



IDENTIFY AND DEVELOP HIGH POTENTIALS

Organizations need to nurture talent and continually develop key employees to remain competitive.

From early-career to the executive suite, Millenials to Baby Boomers, 16PF® reports facilitate succession planning and help maximize individual contributions at all levels with:

- Leadership potential and style predictions
- Job-relevant insights
- Detailed employee strengths
- Developmental needs and actionable suggestions



Stop by BOOTH #405
for a free gift and to learn more.

ipat
people insights

IPAT, Inc.
800 225 4728
custserv@ipat.com
www.ipat.com



Dear Colleagues,

A big welcome to the 30th Annual SIOP Conference in Philadelphia! As always, the outstanding line up of conference programming, invited speakers, and networking opportunities will be sure to spark your imagination, enhance your professional skills, and create lasting memories. We would like to take this opportunity to point out some particularly exciting features of this year's unique conference.

Opening Plenary Session

The conference will kick off on Thursday morning with the presentation of SIOP's highest awards and the newest SIOP Fellows. This event will feature Jose Cortina's Presidential Address, introduced by our incoming president, Steve Kozlowski. Don't miss the announcement of the winner of the SIOP Foundation's newest award, the Dunnette Prize, which carries a cash award of \$50,000.

Informative and Invigorating Peer-Reviewed Content

We have a program packed full of peer-reviewed content, including symposia, roundtables, panels, alternative session types, debates, master tutorials, and posters! We have 21 concurrent sessions for you to choose from at any point during the conference. We are particularly excited about the top-notch session content; it has been incredibly exciting for us to see the program come together, and we can't wait for you to experience it too!

Theme Track

The 2015 Theme Track, "Rethinking Our Approach to Organizational Science," is on Thursday this year and will focus on helping to create what President Jose Cortina calls "A revolution with a solution" aimed at establishing improved standards for our science. The day will include five sessions of differing formats focused on improving upon our science in various ways; the five sets of presentations include *Improving the Peer Review Process: Advancing Science and Practice*, *Pursuing Better Science in Organizational Psychology*, *Modernizing Regression: Cool and Practically Useful Advances from Other Fields*, *Going Forward by Going Back: "Ignite" our Basic Stats*, and *Big Data Advances from Computer Science and Statistics*. It's sure to be an engaging and informative series of sessions. Stay all day or attend only the sessions of most interest to you.

Invited Sessions

Invited Sessions are a special set of sessions curated by the Program Committee to focus on emerging and current topics of broad interest to the SIOP community. It is important to remember that "invited" means the presenters not the attendees, so all are welcome to attend! This year's sessions include one focused on the future of HR from the perspective of technology startups, one that asks panelists from diverse non-I-O backgrounds (i.e., an engineer, lawyer, and neuropsychologist) to solve a typical I-O problem from the lens of their respective disciplines, and an IGNITE session that brings together 10 presenters to discuss their experiences with truly great I-O research that defies our typical, publication-biased expectations of what makes research meaningful and impactful.

Top Posters

The top rated posters from this year's conference will be showcased at the Thursday evening (6:00 PM) Networking Reception, presented by Pearson VUE. Grab some hors d'oeuvres and chat with these authors about their exciting research!

Master Collaboration Session

This year's Master Collaboration session, "Global I Meets Global O: Research and Practice on Selection and Work-Life," brings together a range of leading practitioners and academics focused on global issues in selection and work-life to share the state of the science and practice, to identify gaps, and to outline opportunities for collaboration in the future. This session will appeal to practitioners and academics looking to bridge the gap between good science and practice in the frontiers of global selection and work-life program implementation.

Continuing Education Credits

The annual conference offers many opportunities for attendees to earn continuing education credits, whether for psychology licensure, HR certification, or other purposes. For over 30 years, SIOP has been approved by the American Psychological Association to sponsor continuing education for psychologists. SIOP also holds HR Certification Institute Approved Provider status. Information about the many ways to earn CE credit at the SIOP annual conference can be found on page 6.

Communities of Interest

If you're looking for a SIOP forum that is informal, insightful, and encourages audience participation, make Communities of Interest (COIs) a part of your conference experience. COIs allow you to meet new people, discuss new ideas, and have an active role at the

forefront of hot topics in I-O. There will be 13 outstanding Communities of Interest sessions this year, specially designed to create new communities around common themes or interests. The sessions have no chair, presenters, discussant, or even slides. Instead, they are a casual discussion informally moderated by two or three facilitators with insights on the topic. These are great sessions to attend if you would like to meet potential collaborators, generate ideas, have stimulating conversations, meet some new friends with common interests, and develop an informal network with other like-minded SIOP members.

Executive Board Special Sessions

The Executive Board has added several thought-provoking sessions to the conference program, emphasizing topics identified by SIOP leaders to share with you and gather your input about key initiatives, partnerships, and advocacy efforts of the Society. These sessions have been carefully designed to address the needs of SIOP members. This year's Executive Board sessions topics are a conversation with SIOP leadership; I-O's impact in a multidisciplinary world; refining SIOP's educational guidelines; data-driven approaches to improving SIOP; improving international test practices with the International Test Commission; the Living History series with Frank Schmidt; and a set of sessions focused on the work of the Alliance for Organizational Psychology (an international federation of work, industrial, and organizational psychology societies).

HR Practitioner Track

This year we've added a new feature to the conference: a highlighted track for those with specific interests in the practice of HR. All of these sessions take place on Friday in Grand C and include peer-reviewed panels, symposia, and an IGNITE session, as well as the Distinguished Early Career Contributions to Practice award presentation.

Closing Address

One of the biggest I-O trends over the past several years can be summed up in two words: (1) big and (2) data. With big data comes the big challenge of communicating results effectively. The Conference Committee is delighted to help SIOPers respond to this challenge with the help of a genuine expert. The closing speaker this year, Amanda Cox, is a graphics editor for the *New York Times*. She joined the *Times* in 2005 after receiving a masters degree in statistics from the University of Washington. With a focus on data visualization and a fondness for slightly conceptual pieces, her work with colleagues has won several awards, including top honors at Malofiej, the largest international infographics contest. She is also the recipient of the American Statistical Association's 2012 Excellence in Statistical Reporting Award. We have a great opportunity to learn through Ms. Cox's talk, "Data Visualization at the *New York Times*."

Closing Reception

The American Bandstand-themed reception following the closing address will represent the culmination of a great conference and a celebration of the history of Philadelphia. All are welcome and encouraged to join us in sending this conference out on a high note. You don't want to miss this!

Final Thoughts

Creating this conference, as you would imagine, is a colossal volunteer effort. The SIOP conference is truly special. The conference is organized by members for members—we have over 1,500 volunteers involved in this effort! It is possibly one of the only conferences in the world that has roughly an equal number of academics and practitioners in attendance. It is in many ways the science–practice ideal. We have a lot to celebrate. Both of us are truly honored to have served SIOP as your Program and Conference chairs. We encourage SIOP members to consider volunteering for a SIOP committee, as it is a professionally rewarding way to provide service to our profession (and to have a lot of fun in the process).

We are also very dedicated to continually improving the conference each year. Please share with us, Dave Nershi (our executive director), and Scott Tonidandel (incoming Program Chair) any feedback you have about the positive aspects of the conference or your suggestions for improvements.

Enjoy the conference!

Sincerely,

Eden King
2015 SIOP Conference Chair
George Mason University

Kristen Shockley
2015 SIOP Program Chair
Baruch College and The Graduate Center, City University of New York

30th ANNUAL CONFERENCE PROGRAM

Table of Contents

2015 Conference Partners	4
Exhibit Hall, Registration, Placement Center, and Reception Hours.....	5
30th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions.....	6
SIOP 2015 Conference and Program Committee Members.....	7
PROGRAM	
Thursday Schedule Grid	14
Thursday Content Index.....	16
Thursday AM Sessions.....	19
Thursday PM Sessions.....	30
Friday Schedule Grid	62
Friday Content Index	64
Friday AM Sessions	67
Friday PM Sessions	86
Saturday Schedule Grid	112
Saturday Content Index.....	114
Saturday AM Sessions	117
Saturday PM Sessions	140
Topic Index.....	156
Presenter Index.....	170
Hotel and Convention Center Maps.....	180

Philadelphia Marriott Downtown

1201 Market Street

Philadelphia, Pennsylvania 19107 USA

Toll Free Room Reservations:
1-800-320-5744

Directions from Philadelphia International Airport - PHL

Head east from the airport. Take the ramp to PA-291 E. Take exit 13 to merge onto PA-291 E toward I-76 W/Valley Forge. Turn left onto S 26th St. Take the ramp onto I-76 W. Take exit 344 to merge onto I-676 E/U.S. 30 E toward Central Philadelphia. Take the exit toward Broad St/Central Philadelphia. Slight left onto Vine St. Keep right at the fork. Turn right onto N 12th St. Turn right onto Market St. Destination will be on the right.

Questions? Visit the SIOP Hospitality Desk near conference registration.

Access the searchable version of this program and the personal conference scheduler at <http://www.siop.org/programsearch>

Persons With Disabilities

If you require special assistance, please inform the SIOP Administrative Office of any needs.

We will endeavor to meet these requests.

Please notify us as early as possible by calling (419) 353-0032 or emailing siop@siop.org.

SIOP Thanks Our 2015 Conference Partners



Diamond Partners

Aon

BTS|Fenestra

CEB

Hogan Assessment Systems

Quintela Group LLC



Sustaining Partners

American Psychological Association

Cambridge University Press

Comms Multilingual Ltd

Development Dimensions International (DDI)

Hypergraphic Press

IBM Smarter Workforce

Pearson VUE

Perceptyx, Inc.

PSI Services LLC

Qualtrics

SHAKER

Society for Human Resource Management (SHRM)

Supporting Partners

Advanced Brain Monitoring

American Institutes for Research

Annual Reviews

APTMetrics, Inc.

Assess Systems

Burke, Inc.

Buros Center for Testing

Caliper

Campion Services, Inc.

CARMA

CultureFactors

Data Solutions International

DeGarmo Group

Denison Consulting

EASI-Consult

EB Jacobs

Findly

General Dynamics Information Technology

Global Leadership Excellence, LLC

HRNX LLC

Human Resources Research Organization (HumRRO)

Human Synergistics, Inc.

IAP-Information Age Publishing, Inc.

ICF International

IPAT, Inc.

Korn Ferry

Lafayette Instrument

Language Testing International, Inc. (LTI)

Lepley Executive Search Consultants

Metrus Group, Inc.

Multi-Health Systems (MHS)

OrgVitality LLC

Oxford University Press

pan - Performance Assessment Network

ProctorU

Psychology Press

Ramsay Corporation

Select International

SIOP Foundation

Sirota

Sparclt

Springer Science+Business Media

The Trust

TNS Employee Insights

Towers Watson

VHA National Center for Organization Development

REGISTRATION HOURS

Franklin Entry

WEDNESDAY NOON TO 8:00PM
THURSDAY 7:30AM TO 6:00PM
FRIDAY 8:00AM TO 5:00PM
SATURDAY 8:00AM TO 3:00PM

EXHIBIT HALL HOURS

Franklin Hall

THURSDAY 10:00AM TO 5:30PM
FRIDAY 8:30AM TO 5:30PM

PLACEMENT CENTER HOURS

Room 411-412

WEDNESDAY 3:00PM TO 5:00PM
THURSDAY 8:00AM TO 5:30PM
FRIDAY 8:00AM TO 5:30PM
SATURDAY 8:00AM TO NOON

SPEAKER READY ROOM

Room 301

THURSDAY 8:00AM TO 11:00AM
FRIDAY 8:00AM TO 5:00PM
SATURDAY 8:00AM TO 3:00PM

CONTINENTAL BREAKFASTS

5th Level Prefunction

THURSDAY, FRIDAY, SATURDAY
7:30AM TO 8:30AM

COFFEE BREAKS

THURSDAY and FRIDAY: Franklin Hall
SATURDAY: 5th Floor Prefunction
10:00AM TO 10:30AM
3:00PM TO 3:30PM

CONCESSION LUNCHESES*

Franklin Hall

THURSDAY and FRIDAY
11:30AM TO 1:00PM

COMMITTEE MEETINGS

Local I-O Relations Committee Meeting: Room 304

THURSDAY 4:00PM TO 5:00PM

Committee on Ethnic and Minority Affairs

THURSDAY 4:00PM TO 5:00PM Room 502

Lesbian, Gay, Bisexual, and Transgender Committee and Allies

FRIDAY 5:00PM TO 6:00PM Room 502

MEMORIAL

Larry James

THURSDAY 6:30PM TO 7:30PM
Grand C

BOOK SERIES

Professional Practice Series Session

THURSDAY 2:00PM TO 3:00PM Room 301

This session showcases a recently published SIOP Professional Practice Book Series volume edited by Rich Klimoski, Bev Dugan, Carla Messikomer, and François Chiochio on the art and science of managing large human resource projects. All are invited to meet the authors and to learn more about contributing to the series.

Organizational Frontiers Series Session

THURSDAY 3:30PM TO 4:30PM Room 301

This session showcases a recently published SIOP Organizational Frontiers Series volume edited by Lisa Finkelstein, Donald Truxillo, Franco Fraccaroli, and Ruth Kanfer focusing on increasing our understanding of the challenges of managing a multi-age workforce. All are invited to meet the authors and to learn more about contributing to the series.

SPECIAL EVENTS

Newcomer Reception

WEDNESDAY 5:00PM TO 6:00PM Independence

SIOP Welcome Reception, presented by Cambridge University Press

WEDNESDAY 6:00PM TO 8:00PM
Grand GH + Prefunction

Opening Plenary Session

THURSDAY 8:30AM TO 10:00AM Grand E-H

International Reception

THURSDAY 6:00PM TO 7:00PM Grand D

Committee on Ethnic and Minority Affairs Social Hour

THURSDAY 6:00PM TO 7:00PM JW's (2nd floor)

SIOP Networking Reception, presented by Pearson VUE

THURSDAY 6:00PM TO 8:00PM Grand E-H

Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour

FRIDAY 6:00PM TO 7:00PM

13 Restaurant Private Dining Area

Closing Plenary

SATURDAY 4:30PM TO 5:30PM Grand Ballroom

Philadelphia Bandstand Closing Reception

SATURDAY 6:00PM TO 8:00PM Grand Ballroom

*We plan to offer lunches available for purchase (not included in registration fee)

30TH ANNUAL PRECONFERENCE WORKSHOPS, FRIDAY SEMINARS, AND OTHER SESSIONS

SIOP – APA Division 14 is approved by the American Psychological Association to sponsor continuing education for psychologists. SIOP maintains responsibility for this program and its content. In addition, SIOP is an HR Certification Institute Approved Provider.

All sessions listed below are available for continuing education credit for both psychologists and HR professionals, except where noted. For complete details see <http://www.siop.org/Conferences/CE>

PRECONFERENCE WORKSHOPS: Wednesday, April 22, 2015; 8:30 am–12:00 pm and 1:30 pm–5:00 pm

Advance registration and additional fee required. 3.5 continuing education credits available per workshop attended.

1. Embedding High-Performance Culture Through New Approaches to Performance Management and Behavior Change
2. Identifying and Developing Leaders for Tomorrow's World
3. Mobile Assessment: The Horses Have Left the Barn...Now What?
4. Developing Globally Adaptive Leaders in a VUCA World
5. Getting Real With Big Data for Talent Analytics: Practical Matters
6. OFCCP and EEOC Enforcement Trends: Practical Tips for Mitigating Risk
7. All Data Big and Small: Using R Code to Improve Organizational Practice and Science
8. Coaching for Change: Practical Tools for I-O Psychologists
9. Succession Management Strategies: Identifying Your Next Generation of Leader
10. Half-Day MBA: Sharpen Your Business Acumen! (**also offers HR business credit**)
11. IRT and So Should You: Modernizing Your Assessment Programs

FRIDAY SEMINARS

Advance registration and additional fee required. 3 continuing education credits available per seminar attended.

FRIDAY SEMINAR 1 (Session 125): Statistical and Methodological Procedures for Meta-Analysis (**for psychology credit only**)

FRIDAY SEMINAR 2 (Session 126): The Science of Diversity at Work

FRIDAY SEMINAR 3 (Session 171): Longitudinal Data Analytic Techniques Using Latent Variables (**for psychology credit only**)

FRIDAY SEMINAR 4 (Session 172): Dark Triad and Socially Aversive Personality Traits in the Workplace

MASTER TUTORIALS

1.5 continuing education credits available per tutorial attended.

Session 224. 101 Things About Big Data You're Afraid to Ask (**for psychology credit only**)

Session 288. Getting Started With R: An Interactive and Hands-on Tutorial (**for psychology credit only**)

Session 314. Generating Instant Meta-Analyses Using the metaBUS Database and Construct Taxonomy (**for psychology credit only**)

Session 318. From Fix It to Mission Critical: The Evolution of Coaching in Organizations (**for HR credit only**)

Session 335. Using Background Checks in the Employee Selection Process

MASTER COLLABORATION

1.5 continuing education credits available for attending.

Session 265. Global I Meets Global O: Research and Practice on Selection and Work-Life

THEME TRACK: RETHINKING OUR APPROACH TO ORGANIZATIONAL SCIENCE

1.5 continuing education credits available for sessions 19, 41, 64, and 98. 1 credit for session 86. (**for psychology credit only**).

19. Theme Track: Improving the Peer Review Process: Advancing Science and Practice

41. Theme Track: Pursuing Better Science in Organizational Psychology

64. Theme Track: Modernizing Regression: Cool and Practically Useful Advances From Other Fields

86. Theme Track: Going Forward by Going Back: "Ignite" Our Basic Stats!

98. Theme Track: Big Data Advances from Computer Science and Statistics



In addition, the 30th Annual SIOP Conference has been preapproved for HR (General) recertification credit hours toward PHR, SPHR, and GPHR recertification through the HR Certification Institute. This is what we call the "all-conference" CE credit for PHR/SPHR/GPHR certified individuals. Exact number of hours will be made available soon on the conference CE web page and will be available in the conference news publication on site. Complete details regarding the continuing education credit that is available and how to earn CE credit can be found at <http://www.siop.org/Conferences/CE>.

SIOP 2015 Conference and Program Committee Members

Eden King, Conference Chair
 Kristin Shockley, Program Chair
 Jose Cortina, SIOP President
 Mark Frame, Consortia Chair
 Adam Hilliard, Volunteer Coordinator
 Julie Olson-Buchanan, Site Selection

Robin Cohen, Past Conference Chair/ Local Arrangements
 Evan Sinar, Past Program Chair/Conferences & Programs Officer
 Anne Hansen, Placement Chair
 Erica Desrosiers, Workshop Chair
 Chris Cerasoli, Conference Evaluation Chair

Program Subcommittee Chairs: Malissa Clark, Christine Corbet, Lance Ferris, Martin Lanik, Gary Giumetti, and Scott Tonidandel

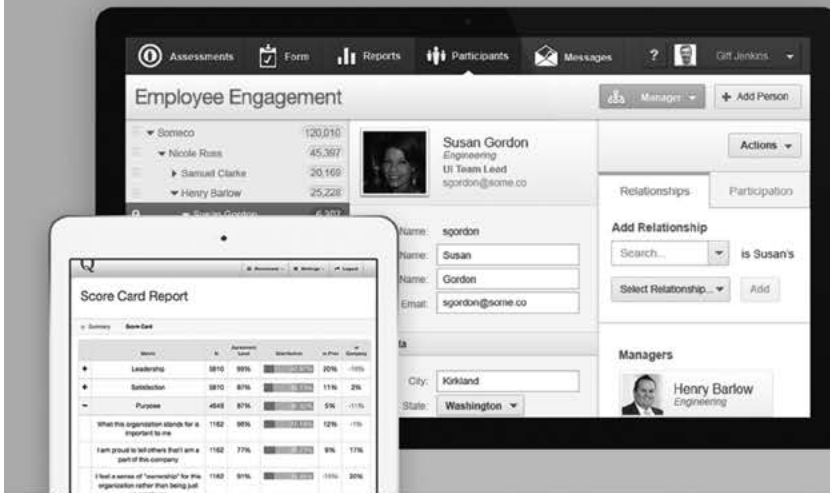
Samantha A. (Ritchie) Taylor	Wendy S. Becker	Adam B. Butler	Irina F. Cozma	Lorrina J. Eastman
Mike G. Aamodt	Molly V. Beckert	Shelly D. Butler	S. Bart Craig	Asia A. Eaton
Christopher K. Adair	Scott Bedwell	Bethany H. Bynum	Tori L. Crain	Erin Eatough
Kimberly Acree Adams	Terry A. Beehr	Trevor G. Byrd	Marcus Crede	Bertram C. Edelstein
Mark D. Agars	Tara S. Behrend	Cristina L. Byrne	Amy E. Crook	Mary C. Edson
Sara M. Ahmed	Margaret E. Beier	David Cadiz	Paula A. Cruise	Bryan D. Edwards
Juliet Aiken	Suzanne T. Bell	Robert F. Calderon	Jeffrey M. Cucina	Mark G. Ehrhart
Budoor Y. Al Marzooqi	Bradford S. Bell	Charles C. Calderwood	Satoris S. Culbertson	Karen Holcombe Ehrhart
Anne-Grit Albrecht	Vernon Belos	Paula Caligiuri	Kristin L. Cullen	Gabi Eissa
Ramon J. Aldag	Lauren E. Benishek	Cathleen M. Callahan	Kimberly M. Cummings	B. Parker Ellen III
Ibrahim M. Al-Dosary	Winston R. Bennett	Elizabeth M. Campbell	Christopher J. L. Cunningham	James Kemp Ellington
Allison Alexander	Michael J. Benson	Kristophor G. Canali	Paul G. Curran	Allison M. Ellis
Joseph A. Allen	Mindy E. Bergman	Jonathan M. Canger	Serge P. da Motta Veiga	Berrin Erdogan
Amanda D. Allen	Jacqueline Z. Bergman	Julie Anne Caplinger	Jason Dahling	Scott C. Erker
David G. Allen	Shawn Bergman	Kevin D. Carlson	Guangrong Dai	Kevin J. Eschleman
Tammy D. Allen	Leslie A. Bethencourt	Nichelle C. Carpenter	Dev K. Dalal	Pablo I. Escibano
Matthew T. Allen	Jeremy M. Beus	Stuart C. Carr	Deborah A. Danzis	Charles R. Evans
Elizabeth E. Allworth	Alok Bhupatkar	Thomas R. Carretta	Jeffrey W. Daum	Sarah Evans
Alexander Alonso	Michael Biderman	Nathan T. Carter	Catherine S. Daus	Alison R. Eyring
Andrea Amodio	Andrew Biga	W. Richard Carter	Shaun W. Davenport	James D. Eyring
Mihyang An	John F. Binning	Wendy J. Casper	Connie F. Davern	Sarah S. Fallaw
Lance E. Anderson	Adib Birkland	Scott E. Cassidy	Emily David	Jinyan Fan
Matthew A. Anderson	Jessica L. Blackburn	Christopher M. Castille	Laura T. Davis	William L. Farmer
Amanda J. Anderson	Nikki Blacksmith	David E. Caughlin	Victoria A. Davis	Eric J. Faurote
Daniela M. Andrei	Billie G. Blair	Brian D. Cawley	Kristl Davison	Dennis G. Faust
Nancy B. Aragon	Warren Bobrow	Maurice Cayer	Jeremy F. Dawson	Leonard F. Favara
Luis M. Arciniega	Cheryl A. Boglarsky	Brian Cesario	Eric A. Day	Emily G. Feinberg
Cheryl R. Armstrong	Kathleen Boies	Ingrid C. Chadwick	Nancy E. Day	Jennifer Feitosa
John D. Arnold	Heather M. Bolen	Luye Chang	Filip De Fruyt	G. Cynthia Fekken
David W. Arnold	Silvia Bonaccio	Kristin Charles	Francois S. de Kock	Helene K. Felber
Evelina E. Escalon	A. Kenneth Bonanno	Steven D. Charlier	Kenneth P. De Meuse	Laura Fields
Ronald A. Ash	Shannon Bonner	Kevin Cheng	Jennifer J. Deal	Jenna N. Filipkowski
Leslie Ashburn-Nardo	Walter C. Borman	Bonnie Hayden Cheng	Michelle A. Dean	Saul Fine
Neal M. Ashkanasy	Matthew J. Borneman	Jimmy Chew	Maik E. Debus	Joan E. Finegan
Steven D. Ashworth	Frank A. Bosco	Francois Chiochio	Molly L. Delaney	Alexis A. Fink
Gregory M. Austin	Whitney Botsford Morgan	Todd L. Chmielewski	Kelly Delaney-Klinger	Lisa Finkelstein
Stephen H. Axelrad	Natalie Bourgeois Caldwell	Jeewon Cho	Silvia Dello Russo	Marina Fiori
Sara J. Aylsworth	Lindsay A. Bousman	Eunae Cho	Angelo S. DeNisi	Jacob S. Fischer
Roya Ayman	Sarah M. Bowen	SinHui Chong	Tobias Dennerlein	Donald L. Fischer
Paul P. Baard	Jennifer L. Bowler	Matthew S. Christensen	Anne-Sophie Deprez-Sims	Gwenith G. Fisher
Samantha K. Baard-Perry	Nathan A. Bowling	Michael S. Christian	Eva Deros	Sandra L. Fisher
Peter D. Bachiocchi	Lisa A. Boyce	Neil Christiansen	Tripti Pande Desai	David M. Fisher
Jessica M. Badger	Anthony S. Boyce	Allan H. Church	Justin A. DeSimone	Nick C. Fisher
Zhanna Bagdasarov	Scott Boyd	Julie A. Cincotta	Erica I. Desrosiers	Dinora R. Fitzgerald
Qiyu Bai	Elizabeth M. Boyd	Maryalice Citera	Mitzi Desselles	Gail C. Flanagan
Sarah F. Bailey	Tanya Boyd	Olga L. Clark	Rhonda DeZeeuw	Michael F. Flanagan
Daria A. Bakina	Bridget E. Boyle	Sharon Clarke	Dalia L. Diab	John W. Fleenor
Arnold B. Bakker	Kevin M. Bradley	Jeanette N. Cleveland	Thomas Diamante	Matthew S. Fleisher
Tina Balachandran	Jessica L. Bradley	Glenn Cobb	Jennifer A. Diamond	Hannah J. Folds
Sean P. Baldwin	Christopher C. Bradshaw	Richard T. Cober	Ismael Diaz	Deborah K. Ford
Boris B. Baltes	Caleb B. Bragg	Alana B. Cober	Federico Diaz Sustaeta	Michael T. Ford
Jurgen Bank	Michael T. Braun	Yochi Cohen-Charash	Deborah DiazGranados	Howard D. Fortson
Benjamin E. Baran	Thomas S. Brice	Stephen M. Colarelli	Marcus W. Dickson	Vincent J. Fortunato
Michele C. Baranczyk	Thomas W. Britt	May C. Colatat	David N. Dickter	Jeff Foster
Laura Baranowski	Dana Broach	Adrienne J. Colella	James M. Diefendorff	Pamela J. Foster
Larissa Barber	Alison A. Broadfoot	Lynn Collins	Joel A. DiGirolamo	Franco Fraccaroli
Russell J. Barcelona	Sarah A. Brock	Alan L. Colquitt	Nikos Dimotakis	Marie D. Francosky
Marie W. Barnes	Albert L. Brockwell	Cari L. Colton	Guy J. DiSpigno	Timothy M. Franz
Christopher M. Barnes	Felix C. Brodbeck	Shane Connelly	Daniel P. Divine	Mark J. Freeman
Janet L. Barnes-Farrell	Scott M. Brooks	Kelley A. Conrad	Susan D'Mello	Laura L. Freeman
Paul T. Barrett	Luke Brooks-Shesler	Trevor M. Conrad	Peter G. Dominick	Chris Freiburger
Laura G. Barron	Matthew I. Brown	Samantha A. Conroy	John J. Donovan	Lilli Friedland
Lynn K. Bartels	Reagan D. Brown	Patrick D. Converse	Jamie S. Donsbach	Tamara L. Friedrich
Margaret G. Barton	Linda L. Brown	Jeffrey S. Conway	Jay M. Dorio	Julia M. Fullick
Dave Bartram	Bradley J. Brummel	Karen Coplan	Thomas W. Dougherty	Allison S. Gabriel
Mariangela Battista	Laurie B. Buchanan	Christy M. Corey	David F. Dubin	Susanne B. Gabrielsen
Kristina N. Bauer	Mary Ann Bucklan	John M. Cornwell	Timothy R. Dullaghan	Paul A. Gade
J. Anthony Bayless	Swati Buddhavarapu	Lilia M. Cortina	Soner Dumani	Amy Gammon
Julia Bayless	Louis C. Buffardi	David P. Costanza	Benjamin B. Dunford	Ilya E. Garber
Adam S. Beatty	Marilyn J. Bugenhagen	John L. Cotton	Patrick D. Dunlop	Ameetha Garbharran
Alexandra Beauregard	Carrie A. Bulger	Gary F. Coulton	Scott Dust	Donald G. Gardner
James W. Beck	Jennifer Bunk	Susan H. Coverdale	Amy DuVernet	Michael J. Garrity
William Becker	Heather D. Burnett	Brennan D. Cox	Naomi G. Dyer	Ilene F. Gast
Thomas E. Becker	Gary N. Burns	Cody B. Cox	David R. Earnest	Debra S. Gattton

Lisa P. Gaynier
 Jennifer L. Geimer
 Ian R. Gellatly
 Roxane L. Gervais
 Paul R. Gesn
 Louma Ghandour
 Kamalika Ghosh
 Alyssa M. Gibbons
 Robert E. Gibby
 Jennifer L. Gibson
 Joseph A. Gier
 John H. Gilbert
 Sarah N. Gilbert
 Michael A. Gillespie
 Nicole M. Ginther
 Sharon Glazer
 Heidi M. Glickman
 Kirsten T. Gobeski
 Timothy Golden
 Robert F. Goldsmith
 Harold W. Goldstein
 Juliya Golubovich
 M. Gloria Gonzalez-Morales
 William N. Goodbar
 Gerald F. Goodwin
 Laura E. Gooler
 C. Allen Gorman
 Greg Gormanous
 Mikel Gorriti Bontigui
 Ashita Goswami
 Patricia E. Grabarek
 Karen M. Grabow
 James A. Grand
 Eyal Grauer
 Ginny Gray
 Jeffrey H. Greenhaus
 Mauricio D. Greenwald
 Donna M. Greenwood
 Tomika W. Greer
 Brodie Gregory
 Darrin Grelle
 Pat Griffin
 James W. Grosch
 Markus Groth
 Angela R. Grotto
 Amy Dawgert Grubb
 Russell Guay
 Sara M. Guediri
 Ashley M. Guidroz
 Stanley M. Gully
 Stephen Gunter
 Katie M. Gunther
 Sigrid B. Gustafson
 Sara Lambert Gutierrez
 Arthur Gutman
 Richard A. Guzzo
 Ibrahim M. Habeeb
 Milt Hakel
 Jonathon R. Halbesleben
 Rosalie J. Hall
 Michelle L. Halper
 Jane A. Halpert
 Marie D. Halvorsen-Ganepola
 Scott Hamilton
 Leah Hamilton
 Charles A. Handler
 Deanna M. Haney
 Emily D. Hansen
 Chester Hanvey
 Michael B. Harari
 Jan L. Harbaugh
 Jay H. Hardy
 Reanna P. Harman
 Peter D. Harms
 Crystal M. Harold
 Lisa Grant Harpe
 Todd C. Harris
 Brad Harris
 Diana Marie Hartel
 Robert L. Hartford
 Nathan S. Hartman
 Robert J. Harvey
 Stephanie Hastings
 Erica L. Hauck
 Neil M. A. Hauenstein
 Theodore L. Hayes
 Jocelyn M. Hays
 Rosemary Hays-Thomas
 Jerilyn Hayward
 Joy F. Hazucha
 Angela Langevin Heavey
 Cynthia A. Hedricks
 Michael B. Hein
 Paul R. Heintz
 Michael C. Helford
 Taundra L. Henderson
 Cheryl Hendrickson
 Chris A. Henle
 Martha E. Hennen
 Jaime B. Henning
 Sara Henrysson Eidvall
 Rick Hense
 Amanda L. Herche
 Joy Hereford
 Hailey A. Herleman
 James S. Herndon
 Gina R. Hernez-Broome
 Beryl L. Heskeith
 Julie M. Hetzler
 Ravit Hezkiau-Ludwig
 Chelsey Hibbard
 Susanne Hibler
 Edward Jeffrey Hill
 Stephen Hill
 Carolyn Hill-Fotouhi
 Verlin B. Hinsz
 Amy C. Hirsch
 Robert R. Hirschfeld
 Chia-Lin Ho
 Marilyn K. Hoffman
 Calvin C. Hoffman
 Brian J. Hoffman
 Joeri Hofmans
 Rosalie Holian
 George P. Hollenbeck
 Brian C. Holtz
 Lasse Hønsen
 Amy C. Hooper
 Henry A. Hornstein
 Michael Horvath
 Pierce J. Howard
 Mary C. Howard
 John C. Howes
 Ting-Pang Huang
 Yueng-Hsiang E. Huang
 Pete Hudson
 Kyle C. Huff
 Allen I. Huffcutt
 Ann H. Huffman
 Crystal L. Hughes
 Leng Dang (Karina) Hui-Walowitz
 Steven T. Hunt
 Sam T. Hunter
 Emily M. Hunter
 Marc B. Hurwitz
 Ahmed Ifabua
 Frank P. Igou
 Dragos G. Iliescu
 Jody J. Illies
 A. James Illingworth
 Kevin Impelman
 Andrei Ion
 Greg Irving
 Sayeedul Islam
 Dan Ispas
 Sharon A. Israel
 Lana V. Ivanitskaya
 Duncan J.R. Jackson
 Arthur G. Jago
 John T. Janz
 Michele E.A. Jayne
 Jaclyn M. Jensen
 Lixin Jiang
 Jing Jin
 Victor Jockin
 John C. Johanson
 Johanna E. Johnson
 Genevieve Johnson
 Ryan C. Johnson
 Gene K. Johnson
 Julie M. Johnson
 Angel Johnson
 Hazel-Anne M. Johnson
 Sarah R. Johnson
 C. Douglas Johnson
 Robert G. Jones
 David A. Jones
 Kisha S. Jones
 Paul R. Jones
 Kenyon P. Jordan
 Dana Joseph
 Johan A. Julin
 Dustin K. Jundt
 Adam H. Kabins
 Zachary T. Kalinoski
 Felicia O. Kaloydis
 Khosrow Kamali
 Tracy Kantrowitz
 Seth A. Kaplan
 Malay Kapoor
 Brian Katz
 Steven Katzman
 Edgar E. Kausel
 Michael J. Kavanagh
 Kristina M. Kayton
 Umamaheswari Kedhamath
 Jessica Keeney
 Michael J. Keeney
 Kathryn E. Keeton
 Valery J. Keibler
 Heidi L. Keller-Glaze
 John Kello
 Dana L. Kendall
 Jeffrey C. Kennedy
 John K. Kennedy
 Sven Kepes
 Marjory R. Kerr
 Stacey R. Kessler
 Saira I. Khan
 Thomas Kiger
 Brian H. Kim
 Kyoung Yong Kim
 Sewon Kim
 Jolene A. King
 Brandon S. King
 Cristina D. Kirkendall
 Shelley A. Kirkpatrick
 Katie Kirkpatrick-Husk
 Jean P. Kirman
 Stephanie R. Klein
 Matthew S. Kleinman
 Martin Kleinmann
 George O. Klemp
 Reid E. Klien
 Avraham N. Kluger
 Kevin M. Kniffin
 Patrick A. Knight
 Ia Ko
 Lisa Kobe Cross
 Amanda J. Koch
 Jonathan F. Kochert
 Tine Koehler
 Catherine Kolomitz
 Cornelius J. König
 Stephen H. Konya
 Andrea M. Konz
 Penny Koommoo-Welch
 Joel Koopman
 Negin Kordbacheh
 M. Audrey Korsgaard
 Kenta Koyama
 Amit Kramer
 David A. Kravitz
 Hennie J. Kriek
 Franciska Krings
 Amy L. Kristof-Brown
 Kelley J. Krokos
 Chris Kubisiak
 John Kulas
 Ivan Kulis
 Mei-Chuan Kung
 Gary A. Kustis
 Tobin Kyte
 Lori La Civita
 Jeffrey R. Labrador
 Ken Lahti
 David M. LaHuis
 Christopher J. Lake
 Samantha F. Lancaster
 Charles E. Lance
 Lisa Lande
 Richard N. Landers
 Ronald S. Landis
 Lauren Blackwell Landon
 Julie J. Lanz
 Steven C. Larson
 Elliot D. Lasson
 Amie D. Lawrence
 Megan K. Leasher
 Jung Hyun Lee
 Christopher W. LeGrow
 Nale K. Lehmann-Willenbrock
 Pedro Ig Leiva
 Chrysanthi Lekka
 Ariel Lelchhook
 Arnold L. Leonard
 Christopher R. Leupold
 Paul E. Levy
 Robert E. Lewis
 Tara L'Heureux-Barrett
 Tao Li
 Benjamin E. Liberman
 John-Gabriel J. Licht
 Joshua P. Liff
 Lizzette Lima
 Lilly Lin
 Mei-Hua Lin
 Glenn E. Littlepage
 Songqi Liu
 Amelia Prewett Livingston
 Toni S. Locklear
 Rebecca K. Loehrer
 Brian T. Loher
 Oliver H. London
 Erika C. Lopina
 Chris L. Lovato
 Mark A. LoVerde
 Kevin B. Lowe
 Rodney L. Lowman
 Chang-qin Lu
 Joseph N. Luchman
 Mark H. Ludwick
 Aleksandra Luksyte
 Cara Lundquist
 Donald E. Lustenberger
 Joel E. Lynch
 Karen S. Lyness
 Julie S. Lyon
 Teresa M. Lyons
 Brent J. Lyons
 Brian D. Lyons
 Keith A. Macky
 Charles N. MacLane
 Juan Madera
 Kevin T. Mahoney
 Debra A. Major
 Alison C. Mallard
 Paul Maloney
 Sarina M. Maneotis
 Gregory G. Manley
 Janet Mantler
 Veronica M. Manzella
 Justin Marcus
 Alyson B. Margulies
 Leanne Markus
 Theresa Martelli
 Robin Martin
 Meisha-ann Martin
 Larry R. Martinez
 Nico Martins
 Thomas W. Mason
 Aline D. Masuda
 Jim Matchen
 Russell A. Matthews
 Tammalette M. Mattison
 Waylon Brent Maulden
 David Mayfield
 Joseph Mazzola
 Samuel T. McAbee
 Morgan W. McCall
 Cindy McCauley
 Allia R. McCrank
 Michael A. McDaniel
 Dusty L. McEwen
 Alyssa McGonagle
 Tim McGonigle
 Joanne McInerney
 Kate McInnis
 Scott E. McIntyre
 Matthew J. W. McLarnon
 Laurel A. McNall
 Alan D. Mead
 Adam W. Meade
 Klaus G. Melchers
 Alberto Melgoza
 Richard A. Mendelson
 Catherine Q. Mergen
 John P. Meriac
 Jessica J. Merten
 Rustin D. Meyer
 Robert P. Michel
 Jesse S. Michel
 Leslie A. Miller
 Deborah Miller
 Amy E. Mills
 Maura J. Mills
 Vipanchi Mishra
 Debora D. Mitchell
 Thomas E. Mitchell
 Marie S. Mitchell
 Graeme Mitchell
 Philip J. Moberg
 Landon J. Mock
 Susan Mohammed
 Nathan J. Mondragon
 Christina M. Montaiuti
 Linda E. Montgomery
 Michael E. Moomaw
 Simon M. Moon
 Peter T. Morelli
 Neil Morelli
 Don M. Moretti
 Brian S. Morgan
 Valerie J. Morganson
 Karen O. Moriarty
 Scott B. Morris
 Stephanie Morrow
 Robert B. Most
 Rana Moukarzel
 Paul M. Muchinsky
 Lorin M. Mueller
 Rose A. Mueller-Hanson
 Kevin M. Mullaney
 Morrie Mullins
 Gonzalo J. Munoz
 Liberty J. Munson
 Timothy P. Munyon
 Toshio Murase
 Severine C. Murdoch
 Catherine L. Murensky
 Lauren A. Murphy
 Kevin R. Murphy
 Joel T. Nadler
 Mark S. Nagy
 Carl Nagy
 Loren J. Naidoo
 Cole Napper
 Anupama Narayan
 Kimberly S. Nei
 Darin S. Nei
 Kathryn J. Nelson
 Johnathan Nelson
 Leissa Nelson
 Jean P. Neveu
 Nhung T. Nguyen
 Gary S. Nickell
 Jennifer Nicol
 Larisa Belau Niedle
 Ioannis Nikolaou
 Cynthia R. Nordstrom
 Christina Norris-Watts
 Christopher D. Nye
 Kurt L. Oborn
 Ernest O'Boyle
 Kimberly E. O'Brien

James P. O'Brien	Tara C. Reich	Karen Sears	Per A. Straumsheim	Adam D. Weilbaecher
Katharine R. O'Brien	Walter Reichman	Lance W. Seberhagen	Nathan K. Studebaker	Sara P. Weiner
Denise H. O'Brien	Rachel E. Reichman	Jerry Seibert	Alice F. Stuhlmacher	John A. Weiner
Matthew S. O'Connell	Christopher E. Reilly	Stephanie N. Seiler	Matthew J. Such	Brett M. Wells
Heather N. Odle-Dusseau	Richard R. Reilly	Benjamin K. Seltzer	Brandon A. Sullivan	Diane Keyser Wentworth
Idowu Michael Ogunkuade	Kevin R. Reindl	Norbert K. Semmer	Katherine Sullivan	Jennifer L. Wessel
In-Sue Oh	Roni Reiter-Palmon	Johanna Seppalainen	Sarah T. Sullivan	Mina Westman
Sandra Ohly	Scott M. Reithel	Laura Severance	Eric A. Surface	William S. Weyhrauch
Tunji Oki	Christian J. Resick	Jacob Seybert	Michael A. Surrette	Deborah L. Whetzel
David H. Oliver	Douglas H. Reynolds	Jonathan A. Shaffer	Fred S. Switzer	Katherine E. Wiegand
Joy Oliver	Darryl B. Rice	Jarrett H. Shalhoop	Tracey Tafero	Christopher Wiese
Tatana M. Olson	Erin M. Richard	Christina E. Shalley	Rae Yunzi Tan	Joel P. Wiesen
Kristine J. Olson	Iris D. Rivera	Clare Sharafinski	James A. Tan	Lori Wieters
Lorry A. Olson	Tracey E. Rizzuto	Megan N. Shaw	King Yui Tang	Nathan E. Wiita
Thomas A. O'Neill	Shungwon Ro	Tilman Sheets	Vicki M. Tardino	Diane Wilcox
Janneke K. Oostrom	Christopher Robert	Winnie Shen	Louis Tay	Jessica L. Wildman
Eric M. O'Rourke	Lauren N. Robertson	Michael A. Sheppeck	Amy M. Taylor	Bart Wille
Patrick Gavan O'Shea	Chet Robie	Shung Jae Shin	Manuel J. Tejeda	T. Craig Williams
Fred Oswald	Ryan P. Robinson	Elizabeth L. Shoenfelt	Klaus J. Templer	Jane Williams
James L. Outtz	Linda A. Robinson	Carol F. Shoptaugh	Lois E. Tetrick	Timothy J. Willis
Lesley Page	Erika Robinson-Morrall	Jaclyn Shor	Robert P. Tett	Chelsea R. Willness
Jone Papinchock	Steven J. Robinson	Mindy K. Shoss	Paul W. Thayer	Michelle M. Wisecarver
Ellen M. Papper	Sylvia G. Roch	Marissa L. Shuffler	Amanda L. Thayer	David J. Woehr
Carolyn M. Parish	Joanna Rock	Amanda C. Shull	Adrian Thomas	Paige Porter Wolf
Youngah Park	Thomas Rockstuhl	Kenneth S. Shultz	Rebecca J. Thompson	Amanda Woller
Brandy N. Parker	Jessica Rodell	Aarti Shyamsunder	George D. Thomson	Heather Wolters
Kelsey N. Parker	Christopher C. Roenicke	Marc A. Siegal	Paul Thoresen	Sang Eun Woo
Alissa D. Parr	Steven G. Rogelberg	Dina A. Sillers-Tiltina	Meghan A. Thornton	Vivian A. Woo
Ernie Paskey	Apryl Rogers Brodersen	Andrea Sinclair	Jessica Thornton	Lauren A. Wood
John J. Pass	Donna Roland	Robert R. Sinclair	George C. Thornton	Erin Crask Wood
Michael A. Pate	Heather D. Rooney	Neha Singla	Todd J. Thorsteinson	Meredith J. Woodwark
Harold A. Patrick	Mark Rose	Ruchi Sinha	Peter D. Timmerman	Jennifer Carmichael Wright
Cheryl J. Paullin	Christopher C. Rosen	Daniel Skarlicki	Carol W. Timmreck	Natalie A. Wright
Elizabeth Pavese-Kaplan	Patrick J. Rosopa	Pamela Y. Skyrme	Karen A. Tinker-Walker	Tae Seok Yang
Evgeniya E. Pavlova Miller	Paul F. Ross	Kelley J. Slack	Steven R. Toaddy	Renee F. Yang
Edward Pavur	Kenneth G. Rossi	Renae M. Slaughter	Yonca Tokar	Georgi P. Yankov
Stephanie C. Payne	Irina Rosu	Michael T. Sliter	Abigail D. Toner	Ann Marie Yanushefski
Marina Pearce	Teresa J. Rothausen	Katherine A. Sliter	Richard F. Tonowski	Candice M. Yorke
Kenneth Pearlman	Nicolas Roulin	Gregory J. Smith	James M. Topolski	Amy Powell Yost
Patricia R. Pedigo	Kate Rowbotham	Mark Alan Smith	Isabelle Tremblay	Paul R. Yost
Christine M. Pencak	Alex Rubenstein	Mickey B. Smith	Stuart A. Tross	Stephen F. Young
Lisa M. Penney	Cristina Rubino	Matthew R. Smith	Michael L. Trusty	John N. Younker
Gloria M. Pereira	Cort W. Rudolph	Marc B. Sokol	Donald M. Truxillo	David Youssefnia
Lisa M. Perez	Brian J. Ruggenberg	Brock R. Solano	Cecile Tschopp	Stephen J. Zaccaro
Sara J. Perry	Enrica N. Ruggs	Emily G. Solberg	Jenny Tsoulos	Mark D. Zajack
Carl R. Persing	Steven M. Rumery	Yoshima S. Somvanshi	Jennifer S. Tucker	Sara Zaniboni
Jane A. Petrick	Disha D. Rupayana	Sabine Sonnentag	Kathleen A. Tuzinski	Michelle Zbylut
Lyn T. Peyton	Craig J. Russell	Robert W. Sopo	Graham Tyler	Ingo Zettler
Jean Phillips	Steven S. Russell	Joann S. Sorra	Mark S. Urban	Zhen Zhang
Joel Philo	Ann Marie Ryan	Darrin Sorrells	Doruk Uysal Irak	Haiyan Zhang
Virginia E. Pitts	Lise M. Saari	Taylor E. Sparks	Paul T. Van Katwyk	Zhiqing E. Zhou
Stefanie A. Plemmons	Kristin N. Saboe	Andrew Speer	Courtney T. Van Overberghe	Michael J. Zickar
Kim T. Pluess	Alandria G. Saifer	Jeffrey Spence	Robert J. Vance	Seth Zimmer
Tiffany R. Poepelman	Nicholas P. Salter	Emily Spicer	Jeffrey B. Vancouver	Ryan D. Zimmerman
David M. Pollack	Rudolph J. Sanchez	Sven-Oliver Spiess	Robert J. Vandenberg	Tracy E. Zinn
Samuel B. Pond	Darrel L. Sandall	Therese A. Sprinkle	Ourania R. Vasilatos	David B. Zoogah
Eric C. Popp	Cheryl L. Sanders	Tina Sprouse Murphy	Kathlea Vaughn	Rebecca R. Zusman
Walter B. Porr	Lester Sapitula	Annette C. Spychalski	Daly Vaughn	Zandra M. Zweber
Mark L. Poteet	Christina L. Sarabia	Alicia Stachowski	Robert A. Vecchiotti	
Deborah M. Powell	Sue Ann Corell Sarpy	Deborah R. Stairs	Kristian M. Veit	
Thomas E. Powell	Jaye Satic	Alex Stajkovic	Laura Venz	
Charlotte L. Powers	Rhoda M. Sautner	Susan W. Stang	Anton J. Villado	
Ludmila Praslova	Thomas P. Sawyer	Daniel S. Stanhope	Sabrina D. Volpone	
Angela K. Pratt	Mahima Saxena	Stephen Stark	Patrick L. Wadlington	
Tahira M. Probst	Terri A. Scandura	Lena F. Staudigl	Lisa Wager	
Daren S. Protolipac	David J. Scarborough	John P. Steele	Stephen H. Wagner	
Kristen L. Pryor	Kraig L. Schell	Debra Steele-Johnson	Sharon L. Wagner	
Shuang Yueh Pui	Frederic M. Schemmer	Lisa A. Steelman	Vicki A. Walla	
Nicole Pulito	Charles A. Scherbaum	Jay H. Steffensmeier	Steven E. Walker	
Cynthia L.S. Pury	Christine R. Scheu	Laura A. Steighner	David D. Walker	
Christine L. Pusilo	Deidra J. Schleicher	Robert C. Steilberg	Aaron S. Wallen	
Dan J. Putka	Aaron M. Schmidt	Derek A. Steinbrenner	Benjamin M. Walsh	
Stefanie Putter	Gordon B. Schmidt	Brigitte Steinheider	Mo Wang	
Thomas P. Qafzezi	Joseph A. Schmidt	Julie A. Steinke	Yu-Hsuan Wang	
Samuel Rabinowitz	Kimberly T. Schneider	Thomas A. Stetz	Janis M. Ward	
Jennifer M. Ragsdale	Leann Schneider	Gregory W. Stevens	Jacquelyn E. Warnecke	
Nancy L. Ras	Jeremy L. Schoen	Maura A. Stevenson	Guillermo Wated	
Rena Le Rasch	Brian W. Schrader	Joseph H. Stewart	Shonna D. Waters	
Jana L. Raver	Amber N. Schroeder	Kathy Stewart	Marie Waung	
Elizabeth C. Ravlin	Matthew J. Schuelke	Virginia G. Stillson	Jason D. Way	
Jason Read	Michael D. Schuler	Frederick R. Stilson	Bart Weathington	
Lia M. Reed	Alexander R. Schwall	Margaret S. Stockdale	Brian D. Webster	
Timothy Reed	Michael Schwerin	Nancy J. Stone	Serena Wee	
Matthew Reeder	Donald R. Scott	Thomas H. Stone	Jeff A. Weekley	
Richard L. Rees	John C. Scott	Jack W. Stoughton	Nathan Weidner	

Employee Engagement

Employee Surveys
Made Simple



You're the employee genius.
We're the tech whiz.

Qualtrics Employee Engagement

Employee engagement is a proven driver of revenue, quality, productivity, and customer satisfaction. With only 30% of employees engaged in their work, it's more important than ever to measure and improve engagement.

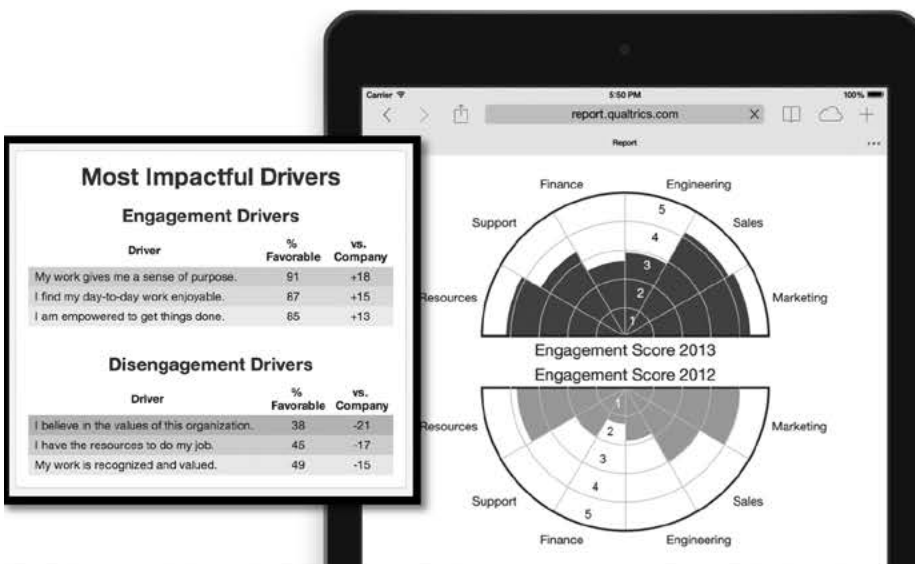
That's where we come in. With Qualtrics Employee Engagement, we make it easy for you to figure out which levers to pull to increase engagement – and we do it in real-time.

"The **fast turnaround of data** has been our primary concern – now we can deliver employee engagement **results in real-time** while they are still relevant and top of mind. **Dashboards** make it easy to sift through large quantities of data at once, including the ability to **drill down** on any particular field. Because we can give managers detailed reports that are so easy to understand, they don't need to come back to us with lots of questions or requests for new cuts of data."

Laura Fyffe



World Wide Technology, Inc.



800-340-9194 | eesales@qualtrics.com | www.qualtrics.com/ee

Welcome to SIOP 2015!



Stop by **Booth #507** to learn how
Select International's assessment
solutions are transforming:



Healthcare



Safety



Leadership
Development



800-786-8595

www.selectinternational.com



**In 1972 we helped pioneer
employee research.**

Today we are reinventing it.

To learn more about our specialized
approach, please visit us at www.sirota.com.

Sirota Research at SIOP 2015

Drivers of Engagement: An Occupation Specific and Personal Characteristics Approach (Symposium)

Presented by Anthony Caputo and Patrick Hyland, Ph.D. (Sirota), Christine Smith, Kristen Shockley, Erin Eatough, and Danielle R. Wald (Baruch College, The Graduate Center, CUNY), Ken Oehler (Aon Hewitt), Kevin Loo, Ryan Dullaghan, Meisha-ann Martin, and Marc Vicino (Jetblue Airways), Soner Dumani (University of South Florida), and Jason D. Way (ACT, Inc.)

Thursday, April 23rd at 10:30am in Franklin 10

Surveying at SIOP – Current and Future Practices (Executive Block)

Presented by Peter Rutigliano, Ph.D. (Sirota), Charles Scherbaum, Ph.D. (Baruch College and Graduate Center, CUNY), Mark Poteet Ph.D. (Organizational Research & Solutions Inc.), and Tilman Sheets Ph.D. (Louisiana Tech University)

Thursday, April 23rd at 3:30PM in Grand B

Identifying Factors that Foster Employee Engagement: A Meta-analysis with SEM (Poster)

Authored by David W. Reeves, Ph.D. Patrick Hyland, Ph.D. and Anthony W. Caputo (Sirota)

Thursday, April 23rd at 3:30PM in Franklin Hall

Big Data and Identified Employee Surveys: Ethical Issues and Guidelines (Debate)

Debaters include Peter Rutigliano, Ph.D. (Sirota), Sara Weiner Ph.D. (IBM), Richard Guzzo Ph.D. (Mercer), Ralf Kloeckner Ph.D. (Google), Lise Saari Ph.D. (NYU & Baruch), and Charles A. Scherbaum, Ph.D. (Baruch College and the Graduate Center, CUNY)

Friday, April 24th at 8:00AM in Independence Ballroom

And Baby Makes...? Global Best Practice in Family Leave (Roundtable)

Roundtable session by Megan Connolly (Sirota), Natalie Dunn (Royal Dutch Shell), and Angela Grotto, Ph.D. (Manhattan College)

Friday, April 24th at 11:30AM in Grand I

Creating Scientist-Practitioners: I/O Programs Leveraging Corporate Advisory Boards (Panel)

Panelists include Peter Rutigliano, Ph.D. (Sirota), Terri Shapiro, Ph.D. (Hofstra University), Brian J. Ruggeberg Ph.D. (Aon Hewitt), Madelyn Marino (American Express), Cong Liu, Ph.D. (Hofstra University) Comila Shahani-Denning, Ph.D. (Hofstra University), and Kevin M. Dooley Ph.D. (Deutsche Bank)

Friday, April 24th at 12:00PM in Liberty C

An Insider's Guide to Preparing for an Applied Career (Panel/Roundtable)

Presented by Laura Sywulak and Scott Gebhardt (Sirota), Tiffany Malloy (Guardian Life), Amy Gammon (Select International, Inc.), Kristin Cullen (Center for Creative Leadership), Jordan Stein (Illinois Institute of Technology), Casey Smith (Baruch College, The Graduate Center, CUNY), and Mary Margaret Sudduth (Florida Institute of Technology)

Friday, April 24th at 1:30PM in Grand I

Navigating Recruitment, Selection, and Disclosure for Employees with Disabilities (Panel)

Panelists include Peter Rutigliano, Ph.D. (Sirota), Anna Hulett (University of Georgia), Samuel Hunter Ph.D. (Pennsylvania State University), Christine Nittrouer Ph.D. (Rice University), and David Baldrige Ph.D. (Oregon State University)

Friday, April 24th at 1:30PM in Grand B

Emotional Labor's Perks and Pitfalls: A Conservation of Resources Approach (Poster)

Authored by Vivian A. Woo, Ph.D. (Sirota) and Maura Mills, Ph.D. (Hofstra University)

Friday, April 24th at 4:30PM in Franklin Hall

How to Have IMPACT: Turning Survey Data into Culture Change (Symposium)

Presented by Justin Black and Michelle Corman (Sirota), Alice Wastag (Denison Consulting), Steve Weingarden (Blue Cross Blue Shield of Michigan), and Meisha-ann Martin, Kevin Loo, and Marc Vicino (JetBlue Airways)

Friday, April 24th at 5:00pm in Grand K

You Think You Can Solve an I-O Problem? (Panel)

Panelists include Michael Meltzer (Sirota), Madhura Chakrabarti (Dell), Abeer Dubey (Google), and Andrea Spaeth (Department of Psychiatry, University of Pennsylvania)

Saturday, April 25th at 3:30PM in Independence Ballroom

	302-304	305-306	309-310	401-403	404	407-409	Franklin 08	Franklin 09	Franklin 10	Franklin Hall	Grand A
8:30 AM											
9:00 AM											
9:30 AM											
10:00 AM											COFFEE BREAK
10:30 AM	2 Talent Systems: Only the End of the Beginning	3 Disabilities and Veterans: Lessons Learned	4 General Performance Effects in AC Ratings	5 Assessment in the Digital Age	6 Considering Team Mix for Staffing and Beyond	7 Latest on EI@Work	8 Debate on Getting Rid of Performance Ratings	9 The Candidate Experience	10 One Size Does NOT Fit All in Engagement		11 Success Tips for Master's-Level I-O Psychologists
11:00 AM										22 Careers/Socialization/Retirement/Work Family	
11:30 AM											
12:00 PM	24 Attention! Integrating Vets in the Workforce	25 Survive and Thrive in Grad School	26 Stigmatized Identity Management	27 Untangling Toxic Leadership	28 Envisioning the Future of I-O	29 Cultural Clusters vs. Local Assessment Data	30 Emerging Issues in the Study of Spaceflight Teams	31 Workforce Analytics' Impact	32 International Guidelines for Good Testing Practice	33 Counter-productive Behavior/Workplace Deviance	34 Workplace Technology Implementation
12:30 PM										46 Occupational Health/Safety/Stress/Aging	
1:00 PM											
1:30 PM	47 What Does a Master's in I-O Mean? Part II	48 Academic-Practitioner Research Collaborations	49 New Frontiers on Emotional Contagion	50 Gender Agenda Narrative	51 I-O for the Greater Good	52 I-Os as Technologists: To Start, Press Any Key	53 Innovative Talent Identification	54 Innovations in SJT Formats and Scoring	55 Test Your Skills (Vote!): Real Client Dilemmas		56 Understanding Training Effectiveness
2:00 PM										67 Job Performance/Innovation/Creativity	
2:30 PM											
3:00 PM											COFFEE BREAK
3:30 PM	68 Transportability: Boundaries, Challenges & Stds.	69 Manage Your Energy, Not Just Your Time	70 Clients 101: The Class You Wish You Took in School	71 Going Global With Assessment Programs	72 How I-O Psychology Can Respond to Ferguson	73 Cutting to the Chase: Streamlining Hiring Process	74 EOR and Health	75 MTSS: Determinants & Dynamics of Emergent States	76 Value in 360 Rater Disagreements	77 Job Attitudes/Engagement	78 Dist Professional Contributions Award
4:00 PM											
4:30 PM		89 Adventures in Unfolding Measurement Applications	90 Private Equity: Cost-Cutting to More Culture Pl		91 Measuring Implicit Motives via Conditional Reasoning			92 Alternative Validity Strategies		93 Testing/Assessment	94 Listening
5:00 PM	100 Engagement Surveys: Is There a Better Way?			101 Dist Early Career Contributions-Science Award		102 Leading and Engaging in Times of Change	103 Master's Hires: Landing the 1st Job		104 Gov't Selection Challenges		
5:30 PM											
6:00 PM											
6:30 PM											
Posters			Theme Track			Executive Board Session			Award Winners		

THURSDAY SPECIAL EVENTS: *UPDATED!*

CONTINENTAL BREAKFAST: 5th Level Prefunction

7:30AM TO 8:30AM

OPENING PLENARY SESSION: Grand E-H

8:30AM TO 10:00AM

SPEAKER READY ROOM: Room 301

8:00AM TO 11:00AM

DISTINGUISHED TEACHING CONTRIBUTIONS AWARD: Rm 301

12:30 PM TO 1:20 PM

BOOK SERIES SESSIONS

PROFESSIONAL PRACTICE SERIES SESSION: Room 301

2:00PM TO 3:00PM

ORGANIZATIONAL FRONTIERS SERIES SESSION: Room 301

3:30PM TO 4:30PM

	Grand B	Grand C	Grand D	Grand E-H	Grand I	Grand J	Grand K	Grand L	Independence Ballroom	Liberty AB	Liberty C							
8:30 AM				1 Opening Plenary: Presidential Address, Awards, Fellows, Elect. Results														
9:00 AM																		
9:30 AM																		
10:00 AM																		
10:30 AM	12 I-O in an Exponential World: Keeping Pace w/ Tech	13 Ideal-Point IRT Modeling Non-Cognitive Measurement	14 Social Identity and Employee Well-Being		15 Navigating Introversion as an I-O	16 Scientist or Leader? Challenges and Considerations	17 UN Initiatives for Women: How Can I-O Help?	18 Practical Considerations for Working With Data	19 Improving Peer Reviews: Advancing Science and Practice	20 Bystanders, Allies, and Advocates at Work	21 Special Event: Dunnette Prize							
11:00 AM					23 Predicting Climate/Culture Fit With Assessments													
11:30 AM																		
12:00 PM	35 One Program, Five Paths	36 Leading Tomorrow's Teams	37 Faking Indicators: Effectiveness and Convergence		44 Entitlement at Work: Managing Difficult Employees	38 Work-Family and Leadership	39 Talent Management System Implementation Challenges	40 Social Science and the Digital Revolution	41 Pursuing Better Science in Organizational Psychology	42 Theory Proliferation and Time in Turnover Research	43 IGNITE: Research & Practice in Selection							
12:30 PM																		
1:00 PM																		
1:30 PM	57 Addictions and Vices and Work, Oh My!	58 Turnover and Retention	59 From Data to Doing: Driving Action With Surveys		60 Legal Issues	61 Positive Orgs & Leadership Development	62 Navigating I-O Career Options	63 Profiling Organizational Commitment	64 Modernizing Regression: Cool, Practical Advances	65 Issues & Technology Advancements in Test Developme	66 Getting >10% from Formal Programs							
2:00 PM																		
2:30 PM																		
3:00 PM																		
3:30 PM	79 Data-Driven Approach to Improving SIOP	80 The Millennial Profile: Truth, Trash or Trivial?	81 Evaluating Employee Decision Making		82 Legal Risk Points in Talent Assessment	83 New Directions in Leader Development	84 Individual Differences & the Creative Process	85 Workplace Design	86 Ignite our Basic Stats!	87 A Conversation With SIOP Leadership	88 Shared Leadership in Teams							
4:00 PM																		
4:30 PM	95 New Methods in LGB IDM		105 Early Career Opps & Pitfalls for Female I-Os		96 I-O & the UN Sustainable Development Goals	106 All in this Together: Work-Family Interventions	97 Examining Nontraditional Interview Questions	107 Learning & Perspectives on Mentoring Design	98 Big Data Advances From Computer Science	99 Performance Appraisal - Business and Legal Views	108 Job (In)security: Resource Loss vs. Gain Spirals							
5:00 PM																		
5:30 PM																		
6:00 PM				109 Top Posters														
6:30 PM																		

Community of Interest

LOCAL I-O RELATIONS COMMITTEE MEETING: Room 304

4:00PM TO 5:00PM

COMMITTEE ON ETHNIC AND MINORITY AFFAIRS MEETING: Room 502

4:00PM TO 5:00PM

INTERNATIONAL RECEPTION: Grand D

6:00PM TO 7:00PM

CEMA SOCIAL HOUR: JW's (2nd floor)

6:00PM TO 7:00PM

MEMORIAL: LARRY JAMES: Grand C

6:30PM TO 7:30PM

SIOP NETWORKING RECEPTION, PRESENTED BY PEARSON VUE: Grand E-H

6:00 PM TO 8:00 PM

Careers/Mentoring/Socialization/Onboarding/Retirement

- 21 Special Event: Dunnette Prize, Liberty C, 10:30 AM
- 22 Posters 1-4, 6-10, 12 Franklin Hall, 11:00 AM
- 35 One Program, Five Paths: Challenges and Opportunities in I-O Careers, Grand B, 12:00 PM
- 62 To Be or Not to Be?: Navigating I-O Career Options, Grand K, 1:30 PM
- 107 Learning From All Angles: New Perspectives on Mentoring Design, Grand L, 5:00 PM
- 109 Poster 1, Grand E-H, 6:00 PM

Coaching/Leadership Development

- 36 Leading Tomorrow's Teams Today: The Future of Teams-Focused Leadership Development, Grand C, 12:00 PM
- 66 Getting More Than 10% From Formal Development Programs, Liberty C, 1:30 PM
- 83 New Directions in Leader Development Research, Grand J, 3:30 PM

Consulting Practices/Ethical Issues

- 55 Test Your Skills (Vote!): I-O Experts Pose Real Client Dilemmas, Franklin 10, 1:30 PM
- 70 Clients 101: The Class You Wish You Took in School, 309-310, 3:30 PM

Counterproductive Behavior/Workplace Deviance

- 22 Poster 13, Franklin Hall, 11:00 AM
- 33 Posters 1-28, Franklin Hall, 12:00 PM
- 93 Poster 1, Franklin Hall, 4:30 PM
- 109 Posters 2-4, Grand E-H, 6:00 PM

Emotions/Emotional Labor

- 7 The Latest on Emotional Intelligence at Work: Happy 25th Anniversary!, 407-409, 10:30 AM
- 49 Encompassing Advanced and Differential Approaches to Emotional Contagion, 309-310, 1:30 PM
- 109 Poster 5, Grand E-H, 6:00 PM

Employee Withdrawal (e.g., Absence, Turnover)/Retention

- 22 Poster 5, Franklin Hall, 11:00 AM
- 42 Two Major Challenges in Turnover Research: Theory Proliferation and Time, Liberty AB, 12:00 PM
- 58 Turnover and Retention: Proximal Withdrawal States and Expanded Criterion, Grand C, 1:30 PM
- 77 Posters 1-2, Franklin Hall, 3:30 PM

Global/International/Cross-Cultural Issues

- 29 Boundaries Redrawn: Debunking Cultural Clusters With Local Assessment Data, 407-409, 12:00 PM
- 32 The International Test Commission's Guidelines For Good Testing Practice, Franklin 10, 12:00 PM
- 71 Going Global With Assessment Programs: Why They Work, 401-403, 3:30 PM

Groups/Teams

- 6 Team Composition: Considering Team Mix For Staffing and Beyond, 404, 10:30 AM
- 30 Emerging Issues in the Study of Spaceflight Teams, Franklin 08, 12:00 PM
- 75 Multiteam Systems: Determinants and Dynamics of Emergent States, Franklin 09, 3:30 PM
- 109 Posters 6-8, Grand E-H, 6:00 PM

