From the Desk of the I-O Program Director

Author: Steve Zaccaro, Program Director

It’s March 2021 as I write this - one year after Mason switched to online instruction due to COVID-19. Like many of you, I have not been back on campus since then. I wanted to use part of this column to express my appreciation for your resiliency as well as acknowledge your challenges. Our faculty rose to the occasion to engage in online instruction, redesigning courses on quick notice. After four decades of university teaching, I learned some new techniques from my very patient students in the fall. Of course, I missed my classroom pacing – how could I teach without pacing?! Apparently, I now have a tendency to bang the desk as I teach online, which I’ve learned has caused some hurt ears! The faculty have not only adapted to online teaching but have also tried to be as flexible as possible in helping students cope with challenges over the past year. We know this has been difficult in a personal and collective way for our students, and we will continue to be there for you.

Students have also shown great resilience. They’ve handled the constraints of learning through Zoom and continued to advance their careers. Seven doctoral students and 15 MA students graduated last Spring and this Fall. Since then, Samantha Dubrow has successfully defended her dissertation, and Ze Zhu is scheduled to defend hers in April. The first MPS cohort graduated in December, and the second cohort is graduating this May. Our MPS program is the fully online professional masters program which started 2 years ago and has experienced phenomenal growth. We keep hearing about MPS students getting promotions and new jobs. Afra Ahmad and Kevin Stagl have been great in managing the growth of the MPS program.

Mason has always been strongly represented at SIOP. This is still true for this year’s virtual conference. Later in this newsletter, you will find the list of this year’s GMU SIOP presentations and when they are scheduled. Please support them if you can by attending their virtual sessions. I also want to give a shout-out to Elisa Torres who was elected as student representative to the Executive Board of the Interdisciplinary Network of Group Research.

(Continued on Page 2)
Spring 2021 Learning Series  
Author: Steven Zhou

Our Learning Series continued this Spring 2021 with another array of fascinating guest speakers from around the world, presenting virtually for the first time this academic year! Thank you to those who have presented so far, and we’re looking forward to the speakers we have remaining for the rest of the semester.

We are actively soliciting speakers for the 2021-2022 academic year; If you are interested in sharing your research or applied experiences with the GMU I-O community, please contact Dr. Seth Kaplan at skaplan1@gmu.edu!

Spring 2021 (Mondays at 12PM ET on Zoom)

January 25, 2021  
Topic: Data Visualization in Tableau (with Steven) and R (with Shea)  
Speaker: Steven Zhou and Shea Fyffe, Current PhD Students

February 1, 2021  
Topic: Research in the Context of COVID-19  
Speaker: Cort Rudolph, Associate Professor of I-O, St. Louis University

February 8, 2021  
Topic: Survey Research in Applied Settings  
Speaker: Robert Pulvermacher, Associate Director, Gartner

February 22, 2021  
Topic: ML and Relative Importance  
Speaker: Garett Howardson, Research Psychologist at US Dept. of Defense

March 1, 2021  
Topic: Using Negligence Theory to Evaluate the Magnitude of Validity Coefficients  
Speaker: Cliff Haimann, Senior Consultant at DCI Consulting Group

(Continued from Page 1)

I reviewed my last column in the Fall 2020 I-ON and noted that we were concerned about maintaining our connections and collegiality in our mostly virtual environment. IOPSA has made this part of their mission. They put on several virtual get-togethers and set up a Slack channel for the program. The Learning Series has been one of our best ever, as Steven Zhou reached out globally for speakers. We also had our highest attendance ever at these presentations from students, alumni, and faculty. This virtual feature is one we may retain, at least in part, in the future. I want to recognize the IOPSA Board members as they will finish their term soon after this is published: Jessie Cannon, Steven Zhou, John Aitken, Sarah Zarsky, Pia Tomasello, Sarah Sultz, Nianqi Wu, Beth Guyton, Alexis Roman, Alex Veeramamy, Mike McGraw, Erin Lu, and the I-ON editors Ivey McCartney and Yoori Koo. We all appreciate the great work you did this year.

