Welcome from the Conference Chairs

Jeff McHenry
Microsoft Corporation

Donald Truxillo
Portland State University

Welcome to the 19th Annual SIOP Conference and workshops! Chicago is a special place for SIOP. It was the location of our first conference in 1986, planned by a group of visionary SIOP leaders who believed that they could create an outstanding program and event for our members—and then hoped desperately that a few hundred people would show up! The first conference was a tremendous success—a great program, a great gathering of excited members, and a great city for partying and celebrating. I’m sure those visionaries had high hopes for the future of the SIOP conference. But I also suspect very few of them envisioned that the conference would grow as it has, not just in terms of attendance, but also in terms of quality and in terms of the diversity of sessions and activities offered at the conference.

For 2004, you’ll see that we once again have a strong line-up of conference activities—outstanding preconference workshops, an extremely strong program with many more interactive sessions and special events, fantastic tutorials, and numerous opportunities to network and connect with friends. As you read through this publication, you’ll find articles that provide a more in-depth description of all of our major conference activities. But I do want to direct your attention to a few special highlights.

The Continuing Education & Workshops Committee headed by Luis Parra has prepared 12 exceptional preconference workshops for Chicago. These professional development opportunities have been planned with the generous input and feedback from many of you and are being carefully designed to bring you the most up-to-date thinking and practice in our discipline. Please note the article listing the extraordinary panel of nationally and internationally recognized experts—both from inside and outside the field of I-O—who will be leading this year’s workshops. Be sure to register early to ensure your first choice: You won’t want to miss these!
We have a great program planned for Chicago, thanks to Rob Ployhart and the many, many volunteers working with him on the Program Committee. There will be many great symposia, panel discussions, roundtables, and invited addresses. In response to your feedback, we’ve increased the space allocated to posters to make poster conversations easier and richer. We also have several new and exciting session formats. These include:

- A set of interrelated sessions advancing the science and practice of emergency response, public safety, occupational health, and related topics on Sunday.
- An Identity/Visibility session, where the “customers” of our science and practice will describe how they perceive SIOP’s role in the world of business (and how we can enhance our visibility).
- A series of gatherings called a “Community of Interests.” These are informal, 50-minute get-togethers focused on a particular topic. SIOP members can come and go as they like, and chat with others conducting similar research projects or working on similar practical projects.
- We are expanding the number of interactive poster sessions to run throughout the conference.

Note that the conference will run through mid-day Sunday, with some very strong sessions planned for Sunday morning.

Lisa Finkelstein and team have arranged a great line-up of tutorials for Sunday morning. The tutorials present a terrific opportunity to drill deep into some hot research and methodology topics. These sessions have been a very popular addition to the program during the past few years, with content that will be rich for those working in both academic and practitioner settings.

Karen Barbera and Irene Sasaki will manage the Conference Placement Center for the 2004 conference. The Placement Center will once again operate completely online. Those who register with the Placement Center will have access to resumés and job descriptions on the Web site before, during, and after the conference. As we did in Orlando, computers and printers will be available on-site to use to search for jobs and candidates. These resources are limited to Placement Center users only. An interview room will also be available again in Chicago. If you’re in the market for a new job or looking for candidates to fill your opening, register for the Placement Center early!

Alyson Margulies has arranged for us to have a tour of McDonald’s world-renowned Hamburger University training facility. Located at McDonald’s corporate headquarters in Oak Brook, Illinois, Hamburger University has become the destination for McDonald’s employees around the world to learn about quality, service, cleanliness and value—the core principles of McDonald’s. In addition, training that is taught all over the world originates from Hamburger University’s field implementation and design departments. Come join us for a day at McDonald’s Hamburger University to learn about:
The history of Hamburger University (HU)  
How the HU curriculum is determined  
How McDonald’s recruits and trains instructors  
How training is implemented in the regions  

For those of you who intend to eat your way through Chicago but don’t want to return home five pounds heavier, you’ll want to participate in the annual SIOP Fun Run. Former Chicago residents and longtime running enthusiasts Pat and Paul Sackett are planning this year’s 5K race. Participants will be rewarded with refreshments, a classic SIOP souvenir T-shirt, and the knowledge that they’ve done something truly virtuous in the midst of this year’s conference.  

One other special event we have planned for this year’s conference is a Saturday workshop for high school psychology teachers in the Chicago area introducing them to I-O psychology and providing them with ideas for integrating I-O psychology into their curriculum. This event is funded by the SIOP Foundation and is by invitation only. Please help greet and welcome these teachers during the conference on Saturday and answer any questions they may have about I-O psychology.  

Elsewhere in this announcement, there’s more detail about the workshops, the tutorials, the Placement Center, and the fun run. Read up and get registered!  

Last but not least, we’d like to offer our thanks to all the people involved in helping to ensure that our conference in Chicago will be a rousing success. Lee Hakel and our top-notch Administrative Office staff do the lion’s share of planning for conference logistics and ensuring that the facilities are up to our demanding standards. There is no team more conscientious than Lee and her staff. Another group that contributes richly to our conference is our exhibitors and sponsors. Our exhibitors help us stay current on the latest trends in I-O theory and practice, and both our exhibitors and sponsors provide generous financial support for the conference. Finally, we’d like to thank and recognize all of you, our SIOP members, who volunteer your time and participation in the conference. Member involvement is the key to the success of any professional conference, and no professional society gets more support from its members than SIOP. Members plan workshops, review conference submissions, organize the Placement Center, and manage special events like the tour and the fun run. And of course the rich content of the workshops and conference sessions, including tutorials, is provided almost exclusively by members. We have a record number of volunteers involved in planning and running this year’s conference and a record number of submissions for conference sessions. All of this volunteer work and support helps ensure that the conference is well tailored to our membership. Thanks to the hundreds of volunteers and the thousands of volunteer hours invested, the 2004 SIOP Conference will be another great event!  

Here are some reminders to help you in planning for this year’s conference.
Reminders

Conference registration: You have two registration options. First, you can register online. All of you who have supplied an e-mail address to SIOP will receive instructions from the SIOP Administrative Office when the registration site comes online. Alternately, you can fill in the registration form in this publication and send it with your registration payment to the Administrative Office. Be sure to indicate which conference activities you’ll be participating in— the conference itself, workshops, the preconference tour, Placement, the fun run, and the Sunday tutorials.

Conference registrants who cancel their registration on or before March 10, 2004, will receive a refund of the conference registration fee, less a $60.00 administrative fee. Please refer to SIOP’s Cancellation Policy for Workshops and Cancellation Policy for Tutorials in the workshop and tutorial articles in this publication.

Hotel reservations: Chicago will be a popular location for our conference. We are once again expecting 3,000 conference attendees. So please be sure to make your hotel reservations as soon as you decide to attend the conference. We will be holding conference sessions only in our conference headquarters hotel, the Sheraton Chicago Hotel & Towers. We also have rooms blocked for conference attendees at the Embassy Suites, which is just one block away.

We know you have many hotel options in Chicago. We’d like to encourage you to stay in one of the hotels where we have rooms blocked. We’ve negotiated very competitive rates at these hotels, you’ll find them very convenient for participating in conference events, and you’ll be right in the heart of downtown Chicago dining, shopping, and nightlife. In a TIP article, Donald explains more about why we think the conference hotels are a great deal and how your decision to stay at a conference hotel benefits SIOP.

We’ll maintain up-to-date information about hotel room availability on our SIOP Web site at http://www.siop.org/Conferences/04Con/HOTELINFO.htm.

Travel: SIOP’s official airline carrier is American Airlines. Call American Airlines Meeting Services at 1-800-433-1790 with Discount Code 9534AH. See page 201 for more information.

There are a variety of transportation options from Chicago O’Hare Airport to downtown Chicago. Taxis will cost $35–40 one way, while shuttles will be about half that cost. You can also take the CTA blue line train from O’Hare to downtown Chicago for $1.50, although the Sheraton and Embassy Suites are both close to a mile from the nearest blue line station. Complete information about ground transportation options is available at http://www.ohare.com/ohare/ground_transport/ground.shtml. See page 201 for more information, including transportation details for those traveling from Midway Airport.

Chicago nightlife: Chicago offers world-class entertainment and dining—great restaurants, great theatre, great comedy, great music, and rumor
has it there’s even great shopping. Excellent online city guides are available from the Chicago Tribune (http://metromix.chicagotribune.com/), Citysearch (http://chicago.citysearch.com/), and Digital City (http://www.digitalcity.com/chicago/) to help you plan your evening’s activities. In addition, the online guide from Center Stage offers up-to-date information about arts and entertainment in Chicago (http://centerstage.net/).

**Conference information:** The SIOP Web site will be updated frequently with conference information, hotel information, and links to other sites of interest. Be sure to check http://www.siop.org/Conferences/Confer.htm regularly for conference news and updates. If you have questions that are not answered on the Web site or in this issue, look on page 202 for the names and contact information of people who can be of help. Please feel free to contact either of us at jmchenry@microsoft.com or truxillod@pdx.edu.

