy. Results reflect

the importance of having reliable and valid predictor measures; the work also extends ideas in the area of utility analysis.

Jisoo Ock, Rice University
Frederick L. Oswald, Rice University
Submitter: Frederick Oswald, foswald@rice.edu

89-26 Sex Differences in Physical Ability: Implications for Adverse Impact

This study presents updated, precise estimates regarding sex differences in physical ability. Findings revealed substantial male–female differences in muscular strength and cardiovascular endurance but smaller differences for body movement quality. Moreover, findings suggest that job simulation physical tests potentially result in more adverse impact than basic physical ability tests.

Bennett E. Postlethwaite, University of Iowa
Stephen H. Courtright, University of Iowa
Brian W. McCormick, University of Iowa
Michael K. Mount, University of Iowa

Submitter: Bennett Postlethwaite,
bennett-postlethwaite@uiowa.edu

89-27 What Do You See? Interviewers' Perceptions of Applicant Impression Management

Research has investigated applicant impression management behaviors or attempts to influence interviewers' evaluations in employment interviews but overlooked interviewers' perceptions of such behaviors. Results from a field study of actual employment interviews show that interviewers perceive them inaccurately and perceptions influence interview outcomes. Implications for research and practice are discussed.

Nicolas Roulin, University of Neuchatel
Julia Levashina, Kent State University
Adrian Bangerter, University of Neuchatel
Submitter: Nicolas Roulin, nicolas.roulin@unine.ch

89-28 Measurement Specificity and the Relation Between Personality and Emotional Intelligence

In this study we examined relations involving the Big 5, narrow personality traits, and broad and narrow scales of Emotional Intelligence (EI). Results suggest that narrow traits explain variance in EI beyond the Big 5. We conclude that the Big 5 do not explain all personality-relevant variation in EI.

Travis J. Schneider, University of Western Ontario
Thomas A. O'Neill, University of Western Ontario
Amanda Stirling, University of Western Ontario
Sampo V. Paunonen, University of Western Ontario
Submitter: Travis Schneider, tschnei3@uwo.ca

89-29 Personality as a Predictor of Military Suitability

This study examined whether the dimensions of emotional adjustment, integrity/control, intellectual efficien-

cy, and interpersonal relations from the 16PF Protective Services Report (PSR) predicted the recruits' suitability interview score; the goal being to provide a cheaper screening alternative. Moderation effects of gender and overall importance of the measures were also examined.

Michael R. Stowers, Chicago School of Professional Psychology
Jennifer Thompson, Chicago School of Professional Psychology
Submitter: Jennifer Thompson, jthompson@thechicagoschool.edu

89-30 Creating a Social Intelligence Test to Predict Interpersonal Performance

A performance-based social intelligence measure was developed using a situational judgment test format. Validation efforts concluded that social intelligence is independent from general intelligence and personality. In addition, the measure predicted performance in interpersonal assessment center exercises. Socially effective behaviors may partially mediate this relationship.

Kate Unterborn, Central Michigan University
Neil D. Christiansen, Central Michigan University
Christopher R. Honts, Central Michigan University
Submitter: Kate Unterborn, unter1ke@cmich.edu

89-31 Sex and Racial Differences in Socially Desirable Responding

This study examined sex and racial differences in socially desirable responding in a large applied sample. Notable differences emerged in both sex and various racial groups. In a simulated hiring situation, employing cut-off scores for both Conscientiousness and socially desirable responding scores, Asian Americans were less likely to be selected.

Kathryn G. VanDixhorn, Wright State University
Corey E. Miller, Wright State University
Jason D. Culbertson, Wright State University
Submitter: Kathryn VanDixhorn, vandixhorn.2@wright.edu

89-32 Employment Interview Reliability: Updating Conway, Jako, and Goodman (1995)

This study presents an update of Conway, Jako, and Goodman's (1995) meta-analysis of employment interview reliability. Results were more stable and theoretically consistent. Further, results suggest an empirical adjustment of .23 to panel reliabilities to account for error not otherwise captured and that agreement is higher for cognitively loaded dimensions.

Allen I. Huffcutt, Bradley University
Satoris S. Culbertson, Kansas State University
William S. Weyhrauch, Consortium Research Fellows Program
Submitter: William Weyhrauch, wsweyhrauch@gmail.com

90. Panel Discussion: 5:00 PM–5:50 PM Boulevard AB

Preparing for the Workplace—the Virtual Workplace

Various advancements have led to an increase in people working virtually. The purpose of this panel discussion

is to provide an overview of the virtual workplace, the requirements to effectively work virtually, and the role I-O psychologists serve in preparing students and new employees for the virtual workplace.

Joseph A. Gier, EASI Consult, LLC, *Chair*
Linda B. Greensfelder, EASI Consult, LLC, *Panelist*
Therese H. Macan, University of Missouri-St Louis, *Panelist*
Susan F. Gerker, Federal Reserve Bank of St. Louis, *Panelist*
Submitter: Joseph Gier, jgier321@sbcglobal.net

91. Panel Discussion: 5:00 PM–5:50 PM Continental C

Jobs in Academia: Much More Than I-O

The majority of positions in academia are found in non-doctoral universities involving a heavy teaching load. The purpose of this panel discussion is to share with participants their experiences in such academic positions. Topics to be discussed include finding a job, teaching preps, research, and service requirements.

James A. Tan, St. Cloud State University, *Chair*
Chu-Hsiang Chang, Michigan State University, *Panelist*
Rosanna F. Miguel, John Carroll University, *Panelist*
Simon M. Moon, La Salle University, *Panelist*
Submitter: James Tan, jatan@stcloudstate.edu

92. Symposium/Forum: 5:00 PM–5:50 PM International Ballroom South

Succession Planning: Innovations and Best Practices

Succession planning is an increasingly important practice as many prepare for retirement, leaving a potential vacuum of experienced leadership. Presenters will share real-world challenges and solutions, as well as a survey of best practices from 30+ organizations. Implementation challenges and lessons learned will also be reviewed.

Randall H. Lucius, Turknett Leadership Group, *Chair*
Randall H. Lucius, Turknett Leadership Group, *Succession Planning and Job Analysis: Did I Hear You Correctly?*
Sarah C. Evans, Children's Healthcare of Atlanta, *Leveraging Cutting-Edge Technology for Talent and Succession Planning*
Deborah Schroeder-Saulnier, Right Management, *RightGPS™: Positioning Your Organization's Leadership for Success*
Sarah C. Evans, Children's Healthcare of Atlanta, *Discussant*
Deborah Schroeder-Saulnier, Right Management, *Discussant*
Submitter: Randall Lucius, rlucius@turknett.com

93. Symposium/Forum: 5:00 PM–5:50 PM Lake Erie

Discrimination in the 21st Century: Contemporary Perspectives of Organizational Discrimination

The persistence of inequity necessitates the study of new perspectives of discrimination in organizations. Four papers provide unique, yet complementary, evidence of actors', targets', and perceivers' perspectives of discrimination toward understudied populations using diverse theories. Thus, this session will demonstrate

challenges facing scholars and practitioners in an increasingly diverse workplace.

Eden B. King, George Mason University, **Co-Chair**
 Veronica L. Gilrane, George Mason University, **Co-Chair**
 Veronica L. Gilrane, George Mason University, Eden B. King,
 George Mason University, **Evaluations of Ethnic
 Minority Leaders**

Steve Binggeli, University of Lausanne, Samuel Bendahan,
 University of Lausanne, Franciska Krings, University of
 Lausanne, Joerg Dietz, University of Lausanne, **Workplace
 Discrimination Against Muslim Employees in Switzerland**

Derek R. Avery, Temple University, Aleksandra Luksyte,
 University of Houston, Eleanor M. Waite, University of
 Houston, Rumela Roy, University of Houston,
**Demographic Differences in the Role of Lateness in
 Performance Appraisal**

Lisa M. Leslie, University of Minnesota, Eden B. King,
 George Mason University, David M. Mayer, University of
 Michigan, **How Group Status and Procedural Justice
 Shape Attributions to Discrimination**

Kecia M. Thomas, University of Georgia, **Discussant**

Submitter: Veronica Gilrane, vgilrane@gmu.edu

94. Roundtable Discussion/Conversation Hour: 5:00 PM–5:50 PM

Lake Huron

A Legal Review of the Content Validation Argument

Organizations that use employment tests must establish validity evidence to defend their use vis-à-vis legal challenges. Although the *Uniform Guidelines* recognize several validation strategies, some would argue that content validation is a second-class citizen among methods. This session will explore legal and professional cases and issues in content-related strategies.

Keith M. Pyburn, Fisher & Phillips, LLP, **Host**
 John A. Weiner, PSI, **Host**

Submitter: John Weiner, jweiner@psionline.com

95. Symposium/Forum: 5:00 PM–5:50 PM Lake Michigan

CREW (Civility, Respect, Engagement at Work): Intervention Increasing Workplace Civility

This symposium focuses on Civility, Respect, and Engagement in the Workforce (CREW), a nationwide organizational intervention that started at the U.S. Veterans Health Administration. The demonstrated success and a growing scope of CREW provide reasons to examine in more detail its processes, outcomes, and experience of its participants.

Katerine Osatuke, Miami University, **Chair**
 Michael Leiter, Acadia University, Heather Laschinger,
 University of Western Ontario, Arla L. Day, Saint Mary's
 University, Debra Gilin-Oore, St. Mary's University,
**Sustaining Improvements in Collegiality: One-Year
 Follow-Up of the CREW Intervention**

Sarah Judkins, Xavier University, Katerine Osatuke, Miami
 University, Sue R. Dyrenforth, VHA NCOD,

Organizational Intervention That Fosters Workplace Civility: Facilitators' View

Katerine Osatuke, Miami University, Scott C. Moore,
 University of Cincinnati, Sue R. Dyrenforth, VHA NCOD,

Organizational Intervention to Increase Workplace Civility: Workgroup Supervisors' Perspective

Linda Belton, Department of Veterans Affairs, **Discussant**

Submitter: Katerine Osatuke, Katerine.Osatuke@va.gov

96. Symposium/Forum: 5:00 PM–5:50 PM Marquette

Applying Science to Improve the Teaching of Teamwork in Classrooms

College graduates are entering the workforce equipped with technical knowledge but lack the critical teamwork skills required to effectively operate on the job. In this symposium, researchers present 3 efforts demonstrating how science can inform the development of tools to improve the instruction and management of teamwork in the classroom.

Ronald F. Piccolo, Rollins College, **Chair**

Rebecca Lyons, University of Central Florida, **Co-Chair**
 Matthew W. Ohland, Purdue University, **Team Formation:
 Alternative Methods for Assigning Students to Teams**

Misty L. Loughry, Georgia Southern University, David J.
 Woehr, University of Tennessee, Knoxville, **Self-Peer
 Evaluations of Member Contributions: Benefits, Risks,
 and Unresolved Issues**

Rebecca Lyons, University of Central Florida, Wendy L.
 Bedwell, University of Central Florida, Eduardo Salas,
 University of Central Florida, Kyle Heyne, University of
 Central Florida, **Teamwork in the Movies: Applying
 Science to Instructional Design**

Submitter: Rebecca Lyons, rlyons@ist.ucf.edu

97. Panel Discussion: 5:00 PM–5:50 PM PDR 2

Diversity Networks From Startup to Strategy

Changing workforce demographics have led to an increase in the number of minority and women workers. This panel discussion will discuss the role employee resource groups play within organizations in providing support to this important segment of the workforce and helping organizations achieve their goals.

Belle Rose Ragins, University of Wisconsin-Milwaukee, **Chair**
 Marina P. Field, Pfizer, **Panelist**

Raymond Friedman, Vanderbilt University, **Panelist**

Steven Katzman, KPMG LLP, **Panelist**

Jolene L. Skinner, Dell, Inc., **Panelist**

Submitter: Marina Field, mpf27@columbia.edu

98. Panel Discussion: 5:00 PM–5:50 PM Waldorf

Getting the Right Start: Advice for Early Career I-O Psychologists

Early career I-O psychologists face challenges that were not present a few years ago, including a difficult economy, effectively utilizing social networking Web sites,

and changing attitudes around diversity legislation. The panel will prepare I-O psychologists to be more effective in their jobs and to reduce the stress of being new.

Corinne D. Mason, Ingersoll Rand, *Chair*
 Brian Roote, PreVisor, *Panelist*
 Lisa Baranik, East Carolina University, *Panelist*
 Stacey P. Miller, Angelica, *Panelist*
 Tracy L. Griggs, Winthrop University, *Panelist*
 Submitter: Brian Roote, brianroote@gmail.com

99. Posters: 6:00 PM–6:50 PM

Grand Ballroom

Top Posters

99-1 The Role of Fit in Understanding Leader Effectiveness Across Cultures

Building on implicit leadership theory and using multinational data, this paper examines the relationships among direct reports' expectations, perceptions, and performance ratings of leaders. For this, a cross-cultural 360° assessment of leadership was developed, and the relationships between leadership expectations, behaviors, and performance ratings were examined with polynomial regression.

Marian N. Ruderman, Center for Creative Leadership
 Felix C. Brodbeck, LMU München
 Regina H. Eckert, Center for Creative Leadership
 William A. Gentry, Center for Creative Leadership
 Phillip W. Braddy, Center for Creative Leadership
 Submitter: Marian Ruderman, Ruderman@ccl.org

99-2 The Effects of Storytelling and Reflexivity on Team Mental Models

Although team mental models (TMMs) have been shown to positively predict team performance, their antecedents have been underresearched. This study investigated the effects of 2 team-level interventions, storytelling and guided team reflexivity, on TMM similarity and performance in 107 teams performing an emergency crisis management simulation.

Rachel M. Hoult Tesler, Pennsylvania State University
 Susan Mohammed, Pennsylvania State University
 Katherine Hamilton, Pennsylvania State University
 Vincent Mancuso, Pennsylvania State University
 Alissa Parr, Pennsylvania State University
 Eric McMillan, Pennsylvania State University
 Michael D. McNeese, Pennsylvania State University
 Submitter: Rachel Hoult, rhoult@gmail.com

99-3 Leader Personal Values, Transformational Leadership, and Follower Outcomes

We tested an integrated model of transformational leadership consisting of leader personal values, follower attitudes toward corporate social responsibility, and leadership performance outcomes. Data from 110 managers and 472 of their direct reports demonstrate mostly strong support for the integrated model. Implications for theory, practice, and future research are discussed.

Kevin Groves, Pepperdine University
 Michael LaRocca, Pepperdine University
 Submitter: Kevin Groves, kevin.groves@pepperdine.edu

99-4 The Relative Importance of Managerial Skills for Predicting Leader Effectiveness

Using a sample of 733 managers, this study examined the relative importance of 4 managerial skills at predicting leader effectiveness. All 4 skill dimensions were significantly important predictors to varying degrees. Organizational level was a significant moderator of the managerial skill-effectiveness relationship but gender was not.

Scott Tonidandel, Davidson College
 Phillip W. Braddy, Center for Creative Leadership
 John W. Fleenor, Center for Creative Leadership
 Submitter: Scott Tonidandel, sctonidandel@davidson.edu

99-5 How Transformational Leaders Can Discourage Prospective Leavers From Quitting

This study extends the sparse research regarding the effect of leadership on follower turnover by investigating how transformational leadership affects the withdrawal process. We provided a multilevel investigation into the joint and interactive effects of negative unit-level shocks and transformational leadership on the turnover process.

David A. Waldman, Arizona State University
 Min Carter, Auburn University
 Peter W. Hom, Arizona State University
 Submitter: David Waldman, waldman@asu.edu

99-6 Effects of Behavioral Rating and Outcome Feedback on Group Performance

The study was conducted to empirically demonstrate that a group's outcome, an objective measure of job performance, was the direct result of the task behaviors engaged in by the individual group members. This relationship was explored through the manipulation of 4 different combinations of behavioral and outcome feedback.

Bennett A. Price, CA Technologies
 William Metlay, Hofstra University
 Submitter: Bennett Price, Bprice220@gmail.com

99-7 Meta-Analytic Multitrait–Multirater Separation of Substance and Style in Social Desirability

A meta-analytic multitrait–multirater study shows social desirability and its subdimensions are independent from self-rating method factors (response style) but strongly related to Big 5 trait factors (substance) of Emotional Stability, Conscientiousness, and Agreeableness. Research and practice adjusting personality scores for social desirability will weaken rather than strengthen personality measures' validity.

Luye Chang, University of Connecticut
 Brian S. Connelly, University of Toronto
 Alexis A. Geeza, Montclair State University
 Submitter: Luye Chang, luye.chang@gmail.com

99-8 The Conceptualization and Measurement of Pacing Styles

Pacing style reflects how individuals distribute their effort over time in working toward deadlines. This research improved the conceptualization of pacing style and developed as well as validated a new scale-based measure. Eight independent samples supported the dimensionality, internal consistency, and validity (convergent, discriminant, predictive) of the new scale.

Josette M. P. Gevers, Eindhoven University of Technology
Susan Mohammed, Pennsylvania State University
Nataliya Baytalskaya, Pennsylvania State University
Flora Beefink, Eindhoven University of Technology

Submitter: Nataliya Baytalskaya, nzb114@psu.edu

99-9 Mean Score and Validity Differences Among Bogus Item Endorsement Groups

We examined score differences on various measures, as well the correlations with work simulation performance, among groups with different endorsement rates to bogus items in a manufacturing applicant sample. We found that fakers score lower in ability and higher on personality and biodata measures, which also affects validity.

Kristin M. Delgado, Select International, Inc./Wright State University

Esteban Tristan, Select International, Inc.

Mei-Chuan Kung, Select International, Inc.

Matthew S. O'Connell, Select International, Inc.

Submitter: Kristin Delgado, kdelgado@selectintl.com

99-10 Alternative Scoring Approaches for Retest Scores: Implications for Differential Prediction

This study examines whether repeater and nonrepeater Medical College Admission Test (MCAT) scores calculated under different scoring approaches differentially predict United States Medical Licensing Examination Step 2 CK. Results showed that overprediction varied with respect to scoring approach and the number of times an examinee took the MCAT.

Xiaohui Zhao, Association of American Medical Colleges
Dana M. Glenn-Dunleavy, Association of American Medical Colleges

Scott H. Oppler, Association of American Medical Colleges

Marc Kroopnick, Association of American Medical Colleges

Submitter: Dana Glenn-Dunleavy, ddunleavy@aamc.org

99-11 Does Diversity Training Work? A Meta-Analytic Evaluation

Little consensus exists regarding whether diversity training has beneficial effects. We conducted a meta-analytic examination of diversity training using Kraiger, Ford, and Salas' (1993) model of training evaluation. We examined effects from 34 usable studies. Results revealed small to moderate effects for cognitive, skill-based, and affective-based outcomes. Implications are presented.

Zach Kalinoski, Wright State University

Debra Steele-Johnson, Wright State University

Keith A. Leas, Wright State University

Julie A. Steinke, Wright State University

Submitter: Zach Kalinoski, kalinoski.2@wright.edu

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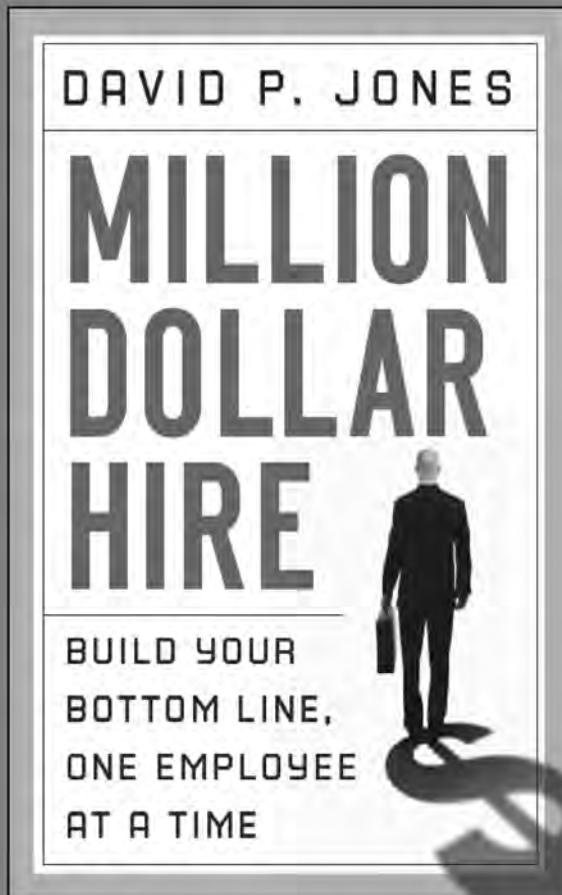
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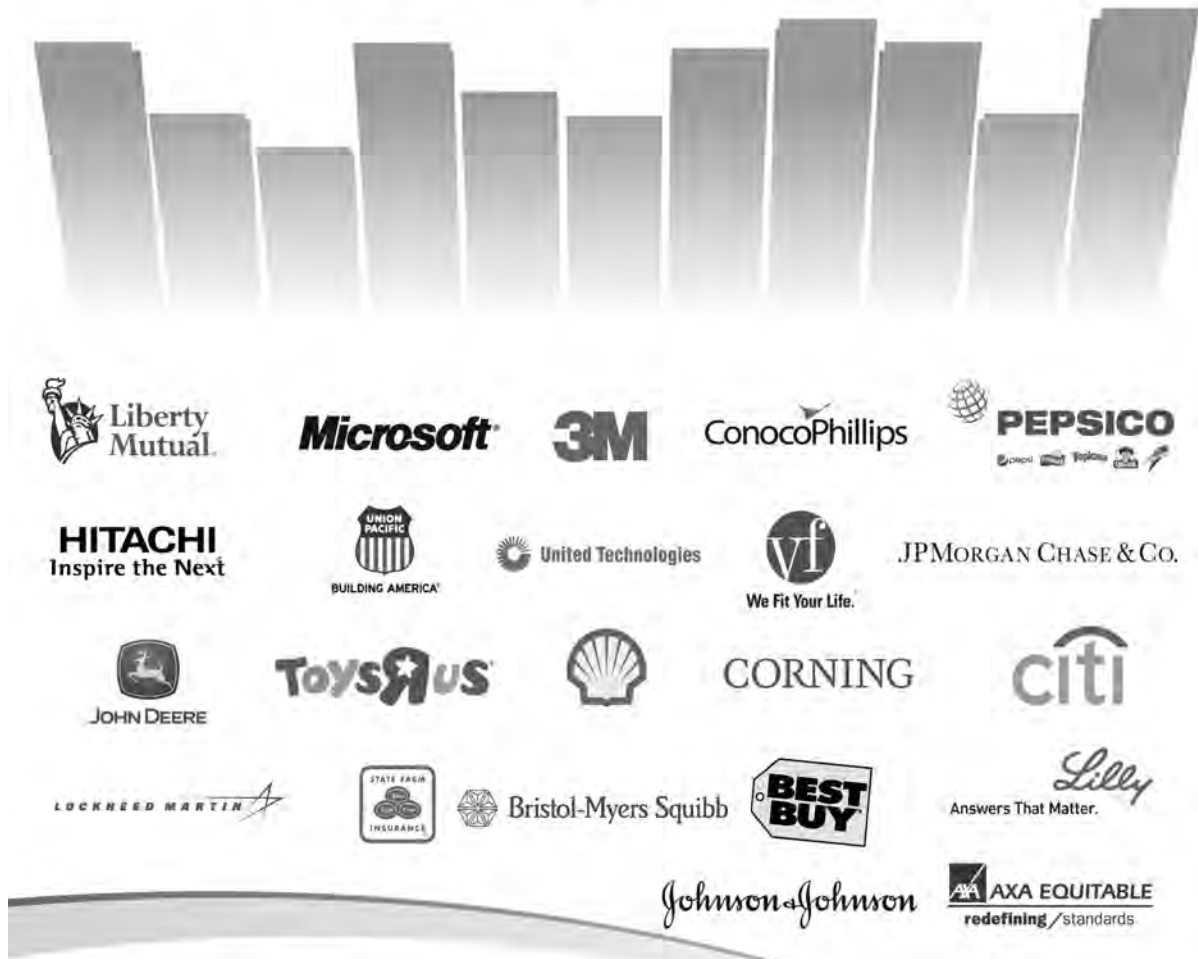


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	Astoria	Boulevard AB	Boulevard C	Continental A	Continental B	Continental C	Grand Ballroom	International Ballroom South	International North	Joliet	Lake Erie
7:30 AM	Coffee Break										
8:00 AM	100 IP: Faking It: Response Distortion Across Testing	101 Ability, Personality, and Motivational Influences on Aging and Work	102 Pregnant, Disabled, Sick, Surviving: Experiences and Outcomes	103 Graduate Study From 30,000 Feet: Global Perspectives on Learning Abroad	104 Profiles in Commitment: Person-Centered Approaches to Occupational and Org. Attachment	105 Emotional Display Rule Deviance: Antecedents and Consequences		106 Follow Through, the Key to ROI in Executive Coaching		107 Mergers and Acquisitions: Sharing Lessons Learned	108 Workplace Civility Perceptions: Measurement
8:30 AM											
9:00 AM										120 Improving SIOP's Advocacy Efforts	121 I-O Psychology in Italy
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM		129 The Greater Good: How I-O Is Making a Difference	130 New Developments in Abusive Supervision Research	131 Managing Multiteam Systems: Theoretical and Empirical Advances	132 Researching Outside the Box: Exploring Work-Family Research	133 Perceived Organizational Support: Current Knowledge, Future Promise		134 Manager, Know Thyself! A Closer Look at Self-Awareness		135 Fact and Fiction: Licensing Barriers	136 Special Address by Norbert K. Semmer
11:00 AM	147 IP: Bearers of Bad News: Research on Neg. Feedback										149 Methodological Triangulation in the Study of Workplace Mistreatment
11:30 AM										148 Celebrating Our Science and Practice	
12:00 PM		152 Women and the Executive Sulte: Perceptions, Experiences, and Needs	153 Composing Effective Teams: One Size Does Not Fit All	154 Diversity Training: Linking Theory and Practice	155 New Avenues in 360s: Implicit Leadership Theories and Fit	156 More Complex Models of Cultural Intelligence		164 Programmatic Executive Coaching for Ind. & Org. Change		165 A Strategy for Building Science Advocacy	
12:30 PM											
1:00 PM	167 IP: I Get by With a Little Help From My...Mentor	171 What Do You Mean by That? Culture, Gender, and Evaluations	172 Does Specificity Matter? Advantages of Broad Versus Narrow Traits	173 Leveraging Technology to Deliver Assessments: Addressing the Challenges		174 Understanding the Impact of an Aging Workforce on Employees/ Organizations		183 Telework and Organizational Outcomes		184 A Conversation With the SIOP Leadership	175 No PhD? No Problem. What I-O Job Seekers Really Need
1:30 PM											
2:00 PM					182 Innovations in Mitigating Faking on Assessments						
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM		206 IP: Serenity Now! New Perspectives on Stress in Wrkplc	188 Extending Nomological Net: Antecedents of Shared Cognition in Teams	189 Innovations in Forced-Choice Measurements: New Models and Applications	190 Online Recruiting: Taking It to the Next Level	191 The Golden Gate: Building Bridges Between Research and Operations	192 Adverse Impact Analysis: Contemporary Perspectives and Practices	193 Issues, Controversies, and Advancements in Workplace Assessment		194 Retirement Research Incubator	195 New Directions in Research on Workplace Aggression
4:00 PM											
4:30 PM					207 Self-Regulation in and of Teams					208 The Alliance for Organizational Psychology	
5:00 PM			212 Recommendations: Personality Tests	213 Training on a Shoestring Budget: Bringing Clients to Water		214 Leadership Development, Applying Mixed Interventions					
5:30 PM											

Friday Special Events:

FRIDAY SEMINARS

CE credits available, preregistration required.

AM Sessions

Session 128: Organizational Research and Grant Funding: Challenges, Benefits, and Opportunities (10:00 am–1:00 pm, Wiliford A)

Session 145: Economic Downturn: Psychological Issues (10:30 am–1:30 pm, Wiliford B)

PM Sessions

Session 180: The Relevance and Viability of Subconscious Goals in the Workplace (1:30 pm–4:30 pm, Wiliford A)

Session 187: How Do You Know What Your Employees Are Going Through? Logistical, Statistical, and Practical Methods for Assessing Daily Experiences at Work (2:00 pm–5:00 pm, Wiliford B)

INVITED SPEAKERS

Two sessions provided by the SIOP Program Committee (Lake Erie, 8th Floor)

Session 121: I-O Psychology in Italy

Session 136: Special Address by Norbert K. Semmer: Occupational Health Psychology: The “Stress-as-Offense-to-Self” (SOS) Perspective

	Lake Huron	Lake Michigan	Lake Ontario	Marquette	NW Exhibit Hall 1	NW Exhibit Hall 5	Private Dining Room 2	SE Exhibit Hall	Waldorf	Williford A	Williford B	Williford C
7:30 AM	Coffee Break											
8:00 AM	109 Text Mining Insights	110 The Latest and Greatest in Workplace Safety Research	111 Implementing New Performance Management Programs	112 Measurement Equiv. of Personality and Leadership	113 Hell is Other People: Soc. Influences Working Parents	114 Statistical and Methodological Myths and Urban Legends: Part VI			115 Beyond Fairness: Technology and Applicant Reactions in the 21st Century	116 Conducting KSAO and Competency-Based Job Analyses: Advice From the Field	117 Reject, Revise, Resubmit: Editors' Tips for Responding to Journal Revs	118 ROI in Retail: Innovating How Effectiveness Is Measured
8:30 AM							119 Virtual Teams	125 Training				
9:00 AM	122 The People Side of Mergers			123 Multimedia Simulations: Types, Fidelity, and Challenges	124 I-O and IT: Effectively Navigate the Nexus							
9:30 AM											126 International Leadership Development	127 Selection via Smart Phone/Mobile
10:00 AM	Coffee Break											
10:30 AM	137 Lost in Translation: Early Practitioners Tell All	138 Maximizing the Contribution of Subject-Matter Experts in Job Analysis	139 Leveraging Experiential Learning to Build Capability and Accelerate Strat. Alignment		140 Underemployment: An Interdisciplinary Look at Operationalizations, Antecedents	141 The Science and Art of Identifying High-Potential Talent	142 Applicant Faking in Personality Testing	143 Careers/Coaching/Mentoring/Socialization	144 Making Selection Decisions Using Test Scores: Robots Versus Fortune Tellers	128 Organizational Research and Grant Funding: Challenges, Benefits, and Opportunities	145 Economic Downturn: Psychological Issues	146 Coaching Women Through Backlash: Bridging Research and Practice
11:00 AM				150 I-O Psychologists Taking the Lead in Human Resources				151 Job Perf./Citizenship/Workplace Deviance				
11:30 AM					166 The Whos and Whys of Workplace Mistreatment	160 Advances in Understanding the Links of Emotions and Context	161 Online Testing		162 HC Analytics: What Should We Do With All These Numbers?			163 A Conceptual and Empirical Exploration of Leader Virtues
12:00 PM	157 Multigenerational Talent: What's the Matter With Kids Today?	158 New World of Technology in Assessment Centers	159 Focusing on Employees to Achieve Environmentally Sustainable Organizations	169 Performance Management Transformation: Systems, Process				170 Emotions/Emot.				
12:30 PM		168 All Aboard: Opportunities and Challenges Associated With Employee Onboarding	177 Putting It All Together: Real-World Applications of Synthetic Validity				178 The Employment Interview: Best Practices and Potential Pitfalls	186 With-drawal/Absence/Turnover/Retention	179 I-O Psychology for Dummies: How to Explain What We Do	180 The Relevance and Viability of Subconscious Goals in the Workplace	187 How Do You Know What Your Employees Are Going Through? Logistical, Statistical, & Practical Methods for Assessing	181 Globalization of I-O: Some Current Prof. Practice Issues
1:30 PM	176 Is Work-Life Balance Reality or Myth? Research and Lessons Learned					185 Industry Spotlight: Applying I-O to the Military						
2:00 PM												
2:30 PM												
3:00 PM	Coffee Break											
3:30 PM	196 Optimizing Qualitative and Quantitative Data for Exec. Assessment and Development	197 Innovation in SJT Technology: Item Development, Fidelity	198 MC: Exec. Assessment, Leadership, & Mgmt Dev.	199 Illusion of Inclusion and Importance of Equity and Diversity Climate	200 Managing Coaching Practices: The Good, the Bad, and the Ugly	201 Advancing Personality Assessment for Selection	202 LGBT Research—Academics, Consultants, Practitioners	203 Job Attitudes/Engagement	204 Perceived Overqualification New Dev. in Research			205 Improve Succession Management "Health": Diagnosis & Remedies
4:00 PM			209 Assessing High-Potential Talent: Why, When and How?					210 Inclusion/Diversity	211 Leading Horses to Water: Assessment Facilitated Org. Change			
4:30 PM												
5:00 PM	215 Talking Tech: Sharing Successes and Failures	216 Executing HR Initiatives in the Age of the New Normal			217 Practical Challenges in 360/Upward Appraisal							
5:30 PM												

Interactive Posters
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Friday Seminar
Invited Speaker
Executive Board Sessions

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EXECUTIVE BOARD SESSIONS

Seven sessions provided by the SIOP Executive Board (Joliet, 3rd Floor)

Session 120: Improving SIOP's Advocacy Efforts

Session 135: Fact and Fiction: Licensing Barriers and Resources

Session 148: Celebrating Our Science and Practice: Looking Inward

Session 165: A Strategy for Building an Infrastructure for Science Advocacy Within SIOP

Session 184: A Conversation With the SIOP Leadership

Session 194: A Retirement Research Incubator: Expanding Applied Research Frontiers

Session 208: The Alliance for Organizational Psychology and You: A Question and Answer Session

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES

2:30–3:30 PM Room 4D (4th Floor)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION

6:00–7:00 PM Williford A (2nd Floor)

Careers/Mentoring/Socialization/Onboarding/Retirement

- 117 Reject, Revise, Resubmit: Editors' Tips for Responding to Journal Reviews, Williford B, 8:00 AM
- 143 Posters 1 to 16, SE Exhibit Hall, 10:30 AM
- 145 Economic Downturn: Psychological Issues, Williford B, 10:30 AM
- 167 Posters 1 to 4, Astoria, 1:00 PM
- 168 All Aboard: Opportunities and Challenges Associated With Employee Onboarding, Lake Michigan, 1:00 PM
- 175 No PhD? No Problem. What I-O Job Seekers Really Need, Lake Erie, 1:30 PM
- 194 A Retirement Research Incubator: Expanding Applied Research Frontiers, Joliet, 3:30 PM

Coaching/Leadership Development

- 106 Follow Through, the Key to ROI in Executive Coaching, International Ballroom South, 8:00 AM
- 126 International Leadership Development Through the Use of Personality Assessments, Williford B, 9:30 AM
- 134 Manager, Know Thyself! A Closer Look at Self-Awareness, International Ballroom South, 10:30 AM
- 143 Posters 17 to 20, SE Exhibit Hall, 10:30 AM
- 155 New Avenues in 360s: Implicit Leadership Theories and Fit, Continental B, 12:00 PM
- 164 Programmatic Executive Coaching for Individual and Organizational Change, International Ballroom South, 12:30 PM
- 196 Optimizing Qualitative and Quantitative Data for Executive Assessment and Development, Lake Huron, 3:30 PM
- 200 Managing Coaching Practices: The Good, the Bad, and the Ugly, NW Exhibit Hall 1, 3:30 PM
- 214 Leadership Development, Applying Mixed Interventions Globally: Management Training and Coaching, Continental B, 5:00 PM

Consulting Practices/Ethical Issues

- 137 Lost in Translation: Early Practitioners Tell All, Lake Huron, 10:30 AM
- 179 I-O Psychology for Dummies: How to Explain What We Do, Waldorf, 1:30 PM
- 216 Executing HR Initiatives in the Age of the New Normal, Lake Michigan, 5:00 PM

Counterproductive Behavior/Workplace Deviance

- 130 New Developments in Abusive Supervision Research, Boulevard C, 10:30 AM
- 149 Methodological Triangulation in the Study of Workplace Mistreatment, Lake Erie, 11:30 AM
- 151 Posters 1 to 14, SE Exhibit Hall, 11:30 AM
- 170 Posters 1 to 3, SE Exhibit Hall, 1:00 PM
- 195 New Directions in Research on Workplace Aggression, Lake Erie, 3:30 PM

Emotions/Emotional Labor

- 105 Emotional Display Rule Deviance: Antecedents and Consequences, Continental C, 8:00 AM
- 160 Advances in Understanding the Links of Emotions and Context, NW Exhibit Hall 5, 12:00 PM
- 170 Posters 4 to 25, SE Exhibit Hall, 1:00 PM

Employee Withdrawal (e.g., absence, turnover)/Retention

- 186 Posters 1 to 14, SE Exhibit Hall, 2:00 PM

Global/International/Cross-Cultural Issues

- 112 Measurement Equivalence of Personality and Leadership on Four Continents, Marquette, 8:00 AM
- 121 I-O Psychology in Italy, Lake Erie, 9:00 AM
- 129 The Greater Good: How I-O Is Making a Difference, Boulevard AB, 10:30 AM
- 136 Special Address by Norbert K. Semmer: Occupational Health Psychology: The "Stress-as-Offense-to-Self" (SOS) Perspective, Lake Erie, 10:30 AM
- 156 More Complex Models of Cultural Intelligence: Moderated and Longitudinal Relationships, Continental C, 12:00 PM
- 181 Globalization of I-O: Some Current (Troublesome?) Professional Practice Issues, Williford C, 1:30 PM
- 208 The Alliance for Organizational Psychology and You: A Question and Answer Session, Joliet, 4:30 PM

Groups/Teams

- 119 Virtual Teams, PDR 2, 8:30 AM
- 131 Managing Multiteam Systems: Theoretical and Empirical Advances, Continental A, 10:30 AM
- 153 Composing Effective Teams: One Size Does Not Fit All, Boulevard C, 12:00 PM
- 188 Extending the Nomological Net: Antecedents of Shared Cognition in Teams, Boulevard AB, 3:30 PM
- 207 Self-Regulation in and of Teams, Continental A, 4:30 PM

Human Factors/Ergonomics

- 186 Posters 15 to 17, SE Exhibit Hall, 2:00 PM

Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 102 Pregnant, Disabled, Sick, Surviving: Experiences and Outcomes of Workplace Stigma, Boulevard C, 8:00 AM
- 146 Coaching Women Through Backlash: Bridging Research and Practice, Williford C, 10:30 AM
- 154 Diversity Training: Linking Theory and Practice, Continental A, 12:00 PM
- 171 What Do You Mean by That? Culture, Gender, and Evaluations, Boulevard AB, 1:30 PM
- 202 LGBT Research—Academics, Consultants, Practitioners, PDR 2, 3:30 PM
- 210 Posters 1 to 30, SE Exhibit Hall, 4:30 PM

Job Analysis/Job Design/Competency Modeling

- 116 Conducting KSAO and Competency-Based Job Analyses: Advice From the Field, Williford A, 8:00 AM
- 138 Maximizing the Contribution of Subject-Matter Experts in Job Analysis, Lake Michigan, 10:30 AM
- 186 Posters 18 to 24, SE Exhibit Hall, 2:00 PM

Job Attitudes/Engagement

- 104 Profiles in Commitment: Person-Centered Approaches to Occupational and Organizational Attachment, Continental B, 8:00 AM
- 133 Perceived Organizational Support: Current Knowledge, Future Promise, Continental C, 10:30 AM
- 143 Poster 21, SE Exhibit Hall, 10:30 AM
- 157 Multigenerational Talent: What's the Matter With Kids Today? Lake Huron, 12:00 PM
- 186 Posters 25 to 26, SE Exhibit Hall, 2:00 PM
- 203 Posters 1 to 25, SE Exhibit Hall, 3:30 PM
- 204 Perceived Overqualification: New Developments in Research, Waldorf, 3:30 PM

Job Performance/Citizenship Behavior

- 151 Posters 15 to 28, SE Exhibit Hall, 11:30 AM
- 159 Focusing on Employees to Achieve Environmentally Sustainable Organizations, Lake Ontario, 12:00 PM
- 170 Posters 26 to 27, SE Exhibit Hall, 1:00 PM

Judgment/Decision Making

- 203 Poster 26, SE Exhibit Hall, 3:30 PM

Leadership

- 120 Improving SIOP's Advocacy Efforts, Joliet, 9:00 AM
- 152 Women and the Executive Suite: Perceptions, Experiences, and Needs, Boulevard AB, 12:00 PM
- 163 A Conceptual and Empirical Exploration of Leader Virtues, Williford C, 12:00 PM
- 170 Poster 28, SE Exhibit Hall, 1:00 PM
- 184 A Conversation With the SIOP Leadership, Joliet, 2:00 PM
- 186 Poster 27, SE Exhibit Hall, 2:00 PM
- 198 Master Collaboration: Executive Assessment, Leadership, and Management Development, Lake Ontario, 3:30 PM
- 203 Poster 27, SE Exhibit Hall, 3:30 PM
- 209 Assessing High-Potential Talent: Why, When and How? Lake Ontario, 4:30 PM
- 210 Poster 31, SE Exhibit Hall, 4:30 PM

Legal Issues/Employment Law

- 165 A Strategy for Building an Infrastructure for Science Advocacy Within SIOP, Joliet, 12:30 PM
- 192 Adverse Impact Analysis: Contemporary Perspectives and Practices, Continental C, 3:30 PM

Measurement/Statistical Techniques

- 125 Poster 1, SE Exhibit Hall, 9:00 AM
- 186 Poster 28, SE Exhibit Hall, 2:00 PM
- 187 How Do You Know What Your Employees Are Going Through? Logistical, Statistical, and Practical Methods for Assessing Daily Experiences at Work, Williford B, 2:00 PM
- 189 Innovations in Forced-Choice Measurements: New Models and Applications, Boulevard C, 3:30 PM

Motivation/Rewards/Compensation

- 147 Poster 1, Astoria, 11:00 AM
- 180 The Relevance and Viability of Subconscious Goals in the Workplace, Williford A, 1:30 PM
- 183 Telework and Organizational Outcomes: The Impact on Various Stakeholders, International Ballroom South, 2:00 PM

Occupational Health/Safety/Stress & Strain/Aging

- 101 Ability, Personality, and Motivational Influences on Aging and Work, Boulevard AB, 8:00 AM
- 110 The Latest and Greatest in Workplace Safety Research, Lake Michigan, 8:00 AM
- 166 The Whos and Whys of Workplace Mistreatment, NW Exhibit Hall 1, 12:30 PM
- 174 Understanding the Impact of an Aging Workforce on Employees/Organizations, Continental C, 1:30 PM
- 206 Posters 1 to 4, Astoria, 4:00 PM

Organizational Culture/Climate

- 108 Workplace Civility Perceptions: Measurement, Effects of Organizational Roles, and Demographics, Lake Erie, 8:00 AM
- 199 Illusion of Inclusion and Importance of Equity and Diversity Climate, Marquette, 3:30 PM

Organizational Performance/Change/Downsizing/OD

- 107 Mergers and Acquisitions: Sharing Lessons Learned, Joliet, 8:00 AM
- 122 The People Side of Mergers, Lake Huron, 9:00 AM
- 203 Poster 28, SE Exhibit Hall, 3:30 PM
- 211 Leading Horses to Water: Assessment Facilitated Organization Change, Waldorf, 4:30 PM

Performance Appraisal/Feedback/Performance Management

- 111 Implementing New Performance Management Programs: Challenges and Change Management, Lake Ontario, 8:00 AM
- 141 The Science and Art of Identifying High Potential Talent, NW Exhibit Hall 5, 10:30 AM
- 147 Posters 2 to 4, Astoria, 11:00 AM
- 169 Performance Management Transformation: Systems, Process, and Practice Issues, Marquette, 1:00 PM
- 217 Practical Challenges in 360/Upward Appraisal Program Implementation and Sustainability, Marquette, 5:00 PM

Personality

- 100 Posters 1 to 4, Astoria, 8:00 AM
- 142 Applicant Faking in Personality Testing, PDR 2, 10:30 AM
- 143 Poster 22, SE Exhibit Hall, 10:30 AM
- 170 Poster 29, 1:00 PM
- 172 Does Specificity Matter? Advantages of Broad Versus Narrow Traits, Boulevard C, 1:30 PM
- 182 Innovations in Mitigating Faking on Personality Assessments, Continental B, 2:00 PM
- 201 Advancing Personality Assessment for Selection, NW Exhibit Hall 5, 3:30 PM
- 212 Recommendations About the Use of Personality Tests in Selection Settings, Boulevard AB, 5:00 PM
- 219 Conditional Reasoning Tests: Where We Are and Where We're Going, Boulevard AB, 8:00 AM

Research Methodology (e.g., surveys)

- 109 Text Mining Insights, Lake Huron, 8:00 AM
- 114 Statistical and Methodological Myths and Urban Legends: Part VI, NW Exhibit Hall 5, 8:00 AM
- 186 Posters 29 to 30, 2:00 PM
- 191 The Golden Gate: Building Bridges Between Research and Operations, Continental B, 3:30 PM
- 203 Posters 29 to 30, SE Exhibit Hall, 3:30 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)

- 115 Beyond Fairness: Technology and Applicant Reactions in the 21st Century, Waldorf, 8:00 AM
- 127 Selection via Smart Phone/Mobile Devices: Is I-O Psychology Ready? Williford C, 9:30 AM
- 140 Underemployment: An Interdisciplinary Look at Operationalizations, Antecedents, and Outcomes, NW Exhibit Hall 1, 10:30 AM
- 173 Leveraging Technology to Deliver Assessments: Addressing the Challenges, Continental A, 1:30 PM
- 178 The Employment Interview: Best Practices and Potential Pitfalls, PDR 2, 1:30 PM
- 190 Online Recruiting: Taking It to the Next Level, Continental A, 3:30 PM
- 205 Improve Succession Management "Health": Diagnosis and Practical Remedies, Williford C, 3:30 PM

Strategic HR/Utility/Changing Role of HR

- 118 ROI in Retail: Innovating How Effectiveness Is Measured, Williford C, 8:00 AM
- 143 Poster 23, SE Exhibit Hall, 10:30 AM
- 150 I-O Psychologists Taking the Lead in Human Resources, Marquette, 11:30 AM
- 162 HC Analytics: What Should We Do With All These Numbers? Waldorf, 12:00 PM

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

- 103 Graduate Study From 30,000 Feet: Global Perspectives on Learning Abroad, Continental A, 8:00 AM
- 128 Organizational Research and Grant Funding: Challenges, Benefits, and Opportunities, Williford A, 10:00 AM
- 135 Fact and Fiction: Licensing Barriers and Resources, Joliet, 10:30 AM
- 148 Celebrating Our Science and Practice: Looking Inward, Joliet, 11:30 AM
- 215 Talking Tech: Sharing Successes and Failures With Technology in Teaching, Lake Huron, 5:00 PM

Testing/Assessment (e.g., selection methods; validation; predictors)

- 123 Multimedia Simulations: Types, Fidelity, and Challenges, Marquette, 9:00 AM
- 124 I-O and IT: How to Effectively Navigate the Nexus, NW Exhibit Hall 1, 9:00 AM
- 144 Making Selection Decisions Using Test Scores: Robots Versus Fortune Tellers, Waldorf, 10:30 AM
- 151 Poster 29, SE Exhibit Hall, 11:30 AM
- 158 New World of Technology in Assessment Centers: Challenges and Opportunities, Lake Michigan, 12:00 PM
- 161 Online Testing, PDR 2, 12:00 PM
- 177 Putting It All Together: Real-World Applications of Synthetic Validity, Lake Ontario, 1:30 PM
- 193 Issues, Controversies, and Advancements in Workplace Assessment, International Ballroom South, 3:30 PM
- 197 Innovation in SJT Technology: Item Development, Fidelity, and Constructs Assessed, Lake Michigan, 3:30 PM

Training

- 125 Posters 2 to 26, SE Exhibit Hall, 9:00 AM
- 139 Leveraging Experiential Learning to Build Capability and Accelerate Strategic Alignment, Lake Ontario, 10:30 AM
- 185 Industry Spotlight: Applying I-O to the Military, NW Exhibit Hall 5, 2:00 PM
- 213 Training on a Shoestring Budget: Bringing Clients to the Water, Boulevard C, 5:00 PM

Work and Family/Non-Work Life/Leisure

- 113 Hell Is Other People: Exploring Social Influences on Working Parents, NW Exhibit Hall 1, 8:00 AM
- 132 Researching Outside the Box: Exploring Work-Family Research Beyond Cross-Sectional Approaches, Continental B, 10:30 AM
- 176 Is Work-Life Balance Reality or Myth? Research and Lessons Learned, Lake Huron, 1:30 PM

100. Interactive Posters: 8:00 AM–8:50 AM**Astoria****Faking It: Response Distortion Across Testing Contexts**

Neil Christiansen, Central Michigan University, *Facilitator*

100-1 The Fakability of Explicit and Implicit Measures of Conscientiousness

The fakability of 3 measures of Conscientiousness was examined: the IPIP, the Conditional Reasoning Test, and Implicit Association Tests. Data from a student sample ($N = 442$) found the Conditional Reasoning Test and IAT were the least susceptible to faking, but they did not have a meaningful relationship with the IPIP.

Jenna N. Filipkowski, Wright State University
Suzanne L. Dean, Wright State University
Kathryn Van Dixhorn, Wright State University
Corey E. Miller, Wright State University

Submitter: Suzanne Dean, rosenberg82@hotmail.com

100-2 The Faking Dilemma: Competing Motivations in Respondents' Decision to Fake

Several situational variables hypothesized to either encourage or discourage the motivation to fake a pre-employment personality test were manipulated in a policy-capturing experiment. The situational variables altered the anticipated risks and benefits associated with faking with corresponding changes in participants' motivation to fake.

Jennifer A. Komar, University of Waterloo
Shawn Komar, University of Waterloo
Douglas J. Brown, University of Waterloo

Submitter: Jennifer Komar, jennifer.komar@gmail.com

100-3 Interviews Assessing Personality Are Less Fakable Than Self-Report Measures

Interviews and self-report measures assessed personality for 194 participants in honest and applicant conditions. This study sought to examine (a) if the 5-factor model is able to be assessed with interviews similarly to self-report measures, and (b) are interviews prone to the same amount of faking as self-report measures?

Daniel Nguyen, Southern Illinois University-Carbondale
Matthew J. Borneman, Southern Illinois University-Carbondale
Gregory G. Manley, University of Texas-San Antonio

Submitter: Daniel Nguyen, danpsy@siu.edu

100-4 Faking at the Individual Level: How Many People "Fake Bad?"

This study examined the notion that when attempting to elevate their scores on personality measures some actually reduce them. As hypothesized, this research suggests that a significant number of people (26%) actually faked in the wrong direction on at least 1 of the 5 personality scales.

Benjamin A. Tryba, Florida Institute of Technology
Matthew D. Pita, Florida Institute of Technology
Casey A. Cook, Florida Institute of Technology
Lindsey M. Lee, Florida Institute of Technology
Richard L. Griffith, Florida Institute of Technology
Margaret Jenkins, Seminole State College

Submitter: Benjamin Tryba, btryba2009@my.fit.edu

101. Symposium/Forum: 8:00 AM–9:50 AM**Boulevard AB****Ability, Personality, and Motivational Influences on Aging and Work**

The aging of the workforce has spurred research examining the relationship between age and key outcomes such as retirement intentions, turnover, organizational commitment, and training success. This symposium examines individual differences (e.g., motivation, personality, abilities) that influence these relationships and illuminates the psychological processes influencing aging and work.

Margaret E. Beier, Rice University, *Chair*
Dorien Kooij, Tilburg University, Matthijs Bal, Erasmus University Rotterdam, *Aging and Work-Related Motives*
Ruth Kanfer, Georgia Institute of Technology, Julie Nguyen, Georgia Institute of Technology, *Retirement and Workforce Participation Intentions in a Down Economy*
Mo Wang, University of Maryland, Laura Wolkoff, University of Maryland, *Cognitive Ability and Personality in Predicting Dynamic Bridge Employment Patterns*
David Cadiz, Portland State University, Donald M. Truxillo, Portland State University, Robert R. Sinclair, Clemson University, Talya N. Bauer, Portland State University, *Age Moderates the Core Self-Evaluations, Turnover Intentions, and Commitment Relationship*
Margaret E. Beier, Rice University, Shu Wang, Rice University, Ashley Rittmayer Hanks, Rice University, Amy E. Crook, Rice University, *Designing Training for Different Types of Learners: Age Matters*

Submitter: Margaret Beier, beier@rice.edu

102. Symposium/Forum: 8:00 AM–9:20 AM**Boulevard C****Pregnant, Disabled, Sick, Surviving: Experiences and Outcomes of Workplace Stigma**

At work, people are expected to be healthy and capable. An identity that appears to conflict with these expectations leads to stigmatization, which can result in discrimination. We present 4 studies of workplace stigma among pregnant workers, cancer survivors, workers with chronic illness, and workers with physical disabilities.

Alyssa McGonagle, University of Connecticut, *Co-Chair*
Janet L. Barnes-Farrell, University of Connecticut, *Co-Chair*
Kristen P. Jones, George Mason University, Eden B. King, George Mason University, Veronica L. Gilrane, George Mason University, Tracy C. McCausland, George Mason University, *The Baby Bump: Managing a Dynamic Stigma Over Pregnancy's Course*
Larry R. Martinez, Rice University, Michelle (Mikki) Hebl, Rice University, *Childhood Cancer Survivors' Workplace Experiences*
Alyssa McGonagle, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, *Testing a*

Model of Chronic Illness Stigma in the Workplace
Joel E. Lynch, Rockford College, Lisa Finkelstein, Northern Illinois University, **Organizational Decision Making Regarding Employees With Physical Disabilities: Shifting Standards**

Submitter: Alyssa McGonagle, alyssa.mcgonagle@uconn.edu

103. Panel Discussion: 8:00 AM–9:20 AM Continental A

Graduate Study From 30,000 Feet: Global Perspectives on Learning Abroad

The objective of this panel discussion is to engage parties in a discussion of the benefits and costs of international graduate study, giving consideration to developmental, financial, professional, and personal outcomes. Included will be expert perspectives from graduate students, faculty, and practitioners.

Marcus D. Weller, Wayne State University, **Co-Chair**
Juan M. Madera, University of Houston, **Co-Chair**
Beverly G. Burke, Middle Tennessee State University, **Panelist**
Jose M. Peiro-Silla, University of Valencia, **Panelist**
Martin Noack, Jacobs University Bremen, **Panelist**

Submitter: Marcus Weller, marcusweller@wayne.edu

104. Symposium/Forum: 8:00 AM–9:50 AM Continental B

Profiles in Commitment: Person-Centered Approaches to Occupational and Organizational Attachment

Researchers have increasingly recognized the value of person-centered (i.e., profile) approaches for understanding commitment in organizations. Our symposium presents 5 studies investigating various profiles of organizational and/or occupational commitment. These studies illustrate the general potential of person-centered approaches for I-O psychology and highlight methodological strategies for person-centered research.

Robert R. Sinclair, Clemson University, **Chair**
Lindsay E. Sears, Clemson University, **Chair**
Lindsay E. Sears, Clemson University, Robert R. Sinclair, Clemson University, **Predictors and Outcomes of Occupational Commitment Profiles Among Nurses**
Elyse Maltin, The University of Western Ontario, Laura J. Stanley, University of Georgia, John P. Meyer, University of Western Ontario, **Profiles of Organizational and Professional Commitment: Implications for Well-Being**
Silvia Dello Russo, University of Rome, Michele Vecchione, University of Rome, Laura Borgogni, University of Rome, **Commitment Profiles, Job Satisfaction, and Behavioral Outcomes in Italy**
William Lancaster, University of Memphis, Ronald S. Landis, University of Memphis, **Can the Use of Organizational Commitment Profiles Predict Turnover Behavior?**
Chester Chun Seng Kam, University of Western Ontario, John P. Meyer, University of Western Ontario, Laryssa Topolnysky, University of Western Ontario, **Management Trustworthiness and Commitment Profiles Under Conditions of Change**
Lois E. Tetrick, George Mason University, **Discussant**

Submitter: Robert Sinclair, rsincla@clemson.edu

105. Symposium/Forum: 8:00 AM–9:20 AM Continental C

Emotional Display Rule Deviance: Antecedents and Consequences

Display rule deviance occurs when employees express emotions that are inconsistent with emotional display norms. Four empirical studies are presented that examine antecedents and consequences of display rule deviance. The researchers will discuss both volitional and nonvolitional deviance from display rules, and several different operationalizations of deviance will be explored.

Erin M. Richard, Florida Institute of Technology, **Chair**
Patricia B. Barger, DDI, Jennifer Z. Gillespie, Bowling Green State University, **Customer Injustice, Felt Anger, and Display Rule Deviance**

Kristen L. Randolph, The College of New Jersey, Jason Dahling, The College of New Jersey, **Proactive Personality and Task Significance in the Emotional Labor Process**

Erin M. Richard, Florida Institute of Technology, Patrick D. Converse, Florida Institute of Technology, Elizabeth Steinhauser, DEOMI, **Emotional Display Rule Deviance as Self-Regulatory Failure**

William Becker, Texas Christian University, Russell S. Cropanzano, University of Arizona, **Group Display Rules and Emotional Labor in Work Teams**

James M. Diefendorff, University of Akron, **Discussant**

Submitter: Erin Richard, erichard@fit.edu

106. Symposium/Forum: 8:00 AM–9:20 AM International Ballroom South

Follow Through, the Key to ROI in Executive Coaching

Despite enormous popularity, questions linger about the value of executive coaching. And although psychologists focus on insight, the impact of coaching hinges on follow-through action. Four seasoned coaches will share methods, tools, and techniques for beefing up the back end of coaching to maximize the odds of improving performance.

Robert B. Kaiser, Kaplan DeVries Inc., **Chair**
David B. Peterson, PDI Ninth House, **Velcro, Not Teflon: Enhancing Transfer and Follow-Through in Executive Coaching**

Sandra O. Davis, MDA Leadership Consulting, **Creating Impact Through Alignment: A Practitioner's Experience**

Robert B. Kaiser, Kaplan DeVries Inc., Darren V. Overfield, Kaplan DeVries Inc., **eTools for Executing Development Plans**

Darren V. Overfield, Kaplan DeVries Inc., **Discussant**

Submitter: Robert Kaiser, rkaiser@kaplandevries.com

107. Panel Discussion: 8:00 AM–8:50 AM Joliet

Mergers and Acquisitions: Sharing Lessons Learned

Mergers and acquisitions are an important element for corporate growth that require significant expertise for success. In this panel HR leaders from several industries will

discuss the role of I-O psychology in facilitating success. The discussion will focus on their experience in recent M&A activity including application of lessons learned.

Robin R. Cohen, Bank of America, *Chair*

Kim Stepanski, Pfizer, *Panelist*

Miriam Ort, Avon, *Panelist*

Eryn A. O'Brien, Bank of America, *Panelist*

Submitter: Kim Stepanski, kim.stepanski@pfizer.com

108. Symposium/Forum: 8:00 AM–8:50 AM

Lake Erie

Workplace Civility Perceptions: Measurement, Effects of Organizational Roles, and Demographics

This symposium focuses on measuring employee perceptions of interpersonal climate, specifically workplace civility. Presenters examine perceptions of civility versus incivility, effects of demographic differences, and effects of organizational roles on employees' ratings of these constructs as they pertain to describing organizational environments and to experiencing particular individuals.

Katerine Osatuke, Miami University, *Chair*

Erik Naimon, Xavier University, Morell E. Mullins, Xavier University, Katerine Osatuke, Miami University, *Workplace Incivility and Civility: Related but Different?*

Thomas Brassell, Xavier University, Katerine Osatuke, Miami University, Boris I. Yanovsky, Xavier University, Sue R. Dyrenforth, VHA NCOD, *360-Degree Feedback: Rater Differences in Rating Workplace Interpersonal Behaviors*

Robert Teclaw, VHA NCOD, Thomas Brassell, Xavier University, Sue R. Dyrenforth, VHA NCOD, Katerine Osatuke, Miami University, *Gender Differences in Civility Perceptions in a Large Healthcare System*

Mark S. Nagy, Xavier University, *Discussant*

Submitter: Katerine Osatuke, Katerine.Osatuke@va.gov

109. Roundtable Discussion/Conversation Hour: 8:00 AM–8:50 AM

Lake Huron

Text Mining Insights

Qualitative data in the form of comments are collected widely in organizations. Text mining can reduce the work needed to gain insights from these data. However, many industrial-organizational psychologists are less familiar with the available techniques. This session will address common questions, recent experiences, and new developments in this area.

Robert E. Gibby, Procter & Gamble, *Host*

Wayne C. Lee, Valtera, *Host*

A. Silke McCance, Procter & Gamble, *Host*

Submitter: Wayne Lee, wlee@valtera.com

110. Symposium/Forum: 8:00 AM–9:20 AM

Lake Michigan

The Latest and Greatest in Workplace Safety Research

Academics and practitioners present the latest research on workplace safety. Topics include using personality to

predict safety performance and outcomes, examining differences in safety climate perceptions, and investigating how different types of stressors affect safety performance. Presenters discuss practical implications of their findings and directions for future safety research.

Ashley E. J. Palmer, Hogan Assessment Systems, *Chair*

Mindy E. Bergman, Texas A&M University, Autumn D.

Krauss, Kronos Talent Management Division, Jeremy M.

Beus, Texas A&M University, Xiaohong Xu, Texas A&M

University, *Safety Performance, Safety Skills, and*

Safety-Related Personality Traits

Stephen Nichols, Hogan Assessment Systems, Ashley E. J.

Palmer, Hogan Assessment Systems, Matthew R.

Lemming, Hogan Assessment Systems, Jeff Foster, Hogan

Assessment Systems, *Development, Validation, and*

Utility of Personality-Based Safety Scales

Kim Pluess, Peter Berry Consultancy, *Managerial and*

Nonmanagerial Differences in Safety Climate Perceptions

Sharon Clarke, The University of Manchester, *Differential Effects of Challenge and Hindrance Stressors on Safety Outcomes*

Michael S. Christian, University of North Carolina, *Discussant*

Submitter: Ashley Johnson, ajohnson@hoganassessments.com

111. Panel Discussion: 8:00 AM–9:20 AM

Lake Ontario

Implementing New Performance Management Programs: Challenges and Change Management

Panelists from diverse industries will share experiences making large-scale changes to their organization's performance management programs. The panelists will describe the change management strategies employed and how they overcame various obstacles or setbacks in their organizations to achieve successful outcomes.

Morgan J. Murphy, JCPenney Co. Inc., *Co-Chair*

Lee J. Konczak, Washington University, *Co-Chair*

Damian J. Stelly, JCPenney Co. Inc., *Panelist*

Becca A. Baker, JCPenney Co. Inc., *Panelist*

Nathan Brewster, FedEx Express, *Panelist*

Jennifer M. Dembowski, FedEx Express, *Panelist*

Matthew R. Walter, Bank of America, *Panelist*

Thomas B. Walk, MetLife, *Panelist*

Jared D. Lock, Carr & Associates, *Panelist*

Amy M. Bladen, Leadership Variations, *Panelist*

Submitter: Morgan Murphy, morganm71@gmail.com

112. Symposium/Forum: 8:00 AM–8:50 AM

Marquette

Measurement Equivalence of Personality and Leadership on Four Continents

Organizations and researchers should assess measurement equivalence before interpreting scores from different groups. This session presents 3 substantive studies that use IRT and structural equations approaches to measurement equivalence in personality and leadership areas.

Konstantin Cigularov, Old Dominion University, *Co-Chair*

Liwen Liu, University of Illinois at Urbana-Champaign, *Co-Chair*

Liwen Liu, University of Illinois at Urbana-Champaign, Sam

Gosling, University of Texas-Austin, Jeff Potter, Atof Inc.,

Measurement Equivalence of Extraversion Across Four Countries

Konstantin Cigularov, Old Dominion University, George C.

Thornton, Colorado State University, *Achievement Motivation in Bulgaria and United States: Cross-Country Comparison*Roya Ayman, Illinois Institute of Technology, Jialin Huang, Illinois Institute of Technology, Alan D. Mead, Illinois Institute of Technology, Afshin Bassari, Bahá'i Institute of Higher Education, *Implicit Theories of "Leader" and "Boss" in Iran*Fritz Drasgow, University of Illinois at Urbana-Champaign, *Discussant*

Submitter: Konstantin Cigularov, kcigular@odu.edu

113. Symposium/Forum: 8:00 AM–8:50 AM Northwest 1**Hell Is Other People: Exploring Social Influences on Working Parents**

Work–family research has largely viewed other people within the workplace and family merely as sources for support or demand. Researchers within this symposium will take a more complex view of the role of others by considering the impact of attributions, stereotypes, and social interactions on working parents.

Elizabeth M. Poposki, Indiana University-Purdue University Indianapolis, *Chair*Tyler G. Okimoto, Yale University, Madeline E. Heilman, New York University, *Psychological Processes Underlying the "Bad Parent" Assumption Regarding Working Mothers*Jamie Ladge, Northeastern University, Danna Greenberg, Babson College, *Becoming a Working Mother: Identity, Efficacy, and Resocialization Following Reentry*

Submitter: Elizabeth Poposki, epoposki@iupui.edu

114. Symposium/Forum: 8:00 AM–9:20 AM Northwest 5**Statistical and Methodological Myths and Urban Legends: Part VI**

This symposium presents 4 statistical and methodological myths and urban legends that have not been discussed previously with the intent of (a) uncovering the kernel of truth and myths supporting them and (b) providing more informed bases for their application in the organizational sciences.

Charles E. Lance, University of Georgia, *Co-Chair*Robert J. Vandenberg, University of Georgia, *Co-Chair*Dan J. Putka, HumRRO, Frederick L. Oswald, Rice University, Richard P. DeShon, Michigan State University, *WYSIWYG: Weight, That's Not Right!*Robert E. Ployhart, University of South Carolina, William I. MacKenzie, University of Alabama in Huntsville, *Two Waves of Measurement Do Not a Longitudinal Study Make*Charleen P. Maher, University of Georgia, Charles E. Lance, University of Georgia, *"Independent" Measurement Does Not Automatically Solve the Shared Method Problem*Dev K. Dalal, Bowling Green State University, Michael J. Zickar, Bowling Green State University, *Understanding What Centering Does and Doesn't Do in Multiple Regression*

Submitter: Charles Lance, clance@uga.edu

115. Symposium/Forum: 8:00 AM–9:20 AM Waldorf**Beyond Fairness: Technology and Applicant Reactions in the 21st Century**

The majority of applicant reactions studies examine reactions through the lens of fairness. This symposium presents 4 studies that extend beyond fairness and focus on the dynamic nature of reactions, featuring investigations into the changing nature of reactions over time and context, and strategies for minimizing negative reactions in applicants.

Kyle G. Mack, Portland State University, *Co-Chair*Donald M. Truxillo, Portland State University, *Co-Chair*Gary Giumetti, Clemson University, Evan F. Sinar, Development Dimensions International (DDI), *Location, Location, Location: Why Environments Matter for Remote Internet Testing*Autumn D. Krauss, Kronos Talent Management Division, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, Kyle G. Mack, Portland State University, *Development and Evaluation of an Applicant Explanation Typology*R. Blake Jelley, University of Prince Edward Island, Julie M. McCarthy, University of Toronto, *Examination of a Strategy for Improving Candidate Test-Taking Reactions*Kyle G. Mack, Portland State University, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, Todd Bodner, Portland State University, *I Didn't Want That Job Anyway: Performance and Applicant Motivation*Michael A. Campion, Purdue University, *Discussant*

Submitter: Kyle Mack, kyle.mack@gmail.com

116. Panel Discussion: 8:00 AM–9:50 AM Williford A**Conducting KSAO and Competency-Based Job Analyses: Advice From the Field**

KSAOs and competencies are common outputs from a job analysis. Whereas previous discussions have focused on establishing which practice is better, our discussion will focus on the relationship between the 2 concepts and utilizing both models in practice. Panelists will discuss best practices, legal considerations, and their applied experiences.

Hailey A. Herleman, Kenexa, *Chair*Sarah N. Gilbert, American Institutes for Research, *Co-Chair*Kenneth Pearlman, Independent Consultant, *Panelist*Eric M. Dunleavy, DCI Consulting Group, *Panelist*Theodore L. Hayes, U.S. Office of Personnel Management, *Panelist*Cheryl Hendrickson, American Institutes for Research, *Panelist*
Suzanne Tsacoumis, HumRRO, *Panelist*

Submitter: Hailey Herleman, hailey.herleman@kenexa.com

117. Panel Discussion: 8:00 AM–9:20 AM Williford B**Reject, Revise, Resubmit: Editors' Tips for Responding to Journal Reviews**

This session assembles editors and editorial board members of top-tier journals for a panel on addressing review-

ers' comments in journal reviews. Panelists will answer questions about how to maximize the chances of a successful revision, and attendees will be given the opportunity to ask questions related to the review process.

Kathi N. Miner-Rubino, Texas A&M University, *Chair*
Karl Aquino, University of British Columbia, *Panelist*
Jason A. Colquitt, University of Florida, *Panelist*
Lillian T. Eby, University of Georgia, *Panelist*
Anne M. O'Leary-Kelly, University of Arkansas, *Panelist*
Quinetta M. Roberson, Villanova University, *Panelist*
Submitter: Kathi Miner-Rubino, kminer-rubino@tamu.edu

118. Symposium/Forum: 8:00 AM–9:20 AM Williford C

ROI in Retail: Innovating How Effectiveness Is Measured

The retail industry provides a variety of opportunities for I-O psychologists. With every new initiative, I-Os need to be prepared to demonstrate the return on investment of their work. This symposium explores innovation and advancements in the ways I-Os can measure, document, and increase ROI in retail organizations.

