



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 the new academic year! I hope you are excited and ready to go! And, I hope you had a nice summer. I had a busy one, between visiting my new grandson in England, going to Seattle for INGRoup, and then to Boston for the Academy of Management. I am almost to the point where I might see the beginning of the school year as a restful break! For those who study groups and teams, INGRoup was a great conference with lots of interactive breakout sessions. Students have loved this conference because of these kinds of sessions. You may recall Scott Tannenbaum who presented at our Learning Series last year. Well, he was this year's recipient of the Joseph McGrath Lifetime Achievement Award!

I am at AOM as I write this, but it is also shaping up to be a great conference. And, I need to shout out the SIOP conference that took place in Boston this past April as well. IOPSA put together a great reception, bringing together current students, alumni from up to 20 years ago, and friends of our program. I believe it was also the first conference attended in person by a large number of our MPS students. They made a big and welcome splash! Our PhD and MA students continued GMU's reputation for very strong representation at the conference. I urge you to begin thinking about next year's conference in Chicago, April 18-20, 2024. The call for papers should be out soon, with a likely deadline of mid-October. The Academy of Management will also be in Chicago, August 9-13, 2024. INGRoup will be in Charlotte, NC on July 18-20, 2024. You can also check out the annual APA conference (August 8-10, 2024 in Seattle) and APS conference (May 23-26, 2024 in San Francisco). These are great networking opportunities for students and a chance to present your research.

I also would like to welcome our new PhD and MA students (p. 15-19) and MPS students (p. 20-21). We are excited to have you here. Our program is a very strong and collegial one that is ranked 5th nationally, as well as 4th among public institutions! I am grateful to our faculty and students who have contributed to this national reputation!

I want to recognize our most recent PhD graduate who defended his proposal this summer, Dr. Allen Chen. Also, Dr. Elisa Torres and Dr. Aiva Gorab earned their doctorate degrees in the spring and were hooded at the May graduation ceremony. And, I want to congratulate our MA and MPS students who graduated in May and August. Please continue to keep in touch with us and let us know how you are doing. I also want to offer a particular congratulations to Norm Davis who is the inaugural winner of the new David M. Wallace Leadership Award. Dave was one of our PhD graduates and an instructor in the MPS program who unfortunately passed away last December. Please see the essay Dr. Ahmad and I wrote about him in the Spring 2023 edition of the I-ON. This award was established in his memory and honor.

As we do every fall, we have a new IOPSA Board (p. 29), led by Madeline Wonders. I saluted the previous Board in my last column. IOPSA is a big part of our program culture, and they contribute greatly to its collegiality. IOPSA is instrumental in putting together the Learning Series program (and they set up another great one this year; see p. 3-4). They also organize the GMU reception at SIOP, which is the highlight of the conference for me as I enjoy reconnecting with all our alumni and friends. So, please support them as much as you can this year.

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

IOPSA PRESIDENTIAL ADDRESS

Madeline Wonders
PhD Student & IOPSA President

Greetings from Mason's Industrial-Organizational Psychology Student Association (IOPSA) board members!



To our returning students, we hope you had a restorative summer and are excited to be back. We are here to support you in any way we can, so please do not hesitate to reach out to us if you have any questions or concerns. To our recent graduates of the PhD, MA, and MPS programs, congratulations! We are so proud of your accomplishments and wish you all the best in your future endeavors.

To our incoming students, welcome to the team! The graduate school application and decision process is a daunting task, but I am delighted that you have found a place at Mason. I am confident that you will find a sense of community and growth during your time here. Being in your position only a year ago, I have already acquired a wealth of knowledge about the field of organizational psychology and gained a strong sense of connection with my peers. As you embark on this journey, please know that our program is extremely supportive and will be more than willing to help you. We are all still growing and learning as well. I look forward to getting to know you all better and collaborating with you to achieve your academic and professional goals.

I would like to express my sincere gratitude to the entire outgoing IOPSA board for a smooth and enriching year. To our outgoing president, Annie Nottingham, thank you for your dedication to the program and for organizing a fantastic prospective students' day. I would also like to thank our previous vice president, Zion Howard, for a great lineup of Learning Series speakers. Lastly, I would like to extend a huge thank you to everyone involved in the planning of our formal and informal I-O events and meet-ups! Your hard work and dedication have been greatly appreciated.

Finally, we could not have had a successful year without the dedication and hard work of our faculty and staff. It is through your guidance that we can reach new heights, and we are grateful for your tireless efforts in supporting our students. We are lucky to have you all as mentors. Thank you for all that you do!

As we dive into the fall semester, I am excited to take on this role of IOPSA president. I look forward to working with each of you to make this another successful year. I am ready and willing to speak with you all, so please do not hesitate to reach out with any questions or concerns. Together, we can make this another great year for Mason's I-O program!

Fall 2023 Learning Series

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

Our Learning Series continues this Fall 2023 with another array of fascinating guest speakers from around the world, presenting virtually! (Some are presented in-person).

We are actively soliciting speakers for the Spring 2024 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.

In-person presentations will take place in Krug Hall Room 210.

Join us using the Zoom link below:
<https://gmu.zoom.us/j/98440110339?pwd=dnRzVUsxMStFTUdSTDNqbzg1bGw3QT09>

August 22, 2023 (in-person):

Speakers: George Mason University I-O Psychology Faculty
Topic: Faculty Research Presentations

August 29, 2023:

Speaker: Dr. Lisa Kath, PhD (Associate Professor, San Diego State University)
Topics: Patient Aggression Toward Pediatric Healthcare Workers / @ioppsychmemes

September 5, 2023 (in-person):

Speakers: Sherean Miller and Narni Falcone (FMP Consulting)
Topic: Consultant-Client Relationships

September 12 (in-person):

Speakers: Debby Kerner and Yung-Joo Lee (George Mason University Libraries)
Topic: Demystifying R and GMU Library Resources

September 19, 2023 (in-person):

Internal I-O Program Meeting
Topic: Resource Request and Exchange

September 26, 2023:

Speaker: Dr. Andrea Bazzoli, PhD (Assistant Professor, City University of New York-Baruch College)
Topic: Best Practice Recommendations to Measure and Estimate Underreported Workplace Accidents

MPS PROGRAM HIGHLIGHTS

Afra Ahmad MPS Program Director

Welcome back to another academic year! Please join me in welcoming the incoming Fall 2023 Cohort 14 and Summer 2023 Cohort 13 (featured on p. 20-21), and congratulations to the Spring 2023 Cohort 8 and Summer 2023 Cohort 9 on graduating! The past few months have been full of connections and outreach for MPS students and alumni. We also have had several opportunities to spread the word about the MPS program and have our students apply what they are learning outside of the classroom. It's rewarding to see the practical applications of I-O!



MPS students and alumni have enjoyed connecting virtually and in-person this past spring. In April, several students and alumni joined Dr. Kevin Stagl at the 2023 SIOP Annual Conference in Boston. They attended sessions and learned from scholars they had been reading about. They were able to connect with each other, often for the first time face-to-face, and continue to strengthen their bonds. Students, alumni and faculty alike enjoyed the first formal SIOP reception since the pandemic. The in-person connections continued as graduates came to the Fairfax campus in May to walk across the stage during commencement. They enjoyed celebrating with their peers, faculty, family, and friend and making memories together.

In the MPS program, students have the opportunity to combine their learning within the classroom and apply it to the real world. This can occur by applying best practices to their current workspaces or by partnerships created by the program. For example, a former GMU university career services industry expert and friend of the program, Victoria Suarez, reached out to me to solicit I-O expertise. Victoria was tasked to set up her young organization, Alpha Omega's, new Training & Development program. I saw this as an opportunity to provide MPS students with experiential learning and connected Victoria with the summer *PSYC 616: Employee Selection* instructors and industry experts, [Dr. Eric Hutchison](#) and [Dr. Dennis Doverspike](#).

A team of MPS students conducted a job analysis as part of their coursework. Students worked with Victoria to collect data about the organization, positions needed, conducted interviews, and developed job descriptions and postings for the organization. These new job postings will be distributed to the Mason I-O network as actual job opportunities for our students! Are you interested in partnering to provide students experiential learning opportunities? If so, feel free to reach out!