I want to conclude my column by noting the passing of Edwin Fleishman this past February. He was an important part of the history of both I-O Psychology and the Mason graduate program. His work as a graduate student, including his dissertation, contributed significantly to a paradigm shift in the study of leadership. His arrival to Mason marked a pivotal inflection point for us that ultimately resulted in our becoming a Top 10 ranked program. On a personal note, he was directly responsible for my coming Mason, and he influenced my subsequent thinking about leadership. We are grateful for all he has done for us, and we send condolences to his family.

Please enjoy the rest of the ION! We look forward to seeing all of you perhaps virtually at SIOP, and hopefully in person later in the year!

IOPSA Presidential Address  
Author: Jessie Cannon, Current PhD Student & IOPSA President

Greetings from your first (and hopefully last!) pandemic-era IOPSA president. This has been a hard and emotionally exhausting year for many, if not all, of us due to the pandemic, unprecedented political events, continued racial injustice, and major, long-lasting changes in our own school and work lives, to mention a few. I empathize with those who feel lonely, isolated, or exhausted.

On a brighter note, I want to highlight some new developments in the I-O program at Mason that are helping students feel connected and supported. Shoutout to our wonderful IOPSA reps, Alexis Roman and Mike McGraw, who have created a social calendar for virtual events on Zoom. So far, we’ve had several happy hours, a pasta-making class with John Aitken, and a wine-tasting class with Dr. Steve Zaccaro, our resident Italian wine expert! Additionally, we successfully pivoted to a virtual PhD prospective student event and managed to make it fun and engaging. As the organizer of this event, I will say it was a massive planning effort - thank you to everyone who supported and helped me pull it off!

Speaking of new developments, the SIOP conference this year is rolling out a new, interactive virtual platform to replace the in-person event. Historically, Mason was the first program to host a reception at SIOP, and while I’m sure many of us will miss having it this year as we did last year, we look forward to celebrating again at future SIOP conferences. We have many Mason students and faculty presenting at symposiums, poster sessions, and panels, so please attend and support these SIOP events. (p.12)
Reflecting on Two Years of the MPS Program

By Afra Ahmad, MPS Program Director

April 2021 marks two years since the launch of our online MPS in Applied Industrial and Organizational Psychology Program. We now have six cohorts of students using our on-going admissions cycle of admitting students for the Spring, Summer and Fall terms. Our students are from a variety of demographic, educational and professional backgrounds with the ultimate goal to infuse I-O knowledge, values and practices in their work spaces. To learn more about the types of jobs and companies students are employed in coming into the program, take a look at the section highlighting some of our new MPS Students (p.7). In order to learn more about the types of jobs our MPS students are landing while in the program or after graduation, check out the Good News Corner (p.10).

The success of the MPS program is a collective effort. We are fortunate to have all of the Mason tenure-line I-O faculty involved with the program in various capacities, including course development, teaching and serving on the internal board. We have a dedicated team of successful I-O practitioners developing courses and teaching in our program, including Ph.D Alumni (Dr. Dave Wallace & Dr. Kate LaPort) as well as dear friends of the program (Dr. Alok Bhupatkar). Our new Assistant Director, Dr. Kevin Stagl, has done a fantastic job of onboarding students and acclimating them to the field of I-O. These efforts are aimed to ensure quality control and provide a rigorous educational experience for our demographically diverse students.

Our monthly calls provide continuous professional development opportunities and have included sessions from GMU’s University Career Services, Accenture, Deloitte, and Blacks in I/O Psychology. The new virtual format of the weekly Learning Series, featuring prominent speakers from all around the world, has afforded our MPS students with another learning opportunity, that was typically available to only PhD and MA students. We have students taking advantage of the rich research environment of Mason by working with doctoral students, faculty, and in the business school. In addition, our students are connected to one another through various platforms, including Slack.

These support systems and opportunities have resulted in numerous success stories. Congratulations to the first graduating class of the MPS Program who are trailblazers, leading the path for students to persevere in a new Master’s program and amidst a global pandemic (p.16). I’m proud of our students for seizing new opportunities (p.9), identifying applications of I-O in various contexts (p.6) and presenting at SIOP and AOM. I look forward to learning how our students continue to change the workplace organization at a time.