We look forward to seeing you in Chicago!
Some Hints to Help With Online Registration

• Go to the SIOP Web site (www.siop.org); click on the button “Conference”; Click on the button “Registration.” Detailed instructions follow.

• To register online, SIOP members/affiliates will need the password that they created. If you forget your username or password, you can choose to have an e-mail sent to you, or you can contact the Administrative Office. If you are a nonmember, follow the alternate instructions to search for your name if you have previously attended the SIOP conference or purchased books from SIOP. When doing this search for your name, if you have a problem finding it, try typing in the first few letters of your last name only. If you have a double last name or have recently changed your last name, try searching for both names. If your name is NOT listed, add your information into a new record.

• HINT: “Wild card” asterisks will not work.

• HINT: Use the tab key instead of the enter key to move from field to field.

• HINT: The “Reset” button will clear the current screen of all information.

• WARNING: Do not use the back button! This will disrupt the registration process, and you will have to shut your browser down and start all over again. The back button is specific to your browser.

• WARNING: Review your event choices carefully before you hit the “Proceed” button at any point in the registration process. Once signed up for event(s), you can’t change or cancel them online. You must call the SIOP Administrative Office (419-353-0032) to cancel/change events.

• The workshops and the tour both occur on Thursday; the software will allow you to sign up (and be charged) for both. Unless you are registering someone else (e.g., spouse) for the tour, please choose one OR the other.

• WARNING: Multiple users could be online at the same time—what is open now could close while your registration is in process (e.g., workshops, tutorial, tour).

• You will be able to add events (such as tutorial, workshops, tour, fun run, placement center) or update your address information at any time.

• If you need to pay for an event with a second credit card, finish the registration process for events on the one card, and re-enter your SIOP password to go again to the initial Registration screen.

• If registering anonymously for the placement center, make sure you click “yes” and do NOT upload a resume.

• Your credit card transaction takes place on a secure link to SIOP’s credit card provider.

• You may wish to print out the “Conference Registration” page with the summary of your choices and payment information, for your own records. You will also receive an e-mail confirmation/receipt once your registration is complete.
Hotel Information

The conference hotel is the Sheraton Chicago Hotel & Towers. Because early press deadlines make it impossible to know the availability of the rooms at the time you read this, SIOP will continually update the hotel information on www.siop.org. If the hotel is sold out, please check the SIOP Web site for additional information. If you have problems booking a room, please call the SIOP Administrative Office.

**Sheraton Chicago Hotel & Towers**

301 East North Water Street, Chicago, IL  60611  
Phone: (312) 464-1000 or (877) 242-2558  Fax: (312) 464-9140  
http://www.sheratonchicago.com

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**Additional Hotels With Rooms Blocked for SIOP 2004 Participants**

All of the conference program will be held at the Sheraton Chicago Hotel & Towers, but additional sleeping rooms have been blocked at the following hotel:

**Embassy Suites Hotel Chicago Downtown-Lakefront**

511 North Columbus Drive, Chicago  IL  60611-5591  
Phone: (312) 836-5900 or (888) 903-8884 (reservations)  Fax: (312) 836-5901  
http://www.chicagoembassy.com
Wanted: Student Volunteers for 
SIOP 2004 Conference in Chicago 

S. Douglas Pugh 
University of North Carolina at Charlotte

Graduate Student Affiliates of SIOP wishing to volunteer to assist with the SIOP 2004 conference in Chicago must do so when they register online for the conference. Students not registering online will need to attach a note to their faxed or mailed registration form indicating a wish to volunteer. Last year, more than 80 students were volunteers. In Chicago, 80 student volunteers will be needed, starting on Wednesday April 1 and running through Sunday morning. All volunteers will receive, upon completion of their 4-hour obligation, a token of appreciation in the form of a $60.00 prepaid MasterCard®. This card will be provided at the conference and can be used like an ordinary credit or debit card.

Each volunteer is obligated to serve a total of 4 hours, though it may be served in 2–3 different blocks of time. Volunteers assist in a variety of ways including running errands, assembling materials and signs, stuffing the conference bags, and serving as direction and information providers. Volunteers are selected based on the order that they register and their availability for a particular day and time. Doug Pugh (sdpugh@email.uncc.edu), volunteer coordinator, organizes the volunteers and will contact each selected volunteer a month before the conference by e-mail regarding their assignment and any additional information.
This year, our annual preconference SIOP Tour (Thursday, April 1) will take us to McDonald’s world-renowned Hamburger University.

McDonald’s possesses one of the strongest corporate brands in the world. McDonald’s is deservedly well-known for quality, service, cleanliness, and value—the McDonald’s core principles. Hamburger University (HU) was founded in 1961 as the place where McDonald’s employees and franchisees from around the world come to learn about the core principles. HU is a key element of McDonald’s commitment to provide the best possible training and career-long learning opportunities, as they strive to achieve their vision of being recognized as the world’s best developer of people.

Located in the Chicago suburb of Oak Brook, Hamburger University features a 130,000 square foot, state-of-the-art facility on the McDonald’s Home Office Campus, with a faculty of 30 resident professors. More than 65,000 managers in McDonald’s restaurants have graduated from HU. In addition, training that is taught all over the world originates from Hamburger University’s field implementation and design departments. Because of McDonald’s international scope, translators and electronic equipment enable professors to teach and communicate in 22 languages at one time. McDonald’s also manages 10 international training centers, including Hamburger Universities in England, Japan, Germany, and Australia.

During our Tour visit to Hamburger University, we will learn about:

- The history of Hamburger University (HU)
- How the HU curriculum is determined
- How McDonald’s recruits and trains instructors
- How training is implemented in the regions

The day will also include a continental breakfast, a tour of the world-class HU facility, and lunch at the Arches restaurant on the McDonald’s campus.

The cost of the tour is $50. This includes bus transportation to and from HU, continental breakfast at HU, and lunch at the Arches. The bus will depart from the Chicago Sheraton at 7:15 a.m. and return at approximately 4:00 p.m.

The Hamburger University tour promises to be very popular. So be sure to register early!
The SIOP Pub Hub: A Combined Book and Journal Exhibit

The Pub Hub will display (face out) copies of journals, periodicals, and books related to the science and practice of I-O psychology. You may send up to 20 copies of a brochure, which will be displayed at the exhibit. 3,000+ conference attendees will be able to examine your publication themselves.

We will list in a companion brochure (both a printed and Web version) the titles to be displayed. The listing will include a 25-word description of your publication, along with pricing and contact information for placing orders.

Please consider placing your book, journal, or periodical at SIOP 2004. Payment is required at the time you make your reservation. Sorry, no refunds or returns of publications. The rate is low: 1 title is $125.00, 2 titles are $240.00, 3 titles are $360.00, 4 titles are $480.00, 5 titles are $600.00, and 6 titles are $720.00. Send two copies of each publication, and if you wish, up to 20 copies of your brochure before March 5th. SIOP reserves the right to reject unrelated publications.

Pub Hub Reservation Form

Please complete all information (and make corrections if necessary):

Contact’s name: ____________________________________________
Company: ________________________________________________
Address: __________________________________________________
_________________________________________________________
Phone: ___________________________________________________
Fax: _____________________________________________________
E-mail: ___________________________________________________

Attach, on your letterhead, the following information for each title that you wish to display:

Complete title, including any subtitle
Author or editor’s name and affiliation
Contact information including telephone, address, Web sites, and e-mail
A 25-word description of the publication
Price or subscription rates (individual, institutional, and foreign)
For books: year of publication and ISBN number
For periodicals: frequency of publication and ISSN number

Two copies of each book or periodical must reach the SIOP office by March 5, 2004.
New Session Format for SIOP 2004: Community of Interests Sessions

Donald Truxillo
Rob Ployhart

We want to give everyone a heads-up about an exciting new session format at the 2004 SIOP conference in Chicago, the Community of Interests Session.

The purpose of these 50-minute sessions is to provide an informal opportunity for members with an interest in particular research or practice topics to connect with other likeminded people. Such connections could lead to research collaborations, professional connections, or just lively discussion.

There will be 16 Community of Interests sessions at the 2004 conference. Sessions will be held in the Exhibit Hall, and they will be unstructured—the point is to provide a venue for people to meet and get to know one another. The sessions will therefore be interactive and provide an opportunity to talk with others about a particular topic. If you are a practitioner looking for information about current research or practice, an academic seeking collaboration for research, or a graduate student wanting to get some feedback on a thesis topic, this is the place to do it! While seating and writing materials will be provided, there will be no facilitator.

The list of topics for this year’s sessions are:
- Sexual Harassment
- Emerging Leadership Theories
- Multilevel Methods
- Situational Judgment Methods
- Emotions
- Diversity
- Counterproductive Work Behaviors
- Adaptability
- Team Performance
- Organizational Justice
- Occupational Health Psychology
- High-Tech Recruitment and Selection
- Individual Assessment
- Organizational Change/Change Management
- Cross-Cultural Issues in I-O
- Retirement

Look for session times in the conference program. If these sessions are successful, the plan is to add new topics in 2005.
SIOP will offer job placement services at its annual conference. To use the Conference Placement Center, you must be registered for both the conference and the Conference Placement Center. (Please do not confuse SIOP’s JobNet with the Conference Placement Center. Registration in the SIOP JobNet may not be substituted for Conference Placement Service registration.) To benefit fully from the service, both job seekers and employers should register in advance.