Fall 2023 Learning Series Continued from page 3

October 3, 2023:

Speaker: Dr. Michael Braun, PhD
(Assistant Professor, DePaul University)

Topic: Myths and Realities of Computational Modeling

October 10, 2023:

Fall Break - NO LEARNING SERIES

October 17, 2023:

Speaker: Dr. Devon Proudfoot, PhD
(Assistant Professor, Cornell University)

Topic: The Social Context of Creativity Evaluation

October 24, 2023:

Speaker: Dr. Caren Goldberg, PhD
(Independent Consultant / Expert Witness)

Topic: TBD

October 31, 2023:

Speaker: Dr. Ian McCarthy, PhD
(Professor, Simon Fraser University)

Topic: Confronting Indifference Toward the Truth: An Introduction to the Field of Bullshitology

November 7, 2023:

Speaker: Dr. Victoria Mattingly, PhD
(Founder and CEO, Mattingly Solutions)

Topic: Inclusalytics: Turning Workplace Inclusion into a Science

November 14, 2023:

Speaker: Dr. Christopher Castille, PhD
(Assistant Professor, Nicholls State University)

Topic: The Prospect of Big Team Science in I-O Psychology and Management Research: What Is It and What to Do About It?

November 21, 2023:

Speaker: Dr. Jennifer Ragsdale, PhD
(Research Psychologist, NIOSH)

Topic: Working at NIOSH / Lessons Learned Transitioning from Academia to Government Work

November 28, 2023 (in-person):

Speakers: TBD (I-O PhD Students, George Mason University)

Topic: Student Research Presentations

Another initiative we have been working on is creating a pipeline of future I-O psychologists. I connected with Mason's Early Identification Program (EIP) and participated in the high school career roundtable event. The EIP program is looking for organizations to host a group of high schoolers over the summer for three hours. If this is something your organization would be willing to do to give back to the field and community next summer, please reach out to me and let me know.

Lastly, we hope you will help us continue to build talent in YOUR organizations by spreading the word about our MPS program. Folks interested in the program can check out our brochure here and website here. Please don't hesitate to reach out and connect me with interested applicants at aahmad14@gmu.edu. We look forward to another successful year!



Faculty, MPS students and alumni at the 2023 SIOP Annual Conference in Boston, MA.



Dr. Ahmad with MPS students at the Spring 2023 graduation celebration.



Dr. Ahmad speaking with high schoolers about opportunities in the field of psychology.



The Return of a Student: Lifelong Learner

James P. Arnold

Current MPS Student



Three decades ago, I ambled out of my final law school class with my eleven-pound “portable computer” slung clumsily over my achy shoulder. In that moment I had only the vaguest idea of what the career path ahead of me would look like. But of one thing I was certain – I had seen my last day as a student of higher education. It’s not that I didn’t enjoy school; it’s just that I was resolute in my belief that I would enjoy it even more as a memory. Given all that, it was something of a surprise to my family, friends, and colleagues when I began to socialize with them about the idea of returning to school in pursuit of a Master’s degree. Their surprise typically turned to confusion when I shared that I would be studying a field called Industrial and Organizational Psychology. Almost uniformly, the first question asked of me was “Why?” And that was sometimes followed up with the highly optimistic question, “Do you think you’ll have enough time to get a return on your investment?” Really!

As nescient as some of the feedback was, it did cause me to pause and think carefully, not so much about why I would go back to school, but rather about what it was that was leading me in that direction. After a good amount of reflection, I identified three primary drivers behind my decision. I offer them here in hopes that it may help “seniors” like myself who are contemplating a return to the classroom.

First, I am a lifelong learner coming from a family of lifelong learners. I remember my grandfather, at age 84, signing up to audit a Spanish language class at a local university because he felt he needed to “brush up” on his skills. At age 60, my mother decided to finish the degree that she’d put off to raise her children. At age 62, she began teaching computer science to primary school children, continued to do so until she retired at age 82, and often said that she learned more from the children than they learned from her. As I reflected on my own journey, I realized that every day I am in pursuit of learning something new. The fact that my learning occurs outside of a classroom does not change the reality that I am a lifelong learner.

The second driver behind my decision was the realization that, even as a student, I have an opportunity to be a teacher. I return to the classroom having spent 32 years in a myriad of roles at both large and small companies. And in studying the applied science of I-O Psychology, I have an opportunity to share my real-world experience with my fellow students in a way that may help bring context to what otherwise may be only a conceptual notion.

And, finally, the third driver behind my decision was arriving at the answer to the question, “Do you think you’ll have enough time to get a return on your investment?” Absolutely. I have plans to leverage my degree for decades to come. But I momentarily put aside those plans and came to the realization that there are many different types of benefits and returns from pursuing this degree. When my children tell me how proud they are of me, it’s a return on my efforts like no other. When I start to understand the “why” behind so many things that we all see in organizations every day, I am realizing a return on my efforts. And, visualizing the completion of my degree, the pride I know that I will feel in having pursued and conquered this journey will be a return that will stay with me permanently.

Internship Experience at MITRE

John Aitken

Current Phd Student



I have worked as a Graduate Student Intern in MITRE's Social and Behavioral Sciences department during Summer 2022 and Summer 2023, and I have also worked as a part-time intern in the interim (5 hours per week). MITRE is a not-for-profit organization that works in the public interest across federal, state and local governments, by operating federally funded research and development centers (FFRDCs). FFRDCs are unique organizations that assist the United States government with scientific research and analysis; development and acquisition; and systems engineering and integration. MITRE is chartered to work in the public interest and does not compete with industry, but partners with industry and academia to solve critical government problems. This lack of commercial conflict of interest forms the basis for its objectivity. In its role as a trusted advisor, for example, MITRE can acquire sensitive and proprietary information from the government, industry, and other partners because they know MITRE will not use it for a competitive advantage.

My work at MITRE in the Social and Behavioral Sciences department has focused on measuring and reducing household food waste, which is a problem of gigantic scope in the United States with huge economic and environmental impacts. Food waste is a major contributor to climate change across the world, and just in America alone approximately 40% of edible food is wasted, which equates to about \$400 billion.

Last year, my team at MITRE worked with food policy experts at Harvard University to evaluate the efficacy of various food waste reduction policies in U.S. states. Some of these policies focus on preventing food waste through clear date labels on food products (e.g., "Best by" is an indicator of food quality, but "Use by" is an indicator of food safety), and other policies focus on recovering food that would otherwise be wasted through food donation. But, these policies are quite variable across U.S. states, and it is unclear whether they are effective. Thus, we sought to empirically evaluate the effectiveness of these policies by examining associations between policy strength and characteristics with food waste levels and donations over time.

This year, my team has pivoted from food waste policy evaluation to household food waste measurement. As you can probably imagine, there are many possible methods of measuring food waste, and none are perfect. There are cross-sectional and daily diary self-report methods (e.g., "Over the past week / Today, how much food did you waste?"), which are relatively inexpensive and easy to widely administer. However, these methods are potentially inaccurate due to social desirability and recall biases. There are also objective methods of weighing food items, which is precise but can be burdensome for participants. Therefore, my team is evaluating the extent to which each of these measurement methods demonstrates convergent validity. MITRE and Gallup are administering a nationally representative cross-sectional survey, utilizing a daily diary with self-report for each wasted food item, and pairing a scale with a mobile app to weigh each wasted food item. We are also examining the extent to which various food waste-related attitudes and behaviors predict household food waste.

As you might infer, my work at MITRE has been well outside of a traditional I-O content and problem area. I am an author on manuscripts that are under review at *Waste Management* and *Maritime Studies*; I have reviewed literature pertaining to food waste in high school cafeterias; I have helped to develop survey items to measure food waste and related constructs; and so forth.

