

# THE I-ON

Official Newsletter of the Industrial-Organizational  
Psychology Program of George Mason University



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# FROM THE DESK OF THE I-O PROGRAM DIRECTOR

Steve Zaccaro



Hi everyone! Welcome to a new academic year. Last year, most, if not all, classes were virtual. This year we are back on campus! Anyone who has been here before 2020 will note how much the campus around David King has changed. The one time I came on campus since March 2020 turned out to be the last day for the building that housed my former lab (for over 30 years), before it was demolished. Alumni receiving this newsletter who worked in that lab may barely recognize it below:



So, we have a lot of new beginnings this academic year. I want to particularly welcome our new PhD (p.10), MA (p.11), and MPS (p.14) students. I am delighted that you have joined us! You will find our program to be a highly collegial one – feel free to reach out to the faculty and the returning students. I also wanted to give a shout out to the students for whom 2020 was your first year. For many of you, this will be your first term actually on the campus. So, a special welcome to you all as well.

As we do every fall, we have a new IOPSA Board, led by Joanna Zakaewski and Kevin Loo. I saluted the previous Board in my last column. They played a big role in helping our program adjust to the pandemic-caused dispersion of students and working to keep us connected. They managed the virtual Learning Series so well that we are retaining the virtual format for most of the presentations this year. This will allow alumni and MPS students to attend and it accommodates speakers across the world.

An interesting and positive trend in the last year has been the growing cross-connections between students in our MPS program and students in the other programs. Our working professionals in the MPS program are linking up with our research-oriented MA and PhD students. MPS students experience the strong research context of the other programs, while PhD and MA students engage in field research that can have implications for the contexts within which the MPS students work. Together, they are exemplifying the scientist-practitioner model. For more on this cross-program collaboration, please see the interview with Steven Zhou and Rick Commisso in this newsletter.

That's it for now! To all of you: Go and have a great year!

## Fall 2021 Learning Series

Tuesdays 1:30 PM -2:45 PM (ET)

Our Learning Series continues this Fall 2021 with another array of fascinating guest speakers from around the world, presenting virtually!

We are actively soliciting speakers for the - Spring 2022 semester; 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](mailto:skaplan1@gmu.edu) and JeongJin Kim at [jkim307@gmu.edu](mailto:jkim307@gmu.edu).

Join us using the Zoom link below:  
<https://gmu.zoom.us/j/94419538679?pwd=RVg3NU1hOUe4R1RxQTd3TEV4V2JpUT09>

August 24, 2021

Topic: Orientation & Introduction to Faculty Research Labs

August 31, 2021

Topic: Personality & the Nature of Human Nature

Speaker: Ryne Sherman, Hogan Assessment Systems

September 7, 2021

Topic: Navigating Difficult Conversations

Speaker: Einav Hart, Assistant Professor of Management at George Mason University

September 14, 2021

Topic: Self-Monitoring: A Hybrid Model

Speaker: Damon Bryant, ETS Research Scientist

September 21, 2021

Topic: The Digital Scholarship Center

Speaker: Debby Kermer & Wendy Mann, Digital Scholarship Center of the University Library

September 28, 2021

Topic: TBD

Speaker: Marissa Shuffler-Porter, Associate Professor at Clemson University

October 5, 2021

Topic: Automatic Scoring of Video Interviews & Beyond: An Odyssey of Machine Learning Personnel Assessment Validation Studies

Speaker: Louis Hickman, Postdoctoral Researcher at Wharton Business School, UPenn

# IOPSA PRESIDENTIAL ADDRESS

Joanna Zakzewski

Current PhD Student & IOPSA President



Greetings from the Industrial-Organizational Psychology Student Association (IOPSA) board members! To all our returning students, we hope your summer has been safe, healthy, and full of reunions with friends and family as our country moves towards a new normal.

This past year has been difficult to say the least, but I am truly inspired by the coming together of the I-O Psychology department to maintain a rich and meaningful experience both in formal studies and outside the (virtual) classroom. As we return to in-person classes, research, and interactions this fall, I feel a newfound appreciation for the community we have at Mason. I'm sure I speak for many rising second year students when I say that I am excited to finally set foot on campus!

We also want to extend a warm welcome to our incoming students. We are thrilled to have you come alongside us to learn and work together. Choosing the right school for graduate studies is no easy feat, but I trust that you will find these next years to be full of engagement, growth, and learning. To our recent graduates from the PhD, MA, and MPS programs, we offer the sincerest congratulations, and look forward to hearing of all your accomplishments as you move forward in your careers.

A huge thank you to our outgoing IOPSA board for your hard work, flexibility, and commitment to this program during perhaps the hardest year many of us have faced in our work and non-work lives. Our outgoing President, Jessie Cannon, went above and beyond in creating a virtual prospective students' day this past spring, making sure each potential student gained a true understanding of the community we have here at Mason. Steven Zhou, our outgoing Vice President, put together an incredible lineup of speakers for our Learning Series. Based on this success, our Learning Series will continue to bring in guests virtually this fall from all over the world! Lastly, we want to thank Alexis Roman and Mike McGraw, who tirelessly put together virtual social events for students, giving us the chance to spend time together outside the Zoom classroom.

Finally, this past year could not have been as successful as it was without the effort and thoughtfulness of our wonderful faculty and staff. The transition to virtual learning was unprecedented, but their commitment to the students and this program ensured that learning, research, and development would continue without pause in our student body. That being said, I am sure we are all eager to get back on campus and see one another in person once again!

Heading into this academic year, I am looking forward to meeting and working with each one of you. Continuing in the footsteps of previous IOPSA presidents, I have an open-door policy, so I am always willing to answer questions, address concerns, or simply chat. The I-O community at George Mason is like no other and I am excited to witness all that it accomplishes during this next season!

(Continues from page 2)

October 12, 2021:

*Topic:* Leveraging Behavioral Science to Promote Engagement in Health Behavior Interventions

*Speaker:* Stephanie Carpenter, Researcher at the University of Michigan Institute for Social Research Survey Research Center

October 19, 2021:

*Topic:* Are Employees Committed to Diversity? The Role of Organizational and Leader Communication and Perceived Sincerity

*Speaker:* Wendy Casper, Professor of Management at the University of Texas at Arlington

October 26, 2021:

*Topic:* Open Science and Research Ethics in I-O Psychology

*Speaker:* James Field, Assistant Professor of Management at WVU

November 2, 2021:

*Topic:* Into the Great Unknown: Exploring Novel Applications of NLP in I-O Psychology

*Speaker:* Dan Putka, Principal Scientist at HumRRO

November 9, 2021:

*Topic:* Informing High-level Policy Decisions: Stress in the Air Force

*Speaker:* Chaitra Hardison, Senior Behavioral Scientist at RAND Corporation and Faculty at the Pardee RAND Graduate School