Alumni Spotlight with Dr. Ashley Membere

Author: Alex Veerasammy, Current MA Student

In 2018, Dr. Ashley Membere graduated from George Mason University with her PhD in I-O Psychology. Today, she is an Assistant Professor of I-O Psychology at California State University conducting research on workplace diversity and inclusion.

How did you get your start in the field of I-O Psychology?

I originally started at Rice University as a biology major. I wanted to be a medical doctor. I went to Rice because of its STEM program, but little did I know, they had a really good psychology program as well. I volunteered with a couple I-O labs as an undergraduate student. I found that I really wanted to research intersectionality within the workplace, so I ultimately applied and was accepted to GMU.

(Continued on Page 4)
How did you first become interested in researching diversity and inclusion?

It stems from me personally having multiple marginalized identities. We often treat racism and sexism as two separate things, but as a black woman, I’ve found that they can be very intertwined. People with more than one marginalized identity can face very unique forms of discrimination. Racialized sexism makes it hard to break through the glass ceiling into leadership roles. I wanted to research how we can make the workplace more inclusive to people with multiple marginalized identities. Training is key. People will not change their behavior outright - they need to become informed.

What are some of the challenges to effective diversity training?

It matters who exactly is the SME that is leading the training. If the training is led by someone outside of the marginalized group, then there may not be buy-in by the marginalized groups, as the SME’s credibility could be questioned. However, if the training is led by someone who is within the marginalized group, then there may not be buy-in by non-members of the marginalized group, as the SME could be perceived as subjective and biased. From my research on social dominance within training contexts, I’ve found that buy-in can be improved by having organizational leadership endorse the training. When employees see that their leaders support the training, employees high on social dominance orientation tend to support the training as well.

Could social dominance orientation affect perception of recent celebrity social media activism?

Celebrity star power could be influential to those higher on social dominance orientation. However, similar to the problem that some organizations run into, sometimes celebrities don’t advocate for these causes until it’s the popular thing to do. That can lead people to wonder where support is really coming from. Are their peers truly proponents, or are they only recently or temporarily swayed because a popular figure endorses it? That said, activism has been ramping up recently, and that’s to be seen as progress. Recently, inequalities have been more visible, especially through the videos of police brutality on social media, so people have been more open to talking about them. It’s a combination of people not just recognizing that these inequalities exist, but also realizing the role that they play in it. We can no longer say that police brutality is just a result of bad cops when the cops who bring up instances of these issues are facing negative consequences. There’s a growing realization that institutional racism exists, as we now have more video evidence showing that it does.

What would you say is the next step for combating institutional racism?

It starts with people being more open to listening and having conversations about institutional racism. I’m frustrated that it took so long, but I’m glad that people are starting to discuss these issues. With the pandemic keeping people at home, especially for people who are not being paid to stay at home, there’s more visibility to people who are unemployed, people not receiving loans or hazard pay, and POC who are dying as a result of police brutality. Before COVID-19, people recognized that all of this was going on, but I definitely feel like being in quarantine further exposed this global issue and made it a lot harder to deny. Ultimately, we need to be more open, and we need to keep getting people to listen about how people within marginalized groups are adversely affected.
Paid leave during COVID-19 – The Sick, the Burnt Out, and the Ugly
Author: Mel Hickin (née Stiksma), PhD Candidate

The pandemic has brought to light a major injustice in U.S. industry - the lack of paid leave. The U.S. is one of the only industrialized nations that does not legally require all companies to provide paid sick leave or vacation days to their employees. In the U.S., paid leave is typically given only to salaried, full-time employees, leaving many hourly workers further disadvantaged. American employees report receiving an average of about eight sick days and eight vacation days (with eight statutory holidays) per year. Compare these numbers to a European country: Denmark requires that employers provide full pay for up to 52 weeks of sick leave and are guaranteed 25 vacation days plus nine statutory holidays.