But, my training in I-O scientist-practitioner methods has been absolutely relevant and indispensable throughout my work. Our training in problem analysis and research question generation, literature review, survey construction, psychometric analysis, and validation are all content areas that can be flexibly applied to many possible problems, and we are well-versed in applying these skills and knowledge to real-world issues for real-world stakeholders. For example, the techniques of job analysis can be applied to problems of employee selection just as readily as to problems of food waste in cafeterias.

To summarize, I would encourage you to take your training as a scientist-practitioner and apply it widely, going beyond the imaginary walls of our I-O world and solving problems from a wide scope of societal, organizational, and personal concerns. Your skills and knowledge as an I-O scientist-practitioner are flexible and valuable, and you will be well-positioned to succeed across the many possible paths that your career may take you.

The background of the flyer is a photograph of a picnic basket filled with various items like a water bottle, fruit, and a pie, resting on a red and white checkered picnic blanket on a grassy lawn. The basket is partially open, showing a white cup, a banana, and some bread. A pie with a lattice crust is also visible. The overall scene is bright and sunny, suggesting a pleasant outdoor setting.

You're INVITED

**2023 I-O Program
Fall Picnic**

**Saturday, September 23rd
2pm-4pm**

Van Dyck Park, Lower Pavilion
3720 Old Lee Hwy, Fairfax, VA 22030
Snacks and Drinks Provided

We invite students,
faculty, alumni, and
friends of the GMU
I-O Psychology
program to join us
at the Fall Picnic!

RSVP here: <http://evite.me/j9eqtd9ldK>

For more information, contact Virginia Cheng at
vcheng4@gmu.edu

The Lasso Way: Lessons on Leadership

Ashley Hunsberger
Current MPS Student

SPOILER ALERT:

THIS ARTICLE DISCUSSES SCENES AND SITUATIONS FROM THE TV SHOW TED LASSO.



Every now and then, a show comes along that checks all the boxes – funny, heartwarming, strong character development, redemption, life lessons. To me, Ted Lasso has it all. If you haven't had the chance to watch it (drop that discussion board post draft and get yourself on AppleTV!), I highly recommend checking it out. The premise of the show is that Ted Lasso, an American football coach in the U.S., is brought over to England to coach the Richmond Greyhounds – a soccer (or, football to the rest of the world) team. Ted packs his bags and takes on a job in a country he doesn't know and a sport he's never coached. His eternal optimism and curiosity help him not just survive an army of detractors, skeptics, and saboteurs, but ultimately allow him to thrive. Why, then, am I writing about this in the I-ON? Ted Lasso isn't just about soccer. It's about an organization, and the experiences people have being a part of, or leading, a team. Not only is this show filled with laughter (and at times, tears), it is packed with lessons on leadership and teamwork (and so much more!). As I navigate my own journey in leadership and work towards my Master's degree, this show feels like it was made for anyone who might find themselves on a similar path. Below are some lessons from the show that I found most useful. I hope you will as well!

Be Curious, Not Judgmental

Stepping in as a new leader of a team can be incredibly difficult, especially if it's in an area you've never worked in before (I've been there – it's scary!). But throughout this series, we see how Ted Lasso approaches this opportunity with curiosity to the world around him. Although he acknowledges his lack of expertise in soccer (sorry, football), he is grounded and confident in his ability to know people, foster learning and growth, and bring a team together.



Ted's curiosity drives his openness to ideas, from asking Nate (the kit manager) for his ideas on plays and using them in the game, to sourcing trick plays from the team when he knows his limitations as a coach for an upcoming match. Ted is a leader who knows great ideas can come from anywhere, and he never stops learning because of this.

One of the most memorable moments in the series is when Ted Lasso finds himself playing darts in a pub against Rupert Mannion (the former owner, and ex-husband of Rebecca, the current owner) in a bet to pick the lineup (if Mannion won), or to keep Mannion out of the owner's box (and away from Rebecca) if Ted won. Throughout this scene (and the series), Rupert constantly underestimates and judges Ted.

Just as Rupert thinks he is going to win, Ted talks about all the people that used to think they were better than him, noting that not one of them was curious, and didn't ask questions. If they had, they might have asked, "Have you played a lot of darts, Ted?" To which Ted answers, "Every Sunday afternoon at a sports bar with my father from age 10 to 16 when he passed away." And with that, Ted throws his last dart and wins the game, with a lesson to Rupert to be curious, not judgmental.

As leaders, are we curious? Are we open to new ideas? Are we willing to learn something new? Ted Lasso shows us how we can be successful if we just ask questions and have an open mind.



Be a Goldfish

As leaders (and humans), we are going to make mistakes. But how do we handle these mistakes, especially when it's our team that has made them? There are a few moments throughout this series that highlight Ted Lasso's humanity and his willingness to extend grace to others. In one scene, an up-and-coming player, Sam, messes up during practice. As one teammate makes fun of him, Ted calls Sam over to talk to him and says, "You know what the happiest animal

on earth is? It's a goldfish. You know why? It's got a 10-second memory. Be a goldfish." This was Ted's way of telling Sam to not dwell on his mistakes and move on. Later in the series, his coaches try to fire up the players in a way that Ted was not in favor of (and did so without his knowing). It fired them up so much that they got red cards and ultimately lost the game. As you watched them beg for Ted to yell at them, I could only smile as Ted said, "You tried something, it didn't work, big whoop." I'm not saying we need to forget everything (I do think it is important to reflect on our mistakes so we can adjust and improve), but it is refreshing to see a leader encourage the ability to move forward and not dwell on the past. Do we encourage a culture of experimentation in our teams? Do we create environments for people to feel safe to take risks and fail? How do we react when things don't go as planned? We need to foster an environment for people to take those risks to learn and grow (as Ted Lasso creates an aquarium).

Believe

One of my favorite things about Ted Lasso is his ability to see and believe in the potential in everyone around him. He sees Nate's genius for the game and promotes him from kit manager to assistant coach, and still believes in him as his character takes a downward spiral only to find his way back. He sees Roy Kent's (a curmudgeonly, yet lovable, player) ability to inspire and teach, and he invites him back to coach at Richmond. He believes Jamie Tartt (a brilliant, yet arrogant, player) has the ability to rise from one in a million to one of eleven and become a true team member. Ted sees each person for who they are, their unique strengths and weaknesses, and knows how to inspire them to be the best version of themselves. How do we instill that belief? How do we inspire others? As leaders, we can drive that charge – we need to build relationships, get to know people, find their potential, and show them what is possible.



Wrapping Up

I hope some of these themes and lessons from Ted Lasso have resonated, but I believe it's the tip of the iceberg. I think it's time for me to go back and rewatch the series. I hope you will check it out as well. May you be curious, be a goldfish, and believe! Ask yourself, what kind of leader are you?

Faculty Lab Updates

Reeshad Dalal

My students and I study what it means to perform well at work. In terms of specific forms of job performance, I am particularly interested in studying why people engage in counterproductive work behavior and organizational citizenship behavior: the “bad” and the “good,” respectively. In terms of methodological approaches, I am particularly interested in studying why people’s performance levels often fluctuate markedly over small units of time such as minutes, hours, and days. A current interest, funded by the National Science Foundation, involves interventions customized not just to the person, but also to the time and place: in other words, “Just-in-Time Adaptive Interventions.” Another current interest involves the impact of remote work (i.e., telework or “work from home”) on counterproductive work behavior and task performance. Most recently, I have become involved in an endeavor, led by my former Ph.D. student Dr. Balca Alaybek, to explore the feasibility of establishing an interdisciplinary research center aimed at studying a variety of manifestations of aggressive and violent behavior.



A second focus involves the interplay of personality and situations in determining job performance. Here, I am particularly interested in “strong situations” (their content, impact, and causes), “strong personalities,” and, most recently, employees’ *preferences* for strong or weak situations.

A third focus involves judgment and decision-making at work. Here, I am particularly interested in decision-making skills and style, in understanding how people make decisions through the use of heuristics and advice from others as well as via a technique known as “policy capturing.” My most recent area of research interest involves advice from artificial intelligence (vs. human advisors).

Rather than holding large lab meetings, I hold multiple smaller, project-based meetings. Information and opportunities for new students will be sent out over email.