November 16, 2021:

*Topic:* Virtual Leadership

*Speaker:* George Banks, Associate Professor of Management, UNC Charlotte

November 23, 2021:

*Topic:* Hello Traitor: Individual Differences in Perceptions of Email Incivility

*Speaker:* David Howard, Senior Organizational Behavior Scientist at Tampa General Hospital

November 30, 2021:

*Topic:* Vocational Interests: Conceptual and Measurement Challenges and Innovations

*Speaker:* Filip De Fruyt, Professor of Psychology and Educational Sciences, Ghent University

# MPS PROGRAM HIGHLIGHTS

Afra Ahmad

MPS Program Director



As we enter the fall semester, I reflect and continue to be impressed by our MPS students and their personal and professional accomplishments. Most of our students not only balance full-time work, family demands as well as rigorous coursework, but they also choose to get involved with various internal and external initiatives at Mason. Our students have immersed themselves within the wider GMU community and work with faculty and students across programs. Tracy Kim, Arianne Mann, Menaka Gangwani and Rebecca Hang have had a rewarding experience this past academic year working with Dr. Reeshad Dalal and other PhD and MA students in GMU's Volunteer Program Assessment (VPA). MPS student Rick Commisso and PhD student Steven Zhou had a fruitful collaboration on a research project together (p.7 to learn more). Dr. Einav Hart in the School of Business hired Joshua Nuhfer during the Spring term and is welcoming Rick Commisso as a graduate research assistant for this upcoming academic year.

MPS students are also taking advantage of all of the external opportunities available to develop their competencies. Several of our students attended the virtual SIOP conference this year from all around the country. Erin Ramirez, Diane Gagne, Hina Ullah and Teresa Bui are participating in the PTCMW mentorship program and increasing their networks while learning about the field, job opportunities and more! Students have also served as volunteers, such as an assessor for the Jefferson County Commission in Birmingham, AL. Duties included evaluating the performance of job candidates on audio-based structured interviews using behavioral guidelines that subject matter experts developed. Assessment duties were preceded by training in the observation, evaluation, and documentation of behavior, as well as psychometrics, history of assessment, and best practices in testing and assessment.



Our students are transferring their I-O competencies to their workplaces, including the Department of the Navy, State Farm, USPS, and Nestle to name a few. Katelyn Campbell is a member of a DEI task force at Destination DC. With her skills obtained through the program, she developed a survey that was administered to all staff and then analyzed the data to provide Senior Leadership with recommendations to improve DEI efforts in and outside the organization. Zoë Dehmer was named the 2021 Chapel Hill-Carrboro (NC) Businesswoman of the Year and one of her businesses, Carrboro United, was named the 2021 Innovative Business of the Year.

These success stories would not be possible without the dedication of so many individuals. A special shout-out to the MPS advisory board who helped create and launch the MPS Learning Community to provide support and connections for MPS students. Thank you to Mason's tenure line I-O faculty for developing, teaching and continuously supporting our students. We recently welcomed back Mason alumna, Dr. Amber Hargrove, and several highly recommended instructors to support our courses including Drs. Marie Ciaverella, Shari Metzger, and Eric Hutchison. We look forward to growing our support systems so if you are interested in getting involved with the MPS program, please don't hesitate to reach out to me at [aahmad14@gmu.edu](mailto:aahmad14@gmu.edu).



Mason is hiring for a tenure-line position in I-O Psychology & we will begin reviewing applications on September 22nd, 2021

For more details, check out:  
<https://jobs.gmu.edu/postings/51182>

# A Tribute to Ed Fleishman

Lou Buffardi, *Professor Emeritus*

With his passing on Feb. 17, 2021 at age 93, the entire discipline of Industrial-Organizational Psychology and our program in particular, mourns the loss of a giant in our field. His groundbreaking research in the areas of both human ability and leadership are at the very foundation of I-O Psychology and spawned numerous practical applications in the world of work. Ed was an internationally-known scholar and held several leadership positions in our field, including presidencies of 3 divisions of the American Psychological Association (I-O, engineering, and evaluation & measurement) and, for eight years, the International Association of Applied Psychology. In addition, he served for eight years as Editor of the *Journal of Applied Psychology*, arguably the most prominent of the journals in I-O.



Left: Dr. Ed Fleishman; Right: Dr. Lou Buffardi

He earned many awards over the course of his remarkable career. Two that particularly capture his pervasive and enduring influence on the discipline are APA's Distinguished Science Award for Applications to Psychology and the Society for Industrial and Organizational Psychology Award for Professional Practice.

Ed Fleishman joined Mason's faculty in 1986 as Distinguished Professor of Psychology and founding Director of the Center for Behavioral and Cognitive Studies. The impact of having someone of Ed's status and accomplishment join our fledgling doctoral program (we had just graduated our first doctoral degree holder in 1985) cannot be overestimated.

His very presence indicated to fellow I-O psychologists that our program was one to be reckoned with! He was very influential in making our program a more attractive and prestigious destination which was enormously helpful in enabling us to recruit both outstanding faculty and graduate students. In addition, he played a major role in convincing both our university administration and the State Council of Higher Education in Virginia that converting the PsyD designation to a PhD was more in line with the I-O Psychology mainstream. Furthermore, by bringing grants and contracts through his Center for Behavioral and Cognitive Studies, he helped establish more of a full-time student research culture.

Ed often commented that he was particularly proud of the fact that he collaborated with each of the I-O faculty on many research projects during his Mason tenure. Of special note, as he was in the process of retirement, Ed played a very active role in recruiting Rich Klimoski, yet another well-connected and respected leader in the I-O field to come to Mason to serve as I-O Program Director. That enabled the program's positive trajectory to continue into the 21st century!



After he retired, Ed's last trip to campus came in 2013, when he attended my retirement reception. Fittingly, that occasion provided the opportunity for us to get the iconic "Mason Mount Rushmore" picture of the four Mason faculty who were Presidents of the I-O professional organization!

Even in post-retirement, Ed continued to garner prestigious awards. In 2004, the American Psychological Foundation awarded him its Gold Medal for Life Achievement in the Application of Psychology, citing him for "his profound influence on our understanding of human capabilities, their measurement, their development, and their application in the world of work".

Hail and farewell, dear friend and colleague!

## Fleishman Award

A lasting legacy of Ed Fleishman at George Mason University is that the I-O faculty gives out an annual award for the best dissertation, known as the Fleishman Award. We have unfortunately been a bit tardy in giving out the award in recent years. Nonetheless! We are now catching up by announcing winners for several years at once. Each year's award covers the previous Summer, Fall, and Spring.