Every employer, including the government, has now been forced to rethink how they provide for their employees. The U.S. has even started to consider mandatory leave in response to COVID-19. In March 2020, the U.S. Department of Labor enacted a temporary guarantee of paid sick leave of up to two weeks for employees who need to quarantine due to COVID-19 symptoms or are required by a medical professional to care for an infected individual. These benefits, provided via the Families First Coronavirus Response Act, only apply to companies with less than 500 employees and were only in effect until the end of 2020. With any luck, one of the many changes in a post-pandemic U.S. will be the permanent existence of a mandatory sick leave policy.

While hopefully only a few employees have had to navigate the waters of sick leave due to COVID-19, everyone who has vacation days should be thinking about using them. There are two pandemic-relevant issues here: 1) what changes might employers be making about PTO, and 2) how do you plan a vacation while sheltering in place? A few of the HR news articles have discussed companies forcing imminent paid vacation day use, increasing or capping the number of rollover days, creating a donation system between coworkers (e.g., for essential employees of the company), or capping the number of vacation days people can take in the fourth quarters. Whatever the policy change, it is all at the mercy of the employer because paid vacation leave is not federally mandated or regulated.

Truly, what most of these changes and articles seem to imply is that employers are very worried about the financial liability that unused vacation days pose. If employees are given vacation days, about 50% of states require employees to be paid out for accrued vacation. Other states allow employers to set their own policy. Thus, if employees do not use their vacation days, employers are incentivized to rid the books of that accrued time to avoid a massive payout. The take-aways here: use your vacation days how you want to and make sure your employer is acting in accordance with your state laws and policy.

Thus, if you are able to use some vacation days, here are some tips for a COVID-19 staycation:

1. For work: Properly plan and communicate the time off with your supervisor and any coworkers. Set up a vacation response, establish specific coverage, and decide what type of emergencies may warrant a phone call (so that you can mute all other forms of work communication). See here for more ideas!

2. For vacation: Do what you want! Read books, watch TV, have a beer at 11AM; it doesn’t matter as long as it means that you can disconnect and unwind from work. Unless it sparks joy for you, this is not a time to tackle the home to-do list or learn a new statistical program...just relax. See here for more ideas on vacationing at home!

As for employers, cross-train employees and create a foolproof cover system, so employees feel empowered to disconnect when away from work, even if they aren’t physically going anywhere! If employers believe employees are worth more than their output at the end of the day, they need to trust their employees and instill work-life balance values throughout policy and culture.

As we all settle into our “new normal,” it is important to think about the life you want to have and the boundaries you will need to set in order to achieve it.

---

A Fresh Perspective: Applying I-O in a Military Context
Author: Aseba Green, Current MPS Student

Industrial-Organizational (I-O) psychology is as important and critical to organizational leaders as it is to practitioners. Managers and leaders external to the field of I-O benefit from utilizing I-O practitioner skills to improve organizational efficiency and productivity. Being an I-O student has shown me the importance of data analysis informing strategic decisions. Data provides leaders and managers with invaluable information about their most valuable asset: the people who make the place. My professional experience as a career Army officer illustrates the importance of I-O psychology in high-reliability public sector organizations. If I were aware earlier in my career about the concepts taught in my current courses, I would have been better able to support organizational goals and enhance care for people in the organizations that I have worked.

I currently serve as a legal administrator in the U.S. Army Judge Advocate General's Corps where I am responsible for advising senior leaders about legal business operations and human capital management. A key component of my current job is understanding people's behavior in an effort to improve organizational productivity, organizational efficiency, and to support organizational strategic goals. Recently, uniformed Department of Defense employees have shifted from a retirement system that provides an immediate pension after 20 years of service to a blended retirement system that resembles the private sector. This shift highlights the importance of understanding human behavior in organizational contexts. In the past, normal aspirations to reach traditional retirement influenced employees to defer early organizational departure. However, the shift to a blended retirement has changed traditional retirement as a predictor. Now, with blended retirement, an individual compares the value of staying in the Army with leaving, basing their decision on other factors such as job satisfaction and their psychological contract. The rapidly changing landscape now requires the military to invest in human capital more than any time period prior. This shift requires organizational changes in the way the military manages people, and the military must be prepared to change if it desires to remain competitive.