Seth Kaplan



The “Kaplab” works to improve the experience of work and to enhance individual and organizational effectiveness. Current initiatives examine topics including the following:

- Team processes and temporal dynamics in extreme contexts (e.g., aviation, nuclear power plant control rooms)
- Interventions to help employees with workplace emotion management and well-being
- The phenomenology of working
- Affective (i.e., emotional) influences on well-being and performance
- The psychological benefits of working
- Using natural language processing (NLP) to measure development and refinement (with Phil Lee)

I tend to hold meetings about particular projects rather than large lab meetings. Information and opportunities for new students will be sent out over email.

Lauren Kuykendall

My students and I focus on employee well-being, burnout, and work-nonwork balance. Current topics we study include:

- *Work-rest rhythms and recovery from work stress* – Several of our projects focus on understanding the behaviors that supervisors engage in that help or hinder their employees' recovery processes during nonwork time. We are also beginning to examine the ways team norms impact individuals' work-rest rhythms.
- *Work-nonwork decision-making, time allocation, and well-being* – We are also focused on understanding how individuals and couples make decisions about allocating time and energy across work and nonwork roles and how those decisions impact well-being.
- *Paid leave policies* – We also focus on organizational work-life policies (e.g., parental leave policies, vacation policies), with an emphasis on understanding the consequences of such policies for employee well-being and the barriers to policy utilization.
- *Decent work* – We are just starting to study how employees react to indecent or morally injurious work conditions and how these reactions impact and are impacted by work meaningfulness.



I currently hold project-based meetings. Feel free to reach out to me (lkuykend@gmu.edu) for more information.

Philseok Lee



Welcome to Psychometrics and Individual Differences (PAID) Research Lab. PAID Lab is an Industrial-Organizational (I-O) Psychology research lab supervised by Dr. Philseok Lee. Some general research directions related to PAID Lab include:

- Measurement issues of personality and various individual differences
- Faking issues in personnel selection
- Applications and developments of psychometric models to organizational research
- Machine learning and big data application to work-settings
- Application of text mining/natural language process to personnel assessments
- Technology and test-takers' reaction in personnel selection settings
- Development/application of computerized adaptive testing
- Game-based personnel assessments in employee selection

Rather than big lab meetings, I hold smaller project-based meetings. Feel free to contact me (plee27@gmu.edu) if you are interested in these research topics.



Yijue Liang

The “Liang Lab” aims at protecting employees’ welfare and well-being against negative experiences at work. Current research topics involve:

- Bystander of sexual harassment
 - Impact of teams and leadership on bystanders
 - Motivation of bystanders
 - Outcomes of intervention
 - Negative bystander reactions
- Workplace sexual harassment
 - Sexual harassment from customers
 - Social sexual behaviors
 - Gender harassment



I prefer holding project-based meetings. Don’t hesitate to email me (yliang21@gmu.edu) if you are interested in the topics listed above.

Deborah Rupp



RuppLab continues to focus on research that uncovers actionable solutions for creating fairness, justice, diversity, equity, and inclusion in the workplace. RuppLab projects for this coming year include understanding the sensitivity of different adverse impact calculation methods throughout stages of a multiple-hurdle selection process; validating a model of how assessment centers can be used to measure inclusive leadership behaviors; partnering with the KapLab to investigate inclusive job analysis methods; and partnering with the Liang Lab to conduct a longitudinal analysis of sexual harassment bystander intervention profiles. Deborah also has National Science Foundation funding to work with colleagues on testing new pedagogies for training researchers on developing high-impact research questions that address critical societal issues.

Steve Zaccaro

The Z-lab does research on multiteam systems (MTSs) and leadership development. In the upcoming year, for the MTS research line, we will be focusing on (a) examining the factors that promote MTS resilience to external and internal shocks and events; (2) the nature of multicultural MTSs, and the factors that can improve their effectiveness; and (3) the particular challenges to MTSs in cybersecurity. We will also be working on refining an MTS mapping tool that can be used by practitioners to understand their MTSs. These studies will be a blend of qualitative and quantitative studies in which we examine MTSs “in the wild” and through computational modeling. For the leadership development research line, we will be focusing on the processes of leadership development in children, adolescence and young adults. I will generally hold project-based meetings.



International Student Support

Is your organization open to hiring international students on CPT/OPT or who may require future sponsorship?
Let us know so we can highlight this information on our website and share it with international applicants, students, and graduates!



SCAN ME



CALLING CURRENT PHD, MA, & MPS STUDENTS!



WHAT IS THE VOLUNTEER PROGRAM ASSESSMENT (VPA)?

VPA is an online survey assessment of the engagement and burnout levels of the people who volunteer their time to nonprofit organizations such as animal shelters, wildlife rescue organizations, health services organizations, arts and science organizations, and volunteer police organizations. The survey also evaluates volunteers' perceptions regarding the nonprofit's strengths and areas for improvement. All the questions on the VPA survey come from published research. VPA consultants, who are graduate students in industrial and organizational (I-O) psychology, work with Volunteer Coordinators and upper management at nonprofits to administer the survey, interpret the results, and discuss tailored recommendations.

VPA is a "win-win" opportunity: it benefits nonprofits by providing them evidence-based and completely free assessments of their volunteer programs that are otherwise difficult and costly to obtain, and it benefits I-O graduate students by providing them useful applied experience. Learn more at <https://io.gmu.edu/vpa>.

I AM AN I-O PSYCHOLOGY GRADUATE STUDENT AT MASON. HOW DO I SIGN UP AS A VPA CONSULTANT?

Just email our Director, **Ms. Morgan Young** (myoung50@gmu.edu)! We welcome MA, MPS, and PhD students who manage time well and are conscientious, professional, and able to make VPA a top priority in their schedule. There will be an initial orientation/training session in August or September. Subsequently, the time commitment to be a VPA Consultant is about 20 hours of work per semester, with several fallow periods and with even the busiest weeks typically involving no more than 3-4 hours per week.

I AM THE VOLUNTEER COORDINATOR AT A NONPROFIT ORGANIZATION. HOW DO I SIGN UP AS A VPA CLIENT?

Just email our Client Outreach Coordinator, **Ms. Shelby Joseph** (sjosep7@gmu.edu)! New clients can start the VPA process at any time during the year.

Get to know our incoming PhD & MA students

Hi all! My name is Asher Ackman. I was born, raised, and have lived almost my whole life just down south of here in Richmond, Virginia. I graduated from George Mason University in 2018 with a Double BA in Psychology and Sociology. After graduating, I took an internship for about half a year in Tel Aviv before moving back home in 2019; I have been working since then. I'm thrilled to return to Fairfax as an incoming I-O Master's student! My research focus is primarily recruitment, retention, and training of workers as well as the interplay between that and worker interests, passions, and diversity.

Outside of work, I spend most of my time at home with my beautiful cat and doing needlework, gardening, or meeting up with folks for games and dinner parties. I look forward to meeting everyone in the upcoming year.

Asher Ackman



Cameron Barto



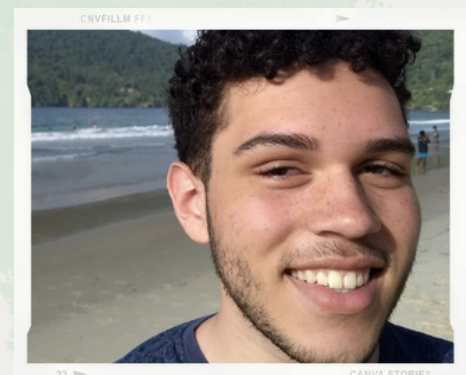
Hi everyone! My name is Cam, and I am excited to begin the program at Mason! For some background, I am from Butler, Pennsylvania and received my bachelor's degree in psychology from Iowa State University in the spring of 2023. There, I worked in a research lab focused on psychology and law, specifically with eyewitnesses and lineups. I was also able to work with Iowa State's HR department, focusing on employee and labor relations, and a local construction company, where I researched and implemented an employee well-being program. My interests in I-O are related to aspects of retention, motivation, and satisfaction, but frankly, most of the areas in I-O are interesting to me!

