

IO Techniques: Psyc. 640-001

Fall, 2021

Instructor: Dr. Marie Ciavarella

Class Specifics: Online, synchronous classes held on Mondays, 4:30-7:10p EST

Office Hours: Mondays, 3:30p-4:30p ET; and by appointment

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PURPOSE: This course will provide you with understanding and skills to function effectively as an IO practitioner. Our readings are selected from journals, textbooks and business articles. Our emphasis will be on understanding how IO Psychology practitioners influence and create value. We will take a close look at several techniques surrounding delivering assessment feedback, job crafting and teamwork. We will also learn about the consulting landscape, so you are effective in organizations and with clients. This class will follow an interactive seminar format, with discussion of readings and time to practice what we are studying. You should read the assigned articles before class time and be prepared to discuss them. From this course, students will be able to read, discuss and critique literature **and** apply findings and insights to the workplace.

OUTLINE OF TOPICS:

- I. IO Techniques: Introduction - 8/23
- II. Consulting Skills and Process – 8/30, **(9/6 NO CLASS LABOR DAY)** 9/13, 9/20
- III. IO Psychology Offering: Understanding, Delivering and Integrating Assessment Feedback: - 9/27, 10/4
- IV. IO Psychology Offering: Job Crafting, Empowerment, Purpose – **(10/11 NO CLASS 10/12 (TUESDAY), 10/18**
- V. IO Psychology Offering: Teamwork and Interventions – 10/25, 11/1
- VI. Client and Project Management 11/8
- VII. Presentation Skills – 11/15
- VIII. Understanding *the Business* – 11/22
- IX. Putting It All Together – 11/29

REQUIREMENTS: Please join the course with enthusiasm to learn, grow and stretch your knowledge, skills and abilities. Your grade in this class will be based on class participation, individual and team assignments.

Class participation includes discussion boards and skill-building. Every student will create a post based on the readings- post due by Saturday evening. Each student must then respond to two peer posts by Sunday evening. Class is designed to be interactive in nature to promote inclusion and learning. You'll receive several grades throughout the course.

The **assessment and feedback assignment** is due 10/11. Understanding and delivering assessment feedback is an important skillset. For this assignment, you will complete StrengthsFinder <https://strengths.gmu.edu/> and receive a Gallup report with your signature

themes. You will also become familiar with the LEA360. In the assignment, you will learn to apply assessment data for development and learn to debrief 360 data. Deliverables include conducting a debrief conversation; generating development recommendations; and creating a brief write-up to integrate several sources of data.

The **job crafting assignment** is due 10/25. Job crafting helps people redesign their jobs to better align values, strengths and passions, resulting in greater engagement and fulfillment at work. In this assignment, you will participate in a job crafting exercise yourself and then partner with a classmate to learn skills to guide others through this empowering activity. Deliverables include job crafting *sketches* and reflection on your learning.

The **final team project and presentation** are due 11/29. For the final project, you will work with a small team to develop a pitch to help an organization improve performance. Deliverables include a team presentation and a short paper where you support your pitch with research.

Missed deadlines for the assignments will result in a letter-grade deduction (10 points) for each day late.

Grading:

Activity/Assignment	Points	% of Grade
Class Participation, Discussion Board	100 points	20%
Assessment and Feedback	100 points	20%
Job Crafting	100 points	20%
Final Team Project	200 points	40%
Total	500 points	100%

A+ (4.00+) = 100 - 97

A (4.00) = 96 – 93

A- (3.67) = 92 - 90

B+(3.33) = 89 - 87

B (3.00) = 86 – 80

Below B= failure

REQUIRED TEXTS:

Block, P. (2011). *Flawless Consulting: A Guide to Getting Your Expertise Used* (3rd edition). San Francisco: Wiley.

C. J. Fombrun & M. D. Nevins (Eds.) (2004). *The Advice Business: Essential tools and Models for Management Consulting*. Upper Saddle River, New Jersey: Pearson Education, Inc.