Human Factors/Ergonomics

- 85 Where Does Workplace Design Fit in the I-O Tool Box?, Grand L, 3:30 PM

Inclusion/Diversity (E.g., Sexual Orientation, Race, Gender)

- 20 Bystanders, Allies, and Advocates: Recognizing "Others" in Workplace Crisis Situations, Liberty AB, 10:30 AM

- 26 Intra- and Interpersonal Antecedents and Outcomes of Stigmatized Identity Management, 309-310, 12:00 PM
- 33 Poster 29, Franklin Hall, 12:00 PM
- 72 How I-O Psychology Can Respond to Ferguson, 404, 3:30 PM
- 80 The Millennial Profile: Truth, Trash or Trivial?, Grand C, 3:30 PM
- 95 New Methods in Examining Workplace Outcomes of LGB Identity Management, Grand B, 4:30 PM
- 105 Early Career Opportunities and Pitfalls For Female I-O Graduates, Grand C, 5:00 PM
- 109 Poster 9, Grand E-H, 6:00 PM

Innovation/Creativity

- 67 Posters 1-11, Franklin Hall, 2:00 PM
- 84 Individual Differences and the Creative Process: Implications for Talent Identification, Grand K, 3:30 PM

Job Analysis/Job Design/Competency Modeling

- 39 Overcoming Challenges to Talent Management System Implementation: Second Generation Focus, Grand K, 12:00 PM

Job Attitudes/Engagement

- 10 One Size Does Not Fit All: How Personal Characteristics Shape Engagement, Franklin 10, 10:30 AM
- 63 Profiling Commitment: Person-Centered Approaches to Organizational Commitment, Grand L, 1:30 PM
- 67 Poster 12, Franklin Hall, 2:00 PM
- 69 Manage Your Energy, Not Just Your Time, 305-306, 3:30 PM
- 77 Posters 3-28, Franklin Hall, 3:30 PM
- 109 Poster 10, Grand E-H, 6:00 PM

Job Performance/Citizenship Behavior

- 67 Posters 13-30, Franklin Hall, 2:00 PM
- 93 Poster 2, Franklin Hall, 4:30 PM

Judgment/Decision Making

- 81 Evaluating Good Decision Making Starts With Making Good Decisions, Grand D, 3:30 PM

Leadership

- 1 Opening Plenary, Grand E-H, 8:30 AM
- 16 Scientist or Leader? Misconceptions, Challenges and New Considerations, Grand J, 10:30 AM
- 27 Untangling Toxic Leadership: A Convolved Construct and Its Underlying Assumptions, 401-403, 12:00 PM
- 50 Toward a New Narrative for the Leadership Gender Agenda, 401-403, 1:30 PM
- 87 Executive Board Special Session: A Conversation With SIOP Leadership, Liberty AB, 3:30 PM
- 88 Shared Leadership in Teams: Contemporary Perspectives in Diverse Contexts, Liberty C, 3:30 PM
- 94 Listening: Why Should You and Why Should You Not?, Grand A, 4:30 PM
- 102 How Leaders Better Engage Their Teams in Times of Change, 407-409, 5:00 PM

Legal Issues/Employment Law

- 3 OFCCP New Regulations on Disability and Veterans' Status: Lessons Learned, 305-306, 10:30 AM
- 33 Poster 30, Franklin Hall, 12:00 PM
- 60 Current Issues in EEO Law, Grand I, 1:30 PM
- 82 Legal Risk Points in Talent Assessment: Surveying the Landscape, Grand I, 3:30 PM

Measurement/Statistical Techniques

- 13 Ideal Point IRT Modeling: Recent Breakthroughs for Noncognitive Measurement, Grand C, 10:30 AM

- 18 Analytics in Action: Practical Considerations for Working With Data, Grand L, 10:30 AM
- 19 Theme Track: Improving the Peer Review Process: Advancing Science and Practice, Independence Ballroom, 10:30 AM
- 41 Theme Track: Pursuing Better Science in Organizational Psychology, Independence Ballroom, 12:00 PM
- 64 Theme Track: Modernizing Regression: Cool and Practically Useful Advances From Other Fields, Independence Ballroom, 1:30 PM
- 86 Theme Track: Going Forward By Going Back: "Ignite" Our Basic Stats!, Independence Ballroom, 3:30 PM
- 89 Adventures in Unfolding Measurement Modeling: Applications to Important Work-Related Constructs, 305-306, 4:30 PM
- 98 Theme Track: Big Data Advances From Computer Science and Statistics, Independence Ballroom, 4:30 PM
- 109 Poster 11, Grand E-H, 6:00 PM

Occupational Health/Safety/Stress and Strain/Aging

- 14 Connecting Social Identities to Well-Being in the Workplace, Grand D, 10:30 AM
- 46 Poster 1-21, Franklin Hall, 1:00 PM
- 57 Addictions and Vices and Work, Oh My!, Grand B, 1:30 PM
- 74 Employee-Organization Relationships and Employee Health, Franklin 08, 3:30 PM
- 108 Job (In)Security: Resource Loss Versus Gain Spirals, Liberty C, 5:00 PM

Organizational Culture/Climate

- 23 Predicting Organizational Climate or Culture Fit Through Assessments, Grand I, 11:30 AM
- 78 Distinguished Professional Contributions Award: Toward a Theory of Employee Preferences, Grand A, 3:30 PM
- 90 Private Equity: From "Cost-Cutting" to "More Culture Please", 309-310, 4:30 PM

Organizational Justice

- 46 Poster 22, Franklin Hall, 1:00 PM
- 77 Poster 29-30, Franklin Hall, 3:30 PM
- 101 Dist. Early Career Contributions-Science Award: Fairness and Emotions at Work: Multilevel Findings and New Directions, 401-403, 5:00 PM

Organizational Performance/Change/Downsizing/OD

- 61 Taking a Positive Approach to Create Leadership and Organizational Excellence, Grand J, 1:30 PM

Performance Appraisal/Feedback/Performance Management

- 8 Getting Rid of Performance Ratings: Genius or Folly?, Franklin 08, 10:30 AM
- 76 Finding Value in 360-Feedback Rater Disagreements, Franklin 10, 3:30 PM
- 99 Performance Appraisal: Balancing Business Needs and Legal Defensibility, Liberty AB, 4:30 PM

Personality

- 15 Navigating Introversion as an I-O: Capitalizing on the "I", Grand I, 10:30 AM
- 44 Psychological Entitlement at Work: Coping With and Managing Difficult Employees, Grand I, 12:30 PM
- 91 Measuring Implicit Motives via Conditional Reasoning, 404, 4:30 PM
- 93 Poster 3, Franklin Hall, 4:30 PM

Prosocial (E.g., Humanitarian Work Psychology, Corporate Social Responsibility, Sustainable Development)

- 17 UN Initiatives for Women: How Can I-O Help?, Grand K, 10:30 AM
- 51 I-O for the Greater Good: Prosocial Applications of Our Expertise, 404, 1:30 PM
- 96 Industrial-Organizational Psychology and the United Nations Sustainable Development Goals, Grand I, 4:30 PM

Research Methodology (e.g., Surveys)

- 40 Social Science and the Digital Revolution, Grand L, 12:00 PM
- 59 From Data to Doing Something: Driving Action With Survey Insights, Grand D, 1:30 PM
- 79 Executive Board Special Session: a Data-Driven Approach to Improving SIOP: Practicing What We Preach, Grand B, 3:30 PM
- 100 Employee Engagement Surveys: Is There a Better Way?, 302-304, 5:00 PM
- 109 Poster 12, Grand E-H, 6:00 PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 9 The Candidate Experience: What Applicants Want, What Companies Need, Franklin 09, 10:30 AM
- 24 Attention! Integrating Military Veterans in to the Workforce, 302-304, 12:00 PM
- 53 Innovative Approaches to Talent Identification: Bridging Science and Practice, Franklin 08, 1:30 PM
- 73 Cutting to the Chase: Streamlining the Hiring Process, 407-409, 3:30 PM
- 104 Improving Selection in the Government: Challenges From NASA, FAA, NSA, Franklin 10, 5:00 PM
- 341 Silver Tsunami: A Concern for Organizations or Awesome Band Name?, Independence Ballroom, 1:30 PM
- 343 Box Scores and Bottom Lines: Sports Data and Staffing Research, Liberty C, 1:30 PM

Strategic Hr/Utility/Changing Role of HR

- 2 Talent Systems Implementations: Only the End of the Beginning, 302-304, 10:30 AM
- 48 Research Collaboration Among Academics and Practitioners: Opportunities and Challenges, 305-306, 1:30 PM

Teaching I-O/Student Affiliate Issues/Prof. Development

- 11 No PhD? No Problem! Success Tips for Master's-Level I-O Psychologists, Grand A, 10:30 AM
- 25 Dos and Don'ts of Graduate School: Surviving and Thriving, 305-306, 12:00 PM
- 45 Dist. Teaching Contributions Award: Staying Engaged and Effective in Teaching and Mentoring Throughout One's Career, 501, 12:30 PM
- 47 What Does a Master's in Industrial-Organizational Psychology Mean? Part II, 302-304, 1:30 PM
- 103 What Employers Want in Master's Hires: Landing the First Job, Franklin 08, 5:00 PM
- 109 Poster 13, Grand E-H, 6:00 PM

Technology (e.g., Gamification, Social Media, Simulations)

- 12 Linear I-O in an Exponential World: Keeping Pace With Technology, Grand B, 10:30 AM
- 28 Envisioning the Future of I-O, 404, 12:00 PM
- 34 Exploring Pathways and Roadblocks to Successful Workplace Technology Implementation, Grand A, 12:00 PM
- 52 I-Os as Technologists: To Start, Press Any Key, 407-409, 1:30 PM

Testing/Assessment (e.g., Selection Methods; Validation; Predictors)

- 4 Perspectives on General Performance Effects in Assessment Center Ratings, 309-310, 10:30 AM
- 5 Conducting Assessments in the Digital Age, 401-403, 10:30 AM
- 31 Workforce Analytics' Impact on Validating Employee Selection Procedures, Franklin 09, 12:00 PM
- 37 Faking Indicators: Effectiveness, Convergence, and Impact on Validity, Grand D, 12:00 PM
- 43 Ignite Session: Connecting Research and Practice in Employee Selection, Liberty C, 12:00 PM
- 54 Innovations in SJT Formats and Scoring, Franklin 09, 1:30 PM

- 65 Advancing Test Development Practices: Modern Issues and Technological Advancements, Liberty AB, 1:30 PM
- 68 Transportability: Boundaries, Challenges, and Standards, 302-304, 3:30 PM
- 92 Examining Alternatives to Criterion-Related Validity Studies When Setting Worker Requirements, Franklin 09, 4:30 PM
- 93 Posters 4-30, Franklin Hall, 4:30 PM
- 97 Cows in Canada? Examining Nontraditional in interview Questions, Grand K, 4:30 PM

Training

- 56 New Directions For Understanding Training Effectiveness, Grand A, 1:30 PM

Work and Family/Non-Work Life/Leisure

- 22 Posters 11-29, Franklin Hall, 11:00 AM
- 38 Understanding the Work–Family Implications of Relationships With Leaders, Grand J, 12:00 PM
- 46 Poster 23, Franklin Hall, 1:00 PM
- 106 We're All in This Together: Individual and Organizational Work–Family Interventions, Grand J, 5:00 PM



findly™
On-Demand Talent

Hire the RIGHT person at the push of a button!

Findly Skillcheck integrates 25 years of assessments expertise with the most innovative end-to-end talent acquisition technology on the market. Our assessments have been proven to reduce turnover, improve employee performance and reduce risk while contributing to your critical business performance goals.

www.findly.com

**Visit us
at booth 406!**

Attend one of our sessions and meet the Findly team:

- * Multiple stakeholders and the gap between research and practice
- * Change in I-O's mindset and toolset
- * Integrating assessments and talent management systems: evolving the discussion
- * Using self-set goals to compensate for low personal initiative (Poster)



This symbol indicates a Theme Track Session. See page 6 for CE info.

1. Special Events: 8:30 AM-9:50 AM

Grand E-H

Opening Plenary

Steve W. J. Kozlowski, Michigan State University, **Chair**
Jose M. Cortina, George Mason University, **Presenter**

2. Symposium/Forum: 10:30 AM-11:50 AM

302-304

Talent Systems Implementations: Only the End of the Beginning

Implementations of talent systems have become a core focus in companies large and small. This symposium identifies similar and unique challenges that companies face during the talent implementation process. Presenters will discuss their company's journeys including major decisions, key challenges and successes, and lessons learned.

Amanda C. Shull, Guardian Life, **Chair**

Amanda C. Shull, Guardian Life, Rachel Ryan, Baruch College and The Graduate Center, Tiffany Ivory, Sirota Survey Intelligence, Tanzeem T. Khan, Baruch College, City University, Jennie Tsang, Guardian Life, **The Never Ending Road to Talent Data: The Guardian Story**

Allan H. Church, PepsiCo, **What Were We Thinking? Living With Talent Management Systems**

Lilia Hayrapetyan, XL Group, Mariangela Battista, XL Group, **Transforming Human Resources at XL Group**

Andrew Biga, JetBlue Airways, **Talent Management: An Integrated Approach**

Submitted by Amanda Shull, amandacshull@gmail.com

3. Roundtable Discussion/Conversation Hr: 10:30 AM-11:50 AM

305-306

OFCCP New Regulations on Disability and Veterans' Status: Lessons Learned

In September 2013, the OFCCP published new regulations that impact federal contractors' practices regarding recruitment of individuals with disabilities and veterans, and the tracking of additional related data. This roundtable/conversation hour will encourage the sharing of lessons learned as these new regulations have been implemented over the past year.

Tracey Tafero, Select International, **Host**

Steven Jarrett, Select International, **Host**

Submitted by Steven Jarrett, sjarrett@selectintl.com

4. Symposium/Forum: 10:30 AM-11:50 AM

309-310

Perspectives on General Performance Effects in Assessment Center Ratings

Emerging research is beginning to report on general performance (g) effects in AC ratings. The papers in this symposium (a) discuss alternative theoretical and (b) operational definitions of g, report on (c) the prevalence of g, and (d) provide a validation g's nomological network.

Charles E. Lance, Organizational Research & Development, LLC., **Co-Chair**

Alexander C. LoPilato, University of Georgia, **Co-Chair**

Caitlin M. Porter, Purdue University, Deborah E. Rupp, Purdue University, Sang Eun Woo, Purdue University, **Defining the General Performance Construct Behaviorally**

Sean P. Baldwin, HumRRO, Dan J. Putka, HumRRO, **Aggregation and Method Matter: Sizing Up an AC General Factor**

Allison B. Siminovsky, University of Georgia, Brian J. Hoffman, University of Georgia, Charles E. Lance, Organizational Research & Development, LLC., **Revised Estimates of General Performance Effects on AC Ratings**

Klaus G. Melchers, Universität Ulm, Pascale Lutz, Universität Sankt Gallen, Andreja Wirz, University of Zurich, Natalia Merkulova, University of Zurich, Martin Kleinmann, University of Zurich, **Nomological Validity of the General Performance Factor in AC Ratings**

Submitted by Alexander LoPilato, alex.lopilato@gmail.com

5. Panel Discussion: 10:30 AM-11:50 AM

401-403

Conducting Assessments in the Digital Age

This session will discuss current issues in using technology to enable assessments, including mobile devices and online assessment centers. Furthermore, the use of a candidate's "digital footprint" as a potential assessment approach will be demonstrated. Implications of these technologies for practice and future research will be discussed.

Mark S. Urban, Right Management, **Chair**

Daniel B. Koletsky, Sears Holdings Corp., **Panelist**

Margherite Brucci, Sears Holdings Corporation, **Panelist**

Jennifer E. Lowe, Hogan Assessment Systems, **Panelist**

Matthew R. Tonken, BTS, **Panelist**

Scott Dettman, Right Management, **Panelist**

Submitted by Mark Urban, marksurban@netzero.net

6. Community of Interest: 10:30 AM-11:50 AM

404

Team Composition: Considering Team Mix for Staffing and Beyond

Suzanne T. Bell, DePaul University, **Host**

Jamie S. Donsbach, Group for Organizational Effectiveness, **Host**

7. Panel Discussion: 10:30 AM-11:50 AM

407-409

The Latest on Emotional Intelligence at Work: Happy 25th Anniversary!

This session will present the latest research on emotional intelligence (EI) in organizations. Issues concerning definitional and measurement aspects will also be discussed. Topics will include the implications of EI for work-related outcomes, the potential dark side of EI, the novel generation of instruments and future challenges of the field.

Neal M. Ashkanasy, University of Queensland, **Chair**

Elise Bausseron, University of Queensland, **Co-Chair**

Marina Fiori, University of Lausanne, **Panelist**

Dana Joseph, University of Central Florida, **Panelist**

Ronald H. Humphrey, Virginia Commonwealth University, **Panelist**

Michael R. Sanger, Hogan Assessment Systems, **Panelist**

Catherine S. Daus, Southern Illinois University-Edwardsville, **Panelist**

Submitted by Elise Bausseron, e.bausseron@business.uq.edu.au

8. Debate: 10:30 AM-11:50 AM

Franklin 08

Getting Rid of Performance Ratings: Genius or Folly?

Several organizations have recently announced that ratings will no longer be employed as part of performance management. Two teams composed of practitioners and academics with extensive experience in performance appraisal will debate whether this is good or bad practice, engaging audience perspectives, and highlighting key issues and tradeoffs.

Elaine D. Pulakos, PDRI, a CEB Company, **Moderator**

Kevin R. Murphy, Colorado State University, **Presenter**

Alan L. Colquitt, Eli Lilly & Company, **Presenter**

Terry A. Hauer, Kelly Services, **Presenter**

Amy Dawgert Grubb, Federal Bureau of Investigation, **Presenter**

Seymour Adler, Aon Hewitt, **Presenter**

Michael A. Campion, Purdue University, **Presenter**

Submitted by Seymour Adler, seymour_adler@aon.com

9. Panel Discussion: 10:30 AM-11:50 AM

Franklin 09

The Candidate Experience: What Applicants Want, What Companies Need

Findings from 347 organizational and 169,000 candidate responses gathered over 4 years via the Candidate Experience Survey serve as the framework for a discussion about the complexities, challenges, and opportunities for improvement in recruiting and selection practices. Practitioners, along with academic and industry thought leaders, offer best practice insights.

Jacqueline Carpenter, SHAKER, **Chair**

Gerry Crispin, CareerXRoads, **Panelist**

Ann Marie Ryan, Michigan State University, **Panelist**
 Joe Murphy, SHAKER, **Panelist**
 Stephen G Shearman, Walmart Recruiting, **Panelist**
 Denise Lendino, MetLife, Premier Client Group, **Panelist**

Submitted by Jacqueline Carpenter, jackie.carpenter@shakercg.com

10. Symposium/Forum: 10:30 AM-11:50 AM

Franklin 10

One Size Does NOT Fit All: How Personal Characteristics Shape Engagement

Work engagement is a growing construct of interest to academics and practitioners. However, the individual factors that impact employee engagement levels are relatively unexplored in the literature. The studies in this symposium examine a number of these individual factors that all alter employee engagement.

Christine R Smith, Baruch College & The Graduate Center, CUNY, **Co-Chair**
 Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, **Co-Chair**
 Kevin Loo, JetBlue, Ryan Dullaghan, JetBlue Airways, Meisha-ann Martin, JetBlue Airways, Marc Vicino, JetBlue Airways, **Different Strokes for Different Folks: Engagement Drivers Based on Age**

Anthony W. Caputo, Teachers College, Columbia University, Patrick K. Hyland, Sirota Survey Intelligence, **Drivers of Engagement: An Occupation Specific and Personal Characteristics Approach**

Erin Eatough, Baruch College, City University, Soner Dumani, University of South Florida, Danielle R. Wald, Baruch College, City University, Jason D. Way, ACT, Inc., **Overqualified Employees: Predicting Performance Through Engagement and Sense of Calling**

Christine R. Smith, Baruch College & The Graduate Center, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, **Engagement Needs—Supplies Fit With Power and Status as Moderators**

Ken Oehler, Aon Hewitt, **Discussant**

Submitted by Christine Smith, csmith@gc.cuny.edu

11. Panel Discussion: 10:30 AM-11:50 AM

Grand A

No PhD? No Problem! Success Tips for Master's-Level I-O Psychologists

Master's-level I-O psychologists face unique challenges in the workplace compared to their doctoral counterparts. A panel of 4 seasoned master's-level practitioners will provide guidance to entry- and midlevel practitioners, master's level educators, and SIOP leaders on career preparation, progression, and visibility issues necessary for sustained success in the field.

Satoris S. Culbertson, Kansas State University, **Co-Chair**
 Jaime B. Henning, Eastern Kentucky University, **Co-Chair**
 Adam W. Hilliard, Walmart, **Panelist**

Tiffany Rahn, Navigator Management Partners, **Panelist**

Jeffrey M. Saltzman, OrgVitality, **Panelist**

Douglas Wolf, Select International, **Panelist**

Submitted by Satoris Culbertson, satoris@ksu.edu

12. Panel Discussion: 10:30 AM-11:50 AM

Grand B

Linear I-O in an Exponential World: Keeping Pace With Technology

With the exponential growth of technological advancements that are fundamentally changing how individuals and organizations operate at work, I-O psychology as a field must take an introspective, critical look at how its research methods and applied practices are keeping pace with or falling behind the technological curve.

Neil Morelli, Logi-Serve LLC, **Chair**

Scott Boyd, Best Buy Co., Inc., **Panelist**

Dennis Doverspike, University of Akron, **Panelist**

Charles A. Handler, Rocket-Hire LLC, **Panelist**

A. James Illingworth, APTMetrics, Inc., **Panelist**

Submitted by Neil Morelli, neil.morelli@gmail.com

13. Symposium/Forum: 10:30 AM-11:50 AM

Grand C

Ideal-Point IRT Modeling: Recent Breakthroughs for Noncognitive Measurement

Recent research suggests great promise for ideal-point IRT in noncognitive measurement, and presents exciting questions and unique challenges for scientists and practitioners. This symposium presents recent breakthroughs in this area, addressing how using ideal-point models impacts substantive conclusions; explores less commonly utilized models; and presents cutting-edge methods for improving estimation.

Wei Wang, University of Central Florida, **Chair**

Nathan T. Carter, University of Georgia, **Co-Chair**

Nathan T. Carter, University of Georgia, Li Guan, University of Georgia, Dev K.

Dalal, University of Connecticut, Alexander C LoPilato, University of Georgia,

The Need for Unfolding Measurement Models in Testing for Curvilinearity

Jacob Seybert, Educational Testing Service, Stephen Stark, University of South Florida, Seokjoon Chun, University of South Florida, Phileok Lee, University of South Florida, **Investigating Alternative Ideal Point Models for Noncognitive Assessment**

Wei Wang, University of Central Florida, Jimmy de la Torre, Rutgers, The State University of New Jersey, Fritz Drasgow, University of Illinois at Urbana-Champaign, **Estimation Recovery Under Bifactor Ideal-Point Data Through MCMC Method**

Michael J. Zickar, Bowling Green State University, **Discussant**

Submitted by Wei Wang, wei.wang@ucf.edu

14. Symposium/Forum: 10:30 AM-11:50 AM

Grand D

Connecting Social Identities to Well-Being in the Workplace

This symposium presents new findings about the effects of social identification with occupations on employee stress and well-being in the workplace. A blend of experimental, multilevel, longitudinal, and theoretical research is presented to highlight the importance of social identities and offer actionable directions for future research and practice.

Jason Dahling, The College of New Jersey, **Co-Chair**

Allison S. Gabriel, Virginia Commonwealth University, **Co-Chair**

Kristin M. Schnatter, The College of New Jersey, Jason Dahling, The College of New Jersey, **Occupational Identity Buffers the Negative Effects of Surface Acting**

Allison S. Gabriel, Virginia Commonwealth University, James M. Diefendorff,

University of Akron, Rebecca J. Erickson, University of Akron, **Does Coping**

Always Count? Understanding Identity Commitment and Self-Esteem

William Becker, Texas Christian University, Samantha A. Conroy, Colorado State

University, Jochen I. Menges, University of Cambridge, **An Emotion-Based**

View of Professional Identity and Turnover Intentions

Jennifer L. Wessel, University of Maryland, Natalie S. Johnson, Google, Inc.,

Megan L. Huth, Google, Brian Welle, Google, **Whole-Self Authenticity and**

Well-Being: An Integrative Framework

Russell E. Johnson, Michigan State University, **Discussant**

Submitted by Jason Dahling, dahling@tcnj.edu

15. Roundtable Discussion/Conversation Hr: 10:30 AM-11:20 AM

Grand I

Navigating Introversion as an I-O: Capitalizing on the "I"

Roughly half of the population is introverted. For I-Os, perhaps it's more. Join us to discuss the question: How can introverted I-O psychologists be most successful in practice? A learning community will be formed to help each other find the best ways to be I-O and introverted.

Miriam T. Nelson, Aon Hewitt, **Host**

Paula A. Schlesinger, ITO Development, **Host**

Submitted by Miriam Nelson, miriam.nelson@aonhewitt.com

16. Symposium/Forum: 10:30 AM-11:50 AM

Grand J

Scientist or Leader? Misconceptions, Challenges and New Considerations

Scientists as leaders in organizations remains understudied. This symposium brings together practitioners who do leadership development of science-based organizations with scholars from the Science of Team Science to discuss solutions experiences they have faced and the need to advance our conceptualizations of a scientific leader of people.

Paige J. Deckert, Pennsylvania State University, **Co-Chair**

Candace Blair Cronin, ICF International, **Co-Chair**

Candace Blair Cronin, ICF International, Michelle Paul Heelan, ICF International, ***Developing Scientists Into Effective Leaders, Is That Possible? Common Misconceptions***

Steven N. Aude, ICF International, ***The Challenges and Unique Circumstances of Developing Scientists as Leaders***

Kara Hall, National Cancer Institute, Amanda L. Vogel, National Institute of Health, ***Scientific Identity and Leadership in the Era of Collaboration***

Stephen M. Fiore, University of Central Florida, Kara Hall, National Cancer Institute, ***Leading Across Levels in Science***

Nathan J. Hiller, Florida International University, ***Discussant***

Submitted by Paige Deckert, paige.deckert@icfi.com

17. Panel Discussion: 10:30 AM-11:50 AM

Grand K

UN Initiatives For Women: How Can I-O Help?

The UN is launching important global initiatives related to women and work. This session will provide insights on these initiatives and engage a select panel on how I-O research/practice can help. The panel consists of 4 highly-experienced I-O researchers/practitioners who are experts in areas related to women and work.

Lise M. Saari, NYU & Baruch, ***Chair***

Karen S. Lyness, Baruch College & Graduate Center, CUNY, ***Panelist***

Virginia E. Schein, Gettysburg College, ***Panelist***

Aarti Shyamsunder, Catalyst, ***Panelist***

Anna Marie Valerio, Executive Leadership Strategies, LLC, ***Panelist***

Submitted by Lise Saari, Lise.Saari@nyu.edu

18. Panel Discussion: 10:30 AM-11:50 AM

Grand L

Analytics in Action: Practical Considerations for Working With Data

A panel of corporate, executive, and academic experts will explore themes focused on common considerations and challenges when working with data, including computing logistics, deliverable management, data exploration, and organizational considerations. Participants will walk away with practical tips and tricks about how to better support their teams, stakeholders, and projects.

Christopher M. Rosett, Verizon Wireless, ***Chair***

Brian Welle, Google, ***Panelist***

Richard A. Guzzo, Mercer, ***Panelist***

Christopher Shryock, PepsiCo, ***Panelist***

Binderya Enkhbold, Verizon Communications, ***Panelist***

Adam T. Myer, Johnson & Johnson, ***Panelist***

Submitted by Christopher Rosett, rosettc2@gmail.com

19. Special Events: 10:30 AM-11:50 AM

Independence Ballroom



See page 6

Theme Track: Improving the Peer Review Process: Advancing Science and Practice

Breakdowns in the peer review process result in the retraction of published articles, an inability to replicate studies, and research with little application to practice. The goal of this session is to provide authors and reviewers with information and tools they can use to improve the quality of published research.

Jeffrey R. Edwards, University of North Carolina, ***Presenter***

Scott Highhouse, Bowling Green State University, ***Presenter***

Nancy T. Tippins, CEB, ***Presenter***

Robert J. Vandenberg, University of Georgia, ***Presenter***

Jeff W. Johnson, PDRI, a CEB Company, ***Coordinator***

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

20. Symposium/Forum: 10:30 AM-11:50 AM

Liberty AB

Bystanders, Allies, and Advocates: Recognizing "Others" in Workplace Crisis Situations

This symposium examines third-party bystanders in workplace situations. The research highlights the person- and situation-related factors that influence bystanders' perceived responsibility of confronting prejudice,

reactions to threats to masculinity, willingness to advocate for women, and intentions to report or intervene in sexual harassment situations.

Larry R. Martinez, The Pennsylvania State University, ***Co-Chair***

Enrica N. Ruggs, University of North Carolina at Charlotte, ***Co-Chair***

Alex P. Lindsey, George Mason University, Leslie Ashburn-Nardo, Indiana

University-Purdue University Indianapolis, Kathryn A. Morris, Butler University,

Stephanie A. Goodwin, Wright State University, ***Leadership and the Assumption of Responsibility for Confronting Discrimination***

Veronica C. Rabelo, University of Michigan, Lilia M. Cortina, University of Michigan,

Man Up! Avenging Assaults on Masculinity at Work

Rachel Trump, Rice University, Nathan Parker, Rice University, Michelle (Mikki)

Hebl, Rice University, Christine L. Nitttrouer, Rice University, ***Engaging Men:***

How Men Can Serve as Allies to Women

Kayla Weaver, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, ***Bystanders' Intentions to Intervene or Report in***

Sexual Harassment Situations

Mindy E. Bergman, Texas A&M University, ***Discussant***

Submitted by Larry Martinez, martinez@psu.edu

21. Special Events: 10:30 AM-11:20 AM

Liberty C

Special Event: Dunnette Prize

Join us for the inaugural presentation of the Dunnette Prize.

This award is given to honor living individuals whose work has significantly expanded knowledge of the causal significance of individual differences through advanced research, development, and/or application.

David Baker, Awards Chair

22. Poster Session: 11:00 AM-11:50 AM

Franklin Hall

Careers/Socialization/Retirement/Work-Family

22-1 Risky Business: When Do Women Accept High-Risk Pay Systems?

This study evaluated the contexts in which women consider high-risk pay opportunities. Results revealed that women prefer high-risk pay opportunities in some contexts. Specifically, gendered wording in advertisements and self-reported masculinity affected the relationship between pay range and women's likelihood of applying to positions.

Samantha A. Conroy, Colorado State University

Katherine U. Sosna, University of Arkansas

Shannon L. Rawski, University of Arkansas

Emilija Djurdjevic, University of Arkansas

Submitted by Samantha Conroy, samantha.conroy@business.colostate.edu

22-2 Developing a Model of Newcomer Socialization According to Stress Theory

This paper presents a conceptual model of the socialization process through the lens of stress theory. Research identifies factors relevant to the experience of stress for newcomers, points to organizational and employee driven inputs that can assist in building resources, and highlights natural points for integration between these literatures.

Allison M. Ellis, Portland State University

Talya N. Bauer, Portland State University

Layla R. Mansfield, Portland State University

Berrin Erdogan, Portland State University

Donald M. Truxillo, Portland State University

Lauren Simon, Portland State University

Submitted by Allison Ellis, ame2@pdx.edu

22-3 Work Values and Postretirement Work Intentions

This research investigated relationships between work values and 5 types of postretirement work intentions (voluntary work, general paid work, same-employer work, other-employer work, self-employed work). Data from 1,071 employees were used to test the hypotheses. The identified work value-work type combinations add to the literature on postretirement work.

Ulrike Fasbender, Oxford Brookes University

Anne M. Wöhrmann, Federal Institute for Occupational Safety and Health (BAuA)

Juergen Deller, Leuphana University of Lüneburg

Submitted by Ulrike Fasbender, fasbender@leuphana.de



22-4 Mentoring: A Dynamic and Socially Driven Process of Learning

How are effective mentoring relationships, those most likely to deliver learning benefits to mentor, protégé and the organization alike, identified, established, and nurtured over time? Mentoring's unique contributions to learning, and the important relationships between mentoring, learning, and social interaction, are explored with a dynamic conceptual model.

Jerry P. Flynn, Virginia Tech

Submitted by Jerome Flynn, jpflynn1@vt.edu

22-5 Extra Work On and Off the Job: Differentiating Occupational Versus Organizational Turnover

Occupational turnover is juxtaposed with organizational turnover and decisions to stay, noting differences and commonalities in antecedents leading to each outcome. Two types of "extra work," moonlighting and organizational citizenship behavior, are shown to be proximal predictors of occupational change, but not intraindustry organizational change.

Jerry P. Flynn, Virginia Tech

Ryan D. Zimmerman, Virginia Tech

Brian W. Swider, Georgia Institute of Technology

Jeffrey B. Arthur, Virginia Tech

Submitted by Ryan Zimmerman, rdzimmer@vt.edu

22-6 Testing Timing of Delivery Effect of a Cross-Cultural Training Program

This poster examined how timing of delivery impacted the effectiveness of a cross-cultural training program in a quasi-experimental field study with a group of international students. Results indicated that the timing of delivery had an impact on utility perceptions and an indirect impact on adjustment through utility perceptions.

Ning Hou, Auburn University

Jinyan Fan, Auburn University

Submitted by Ning Hou, nzh0008@auburn.edu

22-7 The Pros and Cons of Being an Organizational Lynchpin

A measure of core (versus peripheral) position (CPP) was developed to assess the power (i.e., criticality, nonsubstitutability, pervasiveness, and immediacy) of employee positions. Perceived organizational worth mediated the effect of CPP on employee experienced meaningfulness. Moreover, CPP accounted for unique variance beyond that explained by perceived power and task significance

Lixin Jiang, University Wisconsin Oshkosh

Tom Tripp, Washington State University

Tahira M. Probst, Washington State University Vancouver

Submitted by Lixin Jiang, jiangl@uwosh.edu

22-8 The Effects of Prior Experienced Interpersonal Mistreatment on Newcomer Adjustment

This conceptual paper proposes a theoretical bridge between research on interpersonal mistreatment and the extant research domain of newcomer adjustment. It is proposed that experience of interpersonal mistreatment in a prior organization will impact detrimentally on targets-turned-newcomers' adjustment through the target-turned-newcomer's reported cynicism, and his/her engagement in rumination.

Mercy C. Oyet, Memorial University of Newfoundland

Michael J. Withey, Memorial University

Submitted by Mercy Oyet, v24cmo@mun.ca

22-9 Career Orientations' Effect on Older Employees' Job Satisfaction-Turnover Intention Relationship

This study was conducted to clarify the moderating effects of age and career orientation on the job satisfaction-turnover intention relationship. The results based on three samples revealed that older employees react with high turnover intention or job change behavior in a dissatisfying job if they have an independent career orientation.

Cecile Tschopp, ETH Zurich

Gudela Grote, ETH Zurich

Nicole Koeppl, University of Zurich, Switzerland

Submitted by Cecile Tschopp, ctschopp@ethz.ch

22-10 Effective Socialization of New Hires in the Federal Government

This study examined how the manner in which the hiring, onboarding, and socialization process for new hires in the federal government influences organizational attitudes. Findings showed that 8 factors involving the hiring process, formal orientation, and socialization were related to job and organizational satisfaction over a 12-month period.

Benjamin E. Liberman, United States Office of Personnel Management

Jessica D. Wooldridge, University at Albany, SUNY

Andrew DeCesare, University at Albany, SUNY

Renee Vincent, Missouri State University

Steven R. Burnkrant, U.S. Office of Personnel Management

Sarah Johnson, Alliant International Univ

Submitted by Benjamin Liberman, bel2104@columbia.edu

22-11 Childcare Arrangement Characteristics as Predictors of Employment Tradeoffs

This study examined how employees' childcare arrangement characteristics influences their decision to participate in employment tradeoffs. Findings showed that childcare arrangement satisfaction and childcare quality were negatively related to employment tradeoffs, whereas childcare costs were positively related to employment tradeoffs.

Benjamin E. Liberman, United States Office of Personnel Management

Submitted by Benjamin Liberman, ben.liberman@gmail.com

22-12 To Stress or Not to Stress: Can a Mentor Help?

This study aims to examine the influence of mentoring on the relationship between trait neuroticism and levels of burnout experienced by individuals in the workplace. Survey results among 325 employees indicated that individuals who received mentoring reported attenuated relationships between self-reported levels of neuroticism and levels of burnout experienced.

Lebena S. Varghese, Northern Illinois University

Sarah F. Bailey, Northern Illinois University

Lisa Finkelstein, Northern Illinois University

Larissa Barber, Northern Illinois University

Submitted by Lebena Varghese, Z1714894@students.niu.edu

22-13 Effect of Self-Compassion on Work-to-Family Incivility

Two-wave data from 137 employees and their spouses showed that experiences of workplace incivility were associated with increased psychological distress, which in turn predicted increased incivility toward spouses. Self-compassion, but not empathy, of employees was found to reduce such negative spillover effects.

Xinxin Li, National University of Singapore

Sandy Lim, National University of Singapore

Yang Guo, National University of Singapore

Submitted by Xinxin Li, xinxin.li@nus.edu.sg

22-14 Culture, Eldercare, Interrole Transitions, and Work-Family Conflict: A U.S.-Chinese Comparison

This cross-cultural comparison investigates the role of culture, elder-care demands, and interrole transitions within the work-family conflict context. Findings were mainly consistent in China and America, and mediation analyses indicate a relationship between elder-care demands and work-family conflict through family-to-work transitioning. Limitations, future research suggestions, and implications are discussed.

John P. Agosta, SUNY Albany

Michael T. Ford, University at Albany, SUNY

Jia Fei Jin, Southwestern University of Finance and Economics

Submitted by John Agosta, jagosta@albany.edu

22-15 Gender Differences in the Crossover of Job Burnout in Dyads

This study investigates crossover of job burnout in dual-income couples, due to work-family conflict. Data from 259 dual-income couples from Korea showed that work-to-family conflict was related to burnout. Crossover of burnout from wives to husbands was found, whereas its counterpart was not found, indicating gender differences in crossover effects.

Mihyang An, Central Michigan University

Terry A. Beehr, Central Michigan Univ

Submitted by Mihyang An, an1m@cmich.edu

22-16 How Work–Family Conflict and Enrichment Are Related: With Spillover–Crossover Effects

This study examines how organizational support for families influences employees as well as their spouses based on a spillover–crossover model. Dyadic data ($N = 271$) from Korea showed the informal support is related to employees' positive energy via work–family enrichment. Positive energy transferred to the spouses' job satisfaction via reduced work–family conflict.

Mihyang An, Central Michigan University

Terry A. Beehr, Central Michigan Univ

Submitted by Mihyang An, an1m@cmich.edu

22-17 Mind the Gap: Negotiating Boundaries Between Work and Home

This qualitative study with teleworkers examines the strategies they use to create work–life boundaries, the relationship between these boundaries and segmentation–integration preferences, and the differences in boundary strategies at different levels of teleworking intensity. The findings suggest that extent of telework is a key determinant of outcomes experienced by teleworkers.

Kelly A. Basile, London School of Economics

Alexandra Beauregard, London School of Economics

Submitted by T. Alexandra Beauregard, A.Beauregard@lse.ac.uk

22-18 Work–Family Conflict Measurement: Considering Culture and Gender Equivalency

Establishing measurement invariance is a critical first step in cross-cultural research. This study investigated psychometric properties of a work–family conflict (WFC) measure using mean and covariance structure analysis. Results indicated that men and women within the same culture perceived WFC similarly; Asian and Anglo women might have different conceptualization of WFC

Seokjoon Chun, University of South Florida

Eunae Cho, SUNY at Albany

Tammy D. Allen, University of South Florida

Stephen Stark, University of South Florida

Paul E. Spector, University of South Florida

Steven A.Y. Poelmans, EADA Business School

Laurent M. Lapierre, University of Ottawa

Cary Cooper, Lancaster University

Michael P. O'Driscoll, University of Waikato

Juan I. Sanchez, Florida International University

Submitted by Seokjoon Chun, seokjoon@mail.usf.edu

22-19 Crafting Nonwork Time: Development and Validation of a New Measure

This poster develops and validates a new measure assessing nonwork crafting designed to address the extent individuals engage in nonwork activities to satisfy their basic needs. Results indicate that the new measure relates to important work and nonwork variables, and it can be used at both the facet and global level.

Soner Dumani, University of South Florida

Kimberly A. French, University of South Florida

Tammy D. Allen, University of South Florida

Submitted by Soner Dumani, sdumani@mail.usf.edu

22-20 A Longitudinal Examination of WFC and Employee Health

A longitudinal study examined work–family conflict's (WFC) influence on working-mothers' health through lifestyle behaviors. Increased WFC was associated with decreased vigorous physical activity and increased use of quick-prep meals (QPM), which further related to decreased physical and mental health. QPM mediated the relationship between WFC and physical and mental health.

Eric Faurote, University of Nebraska at Omaha

Lisa L. Scherer, University of Nebraska-Omaha

Joseph Grzywacz, Oklahoma State University

Submitted by Eric Faurote, efaurote@unomaha.edu

22-21 A Meta-Analysis of Support and Work–Family Conflict: A Cross-Cultural Lens

Meta-analysis is used to examine relationships between support (work, supervisor, coworker, family, spouse) and work–family conflict. Culture

is tested as a moderator of these relationships. Results confirm the negative relationship between work–family conflict and support. National level collectivism, humane orientation, and assertiveness cultural values moderate some of these relationships.

Kimberly A. French, University of South Florida

Soner Dumani, University of South Florida

Tammy D. Allen, University of South Florida

Kristen M. Shockley, Baruch College and The Graduate Center-City University

Submitted by Kimberly French, KFrench0429@gmail.com

22-22 Job Demands and Health Outcomes: The Role of Work–Family Interactions

The job demands-resources (JD-R) model was used to examine the relationship between physical and psychological job demands and objective health outcomes. Family-to-work interference (FWI) and enrichment (FWE) were examined as moderators of these relationships. Findings suggest that FWE significantly moderated the relationship between physical demands and musculoskeletal symptoms.

Kimberly A. French, University of South Florida

Stephanie A. Andel, University of South Florida

Submitted by Kimberly French, KFrench0429@gmail.com

22-23 Effects of Family Supportive Supervision on Work and Health Outcomes

The model tested in this study suggests that family-supportive supervisor behaviors will lead to greater work engagement via gain spirals. This enhanced sense of engagement is expected to be related to lower levels of work-to-family conflict and greater levels of work-to-family enrichment, which lead to positive job and health outcomes.

Dorothy B. Johnson, Eastern Kentucky University

Jaime B. Henning, Eastern Kentucky University

Submitted by Jaime Henning, jaime.henning@eku.edu

22-24 Organizational Factors That Enhance Employee Work–Life Balance

This study examined the association between awareness of policies, perceived support for flexible work arrangements (FWAs), and family-supportive organizational perception (FSOP) with work–life balance (WLB). FSOP is positively associated with WLB, and the effects of policy awareness and perceived FWA support were fully mediated by FSOP.

Chee Wee Koh, University of South Florida

Submitted by Chee Wee Koh, cheewee@mail.usf.edu

22-25 Forced to Work More From Home: Implications For Work–Family Conflict

This poster examined whether mandatory increases in home-based telework intensity related to work-to-family conflict (WFC). Increases over time covaried with rises in psychological WFC but not time-based WFC. However, employees with weaker work–family balance self-efficacy and those preferring to segment work and family experienced more time-based WFC when teleworking more.

Laurent M. Lapierre, University of Ottawa

Elianne F. van Steenberg, Utrecht University

Maria Peeters, Utrecht University

Esther Kluwer, Utrecht University

Submitted by Laurent Lapierre, lapierre@telfer.uottawa.ca

22-26 The Convergent Validity of Two Work–Family Conflict Instruments

Intense research efforts have been dedicated to assessing work–family conflict (WFC) and its nomological net. In 3 samples, this study investigates the convergent and discriminant validity of the 2 most prevalently used measures of WFC, those developed by Netemeyer, Boles, and McMurrian (1996) and Carlson, Kacmar, and Williams (2000).

Brittany K. Mercado, Graduate Center/CUNY, Baruch College

Submitted by Brittany Mercado, brittany.mercado@baruch.cuny.edu

22-27 Using Cell Phones for Work and Play During Nonwork Time

This poster examined the moderating effect of social cell phone (SCP) use on the relationship between work-related cell phone (WRCP) use and work–family outcomes, emotional exhaustion, sleep quality, and

work engagement. It was found that SCP use buffers against the negative effects of after-work WRCP use for all variables except sleep quality.

Jennifer M. Ragsdale, University of Tulsa

Coty S. Hoover, University of Tulsa

Submitted by Jennifer Ragsdale, jen-ragsdale@utulsa.edu

22-28 Conceptualizing Identity-Based Work–Family Conflict

This paper extends the work-family conflict (WFC) literature by introducing identity-based conflict to the existing types of WFC (time-based, strain-based, and behavior-based). The proposed model examines the activation of work/family role-identities via situational cues that can cause a “mismatch” between the activated identity and the context, leading to identity-based WFC.

Dorothea Roumpi, University of Arkansas

Eric J. Yochum, University of Arkansas

Submitted by Dorothea Roumpi, droumpi@walton.uark.edu

22-29 Just Like Me: Effects of Value Congruence on Work–Family Enrichment

Research investigated the relationship between value congruence based on segmentation style and work–family enrichment (WFE). Value congruence

between subordinates and their organization/supervisor both positively predicted WFE. Family-supportive supervisor behaviors (FSSB) significantly mediated the relationship. However, supervisor/subordinate gender matching did not significantly moderate the value congruence–FSSB relationship.

Lisa W. Sublett, University of Houston

Cody J. Bok, University of Houston

Dena Rhodes, University of Houston

Lisa M. Penney, University of Houston

Submitted by Lisa Sublett, lisa.w.sublett@gmail.com

23. Roundtable Discussion/Conversation Hr: 11:30 AM-12:20 PM Grand I

Predicting Organizational Climate or Culture Fit Through Assessments

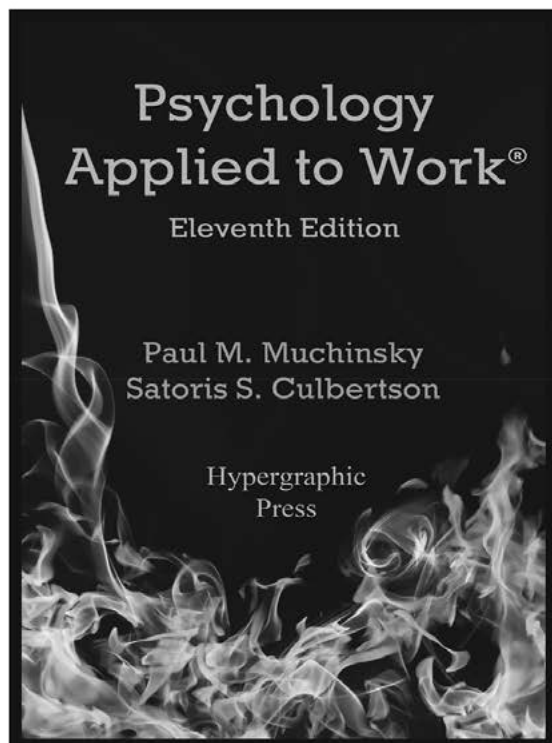
This session is intended to further the understanding of the relationship between selection tools (e.g., personality assessments) and how they can be used to match individuals to organizational climates or cultures.

Thomas E. Schoenfelder, Caliper Management, *Host*

Trevor J Shylock, Caliper Management, *Host*

Submitted by Trevor Shylock, tshylock@calipercorp.com

NOW Available!



I/O psychology is ranked #1 by the U.S. Department of Labor as the fastest growing occupation over the next 20 years. The field is now global in scope and diverse in nature. The 11th edition of *Psychology Applied to Work®* presents the story of I/O psychology as told through the most recent research, summarized in a focused and easy-to-comprehend manner.

Order your copy today at
www.PsychologyAppliedtoWork.com

EASI@Consult[®]

Bringing your people into focus

EASI•Consult helps your company understand your potential, determine your human capital needs, assure fair and legal processes, and prepare for the future.

WE PROVIDE THE RIGHT TOOLS FOR SUCCESS

- Professional Assessment
- Executive Coaching
- Mentoring by Design
- Succession Planning
- Training and Development
- Competency Modeling
- Selection Design
- Research Validation



Visit us at www.easiconsult.com or call 1.800.922.EASI



ANNUAL REVIEWS

Connect With Our Experts



Now Available from Annual Reviews:

Annual Review of Organizational Psychology and Organizational Behavior

orgpsych.annualreviews.org | Volume 2 | March 2015

Editor: **Frederick P. Morgeson**

Eli Broad Graduate School of Management, Michigan State University

The *Annual Review of Organizational Psychology and Organizational Behavior*, in publication since 2014, is devoted to publishing reviews of the industrial and organizational psychology, human resource management, and organizational behavior literature. Topics for review include motivation, selection, teams, training and development, leadership, job performance, strategic HR, cross-cultural issues, work attitudes, entrepreneurship, affect and emotion, organizational change and development, gender and diversity, statistics and research methodologies, and other emerging topics.

**Access this and all Annual Reviews journals via your
institution at www.annualreviews.org.**



ANNUAL REVIEWS | Connect With Our Experts

TEL: 800.523.8635 (US/CAN) | TEL: 650.493.4400

FAX: 650.424.0910 | EMAIL: service@annualreviews.org





TABLE OF CONTENTS:

- *Beyond Lewin: Toward a Temporal Approximation of Organization Development and Change*, Jean M. Bartunek, Richard W. Woodman
- *Beyond the Big Five: New Directions for Personality Research and Practice in Organizations*, Leaetta M. Hough, Frederick L. Oswald, Jisoo Ock
- *Corporate Social Responsibility: Psychological, Person-Centric, and Progressing*, Deborah E. Rupp, Drew B. Mallory
- *Differential Validity and Differential Prediction of Cognitive Ability Tests: Understanding Test Bias in the Employment Context*, Christopher M. Berry
- *Dynamics of Well-Being*, Sabine Sonnentag
- *Emotional Labor at a Crossroads: Where Do We Go from Here?* Alicia A. Grandey, Allison S. Gabriel
- *ESM 2.0: State of the Art and Future Potential of Experience Sampling Methods in Organizational Research*, Daniel J. Beal
- *Ethical Leadership*, Deanne N. Den Hartog
- *Group Affect*, Sigal G. Barsade, Andrew P. Knight
- *Justice, Fairness, and Employee Reactions*, Jason A. Colquitt, Kate P. Zipay
- *Leadership Development: An Outcome-Oriented Review Based on Time and Levels of Analyses*, David V. Day, Lisa Dragoni
- *Low-Fidelity Simulations*, Jeff A. Weekley, Ben Hawkes, Nigel Guenole, Robert E. Ployhart
- *Methodological and Substantive Issues in Conducting Multinational and Cross-Cultural Research*, Paul E. Spector, Cong Liu, Juan I. Sanchez
- *Organizational Psychology Then and Now: Some Observations*, Edgar H. Schein
- *Organizational Routines as Patterns of Action: Implications for Organizational Behavior*, Brian T. Pentland, Thorvald Hærem
- *Pay, Intrinsic Motivation, Extrinsic Motivation, Performance, and Creativity in the Workplace: Revisiting Long-Held Beliefs*, Barry Gerhart, Meiyu Fang
- *Stereotype Threat in Organizations: Implications for Equity and Performance*, Gregory M. Walton, Mary C. Murphy, Ann Marie Ryan
- *Supporting the Aging Workforce: A Review and Recommendations for Workplace Intervention Research*, Donald M. Truxillo, David M. Cadiz, Leslie B. Hammer
- *Technology and Assessment in Selection*, Nancy T. Tippins
- *The Modeling and Assessment of Work Performance*, John P. Campbell, Brenton M. Wiernik
- *Time in Individual-Level Organizational Studies: What Is It, How Is It Used, and Why Isn't It Exploited More Often?* Abbie J. Shipp, Michael S. Cole
- *Workplace Stress Management Interventions and Health Promotion*, Lois E. Tetrick, Carolyn J. Winslow

orgpsych.annualreviews.org

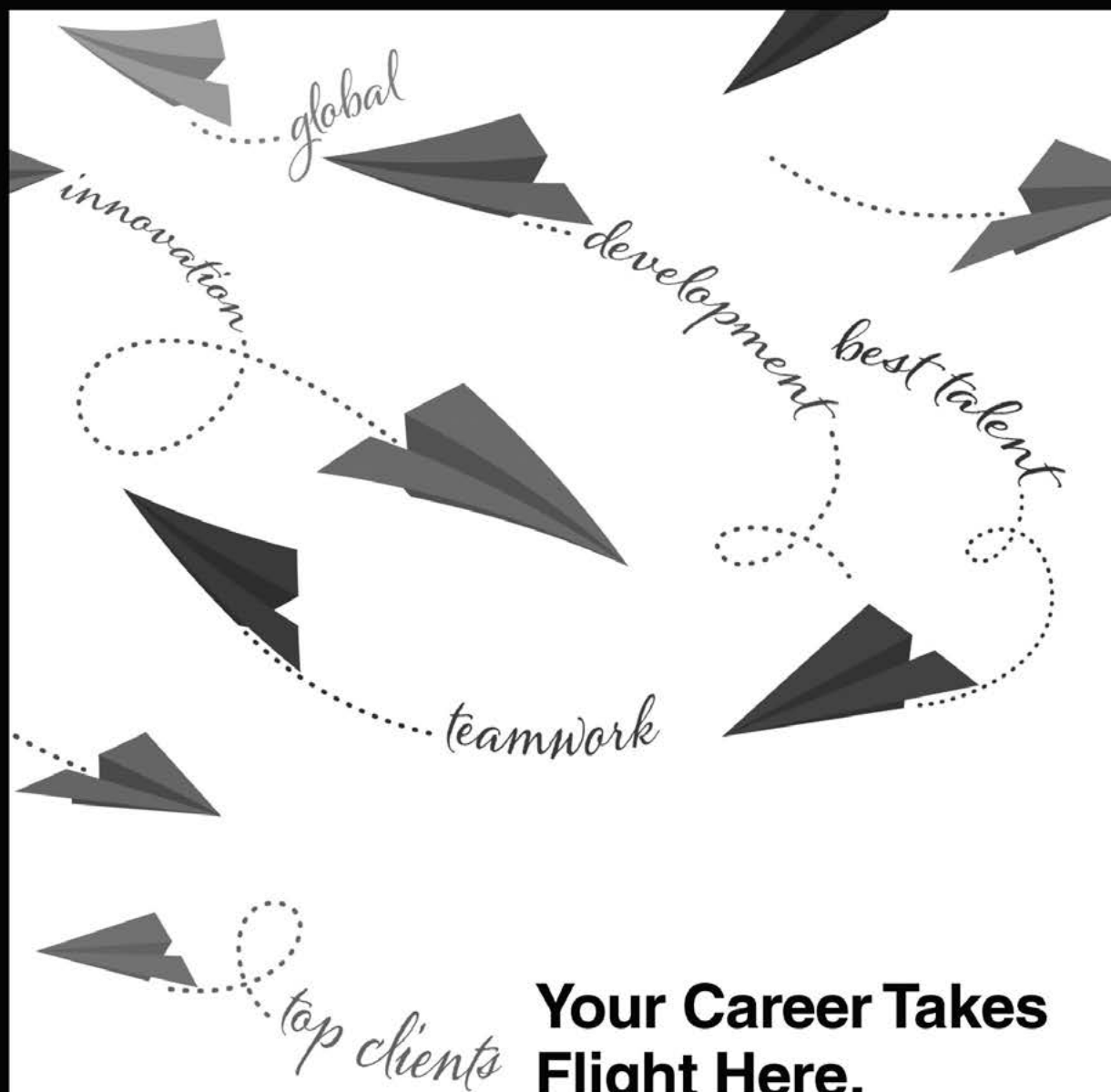


Aon Hewitt

Optimize your people by putting our data to work

Companies need a productive workforce to drive growth, profitability, and performance. Let us show you how data can be the building block of your workforce strategy. From assessment and selection to engagement and leadership development, we can help you optimize your workforce through data.

To learn more stop by booth 502 or visit us at aon.com/talent.



Your Career Takes Flight Here.

A great place. We can't think of a better way to describe DDI. We help some of the world's most recognizable companies create engaged, high-performing workforces. In doing so, we provide our associates with interesting, challenging work and development opportunities. Little wonder we've been named one of the best places to work in America for the 4th time.

Visit our Careers Center at www.ddiworld.com/careers.

Talent Ready for Business | **DDI** 

24. Symposium/Forum: 12:00 PM-1:20 PM**302-304****Attention! Integrating Military Veterans Into the Workforce**

Despite incentivized tax breaks and academic/practitioner efforts, veteran unemployment rates continue to rise and hiring rates continue to lag behind. This symposium offers four papers and a discussant which provide explanations for why this gap exists, potential solutions for these problems, and best practices for attracting and hiring qualified veterans.

Adam H. Kabins, Assess Systems, **Co-Chair**Keith D. McCook, Assess Systems, **Co-Chair**

Peter Reiley, U.S. Air Force, Leslie A. Miller, LanneM TM, LLC, Ruby Rouse, University of Phoenix, **Camo-Colored Glasses: Do Hiring Managers View Veterans Differently?**

Adam H. Kabins, Assess Systems, Keith D. McCook, Assess Systems, **Veteran Workforce Integration: A Systematic Approach**

Caroline E. Wolters, University of Texas-Arlington, Katherine Sullivan, Frito Lay, Lauren E. McEntire, PepsiCo, **Serving Our Country and Returning: Exploring Data of Military Applicants**

Stacie Furst-Holloway, University of Cincinnati, Kelley A. Carameli, VHA National Center for Organization Development, Daniele Bologna, University of Cincinnati, Kathryn Weiskircher, University of Cincinnati, Steven R. Howe, University of Cincinnati, Cynthia Cominsky, University of Cincinnati, Scott C. Moore, VHA National Center for Organization Development, Dee Ramsel, VHA National Center for Organizational Development, **Veteran Retention in VA: Role of Occupation, Age, and Gender**

Fred A. Mael, Mael Consulting and Coaching, **Discussant**

Submitted by Adam Kabins, akabins@assess-systems.com

25. Alternative Session Type: 12:00 PM-1:20 PM**305-306****Dos and Don'ts of Graduate School: Surviving and Thriving**

A diverse panel of eight early-career I-O professionals will share unique and sometimes entertaining insights on not only surviving but thriving as a graduate student. The audience will participate in a series of "what would you do" discussions, led and informed by the experts.

Sara J. Perry, Baylor University, **Chair**Mindy K. Shoss, Saint Louis University, **Co-Chair**Cristina Rubino, California State University, Northridge, **Presenter**Alex Milam, University of Houston-Clear Lake, **Presenter**Aleksandra Luksyte, The University of Western Australia, **Presenter**Kori Callison, University of Alaska-Anchorage, **Presenter**Chester Hanvey, Berkeley Research Group, LLC, **Presenter**Ari A. Malka, PDRI, a CEB Company, **Presenter**Kathryn E. Keeton, NASA/Wyle, **Presenter**Robert W. Stewart, PDRI, a CEB Company, **Presenter**

Submitted by Sara Perry, Sara_Perry@baylor.edu

26. Symposium/Forum: 12:00 PM-1:20 PM**309-310****Intra- and Interpersonal Antecedents and Outcomes of Stigmatized Identity Management**

This symposium examines the intrapersonal and interpersonal antecedents and outcomes associated with revealing (affirming) and concealing (distancing) identity management strategies. As a set, these 4 studies reveal a cyclical pattern such that increased negativity and stigmatization lead to greater usage of concealing strategies, which subsequently lead to worse interpersonal outcomes.

Isaac E. Sabat, George Mason University, **Co-Chair**Larry R. Martinez, The Pennsylvania State University, **Co-Chair**

Brent J. Lyons, Simon Fraser University, Abdifatah A. Ali, Michigan State University, Ann Marie Ryan, Michigan State University, **Job Search Incivility: Implications for Racial/Ethnic Identity Management**

John W. Lynch, University of Georgia, Jessica Rodell, University of Georgia, **Beyond Disclosures: How Employees Manage Impressions of Their Concealable Stigmas**

Afra S. Ahmad, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Isaac E. Sabat, George Mason University, Amanda Anderson, George Mason University, Rachel Trump, Rice

University, Kathleen R. Keeler, George Mason University, Johanna Moore, George Mason University, **Interpersonal Implications of Religious Identity Management in Interviews**

Isaac E. Sabat, George Mason University, Alex P. Lindsey, George Mason University, Afra S. Ahmad, George Mason University, Ashley A. Membere, George Mason University, Eden B. King, George Mason University, Dave Arena, George Mason University, **Prior Knowledge of Disclosures and Interpersonal Discrimination in the Workplace**

Scott B. Button, C2 Technologies, Inc., **Discussant**

Submitted by Isaac Sabat, isabat@gmu.edu

27. Panel Discussion: 12:00 PM-1:20 PM**401-403****Untangling Toxic Leadership: A Convolved Construct and Its Underlying Assumptions**

This session will provide a forum for discussing toxic leadership. Topics will include how toxic leadership is similar to and/or unique from other forms of negative leadership as well as address assumptions regarding toxic leadership that are found in the broader academic literature.

Stefanie A. Plemmons, ARI, **Chair**Paul J. Hanges, University of Maryland, **Panelist**Dina V. Krasikova, University of Texas at San Antonio, **Panelist**John Schaubroeck, Michigan State university, **Panelist**Christian N. Thoroughgood, Northeastern University, **Panelist**

Submitted by Stefanie Plemmons, stefanie.a.plemmons.civ@mail.mil

28. Community of Interest: 12:00 PM-1:20 PM**404****Envisioning the Future of I-O**Pat M. Caputo, Aon Hewitt, **Host**Mary Mawritz, Drexel University, **Host**Jessica M. Nicklin, University of Hartford, **Coordinator****29. Symposium/Forum: 12:00 PM-1:20 PM****407-409****Boundaries Redrawn: Debunking Cultural Clusters With Local Assessment Data**

Administering assessments globally raises important practical questions about consistency and fairness in evaluation models. This symposium will present within-region research findings from several global assessment firms including those pertaining to local leadership expectations and response tendencies. Corresponding implications for cultural clusters as they relate to organizational initiatives will be discussed.

Michael R. Sanger, Hogan Assessment Systems, **Chair**

Michael R. Sanger, Hogan Assessment Systems, Renee F. Yang, Hogan Assessment Systems, **How Local Leadership Expectations Trump Cultural Clusters**

Matthew Christensen, Central Michigan University, Levi R. Nieminen, Denison Consulting, **Central and South America: Differential Item Functioning and Benchmarking Strategies**

Jennifer L. Geimer, CEB, Chris Coughlin, CEB, Kim Dowdeswell, SHL South Africa, **Localization and Cross-Cultural Transportability of Multimedia SJTs**

Aaron M. Stehura, Development Dimensions International (DDI), Jing Jin, Development Dimensions International (DDI), **Cross-Cultural Assessment Center Performance using a Virtual AC Method**

Terri Shapiro, Hofstra University, **Discussant**

Submitted by Michael Sanger, msanger@hoganassessments.com

30. Alternative Session Type: 12:00 PM-1:20 PM**Franklin 08****Emerging Issues in the Study of Spaceflight Teams**

This session consists of a series of brief presentations on spaceflight teams and emerging areas in need of research. These presentations will be followed by discussion groups organized into the major themes of team leadership, team composition, and team processes. Results of these discussions will be presented to the session.

William B. Vessey, EASI/Wyle, NASA Johnson Space Center, **Chair**Suzanne T. Bell, DePaul University, **Presenter**

Shawn Burke, University of Central Florida, **Presenter**
 Shane Connelly, University of Oklahoma, **Presenter**
 Leslie A. DeChurch, Georgia Institute of Technology, **Presenter**
 Jessica Mesmer-Magnus, University of North Carolina-Wilmington, **Presenter**
 Stephen M. Fiore, University of Central Florida, **Presenter**
 Kimberly A. Smith-Jentsch, University of Central Florida, **Presenter**
 Submitted by William Vessey, william.b.vessey@nasa.gov

31. Panel Discussion: 12:00 PM-1:20 PM

Franklin 09

Workforce Analytics' Impact on Validating Employee Selection Procedures

Limitations of criterion-related validation prompted calls to pursue generalized validation strategies. However, the Uniform Guidelines and some court opinions continue to support local validation, placing practitioners in a challenging position. This session will discuss how workforce analytics can minimize drawbacks of local studies while promoting organization-specific results.

Brent D. Holland, FurstPerson, **Chair**
 John F. Binning, The DeGarmo Group, Inc., **Panelist**
 Jared Z. Ferrell, SHAKER, **Panelist**
 John P. Muros, AT&T, **Panelist**
 Reid E. Klion, pan-Performance Assessment Network, Inc., **Panelist**
 Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, **Panelist**
 Submitted by Brent Holland, brent.holland@furstperson.com

32. Panel Discussion: 12:00 PM-1:20 PM

Franklin 10

The International Test Commission's Guidelines for Good Testing Practice

The session will describe the work of the International Test Commission on test-related guidelines development. The ITC has developed a range of guidelines that have become influential in informing both national and international practices. The session will provide descriptions of the currently available guidelines and discuss future plans.

Aletta Odendaal, University of Johannesburg, South Africa, **Chair**
 Dave Bartram, CEB's SHL Talent Measurement Solutions, **Panelist**
 Anna Brown, University of Kent, **Panelist**
 David Foster, Caveon Test Security, **Panelist**
 Kurt F. Geisinger, University of Nebraska-Lincoln, **Panelist**
 Dragos G. Iliescu, University of Bucharest, Romania, **Panelist**
 Nancy T. Tippins, CEB, **Panelist**
 Submitted by Dave Bartram, dave.bartram@shl.com

33. Poster Session: 12:00 PM-12:50 PM

Franklin Hall

Counterproductive Behavior/Workplace Deviance

33-1 Political Skill, Narcissism, and Ambition Interact to Predict Workplace Deviance

Political skill has been shown to predict positive organizational outcomes, but little research has examined its relationship to workplace deviance. This poster investigates how the dimensions of political skill may channel narcissism to produce deviance and how ambition attenuates that deviance. Theoretical and practical implications of our findings are discussed.

Mark N. Bing, University of Mississippi
 Phillip W. Braddy, Center for Creative Leadership
 John P. Meriac, University of Missouri-St. Louis
 Kristl Davison, University of Mississippi
 Submitted by Mark Bing, mbing@bus.olemiss.edu

33-2 Social Networking Use as a Counterproductive Work Behavior

Employed adults ($n = 222$) responded to an online survey examining negative social networking behaviors as a form of counterproductive work behavior (CWB). Results indicated that negative social networking behaviors are conceptually distinct from other CWBs but share many of the same antecedents.

Anna Brown, Central Michigan University
 Nathan Weidner, Missouri S&T

Kevin T. Wynne, Development Dimensions International
 Kimberly E. O'Brien, Central Michigan University
 Submitted by Anna Brown, brown5ae@cmich.edu

33-3 Moral Judgment, Aggression and Deviant Behavior

The purpose of this study was to investigate moral judgments' mediating effect on the relationship between trait aggression and deviant behavior. Results indicate that greater principled moral development will decrease the likelihood that an individual with trait aggression will engage in deviant behavior.

Anne C. Carroll, East Carolina University
 Matt Bell, East Carolina University
 Mark C. Bowler, East Carolina University
 Submitted by Anne Carroll, carrollann11@students.ecu.edu

33-4 Do Bottom-Line Mentality Climate Perceptions Activate Machiavellian Unethical Pro-Organizational Behavior?

This study tests the notion that Machiavellians, who are individuals predisposed toward unethical behavior, are more likely to engage in unethical pro-organizational behavior if their coworkers are described as exhibiting bottom-line mentalities.

Christopher M. Castille, Villanova University
 John E. Buckner, Livonia, MI
 Submitted by Christopher Castille, chris_castille@icloud.com

33-5 Antecedents of Abusive Supervision: The Moderating Role of Supervisor Personality

Drawing upon affective events theory, this study proposes that supervisor role overload is associated with supervisor frustration, which in turn is associated with abusive supervision. Using a moderated-mediation model, the study also examines frustration as a conditional indirect effect, which varies depending on supervisor Conscientiousness, Agreeableness, and Neuroticism.