While attending Iowa State, I played on their Men's Ice Hockey team, and I'll be playing for Mason's Men's Ice Hockey team as well – come check out a game!

Hi all! My name is Ben and I'm thrilled to be joining the I-O program as an MA student this year. I was born and raised in Silver Spring, Maryland and received my bachelor's degree in psychology from the University of Maryland in 2020. As an undergraduate, I worked in research labs on projects related to gendered racism and psychological well-being. Before switching gears to I-O psychology, I volunteered at a mental health crisis hotline and completed an internship with the DBT therapy program at Embark Behavioral Health. After graduating, I spent two years working as a Clinical Administrator for telehealth startup Cerebral.

My current research interests include work-life balance, intercultural team dynamics, and neurodiversity in the workplace. With that said, I'm also excited to develop new research interests through my time at Mason. Outside of the classroom, I'm an avid PC gamer, cat lover, and baseball fan. I look forward to meeting and learning from you all!

Benjamin Bradshaw



Tara D-Pollack



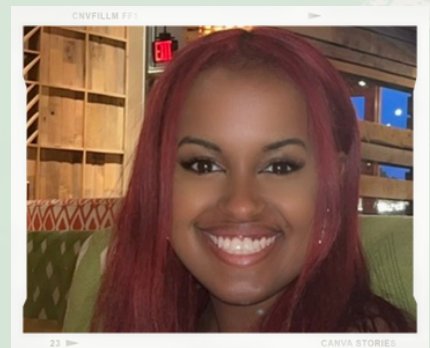
Hi all! My name is Tara Pollack. I'm excited to join the MA program at GMU! I've lived in and around Atlanta, GA for most of my life and completed my BA in Psychology with a minor in Business Management at Agnes Scott College. Outside the classroom, I worked on research projects related to racial identity development and the impact of ghosting in the hiring process. My research interests include adverse impact in hiring, turnover, sideways mobility, and teamwork and employee well-being in hybrid and remote work environments. After graduating, I interned at a marketing and public relations firm and then worked in HR operations for a leave management startup.

Outside of academics, I enjoy reading, exercising, and trying new parks and cafes, and I'm excited to explore the DMV area. I'm looking forward to working with you all!

Hello Everyone! My name is Ariam and I am eager to be starting my first year as a Master's student in the I-O psychology program. Having recently earned my Bachelor of Science in Psychology from George Mason University, with a focus on I-O psychology and Clinical Psychology, along with a minor in Neuroscience, I am excited to embark on a new journey in the field of I-O psychology.

Throughout my undergraduate years, I have explored different aspects of psychology, eventually finding my passion in I-O psychology. Some topics that interest me include: personality testing, the potential of Automation and Artificial Intelligence, and Training/Development. I am thrilled to further my understanding of these topics, guided by mentors, and eventually contribute to the growth and guidance of others.

Ariam Haile



Xueyi "Sherry" Liao

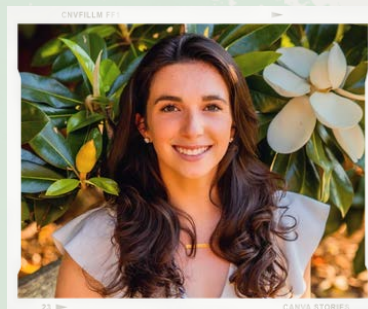


Hi everyone! I'm Xueyi "Sherry" Liao and I am thrilled to be joining Mason as an I-O MA student this fall. Originally from Guangzhou, China, I came to the States for my bachelor's degree in early 2021. Recently, I earned a BS degree in Psychology with a minor in Economics from the Pennsylvania State University. As for my personality, my MBTI type is INFJ. I consider myself a task-oriented person in teamwork and leadership. During my leisure time, I find joy in music, hiking, and photography. Moreover, I'm a dog person and a huge coffee lover.

My passion for I-O psychology was ignited as a research assistant in Dr. Susan Simkins's Time, Cognitive, and Team lab. Over two years of experience, I cultivated my research project, focusing on external factors influencing multidisciplinary collaboration. Currently, my research interests encompass DEI, Occupational Health, and Teams, among others. I'm eager to delve deeper into I-O psychology with the support of the Mason community, further fostering research interests and development in this field. I can't wait to embark on this exciting journey at George Mason!

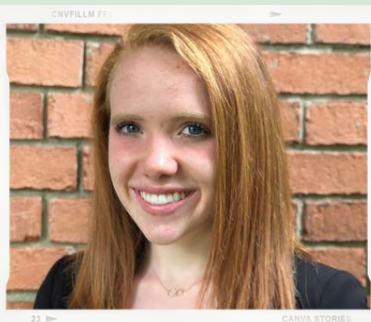
Hi everyone!! My name is Hannah Luckes, and I can't wait to join the I-O program at GMU as an incoming MA student. I am originally from St. Louis, Missouri, but attended Rhodes College in Memphis, Tennessee, for undergrad. While a student at Rhodes, I played on the field hockey team, joined the Tri Delta Sorority, and was a member of a psychology research lab that utilized qualitative and mixed-methods design to explore the effects of organizational structure and culture on academic and professional cohorts. In addition, I was a TA for child and adolescent development psychology courses, worked as a lab manager for my final two years, and collaborated with the business department to design surveys investigating the initial effects of remote work on employee well-being. I graduated from Rhodes in May 2022 with a major in psychology and a minor in business, and have spent the last year working in operations and marketing at a small venture capital fund in Memphis, Tennessee. Going to graduate school for Industrial-Organizational Psychology has been my dream since I started undergrad, and I'm eager to pursue research in team effectiveness, multi-team systems, and organizational culture.

Hannah Luckes



In my free time, I love spending time with friends, meeting new people, playing recreational sports, and exploring museums and restaurants! I'm so excited to meet you all!

Molly Marazita



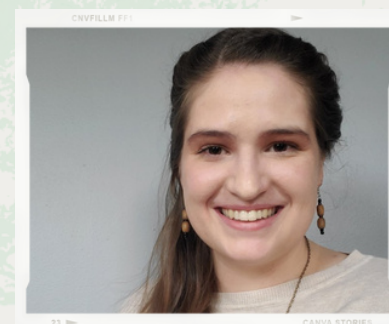
Hi everyone! I am thrilled to be a part of the MA I-O program and I can't wait to meet everyone. My name is Molly and I am from Basking Ridge, NJ. I graduated in May from William & Mary with a BA in Psychology and a minor in Management and Organizational Leadership. While at W&M, I volunteered in the Eating Behavior and Development lab as well as working in the MBA Programs office as a student assistant. Although my minor introduced me to I-O conceptually, my passion for I-O began last summer while working in the HR group at Organon & Co. I was fortunate enough to complete assignments covering Talent and Performance Management, Workforce Analytics, DEI, Learning & Development, Global Mobility, and Talent Attraction. My current research interests include employee performance, employee well-being, and decision-making. Outside of school, I enjoy hanging with friends, listening to audiobooks/podcasts, working out, and baking. I am so excited to meet you all!

It is truly a pleasure to be joining the ranks of the Mason I-O PhD students! I just graduated from Mason this summer with a BA in Psychology, and I am overjoyed to continue my journey at Mason.

I grew up in Manassas, VA, and lived in France, Mexico, and Texas before finding my way back to Manassas. I now live 15 minutes from my childhood home with my husband, 3 cats, and a dog in a fixer-upper that is almost fixed up (hopefully by the time this is published we will have finished remodeling our final bathroom)! When I am not doing homework or working on the fixer-upper, you can find me hanging out with family and friends, binging podcasts or shows, and painting.

I first became interested in I-O psychology about six years ago because I noticed people treated me differently than my non-native English-speaking coworkers. My observations inspired my undergraduate research methods project which then became my honors psychology project with Dr. Afra Ahmad as my supervisor. I am eager to continue this research as well as projects on sexual harassment bystander intervention and intersectionality.