Key Features of This Year’s Conference Placement Center

- The center is once again being run as a fully online process. Paper copies of the resumes and job postings will NOT be offered on site. It is to your advantage to register early and to conduct as much of your search as possible online prior to the conference.
- A bank of computers will be available in the Placement Center for searching the database. These will be offered on a first-come, first-served basis with time restrictions imposed if lines exist. It is recommended that you bring a laptop to the conference if you have one. The conference hotels have Internet access within the guest rooms.

Registration Process

The Conference Placement Center preregistration will be done online from the SIOP Web site. Some key facts:

- Job seekers and employers will enter/upload resumes and/or job descriptions into password-protected databases. You will be able to conduct keyword searches of the database enabling you to identify the jobs or job seekers that best fit your needs.
- You will have access to the appropriate database until May 31, 2004 and will be able to search the database and print the relevant resumes or job descriptions.
- Bring the relevant resumes or job descriptions to the conference. Booklets containing resumes or job descriptions will NOT be provided at the conference. Only limited printing facilities will be available at the computer stations within the center, and restrictions on the amount of printing will be imposed.
• Private mailbox numbers will be e-mailed along with Placement Center registration confirmation.
• Resumes are limited to TWO (2) pages and job descriptions to FOUR (4) pages.
• If you are registering anonymously, click the appropriate box on the online registration form, and do not enter your resume or job description.
• It is to your advantage to register at least 2 weeks prior to the conference to allow job seekers/employers sufficient time to search the database and print out your postings/resumes.

Who May Register for Placement Services

SIOP’s Conference Center is open to member and nonmember job seekers who are registered for the conference. Organizations may submit position openings for which I-O training and experience are relevant. Listings may be for full- or part-time positions and/or internships. All individuals who are involved in recruiting in the center must be registered for the conference.

Registration Costs

The registration fee for SIOP Student Affiliate job/internship seekers is $40.00, for SIOP member job/internship seekers $45.00, and for nonmember job/internship seekers $100.00. The employer registration fee is $135.00 and covers one or more positions. No refunds will be given for cancellations.

Note: Students who are not SIOP Student Affiliates will need to register at the nonmember rate of $100.

Helpful Information for Job Seekers

Visit the Conference Placement Center section of the SIOP Web site for information on using the Placement Center and enhancing your job search process. Useful tips on resume writing and interviewing are provided there that may be particularly helpful for new entry-to-market job seekers of applied positions. Tips and guidance on applying for positions in academia are also provided. See also the article in this issue of TIP on this same issue.

Job Seeker and Employer Information After the Conference

Access to the Web site to view job seeker and employer information will be available beginning 1 week after the conference to those interested in this option. The cost is $65.00 for access to the resumes and $40.00 for access to the job postings. Paper copies of the resumes and job postings are not available. Also remember that your access to the database extends through May 31, 2004.

Questions?

Contact the SIOP Administrative Office at 419-353-0032.
On behalf of SIOP and the Expanded Tutorials Subcommittee, I am pleased to announce the Fifth Annual Expanded Tutorial Sessions at the SIOP 2004 conference in Chicago. The goal of the Expanded Tutorials is to provide a more in-depth opportunity to explore an important area of research or a current methodological issue from a scholarly perspective. Thus, they are primarily academic in nature and address state-of-the-art research and theory from the perspective of top scholars.

The following tutorials are sponsored by the Society for Industrial and Organizational Psychology, Inc. and presented as part of the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Inc. APA Division 14 is approved by the American Psychological Association to offer continuing education for psychologists. APA Division 14 maintains responsibility for the program. Three (3) hours of continuing education (CE) credits are awarded for the participants in one (1) Expanded Tutorial.

If you have any questions, please contact me at lisaf@niu.edu or (815) 753-0439.

- **Duration:** Sessions are 3 hours long and you can earn 3 CE credits for attending.
- **Enrollment:** Enrollment for each session is limited to 40 individuals.
- **When:** Sunday, April 4, 9:00 a.m.–12:00 noon. The location will be at the conference site; the specific location will be provided in the conference program.
- **Cost:** Each Expanded Tutorial will cost $75.00 (U.S.).
- **Registration:** You must complete the Expanded Tutorials section of the general conference registration form (also available on the SIOP Web site) and include payment in your total.
- **Cancellation:** Tutorial fees canceled by March 10, 2004, will be refunded less a $25.00 (U.S.) administrative fee.

**Topics and Presenters**


**Measurement Invariance: Conceptual and Data Analysis Issues.** David Chan, National University of Singapore. Coordinator: Steve Scullen.
Using Conditional Reasoning in Organizational Research. Lawrence James and Michael McIntyre, University of Tennessee, and Jose Cortina, George Mason University. Coordinator: James LeBreton.

Tutorial 1

Getting Your Hands Dirty: Academic and Applied Perspectives on Conducting Organizational Research

Elaine Pulakos
Personnel Decisions Research Institutes

Ann Marie Ryan
Michigan State University

A defining test of many psychological theories is how they stand up in the “real world,” and—for I-O psychology—the real world usually means organizational settings. Accordingly, studies conducted in these field settings are often seen as more credible than those conducted in lab settings. However, conducting research in organizational settings comes with many challenges. This tutorial will focus on overcoming these obstacles to effectively carry out research programs in organizational settings.

Drs. Pulakos and Ryan will share their wealth of personal experiences and “lessons learned” about conducting I-O research in organizational settings. Particular attention will be paid to the integration of applied consulting projects and research—both in terms of integrating research questions into ongoing projects as well as utilizing past projects as a source of data. This session will also discuss overcoming the obstacles that are often encountered with field studies (e.g., locating sites for field research, obtaining funding, obtaining buy-in). Participants will be actively involved in the tutorial through focused discussions and exercises, ensuring that topics of interest and concern to the participants are addressed.

Elaine Pulakos (PhD, Michigan State University) is vice-president and director of the Washington, DC office of Personnel Decisions Research Institutes. She is a fellow of APA and SIOP, and has served as SIOP president, member-at-large, secretary, and program chair. Her interests focus on the areas of staffing, performance management, and employee development, with recent work addressing the topic of adaptive performance. Dr. Pulakos has consulted with numerous public and private-sector organizations, crafting solutions and designing and implementing operational human resource systems to meet their specific needs.

Ann Marie Ryan (PhD, University of Illinois at Chicago) is currently a professor of I-O psychology at Michigan State University. Her primary research interests are in the areas of fairness in hiring practices, the use of
Recent advances in psychological theory and changes in the workplace have spurred a major shift in the way that researchers conceptualize and study employee work motivation. Developments in personality, emotion, and cognition have refocused attention on the influence of nonability individual differences on work choices and goal striving. Economic, technological, and organizational changes have encouraged new research on the influence of sociocultural and environmental factors on motivation. Such research has focused on aspects of workplace behavior such as employee development, organizational citizenship, and organizational attachment. The emergence of new theories, paradigms, and organizational concerns provides a rich matrix for the study of work motivation in the coming decades. This tutorial will review progress over the past century, describe promising trends in theory development, and illustrate their potential for application to a variety of organizational issues.

Specific topics to be addressed in the tutorial are as follows: (a) the evolution of work motivation through the late part of the 20th century; (b) the rise of person-centered paradigms; (c) motivation in the context of engagement, (d) motivational approaches to workplace change, and (d) motivation over time. Examples of progress and enduring issues in each area will be discussed.

Ruth Kanfer is currently a professor of psychology in the School of Psychology at Georgia Institute of Technology. She received her PhD from Arizona State University, was a postdoctoral fellow and visiting professor at the University of Illinois, and served on the psychology and industrial relations faculty at the University of Minnesota prior to moving to Georgia Tech in 1997. Her research interests are in work motivation, nonability predictors of skill training and job performance, work transitions, and workforce aging. She is author of over 60 publications and two edited books, and has served on the editorial boards of industrial-organizational, applied, experimental, and social psychology journals. She is past division chair of the Organizational Behavior Division of the Academy of Management.

Coordinator: Gilad Chen, Georgia Institute of Technology
Tutorial 3

Measurement Invariance: Conceptual and Data Analysis Issues

David Chan
National University of Singapore

In virtually all areas of I-O psychology, we often make direct comparisons between two or more groups of individuals (e.g., male vs. female, White vs. African American, supervisors vs. coworkers, Culture A vs. Culture B) in their responses to the same set of items/measures. On the basis of absolute differences in the scores on the measurement scale, substantive inferences are made about between-group differences in the level of the construct purportedly represented by the items/measures. The validity of these inferences is dependent on the often untested assumption that, across groups, the same items/measures are measuring the same construct and measuring it with the same precision. When this assumption of measurement invariance is in fact violated, absolute differences in scores between groups, and therefore inferences based on these differences, are likely to be misleading or not meaningful. Hence, measurement invariance is often a statistical hurdle that should be cleared before making direct between-groups comparisons of scores. On the other hand, measurement invariance or lack thereof may also reflect or represent substantive between-groups differences that are of theoretical interest.