Gabi Eissa, University of Wisconsin-Eau Claire
 Submitted by Gabi Eissa, eissagm@uwec.edu

33-6 Catch Me if You Can: Intelligence, Differential Detection and Deviance

This study investigates the relationship between intelligence and CWB by introducing a mediating variable: respondents' expectancies about the potential costs and benefits of engaging in deviant behavior. Results support a differential detection hypothesis; when intelligent people see benefits to deviant behavior, they are likely to engage in CWBI and CWBO.

Stacy L. Astrove, University of Iowa
 Lindsey M. Greco, University of Iowa
 Michael K. Mount, University of Iowa
 Submitted by Lindsey Greco, lindsey-greco@uiowa.edu

33-7 Influence of Power and Competence on Perceptions of Sexual Harassment

This study was concerned with situational factors that moderate perceptions of sexual harassment at work. Males were manipulated to feel powerful or not, and competent or incompetent (Fast & Chen, 2009). Males feeling high power but low competence were more likely to find harassing interview questions to be more appropriate.

Leah R. Halper, Ohio University
 Kimberly Rios, Ohio University
 Submitted by Leah Halper, lh124907@ohio.edu

33-8 Exploring Organizational Concern for Employee Off-Duty Deviance

Anecdotal evidence suggests that organizations are increasingly concerned with employee deviance outside of work, but management research has neglected this workplace phenomenon. This study defines off-duty deviance (ODD) as an emergent construct, describes the theoretical and practical significance, and uses a qualitative approach to explore organizational concern for ODD.

Andrea L. Hetrick, University of Georgia
 Brian D. Lyons, Elon University
 Brian J. Hoffman, University of Georgia
 Colby L. Kennedy, University of Georgia
 McKenzie L. Benson, University of Georgia

Amber L. Davidson, University of Georgia

Submitted by Andrea Hetrick, ahetrick@uga.edu

33-9 Mitigating the Impact of Counterproductive Work Behavior With an Apology

The effectiveness of an apology as an intervention to experienced counterproductive work behavior from an employee-customer perspective was tested using binary logistic regression. Results suggested that a simple apology can restore transgressions experienced in economic transactions.

Brandon A. Johnson, Auburn University
Ana M. Franco-Watkins, Auburn University
Allison Jones-Farmer, Auburn University
Daniel J. Svyantek, Auburn University

Submitted by Brandon Johnson, baj0013@auburn.edu

33-10 Testing a Multilevel Mediation Model of Workgroup Incivility

This study tested the mediating role of workplace incivility within a proposed model of individual, group, and organizational predictors and outcomes of incivility. Results indicated preliminary support for the model. Workplace incivility significantly mediated all of the relationships between predictor and criterion variables.

Jessica L. Johnston-Fisher, Human Resources Research Organization
Amber N. Schroeder, Western Kentucky University
Anthony R. Paquin, Western Kentucky University

Submitted by Jessica Johnston-Fisher, jjohnston-fisher@humrro.org

33-11 CWB: A Multilevel Examination of Rater Source and Item Characteristics

This study investigated item characteristics of counterproductive work behaviors as moderators of self- and observer-rating convergence. It was found that evaluativeness (social desirability) moderated the relationship between self- and supervisor ratings, but behavior severity did not moderate the relationship.

Angela Lee, University of Illinois at Urbana-Champaign
Bertha Rangel, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign

Submitted by Angela Lee, alee99@illinois.edu

33-12 The Prevalence and Effectiveness of Peer Reporting Policies

Policies requiring workers to report the misbehavior of coworkers provide a potential means of combatting CWBs. Study 1 found that such policies are common among *Fortune* 250 companies; Study 2 found that workers are more likely to report coworker CWBs if their organizations have a clearly written peer reporting policy.

Brian D. Lyons, Elon University
Nathan A. Bowling, Wright State University

Submitted by Brian Lyons, blyons4@elon.edu

33-13 How Personality and Occupational Demands Impact Counterproductive Work Behavior

Conservation of resources theory was used to explain how informational job demands (IJD) and emotional stability (ES) relate to resource management strategies that can result in counterproductive work behavior (CWB). Results indicate a significant positive relationship between IJD and CWB among employees low in ES ($\beta = .22$).

Allison B. Martir, University of Houston
Lisa M. Penney, University of Houston
Sonya M. Stokes, University of Texas at El Paso

Submitted by Allison Martir, abmartir2@uh.edu

33-14 The Moderated Mediation Mechanisms by Which Procedural Justice Affects Deviance

Mediation and moderated mediation bootstrapping results from 2 multiwave and multisource studies found intrinsic motivation mediated the procedural justice and deviance relationship; and this negative indirect effect was moderated by dispositional aggression (second stage moderation). Results were consistent across multiple measures of intrinsic motivation, dispositional aggression, and deviance.

Jesse S. Michel, Auburn University
Michael B. Hargis, University of Central Arkansas

Submitted by Jesse Michel, jmichel@auburn.edu

33-15 Nepotism, Expected Altruism, and Employee Theft

This study, the first to explore employee theft via nepotism, used an experimental vignette methodology to show that an employee's genetic relatedness to the owner of a family-owned business is related to the expectation of decreased whistleblowing behavior after theft, decreased severity of punishments, and increased theft intentions.

Kimberly E. O'Brien, Central Michigan University
Robert M. Minjock, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Chulguen Yang, Central Michigan University

Submitted by Kimberly O'Brien, obrie1ke@cmich.edu

33-16 What Do I Owe My Organization?: MTurk at Work

Are people doing MTurk work while at other paid employment? This study examines the perceived psychological contract and job attitudes of MTurk workers who complete MTurk tasks during work hours paid for by another employer and those who do not, and the implications of those actions on work performance.

Lynn R. Offermann, George Washington University
Meredith R. Coats, George Washington University
Caroline F. Rausch, George Washington University

Submitted by Lynn Offermann, lro@gwu.edu

33-17 Monkey See, Monkey (Doesn't) Do: Modeling Disengagement

An experimental design was used to investigate how coworker CWB influences individual CWB over time. As predicted, results indicated that participants whose coworkers exhibited disengagement, a passive form of CWB that includes elements of withdrawal and production deviance, exhibited higher levels of disengagement, and their disengagement increased over time.

Christopher Gallagher, University of Houston
Alec B. Nordan, University of Houston
Lisa M. Penney, University of Houston
Dena Rhodes, University of Houston

Submitted by Lisa Penney, lpenney@uh.edu

33-18 Distrust to Distressed: Responses to Rape in Military Employment

Associations between organizational trust and health/job attitudes among 542 survivors of military sexual assault were examined. Among these active duty personnel, organizational trust emerged as a protective factor, predicting lower levels of PTSD/depression, more positive general health perceptions, greater levels of coworker/work satisfaction, and greater desire to reenlist.

Veronica C. Rabelo, University of Michigan
Kathryn J. Holland, University of Michigan
Lilia M. Cortina, University of Michigan

Submitted by Verónica Rabelo, rabelo@umich.edu

33-19 Seeing Green: Impact of Envy and Personality on Interpersonally Directed CWB

This poster explored why envious employees might be likely to engage in interpersonally directed counterproductive work behavior (CWB-I) and how personality may moderate the relationship between envy and CWB-I. The relationship between envy and CWB-I was found to be stronger among employees high in impulsivity, high in Neuroticism and low in Conscientiousness.

Dena Rhodes, University of Houston
Lisa W. Sublett, University of Houston
Lisa M. Penney, University of Houston

Submitted by Dena Rhodes, dena.h.rhodes@gmail.com

33-20 Aggression in Work-Related Email: A Qualitative Analysis

Using a rich data set of actual email messages and recipient descriptions, we attempt to answer 3 key research questions: Who typically sends aggressive emails to employees? What work events are most likely to lead to aggressive emails? What characteristics of an email message lead to perceptions of aggression?

Erin M. Richard, Florida Institute of Technology
Hannah Gacey, Florida Institute of Technology

Stephen F. Young, Design Interactive
 Xeniamar Lopez-Matos, Florida Institute of Technology
 Submitted by Erin Richard, erichard@fit.edu

33-21 Deal or No Deal: Reducing Production Deviance

A conditional, indirect process model was tested in which leader person-focused interpersonal citizenship behavior yields production deviance through emotional exhaustion. Analyses on data collected from 114 workers indicated full mediation and that idiosyncratic deals provided by the supervisor acted as a moderator at stage one of the mediation.

Sophie Romay, University of Houston
 L. A. Witt, University of Houston
 Lars U. Johnson, University of Houston
 Alexandra C. Virgets, University of Houston
 Olivia Childers, University of Houston
 Lawrence Roth, St. Cloud State Univ
 Submitted by Sophie Romay, sophieromay@gmail.com

33-22 Expanding Current Measures of Deviance to Include Passive Counterproductive Behaviors

The purpose of this study was to develop an alternate conceptualization of counterproductive work behavior (CWB) as either passive or active. Across 2 studies, it was found that a 4-factor model that separated CWBO and CWBI into active and passive forms fit the data better than a 2-factor model.

Jerel E. Slaughter, University of Arizona
 Jennifer Anderson, Weber State University
 Submitted by Jerel Slaughter, jslaught@eller.arizona.edu

33-23 Social Exchange and Identity Orientation's Influence on OCB Acceptance

This conceptual paper utilizes Flynn's (2005) social exchange and identity orientation framework to explain why some individuals are more likely to accept or decline offers of organizational citizenship behavior (OCB) from their coworkers.

Phillip S. Thompson, Case Western Reserve University
 Submitted by Phillip Thompson, phil.thompson@case.edu

33-24 Exploring Workplace Ego Threat Management Through Social Media

This study evaluated displays of unprofessional work behavior in social media for individuals high in workplace hostile attributional style and negative affect. Results indicated these individuals may be more likely to post unprofessional text or images on social media if a threat or interactional injustice is perceived at work.

Nathan Weidner, Missouri S&T
 Elijah C. Earl, Central Michigan University
 Kimberly E. O'Brien, Central Michigan University
 Ashley D. Cooper, Central Michigan University
 Submitted by Nathan Weidner, nww6v8@gmail.com

33-25 Counterproductive Work Behavior: A Model Integrating State and Trait Variables

A model is provided that combines research including the use of personality (trait) variables and attitudinal (state) variables to predict CWB toward individuals (CWB-I) and organizations (CWB-O). Results supported a model in which hostility and job satisfaction mediated the relationships among personality variables (agreeableness and neuroticism) and CWB-I and CWB-O.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO)
 Elise T. Axelrad, Human Resources Research Organization (HumRRO)
 Paul J. Sticha, Human Resources Research Organization (HumRRO)
 Oliver Brdiczka, Palo Alto Research Center
 Jianqiang Shen, Turn Inc.

Submitted by Deborah Whetzel, dwhetzel@humrro.org

33-26 Effects of Abusive Supervision and Emotional Exhaustion on Production Deviance

The conditional indirect effect of abusive supervision on production deviance through emotional exhaustion was investigated. A study of 279 workers revealed that emotional exhaustion partially mediates the

relationship between abusive supervision and production deviance. However, this psychological process primarily applies to workers low (vs. high) in Conscientiousness.

Min Kyu Joo, University of Houston
 L. A. Witt, University of Houston
 Submitted by L. Witt, witt@uh.edu

33-27 The Prevalence of Ostracism, Interpersonal Emotions, and Work Performance

The relationship between ostracism and interpersonal emotions were examined. It was found that when the prevalence of ostracism is high, the victim holds negative emotions toward all members, whereas when it is low, the perpetrator-targeted negative emotions are stronger. The accumulated interpersonal negative emotions positively affect work performance.

Erica Xu, The Hong Kong Polytechnic University
 Alexander Newman, Monash University
 Xu Huang, The Hong Kong Polytechnic University
 Hailin Zhao, University of Iowa

Submitted by Erica Xu, oulyyouguy@hotmail.com

33-28 Attributed Motives Determine Emotional and Behavioral Reactions to Abusive Supervision

Invoking attribution, affective events theory, and abusive supervision literature, this poster examined how perceived supervisor motives for abuse (injury initiation or performance promotion) play a role in shaping subordinate's different emotional (shame or guilt) and behavioral reactions (deviance and citizenship behaviors) to abusive supervision, with a multisource, time-lagged field study.

Lingtao Yu, University of Minnesota
 Michelle K. Duffy, University of Minnesota
 Submitted by Lingtao Yu, yuxxx606@umn.edu

33-29 When Misbehavior Matters Most: How Antisocial Behavior Affects Team Performance

Though prior evidence indicates antisocial behavior hurts individuals and teams, more work is needed to identify the underlying mechanisms and boundary conditions. Using data from 59 work teams, it was shown that conflict mediates and sex diversity moderates the antisocial behavior-performance relationship such that it is stronger when diversity is higher.

Derek R. Avery, Temple University
 Mo Wang, University of Florida
 Douglas A. Franklin, Temple University
 Le Zhou, University of Minnesota
 Junqi Shi, Sun Yat-Sen University

Submitted by Derek Avery, dravery@temple.edu

33-30 Organizational Punishment for Sexual Harassment: Implications for Men and Women

This study explored the impact of participant and initiator gender on perceived severity of harassment and recommended punishment. Results revealed a significant interaction between participant and initiator gender on severity perceptions and recommended punishment.

Casey P. Nixon, Southern Illinois University Edwardsville
 Lynn K. Bartels, Southern Illinois University Edwardsville
 Submitted by Casey Nixon, canixon@siue.edu

34. Symposium/Forum: 12:00 PM-1:20 PM

Grand A

Exploring Pathways and Roadblocks to Successful Workplace Technology Implementation

New technologies are commonplace in today's workplace environment. Ensuring that the technology is successfully transitioned remains an important priority for many organizations. The aim of this symposium is to increase our understanding of the technology transition and acceptance process and the variables that influence adoption and implementation of any new technology.

Jerry W. Hedge, RTI International, **Chair**
 Suzanne Tsacumis, HumRRO, **Transitioning to a Fully Automated Process: A Case Study**
 Alexander Alonso, Society for Human Resource Management, James N. Kurtes-

sis, Society for Human Resource Management, Debra Cohen, Society for Human Resource Management, **Adoption of Simulation-Based Assessments: Cautionary Tale of Instrumentality Lost**

Tracey E. Rizzuto, Louisiana State University, Susan Mohammed, Pennsylvania State University, Robert J. Vance, Vance & Renz, LLC, **Cross-Level Climate Contagion as an Innovative Organizational Change Process**

Dawn Ohse, RTI International, Jerry W. Hedge, RTI International, **Identifying Roadblocks and Facilitating Factors for Technology Transition and Adoption**

Jennifer W. Martineau, Center for Creative Leadership, **Discussant**

Submitted by Jerry Hedge, jhedge@rti.org

35. Panel Discussion: 12:00 PM-1:20 PM

Grand B

One Program, Five Paths: Challenges and Opportunities in I-O Careers

As students in a doctoral graduate program in I-O psychology, we were always curious about "life after graduate school." The purpose of this panel discussion is to bring together former classmates from an array of industries (consulting and academia) to share our lessons learned, challenges and opportunities in our field.

Alok Bhupatkar, IMPAQ International, **Chair**

Justin K. Benzer, VA Healthcare System, **Panelist**

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign, **Panelist**

Jaime B. Henning, Eastern Kentucky University, **Panelist**

Tobin Kyte, ACT, **Panelist**

Jennifer Rodriguez, Texas A&M University, **Panelist**

Submitted by Alok Bhupatkar, alokbhupatkar@gmail.com

36. Panel Discussion: 12:00 PM-1:20 PM

Grand C

Leading Tomorrow's Teams Today: The Future of Teams-Focused Leadership Development

As the leadership development literature continues to grow and considers the challenges of leading modern teams, an academic-practitioner gap may exist between theory and practical need. The goal of this panel concerns bringing together experts from both realms to discuss the next steps for teams-focused leadership development research and practice.

Brooke B. Allison, Clemson University, **Co-Chair**

Marissa L. Shuffler, Clemson University, **Co-Chair**

David V. Day, University of Western Australia, **Panelist**

Julia E. Hoch, California State University, **Panelist**

Cindy McCauley, Center for Creative Leadership, **Panelist**

Thomas L. Killen, TIAA-CREF, **Panelist**

Rex C. Backes, TIAA-CREF, **Panelist**

Submitted by Brooke Allison, babaker@clemson.edu

37. Symposium/Forum: 12:00 PM-1:20 PM

Grand D

Faking Indicators: Effectiveness, Convergence, and Impact on Validity

Applicant faking on personality assessments is a concern. This symposium investigates the effectiveness of numerous faking methods/indicators for detecting applicant faking and examines the convergence of indicators. Innovative techniques are also explored. Last, the impact on criterion-related validity is examined when fakers identified by multiple indicators are removed.

Amy R. Gammon, Select International, Inc., **Chair**

Scott Alshanski, Central Michigan University, Neil Christiansen, Central Michigan University, Mei-Chuan Kung, Select International, Inc., Chet Robie, Wilfrid

Laurier University, Ted B. Kinney, Select International, Inc., **Comparing the Effectiveness of Three Indices for Detection of Faking**

Mark A. Roebke, Saint Cloud State University, Gary N. Burns, Wright State University, Elizabeth Shoda, Wright State University, Megan B. Morris, Wright State University, David A. Periard, VHA National Center for Organization Development, **Convergence of Faking Indicators**

Allison Tenbrink, Select International, Inc., Amy R. Gammon, Select International, Inc., Mei-Chuan Kung, Select International, Inc., Matthew S. O'Connell, Select International, Inc., **Honing in on Fakers: Triangulating Multiple Indicators to Gain Accuracy**

Yumiko Mochinushi, Florida Institute of Technology, Matthias Ziegler, University

of Munich-Germany, **Needle in the Haystack: Categorizing Faking Behavior in Research Settings**

Richard L. Griffith, Florida Institute of Technology, **Discussant**

Submitted by Amy Gammon, gammona@gmail.com

38. Symposium/Forum: 12:00 PM-1:20 PM

Grand J

Understanding the Work-Family Implications of Relationships With Leaders

Incorporating important theoretical perspectives on leadership, the 4 papers serve to recognize that the degree to which work-life supports are provided is a function of the quality of the leader-employee relationship. Based on strong methodological designs, the papers investigate interesting mechanisms through which the leader-employee relationship influences the work-family experiences.

Debra A. Major, Old Dominion University, **Co-Chair**

Russell A. Matthews, Bowling Green State University, **Co-Chair**

Russell A. Matthews, Bowling Green State University, Sara J. McKersie, Bowling Green State University, Kelsey-Jo Ritter, Bowling Green State University, **Paying it Forward: Supervisor's Perceptions of Family-Supportive Felt Responsibility**

Heather M. Bolen, Hogan Assessment Systems, Michael Litano, Old Dominion University, Debra A. Major, Old Dominion University, **The Role of Supervisor Relationship Quality in Managing Work-Family Outcomes**

Jarrold Haar, Massey University, Jeffrey H. Greenhaus, Drexel University, Maree Roche, Waikato University, Jonathan C. Ziegert, Drexel University, **Work-Family Conflict and Contagion of Depression from Leaders to Followers**

Leslie B. Hammer, Portland State University, Jennifer R. Rineer, Portland State University, Donald M. Truxillo, Portland State University, Todd Bodner, Portland State University, Amy C. Pytlovany, Portland State University, Joseph Sherwood, Portland State University, Leanne R. Hicks, Portland State University, **LMX and Work-Family Intervention Effects**

Terri A. Scandura, University of Miami, **Discussant**

Submitted by Russell Matthews, ramath@bgsu.edu

39. Panel Discussion: 12:00 PM-1:20 PM

Grand K

Overcoming Challenges to Talent Management System Implementation: Second Generation Focus

Although adoption of talent management systems (TMS) continues at a rapid pace, relatively little research has examined challenges to effective implementation. The sparse extant TMS research has focused on early versus second-generation implementation results. This expert panel discusses challenges and solutions to second-generation TMS implementation and effectiveness.

Thomas H. Stone, Oklahoma State University, **Chair**

Kenneth P. De Meuse, Tercon Consulting, **Panelist**

Scott C. Erker, Development Dimensions International (DDI), **Panelist**

Richard T. Cober, Marriott International, **Panelist**

Alexis A. Fink, Intel Corporation, **Panelist**

Submitted by Thomas Stone, tom.stone@okstate.edu

40. Symposium/Forum: 12:00 PM-1:20 PM

Grand L

Social Science and the Digital Revolution

Technological advancements offer social scientists unimaginable opportunities to examine organizational phenomena. With high resolution data comes the ensuing challenge of high-resolution theory. This symposium considers how the data, tools, and methods by which social phenomena are investigated are advanced by the digital revolution.

Toshio Murase, Schaumburg, **Chair**

Noshir Contractor, Northwestern University, **Co-Chair**

Brian Keegan, Northeastern University, Katherine Ognyanova, Northeastern

University, Jason Radford, Chicago School, Brooke Foucault, Northeastern University, Christoph Riedl, Northeastern University, Jefferson Hoyer, Independent Contractor, Ceyhan Karbeyaz, Northeastern University, Waleed Meleis,

Northeastern University, David Lazer, Northeastern University, **Conducting Massively Open Online Social Experiments With Volunteer Science**

Raquel Asencio, Georgia Institute of Technology, Toshio Murase, Schaumburg,

M. Scott Poole, University of Illinois at Urbana-Champaign, Joseph McDonald, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Noshir Contractor, Northwestern University, ***Searching for Team Process in Behavioral Sequences***

Ivan Hernandez, University of Illinois at Urbana-Champaign, Daniel A. Newman, University of Illinois at Urbana-Champaign, Gahyun Jeon, University of Illinois at Urbana-Champaign, ***Using Twitter as a Source of Data: Computational Methods***
Michael T. Braun, Virginia Polytechnic Institute and State University, ***The "Third Discipline": Advantages of a Computational Science of Organizations***
Submitted by Toshio Murase, toshio.murase@gmail.com

41. Special Events: 12:00 PM-1:20 PM**See page 6****Independence Ballroom****Theme Track: Pursuing Better Science in Organizational Psychology**

There is greater recognition that the current incentive structure in organizational science needs to be improved. A panel of experts consisting of journal editors and experienced researchers will discuss ways to improve the incentive structure to encourage better science.

Tine Koehler, The University of Melbourne, **Chair**

Robert J. Vandenberg, University of Georgia, **Presenter**

Herman Aguinis, Indiana University, **Presenter**

Steven G. Rogelberg, University of North Carolina Charlotte, **Presenter**

Jose M. Cortina, George Mason University, **Presenter**

Ronald S. Landis, Illinois Institute of Technology, **Presenter**

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

42. Panel Discussion: 12:00 PM-1:20 PM**Liberty AB****Two Major Challenges in Turnover Research: Theory Proliferation and Time**

Numerous turnover models exist, with each taking a different perspective on the turnover process. The commonalities and differences between some of the most recent models will be discussed in an effort to inform and motivate turnover researchers. The role of time in the turnover process will also be explored.

Sang Eun Woo, Purdue University, **Chair**

Ryan D. Zimmerman, Virginia Tech, **Panelist**

Benjamin B. Dunford, Purdue University, **Panelist**

Peter W. Hom, Arizona State University, **Panelist**

Thomas W. Lee, University of Washington, **Panelist**

Carl P. Maertz, Jr., Saint Louis University, **Panelist**

Submitted by Sang Eun Woo, sewoo@purdue.edu

43. Alternative Session Type: 12:00 PM-1:20 PM**Liberty C****IGNITE Session: Connecting Research and Practice in Employee Selection**

In this fast-paced session, 6 academics pair up with 6 practitioners to present on current trends within the selection arena. With presentations spanning from interview decision making, to legal considerations, to trends within the testing arena, these seasoned practitioners and academics will be sure to IGNITE the audience.

Lilly Lin, Development Dimensions International (DDI), **Chair**

Scott Highhouse, Bowling Green State University, **Presenter**

Laura Mastrangelo Eigel, PepsiCo, Frito-Lay Division, **Presenter**

Corina Rice, CSX Transportation, **Presenter**

Jeffrey M. Stanton, Syracuse University, **Presenter**

Neil Christiansen, Central Michigan University, **Presenter**

Kevin Impelman, IBM, **Presenter**

Kevin R. Murphy, Colorado State University, **Presenter**

David B. Schmidt, Development Dimensions International (DDI), **Presenter**

Nathan R. Kuncel, University of Minnesota, **Presenter**

Ken Lahti, CEB, **Presenter**

Chet Robie, Wilfrid Laurier University, **Presenter**

Craig R. Dawson, CEB, **Presenter**

Submitted by Lilly Lin, lilly.lin@ddiworld.com

44. Roundtable Discussion/Conversation Hr: 12:30 PM-1:20 PM Grand I**Psychological Entitlement at Work: Coping With and Managing Difficult Employees**

In this roundtable, those with interests in psychological entitlement and related constructs are brought together to discuss current and ongoing research trends. An overarching goal is to better understand the relational consequences of entitlement in contemporary work settings, as well as to foster discussion around its' effective management.

Glenda M. Fisk, Queens University, **Host**

Paul Harvey, University of New Hampshire, **Host**

Submitted by Glenda Fisk, glenda.fisk@queensu.ca

45. Special Events: 12:30 PM-1:20 PM 501**Distinguished Teaching Contributions Award: Staying Engaged and Effective in Teaching and Mentoring Throughout One's Career**

This talk will provide a personal reflection on lessons learned over many years of teaching, many types of courses, and many graduate student mentoring relationships. Musings on how to maintain effectiveness and high levels of engagement while balancing one's research program, professional service, and family will be provided.

Neal W. Schmitt, Michigan State University, **Host**

Ann Marie Ryan, Michigan State University, **Presenter**

Submitted by Neal Schmitt, schmitt@msu.edu

**46. Poster Session: 1:00 PM-1:50 PM****Franklin Hall****Occupational Health/Safety/Stress/Aging****46-1 Differentiating the Domains of Taint in Dirty Work: Animal Euthanasia**

We examined the relationship between dirty task involvement and perceptions of taint and between physical and moral taint and job satisfaction, stress, and interpersonal support. The extent of dirty task involvement positively associates with perceptions of each form of taint. Moral taint predicts job satisfaction and physical taint predicts stress.

Robert M. Bickmeier, University of North Carolina Charlotte

Erika C. Lopina, University of North Carolina Charlotte

Steven G. Rogelberg, University of North Carolina Charlotte

Submitted by Robert Bickmeier, rbickmei@uncc.edu

46-2 The Relationship Between Objective Job Autonomy and Objective Health

Numerous studies have reported negative relationships between self-reported job autonomy and self-reported physical illness. This study, however, examined the relationship between objective job autonomy and objective health criteria. In contrast to the results of self-report studies, it was found that job autonomy was unrelated to physical illness.

Nathan A. Bowling, Wright State University

Audrey C. Choh, Wright State University

Caitlin E. Blackmore, Wright State University

Keith A. Wurzbacher, Wright State University

Miryoung Lee, Wright State University

Stefan A. Czerwinski, Wright State University

Submitted by Nathan Bowling, nathan.bowling@wright.edu

46-3 Work Safety Tension: Impact on Worker Health and Organizational Outcomes

This poster examined the longitudinal influence of work safety tension on individual health outcomes and organizational outcomes in a sample of front-line manufacturing workers. Results showed that emotional exhaustion mediated effects of work safety tension on worker health impairment (depression, physical limitation, general health) and organizational consequences (job performance, turnover intention).

Zhuo Chen, University of Connecticut

Janet L. Barnes-Farrell, University of Connecticut
 Martin G. Cherniack, University of Connecticut Health Center
 Submitted by Zhuo Chen, zhuoch2009@gmail.com

46-4 Development of Two Brief Measures of Psychological Resilience

This poster examined the psychometric properties of the Response to Stressful Events Scale (RSES) and develop brief measures of resilience using the most discriminating items from the RSES. Across 3 samples of military personnel, the brief resilience measures display comparable reliability and validity when compared to the original RSES.

Gabriel M. De La Rosa, Bowling Green State University
 Scott Johnston, Naval Center for Combat and Operational Stress Control
 Jennifer Webb-Murphy, Naval Center for Combat and Operational Stress Control
 Submitted by Gabriel De La Rosa, gabriel.m.delarosa@gmail.com

46-5 A Comprehensive Meta-Analysis of Workplace Mistreatment

This paper meta-analytically estimates the relationship between several forms of workplace mistreatment and work-related outcomes. A broad approach is taken to modeling workplace mistreatment by examining whether multiple forms of mistreatment reflect a higher-order factor. This broad factor is then used to increase the predictive validity of mistreatment.

Lindsay Y. Dhanani, University of Central Florida
 Dana Joseph, University of Central Florida
 Amanda M. Wolcott, University of Central Florida
 Submitted by Lindsay Dhanani, lydhanani@knights.ucf.edu

46-6 Burnout and Engagement: Construct Distinction in Two Healthcare Worker Samples

The purpose of this study is to investigate the distinctiveness of burnout and engagement, as well as their relationships with occupation-specific predictors. Results support a view of burnout and engagement as separate constructs based on their relation to job demands and resources, and their incremental validity for predicting workplace outcomes.

Zachary Fragoso, Wayne State University
 Kyla J. Dvorak, Colorado State University
 Courtney McCluney, University of Michigan
 Alyssa McGonagle, Wayne State University
 Gwen Fisher, Colorado State University
 Submitted by Zachary Fragoso, Dx8068@wayne.edu

46-7 When Lives Depend on It: Stressors and Medication Error

Emergency medical service (EMS) providers were surveyed to understand the impact of occupational stressors on medication events (i.e., errors and near misses). Findings show a positive relationship between stressors and medication events. In particular, conflict with management and working with substandard equipment were primary drivers of this relationship.

Megan E. Gregory, University of Central Florida/Institute for Simulation and Training
 Shirley Sonesh, University of Central Florida
 Ashley M. Hughes, Institute for Simulation and Training
 Tiffany Cooper, Clemson University
 Christina N. Lacerenza, University of Central Florida
 Shannon L. Marlow, University of Central Florida
 Eduardo Salas, University of Central Florida

Submitted by Megan Gregory, megangregory7@gmail.com

46-8 Transformational Leadership and Employee Well-Being: A Meta-Analysis

This meta-analysis integrates previous published and unpublished research on transformational leadership and employee well-being. It applies the job demands-resources model (Bakker & Demerouti, 2007) to differentially examine the relationships of a transformational leadership style with positive and negative indicators of employee well-being.

Anna Luca Heimann, University of Zurich
 Sylvie Vincent-Hoeper, University of Hamburg
 Sabine Gregersen, Insurance Association for Health Service and Welfare Work (BGW), Work Place Health Promotion, Germany
 Albert Nienhaus, University Medical Center Hamburg-Eppendorf, Institute for Health Services Research in Dermatology and Healthcare (IVDP)
 Submitted by Anna Luca Heimann, a.heimann@psychologie.uzh.ch

46-9 Mediators of the Workplace Bullying–Job Attitudes Relationship

The mediating role of psychological ownership and organizational based self-esteem in the relationship between workplace bullying and job attitudes (affective commitment and job satisfaction) was investigated. In a representative sample of 738 Romanian employed adults, support was found for the theoretical model.

Alexandra Ilie, Illinois State University
 Ashley McCarthy, Illinois State University
 Kailey M. Perez, Illinois State University
 Dan Ispas, Illinois State University
 Dragos G. Iliescu, University of Bucharest, Romania
 Submitted by Dan Ispas, dispas@gmail.com

46-10 Leader Support and Mental Health Symptoms: Which Comes First?

This study examined longitudinal relationships between leader support and mental health symptoms among active-duty soldiers. Leader support was associated with fewer symptoms; however, symptoms were also associated with lower perceptions of leader support. Thus, organizations should consider both directions to optimally enhance soldiers' psychological health.

Kristen S. Jennings, Clemson University
 Janelle H. Cheung, Clemson University
 Thomas W. Britt, Clemson Univ
 Cynthia L. S. Pury, Clemson University
 Heidi Zinzow, Clemson University
 Anna C. McFadden, Clemson University
 Submitted by Kristen Jennings, ksjeenni@clemson.edu

46-11 Workplace Stressors and Treatment Adherence Among Type II Diabetic Employees

Using a within-person design, this poster examined how workplace stressors can impact diabetic employees' self-care efforts. Daily workload and job autonomy were significant predictors of treatment adherence through emotional strain and self-efficacy. In addition, social support was found to buffer against the negative impact of workload on treatment adherence.

Stanton Mak, Michigan State University
 Chu-Hsiang Chang, Michigan State University
 Submitted by Stanton Mak, smak196@gmail.com

46-12 Interventions to Remediate the Stigma of Employees' Use of Antidepressants

This poster focused on the interaction effects of education and perspective taking to diminish the stigma of taking antidepressants. The data indicated that gender played a moderating role, such that a combination of the 2 interventions of education and perspective taking resulted in lower stigma for men but not for women.

Shi Larry Martinez Xu, The Pennsylvania State University
 Larry R. Martinez, The Pennsylvania State University
 Samantha Thompson, Harvard Law School
 Michelle (Mikki) Hebl, Rice University
 Submitted by Larry Martinez, martinez@psu.edu

46-13 Health Care Practitioners' Work Stress Perceptions and Related Outcomes

This poster examined health care workers' stress appraisals and their relationships with work outcomes. Findings indicate positive (i.e., challenge) and negative (i.e., hindrance) perceptions of stress perceptions differently predict positive and negative work outcomes respectively. Further, negative stress appraisals may serve as a theoretical mediator in the stressor–work outcome relationships.

Gregory Moise, Hofstra University
 Cong Liu, Hofstra University
 Submitted by Gregory Moise, moisegregory@gmail.com

46-14 The Role of Hindrance Stressors in the Job Demand–Control–Support Model

The challenge/hindrance stressor framework is applied to the (generally unsupported) job demand–control–support model. A 2-wave panel study of 228 employees provided support that the buffering effect of control and support on the relationship between job demands and strain only occurs when job demands reflect hindrance stressors.

Kevin M. Dawson, Central Michigan University
 Kimberly E. O'Brien, Central Michigan University
 Terry A. Beehr, Central Michigan Univ
 Meng Li, Central Michigan University

Submitted by Kimberly O'Brien, obrie1ke@cmich.edu

46-15 Understanding Experiences of Occupational Intimidation and Sexual Harassment Among Journalists

This study examined occupational intimidation and sexual harassment of journalists. Individuals who report on human rights were found to experience higher levels of occupational intimidation. Conducting investigative reporting was related to experiencing more occupational intimidation and sexual harassment. Both types of aggression were negatively related to job performance.

Kelsey N. Parker, University of Tulsa
 Bradley J. Brummel, The University of Tulsa
 Elana Newman, The University of Tulsa
 Susan Drevo, The University of Tulsa
 Nigel A. Cook, The University of Tulsa

Submitted by Kelsey Parker, kelsey-parker@utulsa.edu

46-16 Supervisory Support as a Buffer to Experienced Job Stressors

This study examined the influence of role stressors (role conflict) and resources (supervisory support) on burnout and turnover intentions in a mental health field population. Using the job-demands resource model, it was found that supervisory support buffers the experience of role conflict, which in turn reduces experienced burnout and turnover intentions.

Daren S. Protolipac, St. Cloud State University
 Adam M. Smith, Saint Cloud State University
 Emma L. Mathison, Saint Cloud State University

Submitted by Daren Protolipac, dsprotolipac@stcloudstate.edu

46-17 Food for Thought: How Nutritious Cafeterias May Inhibit Negative Attitudes

This poster examined whether manipulating workplace health promotion (specifically manipulating the quality of employee food in a hypothetical on-site cafeteria) results in differential workplace attitudes. It was found that providing healthy food resulted in increased job satisfaction, energy levels, perceived organizational support, person-organization fit, and decreased turnover intentions.

Nicholas A. Smith, The Pennsylvania State University
 Lucy Song, The Pennsylvania State University
 Larry R. Martinez, The Pennsylvania State University

Submitted by Nicholas Smith, nicholas.smith.psu@gmail.com

46-18 The Relationship Between Sleep and Work: A Meta-Analysis

Despite the importance and malleability of sleep, little consensus exists regarding its conceptualization or relationship to important job characteristics and employee outcomes. To clarify the measurement of sleep and its relationship to frequently measured organizational variables, this study calculated meta-analytic correlations with data obtained from 99 studies of employee sleep.

Brett J. Litwiller, University of Oklahoma
 Lori Anderson Snyder, University of Oklahoma
 William D. Taylor, University of Oklahoma
 Logan M. Steele, University of Oklahoma

Submitted by Lori Snyder, lsnyder@ou.edu

46-19 Cognitive Adjustment as an Indicator of Psychological Health at Work

Based on organizational socialization literature and Conservation of Resources theory (Hobfoll, 2001), this article aims to develop a conceptualization and a measurement of cognitive adjustment at work as an indicator of psychological health at work. Results from 2 studies provide support for the structure and validity of the construct.

Marie Malo, University of Sherbrooke
 Isabelle Tremblay, University of Montreal
 Luc Brunet, University de Montreal

Submitted by Isabelle Tremblay, isabelle.tremblay.12@umontreal.ca

46-20 Better Get Used to It? Chronic Stressors and Daily Strain

This study examines how chronic occupational stress influences daily stressor reactions. Using daily diary methodology and HLM, research investigated whether employees sensitize or habituate to daily workplace stressors under chronic stressor conditions. Findings support the sensitivity hypothesis both within and across days.

Danielle R. Wald, Baruch College, City University
 Erin Eatough, Baruch College, City University

Submitted by Danielle Wald, DanielleRWald@gmail.com

46-21 Reciprocal Relationship Between Psychological Capital and Positive Emotions

This study aims to explore the reciprocal relationship between psychological capital (PsyCap) and positive emotions. A cross-lagged design was adopted for a 3-wave longitudinal study, with a 1-month time lag between each of the 2 time measures. Results indicated a reciprocal relationship between PsyCap and positive emotions.

Ze Zhu, Beijing Normal University
 Xichao Zhang, Beijing Normal University
 Hongyu Cen, Beijing Normal University

Submitted by Ze Zhu, zhuze1023@126.com

46-22 Believing in a Just World Maintains Well-Being Through Justice Perceptions

Drawing on theories of justice, results show that personal (and not general) just-world beliefs augment organizational justice perceptions, which increase job satisfaction and reduce work stress 1 year later. Personal belief in a just world is an important resource at work because it drives organizational justice perceptions.

Claire Johnston, University of Lausanne
 Franciska Krings, University of Lausanne
 Marina Fiori, University of Lausanne
 Christian Maggiori, University of Applied Sciences and Arts Western Switzerland

Submitted by Claire Johnston, claire.johnston@unil.ch

46-23 The Importance of Rest for Job Satisfaction: A Spillover Model

Drawing on the effort-recovery model and mood spillover models, this poster proposed that rest influences job satisfaction via positive and negative emotions. The model was examined using a nationally representative sample of U.S. workers. Findings were consistent with the model across all subpopulations.

Lauren Kuykendall, Purdue University
 Louis Tay, Purdue University

Submitted by Lauren Kuykendall, lgasque@purdue.edu

47. Panel Discussion: 1:30 PM-2:50 PM

302-304

What Does a Master's in Industrial-Organizational Psychology Mean? Part II

In this 2nd installment covering the 2nd half of the Tett et al. I-O program survey results, issues surrounding comprehensive exams, assistantships and funding resources, master's theses, overall survey implications will be discussed, as well as what it means to have a master's degree in I-O psychology.

Mark S. Nagy, Xavier University, **Chair**
 Robert P. Tett, University of Tulsa, **Panelist**
 Richard G. Moffett III, Middle Tennessee State University, **Panelist**
 Brian W. Schrader, Emporia State University, **Panelist**

Submitted by Mark Nagy, nagyms@xu.edu

48. Roundtable Discussion/Conversation Hr: 1:30 PM-2:50 PM

305-306

Research Collaboration Among Academics and Practitioners: Opportunities and Challenges

Research collaboration between academics and practitioners represents a vital source of information for I-O psychologists, yet such collaborations are often difficult to develop and maintain. This roundtable will provide a forum to discuss critical issues related to forming and maintaining research collaborations that satisfy the needs of both parties.

John J. Donovan, Rider University, **Host**

Stephen A. Dwight, Novo Nordisk, **Host**

Submitted by John Donovan, jdonovan@rider.edu

49. Symposium/Forum: 1:30 PM-2:50 PM 309-310

Encompassing Advanced and Differential Approaches to Emotional Contagion

Four empirical papers extend prior research on emotional contagion to new frontiers by presenting how it spreads (a) at different levels (dyadic, group, organizational), (b) in different conditions (face-to-face, electronic communication, video watching), (c) via neural circuits, (d) as an opposite emotion reaction (countercontagion), and (e) bidirectionally within the individual.

Laura Petitta, University of Rome Sapienza, **Chair**

Eugene (Yu Jin) Tee, HELP University, Chee Yan Wong, Accenture, **Upward Emotional Contagion via Electronic Communication: A Mixed-Methods Study**

Angela Passarelli, College of Charleston, Dalia Abou Zeki, Case Western Reserve University, Richard E. Boyatzis, Case Western Reserve University, Abigail J. Dawson, Carnegie Mellon University, Anthony I. Jack, Case Western Reserve University, **Emotional Attractor Contagion Affects Attentional Processes in Coaching Dyads**

Sigal Barsade, University of Pennsylvania, Kristin Smith-Crowe, University of Utah, Jaime Potter, University of Pennsylvania, **Outgroups and Emotional Countercontagion**

Laura Petitta, University of Rome Sapienza, **A Holistic and Organizational Mapping of Emotional Contagion**

S. Douglas Pugh, Virginia Commonwealth University, **Discussant**

Submitted by Laura Petitta, laura.petitta@uniroma1.it

50. Symposium/Forum: 1:30 PM-2:50 PM 401-403

Toward a New Narrative for the Leadership Gender Agenda

The media is abuzz about the underrepresentation of women in senior leadership. This session explores how popular notions like the female leadership advantage, confidence gaps, and leaning in, while well intended, may be misguided. Combining data and practice, this research goes beyond common stereotypes to reframe the problem and offer solutions.

Robert B. Kaiser, Kaiser Leadership Solutions, **Chair**

Jackie VanBroekhoven-Sahm, Hogan Assessment Systems, **Beyond Stereotypes: Personality Differences Between Women and Men Leaders**

Robert B. Kaiser, Kaiser Leadership Solutions, **Evaluating Bias and Substantive Gender Differences in Leadership**

Wanda T. Wallace, Leadership Forum, Inc., **Old Myths, New Narratives, and Practical Results**

Peter Wright, Acorn Strategy Consulting, **Discussant**

Submitted by Robert Kaiser, rob@kaiserleadership.com

51. Community of Interest: 1:30 PM-2:50 PM 404

I-O for the Greater Good: Prosocial Applications of Our Expertise

Sean Cruise, United Nations Global Compact, **Host**

Christine E. Corbet, Right Management, **Host**

52. Panel Discussion: 1:30 PM-2:50 PM 407-409

I-Os as Technologists: To Start, Press Any Key

This session presents a discussion between I-O psychologists and technologists to help advance the need for I-O psychologists to build their technological skillsets. Topics will include shedding light on common barriers present in this cross disciplinary field, solutions gleaned from panelists' experiences, and the importance of theory in technology design.

Steven N. Aude, ICF International, **Chair**

Robert C. Brusso, ICF International, **Co-Chair**

Joanne Barnieu, ICF International, **Panelist**

Joan H. Johnston, U.S. Army Research Laboratory (ARL-HRED STTC), **Panelist**

Richard N. Landers, Old Dominion University, **Panelist**

Rebecca Mulvaney, ICF International, **Panelist**

Wayne Zachary, Chi Systems, **Panelist**

Submitted by Robert Brusso, rcbusso@gmail.com

53. Panel Discussion: 1:30 PM-2:50 PM Franklin 08

Innovative Approaches to Talent Identification: Bridging Science and Practice

In the digital age, new HR technologies are redefining the talent identification industry. From social media and big data analytics, to text and audiovisual algorithms and gamification, there is now a proliferation of novel assessment tools. This panel discusses the validity, utility, and ethical implications of these innovative approaches.

Seymour Adler, Aon Hewitt, **Chair**

Tomas Chamorro-Premuzic, University of London, **Panelist**

Jennifer J. Brown, Google, **Panelist**

Michal Kosinski, University of Cambridge, **Panelist**

Adam Yearsley, Red Bull, **Panelist**

Ben Taylor, HireVue, **Panelist**

Submitted by Seymour Adler, seymour_adler@aon.com

54. Symposium/Forum: 1:30 PM-2:50 PM Franklin 09

Innovations in SJT Formats and Scoring

Research into SJT formats, response conventions, and scoring is ongoing, with no current established consensus on optimal methods. Papers in this symposium explore active areas of research in SJT formats, scoring, and key derivation, each building on recent research in the field.

Victor Jockin, PSI Services LLC, **Chair**

Kate LaPort, George Mason University, Christopher T. Huynh, Louisiana Tech University, Ernie Paskey, Aon Hewitt, **Impact of SJT Scoring Methods on Validities and Group Differences**

Matthew T. Allen, U.S. Department of Defense, Teresa L. Russell, Human Resources Research Organization, Bethany H. Bynum, Human Resources Research Organization, Amanda J. Koch, Human Resources Research Organization, Mark C. Young, U.S. Army Research Institute, Peter Legree, U.S. Army Research Institute, **Removing Response Tendency Contamination From SJT Leadership Judgment Scores**

Peter Legree, U.S. Army Research Institute, Robert Kilcullen, U.S. Army Research Institute, Michael J. Cullen, University of Minnesota Medical School, Teresa L. Russell, Human Resources Research Organization, Bethany H. Bynum, Human Resources Research Organization, Amanda J. Koch, Human Resources Research Organization, **Validation Data for Highly Efficient Situational Judgment Tests**

Thomas Kiger, Human Resources Research Organization, Amanda J. Koch, Human Resources Research Organization, Teresa L. Russell, Human Resources Research Organization, Cheryl J. Paullin, Human Resources Research Organization, Matthew T. Allen, U.S. Department of Defense, Nehama E. Babin, U.S. Army Research Institute, Mark C. Young, U.S. Army Research Institute, **The Impact of Keying Group Characteristics on SJT Validity**

Jeff A. Weekley, IBM, **Discussant**

Submitted by Victor Jockin, tjockin@hotmail.com

55. Panel Discussion: 1:30 PM-2:50 PM Franklin 10

Test Your Skills (Vote!): I-O Experts Pose Real Client Dilemmas

Panelists will share difficult client situations they encountered as an I-O practitioner, how they responded, and lessons learned. Audience members will get to vote (text-bring your phone!) for how they would respond to each situation. Responses will be shared in real-time as the stories unfold.

Alison A. Broadfoot, San Diego Gas & Electric, **Chair**

Steven D. Ashworth, San Diego Gas & Electric, **Panelist**

Elizabeth B. Kolmstetter, U.S. Agency for International Development, **Panelist**

Lilly Lin, Development Dimensions International (DDI), **Panelist**

Mark H. Ludwick, Time Warner Cable, **Panelist**

Jeffrey J. McHenry, Rainier Leadership Solutions, **Panelist**

Submitted by Alison Broadfoot, alison.broadfoot@gmail.com

56. Symposium/Forum: 1:30 PM-2:50 PM Grand A

New Directions for Understanding Training Effectiveness

This symposium describes new research directions in 2 domains

relevant to training effectiveness: (a) training transfer and new ways of thinking about and measuring use of training, and (b) training evaluation from a multilevel perspective and its implications for understanding effects across and within levels.

J. Kevin Ford, Michigan State University, **Chair**

J. Kevin Ford, Michigan State University, **Use as an Indicator of Training**

Transfer: A Conceptual Framework

Sarena Bhatia, Michigan State University, J. Kevin Ford, Michigan State University, Stephen L. Yelon, Michigan State University, **How Do Trainees Transfer What They Have Learned?**

Traci Sitzmann, University of Colorado Denver, Justin M. Weinhardt, University of Calgary, **A Comprehensive Multilevel Analysis of Training Effectiveness Indicators**

Shirley Sonesh, University of Central Florida, Ashley M. Hughes, Institute for Simulation and Training, Megan E. Gregory, University of Central Florida/Institute for Simulation and Training, Lauren E. Benishek, Institute for Simulation and Training, Christina N. Lacerenza, University of Central Florida, Shannon L. Marlow, University of Central Florida, Dana Joseph, University of Central Florida, Eduardo Salas, University of Central Florida, **Elements of Training Design and Implementation: Implications for Team Training**

Kurt Kraiger, Colorado State University, **Discussant**

Submitted by J. Kevin Ford, fordjk@msu.edu

57. Symposium/Forum: 1:30 PM-2:50 PM

Grand B

Addictions and Vices and Work, Oh My!

As organizations encounter increasing healthcare costs and absenteeism, both research and practice have taken a keener focus on improving employees' well-being. This session takes a unique approach to the improvement of employee well-being by examining the impact of employees' engagement in addictive behaviors and vices on work and well-being outcomes.

Malissa A. Clark, University of Georgia, **Chair**

Lauren M. Zimmerman, University of Georgia, **Co-Chair**

Melissa Mitchell, University of Georgia, Lillian T. Eby, University of Georgia, Cavan J. Gray, University of Georgia, Laura Provolt, University of Georgia, **Going All In: Gambling Absorption, Engagement, and Performance**

Malissa A. Clark, University of Georgia, Emily M. Hunter, Baylor University, Angela A. Beiler-May, University of Georgia, Dawn S. Carlson, Baylor University, **An Examination of Daily Workaholism: Causes and Consequences**

Erin Eatough, The City University of New York, Baruch College, Zhiqing E. Zhou, Florida Institute of Technology, **Wining About It: Daily Work Stress, Frustration, and Alcohol Use**

April D. Schantz, Florida International University, Armando Falcon, Florida International University, Julie J. Lanz, Florida International University, Archana Manapragada, Florida International University, Valentina Bruk Lee, Florida International University, **Drug, Alcohol, and Tobacco Use to Cope With Workplace Conflict**

Mo Wang, University of Florida, **Discussant**

Submitted by Lauren Zimmerman, lizimm@uga.edu

58. Symposium/Forum: 1:30 PM-2:50 PM

Grand C

Turnover and Retention: Proximal Withdrawal States and Expanded Criterion

Advances in studying on proximal withdrawal states (PWS) and an expanded turnover criterion are presented, specifically (a) the different profiles and behaviors of enthusiastic stayers, enthusiastic leavers, reluctant stayers and reluctant leavers; (b) the most important predictors of organizational versus occupational turnover; and (c) new direct measures of PWS.

John P. Hausknecht, Cornell University, **Chair**

Huisi Li, Cornell University, **Co-Chair**

Junchao Li, University of Washington, Thomas W. Lee, University of Washington, Terence R. Mitchell, University of Washington, Peter W. Hom, Arizona State University, Rodger W. Griffeth, Ohio University, **Proximal Withdrawal States Theory: A Story of Preference and Control**

Huisi Li, Cornell University, **Differentiating the Antecedents of Changing Organizations versus Switching Occupations**

Peter W. Hom, Arizona State University, Jamie J. Seo, Arizona State University, Rodger W. Griffeth, Ohio University, Terence R. Mitchell, University of Washington, Thomas W. Lee, University of Washington, **Identifying Different States of**

Staying or Leaving

Wendy R. Boswell, Texas A&M University, Jiexin Wang, Texas A&M University, Richard G. Gardner, Brigham Young University, **Is Retention Necessarily a Win? Outcomes of Searching and Staying**

Submitted by Huisi Li, huisili@hotmail.com

59. Symposium/Forum: 1:30 PM-2:50 PM

Grand D

From Data to Doing Something: Driving Action With Survey Insights

Although many organizations survey their employees, far fewer are able to drive action based on the insights gleaned from those surveys. In this symposium, I-O psychologists working within organizations will provide specific examples of when and how they have overcome challenges to drive organizational action from survey data.

Sarah A. Sinnett, ConAgra Foods, **Chair**

Sarah Coldiron, Humana, Katherine Means, Humana, **Humana: Integrating Associate Feedback Into a New Way of Recognizing**

Amy S. Walzer, ConAgra Foods, Sara J. Roberts, ConAgra Foods, Sarah A. Sinnett, ConAgra Foods, **Insights to Actions: Using Survey Results to Improve the Organization**

Jamie R. Tobey, Qualcomm, **Utilizing Survey Data to Drive On-Campus Recruiting Strategy**

Jade Peters, TransUnion LLC., **Data Driven Decisions That Lead to Clear Business Outcomes**

Matthew S. Fleisher, Marriott International, **What Do I Do With This Quality of Hire Score?**

Submitted by Amy Walzer, awalzer@unomaha.edu

60. Roundtable Discussion/Conversation Hr: 1:30 PM-2:50 PM

Grand I

Current Issues in EEO Law

The purpose of this roundtable/conversation hour is to guide a discussion of legal issues related to recruitment, adverse impact, sexual harassment, and retaliation. The hosts will begin with a 5–10 minute overview and then open up the session for questions and dialogue.

Arthur Gutman, Florida Institute of Technology, **Host**

James L. Outtz, Outtz and Associates, **Host**

Submitted by Arthur Gutman, artgut@aol.com

61. Panel Discussion: 1:30 PM-2:50 PM

Grand J

Taking a Positive Approach to Create Leadership and Organizational Excellence

A positive and strength-based approach helps understand what promotes excellence in organizations. Despite the research that has accumulated over the years, practical application of findings remains to be challenging and slow. In this session, thought leaders discuss how research can be put into practice to create leadership and organizational excellence.

la Ko, Denison Consulting, **Chair**

Stewart I. Donaldson, Claremont Graduate University, **Panelist**

Kim S. Cameron, University of Michigan, **Panelist**

Angela L. Duckworth, University of Pennsylvania, **Panelist**

Peter Rea, Parker Hannifin Corporation, **Panelist**

Submitted by la Ko, iko@denisonculture.com

62. Panel Discussion: 1:30 PM-2:50 PM

Grand K

To Be or Not to Be?: Navigating I-O Career Options

Searching www.usajobs.gov and www.siop.org results in few hits for "industrial-organizational psychologist," but that doesn't mean jobs don't exist. Panelists from private and public sectors discuss searching for and working in applied research and consulting jobs outside academics and large-scale external consulting firms. Discover the diverse roles and responsibilities I-O psychologists hold.

Miliani Jimenez-Rodriguez, U.S. Army Research Institute, **Co-Chair**

Jessica A. Gallus, U.S. Army Research Institute, **Co-Chair**

Arwen Hunter DeCostanza, U.S. Army Research Laboratory, **Panelist**

Leslie M. Golay, University of Connecticut, **Panelist**

Nicholas R. Martin, Aon Hewitt, **Panelist**

Stefanie A. Plemmons, ARI, **Panelist**

Krista Langkamer Ratwani, Aptima, Inc., **Panelist**

Submitted by Miliani Jimenez-Rodriguez, miliani.jimenez.civ@mail.mil

63. Symposium/Forum: 1:30 PM-2:50 PM

Grand L

Profiling Commitment: Person-Centered Approaches to Organizational Commitment

Researchers have increasingly recognized the utility of person-centered (i.e., profile) approaches to studying organizational commitment. This symposium presents 4 commitment profile studies investigating various predictors and outcomes. These studies demonstrate the types of profiles that exist and highlight the value of taking a profile approach to studying commitment.

Adam H. Kabins, Assess Systems, **Chair**

Laura J. Stanley, University of Georgia, Elyse Maltin, JMW Consultants, John P. Meyer, University of Western Ontario, Alexandre J.S. Morin, Centre for Positive Psychology and Education, **Profiles of Commitment to Organization and Profession: Implications for Well-Being**

Adam H. Kabins, Assess-Systems, Keith D. McCook, Assess Systems, Xiaohong Xu, Texas A&M University, Mindy E. Bergman, Texas A&M University, **Bound to Bond: The Big Five and Organizational Commitment Profiles**

Ian R. Gellatly, University of Alberta, Michelle Inness, University of Alberta, Guilin Zhang, Alberta School of Business, Leanne M. Hedberg, Alberta University, **Another Look at Meyer and Herscovitch's (2001) Behavior-Latitude Proposition**

Nicholas L. Bremner, University of Western Ontario, Matthew J. W. McLarnon, University of Western Ontario, John P. Meyer, University of Western Ontario, Irina Goldenberg, Department of National Defence, **Commitment Profiles in the Military: Invariance and Implications for Well-Being**

Robert J. Vandenberg, University of Georgia, **Discussant**

Submitted by Adam Kabins, ahk325@gmail.com

64. Special Events: 1:30 PM-2:50 PM

Independence Ballroom

Theme Track: Modernizing Regression: Cool and Practically Useful Advances from Other Fields

Over the past few decades there have been several developments in disciplines outside of I-O psychology that can improve the use of multiple regression in I-O science and practice. This session will consist of three TED-style talks that address developments in (a) variable selection, (b) model uncertainty, and (c) causality.

Dan J. Putka, HumRRO, **Chair**

Fred Oswald, Rice University, **Presenter**

Seth M. Spain, Binghamton University, **Presenter**

Brian S. Connelly, University of Toronto, **Presenter**

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

65. Symposium/Forum: 1:30 PM-2:50 PM

Liberty AB

Advancing Test Development Practices: Modern Issues and Technological Advancements

This research examines technological trends and their impact on test development procedures. Technology holds both promise and peril for selection professionals trying to develop psychometrically sound assessments. Trends such as the use of MTurk, gamification, and automatic item generation provide significant opportunity to research the impact of features on item parameters.

Shonna D. Waters, U.S. Department of Defense, **Chair**

Adam Beatty, Human Resources Research Organization, Kerry Buckley, The MITRE Corporation, Amber M Sprenger, The MITRE Corporation, Teresa L. Russell, Human Resources Research Organization, **MTurk: Piloting Critical Thinking Items and Guiding Test Development**

Amanda D. Allen, Edison Electric Institute, Robert P. Michel, Edison Electric Institute, **Item Complexity: Considerations for Computer-Based Test Design**

Shonna D. Waters, U.S. Department of Defense, Matthew T. Allen, U.S. Department of Defense, John G. Jackson, U.S. Department of Defense, **Automatic Item Generation in Support of Large-Scale Applicant Testing**

Jennifer L. Geimer, CEB, Kristin Sanderson, CEB, Eric C. Popp, CEB, **Effects of Gamification on Test Performance and Test-Taker Reactions**

Cheryl J. Paullin, HumRRO, **Discussant**

Submitted by Shonna Waters, shonna.d.waters@gmail.com

66. Panel Discussion: 1:30 PM-2:50 PM

Liberty C

Getting More Than 10% From Formal Development Programs

To accelerate leader development, organizations are reimagining formal development programs (the "10" in the 70-20-10 model) as an integrator of formal and informal learning, as experience-centric rather than classroom-centric, and as an active, high-stakes environment. Panelists will share examples that embody these new approaches and discuss challenges and lessons learned.

Cindy McCauley, Center for Creative Leadership, **Chair**

Erica I. Desrosiers, Walmart, **Panelist**

Vicki L. Flaherty, IBM, **Panelist**

Laura Ann Preston-Dayne, Kelly Services, **Panelist**

Lyndon Rego, Center for Creative Leadership, **Panelist**

Vicki M. Tardino, Boeing, **Panelist**

Submitted by Cindy McCauley, mccauley@ccl.org

67. Poster Session: 2:00 PM-2:50 PM

Franklin Hall

Job Performance/Innovation/Creativity

67-1 Creative Self-Efficacy: Meta-Analytic Examination of Antecedents and Creativity

This study examined antecedents to creative self-efficacy, in addition to the relationship between creative self-efficacy and creativity. Results indicated that creative role identity, openness to experience, workplace support, leadership, and workplace expectations were positively related to creative self-efficacy, which was then positively related to creativity.

Nathan Bjornberg, Old Dominion University

Donald D. Davis, Old Dominion University

Submitted by Nathan Bjornberg, nbjor001@odu.edu

67-2 The Moderating Effect of Social Exchange Relationships on Innovative Behaviors

The effects of social exchange relationship quality on incremental innovative behaviors was investigated. Social exchange relationship quality and required innovativeness were positively related to incremental innovative behaviors, and social exchange relationship quality moderated the relation between required innovativeness and incremental innovative behaviors.

Luke Brooks-Shesler, SRA International, Inc.

Jared Borns, SRA International, Inc.

Lois E. Tetrick, George Mason University

Submitted by Luke Brooks-Shesler, lukebs@gmail.com

67-3 The Impact of Problem Construction and Information Search on Creativity

This research focuses on 2 cognitive processes that are known to influence creativity: problem construction and information search. Active engagement was manipulated in problem construction and measured several indices of information search using a computer program during a problem-solving task. Results of this research are discussed.

Mackenzie Harms, University of Nebraska-Omaha

Roni Reiter-Palmon, University of Nebraska-Omaha

Kevin S. Mitchell, University of Nebraska-Omaha

Douglas C. Derrick, University of Nebraska-Omaha

John D. Crowe, University of Nebraska-Omaha

Submitted by John Crowe, john.david.crowe@gmail.com

67-4 The Effects of Information Overload on Creative Decision Making

Decision making is a complex process that can easily be influenced by information overload. However, the majority of decision-making research examines concrete decision outcomes, when in reality, decision making often occurs in an ambiguous, creative context. This study examines how information quantity and completeness may jointly influence such creative decision making.

Joshua Fairchild, Creighton University
Michelle Baumann, Creighton University
Rachel Heinen, Creighton University
Salvatore Leone, Creighton University

Submitted by Joshua Fairchild, joshuafairchild@creighton.edu

67-5 The Dark Side to Creativity: An Intervention to Deter Deviance

This poster tests an intervention to disrupt the process occurring between creative potential and deviance. Results demonstrate that ambiguous ethical situations encourage deviance in creative people and that ethical saliency reduces deviance with no impact to creativity. Ethical saliency interventions may, therefore, be used to deter deviance while allowing for creativity.

Melissa Gutworth, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University

Submitted by Melissa Gutworth, mbg164@psu.edu

67-6 Linking Core Self-Evaluation and Innovation: Communication and Psychological Safety Matter

This research, based on approach-avoidance framework of core self-evaluation and trait activation theory, investigated the mediation effect of idea communication underlying the relationship between individuals' core self-evaluation and innovative work behavior, and the cross-level strengthening moderating effect of team psychological safety climate on this mediation effect.

Jingjing Ma, Michigan State University
Lei Wang, Peking University

Submitted by Jingjing Ma, majjpsy@gmail.com

67-7 Creativity and Moderating Effects of Affective, Cognitive, and Personality Factors

This study examined the moderating effects of affective, cognitive, and personality factors on the relationship between creative potential and creative performance. Findings revealed that extroversion had a moderating effect on this relationship. Results further suggested distinguishing explicitly between creative potential and creative performance in studying the creativity of individuals.

Gokhan Oztunc, University of Georgia

Submitted by Geff Oztunc, gokhanoztunc@gmail.com

67-8 Triggering Group Creativity: The Counterintuitive Benefits of Workload Pressure

Drawing on the componential theory of creativity, this poster studied the effect of workload pressure on group creativity. Using data from 562 groups, it was found that workload pressure is positively related to group creativity and productivity, and organizational encouragement and group creativity mediate the relationship between workload pressure and productivity.

Sid H. Saleh, University of Colorado at Boulder
David Hekman, University of Colorado at Boulder
Maw-Der Foo, University of Colorado at Boulder
Elsa Chan, University of Colorado at Boulder

Submitted by Sid Saleh, sid.saleh@colorado.edu

67-9 Are "Traditional" Employees Less Innovative? Colleagues' and Leader's Influences Matter

This poster examined how employees' traditionality (one cultural value orientation) influences their innovative behaviors in a group context. Specifically, it was found that the behavioral influence of traditionality on individual innovation is contingent upon group traditionality, transformational leadership, as well as their combined action.

Qin Xu, City University of Hong Kong
Qing Lu, Hong Kong Polytechnic University
Fangjun Li, Jinan University

Submitted by Shuisheng Shi, shishuisheng@gmail.com

67-10 The Enriching Effect of a Satisfying Marriage on Workplace Creativity

This poster examined the effect of marriage satisfaction on workplace creativity. Findings suggest that employee's marital satisfaction positively relates to workplace creativity indirectly through work absorption and positive affect spillover from family to work. Spouse' marital satisfaction

enhances the affective spillover; and the indirect effects are stronger for less creative employees.

Edward Yipeng Tang, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University
Yongli Wang, Sun Yat-sen University

Submitted by Shuisheng Shi, shishuisheng@gmail.com

67-11 Rethinking Creative Self-Efficacy: Moving Beyond Creativity Stereotypes

Creative self-efficacy has been repeatedly demonstrated as an important psychological process for creative performance. However, research on this topic has perpetuated an underrepresented construct of creative self-efficacy. This theoretical piece proposes a new operationalization of creative self-efficacy based on the cognitive processes underlying creative performance, discussing theoretical and practical implications.

Logan M. Steele, University of Oklahoma
Genevieve Johnson, University of Oklahoma
Kelsey E. Medeiros, University of Oklahoma

Submitted by Logan Steele, lmsteele@ou.edu

67-12 Differential Impact of Support and Justice on Satisfaction and Performance

This study compares the contributions of supervisor and coworker support, and organizational justice to 628 employees' ratings of job satisfaction and performance across 23 Confucian Asia retail stores. Findings indicate justice robustly predicts both job satisfaction and performance, whereas supervisor support predicts only performance and coworker support predicts job satisfaction.

Sarah K. Nielsen, High Point University

Submitted by Sarah Nielsen, snielsen@highpoint.edu

67-13 Beyond Mere Presence: When Distraction Facilitates Performance

This poster examined the effect of social distraction and evaluation on task performance over time. Performance was facilitated with both distraction and electronic performance monitoring. This study provides the first experimental support for performance facilitation over and above mere presence and for the accumulation of this effect over time.

John R. Aiello, Rutgers University
Kristina Howansky, Rutgers University

Submitted by John Aiello, jraiello@rci.rutgers.edu

67-14 Comparing Effectiveness of Promotive and Prohibitive Voices

This study examines whether managerial responses to employee voice behavior is dependent upon the types of voice utilized. Results suggested that promotive voice is linked to higher performance ratings, liking, and idea endorsement than prohibitive voice, whereas group voice may be related to lower idea endorsement than individual voice.

Ho Kwan Cheung, George Mason University
Songqi Liu, Pennsylvania State University

Submitted by Ho Kwan Cheung, hcheung4@gmu.edu

67-15 Effect of Variability on Supervisor Performance Ratings and Attributions

This poster examined the relation between variability and supervisor performance ratings and attributions. Findings indicate different types of variability (tremors and swells); both had a significant effect on performance ratings and on rater attributions.

Saurabh S. Deshpande, Texas A&M University
Stephanie C. Payne, Texas A&M University

Submitted by Saurabh Deshpande, saurabhd@tamu.edu

67-16 Contextual/Citizenship Performance: Do Peer Ratings Reflect Rater or Rated?

Peer ratings of contextual/citizenship performance (CCP) show promise, but scant research exists on them. It was found that the largest portion of variance in peer rated CCP of military recruits was rater variance, but, when peer raters were highly familiar with ratees, the lion's share of variance was ratee variance.

Kevin M. Doyle, University of Western Ontario
Richard D. Goffin, University of Western Ontario

David E. Woycheshin, Department of National Defence

Submitted by Kevin Doyle, kdoyle32@uwo.ca

67-17 The Costs of Interpersonal Helping: Do Citizenship Motives Matter?

Drawing upon conservation of resources theory, this study explores the idea that organizational citizenship behavior (viz., interpersonal helping) leads to emotional exhaustion, which adversely affect task performance. Using a moderated-mediation model, the study also examines motives (viz., impression management and prosocial) as moderators. The results demonstrate support to all hypotheses.

Gabi Eissa, University of Wisconsin-Eau Claire

Submitted by Gabi Eissa, eissagm@uwec.edu

67-18 More Than Meets the Ear? Music, Conscientiousness, and Task Performance

This study demonstrates that individual- and task-based factors determine whether distractions will help or hinder task performance. Participants listened to music of varying complexity and volume levels while completing different cognitive tasks. Findings suggest that music can sometimes improve performance, and this effect is moderated by individuals' personalities.

Manuel F. Gonzalez, CUNY Graduate Center

John R. Aiello, Rutgers University

Submitted by Manuel Gonzalez, mgonzalez47@gmail.com

67-19 A Social Network Investigation of Incivility and Helping in Organizations

This research explored the effect of workplace incivility on helping behavior in interpersonal relationships. Social network methods were used. Whole network data was collected from teachers at 3 schools in China. Results indicate that, despite incivility, employees may be inclined to help influential coworkers and social exchange partners.