It is our great pleasure to announce the most recent winners of the Fleishman award

2018: Dr. Alan Tomassetti, for his dissertation entitled *"On the reliability of judgments made in policy-capturing measures: A meta-analytic review and experimental analysis"*

2019: Dr. Wenmo Kong, for her dissertation entitled *"Predicting adaptive performance: The components, effect, and training of adaptive expertise."*

2020: Dr. Jennifer Green, for her dissertation entitled *"A taxonomy of leadership situations: Development, validation, and implications for the science and practice of leadership"*

We will announce the 2021 winner during the next issue of the I-ON. Moreover, we will celebrate the 2018-2021 winners at SIOP 2022, assuming the in-person conference goes ahead as currently scheduled.

## FROM COWORKERS TO CLASSMATES

Kyler Townsend and Michelle Lam  
Current MPS Students

Some may call it fate, others coincidence. Whatever term you prefer, there is no denying the cosmic unification in two young women ending up at the same company, interested in pursuing the same career and being accepted into the same master's program. Kyler Townsend and I (Michelle Lam) want to share our journey of working together at Flashpoint Personnel, while enrolled in the Applied Master of Professional Studies (MPS) in Industrial and Organizational Psychology (I-O Psychology) program at George Mason University.

Flashpoint Personnel is a staffing agency that primarily staffs warehouse positions for clients throughout Maryland. The agency strives to satisfy all levels of a company's needs by placing applicants in open positions that are most compatible with the company's visions. When I interviewed with Kyler for the Staffing Coordinator role with Flashpoint, and discovered that we shared the same interest in pursuing a Master's degree in I-O Psychology, I knew this opportunity would serve as an excellent launching pad to reach my professional pursuits.

After I joined Flashpoint, it was gratifying to work alongside a like-minded professional interested in advancing her education and learning more about I-O Psychology. That is when the search to find the best Master's program to fulfill our professional aspirations began.

George Mason University was our top choice because of the rigorous curriculum and flexible online format-- which would allow us to continue to work at Flashpoint. Being able to work collaboratively in this program has been an amazing experience; we are able to share our thoughts and ideas for assignments that overlap with our work at Flashpoint.

Sharing our differing perspectives on applying I-O Psychology to our job has made our practice more dynamic. Plus, having a fellow classmate who is also a coworker has made the program even more enjoyable and easier to navigate, which is always a bonus!



# COLLABORATIONS ACROSS I-O PROGRAMS

Rick Commisso, *Current MPS Student* & Steven Zhou, *Current PhD Student*

Steven Zhou is a third-year doctoral student in the I-O Psychology program at GMU, and Rick Commisso is entering his second year as an MPS student in the Applied I-O Psychology program at Mason. With the pandemic in full swing at the end of 2020, Steven and Rick still found a way to connect and collaborate on research together. The I-ON recently caught up with them to learn how this opportunity developed and gain insight into how PhD and MPS students can benefit from partnering with each other.

**Steven, tell us a little about your PhD research.**

**What are you working on?**

**STEVEN:** I work with Dr. Stephen Zaccaro on leadership and teams research and with Dr. Philseok Lee on personality and psychometrics research. I try to combine both interests into my own research agenda. For example, I am conducting work on novel methods of measuring leadership behavior and personality, and social network approaches to top management team shared leadership. Other research interests include text analysis, research ethics, and motivation.



**How did the two of you get connected?**

**RICK:** I was curious about doing research and wanted to dip my toes in the water to get a feel for it. I didn't know where to start, but saw Steven post in the I-O Slack that he had a research project coming up and was looking for an organization where he could survey 100 or more full-time managers. If I remember right, he also dangled the bait that whoever could connect him to a company willing to participate in the study could also help with the research. I took the bait. After a couple of failed attempts at getting an organization to commit, I was able to introduce Steven to a senior leader at a large, international manufacturing company who was interested in his work and its benefit for the organization.

**What was in it for the company? Why did they agree to participate?**

**STEVEN:** Rick did a wonderful job with the "initial sell" to the company. He quickly understood our research plan (identifying patterns of leadership behavior) .

and communicated it to the company in a way that piqued their interest. When we both met with the company, we emphasized how the project would help identify gaps in their leadership — for example, senior leadership focusing on ethics-oriented leadership behaviors, but not as much on vision casting. We pitched this as an employee development opportunity that they could use to help grow and train their leaders.

**RICK:** If I initially sold the idea to the company, Steven was the one who sealed the deal. Our primary contact had her PhD in performance psychology and valued research, and Steven quickly connected with her at that level. He illustrated how the results would provide immediate feedback to the company while contributing to the field of leadership research in the long run. With the organization navigating a cultural shift over the last 5-7 years, they really jumped at the opportunity to get a snapshot of current leadership behavior strengths and opportunities for growth.

**What needed to be accomplished and how did you work together?**

**STEVEN:** I started by taking the lead on getting the project off the ground with conceptualizing what we wanted to measure, working with the company to add or edit wording to the survey and participant agreements, and collecting and cleaning the initial dataset. Rick and I then worked together to put together our first presentation of the results, which the company was very happy with. Rick then took lead in some follow-up analyses that they requested.

**RICK:** Steven had already created the survey and the overall research was well underway by the time I got involved. I had just finished my first semester in the MPS program when he asked me to read through some of the foundational literature on several of the 18 leadership behavior constructs, draft up a few operational definitions with real-world examples that would be understood by the company, and participate in the presentation. He invited me to not just dip my toes in the water but dive in. I partnered with him in creating visualizations, delivering presentations, conducting analyses, and offering evidence-based recommendations.

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## COLLABORATIONS ACROSS I-O PROGRAMS

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### ***What were the results of your work? How was it received by the client?***

**STEVEN:** The company loved it! Sometimes when we get so deeply invested in research, working on the same project for months, it starts getting repetitive and you kind of forget that the topic is actually very interesting, especially for those working in the real world. So, I was very pleased to see just how much the company liked what we did, and they said the data supported their ad hoc observations.

**RICK:** I agree! It was fun to see the data come to life and make an impact in the organization. The team was very engaged, asked a lot of good questions, and asked for further analysis to dig deeper into the results.

### ***Did the work lead to more work, or a continued relationship in some way?***

**STEVEN:** I hope so! The company asked to do a follow-up study later this year. We hope to see that happen so we can keep growing that relationship

### ***What did you learn about collaboration, and what are the benefits for both the MPS student and the doctoral student?***

**STEVEN:** I think this collaboration is critical to success in either program. As PhD students, we are often looking for companies to partner with to collect data. Plus, it's good for us to be aware of the real-world business challenges that people face, so we can speak their language when designing studies and disseminating findings. For MPS students, I think this is a great opportunity to get some research experience and see what that's like – hopefully Rick feels the same way! It's not easy, we both had to work hard to help one another, and we're all so busy that it's a lot to juggle. But I think it's ultimately a good learning experience for everyone involved.