Megan K. Leasher, Macy's, Inc., *Chair*
Megan K. Leasher, Macy's, Inc., *Time to Hire in Macy's Stores: Opportunities to Increase ROI*
Patrick K. Hyland, Sirota Survey Intelligence, Jim Catalano, Tiffany & Company, Shujing Huang, Virginia Tech, *Building Service Climates at Tiffany & Company: Managers' Psychological State*
Corey E. Miller, Wright State University, Jason D. Culbertson, Wright State University, Jenna N. Filipkowski, Wright State University, Suzanne L. Dean, Wright State University, *Analyzing the Validity of 360-Degree Feedback in a Retail Environment*
John M. McKee, Service Management Group, Mitchell W. Gold, Pivotal Talent, LLC, *Rethinking the Service-Profit Chain: Employee Engagement, Customer Satisfaction, and Financial Performance*
Jason E. Taylor, PeopleAnswers, Inc., *Discussant*
Submitter: Megan Leasher, megan.leasher@macys.com

119. Community of Interest: 8:30 AM–9:50 AM PDR 2

Virtual Teams

Timothy M. Franz, St. John Fisher College, *Host*
Stephen J. Zaccaro, George Mason University, *Host*
Laurel A. McNall, SUNY Brockport, *Coordinator*

120. Special Events: 9:00 AM–9:50 AM Joliet

Improving SIOP's Advocacy Efforts

Let's use our collective voice through SIOP's new External Relations Committee! The ERC is establishing relationships with other organizations and developing strategies to effectively use the resources provided by organizations (APA, APS, FABBS) paid through our dues to provide advocacy support. Representatives from allied organizations (e.g., SHRM, ATP, HRES) will be invited to participate in the discussion.

Deirdre J. Knapp, HumRRO, *Chair*
Debra A. Major, Old Dominion University, *Panelist*
Dianne Brown Maranto, National Security Agency, *Panelist*
Submitter: Deirdre Knapp, dknapp@humrro.org

121. Special Events: 9:00 AM–9:50 AM Lake Erie

I-O Psychology in Italy

Benvenuti a tutti! This panel discussion highlights I-O psychology in Italy. Four distinguished panelists represent academia, industry, and consulting. They will share with the audience their personal backgrounds and academic and work histories, and what prepared them for their current roles as I-O professionals in Italy. In this question-and-answer session there will be opportunity for audience interaction.

Mariangela Battista, Pfizer Inc., *Chair*
Laura Borgogni, University of Rome, *Panelist*
Mario DiLoreto, Barilla Group, *Panelist*
Ornella Chinotti, SHL Italy, *Panelist*
Submitter: Mariangela Battista, mariangela.battista@pfizer.com

122. Roundtable Discussion/Conversation Hour: 9:00 AM–9:50 AM Lake Huron

The People Side of Mergers

Two experts—a senior I-O from a Global 50 company and the CEO of a large global human capital consulting firm going through a merger—will host an open discussion of the people-related challenges that arise in merger situations and productive approaches for addressing those potential derailers.

Seymour Adler, Aon Consulting, *Host*
Patricia R. Pedigo, IBM, *Host*
Kathryn Hayley, Aon Hewitt, *Host*
Submitter: Seymour Adler, Seymour_Adler@Aon.com

123. Panel Discussion: 9:00 AM–9:50 AM Marquette

Multimedia Simulations: Types, Fidelity, and Challenges

In the last 2 decades, movement towards automating the delivery and scoring of job-focused simulations has emerged. Multimedia simulations are varied, and an organizing framework is needed. Panelists will show simulation examples to highlight various ways multimedia is incorporated into today's simulations. Innovations in development and validation will be shared.

Kathleen A. Tuzinski, PreVisor, *Chair*
Paul R. Bernthal, Development Dimensions International, *Panelist*
Matthew S. O'Connell, Select International, Inc., *Panelist*
Dave Pucel, Performance Training Systems, Inc., *Panelist*
Christina R. Van Landuyt, FurstPerson, Inc., *Panelist*
Submitter: Kathleen Tuzinski, ktuzinski@gmail.com

124. Panel Discussion: 9:00 AM–9:50 AM Northwest 1

I-O and IT: How to Effectively Navigate the Nexus

Applied practice drives the need for I-O psychologists to deliver solutions using sophisticated information technology (IT) systems. However, few I-O and IT practitioners are prepared for working jointly to ensure successful delivery. This panel provides recommendations for driving success in projects requiring technical and technological focus.

James H. Killian, Chally, *Co-Chair*

Matthew J. Such, First Advantage, *Co-Chair*

Stephanie R. Klein, PreVisor, Inc., *Panelist*

Douglas H. Reynolds, Development Dimensions International (DDI), *Panelist*

Jeffrey M. Stanton, Syracuse University, *Panelist*

KD Zaldivar, Shell Oil, *Panelist*

Submitter: James Killian, jameskillian@chally.com

125. Posters: 9:00 AM–9:50 AM

SE Exhibit Hall

Training

125-1 Toward Computer-Adaptive Training: Modeling Simulator Performance Using Item Response Theory

This study was conducted to determine whether the 2-parameter logistic model is appropriate for modeling prioritization performance in a scenario-based simulator. We assessed conformity to assumptions, parameter estimation, model-data fit, and measurement equivalence across both constrained and typical measurement conditions.

Matthew Lineberry, Naval Air Warfare Center Training Systems Division

Gwendolyn Campbell, Naval Air Warfare Center Training Systems Division

Charles P. R. Scott, Kaegan Corporation

Submitter: Matthew Lineberry, matthew.lineberry@navy.mil

125-2 Individual Differences Predicting Success in Video Game-Based Blended Learning

This study investigates learning outcomes from adult learners using a video game-based blended language training system. Trainee characteristics that could impact success in game-based blended learning were also investigated. Results showed multiple trainee characteristics were significantly related to variability in learning outcomes.

Milton V. Cahoon, SWA Consulting Inc.

Aaron Watson, SWA Consulting Inc.

Eric A. Surface, SWA Consulting Inc.

Erich C. Dierdorff, DePaul University

Submitter: Milton Cahoon, mcagoon@swa-consulting.com

125-3 Individual Learning in Team Training: Moderating Effects of Team Context

We examined individual-level learning processes and outcomes of team training. We found self-efficacy

mediated the effects of metacognition on individual mastery of team-level training content. Using moderated-mediation analysis, we also found these indirect effects were moderated by 2 features of team context (overall team performance and quality of cooperation).

Erich C. Dierdorff, DePaul University

James Kemp Ellington, Illinois Institute of Technology

Submitter: Erich Dierdorff, edierdor@depaul.edu

125-4 Perceived Training Comprehensiveness and Organizational Commitment Across Eight Organizations

We draw on social exchange theory in examining the relationship between employee perceptions of training comprehensiveness and organizational commitment. Multilevel regression results support a direct relationship between training comprehensiveness and organizational commitment. However, whether individuals chose to participate in activities related to the training's purpose moderated this relationship.

Kyle P. Ehrhardt, University of Wisconsin-Milwaukee

Janice S. Miller, University of Wisconsin-Milwaukee

Peter W. Hom, Arizona State University

Sarah Freeman, University of Wisconsin-Milwaukee

Submitter: Kyle Ehrhardt, kpe@uwm.edu

125-5 Evaluating Advance Organizer Effectiveness in a Foreign Language Training Context

Pretraining interventions are designed to enhance learning during training by introducing activities or materials prior to training that can lead to increased posttraining outcomes. This study explored the effect of advance organizers, a type of pretraining intervention, on posttraining skill. Extent of advance organizer use significantly predicted posttraining language skill.

Sean M. Gasperson, North Carolina State University

Ryan B. Phillips, SWA Consulting Inc.

Aaron Watson, SWA Consulting Inc.

Eric A. Surface, SWA Consulting Inc.

Submitter: Sean Gasperson, smgasper@ncsu.edu

125-6 Learner-Controlled Practice Difficulty: The Roles of Cognitive and Motivational Processes

This study tested a causal model of how learner-controlled practice difficulty is linked to complex skill acquisition. Results showed that general mental ability and self-efficacy relate to learner-controlled difficulty, which in turn relates to task knowledge, posttraining performance, and adaptive performance directly and through the cognitive process of self-evaluation.

Michael G. Hughes, University of Oklahoma

Eric A. Day, University of Oklahoma

Xiaoqian Wang, Mobley Group Pacific Ltd.

Olivia Cooper, University of Oklahoma

Matthew L. Arsenault, University of Oklahoma

Lauren Harkrider, University of Oklahoma

Matthew J. Schuelke, Air Force Research Laboratory

Submitter: Michael Hughes, michael.g.hughes-1@ou.edu

125-7 A Job Club for Older Job Seekers: Why It Works

In response to the increasing number of older adults in the job market, research is needed to address job search interventions designed for this population. The study utilizes a longitudinal design to explore participant experience of 3-week group-based job search training on learning and attitudes/efficacy changes.

Yoshie Nakai, O.E. Strategies, Inc./University of Akron
 Andrea F. Snell, University of Akron
 Jared Z. Ferrell, University of Akron
 Stephen Hill, University of Akron
 Kimberly Hollman, University of Akron

Submitter: Yoshie Nakai, yn1@zips.uakron.edu

125-8 Understanding Virtual Team Communication Processes

This study was conducted in an attempt to increase the overall performance of virtual teams, as well as increasing computer-mediated communications between the team members. The LIWC is used to assess the types of training and the effect that training has on the content of team interaction.

Michael A. Neeper, University of Texas at Arlington
 Shannon A. Scielzo, University of Texas at Arlington
 Nicholas C. Davis, University of Texas at Arlington
 Elena A. Radeva, University of Texas at Arlington

Submitter: Michael Neeper, michael.neeper@mavs.uta.edu

125-9 Effectiveness of the Internal Referencing Strategy Design for Training Evaluation

The internal referencing strategy (IRS) design extends the single group pretest–posttest design for training evaluation by adding control items that measure untrained content, which is often more practical than using a control group. A Monte Carlo simulation evaluated the conditions under which the IRS design is most effective.

Jonas Neuhengen, Illinois Institute of Technology
 Konstantin Cigularov, Old Dominion University
 Scott B. Morris, Illinois Institute of Technology

Submitter: Jonas Neuhengen, neuj@pdx.edu

125-10 Training Students to Increase Employment Opportunity Using Social Networking Web Sites

This study tested training effectiveness on job-seeking students' social networking Web site (SNW) activities, so that SNWs can promote rather than hinder their employment prospects. Participants increased their intentions of changing the SNW profiles, mediated by their attitudes and subjective norms. Trainees' higher motivation to learn led to greater intentions.

Brandon Saedi, California State University, Long Beach
 Hannah-Hanh D. Nguyen, California State University, Long Beach

Submitter: Hannah-Hanh Nguyen, hnguyen@csulb.edu

125-11 The Role of Posttraining Performance Feedback on Trainer Ratings

This study explored the effect of trainees' performance feedback on trainer ratings. Ratings were lower when given after performance feedback, and ratings were also affected by course difficulty and trainee performance. Results are explained through the self-serving bias and implications for training evaluation are discussed.

Alexandra Rechlin, Colorado State University
 Eric A. Surface, SWA Consulting Inc.
 Kurt Kraiger, Colorado State University

Submitter: Alexandra Rechlin, rechlin@rams.colostate.edu

125-12 Personality and Synchronicity Interaction Predicts Training Performance in Online Discussion

112 undergraduates completed a Big 5 and self-monitoring (SM) personality measure and then completed an Internet-based training program in which they were randomly assigned to 1 of 3 online discussion technologies. Openness to Experience and SM predict knowledge and retention test scores. Interaction with technology provides incremental validity.

Craig M. Reddock, Old Dominion University
 Richard N. Landers, Old Dominion University

Submitter: Craig Reddock, cmreddock@gmail.com

125-13 Houston, We Have a Problem-Solving Model for Training

Like many organizations, NASA has a business need to efficiently train new employees to effectively handle a variety of complex situations. We describe how a model of problem solving for flight controllers was built and how such a process could be used to improve training in similar operational environments.

Lacey L. Schmidt, EASI/Wyle Labs-NASA JSC
 Kelley J. Slack, Wyle Life Sciences/LZ Technology, Inc.
 Kathryn Keeton, EASI/Wyle Labs-NASA JSC
 Immanuel Barshi, NASA Ames Research Center
 Lynne H. Martin, NASA Ames Research Center
 Robert Mauro, Decision Research
 William S. O'Keefe, United Space Alliance LLC
 Therese M. Huning, United Space Alliance LLC

Submitter: Lacey Schmidt, Lschmidt@wylehou.com

125-14 Complex Skill Acquisition Ability–Growth Interactions: A Spline-Modeling Approach

While controlling for past acquisition, this study modeled the changing contributions over time of 3 abilities toward complex skill acquisition for a relatively closed but complex and inconsistent task. Results indicated that the contributions of abilities toward skill acquisition may not be as dynamic as previous theory might suggest.

Matthew J. Schuelke, Air Force Research Laboratory
 Eric A. Day, University of Oklahoma
 Robert Terry, University of Oklahoma

Submitter: Matthew Schuelke,
 matthew.schuelke.ctr@wpafb.af.mil

125-15 General Mental Ability Moderates the Relationship Between Performance and Efficacy

The objective of this study was to investigate the role of team performance and individual mental ability on individuals' perceptions of self- and team efficacy. Specifically, the way individuals process performance experiences may differ based on general mental ability, and this may have implications for team training.

Ira Schurig, Texas A&M University
 Steven Jarrett, Texas A&M University
 Ryan M. Glaze, Texas A&M University
 Winfred Arthur, Texas A&M University
 Winston Bennett, Training Research Laboratory
 Submitter: Ira Schurig, iraschurig@yahoo.com

125-16 The Effectiveness of After-Action Reviews as a Training Method

The objective of this study is to investigate the effectiveness of after-action reviews as a training method. A meta-analysis of the extant literature revealed that after-action reviews are a fairly effective technique but may have different effects on individual and team training.

Ira Schurig, Texas A&M University
 Steven Jarrett, Texas A&M University
 Winfred Arthur, Texas A&M University
 Ryan M. Glaze, Texas A&M University
 Margaret Schurig, College Station, TX
 Submitter: Ira Schurig, iraschurig@yahoo.com

125-17 Disentangling the Unique Effects of Team Dimensional Training's Design Elements

Twenty-seven teams participated in a study designed to evaluate the effects of 5 elements of team dimensional training (TDT) on 3 learning outcomes: taskwork skills, teamwork mental model accuracy, and transactive memory system utilization. Results indicate that each element of TDT contributed uniquely to 1 or more of these outcomes.

Mary J. Sierra, University of Central Florida
 Kimberly A. Smith-Jentsch, University of Central Florida
 Dorothy R. Carter-Berenson, University of Central Florida
 Sallie J. Weaver, University of Central Florida
 Wendy L. Bedwell, University of Central Florida
 Submitter: Mary Jane Sierra, maryjane@knights.ucf.edu

125-18 Investigating Predictive Validity of Core Self-Evaluations in a Training Context

Core self-evaluations (CSE) predicted variance in job-related foreign language training outcomes, including utility reactions, metacognition, posttraining self-efficacy, and transfer intentions. In addition, CSE provided incremental prediction above and beyond that of cognitive ability and motivation for metacognition, posttraining self-efficacy, and transfer intentions. Findings demonstrate the potential value of CSE in training contexts.

Daniel S. Stanhope, North Carolina State University
 Samuel B. Pond, North Carolina State University
 Eric A. Surface, SWA Consulting Inc.
 Submitter: Daniel Stanhope, danstan06@gmail.com

125-19 A Process Model of Error-Management Training Effects on Performance

We examined a process model of error management effects on performance on a course scheduling task ($N = 168$). Structural equation modeling provided support for the hypothesized model, indicating that metacognition, self-efficacy, and subjective task complexity mediate the effects of error management training on performance quality (errors) and quantity (schedules).

Debra Steele-Johnson, Wright State University
 Zach Kalinoski, Wright State University
 Submitter: Debra Steele-Johnson, debra.steele-johnson@wright.edu

125-20 Differential Ability and Complexity Effects: Performance, Self-Efficacy, Cognitive Appraisals

We proposed a multilevel model of differential effects of ability and task complexity (objective and subjective) on the outcomes of performance, self-efficacy, and cognitive appraisals. Results indicated that ability and objective task complexity relate more strongly to performance and self-efficacy whereas subjective task complexity relates more strongly to cognitive appraisals.

Julie A. Steinke, Wright State University
 Debra Steele-Johnson, Wright State University
 Zach Kalinoski, Wright State University
 Submitter: Julie Steinke, steinke.27@wright.edu

125-21 Critical Social Thinking Training: A Framework for Design and Delivery

There is a need to train critical social thinking skills in order to improve cognitive and social reasoning, enhance performance, and ultimately result in better outcomes. The purpose of this paper is to provide researchers and practitioners with a framework for designing and implementing critical social thinking training interventions.

Amanda L. Thayer, University of Central Florida
 Rebecca Grossman, University of Central Florida
 Marissa L. Shuffler, University of Central Florida
 Shawn Burke, University of Central Florida
 Eduardo Salas, University of Central Florida
 Submitter: Amanda Thayer, athayer@ist.ucf.edu

125-22 Individual Adaptability Incrementally Predicts Performance in a Dynamic Training Environment

Utilizing Ployhart & Bliese's individual ADAPTability (I-ADAPT) theory, we assessed 69 U.S. Army lieutenants completing training on a dynamic performance task. I-ADAPT was related to training performance. Furthermore, I-ADAPT accounted for incremental variance above cognitive ability and self-efficacy. Surprisingly, there was no significant relationship between I-ADAPT and cognitive ability.

E. Daly Vaughn, Auburn University
 Jennifer S. Tucker, Army Research Institute
 Robert J. Pleban, U.S. Army Research Institute
 Submitter: E. Vaughn, dalyvaughn@gmail.com

125-23 The Expert-Led After-Action Review Training Approach: An Empirical Test

We examined the effectiveness of an expert-led after-action review (AAR) versus a non-AAR team training approach. Teams trained using expert-led AARs attained higher team performance, reported higher team efficacy, and were better able to adapt their performance than teams trained with an AAR.

Anton J. Villado, Rice University
C. Pamela Cosio, Rice University
Claire E. Pawlik, Rice University
Alisa Yu, Rice University
Punya O. Narain, Rice University
Anna C. Baron, Rice University

Submitter: Anton Villado, antonvillado@rice.edu

125-24 Factors Influencing Knowledge and Skill Decay in Training: A Meta-Analysis

This meta-analysis integrated 111 datapoints from 38 reports that investigated organizationally relevant training in relation to knowledge and skill decay. Results indicated that decay effects vary in size depending on not only the length of nonuse but, more importantly, depending on several methodological and task-related factors.

Xiaoqian Wang, Mobley Group Pacific Ltd.
Eric A. Day, University of Oklahoma
Vanessa K. Kowolik, Kenexa
Matthew J. Schuelke, Air Force Research Laboratory
Michael G. Hughes, University of Oklahoma

Submitter: Xiaoqian Wang, xiaoqian109@yahoo.com.cn

125-25 Cognitive and Motivational Influences on Training Performance: A Longitudinal Study

This longitudinal study examined who recovers from poor initial training performance. Military personnel ($N = 578$) completed a 4–6 month language training program. Early training performance was a function of cognitive ability. Ultimate skill acquisition was predicted by a complex mixture of cognitive ability, motivation to train, and early training performance.

Aaron Watson, SWA Consulting Inc.
Lori Foster Thompson, North Carolina State University
Eric A. Surface, SWA Consulting Inc.

Submitter: Aaron Watson, awatson@swa-consulting.com

125-26 Supervisor Support and Utility Reactions: Trainee Attitudes as a Mediator

This study examined the relationships among supervisor support for training, trainee attitudes toward training in general, and utility reactions. We found that supervisor support predicted both trainee attitudes and utility reactions and that attitudes fully mediated the relationship between supervisor support and utility reactions. A proposed model is discussed.

Christina L. Wilson, Colorado State University
Michele C. Baranczyk, Kutztown University
Susan Adams, DCP Midstream

Submitter: Christina Wilson, clwilson@lamar.colostate.edu

126. Panel Discussion: 9:30 AM–10:20 AM Williford B

International Leadership Development Through the Use of Personality Assessments

Psychologists, consultants, and test publishers have made great strides in translating, adapting, and encouraging the international use of assessments for leadership development. In this session, panelists representing major global test publishers will discuss how their assessments are used for leadership development in foreign countries and the challenges they encounter.

Michael L. Morris, CPP, Inc., *Chair*
Sarita Bhakuni, Self-employed, *Panelist*
Robert E. McHenry, OPP Ltd, *Panelist*
Kevin D. Meyer, Hogan Assessment Systems, *Panelist*
Patrick L. Wadlington, Birkman International, Inc., *Panelist*

Submitter: Michael Morris, michael.lynn.morris@gmail.com

127. Panel Discussion: 9:30 AM–10:20 AM Williford C

Selection via Smart Phone/Mobile Devices: Is I-O Psychology Ready?

Technology is shifting from the use of PCs/Internet to smart phones/mobile devices. Organizations want to use these devices to reach potential applicants quickly. This panel will include perspectives from academia, practice, and technology to explore the advantages and challenges of using smart phones/mobile devices for personnel selection.

Sarah S. Fallaw, PreVisor, *Co-Chair*
Jennifer Mattocks, PreVisor, *Co-Chair*
Fritz Drasgow, University of Illinois at Urbana-Champaign, *Panelist*

Ben Hawkes, Kenexa, *Panelist*
Debra D. Mitchell, Sprint, *Panelist*
Nathan J. Mondragon, Taleo, *Panelist*

Submitter: Sarah Fallaw, sfallaw@previsor.com

128. Friday Seminars: 10:00 AM–1:00 PM Williford A

Earn 3 CE credits for attending. Preregistration required.

Organizational Research and Grant Funding: Challenges, Benefits, and Opportunities

This seminar will focus on various key issues in the process of applying for grant funding. Specifically, the 3 presenters with expertise in different areas will discuss how to identify funding opportunities most appropriate for I-O psychologists and what strategies to use for different stages of developing grant applications.

Leslie B. Hammer, Portland State University, *Presenter*
Thomas F. Hilton, National Institute on Drug Abuse/NIH, *Presenter*
Keith James, Portland State University, *Presenter*
L. Casey Chosewood, National Institute of Occupational Safety and Health, *Presenter*
Michael T. Ford, University at Albany, SUNY, *Coordinator*
Submitter: Michael Ford, mford@albany.edu

129. Symposium/Forum: 10:30 AM–11:50 AM Boulevard AB

The Greater Good: How I-O Is Making a Difference

This symposium brings together 4 distinct presenters who are working on projects whose primary goal is to make a difference in the world around them. Presenters will share how I-O principles and methodologies were instrumental in the success of these projects and in improving both local and global communities.

Christine E. Corbet, Aon Hewitt, *Co-Chair*

Kathy MacKay, Aon Hewitt, *Co-Chair*

Sean Cruse, United Nations Global Compact, *I-O at the UN: Global Compact in Advancing CSR Worldwide*

Amy Dawgert Grubb, Federal Bureau of Investigation, *Leading in the FBI: Evolutionary and Revolutionary Change*

Jane Homeyer, Office of the Director of National Intelligence, Ann M. Quigley, Office of the Director of National Intelligence, *Transforming the Intelligence Community: Using Capabilities to Ensure "Right" Workforce*

Patti MacLeod, Indian Affairs, Lorraine C. Stomski, Aon Hewitt, *Recruiting Top Talent and Indian Affairs: I-O Makes a Difference*

Submitter: Kathy MacKay, kdmackay@verizon.net

130. Symposium/Forum: 10:30 AM–11:50 AM Boulevard C

New Developments in Abusive Supervision Research

Abusive supervision is a pervasive and costly problem. Many advances have been made to explore why supervisors abuse subordinates, but more research is needed to fully understand its impact. This symposium addresses this issue and presents 4 theoretically driven papers that investigate antecedents, consequences, and boundary effects of abusive supervision.

Jenny M. Hoobler, University of Illinois at Chicago, *Co-Chair*

Marie S. Mitchell, University of Georgia, *Co-Chair*

Marie S. Mitchell, University of Georgia, Fred Walumbwa, Arizona State University, *An Investigation of Why Supervisors Support and Abuse Subordinates*

Katherine N. Alexander, Bowling Green State University, Charlotte Fritz, Portland State University, Steve M. Jex, Bowling Green State University, *Retaliating Against Abusive Supervision in Formal Work Environments*

James Burton, Northern Illinois University, Jenny M. Hoobler, University of Illinois at Chicago, Melinda L. Scheuer, Northern Illinois University, *Blaming the Abusive Boss: How Locus of Control Influences Aggression*

Huiwen Lian, University of Waterloo, Jeffrey Spence, University of Guelph, Lance Ferris, Singapore Management University, Douglas J. Brown, University of Waterloo, *Subordinate Narcissism and Abusive Supervision: Deviant Reactions to Power Loss*

Bennett J. Tepper, Georgia State University, *Discussant*

Submitter: Marie Mitchell, msmithche@terry.uga.edu

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

Managing Multiteam Systems: Theoretical and Empirical Advances

Organizations increasingly adopt multiteam systems (MTSSs), and knowing how to manage multiple teams is critical. However, to date, the majority of studies have focused on the effectiveness of teams in general rather than issues on managing sets of teams. This symposium presents innovative work examining the issue of managing MTSSs.

Guihyun Park, Singapore Management University, *Co-Chair*

Richard P. DeShon, Michigan State University, *Co-Chair*

Toshio Murase, University of Central Florida, Daniel Doty, University of Central Florida, Leslie A. DeChurch, University of Central Florida, Corey Lugo, University of Central Florida, *Toward a Taxonomy of Multiteam Perspectives*

Shawn Burke, University of Central Florida, Deborah DiazGranados, University of Central Florida, Leslie A. DeChurch, University of Central Florida, Eduardo Salas, University of Central Florida, *Looking at Goal Conflict in Multiteam Systems: An Empirical Investigation*

Guihyun Park, Singapore Management University, Richard P. DeShon, Michigan State University, *The Effect of Different Team Discussion Styles on Inter-team Cooperation*

Kimberly A. Smith-Jentsch, University of Central Florida, Mary J. Sierra, University of Central Florida, Sallie J. Weaver, University of Central Florida, Wendy L. Bedwell, University of Central Florida, Eduardo Salas, University of Central Florida, *Training Multiteam Systems to Self-Correct*

Daniel R. Ilgen, Michigan State University, *Discussant*

Submitter: Guihyun Park, parkguih@gmail.com

132. Symposium/Forum: 10:30 AM–11:50 AM Continental B

Researching Outside the Box: Exploring Work–Family Research Beyond Cross-Sectional Approaches

This symposium consists of 4 papers that empirically explore work–family issues using nontraditional methodologies, including experimental designs in laboratory settings, a daily diary approach, and a between-subjects lagged design in a field setting. Presenters will showcase their methodology, highlight its relevance for their particular research question, and discuss lessons learned.

Ann H. Huffman, Northern Arizona University, *Co-Chair*

Satoris S. Culbertson, Kansas State University, *Co-Chair*

Satoris S. Culbertson, Kansas State University, Ann H. Huffman, Northern Arizona University, *Using Experimental Design to Understand Work–Family Conflict*

Julie Wayne, Wake Forest University, Wendy J. Casper, University of Texas at Arlington, *Do Claims of Excellence in Work–Life Efforts Influence Applicant Attraction?*

Bettina S. Wiese, Free University of Berlin (Germany), Alexandra M. Freund, University of Zurich, *Day-to-Day Ruminations About Work When Being at Home*

Russell A. Matthews, Louisiana State University, *The Importance of Temporal Lags in Longitudinal Work–Family Research*

Submitter: Ann Huffman, ann.huffman@nau.edu

**133. Symposium/Forum: 10:30 AM–11:50 AM
Continental C****Perceived Organizational Support: Current Knowledge, Future Promise**

Since perceived organizational support (POS) was first investigated 25 years ago, research on the topic has progressively increased, resulting in over 350 studies. This symposium addresses the needs to analyze and organize current findings about POS, considers gaps in knowledge, and suggests promising lines of future research.

Robert Eisenberger, University of Houston, *Chair*

Robert Eisenberger, University of Houston, *How Perceived Organizational Support Works*

Louis C. Buffardi, George Mason University, James N. Kurtessis, George Mason University/American Institutes for Research, Kathy Stewart, Fields Consulting Group, Michael T. Ford, University at Albany, SUNY, Cory Adis, George Mason University, *Twenty-Five Years of Perceived Organizational Support: A Literature Review*

Lynn M. Shore, San Diego State University, Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Sciences, *What Else Should Be Learned About Perceived Organizational Support?*

Linda R. Shanock, University of North Carolina at Charlotte, Benjamin E. Baran, University of North Carolina at Charlotte, Lindsay R Miller, University of North Carolina at Charlotte, *Advancing Organizational Support Theory Into the 21st-Century World of Work*

L. A. Witt, University of Houston, *Discussant*

Submitter: Robert Eisenberger, reisenberger2@uh.edu

**134. Symposium/Forum: 10:30 AM–12:20 PM
International Ballroom South****Manager, Know Thyself! A Closer Look at Self-Awareness**

Most models of self-management, leadership effectiveness, and management development begin with self-awareness, but much remains to be learned about this concept. Papers presented in this session address lingering questions such as, how does self-awareness relate to other constructs? What predicts it? How does self-awareness influence learning and performance?

Richard J. Klimoski, George Mason University, *Co-Chair*

Kenneth G. Brown, University of Iowa, *Co-Chair*

Richard J. Klimoski, George Mason University, *What Is Self-Awareness?*

Traci Sitzmann, University of Colorado, Denver, *When Is Ignorance Bliss? Effects of Inaccurate Self-Assessments of Knowledge*

Paul E. Tesluk, University of Maryland, *Examining Antecedents and Outcomes of Self-Awareness in Executive Coaching*

David S. DeGeest, University of Iowa, Justin C. Abdel Khalik, University of Iowa, Kenneth G. Brown, University of Iowa, *Self-Awareness in the Management Development Literature*

Michelle A. Marks, George Mason University School of Management, *Discussant*

Kenneth N. Wexley, Wexley Consulting, HRD, *Discussant*

Submitter: Kenneth Brown, kenneth-g-brown@uiowa.edu

**135. Special Events: 10:30 AM–11:20 AM
Joliet****Fact and Fiction: Licensing Barriers and Resources**

This open discussion session begins with a brief overview: the purpose/goals of the State Affairs Committee, a history of I-O licensing issues, facts and misconceptions, and information/resources for those who pursue licensure. Emphasis will be placed on eliminating barriers for I-O people seeking licensure.

M. Peter Scontrino, Scontrino-Powell Organizational Psychologists, *Co-Chair*

Greg Gormanous, Self-employed, *Co-Chair*

Submitter: M. Peter Scontrino, peter@scontrino-powell.com

**136. Special Events: 10:30 AM–11:20 AM
Lake Erie****Special Address by Norbert K. Semmer:
Occupational Health Psychology: The “Stress-as-Offense-to-Self” (SOS) Perspective**

Focusing on experiences that threaten, or affirm, one's self has opened new research avenues, such as the specific implications of failure (versus other stressful experiences) for well-being, and has fostered the development of new constructs, such as illegitimate tasks. I will present the approach, its implications, and research examples.

Eduardo Salas, University of Central Florida, *Chair*

Norbert K. Semmer, University of Bern, *Presenter*

Submitter: Mariangela Battista, mariangela.battista@pfizer.com

**137. Roundtable Discussion/Conversation Hour:
10:30 AM–11:50 AM
Lake Huron****Lost in Translation: Early Practitioners Tell All**

The roundtable/conversation hour proposed here will bring together members of SIOP who consider themselves to be early practitioners. We expect a stimulating exchange over issues relevant to an early practitioner community, such as earnestly applying our training to our practice and successfully adjusting to novel challenges and demands.

Sumona B. De Graaf, George Washington University, *Host*

Justin G. Black, CUNY-Baruch College/Sirota Survey Intelligence, *Host*

Submitter: Sumona De Graaf, sumonaatgw@gmail.com

**138. Panel Discussion: 10:30 AM–11:50 AM
Lake Michigan****Maximizing the Contribution of Subject-Matter Experts in Job Analysis**

I-O psychologists rely heavily on subject-matter experts in job analysis research. However, little is known about how to maximize their contribution. This panel discussion seeks the expert opinion of researchers regarding the challenges associated with procuring the most appropriate experts and various strategies for maximizing their input.

Kelley J. Krokos, American Institutes for Research, *Chair*
 Dana M. Glenn-Dunleavy, Association of American Medical
 Colleges, *Panelist*
 Scott A. Davies, Walden University, *Panelist*
 Patrick Gavan O'Shea, Human Resources Research
 Organization, *Panelist*
 Dwayne G. Norris, American Institutes for Research, *Panelist*
 Submitter: Kelley Krokos, kkrokos@air.org

139. Panel Discussion: 10:30 AM–11:50 AM Lake Ontario

Leveraging Experiential Learning to Build Capability and Accelerate Strategic Alignment

Organizations strive to bridge the gap between strategy and results through the development of talent. Simulation-based or experiential learning is increasingly used to develop the mindset and capabilities needed to accelerate change, build engagement, and improve capability. Practitioners and researchers explore the role of experiential learning in accelerating business results.

Matthew Redmond, Fannie Mae, *Chair*
 David Small, McDonalds Corporation, *Panelist*
 Michael Schrage, MIT Sloan School of Management, *Panelist*
 Stephen Kontra, Pfizer Learning Center, *Panelist*
 Dan Parisi, BTS, *Panelist*

Submitter: Matthew Redmond, matthew_r_redmond@fanniema.com

140. Symposium/Forum: 10:30 AM–12:20 PM Northwest 1

Underemployment: An Interdisciplinary Look at Operationalizations, Antecedents, and Outcomes

We present interdisciplinary research on one of the most prevalent organizational phenomena in the modern marketplace—underemployment. Although this topic has been the focus of researchers of various disciplines, they rarely share the knowledge they accumulated in this domain. This session aims to encourage such an interdisciplinary discussion about underemployment.

Aleksandra Luksyte, University of Houston, *Co-Chair*
 Christiane Spitzmueller, University of Frankfurt/University of
 Houston, *Co-Chair*
 Catherine E. Connelly, McMaster University, Christa L.
 Austin, DeGroote School of Business, Daniel Gallagher,
 James Madison University, *Understanding*
Underemployment Among Contingent Workers
 Meghna Virick, San Jose State University, Frances M.
 McKee-Ryan, University of Nevada, Reno, *The*
Willingness to Be Underemployed: A Study of
Unemployed Professionals
 David Pedulla, Princeton University, Katherine S. Newman,
 Johns Hopkins University, *Status Underemployment and*
Worker Well-Being
 Aleksandra Luksyte, University of Houston, Christiane
 Spitzmueller, University of Frankfurt/University of
 Houston, Douglas C. Maynard, SUNY New Paltz,
 Meredith A Lynch, University of Houston, *Are*
Overqualified Employees Outstanding Performers? Yes,
if Complexity Is Present

Ana M. Hernandez, University of Valencia, Michael R. Bashshur,
 University Pompeu Fabra, *Overeducation: Permanent or*
Transitory? Role of Time and Voluntary Turnover
 Douglas C. Maynard, SUNY New Paltz, *Discussant*
 Submitter: Aleksandra Luksyte, aluksyte@uh.edu

141. Panel Discussion: 10:30 AM–11:50 AM Northwest 5

The Science and Art of Identifying High- Potential Talent

There is a surging interest in identifying high-potential talent within organization in order to prepare them for future leadership roles. However, there are few standard solutions used by organizations to identify high-potential talent. Practitioners from organizations at different points in implementing their high-potential programs discuss this issue.

Anuradha Ramesh, PDI Ninth House, *Chair*
 Kristine Wright, Cisco Systems, Inc., *Panelist*
 Courtney L. Morewitz, Marriott International, Inc., *Panelist*
 Brandon Sullivan, Target, *Panelist*
 Lori Homer, Microsoft, *Panelist*

Submitter: Anuradha Ramesh, anuramesh@gmail.com

142. Community of Interest: 10:30 AM–11:50 AM PDR 2

Applicant Faking in Personality Testing

Richard L. Griffith, Florida Institute of Technology, *Host*
 John J. Donovan, Rider University, *Coordinator*

143. Posters: 10:30 AM–11:20 AM SE Exhibit Hall

Careers/Coaching/Mentoring/Socialization/ Onboarding/Retirement

143-1 Setting the Stage for Mentoring: Organizational Characteristics and Career Outcomes

There is an abundance of literature on mentoring relationships and career outcomes. Less is known about the contextual factors that facilitate informal mentoring. This study demonstrates organizational characteristics relate to mentoring experiences for women and that each influences career outcomes. Study findings and implications are discussed.

Cassandra R. Leier, California State University-San
 Bernardino
 Mark D. Agars, California State University-San Bernardino
 Submitter: Mark Agars, Magars@csusb.edu

143-2 Development and Pilot Testing of a Business Networking Self-Assessment

It is becoming increasingly important for individuals in organizations to take an active role in creating business networks, which are critical to successful performance. This study describes the development of a 4-factor measure of networking, including reliability and validity results from an initial pilot of the assessment.

Patricia B. Barger, Development Dimensions International
 Lisa Teeter, Development Dimensions International
 Michael R. Kemp, Development Dimensions International
 Evan F. Sinar, Development Dimensions International
 Ryan J. Speckhart, Westinghouse Electric Company
 Submitter: Patricia Barger, tbbarger@gmail.com

143-3 Strength in Adversity: Psychological Capital and Job Search During Unemployment

We examined the relationship among psychological capital, perceived employability, coping strategies, and job search. Results indicated that psychological capital positively impact perceived employability. Perceived employability in turn affects the type of job-loss coping strategies individuals adopt and subsequently their job-search behaviors. Implications of our findings are discussed.

Don J. Q. Chen, National University of Singapore
 Vivien K. G. Lim, National University of Singapore
 Submitter: Don Chen, g0800777@nus.edu.sg

143-4 Predictors of New Employee Socialization to Organizations

This longitudinal study investigated management trainees' initial self-efficacy, person-organization fit, and person-job fit as predictors of socialization outcomes following training at job entry. Self-efficacy, person-organization fit, and needs-supplies fit measured at entry were significantly correlated with posttraining socialization, but only needs-supplies fit had independent effects on the socialization outcomes.

Abdifatah A. Ali, San Diego State University
 Mark G. Ehrhart, San Diego State University
 Lindsay E. Palmer, San Diego State University
 Susan K. Drobka, San Diego State University
 Karen Holcombe Ehrhart, San Diego State University
 Lisa Kath, San Diego State University

Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

143-5 Career Commitment Mediating Proactive Personality and Multiple Mentoring Relationships

Careers today are characterized by job and organizational mobility. Thus, individuals need to seek help from many developmental sources, such as mentors, to advance in their careers. In this study, results showed that career commitment mediated the relationship between proactive personality and engagement in simultaneous multiple mentoring relationships.

Michelle M. Fleig-Palmer, University of Nebraska-Kearney
 Submitter: Michelle Fleig-Palmer, fleigpalmerm@unk.edu

143-6 A New Approach to the Strong Interest Inventory Occupation Scales

A new method of building occupation scales for the Strong Interest Inventory Assessment was proposed that uses all available items and removes expert judgment. Results indicated improved reliability and solid initial

validity evidence when compared to the current method. Implications for customized norm groups and automated scale construction are discussed.

Michael L. Morris, CPP, Inc.
 Jessica J. Merten, St. Cloud State University
 Submitter: Michael Morris, michael.lynn.morris@gmail.com

143-7 Social Network Centrality, Career Satisfaction, and Career Self-Efficacy in College

We hypothesized that students who are the most central within an academic social network will have more exposure to vicarious learning experiences that further their career development. Through the use of a social network analysis, we found that centrality was predictive of anticipated career satisfaction but not career self-efficacy.

Daniel A. Neyman, University of Akron
 Jason Dahling, The College of New Jersey
 Mindi Thompson, University of Wisconsin-Madison
 Submitter: Daniel Neyman, dan31@zips.uakron.edu

143-8 A Field and Laboratory Study of Negative Mentoring Relationships

Recent research on mentoring has explored conditions in which mentoring is detrimental to the mentor or protégé. This 2-part study investigates whether psychosocial support or career development compensates for negative mentoring acts to provide an overall positive evaluation by persons observing the relationship and whether personality plays a role.

Keith Zabel, Wayne State University
 Kimberly E. O'Brien, Central Michigan University
 Submitter: Kimberly O'Brien, obrie1ke@cmich.edu

143-9 Affectivity, Mentoring, Commitment, and Turnover in Newcomers: A Dynamic Approach

Using a latent growth modeling approach, this research examines relationships among changes in perceived supervisor mentoring, organizational commitment (affective, normative, and continuance), and turnover intention among newcomers while accounting for trait affectivity. Using logistic regression, we further assess the relationships of changes in commitment and turnover intention to turnover.

Alexandra J. Panaccio, University of Illinois at Chicago
 Christian Vandenberghe, HEC Montreal
 Kathleen Bentein, University of Quebec at Montreal
 Karim Mignonac, University of Toulouse 1 Capitole
 Patrice Roussel, University of Toulouse 1 Capitole
 Submitter: Alexandra Panaccio, alexandra-joelle.panaccio@hec.ca

143-10 Academic Mentoring Relationship Communication Processes and Participant-Reported Effectiveness

This study attempted to broaden our understanding of communication processes that occur in academic mentoring relationships. The Linguistic Inquiry Word Count

(LIWC) program was used to examine numerous components of mentor and protégé communications and how these communications related to indicators of relationship effectiveness.

Shannon A. Scielzo, University of Texas at Arlington
 Ajal B. Patel, University of Texas at Arlington
 Submitter: Ajal Patel, ajal.patel@mavs.uta.edu

143-11 Mentoring in Academia: Who Needs It?

This study identified some personal and situational characteristics of faculty members associated with the perceived need for mentoring and determined that less experienced employees, women, and ethnic minorities reported significantly stronger needs for all mentoring functions. Employees who experienced incivility or discrimination reported a significantly higher need for psychosocial mentoring.

Stephanie C. Payne, Texas A&M University
 Rebecca J. Thompson, Texas A&M University
 Amanda D. Pesonen, Texas A&M University
 Submitter: Stephanie Payne, scp@tamu.edu

143-12 Attachment Anxiety in Mentoring Relationships: The Mediating Role of Commitment

Relationship commitment was examined as a mediator in the association between protégé anxious attachment and the feedback behaviors of both mentors and protégés. Data were collected from doctoral student protégés and their faculty mentors. Results reveal the important role played by perceptions of partner commitment.

Laura Poteat, University of South Florida
 Tammy D. Allen, University of South Florida
 Kristen M. Shockley, Baruch College-CUNY
 Submitter: Laura Poteat, lpoteat@mail.usf.edu

143-13 Challenging Tasks: The Role of Employees' and Supervisors' Goal Orientations

Employees differ with respect to the amount of challenge they have in their jobs. This may depend on their goal orientations or—if tasks are allocated to them—on the goal orientations of their supervisor. We indeed found that employees' job challenge was related to supervisor goal orientations.

Paul Preenen, University of Amsterdam
 Annelies E. M. Van Vianen, University of Amsterdam
 Irene E. de Pater, University of Amsterdam
 Submitter: Paul Preenen, paulpreenen@gmail.com

143-14 Proactivity Fits: Fit as Mediator Between Career Initiative and Success

Person–environment fit mediates the relationship of proactive career behaviors with career satisfaction and job performance. Using dyadic supervisor–subordinate data ($n = 166$), and casting career initiative as a predictor, it is concluded that needs–supplies fit mediates the relationship with career satisfaction and demands–abilities fit mediates the relationship with job performance.

Hella Sylva, University of Amsterdam
 Stefan T. Mol, University of Amsterdam
 Deanne N. Den Hartog, University of Amsterdam
 Submitter: Hella Sylva, H.Sylva@uva.nl

143-15 Joint Effects of Internal and External Resources on Unemployment Outcomes

Internal resources (coping and self-efficacy) and an external resource (social support) were used as predictors of unemployment stress and job search behaviors. The combined effects of the internal predictors and the incremental prediction offered by social support was of particular interest. Results support the criticality of internal resources.

Meline M. Schaffer, Clemson University
 Mary Anne Taylor, Clemson University
 Lauren Ellis, Clemson University
 Submitter: Mary Taylor, TaylorM@Clemson.edu

143-16 A Study of Ghiselli's Hobo Syndrome

Defining characteristics of hobo syndrome should include both the exhibition of frequent job movement behavior and positive attitudes about such behavior. Evidence was found for its construct validity, based on a diverse sample of 944 U.S. workers. The dispositional roots of hobo syndrome and work-related outcomes were also explored.

Sang Eun Woo, Purdue University
 Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

143-17 Factors Predicting Success as an Executive Coach

Coaching has been increasingly common for the past 3 decades. It has been clearly demonstrated that use of an executive coach can improve performance but does not always. There is little understanding of what separates successful and unsuccessful coaches. This research sought to investigate qualities common to successful coaches.

Alison E. Carr, the University of Akron
 Submitter: Alison Carr, aec33@zips.uakron.edu

143-18 Scalpels, not Hacksaws: Culturally Competent Coaching

Globalization drives the need for culturally diverse leaders. Furthermore, executive coaching has become increasingly popular to improve leader performance. However, coaching strategies may be differentially effective given different cultural values. It is proposed that culturally competent coaching, as applied to goal setting and feedback, will improve intercultural coaching effectiveness.

Christopher Coultas, University of Central Florida
 Wendy L. Bedwell, University of Central Florida
 Eduardo Salas, University of Central Florida
 Shawn Burke, University of Central Florida
 Submitter: Christopher Coultas, ccoultas@ist.ucf.edu

143-19 Career Velocity and Challenging Work Experiences

Challenging work experiences are viewed as an important tool of leadership development. In a field study using retail managers, we have evaluated the role of challenging work assignment. Results confirm that challenging work experiences are related to career success and advancement above and beyond mental ability and personality.

Jeff A. Weekley, Kenexa
Brad Hullsiek, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Roni Reiter-Palmon,
rreiter-palmon@mail.unomaha.edu

143-20 Development of a Competency-Based Executive Development Program

This paper outlines the development, delivery, and evaluation of an executive leadership development program designed for high-potential employees based on a leadership competency model. Each program component was linked to the company's competency model. Components included external executive coaches, personality and 360 feedback, group strategic projects, and lectures.

William Shepherd, Huntington National Bank

Submitter: William Shepherd,
williamjameshepherd@hotmail.com

143-21 Changes in Commitment of Newcomers and Their Influence on Effectiveness

The commitment of newcomers to an organization and their commitment to their immediate supervisors are 2 critical psychological influences on newcomers' adaptation. This study used the data from a 3-stage longitudinal survey to explore the relationships between organizational commitment, supervisory commitment, and outcome variables (such as turnover intention).

Yu-Chen Chao, National Chung Cheng University
Ding-Yu Jiang, National Chung Cheng University
Yu-Hsuan Lee, National Chung Cheng University

Submitter: Yu-Chen Chao, littleeyes0405@hotmail.com

143-22 A Longitudinal Study of Self-Control and Career Success

Previous research has indicated that personality characteristics are important predictors of career success. This longitudinal study examined dispositional self-control as a predictor of extrinsic and intrinsic career success. Results indicated this characteristic predicted extrinsic success through educational attainment and was indirectly related to intrinsic success through opportunity for achievement.

Patrick D. Converse, Florida Institute of Technology
Jaya Pathak, Florida Institute of Technology
Anne Marie D. Haddock, Florida Institute of Technology

Submitter: Jaya Pathak, jpathak@my.fit.edu

143-23 Evaluating Return on Investment: The Worth of Mentoring

This paper explains how to calculate a return on investment (ROI) for training programs. It walks through an example of how a mentoring firm estimated the ROI of its programs with limited data.

Kara Simon, University of Minnesota

Submitter: Kara Simon, simon510@umn.edu

144. Debate: 10:30 AM–11:50 AM**Waldorf****Making Selection Decisions Using Test Scores: Robots Versus Fortune Tellers**

How are test scores best used in selection decisions? This debate showcases consultants from 5 major employment testing companies addressing the fundamental issue of "mechanical" versus "clinical" models for test score use. Is it better to use algorithmic combinations of tests with decision rules or to emphasize judgment and interpretation?

Ken Lahti, PreVisor, *Moderator*

Greg A. Barnett, Hogan Assessment Systems, *Presenter*

Pamela J. Levine, PreVisor, *Presenter*

Lizzette Lima, Development Dimensions International, *Presenter*

Mark LoVerde, Valtera Corporation, *Presenter*

John D. Morrison, Kronos, *Presenter*

Submitter: Ken Lahti, klahti@previsor.com

145. Friday Seminars: 10:30 AM–1:30 PM**Williford B**

Earn 3 CE credits for attending. Preregistration required.

Economic Downturn: Psychological Issues

This seminar will focus on various ways I-O psychology can contribute to the understanding of, and coping with, the ongoing economic downturn. Specifically, it will start with discussing how economic behaviors can be analyzed from I-O psychology's perspective, then address issues including individuals' job search behaviors, coping behaviors (especially under unemployment), and engaging in entrepreneurial careers that are particularly relevant to the current economic situation.

Michael Frese, University of Giessen, *Presenter*

Ashley A. Walvoord, Verizon Wireless, *Coordinator*

Submitter: Ashley Walvoord, Ashley.walvoord@verizonwireless.com

146. Panel Discussion: 10:30 AM–11:50 AM**Williford C****Coaching Women Through Backlash: Bridging Research and Practice**

The goal of this session is to help researchers and practitioners who struggle with the nearly endemic problem of gender-based backlash in the workplace. A select panel of practitioners, coaches, and academics will engage the audience in developing practical strategies for dealing with backlash and a cutting-edge research agenda.

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Chair*

Anna Marie Valerio, Executive Leadership Strategies, LLC,
Panelist

Laura Severance, University of Maryland, *Panelist*

Katherine Giscombe, Catalyst, *Panelist*

Marian N. Ruderman, Center for Creative Leadership,
Panelist

Hannah R. Bowles, Harvard Kennedy School, *Panelist*

Submitter: Laura Severance, leseverance@gmail.com

147. Interactive Posters: 11:00 AM–11:50 AM Astoria

Bearerers of Bad News: Research on Negative Feedback

Paul Levy, University of Akron, *Facilitator*

147-1 Ratee Reactions: Negative Feedback as a Motivating Force

Negative feedback is expected to enhance controlled forms of regulation and diminish autonomous forms of regulation. Using a self-determination theory approach to motivation, motivation is proposed to depend on the ratee's social dominance orientation (SDO). Contrary to expectation, SDO moderated the autonomous regulations and not the controlled regulations.

Adam H. Kabins, Texas A&M University

Stephanie C. Payne, Texas A&M University

Mindy E. Bergman, Texas A&M University

Elizabeth Umphress, Texas A&M University

Submitter: Adam Kabins, ahk325@gmail.com

147-2 Using Positive Psychology to Generate Positive Emotions Following Negative Feedback

Effective developmental feedback promotes a balanced and authentic view of the employee's current state. We present a conceptual model demonstrating how drawing on principles from positive psychology should increase the likelihood that negative feedback interventions will yield improved performance and behavior change while promoting employee well-being.

Alison L. O'Malley, Butler University

Jane B. (Brodie) Gregory, Procter & Gamble

Submitter: Alison O'Malley, aomalley@butler.edu

147-3 The Influence of Self-Oriented Perfectionism on Negative Performance Feedback

This study was conducted to examine affective, cognitive, and behavioral responses of self-oriented perfectionists upon receiving negative or positive performance feedback. High, moderate, and low self-oriented perfectionists varied in their affective and behavioral reactions to feedback that differed in sign but not in their cognitive reactions to feedback.

Sana Rizvi, University of Waterloo

Chris Wright, San Francisco State University

Eliza W. Wicher, Roosevelt University

Ryan Howell, San Francisco State University

Submitter: Sana Rizvi, sana.rizvi2@gmail.com

147-4 Individual Differences in Job Performance Feedback Reactions: A Ghanaian Study

Individual differences and performance appraisal reactions were studied in employees from Ghana, West Africa. Core self-evaluations, Agreeableness, Conscientiousness, Openness to Experience, and goal orientation influenced affective reactions and motivation to use feedback. Individual differences interacted with feedback favorability to predict affective reactions.

Mavis Baiden, Central Michigan University

Stephen H. Wagner, Grand Rapids Community College

Submitter: Stephen Wagner, swagner@grcc.edu

148. Special Events: 11:30 AM–12:20 PM Joliet

Celebrating Our Science and Practice: Looking Inward

SIOP is sometimes perceived to be a group divided into academics and practitioners. However, we must come together and celebrate both—our science and practice. Fortunately, we are a field comprised of people trained to help organizations with these very issues! In this invited panel, experts in conflict management, workplace diversity, change management, and cultural issues will “look inward” to apply best practices to provide us with evidence-based suggestions to improve our society for all.

Eduardo Salas, University of Central Florida, *Chair*

Lisa Finkelstein, Northern Illinois University, *Co-Chair*

Georgia T. Chao, Michigan State University, *Panelist*

Julie B. Olson-Buchanan, California State University, Fresno,
Panelist

Kizzy M. Parks, K. Parks Consulting Inc., *Panelist*

Scott I. Tannenbaum, Group for Organizational Effectiveness,
Panelist

Submitter: Eduardo Salas, esalas@ist.ucf.edu

149. Symposium/Forum: 11:30 AM–12:50 PM Lake Erie

Methodological Triangulation in the Study of Workplace Mistreatment

This symposium advances knowledge of workplace mistreatment with studies utilizing multiple research designs. Substantive topics addressed include the nature of workplace incivility, graduate student mistreatment, bystander reactions to aggression, and moderators of differential effects of sexual and nonsexual aggression. Legal and policy implications of the research will be discussed.

Benjamin M. Walsh, University of Connecticut, *Co-Chair*

Vicki J. Magley, University of Connecticut, *Co-Chair*

Susan M. Stewart, Western Illinois University, Nathan A.

Bowling, Wright State University, Melissa L. Gruys,

Wright State University, *Reports of Mistreatment by*

Student Affiliates of SIOP

Lauren E. Zurbrugg, Texas A&M University, Kathi N. Miner-Rubino, Texas A&M University, Anthony R. Paquin,

Western Kentucky University, *A Qualitative Investigation of Gender Differences in Perceptions of Incivility*

Tara C. Reich, University of Manitoba, M. Sandy Hershcovis,

University of Manitoba, *Observing Aggression at Work*
 Angela Dionisi, Queen's University, Julian I. Barling, Queen's
 University, Kathyne E. Dupre, Memorial University,
*Comparing the Consequences of Workplace Aggression
 and Sexual Harassment*

David C. Yamada, Suffolk University Law School, *Discussant*

Submitter: Benjamin Walsh, benmikewalsh@gmail.com

150. Panel Discussion: 11:30 AM–12:50 PM

Marquette

I-O Psychologists Taking the Lead in Human Resources

Human resources is evolving into a function that effectively leverages the skills and abilities of people to achieve business results. In this panel HR leaders from several industries will discuss how I-O psychologists are uniquely prepared for this evolution. Topics to be discussed are talent planning, game planning, and measurement.

Kim Stepanski, Pfizer, *Panelist*

Lisa B. Carey, Cengage Learning, *Panelist*

Julie A. Fuller, Avon Products, *Panelist*

Paige Ross, Pfizer, *Panelist*

Jessica L. Saltz, PepsiCo, *Panelist*

Janine Wacławski, Pepsi-Cola Company, *Panelist*

Submitter: Kim Stepanski, kim.stepanski@pfizer.com

151. Posters: 11:30 AM–12:20 PM

SE Exhibit Hall

Job Performance/Citizenship/Counterproductive Behavior/Workplace Deviance

151-1 An Attribution-Centered Model of Personality and Voluntary Work Behavior

Voluntary work behavior can be either helpful or harmful to the organization. This study tested a model of voluntary work behavior in order to determine the mechanisms by which these behaviors are generated. Results suggested that personality influences voluntary work behavior directly as well as through attributions and emotions.

Candace Atamanik-Dunphy, Florida International University

Submitter: Candace Atamanik-Dunphy, catam001@fiu.edu

151-2 Five-Factor Model of Personality and Counterproductive Cyber Behaviors

Previous research has established that personality traits predict counterproductive workplace behaviors (CWBs). However, very little research has investigated whether personality traits can predict an emerging subset of CWBs: cyber behaviors. This study illustrates that counterproductive cyber behaviors can be predicted by the 5-factor model of personality.

Michael J. Cullen, Personnel Decisions Research Institutes

Steven S. Russell, Booz Allen Hamilton

Michael J. Bosshardt, Personnel Decisions Research Institutes

Suzanne E. Juraska, Personnel Decisions Research Institutes

Amy L. Stellmack, Personnel Decisions Research Institutes

Emily E. Duehr, Personnel Decisions Research Institutes

Kara R. Jeanson, Personnel Decisions Research Institutes

Submitter: Michael Cullen, michael.cullen@pdri.com

151-3 How and When Bottom-Line Mentality Is Related to Social Undermining

We provide a conceptualization and measure of bottom-line mentality (BLM). We also examine employee BLM as a conditional mediator between supervisor BLM and coworker perceptions of social undermining. Employee BLM, as a conditional indirect effect, is hypothesized to vary depending on employees' core self-evaluation, Conscientiousness, and job performance.

Rebecca L. Greenbaum, Oklahoma State University

Mary Bardes, Drexel University

Gabi M. Eissa, Oklahoma State University

Submitter: Gabi Eissa, gabi@okstate.edu

151-4 Predicting Dishonest Online Test-Taking Behavior in Unproctored Internet-Based Testing

This study integrated survey development techniques from the literature on integrity testing in order to develop measures to predict cheating behaviors. An overt and a personality-based integrity test contextualized to online testing were developed, each of which explained incremental variance above traditional integrity tests in cheating behaviors on knowledge-based online tests.

Rachel C. Johnson, Old Dominion University

Gregory P. Leffler, Old Dominion University

Richard N. Landers, Old Dominion University

Submitter: Rachel Johnson, rjohn104@odu.edu

151-5 Preventing Deviant Behavior in Achievement Settings Among Young Workers

We propose a preventive model where a positive work environment is related to lower levels of deviant behaviors in the workplace and at school via a motivational process involving work cynicism and intrinsic work motivation. We surveyed 319 adolescents employed in numerous organizations and found support for the model.

Stacey R. Kessler, Montclair State University

Michael R. Frone, State University of New York at Buffalo

Submitter: Stacey Kessler, stacey9815@aol.com

151-6 Sleep Deprivation, Moral Disengagement, and Cheating

This study investigated main and interaction effects of sleep deprivation and moral disengagement on cheating behavior. In a laboratory setting, self-report measures of moral disengagement and behavioral measures of cheating were used. Subjects were randomly assigned to conditions that involved either sleep deprivation or no sleep deprivation.

Mel Win Khaw, University of Arizona

Michael S. Christian, University of North Carolina

Jerel E. Slaughter, University of Arizona

Submitter: Mel Win Khaw, khaw.melwin@gmail.com

151-7 Deviant Behavior Impression Management: A Newly Proposed Impression Management Dimension

This paper proposes a new category of impression management termed deviant behavior impression management (DBIM). Drawing from the impression management and workplace deviance literatures, a theoretical model is proposed that shows how socialization processes influence a newcomer's propensity to engage in deviant workplace behaviors.

Angela M. Langevin-Heavey, Cornell University
 Submitter: Angela Langevin, aml265@cornell.edu

151-8 Aberrant Self-Promoters at Work

This study examined the relationship between aberrant self-promotion and accidents, absenteeism and turnover. Two applicant samples were used to test the hypotheses. Although mixed results were found, results indicate that aberrant self-promoters are more likely to be unsafe, take absenteeism less seriously, and may be a termination risk.

Amie D. Lawrence, Select International, Inc.
 Matthew S. O'Connell, Select International, Inc.
 Submitter: Amie Lawrence, alawrence@selectintl.com

151-9 "Little White Lies?" Establishing a Baseline of Applicant Dissimulation

This study examined self-reported applicant deception across various selection domains: cognitive ability testing, personality assessment, personal history, and job interview. The results revealed that applicant deception is a relatively common phenomenon in selection and frequently occurs across selection domains.

Lindsey M. Lee, Florida Institute of Technology
 Richard L. Griffith, Florida Institute of Technology
 Submitter: Lindsey Lee, lmlee02@gmail.com

151-10 Psychological Capital as a Moderator of Job Stress and Incivility

This study examined whether psychological capital (PsyCap) moderates the relationship between job stress and incivility. Results demonstrated that individuals low in PsyCap displayed more incivility in response to job stress compared to those high in PsyCap, suggesting that PsyCap buffers the influence of stress on incivility.

Sara J. Roberts, University of Nebraska at Omaha
 Lisa L. Scherer, University of Nebraska at Omaha
 Casey Bowyer, University of Nebraska at Omaha
 Submitter: Sara Roberts, sthomsen@mail.unomaha.edu

151-11 Development of a Taxonomy of Cyber Behaviors

The purpose of this study was to develop a comprehensive taxonomy of cyber behaviors. Knowledgeable SMEs generated, sorted, and retranslated lists of innocuous, risky, and malicious cyber behaviors, and principal components analysis was used to develop a set of 11 cyber behavior dimensions.

Steven S. Russell, Booz Allen Hamilton
 Michael J. Cullen, Personnel Decisions Research Institutes
 Michael J. Bosshardt, Personnel Decisions Research Institutes
 Suzanne E. Juraska, Personnel Decisions Research Institutes
 Amy L. Stellmack, Personnel Decisions Research Institutes
 Emily E. Duehr, Personnel Decisions Research Institutes
 Kara R. Jeansonne, Personnel Decisions Research Institutes
 Submitter: Steven Russell, russell_steven@bah.com

151-12 When Bullying Pays Off: Political Skill and Job Performance

Recent studies suggest that 84% of employees are affected in some manner by workplace bullies. This study integrates theory from social information processing and political skill to explain how bullies can successfully navigate the social and political organizational environment and achieve higher ratings of performance.

Darren C. Treadway, State University of New York at Buffalo
 Brooke A. Shaughnessy, State University of New York at Buffalo
 Jacob W. Breland, University of Mississippi
 Maiyuwai Reeves, State University of New York at Buffalo
 Margaret Roberts, State University of New York at Buffalo
 Submitter: Brooke Shaughnessy, bas29@buffalo.edu

151-13 Self-Esteem and Counterproductive Behavior: A Meta-Analytic Review

We sought to estimate the population correlation between self-esteem and counterproductive work behavior. Using 17 correlations, representing 4,302 individuals, the analysis estimated the population correlation between these 2 variables to be -0.25. The relationship is strongest in samples with older adults.

Christopher E. Whelpley, Virginia Commonwealth University
 Michael A. McDaniel, Virginia Commonwealth University
 Submitter: Christopher Whelpley, whelpleyce@vcu.edu

151-14 Aberrant Personality and Choice of Negotiation Tactics

A series of 2 studies examined the relationship between the aberrant personality traits, more specifically psychopathy, and ethical and unethical negotiation tactics. Results across the 2 studies suggest a positive relationship between psychopathy and self-reported likelihood of using unethical negotiation tactics.

Jane Wu, Purdue University
 James M. LeBreton, Purdue University
 Submitter: Jane Wu, jane.y.wu00@gmail.com

151-15 Organizational Citizenship Behavior, Employer Support, and Unit-Level Outcomes: Longitudinal Study

This study is a response to recent calls for more research on causal relationships between organizational citizenship behavior (OCB) and organizational-level outcomes. Utilizing a longitudinal design with 2 years of unit-level employee and financial data, the results provide evidence that unit-level OCB has a causal effect on key business metrics.

Brian Frost, Corvutrus
Dan Koys, DePaul University

Submitter: Brian Frost, bfrost@corvutrus.com

151-16 Medical Students' Knowledge About Medical Professionalism Predicts Their Professional Performance

We developed a measure of medical students' knowledge of medical professionalism and assessed its validity in predicting professional aspects of their performance during their family medicine clerkship. After controlling for the strong intercorrelation between technical and professional performance (likely halo error), knowledge scores were significantly associated with students' medical professionalism.

Michelle Martin, Rice University
Stephan J. Motowidlo, Rice University

Submitter: Harrison Kell, harrison.kell@rice.edu

151-17 Exchange Ideology and POS in the PC Breach-Performance Relationship

We examined 3-way interactions among exchange ideology, perceived organizational support, and psychological contract breach in terms of employees' subsequent performance. Results indicated that low organizational support intensified the negative effects of PC breach on performance for individuals with high exchange ideology. Implications for future research and practice are discussed.

Jung Hyun Lee, George Washington University
Anjali Chaudhry, Saint Xavier University
Amanuel G. Tekleab, Wayne State University

Submitter: Jung Hyun Lee, junghyun@gwu.edu

151-18 The Antecedents of Procedural Knowledge and Skill

102 undergraduates completed our measure of procedural knowledge and participated in 9 role plays simulating interactions between physicians and their patients. Six graduate students rated each video-taped performance for overall effectiveness. Relations among personality traits, values, procedural knowledge scores, and role-play performance were explored.

Michelle Martin, Rice University
Harrison J. Kell, Rice University
Stephan J. Motowidlo, Rice University

Submitter: Michelle Martin, mpm5042@rice.edu

151-19 Evaluating Rater Trainings With Double-Pretest, One-Posttest Designs

Unlike past research on rater trainings that focused on differences between trained and nontrained raters, these studies used a double-pretest, one-posttest design. Study 1 with a student sample ($N = 60$) found both a testing effect and an additional training effect. Study 2 with professionals ($N = 46$) replicated these results.

Klaus Moser, University of Erlangen-Nuremberg
Verena Kemter, University of Erlangen-Nuremberg

Kerstin Wachsmann, Self-employed
Nora Z. Köver, Self-employed
Roman Soucek, University of Erlangen-Nuremberg

Submitter: Klaus Moser, Klaus.Moser@wiso.uni-erlangen.de

151-20 Goal Achievement Among Elite Performers

The study assessed the determinants of high level performance among NCAA Division-I swimmers. Self-report and objective data were collected longitudinally on multiple performance measures and multiple performance determinants. Past performance, feedback, experience, and coaching had the largest effects.

Michael W. Natali, University of Minnesota
John P. Campbell, University of Minnesota

Submitter: Michael Natali, nata0017@umn.edu

151-21 Do Rater Ratings of Employee Performance Reflect Actual Job Performance?

Sources of variance in job performance ratings were decomposed into ratee, rater, and error components using HLM. The majority of variance in job performance ratings was attributable to raters. Raters' familiarity with targets was positively associated with job performance ratings and the criterion validity of the ratees' Conscientiousness scores.

Thomas A. O'Neill, University of Western Ontario
Richard D. Goffin, University of Western Ontario
Ian R. Gellatly, University of Alberta

Submitter: Thomas O'Neill, toneill7@gmail.com

151-22 The Consequences of Speaking Up: Rater Characteristics and Voice Type

In 3 laboratory studies, we examine how perceivers' evaluation of voice behavior is influenced by (a) perceivers' disposition (Openness and dogmatism) and by (b) how voice is presented (constructive vs. complaining). Our findings suggest that perceiver perspective taking mediated the interactive effect of perceiver characteristics and voice type.

Dan S. Chiaburu, Texas A&M University
Chunyan Peng, Michigan State University
Linn Van Dyne, Michigan State University

Submitter: Chunyan Peng, peng@bus.msu.edu

151-23 Fitting Person-Environment Fit in a Demand-Control Framework

This study examined the interactive effects of work control and desire for environmental control on task performance outcomes. Work control and desired control were manipulated, and participants engaged in problem-solving tasks. Matches between actual control and desired control resulted in higher performance than mismatches, supporting person-environment fit theory.

Alex T. Ramsey, Southern Illinois University at Carbondale
Paul E. Etcheverry, Southern Illinois University at Carbondale

Submitter: Alex Ramsey, aramsey@siu.edu

151-24 Understanding and Predicting First-Line Supervisor Performance

Models of executive leadership are common in extant literature, but little research has focused on lower level field supervisors. This paper presents the development of a first-line supervisor performance model and evidence of its usefulness via validation of a unique theoretically derived selection assessment for first-line supervisors.

Ryan P. Robinson, Kronos Inc.

Aarti Shyamsunder, Infosys Leadership Institute

Submitter: Ryan Robinson, robinsry22@yahoo.com

151-25 Proactive Personality, Emotional Exhaustion, and Nontask Performance

We investigated the links between proactive personality, emotional exhaustion, and nontask performance. We found that emotional exhaustion was negatively related to coworker-reported organizational citizenship behavior (OCB) and positively to coworker-reported counterproductive work behavior (CWB). Furthermore, proactive personality moderated the relationships between emotional exhaustion and OCB/CWB.

Ozgun Bu Rodopman, Bogazici University

Ashley A. Walvoord, Verizon Wireless

Submitter: Ozgun Rodopman, burcu.rodopman@boun.edu.tr

151-26 Breaks With Coworkers: A Mechanism to Enhanced Performance

One important yet not well studied workplace resource is the work break. This study examined the relationships between behavior during work breaks and employee outcomes. Results suggested that the quality of social interaction received during work breaks was related to work engagement and self-perceived contextual performance.

Sherilyn Romanik, University of Alaska Anchorage

Ann H. Huffman, Northern Arizona University

Candice Perks, Northern Arizona University

Submitter: Sherilyn Romanik, ansar2@uaa.alaska.edu

151-27 Helping Yourself by Helping Others: An Examination of Personality Perceptions

In an experiment examining the effect of altruistic behavior on work outcomes, we found that altruistic employees were perceived as having more favorable personality characteristics and received higher performance ratings and greater reward recommendations than their counterparts. In addition, personality perceptions partially mediated the relation between altruistic behavior and work outcomes.

Patrick J. Rosopa, Clemson University

Anna Hulett, Elon University

Amber N. Schroeder, Clemson University

Submitter: Patrick Rosopa, prosopa@clemson.edu

151-28 A Moderated Latent Variable Model of Organizational Citizenship Behavior

Using a sample of 357 executives in India, a moderated latent variable model of individual and contextual antecedents of OCB was tested using SEM procedures. Analyses confirmed the agreement between our hypotheses and the findings. We conclude by discussing theoretical and practical implications of our findings.