Other Important Dates

Last day to add	August 30
Last day to drop with no penalty	September 7
Last day to drop with 50% payment refund	September 14
Last day of classes	December 4

Class Communications via GMU Blackboard and E-mail: Mason uses electronic mail to provide official information to students. Examples include communications from course instructors, notices from the library, notices about academic standing, financial aid information, class materials, assignments, questions, and instructor feedback. Students are responsible for the content of university communication sent to their Mason e-mail account and are required to activate that account and check it regularly. As noted above, I will be available for meetings virtually or by phone during my office hours and by appointment.

Honor Code: George Mason University has an Honor Code, which requires all members of this community to maintain the highest standards of academic honesty and integrity. Cheating, plagiarism, lying, and stealing are all prohibited. It is every student's responsibility to be familiar with the Honor Code. The Honor Code is available at: <https://oai.gmu.edu/mason-honor-code/>
All violations of the Honor Code will be reported to the Honor Committee.

Disability Accommodations: If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Services (703-993-2474). All academic accommodations must be arranged through that office.

Diversity: I value diversity and look forward to hearing from each of you. Through the Office of Diversity, Inclusion, and Multicultural Education (ODIME), Mason seeks to create and sustain inclusive learning environments where all are welcomed, valued, and supported.

Religious Observances: Within the first two weeks of the semester, please let me know dates you will be absent, if you observe major religious holidays.
<https://ulife.gmu.edu/religious-holiday-calendar/>

Other Useful Campus Resources:

- WRITING CENTER: A114 Robinson Hall; (703) 993-1200;
<http://writingcenter.gmu.edu>
- UNIVERSITY LIBRARIES "Ask a Librarian"
<https://library.gmu.edu/ask>
- COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS): (703) 993-2380;
<http://caps.gmu.edu>

READINGS

I. IO Techniques: Introduction

Week One Readings – 8/23

Block (2011)
Chapter 1 A Consultant by Any Other Name
Chapter 2 Techniques Are Not Enough

Fombrun & Nevins (2004)
Chapter 7 Thinking like a Consultant

II. Consulting Skills and Process

Week Two Readings – 8/30

Block (2011)
Chapter 3 Flawless Consulting
Chapter 4 Contracting Overview
Chapter 5 The Contracting Meeting

Fombrun & Nevins (2004)
Chapter 23 The Consultant's Role

Cuddy, A.J.C., Kohut, M., & Neffinger, J. (2013). Connect, Then Lead: To Exert Influence, You Must Balance Competence with Warmth. *Harvard Business Review* 91(7/8) 54-61.

Deming, D. (2017). The Growing Importance of Social Skills in the Labor Market, *Quarterly Journal of Economics* 132(4), 1593-1640.

Week Three NO CLASS - 9/6

Week Four Readings – 9/13

Block (2011)
Chapter 7 The Internal Consultant
Chapter 10 From Diagnosis to Discovery

Fombrun & Nevins (2004)
Chapter 3 Thought Leadership: Making Sense of What Consultants Do

Latham, G.P. (2019). Perspectives of a Practitioner-Scientist on Organizational Psychology/Organizational Behavior. *Annual Review of Organizational Psychology and Organizational Behavior*. 6, 1-16.

Week Five Readings – 9/20

Block (2011)
Chapter 11 Whole-System Discovery

Fombrun & Nevins (2004)
Chapter 11 Gathering Data and Diagnosing Situations

Goodman, J. S., & Wood, R. E. (2004). Feedback specificity, learning opportunities, and learning. *Journal of Applied Psychology, 89*, 809-821.

III. IO Psychology Offering: Understanding, Delivering and Integrating Assessment Feedback

Week Six Readings – 9/27

Block (2011)
Chapter 12 Discovering Gifts, Capacities, and Possibilities

Bracken, D.W., Rose, D.S., & Church, A.H. (2016). The evolution and devolution of 360 feedback. *Industrial and Organizational Psychology, 9*, 761-794.