This tutorial will introduce the conceptual and data analysis issues involved in measurement invariance. The focus is on the logic of measurement invariance although numerical examples using structural equation modeling will be presented to illustrate the various issues, including how tests of measurement invariance can be performed. Measurement invariance of responses over time may also be discussed.

David Chan (PhD, Michigan State University) is currently associate professor at the National University of Singapore and scientific advisor to the Center for Testing and Assessment in Singapore. He serves on the editorial boards for six journals. His research includes areas in personnel selection, longitudinal modeling, and adaptation to changes at work. He has received several scholarly awards including the Distinguished Early Career Contributions Award, the William Owens Scholarly Achievement Award, the Edwin Ghiselli Award for Innovative Research Design, the APA Dissertation Research Award, the Michigan State University Social Science College Award, and the Best Paper Award from the Human Resources Division of the Academy of Management. He has worked with several public and private organizations in Singapore and the United States on personnel selection and related projects. He is currently a consultant to the Prime Minister’s Office.
in Singapore, the Ministry of Community Development and Sports, the Singapore Police Force, and the Singapore Prison Service.
Coordinator: Steve Scullen, North Carolina State University

Tutorial 4

Using Conditional Reasoning in Organizational Research

Lawrence R. James and Michael D. McIntyre
University of Tennessee

Jose M. Cortina
George Mason University

During the last 15 years I-O psychologists have witnessed a rekindled interest in the use of personality variables in organizational research. Traditional measurement approaches rely on direct or introspective self-reports of personality variables or observational assessments collected via assessment centers or interviews. This tutorial will present an alternative approach to personality called Conditional Reasoning. This approach indirectly measures unconscious cognitive biases that individuals with different latent motives rely on to justify or rationalize their behavior. Conditional Reasoning tests assess these cognitive biases by engaging respondents in inductive problem-solving exercises. Simply stated, respondents with different motives pick different solutions to the Conditional Reasoning problems. This tutorial will introduce the theory underlying Conditional Reasoning and discuss the process of item development and validation.

Lawrence R. James received his PhD in I-O psychology from the University of Utah. He holds the Pilot Oil Chair of Excellence in Management and Industrial-Organizational Psychology at the University of Tennessee and is president of Innovative Assessment Technology. His research has contributed to areas such as personality theory and measurement, organizational climate, leadership, personnel selection, and research methods. Larry currently serves on the editorial boards of Journal of Applied Psychology, Organizational Research Methods, Academy of Management Review, Human Performance, and Journal of Organizational Behavior. He has spent the last 10 years developing and refining the conditional reasoning methodology for personality assessment. He has held a number of positions in Divisions 5 and 14 of APA and holds the status of Fellow in both divisions.

Michael D. McIntyre received his PhD in I-O psychology from the University of Tennessee (Knoxville). He works as a research assistant professor in the I-O psychology program at the University of Tennessee. Michael is also one of the founding partners of Innovative Assessment Technology, a company specializing in the development and validation of innovative
approaches to personality measurement. He has spent the last 10 years developing and refining conditional reasoning tests of personality.

**Jose M. Cortina** received his PhD in I-O psychology from Michigan State University. He works as an associate professor in the I-O psychology program at George Mason University. Jose currently serves on the editorial boards of four journals and is an associate editor of the *Journal of Applied Psychology*. He was honored by SIOP with the 2001 Ernest J. McCormick Award for Distinguished Early Career Contributions. Over the last 3 years he has worked on the development and validation of conditional reasoning tests designed to measure human adaptability.

Coordinator: James M. LeBreton, Wayne State University
SIOP Preconference Workshops:  
What You Need to Know

Luis Parra  
Mercer Human Resource Consulting

We are pleased to present the 2004 SIOP workshops. We anticipate that the workshops will fill up quickly, so register NOW to get the workshop of your choice! We operate on a first-come, first-served basis. On-site workshop registration is available ONLY if someone who has preregistered for a workshop fails to show up.

The following workshops are sponsored by the Society for Industrial and Organizational Psychology, Inc. and presented as part of the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Inc. APA Division 14 is approved by the American Psychological Association to offer continuing education for psychologists. APA Division 14 maintains responsibility for the program. Seven (7) hours of continuing education credit are awarded for participation in two (2) half-day workshops.

Note to all California participants seeking CE credit: As of January 2002, APA Sponsor credit is accepted for MCEP credit in California. This effectively means that SIOP will not be reporting your participation to MCEP as in the past. You are responsible for individually reporting your own CE credit to them and paying any applicable fees. Of course, SIOP will still maintain its own record of your participation and issue letters providing proof of attendance.

Date and Schedule

The workshops take place on Thursday, April 1, 2004—the day before the regular program of the SIOP conference begins. More specifically:

Registration: 7:15 a.m.–8:30 a.m.
Morning Workshops: 8:30 a.m.–12:00 p.m.
Lunch: 12:00 p.m.–1:30 p.m.
Afternoon Workshops: 1:30 p.m.–5:00 p.m.
Reception (Social Hour): 5:30 p.m.–7:30 p.m.

How to Register

To register, please use our online registration system, or if this is not possible, complete the “workshops” section of the General Conference Registration Form in the center of this booklet. Registration for the workshops is on a first-come, first-served basis. All workshops are half-day sessions and will be presented twice—once in the morning and once in the afternoon. You must register for two half-day sessions (no half-day registration allowed).
Please see the SIOP Web site (www.siop.org) for online workshop registration instructions. To register using the paper form, you must fill out the workshop section. You will be asked to list your top six choices. Because workshops fill up very quickly, we ask that you list all six choices. Please list your choices in order of preference (1st is the highest preference, 6th is the lowest preference). If you list fewer than six workshops and your choices are filled, we will assume that you are not interested in any other workshops and your workshop registration fee will be fully refunded. If you indicate on the General Conference Registration Form that you will accept any open section, we will assign you to a workshop.

Those who register for workshops online will receive a confirmation e-mail right away. Those who register using the paper form will receive a confirmatory letter in early March.

Cost

SIOP Members and Affiliates: $400  
Nonmembers of SIOP: $600

Fees include all registration materials for two workshop sessions, morning coffee, lunch, and the social hour. Additional guest tickets for the social hour may be purchased at the door. The cost will be posted at the door of the social hour room.

If Your Organization is Paying by Check…

Please mail your General Conference Registration Form to the SIOP Administrative Office, even if your organization is sending a check separately. (Sometimes they don’t send the form.) Indicate on the copy of the form that your organization is paying and the check will be mailed separately. Make sure your name is on the check and/or your organization’s remittance material. (Sometimes organizations don’t indicate for whom they are paying.) Keep in mind that your conference registration will not be finalized until payment is received.

Cancellation Policy for Workshops

If you must cancel your workshops registration, notify the SIOP Administrative office in writing at P.O. Box 87, Bowling Green, OH 43402-0087 (use 520 Ordway Avenue, Bowling Green, OH 43402 for overnight deliveries). The fax number is (419) 352-2645. Workshop fees (less a $60.00 administrative charge) will be refunded through February 29, 2004. A 50% refund will be granted between March 1, 2004 and March 10, 2004. No refunds will be granted after March 10, 2004. All refunds will be made based on the date when the written request is received at the Administrative Office.
Continuing Education and Workshop Committee

Luis F. Parra (Chair), Mercer Human Resource Consulting

Joan Brannick (Programming Coordinator), Brannick HR Connections

Bob Barnett, MDA Consulting Group

Mariangela Battista, Starwood Hotels & Resorts Worldwide, Inc.

Erika D’Egidio, Jeanneret & Associates, Inc.

Marcus Dickson, Wayne State University

Michelle Donovan, Intel Corporation

Eric Elder, Bank of America

Monica Hemingway, The Dow Chemical Company

Pete Hudson, Waste Management, Inc.

Ken Koves, Sprint

Kyle Lundby, Data Recognition Corporation

Gloria M. Pereira, University of Houston-Clear Lake

Patrick Powaser, Occidental Petroleum

Mickey Quiñones, University of Arizona

Wendy Richman-Hirsch, Mercer Human Resource Consulting

Susan W. Stang, Performance-Based Selection, Ltd.
Name as you want it to appear on your badge (Please print):
_________________________________________________

Job/School Affiliation as you want it to appear on your badge:
_________________________________________________

INSTRUCTIONS:
The deadline for advance registration is February 29, 2004.
Any registration forms received after that date will be processed, but on-site fees will apply. Print your name as you wish it to appear on your Conference badge. Please check the appropriate boxes and type or print clearly.

IMPORTANT: If you are not registering online and you wish to receive a receipt confirming your registration prior to the Conference, you must include a self-addressed, stamped envelope.