Soumendu Biswas, Management Development Institute

Arup Varma, Loyola University Chicago

Submitter: Arup Varma, avarma@luc.edu

151-29 Predicting Employee Contextual Performance: Pattern Versus Variable Approach

This study investigated the usefulness of latent profile analysis (LPA) in determining the personality-contextual performance relationship. Results partially support LPA, as profile membership explained incremental variance in contextual performance above that explained by the personality variables used to form profiles, although profile variables were not significantly related to contextual performance.

Amy DuVernet, North Carolina State University

Clara E. Hess, DC Public Charter School

Mark A. Wilson, North Carolina State University

Submitter: Amy DuVernet, amyduv@gmail.com

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152. Symposium/Forum: 12:00 PM–1:20 PM Boulevard AB

Women and the Executive Suite: Perceptions, Experiences, and Needs

Although approximately equal numbers of men and women occupy jobs, a gender disparity in upper leadership positions still exists. This symposium discusses “what it is like to be a woman in the executive suite.” Papers discuss women’s perceptions of organizational culture, the glass ceiling, and women’s developmental programs.

Lindsey M. Kotrba, Denison Consulting, *Chair*
Nathalie Castano, Wayne State University, *Co-Chair*
Sandy Lim, National University of Singapore, Ashley M. Guidroz, Trinity Health, *Solo Status Leaders’ Perceptions of Culture*
Nathalie Castano, Wayne State University, Lindsey M. Kotrba, Denison Consulting, *The Glass Ceiling and the Role of Leaders’ Self-Perceptions*

Eliza W. Wicher, Roosevelt University, Laura Gniatczyk Byars, Blue Cross Blue Shield of Michigan, *Women’s Career Progression: Reactions and Perceptions to Leadership Development Programs*

Jean Hauser, Executive Development Associates, *Discussant*

Submitter: Nathalie Castano, nats2003@gmail.com

153. Symposium/Forum: 12:00 PM–1:20 PM Boulevard C

Composing Effective Teams: One Size Does Not Fit All

This session presents a comprehensive view of the most recent research on collective composition and diversity across the team and organizational levels of analysis. Presentations focus on both deep and surface level dimensions of organizational and team diversity, their impact on processes, and relevant outcomes including cohesion, innovation, and performance.

Maritza R. Salazar, University of Central Florida, *Chair*
Sallie J. Weaver, University of Central Florida, *Co-Chair*
Sallie J. Weaver, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, *Composition, Cohesion, and Climate in Air Traffic Control Teams*

Maritza R. Salazar, University of Central Florida, Aimee A. Kane, Duquesne University, *Realizing the Innovative Promise of Interdisciplinary Science Teams*

Bertolt Meyer, University of Zurich, *Effects of Faultlines, Motivation, and Diversity Beliefs on Problem Solving*

Katerina Bezrukova, Santa Clara University, Chester S. Spell, Rutgers University, *Baseball Players, System Shocks, an Unfolding Faultline Model, and Turnover*

Aparna Joshi, University of Illinois at Urbana-Champaign, *Discussant*

Submitter: Maritza Salazar, msalazar@ist.ucf.edu

154. Symposium/Forum: 12:00 PM–1:20 PM Continental A

Diversity Training: Linking Theory and Practice

Bridging research and practice, this session highlights best practices for diversity training and management. Researchers present literature that helps resolve debates

regarding diversity training use and design while practitioners share theirs and others’ experiences in the field. The audience may serve as discussant to generate ideas for research and practice.

Kecia M. Thomas, University of Georgia, *Co-Chair*
Matt J. Goren, University of Georgia, *Co-Chair*
Bryan L. Dawson, University of Georgia, Matt J. Goren, University of Georgia, *State of the Art: How Diversity Training Research Informs Practice*

Rae Yunzi Tan, Columbia University, Loriann Roberson, Columbia University, Carol T. Kulik, University of South Australia, *Directions for Diversity Training Research*

Conrado A. Marion-Landais, Georgia Power Company, *Diversity Training at Georgia Power: A Personal Perspective*

Bernardo M. Ferdman, Alliant International University, *Diversity and Inclusion Training: Insights and Suggestions From the Field*

Submitter: Matt Goren, mjgoren@uga.edu

155. Symposium/Forum: 12:00 PM–1:20 PM Continental B

New Avenues in 360s: Implicit Leadership Theories and Fit

Multisource (i.e., 360-degree) feedback instruments continue to be used as a cornerstone of leadership development initiatives. With increased attention to implicit leadership theories (ILTs) and fit in the literature, this symposium offers 4 contributions to better inform practitioners on how to account for ILTs and fit in multisource feedback settings.

Felix C. Brodbeck, LMU München, *Co-Chair*
William A. Gentry, Center for Creative Leadership, *Co-Chair*
Guangrong Dai, Lominger International, Kenneth P. De Meuse, Korn/Ferry International, *Making Full Use of Importance Ratings in 360-Degree Feedback*

Michael Green, Northumbria University, Felix C. Brodbeck, LMU München, Yves R. Guillaume, Aston University, *Cultural Congruence Versus Cultural Authenticity: Which Predicts International Leader Effectiveness?*

William A. Gentry, Center for Creative Leadership, Felix C. Brodbeck, LMU München, Regina H. Eckert, Center for Creative Leadership, Marian N. Ruderman, Center for Creative Leadership, *Global Leader View: How Practitioners Examine Leadership Expectations and Perceptions*

Tina Kiefer, University of Warwick, Birgit Schyns, Durham University, Rudolf Kerschreiter, LMU München, *Integrating Implicit Leadership Theories Into 360° Feedback: A Drawing Exercise*

David W. Bracken, OrgVitality LLC, *Discussant*

Submitter: William Gentry, gentryb@ccl.org

156. Symposium/Forum: 12:00 PM–1:20 PM Continental C

More Complex Models of Cultural Intelligence: Moderated and Longitudinal Relationships

We extend cultural intelligence research with 5 field studies that consider more complex models of CQ, including new boundary conditions and longitudinal effects. This symposium addresses gaps in prior research by proposing and testing theoretically driven models that position CQ as a predictor, outcome, mediator, and moderator.

Linn Van Dyne, Michigan State University, *Co-Chair*
 Soon Ang, Nanyang Technological University, *Co-Chair*
 K. Yee Ng, Nanyang Technological University, Soon Ang,
 Nanyang Technological University, Linn Van Dyne, Michigan
 State University, Christine Koh, Nanyang Technological
 University, Guido Gianasso, IATA, *When Boss Is Culturally
 Dissimilar: Cultural Intelligence and Voice Instrumentality*
 Ryan Fehr, University of Maryland, Eric Kuo, North Carolina
 State University, *Cultural Intelligence Abroad: Impact on
 Goal Attainment During International Sojourns*
 Hyoung K. Moon, Korea University, Byoung K. Choi, Korea
 University, Jae S. Jung, Korea University, *Antecedents of
 Cultural Intelligence: Effects of Experience, Personality,
 and Context*
 You Jin Kim, Michigan State University, Linn Van Dyne,
 Michigan State University, *When Do Extraverts
 Communicate Patiently With Diverse Others?*
 Kevin Groves, Pepperdine University, *Leader Cultural
 Intelligence and Transformational Leadership:
 Moderating Effects of Diversity*

Submitter: Soon Ang, asang@ntu.edu.sg

157. Roundtable Discussion/Conversation Hour: 12:00 PM–1:20 PM Lake Huron

Multigenerational Talent: What's the Matter With Kids Today?

This session will engage both the researcher and practitioner in the area of multigenerational challenges and issues. The facilitators will guide participants in a discussion of real-life case studies that involve generational differences. Participants will learn best practice approaches for addressing these differences in a practical and productive way.

Lorraine C. Stomski, Aon Consulting, *Host*
 Janis M. Ward, J. M. Ward Consulting, *Host*

Submitter: Lorraine Stomski, lorraine.stomski@aon.com

158. Panel Discussion: 12:00 PM–12:50 PM Lake Michigan

New World of Technology in Assessment Centers: Challenges and Opportunities

The panel will provide SIOP members with an overview of ways technology is currently incorporated into assessment centers, challenges and opportunities of integration, and guidance on use of technology while maintaining quality control and accuracy. The diverse panel includes practitioners, scientists, consultants, and academics in the field of assessment centers.

John C. Scott, APT, Inc., *Chair*
 Lynn Collins, Sandra Hartog & Associates/Fenestra, *Panelist*
 Kirsten T. Gobeski, Booz Allen Hamilton, *Panelist*
 Kenneth Sumner, Montclair State University, *Panelist*
 Mark C. Frame, Middle Tennessee State University, *Panelist*
 Submitter: Kirsten Gobeski, kirsten.gobeski@gmail.com

159. Symposium/Forum: 12:00 PM–1:20 PM Lake Ontario

Focusing on Employees to Achieve Environmentally Sustainable Organizations

Individual-level green attitudes, knowledge, and behaviors are the focus of this symposium. Meta-analyses, quantitative, and qualitative primary studies address that employee characteristics (personality, age, gender, education, socioeconomic status) are relevant for environmental sustainability in organizations. Cross-cultural differences in employee green behaviors are examined.

Stephan Dilchert, Baruch College, *Chair*
 Stephan Dilchert, Baruch College, Deniz S. Ones, University
 of Minnesota, *Personality and Its Relationship to
 Sustainable and Unsustainable Workplace Behaviors*
 Susan D'Mello, University of Minnesota, Deniz S. Ones,
 University of Minnesota, Stephan Dilchert, Baruch
 College, *The Relationship Between Education Level,
 Income, and Environmentalism: A Meta-Analysis*
 Rachael Klein, University of Minnesota, Deniz S. Ones,
 University of Minnesota, Stephan Dilchert, Baruch
 College, *Meta-Analysis of Gender Differences in
 Environmental Knowledge, Concern, and Behavior*
 Lauren Hill, University of Minnesota, Deniz S. Ones,
 University of Minnesota, Stephan Dilchert, Baruch
 College, Brenton M. Wiernik, University of Minnesota,
 Rachael Klein, University of Minnesota, Susan D'Mello,
 University of Minnesota, *Employee Green Behaviors in
 Europe: A Cross-Cultural Taxonomic Investigation*
 Brenton M. Wiernik, University of Minnesota, Deniz S. Ones,
 University of Minnesota, Stephan Dilchert, Baruch
 College, Rachael Klein, University of Minnesota, Susan
 D'Mello, University of Minnesota, *Workforce Age and
 Environmental Sustainability: The Influence of
 Sustainability Culture*

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

160. Symposium/Forum: 12:00 PM–1:50 PM Northwest 5

Advances in Understanding the Links of Emotions and Context

Four empirical papers and 1 theoretical paper consider how different components of the work context can shape momentary affect through conscious and unconscious processes. Utilizing a variety of research methodologies, employee affect is examined as an outcome of emotional contagion, customer–employee interactions, and perceived person–environment fit.

Laura Petitta, University of Rome, *Chair*
 James M. Diefendorff, University of Akron, *Co-Chair*
 James M. Diefendorff, University of Akron, Allison S.
 Gabriel, University of Akron, Gary J. Greguras, Singapore
 Management University, Megan Chandler, University of
 Akron, Christina Moran, University of Akron, *Affect and
 Perceived Person–Environment Fit: An Event-Level
 Analysis*
 Eugene Kim, University of Minnesota, David J. Yoon,
 University of Minnesota, Theresa M. Glomb, University
 of Minnesota, *Display of Positive Emotions and Well-
 Being: A Social Interaction Model*

Richard E. Boyatzis, Case Western Reserve University, *The Neural Basis of Emotional Contagion*

Eugene Y. J. Tee, HELP University College, Neal M. Ashkanasy, University of Queensland, Neil Paulsen, University of Queensland, *Upward Emotional Contagion and Leadership*

Laura Petitta, University of Rome, Fiorenza Di Cave, University of Rome, *Emotional Contagion at Work and Group Performance*

Stéphane Côté, University of Toronto, *Discussant*

Submitter: James Diefendorff, jdiefen@uakron.edu

161. Community of Interest: 12:00 PM–1:20 PM PDR 2

Online Testing

Fritz Drasgow, University of Illinois at Urbana-Champaign, *Host*

Robert E. Gibby, Procter & Gamble, *Host*

John J. Donovan, Rider University, *Coordinator*

162. Symposium/Forum: 12:00 PM–1:20 PM Waldorf

HC Analytics: What Should We Do With All These Numbers?

The importance of evaluating the effectiveness of human capital initiatives is intuitive; however, there are inherent challenges to capturing the appropriate data that, in turn, will lend themselves to productive action plans. The presenters in this symposium speak from experience regarding the effective use of human capital analytics.

Suzanne Tsacoumis, HumRRO, *Chair*

Gina Medsker, HumRRO, *Identifying Meaningful Human Capital Analytics for the Federal Government*

Amy Dawgert Grubb, Federal Bureau of Investigation, *What Do I Do With All This HC Analytic Data?*

Andrew Biga, Procter & Gamble, Robert E. Gibby, Procter & Gamble, A. Silke McCance, Procter & Gamble, Jane B. (Brodie) Gregory, Procter & Gamble, Adam J. Massman, Michigan State University, *Deeper and Faster Insights on Human Capital Through Automating Analytics*

Rodney A. McCloy, HumRRO, *Discussant*

Submitter: Suzanne Tsacoumis, stsacoumis@humrro.org

163. Symposium/Forum: 12:00 PM–1:20 PM Williford C

A Conceptual and Empirical Exploration of Leader Virtues

The significant role of virtues in guiding people's behaviors has been extensively discussed in the ethics literature. In leadership research, however, the construct of "virtues" has not been systematically examined. This symposium aims to facilitate a rich discussion of leader virtues and to inspire future research in this direction.

Rick D. Hackett, McMaster University, *Co-Chair*

Gordon Wang, McMaster University, *Co-Chair*

John J. Sosik, The Pennsylvania State University, John

Cameron, The Pennsylvania State University, *Character, Virtue, and Authentic Transformational Leadership: A Self-Concept-Based Model*

Emily M. Hunter, Baylor University, Mitchell Neubert, Baylor

University, Sara J. Perry, University of Houston-Downtown, Evan L. Weinberger, University of Houston, Lisa M. Penney, University of Houston, L. A. Witt, University of Houston, Lisa Walther, Baylor University, *The Virtues of Servant Leadership*

Gordon Wang, McMaster University, Rick D. Hackett, McMaster University, *Leader Virtues, Virtuous Leadership: A Proposed Model and Scale*

David B. Zoogah, Morgan State University, *A Multilevel Model of Virtuous Followership for Leader-Follower Relationship Effectiveness*

Ronald E. Riggio, Claremont McKenna College, Weichun Zhu, The Pennsylvania State University-Great Valley, Christopher Reina, Claremont McKenna College, James Maroosis, Forham University, *Virtue-Based Measurement of Ethical Leadership: The Leadership Virtues Questionnaire*

Grant Peirce, Peirce Group LLC, *Discussant*

Submitter: Rick Hackett, hackett@mcmaster.ca

164. Symposium/Forum: 12:30 PM–1:50 PM International Ballroom South

Programmatic Executive Coaching for Individual and Organizational Change

Organizations use executive coaching to develop leadership capabilities and improve individual impact and performance. They also use organizational change methods to improve results and drive performance. This symposium presents a programmatic coaching initiative designed to drive both individual and organizational performance in a global business.

Hy Pomerance, New York Life Insurance Co., *Chair*

Hy Pomerance, New York Life Insurance Co., *The Characteristics of Programmatic Coaching for Organizational Change*

Robert J. Lee, iCoachNewYork, *Managing a Panel of Internal and External Executive Coaches*

William H. Berman, Berman Leadership Development, *Assessment and Evaluation of Dual-Purpose Programmatic Coaching*

Submitter: William Berman, bill@bermanleadership.com

165. Special Events: 12:30 PM–1:20 PM Joliet

A Strategy for Building an Infrastructure for Science Advocacy Within SIOP

Large-scale societal problems (aging, health care, energy, etc.) necessitate science-based solutions involving systems, organizations, and behavior. Unfortunately, I-O psychology is typically not at the table when legislation, science policy, and funding decisions are made. We will discuss a strategy to build an infrastructure to enhance science advocacy by SIOP.

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

Ruth Kanfer, Georgia Institute of Technology, *Panelist*

Howard M. Weiss, Purdue University, *Panelist*

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

Submitter: Steve Kozlowski, stevekoz@msu.edu

166. Symposium/Forum: 12:30 PM–2:20 PM Northwest 1

The Whos and Whys of Workplace Mistreatment

This symposium advances research on mistreatment in organizations by examining critical gaps in the workplace mistreatment literature. Research will be presented on weight/obesity, personality, and political party preference as predictors of incivility. A measure of instigator activities and intentions will be introduced and target's appraisals of mistreatment will be explored.

Jennifer Rodriguez, Texas A&M University, *Co-Chair*
Kathi N. Miner-Rubino, Texas A&M University, *Co-Chair*
Katherine Wolford, Bowling Green State University, Michael T. Sliter, Bowling Green State University, Steve M. Jex, Bowling Green State University, *Incivility and Weight: An Examination of the Relationship and Moderators*
Alex Milam, University of Houston-Clear Lake, Rubina Hanif, National Institute of Psychology, Lisa M. Penney, University of Houston, Coralia Sulea, West University of Timisoara, Christiane Spitzmueller, University of Frankfurt/University of Houston, *Workplace Ostracism: Does the Target's Personality Make any Difference?*

Jennifer Rodriguez, Texas A&M University, Kathi N. Miner-Rubino, Texas A&M University, *Workplace Incivility and Occupational Stress During a National Political Election*
Margaret S. Stockdale, Southern Illinois University-Carbondale, Krymese L. Frazier, Southern Illinois University-Carbondale, *Construct Validity of the Sexually Harassing Activities Questionnaire*
Jennifer Bunk, West Chester University, Erin Elyse Hammond, West Chester University, Jessica Ruane, West Chester University, Vicki J. Magley, University of Connecticut, *Why Workplace Incivility Is Harmful: Appraisal and Sensitivity Matter*

Submitter: Jennifer Rodriguez, jrodriguez@neo.tamu.edu

167. Interactive Posters: 1:00 PM–1:50 PM Astoria

I Get by With a Little Help From My...Mentor

Tammy Allen, University of South Florida, *Facilitator*

167-1 Managerial Promotability: The Roles of Supervisor Support and Mentoring Subordinates

This study of 197 managers examined whether career-related mentoring mediates the relationship between perceived supervisor support and promotability. Results indicate that supervisor support is positively related to a manager's mentoring of direct reports, and mentoring is related to the manager's promotability. There was limited support for mentoring as a mediator.

Sarah A. Stawiski, Center for Creative Leadership
William A. Gentry, Center for Creative Leadership
Laura M. Graves, Clark University
Jennifer J. Deal, Center for Creative Leadership
Marian N. Ruderman, Center for Creative Leadership
Todd J. Weber, University of Nebraska-Lincoln

Submitter: William Gentry, gentryb@ccl.org

167-2 Individual and Organizational Outcomes of Negative Mentoring Experiences

This study explores the relationship between negative mentoring experiences and organizational behaviors and physical symptoms, as moderated by trait hostility. Longitudinal data indicates that negative mentoring leads to OCB, CWB, and physical symptoms, moderated by trait hostility.

Subhadra Dutta, Central Michigan University
Kimberly E. O'Brien, Central Michigan University

Submitter: Kimberly O'Brien, obrie1ke@cmich.edu

167-3 The Relationship Between Negative Mentoring Experiences and Workplace Outcomes

This study explores the relationship between negative mentoring experiences and organizational justice and physical symptoms, as moderated by locus of control. Self-report surveys of 217 protégés in a longitudinal study found a buffering effect of locus of control on physical symptoms and distributive justice but not procedural justice.

Cynthia Reeves, Central Michigan University
Kimberly E. O'Brien, Central Michigan University

Submitter: Kimberly O'Brien, obrie1ke@cmich.edu

167-4 The Effect of Value Congruence on Mentoring Relationships and Outcomes

This study addressed how mentor/protégé similarity affects mentor support, mentor satisfaction, and protégé outcomes (organizational commitment, career success, and job satisfaction). Results indicated that perceived value similarity results in more psychosocial support also mentor satisfaction mediated between support and some outcomes variables. Other important results were also found.

Marcy Young Illies, College of Saint Benedict and Saint John's University

Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Marcy Young Illies, myoungillies@csbsju.edu

168. Panel Discussion: 1:00 PM–2:20 PM Lake Michigan

All Aboard: Opportunities and Challenges Associated With Employee Onboarding

There has been growing interest among I-O psychologists in the design and implementation of employee onboarding programs. The purpose of this session is to provide an interactive forum for discussing the opportunities and challenges surrounding onboarding and the implications for advancing the science and practice of the field.

Jesse Erdheim, Federal Management Partners, *Chair*
Jessica L. Dzieweczynski, Federal Management Partners,

Panelist

Jinyan Fan, Auburn University, *Panelist*

Autumn D. Krauss, Kronos Talent Management Division,

Panelist

Dina M. Rauker, Korn/Ferry International, *Panelist*

April Jones Tate, Center for Veterinary Medicine, *Panelist*

Submitter: Jessica Dzieweczynski, jessicadzi@gmail.com

169. Symposium/Forum: 1:00 PM–2:20 PM**Marquette****Performance Management Transformation: Systems, Process, and Practice Issues**

Performance management systems are often seen as a central tool for facilitating strategic talent management practices and fostering positive, developmentally effective management behavior. Presenters in this symposium will discuss challenges, opportunities, and successes that have been realized through major transformations of performance management systems and processes.

Richard T. Cober, Marriott International, *Chair*
 Adam S. Rosenberg, The Ritz-Carlton, Andrew J. Smith, Appalachian State University, Victoria A. Davis, Marriott International, *Driving the Global Talent Pipeline Through Performance Management Strategy*

Anjali Fox, PTC, *3 Cs of Performance at PTC*
 Allen M. Kamin, GE, *GE's Performance Management Process: You Think We Do What?*

Steven T. Hunt, SuccessFactors, *Implementing PM Technology: Best, Necessary, and Problem Practices*

Paul E. Levy, University of Akron, *Discussant*

Submitter: Richard Cober, rich.cober@marriott.com

170. Posters: 1:00 PM–1:50 PM**SE Exhibit Hall****Emotions/Emotional Labor/Exchange/Politics****170-1 Political Skill on the Perceived Victimization–Performance Relationship: Constructive Replication**

It is theorized and tested that a negative social exchange process explains the link between perceived victimization in the work environment and job performance, and that political skills plays an important role as a critical moderator. Three constructive studies confirm the hypotheses of this study.

Jeffrey R. Bentley, State University of New York at Buffalo
 Lisa V. Williams, State University of New York at Buffalo
 Brooke A. Shaughnessy, State University of New York at Buffalo
 Jun Yang, State University of New York at Buffalo

Submitter: Jeffrey Bentley, Bentley.Jeff@gmail.com

170-2 Negative Affect and Counterproductive Work Behavior: Roles of Arousal Level

This study inquires into the roles of negative affect in predicting counterproductive work behavior (CWB) targeting either individuals (CWBI) or an organization (CWBO). Through the application of a circumplex model of affect, findings support that high and low arousal negative affect are positively associated with CWBI and CWBO, respectively.

Yongjun Choi, University of Minnesota
 Submitter: Yongjun Choi, choi0321@umn.edu

170-3 Influence of Personality and Politics on Performance

Using a social exchange framework, this project empirically tests how individual differences and environment

factors influence workplace deviance. Results from a for-profit field sample suggest that employees with a positive self-assessment withheld productive efforts when they perceived their working environment to be political.

Brian J. Collins, University of Southern Mississippi
 Submitter: Brian Collins, brian.collins@usm.edu

170-4 The Primacy of Perceiving Emotion Recognition and Emotional Labor

This study was conducted to clarify the meaning of emotion recognition (subcomponent of emotional intelligence) for performing emotional labor. In a 4-week study with $N = 85$ nurses and police officers, emotion recognition prevented workers performing emotional labor from losses in work engagement.

Myriam N. Bechtoldt, Goethe University
 Irene E. de Pater, University of Amsterdam
 Bianca Beersma, University of Amsterdam
 Sonja Rohrmann, Goethe University

Submitter: Myriam Bechtoldt, bechtoldt@psych.uni-frankfurt.de

170-5 Getting Ahead, Emotional Intelligence, and Career Success

In a longitudinal study with 71 employees over 2 years, emotional intelligence moderated both the getting ahead motive–income relationship and the getting ahead motive–perceived marketability relationship, giving empirical support to the social facilitator role of emotional intelligence. Implications and limitations are discussed.

Tassilo Momm, University of Bonn
 Yongmei Liu, Illinois State University
 Alexander Witzki, University of Bonn
 Gerhard Blickle, University of Bonn

Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

170-6 Interpersonal Emotion Regulation in Leadership

Successful leaders influence their followers' emotions in order to meet organizational goals. This paper presents development and validation of an interpersonal emotion regulation scale in leadership. The scale yields sufficient internal consistency, hypothesized factor structure, and is correlated with leaders' self-reports of success in influencing others' emotions and well-being.

Jessica Boltz, German Police University
 Andrea Fischbach, German Police University
 Submitter: Jessica Boltz, jessica.boltz@dhpol.de

170-7 Free to Hold Back? Autonomy, Emotional Labor, and CWB

We examined the moderating effect of autonomy on the relationship between emotional labor—assessed using O*NET data—and CWB. This relationship was positive for employees reporting low levels of autonomy and negative for high levels of autonomy. Results indicated that autonomy mitigates the negative impact of emotional labor.

Brian Srubar, University of Houston

Christopher T. Huynh, University of Houston
Kori Callison, University of Houston
Lisa M. Penney, University of Houston

Submitter: Kori Callison, koricalison@gmail.com

170-8 Explaining Work Outcomes With Trait Affect: A New Measure

This study provides support for using a measure of affective disposition based for selection and employee development. TAM, based on the V-A model of affect, was related to a number of work-related outcomes and explained variation in organization outcomes beyond the Big 5 personality dimensions.

Caitlin M. Cavanaugh, Indiana University-Purdue University, Indianapolis

David E. Caughlin, Portland State University
Dennis J. Devine, Indiana University-Purdue University Indianapolis

Submitter: Caitlin Cavanaugh, ccavanaugh2009@gmail.com

170-9 The Impact of Mood Pleasantness and Activation on Performance Evaluations

This study investigates the impact of mood on performance ratings of either average or overweight managers. Results revealed that individuals in pleasant moods rated overweight managers lower, whereas ratings from individuals in unpleasant moods were relatively consistent regardless of condition. Implications and future research directions are discussed.

Malissa A. Clark, Auburn University
Anne C. Bal, Wayne State University
Ludmila Zhdanova, Wayne State University
Boris B. Baltes, Wayne State University

Submitter: Malissa Clark, clarkm@auburn.edu

170-10 Pride in Service Work

This study among a sample of 143 clerks uses a 3-week longitudinal design examining the mediating role of service workers' authentic pride on the basis of the current state of emotional labor research. It is found that customers' service appreciation enhances service workers' authentic pride, which again benefits work engagement.

Andrea Fischbach, German Police University
Catharina Decker, German Police University

Submitter: Catharina Decker, catharina.decker@dhpul.de

170-11 Identifying and Assessing Leader Emotion Management Dimensions

Existing leadership frameworks do not fully capture or delineate the components of emotion management. This paper describes the process leading to the identification of 8 leader emotion-management dimensions, the development of a tool to measure these dimensions, and the initial results of our validation process.

Heather M. Mullins, George Mason University
Kate LaPort, George Mason University
Eric Weis, George Mason University
Gia Dirosa, George Mason University

Submitter: Gia DiRosa, gia.dirosa@gmail.com

170-12 Emotional Labor and Job Satisfaction: A Meta-Analysis

This meta-analysis attempts to establish a relationship between emotional labor and job satisfaction. The "acting" that takes place during emotional labor is found correlated to negative work-related outcomes like job satisfaction. Results indicate a negative relationship between emotional labor and job satisfaction. A potential moderator is also investigated.

Cara L. Fay, University of Texas at Arlington

Submitter: Cara Fay, cara.fay@mavs.uta.edu

170-13 Mood Effects on Resource Allocation Decisions

This study examines how an individual's current mood interacts with project incentives and impacts the decision to allocate additional resources to an ongoing project. Results indicate that positive mood states increase the likelihood of additional resource allocation to an ongoing project and moderates the impact of projected payout patterns.

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

Submitter: Paul Harvey, paul.harvey@unh.edu

170-14 How Culture Shapes Effects of Up-Regulated Happiness on Prosocial Behaviors

In this paper, a theoretical model is developed of how culture influences the relation between one person's up-regulated happiness and another person's prosocial behaviors. It suggests that people from different cultures make different inferences about trustworthiness from up-regulated happiness, which in turn has consequences for prosocial behaviors.

Ivona Hideg, University of Toronto

Submitter: Ivona Hideg, ivona.hideg07@rotman.utoronto.ca

170-15 An Examination of Subliminal Influence on Task Satisfaction and Performance

This investigation revealed that subliminally presented emotion words impacted felt affect, task satisfaction, and performance on a proofreading task and, to a less consistent degree, on creative tasks. Results indicated that these effects still held when participants were aware that they would be exposed to subliminal stimuli.

Xiaoxiao Hu, George Mason University
Seth A. Kaplan, George Mason University

Submitter: Xiaoxiao Hu, xiaoxiaohu.pku@gmail.com

170-16 Income, Personality, and Subjective Economic Well-Being: Genetic and Environmental Influences

The relationships among income, personality (core self-evaluations), and subjective economic well-being (SEWB) were examined. We find genes and unique environmental factors explain the relationship between personality and SEWB for men and women. Income and SEWB are related only for men; this relationship is due purely to overlapping unique environmental factors.

Michael J. Zyphur, The University of Melbourne
 Wen-Dong Li, National University of Singapore
 Zhen Zhang, Arizona State University
 Richard D. Arvey, National University of Singapore
 Submitter: Wen-Dong Li, oceanbluepsy@gmail.com

170-17 Strategic Emotional Display

The study explored an underresearched influence tactic, strategic emotional display. It was found that individuals who use positive emotions in social influence enhanced their access to network resources and career prospectus, and those who use negative emotions in social influence eroded their network resources and hindered career-growth potential.

Yongmei Liu, Illinois State University
 Jun Liu, Renmin University of China
 Longzen Wu, Hong Kong Baptist University
 Submitter: Yongmei Liu, yliu2@ilstu.edu

170-18 The Temporal Dynamics of Emotions Within a Workday

Using the day reconstruction method, an alternative to experience sampling methodology, we examine how emotions fluctuate within 1 workday. Data revealed that negative emotions increased over time. This effect was exacerbated by Neuroticism but independent of the number of hours worked and job satisfaction.

Jae Yoon Chang, Sungshin Women's University
 Allison Cook, Texas A&M University
 Stephanie C. Payne, Texas A&M University
 Submitter: Stephanie Payne, scp@tamu.edu

170-19 Too Much of a Good Thing? Emotional Intelligence and Performance

We relook at the relationship between emotional intelligence and performance by testing for curvilinear effects. We evaluate the moderating role of job context in this relationship. We test our theory in a sample of 303 part-time MBA students. We find support for our hypotheses.

Sheetal Singh, Morgan State University
 Submitter: Sheetal Singh, sheetalkapoor@hotmail.com

170-20 Positive Workplace Interactions Scale: Examining a Model of Emotional Labor

This study examines positive events in the role of emotional labor, part of the model of emotional labor that has been previously ignored. We develop a scale on positive events and test the role of these events in emotional labor, including employee outcomes.

Michael T. Sliter, Bowling Green State University
 Scott A. Withrow, Bowling Green State University
 Steve M. Jex, Bowling Green State University
 Submitter: Michael Sliter, msliter@bgsu.edu

170-21 The Role of Intrinsic Motivation in the Emotional Labor Process

Emotional labor is examined in the context of long-term care work. With tests of conditional indirect effects,

emotional labor strategies are separately tested as potential mediators of the association between perceived emotional demands and job satisfaction; in addition, the moderating role of intrinsic motivation is assessed.

Justin M. Sprung, Bowling Green State University
 Michael A. Daniels, Bowling Green State University
 Jennifer Z. Gillespie, Bowling Green State University
 Cheryl Conley, Alzheimer's Association, NW Ohio Chapter
 Submitter: Justin Sprung, justinsprung@hotmail.com

170-22 Misperception of Emotion in E-mail: Effects of Gender and Status

This study provides a test of propositions put forth in Byron's (2008) model of emotional misperception in e-mail. Sender status and gender were manipulated and exhibited interactive effects on perceived emotion of the sender. Trait affect of the reader also predicted perceived emotion. Implications for Byron's (2008) model are discussed.

Erin M. Richard, Florida Institute of Technology
 Chaunette M. Small, Florida Institute of Technology
 Bianca Trejo, Florida Institute of Technology
 Submitter: Elizabeth Steinhauer, esteinha@my.fit.edu

170-23 The Influence of Anger Appraisals on Ethical Decision Making

Higher order cognitive processes, including ethical decision making (EDM), are influenced by the experiencing of anger. However, the mechanisms by which anger influences EDM have not been investigated. Two appraisal dimensions of anger (goal obstacle vs. certainty) were manipulated in this study. Results suggest that appraisals of certainty disrupt EDM.

Chase E. Thiel, University of Oklahoma
 Shane Connelly, University of Oklahoma
 Jennifer A. Griffith, University of Oklahoma
 James Johnson, University of Oklahoma
 Zhanna Bagdasarov, University of Oklahoma
 Submitter: Chase Thiel, cm.thiel@yahoo.com

170-24 Employee Displays and Customer Disposition: Predicting Customer Satisfaction and Tips

Although service with a smile garners customer satisfaction, it is unclear whether customers influence their own satisfaction. Restaurant customers surveyed following a dining experience reported more satisfaction with friendly servers and gave higher tips when satisfied with the service encounter. Customer Agreeableness predicted satisfaction, whereas negative affect negatively impacted tips.

Sharmin Spencer Tunguz, DePauw University
 Lindsay Riggs, Elmhurst College
 Jessie Searles, DePauw University
 Submitter: Sharmin Tunguz, sharmintunguz@depauw.edu

170-25 Dynamic Person X Situation Interactions Among Affect, Difficulty and Performance

State affect and performance were measured over time in an easy or difficult air traffic control simulation. Effects of state affect were moderated by task difficulty and trait affect. Findings showed that trait positive affect can sometimes be detrimental, whereas trait negative affect can sometimes be beneficial for performance.

Gillian B. Yeo, University of Western Australia
Elisha Frederiks, University of Queensland
Andrew F. Neal, University of Queensland

Submitter: Gillian Yeo, gillian.yeo@uwa.edu.au

170-26 Political Skill, Emotion Regulation Ability, and Performance in Enterprising Activities

The study compares the validities of political skill (PS) and emotion regulation ability (ERA) in the prediction of job performance. We proposed that PS's predictability of job performance becomes stronger as enterprising job demands increase and that such predictability is stronger than ERA. Both hypotheses were supported.

Gerhard Blickle, University of Bonn
Tassilo Momm, University of Bonn
Yongmei Liu, Illinois State University
Rabea Haag, University of Bonn
Gesine Meyer, University of Bonn
Katharina Weber, University of Bonn
Ricarda Steinmayr, University of Heidelberg

Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

170-27 A Policy-Capturing Study of Reactions to Customer Service Failures

We manipulated a set of situational factors to examine customers' reactions to service failure and recovery using a policy-capturing methodology. Results indicate that apologies, material compensation, and attributions of causality have the strongest impact on reactions. Further, the effect of apology was moderated by the customer's level of negative affect.

Michael S. Lamm, The College of New Jersey
Jason Dahling, The College of New Jersey
Mindi Thompson, University of Wisconsin-Madison

Submitter: Jason Dahling, dahling@tcnj.edu

170-28 Leading for Creativity: The Moderating Role of Job Resources

In this study, we examined the relationship between leader-member exchange and creativity with a sample of 144 employees of a high-tech company. We examined whether 2 prominent job characteristics, namely job autonomy and idea support, moderate the relationship. Findings yield support for moderation effects.

Judith Volmer, University of Erlangen
Daniel Spurk, University Erlangen
Cornelia Niessen, University of Konstanz

Submitter: Judith Volmer,
judith.volmer@sozpsy.phil.uni-erlangen.de

170-29 The Costs of Mistaking E-Mail for Easy Mail

E-mail is a predominant organizational communication medium but is particularly susceptible to conflict. Using an experimental design ($N = 475$), we tested existing theory and found that diminished feedback, lengthier e-mails, and excess attention elicited unfavorable responses. Facets of the viewer's personality (Agreeableness, Conscientiousness), however, moderated many of these effects.

Eleanor M. Waite, University of Houston
Robert W. Stewart, University of Houston
Aleksandra Luksyte, University of Houston
Derek R. Avery, Temple University

Submitter: Eleanor Waite, lenniewaite@gmail.com

171. Symposium/Forum: 1:30 PM–2:50 PM Boulevard AB

What Do You Mean by That? Culture, Gender, and Evaluations

Job-irrelevant discrimination is a serious, ongoing problem in employment decisions. In this symposium, person-perception bases for bias in employment decisions are demonstrated and carefully described in both lab and field settings. Attempts are made to reduce discrimination through direct interventions and decision-making procedures.

Kathlyn Y. Wilson, Delaware State University, *Chair*
Julie J. Lamer, Florida International University, Robert G. Jones, Missouri State University, John W. Fleenor, Center for Creative Leadership, D. Wayne Mitchell, Missouri State University, *Do Expatriates Change or Bring Their Biases With Them?*

Kathlyn Y. Wilson, Delaware State University, Bobby D. Naemi, Educational Testing Service, *An Analysis of Supervisors' Written Comments and Performance Ratings*
Joel T. Nadler, Southern Illinois University-Edwardsville, Margaret S. Stockdale, Southern Illinois University-Carbondale, *Gender Bias in Workplace Appraisals: Role Congruity and Confirmation Bias*

Juliet Aiken, University of Maryland, *Duality of Bias: Predictors of Racial Bias in Interview Evaluations*
Paul J. Hanges, University of Maryland, *Discussant*

Submitter: Kathlyn Wilson, kwilson@desu.edu

172. Symposium/Forum: 1:30 PM–2:50 PM Boulevard C

Does Specificity Matter? Advantages of Broad Versus Narrow Traits

Personality can be measured in a broad or narrow manner, with implications for validity for a variety of organizational and individual outcomes. Four studies provide unique pieces of information for the "specificity matching" puzzle in the personality literature.

Sang Eun Woo, Purdue University, *Co-Chair*
Brian S. Connelly, University of Toronto, *Co-Chair*
Sang Eun Woo, Purdue University, Oleksandr Chernyshenko, Nanyang Technological University, *Openness Facets Predict Various Behavioral Outcomes Beyond a General Factor*

Kelly Scherer, Purdue University, James M. LeBreton, Purdue University, *Psychopathy: Predicting Counterproductive Work Behavior Above the Big Five Traits*

Jing Jin, University of Illinois at Urbana-Champaign, Sang Eun Woo, Purdue University, *Predicting College Students' Academic Performance: Contextualization, Facets, and Compound Traits*

Luye Chang, University of Connecticut, Brian S. Connelly, University of Toronto, Alexis A. Geeza, Montclair State University, *A Meta-Analysis of Personality's Predictive Power: Traits, Methods, or Metatraits?*

Frederick L. Oswald, Rice University, *Discussant*

Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

173. Panel Discussion: 1:30 PM–2:50 PM Continental A

Leveraging Technology to Deliver Assessments: Addressing the Challenges

Technology is strongly influencing the kinds of assessment tools used by organizations and how these tools are developed and administered while creating new opportunities and new challenges to effective assessment practice. Panelists will address questions on how to best address the serious challenges to sound assessment created by technology.

Seymour Adler, Aon Consulting, *Chair*

Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc., *Panelist*

Eugene Burke, SHL Group Ltd., *Panelist*

Brian J. Ruggeberg, Aon Consulting, *Panelist*

Adam B. Malamut, Marriott International, Inc., *Panelist*

Michael J. Zickar, Bowling Green State University, *Panelist*

Submitter: Seymour Adler, Seymour_Adler@Aon.com

174. Panel Discussion: 1:30 PM–2:50 PM Continental C

Understanding the Impact of an Aging Workforce on Employees/Organizations

The baby boom generation represents the largest cohort to approach retirement. Because it is far larger than any generation before or since, its impact on the workplace over the next several decades could be significant. This panel discussion examines the problems and potential of late career workers.

Jerry W. Hedge, RTI International, *Chair*

Arlene P. Green, Frito-Lay, Inc., *Panelist*

Arthur Gutman, Florida Institute of Technology, *Panelist*

Ute-Christine Klehe, University of Amsterdam, *Panelist*

Cheryl J. Paullin, HumRRO, *Panelist*

Lori Foster Thompson, North Carolina State University, *Panelist*

Submitter: Jerry Hedge, jerwhedge@aol.com

175. Panel Discussion: 1:30 PM–2:50 PM Lake Erie

No PhD? No Problem. What I-O Job Seekers Really Need

Those pursuing or recently having obtained a master's degree in I-O psychology may feel at a disadvantage to their PhD counterparts when seeking employment. The

purpose of this panel session is to discuss the experiences and skills necessary for job seekers to differentiate themselves in a competitive job market.

Nate Studebaker, pan, *Chair*

David Hamill, Transportation Security Administration, *Panelist*

Ivan Kulis, Fannie Mae, *Panelist*

Adam Vassar, Hogan Assessment Systems, *Panelist*

Evan White, Sears Holdings Corporation, *Panelist*

Submitter: Nathan Studebaker, nathan.k.studebaker@gmail.com

176. Roundtable Discussion/Conversation Hour: 1:30 PM–2:50 PM Lake Huron

Is Work–Life Balance Reality or Myth? Research and Lessons Learned

The session prompts dialogue among scholars, practitioners, and members about work–life balance and how current evidence relates to the real world. Experts will share research evidence, personal stories, and strategies so that attendees may advance their own coping skills and develop meaningful research questions.

Julie Holliday Wayne, Wake Forest University, *Host*

Donna Chrobot-Mason, University of Cincinnati, *Host*

Lorrina J. Eastman, Bank of America, *Host*

Alison C. Mallard, HRCatalyst, Inc., *Host*

Jeffrey H. Greenhaus, Drexel University, *Host*

Melenie Lankau, Wake Forest University, *Host*

Submitter: Julie Wayne, waynej@wfu.edu

177. Panel Discussion: 1:30 PM–2:50 PM Lake Ontario

Putting It All Together: Real-World Applications of Synthetic Validity

Despite synthetic validity's potential for overcoming barriers that limit traditional, criterion-related validation in organizations, it has not enjoyed widespread adoption. This session will provide a forum for attendees to learn from experienced practitioners about the application of these techniques and to promote greater understanding of their advantages and potential benefits.

Jeffrey D. Fecteau, PreVisor, *Chair*

Robert I. Driggers, Capital One, *Panelist*

Martha E. Hennen, United States Postal Service, *Panelist*

Jeff W. Johnson, Personnel Decisions Research Institutes, *Panelist*

Lia M. Reed, United States Postal Service, *Panelist*

Amy Powell Yost, Capital One, *Panelist*

Submitter: Jeffrey Fecteau, jfecteau@previsor.com

178. Community of Interest: 1:30 PM–2:50 PM PDR 2

The Employment Interview: Best Practices and Potential Pitfalls

Michael A. Campion, Purdue University, *Host*

Allen I. Huffcutt, Bradley University, *Host*

Matisha D. Montgomery, U.S. Office of Personnel Management, *Coordinator*

179. Panel Discussion: 1:30 PM–2:50 PM**Waldorf****I-O Psychology for Dummies: How to Explain What We Do**

This panel discussion examines the foundation of I-O psychology's professional identity. Panelists will address challenges that we, as I-O psychologists, have faced in succinctly and effectively describing our profession. A discussion of solutions to this dilemma and ideas for a cohesive description of our field will complete the session.

Brian Katz, Securities and Exchange Commission, *Chair*

Mark D. Mazurkiewicz, PDRI, *Co-Chair*

Samantha A. Ritchie, PDRI, *Co-Chair*

Irwin L. Goldstein, University System of Maryland, *Panelist*

Eric D. Heggstad, University of North Carolina-Charlotte,

Panelist

Elizabeth B. Kolmstetter, Director of National Intelligence,

Panelist

Paul M. Muchinsky, University of North Carolina-Greensboro,

Panelist

Douglas H. Reynolds, Development Dimensions International (DDI), *Panelist*

Submitter: Diana Sanchez, Diana.Sanchez@pdri.com

180. Friday Seminars: 1:30 PM–4:30 PM**Williford A**

Earn 3 CE credits for attending. Preregistration required.

The Relevance and Viability of Subconscious Goals in the Workplace

This seminar will focus on the role of subconscious goals in predicting workplace outcomes. Specifically, 2 leading scholars in the field of motivation will discuss the relevance and viability of subconscious goals in the field of I-O psychology, particularly the implications for job performance and fairness in the workplace.

Gary P. Latham, University of Toronto, *Presenter*

Edwin A. Locke, University of Maryland, *Presenter*

Ozgun Bu Rodopman, Bogazici University, *Coordinator*

Submitter: Ozgun Rodopman, burcu.rodopman@boun.edu.tr

181. Symposium/Forum: 1:30 PM–2:50 PM**Williford C****Globalization of I-O: Some Current (Troublesome?) Professional Practice Issues**

As more I-Os practice overseas or with multinationals, U.S.-trained practitioners must adapt their knowledge and tools to non-U.S. situations. Panelists will discuss lessons learned in global selection, assessment, leadership development, and employee surveys, as well as how to best serve the needs of clients and future practitioners.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*

Nancy T. Tippins, Valtera, *Testing and Assessment in a Global Environment*

William C. Byham, Development Dimensions International, *Globalization of I-O: Experiences in Management Assessment Centers*

Mary Plunkett, Heineken, Elizabeth J. Weldon, China Europe International Business School, *Perspectives on*

Leadership Development Globally

Jeffrey A. Jolton, Kenexa, *Executing (and Surviving)*

Engagement Surveys Around the Globe

Kyle Lundby, Valtera, *Discussant*

Submitter: Allen Kraut, allenkraut@aol.com

182. Symposium/Forum: 2:00 PM–2:50 PM**Continental B****Innovations in Mitigating Faking on Personality Assessments**

The impact of faking on personality inventories continues to be debated, and researchers have responded to calls for innovations in techniques to mitigate faking. This symposium presents novel approaches, including warnings regarding moral suasion, comparison of keying techniques, and new test delivery modes.

Tracy Kantrowitz, PreVisor, *Chair*

Angelica Uruena, Wilfrid Laurier University, Chet Robie,

Wilfrid Laurier University, *Effects of Warnings and*

Moral Suasion on the Big Five

Donald R. Scott, Development Dimensions International,

Evan F. Sinar, Development Dimensions International,

Empirically Keying Personality Scales to Reduce Faking in Applied Settings

Tracy Kantrowitz, PreVisor, Chet Robie, Wilfrid Laurier

University, *Estimates of Faking on Computer Adaptive*

and Static Personality Assessments

Neil D. Christiansen, Central Michigan University, *Discussant*

Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

183. Symposium/Forum: 2:00 PM–2:50 PM**International Ballroom South****Telework and Organizational Outcomes: The Impact on Various Stakeholders**

This symposium presents 3 empirical studies that examine the impact of telework within the workgroup. Results support that the teleworker him/herself, coworkers of teleworkers, and teleworking subordinates of offsite managers experience the impact of telework through various outcomes (e.g., job satisfaction, workload, turnover intent) and should be considered telework stakeholders.

Valerie J. Morganson, Old Dominion University, *Co-Chair*

Beth A. Heinen, ICF International, *Co-Chair*

Rebecca J. Thompson, Texas A&M University, Allison Cook,

Texas A&M University, Stephanie C. Payne, Texas A&M

University, Jaime B. Henning, Eastern Kentucky

University, *Does "Why" Matter: Uncovering Reasons for Telework and Their Effects*

Tomika W. Greer, Texas A&M University, Stephanie C. Payne,

Texas A&M University, Ann H. Huffman, Northern Arizona

University, Jaime B. Henning, Eastern Kentucky University,

Jennifer L. Rasmussen, Texas A&M University, *The Untold*

Story: The Impact of Teleworking on Nonteleworkers

Valerie J. Morganson, Old Dominion University, Gene K.

Johnson, Dell, Kerry McLennan, Dell, *Exploring the*

Interaction of Manager Work Arrangement and

Telework Attitudes

Timothy Golden, Rensselaer Polytechnic Institute, *Discussant*

Submitter: Valerie Morganson, Vmorgans@odu.edu

184. Special Events: 2:00 PM–2:50 PM Joliet

A Conversation With the SIOP Leadership

Come meet with the SIOP leadership to discuss various organizational issues as well as to get answers to your questions about SIOP activities. Topics will include the possible SIOP new book series, SIOP's federal advocacy, discussions with APS, and progress on the Alliance for Organizational Psychology.

Eduardo Salas, University of Central Florida, *Host*
Kurt Kraiger, Colorado State University, *Host*
Adrienne J. Colella, Tulane University, *Host*

Submitter: Eduardo Salas, esalas@ist.ucf.edu

185. Panel Discussion: 2:00 PM–2:50 PM Northwest 5

Industry Spotlight: Applying I-O to the Military

This "industry spotlight" examines the critical role I-O psychology plays in the military. A diverse panel of I-O researchers and practitioners will discuss their work in the military environment, challenges faced, and future needs in the industry. Applications of I-O topics including performance assessment, retention, and training will be examined.

Andrea Amodeo, Aptima, Inc., *Chair*
Fred A. Mael, Mael Consulting and Coaching, *Panelist*
Winston Bennett, Training Research Laboratory, *Panelist*
Gerald F. Goodwin, U.S. Army Research Institute, *Panelist*
Elizabeth H. Lazzara, University of Central Florida, *Panelist*

Submitter: Andrea Amodeo, amodeo29@hotmail.com

186. Posters: 2:00 PM–2:50 PM SE Exhibit Hall

Withdrawal/Absence/Turnover/Retention/Job Analysis/Competency Modeling/Job Design/Human Factors/Ergonomics

186-1 Beyond Leadership: Coworker Influence on Motivation and Intent to Stay

This study examines coworker influence on motivation and intent to stay. Although prior research has focused more on the impact of leaders, we find coworkers exert a unique effect beyond 2 sources of leadership support on these outcomes. Job status moderates the relationship between coworker relations and intent to stay.

Tessa Basford, George Washington University
Lynn R. Offermann, George Washington University
Submitter: Tessa Basford, tbasford@gwmail.gwu.edu

186-2 Turnover in Dirty Work: A Focus on Individual Characteristics

Applying social identity theory and conservation of resources theory, we identified individual-level predictors relevant to dirty work turnover. We examined whether differences in access to job information prior to hire, career commitment, expectation of impact, negative affectivity, and maladaptive coping style were related to turnover of animal shelter employees with euthanasia responsibilities.

Erika A. Carello, University of North Carolina Charlotte
Steven G. Rogelberg, University of North Carolina Charlotte
Brittany O'Neal, University of North Carolina Charlotte

Submitter: Erika Carello, ecarello@uncc.edu

186-3 Self-Enhancement Motives and Turnover Intention

We studied 3-way interactions of self-enhancement motives, group efficacy, and directive leadership on turnover intention in 2 separate samples with trait activation theory and conservations of resources framework. The 3-way hypothesis was generally supported.

Won-Woo Park, Seoul National University
Sangyun Kim, Seoul National University
Jung Rak Choi, Seoul National University

Submitter: Jung Rak Choi, choijrock@paran.com

186-4 Commitment Profiles and Turnover Intentions of Dissatisfied Employees

Five facets of job satisfaction and 4 commitment profiles were utilized to examine why dissatisfied employees do not intend to quit their organization. Data from 5,620 employees showed that highly committed profiles reported the least intention to quit for all job facets. Differences among other profiles are discussed.

Soner Dumani, University of South Florida
Zeynep Aycan, Koc University
Zahide Karakitapoglu Aygun, Bilkent University

Submitter: Soner Dumani, sdumani@mail.usf.edu

186-5 Everybody Is Doing It: Role Overload and Supplication

In our research, supplication is viewed as a stress reaction, an impression management tactic resulting from role overload. As hypothesized, role overload had a direct positive effect on supplication, leading to turnover intentions only when a mismatch between one's use of supplication and perceptions of a culture of supplication exists.

Angela Wallace, University at Buffalo, SUNY
Vickie Co Gallagher, Cleveland State University
Robyn L. Brouer, Hofstra University

Submitter: Vickie Gallagher, v.c.gallagher@csuohio.edu

186-6 Social Coping as a Response to Perceived Discrimination

We examined the association between social coping in response to perceived discriminatory treatment and withdrawal behaviors. We further studied how this relationship was moderated by core self-evaluations. We found that participants who reported high social coping and low core self-evaluations were more likely to withdraw from work.

Maria Fernanda Garcia, University of Texas at El Paso
Mary Triana, University of Wisconsin-Madison

Submitter: Maria Garcia, fgarcia6@utep.edu

186-7 Do Perceived Alternatives Moderate the Job Satisfaction–Turnover Intention Relationship

This study examined whether a 5-dimensional measure of perceived job alternatives (Employment Opportunity Index; Griffeth et al., 2005) moderated the job satisfaction–turnover intention relationship. Results revealed that 4 job alternative dimensions—desirability of movement, job mobility, networking, ease of movement—interacted with satisfaction to predict turnover intentions.

Allison N. Tenbrink, Ohio University
Anastasia L. Milakovic, Ohio University
David D. Fried, Ohio University
Kristina C. Karns, Ohio University
Rodger W. Griffeth, Ohio University

Submitter: Rodger Griffeth, griffeth@ohio.edu

186-8 Extending Job Embeddedness: An Application of Social Network Theory

This investigation extends job embeddedness theory on why people stay by integrating social network and turnover theories, we found that network constraint, social capital, normative pressures, and defecting links explained additional variance in quit propensity beyond “links”—or the number of workplace and community relationships.

Peter W. Hom, Arizona State University
Kristie Rogers, Arizona State University
David G. Allen, University of Memphis
Mian Zhang, Tsinghua University
Hailin Helen Zhao, Hong Kong Polytechnic University
Cynthia Lee, Hong Kong Polytechnic University/Northeastern University

Submitter: Cynthia Lee, c.lee@neu.edu

186-9 The Role of Scheduling Consistency Preferences on Workplace Outcomes

Nonstandard schedules and rotating shifts have been related to various negative workplace outcomes. This study builds on past research by taking a discrepancy theory approach to examining the effects of actual and preferred schedule consistency on fairness, intent to quit, and perceived mobility.

Ariel Lechhook, Wayne State University
James E. Martin, Wayne State University

Submitter: Ariel Lechhook, alechhook@wayne.edu

186-10 Exit Surveys: Evaluation of an Alternative Approach

Exit surveys provide valuable information for organizations, but obtaining data from exiting personnel is challenging. This study demonstrates the effectiveness of using alternative sources of information, such as peers, supervisors, and human resource specialists, to capture the reasons individuals are leaving the organization.

Elizabeth M. Lentz, PDRI
Chris Kubisiak, PDRI
Peter Legree, U.S. Army Research Institute for the Behavioral and Social Sciences
Kristen Horgen, PDRI
Mark C. Young, U.S. Army Research Institute for the Behavioral and Social Sciences

Jacob E. Sauser, George Mason University
Trueman Tremble, U.S. Army Research Institute for the Behavioral and Social Sciences

Submitter: Elizabeth Lentz, elizabeth.lentz@pdri.com

186-11 The Evaluation and Effects of Workplace Shock Experiences

This study was conducted to examine the evaluation and effects of a negative workplace event. Approximately 200 registered nurses reported on a significant negative work event. Perceived justice regarding the event predicted image compatibility, which in turn predicted turnover intention. Job embeddedness also influenced intent to leave the organization.

Ashley Rittmayer Hanks, Rice University
Margaret E. Beier, Rice University

Submitter: Ashley Rittmayer Hanks, rittmayer@rice.edu

186-12 Customer Satisfaction as a Mediator of the Turnover-Performance Relationship

We examined the influence of unit-level voluntary and involuntary turnover rates on customer satisfaction and financial performance utilizing time-lagged data obtained from 46 regional offices of a temporary help services firm. We found that customer satisfaction mediated the relationship between turnover rates of full-time staff and unit-level financial performance.

Mahesh V. Subramony, Northern Illinois University
Brooks C. Holtom, Georgetown University

Submitter: Mahesh Subramony, msubramony@niu.edu

186-13 Effects of Manager's Attitudes on Employee Turnover Intentions

Extant research has not examined how work-unit-level (i.e., meso-level) factors influence the relationship between employee job satisfaction and turnover intentions. Using hierarchical linear modeling, our study examined the influence of managers' job satisfaction and turnover intentions on the relationship between employee job satisfaction and turnover intentions.

Brian Flynn, Auburn University
Alan G. Walker, Auburn University
Stanley G. Harris, Auburn University

Submitter: Alan Walker, agw0006@auburn.edu

186-14 Empowered Yet Leaving: It Is All About Power Distance

This research looked at individual-level power distance as a boundary condition for the relationship between psychological empowerment and turnover. The results indicated that empowerment was associated with decreased voluntary turnover for individuals low on power distance and increased voluntary turnover for individuals high on power distance.

Morgan Wilson, University of Illinois at Chicago
Sandy J. Wayne, University of Illinois at Chicago
Anjali Chaudhry, Saint Xavier University

Submitter: Morgan Wilson, mwilso2@uic.edu

186-15 Evaluation of a Fatigue Countermeasure Training Program for Shiftworkers

This research evaluated a comprehensive fatigue countermeasure training program for shiftworkers using a theoretically grounded taxonomy of training criteria to assess learning across multiple domains. In addition, alternative evaluation strategies were utilized to improve traditional pretest–posttest designs and provide convergent evidence of training effectiveness.

Erica L. Hauck, Kenexa
 Katrina E. Bedell Avers, Federal Aviation Administration
 Joy Banks, Federal Aviation Administration
 Lauren V. Blackwell, Oak Ridge National Lab, Department of Energy
 Lori Anderson Snyder, University of Oklahoma
 Submitter: Erica Hauck, Erica.Hauck@kenexa.com

186-16 Speaking Up in the Operating Room Increases Clinical Team Performance

Speaking up—questioning or clarifying a current procedure—has been said to be essential for preventing medical harm. By examining speaking up, teamwork behavior, and performance during anesthesia inductions, we found that speaking up (a) predicted clinical performance, (b) was a consistent behavior, and (c) elicited further team coordination actions.

Michaela Kolbe, ETH Zurich
 Michael J. Bartscher, ETH Zurich
 Johannes Wacker, Klinik Hirslanden Zurich
 Bastian Grande, University Hospital Zurich
 Donat R. Spahn, University Hospital Zurich
 Gudela Grote, ETH Zurich

Submitter: Michaela Kolbe, mkolbe@ethz.ch

186-17 Driving Mental Models as a Predictor of Crashes and Tickets

The purpose of this study was to assess the efficacy of mental models as a predictor of driving outcomes. As hypothesized, mental models provided incremental validity in the prediction of driving outcomes beyond commonly used predictors in this domain, namely, exposure factors, demographic variables, general mental ability, and personality.

Gonzalo J. Muñoz, Texas A&M University
 Ryan M. Glaze, Texas A&M University
 Winfred Arthur, Texas A&M University
 Steven Jarrett, Texas A&M University
 Jennifer N. McDonald, Texas A&M University
 Submitter: Gonzalo Muñoz, gmunoz@tamu.edu

186-18 False Reporting and Training Transfer Effect on Job Analysis Ratings

Job analysis serves as the cornerstone for critical organizational practices and processes (e.g., choice of selection tool), yet little research has studied the impact of response bias on job analysis ratings and outcomes. This study demonstrates that biased SME ratings can impact job analysis data and outcomes.

Damon Drown, Portland State University
 Joy Kovacs, Kronos, Inc.
 Ryan P. Robinson, Kronos Inc.
 Jay H. Steffensmeier, Kronos, Inc.

Submitter: Damon Drown, ddrown@pdx.edu

186-19 Back to Basics: Who Should Complete KSAO-Task Linkages?

This study was conducted to determine whether incumbents, managers, or job analysts provide more reliable KSAO-task linkage ratings. The study contributes to limited research on this topic by comparing the reliability of linkages conducted by different raters, in an unexplored career field, using a 3-point rating scale.

Tara Myers, American Institutes for Research
 Cheryl Hendrickson, American Institutes for Research
 Sarah N. Gilbert, American Institutes for Research
 Andrew C. Loignon, American Institutes for Research
 Dwayne G. Norris, American Institutes for Research
 Nancy Matheson, American Institutes for Research
 Ruth Willis, U. S. Naval Research Laboratory

Submitter: Sarah Gilbert, sgilbert@air.org

186-20 A Theoretical Framework for Evaluating the Congruency of Organizational Practice

This paper proposes a framework for evaluating the congruency of organizational practices, based on components of the lens model (Brunswick, 1952), applying the framework performance appraisal, and job descriptions. The goal is to present a framework for practitioners to consider when implementing or experiencing issues with a practice.

Sean Robinson, Ohio University
 Allison N. Tenbrink, Ohio University
 Rodger W. Griffith, Ohio University

Submitter: Rodger Griffith, griffeth@ohio.edu

186-21 Identifying Critical Competencies Within Job Families: A Data-Driven Approach

This study used data-driven best practices to identify the most critical competencies for 3 job families: managers and executives, sales, and administrative and clerical. Although subject-matter experts rated 4 competencies as critical across the 3 job families, other competencies were unique to each job family.

Ashley E. J. Palmer, Hogan Assessment Systems
 Stephen Nichols, Hogan Assessment Systems
 Lauren N. Robertson, University of Tulsa

Submitter: Ashley Johnson, ajohnson@hoganassessments.com

186-22 To Weight or Not to Weight? Job Analysis Considerations

This study examined the impact of weighting job analysis results to account for response biases and differences in respondent perspectives for the MCAT content validity study. The paper makes recommendations for future high-stakes job analyses on how to determine whether weighting is necessary through a 3-step analytic process.

Lorin M. Mueller, American Institutes for Research
 Amanda R. Shapiro, DCI Consulting
 Hailey A. Herleman, Kenexa
 Dana M. Glenn-Dunleavy, Association of American Medical Colleges
 Scott H. Oppler, Association of American Medical Colleges
 Submitter: Lorin Mueller, lmuel@air.org

186-23 Success Profile Analyses Across Job Families at a Corporation

This study was conducted to identify a success profile, focusing on both competency models and organizational fit facets, for a large corporation using multiple levels of both participants and data collection methods. Several organizational-fit facets significantly differed according to job family. Potential causes are discussed.

Charles Gerhold, Scotts Miracle-Gro
 Kathryn G. VanDixhorn, Wright State University
 C. Barr Hill, Scotts Miracle-Gro

Submitter: Kathryn VanDixhorn, vandixhorn.2@wright.edu

186-24 Only Incumbent Raters in O*NET? Yes! Oh No!

An evaluation of O*NET revealed questions about the viability of imputing job descriptor data usually provided by analysts (KSAs) on the basis of incumbent task ratings. Examining multiple imputations, we conclude that imputed and existing ratings are not equivalent, and incumbent data is not superior to analyst data for imputations.

Philip T. Walmsley, University of Minnesota
 Michael W. Natali, University of Minnesota
 John P. Campbell, University of Minnesota
 Submitter: Philip Walmsley, walmsley.phil@gmail.com

186-25 Reactions to Psychological Contract Breaches: An Experimental Manipulation of Severity

The effects of perceived severity of psychological contract breaches upon employees' LMX and psychological contract perceptions, as well as taking charge behaviors, were examined. Working adults were randomly assigned to vignettes describing breaches of varying severity. Results suggest that varying the severity of breaches did affect participants' perceptions and behaviors.

Theresa P. Atkinson, Louisiana State University
 Russell A. Matthews, Louisiana State University

Submitter: Theresa Atkinson, tatkin5@tigers.lsu.edu

186-26 Autonomy: An Asset or a Burden?

Job autonomy, although often highly valued, also implies a lack of structure. Hence, employees high in personal need for structure (PNS) may not benefit from higher levels of autonomy. As hypothesized, we showed that autonomy predicted work outcomes through work motivation but only for employees low in PNS.

Marjette Slijkhuis, University of Groningen
 Eric F. Rietzschel, University of Groningen
 Nico W. Van Yperen, University of Groningen

Submitter: Annet de Lange, a.h.de.lange@rug.nl

186-27 Happy, Healthy, and Productive Employees: Servant Leadership and Needs Fulfillment

A model is proposed and tested using structural equation modeling and regression analyses to describe the mediation of servant leadership behaviors and employee outcomes by follower needs satisfaction. Direct and indirect effects were observed, suggesting needs fulfillment primarily mediates the relationship between supervisors' servant leadership behaviors and subordinates' job attitudes.

Kristin N. Saboe, University of South Florida
 Russell E. Johnson, Michigan State University

Submitter: Kristin Saboe, ksaboe@mail.usf.edu

186-28 Work Interruptions: Measure Development and Testing

Work interruptions are a relatively understudied workplace phenomenon. Drawing on conceptual work by Jett and George (2003), we have developed measures for each of the 4 proposed types of work interruptions—distractions, intrusions, breaks, and discrepancies—as well as provide preliminary validity evidence for these measures.

Jeff Muldoon, Louisiana State University
 Russell A. Matthews, Louisiana State University

Submitter: Jeff Muldoon, jmuldo1@lsu.edu

186-29 The Viability of Crowdsourcing for Survey Research

This study examined the efficacy of using crowdsourcing to collect survey data. We found that, compared to a university pool, crowdsourcing respondents were more diverse and the data were of equal quality. We conclude that the use of crowdsourcing is an appropriate alternative and provide ethical/practical guidelines for researchers.

Tara S. Behrend, George Washington University
 David J. Sharek, North Carolina State University
 Adam W. Meade, North Carolina State University
 Eric N. Wiebe, FridayInstitute for Educational Innovation

Submitter: Tara Behrend, behrend@gwu.edu

186-30 Survival Analysis Versus Traditional Regression Strategies to Analyzing Turnover Data

Using 2 organizational samples, this study compared logistic regression and Cox proportional hazards regression (survival analysis) as alternative statistical frameworks for testing predictive models of employee turnover. The conceptual and methodological factors that distinguish these methods and contribute to their divergence or convergence in specific selection-validation contexts are discussed.

Levi R. Nieminen, Wayne State University
 Neal W. Schmitt, Michigan State University
 Mark Zorzie, Michigan State University
 John D. Arnold, Polaris Assessment Systems

Submitter: Levi Nieminen, levi.nieminen@gmail.com

187. Friday Seminars: 2:00 PM–5:00 PM**Williford B**

Earn 3 CE credits for attending. Preregistration required.

How Do You Know What Your Employees Are Going Through? Logistical, Statistical, and Practical Methods for Assessing Daily Experiences at Work

This seminar will focus on experience sampling methods, one of the best methods for understanding the actual experiences of employees while at work. Specifically, it will discuss various practical means of accomplishing the assessment of daily experiences at work and the logistical hurdles that will inevitably arise when using these methods. It will then cover the basic modeling techniques for this resulting rich and complex set of data.

Daniel J. Beal, Rice University, *Presenter*

Chu-Hsiang Chang, Michigan State University, *Coordinator*

Submitter: Chu-Hsiang Chang, cchang@msu.edu

188. Symposium/Forum: 3:30 PM–4:50 PM**Boulevard AB**

Extending the Nomological Net: Antecedents of Shared Cognition in Teams

Symposium presenters summarize research from lab and field settings that identifies antecedents or predictors of shared mental models in teams. Presenters discuss how their findings extend the nomological network of shared mental models and inform selection and training in team-based organizations.

Suzanne T. Bell, DePaul University, *Co-Chair*

Julia E. Hoch, Michigan State University, *Co-Chair*

Ryan M. Glaze, Texas A&M University, Winfred Arthur, Texas

A&M University, Ira Schurig, Texas A&M University,

Steven Jarrett, Texas A&M University, Anton J. Villado,

Rice University, Winston Bennett, Training Research

Laboratory, *Relationships Among Mental Models, Practice Schedules, and Long-Term Skill Retention*

David Fisher, DePaul University, Suzanne T. Bell, DePaul

University, James A. Belohlav, DePaul University,

Personality and Team Processes as Antecedents of

Shared Mental Models

Julia E. Hoch, Michigan State University, *Shared Leadership and Age Diversity as Antecedents of Shared Cognition*

James H. Dulebohn, Michigan State University, *Shared Cognition in ERP Implementation in Cross-Functional Teams*

Troy V. Mumford, Utah State University, Travis Maynard, Colorado State University, Chris A. Henle, Colorado State

University, *Shared Role Cognitions as Antecedents and*

Consequences of Team Outcomes

Bryan D. Edwards, Oklahoma State University, *Discussant*

Submitter: Suzanne Bell, sbell11@depaul.edu

189. Symposium/Forum: 3:30 PM–4:50 PM**Boulevard C**

Innovations in Forced-Choice Measurements: New Models and Applications

The revival of interest in noncognitive measures resulted in hundreds of studies showing criterion validities,

but their applied use is still limited due to response distortion concerns. This symposium shows that forced-choice measures, constructed and scored using recent psychometric innovations, offer a promising alternative for selection applications.

Oleksandr Chernyshenko, Nanyang Technological University, *Chair*

Anna Brown, University of Cambridge, Albert Maydeu-

Olivares, University of Barcelona, *Designing Efficient*

Forced-Choice Tools Using the Thurstonian IRT Model

Jimmy de la Torre, Rutgers, The State University of New

Jersey, Vicente Ponsoda, Universidad Autónoma de

Madrid, Iwin Leenen, Mexican Institute for Family and

Population Research, Pedro Hontangas, Universidad de

Valencia, *Some Extensions of the Multi-Unidimensional*

Pairwise Preference Model

Oleksandr Chernyshenko, Nanyang Technological University,

Stephen Stark, University of South Florida, *Empirical*

Comparisons of Nonadaptive and Computerized Adaptive

Forced-Choice Tests

Anton L. de Vries, University of Maastricht, *The Benefit of*

Multidimensional Comparison Items in Ipsative Profile

Assessment

Scott B. Morris, Illinois Institute of Technology, *Discussant*

Submitter: Oleksandr Chernyshenko, chernyshenko@ntu.edu.sg

190. Symposium/Forum: 3:30 PM–4:20 PM**Continental A**

Online Recruiting: Taking It to the Next Level

Online recruitment is an increasingly popular way to seek potential employees; however, little research exists on current practices or organizational benefits. Online recruiting research presented in this symposium highlights team member recruitment, Web design, military recruiting, and organizational and environmental benefits of online recruiting practices.