Samuel Hanig, University of Waterloo

Lindie H. Liang, University of Waterloo

Douglas J. Brown, University of Waterloo

Huiwen Lian, The Hong Kong University of Science and Technology

Submitted by Samuel Hanig, shanig@uwaterloo.ca

67-20 Telework, Professional Isolation, Social Identity, and Organizational Citizenship Behaviors

Previous research on the impact of telework frequency on OCB performance has been mixed. This field study identified 2 mediating processes that explain the relationship between telework frequency and OCBs: teleworkers' perceptions of professional isolation and their social identification with their work group and their organization.

Lauren Kane, Critical Metrics, LLC

Kristin L. Sommer, Baruch College-The City University of New York

Submitted by Lauren Kane, lauren.mondo@gmail.com

67-21 Supervisor Organizational Embodiment: New Theoretical Developments and Examination of Outcomes

This poster contributed to theory and research by addressing cognitive dissonance and uncertainty reduction as explanations for supervisor organizational embodiment (SOE) effects. SOE was positively related to organizational citizenship behaviors and job satisfaction and negatively related to counterproductive work behaviors. Also, SOE moderated relationship quality effects on counterproductive work behaviors.

Darrell S. Kelly, Wright State University

Debra Steele-Johnson, Wright State University

Truman J. Gore, Wright State University

Submitted by Darrell Kelly, darrellkelly32@gmail.com

67-22 The Hard Problem of Soft Skills: Metacognition and Managerial Performance

The most effective managers demonstrate "soft skills" in their interpersonal dealings at work. However, we know little about what enables such skills. This study finds a critical role for mindful metacognition, the impartial observation of one's thoughts and feelings. It thereby sheds light on the foundations of managerial effectiveness.

Ravi S. Kudesia, Washington University-St. Louis

Jason R. Pierce, Indiana University

Timothy T. Baldwin, Indiana University

Submitted by Ravi Kudesia, rskudesia@wustl.edu

67-23 Examining the Links Between Value-Congruence Fit and Employee Behaviors

In a sample of 156 Chinese employee-supervisor dyads, organizational commitment, job satisfaction, and work engagement were found to play unique roles in the indirect relationships of perceived value congruence with job performance, OCB, and turnover intention. The positive association between value congruence and work engagement was also moderated by collectivism.

Meng Li, Central Michigan University

Terry A. Beehr, Central Michigan Univ

Submitted by Meng Li, meng.monalee@gmail.com

67-24 Exploring the Construct Validity of Teacher Performance

A meta-analysis was conducted exploring the relationship between principal ratings and student achievement scores. Results showed a modest relationship between the 2 ($r = .17$). This relationship may increase by using value-added scores ($r = .22$), a new statistical method for calculating gain scores.

Kristi K. Logan, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Submitted by Kristi Logan, kklogan@outlook.com

67-25 The Job Satisfaction-Performance Literature Is Biased

The extent to which conclusions about the job satisfaction-job performance relationship is robust to publication bias is reviewed. Using data from Judge, Thoresen, Bono, and Patton (2001), this poster applies multiple publication bias detection methods to the data and draws conclusions regarding the robustness of the Judge et al. conclusions.

Sven Kepes, Virginia Commonwealth University

Michael A. McDaniel, Virginia Commonwealth University

Submitted by Mike McDaniel, mamcdani@vcu.edu

67-26 Disentangling the Construct: Individual Workload and Best Measurement Practices

Workload measurement is a relatively new field with increasing applications. Employees are being asked to complete more work within the same timeframe. This project used meta-analytic procedures to measure the relationship between individual workload and performance. It was found that there is a negative overall relationship between these 2 constructs.

Michael A. Neeper, University of Texas at Arlington

Shannon A. Scielzo, University of Texas at Arlington

Submitted by Michael Neeper, michael.neeper@mavs.uta.edu

67-27 Defining and Assessing Ethical Behavior at Work

Despite extensive literature on ethics, little attention has been paid to the identification of dimensions of ethical behavior in the workplace. The current effort identified and evaluated cross-occupation, behavioral dimensions of ethical performance. The dimensions provide a foundation for future research and development of assessment tools.

Teresa L. Russell, HumRRO

Taylor E. Sparks, HumRRO

John P. Campbell, University of Minnesota

Kristina Handy, HumRRO

Peter Ramsberger, HumRRO

James A. Grand, University of Maryland

Submitted by Teresa Russell, trussell@humro.org

67-28 Explaining the Surprisingly Weak Relationship Between Organizational Constraints and Performance

Organizational constraints are defined as aspects of work environments that interfere with job performance, but research finds only a weak relationships with performance. Two possible explanations for this finding are tested: (a) an external attribution hypothesis, whereby ratings are artificially inflated; and (b) constraints operating as both challenge and hindrance.

Shani Pindek, University of South Florida

Paul E. Spector, University of South Florida

David J. Howard, University of South Florida
 Alexandra Krajcevski, University of South Florida
 Submitted by Paul Spector, pspector@usf.edu

67-29 A Review of Multilevel OCB Research: Limitations and Recommendations

Understanding of recent research focused on unit-level antecedents of individual-level OCBs has been limited by the lack of strong conceptual foundations and attention to appropriate methods. Therefore, this review summarizes extant literature and offers recommendations for organizing the identification of relevant variables and improving methodological and analytical techniques.

Nathan P. Podsakoff, University of Arizona
 Philip M. Podsakoff, Indiana University
 Scott B. MacKenzie, Indiana University
 Timothy D. Maynes, University at Buffalo (SUNY)
 Steven W. Whiting, Indiana University
 Trevor Spoelma, University of Arizona

Submitted by Trevor Spoelma, tspoelma@email.arizona.edu

67-30 Mediators of Organizational Citizenship Behavior (OCB) and Help Acceptance

This study empirically investigates how psychological safety and relational climate influence individuals' willingness to accept offers of interpersonal helping, such as organizational citizenship behaviors (OCB). Results were positive, suggesting that relational climate fully mediates the relationship between psychological safety and interpersonal help acceptance.

Phillip S. Thompson, Case Western Reserve University
 Njoke K. Thomas, Case Western Reserve University

Submitted by Phillip Thompson, phil.thompson@case.edu

68. Panel Discussion: 3:30 PM-4:50 PM 302-304

Transportability: Boundaries, Challenges, and Standards

Transportability analysis is a strategy for generalizing validity evidence to new settings. This panel of scholars and practitioners will discuss critical issues in such analysis, including what may be transported, what constitute appropriate data, how to evaluate similarity, documentation requirements, and the relevance of the approach as a whole.

Yongwei Yang, Gallup, Inc., **Co-Chair**
 Theodore L. Hayes, U.S. Office of Personnel Management, **Co-Chair**
 Cheryl Fernandez, University of Nebraska-Omaha, **Panelist**
 Kurt F. Geisinger, University of Nebraska-Lincoln, **Panelist**
 Nancy T. Tippins, CEB, **Panelist**

Submitted by Yongwei Yang, yongwei_yang@gallup.com

69. Alternative Session Type: 3:30 PM-4:20 PM 305-306

Manage Your Energy, Not Just Your Time

Organizations are demanding higher performance. In turn, employees are getting exhausted, disengaged, and sick. Today, many companies are changing their focus to personal energy because it is renewable. This session will explain personal energy tips that help rejuvenate energy and see benefits that go to the bottom line.

Laura L. Freeman, Win With HR, **Presenter**
 Jerilyn Hayward, ServiceMaster, **Presenter**

Submitted by Laura Freeman, llfreeman1@aol.com

70. Panel Discussion: 3:30 PM-4:20 PM 309-310

Clients 101: The Class You Wish You Took in School

This session will stimulate discussion among seasoned I-O professionals to share personal experiences, ideas, and knowledge regarding common client relations issues encountered in the workplace that may not be addressed in graduate school. Topics may include time management, effective language, ethical boundaries, challenging client decisions, scope creep, and mitigation strategies.

Samantha J. Lilly, American Institutes for Research, **Co-Chair**

Liwen Liu, American Institutes for Research, **Co-Chair**
 Sara Trevino, American Institutes for Research, **Co-Chair**
 Deborah L. Whetzel, Human Resources Research Organization (HumRRO), **Panelist**
 Laura A. Steighner, American Institutes for Research, **Panelist**
 Hailey A. Herleman, IBM, **Panelist**
 Lacey Schmidt, Minerva Work Solutions, **Panelist**
 Submitted by Liwen Liu, lliu@air.org

71. Symposium/Forum: 3:30 PM-4:50 PM 401-403

Going Global With Assessment Programs: Why They Work

While 61% of CEOs report looking offshore for growth, offshore assessment programs are failing to support business strategy. An international panel of experienced researchers and practitioners share their experiences of what drives successful programs and the contribution I-O psychologists can make to improve the odds for program success.

Rick R. Jacobs, Pennsylvania State University, **Chair**
 Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, **Competencies and Competency Modeling as Building Blocks for Global Programs**
 Rick R. Jacobs, Pennsylvania State University, **Making it Work: Understanding and Teaming With Stakeholders**

Wayne F. Cascio, University of Colorado Denver, **Going Global With Assessments: Broader Factors to Consider**

Eugene Burke, SHL Group Ltd., **The Rise of the Talent Advisor and I-O Psychology**

Paula Caligiuri, Northeastern University, **Discussant**

Submitted by Rick Jacobs, rick.jacobs@ebjacobs.com

72. Community of Interest: 3:30 PM-4:20 PM 404

How I-O Psychology Can Respond to Ferguson

This session is open to those interested in discussing Ferguson and other similar issues. Two facilitators will use the lens of I-O psychology to consider how science could plausibly identify, make sense of, and help remediate potential inequities in policing as well as in other areas of societal instability.

Enrica N. Ruggs, University of North Carolina at Charlotte, **Host**
 Michelle (Mikki) Hebl, Rice University, **Coordinator**

73. Panel Discussion: 3:30 PM-4:50 PM 407-409

Cutting to the Chase: Streamlining the Hiring Process

Presenters from several large Fortune 500 companies with high-volume hiring will discuss recent efforts to streamline their recruitment and pre-hire assessments and improve the candidate experience. Best practices and lessons learned will be shared, with a focus on change management initiatives, stakeholder partnership, and building a positive brand image.

Richard P. DeShon, Michigan State University, **Chair**
 Anne C. Bal, Kellogg Company, **Panelist**
 Christie Brodbeck, SHAKER, **Panelist**
 Lisa N. Littrell, Bank of America, **Panelist**
 Matthew K. Minton, Verizon, **Panelist**
 Larisa Belau Niedle, Bank of America, **Panelist**
 Marina Pearce, Ford Motor Company, **Panelist**
 Eric J. Sydel, SHAKER, **Panelist**

Submitted by Larisa Belau Niedle, larianiedle@gmail.com

74. Symposium/Forum: 3:30 PM-4:50 PM Franklin 08

Employee–Organization Relationships and Employee Health

Little research has been conducted on the effects of the employee–organization relationship (EOR) on employee health. Five papers are presented that explore linkages between the EOR and employee health using different frameworks to spot light how, when, and why employees' physiological and psychological health is affected.

Chiachi Chang, London School of Economics, **Co-Chair**
 Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science, **Co-Chair**
 Chiachi Chang, London School of Economics and Political Science, Chiahuei

Wu, London School of Economics and Political Science, Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science, **Employee Health: A Twin Track Model of Psychological Contract Breach**

M. Gloria Gonzalez-Morales, University of Guelph, Thomas Sasso, University of Guelph, Ekaterina Progestoba, University of Guelph, Pegleess Barrios, University of Guelph, **Perceived Organizational Support Conceptualization Within the Job Demands-Resources Model**

Lois E. Tetrick, George Mason University, **Relative Contribution of Fair and Unfair Exchanges on Employee Health**

Patrick Garcia, University of Vermont, Prashant Bordia, Australian National University, Simon L. D. Restubog, Australian National University, Valerie Caines, Australian National University, **Sleeping With a Broken Promise: Linking Contract Breach With Insomnia**

Robert Eisenberger, University of Houston, Dianhan Zheng, University of Houston, Thomas J. Zagenczyk, Clemson University, Salar Mesdaghinia, Eastern Michigan University, **Employee Reactions to Favorable Treatment: Contributions of Gratitude and Indebtedness**

Submitted by Chiachi Chang, c.chang11@lse.ac.uk

75. Symposium/Forum: 3:30 PM-4:20 PM

Franklin 09

Multiteam Systems: Determinants and Dynamics of Emergent States

This session examines the determinants and dynamics of emergent states in multiteam systems; Presenters introduce a framework for understanding MTS emergent states, followed by studies investigating team- and MTS-level antecedents of cohesion over time in scientific and military settings. An expert in multilevel team influences provides recommendations for future research.

Stephen J. Zaccaro, George Mason University, **Co-Chair**

Samuel J. Posnock, Georgia Institute of Technology, **Co-Chair**

William S. Kramer, Clemson University, Miliani Jimenez-Rodriguez, U.S. Army Research Institute, Marissa L. Shuffler, Clemson University, **Emergent States in Multiteam Systems: A Review and Research Agenda**

Samuel J. Posnock, Georgia Institute of Technology, Emily S. Medvin, George Mason University, Melissa A. Bleiberg, George Mason University, Ashley Niler, Pennsylvania State University, Ruth Kanfer, Georgia Institute of Technology, Stephen J. Zaccaro, George Mason University, **Antecedents to Cohesion and Process Efficacy in Teams and MTSs**

Gia DiRosa, PricewaterhouseCoopers, LLC, **Emergent States in MTS: An Examination of Between-Team Cohesion**

Gilad Chen, University of Maryland, **Discussant**

Submitted by Samuel Posnock, samuelposnock@gmail.com

76. Symposium/Forum: 3:30 PM-4:50 PM

Franklin 10

Finding Value in 360-Feedback Rater Disagreements

360-degree feedback has long been used by organizations. However, there is a lack of consensus on how to compile feedback from different sources. The goal of this symposium is to discuss rater disagreements from both theoretical and empirical perspectives, and demonstrate the value of understanding unique inputs from various sources.

Karen M. Fuhrmeister, Hogan Assessment Systems, **Chair**

Guangrong Dai, Korn Ferry, **Rater Source Effects in 360: Comparing Skill and Importance Ratings**

Renee F. Yang, Hogan Assessment Systems, Mark Do, Peter Berry Consultancy, Karen M. Fuhrmeister, Hogan Assessment Systems, **Exploring the Relationship Between Rater Personality and Rating Behavior**

Keith D. McCook, Assess Systems, **Differences in Rater-Ratee Personality and Impact on Self-Other Discrepancies**

Anna Brown, University of Kent, **Discussant**

Submitted by Renee Yang, ryang@hoganassessments.com

77. Poster Session: 3:30 PM-4:20 PM

Franklin Hall

Job Attitudes/Engagement

77-1 Mediators of the Trustworthiness-Intent to Quit Relationship

Intent to quit (ITQ) was regressed on dimensional measures of management trustworthiness, job satisfaction, and general job stress using structural equation modeling. Management trustworthiness dimensions

demonstrated differential relations with job satisfaction facets and job stress. Job satisfaction facets and job stress completely mediated the effect of management trustworthiness on ITQ.

Michelle H. Brodke, Bowling Green State University

Michael A. Gillespie, University of South Florida Sarasota-Manatee

Jennifer Z. Gillespie, University of South Florida Sarasota-Manatee

William K. Balzer, Bowling Green State University

Submitted by Michelle Brodke, mbrodke@bgsu.edu

77-2 Examining the Relationship Between Perceived Employability and Turnover Intentions

Job satisfaction, affective commitment, perceived job security, and tenure were examined as potential moderators of the relationship between perceived employability and turnover intentions. It was found that low affective commitment and high tenure were associated with a stronger perceived employability-turnover intentions relationship. Three-way interactions were also examined.

Yalcin Acikgoz, Middle East Technical University

Hayriye Canan Sumer, Middle East Technical University

Nebi Sumer, Middle East Technical University

Submitted by Hayriye Canan Sumer, hcanan@metu.edu.tr

77-3 Job Fit Affects Turnover Intentions via Engagement and Perceptions of Politics

This study assessed the impact of person-job fit on engagement and turnover intentions, proposing perception of politics moderates the relationship between fit and engagement. Findings revealed a fully moderated mediation. Engagement mediated the relationship between person-job fit and turnover intentions but only when perceptions of politics were medium/high.

Che L. Albowicz, Florida Institute of Technology

James R. Gallo, The Center For Organizational Effectiveness

Lisa A. Steelman, Florida Institute of Technology

Submitted by Che Albowicz, calbowicz2013@my.fit.edu

77-4 The Formative Nature of Person-Environment Fit

This poster examined whether the dimensions and levels of person-environment are formative or reflective. The results show that model fit is improved when person-environment fit is specified as a formative construct. This suggests that varying types of fit with different aspects of the environment combine to form employees' perceptions of fit.

Jessica M. Badger, U.S. Army Research Institute

Tara S. Behrend, George Washington University

Submitted by Jessica Badger, jessicabadger1@gmail.com

77-5 Examining the Reliability and Validity of the Facet Satisfaction Scale

Established facet satisfaction measures have been criticized for being lengthy and for having questionable face validity. Evidence is provided of the reliability and validity of the Facet Satisfaction Scale—a 25-item face valid measure that assesses satisfaction with 5 facets: work itself, supervision, coworkers, pay, and promotional opportunities.

Nathan A. Bowling, Wright State University

Stephen H. Wagner, Governors State University

Caitlin E. Blackmore, Wright State University

Terry A. Beehr, Central Michigan Univ

Submitted by Nathan Bowling, nathan.bowling@wright.edu

77-6 Community and Occupational Unemployment Influence Sole Earners' Job Satisfaction

This study hypothesized and found support for a 3-way interaction among community unemployment, occupational unemployment, and sole earner status on job satisfaction, such that the relationship between community unemployment and job satisfaction was stronger for individuals who are sole providers and working in occupations with high unemployment.

Jacob C. Bradburn, University of Michigan

Eden B. King, George Mason University

Isaac E. Sabat, George Mason University

Submitted by Jacob Bradburn, jacbradb@umich.edu

77-7 MTurk as a Workplace: Satisfaction and Turnover Among MTurk Workers

One participant recruitment method popular among industrial-organizational psychologists is Amazon's Mechanical Turk (MTurk). Requester-worker relationships were investigated as short-term employment relationships and report results of the first study in our field of job satisfaction and turnover among one of I-O's most commonly studied populations.

Alice M. Brawley, Clemson University
Cynthia L.S. Pury, Clemson University

Submitted by Alice Brawley, alice.brawley@gmail.com

77-8 Calling Predicts Job Satisfaction and Turnover For Teachers

In this study, 130 music teachers completed an online survey that measured calling towards music, calling towards teaching, job satisfaction, likelihood of turnover, and satisfaction with students and principals. Calling towards teaching predicted job satisfaction and turnover and moderated the effects of environmental factors, whereas calling towards music did not.

Amy Cox, University of Texas at Austin

Cody B. Cox, Texas A&M University San Antonio

Submitted by Cody Cox, ccox@tamusa.tamus.edu

77-9 Differential Item Functioning on Employee Engagement Items Across Four Countries

Differences in employee engagement have been noted between different countries; to interpret differences between groups, measurement invariance is needed. The current research tests for measurement invariance on employee engagement items among employees in USA, Mexico, Germany, and China. Results suggest national origin does not impact responses on employee engagement.

Gabriel M. De La Rosa, Bowling Green State University

Submitted by Gabriel De La Rosa, gabriel.m.delarosa@gmail.com

77-10 The Indifference Disease: a Theory of Collective Apathy in Organizations

Collective apathy is introduced as a work unit's shared, resigned, and indifferent attitude toward the work or organization. The emergence of collective apathy, its nomological network, and mediational mechanisms are outlined, and interventions are suggested as an antidote to buffer the toxic effects of collective apathy.

David R. Glerum, University of Central Florida

Dana Joseph, University of Central Florida

Submitted by David Glerum, glerrumd@knights.ucf.edu

77-11 Employee Engagement and Business Outcomes: Investigating Time Frames

The time frame linking employee engagement, customer service perceptions, and sales performance in a national retail organization are investigated. Results provide longitudinal support for the employee-customer-profit chain and highlight the unfolding process through which engagement influences business outcomes. Implications for analyzing lead indicators and designing interventions are discussed.

Mark Griffin, University of Western Australia

Rebecca C. Masson, Hay Group

Mark Royal, Hay Group

Submitted by Mark Griffin, griffinmarka@gmail.com

77-12 Engaged Volunteers: Combatting Demands With Community Service Self-Efficacy

The job-demands resources model was used to investigate the moderating role of community service self-efficacy (CSSE) on the relationships between 2 demands (organizational constraints and role ambiguity) and volunteer engagement. CSSE attenuated the negative relationship between organizational constraints and engagement but not the association between role ambiguity and engagement.

Elizabeth Harp, University of Nebraska-Omaha

Lisa L. Scherer, University of Nebraska-Omaha

Joseph A. Allen, University of Nebraska-Omaha

Submitted by Elizabeth Harp, eharp@unomaha.edu

77-13 Identifying Factors That Foster Employee Engagement: A Meta-Analysis With SEM

Over the past decade, interest in employee engagement has increased dramatically. But the concept is still relatively new, and a number of questions remain. This study sought to determine what factors foster employee engagement by using a combination of meta-analytic and structure equation modeling techniques.

David W. Reeves, Sirota Survey Intelligence

Patrick K. Hyland, Sirota Survey Intelligence

Anthony W. Caputo, Teachers College, Columbia University

Submitted by Patrick Hyland, phyland@sirota.com

77-14 Within-Person Job Satisfaction Stability Increases With Age and Tenure

This poster investigated the intraindividual stability of job satisfaction in a 15-year longitudinal study. Results indicate the lagged within-persons effect of early job satisfaction on later job satisfaction increases with age and tenure.

Gahyun Jeon, University of Illinois at Urbana-Champaign

Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitted by Gahyun Jeon, jeon29@illinois.edu

77-15 Person-Job Fit and Adjustment Performance: A Moderated Mediation Model

Understanding the effects of person-job fit on performance is important to the selection of effective employees. This paper posits organizational commitment as a mediator, and education level as a moderator, of the relationship between person-job fit and performance. Results provide partial support for this moderated mediation model predicting adjustment performance.

Alex P. Lindsey, George Mason University

James Meaden, George Mason University

Heather M. Mullins, George Mason University

Submitted by Alex Lindsey, aplindse@gmail.com

77-16 Autonomy and Affectivity in Predicting Psychological Ownership

To expand understanding of how psychological ownership develops, this poster tested a model where positive affectivity moderates the relationship between autonomy and psychological ownership. Findings reveal that the relationship between autonomy and psychological ownership is much stronger for individuals with low PA. Implications and future directions are discussed.

Robert B. Bullock, Scontrino-Powell

James R. Longabaugh, Seattle Pacific University

Zachary W. Cook, Utah Valley University

Dana L. Kendall, Seattle Pacific University

Submitted by James Longabaugh, longabaughj@spu.edu

77-17 Communication Frequency, Quality and Relationship Satisfaction: A P-E Fit Approach

Using polynomial regressions and response-surface methodology, this study examined the congruence effect of employee received and desired communication frequency with supervisors on communication quality and communication relationship satisfaction. Findings showed that both communication quality and relationship satisfaction are higher when employees' actual communication frequency with their supervisors met their expectations.

Qi Zhang, Peking University

Lei Wang, Peking University

Weipeng Lin, Nankai University

Jingjing Ma, Michigan State University

Kun Yu, Peking University

Submitted by Jingjing Ma, majpsy@gmail.com

77-18 Examining Configurational Patterns of Commitment Sources: A Fuzzy Set Approach

This study identifies configurations of commitment sources that lead to high or low affective commitment based on the Miles and Snow typology. Using fuzzy set qualitative comparative analysis, the results reveal essential conditions (e.g. the presence of transformational leadership) for achieving high affective commitment in various solution pathways.

Alex Meier, University of Osnabrück

Karsten Mueller, University of Osnabrück

Britta J. Seggewiss, University of Osnabrück

Submitted by Karsten Mueller, karsten.mueller@uni-osnabrueck.de

77-19 Proactive Personality and Work Outcomes: The Role of Employee Engagement

This poster investigated job and organizational engagement as mediators of the relationships between proactive personality and work outcomes. Using path analysis, it was found that job engagement mediated the relationship between proactive personality and subjective well-being, and that organizational engagement mediated the relationships between proactive personality and both well-being and affective commitment.

Virginia E. Pitts, Shippensburg University

Alexandra Toms, Wilson College

Jonathan Horensky, Shippensburg University

Submitted by Virginia Pitts, vepitts@ship.edu

77-20 Organizational Support and Employee Commitment: A Comparison of Motivational Pathways

This poster expanded upon the model put forth by organizational support theory by integrating self-determination theory. It is shown that managerial support as conceptualized by self-determination theory is related to increased perceptions of organizational support. Also, the motivational mechanisms of felt obligation and organizational identification have differential relationships with employee commitment.

Steven A. Ramirez, North Carolina State University

Samuel B. Pond, North Carolina State University

Sonia L. Oakley, North Carolina State University

Submitted by Steven Ramirez, alexram21@yahoo.com

77-21 Conversational Humor Production and Appreciation and Job Satisfaction

In this laboratory-based observational study, the relationship between conversational humor and job satisfaction was examined, and unique effects for the producer and appreciator roles were found: humor production was positively related to the relational component of task satisfaction, whereas humor appreciation was negatively related to satisfaction with the task itself.

Christopher Robert, University of Missouri

Serge P. da Motta Veiga, Lehigh University

James Wilbanks, University of Missouri—Columbia

Submitted by Christopher Robert, robertc@missouri.edu

77-22 Measuring Target Specific Engagement: Relationship to Support and OCB

This study investigated antecedents (perceived organizational support and family supportive organizational perceptions) and consequences (organizational citizenship behavior) of employee engagement using a target-specific approach. Results from 142 employees supported several hypotheses, suggesting examining engagement in a target-specific manner may have advantages over more general approaches.

Sara K. Trané, Florida Institute of Technology

Patrick D. Converse, Florida Institute of Technology

Submitted by Sara Trané, strane2009@my.fit.edu

77-23 The Influence of Normative Performance Feedback on Self-Reported Flow

Research has found that the experience of flow is positively related to task performance. Because most flow measures are retrospective, self-report instruments, causal links between flow and performance, are speculative. This study demonstrates that perceptions of one's performance influence scores on flow measures, raising questions about the measures' internal validity.

Christopher J. Waples, Kansas State University

Patrick A. Knight, Kansas State Univ

Submitted by Christopher Waples, cwaples@ksu.edu

77-24 Can't We Get Along? Goal Orientation, Relationship Quality and Communication

It was hypothesized that congruence between coach-athlete goal orientations relates to overall relationship quality. Using polynomial regression and response surface analysis, results indicated that goal orientation congruence is an important determinant of communication and overall relationship quality. Implications based on the magnitude and direction of goal orientation congruence/incongruence are discussed.

Meredith Nordbrock, CEB

Bart Weathington, University of Tennessee at Chattanooga

Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga

Submitted by Bart Weathington, bart-weathington@utc.edu

77-25 Virtual Work Environment's Effects on Engagement, its Antecedents, and Consequences

The purpose of this experimental study was to determine what effect a virtual work environment has on engagement, its antecedents, and outcomes. Results show that task engagement and coworker relations are higher for those teams working in a colocated work environment than those who work in a virtual environment.

Brian M. Hurd, Intel Corporation

James W. Weston, Colorado State University

Steven G. Manning, Colorado State University

Kyle J. Sandell, Colorado State University

Janalee F. Thompson, Colorado State University

Zinta S. Byrne, Colorado State University

Submitted by James Weston, westonjw@rams.colostate.edu

77-26 Effects of Leader Cross-Cultural Competence on Attitudes Among Military Personnel

This poster examined the relationships between leader cross-cultural competence and subordinate job satisfaction and organizational commitment among 2,472 active duty military personnel. Consistent with conservation of resources theory and personality theory, the results revealed that the proposed relationships were stronger among personnel high than low in Conscientiousness.

Alexandra C. Virgets, University of Houston

Benjamin A. Farmer, University of Houston

Amanda L. Palmer, University of Houston

Tiffany M. Bisbey, University of Houston

Allison Boyes, University of Houston

Kori Callison, University of Alaska-Anchorage

Daniel P. McDonald, Defense Equal Opportunity Management Institute

L. A. Witt, University of Houston

Submitted by L. Witt, witt@uh.edu

77-27 Cross-Temporal Meta-Analysis of the Changing Psychological Experience of Working

Cross-temporal meta-analysis technique was used to provide a large-scale analysis of changes worker reports of commonly measured constructs. The results point to negative shifts in the psychological experience of working (decreases in general job satisfaction, increases in role conflict and emotional exhaustion). Also evidenced were changes in work relationship variables.

Lauren A. Wood, University of Georgia

Brian J. Hoffman, University of Georgia

Jorge Lumbreras, University of Georgia

Natalie Rosenbalm, University of Georgia

Dominic Moore, University of Georgia

Miles Moffit, University of Georgia

Megan Miller, University of Georgia

Submitted by Lauren Wood, wood.lauren8@gmail.com

77-28 Who Is the Most Engaged at Work? A Meta-Analytic Review

Research has shown that it is possible to improve employee engagement through personality-based selection. A meta-analytic review of this literature was conducted in an attempt to establish empirical predictive validity of many common personality traits including Big 5 factors, positive and negative affectivity, and proactive personality for predicting employee engagement.

Henry R. Young, University of Central Florida
David R. Glerum, University of Central Florida
Wei Wang, University of Central Florida
Dana Joseph, University of Central Florida

Submitted by Henry Young, h3young@gmail.com

77-29 Initial Impressions of Trustworthiness and Subsequent Perceptions of Justice

The effects of initial trustworthiness impressions on justice perceptions were examined in 2 studies. In Study 1 the effect of trustworthiness was mediated by one's psychological state of trust and fairness-related counterfactual thinking, respectively. In Study 2, the indirect effect of trustworthiness was transmitted through trust alone.

Brian C. Holtz, Temple University

Submitted by Brian Holtz, bholtz@temple.edu

77-30 Trust in Supervisor Versus Organization: Role of Politics and Justice

Little is known about how politics influences trust. This poster proposes that justice plays an important role and that the focus of both the justice and trust dimension matters. Results show that interactional and procedural justice mediate the relationship between politics and trust towards one's supervisor and organization, respectively.

David J. Swiderski, University at Albany, SUNY

Sylvia G. Roch, University at Albany, SUNY

Submitted by David Swiderski, dj27swid@gmail.com

78. Special Events: 3:30 PM-4:20 PM

Grand A

Distinguished Professional Contributions Award: Toward a Theory of Employee Preferences

This presentation will summarize 25 years worth of research regarding what employees most want from their employers and top leaders. Secondary research, based on analysis of multicountry data sets, will show that what employees want is associated with organizational performance. Implications for measurement and organizational development will be highlighted.

Allen I. Kraut, Baruch College/Kraut Associates, **Host**

Jack W. Wiley, Manchester University, **Presenter**

Submitted by Allen Kraut, allenkraut@aol.com



79. Special Events: 3:30 PM-4:20 PM

Grand B

Executive Board Special Session: A Data-Driven Approach to Improving SIOF: Practicing What We Preach

This session engages SIOF members in a discussion on (a) SIOF and its committees' data collection activities, (b) how the data is used, (c) how the data could be used, and (d) how SIOF can continue its reliance on data driven decision making while minimizing the burden on the members.

Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, **Chair**

Mark L. Poteet, Organizational Research & Solutions, Inc., **Panelist**

Peter J. Rutigliano, Sirota Consulting, **Panelist**

Tilman Sheets, Louisiana Tech University, **Panelist**

Submitted by Charles Scherbaum, charles.scherbaum@baruch.cuny.edu

80. Symposium/Forum: 3:30 PM-4:50 PM

Grand C

The Millennial Profile: Truth, Trash, or Trivial?

As Boomers are entering retirement and Millennials are infiltrating the workforce, it's our challenge to understand what defines Millennials. This symposium critiques the characteristics prominent in popular press, attempts to demystify generational differences and presents robust research with data and interpretations for practical application in a future-forward work environment.

Katherine Sullivan, Frito Lay, **Chair**

Nicole M. Ginther, PepsiCo, Katherine Sullivan, Frito Lay, Victoria J. Smoak, PepsiCo, **The Millennial Generation: Workplace Values and Preferences**
Casey W. Johnson, Assess Systems, Keith D. McCook, Assess Systems, **Personality Differences Among Generations: Expectations From a**

Generationally Changing Workforce

Adria Toliver, AT&T, **Debunking Myths Around the Importance of Compensation Benefits to Millennials**

Aaron J. Kraus, University of Akron, **Generations at Work: Creative Differences Are Not a Problem**

Katina Sawyer, Villanova University, Nicolas A. Brown, Florida Atlantic University, Christian N. Thoroughgood, Northeastern University, Sophie F. Kagan, Loyola University of Maryland, **Generational Differences in the Use of Technology in Threat Conditions**

Submitted by Katherine Sullivan, katherine.sullivan@pepsico.com

81. Panel Discussion: 3:30 PM-4:20 PM

Grand D

Evaluating Good Decision Making Starts With Making Good Decisions

This session will include multiple viewpoints on how best to predict and improve employee decision making. Panelists will discuss existing research on evaluating characteristics that define good judgment, cognitive style and horsepower, and implications for employee selection and development. Experiences with implementing programs featuring corresponding assessments will also be discussed.

Michael R. Sanger, Hogan Assessment Systems, **Chair**

Mattias Elg, Assessio, **Panelist**

Rhonda L. Gutenberg, YSC, **Panelist**

Darin S. Nei, Hogan Assessment Systems, **Panelist**

Jan Rybeck, Korn Ferry, **Panelist**

Submitted by Michael Sanger, msanger@hoganassessments.com

82. Roundtable Discussion/Conversation Hr: 3:30 PM-4:20 PM

Grand I

Legal Risk Points in Talent Assessment: Surveying the Landscape

In this interactive session, an attorney and a psychometric executive will review pivotal points in test design, use that pose legal risks to testing organizations, and explore practical strategies for addressing them in light of case law, statutes, and standards and best practices in employment testing.

John A. Weiner, PSI, **Host**

Keith M. Pyburn, Fisher & Phillips, LLP, **Host**

Submitted by John Weiner, jweiner@psionline.com

83. Panel Discussion: 3:30 PM-4:50 PM

Grand J

New Directions in Leader Development Research

This session will provide a forum for discussing new avenues in leader development research. The focus will specifically be on activities, events, and processes that enhance or hinder leader development. Topics will include shocks on leader development, developmental spirals, self-reflection and self-awareness, sense making, and feedback seeking.

Stefanie A. Plemmons, ARI, **Chair**

David V. Day, University of Western Australia, **Panelist**

Joseph Doty, Duke University, **Panelist**

Lisa Dragoni, Cornell University, **Panelist**

Jeffrey Fenslason, U.S. Army, **Panelist**

Roni Reiter-Palmon, University of Nebraska-Omaha, **Panelist**

Submitted by Stefanie Plemmons, stefanie.a.plemmons.civ@mail.mil

84. Symposium/Forum: 3:30 PM-4:20 PM

Grand K

Individual Differences and the Creative Process: Implications for Talent Identification

Creativity is often critical to organizational success. Previous researchers often examined relationships between individual differences and creative outcomes while discarding research indicating creativity is best viewed as a process rather than an outcome. This symposium will illustrate how individual differences can predict individual and team creative processes.

Kimberly S. Nei, Hogan Assessment Systems, **Chair**

Alexandra E. MacDougall, University of Oklahoma, **Co-Chair**

Kimberly S. Nei, Hogan Assessment Systems, Darin S. Nei, Hogan Assessment Systems, Philip Gibson, University of Oklahoma, Alexandra E. MacDougall,

University of Oklahoma, **Personality and the Creative Process**
 Lily Cushenbery, Stony Brook University, Jeffrey B. Lovelace, U.S. Army, Samuel
 T. Hunter, Penn State University, **Are Jerks More Original? Disagreeableness
 and Creative Idea Expression**
 Tamara L. Friedrich, University of Warwick, David R. Peterson, University of
 Oklahoma, Sebastian Van Doorn, University of Warwick, **Individual Differences
 in Creative Capacities and Team Creativity**
 Adrian Furnham, University College London, **Discussant**
 Submitted by Kimberly Nei, khester0603@gmail.com

85. Symposium/Forum: 3:30 PM-4:50 PM

Grand L

Where Does Workplace Design Fit in the I-O Tool Box?

This symposium brings together scholars and practitioners to discuss how elements of workplace design serve as valuable tools when it comes to establishing identity, influencing change, and building a high-performance organization. The set of studies and cases highlight the use of culturally intelligent design, fluid boundaries, and elements of nature.

Levi R. Nieminen, Denison Consulting, **Chair**
 Tracy Brower, Herman Miller, Inc., **Culture + Place: Symbiosis and Synergies for a Living Office**

Peter Bacevice, University of Michigan, Elizabeth Burow, HLW International, LLP, **Whose Space Is it Anyway? Designing for Fluid Organizational Boundaries**
 Gemma Irving, University of Queensland, Momo Kromah, University of Queensland, Oluremi B. Ayoko, University of Queensland, Neal M. Ashkanasy, University of Queensland, **Organizational Change and Unintended Consequences: The Role of Place Attachment**

Stephen M. Colarelli, Central Michigan University, Robert M. Minjock, Central Michigan University, **Why We Need More Nature at Work**
 Randy Fiser, ASID, **Discussant**

Submitted by Levi Nieminen, levi.nieminen@gmail.com

86. Special Events: 3:30 PM-4:20 PM

Independence Ballroom



See page 6

Theme Track: Going Forward by Going Back: "Ignite" Our Basic Stats!

This symposium will use a format modeled after the popular Ignite sessions to advance our understanding of fundamental design and analysis issues. Specific topics include revisiting the role of field experiments; understanding *t*-tests; reviewing the logic behind the bootstrap; interpreting dummy codes; sandwich estimators in regression, and *df* in SEM.

Paul D. Bliese, University of South Carolina, **Co-Chair**
 Patrick J. Rosopa, Clemson University, **Co-Chair**
 Eden B. King, George Mason University, **Presenter**
 Scott Tonidandel, Davidson College, **Presenter**
 Mark B. Gavin, West Virginia University, **Presenter**
 Larry J. Williams, University of North Dakota, **Presenter**

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

87. Special Events: 3:30 PM-4:20 PM

Liberty AB

Executive Board Special Session: A Conversation With SIOP Leadership

Come meet with SIOP leaders to discuss the latest updates on SIOP's strategic initiatives as well as get answers to your questions about SIOP activities.

Jose M. Cortina, George Mason University, **Host**
 Tammy D. Allen, University of South Florida, **Host**
 Steve W. J. Kozlowski, Michigan State University, **Host**

88. Symposium/Forum: 3:30 PM-4:50 PM

Liberty C

Shared Leadership in Teams: Contemporary Perspectives in Diverse Contexts

Recent research suggests that shared leadership contributes to the functioning and success of work teams. This symposium presents contemporary theory and research uncovering the intricacies of shared leadership across several diverse contexts: why it emerges in teams and under what conditions it contributes to or detracts from team performance.

Jessica L. Wildman, Florida Institute of Technology, **Co-Chair**

Marissa L. Shuffler, Clemson University, **Co-Chair**
 Shawn Burke, University of Central Florida, Marissa L. Shuffler, Clemson University, **Shared Leadership: Building Autonomous Teams in Long Duration Space Flight**

Charles P. Scott, Florida Institute of Technology, Jessica L. Wildman, Florida Institute of Technology, **Voicing Leadership: Predicting Shared Leadership Emergence With Vocal Intensity**

Lauren D'Innocenzo, University of Connecticut, Michael R. Kukenberger, University of New Hampshire, John E. Mathieu, University of Connecticut, **Differential Influence of Psychological Safety on Shared Leadership Forms**

Beth J. Gitlin, Florida Institute of Technology, Jessica L. Wildman, Florida Institute of Technology, **Power Distance and Shared Leadership in Global Virtual Teams**

Submitted by Jessica Wildman, jwildman@fit.edu

89. Symposium/Forum: 4:30 PM-5:50 PM

305-306

Adventures in Unfolding Measurement Modeling: Applications to Important Work-Related Constructs

Research shows that in comparison to traditional dominance scoring (sum-scoring, traditional IRT), unfolding models more accurately estimate constructs measured via self-report surveys. This symposium builds on these findings by presenting cutting-edge applications of unfolding models to important work-related constructs such as conscientiousness, emotional intelligence, dark-side personality, and employee engagement.

Nathan T. Carter, University of Georgia, **Chair**
 Rachel L. Williamson, University of Georgia, **Co-Chair**
 Matthew L. LaPalme, University of Central Florida, **Co-Chair**
 Wei Wang, University of Central Florida, **Co-Chair**
 Rachel L. Williamson, University of Georgia, Nathan T. Carter, University of Georgia, Li Guan, University of Georgia, Samia Shaikh, University of Georgia, McKenzie L. Benson, University of Georgia, Amber L. Davidson, University of Georgia, Sheena Hines, University of Georgia, Benjamin Listyg, University of Georgia, **The Development of an Unfolding Hierarchical Measure of Conscientiousness**
 Matthew L. LaPalme, University of Central Florida, Wei Wang, University of Central Florida, **DIF Detection for Emotional Intelligence Using MCMC GGUM**
 Colby L. Kennedy, University of Georgia, Nathan T. Carter, University of Georgia, Brian J. Hoffman, University of Georgia, **Testing for Curvilinearity Between the Dark Triad and Work Outcomes**

David R. Glerum, University of Central Florida, Wei Wang, University of Central Florida, **Engaged "to a Point": Comparing Dominance and Ideal-Point IRT Models**
 Alan D. Mead, Talent Algorithms Inc., **Discussant**

Submitted by Rachel Williamson, will2493@uga.edu

90. Symposium/Forum: 4:30 PM-5:50 PM

309-310

Private Equity: From "Cost-Cutting" to "More Culture Please"

This symposium brings together private equity (PE) practitioners to advance our understanding of how organizational culture can be leveraged in this unique context. Together the presenters will explore challenges associated with culture change and ownership cycles, as well as the three major areas of opportunity for I-Os in PE.

Alice Wastag, Denison Consulting, **Chair**
 Bill Doucette, NES Rental Holdings, Inc., **Liquidity Pressure and Adding Value Using Lever Two Initiatives**
 Alice Wastag, Denison Consulting, Sarah Patrick, Denison Consulting, **Portfolio Management Strategy: Managing Culture in PE Portfolio Companies**
 Case Kuehn, LOUD Technologies, **Culture Management as a Value Driver in Private Equity**

Ed Tetreault, Apex Tool Group, LLC, Fran Lawler, Apex Tool Group, LLC, Matthew Christensen, Central Michigan University, Alice Wastag, Denison Consulting, **Partnering With Private Equity Firms to Drive Business Performance**
 Karl Polen, Arizona State Retirement System, La Ko, Denison Consulting, Levi R. Nieminen, Denison Consulting, **Investment in Private Equity Is About Hiring the Right Team**

Submitted by Alice Wastag, alicewastag@yahoo.com

91. Community of Interest: 4:30 PM-5:50 PM**404****Measuring Implicit Motives via Conditional Reasoning**James M. LeBreton, The Pennsylvania State University, *Host*Jeremy L. Schoen, Georgia Gwinnett College, *Host*Sigrid B. Gustafson, Success Exceleration, LLC, *Host*Christine E. Corbet, Right Management, *Coordinator***92. Symposium/Forum: 4:30 PM-5:50 PM****Franklin 09****Examining Alternatives to Criterion-Related Validity Studies When Setting Worker Requirements**

This symposium examined 2 alternative methods: validity generalization (VG), and rationally identified personality profiles. Results indicated that (a) meta-analytic VG methods may be biased toward overly inferring generalizability, (b) rationally identified target personality profiles exhibited disturbing levels of within-title heterogeneity, and (c) empirically derived personality profiles diverged from those developed rationally.

Robert J. Harvey, Virginia Tech, *Chair*

Ted A. Paterson, University of Nebraska-Lincoln, Piers Steel, University of Cal-

gary, John D. Kammeyer-Mueller, University of Minnesota, *Is Homogeneity a Meta-Analytic Myth? Examining Bessel's Variance Estimation Correction*Daniel P. Whitenack, Consulting Psychology Group, Robert J. Harvey, Virginia Tech, *Within-Title Heterogeneity in Rationally Derived Target Personality Profiles for Jobs*Robert J. Harvey, Virginia Tech, *Deriving Target Personality Profiles Empirically: Not Socially Desirable, With Situational Moderation*Michael A. McDaniel, Virginia Commonwealth University, *Discussant*

Submitted by Robert Harvey, harveyrj@vt.edu

93. Poster Session: 4:30 PM-5:20 PM**Franklin Hall****Testing/Assessment****93-1 The UWBI-I: The Validation of a Measure of Instigated Incivility**

A multidimensional measure of instigated incivility was adapted and validated. Findings indicate a second-order CFA with 1 first-order dimension and 4 subdimensions showed improvement over previous measures in predictive validity, representation of the construct and showed greater correlations with a conceptually related personality variable.

Cavan J. Gray, University of Georgia

Nathan T. Carter, University of Georgia

Karen Sears, Western Illinois University

Submitted by Cavan Gray, cgray@uga.edu

93-2 Biodata Predictors of Tournament Performance on the PGA Tour

Based on 1122 golfers from 8 tournaments on the PGA tour, results showed that objective, verifiable biodata measures of experience and performance were valid predictors of tournament performance. Consistent with hypotheses, high fidelity-proximal measures of experience and performance were stronger predictors of tournament performance than low fidelity-distal predictors.

Kameron Carter, University of Iowa

Michael K. Mount, University of Iowa

Quinn Steigleder, Colgate University

Submitted by Kameron Carter, kameron-carter@uiowa.edu

93-3 Faking Based DIF Pervasive in Well-Used Big-Five Measure

Analysis conducted with over 20,000 applicants found differential item functioning in 35 of 55 items in a popular Big Five personality test (Fitability 5). Although debate about faking remains, this study provides convincing evidence, at least in this case, that faking is a serious threat to personality testing validity.

Long H Nguyen, Roosevelt University

Brennan D. Cox, U.S. Navy

Adrian Thomas, Roosevelt University

Sarah E. Jones, Roosevelt University

Submitted by Long Nguyen, lnguyen02@mail.roosevelt.edu

93-4 Big Five Traits: Predictors of Retesting Propensity and Score Improvement

This study investigated whether Big Five personality traits may predispose initially unsuccessful job applicants toward retesting on preemployment cognitive ability and job knowledge tests. Predictors of retesting and score improvement were evaluated in a total sample of 60,185 internal and external candidates for military officer commissions and pilot assignments (5,697 retesters).

Laura G. Barron, U.S. Air Force

John Trent, U.S. Air Force

James Johnson, U.S. Air Force

Submitted by Laura Barron, laura.barron@us.af.mil

93-5 Fitness Motivation Constructs, Subgroup Differences, and Validity

The purpose of this research effort was to develop a construct-oriented biodata measure of physical fitness that is easy to administer, reduces subgroup differences, and shows strong correlations with physical fitness outcomes. Results showed small to moderate subgroup differences for most physical fitness constructs and high validity estimates.

Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences

Teresa L. Russell, Human Resources Research Organization

Bethany H. Bynum, Human Resources Research Organization

Alycia N. Busz, George Mason University

Submitted by Alycia Busz, alyciabusz@gmail.com

93-6 Profiles in Temperament: Enhancing Scale Validities Using Profile Similarity Metrics

This poster computed the following profile similarity metrics for 10 temperament scales: the shape of each respondent's ratings profile relative to the key, rx,k; profile elevation, Xmean; and profile scatter, sdx2.

Regression confirmed profile metrics account for nearly all variance in conventional scores, and optimize scale validity against relevant criteria.

Alycia N. Busz, George Mason University

Kristen A. Robinson, George Mason University

Peter Legree, U.S. Army Research Institute

Submitted by Alycia Busz, alyciabusz@gmail.com

93-7 Do Job Applicants Fake on Vocational Interest Measures?

This study used an induced faking design to examine how job applicants fake on vocational interest measures. Results show that respondents almost always inflate their vocational interest scores when applying for a job, and score inflation is highest when the facet corresponds to the first interest code of the job.

Mengyang Cao, University of Illinois at Urbana-Champaign

Wei Ming Jonathan Phan, University of Illinois at Urbana-Champaign

Qianqi Song, University of Illinois at Urbana-Champaign

SeongHee Cho, University of Illinois at Urbana-Champaign

Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitted by Mengyang Cao, pkucmy@gmail.com

93-8 Simulation-Based Assessment of Positive Attitude and Teamwork Beyond Personality Testing

A team exercise simulation developed to assess teamwork and positive attitude was tested on 87 operator workers. A comparative evaluation between the simulation and personality tests showed that the simulation had strong predictive validity of task performance and contextual performance, incremental validity beyond self-reported personality inventories, and minimal subgroup differences.

Luye Chang, Select International, Inc.

Steven Jarrett, Select International, Inc.

Megan Why, Select International, Inc.

Victoria L. Marlan, Select International, Inc.

Amber H. Tipton, Select International, Inc.

Submitted by Luye Chang, schang@selectintl.com

93-9 Grit: Additional Construct Validation

Research suggests that grit may predict goal achievement and success over time. To facilitate I-O applications of grit, the construct validity of grit was evaluated in an academic performance context ($N = 624$) to provide additional clarity regarding grit's utility as a predictor of goal-directed performance.

Ashley D. Cooper, Central Michigan University
 Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga
 Submitted by Ashley Cooper, acoope31@gmail.com

93-10 Subgroup Differences in SJT Scores: Does SES Play a Role?

This poster investigated the influence of socioeconomic status (SES) on SJT scores in high-stakes testing in the UK. The effect of people's SES on SJT scores was negligible ($d = .03-.08$). As expected, cognitive ability test scores were lower for applicants with lower SES ($d = .35$).

Jan Corstjens, Ghent University
 Filip Lievens, Ghent University
 Fiona Patterson, University of Cambridge

Submitted by Jan Corstjens, jan.corstjens@ugent.be

93-11 Impact of Gaming and Simulator Experience on Flight Performance

This study examined whether and to what degree video game, flight simulator, and hands-on-throttle-and-stick (HOTAS) experience contributed to the prediction of psychomotor-based selection test scores and subsequent flight training performance for a sample of student naval pilots. Recommendations for researchers and practitioners are discussed.

Sabrina M. Drollinger, Naval Aerospace Medical Institute
 Brennan D. Cox, United States Navy
 Cory M. Moclair, Naval Aerospace Medical Institute
 Tatana M. Olson, United States Navy
 Eric S. Vorm, Naval Aerospace Medical Institute
 Chris Foster, United States Navy

Submitted by Brennan Cox, cox.brennan@gmail.com

93-12 35 Reasons for Fair Comparisons When Evaluating Alternative g Tests

Recently, psychologists have claimed to develop tests of general mental ability (g) that have equal validity and less adverse impact than traditional tests of g . Discussed are 35 potential mechanisms that could lead psychologists to erroneously reach this conclusion.

Jeffrey M. Cucina, U.S. Customs and Border Protection
 Philip T. Walmsley, U.S. Office of Personnel Management

Submitted by Jeffrey Cucina, jcucina@gmail.com

93-13 Supervisory Opportunity to Observe Moderates Criterion-Related Validity Estimates

Conceptual, operational, and empirical evidence for the moderating effects of supervisory opportunity to observe on the observed estimates of criterion-related validity for a cognitive ability test is presented. When supervisors had a higher opportunity to observe incumbents, both criterion-related validity estimates and interrater agreement were higher.

Chihwei Su, U.S. Customs and Border Protection
 Jeffrey M. Cucina, U.S. Customs and Border Protection
 Henry H. Busciglio, U.S. Customs and Border Protection
 Charles N. MacLane, U.S. Office of Personnel Management-retired

Submitted by Jeffrey Cucina, jcucina@gmail.com

93-14 The Generalizability of Biographical Data: A Multinational Study

This poster examined the generalizability of a biographical data inventory developed, empirically keyed, and cross-validated in the United States to 9 other countries. Results indicated that the inventory was a significant predictor of job performance in all countries and the magnitude of the validity coefficient did not differ between the countries.

Adam Ducey, University of South Florida
 Andrea McCance, Procter & Gamble
 Christine L. Pusilo, Amazon.com
 Robert E. Gibby, IBM
 Michael D. Covert, University of South Florida

Submitted by Adam Ducey, aducey@mail.usf.edu

93-15 Applicant Reactions: Forced-Choice Personality Assessments Featuring Social Desirability Matched Statements

Experimental and field studies were conducted to assess applicant reactions to a forced-choice personality test. Results showed applicants' reactions to forced-choice personality items did not significantly differ from reactions to Likert-format items, did not vary as a function of social desirability matching tolerance levels, and were positively perceived.

Dinora R. Fitzgerald, Pennsylvania State University
 Kate LaPort, George Mason University
 Jeffrey S. Conway, Aon Hewitt/University of South Florida
 Anthony S. Boyce, Aon Hewitt

Submitted by Dinora Fitzgerald, drfgerald@gmail.com

93-16 Predictors of Hiring Decisions from a Standardized Reference Assessment

Data from standardized reference assessments ($N = 3,000$ applicants) were used to examine quantitative (overall score, reference response rate) and qualitative (text) data as predictors of hiring decisions. A quantitative variable, overall score was the most important driver of hiring decisions. Neither reference response rate nor text data affected hiring decisions.

Cynthia A. Hedricks, SkillSurvey, Inc.
 Chet Robie, Wilfrid Laurier University
 Leigh Puchalski, SkillSurvey, Inc.
 Disha D. Rupayana, SkillSurvey, Inc.

Submitted by Cynthia Hedricks, chedricks@skillsurvey.com

93-17 Convergent Validity of a MDPP CAT for High-Stakes Personality Testing

Past research indicates that multidimensional forced choice scales can reliably measure personality using IRT-based scoring. However, there is little evidence for the convergent validity of these scales with independently established measures using traditional response formats. This study addresses this limitation by correlating forced choice scales with established measures.

Christopher R. Huber, University of Minnesota
 Jeffrey S. Conway, Aon Hewitt/University of South Florida
 Anthony S. Boyce, Aon Hewitt

Submitted by Christopher Huber, huber195@umn.edu

93-18 Interviewing for Guilt Proneness: Consensus and Self-Other Agreement

This poster examined whether individuals' guilt proneness can be detected from their responses to written interview questions. Judges who did not know the targets had moderate consensus in ratings, and their ratings correlated with the targets' self-ratings. The poster also discuss how many raters are required to reliably judge guilt proneness.

Yeonjeong Kim, Carnegie Mellon University
 Taya R. Cohen, Carnegie Mellon University
 A.T. Panter, University of North Carolina

Submitted by Yeonjeong Kim, yeonjeongkim@cmu.edu

93-19 Supervisor Performance Ratings: Is the View Different From the Top?

This study explores differences in direct and indirect supervisors' ratings of performance. The accuracy of supervisor ratings is evaluated in terms of reliability. In addition, effectiveness of ratings as a criterion was assessed by exploring their relationship with a selection assessment measuring personality, cognitive ability, situational judgment, and biodata.

Amanda Klabzuba, IBM
 Christina M. Banister, IBM
 Meagan E. Brock, West Texas A&M University

Submitted by Amanda Klabzuba, shipman.amanda@gmail.com

93-20 Grade Increases Over Time: Grade Inflation, Not Just Hot Air

Grade inflation can degrade the quality of GPA as an indicator of applicant potential. Previous studies have shown grade increases across time but have been unable to pinpoint the cause. Course-level grades and stringent controls are used to demonstrate that grade increases are, in fact, due to grade inflation.

Jack W. Kostal, University of Minnesota
 Paul R. Sackett, University of Minnesota
 Nathan R. Kuncel, University of Minnesota

Submitted by Jack Kostal, kosta021@umn.edu

93-21 Reverse-Scoring Method Effects in Factor Analyses of Inventory Responses

This poster examined item social desirability as it relates to reverse

scoring. The first study found that 15 of 16 investigated scales contained a confound. Next, single-factor solutions were forced on each of 5 measures, with factor loadings being equally predictable via scoring key or item social desirability rating.

John Kulas, Saint Cloud State University

Ray G. Klahr, DRI Consulting

Lindsey M. Knights, Saint Cloud State University

Submitted by John Kulas, jtkulas@stcloudstate.edu

93-22 Conditional Reasoning Applied to Integrity: An Obvious Choice

Predicting counterproductive work behavior (CWB) in the selection process can be difficult because the behaviors of interest are transparently negative. This study tried to combat this by applying a nontransparent, implicit measurement method, conditional reasoning. The results indicated that conditional reasoning accurately predicted CWBs even after controlling for Conscientiousness.

Matthew S. O'Connell, Select International, Inc.

Amie D. Lawrence, Select International, Inc.

Luye Chang, Select International, Inc.

Douglas Wolf, Select International, Inc.

Matthew K. Minton, Verizon

Jessica Petor, Select International, Inc.

Submitted by Amie Lawrence, alawrence@selectintl.com

93-23 Predictors of Integrity Ratings in the Royal Dutch Military Police

In a Dutch military trainee sample, the validity of integrity tests, HEXACO personality dimensions, and GMA, was investigated for predicting self- and supervisor ratings of integrity. Both self- and supervisor ratings were predicted by integrity and personality but not GMA. Incremental validity was partially observed for integrity and personality.

Bernd Marcus, University of Hagen

Jan te Nijenhuis, Vrije Universiteit-Amsterdam

Myckel Cremers, Dutch Ministry of Defence

Kitty van der Heijden-Lek, Free University

Submitted by Bernd Marcus, Bernd.Marcus@Fernuni-Hagen.de

93-24 Using Structured Interviews Across Specialties in Medical Residency Selection

This poster developed and piloted a set of past-behavior structured interview questions that measure important interpersonal competencies required in medical residency. Results indicate that the questions are construct valid and relevant for assessing residency performance. This study represents a successful attempt to expand residency selection criteria beyond cognitively loaded variables.

Brittany J. Marcus-Blank, University of Minnesota

Michael J. Cullen, University of Minnesota Medical School

Submitted by Brittany Marcus-Blank, marcu093@umn.edu

93-25 Computer Adaptive Testing Algorithm Performance in Simulated and Applicant Samples

This study examined how computer adaptive testing algorithms optimized for simulated examinee samples performed with a live operational sample. Item exposure frequencies, test bank usage, and test length characteristics for cognitive abilities and job knowledge tests with item banks of varying size and quality are discussed.

Cory M. Moclair, Naval Aerospace Medical Institute

Tatana M. Olson, United States Navy

Sabrina M. Drollinger, Naval Aerospace Medical Institute

Eric S. Vorm, Naval Aerospace Medical Institute

Chris Foster, United States Navy

Submitted by Tatana Olson, tmo4@hotmail.com

93-26 Practice Effects on a Diverse Operational Selection Test Battery

This study assessed practice effects for live applicants who retested on a test battery used to select candidates for aviation training in the United States Navy. Comparisons between computer adaptive and static parallel versions of cognitive abilities and job knowledge tests, a psychomotor battery, and biodata inventory are discussed.

Cory M. Moclair, Naval Aerospace Medical Institute

Tatana M. Olson, United States Navy

Sabrina M. Drollinger, Naval Aerospace Medical Institute

Eric S. Vorm, Naval Aerospace Medical Institute

Brennan D. Cox, United States Navy

Submitted by Tatana Olson, tmo4@hotmail.com

93-27 Halo Revisited, Yet Again: Item Observability and Rater Individual Differences

This study explores to what extent halo provides an explanation for the tendency of raters to agree more on less observable rating items. The results show that halo is not an adequate explanation for this tendency overall but it does provide an explanation for raters low in motivation or Conscientiousness.

Sylvia G. Roch, University at Albany, SUNY

Anthony R. Paquin, Western Kentucky University

Submitted by Sylvia Roch, sroch@albany.edu

93-28 Assessment Centers vs. Ability: A New Perspective on Criterion-Related Validity

This study offers a new comparison perspective: a head-to-head comparison of studies utilizing both an ability test and an assessment center within the same samples, jobs, and criterion measures, producing a more direct evaluation of criterion-related validity. Contrary to prior findings predicting job performance, assessment centers outperformed ability tests.

Oren R. Shewach, University of Minnesota

Paul R. Sackett, University of Minnesota

Heidi N. Keiser, University of Minnesota

Submitted by Oren Shewach, shewa006@umn.edu

93-29 Identifying Deferent Employees: Considerations Writing Situational Judgment and Biodata Items

This paper investigated using deferent response options when writing biodata and situational judgment items. Endorsement of these response options was associated with lower Conscientiousness, Emotional Stability, and negatively related to job performance. As such, deferent responses appear useful distracters to enhance the criterion-related validity of biodata and SJT measures.

Andrew Speer, SHL

Submitted by Andrew Speer, speer1ab@cmich.edu

93-30 Personality Test Faking Detection and Selection Rates

This paper reports on the utility of the Kuncel and Borneman (2007) approach to faking detection using unusual item responses, a within-subjects design, and real job applicants. Results suggest that a quantitative scoring scheme may increase its validity, and that the approach may be amenable to ecological contexts.

David J. Wolfe, Illinois State University

Dan Ispas, Illinois State University

Alexandra Ilie, Illinois State University

Dragos G. Iliescu, University of Bucharest, Romania

Submitted by David Wolfe, djwolfe1013@hotmail.com

94. Alternative Session Type: 4:30 PM-5:50 PM

Grand A

Listening: Why Should You and Why Should You Not?

This session presents theory-driven experimental works showing that listeners make their partners talk more fluently, report more complex and moderate attitudes, influence power distribution with speakers, and that people high in avoidance-attachment style benefit less from being listened. The audience will be invited to a facilitated discussion.

Avraham N. Kluger, Hebrew University of Jerusalem, **Chair**

Michael Frese, NUS Business School, **Co-Chair**

Angelo S. DeNisi, Tulane University, **Co-Chair**

Frederik Anseel, Ghent University, **Co-Chair**

Benjamin Schneider, CEB Valterra, **Co-Chair**

Gary P. Latham, University of Toronto, **Co-Chair**

Avraham N. Kluger, Hebrew University of Jerusalem, **Author**

Guy Itzhakov, The Hebrew University, **Author**

Anat Hurwitz, New York University, **Author**

Dotan R. Castro, Hebrew University of Jerusalem, **Author**

Submitted by Avraham Kluger, Avraham.Kluger@huji.ac.il

95. Symposium/Forum: 4:30 PM-5:50 PM**Grand B****New Methods in Examining Workplace Outcomes of LGB Identity Management**

This symposium presents 4 studies that utilize longitudinal, experimental, and qualitative approaches to examine the internal and interpersonal workplace outcomes of LGB identity management. As a set, these studies provide compelling evidence that openly disclosing one's LGB identity leads to the most optimal intrapersonal and interpersonal outcomes.

Isaac E. Sabat, George Mason University, **Co-Chair**

Kristen P. Jones, Washington State University, **Co-Chair**

Christine M. Y. Kermond, Michigan State University, Ann Marie Ryan, Michigan State University, **Compartmentalizing LGBT Identity: The Relative Importance of Self-Esteem and Context**

Thomas Sasso, University of Guelph, Nicholas P. Salter, Ramapo College of New Jersey, Kimberly K. Halloran, Ramapo College of New Jersey, Christian T. Lucca, Ramapo College of New Jersey, **Positive Experiences of LGBTQ Employees**

Isaac E. Sabat, George Mason University, Larry R. Martinez, The Pennsylvania State University, Nicholas A. Smith, The Pennsylvania State University, Kayla Weaver, The Pennsylvania State University, **Auditory Cues Driving Sexual Orientation Discrimination**

Kayla Weaver, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, **All(Y) in the Family: Perspectives From LGB and Supportive Employees**

John M. Cornwell, Rice University, **Discussant**

Submitted by Isaac Sabat, isabat@gmu.edu

96. Roundtable Discussion/Conversation Hr: 4:30 PM-5:50 PM**Grand I****Industrial-Organizational Psychology and the United Nations Sustainable Development Goals**

The United Nations Sustainable Development Goals, launched in 2015, set specific and challenging targets for tackling the world's biggest problems. Human work-related behavior is central to meeting each goal. SIOP's UN team presents ideas, and solicits input and discussion, on how major topics in I-O psychology relate to these goals.

Lori Foster Thompson, North Carolina State University, **Host**

Alexander E. Gloss, North Carolina State University, **Host**

Mathian Osicki, IBM, **Host**

Deborah E. Rupp, Purdue University, **Host**

Lise M. Saari, NYU & Baruch, **Host**

Drew Mallory, Purdue University, **Host**

English G. Sall, North Carolina State University, **Host**

Submitted by Alexander Gloss, aegloss@ncsu.edu

97. Symposium/Forum: 4:30 PM-5:50 PM**Grand K****Cows in Canada? Examining Nontraditional Interview Questions**

The use of nontraditional interview questions (NTIQs; e.g., how many cows are in Canada?) has become increasingly popular in organizations. However, this recent trend has largely preceded any empirical evidence supporting this practice. Thus, this symposium explores implications of NTIQs in organizations, utilizing both experimental and applied data.

Nathan E. Wiita, RHR International, **Chair**

Elnora D. Kelly, Georgia Institute of Technology, Nathan E. Wiita, RHR International, Patrick Bradshaw, Georgia Institute of Technology, Rustin D. Meyer, Georgia Institute of Technology, **Could You Please Repeat the Question? NTIQs and Applicant Reactions**

Scott Highhouse, Bowling Green State University, Christopher D. Nye, Michigan State University, **The Dark Side of Oddball Interview Questions**

Renee C. Payne, San Diego State University, Tina Malm, Google, Melissa M. Harrell, Google, **Debunking Brainteasers: Utilizing Structured Interviewing Practices at Google**

Jessica Keeney, APTMetrics, Inc., A. James Illingworth, APTMetrics, Inc., Tunji Oki, University of Houston, Michael Blair, Sprint, **Best Practices in the Development and Validation of NTIQs**

Michael A. Campion, Purdue University, **Discussant**

Submitted by Nathan Wiita, nwiita@rhrinternational.com

98. Special Events: 4:30 PM-5:50 PM**Independence Ballroom**

See page 6

Theme Track: Big Data Advances from Computer Science and Statistics

Over the past 2 decades, computer science and statistics have made significant advances in dealing with "Big Data" issues such as large and sparsely populated data matrices, data visualization, and text data mining. This session will consist of 3, 20-minute symposium talks focus centered around significant advances in these fields.

Adam W. Meade, North Carolina State University, **Chair**

Evan F. Sinar, Development Dimensions International (DDI), **Presenter**

Ehsan Bokhari, University of Illinois at Urbana-Champaign, **Presenter**

Andrea Villanes, North Carolina State University, **Presenter**

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

99. Panel Discussion: 4:30 PM-5:50 PM**Liberty AB****Performance Appraisal: Balancing Business Needs and Legal Defensibility**

A panel of practitioners will discuss the role of performance appraisal systems in modern organizations. The discussion will include the challenges, legal obligations and risks, and best practices associated with the development, enactment, and maintenance of performance management systems.

Kayo Sady, DCI Consulting, **Chair**

Michael G. Aamodt, DCI Consulting, **Panelist**

Chester Hanvey, Berkeley Research Group, LLC, **Panelist**

Martha E. Hennen, Consumer Financial Protection Bureau, **Panelist**

Rose A. Mueller-Hanson, PDRI, a CEB Company, **Panelist**

Submitted by Kayo Sady, ksady@dciconsult.com

100. Panel Discussion: 5:00 PM-5:50 PM**302-304****Employee Engagement Surveys: Is There a Better Way?**

This panel aims to bring together 4 panelists who recently overhauled their existing company-wide engagement surveys in order to (a) align it strategically with its people and business needs, (b) push the traditional boundaries of measuring employee engagement, and (c) question decade-old, well-established assumptions underlying survey practices.