Despite best efforts of the Army, antiquated processes and bureaucratic organizational structure still exist. Hierarchical structure and bureaucratic practices give managers and leaders little flexibility to implement human resources practices that could ameliorate negative impacts on employee behavior. The speed of change in the professional military environment requires swift diagnosis and solution implementation. Talent management and other organizational enhancements are critical for shaping job satisfaction and organizational commitment. The U.S. Army and other similar organizations should consider training and employing leaders that possess skills in I-O psychology. Leaders with these skills can determine best practices for creating the necessary organizational changes. I-O has tremendous potential for evolving the U.S. Army landscape, which will result in the successful recruitment and retention of the best talent required for current and future operations.

National Science Foundation Grant on Just-in-Time Adaptive Interventions

Reeshad Dalal and Seth Kaplan have just received funding from the National Science Foundation for their grant proposal entitled "Just-in-Time Adaptive Interventions for Emotion Regulation." The research team includes recent and current Mason I-O Ph.D. students Ze Zhu, John Aitken, JeongJin Kim, and Julia Baines. This research will go beyond ecological momentary assessments by additionally designing and evaluating ecological momentary interventions: interventions targeted at individual employees' circumstances (i.e., at specific times and situations of vulnerability and opportunity). If your firm is willing to publicize this research participation opportunity to its employees, and willing to permit its employees to complete a set of confidential mini-surveys and mini-interventions during work hours in return for appreciable compensation for participating employees, please get in touch (rdalal@gmu.edu)!
Welcome Our New MPS Students!

Mishal Amjad
Billing Specialist
The Nasseri Clinic of Arthritic and Rheumatic Diseases

Jay Bomgardner
Project Manager
Aramark

Zoë Dehmer
Director of Operations & Planning
Acme Food & Beverage Co.

Maria Elena De la Flor Musso
Executive Director
e Business Consultants LLC

Carrie Farley
Internal HR Auditor
Brown & Brown Insurance

Menaka Gangwani
Full-time Student
George Mason University

Tanaz Johnson
Business Analyst
Bahamas First General Insurance

Sabrina Liu
Product Engineer
Medtronic

(Continued on Page 8)
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ana Margarita Lowetz</td>
<td>COVID-19 Contact Interviewer Institute for Public Health Innovation</td>
</tr>
<tr>
<td>Kaitlin Murphy</td>
<td>Full-time Graduate Student and Digital Marketing Freelancer George Mason University</td>
</tr>
<tr>
<td>Danielle Mehall</td>
<td>Magistrate Supreme Court of Virginia</td>
</tr>
<tr>
<td>Rachel Rettger</td>
<td>Insurance Service Professional Nationwide General Insurance</td>
</tr>
<tr>
<td>Silke Vrouletis</td>
<td>Executive Assistant Virginia Tech - Advancement</td>
</tr>
<tr>
<td>Arusa Zama</td>
<td>Recruiting Coordinator Iron Bow Technologies</td>
</tr>
<tr>
<td>Stephanie Mardell</td>
<td>Chief People Officer Button</td>
</tr>
<tr>
<td>Hina Ullah</td>
<td>Consultant SZH Consulting</td>
</tr>
</tbody>
</table>
Seizing Opportunities: From Recruiter to DEI Consultant

By Nancy Smith, Current MPS Student

When I began the MPS program, I had a clear vision of wanting to stay involved with talent acquisition in some capacity after obtaining my degree. As someone who has been a recruiter in various capacities and organizations for the last two and a half years, I thought that it was the most sensible option for me after I graduate.

While taking the Research Methods course, I watched the panel interview of current I-O professionals talking about their real world experiences. Kristen Robinson, who coincidentally is now my PTCMW mentor, stated to go into the job search with an open mind, which I took to heart. So, although I had an idea of what I thought I wanted to do while looking for job opportunities, I made sure to expand my job search to a wider range of titles and positions with support from my more experienced cohort members.