Julianne Pierce, Walmart, Global Talent Management, *Chair*

David R. Earnest, Towson University, Ronald S. Landis,

University of Memphis, *Online Recruiting: Applicant*

Reactions to Individual and Team Positions

Joshua Douglas Cotton, U.S. Navy-NPRST, Amanda J.

Drescher, University of Memphis, *Online Recruiting for*

Military Positions in the U.S. Navy

Chanda S. Murphy, University of Memphis, *Online*

Recruitment, Navigational Web Design, and

Organizational Attractiveness

Adriane M. Sanders, University of Memphis, Alaina Keim,

University of Memphis, *Online Recruiting: Providing*

Organizational and Environmental Benefits

L. A. Witt, University of Houston, *Discussant*

Submitter: Julianne Pierce, pierce.julianne@gmail.com

191. Panel Discussion: 3:30 PM–4:50 PM**Continental B**

The Golden Gate: Building Bridges Between Research and Operations

Previous research has discussed the ongoing dilemma of implementing research-based findings in an applied setting. This panel will discuss lessons learned from various examples where bridges have been forged between

research and operations and examine ways to promote and achieve similar collaborations in other areas in the future.

Kimberly A. Smith-Jentsch, University of Central Florida, *Chair*
David P. Baker, IMPAQ International, *Panelist*
Dana Broach, FAA, *Panelist*
Henry L. Phillips, Naval Aerospace Medical Institute, *Panelist*
Lacey L. Schmidt, EASI/Wyle Labs-NASA JSC, *Panelist*

Submitter: Lacey Schmidt, Lschmidt@wylehou.com

192. Symposium/Forum: 3:30 PM–5:20 PM Continental C

Adverse Impact Analysis: Contemporary Perspectives and Practices

Organizations have long wrestled with the legal and workplace implications of selection procedures demonstrating adverse impact (AI). Presenters offer perspectives on AI that are both modern and broad: AI/validity tradeoffs, multigroup AI calculations, a new statistical AI test, and the impact of faking on AI.

Eric M. Dunleavy, DCI Consulting Group, *Chair*
David B. Schmidt, Development Dimensions International,
Alexander Schwall, Development Dimensions
International, Evan F. Sinar, Development Dimensions
International, *Forecasting the Workforce Implications of
Adverse Impact and Validity*

Eric M. Dunleavy, DCI Consulting Group, David Cohen, DCI
Consulting Group, Joanna Colosimo, DCI Consulting
Group, *A "Modern" Twist on Impact Analyses...or Is It?*
Elizabeth Howard, Illinois Institute of Technology, Scott B.
Morris, Illinois Institute of Technology, *Multiple Event
Tests for Aggregating Adverse Impact Evidence*
Seydahmet Ercan, Rice University, Frederick L. Oswald, Rice
University, *Assessing Adverse Impact: An Alternative to
the Four-Fifths Rule*

Phillip M. Mangos, Kronos Incorporated, John D. Morrison,
Kronos Incorporated, *Further Exploring Adverse Impact
Indices Under Differential Response Distortion Scenarios*
Nancy T. Tippins, Valtera, *Discussant*

Submitter: Frederick Oswald, foswald@rice.edu

193. Panel Discussion: 3:30 PM–4:50 PM International Ballroom South

Issues, Controversies, and Advancements in Workplace Assessment

Authors and editors of SIOP's new *Handbook of Workplace Assessment* will offer perspectives on the science and practice of assessment. In this session, chapter authors will share highlights from their work and will discuss overarching issues, recurring controversies, and recent advancements prevalent in the application of assessment in organizations.

Douglas H. Reynolds, Development Dimensions International
(DDI), *Co-Chair*

John C. Scott, APT, Inc., *Co-Chair*

Kevin R. Murphy, Pennsylvania State University, *Panelist*
Robert T. Hogan, Hogan Assessment Systems, *Panelist*
Ann Howard, Development Dimensions International, *Panelist*
James L. Outtz, Outtz and Associates, *Panelist*
Paul R. Sackett, University of Minnesota, *Panelist*

Submitter: Douglas Reynolds, doug.reynolds@ddiworld.com

194. Special Events: 3:30 PM–4:20 PM Joliet

A Retirement Research Incubator: Expanding Applied Research Frontiers

This research incubator forum encourages individuals with interests in retirement research to combine efforts to expand their research opportunities and international collaborations. During the session, participants will work with the facilitators to design and conduct studies in this area.

Mo Wang, University of Maryland, *Chair*

Janet L. Barnes-Farrell, University of Connecticut, *Panelist*
Gary A. Adams, University of Wisconsin Oshkosh, *Panelist*
Alok Bhupatkar, American Institutes for Research, *Panelist*
Barbara L. Rau, University of Wisconsin Oshkosh, *Panelist*

Submitter: Mo Wang, mwang@psyc.umd.edu

195. Symposium/Forum: 3:30 PM–4:50 PM Lake Erie

New Directions in Research on Workplace Aggression

This symposium assembles 3 empirical papers and 1 conceptual paper that explore new research avenues in the study of workplace aggression, including a new construct labelled suspended aggression, aggression in the context of mental health work, whistleblowing as a form of aggression, and spirals of incivility.

Constant D. Beugre, Delaware State University, *Chair*

Constant D. Beugre, Delaware State University, *A Model of
Suspended Aggression*

Stephen J. Wood, University of Sheffield, Chris B. Stride,
University of Leicester, Karen Niven, University of Leicester,
Workplace Aggression Among Mental-Health Workers

Virginia S. Kay, Kenan Flagler Business School, John J.
Sumanth, University of North Carolina, David M. Mayer,
University of Michigan, *Motive Threat-Induced
Cognitive Model of Retaliation Against Whistleblowers*

Kathi N. Miner-Rubino, Texas A&M University, Amanda D.
Pesonen, Texas A&M University, *The Roles of Anger,
Morality, and Identity in Retaliatory Mistreatment*

Submitter: Constant Beugre, cbeugre@desu.edu

196. Roundtable Discussion/Conversation Hour: 3:30 PM–4:50 PM Lake Huron

Optimizing Qualitative and Quantitative Data for Executive Assessment and Development

This session will discuss the challenge of balancing qualitative and quantitative assessment data to meet the needs of 2 different audiences: (a) boards of directors who want thorough, business-focused assessments for succession planning, and (b) C-suite or high-potential executives who want actionable feedback for personal development, coaching, and advancement.

George O. Klemp, Cambria Consulting, Inc., *Host*
Stephen F. Neubert, Cambria Consulting, Inc., *Host*
Barbara J. Kennedy, United Stationers, *Host*
Wayne Jones, Perfect World Coaching, *Host*

Submitter: Derek Steinbrenner,
dsteinbrenner@cambriaconsulting.com

197. Symposium/Forum: 3:30 PM–4:50 PM**Lake Michigan****Innovation in SJT Technology: Item Development, Fidelity, and Constructs Assessed**

In an effort to better understand what situational judgment tests (SJTs) measure, prior research has begun to explore a number of different formats for developing, administering, and scoring SJTs. This symposium further advances such research by examining a range of innovative SJT formats and their implications for construct-related validity.

Filip Lievens, Ghent University, *Co-Chair*

Thomas Rockstuhl, Nanyang Technological University, *Co-Chair*

Thomas Rockstuhl, Nanyang Technological University, Filip

Lievens, Ghent University, Soon Ang, Nanyang

Technological University, K. Yee Ng, Nanyang Technological

University, *Putting Judging Situations Back Into SJTs*

Britt De Soete, Ghent University, Filip Lievens, Ghent

University, Lena Westerveld, Politieacademie,

Concernlocatie Apeldoorn, *Higher Level Response*

Fidelity Effects on SJT Performance and Validity

Richard D. Roberts, ETS, Gerald Matthews, University of

Cincinnati, Nele Libbrecht, Ghent University, *Video-*

Based SJTs to Assess Emotional Abilities: Relations With

Social-Emotional Outcomes

Eugene Burke, SHL Group Ltd., Carly Vaughan, SHL Group

Ltd., *The Generalizability of a Construct-Driven*

Approach to SJTs

Neal W. Schmitt, Michigan State University, *Discussant*

Submitter: Thomas Rockstuhl, THOM0003@ntu.edu.sg

198. Special Events: 3:30 PM–4:20 PM**Lake Ontario**

1 CE credit for attending.

Master Collaboration: Executive Assessment, Leadership, and Management Development

Increasing collaboration between researchers and practitioners is critical for informing organizational practice and advancing our theories. Indeed, the celebration of science and practice is featured by Eduardo Salas as a key presidential theme this year. To further the collaborations between science and practice, there will be 2 presentations during the Master Collaboration session: “An Academic–Practitioner Collaboration to Create High-Engagement Executive Assessment and Development Experiences” and “Creating a Leadership and Management Development Framework: An Internal–External Collaboration.”

S. Bartholomew Craig, North Carolina State University, *Chair*

Lee J. Konczak, Washington University, *Presenter*

David E. Smith, EASI-Consult, LLC, *Presenter*

Kelly Adam Ortiz, Executive Leadership Consulting, *Presenter*

Beth Moore, The Guardian Life Insurance Company, *Presenter*

Submitter: S. Bartholomew Craig, bart_craig@ncsu.edu

199. Symposium/Forum: 3:30 PM–4:50 PM**Marquette****Illusion of Inclusion and Importance of Equity and Diversity Climate**

In many instances within a work environment there is an illusion of inclusion, and minority members are expected to assimilate. Considering the change in workforce demographics and reliance on global talent, it is imperative to highlight 4 projects that focus on antecedents and outcomes of diversity and equity climates.

Bianca Trejo, Florida Institute of Technology, *Chair*

Kizzy M. Parks, K. Parks Consulting Inc., *Co-Chair*

Aisha Taylor, Portland State University, *Diversity Climate and Beyond*

Kristine J Olson, Washington State University-Vancouver,

Armando X. Estrada, Washington State University-Vancouver,

Effect of Diversity Climate on Organizational Outcomes

Elizabeth Steinhauer, Defense Equal Opportunity

Management Institute, Marinus van Driel, Van Driel

Consulting/Defense Equal Opportunity Management

Institute, Mitchell H. Peterson, Florida Institute of

Technology, Daniel P. McDonald, Defense Equal

Opportunity Management Institute, *Relationship Among*

Branch Of Military Service, Equal Opportunity Climate

Sarah Singletary Walker, University of Houston-Downtown,

Michelle (Mikki) Hebl, Rice University, *The Impact of*

Formal and Interpersonal Discrimination on Job

Performance

Submitter: Kizzy Parks, kparks@kparksconsulting.com

200. Master Tutorial: 3:30 PM–4:50 PM**Northwest 1**

1.5 CE credit for attending.

Managing Coaching Practices: The Good, the Bad, and the Ugly

HR organizations implementing coaching are challenged to select external coaches, train and manage internal coaches, ensure alignment among them, engage the “community of practice” meaningfully, and document impact. Facilitators share tips, tools, and lessons learned from managing organizational coaching initiatives, revealing “the good, the bad, and the ugly”—inside and out.

Colleen C. Gentry, Cambria Consulting, Inc., *Presenter*

Ellen N. Kumata, Cambria Consulting, Inc., *Presenter*

Submitter: Derek Steinbrenner, dsteinbrenner@
cambriaconsulting.com

201. Symposium/Forum: 3:30 PM–5:20 PM**Northwest 5****Advancing Personality Assessment for Selection**

The research examined longitudinal validity of noncognitive measures (e.g., temperament/personality, person–environment fit, situational judgment) to predict performance, attrition, and attitudinal constructs. The findings demonstrate the incremental validity of noncognitive measures to supplement existing selection tools (e.g., cognitive assessments) and improve the prediction of performance in training and job contexts.

Tonia S. Heffner, U.S. Army Research Institute, *Co-Chair*
 Len White, U.S. Army Research Institute, *Co-Chair*
 Kimberly S. Owens, U.S. Army Research Institute, Tonia S. Heffner, U.S. Army Research Institute, Karen O. Moriarty, HumRRO, Roy Campbell, Human Resources Research Organization, *A Multidimensional Assessment of Training and Job Performance*

Matthew T. Allen, Human Resources Research Organization, Deirdre J. Knapp, Human Resources Research Organization, Yuqiu (Amy) Cheng, Human Resources Research Organization, Dan J. Putka, Human Resources Research Organization, *Predicting Performance Through Expanded Selection Metrics: Research Method and Results*

Fritz Drasgow, University of Illinois at Urbana-Champaign, Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, *Tailored Adaptive Personality Assessment System (TAPAS) Prediction of Soldier Performance*

Tonia S. Heffner, U.S. Army Research Institute, Kimberly S. Owens, U.S. Army Research Institute, Joe Caramagno, George Mason University, Yuqiu (Amy) Cheng, Human Resources Research Organization, Matthew T. Allen, Human Resources Research Organization, *Predicting Job Performance From Noncognitive Measures*

Leaetta M. Hough, Dunnette Group, Ltd., *Discussant*

Submitter: Tonia Heffner, tonia.heffner@HQDA.army.mil

202. Panel Discussion: 3:30 PM–5:20 PM PDR 2

LGBT Research—Academics, Consultants, Practitioners

This symposium invites researchers and practitioners to discuss LGBT research in relation to self-identification in organizations, executive LGBT leadership development, lesbian leadership, and LGBT employee resource groups (ERGs) and their strategy, as well as the state of LGBT ERGs.

Lyne Desormeaux, Corporate Counseling Associates, *Chair*
 Patrick Vitale, AAA Northern California, Nevada, and Utah, *Discussant*

Gene K. Johnson, Dell, *Discussant*

Adam J. Massman, Michigan State University, *Discussant*

Julie Gerdo, Central New York Center, *Discussant*

Terry Hildebrandt, Terry Hildebrandt & Associates, *Discussant*

Submitter: Lyne Desormeaux,
 ldesormeaux@corporatecounseling.com

203. Posters: 3:30 PM–4:20 PM SE Exhibit Hall

Job Attitudes/Engagement

203-1 Employee Perceptions Predict Proximal Business Outcomes and the Bottom Line

This study tested whether employee perceptions predict proximal work outcomes that in turn predict organizational financial outcomes. Data from 1 organization's 115 super-markets indicate that employee perceptions predict perishables shrink, that in turn predicts sales and profit outcomes.

Timothy J. Huelsman, Appalachian State University
 Shawn Bergman, Appalachian State University

Submitter: Shawn Bergman, bergmans@appstate.edu

203-2 Assessing the Propensity to Bask in Reflected Organizational Glory

We developed a methodology for measuring the propensity to bask in reflected glory (BIRG) based on employee reactions to specific events that created positive publicity for the organization. Results indicated that these events did influence organizational prestige and that BIRG propensity was associated with both organizational identification and commitment.

Louis C. Buffardi, George Mason University
 Sylvia Chen, George Mason University
 Ronald P. Vega, George Mason University
 Ryan N. Ginter, George Mason University

Submitter: Louis Buffardi, buffardi@gmu.edu

203-3 Five-Factor Model of Personality and Organizational Commitment: A Meta-Analysis

This study set out to meta-analyze the relationships between the 5-factor model (FFM) of personality traits and various dimensions of organizational commitment (OC). We developed hypotheses regarding the relationships between the FFM traits and OC and found supportive evidence for dispositional influences on OC to some appreciable extent.

Daejeong Choi, University of Iowa
 In-Sue Oh, Virginia Commonwealth University

Submitter: Daejeong Choi, daejeong.choi@gmail.com

203-4 Survey Drivers: Are We Driving Down the Right Road?

Using data from a large multi-organizational survey, we empirically examine survey key drivers, which have recently begun to be used extensively in applied survey research. We present opposing theories based on psychometric concepts and evaluate 5 research questions contrasting the results predicted by the 2 theories.

Jeffrey M. Cucina, U.S. Customs and Border Protection
 Philip T. Walmsley, University of Minnesota
 Ilene F. Gast, U.S. Customs and Border Protection
 Nicholas R. Martin, Office of Personnel Management
 Patrick J. Curtin, U.S. Customs and Border Protection

Submitter: Jeffrey Cucina, jcucina@gmail.com

203-5 Predictors and Outcomes of Work Centrality as a Life Role

This study attempted to understand the meaning of working for individuals by examining predictors and outcomes of work centrality. Personality played a role in work centrality development, and work centrality was related to various work-related outcomes. It granted meaning in life and affected psychological well-being of employees.

Subhadra Dutta, Central Michigan University
 Annalyn Jacob, Central Michigan University
 Terry A. Beehr, Central Michigan University

Submitter: Subhadra Dutta, dutta2s@cmich.edu

203-6 Are Anxious Employees Committed Employees?

We measured 3 forms of anxiety within a sample of working adults: test anxiety, social evaluation anxiety, and trait anxiety. Correlations among anxiety measures were high. Relations with affective, continuance, and normative commitment depended on the form of anxiety and organizational commitment being considered.

Ian R. Gellatly, University of Alberta
Richard D. Goffin, University of Western Ontario
Justin Feeney, University of Western Ontario
Submitter: Ian Gellatly, ian.gellatly@ualberta.ca

203-7 The Relationship Between Body Image and Job Satisfaction

This study was conducted to examine the relationship between body image and job satisfaction. The results showed a significant positive correlation between the Body Esteem Scale (BES) and the Job In General (JIG), and the BES and the Job Descriptive Index (JDI).

Alexander T. Jackson, The University of Tulsa
Shelia Kennison, Oklahoma State University
Submitter: Alexander Jackson, alexander-jackson@utulsa.edu

203-8 Keen to Work? Implicit Person Theory and Work Improvement Motivation

This study was conducted to investigate the impact of implicit person theory (IPT) on subordinate work improvement motivation. Results provided evidence for a positive relationship between subordinate perceptions of their manager's IPT (e.g., "my manager thinks that subordinate work performance is malleable") and subordinate work improvement motivation.

Chester Kam, University of Western Ontario
Stephen D. Risavy, University of Guelph
W. Q. Elaine Perunovic, University of New Brunswick
Lisa Plant, University of Windsor
Submitter: Chester Kam, ckam@uwo.ca

203-9 The Effect of Work Engagement on Personal Life Outcomes

We investigated if work engagement contributes to strain and well-being outcomes at home. Findings suggest that engagement can impact family satisfaction, life satisfaction, and physical illness. Work-family facilitation and family organizational supportive perceptions mediate relationships between engagement and these outcomes. Practical implications of findings for organizations are discussed.

Altovise Rogers, University of Houston
Cyrus Mirza, University of Houston
Benjamin Farmer, University of Houston
Kuo-Yang Kao, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Submitter: Kuo-Yang Kao, kuo.yang.kao@gmail.com

203-10 Do Employees Hold the Organization Responsible for a Bad Supervisor?

Our study examines the effects of having an abusive supervisor on employee commitment to the organization. Our results suggest that abusive supervision has negative consequences on commitment via decreased perceptions of organizational support. This negative relationship is strongest when employees perceive that their supervisor is high in organizational embodiment.

Mindy M. Krischer, University of Houston
Eleanor M. Waite, University of Houston
Hao Wu, University of Houston
Robert Eisenberger, University of Houston
Mary C. Kernan, University of Delaware
Submitter: Mindy Krischer, mmkrisch@gmail.com

203-11 Linking LMX to Performance via Engagement: Moderated Mediation Effect

Using a time-lagged design, this study found evidence that work engagement mediated the associations of leader-member exchange with task performance and/or organizational citizenship behavior. Further, evidence was found to partially support the moderation effect of Extraversion and Openness to Experience on the aforementioned mediation effect.

Fangyi Liao, Portland State University
Liu-Qin Yang, Portland State University
Mo Wang, University of Maryland
Junqi Shi, Peking University
Submitter: Fangyi Liao, evaliao.marchon@gmail.com

203-12 TMX and Work Engagement: Does Personality Make a Difference?

This study examined the interactive effects of personality traits by team-member exchange (TMX) on work engagement by utilizing a time-lagged design and a Chinese employee sample. Specifically, the TMX-work engagement relationship was moderated by Extraversion, Neuroticism, and Conscientiousness, respectively.

Fangyi Liao, Portland State University
Liu-Qin Yang, Portland State University
Mo Wang, University of Maryland
Damon Drown, Portland State University
Junqi Shi, Peking University
Submitter: Fangyi Liao, evaliao.marchon@gmail.com

203-13 Nonresponse in Employee Attitude Surveys: A Group-Level Analysis

This study examined the relationship between employee attitudes and nonresponse at the work-group level. As predicted, aggregate job satisfaction showed significant correlations with group-level response rates across 3 samples. In 1 sample, attitude homogeneity moderated the relationship between aggregate job satisfaction and response rates.

Thorsten Fauth, University of Mannheim
Karsten Mueller, University of Mannheim
Keith Hattrup, San Diego State University
Brandon G. Roberts, Qualcomm Inc.
Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

203-14 Open Comments in Survey Feedback: An Investigation of the Negativity Bias

This study examines open-ended comments by giving new impetus in the explanation of the negativity bias. Results support earlier findings of dissatisfied employees mostly being authors of comments. Integrating research on voice-behavior-construct and dynamic-satisfaction models shows that the likeliness of commenting is best predicted by the dimension resignation/constructiveness.

Patrizia Di Gregorio, University of Mannheim
Natascha Hausmann, University of Mannheim
Thorsten Fauth, University of Mannheim
Tim R Wolf, University of Mannheim

Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

203-15 The Ups and Downs of Comparative Evaluations and Fit Perceptions

Although research has linked demands–abilities fit perceptions to important outcomes at the workplace including job performance, little is known about what determines fit perceptions. Using theories of social comparison, social learning and self-esteem, a field study using polynomial regression reveals how comparative evaluations to coworkers influence fit perceptions.

Samir Nurmohamed, University of Michigan
Submitter: Samir Nurmohamed, snurmo@umich.edu

203-16 Job Insecurity and Psychological Well-Being: A Dimension-Specific Meta-Analysis

This meta-analysis of the job insecurity–well-being relationship ($k = 140$; $N = 70,957$) found stronger correlations for intrinsic ($p = -.48$) relative to extrinsic ($p = -.44$) job satisfaction, for both dimensions relative to global job satisfaction ($p = -.40$), and for job-related depression ($p = .32$) relative to general well-being ($p = -.27$).

Patrick Brennan O'Neill, Curtin University of Technology
Submitter: Patrick O'Neill, patrick13@rogers.com

203-17 The Value Orientation in Psychological Contracts of Volunteers and Job Satisfaction

The value-oriented content of psychological contracts, as distinct from transactional and relational content, is validated with 171 German parish volunteers. Significant relationships of volunteers' perceived value-oriented obligations, of both organization and volunteers, to psychological contract fulfillment and job satisfaction are shown.

Tabea E. Scheel, University of Leipzig
Submitter: Tabea Scheel, tscheel@uni-leipzig.de

203-18 The Relationships Among Work Characteristics and Employee Engagement

We investigated the impact of a range of work characteristics on 3 facets of engagement in a sample of 414 British employees. Structural equation modeling analysis revealed that most of our hypotheses were con-

firmed. The results suggest that work characteristics are effective drivers of engagement.

Amanda D. Shantz, Kingston University
Kerstin Alfes, Kingston University
Emma Soane, London School of Economics and Political Science
Catherine Truss, University of Kent

Submitter: Amanda Shantz, a.shantz@kingston.ac.uk

203-19 Age in Relation to Employee Engagement, Intrinsic Motivation, and Meaningfulness

This study builds on the conceptual framework of employee engagement presented by Chalofsky and Krishna (2009) by examining the relationship among employee engagement, intrinsic motivation, and meaningfulness using SEM. Empirical support was found for their conceptual model and that these relationships are somewhat different for older versus younger workers.

Negin Kordbacheh, California State University-San Bernardino
Kenneth S. Shultz, California State University-San Bernardino
Submitter: Kenneth Shultz, kshultz@csusb.edu

203-20 Employee Engagement: Relationship to Individual and Organizational Characteristics

Research on individual characteristics associated with employee engagement is lacking, despite the reported benefits of engaged workers. We explored the relationship between engagement and several employee demographic variables. Our study revealed positive relationships among age, organizational tenure, job tenure, management levels, and organization type with employee engagement.

Christine L. Smith, Colorado State University
Janet M. Weidert, Colorado State University
Zinta S. Byrne, Colorado State University
Christa E. Palmer, Colorado State University
Emily C. Nowacki, Colorado State University
Submitter: Christine Smith, christyleesmith@gmail.com

203-21 Affective, Normative, and Continuance Commitment Across Cultures: A Meta-Analysis

We used meta-analysis to compute mean levels of affective, continuance, and normative organizational commitment across countries, and used cultural values/practices from the Hofstede, Schwartz, and GLOBE taxonomies to account for observed variability. We found that cultural values, particularly individualism/collectivism, accounted for variability in affective and normative commitment.

David J. Stanley, University of Guelph
John P. Meyer, The University of Western Ontario
Timothy A. Jackson, Jackson Leadership Systems Inc.
Kate McInnis, The University of Western Ontario
Elyse Maltin, The University of Western Ontario
Leah D. Sheppard, The University of Western Ontario
Submitter: David Stanley, dstanley@uoguelph.ca

203-22 Employee Commitment to Foci: Relative Influence and Interactive Effects

This study examined main and moderating effects of commitment to the supervisor, organization, and

coworkers for predicting task performance, turnover intentions, and citizenship behaviors. Across outcomes, commitment to supervisors showed the most favorable relationships. In addition, 3-way interactions were observed for predicting task performance and citizenship behaviors directed toward supervisors.

Meng Uoy Taing, University of South Florida
Kevin L. Askew, University of South Florida
Jeremy Bauer, University of South Florida
Jennifer E. Wilcox, University of South Florida
Russell E. Johnson, Michigan State University
Submitter: Meng Taing, mtaing@mail.usf.edu

203-23 Work Attributes and Contextual Effects on Job Satisfaction

A representative worldwide sample of 151 countries shows that workers generally have high job satisfaction (JS). JS varies as a function of work characteristics nested within multiple contexts. Organizational expansion and economic conditions (country wealth, job optimism, and low unemployment) are related to higher JS, with culture exhibiting indirect effects.

Louis Tay, University of Illinois
James K. Harter, Gallup
Submitter: Louis Tay, sientay@uiuc.edu

203-24 Work Schedule Preferences, Scheduling Satisfaction, and Attitude and Intention Impacts

This study examined the differences in 2 dimensions of scheduling satisfaction across 3 nonstandard shifts (both in time and days worked) and the prediction of satisfaction from objective and subjective scheduling preferences. Also examined was the differential ability of scheduling satisfaction to predict job attitudes and turnover intentions across shifts.

Jenell L. Wittmer, University of Toledo
James E. Martin, Wayne State University
Submitter: Jenell Wittmer, Jenell.Wittmer@UToledo.Edu

203-25 High Performers and Job Satisfaction: Guiding Strategic HRM Practices

Using a quasi-experimental design, we explored real-world job performance and job satisfaction relationships by examining how individual JDI facets may differentially predict job performance for high performers versus non-high performers (all others). Based on our results, we offer some useful guidelines to better implement strategic HR interventions within organizations.

Thomas A. Zeni, University of Oklahoma
Michael R. Buckley, University of Oklahoma
Submitter: Thomas Zeni, thomas.zeni@ou.edu

203-26 Individual Differences in Regret: The Moderating Role of Task Importance

This study was conducted to investigate the impact of individual differences on intensity of regret. Study results showed that people with higher levels of com-

parison orientation, decision-making self-efficacy, and internal locus of control reported greater intensity of regret after a decision.

Shin-I Shih, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Submitter: Shin-I Shih, shinishih@gmail.com

203-27 Growth Need and Work-Related Outcomes of Out-Group Members

To draw attention to the out group in LMX, this paper presents a discussion on how growth-need strength (GNS) impacts LMX and out-group member work outcomes by integrating a person-job fit (Edwards, 1996) perspective in theory and the job characteristic model (Hackman & Oldham, 1976).

Keke Wu, Central Washington University
Chenwei Li, University of Alabama
Diane E. Johnson, University of Alabama
Submitter: Keke Wu, cocowu@cwu.edu

203-28 Organizational Support Mediates Effects of Employee Adaptability in the Workplace

Employees are often asked to adapt and deal with uncertainty associated with organizational change. This study examines the effect of perceived workplace uncertainty and individual differences in employee adaptability on job satisfaction and performance. We demonstrated that perceived organization support is an explanatory mechanism of the individual adaptability-outcome relationship.

Kristin L. Cullen, Auburn University
Wm. Camron Casper, Oklahoma State University
Bryan D. Edwards, Oklahoma State University
Kevin R. Gue, Auburn University
Travis Tubre', University of Wisconsin-River Falls
Submitter: Kristin Cullen, cullekr@auburn.edu

203-29 Are You Satisfied...Now? Scale-Ordering Effects in Attitude Surveys

We examine ordering effects when surveys contain measures of specific and general job attitudes. In 2 studies, we find that the ordering of the measures does not affect mean levels of general job satisfaction but does affect correlations between the specific and general job attitude measures.

Joseph Luchman, Fors Marsh Group/George Mason University
Landon Mock, George Mason University
Seth A. Kaplan, George Mason University
M. Gloria Gonzalez-Morales, University of Guelph
Submitter: Joseph Luchman, jluchman@gmu.edu

203-30 Does Scale Matter? Measuring the Impact of Scale Polarity

Different service recovery scenarios were utilized to understand participants' reactions on unipolar and bipolar scales. Participants were more likely to exaggerate loyalty and negative word-of-mouth behavior when they were provided a unipolar scale versus a bipolar scale, with satisfaction being unaffected by the type scale used.

Kevin D. Masick, Krasnoff Quality Management Institute
 Carrie P. Newman, Ramapo College of New Jersey
 Terri Shapiro, Hofstra University
 Ourania R. Vasilatos, NYS Unified Court System
 Andrzej Kozikowski, Hofstra University

Submitter: Kevin Masick, Kevin.Masick@Hofstra.edu

204. Symposium/Forum: 3:30 PM–4:20 PM Waldorf

Perceived Overqualification: New Developments in Research

Research in the domain of perceived overqualification (POQ) has advanced rapidly in the recent past. POQ can affect several important work outcomes, such as withdrawal and satisfaction, yet is little understood. This session features 3 papers more fully exploring the predictors and outcomes of POQ.

Eleni Lobene, North Carolina State University, *Co-Chair*
 Adam W. Meade, North Carolina State University, *Co-Chair*
 Aleksandra Luksyte, University of Houston, Christiane Spitzmueller, University of Frankfurt/University of Houston, Douglas C. Maynard, SUNY New Paltz, Meredith A. Lynch, University of Houston, *Overqualified and Unproductive? It Depends on Personality*

Songqi Liu, University of Maryland, Mo Wang, University of Maryland, Yujie Zhan, University of Maryland, Le Zhou, University of Maryland, Laura Wolkoff, University of Maryland, Junqi Shi, Peking University, *Comprehensive Model of Antecedents of Perceived Overqualification Using Multisource Data*

Eleni Lobene, North Carolina State University, Adam W. Meade, North Carolina State University, *Perceived Overqualification: The Situationally Specific Individual Difference*
 Saul Fine, Midot, *Discussant*

Submitter: Eleni Lobene, eleni.lobene@gmail.com

205. Panel Discussion: 3:30 PM–4:50 PM Williford C

Improve Succession Management “Health”: Diagnosis and Practical Remedies

A plethora of models describe the evolution of succession management programs from basic, tool-driven activities to meaningful processes driving a pervasive talent mindset. This panel will suggest methods for diagnosing succession “health” in 4 key areas (alignment, consistency, transparency, and accountability) and practical remedies for common challenges.

Lisa Roberts, Edward Jones, *Chair*
 Laura L. Heft, Edward Jones, *Panelist*
 Scott Mannis, Kellwood Company, *Panelist*
 Matthew J. Paese, DDI, *Panelist*
 Vicki Tardino, Maritz, *Panelist*

Submitter: Lisa Roberts, Lisa.L.Roberts@edwardjones.com

206. Interactive Posters: 4:00 PM–4:50 PM Astoria

Serenity Now! New Perspectives on Stress in the Workplace

Paul Spector, University of South Florida, *Facilitator*

206-1 The Primary Appraisal Assumption in the Challenge-Hindrance Occupational Stress Framework

This study tested the assumption that certain work stressors are appraised as either challenge or hindrance, and a model is proposed suggesting simultaneous appraisals of stressors can be made. Results showed that stressors could be primarily appraised as challenge or hindrance, but they could also be simultaneously appraised as both.

Jennica R. Webster, Marquette University
 Terry A. Beehr, Central Michigan University

Submitter: Terry Beehr, beehr1ta@cmich.edu

206-2 Working for Free: How Volunteering Buffers Unemployment Stress

We often study stress with regard to work, yet mass layoffs due to the economic crisis bring to light the stress of not working. The current study examines the paradox of how working for free—i.e., volunteering—can be used to buffer the stress of unemployment.

Katherine Frear, University of North Carolina at Charlotte
 Daniel L. Bonilla, University of North Carolina at Charlotte
 Zoa M. Ordoñez, University of North Carolina at Charlotte

Submitter: Katherine Frear, kcallas@unc.edu

206-3 Humor, Workplace Stressors, and Employee Well-Being

Using data from 132 service employees, I examined the role played by humor in the relationship between workplace stressors and employee well-being. Results show that humor can buffer the negative impact of workplace stressors on physical well-being.

Alexandra Ilie, University of South Florida

Submitter: Alexandra Ilie, alexandra.v.ilie@gmail.com

206-4 Information Stressors and Public-Sector Organizational Change

We examined the effect of public-sector reform on 309 senior Australian public-service managers. The implementation of change initiatives resulted in lower job satisfaction. Managers who received more change information encountered less informational stressors. Those who reported higher level of job satisfaction have a higher level of psychological well-being.

Stephen T. Teo, Curtin University
 Andrew Noblet, Deakin University
 Huntley Evans, University of Western Sydney
 Melissa Yeung, University of Western Sydney

Submitter: Stephen Teo, s.teo@curtin.edu.au

207. Symposium/Forum: 4:30 PM–5:50 PM Continental A

Self-Regulation in and of Teams

Teams are goal-directed agents that need to self-regulate their efforts to pursue goals. Together, 4 studies provide insight into the complex nature of self-regulation in team contexts, addressing self-regulation in teams, of

teams, and in multiteam systems; examining various regulatory processes; and using different designs (interview, laboratory, longitudinal survey).

Heleen van Mierlo, Erasmus University Rotterdam, *Chair*
 Edwin A. J. Van Hooft, University of Amsterdam, *Co-Chair*
 Elizabeth Campbell-Bush, University of Maryland, Crystal Farh, University of Maryland, Paul E. Tesluk, University of Maryland, Gilad Chen, University of Maryland, Paul Green, The Morning Star Company, *Holding Peers Accountable: Antecedents of Peer Regulation Behaviors*
 Edwin A. J. Van Hooft, University of Amsterdam, Heleen van Mierlo, Erasmus University Rotterdam, *When Teams Fail to Self-Regulate: Predictors and Outcomes of Team Procrastination*

Bianca Beersma, University of Amsterdam, Astrid C. Homan, VU University, Gerben A. Van Kleef, University of Amsterdam, Carsten K. W. De Dreu, University of Amsterdam, *When Having a Prevention Focus Is Good for Teams*

Klodiana Lanaj, Michigan State University, John R. Hollenbeck, Michigan State University, Daniel R. Ilgen, Michigan State University, Christopher M. Barnes, United States Military Academy, Stephen Harmon, MSU/U.S. Air Force, *Structural Empowerment in Multiteam Systems*
 Daniel R. Ilgen, Michigan State University, *Discussant*
 Submitter: Heleen van Mierlo, vanmierlo@fsw.eur.nl

208. Special Events: 4:30 PM–5:20 PM Joliet

The Alliance for Organizational Psychology and You: A Question and Answer Session

In 2009, the Alliance for Organizational Psychology was created by SIOP, IAAP, and EAWOP leadership. Since its creation, the Alliance has achieved several milestones including naming its first president, Milt Hakel. During this period, the SIOP International Affairs Committee has fielded numerous Member and International Affiliate questions about the Alliance. This session will allow members to interact with the Alliance president and SIOP's past president in a town hall setting.

Alexander Alonso, American Institutes for Research, *Chair*
 Handan K. Sinangil, Marmara University, *Co-Chair*
 Mo Wang, University of Maryland, *Co-Chair*
 Milton Hakel, Bowling Green State University, *Panelist*
 Gary P. Latham, University of Toronto, *Panelist*
 Kurt Kraiger, Colorado State University, *Panelist*
 Jose M. Peiro-Silla, University of Valencia, *Panelist*

Submitter: Alexander Alonso, aalonso@air.org

209. Panel Discussion: 4:30 PM–5:50 PM Lake Ontario

Assessing High-Potential Talent: Why, When, and How?

This session focuses on the assessment of high-potential talent in organizations. Four leading experts in talent management address the why, what, when, and how of high-potential assessment. Current HiPo assessment practices and approaches will be presented and discussed.

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, *Chair*
 Allan H. Church, PepsiCo, *Panelist*

Sandra O. Davis, MDA Leadership Consulting, *Panelist*
 Jeffrey J. McHenry, Microsoft Corporation, *Panelist*
 Submitter: Rob Silzer, robsilzer@prodigy.net

210. Posters: 4:30 PM–5:20 PM SE Exhibit Hall

Inclusion/Diversity (e.g., sexual orientation, race, gender)

210-1 Mitigating Token/Solo Effects by Elevating Position Status

Research has clearly demonstrated the negative impact of token status on the evaluations made by others. We demonstrate that by elevating position status (i.e., appointing as leader) of minority individuals performing in a token status context, the negative effects on evaluations of performance and on group fit can be mitigated.

Hikari Angela Moreno, California State University-San Bernardino

Mark D. Agars, California State University-San Bernardino
 Submitter: Mark Agars, Magars@csusb.edu

210-2 Employer Willingness to Implement Assistive Technology for Workers With Disabilities

This study explores barriers to implementing assistive technology (AT) for workers with disabilities. A survey of 89 employers revealed that employer attitudes (but not knowledge) of AT were related to their willingness to implement AT. In addition, employers were more willing to implement AT for current employees than job applicants.

Jill C. Bradley, California State University, Fresno
 Philip J. Gentile, California State University, Fresno
 Submitter: Jill Bradley-Geist, jbradley@csufresno.edu

210-3 Development of a Multidimensional Attitude Toward Disability Scale

Previous research proposed that attitudes toward persons with disabilities are multidimensional. A factor analytic technique was conducted to determine dimensionality. Five factors emerged. The individual factors differentiated between attitudes and predicted several HR outcomes. Research and practice using dimensions of disabilities rather than specific disability types was advocated.

Robert Bubb, Auburn University
 Elizabeth M. Kongable, Roosevelt University
 Adrian L. Thomas, Roosevelt University
 Jacqueline K. Deuling (Mitchelson), Roosevelt University
 Submitter: Robert Bubb, robb.bubb@gmail.com

210-4 Influence of Social Cognitive Career Theory on Minority Students

The purpose of this study is to investigate the role self-efficacy and ethnic identity play in formulating career goals, interests, and expectations for high-school students transitioning into adulthood. The findings of this study provide support for the applicability of social cognitive career theory to adolescent ethnic minority students.

Patrick Charles, Arizona State University

Submitter: Atira Charles, acharles@cob.fsu.edu

210-5 Effects of Changing Legal Standards on Evaluations of Older Workers

Recent court decisions have raised evidentiary standards for demonstrating age discrimination. Although mentioning the Age Discrimination in Employment Act reduced discrimination toward older workers, when the new court ruling was presented older targets were rated less capable of change than otherwise equivalent younger targets and were more often recommended for termination.

Cody B. Cox, University of Texas at Brownsville

Laura G. Barron, University of Wisconsin-Stout

Submitter: Cody Cox, cody.cox@utb.edu

210-6 Development and Initial Validation of a Gender Role Stereotypes Scale

This study presents the results of the development and initial validation of an 8-item gender role stereotypes scale that measures attitudes toward men and women. Data from 465 study participants revealed the proposed measure demonstrates good internal consistency and test-retest reliability as well as construct-related validity.

Angela R. Connell, Kansas State University

Satoris S. Culbertson, Kansas State University

Submitter: Satoris Culbertson, satoris@ksu.edu

210-7 Standing Out and Blending In: Interactive Effects Predicting Employee Withdrawal

The authors examined the interactive effects of demographic similarity and peer withdrawal behavior on employee lateness and absenteeism. The results revealed that peer withdrawal acts as a normative signal to employees. Specifically, racioethnic dissimilarity is positively related to employee withdrawal only among employees in workgroups with high peer withdrawal.

Emily David, University of Houston

Derek R. Avery, Temple University

L. A. Witt, University of Houston

Submitter: Emily David, emily.m.david@gmail.com

210-8 Exploring the Nomological Net of Prescriptive and Descriptive Gender Bias

Utilizing the framework developed by Gill (2004) and a sample of 467 individuals, this study found that both RWA and SDO explained more variance for prescriptive than descriptive gender bias, providing evidence that these 2 types of gender bias may need to be given differential consideration in organizations.

Mark Wesolowski, Miami University

Rebecca Luzadis, Miami University

Megan W. Gerhardt, Miami University

Submitter: Megan Gerhardt, gerharmm@muohio.edu

210-9 Choosing Female Managers: What Attitudes Have to Do With It

The relationships between implicit and explicit attitudes toward female managers and willingness to recommend a woman for a managerial position were examined.

Contextual variables—personal accountability and gender composition of experimental sessions—were also considered, and their interaction proved to be more predictive than attitudes of men's hiring recommendations.

Juliya Golubovich, Michigan State University

Charles A. Scherbaum, Baruch College, CUNY

Submitter: Juliya Golubovich, JGolubovich@gmail.com

210-10 Who's to Blame? Attributions of Blame in Mixed-Sex Work Teams

This study examined how sex stereotypes impact judgments of a mixed-sex team who had an unsuccessful product. When individual contribution was ambiguous, participants gave female teammates more blame and less credit than male teammates. When individual contribution was clear, participants gave female teammates less blame and more credit than male teammates.

Michelle Haynes, University of Massachusetts Lowell

Jason S. Lawrence, University of Massachusetts Lowell

Submitter: Michelle Haynes, michelle_haynes@uml.edu

210-11 Perceived Organizational Support for Diversity and Counterproductive Work Behaviors

This paper seeks to enhance our understanding of the role organizational support for diversity (POVD) plays in predicting performance. This paper examines (a) the mediating role of job satisfaction in the POVd—performance relationship, and (b) the role of minority status on influencing the development of job satisfaction via POVd.

Irwin J. Jose, George Mason University

Richard Hermida, George Mason University

Submitter: Irwin Jose, IrwinJose@gmail.com

210-12 Extending Models of Invisible Identity Management: Religion in the Workplace

Models of identity management have not been applied to religious identity. 305 employees indicated how they managed their Christian religious identity at work.

Pressure to assimilate to norms and religion centrality were key antecedents of chosen strategies. Revealing strategies related to positive outcomes and concealing strategies related to negative outcomes.

Sooyeol Kim, Michigan State University

Brent Lyons, Michigan State University

Ann Marie Ryan, Michigan State University

Sonia Ghumman, University of Hawaii at Manoa

Jennifer Wessel, Michigan State University

Submitter: Sooyeol Kim, sooyeolkim@gmail.com

210-13 Can Top Dogs Be Fat Cats? Obesity and Executive Evaluation

Impressions generated through executive positions may be vulnerable when they also possess characteristics that reflect a devalued identity, such as obesity. Data from health examinations and multisource surveys of 757 executives suggest that evaluations are negatively associated with body size even after controlling for physical activity, personality, and demographic characteristics.

Eden B. King, George Mason University
Steven G. Rogelberg, University of North Carolina Charlotte
Michelle (Mikki) Hebl, Rice University
Phillip W. Braddy, Center for Creative Leadership
Linda R. Shanock, University of North Carolina Charlotte
Sharon C. Doerer, University of North Carolina Charlotte
Sharon McDowell-Larsen, Center for Creative Leadership

Submitter: Eden King, eking6@gmu.edu

210-14 Is Beautiful Good for Everyone? Race, Gender, and Attractiveness Bias

This paper examines the intersection of race, gender, and attractiveness biases in employment decisions. Following double-jeopardy theory, we expected the effect of attractiveness would be strongest for African-American women. A job application experiment confirmed expectations, highlighting the importance of considering multiple aspects of identity in understanding employment bias.

Veronica L. Gilrane, George Mason University
Kristen P. Jones, George Mason University
Sabrina Speights, George Mason University
Eden B. King, George Mason University

Submitter: Eden King, eking6@gmu.edu

210-15 Gender Stereotypes, Shifting Standards, and Employment Decision Bias: Meta-Analytic Findings

We conducted meta-analyses examining the relationship between type of employment rating (individual or comparative) and gender effect sizes for workplace decisions. Both gender stereotype of job and rater sex were examined as moderators. Results supported our hypothesis that greater gender bias would be found for comparative than for individual ratings.

Amanda J. Koch, University of Minnesota
Susan D'Mello, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitter: Amanda Koch, koch0163@umn.edu

210-16 Coping With Workplace Heterosexism: Locus of Control as a Buffer

Locus of control (LOC) was examined as a moderator between workplace heterosexism and personal outcomes among gay and lesbian (GL) employees. Results indicated that LOC served to ameliorate the negative effects of workplace heterosexism on GL employees' disclosure behaviors and use of avoiding and integrating identity management strategies.

Phillip J. Lipka, CVS Caremark
Mary Anne Taylor, Clemson University

Submitter: Phillip Lipka, plipka@cvs.com

210-17 Does Supervisor-Subordinate Sex Dissimilarity Diminish Employee Citizenship?

We surveyed 201 pairs of subordinates and supervisors to examine the effects of sex dissimilarity on interpersonal citizenship behavior (ICB). Consistent with relational demography, subordinates in cross-sex dyads felt reduced personal accomplishment, thereby diminishing ICB. Moreover, work-family facilitation served as a moderator, exacerbating this indirect relationship when it was low.

Aleksandra Luksyte, University of Houston
Derek R. Avery, Temple University
Craig White, University of Houston

Submitter: Aleksandra Luksyte, aluksyte@uh.edu

210-18 Female Nontargets' Perceptions of Organizational Tolerance of Sexual Harassment

This study was designed to examine factors that influence female nontargets' perceptions of organizational tolerance of sexual harassment. The proposed model was tested using meta-analytic path analysis. Personal characteristics, exposure to coworker mistreatment, and experience with antiharassment policies, procedures, and practices impact nontargets' assessments of organizational tolerance of sexual harassment.

Maria C. Lytell, RAND Corporation

Submitter: Maria Lytell, maria.lytell@gmail.com

210-19 The Work-Related, Age-Based Stereotypes (WAS) Scale: A Validation Study

Across 3 independent samples, we examined the construct validity of a multidimensional measure of work-related and age-based stereotypes. The measure includes both negatively (competence and adaptability) and positively (stability and warmth/friendliness) valenced stereotypes of older workers. Results indicate the measure to possess good construct, convergent, discriminant, and predictive validity.

Justin Marcus, University of Central Florida
Barbara A. Fritzsche, University of Central Florida
Huy Le, TUI University

Submitter: Justin Marcus, marcusjustin@hotmail.com

210-20 Measuring Diversity Management Skill

Managing a diverse workforce is a crucial skill for any organization. This study aimed to develop and validate a situational judgment test assessing diversity management skill as an individual difference variable. Initial evidence for construct validity was established and the scale showed promise in predicting diversity performance.

Andrew Biga, Procter & Gamble
Tiwirai D. Marira, Baruch College-CUNY
Kristen M. Shockley, Baruch College-CUNY

Submitter: Tiwirai Marira, tiwi221@gmail.com

210-21 An Experimental Investigation of the Glass Escalator

This study seeks to expand our knowledge of gender biases in the workplace by extending norm violations research to include men who work in feminine-typed jobs. Multivariate results were partially supportive of the glass escalator such that men in feminine-typed jobs were not denigrated but perceived favorably.

Samantha A. Morris, MillerCoors
Paula M. Popovich, Ohio University

Submitter: Samantha Morris, samantha.morris@millercoors.com

210-22 Racism Revisited: A Taxonomy for Coping With Subtle Racial Bias

Explicit incidents of racism in the workplace have diminished, but a contemporary form of subtle racism has emerged that is vague, covert, convincingly rationalized in the mind of the perpetrator. We propose a taxonomy of culturally based coping strategies to counter the work stress arising from the effects of subtle racism.

Terry A. Nelson, University of Memphis
Tom Stafford, University of Memphis

Submitter: Terry Nelson, tnelson4@memphis.edu

210-23 Cupid's Cubicle: Romance in the Workplace

Little research has examined observers' reactions to workplace romances. This study examined power dynamics (hierarchical/lateral romance) and sexual orientation of romance participants (homosexual/heterosexual), as well as the organizational role of the observer (manager/employee). There were more negative reactions toward hierarchical romances and homosexual couples, especially lesbians.

Clare L. Barratt, Texas A&M University
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville

Submitter: Cynthia Nordstrom, cnordst@siue.edu

210-24 A Meta-Analysis of the Outcomes of Overt and Subtle Discrimination

This study examined meta-analytic effects of subtle and overt forms of discrimination on work and well-being outcomes. Results demonstrate that subtle discrimination has stronger negative effects than overt discrimination for physical health and work outcomes. These findings suggest that changes in the manifestation of prejudice have not eliminated its consequences.

Chad Peddie, George Mason University
Kristen P. Jones, George Mason University
Veronica L. Gilrane, George Mason University
Alexis Gray, George Mason University
Eden B. King, George Mason University

Submitter: Chad Peddie, ianscorp@aol.com

210-25 Group Differences in Entrepreneurial Intention Among Prospective Job Applicants

This study explored race and gender differences in entrepreneurial intention among potential job applicants

in the context of strong preferential selection in South Africa, where race and gender determine affirmative action target group status. Using a quasi-experimental design, we identify group differences in entrepreneurial intention and discuss possible explanations.

Lauren J. Ramsay, San Jose State University
Joongseo Kim, University of Colorado at Denver

Submitter: Lauren Ramsay, lauren.ramsay@sjsu.edu

210-26 Younger Workers' Meta-Stereotypes in Relation to Impression Management Behaviors

The experience of younger workers was examined through the lens of meta-stereotypes. Chronic self-consciousness about being age-stereotyped strongly affected younger workers' satisfaction with older coworkers. Younger workers who believed they were negatively stereotyped were less likely to engage in impression management behaviors. Affect mediated several of these relationships.

Katherine Ma Ryan, George Mason University
Eden B. King, George Mason University
Lisa Finkelstein, Northern Illinois University

Submitter: Katherine Ryan, katherinemryan@gmail.com

210-27 CEO Leadership and the Implementation of Organizational Diversity Practices

This study examines the relationship between CEO transformational and transactional leadership and the implementation of diversity practices in organizations. Results indicated that CEO transformational leadership is directly associated with the implementation of workplace diversity practices, whereas CEO social values and age moderate the relationship between transactional leadership and these practices.

Greg Sears, Carleton University
Eddy SW Ng, Dalhousie University

Submitter: Greg Sears, greg_sears@carleton.ca

210-28 Relating Social Category Similarity and Diversity Faultlines to Training Outcomes

Training groups of students were split into hypothetical homogeneous subgroups based on their diversity attributes by the faultline algorithm. Multilevel modeling showed increased skill development when students were categorized as belonging to the same subgroups as their trainers and if the split between the subgroups was strong.

Marinus van Driel, Van Driel Consulting/DEOMI
Bertolt Meyer, University of Zurich

Submitter: Marinus van Driel, marinusvandriel@hotmail.com

210-29 The Effects of Gender-Role Congruency on Salary Negotiation Outcomes

This study examines the influence of gender stereotypes on salary negotiation outcomes as a possible explanation for the gender gap in wages. Although there was no sex main effect, feminine men received the least favorable reactions. Overall, masculine employees were viewed more favorably than feminine employees.

Chelsea Vanderpool, Cornell University
Lynn K. Bartels, Southern Illinois University-Edwardsville
Submitter: Chelsea Vanderpool, cvpool1@gmail.com

210-30 Walking the Talk: Examining Consequences of Consistency in Messages About Diversity

The likelihood that increased diversity will result in positive outcomes is often a result of the manner in which that diversity is managed. A model is presented emphasizing the importance of congruence between an organization's espoused values related to diversity as perceived by employees and the associated behaviors and outcomes.

T. Nichole Phillips, Virginia Tech
Felice Williams, Louisiana State University at Shreveport
Submitter: Felice Williams, felice.williams@lsus.edu

210-31 Navigating the Leadership Labyrinth: Perceived Outcomes for Men and Women

Using a sample of organizational leaders, we examine how gendered behaviors influence perceptions of male and female leadership effectiveness. Findings demonstrate convergence across genders for the most part; however, when men couple agency with the traditionally feminine communion, they are viewed as more promotable than women displaying equivalent behavior.

Taylor E. Sparks, University of Georgia
Karl W. Kuhnert, University of Georgia
Submitter: Taylor Sparks, tsparks@uga.edu

211. Symposium/Forum: 4:30 PM–5:50 PM Waldorf

Leading Horses to Water: Assessment Facilitated Organization Change

Highly experienced change agent consultants will present interesting client change cases illustrating key actions necessary for effective strategy execution and organization change within an increasingly fast-paced and complex business environment. Special emphasis will be placed on the use of various assessment tools to facilitate change.

Gerald M. Groe, pan, *Chair*
Nicholas Horney, Agility Consulting & Training, LLC,
Leadership and Organizational Agility: Business Imperatives for a VUCA World
Rick Lepsinger, OnPoint Consulting, *The Execution Solution: Secrets of Companies That Consistently Achieve Results*
Dale S. Rose, 3D Group, *Using Strategically Aligned 360-Degree Feedback Content to Drive Organizational Change*
Submitter: Gerald Groe, gerrygroe@aol.com

212. Panel Discussion: 5:00 PM–5:50 PM Boulevard AB

Recommendations About the Use of Personality Tests in Selection Settings

Industry remains hesitant to utilize personality tests in selection scenarios due to low criterion validities pre-

dicting overall job performance (OJP). An expert panel is consulted on the use of personality tests in selection settings, improving criterion validity, faking, and recommendations for the use of personality test data in selection settings.

Charmaine Swanevelde, SHL Group Ltd, *Chair*
Dave Bartram, SHL Group Ltd, *Panelist*
Jeffrey M. Conte, San Diego State University, *Panelist*
John V. Harnisher, New York University, *Panelist*

Submitter: Charmaine Swanevelde,
charmaine.swanevelde@shlgroup.com

213. Panel Discussion: 5:00 PM–5:50 PM Boulevard C

Training on a Shoestring Budget: Bringing Clients to the Water

This panel discussion provides a venue for training professionals to share ideas for effectively and creatively responding to clients' requests by guiding them to consider strategies that will set the stage to achieve their training goals.

Nancy Matheson, American Institutes for Research, *Chair*
Glen Mazur, National Park Service, *Panelist*
Laura A. Steighner, American Institutes for Research, *Panelist*
Rodney Matheson, Frederick Memorial Healthcare System,
Panelist

Submitter: Nancy Matheson, nmatheson@air.org

214. Panel Discussion: 5:00 PM–5:50 PM Continental B

Leadership Development, Applying Mixed Interventions Globally: Management Training and Coaching

The panel will present leadership development interventions that engaged participants in both training and executive coaching to enhance leadership effectiveness and prepare participant for future executive positions. Two global interventions that engaged hundreds of managers working for a global company and for the United Nations Secretariat will be presented.

Damian A. Goldvarg, The Goldvarg Consulting Group, *Chair*
Nanette Alvey, EnCompass LLC, *Panelist*
Josephine Washington, Growth Resources International, LLC,
Panelist
Bernardo M. Ferdman, Alliant International University, *Panelist*
Submitter: Damian Goldvarg, Dgoldvarg@aol.com

215. Roundtable Discussion/Conversation Hour: 5:00 PM–5:50 PM Lake Huron

Talking Tech: Sharing Successes and Failures With Technology in Teaching

Technology continues to have a growing impact on teaching and learning, typically with mixed reviews. Choosing, implementing, and refining technological initiatives are ongoing challenges for instructors. Constructive dialogue about successes and failures with

Submitter: Robert Brill, brillr@moravian.edu

Submitter: Lesley Perkins, lesleyperkins@yahoo.com

Submitter: Yoshie Nakai, yn1@zips.uakron.edu

FRIDAY PM

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	Astoria	Boulevard AB	Boulevard C	Continental A	Continental B	Continental C	Grand Ballroom	International Ballroom South	International North	Joliet	Lake Erie
7:30 AM	Coffee Break										
8:00 AM	218 IP: I Love You, You're Perfect, Now Change	219 Conditional Reasoning Tests: Where We Are	220 Randomized Experimental Tests of Mediation Models	221 Understanding and Managing Workplace Emotions	222 What the Doctor Ordered: Strategies for Linking I-O and Healthcare	223 Can Faking Ever Be Overcome in High-Stakes Testing?		224 Utility of Noncognitive Assessments for Developing MBA Students		225 Dist. Teaching Contributions Award	226 Resources for Managing Hourly/Non-management Talent: A Balancing Act
8:30 AM											
9:00 AM		238 I-O, I-O, It's Off to Work—or School—We Go?								239 M. Scott Myers Award for Applied Research	
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM		242 Teaching Old Dogs New Tricks: Incorporating Competencies Into Talent Sys.	243 The Compelling Business Case for Corporate Social Responsibility	244 Scholarly Impact and Career Success in Organizational Behavior	245 Lessons Learned From Large-Scale Hiring Systems Transformations	246 Detecting Deception: Techniques for Assessing Applicant Faking on Personality		247 Reevaluating Assessment Centers: New Statistical Approaches		248 Dist. Scientific Contributions Award	249 The Age of Internationalization: Developing an International I-O Curriculum
11:00 AM	261 IP: I'm King of the World: Cross Cultural Leadership									262 Dist. Early Career Contributions Award	
11:30 AM											
12:00 PM		266 Longitudinal Research: Combining Recent Advancements	267 "Human Factors" in Project Management Research: Where Is I-O?	268 Validation in the Real World: Land Mines to Avoid	269 Bridging Micro- and Macro- Domains in I-O Psychology	270 Occupational Stress and Safety: Products of a Research Collision		271 Developing Culturally Competent Leaders: Current Theory, Research		279 S. Rains Wallace Dissertation Award	280 Social Identity and Reactions to Unfair Treatment of Others
12:30 PM											
1:00 PM	286 IP: We Told You So: Factors That Moderate Feedback Sys.										
1:30 PM		290 Understanding the Implications of Modern Org. Changes for Team Lead	291 (Consulting) Women With a View	292 Variety Is the Spice of Validation: Moving Beyond "Traditional" Criteria	293 Buyers and Vendors Discuss RFPs in Human Capital Consulting	294 The Amazing Race: Implementing Assessment Centers Cross Culturally		295 In Extremis Teams: What Do We Need To Know?		296 Norming Personality Assessments: Challenges and Practical Considerations	302 Guiding Undergraduates to I-O: Attracting Talent
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	305 IP: Go to Your Room! Advances in Work-Family	306 Slay or Go: Value of a Master's in Applied Settings	307 Rasch Measurement Versus IRT: A Practical Debate								
4:00 PM											
4:30 PM											
5:00 PM										312 Closing Plenary Session	

Saturday Special Events:

SATURDAY THEME TRACK: Using Data to Influence Organizational Decisions and Strategy

Attending all 6 sessions provides 6 CE credits (Williford C, 3rd Floor)

INVITED SPEAKER

One session provided by the SIOP Program Committee (Marquette, 3rd Floor)

Session 287: Humanitarian Work Psychology (HWP): Achievements, Applications, and Controversies

CLOSING CONFERENCE PLENARY

4:30–5:45 PM International Ballroom North (2nd Floor)

SIOP SPEAKEASY CLOSING RECEPTION

6:15–8:15 PM Grand Ballroom West (2nd Floor)

	Lake Huron	Lake Michigan	Lake Ontario	Marquette	NW Exhibit Hall 1	NW Exhibit Hall 5	Private Dining Room 2	SE Exhibit Hall	Waldorf	Williford A	Williford B	Williford C						
7:30 AM	Coffee Break																	
8:00 AM	227 Executive vs. Emotional Intelligence: 21st Century High-Performance Strategy	228 One Size Doesn't Fit All: Cross-Cultural Competence Across Org. Contexts	229 Teams in the Wild: Do Our Theories and Methods Fit?	230 I-O Interventions That Go Viral	231 "Mastering" Your Career Path: Perspectives Across Career Stages	232 Applicant Reactions Around the Globe: Belgium, Greece, U.S., Vietnam	233 Compensation	240 Staffing (e.g., recruit, applicant reactions)	234 20/20 @ 20: Reflecting On Career Paths	235 International Perspectives on Ethical Leadership	236 Culture and Diversity: Current and Future Theoretical and Practical Approaches	237 TT: Intro & Learning in Action: Leveraging Data						
8:30 AM												241 TT: People Decisions That Support/Shape Org. Strat.						
9:00 AM																		
9:30 AM	Coffee Break																	
10:00 AM	Coffee Break																	
10:30 AM	250 Past, Present, and Future of Master's I-O	251 New Developments in Interpersonal Aggression Research: The Role of Moderators	252 Teams in Space—A New Frontier for Organizational Psychology		253 Victims and Observers: Ind. Diff. as Moderators of Abusive Supervision	254 Continually Optimizing High-Potential Leadership Development	255 Leadership and the Assessment of Leadership Potential	256 Justice/Ethics/Labor/Legal/Consulting	257 So, You Think You Want to Be a Consultant?	258 The Evolving U.S. Educational System: How Can I-O Contribute?	259 Not a Good Ol' Boy? Gender Issues in the Workplace	260 TT: Improving Decision Makers' Consumption of Data-Based Findings						
11:00 AM													265 Talent Alignment Strategies for Org. Shifts					
11:30 AM							263 Multirater Feedback and Personality Profiles				272 Macrocognition: The Next Frontier for Team Cognition Research		273 Building a Workforce to Meet Immediate Societal Needs	274 Leadership and Diversity: A Conversation Between Practitioners and Academics	275 Anecdotal Schmanectodal: Applying Metrics	276 Environmental Sustainability	277 The Future of Shared Leadership Research	278 Innovative Uses of IRT: Old Challenges in New Ways
12:00 PM		282 Serious Games and Virtual Worlds: The Next I-O Frontier!		287 Humanitarian Work Psychology (HWP): Achievements, Applications, Controversies		288 Funding Options for Graduate Students: Alternatives to Waiting Tables		283 Occupational Health/Safety/ Stress & Strain	277 The Future of Shared Leadership Research	278 Innovative Uses of IRT: Old Challenges in New Ways	289 Questioning the Boundaries of Civility and Incivility in the Workplace	301 Employment Interview Research: Where Do We Go Next?	285 TT: Lightning Round: Telling a Compelling Story With Data in Five Minutes					
12:30 PM	281 Busted? Resumé Fraud, the Background Investigation		298 The Next Generation of Mentoring Programs: Alternatives to Traditional															
1:00 PM																		
1:30 PM	297 Leadership: The Highs and Lows						299 Shifting an Organization From Current to Desired Culture	303 Motivation/Rewards/Compensation/Perf. Appraisal	300 Why Applicant Perceptions Matter: A Practical View	289 Questioning the Boundaries of Civility and Incivility in the Workplace	301 Employment Interview Research: Where Do We Go Next?	304 TT: What Convinces Us, Doesn't Convince Execs						
2:00 PM																		
2:30 PM																		
3:00 PM	Coffee Break																	
3:30 PM	308 Methodological Issues in Work—Family								309 Gap Analysis: Using Assessments to Measure	310 Examining Multilevel Organizational Phenomena	311 TT: Closing Keynote & Wrap-up: People Analytics							
4:00 PM																		
4:30 PM																		
5:00 PM																		

Interactive Posters

Community of Interest

Posters

TT

Invited Speaker

SATURDAY SESSIONS BY CONTENT AREA

Careers/Mentoring/Socialization/Onboarding/Retirement

- 234 20/20 @ 20: Reflecting On Career Paths, Waldorf, 8:00 AM
- 244 Scholarly Impact and Career Success in Organizational Behavior, Continental A, 10:30 AM
- 269 Bridging Micro- and Macrod domains in I-O Psychology, Continental B, 12:00 PM
- 291 (Consulting) Women With a View, Boulevard C, 1:30 PM
- 298 The Next Generation of Mentoring Programs: Alternatives to Traditional Designs, Lake Ontario, 1:30 PM
- 302 Guiding Undergraduates to I-O: Attracting Talent and Providing Opportunities, Lake Erie, 2:00 PM

Coaching/Leadership Development

- 224 Utility of Noncognitive Assessments for Developing MBA Students, International Ballroom South, 8:00 AM
- 227 Executive Versus Emotional Intelligence: 21st Century High-Performance Strategy, Lake Huron, 8:00 AM
- 254 Continually Optimizing High-Potential Leadership Development, NW Exhibit Hall 5, 10:30 AM
- 271 Developing Culturally Competent Leaders: Current Theory, Research, and Lessons Learned, International Ballroom South, 12:00 PM
- 275 Anecdotal Schmanectodal: Applying Metrics to Leadership Development, NW Exhibit Hall 5, 12:00 PM

Consulting Practices/Ethical Issues

- 256 Posters 1 to 3, SE Exhibit Hall, 10:30 AM
- 258 The Evolving U.S. Educational System: How Can I-O Psychology Contribute? Williford A, 10:30 AM

Counterproductive Behavior/Workplace Deviance

- 251 New Developments in Interpersonal Aggression Research: The Role of Moderators, Lake Michigan, 10:30 AM
- 289 Questioning the Boundaries of Civility and Incivility in the Workplace, Williford A, 1:00 PM

Emotions/Emotional Labor

- 221 Understanding and Managing Workplace Emotions: Measures, Predictors, Processes, and Outcomes, Continental A, 8:00 AM

Global/International/Cross-Cultural Issues

- 228 One Size Doesn't Fit All: Cross-Cultural Competence Across Organizational Contexts, Lake Michigan, 8:00 AM
- 235 International Perspectives on Ethical Leadership, Williford A, 8:00 AM
- 249 The Age of Internationalization: Developing an International I-O Curriculum, Lake Erie, 10:30 AM
- 261 Poster 1, Astoria, 11:00 AM
- 287 Humanitarian Work Psychology (HWP): Achievements, Applications, and Controversies, Marquette, 1:00 PM
- 294 The Amazing Race: Implementing Assessment Centers Cross Culturally, Continental C, 1:30 PM

Groups/Teams

- 229 Teams in the Wild: Do Our Theories and Methods Fit? Lake Ontario, 8:00 AM
- 252 Teams in Space—A New Frontier for Organizational Psychology, Lake Ontario, 10:30 AM
- 267 "Human Factors" in Project Management Research: Where Is I-O Psychology? Boulevard C, 12:00 PM
- 272 Macro cognition: The Next Frontier for Team Cognition Research, Lake Ontario, 12:00 PM
- 295 In Extremis Teams: What Do We Need To Know? International Ballroom South, 1:30 PM
- 310 Examining Multilevel Organizational Phenomena Through Social Network Analysis, Williford A, 3:30 PM

Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 236 Culture and Diversity: Current and Future Theoretical and Practical Approaches, Williford B, 8:00 AM
- 256 Posters 4 to 7, SE Exhibit Hall, 10:30 AM
- 259 Not a Good Ol' Boy? Gender Issues in the Workplace, Williford B, 10:30 AM
- 274 Leadership and Diversity: A Conversation Between Practitioners and Academics, NW Exhibit Hall 1, 12:00 PM

Innovation/Creativity

- 264 Posters 1 to 10, SE Exhibit Hall, 11:30 AM

Job Analysis/Job Design/Competency Modeling

- 242 Teaching Old Dogs New Tricks: Incorporating Competencies Into Talent Systems, Boulevard AB, 10:30 AM
- 248 Distinguished Scientific Contributions Award: How to Publish Like Heck (and Maybe Even Enjoy It), Joliet, 10:30 AM

Job Attitudes/Engagement

- 243 The Compelling Business Case for Corporate Social Responsibility, Boulevard C, 10:30 AM
- 256 Posters 8 to 10, SE Exhibit Hall, 10:30 AM
- 264 Posters 11 to 14, SE Exhibit Hall, 11:30 AM

Judgment/Decision Making

- 240 Posters 1 to 2, SE Exhibit Hall, 9:00 AM
- 260 Theme Track: Improving Decision Makers' Consumption of Data-Based Findings, Williford C, 10:30 AM
- 264 Posters 15 to 16, SE Exhibit Hall, 11:30 AM
- 285 Theme Track: Lightning Round: Telling a Compelling Story With Data in Five Minutes, Williford C, 12:30 PM
- 304 Theme Track: What Convinces Us, Doesn't Necessarily Convince Execs: What They Didn't Teach You in Grad School About Influencing, Williford C, 2:00 PM
- 311 Theme Track: Closing Keynote and Wrap-up: People Analytics: Is It All In Our Heads? Williford C, 3:30 PM

Leadership

- 253 Victims and Observers: Individual Differences as Moderators of Abusive Supervision, NW Exhibit Hall 1, 10:30 AM
- 255 Leadership and the Assessment of Leadership Potential, PDR 2, 10:30 AM
- 261 Posters 2 to 4, Astoria, 11:00 AM
- 264 Poster 17, SE Exhibit Hall, 11:30 AM
- 277 The Future of Shared Leadership Research, Waldorf, 12:00 PM
- 290 Understanding the Implications of Modern Organizational Changes for Team Leadership, Boulevard AB, 1:30 PM
- 297 Leadership: The Highs and Lows, Lake Huron, 1:30 PM
- 312 Closing Plenary Session, International North, 4:30 PM

Legal Issues/Employment Law

- 256 Posters 11 to 12, SE Exhibit Hall, 10:30 AM

Measurement/Statistical Techniques

- 237 Theme Track: Introduction and Learning in Action: Leveraging Data From the Employee Experience to Drive Performance, Williford C, 8:00 AM
- 278 Innovative Uses of IRT: Approaching Old Challenges in New Ways, Williford A, 12:00 PM
- 307 Rasch Measurement Versus IRT: A Practical Debate, Boulevard C, 3:30 PM

Motivation/Rewards/Compensation

- 233 Compensation, PDR 2, 8:00 AM
- 264 Poster 18, SE Exhibit Hall, 11:30 AM
- 303 Posters 1 to 17, SE Exhibit Hall, 2:00 PM

Occupational Health/Safety/Stress & Strain/Aging

- 222 What the Doctor Ordered: Strategies for Linking I-O and Healthcare, Continental B, 8:00 AM
270 Occupational Stress and Safety: Products of a Research Collision, Continental C, 12:00 PM
283 Posters 1 to 15, SE Exhibit Hall, 12:30 PM

Organizational Culture/Climate

- 226 Resources for Managing Hourly/Nonmanagement Talent: A Balancing Act, Lake Erie, 8:00 AM
264 Posters 19 to 20, SE Exhibit Hall, 11:30 AM
276 Environmental Sustainability, PDR 2, 12:00 PM
299 Shifting an Organization From Current to Desired Culture, PDR 2, 1:30 PM

Organizational Justice

- 256 Posters 13 to 25, SE Exhibit Hall, 10:30 AM
280 Social Identity and Reactions to Unfair Treatment of Others, Lake Erie, 12:30 PM

Organizational Performance/Change/Downsizing/OD

- 218 Posters 1 to 3, Astoria, 8:00 AM
241 Theme Track: People Decisions That Support and Shape Organizational Strategy: Science and Art, Williford C, 9:00 AM
284 Helping Organizations Become Nimble: Lessons Learned From Energy Industry I-Os, Williford B, 12:30 PM

Performance Appraisal/Feedback/Performance Management

- 263 Multirater Feedback and Personality Profiles: Best Practices for Comprehensive Approaches, Lake Huron, 11:30 AM
286 Posters 1 to 4, 1:00 PM
303 Posters 18 to 31, SE Exhibit Hall, 2:00 PM

Personality

- 219 Conditional Reasoning Tests: Where We Are and Where We're Going, Boulevard AB, 8:00 AM
239 M. Scott Myers Award for Applied Research in the Workplace: Computer Adaptive Personality Scales: Military and Private Sector Applications, Joliet, 9:00 AM
264 Posters 21 to 25, SE Exhibit Hall, 11:30 AM
279 S. Rains Wallace Dissertation Award: Beyond the Limits of Self-Reports: An "Other" Perspective on Personality, Joliet, 12:30 PM
296 Norming Personality Assessments: Challenges and Practical Considerations, Joliet, 1:30 PM

Research Methodology (e.g., surveys)

- 220 Randomized Experimental Tests of Mediation Models, Boulevard C, 8:00 AM
266 Longitudinal Research: Combining Recent Advancements, Boulevard AB, 12:00 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)

- 232 Applicant Reactions Around the Globe: Belgium, Greece, United States, Vietnam, NW Exhibit Hall 5, 8:00 AM
240 Posters 3 to 28, SE Exhibit Hall, 9:00 AM
245 Lessons Learned From Large-Scale Hiring Systems Transformations, Continental B, 10:30 AM
247 Reevaluating Assessment Centers: New Statistical Approaches, New Insights, International Ballroom South, 10:30 AM
281 Busted? Résumé Fraud, the Background Investigation, and Best Practices, Lake Huron, 12:30 PM
292 Variety Is the Spice of Validation: Moving Beyond "Traditional" Criteria, Continental A, 1:30 PM
293 Buyers and Vendors Discuss RFPs in Human Capital Consulting, Continental B, 1:30 PM
300 Why Applicant Perceptions Matter: A Practical View, Waldorf, 1:30 PM

Strategic HR/Utility/Changing Role of HR

- 230 I-O Interventions That Go Viral, Marquette, 8:00 AM
256 Posters 26 to 27, SE Exhibit Hall, 10:30 AM
262 Distinguished Early Career Contributions Award: How Did I Get From There to Here? Thorny Roads to Being Productive, Joliet, 11:30 AM
265 Talent Alignment Strategies for Supporting Strategic Organizational Shifts, Williford B, 11:30 AM
273 Building a Workforce to Meet Immediate Societal Needs, Marquette, 12:00 PM

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

- 225 Distinguished Teaching Contributions Award: Facilitating Student Engagement, Joliet, 8:00 AM
231 "Mastering" Your Career Path: Perspectives Across Career Stages, NW Exhibit Hall 1, 8:00 AM
238 I-O, I-O, It's Off to Work—or School—We Go? Boulevard AB, 9:00 AM
250 Past, Present, and Future of Master's Programs in I-O, Lake Huron, 10:30 AM
256 Posters 28 to 30, SE Exhibit Hall, 10:30 AM
257 So, You Think You Want to Be a Consultant? Waldorf, 10:30 AM
288 Funding Options for Graduate Students: Alternatives to Waiting Tables, NW Exhibit Hall 5, 1:00 PM
306 Stay or Go: Value of a Master's in Applied Settings, Boulevard AB, 3:30 PM

Testing/Assessment (e.g., selection methods; validation; predictors)

- 223 Can Faking Ever Be Overcome in High-Stakes Testing? Continental C, 8:00 AM
240 Posters 29 to 30, SE Exhibit Hall, 9:00 AM
246 Detecting Deception: Techniques for Assessing Applicant Faking on Personality Measures, Continental C, 10:30 AM
256 Posters 31 to 32, SE Exhibit Hall, 10:30 AM
264 Posters 26 to 27, SE Exhibit Hall, 11:30 AM
268 Validation in the Real World: Land Mines to Avoid, Continental A, 12:00 PM
283 Poster 16, SE Exhibit Hall, 12:30 PM
301 Employment Interview Research: Where Do We Go Next? Williford B, 1:30 PM
309 Gap Analysis: Using Assessments to Measure and Develop Workforce Capabilities, Waldorf, 3:30 PM

Training

- 282 Serious Games and Virtual Worlds: The Next I-O Frontier!, Lake Michigan, 12:30 PM

Work and Family/Non-Work Life/Leisure

- 283 Posters 17 to 29, SE Exhibit Hall, 12:30 PM
305 Posters 1 to 4, Astoria, 3:30 PM
308 Methodological Issues in Work–Family/(Nonwork) Research, Lake Huron, 3:30 PM

**218. Interactive Posters: 8:00 AM–8:50 AM
Astoria****I Love You, You're Perfect, Now Change**Lindsey Kotrba, Denison Consulting, *Facilitator***218-1 Change Management Integrity, Perceived Consistency Among Objectives, Behaviors, and Outcomes**

The perceived alignment between a change initiative's stated objectives and implementation, change management integrity, is hypothesized to influence commitment and stress through trust in management. Results of a dynamic mediation analysis suggest these changes in trust mediate the dynamic relationship between change management integrity and both commitment and stress.