Madhura Chakrabarti, Dell Inc., **Chair**

William H. Macey, CEB, **Panelist**

Christian Liebig, SAP SE, **Panelist**

Elizabeth A. McCune, Microsoft Corporation, **Panelist**

Hazen Witemeyer, Hay Group Insight, **Panelist**

Submitted by Madhura Chakrabarti, madhura_chakrabarti@dell.com

101. Special Events: 5:00 PM-5:50 PM**401-403****Distinguished Early Career Contributions-Science Award:****Fairness and Emotions at Work: Multilevel Findings and New Directions**

Despite extensive research, we still have much to learn about the topics of fair treatment and emotions in the workplace. Award winner Brent A. Scott will review his work to date and suggest that multilevel investigations, as well as the inclusion of parameters beyond the mean, can enrich our understanding of these phenomena.

Jason A. Colquitt, University of Georgia, **Host**

Brent A. Scott, Michigan State University, **Presenter**

Submitted by Jason Colquitt, colq@uga.edu

102. Panel Discussion: 5:00 PM-5:50 PM**407-409****How Leaders Better Engage Their Teams in Times of Change**

From formal structure and policy management to interpersonal style to strategy implementation, leaders have a constant influence on employee



engagement, especially during times of change. In this panel, 4 companies offer data-driven insights on different approaches leaders have leveraged to keep their teammates engaged during large scale changes.

Marcus W. Dickson, Wayne State University, **Chair**

Juran Hulin, Merck, **Panelist**

Prema Ratnasingam, Dell Inc., **Panelist**

Mark Royal, Hay Group, **Panelist**

Jolene L. Skinner, Bridgestone Americas, **Panelist**

Submitted by Molly Delaney, Molly.Delaney@haygroup.com

103. Panel Discussion: 5:00 PM-5:50 PM

Franklin 08

What Employers Want in Master's Hires: Landing the First Job

Over the past several decades, I-O master's programs grew exponentially. A panel of master's-level I-O psychologists with established careers and faculty with substantial experience will address factors in successfully landing master's level employment including relevant competencies and skills, the application process, employment opportunities, and various career tracks.

Elizabeth L. Shoenfelt, Western Kentucky University, **Chair**

Janet L. Kottke, California State University-San Bernardino, **Panelist**

Nancy J. Stone, Missouri University of Science & Technology, **Panelist**

Michael R. Dolen, CEB, **Panelist**

Carolyn Hill-Fotouhi, Merck & Co., Inc., **Panelist**

Jerry Seibert, Metrus Group, Inc., **Panelist**

Susan A. Walker, FedEx Freight, **Panelist**

Submitted by Elizabeth Shoenfelt, betsy.shoenfelt@wku.edu

104. Symposium/Forum: 5:00 PM-5:50 PM

Franklin 10

Improving Selection in the Government: Challenges From NASA, FAA, NSA

Government work affords I-O psychologists unique challenges to consider when designing and implementing selection systems. This symposium discusses experiences in selecting for high-stress jobs (e.g., astronaut, air traffic controllers), multiple future jobs simultaneously within the organization, and when the organization is unable fully describe the job to the applicants.

Lauren Blackwell Landon, Wyle-NASA, **Chair**

Cristina L. Byrne, Federal Aviation Administration, Linda G. Pierce, FAA Civil Aerospace Medical Institute, **A System to Transfer ATCs to High Level FAA Facilities**

Matthew T. Allen, U.S. Department of Defense, Christine C. Parker, PDRI, Nicholas L. Vasilopoulos, National Security Agency, Shonna D. Waters, U.S. Department of Defense, David W. Dorsey, U.S. Department of Defense, **Personnel Selection at the National Security Agency: Challenges and Opportunities**

Jamie D. Barrett, NASA/Wyle, Albert W. Holland, NASA, William B. Vessey, EASI/Wyle, NASA Johnson Space Center, **Identifying the "Right Stuff": An Exploration-Focused Astronaut Job Analysis**

Submitted by Lauren Landon, lauren.landon@nasa.gov

105. Alternative Session Type: 5:00 PM-5:50 PM

Grand C

Early Career Opportunities and Pitfalls for Female I-O Graduates

Women's career navigation has been receiving attention in research and popular press. This session will build on the panelists' experiences in academia and industry to provide women who are entering I-O careers with insight into possible challenges and corresponding solutions. This session will combine Ignite intros and a panel discussion.

Irini Kokkinou, Savannah College of Art and Design, **Co-Chair**

Jane Wu, IBM, **Co-Chair**

Silvia Bonaccio, University of Ottawa, **Author**

Kristen M. Shockley, Baruch College/The Graduate Center-City University, **Author**

Kea Kerich, Marriott International, **Author**

Submitted by Jane Wu, jane.y.wu00@gmail.com

106. Symposium/Forum: 5:00 PM-5:50 PM

Grand J

We're All in This Together: Individual and Organizational Work-Family Interventions

Bridging the implementation gap between research and practice is a persisting challenge for work-family scholars and practitioners, however maintaining effective work-family interventions in organizations also proves to be a rising challenge. This session presents studies examining the implementation of individual and organizational-level interventions that target improving the work-family interface.

Malissa A. Clark, University of Georgia, **Chair**

Lauren M. Zimmerman, University of Georgia, **Co-Chair**

Courtney A. Laughman, Indiana University-Purdue University Indianapolis, Elizabeth M. Boyd, Kennesaw State University, **An Empirical Test of a Work-Life Conflict Segmentation Intervention**

Mgrdich A. Sirabian, Wayne State University, Boris B. Baltes, Wayne State University, Daniel R. Krenn, Wayne State University, Rebecca J. Early, Wayne State University, Mixie Clerard, University of Maryland, **A Problem-Focused Training Intervention to Reduce Work-Family Conflict**

MacKenna L. Perry, Portland State University, Leslie B. Hammer, Portland State University, Tori L. Crain, Portland State University, Ryan C. Johnson, Ohio University, Todd Bodner, Portland State University, Ellen E. Kossek, Purdue University, Ryan Olson, Oregon Health & Science University, Brad Wipfli, Oregon Health & Science University, Orfeu M. Buxton, Harvard Medical School, **Effects of a Work-Family Intervention on Supervisor Outcomes**

Sara P. Weiner, IBM, **Discussant**

Submitted by Lauren Zimmerman, lzimm@uga.edu

107. Symposium/Forum: 5:00 PM-5:50 PM

Grand L

Learning From All Angles: New Perspectives on Mentoring Design

This symposium involves researchers and practitioners, presenting empirical work and practical insights from unique environments. Factors that encourage greater mentorship learning will be described, including protégé proactive behavior, a competency-based matching algorithm, and mentor training to provide support to employees who need extra assistance for career planning and work decisions.

Rachel D. Barney, ICF International, **Chair**

Julia M. Fullick, Quinnipiac University, **Protégé Proactivity and Its Implications for Protégé and Mentor Learning**

Rachel D. Barney, ICF International, **Mentorship Matching for Maximum Learning**

Mami M. Falcone, Federal Management Partners, **Training Learning Leaders to Mentor Employees With Low Career Readiness**

Subhadra Dutta, Twitter Inc., **Discussant**

Submitted by Rachel Barney, rday76@hotmail.com

108. Symposium/Forum: 5:00 PM-5:50 PM

Liberty C

Job (In)security: Resource Loss Versus Gain Spirals

Job insecurity portends a potentially significant resource loss for affected employees. Although prior research has identified numerous adverse consequences, this session focuses on individual and organizational factors that attenuate versus exacerbate those outcomes. Also presented is research to suggest that job security may foster organizational "gain spirals."

Tahira M. Probst, Washington State University Vancouver, **Chair**

Mindy K. Shoss, Saint Louis University, **Staying the Course: Job Insecurity, Resilient Coping, and Interpersonal CWB**

Tahira M. Probst, Washington State University Vancouver, Laura Petitta, University of Rome Sapienza, Claudio Barbaranelli, University of Rome Sapienza, **Contingent Work: Moderating the Relationship Between Job Insecurity and Safety**

Lixin Jiang, University Wisconsin Oshkosh, Kellie L. McGavock, University of Wisconsin Oshkosh, Amanda V. Armour, University of Wisconsin Oshkosh, Linda Howard, University of Wisconsin Oshkosh, Matthew Johnson, University of Wisconsin Oshkosh, **A Moderated-Mediation Study of Job Security as an Enhanced Resource**

Hector Madrid, Pontificia Universidad Católica de Chile, Sergio López Bohle, Universidad de Santiago de Chile, Pedro Ig. Leiva, University of Chile, Ann H.

Huffman, Northern Arizona University, *Examining the Complexity Between Job Insecurity, Anxiety, and Innovative Performance*

Submitted by Tahira Probst, probst@vancouver.wsu.edu

109. Poster Session: 6:00 PM-6:50 PM Grand E-H

TOP POSTER SESSION

109-1 The Dynamics of Autonomous and Controlled Motivation During Job Search

In a longitudinal study of job seekers, this poster assessed (a) the variability of autonomous and controlled motivation and (b) how variability in both motivations affected job search effort. Results indicated that autonomous motivation is a consistent, positive predictor of effort, whereas continuous motivation exhibits a disordinal interaction over time.

Serge P. da Motta Veiga, Lehigh University
Allison S. Gabriel, Virginia Commonwealth University

Submitted by Serge da Motta Veiga, spdmv@lehigh.edu

109-2 An Approach/Avoidance Framework of Workplace Aggression

This poster proposes framing the field of workplace aggression via approach/avoidance principles, with various workplace aggression constructs (e.g., abusive supervision and workplace ostracism) differentially predicting specific approach or avoidance emotions and behaviors. In a multiwave field study, the utility of approach/avoidance principles in conceptualizing workplace aggression constructs is demonstrated.

Lance Ferris, The Pennsylvania State University
Ming Yan, Sun Yat-sen University
Vivien Kim Geok Lim, National University of Singapore
Yuanli Chen, Hong Kong Baptist University
Shereen Fatimah, The Pennsylvania State University

Submitted by Lance Ferris, lanceferris@gmail.com

109-3 Competitive Employees in Competitive Contexts: A Recipe for Victimization?

Relationships between organizations' internally competitive HRM practices and employees' reports of victimization are examined. Also explored are employees' trait competitiveness and leaders' failure to intervene as moderators. Results demonstrate that competitive HRM practices positively predict mistreatment, especially for competitive employees, yet this relationship is mitigated when leaders actively intervene.

Jana L. Raver, Queen's University
Jaclyn M. Jensen, DePaul University
Ingrid Chadwick, Queen's University

Submitted by Jana Raver, jraver@business.queensu.ca

109-4 Work-Family Spillover and Crossover Effects of Sexual Harassment

This study examined the relationship between workplace sexual harassment as perceived by female employees and the family satisfaction of their husbands by focusing on the mediators of employees' job tension and work-to-family conflict and moderator of work-home segmentation preference. Survey results from 210 employee-spouse dyads supported all the hypotheses.

Jie Xin, Shandong University
Shouming Chen, Tongji University
Frederick HK Yim, Hong Kong Baptist University
Randy K. Chiu, Hong Kong Baptist University
Ho Kwong Kwan, Shanghai University of Finance and Economics

Submitted by Jie Xin, cnxinjie@126.com

109-5 S. Rains Wallace Dissertation Award: Emotional Labor Dynamics: A Momentary Approach

This study explored within-episode emotional labor dynamics to examine how shifts in customer behavior impacted continuous ratings of participants' felt emotions, emotion regulation, and vocal tone. Results demonstrated that customer behavior causally influences within-episode emotional labor processes and that these processes relate to each other causally when modeling lagged effects.

Allison S. Gabriel, Virginia Commonwealth University

Submitted by Allison Gabriel, agabriel2@vcu.edu



109-6 Leveraging Context to Gain Meaningful Insights From Extreme Teams

Researching extreme teams presents challenges such as small sample sizes and constraints on the ability to collect data. We forward an approach to studying extreme teams that uses context as an organizing framework, and describe the approach using research conducted with teams deployed to Afghanistan as an illustrative example.

Suzanne T. Bell, DePaul University
David M. Fisher, University of Tulsa
Kristin E. Mann, DePaul University
Submitted by Suzanne Bell, sbell11@depaul.edu

109-7 S. Rains Wallace Dissertation Award: Timing It Right: Temporal Dynamics of Leadership and Voice in Episodic Teams

Episodic teams are marked by shifting task demands and team composition, each of which impose barriers to member voice over the course of team work. In view of these barriers, a temporal framework delineating what leaders can do to elicit (or inhibit) voice across phases of team performance is introduced.

Crystal I. Farh, Michigan State University
Submitted by Gilad Chen, giladchen@rsmith.umd.edu

109-8 Elaborating on Team-Member Disagreement: Patterned Dispersion and Team Outcomes

When measuring team-level emergent states, such as conflict, researchers typically average group members' ratings to create team-level scores. Rather than focusing on the mean level, this study examines the effects of specific patterns of dispersion (i.e., disagreement). Findings indicate that teams reliably demonstrate different forms of dispersion, which influence team outcomes.

Andrew C. Loignon, University of North Carolina-Charlotte
David J. Woehr, University of North Carolina-Charlotte
Misty L. Loughry, Georgia Southern University

Submitted by Andrew Loignon, andrew.loignon@gmail.com

109-9 Stereotype Threat and Concealable Stigmas: The Case of Sexual Minorities

The relationship between stereotype threat and job satisfaction was examined with sexual minorities. The relationship was found to be mediated by stress, and the mediated relationship was moderated by internalized homophobia. In addition, stereotype threat explained incremental variance in job satisfaction above what perceived discrimination explained.

Elizabeth J. Sanz, University of Central Florida
Barbara A. Fritzsche, University of Central Florida

Submitted by Barbara Fritzsche, Barbara.Fritzsche@ucf.edu

109-10 Department Burnout and Individual Performance: A Burnout Withdrawal Crossover Model

The burnout withdrawal crossover model is introduced, which explains how department burnout develops and asserts that department burnout initiates a progressive withdrawal process that operates above and beyond withdrawal effects at the individual level. Multilevel path analysis demonstrates that departmental burnout crosses over to diminish employee organizational citizenship behavior.

Benjamin B. Dunford, Purdue University
Kelly S. Wilson, Purdue University
Louis Tay, Purdue University
Wayne Boss, University of Colorado at Boulder

Submitted by Benjamin Dunford, bdunford@purdue.edu

109-11 A Taxonomy of Path-Related Fit Indices and Cutoff Values

This poster (a) presents a taxonomy of path-related fit indices for latent variable models, (b) derives 6 new indices within this taxonomy, and using simulated data (c) identifies appropriate cutoff values for these indices and (d) shows that they outperform global fit indices in terms of accuracy in model selection.

Charles E. Lance, Organizational Research & Development, LLC.
Stefanie S. Beck, University of Georgia
Nathan T. Carter, University of Georgia

Submitted by Charles Lance, clancephd@gmail.com

109-12 A Multidimensional Item Response Theory Investigation of Common Method Variance

Common method variance (CMV) is considered a problem invalidating all studies that use same-source, same-time data. By fitting multidimensional item response theory models to same-source, same-time and same-source, across-time data, this study provides further evidence that blanket assumptions that CMV negatively impacts the validity of studies are unfounded.

Katrina A. Burch, University of Connecticut

Anna K. Young, University of Connecticut

Dev K. Dalal, University of Connecticut

Nathan T. Carter, University of Georgia

Submitted by Katrina Burch, katrina.burch@uconn.edu

109-13 John Flanagan Award: Building Bridges: An Occupational Network Analysis of I-O Psychologists

The field of industrial-organizational psychology has recently called for outreach efforts intended to spread awareness and influence of the field among other disciplines. This exploratory occupational network analysis is a first effort to provide guidance for channeling those efforts in useful and effective directions.

Eric Knudsen, Baruch College & Graduate Center, CUNY

Submitted by Eric Knudsen, eknudsen88@gmail.com



Mark your calendar for the 2015 Leading Edge Consortium:

Building a High Performance Organization: A Fresh Look at Performance Management

The Leading Edge Consortium is designed to be an intimate gathering on a specific topic in the field of I-O. The 11th annual consortium will take place October 2-3, 2015 in Boston, MA at the Renaissance Boston Waterfront. The LEC gives attendees ample opportunities for networking, discussion, and active learning. Take the time to meet people who are interested and working on the same topic you are, share advice and experiences, and learn from the leaders in the field of high-performance organizations—mark your calendar for the 2015 LEC.

www.SIOP.org/LEC



Announcing BTS Fenestra

Visit us at
Booth 411

What do you get when the global leader in
strategy execution acquires the premier provider of
technology-enhanced assessment center solutions?

The Market Leader in Assessment Services

Helping Clients Define, Identify, Develop & Execute Great

Identifying the right talent is critical. BTS's full-scope assessment solutions ensure organizations have the right people in the right roles with the right skills making the right decisions. Since each business is unique, every engagement is customized to meet a client's particular challenge.



www.bts.com/assessment

Amsterdam • Austin • Bangalore • Bangkok • Bilbao • Brooklyn • Brussels • Chicago • Helsinki • Johannesburg • London
Los Angeles • Madrid • Melbourne • Mexico City • Mumbai • Munich • New York • Paris • Philadelphia • Rome • San Francisco
São Paulo • Scottsdale • Seoul • Shanghai • Singapore • Stamford • Stockholm • Sydney • Taipei • Tokyo



"The Assess...model has been the core process in assisting me to successfully launch succession planning, leadership development and executive coaching for my clients..."

Ron Beasley, Ph.D.
Sage Concepts, Inc.

2015 Assess Systems Presentations

AttenTION! Integrating Military Veterans Into The Workforce

April 23rd

Profiling Commitment: Person-Centered Approaches to Organizational Commitment

April 23rd

The Millennial Profile: Truth, Trash or Trivial?

April 23rd

Finding Value in 360-Feedback Rater Disagreements

April 23rd

So You Think You Can Practice I/O Psychology?

April 24th

Stop by booth #202 for exact times. We would enjoy meeting you.

For 30 years, we have been delivering off-the-shelf and configurable assessment solutions for talent selection and people development. We couple that with personalized service and support to help grow your business.

- Develop competency models instantly linked to work personality and 360° assessments
- Provide assessment solutions at all levels in the organization
- Leverage these solutions for succession planning and leadership development



Talent Selection.
People Development.™

www.assess-systems.com | 1.800.283.6055

info@assess-systems.com |  @AssessSystems

Thoughtful, data-driven
consulting.

It's what we do.

OrgVitality
potentialunlocked

Surveys for Organizations
360 Assessment & Coaching Leadership Development

We invite you to visit us at **Booth # 314** to learn more.

www.orgvitality.com

contactus@orgvitality.com

1.914.747.7736



**ISN'T IT TIME YOU GOT
WHAT YOU REALLY WANT?**

psi

- **Customer Service Representatives
who delight your clients**
- **Salespeople who close
more business**
- **Leaders who engage their
teams and deliver results**

Better Hires. Better Results. PSI.

ABOUT PSI

Since 1946, PSI has been a leader in the assessment space. Each year we partner with more than 2,500 clients to help them hire and promote the talent they need, to deliver the results they want.

PSI – Get what you want.

(800) 367-1565, ext. 7237
www.psionline.com



Get to know PSI at booth 402

SHRM ASSURANCE OF LEARNING[®] ASSESSMENT



GET AHEAD OF THE HR JOB COMPETITION

The SHRM Assurance of Learning Assessment represents an important step in an HR professional's career path: It provides a capstone for your foundational HR education, and launches you onto the next step toward a successful HR career.

Apply for the exam today to build your HR resume and increase your appeal as a job candidate.

**2015 SUMMER
WINDOW**

July 15–August 15, 2015

**APPLICATION
PERIOD ENDS**

July 5, 2015

NOW ACCEPTING 2015 SUMMER APPLICATIONS



SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

15-0014

LEARN MORE AT:
SHRM.ORG/ASSESSMENT/SIOP



Are you tired
of one size fits all
I-O technology?

**I-O technology
that doesn't suck
...BOOTH #303**

www.quintelagroup.com

	302-304	305-306	309-310	401-403	404	407-409	Franklin 08	Franklin 09	Franklin 10	Franklin Hall	Grand A	
8:00 AM			110 Economic Insecurity	111 Subordinate Perspective in Abusive Supervision		112 Deviant Responses to Religious Diversity	113 A multi-faceted look at complex problem solving				114 Leverage Engagement & Dev Data in Talent Mgmt	8:00 AM
8:30 AM	122 A Call to Action (or Arms) in Job/Work Analysis	123 Developing Business Competency			124 ROI of Leadership and Executive Coaching Programs							8:30 AM
9:00 AM			130 New Perspectives on Global Leadership	131 Desert to Desk: I-Os Helping U.S. Veterans		132 Technology-Disrupting the Science-Practice Model?	133 Formal Perf. Reviews: Embrace or Abandon?					9:00 AM
9:30 AM												9:30 AM
10:00 AM												10:00 AM
10:30 AM	143 Within-Person Variability of Personality Traits	144 Leaders Who Ask & Listen	145 I-O Psychologists Can't Sell (or Can They?)	146 Program Evaluation	147 Learning Agility: Practical Uses, Research Needs	148 Mobile Assessments: Critical Discussions	149 Understanding Team Resilience					10:30 AM
11:00 AM												11:00 AM
11:30 AM												11:30 AM
12:00 PM	164 Theory in Industrial/Organizational Psychology	165 From Genes to Work and Life	166 Research Advances in Cross-Cultural Feedback	167 The Role of Self-Regulation in Resiliency	168 Using Big Data for Employment Decisions	169 Impact of Toxic Leaders on Teams	170 Validity of Faking Measures					12:00 PM
12:30 PM												12:30 PM
1:00 PM												1:00 PM
1:30 PM	185 High-Fidelity Simulations for Leader Assmt & Devt	186 Technology and Efficacy	187 Invalid Responding in Surveys	188 Stepping into Orgs: Strategies to Engage the Biz	189 Building a Climate for Safety? Let's Talk!	190 Leadership Pipeline Development: The State-of-the-	191 Workplace Affect: Dynamic and Multilevel Effects					1:30 PM
2:00 PM												2:00 PM
2:30 PM												2:30 PM
3:00 PM												3:00 PM
3:30 PM	204 Collaboration Between Master's & Doctoral Programs	205 Synthetic Validity: Accuracy & Application	206 Understanding Applicant Faking	207 Integrating Assessments and Talent Management Syst	208 Tensions Among Publishing, Theory, & Replication	209 Coping and Adjustment to Stressors	210 Applicant Reactions Drive Assessment Innovation	211 I-O Psychology Impacts at the Federal Level	212 Building Personal Brands as I-O Psychologists			3:30 PM
4:00 PM												4:00 PM
4:30 PM												4:30 PM
5:00 PM	229 Volunteer Program Assmt: Lessons & Opportunities	230 Realigning Careers With Today's Reality	231 Noncognitive Predictors in the Military	232 Innovative Strategies for Minimizing AI	225 Workplace Incivility: From Science to Solutions	233 One Size Does Not Fit All: Setting		226 Strategic Selection: Mind the Gap	234 Chronic Pain at Work: Implications for I-O	235 Behavior Scorecards for Healthcare Teamwork		5:00 PM
5:30 PM												5:30 PM

Posters

HR Practitioner Track Session

Executive Board Session

Alliance Session

Award Winner

Invited Session

Community of Interest

Master Tutorial

FRIDAY SPECIAL EVENTS: **UPDATED!**

CONTINENTAL BREAKFAST: 5th Level Prefunction

7:30AM TO 8:30AM

SPEAKER READY ROOM: Room 301

8:00AM TO 5:00PM

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES MEETING: Room 502

5:00PM TO 6:00PM

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES SOCIAL HOUR:

13 Restaurant Private Dining Room

6:00PM TO 7:00PM

	Grand B	Grand C	Grand D	Grand E	Grand F	Grand G	Grand I	Grand J	Grand K	Grand L
8:00 AM		<u>115 Developing HR Standards: Tools for Or</u>	116 How to Get a Grant	119 Big Data & Employee Surveys: Ethics & Actions	120 Real Teams, Real Challenges, Real Solutions	121 Social Media in Selection	117 Gen Challenges & Innovation in Career & Lead	118 Talent Acquisition Transformation: I-O Adds Value		
8:30 AM	127 IER in Concurrent								128 Multilevel Models of Learning and Motivation	129 Aging Workforce: Research Desperately Needed
9:00 AM	Validation Studies	<u>136 Dist Early Career Contributions-Practice Award (Cober)</u>	137 How to Get a Grant	140 Big Data Defs, Apps, & Consds	141 Finding a Place for Mindfulness in the Workplace	142 Improving International Testing Practice	138 Work/Life Balance Factors for Virtual Employees	139 Within and Beyond: Workplace Aggression		
9:30 AM										
10:00 AM										
10:30 AM	152 Conducting Criminal Background Checks	<u>153 So You Think You Can Practice I-O Psychology?</u>	154 Technology & Training: New Dev'ts & Frontiers	159 Dark Side of Engagement	160 Building Workforce Analytics: Trail to Success	161 Getting Technical Competencies Right	155 Tools for Big Data: MongoDB, Hadoop, and Python	156 New Directions in Justice	157 Behavioral skills essential to School & Work	158 Biodata
11:00 AM										
11:30 AM							163 Global Best Pract. in Emly Leave			
12:00 PM	174 MeSearch: How Life Experiences Can IGNITE Research	<u>175 Emerging Talent Practices: HR and IO</u>	176 Under the Hood of Media-Rich Recruitment Tools	180 The Art of Sales in I-O	181 Team Processes & Emergent States	182 I-O Programs Leveraging Corporate Advisory Boards		177 The Myriad Implications of Guanxi at Work	178 Attracting and Retaining Qualified Individuals wit	179 Management of High Professional Talent
12:30 PM							184 Organizational Climate & Diverse Employees			
1:00 PM										
1:30 PM	194 Uncharted Waters: Employees With Disabilities	<u>195 Data Science in HC Research & Analytics</u>	196 Design & Manage Rotation Prgms: Where Do I Board?	201 Ethics and Malpractice in I-O Research	202 Beyond Mining: Harnessing the Power of Text Data	203 Blazing the Job Trail: How to IGNITE Your Career	197 Insider's Guide to Preparing for an Applied Career	198 Labrynth Leveling	199 Validation Research on Dispersed Populations	200 Overqualification
2:00 PM										
2:30 PM										
3:00 PM										
3:30 PM	215 Modern Research Methods	<u>216 Worlds Colliding: How I-O & IT Can Work Together</u>	217 Building Cross-Cultural Research Teams	222 Leadership Potential: Cross-Cultural Findings	223 Assessment Center Redux: There's No One Best Way	224 Big Data: 101 Things You're Afraid to Ask	218 What New Practitioners Wish They'd Learned	219 Guidelines for Dealing With Messy Validation Data	220 Can Learning Agility Be Learned?	221 Stability of employee engagement
4:00 PM										
4:30 PM		<u>228 Anti-Talent Mgmt: Radical Solutions</u>								
5:00 PM	237 Can Computers Score Essays as Well as Raters?			242 Future of HR - Technology Startups	243 Interpreting Big Data	244 Using Teaching Technology in the I-O Classroom	238 Executive Roles: Do the Same Rules Apply?	239 Dist Early Career Contributions-Practice (Kantrowitz)	240 How to Have IMPACT: Turning Survey Data into Cultu	241 Using Research & Science to Drive Competencies
5:30 PM										

Friday Seminar

Want to practice your presentation one more time?

Use the Speaker Ready Room!

Outfitted with an LCD, a screen, and a lectern, it is the perfect place to give your presentation a final run through!

Located in Room 301

THURSDAY: 8:00AM TO 11:00AM

FRIDAY: 8:00AM TO 5:00PM

SATURDAY: 8:00AM TO 3:00PM

Careers/Mentoring/Socialization/Onboarding/Retirement

- 117 Generational Challenges and Innovation in Career and Leadership Development Programs, Grand I, 8:00 AM
- 174 Me-Search: How Life Experiences Can Ignite Your Research, Grand B, 12:00 PM
- 179 Beyond High Potential Leadership Talent: the Management of High Professionals, Grand L, 12:00 PM
- 193 Pave the Way: Building a Roadmap to Sustainable Career Paths, Grand A, 1:30 PM
- 196 Designing and Managing Talent Rotation Programs: Where Do I Board?, Grand D, 1:30 PM
- 203 Blazing the Job Trail: How to Ignite Your Career, Liberty C, 1:30 PM
- 212 Strength in Numbers: Building Personal Brands as I-O Psychologists, Franklin 10, 3:30 PM
- 230 Realigning Careers With Today's Reality, 305-306, 5:00 PM

Coaching/Leadership Development

- 124 ROI of Leadership and Executive Coaching Programs, 404, 8:30 AM
- 147 Learning Agility: Practical Uses and Research Needs, 404, 10:30 AM
- 162 Posters 1-4, Franklin Hall, 11:30 AM
- 190 Leadership Pipeline Development: The State of the Art in 2015, 407-409, 1:30 PM
- 220 Can Learning Agility Be Learned?, Grand K, 3:30 PM

Consulting Practices/Ethical Issues

- 123 Developing Business Competency as an Early Career Practitioner, 305-306, 8:30 AM
- 145 I-O Psychologists Can't Sell: Debunking Common Myths Around Business Development, 309-310, 10:30 AM
- 180 Selling Without Selling Out: The Art of Sales in I-O, Independence Ballroom, 12:00 PM
- 188 Stepping Into Organizations: Strategies for Talking to the Business, 401-403, 1:30 PM
- 219 Practical and Ethical Guidelines for Dealing With Messy Validation Data, Grand J, 3:30 PM
- 227 Poster 1, Franklin Hall, 4:30 PM

Counterproductive Behavior/Workplace Deviance

- 111 Reconsidering the Subordinate's Perspective in Abusive Supervision, 401-403, 8:00 AM
- 139 Within and Beyond: Workplace Aggression and Multiple Contexts, Grand J, 9:00 AM
- 225 Workplace Incivility: From Science to Solutions, 404, 4:30 PM

Emotions/Emotional Labor

- 227 Posters 2-17, Franklin Hall, 4:30 PM

Employee Withdrawal (e.g., Absence, Turnover)/Retention

- 134 Posters 1-2, Franklin Hall, 9:00 AM

Global/International/Cross-Cultural Issues

- 142 Executive Board Special Session: Improving International Testing Practice With the International Test Commission, Liberty C, 9:00 AM
- 177 Guanxi: Examining Its Implications Across Conceptualizations, Cultures, Levels, and Outcomes, Grand J, 12:00 PM
- 217 Alliance Special Session: Building Cross-Cultural Research Teams: Practical Advice From the Experts, Grand D, 3:30 PM

Groups/Teams

- 120 Real Teams, Real Challenges, Real Solutions, Liberty AB, 8:00 AM
- 128 Multilevel Models of Learning and Motivation, Grand K, 8:30 AM
- 149 Mission Possible: The Research Imperative for Understanding Resilience in Teams, Franklin 08, 10:30 AM
- 181 Team Processes and Emergent States: New Empirical and Theoretical Research, Liberty AB, 12:00 PM

- 211 NRC Reports: I-O Psychology Impacts at the Federal Level, Franklin 09, 3:30 PM
- 235 What the Doctor Ordered: Behavior Scorecards for Healthcare Teamwork, Franklin 10, 5:00 PM

Inclusion/Diversity (E.g., Sexual Orientation, Race, Gender)

- 110 Economic Insecurity: A Discussion, 309-310, 8:00 AM
- 112 Exploring Deviant Responses to Religious Diversity: Stereotypes, Discrimination, and Intolerance, 407-409, 8:00 AM
- 126 Friday Seminar: the Science of Diversity at Work, Franklin 10, 8:30 AM
- 183 Posters 1-28, Franklin Hall, 12:30 PM
- 184 Organizational Climate and the Experience of Diverse Employees, Grand I, 12:30 PM
- 194 Uncharted Waters: Navigating Selection, Disclosure, and Employees With Disabilities, Grand B, 1:30 PM
- 198 Labrynth Leveling: Solutions From Science and Practice, Grand J, 1:30 PM
- 214 The Role of Nonstigmatized "Allies" in Workplace Diversity Management, Grand A, 3:30 PM

Job Analysis/Job Design/Competency Modeling

- 122 A Call to Action (or Arms) in Job/Work Analysis, 302-304, 8:30 AM
- 161 Getting Technical Competencies Right: The Need, the Approach, the Application, Liberty C, 10:30 AM
- 241 Using Scientific Research and Best Practices to Drive Competency-Based Solutions, Grand L, 5:00 PM

Job Attitudes/Engagement

- 114 Leveraging Engagement and Development Data in Talent Management, Grand A, 8:00 AM
- 159 Beyond the Hype: the Dark Side of Employee Engagement, Independence Ballroom, 10:30 AM
- 200 New Trends in Overqualification Research, Grand L, 1:30 PM
- 221 How Stable Is Employee Engagement?, Grand L, 3:30 PM

Job Performance/Citizenship Behavior

- 150 Poster 1, Franklin Hall, 10:30 AM
- 183 Poster 29, Franklin Hall, 12:30 PM
- 227 Poster 18, Franklin Hall, 4:30 PM

Judgment/Decision Making

- 113 That's Wicked! a Multifaceted Examination of Complex Problem Solving, Franklin 08, 8:00 AM
- 213 Posters 1-11, Franklin Hall, 3:30 PM

Leadership

- 130 New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness, 309-310, 9:00 AM
- 144 Leaders Who Ask and Listen: The Softer Side of Leadership, 305-306, 10:30 AM
- 162 Posters 5-25, Franklin Hall, 11:30 AM
- 169 Bad Apples: Understanding the Multilevel Impact of Toxic Leadership, 407-409, 12:00 PM
- 222 Identifying Leadership Potential Through Personality Assessment: Cross-Cultural Findings, Independence Ballroom, 3:30 PM
- 236 Motivating Leaders to Develop: Research and Practice, Grand A, 5:00 PM
- 238 Executive Roles: Do the Same Rules Apply?, Grand I, 5:00 PM

Legal Issues/Employment Law

- 150 Poster 2, Franklin Hall, 10:30 AM
- 152 Conducting Criminal Background Checks ... Without Breaking the Law, Grand B, 10:30 AM
- 178 Attracting and Retaining Qualified Individuals With Disabilities: A Contemporary Update, Grand K, 12:00 PM

Measurement/Statistical Techniques

- 125 Friday Seminar: Statistical and Methodological Procedures for Meta-Analysis, Franklin 09, 8:30 AM
- 150 Posters 3-16, Franklin Hall, 10:30 AM
- 155 Tools for Big Data: MongoDB, Hadoop, and Python, Grand I, 10:30 AM
- 171 Friday Seminar: Longitudinal Data Analytic Techniques Using Latent Variables, Franklin 09, 12:00 PM
- 215 Best (Though Not Current) Practices for Modern Research Methods, Grand B, 3:30 PM
- 243 Understanding Big Data: Emerging Approaches to Data Interpretation, Liberty AB, 5:00 PM

Occupational Health/Safety/Stress and Strain/Aging

- 134 Posters 3-22, Franklin Hall, 9:00 AM
- 141 Finding a Place for Mindfulness in the Workplace, Liberty AB, 9:00 AM
- 151 The Development and Validation of Nine New Workplace Safety Measures, Grand A, 10:30 AM
- 167 Investigating the Dynamic Role of Self-Regulation in the Resiliency Process, 401-403, 12:00 PM
- 189 Building a Climate for Safety? Let's Talk!, 404, 1:30 PM
- 191 Workplace Affect: Dynamic and Multilevel Effects in Organizations, Franklin 08, 1:30 PM
- 209 Longitudinal Perspectives on Coping and Adjustment to Stressors, 407-409, 3:30 PM
- 234 Chronic Pain in the Workplace: I-O Research and Practice Opportunities, Franklin 09, 5:00 PM

Organizational Culture/Climate

- 135 Finding Needles in Haystacks: Being Smarter About Survey Comments, Grand A, 9:00 AM
- 240 How to Have Impact: Turning Survey Data Into Culture Change, Grand K, 5:00 PM

Organizational Justice

- 156 New Directions in Justice: Forming and Reacting to Overall Fairness, Grand J, 10:30 AM
- 183 Poster 30, Franklin Hall, 12:30 PM

Organizational Performance/Change/Downsizing/OD

- 162 Poster 26, Franklin Hall, 11:30 AM
- 301 Poster 10-11, Franklin Hall, 11:30 AM

Performance Appraisal/Feedback/Performance Management

- 133 Formal Performance Reviews: To Embrace or to Abandon?, Franklin 08, 9:00 AM
- 166 Get What You Give: Research Advances in Cross-Cultural Feedback-Seeking Behavior, 309-310, 12:00 PM

Personality

- 134 Posters 23-24, Franklin Hall, 9:00 AM
- 143 Within-Person Variability of Personality Traits: Theory and Applied Measurement, 302-304, 10:30 AM
- 150 Poster 17, Franklin Hall, 10:30 AM
- 157 Identification of Behavioral Skills Essential to Education and Work Success, Grand K, 10:30 AM
- 162 Poster 27, Franklin Hall, 11:30 AM
- 165 Using Genes to Understand Work and Life? It Is Possible!, 305-306, 12:00 PM
- 172 Friday Seminar: Dark Triad and Socially Aversive Personality Traits in the Workplace, Franklin 10, 12:00 PM
- 227 Poster 19, Franklin Hall, 4:30 PM

Prosocial (E.g., Humanitarian Work Psychology, Corporate Social Responsibility, Sustainable Development)

- 227 Posters 20-28, Franklin Hall, 4:30 PM

- 229 Volunteer Program Assessment: Lessons Learned and Opportunities From I-O Outreach, 302-304, 5:00 PM

Research Methodology (e.g., Surveys)

- 116 Applying for and Getting Grants: Granting Agencies, Grand D, 8:00 AM
- 119 Big Data and Identified Employee Surveys: Ethical Issues and Actions, Independence Ballroom, 8:00 AM
- 127 Data Cleansing Time! Insufficient Effort Responding in Concurrent Validation Studies, Grand B, 8:30 AM
- 137 Applying For and Getting Grants: Successful Grantees, Grand D, 9:00 AM
- 146 Program Evaluation: A Growing Interest in Evidence-Based Decision Making, 401-403, 10:30 AM
- 150 Posters 18-28, Franklin Hall, 10:30 AM
- 164 The Role of Theory in Industrial-Organizational Psychology Research and Practice, 302-304, 12:00 PM
- 187 Invalid Responding in the Survey Process: Detection, Deterrence, and Understanding, 309-310, 1:30 PM
- 201 Alliance Special Session: Ethics and Malpractice in I-O Research: Problems, Solutions and Prospects, Independence Ballroom, 1:30 PM
- 202 Beyond Mining: Harnessing the Power of Text Data, Liberty AB, 1:30 PM
- 208 Methods, Madness, and Truth: Tensions Among Publishing, Theory, and Replication, 404, 3:30 PM
- 224 101 Things About Big Data You're Afraid to Ask, Liberty C, 3:30 PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 118 Talent Acquisition Transformation: Lessons Learned and How I-O Adds Value, Grand J, 8:00 AM
- 129 The Aging Workforce: Research Desperately Needed!, Grand L, 8:30 AM
- 131 From Desert to Desk: How I-O Can Improve Veteran Transitions, 401-403, 9:00 AM
- 140 Big Data in I-O Psychology: Definitions, Applications, and Practical Considerations, Independence Ballroom, 9:00 AM
- 168 Using Big Data for Employment Decisions, 404, 12:00 PM
- 173 Applicant Reactions to Selection Procedures: New Developments and Prospects, Grand A, 12:00 PM
- 192 Posters 1-28, Franklin Hall, 1:30 PM
- 210 Future of Assessment: Reactions to Innovative Formats and Delivery Modes, Franklin 08, 3:30 PM
- 226 Strategic Selection: Mind the Gap, Franklin 08, 4:30 PM
- 237 Skynet's Emergence: Can Computers Score Essays as Well as Raters?, Grand B, 5:00 PM

Strategic HR/Utility/Changing Role of HR

- 115 Developing Human Resources Standards: Tools for Organizational Effectiveness, Grand C, 8:00 AM
- 136 Dist. Early Career Contributions-Practice Award: Moving the Needle of I-O Relevance: Lessons From Practice, Grand C, 9:00 AM
- 153 So You Think You Can Practice I-O Psychology?, Grand C, 10:30 AM
- 160 Building a Workforce Analytics Function: Blazing a Trail to Success, Liberty AB, 10:30 AM
- 175 Emerging Talent Management Practices: Connecting HR Trends to I-O Research, Grand C, 12:00 PM
- 195 Data Science in Human Capital Research and Analytics, Grand C, 1:30 PM
- 216 Worlds Colliding: How I-Os and IT Professionals Can Work Together, Grand C, 3:30 PM
- 228 Anti-Talent Management: Radical Solutions for Changing Times, Grand C, 4:30 PM

Teaching I-O/Student Affiliate Issues/Prof. Development

- 182 Creating Scientist-Practitioners: I-O Programs Leveraging Corporate Advisory Boards, Liberty C, 12:00 PM
- 197 An Insider's Guide to Preparing for an Applied Career, Grand I, 1:30 PM
- 204 Bridging and Cross-Collaboration Between Master's and Doctoral I-O Programs, 302-304, 3:30 PM
- 213 Poster 12, Franklin Hall, 3:30 PM
- 218 What New Practitioners Wish They'd Learned in Graduate School, Grand I, 3:30 PM
- 244 Using Teaching Technology in the I-O Classroom, Liberty C, 5:00 PM

Technology (e.g., Gamification, Social Media, Simulations)

- 121 Selection in the Digital Age: Social Media's Challenges and Opportunities, Liberty C, 8:00 AM
- 132 Cutting Edge Technology: Disrupting the Scientist-Practitioner Model?, 407-409, 9:00 AM
- 150 Posters 29-30, 10:30 AM
- 176 A Look Under the Hood of Media-Rich Recruitment Tools, Grand D, 12:00 PM
- 186 Putting the "E" in Efficacy: Understanding Technology-Related Efficacy Judgments, 305-306, 1:30 PM
- 192 Poster 29, Franklin Hall, 1:30 PM
- 207 Integrating Assessments and Talent Management Systems: Evolving the Discussion, 401-403, 3:30 PM
- 213 Posters 13-15, Franklin Hall, 3:30 PM
- 242 Invited Session: Future of HR From the Perspective of Technology Startups, Independence Ballroom, 5:00 PM

Testing/Assessment (e.g., Selection Methods; Validation; Predictors)

- 148 Critical Discussions Regarding Mobile Assessments: Can You Hear Us Now?, 407-409, 10:30 AM

- 158 Novel Research and Advances in Biodata, Grand L, 10:30 AM
- 170 Investigating Validities of Several Faking Measures Within Selection Contexts, Franklin 08, 12:00 PM
- 185 High-Fidelity Simulations: Refining Leader Assessment and Leadership Development, 302-304, 1:30 PM
- 199 All Over the Map: Conducting Validation Research on Dispersed Populations, Grand K, 1:30 PM
- 205 Synthetic Validity: Further Evidence of Its Accuracy and Application, 305-306, 3:30 PM
- 206 Toward a Deeper Understanding of Applicant Faking, 309-310, 3:30 PM
- 223 Assessment Center Redux: There's No "One Best Way", Liberty AB, 3:30 PM
- 231 Research on Noncognitive Predictors: The Military Context, 309-310, 5:00 PM
- 232 Innovative Strategies for Minimizing Adverse Impact, 401-403, 5:00 PM
- 233 One Size Does Not Fit All: Strategies for Setting Cutoffs, 407-409, 5:00 PM
- 239 Dist. Early Career Contributions-Practice Award: Selection and Assessment: Use-Inspired Research and Science-Based Practice, Grand J, 5:00 PM

Training

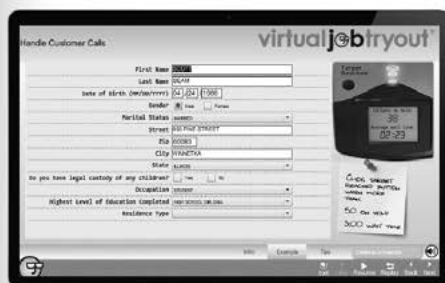
- 154 Integrating Technology and Training: New Developments and Frontiers, Grand D, 10:30 AM
- 213 Posters 16-23, Franklin Hall, 3:30 PM

Work and Family/Nonwork Life/Leisure

- 138 Virtual Employees and Work-Life Balance, Grand I, 9:00 AM
- 163 And Baby Makes...? Global Best Practice in Family Leave, Grand I, 11:30 AM

virtualjobtryout®

Simulations for pre-employment testing



Engage



Educate



Evaluate

Enterprise solutions and suites of proven products

SHAKER

Bringing Science to Talent

Contact Us to Request a Demonstration

info@shakercg.com • 888.485.7633 • shakercg.com

|HR| Indicates HR Practitioner Track: session particularly relevant to HR Practitioners

110. Panel Discussion: 8:00 AM-8:50 AM 309-310

Economic Insecurity: A Discussion

Economic insecurity refers to situations where people are at risk for having insufficient money to meet basic financial needs. This panel discussion brings audience members up to date on the state of science and practice regarding economic insecurity and may spur interest in studying economic insecurity.

Mindy E. Bergman, Texas A&M University, **Chair**

Janet L. Barnes-Farrell, University of Connecticut, **Panelist**

Tahira M. Probst, Washington State University Vancouver, **Panelist**

Lindsay E. Sears, Healthways, **Panelist**

Robert R. Sinclair, Clemson University, **Panelist**

Submitted by Mindy Bergman, mindybergman@tamu.edu

111. Symposium/Forum: 8:00 AM-8:50 AM 401-403

Reconsidering the Subordinate's Perspective in Abusive Supervision

The assessment of abusive supervision in the workplace typically relies on reports from the target subordinate's perspective. This symposium addresses how individual differences in subordinates' threat sensitivity contribute to subjective interpretations of abusive supervision, and how their perceptions could perpetuate further mistreatment among coworkers.

Sarah F. Bailey, Northern Illinois University, **Co-Chair**

Alecia M. Santuzzi, Northern Illinois University, **Co-Chair**

Sarah F. Bailey, Northern Illinois University, Christopher J. Budnick, Northern Illinois University, Alecia M. Santuzzi, Northern Illinois University, **Paranoid**

Social Cognition as an Explanation for Abusive Supervision Perceptions

Paul Harvey, University of New Hampshire, Frank C. Butler, University of Tennessee-Chattanooga, **Measuring the Propensity to Perceive Abusive Supervision**

Katrina A. Graham, Drexel University, Mary Mawritz, Drexel University, Rebecca L. Greenbaum, Oklahoma State University, **Assigning Blame and Restoring Justice: Employee Reactions to Vicarious Abuse**

Seth A. Kaplan, George Mason University, **Discussant**

Submitted by Sarah Bailey, sbaily1@niu.edu

112. Symposium/Forum: 8:00 AM-8:50 AM 407-409

Exploring Deviant Responses to Religious Diversity: Stereotypes, Discrimination, and Intolerance

Although religion is a protected class under Title VII of the CRA, it has received scant attention in organizational science and diversity management literature. As more and more persons embrace their religious identities, greater understanding of the deviance responses to and implications of religious diversity in the workplace is needed.

C. Douglas Johnson, Georgia Gwinnett College, **Chair**

Martine C. Maculaitis, Baruch College, City University of New York, Jolie M.B. Terrazas, City University of New York (CUNY), Karen S. Lyness, Baruch College & Graduate Center, CUNY, Christine R. Smith, Baruch College & Graduate Center, CUNY, Michael K. Judiesch, Manhattan College, Joshua C. Rutter, CUNY Baruch, Hilal E. Erkovan, Baruch College, City University of New York, **Religious and Nonreligious Group Stereotypes: Workforce Diversity Implications**

Curtis M. Boykin, University of California, Berkeley, Arthur Aron, Stony Brook University, Shelly Zhou, University of Toronto, Stephen C. Wright, Simon Fraser University, Stephen Spector, Stony Brook University, Christine R. Smith, Baruch College & The Graduate Center, CUNY, **Reducing Religious Discrimination at Work: An Intergroup Contact Theory Approach**

Karen S. Lyness, Baruch College & Graduate Center, CUNY, Hilal E. Erkovan, Baruch College, City University of New York, Michael K. Judiesch, Manhattan College, **Religious Intolerance Among Workers: A Cross-National, Multilevel Investigation**

James E. King, The University of Alabama, **Discussant**

Submitted by C. Douglas Johnson, cjohnson@ggc.edu

113. Symposium/Forum: 8:00 AM-8:50 AM Franklin 08

That's Wicked! A Multifaceted Examination of Complex Problem Solving

Complex problems have vast interdependencies and understanding

the nature of the relationships among variables is the crux of problem solving. This session offers a holistic examination of complex problem solving in order to better identify, measure, employ strategies, and instill complex problem solving in organizations.

Heather Wolters, Central Michigan University, **Chair**

Ryan Hinds, ICF International, **Foundational Competencies for Complex Problem Solving: A Literature Based Model**

William S. Weyhrauch, Consortium Research Fellows Program, Kimberly Metcalf, U.S. Army Research Institute, **Challenges in the Assessment of Complex Problem Solving**

Beth Crandall, Applied Research Associates, Anna Grome, Wright State University, Kimberly Metcalf, U.S. Army Research Institute, **Strategies for Enhancing Complex Problem Solving in Teams and Organizations**

Anna Grome, Wright State University, Beth Crandall, Applied Research Associates, Heather Wolters, Central Michigan University, **Barriers to Complex Problem Solving in the Army**

Submitted by Heather Wolters, heather.wolters@us.army.mil

114. Panel Discussion: 8:00 AM-8:50 AM Grand A

Leveraging Engagement and Development Data in Talent Management

Although employee engagement and development are understood to be related to important organizational outcomes, less attention has been paid to leveraging these relationships in talent management programs. In this session, a diverse panel will explore practical approaches to leveraging these relationships and making statistically significant findings meaningful to stakeholders.

Susan W. Stang, PSI Services LLC, **Chair**

Christine Fernandez, Starwood Hotels Worldwide, **Panelist**

Leah R. Groehler, viaPeople, **Panelist**

Submitted by Susan Stang, SStang@psionline.com

115. Panel Discussion: 8:00 AM-8:50 AM **|HR|** Grand C

Developing Human Resources Standards: Tools for Organizational Effectiveness

SHRM's standards developing efforts are influenced, in part, by the works of industry thought leader Wayne F. Cascio, PhD. During this session, participants will learn about the exciting progress made and how HR standards that are shaping the way organizations meet the challenges of the workplace.

Alexander Alonso, Society for Human Resource Management, **Chair**

Denise Bailey Clark, SHRM, **Panelist**

Wayne F. Cascio, University of Colorado Denver, **Panelist**

Submitted by Deb Cohen, dcohen@shrm.org

116. Alternative Session Type: 8:00 AM-8:50 AM Grand D

Applying for and Getting Grants-Granting Agencies

This session will help SIOP members become familiar with grants. The session includes agency representatives from ARI, NASA, NIH, and NSF talking about applications and strategies for increased likelihood of funding.

Andrea Sinclair, HumRRO, **Chair**

Gerald F. Goodwin, U.S. Army Research Institute, **Presenter**

Lauren Leveton, NASA, **Presenter**

Wendy Nilsen, NIH, **Presenter**

Mo Wang, University of Florida, **Presenter**

Submitted by David Costanza, dcostanz@gwu.edu

117. Roundtable Discussion/Conversation Hr: 8:00 AM-8:50 AM Grand I

Generational Challenges and Innovation in Career and Leadership Development Programs

The objective of this session is to gather interested I-O colleagues to discuss best practices, lessons learned, and current challenges with developing and implementing career and leadership development programs that capitalize on generational perspectives. Baby Boomers,

Generation Xers, and Millennials are encouraged to share and discuss their experiences.

Walter B. Porr, Federal Management Partners, **Host**
 Gonzalo Ferro, PDRI a CEB Company, **Host**
 Patricia E. Grabarek, Infor Talent Science, **Host**
 Cary Kemp Larson, National Science Foundation, **Host**
 Submitted by Walter Porr, bporr@fmpconsulting.com

118. Panel Discussion: 8:00 AM-8:50 AM

Grand J

Talent Acquisition Transformation: Lessons Learned and How I-O Adds Value

Insights from a global survey of 2,532 business and HR leaders from 94 countries will highlight learnings and challenges with talent acquisition transformation. First-hand experiences from 3 different organizations will focus on the role and value of I-O professionals in talent acquisition transformations and steps taken to overcome potential obstacles.

Gary Johnsen, Deloitte, **Chair**
 Trent J. Burner, Wal-Mart Stores, Inc., **Panelist**
 Linda S. Simon, DIRECTV, **Panelist**
 Michael J. Hudy, SHAKER, **Panelist**
 Submitted by Mike Hudy, mike.hudy@shakercg.com

119. Debate: 8:00 AM-8:50 AM

Independence Ballroom

Big Data and Identified Employee Surveys: Ethical Issues and Actions

Industrial-organizational psychologists are stewards for ensuring professionalism and ethical conduct regarding using Big Data. Privacy, ethical, and legal issues all may arise when identified (nonanonymous) surveys are conducted and included in Big Data analytics. This session builds on previous sessions to address ethical issues and guidelines for I-Os.

Sara P. Weiner, IBM, **Moderator**
 Andrew Biga, JetBlue Airways, **Presenter**
 Richard A. Guzzo, Mercer, **Presenter**
 Ralf Kloeckner, Google, **Presenter**
 Peter J. Rutigliano, Sirota Consulting, **Presenter**
 Lise M. Saari, NYU/Baruch, **Presenter**
 Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, **Presenter**
 Submitted by Sara Weiner, sweiner@us.ibm.com

120. Panel Discussion: 8:00 AM-8:50 AM

Liberty AB

Real Teams, Real Challenges, Real Solutions

This moderated panel of experienced I-O psychologists from 3 large, well-known organizations will discuss the types of teams they work with, the challenges those teams face, and the ways their organizations attempt to boost team effectiveness, uncovering ideas for practitioners and surfacing future research needs.

Scott I. Tannenbaum, Group for Organizational Effectiveness, **Chair**
 Paul K. F. Chan, Intel Corporation, **Panelist**
 Arlene P. Green, Frito-Lay, Inc., **Panelist**
 William B. Vessey, EASI/Wyle, NASA Johnson Space Center, **Panelist**
 Submitted by Scott Tannenbaum, scott.tannenbaum@groupoe.com

121. Panel Discussion: 8:00 AM-8:50 AM

Liberty C

Selection in the Digital Age: Social Media's Challenges and Opportunities

This session discusses the increasing integration of social media into recruitment and selection practices. It addresses professional sites such as LinkedIn, as well as personal sites such as Facebook and Twitter. Legal and ethical issues, branding, and social media's proper and improper usage will be discussed.

Maura J. Mills, Hofstra University, **Chair**
 Christopher Salute, Mercy College, **Co-Chair**
 Nicolas Roulin, University of Manitoba, **Panelist**
 Comila Shahani-Denning, Hofstra University, **Panelist**
 Michael J. Zickar, Bowling Green State University, **Panelist**

Julie S. Zide, Hofstra University, **Panelist**

Submitted by Maura Mills, Maura.Mills@hofstra.edu

122. Panel Discussion: 8:30 AM-9:50 AM 302-304

A Call to Action (or Arms) in Job/Work Analysis

This interactive session will raise, discuss, and provide practical advice on necessary steps for moving the domain of job/work analysis forward. The members of the panel bring wide arrays of expertise of opinions regarding the domain. Audience members are encouraged to participate through questions, comments, and recommendations.

Steven R. Toaddy, Louisiana Tech University, **Chair**
 Robert J. Harvey, Virginia Tech, **Panelist**
 Anna M. Kurtz, NCSU, **Panelist**
 Edward L. Levine, University of South Florida, **Panelist**
 Juan I. Sanchez, Florida International University, **Panelist**
 Submitted by Steven Toaddy, steven.toaddy@gmail.com

123. Panel Discussion: 8:30 AM-9:50 AM 305-306

Developing Business Competency as an Early Career Practitioner

Recent debates within SIOP argue the degree to which students are sufficiently prepared to make an impact early in their careers. This panel discussion, facilitated by seasoned practitioners, aims to provide actionable solutions to overcome the most common gaps in practitioner training.

Scott Boyd, Best Buy Co., Inc., **Chair**
 Melanie Coleman, Walmart, **Panelist**
 Deanna M. Haney, Nordstrom, **Panelist**
 A. James Illingworth, APTMetrics, Inc., **Panelist**
 Anne-Sophie Deprez-Sims, APTMetrics, Inc., **Panelist**
 Amanda H. Woller, Community Health Systems, **Panelist**
 Submitted by Scott Boyd, scott.boyd@bestbuy.com

124. Community of Interest: 8:30 AM-9:50 AM 404

ROI of Leadership and Executive Coaching Programs

David B. Peterson, Google, **Host**
 Robin R. Cohen, Johnson & Johnson, **Host**
 Christine E. Corbet, Right Management, **Coordinator**

125. Friday Seminars: 8:30 AM-11:30 AM 3 CE Credits Franklin 09

Statistical and Methodological Procedures for Meta-Analysis

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. In this seminar, the historical background around the development of meta-analysis and basic statistical procedures of meta-analysis is discussed. Then, how to conduct a meta-analysis using Schmidt-Hunter methods and how to report and interpret meta-analytic results will be discussed. Finally, some important publication bias methods are discussed.

In-Sue Oh, Temple University, **Presenter**
 Christopher M. Berry, Indiana University, **Presenter**
 Songqi Liu, Pennsylvania State University, **Coordinator**
 Submitted by Songqi Liu, sul45@psu.edu

126. Friday Seminars: 8:30 AM-11:30 AM 3 CE Credits Franklin 10

The Science of Diversity at Work

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Never before have people from so many different ethnic, religious, gender, sexual orientation, and age groups worked together in organizations. This dramatic demographic reality creates a critical need for overcoming challenges that arise in workplace interactions. This interactive session offers emerging evidence that identifies and addresses such challenges.

Eden B. King, George Mason University, **Presenter**
 Michelle (Mikki) Hebl, Rice University, **Presenter**
 Adrienne R. Carter-Sowell, Texas A & M University, **Coordinator**
 Submitted by Adrienne Carter-Sowell, acsowell@tamu.edu

127. Symposium/Forum: 8:30 AM-9:50 AM**Grand B****Data Cleansing Time! Insufficient Effort Responding in Concurrent Validation Studies**

Due to motivational difference between incumbents and applicants, insufficient effort responding (IER; i.e., careless or random responding) is a concern in concurrent validation studies. This symposium presents emerging research on IER in concurrent validation data, covering both detection of IER and the potential impact of IER on validity inference.

Jason L. Huang, Wayne State University, **Chair**

Caitlin E. Blackmore, Wright State University, Kelly A. Camus, Wright State University, Nathan A. Bowling, Wright State University, Gary N. Burns, Wright State University,

Proceed With Care! Effects of Incentives on Insufficient Effort Responding

Kevin T. Wynne, Development Dimensions International, Zachary Frago, Wayne State University, Jing Jin, Development Dimensions International (DDI), Donald E. Lustenberger, Development Dimensions International (DDI), **Detection of Insufficient Effort Responding in Concurrent Validation Studies**

Reed J. Bramble, Wayne State University, Jason L. Huang, Wayne State University, Mei-Chuan Kung, Select International, Inc., Luye Chang, Select International, Inc., Ted B. Kinney, Select International, Inc., **Insufficient Effort Responding in Validation Data and Its Performance Correlates**

Jason L. Huang, Wayne State University, Jeff Foster, Hogan Assessment Systems, **Insufficient Effort Responding: A Source of Bias in Concurrent Validation**

Donald H. Kluemper, University of Illinois at Chicago, **Discussant**

Submitted by Jason Huang, jasonhuang@wayne.edu

128. Symposium/Forum: 8:30 AM-9:50 AM**Grand K****Multilevel Models of Learning and Motivation**

Employees' learning and motivation have typically been considered as products of person by environment interactions: $B = f(P, E)$. However, empirical research rarely employs multilevel model to test such relationships. Four papers that embrace a multilevel perspective and model person by situation interactions related to individuals' learning or motivation are featured.

John E. Mathieu, University of Connecticut, **Chair**

Semin Park, University of Connecticut, **Co-Chair**

Stanley M. Gully, Pennsylvania State University, Jean Phillips, Pennsylvania State University, **Individual Self-Regulatory Processes in a Multilevel Context**

Semin Park, University of Connecticut, Nicole L. Larson, University of Calgary, Genevieve C. Hoffart, University of Calgary, Amanda K. Deacon, University of Calgary, Thomas A. O'Neill, University of Calgary, **Motivating Individuals in Teams: Cross-Level Influence of Relationship Conflict**

Hayden Woodley, University of Western Ontario, Natalie J. Allen, University of Western Ontario, **Efficacy for Innovation in Work Teams: Does Referent Matter?**

Mikhail A. Wolfson, University of Connecticut, John E. Mathieu, University of Connecticut, Travis Maynard, Colorado State University, **Antecedents and Contextual Effects on Field-Based Learning and Performance**

Richard P. DeShon, Michigan State University, **Discussant**

Submitted by Semin Park, semin.park@business.uconn.edu

129. Symposium/Forum: 8:30 AM-9:50 AM**Grand L****The Aging Workforce: Research Desperately Needed!**

It is a fact that the workforce is aging. Organizations that effectively address this issue may gain a competitive advantage, but there is little empirical research to guide decision makers. This symposium highlights critical research gaps, summarizes available empirical evidence, and describes the SHRM Foundation's aging workforce initiative.

Cheryl J. Paullin, HumRRO, **Chair**

Jerry W. Hedge, RTI International, **Training and Development Research With Mid-and Late-Career Workers**

Cheryl J. Paullin, HumRRO, **Best Practices for Retaining Older Workers: What Do We Know?**

Michael A. McDaniel, Virginia Commonwealth University, **Job Performance of Older Workers: Research Needed**

Mark J. Schmit, SHRM Foundation, **SHRM Foundation Research Initiative on Aging Workforce**

Submitted by Cheryl Paullin, cpaulin@humro.org

130. Symposium/Forum: 9:00 AM-9:50 AM**309-310****New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness**

Research on leadership in a global context often focuses on describing implicit theories of leadership across cultural regions. This symposium examines new perspectives on implicit theories of leadership by extending established theories with new analyses, using cross-cultural data to explore leader effectiveness, and describing new developments in leader-culture fit.

Stephen H. Wagner, Governors State University, **Chair**

Nathalie Castano, NASA, Mary Sully de Luque, Thunderbird School of Global Management, Enrique Ogilastri, University in Alajuela, **Insights Into Cultural Complexities With Implicit Leadership in Latin America**

Stephen H. Wagner, Governors State University, Guangrong Dai, Korn Ferry, **Leadership Competencies in a Global Context: Native Versus Expatriate Managers**

Catherine R. Bush, Northwood University, **Universality of Initiating Structure, Consideration, and Transformational Leadership Behaviors**

Gary N. Burns, Wright State University, Levi R. Nieminen, Denison Consulting, Lindsey M. Kotrba, Denison Consulting, **Integrating Leader-Culture Fit With Implicit Leadership Theories of Global Leadership**

Terry A. Beehr, Central Michigan University, **Discussant**

Submitted by Stephen Wagner, swagner2@govst.edu

131. Panel Discussion: 9:00 AM-9:50 AM**401-403****From Desert to Desk: How I-O Can Improve Veteran Transitions**

As U.S. veterans return from combat deployments many look to gain civilian employment. Most organizations perceive benefit in hiring veterans, but lack of knowledge on veterans and wartime injuries present barriers to establishing appropriate practices for an inclusionary environment. Practitioners will discuss strategies and resources for hiring and retaining veterans.

Holly S. Payne, CEB, **Chair**

Rose A. Mueller-Hanson, PDRI, a CEB Company, **Panelist**

Julia Bayless, Sodexo, Inc., **Panelist**

Ryan S. O'Leary, PDRI, a CEB Company, **Panelist**

Ben Porr, Federal Management Partners, Inc., **Panelist**

Submitted by Holly Payne, holly.payne@shl.com

132. Alternative Session Type: 9:00 AM-9:50 AM**407-409****Cutting-Edge Technology: Disrupting the Scientist-Practitioner Model?**

Although technology is driving rapid change in HR practices, research seems unable to keep pace. This IGNITE session highlights 7 technologies that are creating research-practice gaps. Presenters will identify key gaps and discuss research agendas that will lead to a more unified understanding of each area's impact on the workplace.

Charles A. Handler, Rocket-Hire LLC, **Chair**

Tiffany R. Poeppelman, Consultant, **Co-Chair**

Shawn Bergman, Appalachian State University, **Presenter**

Ben Hawkes, IBM, **Presenter**

Van M. Latham, PathPoint Consulting, **Presenter**

Neil Morelli, Logi-Serve LLC, **Presenter**

Rich Roberts, Center for Innovative Assessments, **Presenter**

Tara S. Behrend, George Washington University, **Presenter**

Submitted by Charles Handler, Chandler@rocket-hire.com

133. Panel Discussion: 9:00 AM-9:50 AM**Franklin 08****Formal Performance Reviews: To Embrace or to Abandon?**

Some organizations are abandoning their formal performance reviews and focusing on ongoing performance feedback and coaching from managers. Others are building more formal systems with quantitative individual goals, targets, and evaluations. This session examines the pros and cons of moving in either direction.

Brian S. Morgan, Metrus Group, **Chair**

Lynn Allen, Honeywell, **Panelist**

Allan Weisberg, Metrus Group, Inc., **Panelist**

Carl R. Persing, Metrus Group, **Panelist**

Submitted by Brian Morgan, briansmorgan@comcast.net

134. Poster Session: 9:00 AM-9:50 AM

Franklin Hall

Occupational Health/Safety/Stress & Strain/Aging

134-1 Relationships Matter: Reducing Truck Driver Turnover and Job-Induced Tension

This study hypothesized that dispatcher responsiveness would be negatively related to truck driver turnover and job-induced tension. Further, these relationships would be moderated by perceived organizational support (POS). Findings indicate, in a sample of 166 drivers, that dispatcher responsive behavior was related to lower turnover and job-induced tension.

Layla R. Mansfield, Portland State University

Talya N. Bauer, Portland State University

Donald M. Truxillo, Portland State University

Berrin Erdogan, Portland State University

Ryan Olson, Oregon Health & Science Univ

Submitted by Layla Mansfield, laylam@pdx.edu

134-2 Effects of Unit Personality and Climate on Unit Turnover Intentions

Applying Hobfoll's (2011) notion of resource caravan pathways, This poster proposed and tested among military units a conditional, indirect process model in which: (a) unit-level hostile work environment yields unit-level turnover intentions through unit-level emotional exhaustion; and (b) unit-level resources in the forms of cohesion and Conscientiousness jointly moderated the effects.

Sophie Romy, University of Houston

L. A. Witt, University of Houston

Lars U. Johnson, University of Houston

Amanda L. Palmer, University of Houston

Olivia Childers, University of Houston

Zach Roberts, University of Houston

Allison Boyes, University of Houston

Tiffany M. Bisbey, University of Houston

Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)

Loring J. Crepeau, Defense Equal Opportunity Management Institute (DEOMI)

Kori Callison, University of Alaska-Anchorage

Lawrence Roth, St. Cloud State University

Submitted by L. Witt, witt@uh.edu

134-3 Conscientiousness, Safety Performance, and the Moderating Role of Safety Climate

This poster examined the moderating effect of safety climate on the relationship between Conscientiousness (at the factor and facet level) and safety performance. Findings indicate significant moderation on the relationships involving factor level conscientiousness ($\Delta R^2 = 0.01$), facet level achievement ($\Delta R^2 = 0.02$), and facet level orderliness ($\Delta R^2 = 0.03$).

Stephanie A. Andel, University of South Florida

Paul E. Spector, University of South Florida

Submitted by Stephanie Andel, sandel@mail.usf.edu

134-4 When Disaster Almost Strikes: Maximizing Individual Learning From Near Misses

This study explored learning from near misses. Analyses of 247 reports from the National Firefighter Near Miss Reporting System indicated relationships among systems-, self-, and success-oriented thinking; event characteristics; context; and learning from near misses. The positive relationship between systems-oriented thinking and learning was stronger for experts.

Benjamin E. Baran, Northern Kentucky University

Tammy Beck, University of Nebraska-Lincoln

Alison L. Antes, Washington University in St. Louis

Submitted by Benjamin Baran, ben@benbaran.com

134-5 An Integrated Model of Workplace Safety: Synthesizing Theory and Research

This paper's purpose was to combine divergent workplace safety theories

into an integrated safety model (ISM) and then evaluate the extent to which current theoretical expectations are empirically supported. This poster compared the ISM to extant research to both highlight knowledge gaps and recommends new theoretical approaches for explaining workplace safety.