Mail this form with your payment (check, money order, or credit card information) to:

SIOP
PO Box 87
Bowling Green OH 43402-0087

Use 520 Ordway Ave., Bowling Green OH 43402 for overnight deliveries. If you are paying registration fees with your credit card, you may fax this application to the Administrative Office.

Phone: (419) 353-0032
Fax: (419) 352-2645

□ Check if address below is a permanent change/correction.
Address: ______________________________________________________
_____________________________________________________

E-mail: ________________________________________________________
Phone: (W) _______ (H) _______

CONFERENCE REGISTRATION

☐ SIOP member $100 ($125 on-site)
☐ SIOP nonmember $230 ($275 on-site)
☐ Student Affiliate* $60 ($70 on-site)

*You must be a Student Affiliate of SIOP to get the $60 registration fee.
Students who are not members need to pay the $230 nonmember registration fee.

AMOUNT

WORKSHOPS—Please indicate your top six choices (in order of preference):

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If your first six choices are unavailable, will you:
□ Accept any open session.
□ Request a refund of workshop fee.

WORKSHOP FEES: (Membership in SIOP will be checked.)

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EXPANDED TUTORIALS: SUNDAY, APRIL 4 $75

☐ Getting Your Hands Dirty
☐ Work Motivation in the 21st Century
☐ Measurement Invariance
☐ Using Conditional Reasoning in Organizational Research

CONFERENCE PLACEMENT CENTER: Anonymous Registration □ Yes □ No

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5K RACE ☐ $20 Quantity ___ T-shirt is included with cost of 5K Race.

TOUR* ☐ $50 Quantity ___ *Tour time conflicts with workshops. One person may not attend both.

SIOP 2004 T-SHIRT $12 Qty: S____ M____ L____ XL____ 2XL____ T-shirt is included with cost of 5K Race.

PUB HUB ☐ $125: one title ☐ $240: 2 titles ☐ $360: 3 titles ☐ $480: 4 titles
☐ $600: 5 titles ☐ $720: 6 titles Send two copies of each book or periodical to Administrative Office by 3/5/04.

This credit card belongs to ☐ myself ☐ my employer

Charge my credit card (Visa, MasterCard, or American Express)

________________________________________   __________________________________
Account Number   Expiration Date

Signature

GRAND TOTAL

(US Dollars, please)

2. **Fit to Compete: Developing Strategic Alignment in Organizations.** Michael Beer, Harvard University and The Center for Organizational Fitness. Coordinator: Bob Barnett, MDA Consulting Group, Inc.

3. **Developing Leadership Without Emotional Intelligence is Like Dancing Without Rhythm.** Richard E. Boyatzis, Case Western Reserve University. Coordinator: Mariangela Battista, Starwood Hotels & Resorts Worldwide.

4. **Talent Acquisition: New Realities of Attraction, Selection, and Retention.** Wayne F. Cascio, University of Colorado-Denver and Larry Fogli, People Focus, Inc. Coordinator: Gloria M. Pereira, University of Houston-Clear Lake.


7. **States, Traits, and Fates.** Timothy A. Judge and John D. Kammeyer-Mueller, University of Florida. Coordinator: Mickey Quiñones, University of Arizona.


SIOP 2004 Workshop Descriptions

Thursday, April 1, 2004
Sheraton Chicago Hotel & Towers

Workshop 1 (half day)
Talent Management:
Care and Feeding of Senior Leaders

Ben E. Dowell, Bristol-Myers Squibb Company

Coordinator:  Wendy Richman-Hirsch, Mercer Human Resource Consulting

There is growing recognition that organizations can gain competitive advantage through the effective management of their people. This workshop focuses on the fundamental elements of talent management systems in both government and private industry. The workshop is directed towards experienced professionals working within organizations to build sophisticated talent management practices.

Specifically, this workshop will include discussion and demonstration of:
• Leading edge talent management applications
• The interplay between business strategy, talent strategy, and talent philosophy
• The challenges faced in building integrated talent management systems
• Potential ways to assess high-potential talent and leveraging data from such assessments
• Ways to utilize assignments to develop high-potential talent
• How to create a business case for senior leadership to focus on talent management
• Common lessons learned in managing talent management systems
• How to build and manage a talent management system in your organization
• How to utilize other developmental opportunities to develop high-potential talent
• How to analyze the needs of your high-potential talent pool

Cassie B. Barlow is the Plans and Analysis Division Chief in the Air Force Senior Leader Management Office. She has directed and carried out many applied organizational development interventions and research projects for a variety of government agencies, with an emphasis on leadership development and personnel assessment. Her primary research interests are in executive development, leadership, performance management, and organizational development. Her articles have recently appeared in the Journal of Business and Psychology and The Psychologist Manager. She has also been a contributor to the SIOP program for the last several years. Cassie received her PhD in I-O psychology from Rice University.

Ben Dowell is vice-president, Talent Management for the Bristol-Myers Squibb Company. He is responsible for leading a group which provides coaching and consulting to the senior management of the company focused on the identification, selection, and development of senior leaders. Prior to joining Bristol-Myers Squibb in 1989, Ben held a number of management development and human resource generalist positions in various divisions of Pepsico including Frito-Lay, Pepsico Foods International, and Pizza Hut. Prior to Pepsico, he was assistant professor of Administrative Sciences in the Graduate School of Business, Kent State University, and managing partner of The Kent Group, a consulting firm he cofounded. Ben received his PhD in I-O psychology from the University of Minnesota.

Workshop 2 (half day)
Fit to Compete: Developing Strategic Alignment in Organizations

Presenter: Michael Beer, Harvard University and The Center for Organizational Fitness
Coordinator: Bob Barnett, MDA Consulting Group, Inc.

In a dynamic and unforgiving competitive arena, companies will increasingly win by creating an organization that has both the alignment and capabilities for superior execution of current strategies, as well as the capacity to reinvent the business in response to emerging opportunities and threats.

This workshop will present an integrated approach to building organizational capability as a source of advantage—organizational Fitness. The approach builds on the disciplines of strategic management, organizational design, organizational behavior, human resources management, and organizational change and development—developed and refined through two decades of action research with leading corporations.
The workshop will introduce and provide a set of immediately applicable principles, tools, and frameworks that will help participants:

- Develop a compelling statement of business and organizational direction
- Deepen the understanding and commitment of senior management and the larger organization to this direction
- Create an honest organizational conversation to assess the organization’s current effectiveness based on the unvarnished truth
- Diagnose the businesses as a total system, including identifying the root causes of critical barriers to effectiveness and their impact on business performance
- Systematically work through the implications of these barriers for organizational realignment and redesign, and develop a plan for change

The workshop will be of interest to any practitioner who seeks to enhance his/her ability to identify both the organizational changes required to improve organizational performance, as well as how to build broad commitment and capabilities to effectively implement change.

**Michael Beer** is chairman of the Center for Organizational Fitness and the Cahners-Rabb Professor of Business Administration, Emeritus, at the Harvard Business School. He is a distinguished educator, author, and consultant in the areas of organization effectiveness and change, leadership, and human resource management. Mike has authored or coauthored numerous book chapters, articles, and seven books, including *Managing Human Assets* and *The Critical Path to Corporate Renewal*, for which he won the Johnson, Smith & Knisely Award for the best book on executive leadership. His consulting experience spans the manufacturing, financial services, consumer, information technology, and pharmaceutical/medical technology industries. He joined the faculty at Harvard in 1975, after serving as director of Organizational Research & Development at Corning, Inc. He holds a PhD in organizational psychology and business from Ohio State University.

**Workshop 3 (half day)**

**Developing Leadership Without Emotional Intelligence is Like Dancing Without Rhythm**

**Presenter:** Richard E. Boyatzis, Case Western Reserve University  
**Coordinator:** Mariangela Battista, Starwood Hotels & Resorts Worldwide

Great leaders move us. They move us through a basic human process: our emotions. Although they talk of strategy and competition, the great leaders establish a deep emotional connection with others called resonance. They are
literally, in tune with others around them. Their own levels of emotional intelligence allow them to create and nurture these resonant relationships. Based on decades of research into emotional intelligence competencies, Richard will lead participants through examples of what resonance looks and feels like, as well as ideas to develop someone’s “resonant leadership” capability and their emotional intelligence.

This session will address the following:

• The experience of “resonant leadership” in an organization and the role of emotional intelligence
• The leadership styles that produce resonant relationships and those that are toxic in organizations
• Understanding emotional intelligence at the neural and behavioral levels
• How EI competencies lead to outstanding performance
• A process for developing sustainable improvement on EI
• How to coach others to develop EI
• Developing a culture of leadership, in which everyone is excited about being a leader, inspiring others, and spreading the contagion of EI

Richard E. Boyatzis is professor of organizational behavior and chair of the Department of Organizational Behavior at the Weatherhead School of Management at Case Western Reserve University. Prior to joining the faculty at CWRU, he had been president and CEO of McBer & Co., COO of Yankelovich, Skelly & White, and served on the board of the Hay Group.