Renee McCauley



Thisali Mendis



Hello! My name is Thisali Mendis, and I hail from sunny Sri Lanka. I hold two undergraduate degrees; one in Psychology with a minor in Biology from Northern Arizona University and the other in Applied Sciences (I studied Management Science, Chemistry and Zoology) from the University of Sri Jayewardenepura, Sri Lanka. I look forward to joining Mason's doctoral program!

I became interested in I-O Psychology as an undergrad, because I began to realize the extent to which a person's health and well-being are tied to their work. Consequently, I conducted research on work-life balance, work stress and its correlates (particularly during the COVID-19 pandemic), retention of youth employees during an economic crisis and consumer intention to use online grocery shopping during an economic crisis. I was also part of a study that investigated the effects of a mindfulness intervention on the symptoms of Parkinsons' patients. Through these experiences, I developed a broad interest in studying work stress, work recovery, work-nonwork life conflict, and employee well-being.

Besides academics, I have learned the piano, violin, classical singing, drama and public speaking. I have an interesting fact about myself which is a great conversation-starter. If you meet me, ask me what it is!

Hi everyone! I am Vrushika and I am excited to be a part of George Mason as an MA student this fall. I am originally from India and now I have moved to the United States. I graduated from Purdue University this spring with a bachelor's degree in Psychology along with a minor in Human Resource Management and a certificate in Entrepreneurship and Innovation. My fascination with I-O sparked in my sophomore year when COVID put us all into the remote world. Witnessing the importance of employee well-being was fascinating especially in the light of the concept of "work from home" which is increasingly popular since then. During my undergrad years, I was also a part of the Cognition and Learning research lab where I worked on a project focusing on retrieval-based learning in the education environment, which led me to think more about retrieval-based learning in the workplace. My I-O specific interests include motivation and satisfaction, working in teams, decision making, employee performance and conflict mindset. When I am not studying, I like to enjoy some music and go for walks, doodling, photography and hanging out with friends. I can't wait to start this exciting journey at Mason this fall!

Vrushika Shah



Jeeho Sohn



Hello everyone! My name is Jeeho Sohn and I'm excited to join the I-O program at GMU as an incoming MA student. I am from Minnetonka, Minnesota, and graduated from the University of Minnesota with a bachelor's degree in psychology and minor in statistics. My interest in I-O psychology began when I worked as a research assistant in a Sleep and Counterproductive Work Behavior Lab. Since then, I had the opportunity to research other aspects, such as personality and safety behaviors. I am excited to explore new areas of this field at GMU and look forward to meeting everyone!

William Thilwind



Hi everyone! My name is Will, and I am excited to begin the I-O psychology program at Mason! I am from Sydney, Australia, but was born in Hong Kong to British parents. I received my bachelor's degree in psychology with a minor in business at Lindsey Wilson College in Kentucky. I was an All-American swimmer throughout college and graduated in the spring of 2023. My interest in I-O psychology began when my college professor Dr. William Neace showed me research on how human perception can ultimately determine team effectiveness and culture within a business setting. I am eager to explore the realms of human performance, decision making, and organizational development. With this opportunity at GMU, I am excited to delve into multiple types of research and internship opportunities. In my free time, I enjoy spending time with friends, playing video games, trying different cuisines, working out, and watching movies! I look forward to meeting everyone!

I'm Andrea Updegrove and I'm thrilled to be joining the GMU I-O program as an incoming MA student this fall. I've lived in the Washington, DC area for years - nearly long enough to be considered a local. I've been with the Department of Defense since 2011 in a variety of roles, primarily human resources and training and development. My most recent position involved providing career development guidance and strategic human capital analysis for our procurement professionals. Since 2019, I've also served as an internal coach across the DoD and federal government. My areas of interest include I-O considerations for leadership, teams, assessments, competency models and the future of work, particularly artificial intelligence.

Andrea Updegrove



I have a BA from Cornell University in Sociology with a number of psychology and organizational behavior courses mixed in and an MEd in Human Resource Development from the University of Illinois Urbana-Champaign. I enjoy listening to audio books, working my way through the rotating coffee and tea menu at De Clieu, and watching my son dive for the ball during his soccer games – he's a keeper in more ways than one! I'm looking forward to learning with and from all of you!

Mindy Wu



Hey everyone! My name is Mindy and I'm excited to join the I-O program as an MA student this fall. I was born and raised in San Jose, California, and graduated from UC Davis in 2022 with a BS in psychology and minor in neuroscience. As an undergraduate, I worked as an assistant lab manager in projects focused on metascience and visual crowding before discovering I-O psychology. After seeing all the workplace changes as a result of the pandemic, I became interested in researching employee well-being, stress management, and remote work. In my free time, I enjoy hanging out with friends, knitting, and making miniature DIY dollhouse rooms (like the mom in Hereditary but less creepy). I look forward to meeting you all!

***Fall 2023 incoming MA students not pictured are:
Bryan Acosta, Jennah Ferrari, and Scott Maxey***

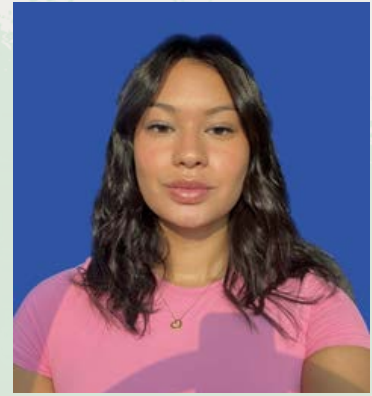
Welcome to our incoming MPS students



Matt Alfano
GEICO
Customer Service Supervisor



Jim Arnold
Markel Corporation
Chief Administrative Officer



Rubby Bonilla
Carahsoft
Government Account Representative



Lynna Dao
George Mason University
Student



Skye Davis
Higher Education
Student Services Generalist



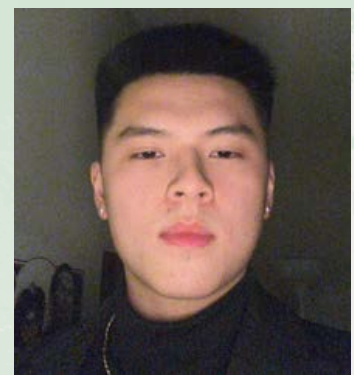
Nick Denstaedt
Staples
Sr. Human Resources Project Manager



Emily Lajeunesse
George Mason University
Student



Paul Lamelin
United States Air Force
Flight Chief



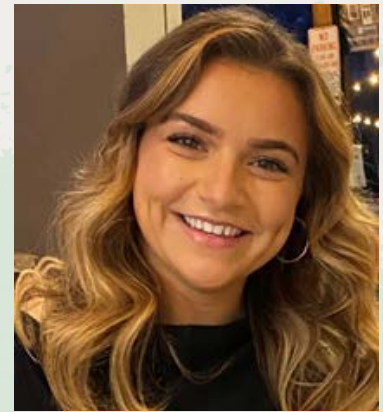
Deem Lin
EMG
Business Development Representative



Christopher Nichols
Nivalmi Consulting
Talent Acquisition Consultant



Jami Segal, MS EdS
Fairfax County Public Schools
School Psychology



Madison Shock
AnaVation LLC
HR and Operations Administrator



Tarra Valade
DRMP
Transportation Engineer



Jessica Vega
U.S. Government
Special Investigator



Hannah Yung-Boxdell
W-Trans
Administrative Director

*Incoming MPS students not pictured are:
Nardeen Elmasry, Chad Friedman, Melissa Klase, and Kiera Onunaku*

CAP & GOWN DONATIONS

**IF ANY FORMER STUDENTS ARE INTERESTED IN
DONATING YOUR CAP & GOWN TO FUTURE I-O
GRADUATES, PLEASE ADD YOUR INFORMATION
HERE! WE WILL FOLLOW UP WITH MORE DETAILS.
THANK YOU IN ADVANCE!**



DAVID M. WALLACE LEADERSHIP AWARD

George Mason University's I-O Psychology program honors our former colleague and friend, Captain David M. Wallace, USN, PhD, through the creation of the David M. Wallace Leadership Award. Captain Wallace's immense contributions to Mason both as a student and teacher have had a profound impact on the program, and his legacy will continue to live on through this award.