Nealia S. Bruning, University of Manitoba
Patrick F. Bruning, Purdue University
Daniel C. Ganster, Colorado State University

Submitter: Nealia Bruning, bruningn@cc.umanitoba.ca

218-2 Exploring the Individualized Nature of Employee Resistance to Organizational Change

This study examined impacts of worker-perceived degree of organizational change on their formation of attitudes toward change and key organizational outcomes. A path analysis was conducted to examine the relationship of perceived degree of organizational change with attitudinal and dispositional resistance in a broad range of organizational change contexts.

Darryl S. Wilson, Highmark
Edward J. Sabin, Saint Louis University

Submitter: Darryl Wilson, wilsonds@slu.edu

218-3 Managing Change Perceptions: Manager Behavior and Organizational Change

This study investigates the role of manager behavior (initiating structure, consideration) on change perceptions. Participants were surveyed prior to large-scale, organizational restructuring. Results show initiating structure to have a direct effect on change as well as an indirect effect through role clarity. Consideration behavior was not related to change perceptions.

Lauren A. Wood, University of Georgia
Brian J. Hoffman, University of Georgia
Karl W. Kuhnert, University of Georgia

Submitter: Lauren Wood, wood.lauren8@gmail.com

**219. Symposium/Forum: 8:00 AM–8:50 AM
Boulevard AB****Conditional Reasoning Tests: Where We Are and Where We're Going**

Conditional Reasoning Tests (CRTs) have been shown to improve validity and decrease the likelihood of faking. This symposium will introduce several new CRTs for traits that are important in the prediction of job performance and explore the theoretical underpinnings and methodological alternatives involved in the development and validation of CRTs.

Jennifer L. Rasmussen, Texas A&M University, *Chair*
Mindy E. Bergman, Texas A&M University, *Chair*
Jennifer L. Rasmussen, Texas A&M University, Mindy E. Bergman, Texas A&M University, *Implicit Measurement of Extraversion and Agreeableness Using Conditional Reasoning Tests*

Kayo Sady, University of Houston, Alan Witt, University of Houston, Paras Mehta, University of Houston, Lawrence R. James, Georgia Institute of Technology, Suzanne Kieffer, University of Houston, *Development of Conditional Reasoning Tests of Conscientiousness and Emotional Stability*

Lawrence R. James, Georgia Institute of Technology, *Measuring the Power Motive and Toxic Leadership*

Submitter: Jennifer Rasmussen, jlr3723@tamu.edu

**220. Symposium/Forum: 8:00 AM–9:50 AM
Boulevard C****Randomized Experimental Tests of Mediation Models**

Although tests of mediating effects are typically based on data from nonexperimental studies, tests based on randomized experiments allow for more confident causal inferences. Thus, this symposium explicates strategies for conducting experimental tests of mediation, reviews studies that have used them, and considers options for dealing with tests that breakdown.

Charles E. Lance, University of Georgia, *Chair*
Eugene F. Stone-Romero, University of Texas at San Antonio, Patrick J. Rosopa, Clemson University, *Randomized Experimental Strategies for Testing Mediation Models*
Dov Eden, Tel Aviv University, *Meta-Analysis*

Multiexperiment Mediation Testing: The Best Evidence-Based I-O Psychology Knowledge

Ella Miron-Spektor, Bar Ilan University, Dorit Efrat-Treister, Technion–Israel Institute of Technology, Anat Rafaeli, The Technion, Israel, Orit Schwarz-Cohen, Technion–Israel Institute of Technology, *Does Other's Anger Make People Work Harder not Smarter?*

Ravit Hezkiau-Ludwig, University of Toronto, Dov Eden, Tel Aviv University, *What to Do When a Field Experiment Goes Awry?*

Richard P. DeShon, Michigan State University, *Discussant*

Submitter: Eugene Stone-Romero, wolfcub1@satx.rr.com

**221. Symposium/Forum: 8:00 AM–9:20 AM
Continental A****Understanding and Managing Workplace Emotions: Measures, Predictors, Processes, and Outcomes**

This session will explore the role of emotion perception and management in work organizations. Presentations will focus on the predictors of emotion-relevant behaviors and outcomes and on both the positive and negative consequences of effective emotion management. A question-and-answer period will also allow for audience interaction.



Indicates Saturday Theme Track Session.

Seth A. Kaplan, George Mason University, *Chair*
 Jose M. Cortina, George Mason University, *Chair*
 Seth A. Kaplan, George Mason University, Ronald P. Vega,
 George Mason University, Veronica L. Gilrane, George
 Mason University, Vias Nicolaides, George Mason
 University, Gregory A. Ruark, U.S. Army Research
 Institute-FLRU, Xiaoxiao Hu, George Mason University,
 Jose M. Cortina, George Mason University, *On the
 Nature and Predictors of Leader Emotion Management*
 Hillary A. Elfenbein, Washington University in St. Louis,
 Sigal Barsade, University of Pennsylvania, Noah
 Eisenkraft, University of Pennsylvania, *The Predictive
 Power of Observer-Rated Emotion Management Skills*
 Stephane Cote, University of Toronto, Katherine DeCelles,
 University of Toronto, Julie M. McCarthy, University of
 Toronto, Gerben A. Van Kleef, University of Amsterdam,
 Ivona Hideg, University of Toronto, *Emotion Regulation
 Knowledge Facilitates Prosocial and Interpersonally
 Deviant Behavior*
 Richard D. Roberts, ETS, Amanda Mason, University of
 Sydney, Carolyn E. MacCann, University of Sydney,
*Emotion Management Using the Situational Test of
 Emotion Management (STEM)*

Daniel J. Beal, Rice University, *Discussant*

Submitter: Jose Cortina, jcortina@gmu.edu

222. Panel Discussion: 8:00 AM–9:20 AM Continental B

What the Doctor Ordered: Strategies for Linking I-O and Healthcare

The purpose of this interactive session is to discuss challenges, responsibilities, benefits, and strategies associated with successful integration of I-O psychology in healthcare settings. From these experienced panelists, audience members will learn how to get the most out of these types of industry-spanning experiences.

Sarah Petschonek, University of Memphis, *Co-Chair*
 Christopher J. L. Cunningham, University of Tennessee at
 Chattanooga, *Co-Chair*

David Cadiz, Portland State University, *Panelist*
 Christie L. Kelley, Kronos/Clemson University, *Panelist*
 Robert R. Sinclair, Clemson University, *Panelist*

Submitter: Sarah Petschonek, sarah.petschonek@gmail.com

223. Debate: 8:00 AM–9:20 AM Continental C

Can Faking Ever Be Overcome in High-Stakes Testing?

The assessment of noncognitive personality characteristics as a means to select applicants in high stakes selection contexts is still controversial due to the problem of faking. This debate brings together experts in research and practice to discuss whether faking can ever be overcome in any form of high-stakes testing.

Matthias Ziegler, Humboldt Universität zu Berlin, *Chair*
 Carolyn E. MacCann, University of Sydney, *Co-Chair*
 Bobby D. Naemi, Educational Testing Service, *Co-Chair*
 Eric D. Heggstad, University of North Carolina Charlotte,
Moderator

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

Jill E. Ellingson, Ohio State University, *Presenter*
 Patrick C. Kyllonen, Educational Testing Service, *Presenter*
 Submitter: Matthias Ziegler, zieglema@hu-berlin.de

224. Symposium/Forum: 8:00 AM–9:20 AM International Ballroom South

Utility of Noncognitive Assessments for Developing MBA Students

Graduate management programs continue to enhance their curriculum and overall student experience through the use of various assessments. This forum describes the collaboration between GMAC and 2 test publishers on a pilot study using noncognitive assessments in the business school experience. We discuss lessons learned, next steps, and future research.

Ryan A. Ross, Hogan Assessment Systems, *Chair*
 Peg Jobst, Graduate Management Admission Council, Andrew
 Martelli, Graduate Management Admission Council,
 Eileen Talento-Miller, Graduate Management Admission
 Council, *Assessing the Assessments: GMAC Pilot
 Development*

Kenneth P. De Meuse, Korn/Ferry International, Guangrong
 Dai, Lominger International, *Learning Agility: A Critical
 Attribute for Developing the Next Generation*

Dana Landis, Korn/Ferry International, Paul Scheer,
 Korn/Ferry International, *Decision Styles and
 Development in an MBA Student Population*

Matthew R. Lemming, Hogan Assessment Systems, Kristin
 Hatfield, Hogan Assessment Systems, Ryan A. Ross,
 Hogan Assessment Systems, *Using Personality and
 Cultural Fit Assessments in the GMAC Pilot*

Eileen Talento-Miller, Graduate Management Admission
 Council, Andrew Martelli, Graduate Management
 Admission Council, *Impressions From the GMAC
 Spring 2010 Soft Skills Pilot*

Submitter: Matthew Lemming, mlemming@hoganassessments.com

225. Special Events: 8:00 AM–8:50 AM Joliet

Distinguished Teaching Contributions Award: Facilitating Student Engagement

Professor Sachau will discuss strategies for increasing student engagement. The talk will include a summary of some of the best practices among I-O graduate programs including student consulting projects, internships, case competitions, and service learning programs.

Barbara A. Fritzsche, University of Central Florida, *Host*
 Daniel Sachau, Minnesota State University, *Presenter*

Submitter: Barbara Fritzsche, bfritzsc@gmail.com

226. Panel Discussion: 8:00 AM–9:20 AM Lake Erie

Resources for Managing Hourly/Nonmanagement Talent: A Balancing Act

Many organizations have more hourly/nonmanagement than management employees, yet more I-O practice is dedicated to management populations. This mismatch

results in unique challenges for managing hourly employees. This panel of experts discusses the development of resources related to selection, performance management, and career development for hourly populations.

Julia Bayless, Sodexo, Inc., *Chair*
James T. Austin, Ohio State University, *Panelist*
Christina Norris-Watts, APT, Inc., *Panelist*
Samantha A. Morris, MillerCoors, *Panelist*
David L. Van Rooy, Marriott International, *Panelist*
Submitter: Julia Bayless, julia.bayless@sodexo.com

227. Master Tutorial: 8:00 AM–9:20 AM

Lake Huron

1.5 CE credit for attending.

Executive Versus Emotional Intelligence: 21st Century High-Performance Strategy

A positive psychology framework was used to identify the similarities and differences between emotional intelligence and executive intelligence. The findings were then explored in order to develop training and implement effective tools for enhancing executive effectiveness and optimal performance in the workplace. Five learning outcomes for the training were presented.

Lori La Civita, Baker College, *Presenter*
Tammalette Mattison, Baker College, *Presenter*
Submitter: Lori La Civita, lori.lacivita@baker.edu

228. Symposium/Forum: 8:00 AM–9:20 AM

Lake Michigan

One Size Doesn't Fit All: Cross-Cultural Competence Across Organizational Contexts

Cross-cultural competence (3C) is of increasing importance in corporate, governmental, and military sectors. Training, education, and assessment are the most commonly used methods for growing 3C within organizations. Employing these methods, however, requires special consideration in different sectors as their appropriateness and utility are highly context dependent.

Jessica A. Gallus, Army Research Institute, *Co-Chair*
David S. Geller, George Mason University, *Co-Chair*
Marinus van Driel, Van Driel Consulting/ DEOMI, *Co-Chair*
Paula M. Caligiuri, Rutgers University, *Corporate Interventions for Training and Developing Cultural Agility*
David S. Geller, George Mason University, Mike McCloskey, 361 Interactive, LLC, Elizabeth Lerner Papautsky, 361 Interactive, LLC, Stacy Everett, George Mason University, *Experiential Characteristics That Influence U.S. Army Cadet Cross-Cultural Competence Development*
Mark E. Mendenhall, University of Tennessee, Chattanooga, *Context, Constraints, and Opportunities in Developing Global Leader Cross-Cultural Competence*
Melissa R. Brittain, Air Force Culture and Language Center, Katie M. Gunther, Auburn University, *Instructors as Cultural Mentors: Facilitating Attitude Change via Distance Learning*
Raymond A. Noe, Ohio State University, *Discussant*
Submitter: Jessica Gallus, jessica.gallus@gmail.com

229. Panel Discussion: 8:00 AM–9:20 AM

Lake Ontario

Teams in the Wild: Do Our Theories and Methods Fit?

This session discusses the present and future study of collective behavior, particularly in extreme environments. Panelists and audience members examine the extent that theories, principles, methods, and measures characterizing the last 3 decades of team research remain applicable to collective efforts observed in the wild today and into the future.

Eduardo Salas, University of Central Florida, *Chair*
Sallie J. Weaver, University of Central Florida, *Co-Chair*
Heidi B. King, Office of the Assistant Secretary of Defense (Health Affairs), *Co-Chair*
Rhona H. Flin, University of Aberdeen, *Panelist*
Gerald F. Goodwin, U.S. Army Research Institute, *Panelist*
Kathryn Keeton, NASA EASI/Wyle Labs, *Panelist*
John E. Mathieu, University of Connecticut, *Panelist*
Submitter: Sallie Weaver, sweaver@ist.ucf.edu

230. Panel Discussion: 8:00 AM–9:20 AM

Marquette

I-O Interventions That Go Viral

Given the dynamic nature of organizations today, crafting I-O interventions that last and are sustainable has become increasingly difficult. In this panel discussion, 4 experienced I-O practitioners will explore the factors that they have found most critical in creating I-O/HR interventions that persist, adapt, and thrive across multiple years.

Paul R. Yost, Seattle Pacific University, *Chair*
Jillian McLellan, Seattle Pacific University, *Co-Chair*
Jeffrey J. McHenry, Microsoft Corporation, *Panelist*
Lise M. Saari, New York University, *Panelist*
Kevin J. Nilan, 3M, *Panelist*
Mary Plunkett, Heineken, *Panelist*
Submitter: Paul Yost, yostp@spu.edu

231. Panel Discussion: 8:00 AM–9:20 AM

Northwest 1

"Mastering" Your Career Path: Perspectives Across Career Stages

This panel includes 4 I-O practitioners (3 with terminal master's degrees, 1 with a PhD) who represent various career stages. The purpose is to provide master's students and recent master's graduates with insights on experiences and decisions encountered throughout the career lifespan as a professional with a terminal master's degree.

Kara R. Jeanson, PDRI, *Chair*
Timothy Ford, PDRI, *Panelist*
Eric A. Kidwell, Booz Allen Hamilton, *Panelist*
Sidney F. Fisher, U.S. Office of Personnel Management, *Panelist*
Sheila R. Schultz, HumRRO, *Panelist*
Submitter: Kara Jeanson, kara.jeanson@pdri.com

**232. Symposium/Forum: 8:00 AM–9:20 AM
Northwest 5****Applicant Reactions Around the Globe:
Belgium, Greece, United States, Vietnam**

Applicant reactions influence the success of selection procedures. In this symposium, researchers from 4 countries with 3 samples of applicants and a cross-cultural comparison of 2 countries will present data, share insights, and discuss challenges that will help organizations design selection procedures with a global perspective. Our discussant represents Canada.

Talya N. Bauer, Portland State University, *Co-Chair*
Ana B. Costa, Portland State University, *Co-Chair*
Karin Proost, HUBrussel, Mechteld Segers-Noij, Open University of the Netherlands, Marius van Dijke, Open University of the Netherlands, Eva Derous, Ghent University, Jasper von Grumbkow, Open University of the Netherlands, *Angry Applicants: A Sample of Prison Guard Applicants in Belgium*

Ioannis Nikolaou, Athens University of Economics & Business, *Applicants' Personality in Interview Perceptions and Organizational Justice in Greece*

Thu G. Hoang, Portland State University, Berrin Erdogan, Portland State University, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, *Cross-Cultural Applicant Reactions to Selection Methods: Vietnam and United States*

Ana B. Costa, Portland State University, Dirk D. Steiner, Université de Nice-Sophia Antipolis, Cornelius J. König, Universität des Saarlandes, Victoria L. Pace, Florida International University, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, *Decision-Maker Reactions to Hiring Practices in the United States*

Julie M. McCarthy, University of Toronto, *Discussant*

Submitter: Ana Costa, costa@pdx.edu

**233. Community of Interest: 8:00 AM–9:20 AM
PDR 2****Compensation**

Joseph J. Martocchio, University of Illinois at Urbana-Champaign, *Host*

Marina P. Field, Pfizer, *Coordinator*

**234. Panel Discussion: 8:00 AM–8:50 AM
Waldorf****20/20 @ 20: Reflecting On Career Paths**

On the 20th anniversary of their first year of graduate school, 5 I-O psychologists will discuss their diverse career histories, which include academia, internal consulting, and external consulting. The influence of scientist-practitioner training and early career experiences on future career path will be emphasized through panelist and audience interaction.

Walter C. Borman, PDRI/University of S. Florida, *Chair*
Kevin W. Cook, Development Dimensions International, *Panelist*
Rick Hense, Bank of America, *Panelist*
Conrado A. Marion-Landais, Georgia Power Company, *Panelist*
Laura A. Steighner, American Institutes for Research, *Panelist*
Chris Wright, San Francisco State University, *Panelist*

Submitter: Rick Hense, rick.hense@bankofamerica.com

**235. Symposium/Forum: 8:00 AM–9:20 AM
Williford A****International Perspectives on Ethical Leadership**

This symposium showcases emerging research on the importance of ethical leadership within and across cultures from around the world. As a group, these papers provide insights into the societal forces impacting the meaning and importance of ethical leadership, along with the culture-based mechanisms through which ethical leaders influence others.

Christian J. Resick, Drexel University, *Chair*
Paul J. Hanges, University of Maryland, *Co-Chair*
Deanne N. Den Hartog, University of Amsterdam, Frank D. Belschak, University of Amsterdam, *Work Engagement as an Element of the Ethical Leadership Process*
Charlotte M. Karam, American University of Beirut, Yusuf Sidani, American University of Beirut, *Perceived Importance of Ethics for Leadership in the Lebanese Culture*
Jun Liu, Renmin University of China, Ho Kwong Kwan, Drexel University, Ping Ping Fu, Chinese University of Hong Kong, *Ethical Leadership in Chinese Culture: Examining Friendships and Traditionality*
Xiaoming Zheng, Tsinghua University, Weichun Zhu, Penn State University, Great Valley Campus, Haibo Yu, Beijing Normal University, Xi Zhang, Tsinghua University, *Ethical Leadership in Chinese Organizations: A Scale Development*
Silke A. Eisenbeiss, Ludwig-Maximilians-University, Felix C. Brodbeck, LMU München, *Opening the Gates: Perceptions of Ethical Leadership Across Cultures*
Peter W. Dorfman, New Mexico State University, *Discussant*
Submitter: Christian Resick, cresick@drexel.edu

**236. Panel Discussion: 8:00 AM–9:20 AM
Williford B****Culture and Diversity: Current and Future Theoretical and Practical Approaches**

As culture and diversity become increasingly important, so does the need to understand the impact of both surface- and deep-level differences. The wealth of existing research is beginning to be integrated and refined. Panelists will explore issues in culture and diversity research and practice, and the benefits of continued collaboration.

Maritza R. Salazar, University of Central Florida, *Chair*
Christopher Coultas, University of Central Florida, *Co-Chair*
Rebecca Grossman, University of Central Florida, *Co-Chair*
Jennifer P. Feitosa Olivera, University of Central Florida, *Co-Chair*
Susan E. Jackson, Rutgers University, *Panelist*
Georgia T. Chao, Michigan State University, *Panelist*
Bernardo M. Ferdman, Alliant International University, *Panelist*
Lilach Sagiv, The Hebrew University of Jerusalem, *Panelist*
Daniel P. McDonald, Defense Equal Opportunity Management Institute, *Panelist*

Submitter: Christopher Coultas, ccoultas@ist.ucf.edu

237. Panel Discussion: 8:00 AM–8:50 AM Williford C

Theme Track: Introduction and Learning in Action: Leveraging Data From the Employee Experience to Drive Performance



Introduction to Theme Track and a case study focused on multiple aspects of the employee experience will be presented. Data from different levels, sources, and so on will be brought together and analyzed, and implications will be discussed. The lessons around doing these kinds of analyses as well as things to plan for, things you cannot plan for, and a plan for how to get started will be provided.

David J. Woehr, University of Tennessee, Knoxville, *Chair*
Wayne F. Cascio, University of Colorado, Denver, *Panelist*
Anne E. Herman, Kenexa, *Panelist*

Submitter: David Woehr, djw@utk.edu

238. Debate: 9:00 AM–9:50 AM Boulevard AB

I-O, I-O, It's Off to Work...or School...We Go?

A diverse panel will debate the value of work experience as part of graduate training in I-O and how much weight (if any) work experience should be given for admission. The debate will highlight the varied points of view that exist in the I-O community regarding these, and related, issues.

Scott E. Cassidy, The Pennsylvania State University, *Moderator*
Tracey E. Rizzuto, Louisiana State University, *Presenter*
Olga L. Clark, University of Hartford, *Presenter*
Michael A. Lodato, ICF International, *Presenter*
Luke Brooks-Shesler, GMU, *Presenter*
Wendy L. Bedwell, University of Central Florida, *Presenter*

Submitter: Scott Cassidy, scottcassidy@hotmail.com

239. Special Events: 9:00 AM–9:50 AM Joliet

M. Scott Myers Award for Applied Research in the Workplace: Computer Adaptive Personality Scales: Military and Private-Sector Applications

The award winners describe the development of a computer adaptive testing (CAT) approach to personality measurement. We focus on instruments designed for the military, Navy Computer Adaptive Personality Scales, and private sector, Global Personality Inventory-Adaptive. Benefits including increased efficiency, test security, and potential for improved validity are also discussed.

Walter C. Borman, Personnel Decisions Research Institutes/University of South Florida, *Presenter*
Janis S. Houston, Personnel Decisions Research Institutes, *Presenter*
Richard A. McLellan, Discerning Research LLC, *Presenter*
Robert J. Schneider, Personnel Decisions Research Institutes, *Presenter*

Tracy Kantrowitz, PreVisor, *Presenter*

Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

240. Posters: 9:00 AM–9:50 AM SE Exhibit Hall

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)

240-1 Individual Values as a Predictor for Job Applicant Attraction

This study examined the relationship between values and job attribute preferences using a profile methodology and expanded job attribute and values frameworks to increase the generalizability of findings. Data showed a relationship between several value dimensions and an increased attraction to its hypothesized “ideal” job profile type, supporting this connection.

Emily G. Feinberg, University of Maryland
Paul J. Hanges, University of Maryland

Submitter: Emily Feinberg, efeinberg@psyc.umd.edu

240-2 Attitudes Toward Selection: Role of Error Rate and Error Type

The goal of this study was to better understand how specific types of selection errors (false positive and false negative) and the risk of these errors influence people's attitudes toward selection approaches. Risk of error effected perceptions of usefulness and type of error had an effect on perceptions of legality.

Maya Yankelevich, PDRI
Scott Highhouse, Bowling Green State University
Submitter: Maya Yankelevich, myankelevich@pdri.com

240-3 The Effect of Prescreening on Adverse Impact in Personnel Selection

A Monte Carlo simulation examined the effects of educational-attainment prescreening, predictor order, and weighting on adverse impact in personnel selection. Predictor order had no effect on adverse impact, except in scenarios that included a prescreen. In general, prescreening reduced adverse impact across all scenarios.

Rebecca Anderson, Illinois Institute of Technology
Scott B. Morris, Illinois Institute of Technology
Submitter: Rebecca Anderson, rander3@iit.edu

240-4 An Exchange System Conceptualization of Person–Work Environment Fit

We combine social exchange theory with sociotechnical systems and present a conceptual framework for integrating current conceptions of person–environment fit. We present 3 componential models that organize myriad fit relationships linking employees and employing organizations and then discuss how these can be integrated to capture the complexity of person–environment fit.

John F. Binning, The DeGarmo Group, Inc.
Adam L. Bradshaw, Illinois State University
Submitter: John Binning, binning@degarmogroup.com

240-5 Applicant Attraction: Understanding Preferences of High-Quality Applicants

Successful attraction of high-quality applicants is essential for any organization to select individuals that will contribute to organizational goals. This paper investigates the different factors that attracted higher and lower quality applicants using a sample of incumbents. Results indicate there are different factors that attract higher quality individuals.

Yongwei Yang, Gallup, Inc.
Nikki Blacksmith, Gallup, Inc.
Joe Streur, Gallup, Inc.

Submitter: Nikki Blacksmith, nikki_blacksmith@gallup.com

240-6 A Statistical Correction to Twenty Years of Banding

Statistically based banding is often considered a viable method for minimizing adverse impact in test-based employment decisions. However, Dudek (1979) noted that the formula commonly used to calculate the standard error of measurement is inappropriate. This study examines the impact of the correct formula on banding-based selection decisions.

Sean M. Gasperson, North Carolina State University
Mark C. Bowler, East Carolina University
Karl L. Wuensch, East Carolina University
Jennifer L. Bowler, East Carolina University

Submitter: Mark Bowler, bowlerm@ecu.edu

240-7 Hiring Maghreb/Arab Applicants Depends on Age, Gender, and Job Demands

Maghreb/Arab applicants suffer hiring discrimination, and this effect is moderated by other minority characteristics (applicants' sex and age) as well as job cognitive demands. A field experiment among 214 Belgian HR-professionals showed a 4-way interaction that supported person-in-job stereotypes and that is further explained by attribution theory. Implications are discussed.

Eva Derous, Ghent University
Roland Pepermans, Vrije Universiteit Brussel
Claire Baukens, Vrije Universiteit Brussel
Veerle Van Muylder, Vrije Universiteit Brussel

Submitter: Eva Derous, eva.deraus@ugent.be

240-8 Screening Out the Arab Applicant: Ethnic Identification and Recruiter Characteristics Matter

Two field experiments in the Netherlands investigated hiring discrimination against Arab applicants based on ethnic identifiers on resumés. The odds for rejecting resumés with Arabic identifiers were 5 times higher than those with Dutch identifiers (Study 1: Correspondence audit test). Social dominance orientation moderated this effect (Study 2: Résumé-sifting experiment).

Eva Derous, Ghent University
Ann Marie Ryan, Michigan State University

Submitter: Eva Derous, eva.deraus@ugent.be

240-9 Can You Elaborate? A Novel Approach for Mitigating Personality Faking

The authors present required elaboration as an approach to decrease faking on personality questionnaires. Results indicate that this elaboration technique reduces mean personality scores for both orderliness and achievement striving, and this reduction in scores appears to result from a reduction in faking.

David F. Dubin, University of Houston
Mindy M. Krischer, University of Houston
James E. Campion, University of Houston

Submitter: David Dubin, david.f.dubin@gmail.com

240-10 An Investigation of Prospective Applicants' Intentions to Submit Video Resumés

This study used the theory of planned behavior to explain/predict video resumé submission intentions/behaviors. Results largely supported the hypothesized model, with attitudes and perceived social norms functioning as particularly important determinants of intentions to submit video resumés. In addition, narcissism predicted attitudes toward submitting video resumés and perceived behavioral control.

Amanda L. Gissel, North Carolina State University
Lori Foster Thompson, North Carolina State University
Samuel B. Pond, North Carolina State University
Adam W. Meade, North Carolina State University

Submitter: Amanda Gissel, algissel@ncsu.edu

240-11 Cognitive Mapping as an Alternative to Studying Employer Image Beliefs

This paper explores cognitive mapping as an alternative methodology for understanding how prospective applicants structure employer image beliefs. Cognitive maps from a sample of prospective applicants, new hires, and expert recruiters are compared. Results reveal meaningful differences in the way outsiders structure employer image information compared to organizational insiders.

Crystal M. Harold, Temple University
Bryan Wiggins, Fors Marsh Group
Luciano Viera, Fors Marsh Group
Sean Marsh, Fors Marsh Group

Submitter: Crystal Harold, charold@temple.edu

240-12 Perceived Barriers to the Use of Job Search Strategies

Job seekers have a host of job search strategies from which to choose (e.g., networking, newspaper want ads). However, little research exists explaining why job seekers choose the strategies they do. After interviewing 77 current job seekers, we identified 21 issues that affect applicant motivation in choosing a job search strategy.

Michael Horvath, Cleveland State University
Ryan Murcko, Cleveland State University
Brittany Bate, Cleveland State University
Christopher Davis, Cleveland State University

Submitter: Michael Horvath, m.horvath59@csuohio.edu

240-13 Internet Job Seekers' Information Expectations Predict Organizational Attraction

This study examined the role of information expectations in job search. We asked 451 participants to view either a rich (virtual world) or lean (Web site) recruitment medium. We find job seekers have higher information expectations for richer media. Expectations predict organizational attractiveness; this relationship is mediated by information acquisition experiences.

Garett N. Howardson, George Washington University
Tara S. Behrend, George Washington University

Submitter: Garett Howardson, garett.howardson@gmail.com

240-14 Applicant Reactions to Affective/Cognitive Recruiting Messages

We examined how applicants reacted to Web-based videos of organizational recruitment messages. Affective messages resulted in greater fit perceptions and job pursuit intentions than cognitive messages, particularly for applicants low in need for cognition (NFC). High NFC applicants had more positive outcomes for cognitive recruiting messages than low NFC.

David Kraichy, University of Calgary
Derek S. Chapman, University of Calgary

Submitter: David Kraichy, d_kraichy@hotmail.com

240-15 Application of the Instrumental-Symbolic Framework Within an Employer Positioning Context

This study investigates use and validity of perceptual mapping as a tool for employer positioning from a human resources management standpoint. Results show potential for use of perceptual mapping within an employer branding context. Theoretical and practical recommendations concerning the application of this technique close the paper.

Martin Lauzier, UQO
Marc Roy, UQAR

Submitter: Martin Lauzier, martin.lauzier@uqo.ca

240-16 Test Item Order, Achievement Goals, and Perceived Test Fairness

This study explored the effects of manipulating the order of difficulty of items within a cognitive power test on performance, perceived performance, and test perceptions (e.g., fairness). The role of achievement goals in predicting these outcomes and in moderating these relationships was also explored. Practical and theoretical implications are discussed.

Donald E. Lustenberger, Development Dimensions International
Carolyn M. Jagacinski, Purdue University
Brett W. Guidry, Portland State University

Submitter: Donald Lustenberger, dlustenb@purdue.edu

240-17 A Reexamination of the Web-Based Demand of PHR/SPHR Certifications

In light of the popularity of HR certifications, this study reexamines the demand for PHR/SPHR professionals. Results suggest over a quarter (25.1%) of HR-related job

announcements required or preferred applicants to possess PHR/SPHR certification, which was significantly greater than 1.4% found in the Aguinis et al. (2005) study.

Brian D. Lyons, California State University, Fresno
Aaron J. Meyers, California State University, Fresno
Lorin M. Mueller, American Institutes for Research

Submitter: Brian Lyons, blyons77@yahoo.com

240-18 The Five-Factor Model of Personality and Performance in East Asia

This study estimates the operational validity of the 5-factor model (FFM) of personality traits in East Asia via meta-analysis. The results show that Extraversion and Conscientiousness were found to be most valid in East Asia, whereas Conscientiousness and Emotional Stability were the 2 most valid FFM traits in Euro-America.

In-Sue Oh, Virginia Commonwealth University
Frank L. Schmidt, University of Iowa
Michael K. Mount, University of Iowa
Huy Le, TUI University
Russell Guay, University of Iowa
Kiyoshi Takahashi, Kobe University
Aichia Chuang, National Taiwan University
Jun Naito, Recruit Management Solutions Co., Ltd.
Shiho Imashiro, Recruit Management Solutions Co., Ltd.
Yumiko Mochinushi, Recruit Management Solutions Co., Ltd.
Nick Yanming, Chinese University of Hong Kong
Kenneth Law, Chinese University of Hong Kong

Submitter: In-Sue Oh, insue.oh@gmail.com

240-19 Pretest and Posttest Reactions to an In-Basket Exercise

This study compared applicant reactions regarding a paper-and-pencil and a computerized in-basket. Results showed that paper-and-pencil in-basket was equally or more positively perceived than computerized in-basket. Results from structural equation modeling showed that applicants' general beliefs in tests affected pretest reactions, and applicants' test performance influenced posttest reactions.

Janneke K. Oostrom, Erasmus University Rotterdam/GITP
Lineke Bos-Broekema, Besturenraad
Alec W. Serlie, Erasmus University Rotterdam/GITP
Marise Ph. Born, Erasmus University Rotterdam
Henk T. Van der Molen, Erasmus University Rotterdam

Submitter: Janneke Oostrom, oostrom@fsw.eur.nl

240-20 Factor Structure of Two Different Developmental Assessment Center Rating Formats

Dimensions of assessment centers are a debated topic. We examine the dimensions of a developmental assessment center as rated by 2 types of rating formats. Within-dimension rating format, where raters provide scores at the end of the assessment center on specific dimensions, results in promising construct related validity.

Boris I. Yanovsky, Xavier University
Robin Graff-Reed, VHA National Center for Organization

Development
Katerine Osatuke, Miami University

Submitter: Katerine Osatuke, Katerine.Osatuke@va.gov

240-21 Organizational Attractiveness Mediates Effects of Web Site Usability on Job Choice

This study contributes to research on relationships among Web site usability, organizational attractiveness, and job choice. The hypothesized model was supported wherein organizational attractiveness fully mediated effects of Web site usability on job choice, after controlling for applicant fairness perceptions and comparative job offer evaluation. Implications and future directions are discussed.

David W. Reeves, University of Connecticut
Benjamin M. Walsh, University of Connecticut
Leslie M. Golay, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitter: David Reeves, david.reeves@uconn.edu

240-22 Motivation in Assessment Centers: Does It Depend on the Task?

This study investigated task-based differences in participant motivation in an assessment center context. Between-task differences were observed in participant motivation levels and the relationships motivation had with other variables. Procedural justice and perceived performance were related to motivation across tasks, but that was not the case for perceived influence.

Sylvia G. Roch, University at Albany, SUNY
Vipanchi Mishra, University at Albany, SUNY
Eugene Trombini, University at Albany, SUNY

Submitter: Sylvia Roch, roch@albany.edu

240-23 Effects of Task Performance, OCBs, and CWBs on Selection Decisions

This study compares the effects of a candidate's propensity to exhibit OCBs and CWBs on selection decisions. Results indicate that a propensity to exhibit helping and voice behaviors was positively related to selection decisions, whereas a propensity to exhibit production and interpersonally deviant behaviors was negatively related to these outcomes.

Nathan P. Podsakoff, University of Arizona
Jessica L. Siegel, University of Arizona
Steven W. Whiting, Indiana University
Timothy D. Maynes, Indiana University
Philip M. Podsakoff, Indiana University

Submitter: Jessica Siegel, jsiegel1@email.arizona.edu

240-24 Determinants of Employee Referrals: A Motivational Framework

Given the dearth of research on its determinants, it is not clear how organizations can encourage employees' referral behavior. In line with the proposed motivational framework, employee referrals were found to be motivated by intrinsic (job satisfaction), prosocial (helping job seekers and organization), and extrinsic (referral bonus) factors.

Greet Van Hoyer, Ghent University

Submitter: Greet Van Hoyer, greet.vanhoye@ugent.be

240-25 Organizational Attraction: A Person–Person Fit Perspective

In a sample of 320 unemployed job seekers in Belgium, we investigated how the fit between job seekers' and employees' personality affects organizational attraction. Supporting a person–person fit perspective, we found positive effects of objective fit in Conscientiousness and Agreeableness on attraction, which were mediated by perceived person–person fit.

Greet Van Hoyer, Ghent University
Daniel B. Turban, University of Missouri

Submitter: Greet Van Hoyer, greet.vanhoye@ugent.be

240-26 Applicant Motivation and Withdrawal Intentions During Online Selection Testing

Little previous work has been done on why potential job applicants may choose to withdraw from online employee selection assessments. This study uses the 3 components of the expectancy theory of motivation—valence, instrumentality, and expectancy—as predictors of an applicants' intention to withdraw.

Joseph M. Wolkittel, University of Minnesota
Andrea Lassiter, Minnesota State University, Mankato
Pamela Congemi, PreVisor
Abby Miller, PreVisor
Louis N. Quast, University of Minnesota

Submitter: Joseph Wolkittel, wolk0001@umn.edu

240-27 Predictive Validity and Procedural Justice of the Implicit Association Test

This study was conducted to assess the predictive validity and procedural justice of an implicit association test (IAT) measuring task-switching ability. IAT scores were not related to cognitive ability test scores and did not predict posttraining outcomes. The procedural justice of the IAT was rated poorly by participants.

Natalie A. Wright, North Carolina State University
Adam W. Meade, North Carolina State University

Submitter: Natalie Wright, nawright@ncsu.edu

240-28 The Impact of Efficacy and Motivation on Person–Organization Fit

Expanding person–organization fit research, we examined how self-efficacy and approach-versus-avoidance motives impact individuals' subjective fit. Our results illustrated that occupational self-efficacy is positively related to approach goals and negatively related to avoidance goals. Further, these 2 motivations differentially predicted subjective person–organization fit and organizational attraction.

Jonathan C. Ziegert, Drexel University
Johnna Capitano, Self-employed
Ping Shao, California State University, Sacramento
Quinn W. Cunningham, Drexel University

Submitter: Jonathan Ziegert, ziegert@drexel.edu

240-29 A Comparison of Two Methods for Keying Biodata Inventories

Biodata inventories are often scored using methods specific to the context of biodata. Utilizing a large ($N > 150,000$) dataset and conducting Monte Carlo simulations, a traditional biodata method is compared to multiple regression, and evidence from both settings suggests an advantage to multiple regression if sample size is adequate.

Adam Beatty, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Jana Rigdon, University of Minnesota
Winnie Shen, University of Minnesota
Thomas Kiger, University of Minnesota

Submitter: Adam Beatty, beatt071@umn.edu

240-30 Political Skill in Job Application: A Within-Subjects Field Experiment

Political skill is the ability to understand and influence others to enhance one's personal and/or organizational objectives. The Political Skill Inventory (PSI; Ferris et al., 2005) assesses this talent. A within-subjects field experiment showed there was evidence for faking, but the criterion-related validity of PSI was not undermined by faking.

Gerhard Blickle, University of Bonn
Ariane von Below, University of Bonn
Angela Johannen, University of Bonn

Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

241. Panel Discussion: 9:00 AM–9:50 AM Williford C

Theme Track: People Decisions That Support and Shape Organizational Strategy: Science and Art



Business strategy requires uniqueness to differentiate from competitors. Alternatively, science is the search for non-unique, generalizable, replicable solutions. Therein lays a paradox for how decisions are made in organizations. Based on a study of HR executives' evidence-based decision making, we explore the art of addressing this challenge.

Anne E. Herman, Kenexa, *Chair*
Scott M. Brooks, OrgVitality, *Panelist*
Richard M. Vosburgh, ArchPoint Consulting/HRPS, *Panelist*

Submitter: Ann Herman, anne.herman@kenexa.com

242. Panel Discussion: 10:30 AM–11:50 AM Boulevard AB

Teaching Old Dogs New Tricks: Incorporating Competencies Into Talent Systems

The objective of this panel discussion is to provide an overview of how competency models are developed, integrated, and configured within talent-management systems. The panel will discuss other competency integration issues, how they have addressed them (e.g., global issues, leadership changes, etc.), and share lessons learned.

Nisha Advani, Genentech, *Chair*
Robin R. Cohen, Bank of America, *Panelist*
Patrick Connell, Development Dimensions International, *Panelist*
Corrine Mason, Ingersoll Rand, *Panelist*
Guido Pozo, Booz Allen Hamilton, *Panelist*
Bridgette Weitzel, BAE Systems, *Panelist*

Submitter: Heather Gordon, hlgordon@uncc.edu

243. Symposium/Forum: 10:30 AM–11:50 AM Boulevard C

The Compelling Business Case for Corporate Social Responsibility

Corporate social responsibility has gained substantial global traction as an important area of research and for organizational action. This symposium will present 4 papers showing ROI of environmentally friendly strategies, outcomes of pride stemming from environmental practices, effect of volunteering on engagement, and using linkage research to drive sustainable actions.

Sara P. Weiner, Kenexa, *Chair*
Anne E. Herman, Kenexa, Joseph M. James, Kenexa, *Corporate Social Responsibility and Environmentally Friendly Practices Return the Investment*
David A. Jones, University of Vermont, *Proud to Be Green: How Organizations Benefit From Pro-Environmental Practices*
LaToya D. Ingram, Columbia University, *Connecting Corporate Volunteerism and Employee Engagement*
Andrew Biga, Procter & Gamble, Adam J. Massman, Michigan State University, Robert E. Gibby, Procter & Gamble, A. S. McCance, University of Illinois at Urbana-Champaign, Jane B. (Brodie) Gregory, Procter & Gamble, *Environmental Sustainability at P&G: Identifying What Matters*
Chelsea R. Willness, University of Saskatchewan, *Discussant*
Submitter: Sara Weiner, Sara.Weiner@Kenexa.com

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

Scholarly Impact and Career Success in Organizational Behavior

This symposium includes presentations that examine scholarly impact in 3 ways: (a) identifying determinants that distinguish citation classics (articles having 100 or more citations) from noncitation classics; (b) examining dissertation characteristics that predict the early career success of organizational behavior scholars; and (c) exploring alternative objective measures of journal impact.

Nathan P. Podsakoff, University of Arizona, *Chair*
Nathan P. Podsakoff, University of Arizona, Valentina V. Kuskova, Indiana University, Samuel J. Birk, University of Arizona, Pareshe Mishra, Indiana University, *Determinants of Citation Classics in Organizational Behavior*
Timothy A. Judge, University of Florida, Jason A. Colquitt, University of Florida, Brent A. Scott, Michigan State University, David M. Long, University of Florida, *Dissertation Quality and Academic Career Success*
Philip M. Podsakoff, Indiana University, Scott B. MacKenzie, Indiana University, *Assessing the Influence of OB Journals in the 21st Century*
John R. Hollenbeck, Michigan State University, *Discussant*
Submitter: Samuel Birk, samuel.birk@gmail.com

245. Panel Discussion: 10:30 AM–11:50 AM Continental B

Lessons Learned From Large-Scale Hiring Systems Transformations

The impetus for this session is the Obama administration's Hiring Reform initiative. A panel of industrial-organizational psychologists with significant experience in human capital transformations will share their experiences and lessons learned. This session seeks to educate the SIOP community and provide data to inform such transformations in the future.

Beverly A. Dugan, HumRRO, *Chair*

Brian S. O'Leary, U.S. Office of Personnel Mgmt, *Panelist*

Eric E. Brasher, United Airlines, *Panelist*

Robert E. Gibby, Procter & Gamble, *Panelist*

Laura Mastrangelo Eigel, Frito-Lay North America, *Panelist*

Suzanne Tsacoumis, HumRRO, *Panelist*

Submitter: Beverly Dugan, bdugan@humro.org

246. Symposium/Forum: 10:30 AM–11:50 AM Continental C

Detecting Deception: Techniques for Assessing Applicant Faking on Personality Measures

To advance theory and practice related to applicant faking on personality measures, effective approaches to assessing this behavior must be developed. This symposium introduces and evaluates several techniques including the use of response time, a Bayesian truth serum approach, within-subject assessments, and IRT analyses focusing on honest-applicant score differences.

Patrick D. Converse, Florida Institute of Technology, *Chair*

Shawn Komar, University of Waterloo, Saul Fine, Midot,

Detecting Faking With Response Time Latencies: A New Within-Subject Technique

Bobby D. Naemi, Educational Testing Service, Benjamin Orchard, Educational Testing Service, Richard D. Roberts, Educational Testing Service, *Exploring a Bayesian Truth Serum Approach for Personality Testing*

Mitchell H. Peterson, Florida Institute of Technology, Richard L. Griffith, Florida Institute of Technology, Patrick D. Converse, Florida Institute of Technology, Amy Gammon, Florida Institute of Technology, *Using Within-Subjects Designs to Detect Applicant Faking*

Katie Piccone, Florida Institute of Technology, Michael J. Zickar, Bowling Green State University, Amy Gammon, Florida Institute of Technology, Mary Margaret Sudduth, Florida Institute of Technology, *Now for Something Completely Different: Faking, Difference Scores, and IRT*

Frederick L. Oswald, Rice University, *Discussant*

Submitter: Patrick Converse, pconvers@fit.edu

247. Symposium/Forum: 10:30 AM–11:50 AM International Ballroom South

Reevaluating Assessment Centers: New Statistical Approaches, New Insights

Due to the heavy reliance on the MTMM approach to investigating AC internal structure, important areas of research have gone undeveloped. This symposium

brings together 4 studies that apply novel statistical techniques to investigate the psychometric properties of ACs and, in doing so, provides new methodological and substantive insights.

Brian J. Hoffman, University of Georgia, *Chair*

Charles E. Lance, University of Georgia, *Co-Chair*

Elizabeth L. Monahan, University of Georgia, Charles E.

Lance, University of Georgia, Mark R. Foster, University

of Georgia, *Improper Solutions in AC Structure*

Research: Artifact Versus Substantive Conclusions

Dan J. Putka, HumRRO, *Partitioning Reliable and*

Unreliable Variance in Dimension-Exercise Units

Sean Baldwin, University of Georgia, *Applying IRT to*

Estimate Dimension Activation in AC Exercises

Gahyun Jeon, University of Illinois at Urbana-Champaign,

Deborah E. Rupp, University of Illinois at Urbana-

Champaign, *The AC OAR: A Reflective or Formative*

Measurement Model?

David J. Woehr, University of Tennessee, Knoxville, *Discussant*

Submitter: Brian Hoffman, hoffmanb@uga.edu

248. Special Events: 10:30 AM–11:20 AM Joliet

Distinguished Scientific Contributions Award: How to Publish Like Heck (and Maybe Even Enjoy It)

Dr. Campion will regale the audience with advice and stories on how to have a productive research career and enjoy the journey. Examples will include how to publish applied projects, how to deal with the publication process, and how to develop work habits that are highly productive yet sustainable.

Talya N. Bauer, Portland State University, *Host*

Frederick P. Morgeson, Michigan State University, *Host*

Michael A. Campion, Purdue University, *Presenter*

Submitter: Talya Bauer, TalyaB@Sba.pdx.edu

249. Panel Discussion: 10:30 AM–12:20 PM Lake Erie

The Age of Internationalization: Developing an International I-O Curriculum

International business has existed for thousands of years, but I-O psychology has been slow to adopt an international focus. This lack of cross-cultural understanding has limited our ability to shape the forces of globalization. An expert panel will discuss how to design international training curriculum to meet global challenges.

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

Scott C. Erker, DDI, *Panelist*

Milton Hakel, Bowling Green State University, *Panelist*

Paul J. Hanges, University of Maryland, *Panelist*

Barbara Kozusznik, University of Silesia, *Panelist*

Ann Marie Ryan, Michigan State University, *Panelist*

Jose M. Peiro-Silla, University of Valencia, *Panelist*

Submitter: Richard Griffith, griffith@fit.edu

250. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM Lake Huron

Past, Present, and Future of Master's Programs in I-O

This roundtable compares the 90+ I-O master's programs listed currently by SIOP with the 50+ of the late 1980s. We identify future concerns based on this growth and an environmental scan. Challenges include attracting/retaining quality faculty and students; graduate identity and employment; and curriculum delivery with limited resources.

Rosemary Hays-Thomas, University of West Florida, *Host*
Ronald G. Downey, Kansas State University, *Host*

Submitter: Rosemary Hays-Thomas, rlowe@uwf.edu

251. Symposium/Forum: 10:30 AM–12:20 PM Lake Michigan

New Developments in Interpersonal Aggression Research: The Role of Moderators

Accumulating research suggests that being the target of interpersonal aggression at work is associated with negative job attitudes and poor psychological and physical health. This symposium builds upon these findings by examining the moderators of aggression-outcome relationships. These moderators include target resilience, reciprocating behaviors, power, and self-esteem.

Nathan A. Bowling, Wright State University, *Co-Chair*
M. Sandy Hershcovis, University of Manitoba, *Co-Chair*
Dana B. Kabat, University of Michigan, Lilia M. Cortina, University of Michigan, *Incivility Got You Feeling Down? Emotion and Resilience Following Incivility*
Bennett J. Tepper, Georgia State University, Marie S. Mitchell, University of Georgia, Margarita Almeda, Georgia State University, *Consequences of Negative Reciprocity in Supervisor–Subordinate Relationships*
Lei Zhu, University of British Columbia, Karl Aquino, University of British Columbia, *The Invisible Cost of Helping Behavior*
Jennifer R. Bozeman, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, Nathan A. Bowling, Wright State University, *The Moderating Role of Self-Esteem on the Abusive Supervision–Outcome Relationship*
Theresa M. Glomb, University of Minnesota, *Discussant*

Submitter: M. Sandy Hershcovis,
sandy_hershcovis@umanitoba.ca

252. Symposium/Forum: 10:30 AM–11:50 AM Lake Ontario

Teams in Space—A New Frontier for Organizational Psychology

Although previous research has contributed greatly to our understanding of team effectiveness, we know relatively little about teams in extreme environments. To help NASA prepare for the upcoming Mars mission, this research takes a multipronged, dynamic approach to studying teams in settings designed to mirror key characteristics of extreme environments.

Tara A. Rench, Michigan State University, *Co-Chair*
Steve W. J. Kozlowski, Michigan State University, *Co-Chair*

Kathryn Keeton, NASA EASI/Wyle Labs, Cristina Rubino, University of Houston, Lacey L. Schmidt, EASI/ Wyle Labs-NASA JSC, Kelley J. Slack, Wyle Life Sciences/LZ Technology, Inc., *The Right Stuff: Assessing High-Performing Teams in Space Analogues*

Wendy L. Bedwell, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Sallie J. Weaver, University of Central Florida, Mary J. Sierra, University of Central Florida, Stephen M. Fiore, University of Central Florida, Eduardo Salas, University of Central Florida, *Long-Duration Space Flight Crews: A Team Training Needs Analysis*

Michael T. Braun, Michigan State University, Tara A. Rench, Michigan State University, Brady Firth, Michigan State University, Marina Pearce, Michigan State University, Richard P. DeShon, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Success or Failure? Antecedents and Consequences of Dynamic Team Cohesion*
Marina Pearce, Michigan State University, Tara A. Rench, Michigan State University, Michael T. Braun, Michigan State University, Brady Firth, Michigan State University, Richard P. DeShon, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Dynamic Interplay of Cohesion, Conflict, and Performance in Virtual Teams*

Submitter: Tara Rench, renchtar@msu.edu

253. Symposium/Forum: 10:30 AM–11:50 AM Northwest 1

Victims and Observers: Individual Differences as Moderators of Abusive Supervision

Although research suggests abusive supervision is related to negative workplace outcomes, few studies address its impact on overall job performance. We explore the relationship between abusive supervision and performance, with special attention paid to the moderating role of individual differences. Perspectives of victims and observers of abusive supervision are considered.

Jonathan A. Shaffer, University of Iowa, *Chair*
Jonathan A. Shaffer, University of Iowa, Amit K. Nandkeolyar, Indian School of Business, Nithya Rajamani, IBM India Research Lab, *Abusive Supervision, Job Performance, and OCB: Moderating Role of Personality*
Kristin I. Saathoff, CCFL, Lisa L. Scherer, University of Nebraska-Omaha, *Adapting to Abuse: Roles of Job Satisfaction and Emotional Intelligence*
Stephen H. Courtright, University of Iowa, Todd C. Darnold, Creighton University, Jonathan A. Shaffer, University of Iowa, *Third-Party Reactions to Abusive Supervision: Moderating Role of Trait Empathy*
Amy Colbert, University of Iowa, *Discussant*

Submitter: Stephen Courtright, stephen-courtright@uiowa.edu

254. Panel Discussion: 10:30 AM–11:50 AM Northwest 5

Continually Optimizing High-Potential Leadership Development

We will examine how organizational and business requirements shape high-potential development programs using a life-cycle model to structure the discussion of specific challenges and their organizational resolutions. Panelists will share experiences from their cor-

porate practice. This panel will identify best practices and their relationship to organizational realities.

Jurgen Bank, PDI Ninth House, *Chair*
 Michael Crespo, IBM, *Panelist*
 Lori Homer, Microsoft, *Panelist*
 Heather Jessel, PDI Ninth House, *Panelist*
 John Zehr, Target Corp., *Panelist*

Submitter: Jurgen Bank, jurgenbank@msn.com

255. Community of Interest: 10:30 AM–11:50 AM PDR 2

Leadership and the Assessment of Leadership Potential

Robert T. Hogan, Hogan Assessment Systems, *Host*
 Robert C. Muschewske, PDI Ninth House, *Host*
 Marina P. Field, Pfizer, *Coordinator*

256. Posters: 10:30 AM–11:20 AM SE Exhibit Hall

Justice/Ethics/Labor/Legal/Consulting

256-1 Résumé Embellishment in Job-Search Behavior: A Social Networks Perspective

This study examines the relationships between social networks and lying behavior at the workplace, in particular résumé embellishment. Our findings suggest that having social networks is negatively related to job candidates' attitudes towards and behaviors of résumé embellishment, regardless of one's moral identity. Implications of our findings are discussed.

Rashimah Rajah, National University of Singapore
 Vivien Kim Geok Lim, National University of Singapore
 Submitter: Don Chen, g0800777@nus.edu.sg

256-2 Antecedents of Unethical Behavior: The Moderating Role of Ethical Leadership

This study discusses antecedents of unethical behavior in the workplace. We propose that work overload leads to emotional exhaustion due to loss in employees' cognitive/emotional resources, which in turn leads to unethical behavior. We also propose, based on social cognitive theory, that ethical leadership moderates the latter relationship.

Gabi M. Eissa, Oklahoma State University
 Rebecca L. Greenbaum, Oklahoma State University
 Submitter: Gabi Eissa, gabi@okstate.edu

256-3 Examining Ethicality Judgments of Theft Behavior

We investigated whether situational factors affecting the ethicality judgments of theft behavior are moderated by moral philosophy. Participants viewed a videotape of an employee accused of theft and rated the ethicality of the behavior. Results supported our hypotheses. We consider implications and avenues for future research.

Lorne M. Sulsky, Memorial University of Newfoundland
 Heather MacDonald, Memorial University of Newfoundland
 Submitter: Lorne Sulsky, lsulsky@mun.ca

256-4 Discrimination Against Employees With Disabilities: Does Timing and Type Matter?

This study examined the effects of disability type (physical vs. cognitive) and timing of the disclosure (during the interview vs. on the job) on perceptions of employees. Results indicated that the timing of disclosure affected perceptions of performance, but disability type affected the perception of traits possessed by employees.

Julianne H. Elliott, California State University, Fresno
 James Schmidtke, California State University, Fresno
 Jill C. Bradley, California State University, Fresno
 Submitter: Jill Bradley, jbradley@csufresno.edu

256-5 Influences on Perceptions of Leaders: Equity Sensitivity, Egalitarianism, and Gender

This study examines the influence of individual difference variables (equity sensitivity, gender egalitarianism, and gender) on perceptions of leaders. Results suggest that research on ratings of leaders needs to broaden its scope to include more individual difference variables as predictors in order to better understand influences on perceptions of leaders.

Mary L. Connerley, University of Northern Iowa
 Gretchen L. Schaupp, Virginia Tech
 Judy P. Strauss, California State University-Long Beach
 Submitter: Mary Connerley, mary.connerley@uni.edu

256-6 Reactions to Allegations of Discrimination: Perpetrators' Anger and Justifications

We examined alleged perpetrators' reactions to being accused of discrimination. We expected that the mode of confrontation and the status of the perpetrator would affect the alleged perpetrator's state of anger and the likelihood of providing justifications. We found main and interactive effects for some of these relationships.

Maria Fernanda Garcia, University of Texas at El Paso
 Mary Triana, The University of Wisconsin-Madison
 Abby Peters, University of Texas at El Paso
 Dalila Salazar, University of Texas at El Paso
 Submitter: Maria Garcia, fgarcia6@utep.edu

256-7 Ageism in Personnel Selection Decisions: A Prejudice-Reduction Intervention

We examined a dual-identity recategorization intervention's ability to reduce age-based discrimination in personnel selection decisions and specifically in situations where older job applicants transition into careers different from their own. Data ($N = 194$) indicated the intervention reduced unfair discrimination against older job applicants in between-career transition situations. Results are discussed.

Justin Marcus, University of Central Florida
 Barbara A. Fritzsche, University of Central Florida
 Submitter: Justin Marcus, marcusjustin@hotmail.com

256-8 Building Perceived Organizational Support Through Justice: The Influence of Voice

Research on POS has focused on theoretical antecedents and outcomes; however, there is limited research on prac-

tical interventions to enhance POS. This study examined, in a lab setting, whether an operationalization of justice, encouraging suggestions, influences employee POS and whether POS influences the relationship between this intervention and organizational outcomes.

Maria Arboleda, University at Albany-SUNY
Linda R. Shanock, University of North Carolina at Charlotte
Submitter: Maria Arboleda, ma477198@albany.edu

256-9 Impact of High-Potential Employee Identification on Employee Work Attitudes

This study is the first to date to assess changes in employee attitudes as a function of high-potential employee identification utilizing archival, longitudinal, employee survey data. We found high-potential status to be related to positive changes in employee attitudes toward their careers and jobs.

Justin G. Black, CUNY-Baruch College/Sirota Survey Intelligence
Tiffany Ivory, CUNY-Baruch College/Sirota Survey Intelligence
Submitter: Justin Black, justin.black@gmail.com

256-10 Engagement in Online Communities: All About Pride and Respect

This study investigated the role of social identity in members' levels of engagement in online communities. Structural equations analyses show how pride and respect, and not cognitive identification, mediate the effects of media attention and task feedback on 4 important forms of engagement in online communities.

Mark Boons, Rotterdam School of Management
Daan A. Stam, Erasmus University
Submitter: Mark Boons, mboons@rsm.nl

256-11 Demonstrating Discrimination's Toll: The Impact on Juror Decision Making

Our original hypothesis predicted that evidence of deteriorating performance due to subtle racism could increase employment discrimination claim success. Opposite trends occurred; jurors focused on the plaintiff's ability to withstand discriminatory treatment more than the employer's actions. Study 2 is investigating whether this plaintiff focus is acting as a mask.

Bharati B. Belwalkar, Florida Institute of Technology
Lindsey M. Lee, Florida Institute of Technology
Vanessa A. Edkins, Florida Institute of Technology
Submitter: Bharati Belwalkar, bbelwalkar2008@my.fit.edu

256-12 An Empirical Assessment of Post-Burlington Claims of Retaliation in Employment

This study empirically examines circuit court retaliation cases to determine whether or not the *BNSF v. White* ruling makes it easier for a plaintiff to prevail in a retaliation claim. Of the 131 cases examined, the majority of rulings are for the defendant. Implications of these findings are discussed.

Elizabeth Grozman, Florida Institute of Technology
Anne Marie D. Haddock, Florida Institute of Technology
Lindsey M. Lee, Florida Institute of Technology
Lisa S. Moore, Florida Institute of Technology
Amy Gammon, Florida Institute of Technology
Michael K. McFadden, Florida Institute of Technology
Jennievee R. Blandford, Florida Institute of Technology
Arthur Gutman, Florida Institute of Technology
Submitter: Elizabeth Patricia Grozman, egrozman@my.fit.edu

256-13 Trust Mediates the Relationship Between Informational Justice and Job Satisfaction

Utilizing social exchange theory, we hypothesize that trust in one's supervisor fully mediates the relationship between informational justice perceptions and job satisfaction. We found empirical support using a field sample of full-time employees and discuss implications of these findings for the practice of training managers to utilize fairness-enhancing techniques.

Brian J. Collins, University of Southern Mississippi
Bruce Gilstrap, University of Southern Mississippi
Submitter: Brian Collins, brian.collins@usm.edu

256-14 Do Psychological Contracts Change When Work Status Changes?

We examine whether changes in work status affect psychological contracts by using a quasiexperimental method that tracks part-time and full-time employees that change work status (the experimental group) alongside employees that do not change work status (the control group). The results challenge stereotypes commonly made about part-time workers.

Neil Conway, Birkbeck
Jackie Coyle Shapiro, LSE
Submitter: Neil Conway, n.conway@bbk.ac.uk

256-15 Curvilinear Predictors of Functional and Dysfunctional Organizational Politics

This study examines the impact of the frequency and proximity political behavior that has either negative or positive outcomes. Results indicate a curvilinear frequency-evaluation relationship between perceptions of politics and affective evaluations of the behavior. The proximity of the political behavior differentially moderated this relationship depending on the outcome.

John M. Maslyn, Belmont University
Steven M. Farmer, Wichita State University
Donald B. Fedor, Georgia Institute of Technology
Kenneth L. Bettenhausen, University of Colorado Denver
Submitter: Steven Farmer, steven.farmer@wichita.edu

256-16 The Effect of Subconscious Goal Setting on Organizational Justice

Effects of goal setting and subconscious priming were tested in a negotiations task. Both a main and an interaction effect for the primed and a conscious goal for

fairness were obtained. Implications of this finding are discussed in relation to automaticity, goal setting, and organizational justice theories.

Deshani B. Ganegoda, University of Central Florida
Gary P. Latham, University of Toronto
Robert G. Folger, University of Central Florida

Submitter: Deshani Ganegoda, dganegoda@bus.ucf.edu

256-17 The Ohio State Leadership Factors, Employee Preferences and Overall Justice

This study examines how leadership consideration and structure, and employee preferences for these leadership behaviors, jointly influence employees' overall justice perceptions. Results of polynomial regression and response surface analyses suggest that consideration and structure significantly influence overall justice perceptions, and the observed relationships were curvilinear.

Brian C. Holtz, Rutgers University
Crystal M. Harold, Temple University

Submitter: Brian Holtz, bholtz@camden.rutgers.edu

256-18 Organizational Players as Mediators of the Furlough-Turnover Intention Relationship

With more than 1 quarter of organizations implementing furlough policies, it is surprising that very little research has been conducted on furloughs. This study examines why and how furloughs impact turnover intentions through job overload and psychological contract. Longitudinal data from a university sample were used to test our model.

Ann H. Huffman, Northern Arizona University
Lori Muse, California State University, Fullerton
Akiee Mayon, Northern Arizona University

Submitter: Ann Huffman, ann.huffman@nau.edu

256-19 Catching Justice Contagion Within a Social Network: A Longitudinal Investigation

Using longitudinal social network data from 1,008 workers on 138 teams, we find that intrateam trust accounts for the interactive effects of leader-member exchange differentiation with both contextual (member proximity) and personal (member equity sensitivity) contingent factors on the centralization and density of team procedural justice contagion.

Dong Liu, University of Washington
Morela Hernandez, University of Washington
Lei Wang, Xi'an Jiaotong University

Submitter: Dong Liu, dongliu@u.washington.edu

256-20 An Examination of Counterfactual Thoughts and Fairness Theory

This exploratory study examines the relationship between counterfactual thoughts and fairness perceptions using a vignette (Study 1) and experimental manipulation (Study 2). Results showed that counterfactual thoughts, specifically those blaming another party, reduced perceptions of fairness. Implications are discussed.