**RICK:** Steven is right, I really did value getting research experience. The collaboration helped me see that, while I was primarily focused on the research as it related to the commitments we made to the manufacturing company, Steven had the bigger picture in mind regarding his research agenda and contributing to the body of literature on leadership behaviors.

The experience helped me see how those two objectives are held in balance for the researcher. I also benefited from Steven's patient and instructive approach. If I had questions, there were probably times it would have been easier for him to do the task himself. But he often took the time to teach and coach me through my knowledge or skills gaps.

### ***What advice would you give to doctoral students looking for the assistance of a MPS student?***

**STEVEN:** Ask questions and have an open mind! Rick had so much work experience and was immensely helpful in communicating with the company, especially when it came to insight on what they would be looking for and how to "sell" our research. Most MPS students have a lot of great work experience and connections that will be incredibly helpful to any research project. For doctoral students, it also takes some leadership in figuring out how to collaborate – who does what job – and how to partner when communicating with companies.

### ***What advice would you give to MPS students looking for a research project to collaborate on?***

**RICK:** Seek it out, reach out, and find a way to bring your unique contribution to the table. Then overcome the fear of failure. It was a little intimidating with only one MPS class under my belt to reach out and ask to assist a doctoral student. In fact, when I reached out, I thought he already had his PhD and called him Dr. Zhou, which he certainly will be one day! But I felt Dr. Stagl had whipped me into shape in my first course, and that I could both learn from and offer something to Steven. So, I set my fears aside ("Can I handle this on top of my work and studies?") and went for it. I would recommend any MPS students looking for research experience to do the same.



# Stay in the Know:

## Highlighting Select I-O Psychology Podcasts

Carol Wong, *Current PhD Student*

Podcasts are quickly becoming a popular communication platform of choice. According to Forbes, an estimated 100 million people listen to at least one podcast each month, and this number is expected to reach 125 million in 2022. People are finding podcasts to be a great way to stay on top of new trends and topics across all domains. You can easily press play on a podcast while commuting, cooking, running errands, or during any leisure activity. If you want to give yourself a break from true crime podcasts and feel somewhat productive, here are some of our program's favorite recommendations for podcasts on about workplace behaviors, quantitative methods, and/or are hosted by I-O psychologists that you may want to check out! (Please note that this is not an exhaustive list--there has been an explosion in I-O psychology podcasts, just some of our favorites!)

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### Department 12: An I-O Psychology Podcast

*Hosted by Ben Butina*

This is a podcast for Industrial-Organizational Psychologists, researchers, practitioners, and students." It is particularly suitable for individuals who are trying to know more about different topics in I-O psychology. There are also quite a number of episodes about graduate school and career paths

### Work Life

*Hosted by Adam Grant*

Work Life is a Webby Award nominee for best business podcast in 2021. The episodes are very "TED talk-like", and it is popular even outside of the I-O field. It also has quite an impressive guest list (e.g., Lin-Manuel Miranda, Margaret Atwood, Daniel Kahneman)

### The Workr Beeing Podcast

*Hosted by Patricia Grabarek & Katina Sawyer*

Another podcast that focuses on well-being in the workplace. Their episodes also cover recently published articles and/or interview industry experts on trending topics (e.g., Zoom fatigue, sustainability in the workplace).

### Healthy Work

*Hosted by Keaton Fletcher & Maryana Arvan*

Healthy Work is a bi-weekly podcast that focuses on "how to make work a healthier experience for everyone." Each of their episodes is pretty short (~15 minutes) and tends to cover one recently published article in occupational health psychology. Definitely a good way to stay updated on some of the latest OHP research.

### Quantitude, the Podcast

*Hosted by Patrick Curran & Gregory R. Hancock*

This is a podcast that is dedicated to quantitative methods. The hosts have set up playlists organized around common themes: specific statistical methods, professional development, and general research methods. Their episodes are on the longer side, but they are pretty informative

### The Indigo Podcast

*Hosted by Ben Baran & Chris Evertt*

The topics that are covered in the Indigo Podcast episodes are pretty diverse. The hosts do a great job summarizing the literature and provide practical suggestions (that are not overstated). For some episodes, they also bring in researchers to talk about their specific research projects (similar to our Learning Series!)

*happy listening!*

# Get to know our incoming PhD students

## Zion Howard

Hi! I am a first-year doctoral student at George Mason University. Originally from Sussex County, DE, I completed my undergraduate degree at Virginia Wesleyan University and made the short drive north to Fairfax. My research interests include virtual reality and simulations, politics within the workplace, and diversity, equity, and inclusion. My purpose for attending this program is to use the advantageous location of GMU to bring together like-minded individuals, and to use the I-O skillset to address social and environmental concerns. In my free time, I enjoy learning new skills and continuously developing my brand for future aspirations.



## Annie Nottingham



Hi, y'all! I'm Annie Nottingham from Atlanta, Georgia. In May of 2021, I graduated from Rhodes College in Memphis, Tennessee with a bachelor's degree in Psychology. While working in research labs at Rhodes, I solidified my passion for exploring organizational dynamics through my experience researching mechanisms that contribute to the race-based wage gap among employees as well as the antecedents and consequences of emotional labor among Diversity and Inclusion employees. Fueled by a desire to investigate diversity, equity, inclusion, and belonging at work, I'm eager to collaborate on research with Mason professors and students. I enjoy hiking, camping, reading, and spending time with friends and family in my free time. I'm always down to try a new coffee shop, bakery, or brewery, and I'm looking forward to beginning my journey at Mason!

My name is Lida and I am a huge people-person who loves to understand human behavior. I am of Ecuadorian and Swedish descent and attended a bilingual school for three years in Ecuador, and have lived in Norway. I am passionate about big ideas and getting to the core of who a person is, made evident by my research interests and affinity for deep talks about personality. My passion has led me to pursue a doctorate in industrial-organizational psychology at George Mason University. My research interest is in personality, emotions, and occupational health psychology. I am excited to take this research and apply it to the workplace as an organizational consultant.

## Lida Ponce



My goal is to provide innovative solutions to organizations based on the consolidation of research and best practices in training, assessments, and worker stress and well-being. I am a hardworking individual who loves to inspire, mentor, and help others understand their strengths and capitalize on them. Outside of research, I am committed to helping animal welfare causes and non-profit organizations by authentically impacting others to grow and encouraging positive well-being. In my off time, I love to cuddle my fur baby Maltese, Lily, her brother, Louie, who is a very mischievous rescue cat, and his sweet mama, Coco, while enjoying epic movies!