Dahling, J.J., Chau, S.L., & O'Malley, A. (2012). Correlates and consequences of feedback orientation in organizations. *Journal of Management, 38*, 531-546.

Rock, D. (2008). SCARF: A brain-based model for collaborating and influencing others. *Neuro Leadership Journal*. Issue One.

Video

Effective Feedback from SIOP Professional Series Webinar

<https://www.youtube.com/watch?v=8Sd35Cgopvc&feature=youtu.be>

Management Research Group's LEA360 (Links in Blackboard)

Week Seven Readings – 10/4

Block (2011)
Chapter 14 Preparing for Feedback

Wilson, J., Goodman, P. & Cronin, M. (2007). Group Learning. *Academy of Management Review, 32*(4), 1041-1059.

Locke, E.A. & Latham, G.P. (1996). Goal Setting Theory: An Introduction. In R.M. Steers, L.W. Porter, & G.A. Bigley (Eds.), *Motivation and Leadership At Work (6th edition)*. Boston, MA: McGraw Hill.

Mikes, A., Hall, M., & Millo, Y. (2013). How Experts Gain Influence: To Increase Their Impact, Functional Leaders Should Develop Four Specific Competencies. *Harvard Business Review*, 91(7/8) 71-74.

IV. IO Psychology Offering: Job Crafting, Empowerment, Purpose

Week Eight Readings - 10/12

Block (2011)
Chapter 13 Get the Picture

Rogiers, P., De Stobbelier, K., & Viaene, S. (in press). Stretch Yourself: Benefits and Burdens of Job Crafting that Goes Beyond the Job. *Academy of Management Discoveries*.

Strauss, K., Griffin, M. A., & Parker, S. K. (2012). Future work selves: How salient hoped-for identities motivate proactive career behaviors. *Journal of Applied Psychology*, 97, 580–598.

Week Nine Readings – 10/18

Berg, J. M., Wrzesniewski, A., & Dutton, J. E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, 31(23), 158-186.

Wrzesniewski, A., Berg, J. M., & Dutton, J. E. (2010). Managing yourself: Turn the job you have into the job you want. *Harvard Business Review*, 88(6), 114-117.

Dubbelt, L., Demerouti, E., & Rispens, S. (2019). The value of job crafting for work engagement, task performance, and career satisfaction: Longitudinal and quasi-experimental evidence. *European Journal of Work and Organizational Psychology*, 28(3), 300-314.

Quinn, R.E. & Thakor, A.V. (2018). Creating A Purpose-Driven Organization: How to Get Employees to Bring Their Best Energy to Work. *Harvard Business Review* 96(4) 78-85.

V. IO Psychology Offering: Teamwork and Interventions

Week Ten Readings – 10/25

Block (2011)
Chapter 16 Implementation
Chapter 17 The Elements of the Engagement

Edmondson, A.C., & Smith, D. M (2006). Too hot to handle? How to manage relationship conflict. *California Management Review*, 49(1), 6-31.

Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2009). Leadership in Teams: A Functional Approach to Understanding Leadership Structures and Processes. *Journal of Management*, 36, 5–39.

Wijnmaalen, J., Voordijk, H., & Rietjens, B. (2018). MTS coordination in practice: micro-level insights to increase MTS performance. *Team Performance Management: An International Journal*, 24(1/2), 64-83.

Video Series from Teamwork 101 by Professor Leigh Thompson

http://www.kellogg.northwestern.edu/news_articles/2014/12202014-teamwork-101.aspx

Week Eleven Readings -11/1

Block (2011)

Chapter 6 The Agonies of Contracting

Chapter 8 Understanding Resistance

Chapter 9 Dealing with Resistance

Gilson, L.L., Maynard, M.T., Jones Young, N.C., Vartiainen, M., & Hakonen, M. (2015). Virtual teams research: 10 years, 10 themes, and 10 opportunities. *Journal of Management*, 41(5), 1313–1337.