No matter how many jobs I researched and applied for, I would have never come across the role I am currently in. I noticed an email come through from our program’s listserv, with a job opening for a Diversity, Equity, & Inclusion (DEI) Consultant for a local consulting firm. I took a chance and applied. After a couple of interviews highlighting my professional experience as a recruiter and my academic experience from the MPS program, I was given an offer!

My job as a DEI Consultant is to focus on assessment and utilize my knowledge from classes to the work setting in DEI strategy and implementation. This includes facilitating discussions with focus groups and conducting interviews to obtain qualitative data, conducting quantitative analysis, and creating assessment reports to be presented to clients. I get to work with prominent Fortune 500 companies, as well as government and intelligence agencies. Eventually, I will also be able to facilitate and lead my own training on diversity and inclusion in the workplace with clients and travel to different locations within the United States!

So, take it from me: if you don’t already read through emails sent from the listserv, make sure you start now, even if it is a quick skim! There is a lot of helpful information and resources from upcoming events to job postings that you can apply to. I would not have been able to seize this opportunity if it weren’t for the listserv, support from my cohort connections, as well as the experience and knowledge I have gained from this program. Reach out and network with your cohort and professors, as well as other I-O professionals in your local area. Join professional organizations for continued support and resources. There is always someone who is interested in talking and providing insight or at least connecting you with someone who can. That is something that I truly value in the GMU and I-O communities.

Mason’s Consulting Club is making a comeback after a semester plagued with vacant leadership positions. The new club officers are committed to identifying the club’s areas of opportunity and to recruit heavily for new members.

Do you have an interest in serving in a volunteer consultant’s role and helping them structure their messaging, recruitment, and to help them clarify their mission and vision?

Interested students should reach out to Victoria Suarez (vsuarez@gmu.edu) for more information.
Good News Corner

Dina Abughannam (MPS, Cohort 2) began a position as Talent Acquisition Manager at Skyward Federal.

Amy Bisker (MA, 2020) was recently promoted to Lead Human Capital Consultant at ICF.

Zach Brown (MPS, Cohort 5) transitioned from his role at as Program Manager in Executive Assessment & Coaching at Starbucks to Executive Talent Operations and Insights Lead at Microsoft.

Congratulations to Lou Buffardi, Jim Kurtessis, and Mike Ford (PhD, 2008) for their article winning the 2021 International HRM Scholarly Research Award.


Samantha Dubrow (current PhD student) recently defended her dissertation on “Leadership Transitions in Teams.”

Wendy Casper (PhD, 2000) began a term as Associate Editor at the Journal of Applied Psychology.

Rick Comisso (MPS, Cohort 5) was selected as a graduate fellow for GMU’s Anti-Racism and Inclusive Excellence (ARIE) Task Force.

David Constanza (PhD, 1996) was recently awarded the 2021 SIOP Distinguished Teaching Contributions Award.

Sabrina Cushing (MPS, Cohort 2) began her internship as a Personnel Research Psychologist at US Customs and Border Protection.

Dr. Reeshad Dalal has been elected to the SIOP Executive Board as its Publications Portfolio Officer. He is grateful to all the members of the Mason I-O community who supported his candidacy!

Drs. Reeshad Dalal and Seth Kaplan along with their research team, Ze Zhu, John Aitken, Jeongjin Kim, and Julia Baines have just received funding from the National Science Foundation for their grant proposal entitled “Just-in-Time Adaptive Interventions for Emotion Regulation.”

Leonard Dubovoy (MA, 2020) began working at General Dynamics Information Technology (GDIT) as a Human Capital Consultant post-graduation and recently received the “Hero Award” from senior GDIT leadership recognizing him for delivering exceptional solutions as part of his training evaluation work. Leonard will be moving on to a new Human Capital consulting opportunity at Deloitte this Spring.

MJ Kolze (current PhD student) was awarded both the NetWorks Award and the Innovation Award by the American Volleyball Coaches Association (AVCA) and was named to the AVCA’s Thirty Under 30 High School for 2020.
Beth Guyton (MPS, Cohort 2) will be conducting a Professional Development Workshop sponsored by the Healthcare Management Division of AOM for the Academy of Management’s 81st Annual conference this year entitled, “Mindful Managing: How Managers in the Moment Enhance Wellbeing and Organizational Performance.”