Hi, everyone! My name is Mina Son. I was born and raised in Gwangju, South Korea. I earned a BS in Urban Planning and Engineering and a MA in Psychology from Yonsei University in Seoul. After graduation, I worked as an I-O psychologist at an IT company for five years and developed commercial internet-based employee selection tools that included personality tests, classical cognitive tasks (called cognitive games), and an automated interview system. Then I transferred to the Korea Employment Information Service (KEIS) a year ago and started research projects closely related to natural language processing. From these work experiences, I became passionate about measurement and selection, with a particular interest in connecting technological advancements with I-O subjects, for example, game-based selection and text-based personality tests. I am very excited to be joining Mason's I-O program, where I can research with excellent professors and students and grow as an I-O researcher. In my free time, I like watching movies and reading books. I also love hiking and traveling. I look forward to starting my doctoral student life at Mason and meeting everyone!

## Mina Son



# Meet our incoming Master's students

## Sofie Alexandrides



Hi everyone! My name is Sofie Alexandrides, and I am extremely excited to be starting the I-O Master's program this Fall! I am from Annapolis, Maryland, but am residing in Arlington. Ever since taking the AP class in high school, I knew I loved psychology. For undergrad, I went to the University of Maryland, College Park, where I obtained my BA in Psychology. During my time in undergrad, my love for psychology, research, and writing flourished. I worked as both an Undergraduate Research Assistant and Teaching Assistant.

I had always pictured myself in a business setting, but loved psychology, and it was not until I was introduced to the field of I-O that I realized I could have a career with both! I am sure I will gather more as I learn, but my research interests so far are: motivation, job-satisfaction and work-life balance. Other personal interests of mine include travel, baking, trying new activities, and meeting new people! This Summer, I will be working with Dr. Sarah Wittman as a Research Assistant and as a Graduate TA for MGMT313 this Fall. I could not be more thrilled to continue my education and exploration here with all of you!

Hello! My name is Nicole Aranda and I am an incoming MA student. I was born and raised in Coral Springs, Florida. This past spring, I graduated from the University of Central Florida with a BS degree in Psychology and a focus in I/O Psychology. During my undergraduate career, I was a research assistant for a few I-O-related labs where I became passionate about the field. My interests include job performance, occupational health, and personality, to name a few. During my free time, I enjoy outdoor activities such as hiking, hanging out with friends, and traveling. I am excited to be a part of the GMU community and to meet everyone!

## Nicole Aranda



## Georgia Bizzell



Hi everyone! My name is Georgia Bizzell, and I'm really excited to join the MA program this fall. I was born and raised in San Diego, California and I attended UCLA for my BS in Psychobiology. My research interests concern employee well-being, performance, and personality, but I am eager to develop my knowledge base in all aspects of IO. I'm looking forward to starting my next chapter in Virginia with you all!

Hey everyone! My name is Elizabeth Chimento and I am an incoming M.A. student. I was born and raised in Dumfries, VA, which is just south of GMU. I graduated in May 2021 from Virginia Tech with a B.S. in Psychology and a minor in Business Leadership. While at VT, I was an active member of a service sorority, Chi Delta Alpha, and member of the ILT Lab, or Interface of Leadership and Teams Lab, a psychological research lab. Although I will greatly miss Blacksburg, I am so excited to be at GMU to learn more about I-O Psychology and meet others who share my same interests. In my spare time, I enjoy going for walks/hikes and traveling. Over the next two years, I am looking forward to expanding my knowledge of I-O Psychology, gaining applicable experience in the field, and having fun!

## Elizabeth Chimento



## Deborah Fashole-Luke

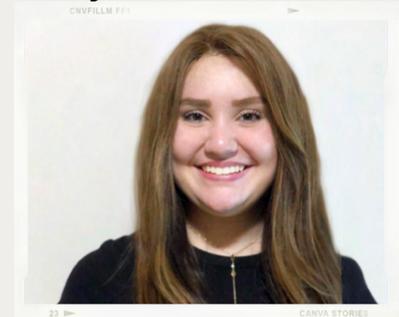


Hello everyone! My name is Deborah Fashole-Luke, and I am excited to be an incoming MA student at George Mason this fall! I am from Gaborone, Botswana but I completed my undergraduate education at Mount Holyoke College. After graduation, I worked full-time for a few years at a clinical research lab in the Psychiatry department at Johns Hopkins University in Baltimore, and so I am excited to be staying in the DMV area but also to be able to explore a new city!

I am currently interested in focusing on organizational behavior management and working to identify potential issues and implement institutional changes that will effectively and efficiently meet the needs of diverse employees and benefit organizational success. I am interested in learning about the processes around identify potential avenues for workplace improvements and catalyzing large-scale change through a multicultural lens to improve quality of life across individuals from diverse backgrounds, and I aspire to help create workspaces that are safe to address various forms of oppression, leading to better work outcomes, productivity, and wellness for all. In my free time I love to bake, play soccer, knit, and spend quality time with friends and family!

Hi everyone! My name is Juliana Freire, and I am thrilled to start my studies in I-O Psychology at GMU! I was born and raised in Brazil, but I moved to Florida when I was a junior in high school. I have graduated from the University of South Florida in Spring 2021 with a BA in Psychology. During my time there, I have pursued internships in the areas of Psychology and International Education. The two companies that I worked for have inspired me to study more about the workplace. Some of my research interests include diversity in the workplace, work-life balance, stress, and personality. In my free time, I enjoy singing, baking, and working out. Moreover, I am a huge fan of musical theatre, which inspired me to perform in school productions and earn a minor in theatre. I can't wait to meet everyone and start this new chapter of my life!

## Juliana Freire



## Rozina Hirani



Hello everyone! I am thrilled to join GMU's I-O program and I look forward to meeting you! I completed my undergraduate studies at Georgia State University and have since worked on HR functions for organizations of varied size and purpose, as well as in roles ranging from tactical support to strategy consulting. Once I moved to the D.C. area, I was the lead HR consultant to four charter schools. I currently work at Booz Allen Hamilton as an Associate on projects for government clients that include designing professional development programs, training, change management, and communications. I want to focus my research on increased workplace diversity and the changing nature of work. I am eager to share and learn from the experiences of others, so I look forward to connecting!

Hello, my name is Riho Ikeda. I grew up in Tokyo, Japan, and spent my four-year undergraduate career in the San Francisco Bay Area, California. I attended Diablo Valley College, a community college in California, and then transferred to the University of California, Berkeley, where I acquired a Bachelor's degree in psychology. Meeting people with different backgrounds in California exposed me to different cultures and showed me what I took for granted in Japan, and opened a new opportunity for learning. I believe understanding different perspectives not only helps produce innovative ideas but also enriches individuals' lives. I am passionate about researching how to increase collaboration among those with different backgrounds. I am looking forward to learning from everyone in the program.