Jeremy M. Beus, Louisiana State University

Mallory A. McCord, University of Central Florida

Dov M. Zohar, Technion Inst of Tech Israel/Inst for Work & Hlth

Submitted by Jeremy Beus, jbeus@lsu.edu

134-6 Effects of Prosocial Knowledge on Physicians' Job Satisfaction and Strain

This poster investigated the role of prosocial knowledge for job satisfaction and strain. Data from 144 physicians revealed that higher prosocial knowledge was associated with higher job satisfaction and lower strain. Furthermore, overtime moderated the effect on strain: Prosocial knowledge was no longer beneficial when physicians worked too many extra hours.

Michael J. Burtscher, University of Zurich

Claudia Harzer, University of Kassel

Stephan J. Motowidlo, Rice University

Submitted by Michael Burtscher, m.burtscher@psychologie.uzh.ch

134-7 Dual Effects of Organizational Identification on Job and Life Satisfaction

This study tested a model in which organizational identification had both positive and negative effects on job and life satisfaction, with work-to-family conflict as a mediator of the negative effects of organizational identification. Participants were 545 teachers in China. Results based on structural equation modeling largely supported our proposition.

Yongxin Li, Henan University

Ning Hou, Auburn University

Lu Zheng, Auburn University

Jinyan Fan, Auburn University

Shenran Zhao, Henan University

Submitted by Ning Hou, nzh0008@auburn.edu

134-8 The Impact of Safety Climate Beyond Traditional Safety Outcomes

Little attention has been paid to the outcomes of safety climate beyond traditional safety outcomes. This study examined how truck drivers' safety climate perceptions at both the group and organization levels uniquely relate to employee perceived job satisfaction and 2 human resource outcomes, employee engagement and objective turnover rate.

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Jin Lee, University of Connecticut

Anna C. McFadden, Clemson University

Lauren A. Murphy, Harvard University/Liberty Mutual Research Institute for Safety

Michelle M. Robertson, Liberty Mutual Research Institute for Safety

Dov M. Zohar, Technion Institute of Tech Israel/Institute for Work & Health

Janelle H. Cheung, Clemson University

Submitted by Yueng-Hsiang Huang, yueng-hsiang.huang@Libertymutual.com

134-9 Moderating Effects of Individual Differences Between Daily Commute and Burnout

This study was designed in order to investigate how the daily commute impacts employee burnout as well as to examine how personality and dispositional traits may moderate said relationship. Participants were recruited for a 2-time point study. Results showed that impedance, personality, and disposition did affect the burnout relationship.

Michael T. Sliter, Indiana University-Purdue University Indianapolis

Elizabeth M. Boyd, Kennesaw State University

Morgan D. Jones, Indiana University-Purdue University Indianapolis

Submitted by Morgan Jones, morgandakotajones@gmail.com

134-10 Safety Climate: A Multilevel Moderated Mediation Model

This poster examined the role of safety climate using a sample of 594 employees working in 160 groups within 55 different manufacturing organizations. The results of a multilevel moderated mediation model indicated that safety climate influences accidents via safety motivation and safety compliance. In addition, workload moderated the safety climate-safety motivation relationship.

Stacey R. Kessler, Montclair State University
 Lorenzo Lucianetti, University of Chieti and Pescara
 Shani Pindek, University of South Florida
 Paul E. Spector, University of South Florida

Submitted by Stacey Kessler, kessler@mail.montclair.edu

134-11 Microbreak Activities at Work to Recover From Work Demands

This research examined employees' microbreak activities at work. For 10 working days, 86 South Korean employees indicated their engagement in microbreak activity and how this influences the relationship between work demands and negative affect at work. Relaxing and social activities buffered the effect of work demands on negative affect.

Sooyeol Kim, Kansas State University
 Youngah Park, Kansas State University
 Qikun Niu, George Mason University

Submitted by Sooyeol Kim, sooyeolkim@gmail.com

134-12 Psychological Health Climate and BMI: A Conditional Indirect Effect Model

This research addressed the relationship between organizational climate for health and body-mass index. Using a survey of over 1,500 individuals our hypotheses were supported. The relationship between individuals work climate and body-mass index was mediated by healthy behaviors and the relationship between climate and healthy behaviors was moderated by self-regulation.

Alec H. Munc, Clemson University
 Robert R. Sinclair, Clemson University
 Deanna K. Burns, Clemson University
 Janelle H. Cheung, Clemson University

Submitted by Alec Munc, alec123707@gmail.com

134-13 Compete or not Compete: An Examination of Competition and Burnout

This research hypothesized that competitive climate positively relates to emotional exhaustion and that this relationship is mediated by distributive justice. Also hypothesized was that individual self-concept moderates the relationship between competitive climate and distributive justice. Results of the study showed support for all hypotheses. Last, implications are discussed.

Tunji Oki, University of Houston
 Zach Roberts, University of Houston
 Bobbie A. Dirr, University of Houston
 Lisa M. Penney, University of Houston

Submitted by Tunji Oki, tunjioki@gmail.com

134-14 Profiling Burnout: Implications for Researchers and Practitioners

Burnout is typically assessed using the Maslach Burnout Inventory, which categorizes respondents as more or less burned out. An alternative, profiling, was used that clusters responses by dimension and frequency. Employee workplace perceptions, patient experiences of services, and qualitative themes of employee comments related to specific burnout profiles are presented.

Amy L. Luthanen, VHA National Center for Organization Development
 Jan Beckstrand, VHA National Center for Organization Development
 Nancy Yanchus, University of Georgia
 Katherine Osatuke, Miami University

Submitted by Katherine Osatuke, Katherine.Osatuke@va.gov

134-15 Effects of Momentary Experiences on the Development of At-Work Fatigue

This study examined whether short-term distress and eustress reactions during the work day influenced changes in fatigue at work. Negative experiences (stress and pain) predicted steeper increases in the development of fatigue at work. Happiness and meaningfulness demonstrated main effects on changes in fatigue at work.

Kelsey N. Parker, University of Tulsa
 Jennifer M. Ragsdale, University of Tulsa

Submitted by Kelsey Parker, kelsey-parker@utulsa.edu

134-16 Running on Empty? Daily-Diary Examinations of Job Demands and Energy

This poster examined the daily effects of job demands on work-family conflict and psychological well-being on a sample of teachers over 6 days. Emotional, mental, and physical energy were tested as competing mediators within a multilevel framework. Energy mediated the effect of job demands on psychological well-being and work family conflict.

Jenna C. Shapiro, University of Connecticut
 Russell A. Matthews, Bowling Green State University

Submitted by Kelsey-Jo Ritter, kelseyjo.ritter@gmail.com

134-17 Self-Control Demands Explain Effects of Job Demands on Ego Depletion

Our experience sampling study with 97 eldercare workers (721 measurement occasions) shows that self-control demands (e.g., Diestel & Schmidt, 2011) can explain effects of job demands (workload, planning and decision-making demands, emotional dissonance) on ego-depletion. Further, job control mitigates the indirect effect of workload on ego-depletion.

Roman Prem, University of Vienna
 Bettina Kubicek, University of Vienna
 Christian Korunka, University of Vienna

Submitted by Tabea Scheel, tabea.scheel@univie.ac.at

134-18 The Mediating Role of Appraisal in the Case of Work Intensification

This 2-wave study ($N = 255$) shows that cognitive appraisal mediates the relationship between work intensification and emotional exhaustion and job satisfaction, respectively. Results of the cross-sectional study ($N = 932$) support these findings and additionally reveal that a participative climate buffers negative effects of work intensification on its appraisal.

Matea Paškvan, University of Vienna
 Bettina Kubicek, University of Vienna
 Roman Prem, University of Vienna
 Christian Korunka, University of Vienna

Submitted by Tabea Scheel, tabea.scheel@univie.ac.at

134-19 The Influence of Risk Perception on Safety: A Laboratory Study

Although risk perception is theorized to influence safety behavior, research has been equivocal. This laboratory study used seemingly dangerous tasks to examine nuances of risk perception: conditional versus unconditional on compliance, affective versus cognitive, and specific versus general. Results showed risk perception is related to safety behavior, depending on conceptualization.

William D. Taylor, University of Oklahoma
 Lori Anderson Snyder, University of Oklahoma

Submitted by William Taylor, wtaylor@ou.edu

134-20 Age Differences in the Relationship Between Conscientiousness and OCB

This poster examined whether age moderated the relationship between Conscientiousness and organizational citizenship behavior directed towards individuals (OCBI) and towards the organization (OCBO) in a sample of 376 employees living in the US. As suggested by socioemotional selectivity theory, Conscientiousness was differentially related to OCBI for older and younger workers.

Lale Muazzez Yaldiz, Portland State University
 Donald M. Truxillo, Portland State University
 David Cadiz, Oregon Nurses Foundation
 Eli M. Dapollonia, Pacific University

Submitted by Lale Muazzez Yaldiz, lyaldiz@pdx.edu

134-21 A Preliminary Development and Validation of Safety Performance Scale

The purpose of this study was to develop and validate a new safety performance scale taking into account safety-related helping behaviors towards individuals and the organization. The new scale was pilot-tested and validated in 2 samples and holds potential to contribute to safety research.

Zhenyu Yuan, The University of Iowa
 Michael T. Sliter, Indiana University-Purdue University Indianapolis

Yongjuan Li, Chinese Academy of Sciences

Yaoshan Xu, Chinese Academy of Sciences

Submitted by Zhenyu Yuan, zhenyu-yuan@uiowa.edu

134-22 Parental Job Insecurity, Challenge and Hindrance Appraisals, and Youths' Outcomes

This poster examined youths' challenge and hindrance appraisals of perceived parental job insecurity in a sample of undergraduate students from China. Youths' challenge appraisals of paternal job insecurity were positively related to academic engagement and intrinsic motivation to work. The study highlights the value of examining appraisals in stress research.

Zhenyu Yuan, The University of Iowa

Elizabeth M. Boyd, Kennesaw State University

Michael T. Sliter, Indiana University-Purdue University Indianapolis

Yaqing Sun, China University of Petroleum

Submitted by Zhenyu Yuan, zhenyu-yuan@uiowa.edu

134-23 The Moderating Effects of Mindfulness on the Job Recovery Process

Workers provided ratings on trait mindfulness, recovery experiences, and job recovery (e.g., energy). As expected, observation to sensations, a factor of trait mindfulness, moderated the recovery experiences–job recovery relationships. Specifically, stronger positive recovery experiences–job recovery relationships occur among workers high in observation to sensations.

Jessica Lam, San Francisco State University

Michael Mathieu, San Francisco State University

Kevin J. Eschleman, San Francisco State University

Submitted by Kevin Eschleman, kesch@sfsu.edu

134-24 Type A and Stress, Strain, and Job Satisfaction: A Meta-Analysis

Meta-analysis was used to summarize relations between Type A and stress, strain, and job satisfaction. Two subscales were also examined as potential moderators. Results were indicative of meaningful moderating effects: Impatience-Irritability had strong undesirable associations with all criteria, whereas Achievement Striving related positively to job satisfaction.

Jing Yuan Tian, University of Minnesota-Twin Cities

Michael P. Wilmot, University of Minnesota-Twin Cities

Submitted by Michael Wilmot, wilmo040@umn.edu

135. Symposium/Forum: 9:00 AM-9:50 AM

Grand A

Finding Needles in Haystacks: Being Smarter About Survey Comments

Anyone who has managed a survey program has wrestled with managing open-ended comments. Rather than overemphasizing technological solutions, this session presents research with practical implications to be smarter in generating, evaluating, and distributing the most useful information buried in open-ended comments.

Scott M. Brooks, OrgVitality, **Chair**

Megan L. Huth, Google, Geoffrey C. Ho, Google, Lisa Calfas, Google, **Matching Method and Mission: Extracting Maximum Value From Qualitative Feedback**

Jennifer Sabet, Starwood Hotels & Resorts, **Getting Qualitative Feedback Used: Dispatching Comments to Maximize Action**

Victoria Hendrickson, OrgVitality, Emily L. Hause, Saint Mary's College of California, Scott M. Brooks, OrgVitality, **Employee Survey Comments: "Nudging" for the Most Useful Suggestions**

Submitted by Scott Brooks, scott.brooks@orgvitality.com

136. Special Events: 9:00 AM-9:50 AM

Grand C

Distinguished Early Career Contributions-Practice Award: Moving the Needle of I-O Relevance: Lessons From Practice

Aligning the toolkit of an I-O practitioner to the needs of business takes focus, flexibility, and persistence. This presentation evaluates how a pragmatic approach to leveraging I-O tools have can help practitioners navigate through the changing business needs to keep our practice relevant and in a position to drive performance.

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, **Host**

Richard T. Cober, Marriott International, **Presenter**

Submitted by Rob Silzer, robsilzer@prodigy.net



137. Alternative Session Type: 9:00 AM-9:50 AM

Grand D

Applying for and Getting Grants: Successful Grantees

This session will help SIOP members become familiar with grants. This session includes SIOP members funded by agencies including ARI, NASA, NIH, and NSF talking about identifying opportunities, applying for, and running their grants.

David P. Costanza, The George Washington University, **Chair**

Leslie B. Hammer, Portland State University, **Presenter**

Steve W. J. Kozlowski, Michigan State University, **Presenter**

Lynn R. Offermann, George Washington University, **Presenter**

Submitted by David Costanza, dcostanz@gwu.edu

138. Roundtable Discussion/Conversation Hr: 9:00 AM-9:50 AM

Grand I

Virtual Employees and Work/Life Balance

The primary purpose of this session is to discuss current challenges to understand and improve work/life balance for virtual employees. Relevant research will be examined, including the results of the hosts' study examining work/life balance. Implications for virtual employees and considerations for organizations will be explored.

Joanna Palmer, Baker College & Center for Graduate Studies, **Host**

Donna DiMatteo-Gibson, Lycurgus Group, Inc./Walden University, **Host**

Submitted by Donna DiMatteo-Gibson, ddimatteo30@hotmail.com

139. Symposium/Forum: 9:00 AM-9:50 AM

Grand J

Within and Beyond: Workplace Aggression and Multiple Contexts

Workplace aggression has been shown to predict negative outcomes for organizations. The relationships between workplace aggression and organizational factors and outcomes have been studied at the expense of broader extraorganizational factors. This symposium presents studies that advance this research domain by broadening our consideration of aggression to multiple contexts.

Robert L. Wooderson, Texas A&M University, **Co-Chair**

Lisa A. Marchiondo, Wayne State University, **Co-Chair**

Robert L. Wooderson, Texas A&M University, Kathi N. Miner, Texas A&M University, **Conflict Infiltrating the Workplace: Politically Motivated Incivility and Social Context**

Greg R. Thrasher, Wayne State University, Daniel R. Krenn, Wayne State University, Frank Z. Keehn, Wayne State University, Lisa A. Marchiondo, Wayne State University, **Actors and Victims of Workplace Aggression: Comparative Meta-Analyses**

Caitlin A. Demsky, Portland State University, Leslie B. Hammer, Portland State University, Susan M. McHale, The Pennsylvania State University, Kelly D. Davis, The Pennsylvania State University, Ginger C. Hanson, Portland State University, Lisa F. Berkman, Harvard Center for Population and Development Studies, **Relationships Between Workplace Aggression and Parent-Child Relationships**

Erin Eatough, The City University of New York, Baruch College, Zhiqing E. Zhou, Florida Institute of Technology, Danielle R. Wald, The City University of New York, Baruch College, **Employee-Perpetrated Mistreatment: Links to Abusive Supervision and Illegitimate Tasks**

Submitted by Robert Wooderson, linden.wooderson@gmail.com

140. Panel Discussion: 9:00 AM-9:50 AM

Independence Ballroom

Big Data in I-O Psychology: Definitions, Applications, and Practical Considerations

Recent research involving Big Data primarily focuses on data analysis considerations and techniques. This panel will define Big Data concepts in I-O psychology and discuss their impact on the talent management process. Applied examples will be provided to illustrate the concepts and facilitate a discussion of several practical considerations.

John C. Scott, APTMetrics, Inc., **Chair**

John P. Hausknecht, Cornell University, **Panelist**

John D. Morrison, Independent Consultant, **Panelist**

Michael Lippstreu, APTMetrics, Inc., **Panelist**

Samantha A. Taylor, Novo Nordisk Inc., **Panelist**

Submitted by A. James Illingworth, ajillingworth@aptmetrics.com

141. Debate: 9:00 AM-9:50 AM

Liberty AB

Finding a Place for Mindfulness in the Workplace

Mindfulness is attention to and awareness of the present moment externally and internally. Although the concept of mindfulness is not new, it is relatively new within I-O psychology. This session brings together mindfulness and related experts to debate issues related to the role of I-O in mindfulness research and application.

Kathryn E. Keeton, NASA/ Wyle, **Co-Chair**

Kelley J. Slack, NASA-JSC/Wyle/LZT, **Co-Chair**

Cristina Rubino, California State University, Northridge, **Moderator**

Kathryn M. Bartol, University of Maryland, College Park, **Presenter**

Michelle K. Duffy, University of Minnesota, **Presenter**

Michael Forlenza, DPL Coaching and Consulting/The Potential Project, **Presenter**

Ravi S. Kudesia, Washington University-St. Louis, **Presenter**

Lois E. Tetrick, George Mason University, **Presenter**

Submitted by Kelley Slack, kslack@wylehou.com

142. Special Events: 9:00 AM-9:50 AM

Liberty C

Executive Board Special Session: Improving International Testing Practice With the International Test Commission

The session will describe the work of the International Test Commission, including its work on guidelines development, international conferences, and capacity building and outreach in emerging nations. The relevance of this for SIOP will be discussed.

Dave Bartram, CEB's SHL Talent Measurement Solutions, **Chair**

Anna Brown, University of Kent, **Panelist**

Kurt F. Geisinger, University of Nebraska-Lincoln, **Panelist**

Dragos G. Iliescu, University of Bucharest, Romania, **Panelist**

Aletta Odendaal, University of Johannesburg, South Africa, **Panelist**

Neal W. Schmitt, Michigan State University, **Panelist**

Fritz Drasgow, University of Illinois at Urbana-Champaign, **Discussant**

Submitted by Dave Bartram, dave.bartram@shl.com

143. Symposium/Forum: 10:30 AM-11:50 AM

302-304

Within-Person Variability of Personality Traits: Theory and Applied Measurement

This symposium provides theoretical and applied discussions of within-person variability in personality traits. Including new item formats and measures, as well as an examination of cross-cultural effects on personality change, this session will provide a first-hand look at the frontier of this promising area of research into human behavior.

Matthew S. Fleisher, Marriott International, **Chair**

Jennifer P. Green, George Mason University, Patrick Bradshaw, Georgia Institute of Technology, Elnora D. Kelly, Georgia Institute of Technology, Mengmeng Zhu, George Mason University, Reeshad S. Dalal, George Mason University, Rustin D. Meyer, Georgia Institute of Technology, **Personality Strength: Operationalization and Relationship With Within-Person Performance Variation**

Matthew S. Fleisher, Marriott International, Dan J. Putka, Human Resources Research Organization, Adam Beatty, Human Resources Research Organization, Rodney A. McCloy, Human Resources Research Organization, David J. Woehr, University of North Carolina Charlotte, Lynne M. Rochette, U.S. Army Research Institute for the Behavioral & Social Sciences, **Beyond Personality Level: Isolating Trait Expression in a Single Administration**

Alexander R. Schwall, Development Dimensions International (DDI), **The Triangle Item: A Graphical User Interface for Frequency Items**

Mengqiao Liu, Wayne State University, Jason L. Huang, Wayne State University, **Contextualized Extraversion and Its Change in Cross-Cultural Adjustment**

Murray R. Barrick, Texas A&M University, **Discussant**

Submitted by Matthew Fleisher, Matthew.Fleisher@Marriott.com

144. Symposium/Forum: 10:30 AM-11:50 AM

305-306

Leaders Who Ask and Listen: The Softer Side of Leadership

The prevalent model of leadership, especially in western societies, has been of the active, directive leader. This symposium brings together an emerging body of research highlighting the important role of softer, nondirective leader behavior, focusing on how leaders ask questions of, and constructively listen to, their followers.

Seymour Adler, Aon Hewitt, **Chair**

Avraham N. Kluger, Hebrew University of Jerusalem, **Leadership and Listening: A Meta-Analysis**

Niels Van Quaquebeke, Kühne Logistics University, Will Felps, RSM, Erasmus University, **Judge Leaders by Their Questions, Not by Their Answers**

Tiffany Schroeder, Case Western Reserve University, **The Relative Importance of Leader Listening on Employee Outcomes**

Nawal Es-Sabahi, Hofstra University, **Leader Listening and Subordinate Attitudes: A Cross-Cultural Experimental Study**

Submitted by Seymour Adler, seymour_adler@aon.com

145. Panel Discussion: 10:30 AM-11:50 AM

309-310

I-O Psychologists Can't Sell: Debunking Common Myths Around Business Development

This session will debunk common myths associated with business development as it pertains to different roles I-O professionals can take. Topics will include reframing the concept of business development and practical advice and strategies for developing this skill, regardless of role.

Lizzette Lima, Right Management, **Chair**

Roya Ayman, Illinois Institute of Technology, **Panelist**

Mitchell W. Gold, Right Management, **Panelist**

Ken Lahti, CEB, **Panelist**

Jared D. Lock, The JDL Group, LLC, **Panelist**

Debora D. Mitchell, Sprint, **Panelist**

Submitted by Lizzette Lima, lizzette_l@yahoo.com

146. Symposium/Forum: 10:30 AM-11:50 AM

401-403

Program Evaluation: A Growing Interest in Evidence-Based Decision Making

A program's success depends not just on developing and implementing proper tools and procedures but on the ability to monitor and evaluate progress and outcomes. With increasing emphasis on evidence-based decision making, this symposium will explore some of the primary components and issues associated with program evaluation research and application.

Jerry W. Hedge, RTI International, **Chair**

Jerry W. Hedge, RTI International, **Matching Program Evaluation Design to Program Objectives**

David P. Baker, IMPAQ International, Andrea Amodeo, IMPAQ International, **Training Program Evaluation: Real World Applications and Real World Challenges**

Michael Ingerick, HumRRO, **Evaluating Leadership Development Programs: Pitfalls, Pratfalls, and Opportunities**

Cristina G. Banks, Lamorinda Consulting LLC, **Improving Training Evaluation**

John C. Scott, APTMetrics, Inc., **Discussant**

Submitted by Jerry Hedge, jhedge@rti.org

147. Community of Interest: 10:30 AM-11:50 AM

404

Learning Agility: Practical Uses and Research Needs

Veronica S. Harvey, Aon Hewitt, **Host**

Chockalingam Viswesvaran, Florida International University, **Host**

Anthony S. Boyce, Aon Hewitt, **Coordinator**

148. Panel Discussion: 10:30 AM-11:50 AM

407-409

Critical Discussions Regarding Mobile Assessments: Can You Hear Us Now?

Emerging technologies in mobile-delivered assessments provide both

opportunities and challenges for I-O psychologists. This panel aims to open a critical dialogue surrounding the current state of this technology, as well as future research directions to inform best practices.

Jared Z. Ferrell, SHAKER, **Co-Chair**

Brent D. Holland, FurstPerson, **Co-Chair**

Joseph D. Abraham, PSI Services, LLC, **Panelist**

Richard N. Landers, Old Dominion University, **Panelist**

Michael J. Najjar, CITGO Petroleum, **Panelist**

Jason Read, Lockheed Martin, **Panelist**

Submitted by Jared Ferrell, jzf2@zips.uakron.edu

149. Symposium/Forum: 10:30 AM-11:50 AM

Franklin 08

Mission Possible: The Research Imperative for Understanding Resilience in Teams

Despite an abundance of research on individual resilience and a growing literature on organizational resilience, few scientists have explored resilience from one of the most critical components of organizations—teams. The purpose of this session is to provide a broad overview of cutting edge research aimed at understanding team resilience.

Miliani Jimenez-Rodriguez, U.S. Army Research Institute, **Co-Chair**

Jessica A. Gallus, U.S. Army Research Institute, **Co-Chair**

James E. Griffith, U.S. Army, **Resilience as a Multilevel Concept: Need for More Deliberated Thought**

Christopher P. Cerasoli, Group for Organizational Effectiveness (gOE), George M. Alliger, Group for Organizational Effectiveness, Scott I. Tannenbaum, Group for Organizational Effectiveness, **Team Resilience: Its Need, Nature, and Facilitating Factors**

Jenna B. Appelbaum, U.S. Army Research Institute, Gerald F. Goodwin, U.S. Army Research Institute, **Typical and Maximal Military Performance: Case Studies of Unit Resilience**

Kristin N. Saboe, Walter Reed Army Institute of Research, James A. Anderson, Walter Reed Army Institute of Research, Maurice L. Sipo, Walter Reed Army Institute of Research, **Multilevel Assessment of How Leader Behaviors Promoting Resilience Improve Unit Performance**

Paul D. Bliese, University of South Carolina, **Discussant**

Submitted by Miliani Jimenez-Rodriguez, miliani.jimenez@gmail.com

150. Poster Session: 10:30 AM-11:20 AM

Franklin Hall

Measurement/Statistics/Research Methods

150-1 Voice Quality: Construct Development and Scale Validation

This poster proposes the construct of voice quality, perceptions of the expected utility that voice provides based on message content, and presents a multiphase construct development process. Results demonstrate that voice quality is a valid and reliable construct composed of 5 dimensions: rationale, feasibility, collective, ownership, and novelty.

Kyle Brykman, Queen's University

Jana L. Raver, Queen's University

Submitted by Kyle Brykman, k.brykman@queensu.ca

150-2 Power and Errors in Adverse Impact Indices

The power and error rates of 8 adverse impact indices were examined under various conditions. Fisher's exact test and the z-test for proportions (with correction for continuity) most often performed adequately. However, in some conditions these indices were outperformed by some of the "practical" tests.

Fred S. Switzer, Clemson University

Philip L. Roth, Clemson University

Patrick J. Rosopa, Clemson University

Submitted by Fred Switzer, switzef@clemson.edu

150-3 Indirect (and Direct) Support for the Direct Measurement of CSE

There continues to be a lack of consensus concerning how core self-evaluations (CSE) should be measured (indirect vs. direct methods). Results from a meta-analysis suggest that the relationship between CSE and job satisfaction does not vary based on type of measurement method used ($z = .76, p > .05$).

Theresa P. Atkinson, Clemson University

Patrick J. Rosopa, Clemson University

Stephen A. Robertson, Clemson University

Alice M. Brawley, Clemson University

Fred S. Switzer, Clemson University

Submitted by Theresa Atkinson, atkinson.theresa@gmail.com

150-4 Are Impression Management and Self-Deception Subscales Distinct? A Meta-Analysis

Observed correlations between impression management and self-deception measures of social desirability are moderate and indicate separate but overlapping constructs. Because there is moderate overlap, it cannot be claimed that IM and SD are 2 distinct constructs. Therefore, caution is warranted in using the 2 subscales in research and selection settings.

Clare L. Barratt, Texas A&M University

Submitted by Clare Barratt, cbarrat@bgsu.edu

150-5 General Factor in Employee Surveys: A Large Sample Investigation

Consistent with previous research (e.g., Cucina et al., 2014), the results of this study unequivocally point to the presence of "the a factor" in large employee surveys (explaining on average 66%), which suggests that employees' general attitudes predict variance observed in the specific items in employee engagement surveys.

Julia L. Berger, Customs and Border Protection

Jeffrey M. Cucina, U.S. Customs and Border Protection

Philip T. Walmsley, U.S. Office of Personnel Management

Nicholas R. Martin, Aon Hewitt

Submitted by Julia Berger, julia.l.berger@cbp.dhs.gov

150-6 Couldn't Agree More? Two Tests for Between-Groups Difference in Agreement

Organizational research often focuses on differences between groups on group-level variables. Pasisz and Hurtz (2008) proposed an F -test on the difference between $2 r_{wg}$ s. This statistic is compared to a new bootstrap resampling technique in a Monte Carlo simulation, and recommendations for future research and applications are provided.

Alice M. Brawley, Clemson University

Patrick J. Rosopa, Clemson University

Submitted by Alice Brawley, alice.brawley@gmail.com

150-7 Survival Analysis in Turnover Research: Time Will Tell

Turnover is theorized to be a temporal process dependent on many different time-dependent predictors. This study compared different types of analyses to demonstrate which approach best accounted for time and other independent predictor variables. Results showed that survival analysis best captured the effects of time-dependent variables on turnover.

Meredith R. Coats, George Washington University

Nikki Blacksmith, George Washington University

David P. Costanza, George Washington University

Meaghan Gartner, George Washington University

Submitted by Meredith Coats, meredithcoats@gwmail.gwu.edu

150-8 Predicting Job Performance With Four Dimensions of Approach Avoidance

This study examined the predictive utility of novel approach-avoidance scales above and beyond self-reports of Conscientiousness. The newly developed scales operationalize approach and avoidance motivation in relation to both implied success and failure. Results suggested self-reports assessing an "effective avoidance" motivational orientation significantly and uniquely predict overall job performance.

Mark D. Scott, Virginia Tech

Patrick T. Coyle, Virginia Tech

Neil M. A. Hauenstein, Virginia Tech

Submitted by Patrick Coyle, coylep23@vt.edu

150-9 The Importance of Person-Oriented Approaches in Expatriate Research

Variable-oriented methods are often favored over person-oriented methods. These 2 methods provide identical results when data are ergodic; however, data are rarely ergodic, and previous variable-oriented

analyses may provide biased results. This manuscript delineates person-oriented methods and applies a particular person-oriented method to longitudinal expatriate adjustment data.

Matt C. Howard, Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University
Nathan F. Kutz, The Pennsylvania State University
Tyler B. Resnick, The Pennsylvania State University
Jennifer L. Bet, Pennsylvania State University
Laura N. Nestor, The Pennsylvania State University

Submitted by Matt Howard, mch248@psu.edu

150-10 Investigating Job Satisfaction in Older Workers Using Item Response Theory

This paper examines differential item functioning (DIF) in the Job Descriptive Index (JDI), a measure of job satisfaction, between younger and older workers. Drawing on developmental theories on affect and social relationships, it is demonstrated that the JDI items contain DIF between groups. Specific patterns of DIF and implications are discussed.

Rachel T. King, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitted by Rachel King, rtking@bgsu.edu

150-11 Unbalanced Clusters, Variance Heterogeneity, and Power in Hierarchical Linear Modeling

Previous authors have assumed that unbalanced group sizes and variance heterogeneity do not strongly affect results in hierarchical linear modeling. These assumptions are tested using Monte Carlo simulations. Results suggest that these factors do not affect power, bias, or standard errors when estimating fixed effects and cross-level interactions in HLM.

Jack W. Kostal, University of Minnesota
Brenton M. Wiernik, University of Minnesota

Submitted by Jack Kostal, kosta021@umn.edu

150-12 Convergence, Admissibility and Fit of Alternative Models for MTMM Data

Two well known (CTCM and CTCU) models and 4 lesser known analytic models for the analysis of MTMM data were compared. Rindskop's (1983) reparameterization of the CTCM model largely solves convergence and admissibility problems. More restricted versions of this model usually fit less well but are also often plausible.

Charles E. Lance, Organizational Research & Development, LLC.
Yi Fan, University of Georgia

Submitted by Charles Lance, clancephd@gmail.com

150-13 Bayesian Multilevel Modeling: The Introduction of a Cross-Validation Prior

This poster introduces a new type of Bayesian prior called the cross-validation prior. The performance of this prior to the performance of other Bayesian models and a REML model are compared. Results find that the cross-validation prior performs nearly as well as the other models and highlight added advantages.

Alexander C. LoPilato, The University of Georgia
Nathan T. Carter, University of Georgia

Submitted by Alexander LoPilato, alex.lopilato@gmail.com

150-14 Common Method Variance and Higher-Order Constructs: An Empirical Test

This study considers the extent to which CMV biases the structural validity of different types higher-order latent constructs. This poster applied common CMV remedies to data from multiple samples. Results suggest that CMV has the potential to bias structural validity. These effects were more pronounced for the superordinate (vs. aggregate) construct.

Russell E. Johnson, Michigan State University
Christopher C. Rosen, University of Arkansas
Chu-Hsiang Chang, Michigan State University

Submitted by Christopher Rosen, crosen@walton.uark.edu

150-15 The Effects of Interrater Calibration on Rating Consistency

To facilitate the incorporation of others' perspectives, this research developed an intervention that involved interrater calibration and examined

its effects on subjective assessments. This study demonstrated that dyads with calibration achieved higher interrater consistency than dyads without calibration. Also, time pressure weakened the positive effects of calibration on interrater consistency.

Ming-Hong Tsai, UCLA
Serena Wee, Singapore Management University
Submitted by Ming-Hong Tsai, mhtsai@smu.edu.sg

150-16 Development of a Measure of Social Connectedness in Work Organizations

Although social interactions and relationships are critical in the workplace, a validated measure of workplace social connectedness for use in research and by organizations could not be located. To redress this void, a measure of workplace social connectedness was developed and validated, comprised of 2 subdimensions: behavioral and affective.

Carolyn J. Winslow, George Mason University
Amanda Anderson, George Mason University
Isaac E. Sabat, George Mason University
Seth A. Kaplan, George Mason University

Submitted by Carolyn Winslow, cwinso2@masonlive.gmu.edu

150-17 Development of a Computer Adaptive Forced-Choice Personality Test

Recent research has suggested that using IRT-based forced choice scales to measure personality may produce greater utility than traditional methods. However, little guidance exists on how to develop such measures. To fill this gap, the development of a multidimensional pairwise preference personality test for use in applied settings is described.

Jeffrey S. Conway, Aon Hewitt
Anthony S. Boyce, Aon Hewitt
Pat M. Caputo, Aon Hewitt
Christopher R. Huber, University of Minnesota

Submitted by Jeffrey Conway, jeff.conway@aonhewitt.com

150-18 Effect Size Benchmarks for Common I-O Topics Around the Globe

Using a database of 64,248 published correlations from 37 countries, this poster presents effect size benchmarks for cross-cultural I-O research. Results indicate small and inconsistent cross-regional differences for coarse relations types (e.g., attitude-behavior), typically around 10%. Implications are discussed for cross-cultural I-O research including better informed sample size determination and theory development.

James G. Field, Virginia Commonwealth University
Alec H. Munc, Clemson University
Frank A. Bosco, Virginia Commonwealth University
Krista L. Uggerslev, Northern Alberta Institute of Technology
Piers Steel, University of Calgary

Submitted by Frank Bosco, siop@frankbosco.com

150-19 Moderation Effects not Detectable by Meta-Analytic Techniques

Validity generalization and meta-analysis can be useful tools for discovering and exploring moderating effects. However, meta-analytic moderation is usually estimated differently than moderation in primary studies. By comparing moderated multiple regression and meta-analytic moderation detection in a Monte-Carlo simulation, this research reveals moderation effects that meta-analysis cannot uncover.

Justin A. DeSimone, University of Nebraska at Lincoln
Jeremy L. Schoen, Georgia Gwinnett College
Savannah Cookson, Georgia Institute of Technology

Submitted by Justin DeSimone, jad@unl.edu

150-20 Comprehensive Coding for Verbal and Nonverbal Behavior in Ice Teams

The purpose of this poster is to disseminate a comprehensive transcription process for classifying interpersonal interaction data in teams. By utilizing detailed transcripts from video, both verbal and nonverbal information is preserved in a clear, complete, and easily codable format. Furthermore, it is adaptable to various team sizes and configurations.

Jaime L. Murray, University of South Florida
Keaton A. Fletcher, University of South Florida

Philip S. Ramsay, University of South Florida
 Wendy L. Bedwell, University of South Florida
 Submitted by Keaton Fletcher, fletcherk@mail.usf.edu

150-21 Triangulation of Methods in Industrial-Organizational Psychology: Review and Recommendations

This poster reviews the use of methodological triangulation in industrial/organizational psychology. It identifies the best practices related to the use of triangulation and its less common creative uses that can help answer important research questions. The paper concludes with recommendations regarding the use of triangulation in empirical research.

Dina V. Krasikova, University of Texas at San Antonio
 Christopher B. Stone, University of Texas at San Antonio
 Julia Berrios, University of Texas at San Antonio

Submitted by Dina Krasikova, dina.krasikova@utsa.edu

150-22 Estimating Insufficient Effort Responding With a Person Fluctuation Parameter

Individuals sometimes engage in insufficient effort responding (IER) when completing surveys. This poster shows how to use item response theory model-based person fluctuation parameters (PFPs) to detect individuals engaging in IER. A small simulation example was used to demonstrate the efficacy of this approach.

David M. LaHuis, Wright State University
 Michael J. Hartman, Wright State University
 Tyler Barnes, Wright State University
 Shotaro Hakoyama, Wright State University
 Caitlin E. Blackmore, Wright State University

Submitted by David LaHuis, david.lahuis@wright.edu

150-23 Developing and Evaluating a Brief Survey for Measuring Performance

This 3-phase study examined a new approach for creating a shorter performance evaluation tool from an existing measure. Findings demonstrated the new instrument was equal in terms of reliability estimates, factor structure, and relationships with predictors. The brief instrument also produced significantly less response burden on incumbent supervisors.

Derek L. Mracek, University of Oklahoma
 Mary LeFebvre, ACT, Inc.
 Kama D. Dodge, ACT, Inc.

Submitted by Derek Mracek, dmracek@ou.edu

150-24 Development and Validation of the Intensification of Job Demands Scale

The Intensification of Job Demands Scale is introduced and validated. Confirmatory factor analyses supported the differentiation into intensified workload, planning and decision making, and learning demands. Convergent, discriminant, and incremental validity tests revealed moderate correlations with established measures of job demands, marginal correlations with negative affectivity and positive associations with burnout.

Bettina Kubicek, University of Vienna
 Matea Paškvan, University of Vienna
 Christian Korunka, University of Vienna

Submitted by Tabea Scheel, tabea.scheel@univie.ac.at

150-25 Methodology in Person-Centered Research: K-Means and Latent Profile Analysis

Latent profile and *k*-means methodologies were compared. *K*-means yielded 4 patterns of commitment while latent profile analysis indicated that no profiles were present. These findings are likely due to a small sample pointing to the value of *k*-means for samples smaller than 200 respondents.

Mark J. Somers, New Jersey Institute of Technology
 Dee Birnbaum, Rhodes College

Submitted by Mark Somers, mark.somers@njit.edu

150-26 Impact of Randomly Missing Data on Social Network Autocorrelation Models

Despite the increasing popularity of social networks research, 1 critical problem remains: missing data. This study investigated the impact of

missing data on the statistical power of social network autocorrelation models. As expected, results suggested response rate together with sample size determines statistical power for a small-to-moderate network effect size.

Wei Wang, University of Central Florida
 Tanner A. Kluth, University of Central Florida
 Daniel A. Newman, University of Illinois at Urbana-Champaign
 Eric Neuman, University of Illinois at Urbana-Champaign

Submitted by Wei Wang, wei.wang@ucf.edu

150-27 Perceptions of Confidentiality in Survey Research: Development of a Scale

The purpose of this study was to develop a scale to measure respondents' confidentiality perceptions when completing an organizational survey. Data from 812 respondents were used to demonstrate initial validity evidence for the measure. The resulting scale can be used to explore the processes underlying perceived privacy and response behavior.

Thomas J. Whelan, Javelin HR Solutions
 Jack W. Stoughton, CEB | SHL
 Lori Foster Thompson, North Carolina State University

Submitted by Thomas Whelan, whelan.tom@gmail.com

150-28 The Impact of Response Category Labeling on Likert Scale Data

Response category labels influence participant's survey responses. This study compared 3 response scales with varying category labels across 3 different customer service scenarios. Results indicated that when scales included the "somewhat" qualifier, respondents tended to choose the more extreme (higher or lower) response option.

Benjamin S. Wood, Hofstra University
 Keisha Phillips-Kong, Queens College (CUNY)
 Terri Shapiro, Hofstra University

Submitted by Benjamin Wood, bwood2@pride.hofstra.edu

150-29 Enhancing Training Outcomes With Gamification

The technology-enhanced training effectiveness model (TETEM) was applied to test training outcomes in a gamified instructional design. Participants anticipated reacting more positively to gamified instruction than traditional instruction, with the effect moderated by video game experience and attitudes toward game-based learning.

Michael B. Armstrong, Old Dominion University
 Richard N. Landers, Old Dominion University

Submitted by Michael Armstrong, marms018@odu.edu

150-30 Game Thinking in Human Resource Management

The potential of game thinking (i.e. gamification and serious games) was examined in relation to modern theories of human resource management (HRM) in the areas of recruitment, selection, training, and performance management. Current research on game thinking in HRM was reviewed and future directions for research recommended.

Michael B. Armstrong, Old Dominion University
 Richard N. Landers, Old Dominion University
 Andrew B. Collmus, Old Dominion University

Submitted by Michael Armstrong, marms018@odu.edu

151. Symposium/Forum: 10:30 AM-11:50 AM

Grand A

The Development and Validation of Nine New Workplace Safety Measures

This symposium features 4 research studies providing initial validation of 9 new workplace safety construct measures including an individual difference battery, lone worker safety climate, safety climate for 5 different research laboratories, and safety behavior. Initial results support their validity and promise for reducing workplace accidents and injuries.

Stephanie C. Payne, Texas A&M University, **Co-Chair**
 Nathanael L. Keiser, Texas A&M University, **Co-Chair**

Esteban Tristan, Select International, Allison Tenbrink, Select International, Matthew S. O'Connell, Select International, Kristin M. Delgado, Select International/Wright State University, **Using Psychometric Assessments to Predict and Improve Safe Behavior**

Dov M. Zohar, Technion Institute of Tech Israel/Institute for Work & Health, **Safety Climate for Long-Haul Truck Drivers and Electric Utility Workers**
 Nathanael L. Keiser, Texas A&M University, Stephanie C. Payne, Texas A&M University, **The Validity of Contextualized Safety Climate Measures for Research Laboratories**
 Autumn D. Krauss, Sentis, Tristan Casey, Sentis, Krista Hoffmeister, Sentis, **Advancing the Measurement of Safety Performance**
 Submitted by Nathanael Keiser, keiser.nate@gmail.com

152. Panel Discussion: 10:30 AM-11:50 AM

Grand B

Conducting Criminal Background Checks...Without Breaking the Law

Panelists will discuss the legal defensibility of using criminal background checks in hiring. Topics include the probability of adverse impact, updated EEOC guidance in this area, a review of recent court cases, and best practices in the use of criminal background checks.

Jessica Keeney, APTMetrics, Inc., **Co-Chair**
 Toni S. Locklear, APTMetrics, Inc., **Co-Chair**
 Kathleen Kappy Lundquist, APTMetrics, Inc., **Panelist**
 David J. Lux, Georgia-Pacific, **Panelist**
 Leslie Silverman, Fortney & Scott, LLC, **Panelist**
 Adam T. Klein, Outten & Golden LLP, **Panelist**
 Donald R. Livingston, Akin Gump LLP, **Panelist**

Submitted by Jessica Keeney, jkeeney@apmetrics.com

153. Alternative Session Type: 10:30 AM-11:50 AM |HR|

Grand C

So You Think You Can Practice I-O Psychology?

Nine fast-paced IGNITE presentations will highlight current and diverse perspectives on being an I-O practitioner. Presenters will share how they are applying I-O psychology to transform the talent narrative for organizations. The IGNITE presentations (20 automatically advancing slides every 15 seconds) will be followed by an interactive panel discussion.

Cole Napper, Anadarko Petroleum Corporation, **Chair**
 Mark H. Blankenship, Jack in the Box, Inc., **Presenter**
 Laura Mastrangelo Eigel, PepsiCo, Frito-Lay Division, **Presenter**
 Carol Jenkins, Assess Systems, **Presenter**
 Brandon W. Jordan, Towers Watson, **Presenter**
 Chloe Lemelle, AT&T, **Presenter**
 Cheryl L. Sanders, Lowe's, Inc., **Presenter**
 Aarti Shyamsunder, Catalyst, **Presenter**
 Suzanne Tsacoumis, HumRRO, **Presenter**

Submitted by Cole Napper, cole.napper@gmail.com

154. Symposium/Forum: 10:30 AM-11:50 AM

Grand D

Integrating Technology and Training: New Developments and Frontiers

This symposium examines advances in technology-based training and implications for understanding the psychological processes relevant in training. Theoretical and empirical papers provide insight into the future of technology in training delivery and the implications of increased learner control as a function of new training technology.

Carmen K. Young, Rice University, **Co-Chair**
 Margaret E. Beier, Rice University, **Co-Chair**
 Traci Sitzmann, University of Colorado Denver, Justin M. Weinhardt, University of Calgary, **Theoretical Insights for Evaluating Massive Open Online Courses**
 Margaret E. Beier, Rice University, Scott Rixner, Rice University, Joe Warren, Rice University, Carmen K. Young, Rice University, **Massive Open Online Course Usage: Performance, Attrition, and Attitude Change**
 Sandra L. Fisher, Clarkson University, Garrett N. Howardson, George Washington University, Michael E. Wasserman, Clarkson University, Karin A. Orvis, Transition to Veterans Program Office, **What Are Learners Really Doing?: Investigating Learner Control Behavior Structure**
 Michael N. Karim, George Washington University, Tara S. Behrend, George Washington University, **Feedback and the Self-Regulatory Process in Monitored Learning Environments**

Kurt Kraiger, Colorado State University, **Discussant**

Submitted by Carmen Young, cky1@rice.edu

155. Roundtable Discussion/Conversation Hr: 10:30 AM-11:20 AM

Grand I

Tools for Big Data: MongoDB, Hadoop, and Python

MongoDB, Hadoop, and Python are emerging as 3 significant tools in dealing with "big data" across fields as diverse as finance, customer service, and advertising. This roundtable serves as a forum to share experiences with them and to discuss strategies for leveraging them within our field.

Wayne C. Lee, Swipe Jobs, **Host**

Damon Drown, Findly, **Host**

Submitted by Damon Drown, damon@findly.com

156. Symposium/Forum: 10:30 AM-11:50 AM

Grand J

New Directions in Justice: Forming and Reacting to Overall Fairness

The studies in this symposium use overall fairness to highlight new directions in justice research. Some use overall fairness to highlight new drivers of fairness, such as employee personality or supervisor demographics. Others use overall fairness as a contextual control or climate variable to isolate new mediator and moderator variables.

Jason A. Colquitt, University of Georgia, **Co-Chair**

Kate P. Zipay, University of Georgia, **Co-Chair**

Fadel K. Matta, Michigan State University, Brent A. Scott, Michigan State University, Joel Koopman, University of Cincinnati, Szu-Han Lin, Michigan State University, **Does the Perceived Motive for Just Treatment Matter for Employees?**

Jason A. Colquitt, University of Georgia, John W. Lynch, University of Georgia, Ryan Outlaw, University of Georgia, Kate P. Zipay, University of Georgia, **But You Think Everything's Fair: An Examination of Fairness Propensity**

Cindy P. Zapata, Texas A&M University, Andrew Carton, University of Pennsylvania, Joseph Liu, Georgia Institute of Technology, **Why Just Behaviors Lead Minority Supervisors to Experience Bias**

Manuela Priesemuth, Wilfrid Laurier University, Marshall Schminke, University of Central Florida, **Prosocial Responses to Supervisor Mistreatment: The Importance of Overall Justice**

Submitted by Jason Colquitt, colq@uga.edu

157. Symposium/Forum: 10:30 AM-11:50 AM

Grand K

Identification of Behavioral Skills Essential to Education and Work Success

There are not enough skilled workers to meet organizational demand. This symposium reviews this "skills gap" focusing on personality and behavior (i.e., soft skills). A framework of behavioral skills is proposed to organize and describe the skills important to succeed. Implications for education and work settings are discussed.

Alex Casillas, ACT, Inc., **Chair**

Amy Shaw, Rice University, Fred Oswald, Rice University, **Using Job Performance Models to Understand the Education-to-Work "Skills Gap"**

Serena Wee, Singapore Management University, In-Sue Oh, Temple University, **The Stability of Personality in Predicting Job Performance**

Ryan P. Whorton, Bowling Green State University, Jason D. Way, ACT, Inc., Tamera L. McKinniss, ACT, Inc., Jill McVey, University of Denver, Jeremy T. Burrus, ACT, Inc., Alex Casillas, ACT, Inc., **Development of a Framework of Success-Related Behavioral Skills**

Jason D. Way, ACT, Inc., Ryan P. Whorton, Bowling Green State University, Tamera L. McKinniss, ACT, Inc., Jill McVey, University of Denver, Jeremy T. Burrus, ACT, Inc., Alex Casillas, ACT, Inc., **Progress Toward Development of Behavioral Performance Level Descriptions**

Nathan R. Kuncel, University of Minnesota, **Discussant**

Submitted by Alex Casillas, alex.casillas@act.org

158. Symposium/Forum: 10:30 AM-11:50 AM

Grand L

Novel Research and Advances in Biodata

Biodata continues to be a useful personnel selection strategy for organizations. This symposium describes the application of biodata tools to novel settings, strategies for combining theoretical and empirical approaches to biodata development and scoring, practical measurement

and validation challenges, and approaches to achieving multiple organizational goals via biodata use.

Eric M. Dunleavy, DCI Consulting Group, **Co-Chair**

Jeffrey M. Cucina, U.S. Customs and Border Protection, **Co-Chair**

Eric M. Dunleavy, DCI Consulting Group, Kayo Sady, DCI Consulting Group, Michael G. Aamodt, DCI Consulting Group, Arthur Gutman, Florida Institute of Technology, Patrick D. Converse, Florida Institute of Technology, **Developing a Biodata Tool to Predict Turnover: Lessons Learned**

James A. Breaugh, University of Missouri-St Louis, **Construct-Oriented Biodata as a Predictor of Job Performance**

Craig J. Russell, University of Oklahoma, Tracy Kantrowitz, CEB, Kathleen Tuzinski, CEB, Craig M. Reddock, CEB, **Crafting Biographical Information Items to Measure Network Leadership**

Jeffrey M. Cucina, U.S. Customs and Border Protection, Philip T. Walmsley, U.S. Office of Personnel Management, **Empirically Keyed Biodata Follows the Scientific Method: "Atheoretical" Need not Apply**

Fred Oswald, Rice University, **Discussant**

Submitted by Jeffrey Cucina, jcucina@gmail.com

159. Symposium/Forum: 10:30 AM-11:50 AM

Independence Ballroom

Beyond the Hype: The Dark Side of Employee Engagement

This symposium includes 4 integrated presentations on some of the less explored aspects of employee engagement. It features an overview of engagement models, new research evaluating curvilinear effects of leadership styles on engagement, negative effects of engagement on entrepreneurship, and the common reasons for failed interventions to enhance engagement.

Robert Hogan, Hogan Assessment Systems, **Chair**

Robert Hogan, Hogan Assessment Systems, **Reframing Engagement: Stop Focusing on Individuals, Start Focusing on Groups**

Robert B. Kaiser, Kaiser Leadership Solutions, **Accountability: A Common, but Commonly Neglected, Correlate of Engagement**

Tomas Chamorro-Premuzic, University of London, **There Is a Bright Side (and Cure) to Disengagement: Entrepreneurship**

Christine E. Corbet, Right Management, Thomas Henriksen, Right Management, Morten Hegdal, Right Management, Johan Bang Johansen, Right Management, **Turning Lemons Into Lemonade: Employee Engagement Failures Explained**

W. Warner Burke, Teachers College, Columbia University, **Discussant**

Submitted by Robert Hogan, rhogan@hoganassessments.com

160. Panel Discussion: 10:30 AM-11:50 AM

Liberty AB

Building a Workforce Analytics Function: Blazing a Trail to Success

Many organizations are building their workforce analytics capability. I-O psychologists have the right training to lead in this arena. This panel discussion includes practitioners with direct experience working within organizations to build or grow a workforce analytics function. They will share lessons learned and address audience questions.

Cheryl J. Paullin, HumRRO, **Chair**

Steve Hall, Marriott International, **Panelist**

Thomas Fletcher, Travelers, **Panelist**

John P. Muros, AT&T, **Panelist**

Carl Schleyer, 3D Results, **Panelist**

Keith Zabel, Ford Motor Company, **Panelist**

Submitted by Cheryl Paullin, cpaulin@humro.org

161. Panel Discussion: 10:30 AM-11:50 AM

Liberty C

Getting Technical Competencies Right: The Need, The Approach, The Application

Many organizations struggle in defining and applying job-specific technical competencies at an appropriate level of specificity required by today's fast-paced, continually changing business landscape. This panel brings internal and external consultant expertise in evolving techniques for creating, utilizing, and measuring technical competencies in organizations.

Jamie L. Winter, Development Dimensions International (DDI), **Chair**

Maria Arboleda, Google, **Panelist**

Larry Israelite, Smarterer, **Panelist**

Amanda Klabzuba, IBM, **Panelist**

Tami J. Licht, Development Dimensions International (DDI), **Panelist**

Submitted by Jamie Winter, jamie.winter@ddiworld.com

162. Poster Session: 11:30 AM-12:20 PM

Franklin Hall

Leadership/Leadership Development/Coaching

162-1 Are Your Employees Coachable? Development of a Coachability Scale

This study describes the development and initial validation of a coachability scale for predicting the likelihood of success stemming from coaching relationships. Using a paired supervisor-subordinate sample ($n = 101$), it was found that dimensions of coachability related positively to achievement, self-esteem, openness, and conscientiousness.

Melanie Essayans Boyajian, Central Michigan University

Stephen M. Colarelli, Central Michigan University

Submitted by Melanie Essayans Boyajian, essayansmelanie@gmail.com

162-2 Young Leader's Efficacy and [Un]Willingness to Participate in Leader Development

This poster examined aspiring leaders' willingness to participate in development activities as influenced by leadership self-efficacy (LSE) and motivation to lead (MTL). LSE and its interaction with MTL are proposed as "fatal flaws" in development. Results indicate LSE interacts with MTL to impede participation in formal development activities.

Nathan S. Hartman, Illinois State University

Joy H. Karriker, East Carolina University

Submitted by Nathan Hartman, nathan.hartman@ilstu.edu

162-3 Insights Into Coaching: Identifying Contributors to Effectiveness

Coaching is often explained via information processing theories; however, these models do not account for the relational component, although it is purported to be integral to overall effectiveness. This study examines the influence of the relationship between the coach and coachee on the association between information processing and insight.

Shannon L. Marlow, University of Central Florida

Christopher Coultas, University of Central Florida

Christina N. Lacerenza, University of Central Florida

Shirley Sonesh, University of Central Florida

Eduardo Salas, University of Central Florida

Submitted by Shannon Marlow, shannon.marlow@knights.ucf.edu

162-4 Evaluating Leadership Development of Health Officials using Social Network Analysis

Social network analysis is used to evaluate the leadership development of local health officials during a year-long intervention. Their role is characterized by limited access to other leaders who can share information, which is vitally important during crises. Results indicate that several networks developed and were maintained during the program.

Sue Ann Corell Sarpy, Sarpy and Associates

Alicia Stachowski, University of Wisconsin-Stout

Submitted by Alicia Stachowski, stachowskia@uwstout.edu

162-5 Leader Motivation Matters: Leader Power Motivation and Organizational Commitment

A relationship between leader socialized power motivation and employee affective, normative and continuance organizational commitment was hypothesized, mediated by perceived supervisor support. The hypothesis was fully supported for affective commitment, partially supported for normative commitment and not supported for continuance commitment.

Nicholas A. Baldwin, Roosevelt University

Jacqueline K. Deuling (Mitchelson), Roosevelt University

Adrian Thomas, Roosevelt University

Submitted by Nicholas Baldwin, nicbaldwin1865@gmail.com

162-6 Negative Leader Behavior: What Do Our Measures Measure?

Through content analysis of 405 scale items, a taxonomy of negative leader behavior (NLB) was developed comprising 8 distinct dimensions.

The NLB taxonomy was used to explore the dimensionality profiles of 8 NLB constructs to identify areas of distinction and overlap in their operationalization and measurement. Implications are discussed.

Melissa A. Bleiberg, George Mason University
Kaitlin R. Thomas, George Washington University
Miliani Jimenez-Rodriguez, U.S. Army Research Institute
Stefanie A. Plemmons, U.S. Army Research Institute

Submitted by Melissa Bleiberg, mbleibe2@gmu.edu

162-7 Differentiating Perceptions of Leaders and Followers Using Item Response Theory

This study was conducted to investigate implicit leadership theory (ILT) and implicit followership theory (IFT) items. Through the application of item response theory (IRT), difficulty and discrimination parameter estimates were compared across ILT and IFT items completed from 2 perspectives, rating perceptions of a leader and a follower.

Kathleen B Boyd, Virginia Tech
Patrick T. Coyle, Virginia Tech
Roseanne J. Foti, Virginia Tech
Madeline R Taylor, Virginia Tech

Submitted by Kathleen Boyd, kbs87@vt.edu

162-8 Perceived Supervisor Competence and Leader-Member Exchange

Perceived supervisor competence (PSC) mediated the relationship between supervisor initiating structure behavior and leader-member exchange (LMX) as moderated by subordinate self-efficacy. In addition, this relationship carried over to increased subordinate extrarole performance and job satisfaction and decreased withdrawal behavior.

Laura E. Clark, University of Houston
Robert Eisenberger, University of Houston
Kyoung Yong Kim, University of Houston
Jordan E. Kirkland, University of Houston

Submitted by Laura Clark, laura387@bellsouth.net

162-9 Mediators of the Relationship between Leader Emotions and Follower Conformity

An experiment was conducted to test competing mediators (regulatory focus, leadership perceptions, and state affect) of the relationship between leader positive emotional displays and follower reactions. Results indicate that leader prototypicality ratings, but not implicit state affect or regulatory focus, mediate the effects of leader positive emotions on follower intentions.

Benjamin R. Levine, The College of New Jersey
Jason Dahling, The College of New Jersey
Sue Hua Aw Young, The College of New Jersey

Submitted by Jason Dahling, dahling@tcnj.edu

162-10 A Moderated Mediation Model Linking Subordinate Similarity Perceptions to Outcomes

This study examined the effect of subordinate perceptions of cognitive style similarity with their supervisor on empowerment and turnover intention, through the mediation of LMX and moderation of participative decision making. Results support the overall conditional indirect effects of the model. Implications and future research are discussed.

Danielle Douglas, Towson University
Abby L. Mello, Towson University

Submitted by Danielle Douglas, ddoug6@students.towson.edu

162-11 How Being Transformational Impacts Men's And Women's Success At Work

Gender stereotypes have been examined to explain achievement disparities between men and women at work. MBA students ($n = 204$) were surveyed to determine the impact of transformational leadership on men's and women's levels of workplace success. Evidence suggests an interaction between gender and transformational leadership on success mediated by respect.

Vanessa Quiroz, Florida International University
Renzo J. Barrantes, Florida International University
Asia A. Eaton, Florida International University
Joyce J. Elam, Florida International University

Submitted by Asia Eaton, aeaton@fiu.edu

162-12 Potential Mediating Mechanisms for Why Being Gay Influences Leadership Fit

This poster explored mediating mechanisms for differences in leadership fit based on sexual orientation. It was found that gay male targets are seen as more communal and better suited for feminine managerial positions but no less agentic nor less suited for neutral or masculine positions compared to otherwise identical heterosexual targets.

Renzo J. Barrantes, Florida International University
Asia A. Eaton, Florida International University

Submitted by Asia Eaton, aeaton@fiu.edu

162-13 Direct and Indirect Impact of Manager Behavioral Integrity on Engagement

The direct and indirect effect of the behavioral integrity of 196 employees' managers on their work engagement of at a lean manufacturing organization in the Northeast United States were investigated. Results support multiple mediation models to include leader-member relationship, perceived organizational support, and psychological safety as mediators.

Brian J. Hirschfeld, The Gem Group, Inc.
Ashita Goswami, Salem State University

Submitted by Ashita Goswami, agoswami@salemstate.edu

162-14 Examining Leader Integrity Through A Cross-Cultural Lens

This study examined measurement equivalence/invariance of the Perceived Leader Integrity Scale (PLIS, Craig & Gustafson, 2009) across the U.S. and Taiwanese employees. Multigroup confirmatory factor analysis results provided support for configural invariance, partial metric invariance, and partial scalar invariance of the revised single-factor, 7-item PLIS scale.

Chia-Lin Ho, Abt Associates
Shin I. Shih, The Pennsylvania State University

Submitted by Chia-Lin Ho, chialinroseho@gmail.com

162-15 Scale Refinement of Implicit Leadership Theories: West Meets East

This study examined the distinctiveness of 2 Chinese-based ILTs dimensions from the Western-based dimensions and cultural specificity of the 2 dimensions among US employees. Results showed that the 2 Chinese-based ILTs dimensions, personal morality and versatility, were distinct from the Western-based 6 factors and were relevant to the American culture.

Chia-Lin Ho, Abt Associates
Joan Michael, North Carolina State University

Submitted by Chia-Lin Ho, chialinroseho@gmail.com

162-16 Abusive Supervision and Employee Perceptions of Leaders' Implicit Followership Theories

This study concerns employee perceptions of their leaders' beliefs about followers. A model was tested in which employee reports of their leaders' beliefs related to abusive supervision and leader-member exchange. Overall and matching effects were tested and support found for most of the hypotheses.

Umamaheswari Kedhamath, Colorado State University
Submitted by Umamaheswari Kedhamath, graduma@gmail.com

162-17 The Effect of Leader-Member Exchange on Voice: A Meta-Analysis

This paper examines the relationship between LMX quality and voice. Analyses reveal that LMX has a moderately strong, positive relationship with voice behaviors ($\rho = .38$). Source of rating was found to be a moderator of this relationship such that supervisor ratings ($\rho = .28$) result in a weaker relationship than self-ratings ($\rho = .42$).

William S. Kramer, Clemson University
Marissa L. Shuffler, Clemson University
Fred S. Switzer, Clemson Univ

Submitted by William Kramer, wskrame@g.clemson.edu

162-18 Interpersonal Consequences of Leader-Member Exchange Social Comparison (LMXSC)

This study examines a multilevel relationship between leader-member exchange social comparison (LMXSC), anger in coworker, and coworker's harming behavior. Results of social relations model show that the positive indirect effect of LMXSC on coworker's harming, through anger in coworker, is particular pronounced when procedural justice is low (rather than high).

Herman H. Tse, Griffith University

Catherine K. Lam, City University of Hong Kong

Xiaosong Lin, Xiamen University

Submitted by Catherine Lam, mg.cat@cityu.edu.hk

162-19 Interactive Effects of Charismatic Leadership and Abusive Supervision

The study examines the joint effects of multiple, different leadership behaviors. The moderating effects of abusive supervision on the positive relationships between charismatic leadership and follower and team outcomes demonstrates the importance of considering the boundary conditions that impede the effectiveness of charismatic leadership.

Jung Hyun Lee, University of Michigan-Dearborn

Gang Wang, Florida State University

Submitted by Jung Hyun Lee, jhess@umich.edu

162-20 Consequences of Abusive Supervision: A Meta-Analytic Review

The growing interest in the dark side of leadership has led to the development of abusive supervision research. Empirical research on abusive supervision has made considerable progress in the past 13 years. This meta-analytical review of abusive supervision will facilitate research by providing an overview of this area.

Yucheng Eason Zhang, Southwestern University of Finance and Economics

Zhenyu Liao, National University of Singapore

Zhaoli Song, National University of Singapore

Submitted by Zhenyu Liao, liaozhenyu@nus.edu.sg

162-21 Examining the Relationships Between Multifactor Leadership Types and Follower Deviance

This study proposes a revised typology of leadership and examines how these types relate to deviance. It was found that transformational leadership was negatively related to deviance, whereas vigilant and passive leadership were positively related to deviance. Implications and contributions of the study as well as future directions will be discussed.

Kevin T. Wynne, Development Dimensions International

Mengqiao Liu, Wayne State University

Benjamin Biermeier-Hanson, Wayne State University

Boris B. Baltes, Wayne State University

Kimberly E. O'Brien, Central Michigan University

Submitted by Mengqiao Liu, mengqiao.liu@wayne.edu

162-22 Higher-Order Personality Factors and Leadership:

A Theoretical Explication

Recent research suggests that the Big 2 and the GFP may be more predictive of job performance than the Big 5 factors. This paper presents a model that postulates that the GFP is related to leadership effectiveness through the Big 2 that, in turn, are related to key leadership behaviours.

Mark Do, Peter Berry Consultancy

Submitted by Michael Sanger, m.sanger@yahoo.com

162-23 Effects of Ethical Leadership: A Meta-analysis

The effects of ethical leadership were examined using meta-analysis. Overall findings indicate that ethical leadership has a medium effect size, $\rho = 0.34$ (95% CI, 0.30, 0.38), across a variety of outcomes. However, significant variability was present, both in the population of effect sizes and across samples of data.

Junjie Su, University of Maryland College Park

Paul J. Hanges, University of Maryland

Submitted by Junjie Su, sujunjie@umd.edu

162-24 Examining The Relationship Between Subdimensions of Abusive Supervision and Self-Rating

This poster examined the relationship between subdimensions of abusive supervision and self-rated performance, and the moderation effect of negative affectivity. Findings indicate that active abusive supervision negatively and passive abusive supervision positively related to self-rated performance. Moreover, negative affectivity strengthened the relationship between passive abusive supervision and self-rated performance.

Chung-Yu Wang, National Chengchi University

Changya Hu, National Chengchi University

Submitted by Chung-Yu Wang, peterwangla519@gmail.com

162-25 The Role of Identity in Abusive Supervision-Job Performance Relationship

This research drew upon the identity approach and focused on the role of affective commitment and future work self salience (FWSS) in the abusive supervision-job performance relationship. Results of a 3-wave study demonstrated the mediating role of affective commitment and the moderating role of FWSS in this relationship.

Kun Yu, Peking University

Lei Wang, Peking University

Weipeng Lin, Nankai University

Jingjing Ma, Michigan State University

Wenqi Wei, Peking University

Submitted by Kun Yu, kyu@pku.edu.cn

162-26 The Leadership Pressure Paradox: Identifying Competing Pressures on Leaders

The volatile nature of organizations today creates pressure-filled situations for leaders to endure. The aim was to qualitatively explore scenarios in which leaders identified feeling pressure. Specifically, this poster sought to provide insight into the tensions leaders experience for leaders experiencing similar scenarios and to develop a taxonomy for future research.

Robert McKenna, Seattle Pacific University

Stephanie M. Osterdahl, Central Washington University

Jacob D. Redding, Seattle Pacific University

Deanna M. Haney, Nordstrom

Submitted by Deanna Haney, haneyd@spu.edu

162-27 Exploring Curvilinear Relationships Between Agreeableness and Effective Leadership Behavior

In an effort to understand why Agreeableness is a weak predictor of leadership effectiveness, this study examined the relationship at the subfacet level with specific predictions about curvilinear effects. Results indicate that moderate levels of tender mindedness and compliance are linked to effective leadership.

Kelley Arredondo, University of Akron

Andrea F. Snell, University of Akron

Submitted by Kelley Arredondo, ka54@zips.uakron.edu

163. Roundtable Discussion/Conversation Hr: 11:30 AM-12:20 PM Grand I

And Baby Makes...? Global Best Practice in Family Leave

This roundtable/conversation hour's objective is to discuss the possibility of a set of global best practices in employer sponsored family-leave policies.

Megan Connolly, Sirota, *Host*

Natalie Dunn, Royal Dutch Shell, *Host*

Angela R. Grotto, Manhattan College, *Host*

Submitted by Megan Connolly, megan9connolly@yahoo.com



World-class knowledge, skills, and behavioral testing

Findly Skillcheck is the online employment assessment solution of choice for job seekers and top employers around the world. Our solutions utilize the latest online technology and the most innovative approaches to measuring skills, knowledge, attitudes and aptitudes of job seekers, candidates and employees.

Visit us at booth 406!

Attend one of our sessions and meet the Findly team:

- * Multiple stakeholders and the gap between research and practice*
- * Change in I-O's mindset and toolset*
- * Integrating assessments and talent management systems:
evolving the discussion*
- * Using self-set goals to compensate for low personal initiative (Poster)*

www.findly.com



Bringing organizational culture and leadership to the bottom line

We help organizations to improve business performance by focusing on culture and leadership development — an approach that is rooted in over 25 years of research linking organizational culture and leadership practices to performance metrics such as return on investment, sales growth, quality, innovation and customer and employee satisfaction.

Based on the Denison Model, our solutions enable organizations to address critical business challenges in such areas as mergers and acquisitions integration, transformation and turnaround situations, leadership transitions, leadership development, and the alignment of strategy with human capital.