Janelle Hope (MPS, 2020) recently began her new position at Capital One as a Workforce Development Programs Manager after graduating from the MPS program in December.

Hannah Koontz (MPS, Cohort 2) started a new job last fall as Partner Support Manager at Carahsoft.

Fiorella Lopez (MPS, Cohort 4) was promoted in January to a Human Resources Generalist position at her current organization, the American Society of Clinical Oncology (ASCO).

Dacie Marshall (MPS, Cohort 1) was promoted to Manager in Deloitte’s HR Strategy & Transformation group.

Macy Marx (MPS, Cohort 6) secured a position at Deloitte on the Talent Acquisition Team as an Intel Recruiter.

Danielle Mehall (MPS, Cohort 6t) recently passed the Virginia Bar Exam and was sworn into the Virginia Bar in December 2020 as a judicial member.

Landon Mock (MA, 2010) was promoted to Director of Talent Management at the U.S. Department of the Interior in November 2020.

Joshua Nuhfer (MPS, Cohort 2) began an internship with Fors Marsh Group (FMG) in the fall. In addition, he secured a funded graduate research assistant position working with Dr. Einav Hart in the School of Business at George Mason University on research projects examining negotiation, trust, and decision making, for the Spring 2021 term.

Mitchelle Ouimette (MPS, Cohort 5) began a new position as Process Assistant for Amazon.

Allison Reese (MPS, 2020) was hired as an I-O Psychologist for The Office of Human Resource Solutions of the Small Business Administration after graduating in December.

Roni Reiter-Palmon (PhD, 1993) received two NSF grants focusing on team creativity and innovation, specifically a classroom approach for creating engineers to solve global problems through complex problem-based learning and identifying the role of meetings in fostering effective cognitive and social processes in teams.

Roni Reiter-Palmon (PhD, 1993) is also part of a team that was awarded a 10-year, 36 million dollar grant from the Department of Homeland Security to create a research center and is serving as co-theme lead for the workforce development theme.

Kristen Robinson (MA, 2015) just joined Facebook on their People Analytics team as a People Analytics Business Partner.

Rachel Roessel (MA, 1st year) began a new position as Occupational Analyst at Written, LLC.

Daniel Shore (PhD, 2020) recently launched his consulting company, Leadership and Effective Teamwork Strategies (LETS).

Nancy Smith (MPS, Cohort 2) kickstarted her I-O career as a Junior DEI Consultant with the Ivy Planning Group in November of 2020.

Keisha Stevens (MPS, Cohort 4) was hired in January as the Vice President of Human Resources at Culinary Services Group.

Joy Zhou (MA, 2020) is now a PhD student in Industrial/Organizational Psychology at the University of Minnesota.

Ze Zhu (PhD, 2021) will begin as an Assistant Professor at the University of Nebraska - Omaha in the Fall.

Chadnezar Zorrilla (MPS, Cohort 3) secured a new job as a Data Analyst with Total Wine & More.

Congratulations to you all!
### SIOP Schedule

**Wednesday, April 14th, 2021**

<table>
<thead>
<tr>
<th>Title</th>
<th>Type of Presentation</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winslow, C. Kimble, E., &amp; Kaplan, S. (2021, April). A policy capturing study to understand determinants of job satisfaction. Poster to be presented virtually at the 2021 annual meeting of the Society for Industrial and Organizational Psychology.</td>
<td>Poster</td>
<td>3:00 PM ET</td>
</tr>
<tr>
<td>Craig, L. &amp; Kuykendall, L. (2021). Involved parent and ideal worker: Developing measures consistent with identity theory. Poster to be presented virtually at the annual meeting of the Society for Industrial-Organizational Psychology.</td>
<td>Poster</td>
<td>5:00 PM ET</td>
</tr>
</tbody>
</table>

**Thursday, April 15th, 2021**

<table>
<thead>
<tr>
<th>Title</th>
<th>Type of Presentation</th>
<th>Time</th>
</tr>
</thead>
</table>