## Riho Ikeda



## Lin Lu



Hello, everyone! My name is Lin Lu, and I will be joining the I/O Psychology MA program this fall. I was born and raised in Beijing but moved to Lincoln, Nebraska after finishing junior high in China. After a year in Nebraska, I moved down to Arlington, Texas, and finished high school there. I just obtained my BS in Psychology at the University of Texas - Dallas. During my time at UTD, I worked in Dr. Prager's Couples Daily Lives lab on topics related to couple relationships. My independent studies mainly focused on withdrawal patterns, intimacy, attachment styles, conflict characteristics, and moderating effects between them. I first heard about workplace psychology during an annual SPSP conference which raised my interest in I/O psychology. I am looking forward to knowing more about workplace stress, employee motivations, and leadership development. I enjoy playing the piano and doing sports like running, hiking, and fencing, which is my favorite sport in my free time. I cannot wait to start this exciting journey at GMU this fall, and I am looking forward to knowing everyone soon!

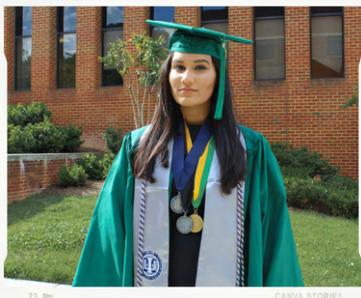
Hi, everyone! My name is Ami Patel and I am thrilled to join the Mason I/O Psychology family! I was born and raised in Cary, NC, and completed my BS in psychology with a minor in social and economic justice at UNC Chapel Hill in 2018. Before returning to Cary where I currently reside, I completed an AmeriCorps VISTA service year focused on agency assessment, strategic planning, board development, youth programming, and crisis intervention services at Mental Health America of Greenville County in Upstate SC. For the past two years my work was in diversity, equity, and inclusion through my consulting role with The Weathers Group based in SC and my full-time role as the Program Manager for Organizational Diversity and Inclusion at the UNC School of Pharmacy. My I/O interests include leadership and management, team/group dynamics, training and development, and work motivation. During the school year, I will be working as a Consortium Research Fellow at the Army Research Institute. In my down time I value working out, meeting friends for coffee or a beer, and completing the NYT daily mini crossword. Along with exploring the DMV area and hiking in Shenandoah NP, I look forward to meeting everyone!

## Ami Patel



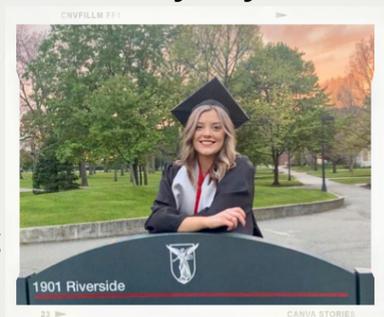
Hello, everyone! My name is Priya Sorot, and I am from Herndon, Virginia. I graduated from George Mason University as a member of the Honors College in 2019. I studied Psychology, with concentrations in Clinical Psychology and Developmental Psychology, along with a minor in Childhood Studies. While in undergrad, I was fortunate to serve as a peer mentor for students on campus with autism through MASI (Mason Autism Support Initiative). I was also a research assistant in the Social Skills, Imagination, and Theatre Lab, where I served as head of participant recruitment. Through this role, I trained new research assistants, helped create scripts that were used in the lab, managed/organized various datasets, etc. I took pride in my ability to lead effectively, but it wasn't until after undergrad, when I discovered my true passion for I-O Psychology. My research interests in worker well-being and leadership development sparked while I was working with Dr. Kuykendall and PhD student, Samantha Dubrow. In my free time, I like to explore new restaurants, watch Bollywood movies, and spend time with my family. I am very excited to return to Mason to pursue my MA, and I look forward to meeting you all this fall!

## Priya Sorot



Hi everyone! My name is Ashley Taylor, and I am so excited to be a master's student in Mason's I-O program this fall! Originally, I am from Northwest Indiana - which mainly consists of flat land, corn fields, and Lake Michigan, so I am sure you can imagine my awe as I was driving through the mountains on my way to Fairfax. A few weeks prior to my venture, I received my bachelor's degree in Psychological Science from Ball State University. During my time there, I spent an estimated 200 hours researching topics such as personality characteristics, applicant qualification, attitudes toward transgender men and women, and more. Aside from my educational background, some of my hobbies include cooking, making arts and crafts, grabbing coffee, and binge-watching shows (Breaking Bad has my heart). I am looking forward to meeting everyone and (hopefully) creating lasting friendships!

## Ashley Taylor



# Welcome to our incoming MPS students



Miranda Batte-Futrell  
Program Support Technician Sr.  
Virginia Employment Commission



Marcia Berndt  
Talent Management Analyst  
State Farm Ins. Cos.



Jillian Briggs  
Material Damage Claims Adjuster  
National General Insurance Company



Nicole Cacchiapouti  
Recent college undergrad graduate looking for  
employment



Darlene Del Orbe  
Outreach & Admissions Specialist  
Shriver Job Corps



Melissa Sauve Donegan  
Human Capital Consultant  
Deloitte Consulting LLP.



Diane M. Gagne  
Manager, Employee Engagement Programs  
United States Postal Service



Amy Gallant  
Human Resources Specialist (HRD)  
National Science Foundation



Topher Gillie  
Emergency House Parent/Behavioral Specialist and IMA  
Military Police Officer  
Goshen Valley Boys Ranch and IMA Air Force Reserve



Haley Guay  
Human Resources Manager  
The ALS Association



Laura Jensen  
Employee Relations Specialist  
DoD



Christina Hayunga  
Lead Management Analyst  
DoD



Steve Kenton  
Program Manager  
Banfield Pet Hospital



Noelle Lang  
Talent Acquisition Specialist / HR Generalist  
Docmation



Emily Lefco  
Business Consultant  
milwaukeekeefood.com



Brianna Mann  
Psychometrist  
Center For Applied Neuroscience



Kathryn McCarty  
Account Manager  
Flores & Associates



Jamie L. Medeiros  
Executive Assistant  
Neurotech Pharmaceuticals



Nydia Negrón  
Career Management Specialist  
US Army - ACCMA



Tommy Olejniczak  
Partnership Development Manager  
Booz Allen Hamilton



Mark Passerini  
General Manager  
Common Plate Hospitality



Anjali Patel  
Surgical Support Technician  
University of Virginia Health System



Melissa Paul  
Jury Research Facilitator  
Cathy E. Bennett & Associates



Teryn Pezzella-Brown  
Recent undergrad aspiring to find a  
career in I/O



Erin Ramirez  
Program Director, Candidacy Recruitment & Placement  
Evangelical Lutheran Church in America (ELCA)



Shelby Rudolph  
Manager, Organizational Development  
WW (Formally Weight Watchers)



Mialonte D. Seay  
Client Solutions Executive  
AT&T National Business



Meredith M. Spencer  
HR Operations Specialist  
Nestlé



Christina Thompson  
Academic & Career Advisor  
College of Southern Maryland



Whitney Ward  
Funds Services Special Processing Specialist  
Navy Federal Credit Union



### CALLING CURRENT PHD, MA, & MPS STUDENTS!

The Volunteer Program Assessment (VPA) is looking for consultants to join our team for this upcoming year! As a VPA consultant you will work with nonprofit organizations in order to optimize their organizational effectiveness by measuring volunteers' attitudes and providing tailored recommendations. If you are interested in becoming a VPA consultant, feel free to browse our website: <https://io.gmu.edu/vpa>. If you have any questions or would like to join please email our Client Outreach Coordinator for guidance on next steps and information on training!