Jessica M. Nicklin, University of Hartford
Rebecca L. Greenbaum, Oklahoma State University
Laurel A. McNall, SUNY Brockport
Robert G. Folger, University of Central Florida
Kevin J. Williams, SUNY Albany

Submitter: Jessica Nicklin, jn0702@gmail.com

256-21 The Mediating Role of Overall Justice Perceptions: A Reexamination

This study examined the mediating role of overall justice on the relationship between dimensions of justice and various outcomes. Confirmatory factor analysis ($N = 314$) demonstrated support for a 5-factor model. The partially mediated models provided better fit than the fully mediated models. Implications are discussed.

Jessica M. Nicklin, University of Hartford
Laurel A. McNall, SUNY Brockport
Sarah Niehorster, SUNY Albany
Jennifer A. Higgins, SUNY Albany

Submitter: Jessica Nicklin, jn0702@gmail.com

256-22 An IRT Analysis of Colquitt's Justice Scales

Colquitt's (2001) scales assessing procedural, distributive, interpersonal, and informational justice dimensions are widely used in the field of organizational justice. In analyzing the scales using item-response theory, this study finds that the items are very good discriminators but mostly at low to average levels of justice.

Sarah Niehorster, SUNY Albany
Jennifer A. Higgins, SUNY Albany
Laurel A. McNall, SUNY Brockport
Jessica M. Nicklin, University of Hartford

Submitter: Sarah Niehorster, sniehorster@gmail.com

256-23 Understanding Organizational Injustice: Are Injustice and Justice Polar Opposites?

The goal of this study is to clarify our understanding of organizational injustice. An in-depth examination of the role of emotion and the prevalence of ambivalence in experiences of justice and injustice reveals important gaps in our current understanding. Results call for a more accurate measurement tool of injustice.

Christa E. Palmer, Colorado State University
Zinta S. Byrne, Colorado State University
Christine L. Smith, Colorado State University
Janet M. Weidert, Colorado State University

Submitter: Christa Palmer, christa.palmer@gmail.com

256-24 Beyond Need: Coworkers' Perception of Justice in Flexible Work Arrangements

This paper extends flexible working arrangements (FWA) and organizational justice research by suggesting that certain practices by the FWA user may influence coworkers' perceptions of justice (distributive, procedural, interpersonal, and informational) regardless of future perceived use. A model of coworker impact is proposed and propositions are offered.

Therese A. Sprinkle, University of Cincinnati
Suzanne S. Masterson, University of Cincinnati

Submitter: Therese Sprinkle, sprinkta@mail.uc.edu

256-25 I've Heard About You! Indirect Information and Fairness Evaluations

This laboratory study explores the role of indirect information on fairness evaluations of an authority figure (an experimenter). Results show participants high in pro-social orientation were more influenced by indirect information. Also, receiving an adequate explanation for negative information related positively to fairness evaluations. Implications of these findings are discussed.

Jennifer Wessel, Michigan State University

Submitter: Jennifer Wessel, wesselje@msu.edu

256-26 Linking Ethics-Focused HR Practices to Firm Performance

With data from 157 business units in the southwest United States, we examined the effects of ethics-focused HR practices. We found that ethics-focused HR practices were related to both reduced employee misbehavior and enhanced firm performance, but employee misbehavior did not mediate the HR practices–performance relationship.

Cindy Wu, Baylor University
Yongmei Liu, Illinois State University
Joe A. Cox, Baylor University

Submitter: Yongmei Liu, yliu2@ilstu.edu

256-27 Union Certification Frustration: An Exploratory Study

Previous research examines employee and organizational outcomes of labor unionization. However, procedural denial of voting rights has not yet been explored. We explore how frustration with a failed union certification process possibly manifests through the relationship between felt obligations and turnover intentions.

Marcus J Fila, Ohio University
Sean Robinson, Ohio University
Rebecca Thacker, Ohio University
Rodger W. Griffith, Ohio University

Submitter: Sean Robinson, sr204008@ohio.edu

256-28 Graduate Program Retention: Do We Practice What We Preach?

This study sought to answer the question: When it comes to graduate training in industrial-organizational psychology, do we practice what we preach? I-O graduate programs were surveyed anonymously to understand program best practices for retention. Overall, responses indicated few problems with retention. Recommendations for program best practices are discussed.

Erica N. Drew, Florida International University
Angela C. Reaves, Florida International University
Kristin R. Sanderson, Florida International University
Victoria L. Pace, Florida International University

Submitter: Erica Drew, endrew9@yahoo.com

256-29 Thesis Colloquia: A Technique to Increase On-Time Thesis Completion

We assessed the effectiveness of thesis colloquia as a means to increase on-time master's thesis completion rates. Participants who presented at a thesis colloquium were more likely to complete their thesis on time as well as to report higher levels of intrinsic and extrinsic motivation toward their thesis.

Elizabeth L. Shoenfelt, Western Kentucky University
Frank Reding, Western Kentucky University

Submitter: Elizabeth Shoenfelt, betsy.shoenfelt@wku.edu

256-30 Effects of Journal Title Characteristics on Citations in I-O Journals

This study examines trends in I-O article and title characteristics such as title length, witty title, and length of article. We also examine the effect of title and article characteristics on the number of citations for that article. Several characteristics were found to predict citations. Trends and implications are discussed.

Michael T. Sliter, Bowling Green State University
Scott A. Withrow, Bowling Green State University
Katherine Wolford, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitter: Michael Sliter, msliter@bgnet.bgsu.edu

256-31 Pre-Employment Integrity Testing in Israel: A Validation Study

In one of the first studies to examine integrity testing in Israel, this study found overt integrity scores to be valid and fair predictors of both simulated thefts and postdictive admissions of counterproductive work behaviors. Overall, the results support the widespread use of integrity testing for personnel selection in Israel.

Saul Fine, Midot
Baruch Nevo, University of Haifa
Merav Hemi, University of Haifa

Submitter: Saul Fine, saul@midot.co.il

256-32 SES Role in SAT-Grade Relationships Across Gender and Racial Subgroups

This paper examines the effect of socioeconomic status in the use of SAT scores to predict freshman grades across a diverse set of gender and racial/ethnic subgroups. The results are relevant to understanding cognitive tests generally and thus are relevant to all selection settings, including employment.

Jana Rigdon, University of Minnesota
Winny Shen, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, University of Minnesota
Adam Beatty, University of Minnesota
Thomas Kiger, University of Minnesota

Submitter: Jana Rigdon, rigdo003@umn.edu

257. Panel Discussion: 10:30 AM–11:50 AM**Waldorf****So, You Think You Want to Be a Consultant?**

The transition from graduate school to consulting is exciting yet challenging. This panel will provide a preview of life as a consultant and the responsibilities that are sometimes not learned in graduate school. Anecdotal information will be given by a panel of internal and external consultants.

Amie D. Lawrence, Select International, Inc., *Chair*

Justin Arneson, Target, *Panelist*

Lance Andrews, Previsor, Inc., *Panelist*

Greg F. Schmidt, Bank of America, *Panelist*

Paul E. Glatzhofer, Select International, Inc., *Panelist*

Kevin D. Meyer, Hogan Assessment Systems, *Panelist*

Jaclyn P. Pittman, PreVisor, Inc., *Panelist*

Submitter: Paul Glatzhofer, paulglatzhofer4@gmail.com

258. Panel Discussion: 10:30 AM–11:50 AM**Williford A****The Evolving U.S. Educational System: How Can I-O Psychology Contribute?**

I-O psychologists can and should get involved in educational reform efforts. Four distinguished panel members will discuss several areas in which I-O psychologists can contribute their expertise, including measuring teacher performance, assessing student college/career readiness, and using innovative techniques to measure student performance.

Cheryl J. Paullin, HumRRO, *Chair*

John P. Campbell, University of Minnesota, *Panelist*

Laurens Wise, HumRRO, *Panelist*

Denny Way, Pearson, *Panelist*

Stephen T. Murphy, Pearson, *Panelist*

Submitter: Cheryl Paullin, cpaulin@humro.org

259. Panel Discussion: 10:30 AM–11:20 AM**Williford B****Not a Good Ol' Boy? Gender Issues in the Workplace**

The purpose of this panel discussion is to provide a forum for discussing career strategies and work-related issues experienced by women and LGBT employees in the workplace. Panelists will be asked questions about discussing family issues while interviewing, work-life balance, dealing with harassment, and unfair performance appraisals.

Shahnaz Aziz, East Carolina University, *Co-Chair*

Lisa Baranik, East Carolina University, *Co-Chair*

Lyne Desormeaux, Corporate Counseling Associates, *Panelist*

Michelle (Mikki) Hebl, Rice University, *Panelist*

Lilly Lin, DDI, *Panelist*

Brian Roote, PreVisor, *Panelist*

Nicholas P. Salter, Ramapo College of New Jersey, *Panelist*

Submitter: Shahnaz Aziz, azizs@ecu.edu

260. Symposium/Forum: 10:30 AM–11:50 AM**Williford C****Theme Track: Improving Decision Makers' Consumption of Data-Based Findings**

We will share insights for overcoming traditionally poor receptivity of business leaders to empirical and quantitative information. Presentations focus on managers' preference for intuitive over data-driven decisions, techniques for communicating results to business leaders, and the impact on practice of published literature. We will close with a facilitated panelist/audience discussion.

Evan F. Sinar, Development Dimensions International (DDI), *Chair*

Scott Highhouse, Bowling Green State University, *Implicit Resistance to Data-Driven Decision Making*

Nathan R. Kuncel, University of Minnesota, *Alternative Methods for Communicating Scientific Research Findings*

Sara L. Rynes, University of Iowa, *Dissemination of Empirically Based Knowledge Through Practitioner Periodicals*

Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

261. Interactive Posters: 11:00 AM–11:50 AM**Astoria****I'm King of the World: Cross-Cultural Leadership**

Rebecca Turner, Alliant International University, *Facilitator*

261-1 Investigating Cross-Cultural Communication on the International Space Station

Cross-cultural issues can have a sizeable impact on team functioning. This study aimed to identify whether differences in communication style occurred between Russian and American astronauts. Significant differences suggest that behavioral outcomes of cultural differences do exist and may become a critical concern when planning long duration missions.

Emily David, University of Houston

Cristina Rubino, University of Houston

Holly Patterson, NASA

Kathryn Keeton, NASA EASI/Wyle Labs

Submitter: Emily David, emily.m.david@gmail.com

261-2 Climbing Mountains in a Flat World: Key Global Leadership Differences

This study examined differences across global regions and position levels in 360-degree assessment importance ratings of those competencies related to cross-cultural success. Although other studies have found great similarity in importance ratings across regions, this study demonstrated specific, regional variations. Implications for global talent management strategy are discussed.

Kevin Mlodzik, Korn/Ferry Leadership & Talent Consulting

Kenneth P. De Meuse, Korn/Ferry International

Submitter: Guangrong Dai, daigr@yahoo.com

261-3 The Effects of Humor Styles on Leader-Member Exchange in China

Our research examines subordinate perceptions of self- and leader humor styles as antecedents to leader-member exchange (LMX) in a Chinese manufacturing facility. Utilizing conservation of resource theory (COR), we reveal a direct and an interactive effect of subordinate humor styles on LMX.

Damon Drown, Portland State University
Daniel Hahn, Portland State University
David Cadiz, Portland State University
Gabriela I. Burlacu, Portland State University
Mo Wang, University of Maryland

Submitter: Damon Drown, ddrown@pdx.edu

261-4 What Managerial Skills Are Important for Success: A Cross-Country Comparison

Past research explored what skills managers need to be successful in their current job. This paper investigated whether skills needed to be effective in a manager's job are similar or different among 6 countries covering each continent. Results show more similarities than differences in skills needed to succeed across countries.

Alexander Patterson, University of North Carolina-Chapel Hill
William A. Gentry, Center for Creative Leadership
Sarah A. Stawiski, Center for Creative Leadership
David C. Gilmore, University of North Carolina-Charlotte

Submitter: William Gentry, gentryb@ccl.org

262. Special Events: 11:30 AM–12:20 PM Joliet

Distinguished Early Career Contributions Award: How Did I Get From There to Here? Thorny Roads to Being Productive

Dr. Takeuchi's talk primarily targets doctoral students who are struggling in their program and outlines some of the thorny paths that the presenter has gone through to be considered productive—a testament to being passionate. The talk also discusses some of the issues in investigating a topic (expatriate adjustment) considered as peripheral or even not a viable research topic.

Anna R. Erickson, Questar-Organizational Insights Group, *Host*
Riki Takeuchi, Hong Kong University of Science & Technology, *Presenter*

Submitter: Riki Takeuchi, mnrikkit@ust.hk

263. Roundtable Discussion/Conversation Hour: 11:30 AM–12:20 PM Lake Huron

Multirater Feedback and Personality Profiles: Best Practices for Comprehensive Approaches

Although many organizations assess employees' personalities and collect multirater performance data, it is rare that these sources of information are combined to optimize the usefulness of feedback provided to both the organization and the individual. The hosts and participants will discuss these topics and provide possible solutions.

Julie Anne Caplinger, Peter Berry Consultancy, *Host*
Blaine H. Gaddis, Hogan Assessment Systems, *Host*

Submitter: Julie Caplinger, JCaplinger@peterberry.com.au

264. Posters: 11:30 AM–12:20 PM SE Exhibit Hall

Job Attitudes/Personality/Innovation/Creativity

264-1 Creativity in Teams: The Role of Shared Mental Models

The relationship between shared mental models (SMM) and team creativity was investigated. Sixty-three student teams completed a creative problem solving exercise and completed a questionnaire evaluating SMMs. Results indicate that 4 of the SMM subscales were related to solution quality; however, only 2 subscales were related to solution originality.

Nicholas J. Arreola, University of Nebraska-Omaha
Erika Robinson-Morral, SilverStone Group, Inc.
Danielle A. S. Crough, University of Nebraska-Omaha
Ben G. Wigert, University of Nebraska-Omaha
Brad Hullsiek, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Nicholas Arreola, narreola@unomaha.edu

264-2 The Relationship Between Abusive Supervision and Employee's Creativity

This study examines (a) the relationship between abusive supervision and employee creativity and (b) the mediating role of emotional exhaustion on this relationship. Using a data of 207 pairs, all hypotheses about the processes linking abusive supervision to employee's creative performance were supported. Implications and future research directions are discussed.

Gukdo Byun, Seoul National University
Soojin Lee, Seoul National University
Myungsun Kim, Seoul National University
Dongkyu Kim, Seoul National University

Submitter: Gukdo Byun, bgukdo@naver.com

264-3 The Relationship Between Routinization and Creativity

One of the important questions within the creativity literature is whether routinization inhibits individuals' creative performance. Instead of regarding routinization as an opposite side of complexity, through cognitive resources freed up by practiced behaviors, indeed, routinization does enhance creativity by enabling employees to think more about their work.

Heesun Chae, Seoul National University
Oh Soo Park, Seoul National University
Jin Nam Choi, Seoul National University

Submitter: Heesun Chae, sweetsori@hotmail.com

264-4 Influence of Team Potency and Task Conflict on Team Creativity

This study tests whether team potency influences creativity. It is hypothesized the relationship between team

potency and creativity is moderated by task conflict. Results suggest team potency is positively related to team creativity and that creativity was highest for teams with high team potency and high task conflict.

Danielle A. S. Crough, University of Nebraska-Omaha
Erika Robinson-Morrall, SilverStone Group, Inc.
Nicholas J. Arreola, University of Nebraska-Omaha
Ben G. Wigert, University of Nebraska-Omaha
Brad Hullsiek, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Danielle Crough, dcrough@ssgi.com

264-5 Learning Goal Orientation and Creativity: Role of Psychological Safety

We developed and tested a cross-level model of employee creativity. We hypothesized and found team psychological safety moderated the relationship between individual learning goal orientation and employee creativity. Individual creative self-efficacy mediated the learning goal orientation and employee creativity relationship but only when team psychological safety was high.

Warren C. K. Chiu, Hong Kong Polytechnic University
Humphrey Leung, Hong Kong Polytechnic University
Kaylee Kong, Hong Kong Polytechnic University
Cynthia Lee, Hong Kong Polytechnic University/Northeastern University

Submitter: Cynthia Lee, c.lee@neu.edu

264-6 Goal Orientations and Creativity: Sequential Versus Synchronous Approaches

This study tests the effect of synchronous and sequential learning and performance goals on the 2 dimensions of creativity (i.e., novelty and usefulness). Synchronous goals result in more novel and useful products (Study 1). Sequential goals enhance creativity when a break in the task is introduced (Study 2).

Ella Miron-Spektor, Bar Ilan University
Gerard Beenen, California State University, Fullerton
Michal Mordehai, Bar Ilan University

Submitter: Ella Miron-Spektor, emironsp@gmail.com

264-7 Creativity: Exploring the Person, Process, and Product Perspectives

This study integrates the person, process, and product perspectives of creativity in an empirical study. It was predicted that task specific behaviors mediate the relationship between individual characteristics and task specific outcomes. Results partially confirmed this prediction.

Tamara A. Montag, Saint Louis University
Nital B. Patel, Saint Louis University
Liam C. Ryan, Saint Louis University
Carl P. Maertz, Jr., Saint Louis University

Submitter: Tamara Montag, tamara.Montag@gmail.com

264-8 Leadership and Employee Creativity: The Importance of Knowledge Sharing

Data from 274 employees in a variety of organizations were collected to determine the effect of leadership on

employee creativity. The findings indicate that leader supportive behaviors facilitate employee knowledge sharing with internal and external sources, as well as positively related to employee creative problem-solving capacity.

Roni Reiter-Palmon, University of Nebraska-Omaha
Submitter: Roni Reiter-Palmon,
rreiter-palmon@mail.unomaha.edu

264-9 Psychological Contract Breach and Creativity: Examination of Mediators

Hierarchical regression analysis of survey data from 157 employees (and their coworkers and supervisors) showed that the negative effect of psychological contract breach on creativity (supervisor rated) was completely mediated by scouting behavior (coworker rated) and perceived organizational support. We used 3 sources of information, thereby reducing bias.

Abhishek Srivastava, West Virginia University
Seokhwa Yun, Seoul National University

Submitter: Abhishek Srivastava,
abhishek.srivastava@mail.wvu.edu

264-10 Identity, Goals, and Performance: Creative Versus Routine

The study explores role identities, creative and routine, in relation to goals and performance in a field setting. Results show the identities map onto corresponding goal types and performance and that creativity goals mediate the effect of creative role identity on creative performance.

Pamela Tierney, Portland State University
Submitter: Pamela Tierney, pamt@sba.pdx.edu

264-11 Entrepreneurial Social Status: The Interdependent Relationship Between Society and Entrepreneurs

Applying social exchange theory, we develop and test (multiple sources matched sample: 117 Bulgarian entrepreneurs and subordinates) a model of interdependence between society and entrepreneurs, where entrepreneurial social status is positively and indirectly related to business growth. We propose that entrepreneurs' positive career attitudes are mediators in this relationship.

Mihaela Dimitrova, University of Wisconsin-Milwaukee
Tzvetan Davidkov, Sofia University of St. Kliment Ohridski
Desislava Yordanova, Sofia University of St. Kliment Ohridski
Margaret A Shaffer, University of Wisconsin-Milwaukee

Submitter: Mihaela Dimitrova, mihaela@uwm.edu

264-12 POS as a Predictor of Stigma, PTSD, and Treatment Seeking

Utilizing a longitudinal design and a military sample, this study found that perceived organizational support (POS) was prospectively related to perceived stigma for seeking treatment and to PTSD. In addition, POS partially mediated the relationship between perceived stigma and PTSD. The importance of POS in high-stress occupations is emphasized.

Christie L. Kelley, Kronos/Clemson University
Thomas W. Britt, Clemson University

Submitter: Christie Kelley, christie.lynn.kelley@gmail.com

264-13 The Role of Variability in Job Satisfaction on Turnover Intentions

This study demonstrates the importance of understanding variability in job satisfaction when studying turnover intentions. Within-day variability in job satisfaction is shown to (a) have unique effects on turnover intentions and (b) exacerbate the impact of low mean levels of job satisfaction on turnover intentions.

Cort W. Rudolph, Wayne State University
Levi R. Nieminen, Wayne State University
Ludmila Zhdanova, Wayne State University
Rebecca J. Early, Wayne State University
Lindsey M. Kotrba, Denison Consulting
Boris B. Baltes, Wayne State University

Submitter: Cort Rudolph, Cort.Rudolph@Wayne.edu

264-14 The Interactive Nature of Fulfilled Promises and Perceived Organizational Support

Perceived organizational support and the fulfillment of psychological contracts are important constructs for organizations and employees. Using a cross-lagged panel design ($N = 197$), we found evidence for bidirectional causality of the 2 constructs. In addition, both constructs were positively related to citizenship behaviors and negatively related to turnover intentions.

Eleanor M. Waite, University of Houston
Hao Wu, University of Houston
Robert Eisenberger, University of Houston

Submitter: Eleanor Waite, lenniewaite@gmail.com

264-15 Effect of Employee Personality on Evaluations of Supervisor Effectiveness

This study investigated how employee personality directly influences judgments of supervisor effectiveness. Relationships between personality and judgments of effectiveness for work behaviors were assessed via a policy-capturing design. Results show partial support that employees value trait-expressive work behaviors more when they possess elevated levels of those traits.

Matthew L. First, Central Michigan University
Neil D. Christiansen, Central Michigan University

Submitter: Matthew First, first1ml@cmich.edu

264-16 French and Raven's Bases of Power Revisited: A Meta-Perception Perspective

Often alluded to but never elaborated upon, perceptions represent a vital, unexplored area within the power literature. This article seeks to augment French and Raven's bases of power typology through the introduction of meta-perceptions and meta-accuracy in order to enhance the theory's usefulness in explaining interpersonal dynamics.

R. Anthony Turner, University of British Columbia
Kira F. Schabram, University of British Columbia

Submitter: Kira Schabram, kira.schabram@sauder.ubc.ca

264-17 The Importance of Political Skill for Predicting Managerial Effectiveness

This study investigated the relationship between managers' self-perceived political skill and their supervisors' ratings of their effectiveness. The findings fully supported political skill's incremental validity over other measures of leadership competencies. Gender and level in the organizational hierarchy were significant moderators of the relationship between political skill and effectiveness.

Samuel J. Snell, Davidson College
Scott Tonidandel, Davidson College
Phillip W. Braddy, Center for Creative Leadership
John W. Fleenor, Center for Creative Leadership

Submitter: Scott Tonidandel, sctonidandel@davidson.edu

264-18 A Longitudinal Study of Goal Orientations, Time Pressure, and Performance

In this study state goal orientations were tracked over an academic semester. Perceptions of time pressure predicted state goal orientations at both between- and within-person levels of analysis. State goal orientations mediated the relationship between time pressure and performance, and distinct patterns emerged across levels of analysis.

James W. Beck, University of Minnesota
Aaron M. Schmidt, University of Minnesota

Submitter: James Beck, beckjam2@gmail.com

264-19 Examining Ethical Climate, Trust, and Employee Attitudes: The Indian Context

Using Victor and Cullen's typology of ethical climates, this study investigates the relationships among ethical climate, trust in management, and employee attitudes in Indian organizations. Positive ethical climates develop trust in management, commitment, and OCBs, whereas employees seem neutral to a negative ethical context.

Rakesh K. Agrawal, Indian Institute of Technology
Pragati Swaroop, Institute of Management & Research

Submitter: Rakesh Agrawal, rakeshagrwal.dr@gmail.com

264-20 Eliciting and Categorizing Organizational Member Values: Value Laddering Technique

This paper outlines a ladder interview methodology for extrapolating personal values from informants' personal experiences and categorizing them into a universal values framework. A total of 26 members from a non-denominational church were interviewed, and 45 bipolar value statements collected. Implications for future research are discussed.

Daniel V. Simonet, University of Tulsa
Kathryn M. Packell, University of Tulsa
Cherie C. Pellebon, University of Tulsa
Courtney A. Nelson, University of Tulsa
Anupama Narayan, University of Tulsa

Submitter: Anupama Narayan, anupama-narayan@utulsa.edu

264-21 The Effects of Psychopathy and Workplace Perceptions on CWB

This research examines the direct and interactive effects of psychopathy and workplace perceptions on intentions to engage in a wide range of CWB. Results indicate main effects for psychopathy and psychological climate on CWB intentions and several psychopathy x climate dimension interactions vis-à-vis organizational and interpersonal CWB intentions.

Michael Baysinger, Purdue University
Jesse S. Michel, Florida International University
James M. LeBreton, Purdue University

Submitter: Michael Baysinger, mabaysin@psych.purdue.edu

264-22 Liar Liar? Self-Coworker Correlations in Personality and Impression Management

This study examined whether coworkers can accurately assess the personality and impression management behaviors of their peers. Results show that self-coworker agreement on honesty-humility and 5 impression management behaviors was not statistically significant, but agreement on 5 other more observable personality dimensions was significant.

Joshua S. Bourdage, University of Calgary
Kibeom Lee, University of Calgary
Jocelyn D. Wiltshire, University of Calgary
Tunde Ogunfowora, University of Regina

Submitter: Joshua Bourdage, jbordage@ucalgary.ca

264-23 You Underestimate the Power of the Dark Side

Subclinical and Big 5 traits are used to predict job performance in a military sample. Agreeableness and Conscientiousness are positive predictors of job performance when the Big 5 is assessed alone. However, when subclinical traits are entered into the model, only the subclinical traits show significant relationships.

Peter D. Harms, University of Nebraska, Lincoln
Seth M. Spain, University of Nebraska, Lincoln
Sean T. Hannah, United States Military Academy

Submitter: Peter Harms, pharms2@unl.edu

264-24 The Effects of Self-Oriented Perfectionism on Job Performance

This study examines (a) the effects of self-oriented perfectionism (SOP) on job performance behaviors and (b) the moderating role of interactional justice on these relationships. The results showed that SOP has positive relationships with both task performance and OCB. Moreover, interactional justice showed moderating effects on these linkages.

Myungsun Kim, Seoul National University
Gukdo Byun, Seoul National University
Seungyeon Son, Seoul National University
Soojin Lee, Seoul National University
Seckyoung L. Kim, Seoul National University
Seokhwa Yun, Seoul National University

Submitter: Myungsun Kim, buldoc3@snu.ac.kr

264-25 The Moderating Effect of Core Self-Evaluations

This research examined whether core self-evaluations (CSE) moderate the relationship between job attitudes and OCBs. Data collected from 200 New Zealand workers found that the job attitude-OCB relationship was stronger for workers who were high in CSE than for workers who were low in CSE.

Qiang Wang, Wright State University
Hai Yan Li, Victoria University of Wellington
Nathan A. Bowling, Wright State University

Submitter: Qiang Wang, talenttree@gmail.com

264-26 The Value of Biodata for Selecting Employees

The research examined whether the results of a study of current employees that showed biodata scales to have validity for predicting job performance generalized to a sample of job applicants. Issues regarding group differences and the development of shorter, more targeted scales were also examined.

James A. Breugh, University of Missouri-St Louis
Jeffrey R. Labrador, Kenexa
Kathleen Frye, Kenexa
Deborah Lee, University of Missouri-St. Louis
Vanessa M. Lammers, University of Missouri-St Louis
Jenna C. Cox, University of Missouri-St Louis

Submitter: James Breugh, jbreugh@umsl.edu

264-27 Scoring Biodata: Is It Rational to Be Quasi-Rational?

Five quasirational biodata scales were developed by empirically keying biodata items to predict scores on a measure of the Big 5 dimensions of personality. The criterion-related validities of the quasirational scales were compared to empirical and rational biodata keying methods using supervisory ratings of job performance as the criterion.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Pat M. Caputo, Aon Consulting
Henry F. Thibodeaux, Office of Personnel Management
Charles N. MacLane, Self-employed
Julia Bayless, Sodexo, Inc.

Submitter: Jeffrey Cucina, jcucina@gmail.com

265. Panel Discussion: 11:30 AM-12:20 PM Williford B

Talent Alignment Strategies for Supporting Strategic Organizational Shifts

Organizations often have to reassess current talent management strategies to better align talent to support the organization's mission. This session brings together panelists to discuss how they have engaged with organizations to align talent and to share best practices and recommendations.

Ashley M. Guidroz, Trinity Health, *Chair*
Linda Schaumann Reese, Leader OnBoarding, *Panelist*
Christopher Cancialosi, GOTHAMculture, *Panelist*
Tiffany R. Ripley, TiER1 Performance Solutions, *Panelist*
Stephanie Lusk, TiER1 Performance Solutions, *Panelist*

Submitter: Ashley Guidroz, amguidroz@gmail.com



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"Anecdotal Schmanectodal: Applying Metrics to Leadership Development"
Saturday, April 16th at 12:00 p.m.

"Norming Personality Assessments: Challenges and Practical Considerations"
Saturday, April 16th at 1:30 p.m.

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Edited by Susan Albers Mohrman,
 Edward E. Lawler III, and Associates

The distinguished contributors to this new book insist that the true test of whether knowledge is useful to practice is not whether it is rigorous but whether it is rigorous *and* results in improved organizational effectiveness. They explain how they combined academic rigor and practical applicability, identify pathways to bringing academic knowledge to practice, evaluate the prospects for doing useful research in traditional academic settings, and more. They argue that achieving usefulness may require approaches that deviate from the orthodoxy of traditional positivistic research.

Contributors: Jean M. Bartunek, Michael Beer, George S. Benson, John W. Boudreau, Wayne F. Cascio, Thomas G. Cummings, Amy C. Edmondson, Lynda Gratton, J. Richard Hackman, Gary Latham, Phillip Mirvis, Allan M. Mohrman, David Nadler, James O'Toole, C. K. Prahalad, Denise M. Rousseau, Sara L. Rynes, Edgar Schein, Ramkrishnan V. Tenkasi, Michael L. Tushman, Andrew H. Van de Ven, Ruth Wageman, Ian Ziskin

Join editors Edward Lawler and Susan Albers Mohrman and contributors Wayne F. Cascio, Gary Latham, and Denise M. Rosseau for a symposium on **Doing Research That Influences Theory and Practice** on April 14 at 11:30 a.m. in the Marquette Room.



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266. Panel Discussion: 12:00 PM–1:20 PM Boulevard AB

Longitudinal Research: Combining Recent Advancements

Experts in longitudinal research will present and discuss overlaps among 6 topics: (a) advantages of longitudinal design, (b) longitudinal theory building, (c) computational modeling, (d) event sampling/diary methods, (e) latent class approaches, and (f) missing data in longitudinal designs. We will provide examples and highlight alternatives for combining these approaches.

Mo Wang, University of Maryland, *Chair*

Daniel A. Newman, University of Illinois at Urbana-Champaign, *Co-Chair*

Daniel J. Beal, Rice University, *Panelist*

David Chan, Singapore Management University, *Panelist*

Jeffrey B. Vancouver, Ohio University, *Panelist*

Robert J. Vandenberg, University of Georgia, *Panelist*

Submitter: Mo Wang, mwang@psyc.umd.edu

267. Panel Discussion: 12:00 PM–1:20 PM Boulevard C

“Human Factors” in Project Management Research: Where Is I-O Psychology?

Organizations rely on projects to adapt to their environment. Interestingly, project management and I-O scholars underuse each other’s literature and fail to jointly develop a distinct stream of research or intervention that explicitly addresses project-related issues. Prominent experts from both domains will discuss how to bridge this collaborative gap.

François Chiochio, Université de Montréal, *Chair*

Brian Hobbs, Université du Québec à Montréal, *Panelist*

Carla Messikomer, Project Management Institute, *Panelist*

Cheryl D. Lamerson, Canadian Forces (Ret. Colonel), *Panelist*

Natalie J. Allen, University of Western Ontario, *Panelist*

Submitter: François Chiochio, f.chiochio@umontreal.ca

268. Panel Discussion: 12:00 PM–1:20 PM Continental A

Validation in the Real World: Land Mines to Avoid

Conducting validation studies that meet professional guidelines is critical to ensure effectiveness of selection tools as well as legal defensibility. However, there are a number of challenges typically faced when conducting validation studies in applied settings. Panelists from Georgia-Pacific, Merck, Sears, and AAA will discuss challenges and lessons learned.

Tracey Tafero, Select International, *Chair*

David J. Lux, Georgia-Pacific, *Panelist*

John Fernandez, Merck, *Panelist*

Evan White, Sears Holdings Corporation, *Panelist*

Bridget Styers, Automobile Club of Southern California, *Panelist*

Submitter: Tracey Tafero, ttafero@selectintl.com



Indicates Saturday Theme Track Session.

269. Panel Discussion: 12:00 PM–1:20 PM Continental B

Bridging Micro- and Macrod domains in I-O Psychology

The goal of this panel discussion is to serve as a catalyst for future I-O psychology research and practice that will help bridge micro- (i.e., individual- and group-level) and macro- (i.e., organizational-level) domains. Topics include methodological approaches, demography and social capital research, and theoretical integration, among others.

Herman Aguinis, Indiana University, *Chair*

Talya N. Bauer, Portland State University, *Panelist*

Brian K. Boyd, Arizona State University, *Panelist*

Aparna Joshi, University of Illinois at Urbana-Champaign, *Panelist*

Panelist

Janice C. Molloy, The Ohio State University, *Panelist*

John E. Mathieu, University of Connecticut, *Panelist*

G. Tyge Payne, Texas Tech University, *Panelist*

Charles A. Pierce, University of Memphis, *Panelist*

Jeremy C. Short, Texas Tech University, *Panelist*

Submitter: Herman Aguinis, haguinis@indiana.edu

270. Symposium/Forum: 12:00 PM–1:20 PM Continental C

Occupational Stress and Safety: Products of a Research Collision

Research on occupational stress and safety have collided. This symposium focuses on products of this collision. These studies showcase the unique contributions I-O psychologists can have in occupational health psychology. The participants will have an opportunity to discuss the future of work in the areas of stress and safety.

Sarah DeArmond, University of Wisconsin Oshkosh, *Chair*

Gary A. Adams, University of Wisconsin Oshkosh, *Co-Chair*

Nick Turner, University of Manitoba, Patrick F. Bruning,

Purdue University, M. Sandy Herscovis, University of

Manitoba, Fung-Chang Sung, China Medical School,

Chung-Yi Li, Fu-Jen Catholic University, Kai-Ren Chen,

Fu-Jen Catholic University, *Adding Insult to Injury*

Sarah DeArmond, University of Wisconsin Oshkosh, Gary A.

Adams, University of Wisconsin Oshkosh, *Job Insecurity*

and Safety: The Role of Error Aversion

Lisa Kath, San Diego State University, Ryan Mills, San Diego

State University, Alyssa McGonagle, University of

Connecticut, *Conflict Between Safety and Job Tasks as a*

Role Stressor

Peter Y. Chen, Colorado State University, Krista Hoffmeister,

Colorado State University, *Buffering Roles of*

Supervisory Safety Support

Julian I. Barling, Queen’s University, *Discussant*

Submitter: Sarah DeArmond, dearmons@uwosh.edu

271. Symposium/Forum: 12:00 PM–1:20 PM International Ballroom South

Developing Culturally Competent Leaders: Current Theory, Research, and Lessons Learned

Although much is currently known regarding how to develop leaders in general, less is understood in terms

of how to develop leaders to operate in today's culturally rich, global work environments. This symposium brings together current research addressing the issue of developing leaders to operate in culturally rich contexts.

Arwen Hunter DeCostanza, U.S. Army Research Institute, **Chair**
 Marissa L. Shuffler, University of Central Florida, **Co-Chair**
 Christopher Coultas, University of Central Florida, Wendy L.

Bedwell, University of Central Florida, Eduardo Salas,
 University of Central Florida, **Defining and Developing
 Motivational Multicultural Leaders**

Michael J. Keeney, Aptima, Inc., Roni Reiter-Palmon,
 University of Nebraska-Omaha, Triparna de Vreede,
 University of Nebraska-Omaha, **Adjusting Military
 Leadership Styles for Success in Military Advising**

Tiffani R. Chen, George Mason University, Gia Dirosa,
 George Mason University, Tracy C. McCausland, George
 Mason University, Rachel D. Plugge, Office of Personnel
 Management, Stephen J. Zaccaro, George Mason
 University, **Commonality Versus Compatibility in Coach
 and Client Cultural Backgrounds**

Kristy Reynolds, Aptima Inc, Roni Reiter-Palmon, University
 of Nebraska-Omaha, Michael J. Keeney, Aptima, Inc.,
**Representing Components of Human Behavior in
 Behavioral Simulators**

Kathleen O'Neill, Zayed University, **Leader and Leadership
 Development in the United Arab Emirates**

Submitter: Marissa Shuffler, marissa.shuffler@gmail.com

272. Symposium/Forum: 12:00 PM–1:20 PM Lake Ontario

Macro cognition: The Next Frontier for Team Cognition Research

Macro cognition is a process by which teams collaboratively generate knowledge to solve unique problems. This symposium presents a theoretical framework to guide the study of team macro cognition, a measurement typology to capture forms of macro cognitive knowledge and its emergence, and 2 empirical investigations examining communication and training that shape formation.

Georgia T. Chao, Michigan State University, **Co-Chair**
 Steve W. J. Kozlowski, Michigan State University, **Co-Chair**
 Stephen M. Fiore, University of Central Florida, Kimberly A.
 Smith-Jentsch, University of Central Florida, Eduardo
 Salas, University of Central Florida, **Macro cognition in
 Teams: Developing Theory to Examine Complex
 Collaborative Cognition**

Steve W. J. Kozlowski, Michigan State University, Georgia T.
 Chao, Michigan State University, James Grand, Michigan
 State University, Jessica Keeney, Michigan State
 University, Michael T. Braun, Michigan State University,
 Goran Kuljanin, Michigan State University,
**Macro cognition and Teams: The Emergence and
 Measurement of Team Knowledge**

Sara McComb, Texas A&M University, **Capturing the Mental
 Model Convergence Process Through Team
 Communication**

Joan R. Rentsch, University of Tennessee, **Improving Team
 Cognition and Knowledge Building: Experiment and
 Measurement**

Submitter: Georgia Chao, chaog@bus.msu.edu

273. Panel Discussion: 12:00 PM–12:50 PM Marquette

Building a Workforce to Meet Immediate Societal Needs

In recent years, the need for new workforces in areas such as homeland security and deep water oil drilling has become increasingly more common. This session provides an interactive discussion on the challenges I-O psychologists face when they are called on to build new workforces quickly.

Alexander Alonso, American Institutes for Research, **Chair**
 Jason M. Kain, American Institutes for Research, **Co-Chair**
 Alana B. Cober, Transportation Security Administration, **Panelist**
 Mark J. Schmit, Society for Human Resource Management,

Panelist

Cheryl Hendrickson, American Institutes for Research, **Panelist**
 Mark Alan Smith, Valtera Corporation, **Panelist**

Submitter: Alexander Alonso, aalonso@air.org

274. Panel Discussion: 12:00 PM–1:50 PM Northwest 1

Leadership and Diversity: A Conversation Between Practitioners and Academics

In this panel discussion we provide an academic and practitioner perspective on leadership and diversity by facilitating a conversation with senior human resource leaders to consider whether research and theory resonate with their experiences. We then identify future research questions to close the scientist-practitioner gap.

Donna Chrobot-Mason, University of Cincinnati, **Co-Chair**
 Lisa H. Nishii, Cornell University, **Co-Chair**
 Marian N. Ruderman, Center for Creative Leadership, **Co-Chair**
 Martin N. Davidson, University of Virginia, **Panelist**
 Marlon Sullivan, Abbott, **Panelist**
 Patricia Harris, McDonald's Corporation, **Panelist**
 Rajeev D'Souza, United Airlines, **Panelist**

Submitter: Donna Chrobot-Mason, donna.chrobot-mason@uc.edu

275. Panel Discussion: 12:00 PM–12:50 PM Northwest 5

Anecdotal Schmanectodal: Applying Metrics to Leadership Development

The new economy has brought leadership development to the forefront; although organizations inherently understand the value of successful leaders, there is more pressure to apply metrics to define the value and impact of leadership development programs. This panel brings both internal and external expertise in applying metrics to leadership development.

Nila Sinha, Assess Systems, **Chair**
 Laura Mastrangelo Eigel, Frito-Lay North America, **Panelist**
 Cheryl Harris, American Airlines, **Panelist**
 Sarah Y. Glass, Assess Systems-A Bigby Havis Company,

Panelist

Jazmine E. Boatman, Developmental Dimensions
 Incorporated, **Panelist**

Submitter: Nila Sinha, nsinha@assess-systems.com

**276. Community of Interest: 12:00 PM–1:20 PM
PDR 2****Environmental Sustainability**

Ann H. Huffman, Northern Arizona University, *Host*
 Chelsea R. Willness, University of Saskatchewan, *Host*
 Stephanie R. Klein, PreVisor, Inc., *Host*
 Laurel A. McNall, SUNY Brockport, *Coordinator*

**277. Panel Discussion: 12:00 PM–1:20 PM
Waldorf****The Future of Shared Leadership Research**

There has been a recent up tic in the study of shared leadership, yet the field could still be described as in its infancy. Thus we have assembled a panel of experts with backgrounds working on shared leadership to explore the promising avenues for future research.

Craig L. Pearce, Claremont Graduate University, *Chair*
 Edwin A. Locke, University of Maryland, *Panelist*
 Frederick P. Morgeson, Michigan State University, *Panelist*
 D. Scott DeRue, University of Michigan, *Panelist*
 Christina Wassenaar, Self-employed, *Panelist*

Submitter: Christina Wassenaar, christina.l.wassenaar@gmail.com

**278. Symposium/Forum: 12:00 PM–12:50 PM
Williford A****Innovative Uses of IRT: Approaching Old Challenges in New Ways**

This session focuses on 3 innovative uses of item response theory to address 3 different challenges that high-stakes testing programs may experience: identifying appropriate anchor item sets, incorporating personality testing into selection processes, and identifying cheating behaviors.

Liberty J. Munson, Microsoft, *Chair*
 Stephen T. Murphy, Pearson, *Equating Design: Comparing TCC Alignment Criteria for Anchor Item Sets*
 Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Comparing Nonadaptive and Adaptive Multidimensional Personality Tests Using IRT*

Dennis Maynes, Caveon, *A Method for Measuring Performance Inconsistency by Using Score Differences*
 Alan D. Mead, IIT, *Discussant*

Submitter: Liberty Munson, lmunson@microsoft.com

**279. Special Events: 12:30 PM–1:20 PM
Joliet****S. Rains Wallace Dissertation Award: Beyond the Limits of Self-Reports: An “Other” Perspective on Personality**

In a field dominated by self-reports, this meta-analyses and primary data address observer reports’ accuracy contingencies, variability across contexts, criterion-related validity, and susceptibility to faking. Observer reports are not only an advantageous assessment method for selection but also a tool for testing organizational theories (e.g., trait activation, socioanalytic theory, and self-deception).

Deniz S. Ones, University of Minnesota, *Host*
 Brian S. Connelly, University of Toronto, *Presenter*

Submitter: Deniz Ones, Deniz.S.Ones-1@tc.umn.edu

**280. Symposium/Forum: 12:30 PM–1:50 PM
Lake Erie****Social Identity and Reactions to Unfair Treatment of Others**

Four papers explore the relation between self-identity and fairness processes using different methodologies, aspects of social identity, and temporal and role perspectives. The results show that identification with the victim of injustice relates to important perceptions of and reactions to injustice and to enactment of fair behaviors.

David L. Patient, Catholic University of Portugal-FCEE, *Co-Chair*
 Irina Cojuharenco, Catholic University of Portugal-FCEE, *Co-Chair*
 Jan-Willem van Prooijen, VU University Amsterdam, *Co-Chair*
 Jan-Willem van Prooijen, VU University Amsterdam, Tomas Stahl, Leiden University, Daniel Eek, Goteborg University, Paul A.M. van Lange, VU University Amsterdam, *Injustice for All or Just for Me?*
 Tyler G. Okimoto, Yale University, *Behavioral Tendencies Towards Offenders*

Irina Cojuharenco, Catholic University of Portugal-FCEE,
 David L. Patient, Catholic University of Portugal-FCEE, *Self-Relevance Biases in Memory-Based Perceptions of Organizational Justice*
 Ramona Bobocel, University of Waterloo, Graham J. Nagy, University of Waterloo, Katrina Goreham Hitchman, Canadian Water Network, *The Enactment of Interactional Fairness: The Role of Manager’s Self-Construal*
 Linda J. Skitka, University of Illinois at Chicago, *Discussant*
 Submitter: David Patient, dapati@fcee.lisboa.ucp.pt

**281. Roundtable Discussion/Conversation Hour: 12:30 PM–1:20 PM
Lake Huron****Busted? Résumé Fraud, the Background Investigation, and Best Practices**

Little research has been conducted on résumé falsification and background investigations. This panel will lead a discussion of the prevalence of résumé falsification, individual characteristics of those who engage in résumé fraud, and suggest a set of best practices for I-O psychologists to contribute to the practice of background investigations.

Richard L. Griffith, Florida Institute of Technology, *Host*
 Jennifer Hurd, Federal Bureau of Investigation, *Host*
 Submitter: Richard Griffith, griffith@fit.edu

**282. Panel Discussion: 12:30 PM–1:50 PM
Lake Michigan****Serious Games and Virtual Worlds: The Next I-O Frontier!**

Simulations, serious games, virtual worlds, and other “immersive” technologies are changing how organizations conduct their business. This panel discussion will

focus on how these technologies can be leveraged for traditional I-O practices like assessment and learning/development. Panelists will share their experience using and studying the organizational applications of immersive technologies.

Aarti Shyamsunder, Infosys Leadership Institute, *Chair*
 Michael S. Fetzner, PreVisor, *Panelist*
 Wendy L. Bedwell, University of Central Florida, *Panelist*
 Ben Hawkes, Kenexa, *Panelist*
 Charles A. Handler, Rocket-Hire, *Panelist*
 Chitra Sarmma, Infosys Leadership Institute, *Panelist*
 Submitter: Aarti Shyamsunder,
 aarti_shyamsunder@infosys.com

283. Posters: 12:30 PM–1:20 PM SE Exhibit Hall

Occupational Health/Safety/Stress and Strain/ Aging/Work and Family/Nonwork Life/Leisure

283-1 The Initial Validation of a Universal Measure of Safety Climate

In developing a universal safety climate measure, a 132-item measure was administered to 292 employees with diverse work experiences and reduced to 43 items. Analyses support safety climate as a hierarchical construct with the perceived priority of safety as the second-order factor that relates strongly to safety behavior.

Jeremy M. Beus, Texas A&M University
 Stephanie C. Payne, Texas A&M University
 Winfred Arthur, Texas A&M University
 Submitter: Jeremy Beus, jeremybeus@gmail.com

283-2 A Meta-Analysis of Predictors and Consequences of Off-Job Disengagement

A meta-analysis was conducted to investigate predictors and outcomes associated with disengaging from work roles during off-job time. Results indicated that job demands and job stress were associated with decreased disengagement, whereas job control was a weak predictor of increased disengagement. Disengagement was linked to higher subjective well-being.

Charles C. Calderwood, Georgia Institute of Technology
 Submitter: Charles Calderwood, calderwood@gatech.edu

283-3 The Building Blocks of Job Insecurity Perceptions

Within a multilevel framework this study investigates why people perceive their jobs at risk. We compare company performance and personality variables as predictors. Results show that the majority of job insecurity variance (approximately 87%) accrues from between-person differences. Implications for the conceptualization of job insecurity and personnel selection are discussed.

Maike E Debus, University of Zurich
 Cornelius J. König, Universität des Saarlandes
 Martin Kleinmann, University of Zurich
 Submitter: Maike Debus, m.debus@psychologie.uzh.ch

283-4 International Work Demands and Employee Well-Being and Performance

This study applies Lazarus' appraisal theory to understand the relationship between employees' interpretations of international work demands and important outcomes. A robust test of the model is conducted utilizing multiple applied samples, methods, and SEM analyses. Results support hypotheses related to employee psychological states and overall job satisfaction.

Hailey A. Herleman, Kenexa
 Thomas W. Britt, Clemson University

Submitter: Hailey Herleman, hailey.herleman@kenexa.com

283-5 Examining the Construct Overlap Between Social Undermining and Workplace Incivility

This study uses CFA to examine the empirical overlap of 2 popular organizational health constructs: workplace incivility and social undermining. The author tests 3 competing models. Fit statistics suggest that current measures of workplace incivility and social undermining may be measuring the same aspects of workplace aggression.

Christopher R. Honts, Central Michigan University
 Candace M. Younkens, Central Michigan University
 Matthew Christensen, Central Michigan University
 Elizabeth Crider, Central Michigan University

Submitter: Christopher Honts, honts1cr@cmich.edu

283-6 The Role of Scheduling in the Healthcare Industry

Employee attitudes about schedules and communication of schedules to employees are investigated in this qualitative study. This study identifies current scheduling practices through a series of interviews, focusing on best practices for implementing electronic scheduling programs. The detrimental effects of inefficient staffing on safety and nurse effectiveness are also explored.

Christie L. Kelley, Kronos/Clemson University
 Kristin Charles, Kronos Talent Management

Submitter: Christie Kelley, christie.lynn.kelley@gmail.com

283-7 Check-Up Time: A Closer Look at Physical Symptoms

Our study examines 3 dimensions through which physical symptoms can be measured by considering correlations with other strain variables and using item response theory to provide insights into the associated response processes. We discuss implications for assessment of physical symptoms in research and interpretation of symptom reports.

Mindy M. Krischer, University of Houston
 Bradley L. Shoss, Baylor College of Medicine

Submitter: Mindy Krischer, mmkrisch@gmail.com

283-8 Team Emotional Exhaustion and Individual Performance: Self-Efficacy as a Moderator

This study examines multilevel relationships among team emotional exhaustion, affective commitment, and

performance (task performance, creativity, and learning). Results show that affective commitment mediates the negative relationship between team emotional exhaustion and performance only when employees' self-efficacy is low rather than high.

Catherine K. Lam, Hong Kong Polytechnic University
 Xu Huang, Hong Kong Polytechnic University
 Submitter: Catherine Lam, mg.cat@cityu.edu.hk

283-9 Meaning: A Bridge Between Authenticity and Subjective Well-Being Among Managers

This study was conducted to investigate the link between authenticity at work and well-being. The relationship between authenticity at work and hedonic and eudemonic well-being indexes was determined, and the mediating role of meaning of work in the relationship between authenticity at work and subjective well-being at work was examined.

Julie Menard, University of Quebec at Montreal
 Submitter: Julie Menard, menard.julie@uqam.ca

283-10 Downsizing, Employee Well-Being, and Performance: The Moderating Role of POS

Downsizing frequently carries problems for individuals and organizations. In this study ($N = 253$), we found that POS minimized the effect of proximity to downsizing on survivor's stress appraisal, reducing emotional exhaustion, and increasing affective commitment to change and extra-role performance. These results highlight POS as a key organizational resource during downsizing.

Pedro Neves, NOVA University
 Robert Eisenberger, University of Houston
 Submitter: Pedro Neves, pneves@fe.unl.pt

283-11 Correlates of Psychological Detachment From Work During Off-Job Time

Given the "always-on" environment for work with prevalent uses of communication/information technologies, this study investigated 3 practical correlates of psychological detachment during off-job time for recovery from work stress. Perceived segmentation norm was also tested as a boundary condition for experiencing detachment for recovery. Theoretical and practical implications are discussed.

Youngah Park, Bowling Green State University
 Charlotte Fritz, Portland State University
 Steve M. Jex, Bowling Green State University
 Submitter: Youngah Park, ypark@bgsu.edu

283-12 Citizen Soldiers Off to War: National Guard Activation, Training, and Deployment

National Guard soldiers who were activated, trained, and deployed to a war zone showed an improvement in strains (e.g., depression and posttraumatic stress symptoms) during training, only to deteriorate throughout the deployment. Judgments about the group (e.g., platoon morale and collective efficacy) continually declined throughout training and deployment.

Jennifer M. Ragsdale, Central Michigan University
 Jonathan F. Kochert, Central Michigan University
 Terry A. Beehr, Central Michigan University
 Submitter: Jennifer Ragsdale, jen.rags@cmich.edu

283-13 The Triple Match Principle: A Two-Wave Longitudinal Panel Study

The triple match principle (de Jonge & Dormann, 2006) was tested using structural equation modeling in a 2-wave longitudinal panel of employees in the technology sector. As hypothesized, the likelihood of finding valid moderating effects was related to the degree of match among job demands, resources, and job-related outcomes.

Bart Van de Ven, Ghent University
 Peter Vlerick, Ghent University
 Submitter: Bart Van de Ven, bart.vandeven@ugent.be

283-14 Suicidal Ideation of Relief Officials With Engagement and Bereavement

This study was conducted to investigate risk factors of suicidal ideation of local disaster relief officials with a high bereavement rate. Through structured interviews and surveys following a devastating earthquake in China, a salutary effect of work engagement on grief over deaths of family members and suicidal ideation was revealed.

Xiao-Lu Wang, The University of Hong Kong
 Paul Yip, The University of Hong Kong
 Cecilia Chan, The University of Hong Kong
 Submitter: Xiao-Lu Wang, wangxl1219@gmail.com

283-15 Scale Development of the Spectrum of Safety Survey

We assessed the psychometric properties of the Spectrum of Safety Survey, a self-assessment tool for organizations to identify the strengths/weaknesses of their safety management systems. EFA and CFA revealed a reduced form of the SSS with 3 factors. Concurrent validity analyses showed these factors correlated with total case incident rates.

Brett M. Wells, Northern Illinois University
 Mei-Li Lin, The National Safety Council
 Submitter: Brett Wells, brett.wells57@gmail.com

283-16 Pregnant and Interviewing: Should You Talk About It or Not?

Pregnant applicants have been found to face discrimination during the interview. What can they do? Is it beneficial for pregnant applicants to disclose and/or discuss the pregnancy during the interview? Results indicated disclosing before the interview may make a difference, with more favorable ratings given to those who disclosed.

Jennifer Cunningham, University of Missouri-St. Louis
 Therese H. Macan, University of Missouri-St. Louis
 Submitter: Therese Macan, Therese.Macan@UMSL.edu

283-17 Effects of Age, Support, and Work–Family Resources on Commitment

As noted by several researchers, individual differences, such as employee age, have received sparse attention in the work–family literature. This study reveals that spousal support, family-supportive organizational perceptions, and family supervisory support can differentially influence women's commitment to their organizations and their careers, depending on employee age.

Altovise Rogers, University of Houston
Kori Callison, University of Houston
Tunji Oki, University of Houston
Lisa M. Penney, University of Houston
Submitter: Kori Callison, koricallison@gmail.com

283-18 Dispositional Anxiety: Facilitating or Exacerbating the Experience of Work–Life Balance?

This study considers conflict and facilitation from a dispositional perspective and considers how dispositional anxiety influences these experiences. A 2-wave study examining 327 individuals balancing work, family, and school support the dispositional structure. SEM supports a lagged effect of dispositional anxiety on dispositional conflict and facilitation.

Bonnie H. Cheng, University of Toronto
Julie M. McCarthy, University of Toronto
Submitter: Bonnie Hayden Cheng,
bonnie.cheng08@rotman.utoronto.ca

283-19 Communication Technology: Pros and Cons of Constant Connection to Work

This study examined the relationship among communication technology flexibility, communication technology use, work-to-life conflict, and job satisfaction. Flexibility predicted more use. Use was associated with increased job satisfaction and work-to-life conflict. Work-to-life conflict negatively predicted job satisfaction. Our findings point to trade-offs associated with communication technology use.

Ismael Diaz, Texas A&M University
Dan S Chiaburu, Texas A&M University
Ryan D. Zimmerman, Texas A&M University
Wendy R. Boswell, Texas A&M University
Submitter: Ismael Diaz, idiaz001@neo.tamu.edu

283-20 When Dual-Role Involvement Facilitates: Work–Family Facilitation and Crossover in China

We develop and test a model of work–family facilitation and consequential cross-over effects in a Chinese context. Results suggest that both domain-spanning and domain-specific antecedents impact bidirectional work–family facilitation. In addition, facilitation perceived by the employee has an impact on the well-being of both the employee and the spouse.

Rebecca Wyland, University of Wisconsin-Milwaukee
Dora M. Luk, City University of Hong Kong

Mihaela Dimitrova, University of Wisconsin-Milwaukee
Submitter: Mihaela Dimitrova, mihaela@uwm.edu

283-21 Work–Family Backlash: Negative Emotions and Organizational Retaliatory Behavior

This study provided empirical evidence for the relationship between work–family backlash and organizational retaliation. We investigated perceptions of unfairness in accommodating employees with families on negative emotions and organizational retaliatory behavior (ORB). Negative emotions mediated the effect of unfairness on ORB, with negative emotions increasing retaliatory tendencies.

Tasha A. Jarrett, University of Nebraska at Omaha
Lisa L. Scherer, University of Nebraska at Omaha
Casey Bowyer, University of Nebraska at Omaha
Submitter: Tasha Jarrett, tasjarr@aol.com

283-22 Work-to-Family Spillover Effects of Workplace Ostracism

We investigated the mediating effects of work-to-family conflict (WFC) and moderating effects of work–home segmentation preferences on the relationship between workplace ostracism and family satisfaction. The results from a 3-wave field survey of 233 employees in China supported both the mediation and the moderation.

Cynthia Lee, Hong Kong Polytechnic University/Northeastern University
Chun Hui, University of Hong Kong
Submitter: Cynthia Lee, c.lee@neu.edu

283-23 Recovery Experiences and Job Performance: The Role of Nonwork Control

This study examined relationships between recovery experiences (relaxation, mastery, psychological detachment) during nonwork time and task performance, proactivity, and creativity. Results indicate that control during nonwork time moderates the relationships between recovery experiences and proactivity as well as creativity. In addition, control moderates the curvilinear relationship between detachment and proactivity.

Charlotte Fritz, Portland State University
Bing C. Lin, Portland State University
Jason M. Kain, American Institutes for Research
Submitter: Bing Lin, bclin@pdx.edu

283-24 An Examination of Barriers to Work–Life Effectiveness Initiatives

Many organizations fail to effectively implement work–life programs and practices. Regardless of the policies in place, employees may continue to experience work-life conflict. This paper examines the possible barriers to successful work–life programs. Specifically, aspects of organizational structure, culture, and learning are discussed.

Eileen Linnabery, DePaul University
Submitter: Eileen Linnabery, eileen.linnabery@gmail.com

283-25 Making Work and Family Fit: Do Organizational Supports Help Employees?

This study investigated the effect of work–family role combinations (employee, spouse, parent, and/or adult caregiver) on various outcomes, as moderated by the availability of workplace supports. Findings suggest childcare responsibilities result in more negative outcomes, and the availability of workplace supports do not impact all individuals uniformly.

Tracy C. McCausland, George Mason University
Scott Tonidandel, Davidson College
John Kello, Davidson College

Submitter: Tracy McCausland, tracy.c.mccausland@gmail.com

283-26 Personality and the Work–Family Integration and Segmentation Continuum

This work examined the role that dispositional affect, the 5-factor model, and core self-evaluations play with in a work–family context. Regression analyses, based on a diverse sample of 380 employees, revealed that personality was consistently predictive of work–family integration perceptions of conflict and facilitation but not work–family segmentation.

Jesse S. Michel, Florida International University
Malissa A. Clark, Auburn University
Nathan A. Bowling, Wright State University

Submitter: Jesse Michel, jmichel@fiu.edu

283-27 Crossover of Self-Esteem: Job-Related Sources and Consequences of Day-Specific Self-Esteem

This paper examines correlates of day-specific self-esteem. A 1-week diary study ($N = 102$ couples) showed that day-specific job performance predicted day-specific self-esteem, which in turn “crossed over” to romantic partners depending on the partners’ personal characteristics. In addition, self-esteem at bedtime predicted anticipated work engagement the next morning.

Angela Neff, University of Konstanz
Sabine Sonnentag, University of Mannheim
Cornelia Niessen, University of Konstanz
Dana Unger, University of Konstanz

Submitter: Angela Neff, angela.neff@uni-konstanz.de

283-28 Onsite Childcare Benefits: Do Keeping Kids Close Help Employers?

This study investigates the conditions under which onsite childcare fosters positive work attitudes. Our findings indicate that employees utilizing onsite childcare had higher levels of engagement and satisfaction (relative to those who used external childcare) only when they were satisfied with childcare or perceived their organization to be family supportive.

Prema Ratnasingam, University of Houston
William R. King, University of Houston
Cristina Rubino, University of Houston
Aleksandra Luksyte, University of Houston

Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Prema Ratnasingam, prema_2911@hotmail.com

283-29 Involvement and Control Impact Work–Family Interface in India

A sample of 405 employees from India responded to a survey assessing involvement and control at home and work, and positive and negative aspects of work–family interface. Results revealed a 3-way interaction among gender, job involvement, and job control predicts positive spillover, and family control impacts all interface dimensions.

Sofiya Velgach, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Ujvala Rajadhyaksha, Saint Mary’s College

Submitter: Sofiya Velgach, v_sonya79@hotmail.com

284. Panel Discussion: 12:30 PM–1:20 PM Williford B

Helping Organizations Become Nimble: Lessons Learned From Energy Industry I-Os

The energy industry is experiencing significant challenges, including increasing demands for reliable, cheap, and alternative sources of energy; rapidly changing technology; and an aging workforce. Energy industry practitioners will describe how I-O psychology is helping to address these challenges. These best practices can be adapted to organizations facing similar challenges.

Cheryl J. Paullin, HumRRO, *Chair*
Robert P. Michel, Edison Electric Institute, *Panelist*
Steven Runde, DTE Energy, *Panelist*
Kevin R. Reindl, San Diego Gas and Electric, *Panelist*
Todd Baker, Human Performance Systems, Inc., *Panelist*

Submitter: Cheryl Paullin, cpaulin@humro.org

285. Panel Discussion: 12:30 PM–1:50 PM Williford C

Theme Track: Lightning Round: Telling a Compelling Story With Data in Five Minutes



In this fast-moving session, each of 10 presenters uses 5 minutes and 20 automatically progressing slides to share personal highlights, lowlights, and insights about advocating for data-driven organizational decisions and persuading executives to take recommended action based on sophisticated data analyses, with a focus on presentation brevity, creativity, and impact.

Autumn D. Krauss, Kronos Talent Management Division, *Chair*
Jay H. Steffensmeier, Kronos, Inc., *Co-Chair*
Elizabeth B. Kolmstetter, Director of National Intelligence, *Panelist*
Denise M. Rousseau, Carnegie Mellon University, *Panelist*
Jeffrey D. Facticeau, PreVisor, *Panelist*
Douglas H. Reynolds, Development Dimensions International (DDI), *Panelist*
Brian Welle, Google, *Panelist*
Steven T. Hunt, SuccessFactors, *Panelist*
Richard T. Cober, Marriott International, *Panelist*
Robert E. Gibby, Procter & Gamble, *Panelist*

Rodney A. McCloy, HumRRO, *Panelist*
 Eric D. Heggstad, University of North Carolina Charlotte,
Panelist

Submitter: Autumn Krauss, akrauss@kronos.com

286. Interactive Posters: 1:00 PM–1:50 PM Astoria

We Told You So: Factors That Moderate the Effectiveness of Feedback Systems

Frederik Anseel, Ghent University, *Facilitator*

286-1 Cultural Differences in Seeking Success and Failure Feedback

This study examined the feedback-seeking process in 3 countries: United States, mainland China, and Taiwan. We found that cultural differences in self-construal and self-presentation moderated some of the relationships between motives and seeking.

Leslie Naer A, Florida Institute of Technology
 Xiaofei Li, Florida Institute of Technology
 Mei-Chuan Kung, Select International, Inc.
 Lisa A. Steelman, Florida Institute of Technology

Submitter: Leslie Naer A, na2009@my.fit.edu

286-2 The Practical Implications of Rater Source Factors for Multisource Feedback

Multisource feedback scores are more reflective of the group providing the ratings than intended dimensions. This is not as problematic as it seems, so long as dimensions are psychologically meaningful. We show how this can occur using a large sample of leaders from multinational corporations.

Nigel Guenole, Kenexa
 Tony Cockerill, Kenexa

Submitter: Nigel Guenole, n.guenole@gold.ac.uk

286-3 How Inclusion, Trust, and Feedback Effect Performance-Management Systems

Motivation is essential to the success of organizations. Including employees in constructing objectives is examined along with the moderators of prior amounts of trust and feedback that the employees receive to a new performance management system being implemented. Theoretical contributions and future research ideas are discussed.

Daniel A. Schmerling, University of Central Florida
 Michael D. Reeves, University of Central Florida
 Brandon L. Young, Mountain States Employers Council, Inc.
 Nick C. Koenig, University of Central Florida
 Robert D. Pritchard, University of Central Florida

Submitter: Daniel Schmerling, dschmerl@gmail.com

286-4 Age and Feedback: A Case for Individual Differences Over Generation

Two studies examined whether older individuals are less likely to adopt motives that lead to feedback seeking and ultimately less likely to seek feedback than younger employees. Results did not support these predictions,

suggesting that popular literature regarding age/generational differences in the workplace should be interpreted with caution.

Mary Margaret Sudduth, Florida Institute of Technology
 Lisa A. Steelman, Florida Institute of Technology

Submitter: Mary Margaret Sudduth, mmsudduth@gmail.com

287. Special Events: 1:00 PM–2:50 PM Marquette

Humanitarian Work Psychology (HWP): Achievements, Applications, and Controversies

HWP is an evolving concern for I-O. Focused on “doing good well,” it offers fresh perspectives on global issues like poverty reduction, decent work, and disaster management. Presented by the Global Task Force for HWP (GTFHWP), in conjunction with Civil Society Organizations, this address/panel/discussion reviews HWP’s impact and explores future challenges.

Lori Foster Thompson, North Carolina State University, *Chair*
 Stuart C. Carr, Massey University, *Presenter*

Leo Marai, University of Papua New Guinea, *Presenter*

Mary O. Berry, Sirota Survey Intelligence, *Presenter*

Walter Reichman, Org Vitality/CUNY (emeritus), *Presenter*

Harry Hui, University of Hong Kong, *Presenter*

Jeffrey Godbout, University of Baltimore, *Presenter*

Sean Cruse, United Nations Global Compact, *Discussant*

Alexander E. Gloss, U.S. Peace Corps, *Discussant*

Ishbel McWha, Massey University, *Discussant*

Mathian (Mat) Osicki, International Business Machines (IBM), *Discussant*

Alison Schafer, World Vision, *Discussant*

Virginia E. Schein, Gettysburg College, *Discussant*

Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

288. Panel Discussion: 1:00 PM–2:20 PM Northwest 5

Funding Options for Graduate Students: Alternatives to Waiting Tables

The proposed panel will help graduate students and their advisors identify funding opportunities consistent with student career goals. The panel will discuss and answer questions regarding sources for internal and external funding, how to create an attractive application, and relative strengths and weaknesses of funding sources.

Michelle (Mikki) Hebl, Rice University, *Co-Chair*

Kimberly E. O’Brien, Central Michigan University, *Co-Chair*

Juan M. Madera, University of Houston, *Panelist*

Rustin D. Meyer, Georgia Institute of Technology, *Panelist*

Matthew H. Reider, Campion Services, Inc., *Panelist*

Ashley A. Walvoord, Verizon Wireless, *Panelist*

Submitter: Kimberly O’Brien, obrie1ke@cmich.edu

289. Panel Discussion: 1:00 PM–2:20 PM Williford A

Questioning the Boundaries of Civility and Incivility in the Workplace

Workplace incivility, or rude and discourteous behaviors, has emerged in the last decade as a concept distinct

from physical or psychological aggression. In addition, research has emerged focusing on workplace civility or behaviors that treat others with respect. We will discuss overlap of these constructs, measurement, intervention strategies, and future directions.

Mark S. Nagy, Xavier University, *Chair*
David Mohr, Department of Veterans Affairs, *Panelist*
Vicki J. Magley, University of Connecticut, *Panelist*
M. Sandy Hershcovis, University of Manitoba, *Panelist*
Linda Belton, Department of Veterans Affairs, *Panelist*

Submitter: Mark Nagy, nagyms@xu.edu

290. Panel Discussion: 1:30 PM–2:50 PM Boulevard AB

Understanding the Implications of Modern Organizational Changes for Team Leadership

As the organizational contexts within which teams are embedded continue to evolve, it becomes paramount to understand what these changes mean in terms of the structure, processes, theories, research, and practice of team leadership. Panelists will discuss the current challenges of team leadership research, including practice and future research needs.

Rebecca Lyons, University of Central Florida, *Co-Chair*
Marissa L. Shuffler, University of Central Florida, *Co-Chair*
Leslie A. DeChurch, University of Central Florida, *Co-Chair*
Frederick P. Morgeson, Michigan State University, *Panelist*
Mary Uhl-Bien, University of Nebraska-Lincoln, *Panelist*
Deanne N. Den Hartog, University of Amsterdam, *Panelist*
Nathan J. Hiller, Florida International University, *Panelist*
Stacey L. Connaughton, Purdue University, *Panelist*

Submitter: Rebecca Lyons, rlyons@ist.ucf.edu

291. Panel Discussion: 1:30 PM–2:50 PM Boulevard C

(Consulting) Women With a View

Experiences and expectations for women in the workplace are continually shifting. This panel provides a forum for discussing the experiences of women in consulting and how they may differ over the course of one's career. Topics to be discussed include work-life balance, establishing credibility, networking, and perceived gender differences.

Christine R. Scheu, PreVisor, *Chair*
Veronica S. Harvey, Aon Consulting, *Panelist*
Leaetta M. Hough, Dunnette Group, Ltd., *Panelist*
Caroline Paxman, PreVisor, *Panelist*
Samantha A. Ritchie, PDRI, *Panelist*
K. D. Zaldivar, Shell Oil, *Panelist*

Submitter: Christine Scheu, cscheu@previsor.com

292. Panel Discussion: 1:30 PM–2:50 PM Continental A

Variety Is the Spice of Validation: Moving Beyond "Traditional" Criteria

This session will focus on improving and expanding upon the most commonly used assessment validation criteria: supervisor ratings of performance. The pan-

elists will discuss criterion issues through the practitioner "lens" and explore how research findings and practical considerations inform the criteria used to demonstrate assessment validity and utility.