Richard has consulted to many Fortune 500 companies, government agencies, and companies in Europe on various topics including executive and management development, organization structure, culture change, R&D productivity, economic development, selection, promotion, performance appraisal, and career planning. His latest book, with Daniel Goleman and Annie McKee, Primal Leadership: Realizing the Power of Emotional Intelligence, is a national best-seller and is being published in 22 languages besides English. He is the author of numerous articles and books on human motivation, self-directed behavior change, leadership, value trends, managerial competencies, power, and alcohol and aggression. He has a PhD in social psychology from Harvard University.
Workshop 4 (half day)
Talent Acquisition: New Realities of Attraction, Selection, and Retention

Presenters: Wayne F. Cascio, University of Colorado-Denver
Larry Fogli, People Focus, Inc.

Coordinator: Gloria M. Pereira, University of Houston-Clear Lake

Organizations of every stripe are facing new realities in their efforts to attract, select, and retain talent. This workshop is intended for HR practitioners who must deal with new realities wrought by the shift from manufacturing to service jobs; multiple generations in the workforce; demographic diversity; the globalization of product, service, and labor markets; new forms of organizations; the Internet; and advances in technology. Workshop participants will learn about the latest methods organizations are using to attract, select, and retain talent in global markets. Such approaches include the use of employment branding, as well as techniques to measure fit, talent, and character, in addition to, or in some cases in place of, traditional KSAOs. Participants also will learn about practical, effective retention strategies in light of new employment realities characterized by, among other things, temporary and part-time employees, altered psychological contracts, and diversity in readily detectable attributes as well as in underlying ones.

Wayne F. Cascio received his PhD in I-O psychology from the University of Rochester. He is professor of management and international business at the University of Colorado at Denver. He is past chair of the HR Division of the Academy of Management and past president of SIOP. He has authored or edited 18 text books, more than 80 journal articles and 30 book chapters, and consulted with more than 150 organizations on six continents. Currently he serves on the Boards of Directors of CPP, Inc., the Society for Human Resource Management Foundation, and the Academy of Management.

Lawrence Fogli received his PhD from the University of California, Berkeley, in organizational behavior and business administration. As a former corporate executive and vice-president of human resources and as an external consultant, his expertise has been applied to several major companies and industries in design and implementation of management and personnel systems to improve both individual and company effectiveness. He has expertise in both strategic and specific functional human resource areas such as organizational restructuring, improving customer service delivery, employee hiring and promotion systems, employee and customer surveys, and performance improvement and management systems.
Larry has published widely in professional journals and books. He has served as a part-time faculty member in the Haas School of Business, University of California, Berkeley; School of Business and Economics, California State University Hayward; the Department of Psychology, San Francisco State University; and the Department of Psychology, California State University Hayward.

Workshop 5 (half day)

Leveraging Technology in Organizational Surveys: Critical Issues in the Online Survey Process

Presenters: Kristofer Fenlason, Data Recognition Corporation
Kate Suckow, Microsoft Corporation

Coordinators: Michelle A. Donovan, Intel Corporation
Kyle Lundby, Data Recognition Corporation

Few forces have changed the face of organizational surveys as much as the development of online technology. Less than 10 years ago it was cutting-edge to conduct an online survey. Today it is commonplace.

By many measures, the use of Web surveys in organizations has been wildly successful. However, the pace of this development and deployment has been—and continues to be—brisk. This session invites participants to take a more reflective “walking tour” through each stage of the Web survey process—from survey administration, to data reporting, and follow-up/action planning. We will look back to take stock of how far we’ve come—highlighting key learnings from practice and research—and look ahead to examine emerging issues that have the potential to significantly affect the survey process but that may not typically receive much attention.

Some of the topics we will cover include:
• Design and usability testing of online surveys
• Designing surveys for disabled users
• Dual mode (Web and paper) surveying
• Survey administration success factors
• Strategies for ensuring and communicating about anonymity and confidentiality
• Security issues
• Issues and options in Web reporting
• Tracking responses: Legal, practical and ethical considerations

This session provides an introduction and overview of key Web-survey issues. It also includes a review of the current state of research and best practices, and considers critical emerging issues in Web surveys.
Kristofer Fenlason is director of Organization Effectiveness at Data Recognition Corporation (DRC) where he is responsible for developing and providing consulting services in the employee opinion and 360° feedback arenas. Over the last 15 years Kris has provided in-depth survey and 360° feedback consultation to more than 75 clients from a diverse mix of industries including financial, manufacturing, consumer products, packaged foods and food distribution, chemical, oil, communications, and high-tech. Kris received his PhD in I-O psychology from Central Michigan University. He has both published and presented on several of his primary research and consulting interests, including the challenges associated with dual-method (paper and Web) surveying, the usability of Web-based surveys, linkage research, exploring methods for determining relative importance in survey predictors, and job stress.

Kate Suckow is currently a senior researcher in the MS People Research team at Microsoft. Kate manages the MS Poll Survey, Microsoft’s worldwide employee opinion survey. In addition, she works on initiative teams that span the HR organization (e.g., employee retention, the Microsoft culture), consults on surveys and research being conducted in other parts of the company, conducts other corporate-focused research, and represents Microsoft within the IT Survey Consortium. She has also managed the Exit Survey, Pulse Survey, and the 360° feedback process. Kate received her PhD in I-O psychology from Purdue University. In addition to working at Microsoft, Kate has also worked for both Lucent Technologies and AT&T, within the selection teams. She has published journal articles on the topics of organizational justice and goal modeling. Her conference presentations include topics such as the impact of emotions on job satisfaction, attitudes of temporary employees, testing technology for Web surveys, and the survey cycle and survey changes within Microsoft.

Workshop 6 (half day)

Recent Developments in Employment Litigation

Presenters: Wade M. Gibson, W. M. Gibson & Assoc.
Keith M. Pyburn, Jr., Fisher & Phillips, LLP

Coordinator: Pete Hudson, Waste Management, Inc.

Testing and employee selection practice are impacted by continuously evolving legislation, case law, and the actions of federal and state regulatory agencies. This workshop will provide a review of recent developments in case law and regulatory trends, including recent Supreme Court decisions and administrative agency holdings. This year the technical focus will be on transporting validity and alternative methods to otherwise establish job relatedness without conducting site-specific validation studies.
Wade M. Gibson is a principal at W. M. Gibson and Associates, a consulting firm where he helps organizations develop, validate, and implement effective employee selection programs. He has provided litigation support and expert witness testimony in matters involving validation and employment statistics and published numerous scholarly and professional papers on various testing issues. Wade received his PhD in I-O psychology from Bowling Green State University.

Keith M. Pyburn, Jr., is a partner in the law firm Fisher & Phillips, LLP. He has represented management in the practice of labor relations and employment law since 1975, after graduating from Tulane University School of Law in 1974 and serving as a law clerk to Justice John Dixon of the Louisiana Supreme Court. Keith is a member of the Louisiana Bar and served during 1993–1994 as chairman of the Labor and Employment Law Section. He is also a member of the ABA, Section of Labor Employment, Equal Employment Law Committee (1976–present). In 1997, Keith was elected as a Fellow of the College of Labor and Employment Lawyers. He is listed in the Best Lawyers in America (Woodward/White).

**Workshop 7 (half day)**

**States, Traits, and Fates**

**Presenters:** Timothy A. Judge and John D. Kammeyer-Mueller, University of Florida

**Coordinator:** Mickey Quiñones, University of Arizona

When asked about personality, most I-O psychologists immediately think about stable traits and dispositions that can be used for selection purposes. A review of the personality literature, on the other hand, shows that what we consider “personality” is only a small slice of the picture, with far more research proposing that people are far from fixed entities and indeed respond dramatically to social contexts and processes. Using Magnusson’s concept that personality is the mediator between contexts and behavior, this review will highlight the distinction between personality as a trait and personality as a process.

The search for individual differences that can reliably predict behavior in organizations has long been among the most sought-after quantities in all of I-O psychology. In recent years, clear evidence has shown that the broad traits represented in the five factor model of personality are able to predict such important outcomes as job satisfaction, task performance, deviance, leadership effectiveness, and organizational citizenship. However, effect sizes are typically modest, and evidence increasingly suggests that within-person variations over time which can explain all of these outcomes as well.

Moods, emotions, cognitions, and other ephemeral states may be at the heart of this within-person variation. In concept, these states are closely
linked to traits, but they also help to explain when and how traits have their effects of attitudes and behaviors. Given the recency of research on states, it is not surprising that research on traits and states has not been integrated. In this presentation, we will present preliminary models that show how states and traits are related, and show how these models have much to offer for understanding and predicting work attitudes and behaviors.

Timothy A. Judge is a professor in the Department of Management, Warrington College of Business, University of Florida. He obtained his PhD from the University of Illinois. His research interests are in the areas of personality and individual differences, job attitudes, careers, and leadership. Tim is a Fellow of the American Psychological Association and of SIOP. In 1995, he received the Ernest J. McCormick Award for Distinguished Early Career Contributions from SIOP, and in 2001, he received the Larry L. Cummings Award for mid-career contributions from the Organizational Behavior Division of the Academy of Management.