### INTERESTED IN VPA'S SERVICES?

Are you the volunteer coordinator at a nonprofit organization? If so, consider signing up for a free Volunteer Program Assessment (VPA), which enables your organization to assess the needs, concerns, and attitudes of its volunteers, thereby improving the volunteers' experience with your organization. Please browse our website (<https://io.gmu.edu/vpa>) and, to sign up for the assessment, please email Kristina Wright, our Client Outreach Coordinator.

Kristina Wright  
[kwright9@gmu.edu](mailto:kwright9@gmu.edu)



# Good News Corner

**Yasmeen Afsar** (MA, 2nd year) interned at NASA's Science Mission Directorate with the Workforce Study Implementation Team over the summer and was offered another NASA internship for the Fall, this time, working with the Mission Support Enterprise Project Team (MSEPT).

**Marty Biskup** (PhD, 2021) successfully defended his dissertation titled, Social Support for Abusive Supervision: A Model of Resource Substitution for Abused Subordinates.



**Charlotte Brock** (MA, 2016) started a new job as a Speechwriter for the Chief of Space Operations, at the Pentagon.

**Alec Campbell** (MA, 2021) successfully defended his Master's thesis in the Spring titled, The Gift of Being Present: Unwrapping Mindfulness in Leadership and landed a full-time position with Aon Assessment Solutions as an Associate Consultant.



**Katelyn Campbell** (MPS, Cohort 5) is a member of a DEI task force at Destination DC. With her skills obtained through the program, she was able to develop a survey that was administered to all staff and then analyzed the data to provide Senior Leadership with recommendations to improve DEI efforts in and outside the organization.

**Rick Commisso** (MPS, Cohort 5) is looking forward to beginning a GRA position for the upcoming academic year in the business school working with Dr. Einav Hart. He has been expanding his I-O proficiencies also recently volunteered to serve as an assessor on the Jefferson County Commission in Birmingham, AL.

**Jessie Cannon** (PhD, 3rd year) started a part-time internship with Lori Zukin, a graduate from Mason who runs an executive and team coaching and consulting business, Zukin Leadership.

**Lydia Craig** (PhD, 2021) successfully defended her dissertation, Understanding Men's Utilization of Paid Parental Leave: A Competing Identities Perspective.



**Megan Eik** (MPS, Cohort 7) welcomed a new puppy, Ginger over the summer!

**Menaka Gangwani** (MPS, Cohort 5) completed an internship at a New York-based management consulting startup, called Vee Ventures and received the Provost Summer Scholarship.

**Ian Hamilton** (MPS, Cohort 6) will serve as a GAPSA representative for the MPS program.

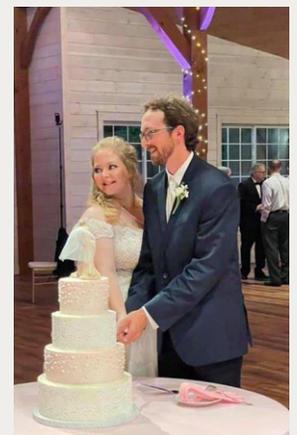
**Amanda Hiner** (MPS, Cohort 4) accepted a Student Research Assistant position with the Minority Business Association which seeks to educate, advance, promote, and advocate minority businesses.



**Major Jacob Johnson, USMC** (MPS, Cohort 6) welcomed his son in the spring of 2021.

**Steve Kenton** (MPS, Cohort 7) and his wife Natalie, welcomed their first child, Charlie, in June 2021.

**Maryjo Kolze** (PhD student) got married to R. Trevor Hill on July 17, 2021 at Historic Rosemont Manor in Berryville, VA. Maryjo was also one of seven volleyball coaches nationally to win the AVCA Innovation Award and one of 14 coaches nationally to win the AVCA NetWorks Award in 2021.



**Phyllis Lu** (MPS, Cohort 7) received a Talent Development Intern position at Fluence - a Siemens and AES company in Arlington, VA

**Congratulations**  
*to you all!*

# Good News Corner

Recent Graduate, **Ivey McCartney** (MA, 2021) moved back to her home state of Georgia and will begin a position as a Talent Management Consultant with Cox Automotive in Atlanta in August.

**Adrien McCulloch** (MA, 2022) got married to Madison Thomas on the 17th of July 2021 at The Grove in Delaplane, Virginia surrounded by family and friends.



**Kaitlin Murphy** (MPS, Cohort 6) was hired as a human capital intern at FMP Consulting for the summer and has extended her internship through the end of the year. This spring, she also volunteered to support GMU's University Career Services, helping to produce a student-led, fully-virtual diversity, equity, and inclusion panel for the Virginia Association of Colleges and Employers conference.

**Layne Pawlik** (MPS, 2020) obtained a new position as an HR Business Partner at Bayless Integrated Healthcare.

**Sarah Sultzer** (MA, 2021) accepted an offer to join the People Analytics team at PwC in Washington, D.C. She'll be joining their Advisory practice in early August and will be working on organizational workforce transformation projects.



**Semene Tesfaye** (MPS, Spring 2021 Grad), obtained a full-time position as a Business Operations Analyst for the HR Analytics and Technology Department at Navy Federal Credit Union.

**Sarah Webster** (MPS, Cohort 4) began working at Summit Consulting LLC as a HR manager in June. The consulting company specializes in data an

**Carol Wong** (PhD student, 6th year) received an honorable mention for the 2021 Outstanding Graduate Student Teaching Assistant Award from the Psychology Department.



**Munazaa Zaheer** (MPS, Cohort 2) began working with the Federal Aviation Administration as an analyst.

**Arusa Zama** (MPS, 2022) was promoted from Recruiting Coordinator to a Corporate Recruiter at Iron Bow Technologies.

**Steven Zhou** (PhD student, 3rd year) received the 2021 Outstanding Graduate Student Instructor Award from the Psychology Department. Steven also won the 2021 Kenneth Clark Student Research Award (sponsored by the International Leadership Association and the Center for Creative Leadership) for his paper titled, "Patterns of Leadership Behavior: A Person-Centered Approach to Assessing Leadership Styles across Gender and Level." Finally, Steven was elected as the President of the Graduate and Professional Student Association to represent all graduate students at George Mason University.

**Ze Zhu** (PhD, 2021) defended her dissertation on Clarifying the Construct of Supervisor Support for Recovery and its Impacts on Employee Recovery Experiences in the Spring of 2021 and will begin as an Assistant Professor at the University of Nebraska - Omaha this Fall.