Jocelyn M. Courtney-Hays, pan-A TALX Company, *Chair*
Julie J. Carswell, Sigma Assessment Systems, *Panelist*
Jeffrey M. Cucina, U.S. Customs and Border Protection, *Panelist*
Kathleen M. Melcher, The DeGarmo Group, Inc., *Panelist*
Adam Vassar, Hogan Assessment Systems, *Panelist*

Submitter: Jocelyn Courtney-Hays, jcourtney@panpowered.com

293. Panel Discussion: 1:30 PM–2:50 PM Continental B

Buyers and Vendors Discuss RFPs in Human Capital Consulting

A panel of industrial-organizational psychologists with significant experience in both buyer and vendor roles will explore the request for proposal process (RFPP). This session seeks to increase knowledge of the RFPP and provide a forum to share insights, explore differing perspectives, and discuss how the process might be improved.

Reid E. Klion, Performance Assessment Network, *Chair*
Julia Bayless, Sodexo, Inc., *Panelist*
Beverly A. Dugan, HumRRO, *Panelist*
Scott C. Erker, DDI, *Panelist*
Martha E. Hennen, United States Postal Service, *Panelist*
Mark H. Ludwick, Wells Fargo Corporation, *Panelist*
David L. Mayfield, The Home Depot, *Panelist*
Michael E. Moomaw, Applied Psychological Techniques, Inc., *Panelist*

Submitter: Reid Klion, rklion@panpowered.com

294. Symposium/Forum: 1:30 PM–2:50 PM Continental C

The Amazing Race: Implementing Assessment Centers Cross Culturally

As the global economy matures, the need for selection and development tools that account for cultural contexts becomes more apparent. By sharing the experiences of practitioners and current developments of academicians, we identify best practices, common mistakes, and recommendations for future research in the area of multicultural assessment centers.

Martin Lanik, Global Assessor Pool, Ltd, *Co-Chair*
Paul R. Bernthal, Development Dimensions International, *Co-Chair*
Diana E. Krause, Alpen-Adria University, Kim Dowdeswell, SHL South Africa, Nadene Venter, SHL South Africa, Tina Joubert, SHL South Africa, *Applying Assessment Centers Cross Culturally: Practices in South Africa*
Martin Lanik, Global Assessor Pool, Ltd, Alyssa M. Gibbons, Colorado State University, *Guidelines for Cross-Cultural Assessor Training in Multicultural Assessment Centers*
Paul R. Bernthal, Development Dimensions International, *Cross-Cultural Comparisons of Executive Assessment Center Performance*
Elaine B. Sloan, PDI NinthHouse, Neeti Banerjee, International Monetary Fund, *Using an Assessment Center in a Multicultural Organization*

George C. Thornton, Colorado State University, Nigel E. Povah,
Assessment & Development Consultants, *Assessment Center
Experiences in Nineteen Countries on Five Continents*

Submitter: Martin Lanik,
martin.lanik@GlobalAssessorPool.com

295. Panel Discussion: 1:30 PM–2:50 PM International Ballroom South

In Extremis Teams: What Do We Need To Know?

Although research in teams in conventional settings has progressed, in extremis teams are much less explored. The theoretical, methodological, pedagogical and practical challenges of researching teams in extreme environments are discussed. Topics include situational demands, leadership, decision making, and worker preparation for dealing with highly hazardous environments.

Wendy S. Becker, Shippensburg University, *Co-Chair*
Michael J. Burke, Tulane University, *Co-Chair*
Robert P. Gephart, University of Alberta, *Panelist*
Erika H. James, University of Virginia, *Panelist*
Thomas A. Kolditz, U.S. Military Academy-West Point, *Panelist*
Eduardo Salas, University of Central Florida, *Panelist*

Submitter: Wendy Becker, wsbecker@ship.edu

296. Panel Discussion: 1:30 PM–2:50 PM Joliet

Norming Personality Assessments: Challenges and Practical Considerations

The use of personality assessments is dependent upon representative norms to guide interpretation. However, considerable debate remains over how to use norms in various contexts. This panel will explore some of the common issues encountered in practice and offer insight from a panel of practitioners working in different contexts.

Jarrett H. Shalhoop, Hogan Assessment Systems, *Chair*
Julie Anne Caplinger, Peter Berry Consultancy, *Panelist*
Keith D. McCook, Assess Systems (a Bigby-Havis Company),
Panelist

Mark H. Strong, Valtera Corporation, *Panelist*

Submitter: Jarrett Shalhoop,
jshalhoop@hoganassessments.com

297. Roundtable Discussion/Conversation Hour: 1:30 PM–2:20 PM Lake Huron

Leadership: The Highs and Lows

The leadership crisis has reached epidemic proportions. A major cause is the decline in leader ethics and the failures of a few bad leaders. This roundtable/conversation sheds new insights on how both “good” and “bad” profiles in leadership are instrumental in better understanding/solving the moral leadership void and preventing damage.

Ronald G. Downey, Kansas State University, *Host*
Thomas A. Wright, Kansas State University, *Host*
James Campbell Quick, Goolsby Leadership Academy (UTA),
Host

Submitter: Ronald Downey, downey@ksu.edu

298. Symposium/Forum: 1:30 PM–2:50 PM Lake Ontario

The Next Generation of Mentoring Programs: Alternatives to Traditional Designs

As careers and jobs evolve, formal mentoring programs have also changed to accommodate workers in flexible environments. This session presents several nontraditional forms of mentoring and describes their implementation, challenges, and advantages. Presenters will discuss group, community-based, and online mentoring programs and will discuss innovative methods for improving program implementation.

Rachel Day, ICF International, *Chair*
Julia M. Fullick, University of Central Florida, Kimberly A.
Smith-Jentsch, University of Central Florida, Davin
Pavlas, University of Central Florida, Shannon A. Scielzo,
University of Texas at Arlington, Dana L. Kendall, Seattle
Pacific University, *Online Mentoring: Best Practices and
Lessons Learned*

Arnold L. Leonard, ICF International, Rachel Day, ICF
International, Rebecca Mulvaney, ICF International,
Group-Based Mentoring in a Local Government Setting
Ashley Stanoch, Federal Management Partners, *Strategic
Systems Programs Mentoring Program: A New Twist on
Tradition*

Jared D. Lock, Carr & Associates, *Mentorship Program
Success via Community-Based Resources and
Experiential Matching*

Sarah Dinolfo, Catalyst, Julie S. Nugent, Catalyst, Inc.,
Leveraging Formal Mentoring as a Strategic Tool

Submitter: Rachel Day, rday76@hotmail.com

299. Community of Interest: 1:30 PM–2:50 PM PDR 2

Shifting an Organization From Current to Desired Culture

Daniel R. Denison, Denison Consulting, *Host*
Magda Du Preez, Informed Talent Decisions, *Coordinator*

300. Panel Discussion: 1:30 PM–2:50 PM Waldorf

Why Applicant Perceptions Matter: A Practical View

How an applicant or candidate perceives the hiring and/or promotional processes of an organization can have important positive and negative implications. Panel members will address the issues organizations are encountering with regards to applicant perceptions. They will also discuss the techniques and interventions they are implementing to influence applicant perceptions.

Nikki Blacksmith, Gallup, Inc., *Chair*
Kathy Stewart, Fields Consulting Group, *Panelist*
Abby Euler, Kenexa, *Panelist*
Lindsay Curley, New York University, *Panelist*
Nate T. Dvorak, Student, *Panelist*

Submitter: Nikki Blacksmith, nikki_blacksmith@gallup.com

301. Panel Discussion: 1:30 PM–2:50 PM**Williford B****Employment Interview Research: Where Do We Go Next?**

The purpose of this panel discussion is to discuss the path that future research on employment interviews should take. Topics to be discussed include the most important research questions to be addressed, needs for conceptual foundations, and methodological issues.

Satoris S. Culbertson, Kansas State University, *Chair*
 Murray R. Barrick, Texas A&M University, *Panelist*
 Allen I. Huffcutt, Bradley University, *Panelist*
 Therese H. Macan, University of Missouri-St Louis, *Panelist*
 Michael A. McDaniel, Virginia Commonwealth University, *Panelist*

Submitter: Satoris Culbertson, satoris@ksu.edu

302. Panel Discussion: 2:00 PM–2:50 PM**Lake Erie****Guiding Undergraduates to I-O: Attracting Talent and Providing Opportunities**

For some undergraduate students, resources on I-O psychology are sparse. Networking opportunities with practitioners, researchers, and others in with a background in I-O may be difficult to find. I-O may be missing out on a substantial talent pool. Topics for this discussion include how we can better serve this population.

Sharmin Spencer Tunguz, DePauw University, *Chair*
 Wayne C. Lee, Valtera, *Panelist*
 Cindy Wu, Baylor University, *Panelist*
 Jennifer A. Diamond, Valtera Corporation, *Panelist*

Submitter: Sharmin Tunguz, sharmintunguz@depauw.edu

303. Posters: 2:00 PM–2:50 PM**SE Exhibit Hall****Motivation/Rewards/Compensation/
Performance Appraisal/Feedback/
Performance Management****303-1 Goal Difficulty Moderating Self-Efficacy's Relationship With Effort and Performance**

Recent research demonstrates considerable variability in self-efficacy's relationship with effort and performance, ranging from positive to null to negative. This research demonstrates that the difficulty of assigned goals can determine the direction of self-efficacy's effects, with negative effects observed with easy goals and positive effects observed with difficult goals.

Aaron M. Schmidt, University of Minnesota
 James W. Beck, University of Minnesota

Submitter: James Beck, beckjam2@gmail.com

303-2 Location, Location, Location! Between-Person Self-Efficacy Moderates Within-Person Effects on Effort and Performance

Belief in one's ability to perform a task, or self-efficacy, has generally been thought to improve performance. However,

research at the within-person level of analysis suggests that self-efficacy may not always facilitate performance. This research suggests that within-person effects of self-efficacy on performance depend on one's overall self-efficacy level.

James W. Beck, University of Minnesota
 Aaron M. Schmidt, University of Minnesota

Submitter: James Beck, beckjam2@gmail.com

303-3 The Effect of Subconscious Achievement Goals on Academic Performance

Two experiments confirmed the effect of subconscious achievement goals on performance on a brainstorming task and on grades for 2 high-school exams. Supraliminal priming was realized with a photograph of a woman winning a race and a photograph of a mountain climber, or no photograph was employed in control conditions.

Tanja Bipp, Eindhoven University of Technology
 Ad Kleingeld, Technische Universiteit Eindhoven
 Nicole Schneider, Technical University Dortmund

Submitter: Tanja Bipp, T.Bipp@tue.nl

303-4 Differential Performance of a Regulatory Focus Measure by Political Affiliation

An IRT approach was used to look for item-level and test-level performance differences between Republicans and Democrats for both the promotion and prevention scales of a commonly used regulatory focus measure. Results show evidence of differential functioning at the test and item level.

Victoria Brown, Auburn University
 Jacqueline K. Deuling (Mitchelson), Roosevelt University
 Adrian L. Thomas, Roosevelt University

Submitter: Victoria Brown, victoriabrown@gmail.com

303-5 Psychological Need Satisfaction Under Self-Determination Theory Predicts Performance: A Meta-Analysis

We examined the relationship between psychological need satisfaction and performance at school and work under self-determination theory. Findings from 77 samples spanning 38 years and $N = 19,064$ indicate that levels of perceived competence ($\rho = .40$), autonomy ($\rho = .23$), and relatedness ($\rho = .20$) predict performance, with competence and relatedness, being more predictive at school.

Christopher P. Cerasoli, University at Albany, SUNY
 Michael T. Ford, University at Albany, SUNY

Submitter: Christopher Cerasoli, cc572532@albany.edu

303-6 Team Pay: Taking Base Pay to the Next Level

Much research has been published in the last 2 decades on team incentives; however, team-level base pay has received little attention. In this conceptual paper, team-level base pay is defined, potential approaches to determining team-level base pay are discussed, and the implications of team-level base pay are addressed.

Samantha A. Conroy, University of Arkansas

Nina Gupta, University of Arkansas

Submitter: Samantha Conroy, sconroy@uark.edu

303-7 Decision to Accept a Job Offer in a Terror-Prone Country

Hypothetical choices were made by 300 employees to work in countries with 3 levels of terrorism in a 1 x 3 experimental design including interactions with personality variables. Risk propensity, sensation seeking, and money importance moderated the relationship between terror threat level and job acceptance.

Alexander Dumenci, Central Michigan University

Terry A. Beehr, Central Michigan University

Submitter: Abdullah Dumenci, albundy47@gmail.com

303-8 Development of a Measure of Momentary and Chronic Regulatory Focus

This paper presents the development and validation of a measure of the momentary–chronic regulatory focus. Data from a pilot survey ($n = 220$), a survey with retest data ($n = 91$ – 105), an experience sampling study ($n = 35$, $k = 689$), and an experiment ($n = 40$) support the measure's validity and its sensitivity to capture momentary fluctuations.

Doris Fay, Potsdam University

Tina Urbach, University of Potsdam

Submitter: Doris Fay, doris.fay@uni-potsdam.de

303-9 Timelessness and Flow

Relationships among the experience of flow, time distortion, and performance were studied among college students playing a video game. Flow was positively related to timelessness and performance. Timelessness had a slightly negative relationship with performance. These effects were moderated by self-perceptions of efficacy in the task.

Tyler E. Freeman, Kansas State University

Christopher J. Waples, Kansas State University

Clive Fullagar, Kansas State University

Patrick A. Knight, Kansas State University

Submitter: Tyler Freeman, tylerf@ksu.edu

303-10 Interactive Effects of Individual Pay for Performance and Profit Sharing on Employee Performance

We conducted cross-level research on the complementarity between individual pay for performance and profit sharing. We found that individual pay for performance positively related to performance-reward expectancy and resultant perceived organizational support, which, in turn, related to task performance and citizenship behaviors. In doing so, profit sharing augmented the effect of individual pay for performance on performance-reward expectancy.

Joo Hun Han, University of Maryland, College Park

Kathryn M. Bartol, University of Maryland, College Park

Seongsu Kim, Seoul National University

Submitter: Joo Hun Han, jhhan@rhsmith.umd.edu

303-11 Work Avoidance: Expanding the Nomological Network

Correlations of work avoidance and goal orientations with self- and supervisor-rated performance and citizenship behaviors were investigated in a sample of 95 employee–supervisor pairs. Negative relationships between work avoidance and work behaviors were moderated by employee perceived ability. Work avoidance was associated with dissatisfaction with the work situation.

Carolyn M. Jagacinski, Purdue University

Donald E. Lustenberger, Development Dimensions International

Brett W. Guidry, Portland State University

Submitter: Carolyn Jagacinski, jag@psych.purdue.edu

303-12 Effects of Self-Efficacy and Goal-Setting Conditions on Goal Regulation

Previous research has shown individuals often react to performance feedback by adjusting their goals. This research examined self-efficacy's mediating role in this relationship, as well as the potential moderating effects of participative versus assigned goals. Results supported partial mediation and indicated some relationships were moderated by goal-setting condition.

Katie Piccone, Florida Institute of Technology

Patrick D. Converse, Florida Institute of Technology

Submitter: Katie Piccone, kpiccone2008@my.fit.edu

303-13 Social Context and Self-Regulation Over Time

Numerous studies have examined basic self-regulatory processes, establishing general patterns of goal- and effort-related responses to current performance levels. This study investigated the effects of social context on these self-regulatory processes. Results indicated accountability and outcome interdependence influenced these processes, leading to different patterns of behavior over time.

Katie Piccone, Florida Institute of Technology

Patrick D. Converse, Florida Institute of Technology

Christen N. Lockamy, Florida Institute of Technology

Stephanie Miloslavic, Florida Institute of Technology

Kamil Mysiak, Florida Institute of Technology

Jaya Pathak, Florida Institute of Technology

Submitter: Katie Piccone, kpiccone2008@my.fit.edu

303-14 Using the Job Characteristics Model to Predict Productivity Intervention Effectiveness

This study examines the impact of job characteristics on the effectiveness of motivation-based productivity interventions. Overall, core job characteristics predicted intervention effectiveness. Autonomy and dealing with others within the unit were negatively related to intervention effectiveness, but dealing with others outside the unit was positively related to intervention effectiveness.

Brandon L. Young, Mountain States Employers Council, Inc.

Michael D. Reeves, University of Central Florida

Robert D. Pritchard, University of Central Florida

Submitter: Michael Reeves, youngbrandonlee@hotmail.com

303-15 BIS and BAS Sensitivity as Predictors of Flight Training Performance

Sensitivities of the behavioral inhibition system (BIS) and behavioral activation system (BAS) are examined as predictors of performance in flight training. A combination of BIS and BAS sensitivity provided incremental validity over personality and general ability. BIS sensitivity was especially promising as it negatively related to all 3 performance measures.

Erin M. Richard, Florida Institute of Technology
Patrice Reid, Defense Human Resources Agency
Charlene Alayne Bogle, Florida Institute of Technology
Marcela P. Miranda, Florida Institute of Technology
Gregory Reverdiau, F.I.T. Aviation

Submitter: Erin Richard, erichard@fit.edu

303-16 Older Workers' Wage Demands: The Impact of Work Motivation

We investigate whether work motivation shapes older (50+) workers' wage demands. Relying on expectancy-value theory and self-determination theory, results show that aspects of the quantity (expectations and value of working) and quality (goals and reasons for engaging) of work motivation jointly shape older workers' wage demands. Interactions are found.

Dave Stynen, K. U. Leuven
Luc Sels, K. U. Leuven
Anneleen Forrier, K. U. Leuven

Submitter: Dave Stynen, dave.stynen@econ.kuleuven.be

303-17 Self-Efficacy: Differing Effects Across Manipulations, Measures, and Levels of Analysis

Scholars recommend assessing divergent measures of effort and performance at multiple levels of analysis to understand complex motivational dynamics or examine motivational interventions. A feedback intervention affected self-efficacy in a context where task difficulty varied. Effects differed dramatically as a function of measure and level of analysis.

Myroslav Gerasymchuk, Ohio University
Nicole L. Gullekson, University of Wisconsin-La Crosse
Brendan J. Morse, Ohio University
Michael A. Warren, Ohio University
Jeffrey B. Vancouver, Ohio University

Submitter: Jeffrey Vancouver, vancouve@ohio.edu

303-18 Multisource Performance-Rating Patterns: An Integrated Approach for Examining (Dis)Agreement

This study contributes to the literature by applying a person-centered approach to multisource performance ratings. Using latent profile analyses, ratees were grouped based on their pattern of ratings received by their supervisors, peers, and subordinates. Potential to derail was examined as an outcome of cross-source performance profiles.

Bethany H. Bynum, Human Resources Research Organization
Brian J. Hoffman, The University of Georgia
William A. Gentry, Center for Creative Leadership
Submitter: Bethany Bynum, bbynum@humrro.org

303-19 New Considerations in Reward Allocation: Employee Need in Western Organizations

Little research has explored how employee need influences merit decisions in applied settings in a Western culture. This study addresses this gap by examining the influence of employee need on merit pay increases in a Western organization that has historically awarded merit based on the equity principle or pay for performance.

Jillian Day, University of Texas MD Anderson Cancer Center
Courtney L. Holladay, University of Texas MD Anderson Cancer Center

Stefanie K. Johnson, University of Colorado Denver
Laura G. Barron, University of Wisconsin-Stout

Submitter: Jillian Day, jwebb@mdanderson.org

303-20 Rank, Yank...Discriminate? A Simulation Examining Layoffs in a FDRS

The forced distribution rating system (FDRS) is increasingly used for decision making (e.g., promotions, layoffs), yet we know little about discrimination and FDRS. This simulation examines the impact of appraisal method, layoff percentage, and organization size on adverse impact (AI). Results indicate AI occurs most when organization and layoff size are large.

Gary Giumetti, Clemson University
Amber N. Schroeder, Clemson University
Fred S. Switzer, Clemson University

Submitter: Gary Giumetti, ggiumet@clemson.edu

303-21 FOR Training and Performance Schema Accuracy: A Replication and Extension

This study replicated Gorman and Rentsch's study (2009), providing additional evidence of FOR training effects on ratees' performance schemas. This study also extended Gorman and Rentsch's (2009) by showing that FOR training influences performance schemas after a 2-week delay between the training and the evaluation of performance.

C. Allen Gorman, Radford University
Joan R. Rentsch, University of Tennessee
Katy A. Gaddis, Angelo State University
Benjamin Overstreet, University of Georgia
Paul Park, Radford University

Submitter: C. Allen Gorman, cgorman6@radford.edu

303-22 Social Capital and Performance Ratings: Examining Rater and Ratee Effects

This study examined the relationships between organizational social capital and performance ratings from a holistic perspective, taking into account both raters and ratees network position. Using polynomial regression analyses, we demonstrate that the social capital of both the ratees and raters independently and jointly impact performance ratings.

Paul Green, The Morning Star Company
Jonathan C. Ziegert, Drexel University
Christian J. Resick, Drexel University
Dali Ma, Drexel University

Submitter: Paul Green, pgreenjr@morningstarco.com

303-23 Improving Multisource Ratings by Implementing Principles of Frame-of-Reference Training

A new method of presenting items in multisource ratings (MSPRs), frame-of-reference scales (FORS), is presented. This field study compared the FORS to traditional rating scales and revealed that FORS are robust to improper solutions that have plagued traditional MSPR scales and are associated with increased dimensional and decreased error variance.

Brian J. Hoffman, The University of Georgia
C. Allen Gorman, Radford University
Carrie A. Blair, College of Charleston
John P. Meriac, University of Missouri-St. Louis
E. Kate P. Atchley, University of Tennessee-Knoxville

Submitter: Brian Hoffman, hoffmanb@uga.edu

303-24 Rater Motivation in Validation Studies

This study examined the role played by rater motivation in validation studies. Results indicate that rater motivation can impact the criterion validity. A simple intervention was tested and was successful at increasing rater motivation.

Dan Ispas, Illinois State University
Alexandra Ilie, University of South Florida
Russell E. Johnson, Michigan State University
Dragos Iliescu, National School of Political and Administrative Studies

Submitter: Dan Ispas, dispas@gmail.com

303-25 Feeding Back Ratings: Why Didn't You Tell the Truth?

Candid feedback is vital to performance, so why don't raters provide it? Raters believing ratees wanted feedback to improve had lower anxiety and distortion than those expecting ratees would react defensively. Raters anticipating defensiveness gave higher ratings for face-to-face than anonymous feedback; however, differences were minimal for raters anticipating openness.

Shirley Ashauer, University of Missouri-St. Louis
Therese H. Macan, University of Missouri-St. Louis

Submitter: Therese Macan, Therese.Macan@UMSL.edu

303-26 When and How Much Does Rater Training Improve Rating Accuracy?

We present meta-analytic evidence concerning the effectiveness of rater training. We found that FOR training was beneficial for all aspects of rating accuracy. Furthermore, providing longer training and using less dimensions led to stronger effects. Apart from some effects of behavior observation training, other training approaches were less effective.

Klaus G. Melchers, University of Zurich
Petra Arnet Küchler, University of Zurich
Melanie Rapisarda-Bellwald, Helsana Versicherungen AG
Martin Kleinmann, University of Zurich

Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

303-27 Performance Camouflage: Does the Conceptualization of Variability Hide Performance Trends?

The results of this study indicated that performance variability is difficult to predict when it is operationalized as the standard deviation of performance around the mean. However, personality and cognitive ability predicted performance variability when it was operationalized as patterns of change over time and modeled appropriately.

Joseph A. Schmidt, Hay Group
Tunde Ogunfowora, University of Regina

Submitter: Joseph Schmidt, joe.schmidt@haygroup.com

303-28 Is "In-Agreement" Always the Best Policy? The Influence of Race

This study examined a leader's race as a moderator of the relationship between multisource feedback and organizational performance. Regression results indicated that a leader's race moderated the relationship between self-other agreement and store customer satisfaction ratings. Non-Whites who were overraters had higher organizational outcomes than underraters.

Amanda C. Shull, Sirota Survey Intelligence
W. Warner Burke, Teachers College, Columbia University

Submitter: Amanda Shull, ashull@sirota.com

303-29 The Role of Implicit Performance Theories on Self-Other Agreement

Similarity in the cognitive representation of work behaviors (i.e., shared implicit performance theories, IPTs) between managers and their supervisors predicted the level of self-other agreement in ratings of the managers' performance of those work behaviors. Role clarity and perceived system knowledge predicted shared IPTs.

Hsien-Yao Swee, Eaton Corporation
Rosalie J. Hall, The University of Akron

Submitter: Hsien-Yao Swee, hsienyao@gmail.com

303-30 Performance Appraisal Purpose and Rater Expertise: Effects on Rating Error

This study examined differences in rating leniency and severity under 2 types of administrative purposes. Results revealed that raters making positive designations tended to give lenient ratings relative to other conditions, those making negative designations gave relatively severe ratings, and self-reported rater expertise buffered the biasing effects of appraisal purpose.

William S. Weyhrauch, Consortium Research Fellows Program
Satoris S. Culbertson, Kansas State University

Submitter: William Weyhrauch, wseyhrauch@gmail.com

303-31 How Do LMX and Narcissism Affect Being Envied and Performance?

Employees from 20 locations of a restaurant franchise ($N = 541$) were used to test an integrated model of feeling envied in the workplace. This model depicts the interactive effect of narcissism and leader-member exchange (LMX) on feelings of being envied and its subsequent effect on task performance.

Jun Yang, State University of New York at Buffalo
Jeffrey R. Bentley, State University of New York at Buffalo
Maiyuwai Reeves, State University of New York at Buffalo
Lisa V. Williams, State University of New York at Buffalo

Submitter: Jun Yang, jy37@buffalo.edu

304. Panel Discussion: 2:00 PM–2:50 PM Williford C

Theme Track: What Convinces Us, Doesn't Necessarily Convince Execs: What They Didn't Teach You in Grad School About Influencing



What does it take to influence in today's organizations? A little relationship building, some data, and a lot of persistence. Panelists will share successes and challenges, valuable lessons they had (or wished they had!) from grad school, as well as insights on how to influence leaders and drive change.

Michelle A. Donovan, Google, *Chair*
Nancy T. Tippins, Valterra, *Panelist*
Allan H. Church, PepsiCo, *Panelist*
Kurt Kraiger, Colorado State University, *Panelist*

Submitter: Michelle Donovan, mdonovan@google.com

305. Interactive Posters: 3:30 PM–4:20 PM Astoria

Go to Your Room! Advances in Work-Family Conflict

Kristen Shockley, Baruch Colleg, *Facilitator*

305-1 Personality and Work-Family Conflict: A Meta-Analysis

Meta-analysis was used to comprehensively summarize the relationship between personality and both directions of work-family conflict (WFC). Largest effects were associated with negative affect, Neuroticism, and optimism, ranging from .27 to .33, in expected directions. Results confirm personality as an important predictor of WFC.

Tammy D. Allen, University of South Florida
Ryan C. Johnson, University of South Florida
Kristin N. Saboe, University of South Florida
Eunae Cho, University of South Florida
Soner Dumani, University of South Florida
Sarah Estep-Evans, Tampa Electric Company

Submitter: Tammy Allen, tallen@mail.usf.edu

305-2 Work-Family Conflict: Crossover in Dual-Earner Couples

This study examines the crossover of emotion-based work-family conflict in dual-earner couples. Emotions

felt towards one's partner are evaluated as potential mediators of the crossover process. In addition, the impact of the crossover process on the second partner's job satisfaction is assessed. In general, the results support the crossover model.

Heidi M. Baumann, Purdue University
David L. Taylor, Purdue University
Kelly S. Wilson, Purdue University

Submitter: Heidi Baumann, hbaumann@purdue.edu

305-3 Relationship Between Work-to-Family Conflict and Parent-Child Activities: Can Guilt Help?

Using survey data from employed parents, this study investigated the relationship of work-interference-with-family (WIF) with parent-child activities and whether trait guilt moderated the focal relationships. As hypothesized, WIF was negatively related to academic and recreational activities, and trait guilt moderated these relationships.

Eun Ae Cho, University of South Florida
Tammy D. Allen, University of South Florida

Submitter: Eun Ae Cho, echo@mail.usf.edu

305-4 Work-Family Conflict and Knowledge Sharing: Social Supports as Moderators

Drawing on insights from conservation of resource, the purpose of this study is to examine the negative consequences of work-family conflict (WFC) on knowledge sharing via emotional exhaustion. Further, work and non-work social supports were investigated as moderators in the relationship between WFC and emotional exhaustion.

Seckyoung L. Kim, Seoul National University
Soojin Lee, Seoul National University
Dongkyu Kim, Seoul National University
Myungsun Kim, Seoul National University
Eunkyoung Park, University of Baltimore
Gukdo Byun, Seoul National University

Submitter: Seckyoung Kim, loreta75@naver.com

306. Panel Discussion: 3:30 PM–4:20 PM Boulevard AB

Stay or Go: Value of a Master's in Applied Settings

With a growing number of terminal master's programs in I-O, students are faced with the question of whether they should continue their education in doctorate programs. This panel will discuss the value of an I-O master's degree in applied research settings relative to pursuing a PhD.

David P. Baker, IMPAQ International, *Chair*
Alexis L. Rogowsky, University of Baltimore, *Co-Chair*
Andrea Amodeo, Aptima, Inc., *Panelist*
James N. Kurtessis, George Mason/American Institutes for Research, *Panelist*

Thomas Mitchell, University of Baltimore, *Panelist*
Rebecca Nusbaum, The Johns Hopkins University Applied Physics Laboratory, *Panelist*

Submitter: David Baker, dbaker@impaqint.com

307. Debate: 3:30 PM–4:20 PM Boulevard C

Rasch Measurement Versus IRT: A Practical Debate

Panelists will debate the proposition that the Rasch measurement model is different from and superior to item response theory (IRT) in practical I-O applications. More broadly, this debate is about how I-O should make progress in adopting modern measurement practices that are standard in other fields.

Brian J. Ruggeberg, Aon Consulting, *Moderator*
 Matt Barney, Infosys Leadership Institute, *Presenter*
 Alan D. Mead, IIT, *Presenter*
 Paul Squires, Applied Skills & Knowledge, *Presenter*
 Michael J. Zickar, Bowling Green State University, *Presenter*
 Stephen Stark, University of South Florida, *Presenter*

Submitter: Brian Ruggeberg, Brian_Ruggeberg@aon.com

308. Roundtable Discussion/Conversation Hour: 3:30 PM–4:20 PM Lake Huron

Methodological Issues in Work–Family/(Nonwork) Research

The authors will facilitate discussion around 4 points about work–family interface methodology: the lack of parallelism in the measurement of the 2 work–family directions, the type of conflict as predictor, the complex structure of facilitation/enrichment items, and the response scale of extant measures.

Lois E. Tetrick, George Mason University, *Host*
 Gloria González Morales, University of Guelph, *Host*

Submitter: Lois Tetrick, ltetrick@gmu.edu

309. Symposium/Forum: 3:30 PM–4:20 PM Waldorf

Gap Analysis: Using Assessments to Measure and Develop Workforce Capabilities

Gap analysis, using assessment data to identify opportunities for improvement in employee competencies, skills, and other characteristics, is increasingly used to inform talent management decisions. This forum presents case studies from 3 organizations where gap analysis was conducted using assessment data, and specific actions were implemented based on identified gaps.

Andrew L. Solomonson, PreVisor, *Chair*
 Michael D. Blair, Sprint, Andrew L. Solomonson, PreVisor,
 Amanda L. Evans, PreVisor, *Using Assessments to Address Skill Gaps in an Engineering Workforce*
 Jeanne Makiney, Development Dimensions International, *The Consultative Recruiter: Bridging the Recruiter/Hiring Manager Gap*
 Jean Leslie, Center for Creative Leadership, Craig Appaneal, Center for Creative Leadership, *Surfacing the Leadership Gap Now and for the Future*

Submitter: Andrew Solomonson, asolomonson@previsor.com

310. Panel Discussion: 3:30 PM–4:20 PM Williford A

Examining Multilevel Organizational Phenomena Through Social Network Analysis

Organizational science has evolved drastically as organizations themselves have shifted to more complex structures. Individualistic theories have given way to more systemic and multilevel perspectives (Borgatti & Foster, 2003). This panel will discuss the integration of network and traditional organizational science as a means of better modeling complex organizational phenomena.

Leslie A. DeChurch, University of Central Florida, *Chair*
 Daniel Doty, University of Central Florida, *Co-Chair*
 Prasad Balkundi, SUNY at Buffalo, *Panelist*
 Noshir Contractor, Northwestern University, *Panelist*
 M. Scott Poole, University of Illinois at Urbana-Champaign, *Panelist*

Submitter: Daniel Doty, d.doty@yahoo.com

311. Special Events: 3:30 PM–4:20 PM Williford C

Theme Track: Closing Keynote and Wrap-Up: People Analytics: Is It All In Our Heads



The quest to make I-O knowledge more managerially relevant continues. An untapped contribution may be for I-O to study the mental models of leaders as they make decisions about HR/employment. Can the tools of psychology be used to uncover the reasons why organization leaders often seem to ignore/misapply I-O evidence/knowledge? To be followed by an integrative Q&A.

Jeffrey D. Kudisch, University of Maryland, *Chair*
 John W. Boudreau, University of Southern California, *Presenter*

Submitter: Jeffrey Kudisch, JKudisch@rhsmith.umd.edu

312. Special Events: 4:30 PM–5:20 PM International North

Closing Plenary Session

Adrienne J. Colella, Tulane University, *Chair*
 Robert Cialdini, Influence at Work, *Presenter*

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Thursday, April 14th at 1:30 P.M. • Lake Erie 53/Panel Discussion

Predicting Credit-Risk with Psychometric Assessments: Potential Substitute for Credit Checks?
Thursday, April 14th at 4:30 P.M. • SE Exhibit Hall 89-7/Poster Presentation

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Primary Content Areas

(listed by session number; numbers following hyphens are posters)

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 88 The Development and Use of Global Norms, Lake Ontario, 4:30 PM
 99-1 The Role of Fit in Understanding Leader Effectiveness Across Cultures, Grand Ballroom, 6:00 PM
 112 Measurement Equivalence of Personality and Leadership on Four Continents, Marquette, 8:00 AM
 121 I-O Psychology in Italy, Lake Erie, 9:00 AM
 129 The Greater Good: How I-O Is Making a Difference, Boulevard AB, 10:30 AM
 136 Special Address by Norbert K. Semmer: Occupational Health Psychology: The "Stress-as-Offense-to-Self" (SOS) Perspective, Lake Erie, 10:30 AM
 156 More Complex Models of Cultural Intelligence: Moderated and Longitudinal Relationships, Continental C, 12:00 PM
 181 Globalization of I-O: Some Current (Troublesome?) Professional Practice Issues, Williford C, 1:30 PM
 208 The Alliance for Organizational Psychology and You: A Question and Answer Session, Joliet, 4:30 PM
 228 One Size Doesn't Fit All: Cross-Cultural Competence Across Organizational Contexts, Lake Michigan, 8:00 AM
 235 International Perspectives on Ethical Leadership, Williford A, 8:00 AM
 249 The Age of Internationalization: Developing an International I-O Curriculum, Lake Erie, 10:30 AM
 261-1 Investigating Cross-Cultural Communication on the International Space Station, Astoria, 11:00 AM
 287 Humanitarian Work Psychology (HWP): Achievements, Applications, and Controversies, Marquette, 1:00 PM
 294 The Amazing Race: Implementing Assessment Centers Cross Culturally, Continental C, 1:30 PM

Groups/Teams

- 3 Staying Alive! Training High-Risk Teams for Self-Correction, Boulevard AB, 10:30 AM
 25-1 Understanding Workplace Meetings: A Qualitative Taxonomy of Meeting Purposes, SE Exhibit Hall, 11:30 AM
 25-2 Is There a Big Five of Teamwork? An Empirical Test, SE Exhibit Hall, 11:30 AM
 25-3 Above the Cross-Functional Team: The Value of Lateral Coordination, SE Exhibit Hall, 11:30 AM

- 25-4 The Development of the Trauma Team Performance Observation Tool, SE Exhibit Hall, 11:30 AM
- 25-5 Personality and Team Effectiveness in Virtual Teams, SE Exhibit Hall, 11:30 AM
- 25-6 Functional Diversity, Communication, and Virtual Team Effectiveness: A Multirater Examination, SE Exhibit Hall, 11:30 AM
- 25-7 The Cultural Mosaic Scale: Factor Structure and Construct Validity, SE Exhibit Hall, 11:30 AM
- 25-8 Collectivism in Teams: Goal Priority's Predictive Validity, SE Exhibit Hall, 11:30 AM
- 25-9 Personality, Nationality, and Task Load in Chinese and American Teams, SE Exhibit Hall, 11:30 AM
- 25-10 Team Identification, Cohesion, and Satisfaction in Distributed Teams, SE Exhibit Hall, 11:30 AM
- 25-11 Distinguishing Between Taskwork and Teamwork Planning in Teams, SE Exhibit Hall, 11:30 AM
- 25-12 Minority Dissenter Biased Information Search and Anticipated Group Tasks, SE Exhibit Hall, 11:30 AM
- 25-13 The Importance of Team Processes for Different Team Types, SE Exhibit Hall, 11:30 AM
- 25-14 Leadership Matters: Getting the Process Right in Healthcare Teams, SE Exhibit Hall, 11:30 AM
- 25-15 Person-Group Fit: Relationships With Diversity, Emergent States, and Performance, SE Exhibit Hall, 11:30 AM
- 25-16 What About Other Core Evaluations? An Exploration Into Core Other-Evaluations, SE Exhibit Hall, 11:30 AM
- 25-17 Considering the Influence of Task Complexity on Macrocognitive Team Processes, SE Exhibit Hall, 11:30 AM
- 25-18 Big Fish in Little Ponds: A Multilevel Approach to Reputation, SE Exhibit Hall, 11:30 AM
- 25-19 Inputs, Process, and Outcomes as Antecedents of an Emergent State, SE Exhibit Hall, 11:30 AM
- 25-20 Trust in Virtual Teams: Effects of Trust Propensity and Teambuilding, SE Exhibit Hall, 11:30 AM
- 25-21 Team Knowledge-Building Processes and Problem-Solving Outcomes: An Empirical Investigation, SE Exhibit Hall, 11:30 AM
- 25-22 Team Coaching and Innovation: Test of a Mediation Model, SE Exhibit Hall, 11:30 AM
- 25-23 The Dark Side of Perspective Taking in Teams, SE Exhibit Hall, 11:30 AM
- 25-24 Does Perceiving Differences in Teams Make Us Feel Less Alike? SE Exhibit Hall, 11:30 AM
- 25-25 Transactive Memory Networks in Adaptation to Team-Member Loss, SE Exhibit Hall, 11:30 AM
- 25-26 Dynamic Intragroup Processes in Interdisciplinary and Homogeneous Teams, SE Exhibit Hall, 11:30 AM
- 25-27 Person-Team Misfit: Impression Management and Fit Perception, SE Exhibit Hall, 11:30 AM
- 25-28 The Relationship Between the Big Five and Team Performance, SE Exhibit Hall, 11:30 AM
- 25-29 Development and Initial Validation of the Teamwork Self-Efficacy Scale, SE Exhibit Hall, 11:30 AM
- 67 Interdisciplinary Insights Into Virtual Organizational Effectiveness, Boulevard AB, 3:30 PM
- 74 The Unwieldy World of Teams: Teamwork Issues in Applied Settings, Lake Erie, 3:30 PM
- 99-2 The Effects of Storytelling and Reflexivity on Team Mental Models, Grand Ballroom, 6:00 PM
- 119 Virtual Teams, PDR 2, 8:30 AM
- 131 Managing Multiteam Systems: Theoretical and Empirical Advances, Continental A, 10:30 AM
- 153 Composing Effective Teams: One Size Does Not Fit All, Boulevard C, 12:00 PM
- 188 Extending the Nomological Net: Antecedents of Shared Cognition in Teams, Boulevard AB, 3:30 PM
- 207 Self-Regulation in and of Teams, Continental A, 4:30 PM
- 229 Teams in the Wild: Do Our Theories and Methods Fit? Lake Ontario, 8:00 AM
- 252 Teams in Space—A New Frontier for Organizational Psychology, Lake Ontario, 10:30 AM
- 267 "Human Factors" in Project Management Research: Where Is I-O Psychology? Boulevard C, 12:00 PM
- 272 Macrocognition: The Next Frontier for Team Cognition Research, Lake Ontario, 12:00 PM
- 295 In Extremis Teams: What Do We Need To Know? International Ballroom South, 1:30 PM
- 310 Examining Multilevel Organizational Phenomena Through Social Network Analysis, Williford A, 3:30 PM

Human Factors/Ergonomics

- 186-15 Evaluation of a Fatigue Countermeasure Training Program for Shiftworkers, SE Exhibit Hall, 2:00 PM
- 186-16 Speaking Up in the Operating Room Increases Clinical Team Performance, SE Exhibit Hall, 2:00 PM
- 186-17 Driving Mental Models as a Predictor of Crashes and Tickets, SE Exhibit Hall, 2:00 PM

Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 19 Still Unequal? Men, Women, and Work in the 21st Century, Williford A, 10:30 AM
- 49 Out of the Closet and Into the Workplace: Understanding Sexual Identity in Organizations, Marquette, 1:00 PM
- 66-7 A Meta-Analysis of Gender Differences in Green Workplace Behaviors, Williford C, 2:30 PM
- 85 Future Directions in Multigenerational Research and Its Application, Williford B, 3:30 PM
- 93 Discrimination in the 21st Century: Contemporary Perspectives of Organizational Discrimination, Lake Erie, 5:00 PM
- 97 Diversity Networks From Startup to Strategy, PDR 2, 5:00 PM
- 102 Pregnant, Disabled, Sick, Surviving: Experiences and Outcomes of Workplace Stigma, Boulevard C, 8:00 AM
- 146 Coaching Women Through Backlash: Bridging Research and Practice, Williford C, 10:30 AM
- 154 Diversity Training: Linking Theory and Practice, Continental A, 12:00 PM
- 171 What Do You Mean by That? Culture, Gender, and Evaluations, Boulevard AB, 1:30 PM
- 202 LGBT Research—Academics, Consultants, Practitioners, PDR 2, 3:30 PM
- 210-1 Mitigating Token/Solo Effects by Elevating Position Status, SE Exhibit Hall, 4:30 PM
- 210-2 Employer Willingness to Implement Assistive Technology for Workers With Disabilities, SE Exhibit Hall, 4:30 PM
- 210-3 Development of a Multidimensional Attitude Toward Disability Scale, SE Exhibit Hall, 4:30 PM
- 210-4 Influence of Social Cognitive Career Theory on Minority Students, SE Exhibit Hall, 4:30 PM
- 210-5 Effects of Changing Legal Standards on Evaluations of Older Workers, SE Exhibit Hall, 4:30 PM
- 210-6 Development and Initial Validation of a Gender Role Stereotypes Scale, SE Exhibit Hall, 4:30 PM
- 210-7 Standing Out and Blending In: Interactive Effects Predicting Employee Withdrawal, SE Exhibit Hall, 4:30 PM

- 210-8 Exploring the Nomological Net of Prescriptive and Descriptive Gender Bias, SE Exhibit Hall, 4:30 PM
 210-9 Choosing Female Managers: What Attitudes Have to Do With It, SE Exhibit Hall, 4:30 PM
 210-10 Who's to Blame? Attributions of Blame in Mixed-Sex Work Teams, SE Exhibit Hall, 4:30 PM
 210-11 Perceived Organizational Support for Diversity and Counterproductive Work Behaviors, SE Exhibit Hall, 4:30 PM
 210-12 Extending Models of Invisible Identity Management: Religion in the Workplace, SE Exhibit Hall, 4:30 PM
 210-13 Can Top Dogs Be Fat Cats? Obesity and Executive Evaluation, SE Exhibit Hall, 4:30 PM
 210-14 Is Beautiful Good for Everyone? Race, Gender, and Attractiveness Bias, SE Exhibit Hall, 4:30 PM
 210-15 Gender Stereotypes, Shifting Standards, and Employment Decision Bias: Meta-Analytic Findings, SE Exhibit Hall, 4:30 PM
 210-16 Coping With Workplace Heterosexism: Locus of Control as a Buffer, SE Exhibit Hall, 4:30 PM
 210-17 Does Supervisor-Subordinate Sex Dissimilarity Diminish Employee Citizenship? SE Exhibit Hall, 4:30 PM
 210-18 Female Nontargets' Perceptions of Organizational Tolerance of Sexual Harassment, SE Exhibit Hall, 4:30 PM
 210-19 The Work-Related, Age-Based Stereotypes (WAS) Scale: A Validation Study, SE Exhibit Hall, 4:30 PM
 210-20 Measuring Diversity Management Skill, SE Exhibit Hall, 4:30 PM
 210-21 An Experimental Investigation of the Glass Escalator, SE Exhibit Hall, 4:30 PM
 210-22 Racism Revisited: A Taxonomy for Coping With Subtle Racial Bias, SE Exhibit Hall, 4:30 PM
 210-23 Cupid's Cubicle: Romance in the Workplace, SE Exhibit Hall, 4:30 PM
 210-24 A Meta-Analysis of the Outcomes of Overt and Subtle Discrimination, SE Exhibit Hall, 4:30 PM
 210-25 Group Differences in Entrepreneurial Intention Among Prospective Job Applicants, SE Exhibit Hall, 4:30 PM
 210-26 Younger Workers' Meta-Stereotypes in Relation to Impression Management Behaviors, SE Exhibit Hall, 4:30 PM
 210-27 CEO Leadership and the Implementation of Organizational Diversity Practices, SE Exhibit Hall, 4:30 PM
 210-28 Relating Social Category Similarity and Diversity Faultlines to Training Outcomes, SE Exhibit Hall, 4:30 PM
 210-29 The Effects of Gender-Role Congruency on Salary Negotiation Outcomes, SE Exhibit Hall, 4:30 PM
 210-30 Walking the Talk: Examining Consequences of Consistency in Messages About Diversity, SE Exhibit Hall, 4:30 PM
 236 Culture and Diversity: Current and Future Theoretical and Practical Approaches, Williford B, 8:00 AM
 256-4 Discrimination Against Employees With Disabilities: Does Timing and Type Matter? SE Exhibit Hall, 10:30 AM
 256-5 Influences on Perceptions of Leaders: Equity Sensitivity, Egalitarianism, and Gender, SE Exhibit Hall, 10:30 AM
 256-6 Reactions to Allegations of Discrimination: Perpetrators' Anger and Justifications, SE Exhibit Hall, 10:30 AM
 256-7 Ageism in Personnel Selection Decisions: A Prejudice-Reduction Intervention, SE Exhibit Hall, 10:30 AM
 259 Not a Good Ol' Boy? Gender Issues in the Workplace, Williford B, 10:30 AM
 274 Leadership and Diversity: A Conversation Between Practitioners and Academics, NW Exhibit Hall 1, 12:00 PM

Innovation/Creativity

- 66-8 Elaborating the Role of Proactive Personality in Employee Creativity, Williford C, 2:30 PM
 264-1 Creativity in Teams: The Role of Shared Mental Models, SE Exhibit Hall, 11:30 AM
 264-2 The Relationship Between Abusive Supervision and Employee's Creativity, SE Exhibit Hall, 11:30 AM
 264-3 The Relationship Between Routinization and Creativity, SE Exhibit Hall, 11:30 AM
 264-4 Influence of Team Potency and Task Conflict on Team Creativity, SE Exhibit Hall, 11:30 AM
 264-5 Learning Goal Orientation and Creativity: Role of Psychological Safety, SE Exhibit Hall, 11:30 AM
 264-6 Goal Orientations and Creativity: Sequential Versus Synchronous Approaches, SE Exhibit Hall, 11:30 AM
 264-7 Creativity: Exploring the Person, Process, and Product Perspectives, SE Exhibit Hall, 11:30 AM
 264-8 Leadership and Employee Creativity: The Importance of Knowledge Sharing, SE Exhibit Hall, 11:30 AM
 264-9 Psychological Contract Breach and Creativity: Examination of Mediators, SE Exhibit Hall, 11:30 AM
 264-10 Identity, Goals, and Performance: Creative Versus Routine, SE Exhibit Hall, 11:30 AM

Job Analysis/Job Design/Competency Modeling

- 22 A Database for a Changing Economy: Review of the O*NET, International Ballroom South, 11:00 AM
 47 Adequacy of O*NET Work Styles and Detailed Work Activities, Joliet, 1:00 PM
 69 Enterprise-Wide Competency Management: How to Train Your Competency Dragon, Continental A, 3:30 PM
 116 Conducting KSAO and Competency-Based Job Analyses: Advice From the Field, Williford A, 8:00 AM
 138 Maximizing the Contribution of Subject-Matter Experts in Job Analysis, Lake Michigan, 10:30 AM
 186-18 False Reporting and Training Transfer Effect on Job Analysis Ratings, SE Exhibit Hall, 2:00 PM
 186-19 Back to Basics: Who Should Complete KSAO-Task Linkages? SE Exhibit Hall, 2:00 PM
 186-20 A Theoretical Framework for Evaluating the Congruency of Organizational Practice, SE Exhibit Hall, 2:00 PM
 186-21 Identifying Critical Competencies Within Job Families: A Data-Driven Approach, SE Exhibit Hall, 2:00 PM
 186-22 To Weight or Not to Weight? Job Analysis Considerations, SE Exhibit Hall, 2:00 PM
 186-23 Success Profile Analyses Across Job Families at a Corporation, SE Exhibit Hall, 2:00 PM
 186-24 Only Incumbent Raters in O*NET? Yes! Oh No!, SE Exhibit Hall, 2:00 PM
 242 Teaching Old Dogs New Tricks: Incorporating Competencies Into Talent Systems, Boulevard AB, 10:30 AM
 248 Distinguished Scientific Contributions Award: How to Publish Like Heck (and Maybe Even Enjoy It), Joliet, 10:30 AM

Job Attitudes/Engagement

- 12 Advances in Work-Ethic Research: Current and Future Directions, Lake Ontario, 10:30 AM
 39 Controversies and Challenges in Employee Engagement: Perspectives From Leading Experts, Waldorf, 12:00 PM
 62 What to Know Before the Survey: Indicators of Employee Engagement, NW Exhibit Hall 5, 2:00 PM
 66-9 Theme Track: Age and Environmental Sustainability: A Meta-Analysis, Williford C, 2:30 PM
 66-10 Theme Track: Environmentally Friendly Employee Behaviors: Convergence of Self-Reports and Supervisory Ratings, Williford C, 2:30 PM

- 73 Improving (Not Maintaining) Employee (Re)Engagement Through a Recession, Joliet, 3:30 PM
- 104 Profiles in Commitment: Person-Centered Approaches to Occupational and Organizational Attachment, Continental B, 8:00 AM
- 133 Perceived Organizational Support: Current Knowledge, Future Promise, Continental C, 10:30 AM
- 143-21 Changes in Commitment of Newcomers and Their Influence on Effectiveness, SE Exhibit Hall, 10:30 AM
- 157 Multigenerational Talent: What's the Matter With Kids Today? Lake Huron, 12:00 PM
- 186-25 Reactions to Psychological Contract Breaches: An Experimental Manipulation of Severity, SE Exhibit Hall, 2:00 PM
- 186-26 Autonomy: An Asset or a Burden? SE Exhibit Hall, 2:00 PM
- 203-1 Employee Perceptions Predict Proximal Business Outcomes and the Bottom Line, SE Exhibit Hall, 3:30 PM
- 203-2 Assessing the Propensity to Bask in Reflected Organizational Glory, SE Exhibit Hall, 3:30 PM
- 203-3 Five-Factor Model of Personality and Organizational Commitment: A Meta-Analysis, SE Exhibit Hall, 3:30 PM
- 203-4 Survey Drivers—Are We Driving Down the Right Road? SE Exhibit Hall, 3:30 PM
- 203-5 Predictors and Outcomes of Work Centrality as a Life Role, SE Exhibit Hall, 3:30 PM
- 203-6 Are Anxious Employees Committed Employees? SE Exhibit Hall, 3:30 PM
- 203-7 The Relationship Between Body Image and Job Satisfaction, SE Exhibit Hall, 3:30 PM
- 203-8 Keen to Work? Implicit Person Theory and Work Improvement Motivation, SE Exhibit Hall, 3:30 PM
- 203-9 The Effect of Work Engagement on Personal Life Outcomes, SE Exhibit Hall, 3:30 PM
- 203-10 Do Employees Hold the Organization Responsible for a Bad Supervisor? SE Exhibit Hall, 3:30 PM
- 203-11 Linking LMX to Performance via Engagement: Moderated Mediation Effect, SE Exhibit Hall, 3:30 PM
- 203-12 TMX and Work Engagement: Does Personality Make a Difference? SE Exhibit Hall, 3:30 PM
- 203-13 Nonresponse in Employee Attitude Surveys: A Group-Level Analysis, SE Exhibit Hall, 3:30 PM
- 203-14 Open Comments in Survey Feedback: An Investigation of the Negativity Bias, SE Exhibit Hall, 3:30 PM
- 203-15 The Ups and Downs of Comparative Evaluations and Fit Perceptions, SE Exhibit Hall, 3:30 PM
- 203-16 Job Insecurity and Psychological Well-Being: A Dimension-Specific Meta-Analysis, SE Exhibit Hall, 3:30 PM
- 203-17 The Value Orientation in Psychological Contracts of Volunteers and Job Satisfaction, SE Exhibit Hall, 3:30 PM
- 203-18 The Relationships Among Work Characteristics and Employee Engagement, SE Exhibit Hall, 3:30 PM
- 203-19 Age in Relation to Employee Engagement, Intrinsic Motivation, and Meaningfulness, SE Exhibit Hall, 3:30 PM
- 203-20 Employee Engagement: Relationship to Individual and Organizational Characteristics, SE Exhibit Hall, 3:30 PM
- 203-21 Affective, Normative, and Continuance Commitment Across Cultures: A Meta-Analysis, SE Exhibit Hall, 3:30 PM
- 203-22 Employee Commitment to Foci: Relative Influence and Interactive Effects, SE Exhibit Hall, 3:30 PM
- 203-23 Work Attributes and Contextual Effects on Job Satisfaction, SE Exhibit Hall, 3:30 PM
- 203-24 Work Schedule Preferences, Scheduling Satisfaction, and Attitude and Intention Impacts, SE Exhibit Hall, 3:30 PM
- 203-25 High Performers and Job Satisfaction: Guiding Strategic HRM Practices, SE Exhibit Hall, 3:30 PM
- 204 Perceived Overqualification: New Developments in Research, Waldorf, 3:30 PM
- 243 The Compelling Business Case for Corporate Social Responsibility, Boulevard C, 10:30 AM
- 256-8 Building Perceived Organizational Support Through Justice: The Influence of Voice, SE Exhibit Hall, 10:30 AM
- 256-9 Impact of High-Potential Employee Identification on Employee Work Attitudes, SE Exhibit Hall, 10:30 AM
- 256-10 Engagement in Online Communities: All About Pride and Respect, SE Exhibit Hall, 10:30 AM
- 264-11 Entrepreneurial Social Status: The Interdependent Relationship Between Society and Entrepreneurs, SE Exhibit Hall, 11:30 AM
- 264-12 POS as a Predictor of Stigma, PTSD, and Treatment Seeking, SE Exhibit Hall, 11:30 AM
- 264-13 The Role of Variability in Job Satisfaction on Turnover Intentions, SE Exhibit Hall, 11:30 AM
- 264-14 The Interactive Nature of Fulfilled Promises and Perceived Organizational Support, SE Exhibit Hall, 11:30 AM

Job Performance/Citizenship Behavior

- 151-15 Organizational Citizenship Behavior, Employer Support, and Unit-Level Outcomes: Longitudinal Study, SE Exhibit Hall, 11:30 AM
- 151-16 Medical Students' Knowledge About Medical Professionalism Predicts Their Professional Performance, SE Exhibit Hall, 11:30 AM
- 151-17 Exchange Ideology and POS in the PC Breach-Performance Relationship, SE Exhibit Hall, 11:30 AM
- 151-18 The Antecedents of Procedural Knowledge and Skill, SE Exhibit Hall, 11:30 AM
- 151-19 Evaluating Rater Trainings With Double-Pretest, One-Posttest Designs, SE Exhibit Hall, 11:30 AM
- 151-20 Goal Achievement Among Elite Performers, SE Exhibit Hall, 11:30 AM
- 151-21 Do Rater Ratings of Employee Performance Reflect Actual Job Performance? SE Exhibit Hall, 11:30 AM
- 151-22 The Consequences of Speaking Up: Rater Characteristics and Voice Type, SE Exhibit Hall, 11:30 AM
- 151-23 Fitting Person-Environment Fit in a Demand-Control Framework, SE Exhibit Hall, 11:30 AM
- 151-24 Understanding and Predicting First-Line Supervisor Performance, SE Exhibit Hall, 11:30 AM
- 151-25 Proactive Personality, Emotional Exhaustion, and Nontask Performance, SE Exhibit Hall, 11:30 AM
- 151-26 Breaks With Coworkers: A Mechanism to Enhanced Performance, SE Exhibit Hall, 11:30 AM
- 151-27 Helping Yourself by Helping Others: An Examination of Personality Perceptions, SE Exhibit Hall, 11:30 AM
- 151-28 A Moderated Latent Variable Model of Organizational Citizenship Behavior, SE Exhibit Hall, 11:30 AM
- 159 Focusing on Employees to Achieve Environmentally Sustainable Organizations, Lake Ontario, 12:00 PM
- 170-26 Political Skill, Emotion Regulation Ability, and Performance in Enterprising Activities, SE Exhibit Hall, 1:00 PM
- 170-27 A Policy-Capturing Study of Reactions to Customer Service Failures, SE Exhibit Hall, 1:00 PM

Judgment/Decision Making

- 17-16 The Constitutive Role of Transparency in Organizations, SE Exhibit Hall, 10:30 AM
- 203-26 Individual Differences in Regret: The Moderating Role of Task Importance, SE Exhibit Hall, 3:30 PM
- 240-1 Individual Values as a Predictor for Job Applicant Attraction, SE Exhibit Hall, 9:00 AM

- 240-2 Attitudes Toward Selection: Role of Error Rate and Error Type, SE Exhibit Hall, 9:00 AM
 260 Theme Track: Improving Decision Makers' Consumption of Data-Based Findings, Williford C, 10:30 AM
 264-15 Effect of Employee Personality on Evaluations of Supervisor Effectiveness, SE Exhibit Hall, 11:30 AM
 264-16 French and Raven's Bases of Power Revisited: A Meta-Perception Perspective, SE Exhibit Hall, 11:30 AM
 285 Theme Track: Lightning Round: Telling a Compelling Story With Data in Five Minutes, Williford C, 12:30 PM
 304 Theme Track: What Convinces Us, Doesn't Necessarily Convince Execs: What They Didn't Teach You in Grad School About Influencing, Williford C, 2:00 PM
 311 Theme Track: Closing Keynote and Wrap-up: People Analytics: Is It All In Our Heads? Williford C, 3:30 PM

Leadership

- 1 Opening Plenary Session, International Ballroom South, 8:00 AM
 14 Facilitating Leader Development: Selecting the Right Employees and Right Interventions, NW Exhibit Hall 1, 10:30 AM
 50 Theme Track: Leading and Engaging Employees in Sustainable Organizations, Williford C, 1:00 PM
 63-1 Effects of Outcome Framing and Strategic Orientation on Leader Cognition, SE Exhibit Hall, 2:00 PM
 63-2 Affect, Politics, Satisfaction, and the Role of Leaders, SE Exhibit Hall, 2:00 PM
 63-3 Curvilinear Effects of Leader-Member Exchange on Psychological Well-Being, SE Exhibit Hall, 2:00 PM
 63-4 Blind Spots and Hidden Strengths: Shining Light on Dark Corners of Self-Awareness, SE Exhibit Hall, 2:00 PM
 63-5 Leadership Skills Across Organizational Levels: Bring Together Two Perspectives, SE Exhibit Hall, 2:00 PM
 63-6 LMX-Performance Relationship: Examining the Causal Order via Meta-Analysis, SE Exhibit Hall, 2:00 PM
 63-7 The Moderating Role of Organizational Structure on Charismatic Leadership Effects, SE Exhibit Hall, 2:00 PM
 63-8 A Multilevel, Multisource Study of Charismatic Leadership, Gender, and Performance, SE Exhibit Hall, 2:00 PM
 63-9 Transformational Leadership and Follower Attitudes: The Role of Diversity Climate, SE Exhibit Hall, 2:00 PM
 63-10 Sharing With Whom? Processes in Internal and External Knowledge Sharing, SE Exhibit Hall, 2:00 PM
 63-11 Transformational Leadership: Four Parts or One? SE Exhibit Hall, 2:00 PM
 63-12 A Pattern Approach to Perceptions of Personality and Leader Emergence, SE Exhibit Hall, 2:00 PM
 63-13 Investigating the Detrimental Effects of Passive Leadership: A Multiwave Study, SE Exhibit Hall, 2:00 PM
 63-14 A Multilevel Study of Transformational Leadership and Personal Learning, SE Exhibit Hall, 2:00 PM
 63-15 Supervisors' Use of Impression Management and Ethical Leadership, SE Exhibit Hall, 2:00 PM
 63-16 How Does Follower Mood Affect Follower Evaluations of Leader Performance? SE Exhibit Hall, 2:00 PM
 63-17 Charismatic Leadership Influence on Empowered and Less Empowered Followers' Voice, SE Exhibit Hall, 2:00 PM
 63-18 Trust, Supportive Leadership, and Organizational Commitment: A Multilevel Analysis, SE Exhibit Hall, 2:00 PM
 63-19 Leaders' Relational Self-Concept: Implications for Mentoring Provided to Followers, SE Exhibit Hall, 2:00 PM
 63-20 Temporal Considerations of Team Leader Emotion Management, SE Exhibit Hall, 2:00 PM
 63-21 Risks for Leader Derailment: A Unique Contribution Beyond Full-Range Leadership? SE Exhibit Hall, 2:00 PM
 63-22 The Effect of Relative LMX on Subordinate's Job Performance Behaviors, SE Exhibit Hall, 2:00 PM
 63-23 Is It Normal to Lead? Personality, Prototypes, and Leader Emergence, SE Exhibit Hall, 2:00 PM
 63-24 Leadership Style and Employee Efficacy, SE Exhibit Hall, 2:00 PM
 63-25 Self-Other Agreement in Multisource Feedback and Perceived Leader Effectiveness, SE Exhibit Hall, 2:00 PM
 63-26 Leadership Lessons of Experience, SE Exhibit Hall, 2:00 PM
 63-27 Personality and Leadership: The Effects of Perfectionism, SE Exhibit Hall, 2:00 PM
 63-28 Exploring an Integrated View of Shared Leadership: Theory Versus Practice, SE Exhibit Hall, 2:00 PM
 63-29 Are Managers and Leaders Distinguishable? SE Exhibit Hall, 2:00 PM
 63-30 Transformational Leadership in the Midst of Technological Innovation, SE Exhibit Hall, 2:00 PM
 63-31 Subordinates' Provocation of and Differential Reactions to Abusive Supervision, SE Exhibit Hall, 2:00 PM
 63-32 Personality and Past Experiences as Predictors of Implicit Leadership Theories, SE Exhibit Hall, 2:00 PM
 99-3 Leader Personal Values, Transformational Leadership, and Follower Outcomes, Grand Ballroom, 6:00 PM
 99-4 The Relative Importance of Managerial Skills for Predicting Leader Effectiveness, Grand Ballroom, 6:00 PM
 99-5 How Transformational Leaders Can Discourage Prospective Leavers From Quitting, Grand Ballroom, 6:00 PM
 120 Improving SIOP's Advocacy Efforts, Joliet, 9:00 AM
 152 Women and the Executive Suite: Perceptions, Experiences, and Needs, Boulevard AB, 12:00 PM
 163 A Conceptual and Empirical Exploration of Leader Virtues, Williford C, 12:00 PM
 170-28 Leading for Creativity: The Moderating Role of Job Resources, SE Exhibit Hall, 1:00 PM
 184 A Conversation With the SIOP Leadership, Joliet, 2:00 PM
 186-27 Happy, Healthy, and Productive Employees: Servant Leadership and Needs Fulfillment, SE Exhibit Hall, 2:00 PM
 198 Master Collaboration: Executive Assessment, Leadership, and Management Development, Lake Ontario, 3:30 PM
 203-27 Growth Need and Work-Related Outcomes of Out-Group Members, SE Exhibit Hall, 3:30 PM
 209 Assessing High-Potential Talent: Why, When and How? Lake Ontario, 4:30 PM
 210-31 Navigating the Leadership Labyrinth: Perceived Outcomes for Men and Women, SE Exhibit Hall, 4:30 PM
 253 Victims and Observers: Individual Differences as Moderators of Abusive Supervision, NW Exhibit Hall 1, 10:30 AM
 255 Leadership and the Assessment of Leadership Potential, PDR 2, 10:30 AM
 261-2 Climbing Mountains in a Flat World: Key Global Leadership Differences, Astoria, 11:00 AM
 261-3 The Effects of Humor Styles on Leader-Member Exchange in China, Astoria, 11:00 AM
 261-4 What Managerial Skills Are Important for Success: A Cross-Country Comparison, Astoria, 11:00 AM
 264-17 The Importance of Political Skill for Predicting Managerial Effectiveness, SE Exhibit Hall, 11:30 AM

- 277 The Future of Shared Leadership Research, Waldorf, 12:00 PM
 290 Understanding the Implications of Modern Organizational Changes for Team Leadership, Boulevard AB, 1:30 PM
 297 Leadership: The Highs and Lows, Lake Huron, 1:30 PM
 312 Closing Plenary Session, International North, 4:30 PM

Legal Issues/Employment Law

- 8 OFCCP/Legal Defensibility Safeguards: Hit 'em With Your Best Shot, Joliet, 10:30 AM
 42 Abolish the *Uniform Guidelines*, International Ballroom South, 12:30 PM
 70 Recommendations of a Technical Advisory Committee on Adverse Impact Analysis, Continental B, 3:30 PM
 94 A Legal Review of the Content Validation Argument, Lake Huron, 5:00 PM
 165 A Strategy for Building an Infrastructure for Science Advocacy Within SIOP, Joliet, 12:30 PM
 192 Adverse Impact Analysis: Contemporary Perspectives and Practices, Continental C, 3:30 PM
 256-11 Demonstrating Discrimination's Toll: The Impact on Juror Decision Making, SE Exhibit Hall, 10:30 AM
 256-12 An Empirical Assessment of Post-Burlington Claims of Retaliation in Employment, SE Exhibit Hall, 10:30 AM

Measurement/Statistical Techniques

- 43 The Importance of Obtaining Business Impact and Return on Investment, Lake Huron, 12:30 PM
 44-1 Social Desirability and Response Distortion in Conscientiousness Scales, SE Exhibit Hall, 12:30 PM
 44-2 Predictor Intercorrelations and Indirect Range Restriction: Do New Corrections Generalize? SE Exhibit Hall, 12:30 PM
 44-3 Cross Validity Estimation Procedures With a Direct Range Restriction Adjustment, SE Exhibit Hall, 12:30 PM
 44-4 Type I Errors and Power for Two DIF Indices, SE Exhibit Hall, 12:30 PM
 44-5 Counterintuitive Regression Coefficients: Causes, Interpretations, and Solutions, SE Exhibit Hall, 12:30 PM
 44-6 A Brief Comment on the Reporting of Moderated Multiple Regression, SE Exhibit Hall, 12:30 PM
 44-7 Statistical Power of Structural Equation Models in Psychology: A Meta-Analysis, SE Exhibit Hall, 12:30 PM
 44-8 The Scale Development of the Workplace Ren-Qing Personality, SE Exhibit Hall, 12:30 PM
 44-9 Differential Item Functioning Detection With Dichotomized Polytomous Data, SE Exhibit Hall, 12:30 PM
 44-10 Linear Models With Meta-Analytic Data, SE Exhibit Hall, 12:30 PM
 44-11 Applying Frequency-Based Measurement to the Assessment of Psychological Capital, SE Exhibit Hall, 12:30 PM
 44-12 Meta-Analytic SEM: A Model Comparison With/Without Corrections for Study Artifacts, SE Exhibit Hall, 12:30 PM
 44-13 Organizational Survey: Comparison of Paper, Web, and IVR Response Modes, SE Exhibit Hall, 12:30 PM
 44-14 Mediator Reliability: Effects on Estimation and Significance Testing, SE Exhibit Hall, 12:30 PM
 44-15 Detecting Between-Groups Heteroscedasticity in MMR: A Monte Carlo Study, SE Exhibit Hall, 12:30 PM
 44-16 Item Grouping and Item Randomization Effects in Personality Measurement, SE Exhibit Hall, 12:30 PM
 44-17 Internal Consistency Reliability of Self-Efficacy Test Scores: A Reliability-Generalization Study, SE Exhibit Hall, 12:30 PM
 44-18 Differential Functioning by Gender of Conditional Reasoning Test of Aggression, SE Exhibit Hall, 12:30 PM
 44-19 Assessing Polytomous DIF Items With the Generalized Graded Unfolding Model, SE Exhibit Hall, 12:30 PM
 58 Practical and Methodological Considerations for DIF/ME Research, Williford B, 1:30 PM
 66-11 Theme Track: Green Company Rankings and Reporting of Pro-Environmental Efforts in Organizations, Williford C, 2:30 PM
 125-1 Toward Computer-Adaptive Training: Modeling Simulator Performance Using Item Response Theory, SE Exhibit Hall, 9:00 AM
 186-28 Work Interruptions: Measure Development and Testing, SE Exhibit Hall, 2:00 PM
 187 How Do You Know What Your Employees Are Going Through? Logistical, Statistical, and Practical Methods for Assessing Daily Experiences at Work, Williford B, 2:00 PM
 189 Innovations in Forced-Choice Measurements: New Models and Applications, Boulevard C, 3:30 PM
 237 Theme Track: Introduction and Learning in Action: Leveraging Data From the Employee Experience to Drive Performance, Williford C, 8:00 AM
 278 Innovative Uses of IRT: Approaching Old Challenges in New Ways, Williford A, 12:00 PM
 307 Rasch Measurement Versus IRT: A Practical Debate, Boulevard C, 3:30 PM