Ford, R.C., Piccolo, R.F., Ford, L.R. (2017). Strategies for building effective virtual teams: Trust is key. *Business Horizons* 60, 25-34.

Choudhury, P., Foroughi, C., & Larson, B. (2019). Work-from-anywhere: The Productivity Effects of Geographic Flexibility. *Harvard Business School, Working paper 19-054*.

VI. Client and Project Management

Week Twelve Readings – 11/8

Block (2011)

Chapter 15 Managing the Meeting for Action

Fombrun and Nevins (2004)

Chapter 9 Developing Proposals

Chapter 10 Managing Projects

Chapter 17 Large-scale Change in Strategic Enterprise

Koudenburg, N., Postmes, T., & Gordijn, E. H. (2011). Disrupting the Flow: How Brief Silences in Group Conversations Affect Social Needs. *Journal of Experimental Social Psychology* 47(2), 512-515.

VI. Presentation Skills

Week Thirteen Readings – 11/15

Fombrun & Nevins (2004)

Chapter 8 From Insights to Impact: Communicating to Influence

Chapter 14 Delivering Effective Presentations

Chapter 25 So You Want to be a Consultant

Anderson, C. (2013). How to Give a Killer Presentation. *Harvard Business Review* 91(6), 121-125.

Ashkanasy, N.M. & Dorris, A.D. (2017). Emotions in the Workplace. *Annual Review of Organizational Psychology and Organizational Behavior*. 4, 67-90

Video

Selling IO Psychology from SIOP Professional Series Webinar

https://www.youtube.com/watch?v=-U6_hV8it0Q&feature=youtu.be

Recommended Reading: Calkins, T. (2018). *How to Wash a Chicken: Mastering the Business Presentation*. Canada: Page Two Books.

Recommended Reading: Sinar, E. F. (2018). Data Visualization: Get Visual to Drive HR's Impact and Influence. *Society for Human Resource Management (SHRM)-Society for Industrial-Organizational Psychology (SIOP) Science of HR White Paper Series*.

VII. Understanding *the Business*

Week Fourteen Readings – 11/22

Fombrun & Nevins (2004)

Chapter 6 The Consultant's Toolkit

Porter, M.E. & Nohria, N. (2018). How CEOs Manage Time. *Harvard Business Review* 96(4), 43-51.

Kashdan, T.B., Sherman, R.A., Yarbro, J., & Funder, D.C. (2012). How Are Curious People Viewed and How Do They Behave in Social Situations? From the Perspective of Self, Friends, Parent, and Unacquainted Observers. *Journal of Personality* 81(2), 142-154.

Gino, F. (2018). The Business Case for Curiosity. *Harvard Business Review* 96(5), 48-57.

<https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/hr-leads-business/2017/04/04/nine-competencies-for-hr-excellence-emerge>

Recommended Reading: Becker, B.E., Huselid, M.A., & Ulrich, D. (2001). Competencies for HR Professionals. In B.E. Becker, M.A. Huselid, & D. Ulrich (Eds.), *The HR Scorecard: Linking People, Strategy, and Performance*. Boston, MA: Harvard Business School Press.

VIII. Putting It All Together

Week Fifteen Readings – 11/29

Block (2011)

Chapter 19 The Heart of the Matter

Fombrun & Nevins (2004)

Chapter 24 Strong Ethics: The Cornerstone of Professionalism in Consulting

Morgeson, F.P., Mitchell, T.R., & Liu, D. (2015). Event System Theory: An Event-Oriented Approach to The Organizational Sciences. *Academy of Management Review*, 40 (4), 515-537.

Note: This syllabus is subject to change during the course of the semester. All changes will be announced on Blackboard.