**Congratulations**  
*to you all!*



# GRADUATION 2021



## *MA*

Alec Campbell  
Quyên Dang  
Joravar Hira  
Matthew Klocke  
Yoori Koo  
Erin Lu  
Ivey McCartney  
Michael McGraw  
Zoe Nerantzis  
Olivia Pagan  
Alexis Roman  
Sarah Sultzer  
Ho Chun Tsai  
Gabriel VanVolkenburg  
Alex Veersammy  
Nianqi Wu  
Heekyung Kim  
Pia Tomasello

## *PhD*

Samantha DuBrow  
Ze Zhu  
Lydia Craig

## *MPS Spring*

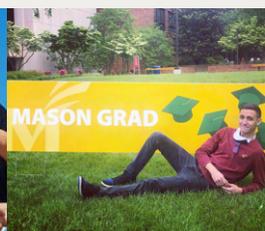
Dina Abughannam  
Ayanna Baker  
Susan Barbini  
SabrinaCushing  
Elizabeth Guyton  
Isaac Hintz  
George Kokinakos  
Hannah Koontz  
Kelsey Kurzawski  
Miriam Logan  
Joshua Nuhfer  
Keith Owen  
Nancy Smith  
Semene Tesfaye  
Sibohan Tischler  
Abigail Wheeler  
Munazza Zaheer

## *MPS Summer*

Miranda Abrams  
Desiree (Desi) Battista  
Salma Benyahya  
Jordan Carlson  
Danielle Carroll  
Claudia Febres Mormontoy  
Izz aldin Hamdan  
Joseph (Joe) Harding  
Nichelle Harper  
Tracy Kim  
Taylor Lionnet  
Clarissa Molina  
Jacquelyn Morris  
Virginia Pothier  
Syeda Ramcharan  
Carly Salas (Keller)  
Ashley Semadeni  
Emily Szabo  
Amy Teixeira  
Nicole Tudor  
Chad Zorrilla



Please join us in wishing  
all our graduates the very  
best in all of their future  
endeavors!



*CONGRATULATIONS*



*To all our students:*

Welcome back to school! We are beyond excited to begin this year together!



*To all our authors & readers:*

We are so thankful for your support & contributions to this issue of the I-ON!



## IOPSA Board for 2021-2022

Position	Name	Email
President	Joanna Zakzewski	<a href="mailto:jzakzews@gmu.edu">jzakzews@gmu.edu</a>
Vice President	JeongJin Kim	<a href="mailto:jkim307@gmu.edu">jkim307@gmu.edu</a>
Secretary	Julia Baines	<a href="mailto:jbaines2@gmu.edu">jbaines2@gmu.edu</a>
Treasurer/SIOP Chair	Kevin Loo	<a href="mailto:kloo@gmu.edu">kloo@gmu.edu</a>
Social Chair	Alan Soroka	<a href="mailto:asoroka@gmu.edu">asoroka@gmu.edu</a>
Events Chair	Zihao Jia	<a href="mailto:zjia2@gmu.edu">zjia2@gmu.edu</a>
MA Representative	Kristina Wright	<a href="mailto:kwright9@gmu.edu">kwright9@gmu.edu</a>
MA Liaison	Pete McEachern	<a href="mailto:pmceach@gmu.edu">pmceach@gmu.edu</a>
MPS Liaison	Amanda Hiner	<a href="mailto:ahiner@gmu.edu">ahiner@gmu.edu</a>
PTCMW Liaison	Adrien McCulloch	<a href="mailto:amccull6@gmu.edu">amccull6@gmu.edu</a>
Alumni Liaison	Chelsea Blocker	<a href="mailto:cblocker@gmu.edu">cblocker@gmu.edu</a>
Webmaster/Social Media Coordinator	Emily Flynt	<a href="mailto:eflynt@gmu.edu">eflynt@gmu.edu</a>
I-ON Editors	Katelyn Campbell & Natalie Johnson	<a href="mailto:kcampb7@gmu.edu">kcampb7@gmu.edu</a> & <a href="mailto:njohns39@gmu.edu">njohns39@gmu.edu</a>

# Recent Publications

**\*Ahmad, A.S., \*Lindsey, A. P., \*King, E.B., \*Sabat, I. E.,** Phetmisy, C., & **Anderson, A. J.** (in press). Interpersonal implications of religious identity management in the workplace. *Journal of Management Studies* (Special issue: Diversity Perspective on Management).

**Aitken, J., Torres, E., Kaplan, S.** Su, L., DiazGranados, D., & Parker, S. (Online version available). The influence of simulation-based training on reflective practice. *BMJ Simulation & Technology Enhanced Learning*.

Cropanzano, R. S., **Strah, N., Rupp, D. E., & Cannon, J. A.** (in press). Organizational justice research that was not "Thick as Brick:" Revisiting Greenberg (1990). In N.K. Steffens, F.A. Rink, & M.K. Ryan (Eds.), *Organizational Psychology: Revisiting the Classic Studies*. Thousand Oaks, CA: Sage.

**Jones, K. P.,** Brady, J., **Lindsey, A. P.,** Cortina, L. M., & Major, C. K. (In Press). The interactive effects of coworker and supervisor support on prenatal stress and postpartum health: A time-lagged investigation. *Journal of Business and Psychology*.

Sharma, S., Scafide, K., Maughan, E., & **Dalal, R. S.** (in press). Relationship between perceived supervisor support and workplace bullying in school nurses in Virginia. *In press at Journal of School Nursing*.

Thornton-Lugo, M.A. & **Rupp, D.E.** (in press). *The delivery of justice, injustice, and necessary evils: An empirical examination*. Sage Open.

**Torres, E. M., Wallace, D. M., Zaccaro, S. J., & Dubrow, S.** (2021). Deconstructing action in multiteam systems: Development and test of the MTS action behavior inventory. *Human Performance*. 34:3, 189-216, DOI: 10.1080/08959285.2021.1922909

Vodanovich, S. J. & **Rupp, D. E.** (in press). Workplace Discrimination: A Concise Review of Equal Employment Law. *Oxford University Press*.

Waldman, D., Balven, R., Vaulont, M, Siegel, D., **Rupp, D. E.** (in press). The role of justice perceptions in formal and informal university technology transfer. *Journal of Applied Psychology*.

Xu, X., **Elliott, B.,** Peng, Y., Jalil, D., & Zhang, W. (2021). Help or hindrance? A daily diary study on the workaholism performance relation. *International Journal of Stress Management*. Advance online publication. <https://doi.org/10.1037/str0000176>

## 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: Ivey McCartney & Yoori Koo**  
**Current Editors: Katelyn Campbell & Natalie Johnson**  
**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](mailto: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](mailto:ionnewsletter@gmail.com)