Captain Wallace graduated from Mason with a PhD in I-O Psychology in 2017, where he specialized in research on leadership and leader development. Captain Wallace continued his relationship with Mason through collaborative research and as an instructor for the Master of Professional Studies (MPS) in Applied Industrial and Organizational Psychology program until his passing in December 2022. Captain Wallace also dedicated his Naval career to his passion for leadership, spending nearly 20 years as a surface warfare officer in the U.S. Navy as well as serving as a Professor of Leadership and Ethics at the U.S. Naval Academy.

Captain Wallace loved both the practice and scholarship of leadership. He was exceedingly generous with his time and expertise, teaching and mentoring graduate students at Mason and midshipmen at the Academy, forging collaborative relationships that led to publishing and presenting research in prestigious journals and at conferences, and pushing both the field and his institutions with kindness and creativity toward the advancement of critical knowledge and innovation. He championed high-impact research and continually aimed to contribute to the growth of knowledge in the field of I-O Psychology and towards the mission of the U.S. Navy.

Captain Wallace embodied the true characteristics of a leader, and we hope that his passion and spirit for leadership excellence will continue through the David M. Wallace Leadership Award. This award is given to an MPS student who demonstrates leadership and service both in the program and/or through their work in the community, and who embodies the scientist-practitioner model.



In honor of Captain David M. Wallace, PhD '17, please consider making a gift in his honor as a way to celebrate his legacy and support the next generation of leaders in I-O Psychology.

Scan the QR code below to make a donation!



SPRING 2023 AWARD RECIPIENT

Congratulations to our inaugural recipient of this award, Norm Davis (MPS, Cohort 8)!

Norm Davis successfully matriculated the I-O MPS program with academic distinction while concurrently serving as the Deputy Chief of the Talent Acquisition Office at the Central Intelligence Agency. Norm's first career was in the U.S. Marine Corps, where he served for greater than 20 years. Norm also taught physics at the U.S. Naval Academy, participated in DESERT SHIELD/STORM, and was a senior leader of a global organization supporting the National Security Agency. Most of his 18 years have been spent leading large-scale acquisition programs. Lately, he has migrated towards professional development, first on an "additional duty" basis and then full-time. Norm retired from federal civilian service on May 5, 2023. He anticipates failing retirement a second time and suspects I-O psychology will play some part in whatever comes next.



Good News Corner



Tiancheng (Allen) Chen (PhD, 2023) successfully defended his dissertation on June 26.

Katy Corley, formerly Butler, (MA, 2011), and her husband, Grant, welcomed a baby girl, Lily Hopkins Corleyon on April 13, 2023!



Melissa Sauve Donegan (MPS, Cohort 9) was promoted to Senior Human Capital Consultant and Project Manager at Deloitte Consulting LLP. in April 2023.

Dennis Doverspike (MPS Faculty Member) was awarded the 2023 Stephen E. Bemis Memorial Award at the International Personnel Assessment Council (IPAC) Annual Conference. The Stephen E. Bemis Memorial Award is a unique award that is intended to reflect on both the tangible contributions that Steve Bemis provided to our profession AND on the open, caring attitude that characterized his personality. This award recognizes and honors an outstanding individual who demonstrates these qualities.



Cliff Haimann (PhD, 2014) graduated from Georgetown Law School in May. He now works at Morgan Lewis (a law firm) and does employment law. Recently, Cliff and his wife welcomed their first child into the world (Theodore Raphael).

Crystal Harold (PhD, 2005) was recently promoted to Full Professor of Management at the Fox School of Business, Temple University. Within the last year, she also assumed the role of Managing Director of the Fox School of Business PhD Programs. She was recently appointed a Guest Editor at the *Journal of Business and Psychology*, and Associate Editor at *Human Resource Management*, and earned *Journal of Applied Psychology*'s Best Ad-Hoc Reviewer Award.



Janelle Hope (MPS, Cohort 1) was recently promoted to Manager, Workforce Development Programs at Capital One.

Good News Corner



Kristen Jones (PhD, 2013) and **Alex Lindsey** (PhD, 2016) were recently awarded a Science of Organizations (SoO) Grant from the National Science Foundation (NSF) to design an intervention that will train organizational leaders to cultivate working environments that are especially conducive to enhancing the psychological safety of racial minority women employees at work. In addition, Kristen was recently appointed the Robert Wang Chair of Excellence in Management at the Fogelman College of Business and Economics, University of Memphis. She also received *Journal of Management's* 2023 Outstanding Reviewer Award.



Fiorella Lopez Lima (MPS, Cohort 4) started a new position in March as Senior Manager, People & Culture at a tech product marketing agency called Article Group. She also adopted a rescue puppy named Cleo who joined her in her first work trip to NY!



Nikeeya Marshall (MPS, Cohort 9) and fiancé, Keith Thompson, welcomed their beautiful baby girl, Kyrie Eleese, on July 11th, 2023.

Roni Reiter-Palmon (PhD, 1993) was elected to APA's Executive Council as one of SIOP's representatives.



Alexandru Popa (MPS, Cohort 7) recently accepted a position as Research Associate at Human Resources Research Organization (HumRRO).

Hina Ullah (MPS, Cohort 6) recently accepted a position as Associate of Human Capital and Organization Development Strategist at Booz Allen Hamilton.



Kristen Swigart (MA, 2016) earned her PhD at Penn State University in Industrial-Organizational Psychology.



Sarah Webster (MPS, Cohort 4) got engaged to partner Matthew McGarrity.

GRADUATION 2023

PhD Graduates

Spring 2023

Aiva Kavaliauskaite Gorab

Dissertation: *Mitigating The Unfortunate Aftermath Of Negative Performance Feedback Through Emotion Regulation: The Role Of Supervisor Empathic Concern And Recipients' Mindfulness*

Elisa Torres

Dissertation: *Exploration of the Multilevel & Temporal Intricacies of Emergent States in Multiteam Systems*

Summer 2023

Tiancheng (Allen) Chen

Dissertation: *The Other Side of Leader Humor: An Investigation of Leader Humor from the Follower's Perspective*



Aiva Gorab (above) and Elisa Torres (right) celebrate with Dr. Zaccaro after receiving their doctoral degrees.





GRADUATION 2023



MA Graduates

Spring 2023

Natalia Aguilar
Sofie Katherine Alexandrides
Nicole Aranda
Georgia Bizzell
Benjamin Isaac Calilao
Elizabeth Peters Chimento
Deborah Fashole-Luke
Juliana Monteiro De Lamonica Freire
Zion Howard
Riho Ikeda
Lin Lu
Anna Walker Nottingham
Ami Patel
Priya Sorot
Aidan Joseph Suttlehan
Ashley Taylor
Julia Josefine Woods



Dr. Afra Ahmad and Dr. Keith Renshaw with I-O graduates at the Spring 2023 graduation ceremony.



I-O graduates celebrate following the Spring 2023 graduation ceremony.

CONGRATULATIONS!





GRADUATION 2023



MPS Graduates

Spring 2023

Khadija Ali	Noelle Lang
Grayson Barnwell	Megan Larson
Miranda Batte-futrell	Phyllis Lu
Keith Batten	Brianna Mann
Marcia Berndt	Kathryn McCarty
Jaclyn Bonk	Justyce Presley
Jillian Briggs	Valyncia Norman
Kayla Butler	Melissa Paul
Camryn Cooper	Teryn Pezzella-Brown
Norman Davis	Lauryn Rackley
Alexandra DeLucia	Katherine Salveson
Connor Driscoll	Mialonte Seay
Wysteria Drumm	Mollie Singer
Faith Gaile	Richard Stevens
Susan Gallagher	Ambria Thompson
Christopher Gillie	Jessica Tibbetts
Hanna Haile	Michaela Astrid Topacio
Christina Hayunga	Jade Turner
Kaelyn Helm	Kelsey Wolfinger
Angela Jimenez	Megan Yang

Summer 2023

Jennifer Alamanteoff	Melissa Sauve Donegan
TJ Baumgart	Justin Sherman
Nicole Cacciapouti	Rebecca Short
Alexis Cogar	Megan Smith-Branch
Morgan Cumbo	Chelsie Valencia
Amy Gallant	Teresa Watkins
Shana Gist	Teresa Weaver
Margaret Harrington	Kaleigh Williams
Rozina Hirani	
Dornaz Jafari	
Dustin Johnson	
Shelby Joseph	
Anjali Patel	
Rebecca Patros	
Dante Saelios	

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



MPS program graduates celebrate following the Spring 2023 graduation ceremony.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES OUTSTANDING GRADUATE STUDENT HONOREES FOR SPRING 2023



Wysteria Drumm

Wysteria Drumm

MPS in Applied Industrial and Organizational Psychology

Wysteria's research examines the relationship between employee perceptions of their work-life balance and their turnover intentions, mediating for affective organizational commitment to better understand how emotions impact workplace attitudes and behaviors.