John D. Kammeyer-Mueller is an assistant professor of Management in the Warrington College of Business at the University of Florida. He obtained his PhD from the University of Minnesota. His research examines organizational entry, job change, career processes, and the impact of individual differences on these areas. His work has been published in the Journal of Applied Psychology, Industrial Relations, Research in Personnel and Human Resources Management, and the International Handbook of Work and Organizational Psychology.

Workshop 8 (half day)

Coaching for Leadership: Partners on a Journey

Presenters: Robert J. Lee, Management Consultant
Anna Marie Valerio, Executive Leadership Strategies

Coordinator: Eric Elder, Bank of America

The increasing demands placed on organizational leadership in the current business environment are driving the greater use of coaching. This workshop focuses on the use of coaching with people who may not have made conscious decisions about where leadership fits into their lives. The workshop is targeted to both relatively new and experienced coaches, as well as to other practitioners who are interested in issues of leadership. We invite participants who have been using specific coaching and/or leadership models, as well as those who are forming their own.

Coaching assignments arise because a spotlight has been put on someone’s performance or potential, or perhaps they’re in a particularly challeng-
Coaching can be a powerful way to help a client become clear about where leadership fits into his or her life. Coaches should be prepared to help clients examine their leadership options in light of realistic commitments and available benefits, and hopefully come to conscious decisions about the leadership roles they want to play. The subject matter of most leadership-related coaching is a combination of self-management issues, interpersonal style and skills, and the demands of leadership roles—the “soft skills” areas. Coaching accelerates and intensifies the learning so that improved performance in these areas is more likely to be achieved, despite the well-known difficulties and the time limitations. The workshop explores ways to help the client become clear about what needs to be improved, and why.

We also will look at how coaching can be helpful with aspects of leadership that emerge as the individual moves up in the organization.

Robert J. Lee is a management consultant and executive coach in New York City. He was president of the Center for Creative Leadership from 1994 to 1997, and was a founder and president of Lee Hecht Harrison during the 20 prior years. His experiences in both leadership and career development were the basis for his book Discovering the Leader in You (Jossey-Bass, 2001, co-authored with Sara King of CCL). He teaches coaching at New School University and is a on the faculty of the International Center for the Study of Coaching at Middlesex University in the UK. He received his PhD in I-O psychology from Case Western Reserve University.

Anna Marie Valerio is president of Executive Leadership Strategies, LLC, a consulting firm specializing in executive coaching and the design and implementation of human resource and organization development solutions. Her areas of expertise include leadership development, organization and individual assessment, culture and climate change, business strategy formulation, executive education strategy, and performance management. Her background includes consulting experience with clients in high technology, entertainment, healthcare, and telecommunications. Prior to consulting, she held various professional roles in Verizon, Sony, and IBM. She holds a PhD in psychology from City University of New York.
Workshop 9 (half day)

Global Perspectives on Leadership Development

Presenter: David B. Peterson, Personnel Decisions International
Coordinator: Patrick R. Powaser, Occidental Petroleum

As the business world becomes more and more globally integrated, the challenges of developing leaders around the world increase. This workshop provides a platform for better understanding what “leadership” means in different cultures, for addressing the challenges involved in translating U.S.-based beliefs and techniques to non-U.S. applications, and for capitalizing on insights from other perspectives on leadership development.

This workshop will touch on the following:
• The meaning of “leadership” in different locations and cultures
• An exploration of the versatility of competencies and their associated behaviors around the world—do they work the same in different regions?
• Impact of culture on one’s ability to develop into a leader
• The interrelationships among an emerging global business culture, company culture, and local culture
• Differences in the leader–employee dynamic
• Leaders as communicators in different settings

This session will emphasize practical application of the latest lessons of leadership development around the world.

David B. Peterson is senior vice-president at Personnel Decisions International (PDI) in Minneapolis, where he has been practice leader for Coaching Services worldwide since 1990. He provides executive coaching, organizational consulting, and workshops on coaching and leadership development to business leaders and professionals in a wide range of leading organizations, including Hewlett-Packard, Capital One Financial Services, 3M, Shell, Saudi Aramco, and the Mayo Clinic. With his colleague Mary Dee Hicks, he has authored two best-selling books which provide practical advice to help people develop themselves and coach others, Development FIRST (1995) and Leader As Coach (1996). An expert on coaching, executive development, and organizational learning, David has been quoted in The Wall Street Journal, Fortune, Time, Business Week, and USA Today. He holds a PhD in I-O and counseling psychology from the University of Minnesota.
Workshop 10 (half day)

Measuring the ROI in Consulting Projects:
Developing a Balanced Profile of Consulting Success

Presenters: Jack J. Phillips, Jack Phillips Center for Research, a Division of Franklin Covey
             Patricia Pulliam Phillips, The Chelsea Group

Coordinator: Ken Koves, Sprint

Clients are requiring more accountability from consulting interventions. In some cases, clients are demanding that all types of data be developed including business impact and return on investment (ROI)—measures understood by managers and executives. In a few cases, clients prefer to have a forecasted ROI before an intervention is approved. Because of the change in client expectations, consultants need a balanced approach to accountability. No longer can success be gauged solely on client satisfaction and the quality of the relationship between the client and consultant. Consultants need a variety of measures, including measures that show the monetary contribution of the project.

This presentation is geared to those individuals involved in consulting who want to know more about measuring the impact of their interventions. In this session, Jack and Patti Phillips will discuss how the ROI methodology has been used consistently to measure the impact of consulting projects. This workshop is based on the groundbreaking work that has been implemented in 37 countries and published in over a dozen books.

The workshop is designed to provide:
- Ability to list the major influences driving consulting accountability
- Understanding of all the key steps and processes in the ROI methodology
- Ability to identify at least four ways to isolate the effects of a consulting project
- Ability to identify at least eight ways to convert data to monetary value
- Understanding of the key challenges and issues involved in implementing the ROI methodology

Jack Phillips is a world-renowned expert on measurement and evaluation. Jack provides consulting services for Fortune 500 companies and workshops for major conference providers throughout the world. He is also the author or editor of more than 30 books—15 about measurement and evaluation—and more than 100 articles. His expertise in measurement and evaluation is based on extensive research and more than 27 years of corporate experience in five industries (aerospace, textiles, metals, construction materials, and banking). He has served as training and development manager at two Fortune 500 firms, senior HR officer at two firms, president of a regional fed-
eral savings bank, and management professor at a major state university. Jack holds a PhD in human resource management from the University of Alabama in Tuscaloosa.

**Patricia Pulliam Phillips** is chairman and CEO of The Chelsea Group, a research and consulting company focused on accountability issues in training, HR, and performance improvement. Patricia conducts research on accountability issues and works with clients to build accountability systems and processes in their organizations. She has helped organizations implement the ROI process in countries around the world and has been involved in hundreds of ROI impact studies in a variety of industries. She has numerous publications on ROI, including several in the *Infoline* Series and *In Action* casebooks from the American Society for Training and Development (ASTD), as well as *The Human Resources Scorecard: Measuring Return on Investment*, Butterworth-Heinemann (2001) and *The Bottomline on ROI*, Center for Effective Performance (2002), which won the 2003 ISPI Award of Excellence.

**Workshop 11 (half day)**

**Service Climate: Tactics and Measures**

**Presenters:** Benjamin Schneider, University of Maryland and PRA

Susan S. White, PDRI

**Coordinator:** Marcus Dickson, Wayne State University

Services are an important part of our economy, and more attention must be given to issues of how to effectively manage a service organization. One critical aspect is establishing an organizational climate that supports the delivery of quality service, as service quality is a prime mechanism for retaining current customers and attracting new ones. This workshop focuses on how to create a strong Service Climate—and on how to KNOW when you’ve created one. The workshop will be of interest to practitioners who are focused on enhancing internal or external customer service, or who consult with organizations with those concerns.

This workshop will include:

- Background on the development of the climate construct and climate research
- Discussion of the different types of climates, with a focus on the role of Service Climate in service organizations
- Explanation of how a specific strategic initiative can be converted into climate concepts and measures
- In-depth case studies of organizations that have linked Service Climate to important organizational outcomes and used these results for guiding the implementation of organizational interventions
• Discussion of how the Service Climate approach could be expanded to other climates, like Safety Climate or Climate for Innovation

Benjamin Schneider is professor of psychology at the University of Maryland and a senior research fellow with Personnel Research Associates, Inc. In addition to Maryland, he has taught at Michigan State University and Yale University. His academic accomplishments include more than 90 professional journal articles and book chapters, as well as seven books. His interests concern service quality, organizational climate and culture, staffing issues, and the role of personality in organizational life. He was awarded SIOP’s Distinguished Scientific Contributions Award. In addition to his academic work, he has consulted with numerous companies, including Chase-Manhattan Bank, Citicorp, AT&T, Allstate, Sotheby’s, the Metropolitan Opera, Prudential, the States of Alabama and Pennsylvania, GEICO, IBM, American Express, and Giant Eagle.