At our core is a set of diagnostic surveys that are designed to help organizations align culture and leadership, diagnose specific areas of strength and weakness, and build accountability into the development process — all helping you reach your goal of a high-performing organization.



denison

www.denisonconsulting.com

(734)302-4002

DENISON CONSULTING AT SIOP 2015

Please join the Denison team for these exciting presentations!

- **Boundaries Redrawn: Debunking Cultural Clusters with Local Assessment Data**
Thursday, April 23, 12:00 PM, Room 407-409
Levi Nieminen, Matt Christensen
- **Taking a positive approach to create leadership and organizational excellence**
Thursday, April 23, 1:30 PM, Room Grand J
Ia Ko
- **Where Does Workplace Design Fit in the I/O Tool Box?**
Thursday, April 23, 3:30PM, Room Grand L
Levi Nieminen
- **Private Equity: From 'Cost-Cutting' to 'More Culture Please'**
Thursday, April 23, 4:30 PM in Room 309-310
Alice Wastag
- **New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness Session**
Friday, April 24, 9:00 AM, Room 309-310
Levi Nieminen, Lindsey Kotrba
- **How to Have IMPACT: Turning Survey Data Into Culture Change.**
Friday, April 24, 5:00 PM, Room Grand K
Alice Wastag
- **Insufficient Effort Responding: From Detection to Solution**
Friday April 24, 1:30 PM in Room 309-310
Levi Nieminen
- **Practical Recommendations for Enhancing Leadership Coaching**
Saturday, April 25, 8:00 AM, Room Franklin 08
Levi Nieminen

Please stop by our Booth #412 during expo hours throughout the conference.

We look forward to connecting with you!

When it Comes to Acquiring Talent, We Should Be Your First Hire.



Over the course of 20 years, APTMetrics has assessed many millions of candidates—from *hourly to the C-level*—for clients that include some of the most-successful Fortune® 50 global organizations. **And we can do so for you.**

As the only HR consultancy that builds world-class talent solutions and is nationally recognized for its litigation support services, we deliver results that our competition can't: **peace of mind** that our programs are efficient, inclusive, fair, valid and legally defensible; **credibility** that is unmatched in the industry; **academic rigor** which is the cornerstone of

all our research and deliverables; and two decades of **industry know how** which we apply to every engagement.

For general inquiries or more information contact our Talent Solutions department at (203) 655-7779 or TalentSolutions@APTMetrics.com.

A Special Offer for SIOP Members

Visit our booth #212 in the SIOP exhibit hall to learn about our large-scale employee selection services and have a chance to win a Dell® Venue 7 tablet + Dell Cast (a \$200 value!).

aptMetrics®
Global Strategies for Talent Management.

www.APTMetrics.com

Our Talent Management Solutions

Leader Assessment • Employee Selection • Litigation Support • Diversity Strategy & Measurement
Competency Modeling & Job Analysis • Performance Management • Staffing for Mergers & Acquisitions • Organizational Surveys

©2015 APTMetrics



It's not always this obvious.

**But it can be.
There's a science to picking talent.**

CEB knows what matters—and what works—when it comes to recruiting, selecting, developing, and engaging talent. Each year, we equip more than 16,000 senior executives around the globe with insight, tools, and actionable advice to transform enterprise performance.

Learn why CEB is the obvious choice for 90% of the Fortune 500 and more than 80% of the largest listed companies in the world at cebglobal.com.



164. Debate: 12:00 PM-1:20 PM**302-304****The Role of Theory in Industrial/Organizational Psychology Research and Practice**

Recently, there has been an increased, but controversial, emphasis on the role of theory in industrial/organizational psychology. In this session, 5 SIOP members will define what theory is and answer questions about theoretical contributions, good/bad theories, management versus psychological research, big data, atheoretical empirical findings, and implementing theories in organizations.

Jeffrey M. Cucina, U.S. Customs and Border Protection, **Co-Chair**Jessica M. Nicklin, University of Hartford, **Co-Chair/ Moderator**Jeffrey M. Cucina, U.S. Customs and Border Protection, **Presenter**Neal M. Ashkanasy, University of Queensland, **Presenter**Jose M. Cortina, George Mason University, **Presenter**John E. Mathieu, University of Connecticut, **Presenter**Michael A. McDaniel, Virginia Commonwealth University, **Presenter**

Submitted by Jeffrey Cucina, jcucina@gmail.com

165. Symposium/Forum: 12:00 PM-1:20 PM**305-306****Using Genes to Understand Work and Life? It Is Possible!**

By introducing molecular genetics and organizational behavior, studies in this symposium demonstrate how specific genes are involved in regulating work experiences in leadership role occupancy, daily work engagement, turnover, and social network. Potential mechanisms and the role of environments are also examined.

Wen-Dong Li, Kansas State University, **Chair**

Wen-Dong Li, Kansas State University, Zhaoli Song, National University of

Singapore, Nan Wang, National University of Singapore, Richard D. Arvey,

National University of Singapore, **Dat1 and Leadership Role Occupancy: Examining Dual Mediating Mechanisms**

Zhaoli Song, National University of Singapore, Nan Wang, National University of Singapore, Christian Dormann, Ruhr-University Bochum, Martin Reuter,

University of Bonn, **DRD4 and Daily Work Engagement: Daily Supportive Environment as Moderator**Wei Chi, Tsinghua University, Zhaoli Song, National University of Singapore, Wen-Dong Li, Kansas State University, **Gene, Childhood Environment, and Turnover at Adulthood**Nan Wang, National University of Singapore, Ruolian Fang, National University of Singapore, Jayanth Narayanan, National University of Singapore, **Serotonin****Gene 5-HTTLPR and Social Network Formation**Stephen M. Colarelli, Central Michigan University, **Discussant**

Submitted by Zhaoli Song, bizszl@nus.edu.sg

166. Symposium/Forum: 12:00 PM-1:20 PM**309-310****Get What You Give: Research Advances in Cross-Cultural Feedback-Seeking Behavior**

Knowing how feedback processes unfold at work is crucial to understanding the effectiveness of performance management within organizations. Feedback processes and feedback seeking in particular may contain more complexities for cross-cultural contexts. This symposium highlights recent research developments exploring how and why employees seek feedback using multiple international perspectives.

Joelle D. Elicker, University of Akron, **Chair**Chantale Wilson, University of Akron, **Co-Chair**Lisa A. Steelman, Florida Institute of Technology, Leah Ellison, Florida Institute of Technology, Leah R. Wolfeld, Florida Institute of Technology, Evan F. Sinar, Development Dimensions International (DDI), **Feedback Processes in Organizations: Lessons From a Global Survey**Chantale Wilson, The University of Akron, Joelle D. Elicker, University of Akron, **Reexamining Culture's Influence on Feedback Seeking Using the Feedback Context**

Mary Sully de Luque, Thunderbird School of Global Management, Melody L.

Wollan, Eastern Illinois University, **The Importance of Indirect Inquiry in Feedback-Seeking Strategies**Rana Moukarzel, Publix, Lisa A. Steelman, Florida Institute of Technology, **Is****'How'm I Doin'?' a Universal Question?**Frederik Anseel, Ghent University, **Discussant**

Submitted by Chantale Wilson, chantalewilson@gmail.com

167. Symposium/Forum: 12:00 PM-1:20 PM**401-403****Investigating the Dynamic Role of Self-Regulation in the Resiliency Process**

This symposium presents 4 studies investigating the incremental validity of self-regulation over trait-based models in the resiliency process. The studies include a quantitative and narrative analysis of the role of self-regulation in the military, in a sample of recent immigrants, and in a sample of fired executives.

Matthew J. W. McLarnon, University of Western Ontario, **Co-Chair**Mitchell Rothstein, University of Western Ontario, **Co-Chair**

Russell A. Matthews, Bowling Green State University, Matthew J. W. McLarnon,

University of Western Ontario, Jennifer Klafehn, U.S. Army Research Institute,

Mitchell Rothstein, University of Western Ontario, **The Role of Self-Regulation in the Resiliency of Military Personnel**

Stelian Medianu, Western University, Mitchell Rothstein, University of Western

Ontario, Kelly L. Kisinger, University of Western Ontario, **Incremental Validity of Self-Regulation in Immigrants' Job Search**

Matthew J. W. McLarnon, University of Western Ontario, Joseph Oswald,

Knightsbridge Human Capital Solutions, Mitchell Rothstein, University of

Western Ontario, Gillian A. King, Holland Bloorview Rehabilitation Hospital

(Toronto), **Self-Regulation During Career Transitions**

Rima Tarraf, University of Western Ontario, Gillian A. King, Holland Bloorview

Rehabilitation Hospital (Toronto), Jennifer Klafehn, U.S. Army Research Insti-

tute, Matthew J. W. McLarnon, University of Western Ontario, **The Nature of****Challenging Cross-Cultural Military Experiences**Suzanne J. Peterson, Arizona State University, **Discussant**

Submitted by Matthew McLarnon, mmclarno@uwo.ca

168. Community of Interest: 12:00 PM-1:20 PM**404****Using Big Data for Employment Decisions**Matthew J. Such, SHL, a CEB Company, **Host**Nancy T. Tippins, CEB, **Host**Christine E. Corbet, Right Management, **Coordinator****169. Panel Discussion: 12:00 PM-1:20 PM****407-409****Bad Apples: Understanding the Multilevel Impact of Toxic Leadership**

This session will provide a forum for understanding the detrimental and multilevel impact of toxic leaders, from detriments in team climate to reduced psychological well-being of targets. Panelists will provide insights into the conditions that give rise to toxic leaders and the actions needed to curtail such negative behavior.

Jessica A. Gallus, U.S. Army Research Institute, **Co-Chair**

Miliani Jimenez-Rodriguez, U.S. Army Research Institute, **Co-Chair**

Joseph Doty, Duke University, **Panelist**

Alice J. Garven, U.S. Army Research Institute, **Panelist**

Jeffrey Fenslason, U.S. Army, **Panelist**

John Schaubroeck, Michigan State University, **Panelist**

Submitted by Miliani Jimenez, miliani.jimenez@gmail.com

170. Symposium/Forum: 12:00 PM-1:20 PM**Franklin 08****Investigating Validities of Several Faking Measures Within Selection Contexts**

Faking has been a major concern for organizations considering using noncognitive measures for selection. The conventional wisdom is that traditional social desirability scales do not work as faking measures and some new faking measures seem more promising. This symposium presents results of 3 studies that challenge the conventional view.

Jinyan Fan, Auburn University, **Chair**

Minghui Wang, Henan University, Lu Zheng, Auburn University, Guoxiang Zhao,

Henan University, Yongxin Li, Henan University, Hui Meng, East China Normal

University, **How Strong Are Associations Between Faking Scores and**

Faking Behaviors?

Elissa M. Hack, Auburn University, Xiang Yao, Peking University, Ronald C. Page, Assessment Associates International, Yuan Yuan, Auburn University, Jinyan Fan, Auburn University, **SDE and IM Scores Moderate Personality Validities Among Job Applicants**

Yuan Yuan, Auburn University, Mark N. Bing, University of Mississippi, Ning Hou, Auburn University, Lu Zheng, Auburn University, Elissa M. Hack, Auburn University, Kristl Davison, University of Mississippi, Chelsea Vance, Georgia Institute of Technology, Donald H. Kluemper, University of Illinois at Chicago, **A Laboratory Investigation of Validities of Four Faking Measures**

Ann Marie Ryan, Michigan State University, **Discussant**

Submitted by Jinyan Fan, fanjinyan@yahoo.com

171. Friday Seminars: 12:00 PM-3:00 PM 3 CE Credits
Franklin 09
Friday Seminar: Longitudinal Data Analytic Techniques Using Latent Variables

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. The primary objective of this structural equation modeling (SEM) seminar is to teach participants how to use the features within the Mplus software package to test longitudinal types of models including latent change score analyses and latent growth modeling. The instructor will provide the data and the syntax files used in the seminar.

Robert J. Vandenberg, University of Georgia, **Presenter**
 Ning Li, The University of Iowa, **Coordinator**

Submitted by Ning Li, ning-li-1@uiowa.edu

172. Friday Seminars: 12:00 PM-3:00 PM 3 CE Credits
Franklin 10
Friday Seminar: Dark Triad and Socially Aversive Personality Traits in the Workplace

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This seminar reviews the Dark Triad personality traits and related psychological constructs addressing ethical judgment and behavior. Discussion topics include prediction of work outcomes such as job performance, citizenship behaviors, and workplace deviance, cultural and professional differences in ethics and moral philosophy, and legal issues in HR applications.

Ernest O'Boyle, University of Iowa, **Presenter**
 Donelson Forsyth, University of Richmond, **Presenter**
 Sang Eun Woo, Purdue University, **Coordinator**

Submitted by Sang Eun Woo, sewoo@psych.purdue.edu

173. Symposium/Forum: 12:00 PM-1:20 PM
Grand A
Applicant Reactions to Selection Procedures: New Developments and Prospects

Applicant reactions to selection procedures is a critical area of research with implications for applicants and organizations. This symposium brings together 5 papers that highlight new developments in this area, including the role of individual differences, technology, recruiter perceptions, interventions, and the effect of outcome favorability on consumer behavior.

Michael B. Harari, Florida Atlantic University, **Co-Chair**
 Chockalingam Viswesvaran, Florida International University, **Co-Chair**
 Julie M. McCarthy, University of Toronto, Talya N. Bauer, Portland State University, Donald M. Truxillo, Portland State University, Michael C. Campion, University of South Carolina, Chad H. Van Iddekinge, Florida State University, Michael A. Campion, Purdue University, **An Intervention to Heighten Candidate Reactions: Leveraging Pre-Test Explanations**

Eva Derous, Ghent University, **It Takes Two To Test: Comparing Applicants and Recruiters' Perceptions**

Michael C. Campion, University of South Carolina, Julie M. McCarthy, University of Toronto, **Job Applicant Retaliation: Do Selection Procedures Harm the Bottom Line?**

Sara M. Ahmed, Brunel University London, Neil R. Anderson, Brunel University, Ana Cristina Costa, Brunel University, **Applicant Reactions to Internet-Based Selection Procedures**

Michael B. Harari, Florida Atlantic University, Eyran Kraus, City of Miami, Chockalingam Viswesvaran, Florida International University, Craig D. Haas, cut-e

USA, Andrea Tirado, Florida International University, **Trait Affectivity and Applicant Reactions: A Multiwave Field Study**

Submitted by Michael Harari, mharari@fau.edu

174. Alternative Session Type: 12:00 PM-1:20 PM
Grand B
Me-Search: How Life Experiences Can IGNITE Your Research

Modern I-O psychology generally emphasizes methods and analyses but rarely discusses the personal motivations for research. In this IG-NITE-style session, experts in the field will share stories about how their personal experiences have ignited their research agendas and provide new ways of thinking about I-O psychology research.

Cathleen Clerkin, Center for Creative Leadership, **Chair**
 Kathi N. Miner, Texas A&M University, **Presenter**
 William A. Gentry, Center for Creative Leadership, **Presenter**
 Leanne E. Atwater, University of Houston, **Presenter**
 Julian I. Barling, Queen's University, **Presenter**
 Victoria L. Brescoll, Yale University, **Presenter**
 Marian N. Ruderman, Center for Creative Leadership, **Presenter**
 Stewart D. Friedman, University of Pennsylvania, **Presenter**
 Katherine Gisco, Catalyst, **Presenter**
 Kristen P. Jones, Washington State University, **Presenter**

Submitted by Cathleen Clerkin, clerkin@ccl.org

175. Symposium/Forum: 12:00 PM-1:20 PM
Grand C
Emerging Talent Management Practices: Connecting HR Trends to I-O Research

The proliferation of talent management trends present opportunities for organizations to achieve talent objectives, but their value and defensibility may be unknown. This symposium examines emerging trends through the lens of I-O psychology. Presentations examine a range of trends including social media for selection, big data, and employee mindfulness programs.

Tracy Kantrowitz, CEB, **Chair**
 Tracy Kantrowitz, CEB, **Talent Management Trends in Organizations: A Global HR Perspective**
 Jack W. Stoughton, CEB | SHL, Courtney T. Van Overberghe, CEB, **Social Media in Selection: Different Pictures for Research and Practice**
 Ted B. Kinney, Select International, Luye Chang, Select International, Jessica Petor, Select International, Don M. Moretti, Sears Holdings Corporation, Daniel B. Koletsky, Sears Holdings Corporation, **Big Criterion Data: Looking at Big Data "Backwards"**

Megan L. Huth, Google, **Good for Google? Evaluating Trends in HR**
 Craig J. Russell, University of Oklahoma, **Discussant**

Submitted by Tracy Kantrowitz, tracy.kantrowitz@shl.com

176. Symposium/Forum: 12:00 PM-1:20 PM
Grand D
A Look Under the Hood of Media-Rich Recruitment Tools

This symposium features innovative examples of media-rich recruitment tools that blend modern technology with scientific grounding to achieve solutions for public and private sector clients. Presenters will discuss challenges encountered and strategic decisions made during development, their application of theoretical and/or methodological rigor, and the outcomes resulting from tool implementation.

Taylor E. Sparks, HumRRO, **Chair**
 Taylor E. Sparks, HumRRO, Tracy Phillips, International Association of Chiefs of Police, Kim Kohlhepp, International Association of Chiefs of Police, **Discovering Policing With a Media-Rich Ride Along**
 Alison Hollamby, CEB-UK, Hannah Ablitt, CEB-UK, **Realistic Job Previews: Start as You Mean to Go On**
 Shelly D. Butler, SRA International, William Walton, Fors Marsh Group, LLC, Ben Porr, Federal Management Partners, Inc., **MyCareer@VA: The Science Behind the Site**
 Lisa N. Littrell, Bank of America, Larisa Belau Niedle, Bank of America, Eric J. Sydel, SHAKER, Christie Brodbeck, SHAKER, **Media-Rich Candidate Recruitment and Selection at Bank of America**
 Robert E. Gibby, IBM, **Discussant**

Submitted by Taylor Sparks, sparks.taylor@gmail.com

177. Symposium/Forum: 12:00 PM-1:20 PM**Grand J****Guanxi: Examining its Implications Across Conceptualizations, Cultures, Levels, and Outcomes**

Over the past 3 decades, guanxi has emerged as a distinct and consequential concept in management research. Heeding calls from recent reviews, the 4 papers in this symposium showcase when and why guanxi can be good, bad, or controversial depending on conceptualizations, national culture, levels, and outcomes.

Tina Davidson, Ghent University, **Co-Chair**

Linn Van Dyne, Michigan State University, **Co-Chair**

Tina Davidson, Ghent University, Linn Van Dyne, Michigan State University, **Too Attached to Speak Up?: Guanxi and Upward Constructive Voice**

Ying Chen, University of Illinois at Urbana-Champaign, Raymond Friedman, Vanderbilt University, **Leader-Member Relationships in the U.S. and China: Multilevel Cross-Country Comparisons**

Chao C. Chen, Rutgers University, **Guanxi Practices in the Eye of the Universalistic-Particularistic Beholder**

Ping Ping Fu, Chinese University of Hong Kong, Bilian Lin, The Chinese University of Hong Kong, Cong Sun, The Chinese University of Hong Kong, Qing Qu, Tsinghua University, **Understanding Paternalistic Leadership Effectiveness through the Theoretical Lens of Guanxi**

Chu-Hsiang Chang, Michigan State University, **Discussant**

Submitted by Tina Davidson, tina.davidson@vlerick.com

178. Panel Discussion: 12:00 PM-1:20 PM**Grand K****Attracting and Retaining Qualified Individuals With Disabilities: A Contemporary Update**

There is heightened focus on efforts that organizations undertake to attract and retain qualified individuals with disabilities. Federal contractors must undertake targeted recruitment and measurement on the disabled talent pool. Employer, researcher and practitioner panelists will provide context for legal changes and share best practices to foster outreach and selection.

Joanna Colosimo, DCI Consulting Group, Inc., **Co-Chair**

Keli P. Wilson, DCI Consulting Group, **Co-Chair**

Eyal Grauer, Starbucks, **Panelist**

Arthur Gutman, Florida Institute of Technology, **Panelist**

Craig M. Reddock, CEB, **Panelist**

David B. Schmidt, Development Dimensions International (DDI), **Panelist**

Submitted by Keli Wilson, wilsonkp@gmail.com

179. Panel Discussion: 12:00 PM-1:20 PM**Grand L****Beyond High Potential Leadership Talent: The Management of High Professionals**

The assessment and identification of high potential leadership talent has recently surfaced as an important talent management topic. Relatively speaking, less emphasis has been placed to employees who tend to develop deep expertise and specialize in certain functional areas. This session will discuss talent management issues related to high professionals.

Guangrong Dai, Korn Ferry, **Chair**

Sarah A. Brock, Johnson & Johnson, **Panelist**

George S. Hallenbeck, Center for Creative Leadership, **Panelist**

Roland Pepermans, Vrije Universiteit Brussel, **Panelist**

Kim Ruyle, Inventive Talent Consulting, LLC, **Panelist**

Vicki Swisher, Korn/Ferry International, **Panelist**

Submitted by Guangrong Dai, grdai@hotmail.com

180. Panel Discussion: 12:00 PM-1:20 PM**Independence Ballroom****Selling Without Selling Out: The Art of Sales in I-O**

This panel discussion will provide information and advice to current students and recent graduates regarding the sales aspects of practitioner roles. The discussion will address sales expectations for different types of practitioner roles, sales skills that are beneficial across situations, and

advice from consultants on how to develop these skills.

Lauren N. Robertson, SHL, **Chair**

Lance Andrews, CEB, **Panelist**

Julianne Brown, Walmart, **Panelist**

Catherine S. Clause, Pfizer, **Panelist**

Bryan Pigott, IBM, **Panelist**

Adam Vassar, Quintela Group, **Panelist**

Submitted by Lauren Robertson, lauren.robertson@shl.com

181. Symposium/Forum: 12:00 PM-1:20 PM**Liberty AB****Team Processes and Emergent States: New Empirical and Theoretical Research**

The papers in this symposium introduce recent work on team collective properties: including cultural metacognition, psychological ownership, organizing processes, and member familiarity. Theoretical and empirical research, with both qualitative and quantitative approaches, are included. In our discussion we will include both academic and practitioner relevance of this topic.

David L. Patient, Catholic University of Portugal-CLSBE, **Chair**

Ana Paula Giordano, Católica-Lisbon School of Business and Economics, **Co-Chair**

Christina Shalley, Scheller College of Business, Gamze Koseoglu, Georgia

Institute of Technology, Lucy L. Gilson, University of Connecticut, **Creativity in Multicultural Teams: The Arc of Team Cultural Metacognition**

Peter W. Seely, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Stephen J. Zaccaro, George Mason University, Ruth Kanfer, Georgia Institute of Technology, **The Sociomateriality of Teamwork Processes**

Ana Paula Giordano, Católica-Lisbon School of Business and Economics,

Ana Margarida Passos, ISCTE Business School, David L. Patient, Catholic

University of Portugal-CLSBE, Francesco Sguera, Católica-Lisbon School of

Business and Economics, **Collective Psychological Ownership: Conceptual Structure and Relationship With Team Outcomes**

Diana R. Sanchez, Colorado State University, Travis Maynard, Colorado State

University, John E. Mathieu, University of Connecticut, Lucy L. Gilson, University

of Connecticut, Matthew Dean, School of Business-University of Southern

Maine, **Familiarity and Information Elaboration and Performance in Global**

Virtual Teams

Paul E. Tesluk, SUNY at Buffalo, **Discussant**

Submitted by David Patient, dapati@ucp.pt

182. Panel Discussion: 12:00 PM-1:20 PM**Liberty C****Creating Scientist-Practitioners: I-O Programs Leveraging Corporate Advisory Boards**

Structured collaboration between experienced I-O psychology practitioners and faculty members and students of I-O programs provides a straightforward and highly impactful way to "build better scientist-practitioners." Examples of how I-O programs can benefit from corporate advisory boards will be highlighted in this interactive panel discussion.

Terri Shapiro, Hofstra University, **Chair**

Brian J. Ruggeberg, Aon Hewitt, **Panelist**

Madelyn Marino, American Express, **Panelist**

Cong Liu, Hofstra University, **Panelist**

Peter J. Rutigliano, Sirota Consulting, **Panelist**

Comila Shahani-Denning, Hofstra University, **Panelist**

Kevin M. Dooley, Deutsche Bank, **Panelist**

Submitted by Terri Shapiro, terri.shapiro@hofstra.edu

183. Poster Session: 12:30 PM-1:20 PM**Franklin Hall****Inclusion/Diversity****183-1 Hiring the Formerly Incarcerated: Challenges Illustrated by Justification-Suppression Theory**

Formerly incarcerated individuals experience difficulty when reentering society, including finding reliable employment. Despite plentiful research on prisoner reentry, less is known about discrimination in the hiring process. This study provides evidence for the justification-suppression model, which reveals the presence of discrimination even in the absence

of expressed prejudice.

Eric J. Cazares, California State University, San Bernardino
Mark D. Agars, California State University, San Bernardino
Hio Tong Kuan, California State University, San Bernardino
Lunder Vansa, California State University, San Bernardino
Erika Sanchez, California State University, San Bernardino
Ryan E. Wolf, California Baptist University

Submitted by Mark Agars, magars@csusb.edu

183-2 Demographic Similarity, Employee Engagement and Business Performance

The impact of demographic similarity on engagement and performance is examined. Results show Hispanic managers are more engaged and have higher customer service when managing a mostly Hispanic team. White store managers' have higher sales when managing a mostly non-White team. Engagement did not mediate the demographic similarity–business performance relationship.

Lynn Beer, Kansas State University
Jasmine N. Snyder, Payless ShoeSource

Submitted by Lynn Beer, lmbeer@ksu.edu

183-3 Employment Barriers for Individuals With Physical Disabilities: An Interactionist Perspective

Individuals with physical disabilities experience barriers to employment. Consequently, they report less profitable and satisfying professional lives than their able-bodied counterparts. The purpose of this paper is to classify the barriers to employment according to the definition of disability provided by the World Health Organization International Classification of Functioning.

Silvia Bonaccio, University of Ottawa
Catherine E. Connelly, McMaster University
Ian R. Gellatly, University of Alberta
Kathleen Martin Ginis, McMaster University

Submitted by Silvia Bonaccio, bonaccio@telfer.uottawa.ca

183-4 How the Experience of Ambient Sexism Impacts Observers

This study explored the impact of ambient sexism on observers. As predicted, gender moderated the relationship between ambient sexism and state performance self-esteem. Women observing hostile sexism directed at another woman had significantly lower performance self-esteem relative to male observers. In turn, lower performance-based self-esteem predicted lower career aspirations.

Jill C. Bradley-Geist, University of Colorado at Colorado Springs
Ivy Rivera, California State University, Fresno
Susan D. Geringer, California State University, Fresno

Submitted by Jill Bradley-Geist, jill.bradley-geist@uccs.edu

183-5 Effects of Threatening Educational Environments on Women's Success in STEM

This study tested a model of threatening educational environments to account for the underrepresentation of women in science, technology, engineering, and mathematics (STEM) fields. High sensitivity to gender-based rejection and negative campus climate predicted perceiving academic experiences as threatening rather than challenging, which predicted greater disengagement from STEM domains.

Kristina Linden, University of Missouri-St. Louis
Julie Klein, University of Missouri-St. Louis
Emily A. Ingalls, University of Missouri-St. Louis
Bettina J. Casad, University of Missouri-St. Louis

Submitted by Bettina Casad, casadbj@umsl.edu

183-6 Racial Differences in Performance–Pay Relationships: The Role of Diversity Climate

This study examined whether the sales performance–pay relationship varied due to employee race-ethnicity and store-unit diversity climate. Results from 14,185 sales workers from 765 store units indicated that the performance–pay linkage was strongest for Whites (Blacks and Hispanics) in stores with less supportive (more supportive) diversity climates.

Yan Chen, Rutgers University
Ingrid Smithy Fulmer, Rutgers University
Patrick F. McKay, Rutgers University

Derek R. Avery, Temple University

Submitted by Yan Chen, chenyan0716@gmail.com

183-7 The Impact of Pay on Faultline Salience

This poster explores the relationship between pay and faultline(s)—hypothetical dividing lines between demographic subgroups that split the workgroup—salience. It is proposed that when differences between subgroup pay correspond with faultlines, it magnifies faultline salience. The effects of six combinations of pay level (amount) and between subgroup pay dispersion (variation) are discussed.

Ormonde R. Cragun, University of South Carolina
Sherry M. B. Thatcher, University of South Carolina
Anthony J. Nyberg, University of South Carolina

Submitted by Ormonde Cragun, ormonde.cragun@grad.moore.sc.edu

183-8 Psychological Predictors of Cultural Diversity Support at Work in Europe

Using Ajzen's theory of planned behavior, individual intentions and behavior to promote cultural diversity at work in a European context were predicted, for both managers and employees. With an increasingly diverse workforce, this study adds to our understanding of psychological reactions to cultural diversity measures at work.

Annemarie Hiemstra, Erasmus University Rotterdam
Eva Derous, Ghent University
Marise Ph. Born, Erasmus University Rotterdam

Submitted by Eva Derous, eva.deraus@ugent.be

183-9 Measurement Equivalence in Ethnic Harassment Across Minority and Majority Groups

This study sought to determine if the Ethnic Harassment Experiences scale demonstrates measurement equivalence across majority and minority members. Results in 2 samples supported measurement equivalence across race. Factor mean equivalence was also found, indicating similar latent levels of ethnic harassment in minorities and nonminorities. Implications are discussed.

Lindsay Y. Dhanani, University of Central Florida
Amanda M. Wolcott, University of Central Florida
Dana Joseph, University of Central Florida

Submitted by Lindsay Dhanani, lydhanani@knights.ucf.edu

183-10 Motivation to Perpetuate Sexual Orientation Microaggressions in the Workplace

This paper suggests a theoretical framework for understanding how microaggressions (i.e., sexually-oriented forms of prejudice) may spread throughout the workplace.

Brandon A. Johnson, Auburn University

Submitted by Brandon Johnson, baj0013@auburn.edu

183-11 State of Mind and Attitudes towards Disabled Employees

People with disabilities face physical or psychological challenges as well as discriminatory attitudes and practices. The influence of state of mind on attitudes towards disabled employees was examined. More positive attitudes were associated with the other-mastery or other-sympathy states (vs self-mastery or self-sympathy). Effect size was estimated as large.

Michael A. Knott, Louisiana Tech University
Mitzi Desselles, Louisiana Tech University

Submitted by Michael Knott, mikeaknott@gmail.com

183-12 Is Incivility Selective? A Meta-Analytic Test of Selective Incivility Theory

This meta-analysis explores whether people in the protected groups of age, race, and sex experience different levels of incivility. Overall meta-analytic corrected correlations suggest that protected groups are not experiencing incivility at different rates; however, large credibility intervals suggest the presence of moderators. Practical and theoretical implications are discussed.

Laura C. Lomeli, Walmart
Amber L. Smittick, Hogan Assessments

Submitted by Laura Lomeli, lauraclomeli@gmail.com

183-13 Stereotypes, Job Social Status, and the Double Bind of Disability

Processes affecting employment outcomes for persons with disabilities remain unexplored. Extending theory, factors underlying these outcomes for persons with psychological or ambulatory disabilities and nondisabled individuals were examined. Moderated mediation tests suggested stereotyped perceptions create double binds for applicants with psychological disabilities, with important implications for theory and practice.

Martine C. Maculaitis, Baruch College, City University of New York

Karen S. Lyness, Baruch College, City University of New York

Submitted by Martine Maculaitis, martinemac2000@aol.com

183-14 Evaluations of Veteran Applicants: The Usefulness of Identity Management Strategies

Military veterans seeking jobs face challenges in obtaining employment such as countering negative stereotypes about qualifications. Veteran applicants are evaluated more positively when they acknowledge their veteran status than when they do not, in part because of the heroism and patriotism ascribed to them. Implications for job-seeking veterans are discussed.

Marissa Mann, Michigan State University

Ann Marie Ryan, Michigan State University

Abdifatah A. Ali, Michigan State University

Submitted by Marissa Mann, marissam1992@gmail.com

183-15 To Tell or Not? Disability Disclosure Decisions and Outcomes

In a multilevel study of 1,441 persons with disabilities (PWDs) nested in 518 departments of a federal agency, factors impacting employees' decisions to disclose their disabilities are explored. This poster further investigates whether formal/informal disclosure leads to negative outcomes and whether inclusive climates can provide a potential buffer of these effects.

Kristie L. McAlpine, Cornell University

Lisa H. Nishii, Cornell University

Susanne M. Bruyere, Cornell University

Submitted by Kristie McAlpine, klm325@cornell.edu

183-16 Weight Discrimination via SNS: Perceptions of Overweight Applicants' Facebook Profiles

Hiring tasks that included Facebook profiles were used to test the effects of moral credentials, applicant gender, and applicant healthy behaviors on weight prejudice and discrimination. Moral credentials and gender had no effect. However, whether profiles showed an applicant engaged in healthy or unhealthy behaviors did have an effect.

Bridget C. McHugh, University of Central Florida

Dana Joseph, University of Central Florida

Submitted by Bridget McHugh, mchugh.bridget@gmail.com

183-17 Stereotypicality and Gender Effects on Hispanic Hireability

Based on multiple categorization and interpersonal discrimination theories, this poster examined the interaction between stereotypicality (e.g., based on skin-tone, facial features, and names) and gender on Hispanic hireability. Even though the hypotheses were only partially confirmed, data provide important insights into attitudes toward women and Hispanic workers.

Carlos Moreno, Rice University

Fernanda Gonzales-Blanco, Rice University

Katharine R. O'Brien, Rice University

Michelle (Mikki) Hebl, Rice University

Submitted by Carlos Moreno, carlos.moreno316@gmail.com

183-18 Perceptions of Age-Friendly Work Environments

An age-friendly work environment is defined based on the studies of age-friendly communities. A newly developed scale consisted of factors addressing age salience, collegiality, and managerial support. Employee perception of age-friendly work environments is related to organization engagement, satisfaction, stress, and turnover intentions but not job engagement.

Alysha Noorani, Eastern Kentucky University

Yoshie Nakai, Eastern Kentucky University

Submitted by Alysha Noorani, alysha.noorani@me.com

183-19 Now and Then: A Longitudinal Study of College Women Leaders

Using life course theory, this poster examined the career aspirations and

achievement orientations of women college student leaders from 1985 on their occupational success and satisfaction 28 years later. Orientations towards achievement and higher career aspirations in college were found to significantly predict later life career outcomes. Implications will be discussed.

Lynn R. Offermann, George Washington University

Lindsey N. Smith, George Washington University

Kaitlin R. Thomas, George Washington University

Submitted by Lynn Offermann, lro@gwu.edu

183-20 Impact of Feminist Identity Management on Selection for Leadership Positions

Role and gender congruence theory suggests that identifying as a feminist influence evaluations for female candidates applying to leadership positions. The interactive effects of feminist identity and occupation gender composition on evaluations were examined. Findings indicated that the gender composition of the field affected hiring evaluations of identified feminist candidates.

Emily A. Pacic, Michigan State University

Ann Marie Ryan, Michigan State University

Submitted by Emily Pacic, pacicemi@msu.edu

183-21 A Little Help? Obesity Discrimination in Helping Behavior

Confederates in a field study solicited help from others on a college campus, with weight (through prosthetics) and stereotyping cue (those that justify or suppress discrimination) manipulated. Obese individuals were helped less often and treated less politely than nonobese individuals; however, those obese individuals who challenged stereotypes experienced less discrimination.

Jason G. Randall, Rice University

Christina U. Zimmer, Rice University

Katharine R. O'Brien, Rice University

Anton J. Villado, Rice University

Michelle (Mikki) Hebl, Rice University

Submitted by Jason Randall, jason.randall@rice.edu

183-22 A Survivor's Guide to Age Discrimination

A survey of 227 workers age 50+ showed that 53% perceived workplace age discrimination. They reported more discrimination when low in core self-evaluations, worked in young-typed jobs, and had younger supervisors. Respondents noted that skill building to enhance perceived competence was more effective than trying to appear youthful.

Michael D. Reeves, SHAKER

Barbara A. Fritzsche, University of Central Florida

Lindsay Y. Dhanani, University of Central Florida

Justin Marcus, Ozyegin University

Submitted by Michael Reeves, mikereevesd@gmail.com

183-23 Stigma Disclosure Outcomes and Boundary Conditions: A Meta-Analysis

This poster provides the first meta-analysis of the relation between stigma disclosure and interpersonal/intrapersonal outcomes in work and life contexts. Results reveal the boundary conditions that facilitate the positive outcomes of disclosure. Specifically, disclosures are more positive for stigmas that are invisible and/or perceived to be uncontrollable, especially in recent years.

Isaac E. Sabat, George Mason University

Alex P. Lindsey, George Mason University

Carolyn J. Winslow, George Mason University

Eden B. King, George Mason University

Kristen P. Jones, Washington State University

Ashley A. Membere, George Mason University

Nicholas A. Smith, The Pennsylvania State University

Dave Arena, George Mason University

Submitted by Isaac Sabat, isabat@gmu.edu

183-24 Gendered Stereotypes of Gay Male and Lesbian Leaders

People often hold beliefs as to how they expect gender and sexual orientation minorities to behave, as well as expectations about leaders. This study found that gay male leaders were perceived as similar to het-

erosexual female leaders, and lesbian leaders were perceived as similar to heterosexual male leaders.

Nicholas P. Salter, Ramapo College of New Jersey
Kimberly K. Halloran, Ramapo College of New Jersey
Christian T. Lucca, Ramapo College of New Jersey
Taja Estrada, Ramapo College of New Jersey

Submitted by Nicholas Salter, nsalter@ramapo.edu

183-25 State Paranoia at Work: Empirically Examining Transgender Employees' Work Experiences

Despite a wealth of research on gender in the workplace, the work experiences of transgender employees are underexplored. Given organizations may be threatening environments to transgender individuals, this poster examined state paranoid cognitions among 165 transgender workers. Results suggest paranoid cognition mediates links between perceived discrimination and job attitudes and wellbeing.

Christian N. Thoroughgood, Northeastern University
Katina Sawyer, Villanova University
Jennica R. Webster, Marquette University
Larry R. Martinez, The Pennsylvania State University

Submitted by Katina Sawyer, katina.sawyer@villanova.edu

183-26 Perceptions of Female Leaders: Effects of Race and Body Size

This study examined perceptions of female leaders based on race (Black/White) and body size (healthy/obese). Respondents ($n = 222$) viewed a description of a leader and a photo that varied by race and size. Trait ratings were highest for the obese Black leader but global effectiveness ratings favored both healthy candidates.

Katherine A. Sliter, pan-Performance Assessment Network
Megan Redhead, Indiana University-Purdue University India
Erin M. Crask, pan-Performance Assessment Network

Submitted by Katherine Sliter, katherinesliter@gmail.com

183-27 When Resources Are Scarce, Older Workers Are Penalized

Older workers may experience ageism at work. Three laboratory experiments were conducted to examine why this is so. Results from job application, training course application, and bonus allocation contexts confirmed the prediction: when resources are scarce, older people are penalized for accessing those resources but not when resources are plentiful

Aaron S. Wallen, Columbia University, Graduate School of Business
Cameron G. McClure, Columbia University, Graduate School of Business

Submitted by Aaron Wallen, aw2328@columbia.edu

183-28 Effects of Supervisory Inclusion Behavior on Subordinate Diversity Citizenship Behavior

This poster examined the role of supervisors and organizational justice in promoting subordinates' discretionary, prodiversity behaviors. Specifically, it was hypothesized that supervisory inclusion behavior positively influences subordinate diversity citizenship behaviors and that organizational justice moderates this relationship. Results on data collected from 2 samples of Department of Defense personnel supported the hypotheses.

L. A. Witt, University of Houston
Laura E. Clark, University of Houston
Sonya M. Stokes, University of Texas at El Paso
Zachary M. Roberts, University of Houston
Olivia Childers, University of Houston
Amanda L. Palmer, University of Houston
Tiffany M. Bisbey, University of Houston
Allison Boyes, University of Houston
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)
Loring J. Crepeau, Defense Equal Opportunity Management Institute (DEOMI)
Lawrence Roth, St. Cloud State University
Kori Callison, University of Alaska-Anchorage

Submitted by L. Witt, witt@uh.edu

183-29 Gendering Voice: The Role of Public Esteem and Composition

This work connects gender, voice, self-esteem, and social identity research to examine the individual and organizational factors that contribute to the prediction of voice behavior. Both the main and interactive effects of these variables are used to clarify previous contradictory findings and present novel implications for research and practice.

Danielle D. King, Michigan State University
Emily A. Pacic, Michigan State University
Ann Marie Ryan, Michigan State University
Submitted by Danielle King, kingda11@msu.edu

183-30 Hispanics' Interactions With Supervisors: Implications for Interpersonal Justice

The justice implications of managing a workforce comprised of more minorities than ever before, with a particular focus on Hispanics, was investigated. Results suggest that subtle forms of racism, called micro-aggressions, hurt perceptions of fairness enacted by supervisors (i.e. interpersonal justice) but only if subordinates do not trust their supervisor.

Haley Myers, University of North Carolina at Charlotte
Linda R. Shanock, University of North Carolina at Charlotte
Eric D. Heggestad, University of North Carolina at Charlotte
Shawn Long, University of North Carolina at Charlotte
Zoa M. Ordoñez, University of North Carolina at Charlotte
Submitted by Haley Myers, hmyers11@uncc.edu

184. Roundtable Discussion/Conversation Hr: 12:30 PM-1:20 PM Grand I

Organizational Climate and the Experience of Diverse Employees

The purpose of this roundtable/conversation hour is to bring together researchers and practitioners interested in the experience of nondominant/diverse groups in organizations. Specifically, the impact of organizational culture on the careers, advancement and inclusion of women, LGBT individuals, racial/ethnic minorities, nonnative employees and other nondominant groups will be covered.

Priyanka Mitra, Graduate Center, Baruch College, CUNY, *Host*
Aarti Shyamsunder, Catalyst, *Host*

Submitted by Priyanka Mitra, pmitra@gc.cuny.edu

185. Symposium/Forum: 1:30 PM-2:50 PM

302-304

High-Fidelity Simulations: Refining Leader Assessment and Leadership Development

Leaders need to be preparing for more complex, diverse and business centric environments. High-fidelity simulations are a key concept to make the development experience more effective and the assessment more job specific. The practitioners in this symposium will present high fidelity strategies to assess and develop today's leaders.

Lynn Collins, BTS, *Chair*
Patrick Gavan O'Shea, Human Resources Research Organization, *Identifying Leadership Potential Through High-Fidelity Simulations*
Rich Dapra, BTS, Sandra Hartog, BTS, *Merging High-Fidelity Business Simulation, Assessment Center and Virtual Technology*
Steven C. Hardesty, Assess Systems, *From Pencils to iPads and Skype: 21st Century Assessment Centers*
Jurgen Bank, BTS, *Case Study: Multimethod First-Level Leader Assessment Using High-Fidelity Simulations*

Submitted by Jurgen Bank, jurgen.bank@bts.com

186. Symposium/Forum: 1:30 PM-2:50 PM

305-306

Putting the "e" in Efficacy: Understanding Technology-Related Efficacy Judgments

Technology skills are essential to nearly all jobs, yet I-O psychology has had only a minor role in understanding how technology-related efficacy judgments are formed and what their effects might be. This session's papers explore the concept of efficacy through a technology lens, spanning multiple levels and research domains.

Peter P. Yu, Baruch College & Graduate Center, CUNY, *Co-Chair*
Tara S. Behrend, George Washington University, *Co-Chair*
Garett N. Howardson, George Washington University, Samuel E. Kaminsky, George Washington University, Ryan Horn, George Washington University, Jon C. Willford, George Washington University, Tara S. Behrend, George Washington University, *Construct Validity of Computer Self-Efficacy Measures*
Samuel E. Kaminsky, George Washington University, *An Ecologically Valid*

Measure of Workplace Computer Self-Efficacy

Samantha R. Dubrow, George Washington University, Tara S. Behrend, George Washington University, Kyle J. Emich, Fordham University, *Transpersonal Efficacy in Work Teams*

Peter P. Yu, Baruch College & Graduate Center, CUNY, Catherine D. Good, Baruch College & Graduate Center, CUNY, *Predicting New Technology Adoption: Collective Efficacy, Gender, and Task Interdependence*

Lori Foster Thompson, North Carolina State University, *Discussant*

Submitted by Peter Yu, peter.yu@baruch.cuny.edu

187. Symposium/Forum: 1:30 PM-2:50 PM 309-310

Invalid Responding in the Survey Process: Detection, Deterrence, and Understanding

Invalid data in self-report psychological data can occur for many reasons. Notable among these reasons are careless responding and faking. The data resulting from these behaviors share a number of similarities and differences, and this symposium examines a number of common issues and potential solutions for this invalid data.

Paul G. Curran, Kenyon College, *Chair*

Mengqiao Liu, Wayne State University, Jason L. Huang, Wayne State University, *IER's Dual Effect on Test-Retest Reliability of Personality*

M.K. Ward, North Carolina State University, Adam W. Meade, North Carolina State University, Sean M. Gasperson, Castle Worldwide, Inc., Samuel B. Pond, North Carolina State University, *Using Cognitive Dissonance to Prevent Careless Responding on Internet-Based Surveys*

Paul G. Curran, Kenyon College, Kelsey A. Hauser, Kenyon College, *Understanding Responses to Check Items: A Verbal Protocol Analysis*

Li Guan, University of Georgia, Nathan T. Carter, University of Georgia, Jeffrey S. Conway, Aon Hewitt/University of South Florida, Anthony S. Boyce, Aon Hewitt, *Assessing Fakability in Multidimensional Forced-Choice Items Using Person Fit*

Submitted by Paul Curran, curranp@kenyon.edu

188. Panel Discussion: 1:30 PM-2:50 PM 401-403

Stepping into Organizations: Strategies for Talking to the Business

Panelists will share strategies and generate discussion about educating clients on the value of leveraging I-O knowledge and practices in the workplace. We will discuss integrating I-O into organizational practices, engaging with technical and non-technical audiences, and the knowledge and skills needed to successfully engage with stakeholders.

Hannah J. Foldes, SHL Talent Measurement Solutions, *Chair*

Michael J. Benson, Johnson & Johnson, *Panelist*

Daniel L. Bonilla, UNC Charlotte, *Panelist*

John P. Muros, AT&T, *Panelist*

Courtney A. Nelson, I-O Solutions, *Panelist*

Lauren N. Robertson, SHL, *Panelist*

KD Zaldivar, Shell Oil, *Panelist*

Submitted by Hannah Foldes, hannah.foldes@shl.com

189. Community of Interest: 1:30 PM-2:50 PM 404

Building a Climate for Safety? Let's Talk!

Michael T. Ford, University at Albany, SUNY, *Host*

Konstantin Cigularov, Old Dominion University, *Host*

Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), *Coordinator*

190. Panel Discussion: 1:30 PM-2:50 PM 407-409

Leadership Pipeline Development: The State of the Art in 2015

Although many organizations continue to make having effective leadership pipeline development programs a top priority, few best practice guides have been published in this area in recent years. This panel will explore what changes have (and have not) occurred in this area since the "Great Recession."

Michael Hepperlen, MDA Leadership Consulting, *Chair*

Anne Gotte, General Mills, Inc., *Panelist*

Megan K. Leasher, Macy's, Inc., *Panelist*

Sharon Sackett, MDA Leadership Consulting, *Panelist*

Nancy Zhang, Mobley Group Pacific Ltd., *Panelist*

Submitted by Michael Hepperlen, mhepperlen@mdaleadership.com

191. Symposium/Forum: 1:30 PM-2:50 PM

Franklin 08

Workplace Affect: Dynamic and Multilevel Effects in Organizations

One important challenge in research on affect in organizations is the fact that affect is dynamic and quickly reacts to task demands and social interactions. This symposium discusses new approaches for assessing, modeling, and understanding changes in affect and correlates of affect over time and across organizational levels.

Jonas W. B. Lang, Ghent University, *Chair*

Ute R. Hulsheger, Maastricht University, *Co-Chair*

Christian Dormann, Ruhr-University Bochum, *Long-Term Strain Develops Via Increases in Stress Responses Across 24 Hour Cycles*

Ute R. Hulsheger, Maastricht University, Jonas W. B. Lang, Ghent University,

Diurnal Rhythms in Workday Affect

Ronald Bledow, Singapore Management University, Jana Kühnel, University of Ulm,

Preoccupation and Performance: When a Weakness Turns Into a Strength

Jonas W. B. Lang, Ghent University, Paul D. Bliese, University of South Carolina,

Alex de Voogt, American Museum of Natural History, Ute R. Hulsheger, Maastricht University,

Affect Contagion in Groups: Modeling Emergence and Leader Centrality

Anthony C. Hood, University of Alabama, Daniel G. Bachrach, University of Alabama,

Suzanne Zivnuska, California State University, Elliot Bendoly, The Ohio State University,

Affect, Psychological Safety, and TMS in Groups

Submitted by Jonas Lang, jonas.lang@ugent.be

192. Poster Session: 1:30 PM-2:20 PM

Franklin Hall

Staffing

192-1 Checking Criminal Records: Crime and Job Type Affect Employment Judgments

This study examines how characteristics of the crime and job impact judgments of job-relatedness of criminal records in hiring decisions. Time since conviction, crime, and job type interacted to affect raters' subjective judgments of criminal record relevancy. Findings are discussed within the legal context of Title VII and EEOC guidelines.

Abdifatah A. Ali, Michigan State University

Brent J. Lyons, Simon Fraser University

Ann Marie Ryan, Michigan State University

Submitted by Abdifatah Ali, abdiali04@gmail.com

192-2 Does Résumé Format Affect Accuracy of Personality Judgments?

An experimental study into recruiters' personality inferences based on resume screening shows that resume format characteristics (paper vs. audio vs. video résumé) do not impact recruiters' accuracy of personality inferences about an applicant. Recruiter characteristics do affect accuracy with higher similarity/vocal attraction resulting into less accurate ratings.

Catherine Apers, Ghent University

Eva Derous, Ghent University

Submitted by Catherine Apers, catherine.apers@ugent.be

192-3 Individual Difference Determinants of Applicant Withdrawal From Cognitive Ability Assessments

This study examined individual differences as determinants of withdrawal from Internet-based cognitive ability assessments. Findings indicate that individual differences are not significant predictors of applicant withdrawal. These findings are promising and suggest that contextual factors may be more important determinants of applicant withdrawal.

Nikki Blacksmith, George Washington University

Samuel E. Kaminsky, George Washington University

Michael N. Karim, George Washington University

Tara S. Behrend, George Washington University

Submitted by Nikki Blacksmith, nikkiblacksmith@gmail.com

192-4 Technology Mediation Lowers Interview Ratings and**Applicant Reactions: A Meta-Analysis**

Organizations are increasingly using technology to conduct employment interviews. However, little is known about how this may affect candidate behavior and subsequent interviewer ratings. A meta-analysis was conducted to comprehensively understand the effects of technology mediation. Results indicated interview ratings and applicants reactions are lower in technology-mediated interviews.

Nikki Blacksmith, George Washington University

Jon C. Willford, George Washington University

Tara S. Behrend, George Washington University

Submitted by Nikki Blacksmith, nikki.blacksmith@gmail.com

192-5 African-American Female Applicants: Potential Hiring Bias Against "Natural" Hair

Drawing on double jeopardy and intersectional invisibility theories, this study investigates how natural hairstyles will influence evaluations of African-American female job candidates applying for agentic versus communal job descriptions. Findings indicate an interaction for the braids hairstyle where participants rated the candidate higher for the agentic description.

Courtney M. Bryant, Tuskegee University

Ann Marie Ryan, Michigan State University

Christine M. Y. Kermond, Michigan State University

Submitted by Courtney Bryant, bryantcourtneym@gmail.com

192-6 The Effects of Female Nonverbal Flirting on Male Interviewer Impressions

A 2x2 between-subjects video study was conducted with 80 male university students to investigate the effects of nonverbal female flirting and CV qualifications on male interviewer impressions. Results suggest that nonverbal flirting influences male evaluations and may be beneficial for women with high qualifications but not basic qualifications.

Celia Chui, University of Lausanne

Rebekka S. Steiner, University of Lausanne

Submitted by Celia Chui, celia.chui@unil.ch

192-7 Testing the Middle Initials Effect on Employability Ratings

This poster demonstrated that a writing sample ostensibly submitted by a job candidate received better ratings when attributed to an author with middle initials than without. This effect was mediated by status attributions to the author but was moderated by race: Middle initials had no effect for stereotypically African-American names.

Gordon M. Sayre, The College of New Jersey

Jason Dahling, The College of New Jersey

Eric Igou, University of Limerick

Wijnand Van Tilburg, University of Southampton

Submitted by Jason Dahling, dahling@tcnj.edu

192-8 The Influence of Instrumental and Symbolic Attributes on Applying Behavior

Early recruitment strategies result in higher-quality applicant pools. These strategies rely on limited information techniques—like job advertisements—to capture applicant attention. Using the instrumental-symbolic attributes framework, frequency of information types in job ads predicted actual job-seeker applying behavior underscoring the importance of instrumental and symbolic information for applicant attraction.

Timothy Hwang, University of Connecticut

Anna K. Young, University of Connecticut

Dev K. Dalal, University of Connecticut

Janet L. Barnes-Farrell, University of Connecticut

David Bernstein, eQuest

Submitted by Dev Dalal, dev.dalal@uconn.edu

192-9 Faking Warnings for Job Applicants and Resulting Criterion-Related Validities

Fan et al. and Ellingson et al. (2012) used test–warning–retest procedures to examine whether personality scores gathered after a faking warning would resemble scores under honest conditions, and yet criterion-related validity remained unexamined. This poster extends their work by examining the effect of faking warnings on the criterion-related validity of personality.

Mark N. Bing, University of Mississippi

Juan Benavidez, TeleTech Inc.

Tommie Mobbs, TeleTech Holdings

Kristl Davison, University of Mississippi

Submitted by Kristl Davison, kdavison@bus.olemiss.edu

192-10 Implicit Age Cues in Resumes: Subtle Effects on Hiring Discrimination

Because of discriminatory age effects, it is suggested to leave-out explicit age cues from resumes. A field experiment (610 managers) showed that managers infer age from other, more implicit age-related information in resumes. This older age effect depended also on managers' own age; no support for age-related stereotypes was found.

Eva Deros, Ghent University

Jeroen Decoster, Ghent University

Submitted by Eva Deros, eva.deros@ugent.be

192-11 Eye-Candy Effect of Physical Attractiveness on Performance-Based Hiring Decision Making

This poster examined the effects of physical attractiveness and interview performance on hiring decision making. Results indicate that being beautiful hurts when attractive applicants fail to live up to interviewers' expectation evoked by applicants' appearance. And this negative effect of attractiveness, Eye-Candy effect, is moderated by perceived sex-type consistency.

Xiao Han, Renmin University of China

Yingwu Li, Renmin University of China

Zhou Yu, Renmin University of China

Submitted by Xiao Han, mailhanxiao@163.com

192-12 Biodata Assessment: A Validation and Recommendation for Organizational Settings

This validation effort focused on a biodata assessment utilized by a large multinational organization in the screening of candidates for frontline positions in the United States. Results demonstrated the predictability of the assessment on key organizational outcomes: turnover, safety, and worker's compensation claims cost.

Marianna Horn, Auburn University

Julia Bayless, Sodexo, Inc.

Submitted by Marianna Horn, horn.marianna@gmail.com

192-13 Effects of Strategy Perceptions on Job-Seeker Strategy Use

Choices to use particular job-seeking strategies should depend on perceptions of those strategies. Using 691 job-seekers, this poster examined the types of perceptions that relate to strategy use, finding 9 dimensions to be unique predictors of motivation and effort. These relationships were generally consistent across strategy types.

Michael Horvath, Cleveland State University

Submitted by Michael Horvath, m.horvath59@csuohio.edu

192-14 What Matters in the Test Environment?

This study examined the impact of test environment on applicant perceptions, test performance, and validity. The results indicated that test performance and validity were relatively unaffected by test environment, but some applicant reactions were less favorable in the unproctored setting. The findings further support for the value of UIT.

Laurie E. Wasko, Select International

Amie D. Lawrence, Select International, Inc.

Matthew S. O'Connell, Select International, Inc.

Submitted by Amie Lawrence, alawrence@selectintl.com

192-15 Moods, Self-Efficacy, and Interview Strategies: Carry-Over Effects in Interviews

This study examines how applicant perceptions of their performance in initial interviews influence self-efficacy and moods before subsequent interviews and subsequent interview strategies. Results show that self-rated performance was associated with moods. Self-efficacy and positive aroused moods were associated with approach interview strategies, which were positively related to interviewer-rated performance.

Yihao Liu, University of Florida

Le Zhou, University of Minnesota

John D. Kammeyer-Mueller, University of Minnesota

Mo Wang, University of Florida

Submitted by Yihao Liu, yihao.liu@warrington.ufl.edu

192-16 How a Crisis Impacts an Organization's Image and Recruitment Outcomes

Organizational image is a key predictor of numerous recruitment variables. When an organization endures negative events or crises, their image can suffer. This study examines the effects of post crisis organizational image on various recruitment outcomes and offers empirically based suggestions to organizations that are seeking to repair their image.

Zachary J. Steiner, Luther Consulting

Steven G. Manning, Colorado State University

Samantha A. Stelman, Colorado State University

Zinta S. Byrne, Colorado State University

Submitted by Steven Manning, steve.manning@colostate.edu

192-17 Media Richness and Attraction: Personality Affects

Attraction to Virtual Jobs

The effects of personality on attraction to jobs that varied in media richness (e.g., face-to-face interaction or virtual interaction) were examined using a policy capturing design. Results demonstrated that extraverted and agreeable individuals are attracted more to media rich jobs, whereas neurotic individuals are attracted to less media rich jobs.

Bridget C. McHugh, University of Central Florida

Dana Joseph, University of Central Florida

Submitted by Bridget McHugh, mchugh.bridget@gmail.com

192-18 Applicant Reactions to Employers' Requests to Access Their Facebook Pages

Despite increased use of social networking sites in hiring, little research has examined how this practice impacts applicant perceptions of organizations. It was found that more invasive employer requests to access applicant's Facebook pages in the hiring process decreased applicant perceptions of organizational justice, organizational attractiveness, and job pursuit intention.

Tess Menzies, Southern Illinois University

Lynn K. Bartels, Southern Illinois Univ-Edwardsville

Submitted by Tess Menzies, tess.menzies@gmail.com

192-19 Employer Branding In Public Services: An Identity Based Instrument

This study describes the development of an identity-based employer branding (ibEB) instrument for public services. Using factor analysis and multidimensional scaling, Strebing's (2010) utility functions was projected on 2 bipolar dimensions of an identity-based employer branding approach grounded on organizational values. The resulting model has implications for employer branding practice.

Christopher Klanke, University of Osnabrück

Tammo Straatmann, University of Mannheim-Germany

Regina Kempen, University of Osnabrück

Karsten Mueller, University of Osnabrück

Svenja Schumacher, University of Osnabrück

Submitted by Karsten Mueller, karsten.mueller@uni-osnabrueck.de

192-20 Employee Selection: Implications of Self-Promotion, Immigrant Status, and Vacancy Length

Organizations strive to attract, select, and retain employee talent to remain competitive in today's global market. This study investigated the impact that self-promotion tactics, immigrant status, and length of time to fill a job vacancy have on employee selection. Findings suggest that these 3 factors impact the selection process.

Katie L. Niblock, State University of New York, Buffalo

Patricia A. Oswald, Iona College

Submitted by Katie Niblock, katenib@buffalo.edu

192-21 Effects of Spelling Errors and E-Mail Addresses in Résumé Screening

This study examined the effects of two résumé characteristics, spelling

errors and the use of an informal e-mail address, on the hirability perceptions formed by recruiters (N = 73). Both characteristics influenced hirability perceptions. These relationships were mediated by perceptions of personality and cognitive ability.

Janneke K. Oostrom, VU University Amsterdam

Marlies Van Toorenburg, VU University Amsterdam

Thomas V. Pollet, VU University Amsterdam

Submitted by Janneke Oostrom, j.k.oostrom@vu.nl

192-22 Investigating the Black Box of Vocational Interests Using Affect

To better capture the experience of vocational interest, it was measured using affect across 2 studies. Results suggest that vocational interests, (a) can be captured by affect, (b) have different emotions underlying the experience, and (c) might be evaluated with both approach and avoidance processes—contrary to present understanding.

Wei Ming Jonathan Phan, University of Illinois at Urbana-Champaign

James Rounds, University of Illinois at Urbana-Champaign

Submitted by Jonathan Phan, wphan2@illinois.edu

192-23 The Role of Self-Focused Attention in Interview Anxiety

Interview anxiety refers to nerves experienced before or during the job interview; it is an unpleasant experience and is related to lower interview performance. This study looked at the relation between interview anxiety and self-focused attention and examined strategies, based in the social anxiety literature, for reducing interview anxiety.

Amanda R. Feiler, University of Guelph

Deborah M. Powell, University of Guelph

Submitted by Deborah Powell, dpowell@uoguelph.ca

192-24 When the Cowboy Killer Becomes an Employment Opportunity Killer

This poster examined whether smokers face stigmatization in the selection process in 2 samples (Canadian and U.S. respondents). It was shown that smokers (vs. nonsmokers) are perceived as being significantly less qualified. This effect is indirect through perceptions of deviance and integrity and (partly) conditional upon the evaluators' own attitudes towards smoking.

Nicolas Roulin, University of Manitoba

Namita Bhatnagar, University of Manitoba

Submitted by Nicolas Roulin, nicolas.roulin@umanitoba.ca

192-25 A Meta-Analytic Test of the Outcomes of Overqualification

This study provides the first quantitative review of the overqualification literature. Results suggest overqualification is related to employee job satisfaction ($\rho = -.37$), turnover intentions ($\rho = .40$), job performance ($\rho = .27$), and is unrelated to organizational citizenship behavior. Practical implications and future directions for research are discussed.

Evan R. Theys, Louisiana Tech University

Mitzi Desselles, Louisiana Tech University

Richard J. Chambers, PepsiCo-Frito-Lay

Bryan Fuller, Louisiana Tech University

Submitted by Evan Theys, ert005@latech.edu

192-26 Targeted Recruitment: When the Majority Is the Minority

This poster finds that nontargets, who are not the intended beneficiaries of an organization's targeted recruitment strategy, feel threatened not because they are excluded from the recruitment process but because of the organization's attempt to challenge normative prescriptions and proscriptions regarding which identity groups should hold certain occupations.

Brian D. Webster, Oklahoma State University

Alexis N. Smith, Oklahoma State University

Joongseo Kim, University of Colorado at Denver

Maria B. Watkins, Northeastern University

Bryan D. Edwards, Oklahoma State University

Submitted by Brian Webster, bdwebster2@gmail.com

192-27 Integrating Job Search Into the Study of Employer Brands

This study focuses on interplay between job search behaviors and employer brands during recruitment. Results from a time-lagged study of job seekers indicated that preparatory job search behaviors moderated the positive effects of both employer images and reputation on organizational attraction.

Kang Yang Trevor Yu, Nanyang Business School
 Hunter M Davis, Nanyang Technological University
 Submitted by Kang Yang Trevor Yu, akyyu@ntu.edu.sg

192-28 Applicant Reactions to Forced-Choice Measurement: Do Format Variations Matter?

Forced-choice personality tests can reduce the impact of faking but can also engender negative applicant reactions. This poster explored whether format variations may improve test-taker perceptions. Findings show that respondents perceive formats with gradient response scales and tests with the most negative items eliminated to be more favorable.

Xiaoyuan (Susan) Zhu, University of Connecticut
 Dev K. Dalal, University of Connecticut
 Jeffrey S. Conway, Aon Hewitt/University of South Florida
 Anthony S. Boyce, Aon Hewitt

Submitted by Xiaoyuan (Susan) Zhu, susan.zhu@uconn.edu

192-29 Reactions to Mobile Testing From the Perspective of Job Applicants

This study focuses on applicant reactions to preemployment assessments on mobile devices. The results indicate that although most job applicants are comfortable using their mobile devices for daily activities, the majority report low levels of trust in mobile delivery and prefer to complete preemployment assessments on a personal computer.

Paul M. Fursman, CEB
 Kathleen Tuzinski, CEB

Submitted by Paul Fursman, paul.fursman@shl.com

193. Panel Discussion: 1:30 PM-2:50 PM

Grand A

Pave the Way: Building a Roadmap to Sustainable Career Paths

Effective career path tools provide robust information regarding career opportunities while remaining adaptive to an ever-changing business environment. This panel provides a forum for discussing I-O practitioners' experiences designing career paths across different industries. Topics include unique approaches for development, challenges, strategies for ensuring impact and sustainability, and measuring success.

Samantha A. Taylor, Novo Nordisk Inc., **Chair**
 Tanya Brubaker, Novartis, **Panelist**
 Gary W. Carter, PDRI, a CEB Company, **Panelist**
 Samantha Le Chau, Novo Nordisk Inc., **Panelist**
 Joshua S. Quist, C² Technologies, Inc., **Panelist**

Submitted by Samantha Taylor, samantha.ritchie@verizon.net

194. Panel Discussion: 1:30 PM-2:50 PM

Grand B

Uncharted Waters: Navigating Selection, Disclosure, and Employees With Disabilities

Panelists will bring to the forefront a large and underrepresented group among minority groups: individuals with disabilities. Discussion will include the impact of recent federal mandates to track the number of applicants and employees with disabilities, as well as the general impact on recruitment, selection, and barriers to employee disclosure.

Anna L. Hulett, University of Georgia, **Co-Chair**
 Samuel T. Hunter, Penn State University, **Co-Chair**
 Christine L. Nittrover, Rice University, **Panelist**
 David C. Baldrige, Oregon State University, **Panelist**
 Peter J. Rutigliano, Sirota Consulting, **Panelist**

Submitted by Anna Hulett, ahulett@uga.edu

195. Symposium/Forum: 1:30 PM-2:50 PM

Grand C

Data Science in Human Capital Research and Analytics

This symposium highlights ways in which both I-Os and non-I-Os are effectively using big data and data science techniques to conduct research, drive business outcomes, and inform human capital strategy. The topics include selection, organizational interventions, and effective establishment and use of human capital analytics teams.



Anthony S. Boyce, Aon Hewitt, **Chair**
 Pat M. Caputo, Aon Hewitt, **Co-Chair**
 Ben Taylor, HireVue, **Automated Prediction of Performance From Digital Video Interviews**

Pat M. Caputo, Aon Hewitt, Anthony S. Boyce, Aon Hewitt, **Data Science and Contextual Predictors of Potential: An International Review**
 Amy Dawgert Grubb, Federal Bureau of Investigation, **Metrics, Metrics, Metrics!**
 Mark Sullivan, McGraw Hill Financial, Van M. Latham, PathPoint Consulting, **Human Capital Analytics "Business-Back" Planning at McGraw Hill Financial**
 Larry Inks, The Ohio State University, **Discussant**

Submitted by Anthony Boyce, anthonyboyce@gmail.com

196. Panel Discussion: 1:30 PM-2:50 PM

Grand D

Designing and Managing Talent Rotation Programs: Where Do I Board?

I-O practitioners involved in managing talent rotation programs in different industries will review their company's program goals, characteristics, processes, and evaluation findings. They will discuss bright spots and pain points as well as tips and suggestions other practitioners should consider when designing and managing a rotation program.

Christina Fleck, PepsiCo, **Chair**
 Alison Cooper, Texas Instruments, **Panelist**
 Jennifer Long, Mary Kay, **Panelist**
 Daniel P. Meltzer, New York Life Insurance, **Panelist**
 Jasmine N. Snyder, Payless ShoeSource, **Panelist**
 Sebastian Unger, PepsiCo, **Panelist**

Submitted by Christina Fleck, crfleck4@yahoo.com

197. Alternative Session Type: 1:30 PM-2:50 PM

Grand I

An Insider's Guide to Preparing for an Applied Career

This roundtable brings together early career practitioners from a variety of applied careers for a conversation about the benefits and challenges of working in applied I-O psychology. Participants will reflect on graduate training, discuss work experiences and career progression and offer recommendations for preparation in an applied career.