Ami Patel

Ami Patel

MA in Psychology (with a concentration in Industrial-Organizational Psychology)

Ami Patel was the Director of Mason's chapter of the Volunteer Program Assessment (VPA), our in-house consulting firm that provides free consulting services to nonprofits while providing consulting experience to our industrial and organizational (I-O) psychology graduate students. Under Ami's stewardship, VPA has tackled several important initiatives, including mentoring students and faculty from the University of Auckland, New Zealand.



CONGRATULATIONS!

Congratulations to Joanna Zakzewski, Julia Baines, Zihao Jia, Kevin Loo, and JeongJin Kim on passing comprehensive exams this summer!





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 2023-2024

Position

Name

Email Address

President

Madeline Wonders

mwonders@gmu.edu

Vice President

Pete McEachern

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Secretary & Treasurer

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MA Student Representative

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MPS Student Representative

Navneet Kaur Bhullar

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Vrushika Shah

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I-ON Editor

Xueyi "Sherry" Liao

xliao2@gmu.edu

For more information about IOPSA, visit: <https://io.gmu.edu/iopsa>.

Research Studies

Dr. Reeshad Dalal and Dr. Seth Kaplan's labs conducted a pair of research studies funded by the National Science Foundation. Check out the infographic below to learn more about their findings!



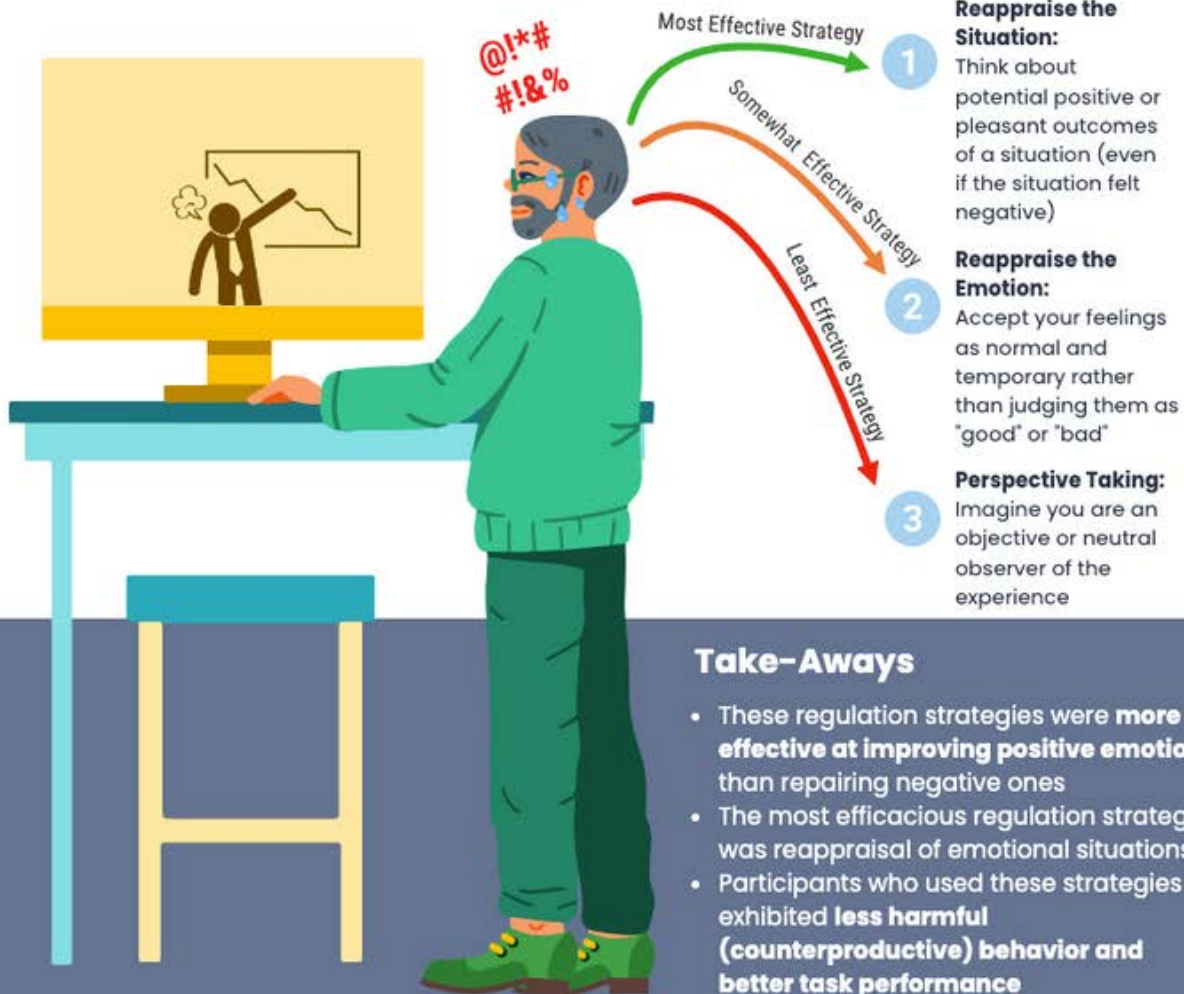
Industrial and Organizational Psychology

"JUST-IN-TIME" ADAPTIVE INTERVENTIONS FOR EMOTION REGULATION

Emotions influence employees' well-being and job performance. In particular, **negative emotions can result in harm for employees**, their significant others, and the organizations that employ them. As such, **emotions need to be regulated**: negative emotions need to be repaired and positive emotions need to be maintained or enhanced.

There are many ways to regulate emotions at work, but emotion regulation is not easy!

To help employees regulate their emotions, **we developed and tested 3 different emotion regulation strategies** employees can use during times when emotion regulation is most needed during the workday.



Take-Aways

- These regulation strategies were **more effective at improving positive emotions** than repairing negative ones
- The most efficacious regulation strategy was reappraisal of emotional situations
- Participants who used these strategies exhibited **less harmful (counterproductive) behavior and better task performance**

Recent Publications & Presentations

Aitken, J. A., Kaplan, S. A., & Kuykendall, L. (in press). Going with (out) the flow at home: Day-to-day variability in flow and performance while teleworking. *European Journal of Work and Organizational Psychology*. <https://doi.org/10.1080/1359432X.2023.2211271>

Aitken, J. A., Keeler, K. R., Dalal R. S., & Kriz, S. (in press). To thine own (good and bad) self be true? Trait-state voluntary work behavior (mis)fit influences future voluntary work behavior. *Journal of Business and Psychology*.

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Names in bold are Mason-affiliated students, alumni, and faculty.

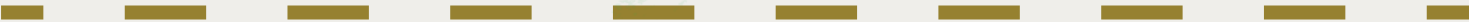


ABOUT THE I-ON



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.

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Current GMU Students & I-O Alumni



If you have any professional (e.g., new job, promotion, tenure, grant, publication, presentation) or personal (e.g., wedding, engagement, baby, moves) good news to share, let us know! Or, if you are willing to be interviewed or wish to contribute to the newsletter in any way, please reach out to us at gmuion@gmu.edu. We look forward to hearing from you!