Motivation/Rewards/Compensation

- 34 Advances in Research on Self-Determination Theory at Work, Lake Michigan, 12:00 PM
 66-12 Theme Track: Functional Motives for Environmental Behaviors: Findings From European Countries, Williford C, 2:30 PM
 66-13 Work Engagement in Nursing: Transformational Leadership and Feelings of Competence, Williford C, 2:30 PM
 147-1 Ratee Reactions: Negative Feedback as a Motivating Force, Astoria, 11:00 AM
 180 The Relevance and Viability of Subconscious Goals in the Workplace, Williford A, 1:30 PM
 183 Telework and Organizational Outcomes: The Impact on Various Stakeholders, International Ballroom South, 2:00 PM
 233 Compensation, PDR 2, 8:00 AM
 264-18 A Longitudinal Study of Goal Orientations, Time Pressure, and Performance, SE Exhibit Hall, 11:30 AM
 303-1 Goal Difficulty Moderating Self-Efficacy's Relationship With Effort and Performance, SE Exhibit Hall, 2:00 PM
 303-2 Location, Location, Location! Between-Person Self-Efficacy Moderates Within-Person Effects on Effort and Performance, SE Exhibit Hall, 2:00 PM
 303-3 The Effect of Subconscious Achievement Goals on Academic Performance, SE Exhibit Hall, 2:00 PM
 303-4 Differential Performance of a Regulatory Focus Measure by Political Affiliation, SE Exhibit Hall, 2:00 PM
 303-5 Psychological Need Satisfaction Under Self-Determination Theory Predicts Performance: A Meta-Analysis, SE Exhibit Hall, 2:00 PM
 303-6 Team Pay: Taking Base Pay to the Next Level, SE Exhibit Hall, 2:00 PM
 303-7 Decision to Accept a Job Offer in a Terror-Prone Country, SE Exhibit Hall, 2:00 PM

- 303-8 Development of a Measure of Momentary and Chronic Regulatory Focus, SE Exhibit Hall, 2:00 PM
- 303-9 Timelessness and Flow, SE Exhibit Hall, 2:00 PM
- 303-10 Interactive Effects of Individual Pay for Performance and Profit Sharing on Employee Performance, SE Exhibit Hall, 2:00 PM
- 303-11 Work Avoidance: Expanding the Nomological Network, SE Exhibit Hall, 2:00 PM
- 303-12 Effects of Self-Efficacy and Goal-Setting Conditions on Goal Regulation, SE Exhibit Hall, 2:00 PM
- 303-13 Social Context and Self-Regulation Over Time, SE Exhibit Hall, 2:00 PM
- 303-14 Using the Job Characteristics Model to Predict Productivity Intervention Effectiveness, SE Exhibit Hall, 2:00 PM
- 303-15 BIS and BAS Sensitivity as Predictors of Flight Training Performance, SE Exhibit Hall, 2:00 PM
- 303-16 Older Workers' Wage Demands: The Impact of Work Motivation, SE Exhibit Hall, 2:00 PM
- 303-17 Self-Efficacy: Differing Effects Across Manipulations, Measures, and Levels of Analysis, SE Exhibit Hall, 2:00 PM

Occupational Health/Safety/Stress & Strain/Aging

- 4 Toxic Emotions: Considering the Hidden Consequences of the Recession, Boulevard C, 10:30 AM
- 32 Individual and Organizational Strategies for Coping With Job Insecurity, Joliet, 12:00 PM
- 41-1 Customer-Related Social Stressors, Rumination, and Social Sharing: A Longitudinal Investigation, Astoria, 12:30 PM
- 41-2 Environmental and Burnout Influences on Hospital Workers' Mental Health, Astoria, 12:30 PM
- 41-3 Workplace Incivility and Social Support Communications: The Enigma of Gossip, Astoria, 12:30 PM
- 41-4 Longitudinal Effects of Stress at Work: A Meta-Analysis, Astoria, 12:30 PM
- 66-14 Theme Track: The Parallel Challenges of Going Green and Promoting Safety: Perspectives From Small Construction Businesses, Williford C, 2:30 PM
- 101 Ability, Personality, and Motivational Influences on Aging and Work, Boulevard AB, 8:00 AM
- 110 The Latest and Greatest in Workplace Safety Research, Lake Michigan, 8:00 AM
- 166 The Whos and Whys of Workplace Mistreatment, NW Exhibit Hall 1, 12:30 PM
- 174 Understanding the Impact of an Aging Workforce on Employees/Organizations, Continental C, 1:30 PM
- 206-1 The Primary Appraisal Assumption in the Challenge-Hindrance Occupational Stress Framework, Astoria, 4:00 PM
- 206-2 Working for Free: How Volunteering Buffers Unemployment Stress, Astoria, 4:00 PM
- 206-3 Humor, Workplace Stressors, and Employee Well-Being, Astoria, 4:00 PM
- 206-4 Information Stressors and Public-Sector Organizational Change, Astoria, 4:00 PM
- 222 What the Doctor Ordered: Strategies for Linking I-O and Healthcare, Continental B, 8:00 AM
- 270 Occupational Stress and Safety: Products of a Research Collision, Continental C, 12:00 PM
- 283-1 The Initial Validation of a Universal Measure of Safety Climate, SE Exhibit Hall, 12:30 PM
- 283-2 A Meta-Analysis of Predictors and Consequences of Off-Job Disengagement, SE Exhibit Hall, 12:30 PM
- 283-3 The Building Blocks of Job Insecurity Perceptions, SE Exhibit Hall, 12:30 PM
- 283-4 International Work Demands and Employee Well-Being and Performance, SE Exhibit Hall, 12:30 PM
- 283-5 Examining the Construct Overlap Between Social Undermining and Workplace Incivility, SE Exhibit Hall, 12:30 PM
- 283-6 The Role of Scheduling in the Healthcare Industry, SE Exhibit Hall, 12:30 PM
- 283-7 Check-Up Time: A Closer Look at Physical Symptoms, SE Exhibit Hall, 12:30 PM
- 283-8 Team Emotional Exhaustion and Individual Performance: Self-Efficacy as a Moderator, SE Exhibit Hall, 12:30 PM
- 283-9 Meaning: A Bridge Between Authenticity and Subjective Well-Being Among Managers, SE Exhibit Hall, 12:30 PM
- 283-10 Downsizing, Employee Well-Being and Performance: The Moderating Role of POS, SE Exhibit Hall, 12:30 PM
- 283-11 Correlates of Psychological Detachment From Work During Off-Job Time, SE Exhibit Hall, 12:30 PM
- 283-12 Citizen Soldiers Off to War: National Guard Activation, Training, and Deployment, SE Exhibit Hall, 12:30 PM
- 283-13 The Triple Match Principle: A Two-Wave Longitudinal Panel Study, SE Exhibit Hall, 12:30 PM
- 283-14 Suicidal Ideation of Relief Officials With Engagement and Bereavement, SE Exhibit Hall, 12:30 PM
- 283-15 Scale Development of the Spectrum of Safety Survey, SE Exhibit Hall, 12:30 PM

Organizational Culture/Climate

- 13 Collaborative, Virtual, and Open: How the Social Media Revolution Is Changing the Workplace, Marquette, 10:30 AM
- 17-17 Exploring Harassment and Trust as Mediators in the Politics-Satisfaction Relationship, SE Exhibit Hall, 10:30 AM
- 17-18 Organizational Culture and Performance: The Role of Culture Strength, SE Exhibit Hall, 10:30 AM
- 17-19 Development of a Molar Leadership Command Climate Survey (LCCS), SE Exhibit Hall, 10:30 AM
- 17-20 Satisfaction With College: Issues of Dimensionality and Levels of Analysis, SE Exhibit Hall, 10:30 AM
- 17-21 Perceived Work Environment: Conceptualization and Instrument Validation, SE Exhibit Hall, 10:30 AM
- 17-22 Family-Supportive Culture and Organizational Performance: Mediators and Moderators Among Executives, SE Exhibit Hall, 10:30 AM
- 17-23 Latent Profile Analysis of an Equal Opportunity Climate Measure, SE Exhibit Hall, 10:30 AM
- 17-24 Ship Climate and Ship Performance, SE Exhibit Hall, 10:30 AM
- 17-25 When the Going Gets Tough, Organizational Climate Makes the Difference, SE Exhibit Hall, 10:30 AM
- 17-26 Perceptions of Interpersonal Conflict: Role of Justice, POS, and EI, SE Exhibit Hall, 10:30 AM
- 21 Theme Track: Introduction and Keynote Address: A Journey in Environmental Sustainability, Williford C, 10:30 AM
- 26 Theme Track: Green HR: Environmentally Sustainable Organizations, Jobs, and Employees, Williford C, 11:30 AM
- 66-15 Theme Track: Green Jobs: Environmental Benefits of the Virtual Office, Williford C, 2:30 PM
- 66-16 Theme Track: To Fly or Not to Fly: Motivational Barriers to Sustainable Corporate Travel, Williford C, 2:30 PM
- 78 The Use of Employee Surveys to Manage Organizational Culture, Marquette, 3:30 PM
- 95 CREW (Civility, Respect, Engagement at Work): Intervention Increasing Workplace Civility, Lake Michigan, 5:00 PM
- 108 Workplace Civility Perceptions: Measurement, Effects of Organizational Roles, and Demographics, Lake Erie, 8:00 AM

- 199 Illusion of Inclusion and Importance of Equity and Diversity Climate, Marquette, 3:30 PM
 226 Resources for Managing Hourly/Nonmanagement Talent: A Balancing Act, Lake Erie, 8:00 AM
 264-19 Examining Ethical Climate, Trust, and Employee Attitudes: The Indian Context, SE Exhibit Hall, 11:30 AM
 264-20 Eliciting and Categorizing Organizational Member Values: Value Laddering Technique, SE Exhibit Hall, 11:30 AM
 276 Environmental Sustainability, PDR 2, 12:00 PM
 299 Shifting an Organization From Current to Desired Culture, PDR 2, 1:30 PM

Organizational Justice

- 256-13 Trust Mediates the Relationship Between Informational Justice and Job Satisfaction, SE Exhibit Hall, 10:30 AM
 256-14 Do Psychological Contracts Change When Work Status Changes? SE Exhibit Hall, 10:30 AM
 256-15 Curvilinear Predictors of Functional and Dysfunctional Organizational Politics, SE Exhibit Hall, 10:30 AM
 256-16 The Effect of Subconscious Goal Setting on Organizational Justice, SE Exhibit Hall, 10:30 AM
 256-17 The Ohio State Leadership Factors, Employee Preferences and Overall Justice, SE Exhibit Hall, 10:30 AM
 256-18 Organizational Players as Mediators of the Furlough-Turnover Intention Relationship, SE Exhibit Hall, 10:30 AM
 256-19 Catching Justice Contagion Within a Social Network: A Longitudinal Investigation, SE Exhibit Hall, 10:30 AM
 256-20 An Examination of Counterfactual Thoughts and Fairness Theory, SE Exhibit Hall, 10:30 AM
 256-21 The Mediating Role of Overall Justice Perceptions: A Reexamination, SE Exhibit Hall, 10:30 AM
 256-22 An IRT Analysis of Colquitt's Justice Scales, SE Exhibit Hall, 10:30 AM
 256-23 Understanding Organizational Injustice: Are Injustice and Justice Polar Opposites? SE Exhibit Hall, 10:30 AM
 256-24 Beyond Need: Coworkers' Perception of Justice in Flexible Work Arrangements, SE Exhibit Hall, 10:30 AM
 256-25 I've Heard About You! Indirect Information and Fairness Evaluations, SE Exhibit Hall, 10:30 AM
 280 Social Identity and Reactions to Unfair Treatment of Others, Lake Erie, 12:30 PM

Organizational Performance/Change/Downsizing/OD

- 23 Customer Experience: Emerging Research and Practice Opportunities for I-O Psychologists, Lake Huron, 11:30 AM
 46 Downsizing: One of the Dominant Trends of the Decade, Continental C, 1:00 PM
 66-17 Leading Organizational Change: Embracing Energy Conservation and Sustainability, Williford C, 2:30 PM
 86 Theme Track: Change Management and Interventions for Environmental Sustainability, Williford C, 3:30 PM
 107 Mergers and Acquisitions: Sharing Lessons Learned, Joliet, 8:00 AM
 122 The People Side of Mergers, Lake Huron, 9:00 AM
 203-28 Organizational Support Mediates Effects of Employee Adaptability in the Workplace, SE Exhibit Hall, 3:30 PM
 211 Leading Horses to Water: Assessment Facilitated Organization Change, Waldorf, 4:30 PM
 218-1 Change Management Integrity, Perceived Consistency Among Objectives, Behaviors, and Outcomes, Astoria, 8:00 AM
 218-2 Exploring the Individualized Nature of Employee Resistance to Organizational Change, Astoria, 8:00 AM
 218-3 Managing Change Perceptions: Manager Behavior and Organizational Change, Astoria, 8:00 AM
 241 Theme Track: People Decisions That Support and Shape Organizational Strategy: Science and Art, Williford C, 9:00 AM
 284 Helping Organizations Become Nimble: Lessons Learned From Energy Industry I-Os, Williford B, 12:30 PM

Performance Appraisal/Feedback/Performance Management

- 16 Performance Management, PDR 2, 10:30 AM
 37 Has 360-Degree Feedback Evolved in the Last 10 Years? NW Exhibit Hall 5, 12:00 PM
 68 Organizational Feedback: Encouraging It, Seeking It, and Using It!, Boulevard C, 3:30 PM
 99-6 Effects of Behavioral Rating and Outcome Feedback on Group Performance, Grand Ballroom, 6:00 PM
 111 Implementing New Performance Management Programs: Challenges and Change Management, Lake Ontario, 8:00 AM
 141 The Science and Art of Identifying High-Potential Talent, NW Exhibit Hall 5, 10:30 AM
 147-2 Using Positive Psychology to Generate Positive Emotions Following Negative Feedback, Astoria, 11:00 AM
 147-3 The Influence of Self-Oriented Perfectionism on Negative Performance Feedback, Astoria, 11:00 AM
 147-4 Individual Differences in Job Performance Feedback Reactions: A Ghanaian Study, Astoria, 11:00 AM
 169 Performance Management Transformation: Systems, Process, and Practice Issues, Marquette, 1:00 PM
 217 Practical Challenges in 360/Upward Appraisal Program Implementation and Sustainability, Marquette, 5:00 PM
 263 Multirater Feedback and Personality Profiles: Best Practices for Comprehensive Approaches, Lake Huron, 11:30 AM
 286-1 Cultural Differences in Seeking Success and Failure Feedback, Astoria, 1:00 PM
 286-2 The Practical Implications of Rater Source Factors for Multisource Feedback, Astoria, 1:00 PM
 286-3 How Inclusion, Trust, and Feedback Effect Performance-Management Systems, Astoria, 1:00 PM
 286-4 Age and Feedback: A Case for Individual Differences Over Generation, Astoria, 1:00 PM
 303-18 Multisource Performance-Rating Patterns: An Integrated Approach for Examining (Dis)Agreement, SE Exhibit Hall, 2:00 PM
 303-19 New Considerations in Reward Allocation: Employee Need in Western Organizations, SE Exhibit Hall, 2:00 PM
 303-20 Rank, Yank...Discriminate? A Simulation Examining Layoffs in a FDRS, SE Exhibit Hall, 2:00 PM
 303-21 FOR Training and Performance Schema Accuracy: A Replication and Extension, SE Exhibit Hall, 2:00 PM
 303-22 Social Capital and Performance Ratings: Examining Rater and Ratee Effects, SE Exhibit Hall, 2:00 PM
 303-23 Improving Multisource Ratings by Implementing Principles of Frame-of-Reference Training, SE Exhibit Hall, 2:00 PM
 303-24 Rater Motivation in Validation Studies, SE Exhibit Hall, 2:00 PM
 303-25 Feeding Back Ratings: Why Didn't You Tell the Truth? SE Exhibit Hall, 2:00 PM
 303-26 When and How Much Does Rater Training Improve Rating Accuracy? SE Exhibit Hall, 2:00 PM
 303-27 Performance Camouflage: Does the Conceptualization of Variability Hide Performance Trends? SE Exhibit Hall, 2:00 PM
 303-28 Is "In-Agreement" Always the Best Policy? The Influence of Race, SE Exhibit Hall, 2:00 PM

- 303-29 The Role of Implicit Performance Theories on Self-Other Agreement, SE Exhibit Hall, 2:00 PM
 303-30 Performance Appraisal Purpose and Rater Expertise: Effects on Rating Error, SE Exhibit Hall, 2:00 PM
 303-31 How Do LMX and Narcissism Affect Being Envied and Performance? SE Exhibit Hall, 2:00 PM

Personality

- 28 Measuring Implicit Processes in Organizational Research, Boulevard C, 12:00 PM
 79 Personality Assessment in Law Enforcement, NW Exhibit Hall 1, 3:30 PM
 82-1 Multisource Ratings and Political Skill: An Evaluation of Measurement Equivalence, SE Exhibit Hall, 3:30 PM
 82-2 Publication Bias and the Validity of the Big Five, SE Exhibit Hall, 3:30 PM
 82-3 A Method Factor Measure of Self-Concept, SE Exhibit Hall, 3:30 PM
 82-4 Goal Orientation: What Are the Latent Factors? SE Exhibit Hall, 3:30 PM
 82-5 Triple-Dissociation of Two Implicit and One Explicit Aggressiveness Measures, SE Exhibit Hall, 3:30 PM
 82-6 Interpersonal Aggression as a Function of Personality and Gender, SE Exhibit Hall, 3:30 PM
 82-7 Criterion Validity of Eight Short Measures of Big Five Personality, SE Exhibit Hall, 3:30 PM
 82-8 Trait Self-Control at Work: Relating Self-Control to Contextual Performance, SE Exhibit Hall, 3:30 PM
 82-9 Jerks at Work: Interactions and Intersections of Disagreeableness and Neuroticism, SE Exhibit Hall, 3:30 PM
 82-10 Predicting Corrective Action Procedure Requests in Nuclear Power Plant Employees, SE Exhibit Hall, 3:30 PM
 82-11 The Perceived Social Desirability of Responses to Personality Items, SE Exhibit Hall, 3:30 PM
 82-12 A Comparison of General and Context-Specific Personality Traits Over Time, SE Exhibit Hall, 3:30 PM
 82-13 A Meta-Analysis of the Neutral Objects Satisfaction Questionnaire (NOSQ), SE Exhibit Hall, 3:30 PM
 82-14 Personality Correlates With Business Outcomes in Developing Countries, SE Exhibit Hall, 3:30 PM
 82-15 How Do Real Applicants Who Are Fakers Compare to Nonfakers? SE Exhibit Hall, 3:30 PM
 82-16 Not Much More Than Neuroticism: A Meta-Analysis of Neuroticism Facets, SE Exhibit Hall, 3:30 PM
 82-17 Industriousness and Task Performance: The Moderating Role of Work Interruptions, SE Exhibit Hall, 3:30 PM
 82-18 Using Personality and Cultural Fit to Identify High Potential, SE Exhibit Hall, 3:30 PM
 82-19 The Effects of Dispositional Aggression and Narcissism on Work-Related Criteria, SE Exhibit Hall, 3:30 PM
 82-20 Emotional Stability and Performance: Moderating Effects of Autonomy and Meaning, SE Exhibit Hall, 3:30 PM
 82-21 Raters' Use of Signatures for Judging Others' Agreeableness and Extraversion, SE Exhibit Hall, 3:30 PM
 82-22 Developing a Taxonomy of Developmental Feedback From Personality Assessments, SE Exhibit Hall, 3:30 PM
 82-23 Personality as a Predictor of Workplace Safety Outcomes, SE Exhibit Hall, 3:30 PM
 82-24 Perceived Ability to Deceive and Criterion-Related Validity of Personality Testing, SE Exhibit Hall, 3:30 PM
 82-25 Picking From the Pieces: The Complexity of Core Self-Evaluations, SE Exhibit Hall, 3:30 PM
 82-26 Construct Validation of Biological and Cognitive-Affective Approach-Avoidance Measures, SE Exhibit Hall, 3:30 PM
 82-27 Using Personality Facets to Understand Nature of Personality-Satisfaction Relationships, SE Exhibit Hall, 3:30 PM
 82-28 Interactive Effects of Narcissism and Political Skill on Network Positioning, SE Exhibit Hall, 3:30 PM
 82-29 "Dark Side" Personality Trait Interactions Predictors of Leadership Performance, SE Exhibit Hall, 3:30 PM
 82-30 Successful Psychopaths: Are They Unethical Decision Makers and Why? SE Exhibit Hall, 3:30 PM
 82-31 Factors Affecting Potential Personality Retest Improvement After Initial Failure, SE Exhibit Hall, 3:30 PM
 82-32 IRT and Ideal Point Models for Short Form Personality Assessment, SE Exhibit Hall, 3:30 PM
 99-7 Meta-Analytic Multitrait-Multirater Separation of Substance and Style in Social Desirability, Grand Ballroom, 6:00 PM
 100-1 The Fakability of Explicit and Implicit Measures of Conscientiousness, Astoria, 8:00 AM
 100-2 The Faking Dilemma: Competing Motivations in Respondents' Decision to Fake, Astoria, 8:00 AM
 100-3 Interviews Assessing Personality Are Less Fakable than Self-Report Measures, Astoria, 8:00 AM
 100-4 Faking at the Individual Level: How Many People "Fake Bad?", Astoria, 8:00 AM
 142 Applicant Faking in Personality Testing, PDR 2, 10:30 AM
 143-22 A Longitudinal Study of Self-Control and Career Success, SE Exhibit Hall, 10:30 AM
 170-29 The Costs of Mistaking E-Mail for Easy Mail, SE Exhibit Hall, 1:00 PM
 172 Does Specificity Matter? Advantages of Broad Versus Narrow Traits, Boulevard C, 1:30 PM
 182 Innovations in Mitigating Faking on Personality Assessments, Continental B, 2:00 PM
 201 Advancing Personality Assessment for Selection, NW Exhibit Hall 5, 3:30 PM
 212 Recommendations About the Use of Personality Tests in Selection Settings, Boulevard AB, 5:00 PM
 219 Conditional Reasoning Tests: Where We Are and Where We're Going, Boulevard AB, 8:00 AM
 239 M. Scott Myers Award for Applied Research in the Workplace: Computer Adaptive Personality Scales: Military and Private-Sector Applications, Joliet, 9:00 AM
 264-21 The Effects of Psychopathy and Workplace Perceptions on CWB, SE Exhibit Hall, 11:30 AM
 264-22 Liar Liar? Self-Coworker Correlations in Personality and Impression Management, SE Exhibit Hall, 11:30 AM
 264-23 You Underestimate the Power of the Dark Side, SE Exhibit Hall, 11:30 AM
 264-24 The Effects of Self-Oriented Perfectionism on Job Performance, SE Exhibit Hall, 11:30 AM
 264-25 The Moderating Effect of Core Self-Evaluations, SE Exhibit Hall, 11:30 AM
 279 S. Rains Wallace Dissertation Award: Beyond the Limits of Self-Reports: An "Other" Perspective on Personality, Joliet, 12:30 PM
 296 Norming Personality Assessments: Challenges and Practical Considerations, Joliet, 1:30 PM

Research Methodology (e.g., surveys)

- 24 Doing Research That Influences Theory and Practice, Marquette, 11:30 AM
 44-20 Psychological Data From Amazon.com's MTurk: Rapid and Inexpensive, but High Quality? SE Exhibit Hall, 12:30 PM

- 44-21 Start-Up Effects in Policy Capturing: Stabilizing Regression Coefficients After Warm-Up, SE Exhibit Hall, 12:30 PM
- 44-22 Is Small Sufficient? VIF and Regression Coefficient Stability, SE Exhibit Hall, 12:30 PM
- 44-23 Tangled Webs: Understanding Multicollinear Data Using Expanded OLS Analysis, SE Exhibit Hall, 12:30 PM
- 44-24 What Do Work Performance Items Measure? A Substantive Validity Examination, SE Exhibit Hall, 12:30 PM
- 44-25 If I Require Survey Participation, What Happens to My Results? SE Exhibit Hall, 12:30 PM
- 44-26 Using Digital Identity Markers to Identify Fraudulent Web Survey Responses, SE Exhibit Hall, 12:30 PM
- 44-27 Identifying Careless Responses in Survey Data, SE Exhibit Hall, 12:30 PM
- 44-28 Group- and Individual-Level Characteristics in Predicting Survey Response Time, SE Exhibit Hall, 12:30 PM
- 44-29 Managing IT Implementations: Guiding Action Through Model-Based Evaluation, SE Exhibit Hall, 12:30 PM
- 44-30 An IRT Examination of the Functioning of Negatively Worded Items, SE Exhibit Hall, 12:30 PM
- 48 Advances in Text Analytics: Their Application to Employee Opinion Research, Lake Ontario, 1:00 PM
- 60 Survey Actioning: Driving Positive Change at Multiple Levels, Boulevard C, 2:00 PM
- 66-18 Theme Track: Development of the Employee Green Motives Scale, Williford C, 2:30 PM
- 84 Why We Rejected Your Meta-Analysis and What You Can Do, Williford A, 3:30 PM
- 89-1 Strategic Item Selection to Reduce Survey Length, SE Exhibit Hall, 4:30 PM
- 99-8 The Conceptualization and Measurement of Pacing Styles, Grand Ballroom, 6:00 PM
- 109 Text Mining Insights, Lake Huron, 8:00 AM
- 114 Statistical and Methodological Myths and Urban Legends: Part VI, NW Exhibit Hall 5, 8:00 AM
- 186-29 The Viability of Crowdsourcing for Survey Research, SE Exhibit Hall, 2:00 PM
- 186-30 Survival Analysis Versus Traditional Regression Strategies to Analyzing Turnover Data, SE Exhibit Hall, 2:00 PM
- 191 The Golden Gate: Building Bridges Between Research and Operations, Continental B, 3:30 PM
- 203-29 Are You Satisfied...Now? Scale Ordering Effects in Attitude Surveys, SE Exhibit Hall, 3:30 PM
- 203-30 Does Scale Matter? Measuring the Impact of Scale Polarity, SE Exhibit Hall, 3:30 PM
- 220 Randomized Experimental Tests of Mediation Models, Boulevard C, 8:00 AM
- 266 Longitudinal Research: Combining Recent Advancements, Boulevard AB, 12:00 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)

- 20 Advancing Succession Planning: Opportunities and Challenges, Williford B, 10:30 AM
- 38 Succession Planning, PDR 2, 12:00 PM
- 54 Leveraging Social Media for Recruitment: Best Practices From the Experts, Lake Huron, 1:30 PM
- 66-19 Theme Track: Attracting Talent Through "Green" Business Practices: A Theoretical Model, Williford C, 2:30 PM
- 66-20 Theme Track: Green Business Practices: Doing Good and Looking Good, Williford C, 2:30 PM
- 72 Applications of Social Media in the Workplace, International Ballroom South, 3:30 PM
- 92 Succession Planning: Innovations and Best Practices, International Ballroom South, 5:00 PM
- 115 Beyond Fairness: Technology and Applicant Reactions in the 21st Century, Waldorf, 8:00 AM
- 127 Selection via Smart Phone/Mobile Devices: Is I-O Psychology Ready? Williford C, 9:30 AM
- 140 Underemployment: An Interdisciplinary Look at Operationalizations, Antecedents, and Outcomes, NW Exhibit Hall 1, 10:30 AM
- 173 Leveraging Technology to Deliver Assessments: Addressing the Challenges, Continental A, 1:30 PM
- 178 The Employment Interview: Best Practices and Potential Pitfalls, PDR 2, 1:30 PM
- 190 Online Recruiting: Taking It to the Next Level, Continental A, 3:30 PM
- 205 Improve Succession Management "Health": Diagnosis and Practical Remedies, Williford C, 3:30 PM
- 232 Applicant Reactions Around the Globe: Belgium, Greece, United States, Vietnam, NW Exhibit Hall 5, 8:00 AM
- 240-3 The Effect of Prescreening on Adverse Impact in Personnel Selection, SE Exhibit Hall, 9:00 AM
- 240-4 An Exchange System Conceptualization of Person-Work Environment Fit, SE Exhibit Hall, 9:00 AM
- 240-5 Applicant Attraction: Understanding Preferences of High-Quality Applicants, SE Exhibit Hall, 9:00 AM
- 240-6 A Statistical Correction to Twenty Years of Banding, SE Exhibit Hall, 9:00 AM
- 240-7 Hiring Maghreb/Arab Applicants Depends on Age, Gender, and Job Demands, SE Exhibit Hall, 9:00 AM
- 240-8 Screening Out the Arab Applicant: Ethnic Identification and Recruiter Characteristics Matter, SE Exhibit Hall, 9:00 AM
- 240-9 Can You Elaborate? A Novel Approach for Mitigating Personality Faking, SE Exhibit Hall, 9:00 AM
- 240-10 An Investigation of Prospective Applicants' Intentions to Submit Video Resumes, SE Exhibit Hall, 9:00 AM
- 240-11 Cognitive Mapping as an Alternative to Studying Employer Image Beliefs, SE Exhibit Hall, 9:00 AM
- 240-12 Perceived Barriers to the Use of Job Search Strategies, SE Exhibit Hall, 9:00 AM
- 240-13 Internet Job Seekers' Information Expectations Predict Organizational Attraction, SE Exhibit Hall, 9:00 AM
- 240-14 Applicant Reactions to Affective/Cognitive Recruiting Messages, SE Exhibit Hall, 9:00 AM
- 240-15 Application of the Instrumental-Symbolic Framework Within an Employer Positioning Context, SE Exhibit Hall, 9:00 AM
- 240-16 Test Item Order, Achievement Goals, and Perceived Test Fairness, SE Exhibit Hall, 9:00 AM
- 240-17 A Reexamination of the Web-Based Demand of PHR/SPHR Certifications, SE Exhibit Hall, 9:00 AM
- 240-18 The Five-Factor Model of Personality and Performance in East Asia, SE Exhibit Hall, 9:00 AM
- 240-19 Pretest and Posttest Reactions to an In-Basket Exercise, SE Exhibit Hall, 9:00 AM
- 240-20 Factor Structure of Two Different Developmental Assessment Center Rating Formats, SE Exhibit Hall, 9:00 AM
- 240-21 Organizational Attractiveness Mediates Effects of Web Site Usability on Job Choice, SE Exhibit Hall, 9:00 AM
- 240-22 Motivation in Assessment Centers: Does It Depend on the Task? SE Exhibit Hall, 9:00 AM
- 240-23 Effects of Task Performance, OCBs, and CWBs on Selection Decisions, SE Exhibit Hall, 9:00 AM
- 240-24 Determinants of Employee Referrals: A Motivational Framework, SE Exhibit Hall, 9:00 AM

- 240-25 Organizational Attraction: A Person–Person Fit Perspective, SE Exhibit Hall, 9:00 AM
- 240-26 Applicant Motivation and Withdrawal Intentions During Online Selection Testing, SE Exhibit Hall, 9:00 AM
- 240-27 Predictive Validity and Procedural Justice of the Implicit Association Test, SE Exhibit Hall, 9:00 AM
- 240-28 The Impact of Efficacy and Motivation on Person–Organization Fit, SE Exhibit Hall, 9:00 AM
- 245 Lessons Learned From Large-Scale Hiring Systems Transformations, Continental B, 10:30 AM
- 247 Reevaluating Assessment Centers: New Statistical Approaches, New Insights, International Ballroom South, 10:30 AM
- 281 Busted? Résumé Fraud, the Background Investigation, and Best Practices, Lake Huron, 12:30 PM
- 292 Variety Is the Spice of Validation: Moving Beyond “Traditional” Criteria, Continental A, 1:30 PM
- 293 Buyers and Vendors Discuss RFPs in Human Capital Consulting, Continental B, 1:30 PM
- 300 Why Applicant Perceptions Matter: A Practical View, Waldorf, 1:30 PM

Strategic HR/Utility/Changing Role of HR

- 7 Coaching the Dinosaur: I-O Influence in 100 Year-Old Organizations, Continental C, 10:30 AM
- 30 Empirical Evidence for Emerging Technology: MUVes/Virtual Worlds in HR, Continental B, 12:00 PM
- 53 I-O Psychology in the Management of Human Capital Risk, Lake Erie, 1:30 PM
- 55 Industry Spotlight: How I-Os Can Help Solve the Healthcare Crisis, Lake Michigan, 1:30 PM
- 81 Developing an HR Strategy, PDR 2, 3:30 PM
- 118 ROI in Retail: Innovating How Effectiveness Is Measured, Williford C, 8:00 AM
- 143-23 Evaluating Return on Investment: The Worth of Mentoring, SE Exhibit Hall, 10:30 AM
- 150 I-O Psychologists Taking the Lead in Human Resources, Marquette, 11:30 AM
- 162 HC Analytics: What Should We Do With All These Numbers? Waldorf, 12:00 PM
- 230 I-O Interventions That Go Viral, Marquette, 8:00 AM
- 256-26 Linking Ethics-Focused HR Practices to Firm Performance, SE Exhibit Hall, 10:30 AM
- 256-27 Union Certification Frustration: An Exploratory Study, SE Exhibit Hall, 10:30 AM
- 262 Distinguished Early Career Contributions Award: How Did I Get From There to Here? Thorny Roads to Being Productive, Joliet, 11:30 AM
- 265 Talent Alignment Strategies for Supporting Strategic Organizational Shifts, Williford B, 11:30 AM
- 273 Building a Workforce to Meet Immediate Societal Needs, Marquette, 12:00 PM

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

- 10 Drive Your Career: Vision, Valor, and Valence, Lake Huron, 10:30 AM
- 35 Translating Graduate School to Good Practice, Lake Ontario, 12:00 PM
- 36 The Intersection of Consumer Behavior and I-O: Exploring Old Frontiers, NW Exhibit Hall 1, 12:00 PM
- 51 Internships in I-O Psychology: Best Practices From Managers and Interns, Boulevard AB, 1:30 PM
- 90 Preparing for the Workplace—the Virtual Workplace, Boulevard AB, 5:00 PM
- 96 Applying Science to Improve the Teaching of Teamwork in Classrooms, Marquette, 5:00 PM
- 103 Graduate Study From 30,000 Feet: Global Perspectives on Learning Abroad, Continental A, 8:00 AM
- 128 Organizational Research and Grant Funding: Challenges, Benefits, and Opportunities, Williford A, 10:00 AM
- 135 Fact and Fiction: Licensing Barriers and Resources, Joliet, 10:30 AM
- 148 Celebrating Our Science and Practice: Looking Inward, Joliet, 11:30 AM
- 215 Talking Tech: Sharing Successes and Failures With Technology in Teaching, Lake Huron, 5:00 PM
- 225 Distinguished Teaching Contributions Award: Facilitating Student Engagement, Joliet, 8:00 AM
- 231 “Mastering” Your Career Path: Perspectives Across Career Stages, NW Exhibit Hall 1, 8:00 AM
- 238 I-O, I-O, It’s Off to Work—or School—We Go? Boulevard AB, 9:00 AM
- 250 Past, Present, and Future of Master’s Programs in I-O, Lake Huron, 10:30 AM
- 256-28 Graduate Program Retention: Do We Practice What We Preach? SE Exhibit Hall, 10:30 AM
- 256-29 Thesis Colloquia: A Technique to Increase On-Time Thesis Completion, SE Exhibit Hall, 10:30 AM
- 256-30 Effects of Journal Title Characteristics on Citations in I-O Journals, SE Exhibit Hall, 10:30 AM
- 257 So, You Think You Want to Be a Consultant? Waldorf, 10:30 AM
- 288 Funding Options for Graduate Students: Alternatives to Waiting Tables, NW Exhibit Hall 5, 1:00 PM
- 306 Stay or Go: Value of a Master’s in Applied Settings, Boulevard AB, 3:30 PM

Testing/Assessment (e.g., selection methods; validation; predictors)

- 2-1 Test–Retest Reliability of SJT Items Used for Credentialing, Astoria, 10:30 AM
- 2-2 A Single-Response Situational Judgment Test: Validity and Relationships With Personality, Astoria, 10:30 AM
- 2-3 Scoring Situational Judgment Tests Using Profile Similarity Metrics, Astoria, 10:30 AM
- 2-4 The Efficacy of Three SJT Response Formats, Astoria, 10:30 AM
- 5 Alternative Strategies for Internet-Based Testing: Practice and Research Lessons, Continental A, 10:30 AM
- 27 The Latest Research on Simulations and Multimedia SJTs, Boulevard AB, 12:00 PM
- 56 Individual Assessors: Articulating Competence to Promote Excellence, NW Exhibit Hall 1, 1:30 PM
- 59-1 Streamlining Assessment Centers: Using High-Fidelity In-Baskets to Replace Role Plays, Astoria, 2:00 PM
- 59-2 Observability in Assessment Center Exercises: The Implementation of Situational Stimuli, Astoria, 2:00 PM
- 59-3 In-Basket Criterion-Related Validity: A Meta-Analysis, Astoria, 2:00 PM
- 59-4 Assessing Assessment Center Dimension’s Construct Validity Using Measurement Equivalence Analysis, Astoria, 2:00 PM
- 64 Advancing the Research Behind Technological Innovations in Assessment, Waldorf, 2:00 PM

- 77 Overhauling Hiring Methodologies: Unproctored, Automated Assessment in Federal Hiring Reform, Lake Ontario, 3:30 PM
- 87-1 Using Rest's Four Component Model to Predict Applicant Cheating, Astoria, 4:00 PM
- 87-2 Predict Item Sharing Through Personality and Integrity Measures, Astoria, 4:00 PM
- 87-3 Catch Them While You Can: Detecting Applicant Falsification, Astoria, 4:00 PM
- 87-4 Catch Me if You Can! Cheating in Unproctored Internet Testing, Astoria, 4:00 PM
- 89-2 Publication Bias and the Validity of Conditional Reasoning Tests, SE Exhibit Hall, 4:30 PM
- 89-3 Estimating the Reliability of College Grades, SE Exhibit Hall, 4:30 PM
- 89-4 The Relationship of Scale Reliability and Validity to Respondent Inconsistency, SE Exhibit Hall, 4:30 PM
- 89-5 Does Anxiety Create Differential Predictive Validity in Cognitive Ability Tests? SE Exhibit Hall, 4:30 PM
- 89-6 A Meta-Analytic Review of the Motivated Strategies for Learning Questionnaire, SE Exhibit Hall, 4:30 PM
- 89-7 Predicting Credit Risk With Psychometric Assessments: Potential Substitute for Credit Checks? SE Exhibit Hall, 4:30 PM
- 89-8 Development and Validation of a Self-Assessment of Learning Agility, SE Exhibit Hall, 4:30 PM
- 89-9 Designing Pareto-Optimal Systems for Complex Selection Decisions, SE Exhibit Hall, 4:30 PM
- 89-10 Test Anxiety: Its Structure, Distinctiveness, and Impact on Test Validity, SE Exhibit Hall, 4:30 PM
- 89-11 Predicting MCAT Performance: The Mediating Effects of Test-Taking Self-Efficacy, SE Exhibit Hall, 4:30 PM
- 89-12 Examining Differential Item Functioning of "Insensitive" Test Items, SE Exhibit Hall, 4:30 PM
- 89-13 Deriving Synthetic Validity Models: Is $R = .80$ Large Enough? SE Exhibit Hall, 4:30 PM
- 89-14 Multisource Reference Feedback and Candidate Motivation Can Identify Quality Nurses, SE Exhibit Hall, 4:30 PM
- 89-15 Criterion-Related Validity of the Employee Screening Questionnaire, SE Exhibit Hall, 4:30 PM
- 89-16 A Large Sample Response Addressing Low Power in Differential Prediction, SE Exhibit Hall, 4:30 PM
- 89-17 Exploring Nonlinearity in the Relationship Between HSGPA and College Grades, SE Exhibit Hall, 4:30 PM
- 89-18 Introducing the Revised Implicit Achievement-Motive Assessment, CRT-RMS: Form-N, SE Exhibit Hall, 4:30 PM
- 89-19 Exploring the Use of Rater Assigned Item Difficulties (RAID), SE Exhibit Hall, 4:30 PM
- 89-20 Pregnant Job Applicants and Employment Interviews: Stigmatization or Absenteeism? SE Exhibit Hall, 4:30 PM
- 89-21 Content Validity Is Little Help When Choosing Among Selection Tests, SE Exhibit Hall, 4:30 PM
- 89-22 Development and Validation of the German Work-Related Curiosity Scale, SE Exhibit Hall, 4:30 PM
- 89-23 Item Characteristics of Three- Versus Five-Option Multiple-Choice Tests, SE Exhibit Hall, 4:30 PM
- 89-24 A Similarity-Based Map of Assessment Center Dimensions, SE Exhibit Hall, 4:30 PM
- 89-25 Practical Impact of Predictor Reliability for Personnel Selection Decisions, SE Exhibit Hall, 4:30 PM
- 89-26 Sex Differences in Physical Ability: Implications for Adverse Impact, SE Exhibit Hall, 4:30 PM
- 89-27 What Do You See? Interviewers' Perceptions of Applicant Impression Management, SE Exhibit Hall, 4:30 PM
- 89-28 Measurement Specificity and the Relation Between Personality and Emotional Intelligence, SE Exhibit Hall, 4:30 PM
- 89-29 Personality as a Predictor of Military Suitability, SE Exhibit Hall, 4:30 PM
- 89-30 Creating a Social Intelligence Test to Predict Interpersonal Performance, SE Exhibit Hall, 4:30 PM
- 89-31 Sex and Racial Differences in Socially Desirable Responding, SE Exhibit Hall, 4:30 PM
- 89-32 Employment Interview Reliability: Updating Conway, Jako, and Goodman (1995), SE Exhibit Hall, 4:30 PM
- 99-9 Mean Score and Validity Differences Among Bogus Item Endorsement Groups, Grand Ballroom, 6:00 PM
- 99-10 Alternative Scoring Approaches for Retest Scores: Implications for Differential Prediction, Grand Ballroom, 6:00 PM
- 123 Multimedia Simulations: Types, Fidelity, and Challenges, Marquette, 9:00 AM
- 124 I-O and IT: How to Effectively Navigate the Nexus, NW Exhibit Hall 1, 9:00 AM
- 144 Making Selection Decisions Using Test Scores: Robots Versus Fortune Tellers, Waldorf, 10:30 AM
- 151-29 Predicting Employee Contextual Performance: Pattern Versus Variable Approach, SE Exhibit Hall, 11:30 AM
- 158 New World of Technology in Assessment Centers: Challenges and Opportunities, Lake Michigan, 12:00 PM
- 161 Online Testing, PDR 2, 12:00 PM
- 177 Putting It All Together: Real-World Applications of Synthetic Validity, Lake Ontario, 1:30 PM
- 193 Issues, Controversies, and Advancements in Workplace Assessment, International Ballroom South, 3:30 PM
- 197 Innovation in SJT Technology: Item Development, Fidelity, and Constructs Assessed, Lake Michigan, 3:30 PM
- 223 Can Faking Ever Be Overcome in High-Stakes Testing? Continental C, 8:00 AM
- 240-29 A Comparison of Two Methods for Keying Biodata Inventories, SE Exhibit Hall, 9:00 AM
- 240-30 Political Skill in Job Application: A Within-Subjects Field Experiment, SE Exhibit Hall, 9:00 AM
- 246 Detecting Deception: Techniques for Assessing Applicant Faking on Personality Measures, Continental C, 10:30 AM
- 256-31 Preemployment Integrity Testing in Israel: A Validation Study, SE Exhibit Hall, 10:30 AM
- 256-32 SES Role in SAT-Grade Relationships Across Gender and Racial Subgroups, SE Exhibit Hall, 10:30 AM
- 264-26 The Value of Biodata for Selecting Employees, SE Exhibit Hall, 11:30 AM
- 264-27 Scoring Biodata: Is It Rational to Be Quasi-Rational? SE Exhibit Hall, 11:30 AM
- 268 Validation in the Real World: Land Mines to Avoid, Continental A, 12:00 PM
- 283-16 Pregnant and Interviewing: Should You Talk About It or Not? SE Exhibit Hall, 12:30 PM
- 301 Employment Interview Research: Where Do We Go Next? Williford B, 1:30 PM
- 309 Gap Analysis: Using Assessments to Measure and Develop Workforce Capabilities, Waldorf, 3:30 PM

Training

- 11 Self-Regulated Learning Interventions: A Recipe for Training Success, Lake Michigan, 10:30 AM
- 99-11 Does Diversity Training Work? A Meta-Analytic Evaluation, Grand Ballroom, 6:00 PM
- 125-2 Individual Differences Predicting Success in Video Game-Based Blended Learning, SE Exhibit Hall, 9:00 AM

- 125-3 Individual Learning in Team Training: Moderating Effects of Team Context, SE Exhibit Hall, 9:00 AM
- 125-4 Perceived Training Comprehensiveness and Organizational Commitment Across Eight Organizations, SE Exhibit Hall, 9:00 AM
- 125-5 Evaluating Advance Organizer Effectiveness in a Foreign Language Training Context, SE Exhibit Hall, 9:00 AM
- 125-6 Learner-Controlled Practice Difficulty: The Roles of Cognitive and Motivational Processes, SE Exhibit Hall, 9:00 AM
- 125-7 A Job Club for Older Job Seekers: Why It Works, SE Exhibit Hall, 9:00 AM
- 125-8 Understanding Virtual Team Communication Processes, SE Exhibit Hall, 9:00 AM
- 125-9 Effectiveness of the Internal Referencing Strategy Design for Training Evaluation, SE Exhibit Hall, 9:00 AM
- 125-10 Training Students to Increase Employment Opportunity Using Social Networking Web Sites, SE Exhibit Hall, 9:00 AM
- 125-11 The Role of Posttraining Performance Feedback on Trainer Ratings, SE Exhibit Hall, 9:00 AM
- 125-12 Personality and Synchronicity Interaction Predicts Training Performance in Online Discussion, SE Exhibit Hall, 9:00 AM
- 125-13 Houston, We Have a Problem-Solving Model for Training, SE Exhibit Hall, 9:00 AM
- 125-14 Complex Skill Acquisition Ability-Growth Interactions: A Spline-Modeling Approach, SE Exhibit Hall, 9:00 AM
- 125-15 General Mental Ability Moderates the Relationship Between Performance and Efficacy, SE Exhibit Hall, 9:00 AM
- 125-16 The Effectiveness of After-Action Reviews as a Training Method, SE Exhibit Hall, 9:00 AM
- 125-17 Disentangling the Unique Effects of Team Dimensional Training's Design Elements, SE Exhibit Hall, 9:00 AM
- 125-18 Investigating Predictive Validity of Core Self-Evaluations in a Training Context, SE Exhibit Hall, 9:00 AM
- 125-19 A Process Model of Error-Management Training Effects on Performance, SE Exhibit Hall, 9:00 AM
- 125-20 Differential Ability and Complexity Effects: Performance, Self-Efficacy, Cognitive Appraisals, SE Exhibit Hall, 9:00 AM
- 125-21 Critical Social Thinking Training: A Framework for Design and Delivery, SE Exhibit Hall, 9:00 AM
- 125-22 Individual Adaptability Incrementally Predicts Performance in a Dynamic Training Environment, SE Exhibit Hall, 9:00 AM
- 125-23 The Expert-Led After-Action Review Training Approach: An Empirical Test, SE Exhibit Hall, 9:00 AM
- 125-24 Factors Influencing Knowledge and Skill Decay in Training: A Meta-Analysis, SE Exhibit Hall, 9:00 AM
- 125-25 Cognitive and Motivational Influences on Training Performance: A Longitudinal Study, SE Exhibit Hall, 9:00 AM
- 125-26 Supervisor Support and Utility Reactions: Trainee Attitudes as a Mediator, SE Exhibit Hall, 9:00 AM
- 139 Leveraging Experiential Learning to Build Capability and Accelerate Strategic Alignment, Lake Ontario, 10:30 AM
- 185 Industry Spotlight: Applying I-O to the Military, NW Exhibit Hall 5, 2:00 PM
- 213 Training on a Shoestring Budget: Bringing Clients to the Water, Boulevard C, 5:00 PM
- 282 Serious Games and Virtual Worlds: The Next I-O Frontier!, Lake Michigan, 12:30 PM

Work and Family/Non-Work Life/Leisure

- 18 Implications of Work-Life Flexibility for Managers: Practices, Pitfalls and Prospects, Waldorf, 10:30 AM
- 29 Work-Family Research is Atheoretical? Not Anymore: Advancements in Boundary Theory, Continental A, 12:00 PM
- 76 Work-Family Research: The Crossroads, Lake Michigan, 3:30 PM
- 113 Hell Is Other People: Exploring Social Influences on Working Parents, NW Exhibit Hall 1, 8:00 AM
- 132 Researching Outside the Box: Exploring Work-Family Research Beyond Cross-Sectional Approaches, Continental B, 10:30 AM
- 176 Is Work-Life Balance Reality or Myth? Research and Lessons Learned, Lake Huron, 1:30 PM
- 283-17 Effects of Age, Support, and Work-Family Resources on Commitment, SE Exhibit Hall, 12:30 PM
- 283-18 Dispositional Anxiety: Facilitating or Exacerbating the Experience of Work-Life Balance? SE Exhibit Hall, 12:30 PM
- 283-19 Communication Technology: Pros and Cons of Constant Connection to Work, SE Exhibit Hall, 12:30 PM
- 283-20 When Dual-Role Involvement Facilitates: Work-Family Facilitation and Crossover in China, SE Exhibit Hall, 12:30 PM
- 283-21 Work-Family Backlash: Negative Emotions and Organizational Retaliatory Behavior, SE Exhibit Hall, 12:30 PM
- 283-22 Work-to-Family Spillover Effects of Workplace Ostracism, SE Exhibit Hall, 12:30 PM
- 283-23 Recovery Experiences and Job Performance: The Role of Nonwork Control, SE Exhibit Hall, 12:30 PM
- 283-24 An Examination of Barriers to Work-Life Effectiveness Initiatives, SE Exhibit Hall, 12:30 PM
- 283-25 Making Work and Family Fit: Do Organizational Supports Help Employees? SE Exhibit Hall, 12:30 PM
- 283-26 Personality and the Work-Family Integration and Segmentation Continuum, SE Exhibit Hall, 12:30 PM
- 283-27 Crossover of Self-Esteem: Job-Related Sources and Consequences of Day-Specific Self-Esteem, SE Exhibit Hall, 12:30 PM
- 283-28 Onsite Childcare Benefits: Do Keeping Kids Close Help Employers? SE Exhibit Hall, 12:30 PM
- 283-29 Involvement and Control Impact Work-Family Interface in India, SE Exhibit Hall, 12:30 PM
- 305-1 Personality and Work-Family Conflict: A Meta-Analysis, Astoria, 3:30 PM
- 305-2 Work-Family Conflict: Crossover in Dual-Earner Couples, Astoria, 3:30 PM
- 305-3 Relationship Between Work-to-Family Conflict and Parent-Child Activities: Can Guilt Help? Astoria, 3:30 PM
- 305-4 Work-Family Conflict and Knowledge Sharing: Social Supports as Moderators, Astoria, 3:30 PM
- 308 Methodological Issues in Work-Family/(Nonwork) Research, Lake Huron, 3:30 PM

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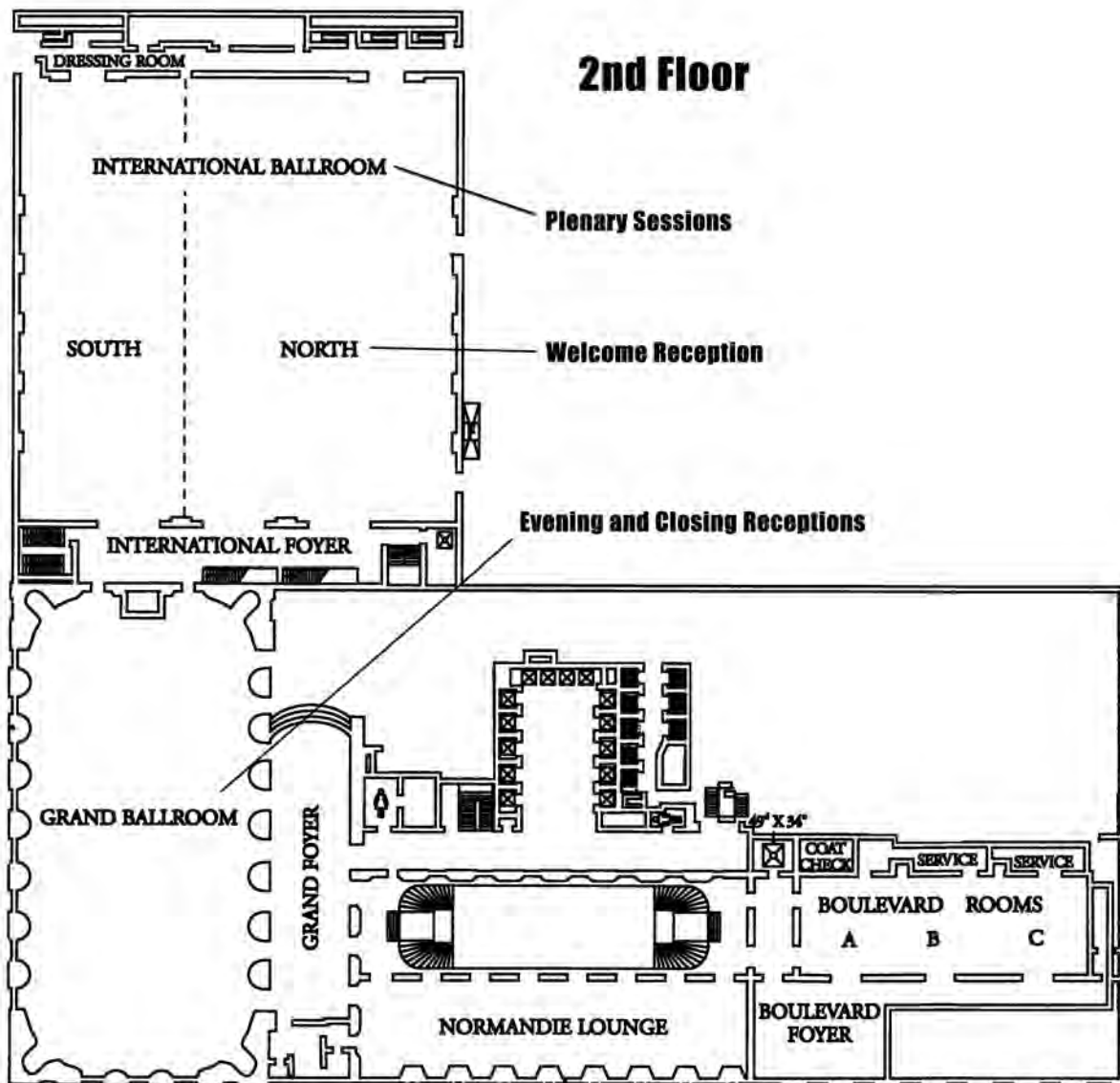
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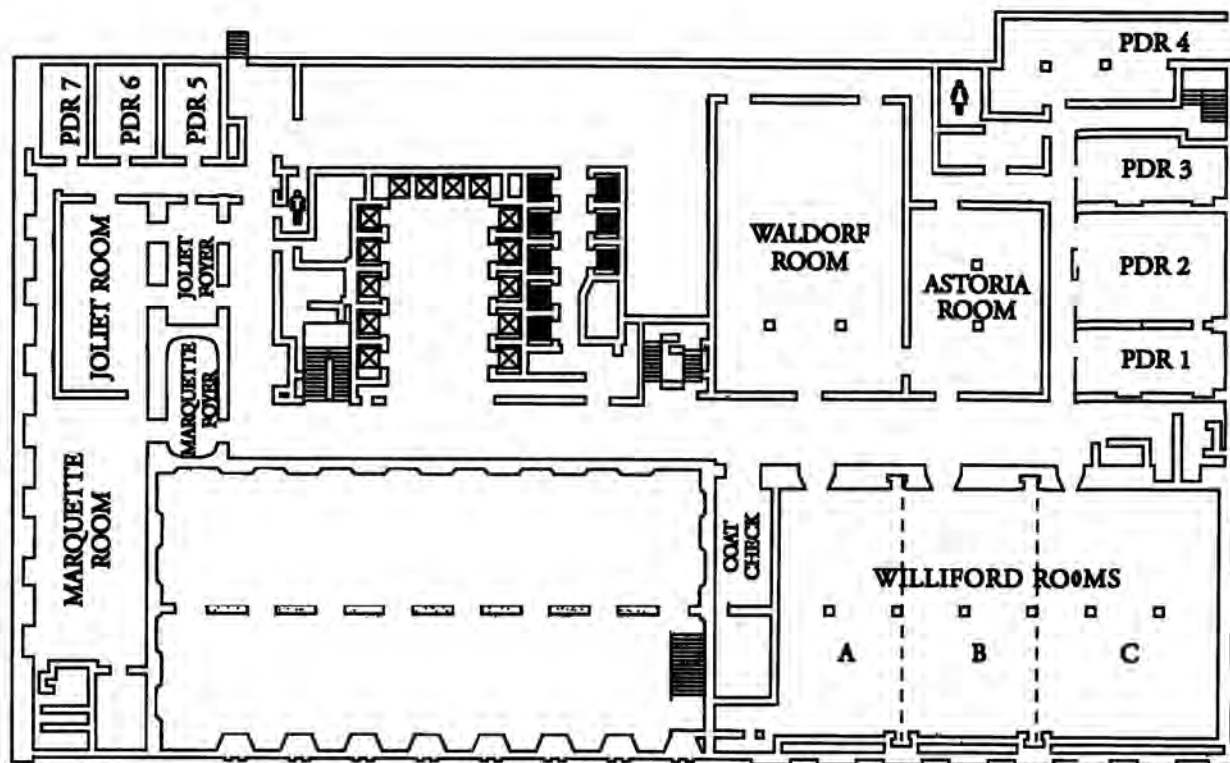
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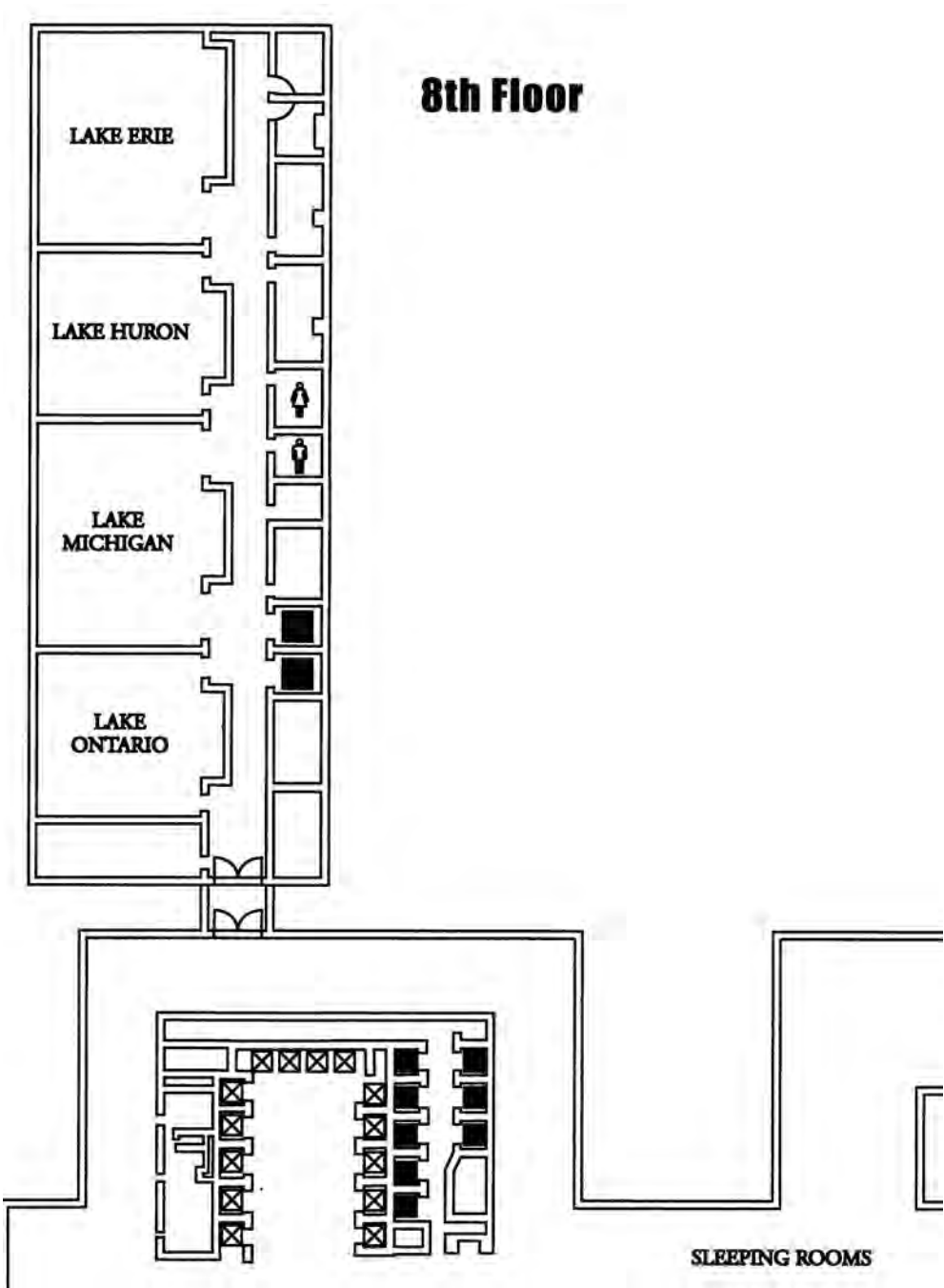
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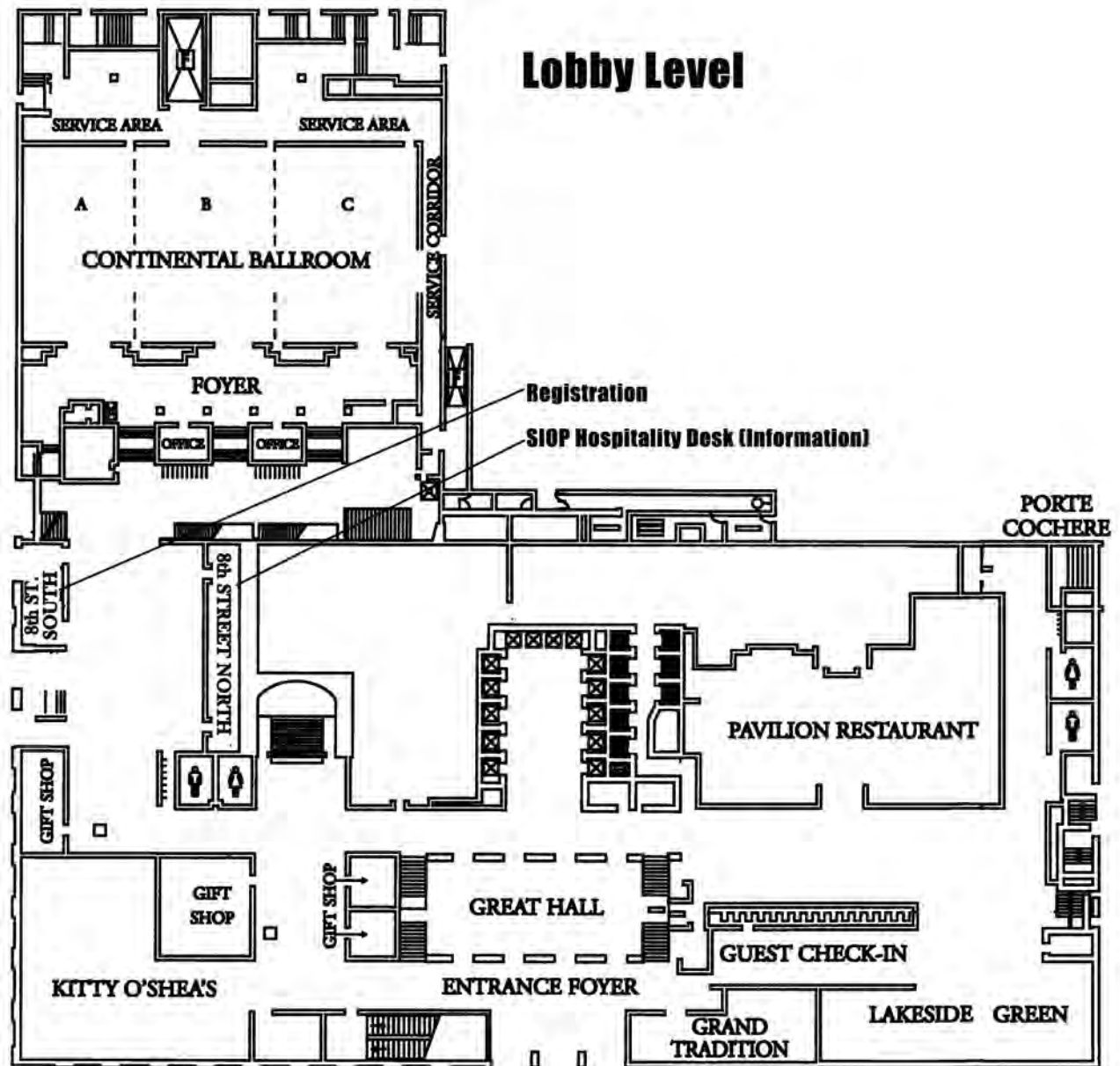


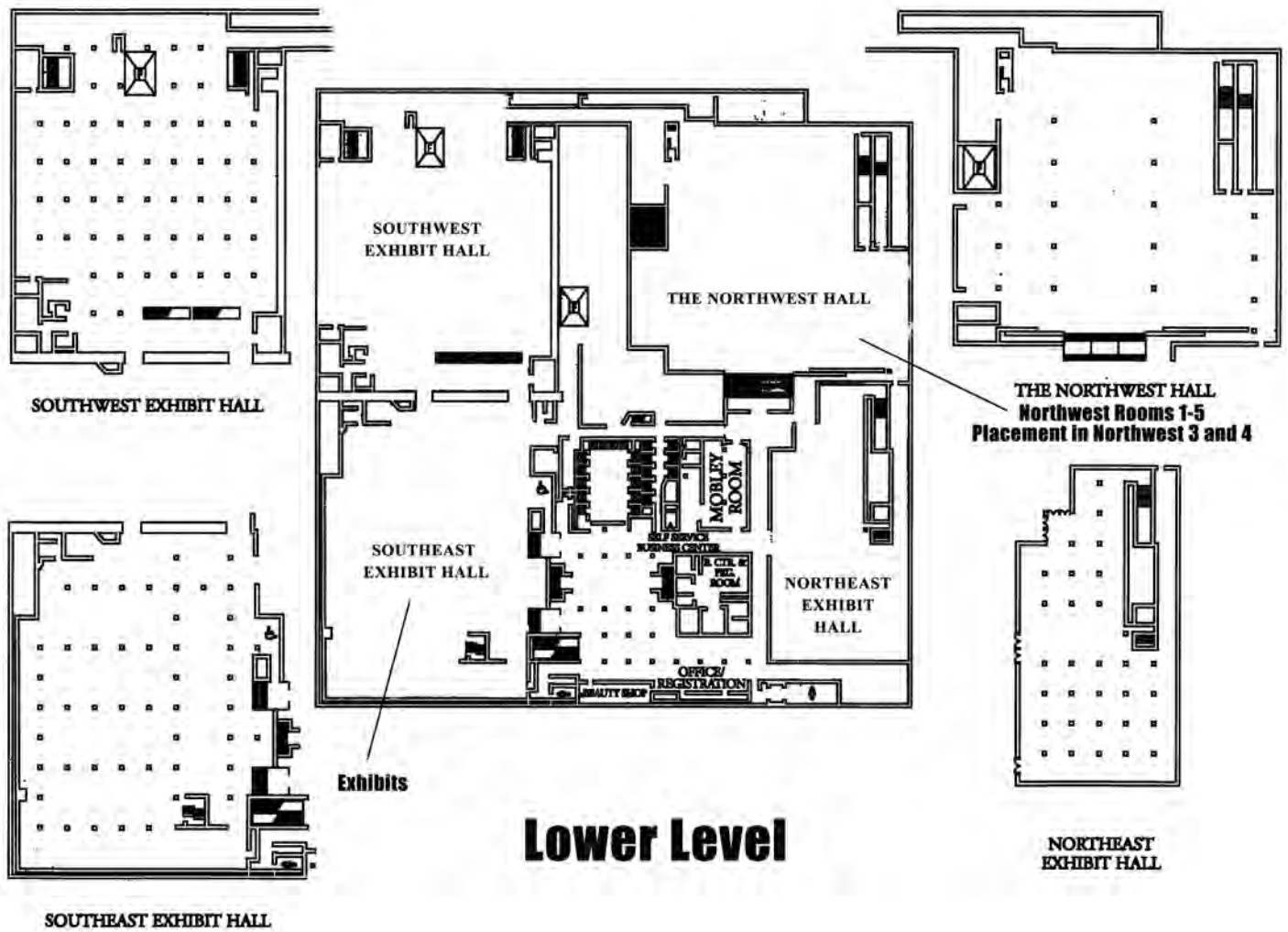
Note: Access to the International Ballroom is on the 1st Floor.

3rd Floor

PDR = Private Dining Room







Meeting Room Guide

Lower Level

Southwest Exhibit Hall
Southeast Exhibit Hall
The Northwest Hall
Northeast Exhibit Hall
Mobley Room

Lobby Level

Continental Ballroom
Continental Foyer
Grand Tradition
8th Street South Registration
8th Street North Registration

Second Floor

Grand Ballroom
Grand Ballroom Foyer
International Ballroom
International Foyer
Normandie Lounge
Boulevard Room
Boulevard Foyer

Third Floor

Waldorf
Astoria
Williford
Marquette
Joliet
Private Dining Rooms (PDR) 1-7

Fourth Floor

Conference Rooms 4A to 4M
McCormick Boardroom
Pullman Boardroom

Fifth Floor

Conference Rooms 5A to 5J

Eighth Floor

Lake Ontario
Lake Michigan
Lake Huron
Lake Erie

NOTES



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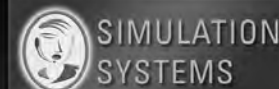
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