Susan S. White is a research scientist with the Washington, D.C. office of Personnel Decisions Research Institutes, Inc (PDRI). She received her PhD in I-O psychology from the University of Maryland. Her current work focuses primarily on the design and implementation of human resources systems in organizations, including selection, performance management, and training programs. She has also worked extensively in the area of service climate and service quality, and has published her work on these topics in the Journal of Applied Psychology and the Journal of Service Research.

Workshop 12 (half day)

Successful Consulting: Signs, Symptoms, and Remedies

Presenter: Vicki V. Vandaveer, The Vandaveer Group, Inc.
Coordinator: Erika D’Egidio, Jeanneret & Associates

Considering that at least half of SIOP members are in applied settings—where they serve as either internal or external consultants—and that at least half of our academic members are also doing “consulting,” this workshop focuses on both the fundamental principles of effective consulting for psychologists and some key learnings from experience and from other areas of psychology. The format is highly interactive, designed to maximize learning for all, including the workshop leader. Let’s share experiences, learnings, and insights—one of which is NEVER to declare “success” until you are done. The workshop leader is not “done”…only stopping mid-way to share learnings and receive more from the participants. The practice of consulting psychology is a journey of continual learning—a magnificent blend of applied science and art—and richly rewarding for both client and consultant when done well.
This workshop will include the following topics:

- What IS “consulting”? (Definition, quick review of four primary models of consultation)
- What is “success”? How would one define and measure it for oneself?
- Essential consultant competencies, and how to develop and hone them
- Identifying your “brand value proposition” for your clients and building your business strategy crisply around that
- Developing and maintaining strong client relationships: Guiding principles
- Ethical dilemmas: Example cases, and guidelines for preventing and/or resolving
- System perspective and understanding Self as instrument in the consulting relationship

Highly recommended prereading: (a) Edgar Schein’s *Process Consultation Revisited*; (b) Rodney Lowman’s *Handbook of Consulting Psychology*.

**Vicki V. Vandaveer,** founder and CEO of The Vandaveer Group, Inc. based in Houston, Texas, received her PhD in I-O psychology from the University of Houston. Her 27+ years of experience in both internal and external consulting have included 8 years with Shell, 5 years with Southwestern Bell (beginning at AT&T divestiture), 2 years with Jeanneret, 1 year with Hay Group, and 11 years in private practice consulting as owner of The Vandaveer Group. The focus of her practice is primarily executive coaching, executive team coaching, and consulting to top management on merging and/or shaping corporate culture(s). Her firm’s clients are primarily (a) U.S. global companies in the oil and gas, consumer products, telecommunications, computer, and healthcare industries; and (b) large professional service firms—law and accounting. Her consulting practice is international, and she has considerable experience working with and enhancing the effectiveness of multinational, multicultural leadership teams, and facilitating effective cross-cultural organization change. Experience includes Asia (Singapore, Hong Kong, Malaysia, Thailand, Philippines, India, Pakistan, Sri Lanka), Africa (Central and Southern Africa, East Africa), Australia, New Zealand, Europe (U.K., France, Germany, Greece, Italy), Canada, and Latin America (Brazil, Mexico).
13th Annual SIOP 5K Race/Fun Run
Registration Form

Please join us for the annual 5K (3.1 mile) Race/Fun Run in Chicago.

When? Saturday, April 3, 7:00 AM. (No, that’s not a typo. We start early so you can run, shower, and get to sessions).

Where? The course will be along Lake Michigan, with a start and finish within a short walk from the convention hotel. You can roll out of bed just in time for the race and get back to the hotel quickly after the race.

Costs? The race fee is $20, which includes a t-shirt.

How to register? You can register online as you register for the conference, or you can send in this form if you register for the conference by mail. You can register at the conference, but it would help greatly with race planning (and t-shirt ordering) if you registered in advance.

What can I win? There’s no prize money. But you will see your name in TIP if you finish in the top three in your age/gender group (under 40; 40–49; 50–59; 60 and up). And please enter the team competition. We’ll have three two-person team categories (advisor-advisee, mixed-doubles, and scientist/practitioner), and a four-person university or organization team category. (Rumor has it that a European university plans to make a run at the team title. Let’s make sure there’s some good competition!)

Questions? E-mail or call Paul Sackett at the University of Minnesota (psackett@tc.umn.edu; 612-624-9842).

Mail form or fax to SIOP Administrative Office, 520 Ordway Avenue, PO Box 87, Bowling Green OH 43402, Fax (419) 352-2645

Name: ____________________________________________________
Address: __________________________________________________
Telephone: ________________________________________________
E-mail: ___________________________________________________
T-Shirt size: _____ S     _____ M     _____ L _____ XL _____ 2XL

Team Entry:

__ Advisor-Advisee (other team member: ______________________)
__ Mixed-Doubles (other team member: ________________________)
__ Scientist-Practitioner (other team member: __________________)
__ 4-person University or Organization team (Name of Univ or Org: ________________________)
Directions and Transportation Information

Sheraton Chicago Hotel & Towers
301 East North Water Street
Chicago IL  60611
Tel: (312) 464-1000 or (877) 242-2558
Fax: (312) 464-9140
http://www.sheratonchicago.com/index2.html

Driving Directions to the Hotel

From the North: Take I-90 to Ohio St Exit and drive east on Ohio St. Continue two to three miles and turn right onto Fairbanks Court/Columbus Dr. The hotel is three blocks down on the left.

From the South: Take I-94 to Lake Shore Dr. and then take Randolph St. Exit; turn left onto Randolph St. Continue and turn right onto Columbus Dr. Go three blocks over the bridge and the hotel is on the right.

From the West: Take I-55 to Lake Shore Dr. and then take Randolph St. Exit; turn left onto Randolph St. Continue and turn right onto Columbus Dr. Go three blocks over the bridge and the hotel is on the right.

Transportation

Shuttles/taxis: From O’Hare International Airport, Blue Line train runs 24-hour service which is $1.50 one way. Takes 40 minutes to reach downtown; exit train at Lake/Clark. Hotel is about a $5.00 taxi ride from train station.

The O’Hare airport shuttle departs for the downtown hotels every 10–15 minutes throughout the day and leaves the hotel every half hour at :25 and :55 past the hour between 4:55 a.m. and 7:25 p.m. One-way fee is about $20.00 and $37.00 for round trip. Taxi service to the hotel costs $35.00 to $40.00.

From Midway Airport the Orange Line train runs from 5:15 a.m. to 11:30 p.m.; cost is $1.50 one way. Travel time to downtown is 25 minutes; exit train at Randolph/Wabash. The hotel is about a $5.00 taxi ride from train station.

The shuttle service from Midway departs every 20 minutes all day long and departs the hotel every half hour at :05 and :35 past the hour between 5:35 a.m. and 7:35 p.m. One-way fee is about $15.00 and round-trip fee is about $27.00. Taxi service to the hotel costs $25.00 to $30.00.

Airlines: American Airlines is the official carrier of SIOP 2004. The following discount is available: (a) 5% discount for Coach Class and 10% discount for First Class tickets purchased 29 days or less prior to travel date (b) 10% discount for Coach Class and 15% discount for First Class for tickets purchased 30 days or more prior to travel date. The Coach Class discount applies to the lowest applicable fare that is available for your date and time of travel. You or your travel agent must call American Airlines Meeting Services at 1-800-433-1790 with Discount Code 9534AH (discount valid March 28–April 7, 2004 for travel to Chicago IL). Online bookings at www.AA.com will not receive the discount (but fare and schedule information is available).
**Need Information? Here’s Whom to Contact**

**Hotel Registration**
Sheraton Chicago Hotel & Towers  (312) 464-1000

**Registration for the Conference, Preconference Workshops, and Other Conference-Related Events**
SIOP Administrative Office  (419) 353-0032, fax (419) 352-2645, siop@siop.org

**Preconference Workshops**
Luis Parra  (202) 331-5202 or Luis.F.Parra@mercer.com

**Placement Center Services**
Karen Barbera  (847) 640-8820 or kbarbera@pra-inc.com
Irene Sasaki  (678) 269-1245 or isasaki@dow.com

**Serving as a SIOP Conference Volunteer**
Lee Hakel  (419) 353-0032 or siop@siop.org
Doug Pugh  (704) 687-4422 or sdpugh@email.uncc.edu

**SIOP Program**
Rob Ployhart  (703) 993-1279 or rployhar@gmu.edu

**SIOP Membership**
SIOP Administrative Office  (419) 353-0032 or siop@siop.org

**General Information about the 2004 SIOP Conference**
Jeff McHenry  +33 1 70 99 10 29 or jmchenry@microsoft.com

**SIOP Web Site**
www.siop.org

**Chicago Information**
http://www.metromix.chicagotribune.com/

**Tour**
Alyson Landa Margulies  (630) 623-3372 or alyson.margulies@mc.com

**5K Race/Fun Run**
Paul Sackett  (612)-624-9842 or psackett@tc.umn.edu

**Airline Transportation**
American Airlines  (800) 433-1790

*Conference Programs will be mailed to all SIOP Members (This does not mean that you are already registered)*