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
E-mail: mciavare@gmu.edu Phone: 773 307-6004

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:**

<table>
<thead>
<tr>
<th>Activity/Assignment</th>
<th>Points</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation, Discussion Board</td>
<td>100 points</td>
<td>20%</td>
</tr>
<tr>
<td>Assessment and Feedback</td>
<td>100 points</td>
<td>20%</td>
</tr>
<tr>
<td>Job Crafting</td>
<td>100 points</td>
<td>20%</td>
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<tr>
<td>Final Team Project</td>
<td>200 points</td>
<td>40%</td>
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<tr>
<td><strong>Total</strong></td>
<td>500 points</td>
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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:**


Other Important Dates
Last day to addAugust 30
Last day to drop with no penaltySeptember 7
Last day to drop with 50% payment refundSeptember 14
Last day of classesDecember 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

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

Chapter 23 The Consultant’s Role


Week Three NO CLASS - 9/6

Week Four Readings – 9/13

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

Chapter 3 Thought Leadership: Making Sense of What Consultants Do

Week Five Readings – 9/20

Block (2011)
Chapter 11 Whole-System Discovery

Chapter 11 Gathering Data and Diagnosing Situations


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

Week Six Readings – 9/27

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


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


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

Week Eight Readings - 10/12

Block (2011)
Chapter 13 Get the Picture


Week Nine Readings – 10/18


V. IO Psychology Offering: Teamwork and Interventions

Week Ten Readings – 10/25

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


Video Series from Teamwork 101 by Professor Leigh Thompson

**Week Eleven Readings -11/1**

Block (2011)
Chapter 6 The Agonies of Contracting
Chapter 8 Understanding Resistance
Chapter 9 Dealing with Resistance


**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

VI. Presentation Skills

Week Thirteen Readings – 11/15

Chapter 8 From Insights to Impact: Communicating to Influence
Chapter 14 Delivering Effective Presentations
Chapter 25 So You Want to be a Consultant


Video
Selling IO Psychology from SIOP Professional Series Webinar
https://www.youtube.com/watch?v=-U6_hV8it0Q&feature=youtu.be


VII. Understanding the Business

Week Fourteen Readings – 11/22

Chapter 6 The Consultant’s Toolkit


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

VIII. Putting It All Together

**Week Fifteen Readings – 11/29**

Block (2011)
Chapter 19 The Heart of the Matter

Chapter 24 Strong Ethics: The Cornerstone of Professionalism in Consulting


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