**Friday, April 16th, 2021**

<table>
<thead>
<tr>
<th>Title</th>
<th>Type of Presentation</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aitken, J. A., Kaplan, S. A., &amp; Kuykendall, L. (2021, April). Obstacles to task performance for full-time teleworkers. In Fisher, G. (Chair), Alternative work arrangement or the new normal? Telework during COVID-19 and beyond [Symposium]. Paper to be presented virtually at the 36th annual meeting of the Society for Industrial and Organizational Psychology.</td>
<td>Symposium</td>
<td>10:00 AM ET</td>
</tr>
<tr>
<td>Geller, D.S. (2021, April). How to Create a Culture of Psychological Safety with Amy Edmondson, Brian Welle, and Ethan Burris: Part 2. Special Session to be presented at the 36th annual meeting of the Society for Industrial-Organizational Psychology, New Orleans, LA (Online).</td>
<td>Special Session</td>
<td>11:00 AM ET</td>
</tr>
<tr>
<td>Saturday, April 17th, 2021</td>
<td>Type of Presentation</td>
<td>Time</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------</td>
<td>------</td>
</tr>
<tr>
<td>Markell-Goldstein, H.M., Kaplan, S., Cheung, H.K, &amp; King, E.B. (2021, April). Shame and guilt as conduits of the effects of perceived self-discrepancies on key work and breastfeeding outcomes. Paper to be presented at the 2021 annual meeting of the Society for Industrial and Organizational Psychology.</td>
<td>Symposium</td>
<td>1:30 PM ET</td>
</tr>
<tr>
<td>Thornton-Lugo, M., Batz-Barbarich, C., Kuykendall, L., Keith, M., Porter, C., Saef, R., &amp; Strah, N. Practically Useless?: The Usefulness of Practical Implications in I/O Research. Interactive Break Session at the Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.</td>
<td>Alternative Session</td>
<td>12:30 PM ET</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recorded/Asynchronous</th>
<th>Type of Presentation</th>
</tr>
</thead>
</table>

Nicole (Nikki) Strah is a PhD candidate who will be graduating this year from Purdue University’s Industrial-Organizational Psychology program. She will be working as a postdoc under Dr. Deborah Rupp at GMU beginning in August 2021. Her primary research interests revolve around the topics of diversity and inclusion, perceptions of justice/fairness at work, and the intersection between psychology and equal employment opportunities. She looks forward to continuing her pursuit of research along these lines at Mason. She also looks forward to meeting and working with the faculty and students at GMU!
Recent Publications


(Continued on Page 15)


Reiter-Palmon, R., & Schoenbeck, M. (2020). Creativity equals creativity- or does it? How creativity is measured influences our understanding of creativity. In M. Stierand and V. Dorfler (Eds.), *Handbook of Research Methods of Creativity,* pp. 290-300. Elgar Publishing


Zhou, S., & Field, J. G. (in press). Many forces at play: Ethical dilemmas in academic research. *Industrial and Organizational Psychology: Perspectives on Science and Practice.*

About The I-ON

The I-ON is published by graduate students of George Mason University’s Industrial-Organizational Psychology program. This newsletter is intended to serve as an impartial forum for information pertinent to the students and faculty of the program, as well as the general I-O community. We would like to thank all student editors, faculty editors and writers for their contributions.

Previous Editors: Haylee Gans, Shivam Nemani and Joy Zhou

Current Editors: Ivey McCartney, Yoori Koo

Faculty Advisor: Afra Ahmad

Website and E-mail for The I-ON

Current and past issues can be viewed at https://io.gmu.edu/the-i-o-newsletter-ion. If you would like to be included or removed from the mailing list, or have questions/comments, please contact us at ionnewsletter@gmail.com. The deadline for contributions to the newsletter is four weeks before distribution, which occurs around mid April and the end of August.

Current GMU Students & I-O Alumni

If you have any professional (e.g., new job, promotion, tenure, grant, publication, presentation, etc.) or personal (e.g., wedding, engagement, baby, moves, etc.) good news to share, let us know! If you are willing to be interviewed or wish to contribute to the newsletter in any way, please reach out to us at ionnewsletter@gmail.com.