Laura Sywulak, Baruch College, The Graduate Center, CUNY, **Co-Chair**
 Amy R. Gammon, Select International, Inc., **Co-Chair**
 Kristin L. Cullen, Center for Creative Leadership, **Presenter**
 Scott T. Gebhardt, Sirota Consulting, LLC, **Presenter**
 Tiffany Ivory, Sirota Survey Intelligence, **Presenter**
 Jordan H. Stein, Illinois Institute of Technology, **Presenter**
 Casey C. Smith, Baruch College, The Graduate Center, CUNY, **Presenter**
 Mary Margaret Sudduth, Florida Institute of Technology, **Presenter**

Submitted by Laura Sywulak, lasywula@gmail.com

198. Panel Discussion: 1:30 PM-2:50 PM

Grand J

Labrynth Leveling: Solutions From Science and Practice

Eagly and Carli (2007) suggest the metaphor of a labyrinth to describe the indirect path women face to reach the top of organizations. This panel discusses the state of this labyrinth and provides examples from their own research and practice that assist individuals, teams, and organizations advance women.

Eileen M. Linnabery, Vantage Leadership Consulting, **Co-Chair**
 Alice F. Stuhlmacher, DePaul University, **Co-Chair**
 Linda Carli, Wellesley College, **Panelist**
 Laura A. Finfer, Leadership Excellence Consulting, **Panelist**
 Rob Morris, YSC, **Panelist**

Alice F. Stuhlmacher, DePaul University, **Panelist**

Submitted by Eileen Linnabery, eileen.linnabery@gmail.com

199. Panel Discussion: 1:30 PM-2:50 PM

Grand K

All Over the Map: Conducting Validation Research on Dispersed Populations

This session will address some of the considerations and best practices when conducting validation studies using geographically dispersed pop-

ulations. Topics will include study design and sampling, standardization of data collection, communication planning, and data management.

Amanda D. Allen, Edison Electric Institute, **Chair**

Megan Chandler, Marriott International, **Panelist**

Dana M. Dunleavy, Association of American Medical Colleges, **Panelist**

Sarah Evans, Walmart, **Panelist**

Erica L. Hauck, PepsiCo/Frito-Lay, **Panelist**

Deirdre J. Knapp, HumRRO, **Panelist**

Robert P. Michel, Edison Electric Institute, **Panelist**

Submitted by Amanda Allen, aallen@eei.org

200. Symposium/Forum: 1:30 PM-2:50 PM

Grand L

New Trends in Overqualification Research

After the 2008 financial crisis, there has been an increased interest in overqualification both among practitioners and academics. Since then a considerable amount of research on overqualification has been accumulated. Now it needs new directions. This symposium presents 4 field studies that offer novel theoretical and methodological insights into overqualification.

Aleksandra Luksyte, University of Western Australia, **Chair**

Aleksandra Luksyte, University of Western Australia, John Cordery, University of Western Australia, Jasmine Seah, Synergy, **Are Overqualified Employees Good Citizens?**

Tina Thompson, Illinois State University, Mark J. Martinko, Florida State University, **Employment Situation as an Underemployment Attribution**

Vicente Gonzalez-Roma, University of Valencia, Ana M. Hernandez, University of Valencia, Juan Gamboa, University of Valencia, Jose M. Peiro, University of Valencia, Francisco Gracia, University of Valencia, **Factors Influencing Graduates' Overqualification Trajectories: A Latent Growth Curve Analysis**

Maike E. Debus, University of Zurich, Berrin Erdogan, Portland State University, Talya N. Bauer, Portland State University, **Becoming and Staying Overqualified: Results From a Within-Person Analysis**

Christiane Spitzmueller, University of Houston, **Discussant**

Submitted by Aleksandra Luksyte, alex.luksyte@uwa.edu.au

201. Special Events: 1:30 PM-2:50 PM

Independence Ballroom

Alliance for Organizational Psychology Special Session: Ethics and Malpractice in I-O Research: Problems, Solutions and Prospects

Since the advent of a number of fraudulent research cases in different subdisciplines, different fields of psychology have been under scrutiny by media, administrators, and public policy. This panel brings together perspectives of different stakeholders to identify problems, explore initiatives, and the prospects they bring for research in I-O psychology.

Frederik Anseel, Ghent University, **Co-Chair**

Berrin Erdogan, Portland State University, **Co-Chair**

Gilad Chen, University of Maryland, **Panelist**

Deanne N. Den Hartog, University of Amsterdam, **Panelist**

Gudela Grote, ETH Zurich, **Panelist**

Steven G. Rogelberg, University of North Carolina Charlotte, **Panelist**

Deborah E. Rupp, Purdue University, **Panelist**

Mo Wang, University of Florida, **Panelist**

Submitted by Frederik Anseel, Frederik.Anseel@ugent.be

202. Symposium/Forum: 1:30 PM-2:50 PM

Liberty AB

Beyond Mining: Harnessing the Power of Text Data

Text data offer a wealth of information for studying organizational behaviors and outcomes. Four practitioners will share their experience of going beyond categorizing text data (mining) to using them to address talent acquisition and management concerns. Participants will also offer insights on using these data to conduct research and practice.

Disha D. Rupayana, SkillSurvey, Inc., **Chair**

London Mock, Office of Personnel Management, **A Qualitative Approach to Realistic Job Previews**

Disha D. Rupayana, SkillSurvey, Inc., Leigh Puchalski, SkillSurvey, Inc., Cynthia A. Hedricks, SkillSurvey, Inc., **Qualitative Versus Quantitative Data for Predicting Outcome: Focus on Conscientiousness**

John M. Ford, U.S. Merit Systems Protection Board, Peter Leeds, U.S. Merit Systems Protection Board, Doug Nierle, U.S. Merit Systems Protection Board, **Sharpening the Shovel: Improving Text Mining of Narrative Survey Responses**
Victoria Hendrickson, OrgVitality, Emily L. Hause, Saint Mary's College of California, Scott M. Brooks, OrgVitality, **Employee Survey Comments: Filtering for the Most Useful Suggestions**

Submitted by Disha Rupayana, drupayana@skillsurvey.com

203. Alternative Session Type: 1:30 PM-2:50 PM

Liberty C

Blazing the Job Trail: How to IGNITE Your Career

Twelve early career and seasoned professionals will share their experiences and knowledge of the job market. Each presenter will address a phase of the job search process, ranging from applications and resumés to expectations of new hires. Following the 12 IGNITE speakers, the format shifts to an interactive panel discussion.

Christopher T. Rotolo, PepsiCo, **Chair**

Victoria J. Smoak, PepsiCo, **Co-Chair**

Amber L. Smittick, Hogan Assessments, **Co-Chair**

Laura C. Lomeli, Walmart, **Co-Chair**

Johanna E. Johnson, Clemson University, **Presenter**

Joselito C. Lualhati, Global Skills X-Change, **Presenter**

Aaron J. Kraus, University of Akron, **Presenter**

Adam W. Hilliard, Walmart, **Presenter**

Andrew M. Naber, RAND Corporation, **Presenter**

Kathakali Sircar, SRA International, **Presenter**

Patricia E. Grabarek, Infor Talent Science, **Presenter**

Nicole M. Ginther, PepsiCo, **Presenter**

Submitted by Laura Lomeli, lauraclomeli@gmail.com

204. Panel Discussion: 3:30 PM-4:50 PM

302-304

Bridging and Cross-Collaboration Between Master's and Doctoral I-O Programs

This session will examine the value of a master's degree for doctoral applicants in industrial-organizational psychology. The panelists will brainstorm ways master's and doctoral programs can collaborate to better bridge these students' challenges. Topics will include a general discussion, the application process, the selection and interview process, and moving forward.

Catherine S. Daus, Southern Illinois University-Edwardsville, **Co-Chair**

Amy J. Quarton, Maryville University, **Co-Chair**

Shanique G. Brown, DePaul University, **Panelist**

Patrick M. McCarthy, Middle Tennessee State University, **Panelist**

Roni Reiter-Palmon, University of Nebraska-Omaha, **Panelist**

DJ S. Steffensen, Tennessee Small Business Development Center, **Panelist**

Alice F. Stuhlmacher, DePaul University, **Panelist**

Submitted by Amy Quarton, aquarton@maryville.edu

205. Symposium/Forum: 3:30 PM-4:50 PM

305-306

Synthetic Validity: Further Evidence of its Accuracy and Application

Synthetic validation is a professionally accepted alternative validation method when traditional criterion-related validation is not possible. However, there remains resistance to using these nontraditional validation methods. This symposium provides new research on synthetic validity to show evidence of its accuracy compared to traditional methods and new examples of applications.

Erin N. Gerbec, Air Force Research Laboratory, **Co-Chair**

Calvin C. Hoffman, LA County Sheriff's Department, **Co-Chair**

Jeff W. Johnson, PDRI, a CEB Company, **Further Comparisons of Traditional and Synthetic Validity Coefficients**

Brent D. Holland, FurstPerson, Inc., Dawn Lambert, FurstPerson, Inc., **Accuracy of Transportability and Synthetic Validation Techniques**

Calvin C. Hoffman, LA County Sheriff's Department, Daniel Kowallis, California State University, C. Chy Tashima, Los Angeles County Sheriff's Department, **Job Component Validation of a Bomb Squad Selection Process**

Erin N. Gerbec, Air Force Research Laboratory, Patrick C. Carmody, University of Dayton Research Institute, Richard J. Petronio, U.S. Air Force Research

Laboratory, **Job Component Validation of Intelligence Analyst Selection**
Darin S. Nei, Hogan Assessment Systems, **Using Synthetic Validation to Drive Competency Solutions**

Submitted by Erin Gerbec, eringerbec@gmail.com

206. Symposium/Forum: 3:30 PM-4:50 PM

309-310

Toward a Deeper Understanding of Applicant Faking

Faking negatively impacts the validity of personnel selection and placement decisions. This symposium presents cutting-edge research that digs deeper into faking issues, including psychometric consequences, models of faking behavior, culture impacts on faking, and using psychometric techniques (i.e., appropriateness measurement) to reduce the impact of faking on organizational decision-making.

Dev K. Dalal, University of Connecticut, **Chair**

Li Guan, University of Georgia, **Co-Chair**

Ye Ra Jeong, Central Michigan University, Neil Christiansen, Central Michigan University, Mei-Chuan Kung, Select International, Inc., Chet Robie, Wilfrid Laurier University, **Effects of Faking on Linear Construct Relationships Relevant to Validity**

Amy R. Gammon, Select International, Inc., Mei-Chuan Kung, Select International, Inc., Lindsey M. Lee, Florida Institute of Technology, Irina Gioaba, University of Lausanne, Matthew D. Pita, Talent Keepers, Samantha R. Wells, Florida Institute of Technology, Matthew S. O'Connell, Select International, Inc., Richard L. Griffith, Florida Institute of Technology, **Fakers: As Different as They Are Troublesome**

Yumiko Mochinushi, Florida Institute of Technology, Mitsuhiro Nita, Recruit Career Co., Ltd., Richard L. Griffith, Florida Institute of Technology, **Changes of Response Patterns in a Personality Test in Japan**

Li Guan, University of Georgia, Nathan T. Carter, University of Georgia, Gary J. Lautenschlager, University of Georgia, **Personality, Faking, and ATIC: Can Forced-Choice Format Untangle Their Relationship?**

Michael J. Zickar, Bowling Green State University, **Discussant**

Submitted by Li Guan, aguan0215@gmail.com

207. Panel Discussion: 3:30 PM-4:50 PM

401-403

Integrating Assessments and Talent Management Systems: Evolving the Discussion

This session focuses on the opportunities and challenges that arise when integrating assessments with talent management systems (TMS). Experienced panelists representing internal and external perspectives share their experiences and provide practical guidance about integrating assessment platforms and TSMs. Provocative questions about evolving the I-O role will be presented and discussed.

Emily J. Stehura, Development Dimensions International (DDI), **Chair**

Mia L. Jattuso, Development Dimensions International (DDI), **Panelist**

Craig R. Dawson, CEB, **Panelist**

James H. Killian, Findly, **Panelist**

Seth Zimmer, AT&T, **Panelist**

Corina Rice, CSX Transportation, **Panelist**

Submitted by Emily Stehura, emily.stehura@ddiworld.com

208. Community of Interest: 3:30 PM-4:20 PM

404

Methods, Madness, and Truth: Tensions Among Publishing, Theory, and Replication

Jeffrey M. Cucina, U.S. Customs and Border Protection, **Host**

Scott Tonidandel, Davidson College, **Host**

Jessica M. Nicklin, University of Hartford, **Coordinator**

209. Symposium/Forum: 3:30 PM-4:50 PM

407-409

Longitudinal Perspectives on Coping and Adjustment to Stressors

This session brings together theory and results from 5 longitudinal studies on how individuals cope with and adapt to stressors. Papers will consider distinct coping behaviors and coping stages, gender role context, adaptation to stressors over time, and the potential for interventions to facilitate resilience.

Michael T. Ford, University at Albany, SUNY, **Chair**

Yixuan Li, University of Florida, Mo Wang, University of Florida, Xiang Yao, Peking University, Zheng Huang, Chinese Academy of Sciences, **Exploring the Role of Coping Using the Daily Diary Method**

Peter P. Yu, Baruch College & Graduate Center, CUNY, Erin Eatough, The City University of New York, Baruch College, **Gender-Normative Coping Strategies for Interpersonal Conflict Stressors**

Jingyi Huang, University at Albany, SUNY, Michael T. Ford, University at Albany, SUNY, **Episodic Stressor Appraisal and Coping: A Four-Stage Study**

Kelsey-Jo Ritter, Bowling Green State University, Russell A. Matthews, Bowling Green State University, **Adaptation to Role Stressors Over Time**

Krista Hoffmeister, Sentis, Autumn D. Krauss, Sentis, Tristan Casey, Sentis, Allison M. Ellis, Portland State University, **The Role of Leaders in Promoting Well-Being: An Intervention Evaluation**

Submitted by Michael Ford, mford@albany.edu

210. Symposium/Forum: 3:30 PM-4:20 PM

Franklin 08

Future of Assessment: Reactions to Innovative Formats and Delivery Modes

Innovative assessments and mobile assessment continue to change the face of selection. Organizations seek novel assessment approaches to increase applicant engagement and to reinforce a positive employer brand. Reactions have important organizational outcomes. We investigate reactions to recent innovations and reflect on the influence of reactions to shape future developments.

Holly S. Payne, CEB, **Chair**

Allison Tenbrink, Select International, Esteban Tristan, Select International, Mei-Chuan Kung, Select International, Kristin M. Delgado, Select International/ Wright State University, **Employee Reactions to a Safety Assessment Predicting Safety Behavior**

Sara Lambert Gutierrez, CEB, Kristin Sanderson, CEB, **Applicant Reactions: What We Know About Testing on the Go**

Robert W. Stewart, PDRI, a CEB Company, Kenneth T. Bruskiwicz, PDRI, a CEB Company, Chris Kubisiak, PDRI, a CEB Company, Josh W. Allen, Florida International University, **Exploring Candidate Reactions to Highly Engaging Low Fidelity Assessments**

Ken Lahti, CEB, **Discussant**

Submitted by Holly Payne, holly.payne@shl.com

211. Symposium/Forum: 3:30 PM-4:50 PM

Franklin 09

NRC Reports: I-O Psychology Impacts at the Federal Level

Three recent National Research Council reports highlight factors important for science and practice in I-O psychology: the effectiveness of team-based research, measuring human performance potential, and the influence of context on behavior. Presenters will describe the study purposes, key questions, and processes as well as implications for science and practice.

Stephen Stark, University of South Florida, **Chair**

Gerald F. Goodwin, U.S. Army Research Institute, Cherie Chauvin, National Research Council, **Perspectives on the Impetus Behind National Research Council Studies**

Leslie A. DeChurch, Georgia Institute of Technology, **The Context of Military Environments**

Stephen M. Fiore, University of Central Florida, Kara Hall, National Cancer Institute, Steve W. J. Kozlowski, Michigan State University, **The Science of Team Science**

Paul R. Sackett, University of Minnesota, Stephen Stark, University of South Florida, Fred Oswald, Rice University, **Measuring Human Capabilities**

Submitted by Stephen Stark, sestark@usf.edu

212. Symposium/Forum: 3:30 PM-4:50 PM

Franklin 10

Strength in Numbers: Building Personal Brands as I-O Psychologists

As visibility and branding is a recognized priority for SIOP, each and every member needs to take responsibility to create awareness and market their I-O skills. This session will offer members the chance to learn how academics and practitioners can brand themselves thereby creating awareness for the field.

Tiffany R. Poeppelman, Consultant, **Chair**

Tiffany R. Poeppelman, Consultant, Nikki Blacksmith, The George Washington University, **SIOP Visibility: Personal Branding in Support of Our Mission**
Lily Cushenbery, Stony Brook University, Nicholas P. Salter, Ramapo College of New Jersey, **Personal Branding for Academics**

Ben Hawkes, IBM, **Practitioner Self-Branding: Methods to Build Professional Visibility**

Michael M. Woodward, Human Capital Integrated, **Leveraging Media to Create Brand Visibility for Yourself and I-O**

Tilman Sheets, Louisiana Tech University, **Build Your Brand Within SIOP's Community of I-O Psychologists**

Submitted by Tiffany Poeppelman, tiffanyripley@gmail.com

213. Poster Session: 3:30 PM-4:20 PM

Franklin Hall

Judgment/Decision Making/Training

213-1 Mental Models and Ethical Decision-Making: The Role of Sensemaking

The relationship between mental models and ethical decision making (EDM) is explored. Participants depicted their mental models to expose their understanding of an ethical dilemma described in a case, followed by making a decision on another case. Sensemaking served as a mediator between complexity of mental models and EDM.

Zhanna Bagdasarov, California State University, Fresno

James F. Johnson, University of Oklahoma

Alexandra E. MacDougall, University of Oklahoma

Logan M. Steele, University of Oklahoma

Shane Connelly, University of Oklahoma

Michael D. Mumford, University of Oklahoma

Submitted by Zhanna Bagdasarov, zhannab@csufresno.edu

213-2 Responses to Diverse Video-Based SJTs: Role of Motivation and Experiences

When video-based SJT actors and test takers differ in race, SJT scenarios can constitute challenging interracial interactions. This poster examined the role that White test takers' motivation to respond to other racial groups without prejudice and experiences interacting with other racial groups play in how they respond to SJT actors' race.

Juliya Golubovich, Educational Testing Service

Ann Marie Ryan, Michigan State University

Dominik P. Isham, Michigan State University

Submitted by Juliya Golubovich, jgolubovich@gmail.com

213-3 Moral Disengagement and Ethical Decision Making: The Facilitative Effect of Guilt

This poster investigated the impact of 2 self-focused moral emotions on the established negative relationship between moral disengagement and ethical decision making. Results replicate the prosocial tendencies of trait guilt, the antisocial tendencies of trait shame, and illustrate how trait guilt moderates the negative relationship between moral disengagement and ethical decision making.

James F. Johnson, University of Oklahoma

Shane Connelly, University of Oklahoma

Submitted by James Johnson, james.johnson.271@us.af.mil

213-4 Does State Narcissism Predict Advice-Taking Behavior?

This study examined how state narcissism relates to advice taking and mechanisms that could explain this relationship. Using a priming task, it was found that narcissism and advice taking were negatively related. This relationship was mediated by the perceived usefulness of the advice.

Edgar E. Kausel, University of Chile

Satoris S. Culbertson, Kansas State University

Alexander T. Jackson, Kansas State University

Pedro Ig Leiva, University of Chile

Submitted by Edgar Kausel, ekausel@unegocios.cl

213-5 The Elaborated Negotiation: Persuasion and Communication Medium in Negotiations

This poster applies the elaboration likelihood model to understand persuasion processes in negotiation outcomes. Using an experimental

design, it was found that communication medium affected the type of persuasive information attended to. As expected, message content influenced outcomes in e-mail conditions whereas peripheral cues had an effect in face-to-face conditions.

Elliott Larson, Baruch College/The Graduate Center

Louis Lipani, Baruch College

Zhu Zhu, Baruch College

Mary Kern, Baruch College

Submitted by Elliott Larson, elliott.c.larson@gmail.com

213-6 Does Rationality Predict Performance in Major Life Domains?

This poster examined the relationship between rationality and performance in major life domains. Hierarchical regression results suggest rationality does not explain any significant variance in any of the measured life domains after controlling for other individual differences. It is concluded that rationality is not a meaningful individual difference in predicting performance.

Brittany J. Marcus-Blank, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Paul R. Sackett, University of Minnesota

Submitted by Brittany Marcus-Blank, marcu093@umn.edu

213-7 Fit in Employee Selection: Beliefs About When, How, and Why

A 2 task stability x 2 work proximity experimental design was used to examine staffing professionals' beliefs about when, how, and why person-job and person-organization fit should be evaluated during employee selection. The results of this study, along with their theoretical and practical implications, are reported.

Kevin Nolan, Hofstra University

Kristina T. Langhammer, Stockholm University

Nicholas P. Salter, Ramapo College of New Jersey

Submitted by Kevin Nolan, kevin.p.nolan@hofstra.edu

213-8 Impact of Cue Characteristics: Understanding Weighting Processes in Decision Making

This study examined the effect of 3 cue characteristics—redundancy, presentation format, and fidelity—on cue weighting in decision making. Results suggested that cue received more weight when redundant information supporting it was available or when it was presented in the format of ratings than narratives.

Siwen Shu, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Submitted by Siwen Shu, shuxx069@umn.edu

213-9 What Aspects of Job Applicant Tattoos Influence Suitability for Work?

This poster used policy capturing methodology to examine how attributes of tattoos and job type influenced perceptions of the suitability of tattooed applicants for jobs. Relative weights analysis revealed that tattoo concealability and job type were the primary contributors to decisions about how applicant tattoos influence perceived suitability for jobs.

Ryan P. Whorton, Bowling Green State University

Scott Highhouse, Bowling Green State University

Submitted by Ryan Whorton, ryanwhorton@gmail.com

213-10 Linking Uncertainty Dimensions to Performance Predictions During Selection

This poster adapts a dual uncertainty scale to demonstrate that people associate different types of uncertainty with performance prediction that may underlie the general resistance to standardized selection systems. Results show that people perceive hiring situations to be higher on epistemic uncertainty and differentially attribute successful hiring outcomes to the decision maker.

Don C. Zhang, Bowling Green State University

Xiaoyuan (Susan) Zhu, University of Connecticut

Dev K. Dalal, University of Connecticut

Submitted by Don Zhang, zdon@bgsu.edu

213-11 A Mediation Model Linking Maximizing Tendency to**Future-Oriented Judgments**

Given few direct links between maximizing tendency and future-oriented judgments, this poster explored consideration of future consequences (CFC) as a mediator between maximizing and future-oriented judgments. Partial mediation was found: Maximizers were higher on CFC, thereby showing less discounting, more saving behaviors, and more generativity concerns.

Xiaoyuan (Susan) Zhu, University of Connecticut

Timothy Hwang, University of Connecticut

Dev K. Dalal, University of Connecticut

Submitted by Xiaoyuan (Susan) Zhu, susan.zhu@uconn.edu

213-12 Building Bridges in I-O via an Undergraduate Research**Apprentice Program**

The goals and outcomes of an Undergraduate Research Apprentice Program (URAP) in I-O psychology are described. Results show that the URAP enhances students' research knowledge and skills. Participants also find the program useful and are overwhelmingly satisfied with the experience and the mentoring they receive from faculty and doctoral students.

Debra A. Major, Old Dominion University

Valerie N. Streets, Old Dominion University

Richard N. Landers, Old Dominion University

Konstantin Cigularov, Old Dominion University

Xiaoxiao Hu, Old Dominion University

Submitted by Debra Major, dmajor@odu.edu

213-13 Backchannel Communication: Can Text Messaging Improve Traditional Classroom Learning?

Backchannel communication, or text-based peer discussion during lectures, is implemented to increase learner engagement, but cognitive load increases may harm learning. A controlled experiment was conducted investigating the effects of on-topic and off-topic chat conversations during lecture. Results indicate all such communication is harmful, although on-topic is slightly less so.

Katelyn J. Cavanaugh, Old Dominion University

Richard N. Landers, Old Dominion University

Amy K. Landers, Old Dominion University

Submitted by Katelyn Cavanaugh, kcava003@odu.edu

213-14 Are Head-Mounted Virtual Reality Systems Useful for Training and Education?

Study 1 demonstrates that participants within a head-mounted virtual reality training condition perform worse on a posttest than those within a comparable computer-based training condition (via monitor) as mediated by cognitive engagement. Study 2 demonstrates that the software (3-D program/2-D program) produces a disordinal moderation within this relationship.

Matt C. Howard, The Pennsylvania State University

Tyler B. Resnick, The Pennsylvania State University

Nathan F. Kutz, The Pennsylvania State University

Emily K. Mahla, The Pennsylvania State University

Laura N. Nestor, The Pennsylvania State University

Jennifer L. Bet, The Pennsylvania State University

Submitted by Matt Howard, mch248@psu.edu

213-15 Individual Differences that Predict Interactions in Mixed-Initiative Teams

This poster examined the effect that an individual's personality has on willingness to seek assistance from and/or accept the recommendations of an automated teammate. Results suggest that individuals low in Extroversion and high in Agreeableness are more likely to solicit recommendations from an agent, while those high in Agreeableness accept recommendations.

Bianca M. Zongrone, University of Nebraska at Omaha

Douglas C. Derrick, University of Nebraska at Omaha

Submitted by Bianca Zongrone, zongrb@gmail.com

213-16 Situational Judgment Tests (SJTs) in Training Delivery: Development and Evaluation

This poster evaluated situational judgment tests (SJTs) as a training delivery method to promote active learning and structured feedback.

Workplace volunteers ($N = 416$) completed full-length lecture-based training or abbreviated lecture-based training followed by 15-minutes of SJT-based training. SJT-based trainees showed greater improvement on declarative and procedural knowledge than those in traditional training.

Laura G. Barron, U.S. Air Force

Cody B. Cox, Texas A&M University San Antonio

Submitted by Laura Barron, laura.barron@us.af.mil

213-17 Pre-Training Predictors of Attrition From Voluntary Online Training

Training attrition is costly to organizations but is not widely studied in online training. This study explored the motivational and experiential antecedents of attrition in a voluntary online training program. Results indicated that self-efficacy increases the odds of dropping out and pre-training experience decreases the odds of dropping out.

Kristina N. Bauer, University of West Florida

Katelyn J. Cavanaugh, Old Dominion University

Holly C. Cameron, Old Dominion University

Submitted by Kristina Bauer, kbauer@uwf.edu

213-18 The Examination of Different Predictors of Transfer Over Time

Recent research calls for studies examining finer grained distinctions in the transfer process and the measurement of maintenance. This study tests hypotheses distinguishing between use and effectiveness measures of transfer at 3 time points. Results show that the distinction and timing of measurement matter. Implications and future directions are highlighted.

Kristina N. Bauer, University of West Florida

Stormy Z. Speaks, University of West Florida

William T. Howard, University of West Florida

Holly C. Cameron, Old Dominion University

Submitted by Kristina Bauer, kbauer@uwf.edu

213-19 Informal Learning and its Antecedents: An Integrative and Meta-Analytic Review

Organizations spend \$160 billion annually on formal training. Yet, over 70% of organizational learning occurs informally. This poster presents a theoretical framework to understand informal learning (IL) and a meta-analysis of its antecedents. An interactionist perspective supports the importance of personal and situational predictors of IL. Future research needs are discussed.

Christopher P. Cerasoli, Group for Organizational Effectiveness (gOE)

George M. Alliger, Group for Organizational Effectiveness (gOE)

Jamie S. Donsbach, Group for Organizational Effectiveness (gOE)

John E. Mathieu, University of Connecticut

Scott I. Tannenbaum, Group for Organizational Effectiveness (gOE)

Submitted by Christopher Cerasoli, chris.cerasoli@groupoe.com

213-20 Theater-Based Training to Reduce Resistance to Organizational Change: Quasi-Experimental Evaluation

Theater-based training among college teachers and administrators facing a major organizational change that threatened their role definitions and job security reduced participants' resistance to the change compared to colleagues who did not participate in the training. Participants also felt more involved in the change process and their burnout diminished.

Dov Eden, Tel Aviv University

Submitted by Dov Eden, doveden@post.tau.ac.il

213-21 Brain Drain? An Examination of Stereotype Threat Effects During Training

This study examined stereotype threat effects on the acquisition of key learning outcomes by women during a 3-day self-directed training experience. Findings indicated that female learners who experienced stereotype threat during training developed more poorly organized knowledge structures and failed to acquire efficient task heuristics relative to control group learners.

James A. Grand, University of Maryland

Ann Marie Ryan, Michigan State University

Submitted by James Grand, grandjam@umd.edu

213-22 Ability, Goal Orientation, and Exploratory Behavior in Active Learning

This poster examined the effects of general mental ability, pretraining task-related knowledge, and goal orientation on exploratory behavior during active-learning training. Findings showed benefits of task exploration during practice on learning outcomes including adaptive performance. Goal orientation, but more so ability and pretraining knowledge, influenced exploratory behavior across practice trials.

Jay H. Hardy, University of Oklahoma
Eric A. Day, University of Oklahoma
Logan M. Steele, University of Oklahoma
Submitted by Jay Hardy, jhhardy@ou.edu

213-23 Biases and Compensatory Strategies: The Efficacy of a Training Intervention

This effort investigated a training intervention targeting biases and compensatory strategies in ethical decision making. The results of the intervention are presented, as well as a description of accompanying exercises tapping self-reflection, sensemaking, and forecasting and their differential effectiveness on transfer to an ethical decision-making task.

Jensen T. Mecca, University of Oklahoma
Kelsey E. Medeiros, University of Oklahoma
Vincent D. Giorgini, University of Oklahoma
Philip Gibson, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Shane Connelly, University of Oklahoma
Submitted by Jensen Mecca, jensen.mecca@gmail.com

214. Panel Discussion: 3:30 PM-4:50 PM**Grand A****The Role of Nonstigmatized "Allies" in Workplace Diversity Management**

This panel brings together a team of experts from academia and industry to initiate conversation about how nonstigmatized "ally" employees can contribute to workplace diversity management. Rather than focusing on things stigmatized employees or organizations can do, the utility of mobilizing allies as organizational change agents will be introduced.

Larry R. Martinez, The Pennsylvania State University, **Chair**
Enrica N. Ruggs, University of North Carolina at Charlotte, **Panelist**
Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, **Panelist**
Michelle (Mikki) Hebl, Rice University, **Panelist**
Pat Baillie, Out & Equal Workplace Advocates, **Panelist**
Craig J. Russell, University of Oklahoma, **Panelist**
Submitted by Larry Martinez, martinez@psu.edu

215. Symposium/Forum: 3:30 PM-4:50 PM**Grand B****Best (Though not Current) Practices for Modern Research Methods**

SIOP embraces the scientist practitioner model in which practitioners implement evidence based practice and scientists tackle issues of relevance to practitioners. The purpose of this symposium is that describe best practices regarding experimental vignette methodology, SEM, growth models, and other multilevel models.

Jose M. Cortina, George Mason University, **Chair**
Herman Aguinis, Indiana University, Kyle J. Bradley, Indiana University, **Recommendations for Designing and Implementing Experimental Vignette Methodology Studies**
Jennifer P. Green, George Mason University, Kathleen R. Keeler, George Mason University, Robert J. Vandenberg, University of Georgia, Jose M. Cortina, George Mason University, **Degrees of Freedom: Are We Testing Our Hypothesized Models?**
Richard P. DeShon, Michigan State University, **Problems and Pitfalls of Modeling Growth in Organizational Science**
Robert J. Vandenberg, University of Georgia, Charles E. Lance, Organizational Research & Development, LLC, **A Decade of Statistical and Methodological Myths and Urban Legends**
James M. LeBreton, The Pennsylvania State University, **Discussant**
Submitted by Jose Cortina, jcortina@gmu.edu

216. Panel Discussion: 3:30 PM-4:20 PM**HR****Grand C****Worlds Colliding: How I-Os and IT Professionals Can Work Together**

The purpose of this panel is to discuss the challenges, best practices, and lessons learned our panelists have experienced building human capital IT systems. Our panelists will discuss the roles of I-O psychologists in design and implementation, while also discussing how to best collaborate with IT developers.

Walter B. Porr, Federal Management Partners, **Chair**
Shannon W. Kobus, Monster Government Solutions, **Panelist**
Ryan S O'Leary, PDRI, a CEB Company, **Panelist**
Ian Serotkin, PDRI, **Panelist**
Bryan Wiggins, Fors Marsh Group, **Panelist**
Submitted by Walter Porr, bporr@fmpconsulting.com

217. Special Events: 3:30 PM-4:20 PM**Grand D****Alliance for Organizational Psychology Special Session: Building Cross-Cultural Research Teams—Practical Advice from the Experts**

More than ever it is important for I-O psychology researchers to take a global perspective on the world of work, yet best practices for forming and managing successful cross-cultural research teams are not readily available to academics and students. This panel of international researchers will share their stories and strategies.

Lisa Finkelstein, Northern Illinois University, **Chair**
Ruth Imose, Northern Illinois University, **Co-Chair**
Lize Booysen, Antioch University, **Panelist**
Filip De Fruyt, Ghent University, **Panelist**
Michele J. Gelfand, University of Maryland, **Panelist**
Submitted by Lisa Finkelstein, lisaf@niu.edu

218. Roundtable Discussion/Conversation Hr: 3:30 PM-4:50 PM**Grand I****What New Practitioners Wish They'd Learned in Graduate School**

In a highly interactive session, new I-O practitioners employed in various settings discuss work experiences and reflect on career issues, graduate training, and recommendations for improving preparation for applied careers. Practitioners have been working in organizations for less than 5 years since leaving graduate training.

Ivan Kulis, Kulis Consulting, **Host**
Katey E. Foster, APTMetrics, Inc., **Host**
Charmane Harrison, TimkenSteel Corporation, **Host**
Grace Leung Lee, APTMetrics, Inc., **Host**
Kimberly Perry, EASI Consult, **Host**
Jaclin N. Principato, Morgan Stanley, **Host**
Jordan M. Robbins, Transportation Security Administration, **Host**
Luke A. Simmering, Walmart, **Host**
Adria Toliver, AT&T, **Host**
Submitted by Ivan Kulis, ikulis@hotmail.com

219. Panel Discussion: 3:30 PM-4:50 PM**Grand J****Practical and Ethical Guidelines for Dealing With Messy Validation Data**

Validation datasets are typically presented in less-than-ideal forms (i.e., messy), posing challenges to I-O professionals tasked with demonstrating the value of selection tools. This panel will discuss considerations for handling messy data, reflecting on their individual past experiences as well as their approaches to analyzing the same messy dataset.

Brett M. Wells, Aon Hewitt, **Co-Chair**
Anthony S. Boyce, Aon Hewitt, **Co-Chair**
Renee Barr, CEB-SHL Talent Measurement Solutions, **Panelist**
Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga, **Panelist**
Dara Pickering, Hogan Assessment Systems, **Panelist**
David B. Schmidt, Development Dimensions International (DDI), **Panelist**
Submitted by Brett Wells, brett.wells@aonhewitt.com

220. Panel Discussion: 3:30 PM-4:50 PM**Grand K****Can Learning Agility Be Learned?**

Despite growing recognition of the importance of learning agility, there is limited information available on how it can be developed. This session will present literature and recommendations to enhance learning agility, addressing how individual characteristics and behaviors impact learning agility and how organizations can support the development of agile learners.

Veronica S. Harvey, Aon Hewitt, **Chair**

DaHee Shon, Columbia University, **Co-Chair**

Kenneth P. De Meuse, Tercon Consulting, **Panelist**

Neta Moye, PDRI, a CEB Company, **Panelist**

Raphael Y. Prager, Aon Hewitt, **Panelist**

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, **Panelist**

Submitted by DaHee Shon, dahee.shon@aonhewitt.com

221. Panel Discussion: 3:30 PM-4:50 PM**Grand L****How Stable Is Employee Engagement?**

Although employee engagement practitioners tend to report engagement at the group level, its genesis lies within the individual employee. Establishing engagement's volatility (or lack thereof) is an important consideration when taking action on engagement. Panelists representing 5 different organizations will discuss their experiences and best practices in tracking engagement over time.

Christopher K. Adair, Aon Hewitt, **Chair**

Ken Oehler, Aon Hewitt, **Panelist**

Sharon Franz Parker, Walmart, **Panelist**

Michael Arena, General Motors, **Panelist**

Daniel Rubin, Aon Hewitt, **Panelist**

Shauna Schoeder, W.W. Grainger, **Panelist**

Matthew Merbedone, Marriott International, **Panelist**

Submitted by Christopher Adair, christopher.adair@aonhewitt.com

222. Symposium/Forum: 3:30 PM-4:50 PM**Independence Ballroom****Identifying Leadership Potential Through Personality Assessment: Cross-Cultural Findings**

Identifying and developing high potentials is a universal challenge. However, how do you define and assess leadership potential in a cross-cultural context? This symposium presents diverse research on personality and potential from North America, Europe, Russia, China, and Vietnam. The definition, measurement, and development of leadership potential will be addressed.

Ronald C. Page, Assessment Associates International, **Chair**

Nathan D. Page, Assessment Associates International, Thomas L. Payne,

Hanesbrands ROH Asia Ltd., **Personality Predictors of Leadership Potential: Findings From North America**

Ying Liu, Renmin University of China, **Personality Predictors of Leadership: Findings From Research in China**

Anna V. Leybina, Moscow Metropolitan Governance University, **Personality Predictors of Leadership: Findings From Research in Russia**

Nhung T. Nguyen, Towson University, Nga Pham, National Academy of Public Administration, Michael Bideman, University of Tennessee-Chattanooga, **Bifactor Model of Personality Predictors of Leadership Potentials in Vietnam**

Rainer Kurz, Saville Consulting, John Henderson, Cubiks, **Personality Predictors of Leadership: Findings From Research in Europe**

Submitted by Ronald Page, ronald.page@aai-assessment.com

223. Panel Discussion: 3:30 PM-4:50 PM**Liberty AB****Assessment Center Redux: There's No "One Best Way"**

This session will review current research on the assessment center method. Topics will include AC validity and usefulness, proper design and application of the AC method through alignment with broader talent management strategies, differences in perspectives on focal constructs, and creating ACs to meet client needs while respecting current research.

Deborah E. Rupp, Purdue University, **Co-Chair**

Brett W. Guidry, Purdue University, **Co-Chair**

Brian J. Hoffman, The University of Georgia, **Panelist**

Duncan J.R. Jackson, Birkbeck, the University of London, **Panelist**

Filip Lievens, Ghent University, **Panelist**

Dan J. Putka, HumRRO, **Panelist**

George C. Thornton, Colorado State University, **Panelist**

Submitted by Brett Guidry, bguidry@purdue.edu

224. Master Tutorial: 3:30 PM-4:50 PM

See page 6 for CE

Liberty C**101 Things About Big Data You're Afraid to Ask**

This session brings together I-O psychologists and data scientists to speak across disciplines and provide the foundation that many SIOPers have yet to obtain regarding Big Data and its use. Using rich examples, the presenters will illuminate how I-Os can take advantage of the many new paths Big Data offers.

Kathryn Dekas, Google, **Presenter**

Brian Welle, Google, **Presenter**

Mark T. Rivera, Google, **Presenter**

Abeer Dubey, Google, **Presenter**

Submitted by Kathryn Dekas, kdekas@gmail.com

225. Community of Interest: 4:30 PM-5:50 PM**404****Workplace Incivility: From Science to Solutions**

Lilia M. Cortina, University of Michigan, **Host**

Michael Leiter, Acadia University, **Host**

Jamie S. Donsbach, Group for Organizational Effectiveness, **Coordinator**

226. Panel Discussion: 4:30 PM-5:50 PM**Franklin 08****Strategic Selection: Mind the Gap**

Although much is known about forming and validating selection devices, little guidance exists on how to strategically build and implement organization-wide selection practices and processes. This panel will bring together experienced panelists to discuss a systematic approach to organizational selection.

Paul R. Yost, Seattle Pacific University, **Chair**

Hilary G. Roche, Seattle Pacific University, **Co-Chair**

Robert E. Lewis, APTMetrics, Inc., **Panelist**

Jerard F. Kehoe, Selection & Assessment Consulting, **Panelist**

Rebecca Levine, Columbia University Graduate Sch, **Panelist**

Submitted by Hilary Roche, hgroche@gmail.com

227. Poster Session: 4:30 PM-5:20 PM**Franklin Hall****Emotions/Emotional Labor/Prosocial Behavior****227-1 Eaten Up By Guilt: Influence of Unethical Behavior on Behaviors**

Ethics research concentrates mainly on antecedents of unethical behavior, yet I examine the personal consequences of unethical behavior. I propose a serial mediation model whereby moral emotions, guilt and shame, and ego-depletion mediate the relationship between unethical behavior and behaviors: work-family conflict and work neglect. Field data support the model.

Julena M. Bonner, Oklahoma State University

Rebecca L. Greenbaum, Oklahoma State University

Submitted by Julena Bonner, julena.bonner@okstate.edu

227-2 Is Member-Rated Project Success Influenced by Leadership Team Emotional Intelligence?

Complex projects are often led by a leadership team. This poster studied the effect of leadership team self-rated emotional intelligence (EI) on team member ratings of project success (top management support, communication, troubleshooting). Results were that maximum EI in a leadership team is the best predictor of members' project success ratings.

Artemis Chang, Queensland University of Technology

Alicia K. Mazur, Queensland University of Technology

Peter J. Jordan, Griffith University

Jennifer P. Barbour, Macquarie University

Neal M. Ashkanasy, University of Queensland

Submitted by Neal Ashkanasy, n.ashkanasy@uq.edu.au

227-3 Refining the Definition and Measurement of Boredom

Across 4 studies, this poster developed and validated a boredom measure. Studies 1 and 2 identify items conceptually consistent with the theoretically derived definition of boredom. Study 3 supports the scale's expected factor structure. Finally, Study 4 supports the scale's convergent and discriminant validity with theoretically related and unrelated constructs.

Patricia Baratta, University of Guelph

Jeffrey Spence, University of Guelph

Submitted by Patricia Baratta, pbaratta@uoguelph.ca

227-4 Leading Under Pressure: A Validation Study of Leadership Self-Differentiation Strategies

The psychometric properties of 11 strategies for leaders attempting to navigate high-pressure situations were evaluated. Results indicated an adequate fit for the third model, which consisted of 10 factors/strategies and 40 items total ($\chi^2=1240.206$, $p > .05$; $df = 654$, $CFI = .957$, $RMSEA = .035$, 90% CI [.032, .038]).

Amy D. Blackshire, Seattle Pacific University

McKendree J. Hickory, Seattle Pacific University

Robert McKenna, Seattle Pacific University

Submitted by Amy Blackshire, Blackshirea@spu.edu

227-5 The Spillover Effects of Nonwork Negative Emotions on Goal Regulation

Despite both being negative emotions, anger is approach oriented, whereas sadness is avoid oriented. This poster investigated the spillover effects of anger versus sadness on goal regulation using multiwave field data and found anger to be positively related to goal and sadness to be negatively related to goal after controlling for goal-performance discrepancies.

SinHui Chong, Michigan State University

Guihyun Park, Singapore Management University

Submitted by SinHui Chong, chongsin@msu.edu

227-6 Spreading Like Wildfire: Impact of Communication Channel on Emotional Contagion

In an online study, it was examined whether emotion or communication channel impacts emotion recognition or emotional contagion processes. Participants assumed the role of a newcomer receiving the first communication (text, audio, or video) from their supervisor. Recognition and contagion did occur via all communication channels.

Alexa J. Doerr, Auburn University

Malissa A. Clark, The University of Georgia

Daniel J. Svyantek, Auburn University

Submitted by Alexa Doerr, ajd0031@auburn.edu

227-7 The Curvilinear Relationship Between Self-Reported Emotional Intelligence and Job Performance

This poster demonstrates a nonmonotonic (inverted U-shaped) relationship between self-reported emotional intelligence (EI) and supervisor-rated job performance. This result suggests that extremely high EI may constitute "too much of a good thing."

David R. Glerum, University of Central Florida

Dana Joseph, University of Central Florida

Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitted by David Glerum, glerumd@knights.ucf.edu

227-8 Racial Differences in Customer Service Expectations Explain Reactions to Inauthenticity

Service providers can be genuine or just "fake it" to customers. This poster proposes that Whites are more sensitive to inauthenticity than Blacks due to higher service expectations. A scenario experiment shows that customer race moderates whether inauthenticity reduces satisfaction and loyalty, and a survey supports racial differences in service experiences.

Lawrence Houston, Penn State University

Alicia A. Grandey, Pennsylvania State University

Katina Sawyer, Villanova University

Submitted by Lawrence Houston, lhouston@psu.edu

227-9 Implicit and Explicit Anger Regulation and Customer Service Performance

This poster examined effects of explicit, implicit, and no emotion regulation on anger and customer service performance. Results suggest implicit expression regulates the experience of anger better than explicit cognitive reappraisal and results in less negative affect displayed towards customers. Implicit suppression decreased positive affective displays relative to no regulation.

Genevieve Johnson, University of Oklahoma

Jane S. Thomas, University of North Carolina Charlotte

Shane Connelly, University of Oklahoma

Janaki Gooty, University of North Carolina Charlotte

Submitted by Genevieve Johnson, johnson.gen@ou.edu

227-10 Moderators of Stress Resulting from Abusive Supervision: A Cortisol Study

In a lab simulation, 328 Australian undergraduates completed an ability measure of emotional intelligence, then were supervised by mentors varying on trustworthiness (high/low) and style (abusive/supportive). Participants' stress was measured with pre-post cortisol samples. Participants experiencing abuse were more stressed, but effects were moderated by emotional intelligence and mentor trustworthiness.

Jemma B. King, University of Queensland

Neal M. Ashkanasy, University of Queensland

Nicole Gillespie, University of Queensland

Submitted by Jemma King, king.jemma@gmail.com

227-11 Effects of Emotional Labor on Work Engagement Among Counseling Professionals

A survey study investigated relationship conflict self-efficacy, emotional labor, and work engagement in a nationwide sample of 355 counseling professionals. In support of predictions from Social Cognitive Career Theory, relationship-conflict self-efficacy positively related to work engagement, and emotional labor mediated the relationship between relationship-conflict self-efficacy and engagement.

Kevin T. Mahoney, South Dakota State University

Jason Dahling, The College of New Jersey

Walter Buboltz, Louisiana Tech University

Submitted by Kevin Mahoney, ktmahoney1@yahoo.com

227-12 Emotional Intelligence at Your Service: Introduction and Validation of Nunchi

Two studies examined nunchi: the ability to identify the emotion and intention of others and responding in a manner that satisfies them. The English Nunchi Scale (ENS) was developed and verified through confirmatory factor analysis. Nunchi showed incremental validity beyond emotional intelligence in prediction of leader-member exchange and citizenship behavior.

Junseok Song, Yonsei University

Young Woo Sohn, Yonsei University

Yeeun Choi, Yonsei University

Haiwon Lee, Yonsei University

Hyosun Lee, Yonsei University

Nayeon Kim, Yonsei University

Submitted by Junseok Song, jssong96@gmail.com

227-13 Employee Responses to Customer Stressors and Resources During Service Encounters

Research on service employee-customer interactions has focused mostly on negative experiences. To understand the complexity of these interactions and how they shape employees' emotions and behaviors, this qualitative study presents a comprehensive taxonomy of positively and negatively experienced customer interactions, on the basis of 274 critical incidents.

Ruth M. Stock-Homburg, Technische Universität Darmstadt

Bernd Marcus, University of Hagen

Submitted by Ruth Stock-Homburg, rsh@stock-homburg.de

227-14 (Mal)adaptive Emotion-Regulation Strategies and Psychological Contract Breach Reactions Over Time

This poster examines how 2 emotion-regulation strategies—reappraisal

and suppression—relate to changes in perceptions of psychological contract breach, feelings of violation, and organizational citizenship behavior. Weekly diary-survey data demonstrates that reappraisal is an adaptive, whereas suppression is a maladaptive strategy in unfolding reactions to breach over time.

Tim Vantilborgh, Vrije Universiteit Brussel

Yannick Griep, Vrije Universiteit Brussel

Submitted by Tim Vantilborgh, tim.vantilborgh@vub.ac.be

227-15 Volunteer Emotional Labor and Burnout: The Importance of Good Colleagues

The volunteer rate in the U.S. has decreased over the past decade. Research shows that burned-out volunteers consider quitting. This poster examined and found that the presence of display rules related to surface acting and burnout. Further, being satisfied with one's colleagues mitigated the effects of surface acting on burnout.

Stephanie A. Weddington, University of Nebraska-Omaha

Joseph A. Allen, University of Nebraska at Omaha

Lisa L. Scherer, University of Nebraska-Omaha

Submitted by Stephanie Weddington, sweddington@unomaha.edu

227-16 Emotional Labor's Perks and Pitfalls: A Conservation of Resources Approach

This 2x2 study manipulated affect valence and emotional labor strategy. Hypotheses suggested that effortful acting should consume more psychological resources than genuine acting, and negative affect should consume more than positive. Emotional labor strategy influenced task satisfaction and flow outcomes, whereas affect valence impacted task satisfaction and subjective time.

Vivian A. Woo, Sirota

Maura J. Mills, Hofstra University

Submitted by Vivian Woo, vwoo@sirota.com

227-17 Network Characteristics and Emotional Contagion

Emotions can spread among employees through a contagion process. Although previous research has looked at individual difference variables as key predictors of emotional contagion, this paper suggests that researchers and practitioners need to give consideration to network-level factors in order to fully understand how emotional contagion occurs in organizations.

Eric J. Yochum, University of Arkansas

Submitted by Eric Yochum, eyochum@walton.uark.edu

227-18 Generic Situational Judgment Test Measuring Context-Independent Prosocial Implicit Trait Policies

This generic situational judgment test of implicit trait policies (ITPs) about prosocial professionalism includes items representing different occupations. Nevertheless, it showed good internal consistency confirming a common prosocial knowledge construct across occupations. Students' prosocial ITP predicted their performance in nonoccupational social contexts supporting the context-independent nature of prosocial ITP.

Kamalika Ghosh, Rice University

Stephan J. Motowidlo, Rice University

Anjelica Mendoza, Rice University

Ashley Buchanan, Rice University

Mikal Lerma, Rice University

Submitted by Kamalika Ghosh, ghosh.kamalika@gmail.com

227-19 Who Benefits From Telework? Individual Differences and Telework Outcomes

This poster examined the within-person relationship between teleworking and affective well-being as well as 4 cross-level individual difference moderators. Results show that employees experience affective benefits from teleworking, but these benefits vary depending on several individual differences (openness to experience, trait rumination, and social connectedness outside of the workplace).

Amanda Anderson, George Mason University

Seth A. Kaplan, George Mason University

Ronald P. Vega, George Mason University

Submitted by Amanda Anderson, amandajanderson22@gmail.com

227-20 Testing the Relationship Between Volunteerism and Commitment Using Organizational Surveys

This paper explores the relationship between volunteerism and organizational commitment. It also tested the effect of survey instrument type on organizational commitment. Results from a field study indicate that volunteerism is strongly related to organizational commitment, but survey instrument type did not impact organizational commitment after controlling for employee characteristics.

Shawn M. Del Duco, Intel Corporation

Camille M. Estime, Intel Corporation

Submitted by Alexis Fink, alexis.a.fink@intel.com

227-21 Employee Reactions to a Volunteering Program: Mediated and Moderated Effects

Hypotheses were tested to explain changes in employees' beliefs about their company's identity after introducing a volunteering program. Beliefs about the company's identity were linked to feeling proud about its community involvement. Employee pride predicted their organizational identification, moderated by prosocial identity, in turn predicting several job attitudes and behaviors.

David A. Jones, University of Vermont

Submitted by David Jones, dajones@bsad.uvm.edu

227-22 Bad Luck Reduces Perceived Psychological Distance and Increases Prosocial Behavior

Four studies explored the relationship between luck and prosocial behavior. Using archival, laboratory, and field data, it was found that individuals who recall or experience bad luck are more likely to behave prosocially. This effect is mediated by reduced psychological distance. Good luck, however, did not consistently predict prosocial behavior.

Sreedhari D. Desai, University of North Carolina at Chapel Hill

Jonathan E. Keeney, University of North Carolina

Submitted by Jonathan Keeney, jek@unc.edu

227-23 Distributive Justice for Volunteers: Extrinsic Outcomes Matter

Drawing on the employee justice literature, the role of distributive justice on volunteer intention to quit was examined. The indirect relationship between distributive justice and intention to quit through satisfaction was stronger for volunteers who placed lower rather than higher importance on extrinsic outcomes.

Christine J. Quick, University of Nebraska-Omaha

Lisa L. Scherer, University of Nebraska-Omaha

Joseph A. Allen, University of Nebraska-Omaha

Submitted by Christine Quick, cquick@unomaha.edu

227-24 Moderating Effects of Volunteers' Motives on Satisfaction and Burnout

Volunteers may not have the same motives as paid employees for working and remaining in an organization. This poster examined volunteer motives as moderators of the relationship between organizational constraints and work satisfaction, work engagement, and burnout. Results suggest motives moderate these relationships, particularly helping motives.

Kailey M. Perez, Illinois State University

Kimberly T. Schneider, Illinois State Univ

Kamila Gabka, Illinois State University

Ashley McCarthy, Illinois State University

Kelsey Stephens, Indiana University Purdue University at Indianapolis

Aaron Whitely, Illinois State University

F. Andrew Eichler, Illinois State University

Submitted by Kimberly Schneider, ktschne@ilstu.edu

227-25 Influence of Individual Differences on Sustainable Behavior Commitment and Engagement

Climate change knowledge, belief in science, green self-efficacy, commitment to environmental sustainability, and self-reported sustainable behaviors were examined. Green-self-efficacy scale was developed to assess individual beliefs. A hierarchical regression indicated green self-efficacy and commitment to environmental sustainability mediate the relationship between climate change knowledge and sustainable behavior relationship.

Shelby Anderson, Missouri State University
 Carol F. Shoptaugh, Missouri State University
 Michelle E. Visio, Missouri State University
 Robert G. Jones, Missouri State Univ

Submitted by Carol Shoptaugh, carolshoptaugh@missouristate.edu

227-26 Stepping Up or Stepping By: Bystander Intervention in Sexual Assault

This poster tested a psychological process in which command intolerance of sexual harassment/assault has direct and indirect effects on bystander intervention. Results revealed that low-Conscientiousness personnel paid attention to proximal cues (i.e., their coworkers) rather than distal cues (i.e., their leaders) in determining to what extent to intervene.

Amanda L. Palmer, University of Houston
 L. A. Witt, University of Houston
 Daniel P. McDonald, Defense Equal Opportunity Management Institute
 Submitted by L. Witt, witt@uh.edu

227-27 Climate for Environmental Management and Environmental Management Effectiveness

Integrating organizational climate and environmental management theories, this poster examines climate for environmental management (CEM) and its relation to corporate environmental management effectiveness. Results suggest that CEM relates positively to environmental management effectiveness through ecological behavior at the individual level. Implications and limitations are discussed.

David B. Zoogah, Morgan State University
 Submitted by David Zoogah, david.zoogah@morgan.edu

227-28 Ecological Transcendence and Ecological Behavior

Based on 176 responses of employees from 46 organizations, it was found that ecological transcendence has a sigmoidal relationship with ecological behavior suggesting deficiency, goading, and lulling effects. Implications for theory and practice are discussed.

David B. Zoogah, Morgan State University
 Submitted by David Zoogah, david.zoogah@morgan.edu

228. Panel Discussion: 4:30 PM-5:50 PM

HR

Grand C

Anti-Talent Management: Radical Solutions for Changing Times

Organizations are under pressure to simplify and streamline the impact of their talent processes. The result is often a call for radical change or elimination of core I-O practices. This session brings together experienced practitioners to discuss examples, challenges, and solutions to these "anti-talent management" requests from clients.

Allan H. Church, PepsiCo, **Chair**
 Sharon Arad, Cargill, **Panelist**
 Alan L. Colquitt, Eli Lilly & Company, **Panelist**
 Deb De Vries, Jet Blue Airways, **Panelist**
 Julie A. Fuller, Nike, Inc., **Panelist**
 Allen M. Kamin, GE, **Panelist**
 Jessica L. Saltz, BNP Paribas, **Panelist**
 Submitted by Allan Church, allan.church@pepsico.com

229. Panel Discussion: 5:00 PM-5:50 PM

302-304

Volunteer Program Assessment: Lessons Learned and Opportunities From I-O Outreach

This session provides information about the Volunteer Program Assessment (VPA), an innovative initiative that expands I-O to nontraditional audiences. Using student consultants, the VPA provides nonprofits with information about the perceptions and concerns of its volunteer workforce. Topics will include strategic start-up issues, lessons learned, operational concerns, and future opportunities.

Joseph A. Allen, University of Nebraska at Omaha, **Co-Chair**
 Mark L. Poteet, Organizational Research & Solutions, Inc., **Co-Chair**
 Tammy D. Allen, University of South Florida, **Panelist**
 Lisa Finkelstein, Northern Illinois University, **Panelist**
 Emily S. Medvin, George Mason University, **Panelist**

Jessie L. Olien, University of North Carolina Charlotte, **Panelist**
 Lisa L. Scherer, University of Nebraska-Omaha, **Panelist**
 Kimberly T. Schneider, Illinois State University, **Panelist**
 Submitted by Mark Poteet, mlpoteet@verizon.net

230. Panel Discussion: 5:00 PM-5:50 PM

305-306

Realigning Careers With Today's Reality

Panelists will share how organizations are aligning career practices with employee and market demands, discuss how our profession is equipped with a research-based perspective to bring value to the area of careers, and provide insight for those working in this area. The panel includes diverse organizations and an academic viewpoint.

Miriam T. Nelson, Aon Hewitt, **Chair**
 Jennifer J. Brown, Google, **Panelist**
 Emma Dawson, LinkedIn, **Panelist**
 Jeffrey H. Greenhaus, Drexel University, **Panelist**
 Bill Huffaker, General Motors, **Panelist**
 Submitted by Miriam Nelson, miriam.nelson@aonhewitt.com

231. Symposium/Forum: 5:00 PM-5:50 PM

309-310

Research on Noncognitive Predictors: The Military Context

There is ample evidence that noncognitive predictors may play a vital role in effective personnel selection. This symposium showcases innovative research that explores the relationship between several noncognitive predictors and a variety of work-related outcomes in a military context. Implications for military personnel selection are discussed.

Wendy Darr, Department of National Defence, **Chair**
 Heather M. Mullins, George Mason University, Tonia S. Heffner, U.S. Army Research Institute, Leonard White, U.S. Army Research Institute for the Behavioral and Social Sciences, **Temperament and the prediction of performance: A longitudinal assessment**
 Michelle L. MacArthur, Canadian Armed Forces, Janet Mantler, Carleton University, **The Association of Person-Environment Fit and Work-Related Attitudes**
 Victor M. Catano, Saint Mary's University, Soo Sutherland, Royal Military College of Canada, Rob Francis, Royal Military College of Canada, Damian O'Keefe, Saint Mary's University, **Validation of a Personality-Based Integrity Scale**
 Wendy Darr, Department of National Defence, Anna Ebel-Lam, Department of National Defence, Rod Doucet, Canadian Armed Forces, **How Does Extraversion Influence Training?**

Submitted by Wendy Darr, wendy.darr@forces.gc.ca

232. Symposium/Forum: 5:00 PM-5:50 PM

401-403

Innovative Strategies for Minimizing Adverse Impact

Organizations need to be vigilant in their methods of evaluating and addressing adverse impact. The presentations in this symposium discuss results of real-world studies examining new and innovative methods and strategies to minimize the effects of adverse impact within multiple assessment systems including performance appraisals, assessment centers, and selection systems.

Joshua D. Hatfield, ICF International, **Co-chair**
 Paige J. Deckert, Pennsylvania State University, **Co-Chair**
 Alissa D. Parr, Select International, Inc., Paige J. Deckert, Pennsylvania State University, Nicole M. Ginther, PepsiCo, Rick R. Jacobs, Pennsylvania State University, **Reducing Group Differences: Adding Oral Exercises to Selection Systems**
 Joshua D. Hatfield, ICF International, Choni S. Gurira, IRS, Jennifer L. Harvey, ICF International, **Examining Adverse Impact in Selection Systems Using High-Fidelity Animations**
 Shujing J. Huang, ICF International, Robert C. Brusso, ICF International, Robert E. Ployhart, University of South Carolina, **Adverse Impact in Performance Appraisal: Rating Scale Points Versus Means**
 Mirinae Lee, Illinois Institute of Technology, Scott B. Morris, Illinois Institute of Technology, **Assessing the Situational Specificity of Adverse Impact**
 Submitted by Joshua Hatfield, hatfield.jd@gmail.com

233. Panel Discussion: 5:00 PM-5:50 PM 407-409

One Size Does Not Fit All: Strategies for Setting Cutoffs

This session poses engaging questions to stimulate discussion about standard setting strategies currently used in a variety of employment settings. Panelists offer a wide range of perspectives, including experience in both public and private sectors and different types of exams. Topics will include methods employed, advancements, challenges, and SME involvement.

Penelope C. Palmer, PSI Services LLC, **Chair**

Monica Elcott, PSI Services LLC, **Panelist**

Kevin R. Reindl, Pacific Gas & Electric, **Panelist**

Scott M. Reithel, APT, Inc., **Panelist**

Mary Gevorkian, Southern California Gas Company, **Panelist**

Submitted by Monica Elcott, melcott@psionline.com

234. Panel Discussion: 5:00 PM-5:50 PM Franklin 09

Chronic Pain in the Workplace: I-O Research and Practice Opportunities

Chronic pain is an important topic, given numbers of people affected and implications for work disability. Yet, it has received little attention from I-O psychologists. The goals of this session are to briefly outline existing research, discuss ongoing work in this area, and stimulate conversation about research and practical interventions.

Virginia E. Pitts, Shippensburg University, **Co-Chair**

Alyssa McGonagle, Wayne State University, **Co-Chair**

Lois E. Tetrick, George Mason University, **Panelist**

Joy Beatty, University of Michigan-Dearborn, **Panelist**

William Shaw, Liberty Mutual Research Institute for Safety, **Panelist**

Alyssa McGonagle, Wayne State University, **Panelist**

Submitted by Virginia Pitts, vepitts@ship.edu

235. Symposium/Forum: 5:00 PM-5:50 PM Franklin 10

What the Doctor Ordered: Behavior Scorecards for Healthcare Teamwork

I-O psychologists are uniquely positioned to lead in the development of teamwork behavior assessments for healthcare, where assessment lags legislation and accreditation requirements for practice and training. New tools and programs include a teamwork behavioral marker system for critical care, performance assessments of interprofessional competencies, and a TeamSTEPPS training program.

David N. Dickter, Western University of Health Sciences, **Chair**

Michael A. Rosen, Johns Hopkins University School of Medicine, Aaron S.

Dietz, University of Central Florida, Rhonda Wyskiel, Johns Hopkins University

School of Medicine, Pedro Alejandro Mendez-Tellez, Johns Hopkins University

School of Medicine, Cindy Dwyer, Johns Hopkins University School of

Medicine, Eduardo Salas, University of Central Florida, Peter Pronovost, Johns

Hopkins University School of Medicine, **Evaluating Teamwork in Critical Care**

Using a Behavioral Marker System

Deborah DiazGranados, Virginia Commonwealth University, Kelly Lockeman,

Virginia Commonwealth University, Alan Dow, Virginia Commonwealth University,

Developing an Assessment for Interprofessional Competency

David P. Baker, IMPAQ International, **Training Patients for Safer Care**

David N. Dickter, Western University of Health Sciences, Sorrel Stielstra, West-

ern University of Health Sciences, **Assessing Collaboration Using a Team**

Observed Structured Clinical Examination (TOSCE)

Submitted by David Dickter, ddickter@westernu.edu

236. Panel Discussion: 5:00 PM-5:50 PM Grand A

Motivating Leaders to Develop: Research and Practice

This session will present grounded advice to those responsible for developing leaders—teachers, mentors, senior managers, and consultants—regarding the motivations of leadership trainees. Topics will range from providing feedback to managers that motivates leadership development, to coaching through leadership challenges, to motivating leaders during developmental exercises.

David M. Wallace, George Mason University, **Co-Chair**

Stephen J. Zaccaro, George Mason University, **Co-Chair**

David V. Day, University of Western Australia, **Panelist**

Lisa Dragoni, Cornell University, **Panelist**

Richard L. Griffith, Florida Institute of Technology, **Panelist**

Neta Moye, PDRI, a CEB Company, **Panelist**

Submitted by David Wallace, dwallac8@gmu.edu

237. Alternative Session Type: 5:00 PM-5:50 PM Grand B

Skynet's Emergence: Can Computers Score Essays as Well as Raters?

This session presents a field study wherein researchers "trained" a computer to score candidates' narrative essays in a manner as reliable and construct-valid as human raters. Following an overview of theoretical/technological advances enabling this effort, the setting, and how this was accomplished, implications for personnel selection will be discussed.

Michael C. Campion, University of South Carolina, **Co-Chair**

Michael A. Campion, Purdue University, **Co-Chair**

Matthew H. Reider, Reider Research/Campion Services, Inc., **Presenter**

Emily D. Campion, University at Buffalo, The State University of New York, **Presenter**

Submitted by Michael Campion, michael.campion@grad.moore.sc.edu

238. Roundtable Discussion/Conversation Hr: 5:00 PM-5:50 PM Grand I

Executive Roles: Do the Same Rules Apply?

Executive roles present a unique challenge for I-O practitioners, and failure rates suggest that we have not yet effectively met the challenge. This session will open with lessons learned and shift to audience discussion and exploration of proven techniques and practices for executive selection, evaluation, and development.

Susan W. Stang, PSI Services LLC, **Host**

Joseph D. Abraham, PSI Services, LLC, **Host**

Submitted by Susan Stang, SStang@psionline.com

239. Special Events: 5:00 PM-5:50 PM Grand J

Distinguished Early Career Contributions-Practice Award: Selection and Assessment: Use-Inspired Research and Science-Based Practice

Emerging trends in talent management, innovations in talent measurement, and the intersection between technology and testing have given rise to an integrated science, practice, and advocacy agenda for selection and assessment practitioners. Examples of developments in these areas are discussed, along with their benefits to candidates, employers, and assessment providers.

Craig R. Dawson, CEB, **Host**

Tracy Kantrowitz, CEB, **Presenter**

Submitted by Craig Dawson, craigrdawson@yahoo.com

240. Symposium/Forum: 5:00 PM-5:50 PM Grand K

How to Have IMPACT: Turning Survey Data Into Culture Change

The culture of an organization is vital to its long-term effectiveness. The assessment of organizational culture using employee surveys is becoming increasingly common. The cases presented here highlight best practices and case examples in leveraging employee survey data for organizational culture change.

Alice Wastag, Denison Consulting, **Chair**

Steve Weingarden, BCBSM, **Blue Cross Blue Shield of Michigan: Planning for Results**

Meisha-ann Martin, JetBlue Airways, Kevin Loo, JetBlue Airways, Marc Vicino, JetBlue Airways, **Improving Operational Leaders' Action Planning Self-Efficacy and Perceived Effectiveness**

Justin G. Black, Sirota, Michelle Corman, Sirota Survey Intelligence/Baruch College, **Effective Survey Action-Taking Practices and Why They Work**

Submitted by Alice Wastag, alicewastag@yahoo.com



241. Panel Discussion: 5:00 PM-5:50 PM**Grand L****Using Scientific Research and Best Practices to Drive Competency-Based Solutions**

Many companies use competencies for performance management, but surprisingly, few I-O psychologists are involved in developing and managing these systems. With competencies, research is lagging behind business. This panel brings professionals together to explore how we can more effectively use scientific research and best practices to inform competency-based business solutions.

Blaine H. Gaddis, Hogan Assessment Systems, **Chair**

April R. Holland, FurstPerson, **Panelist**

Stephen Nichols, Hogan Assessment Systems, **Panelist**

Juan I. Sanchez, Florida International University, **Panelist**

Thomas H. Stone, Oklahoma State University, **Panelist**

Kari R. Strobel, Society for Human Resource Management, **Panelist**

Submitted by Blaine Gaddis, bgaddis@hoganassessments.com

242. Special Events: 5:00 PM-5:50 PM**Independence Ballroom****Invited Session: Future of HR from the Perspective of Technology Startups**

In 2013, startups raised \$600 million to fund development of new HR technology, from applicant tracking and video interviewing to culture management and employee development software. This "HR technology renaissance" is changing how organizations hire and manage employees. Panelists will present their disrupting technology and discuss how it's changing HR.

Martin Lanik, Pinsight, **Chair**

Matt Barney, LeaderAmp, **Panelist**

Natalie M. Baumgartner, RoundPegg, **Panelist**

Greg Moran, Chequed.com, **Panelist**

Christy Smith, Pinsight, **Panelist**

Imo Udom, WePow, **Panelist**

Submitted by Martin Lanik, martin.lanik@pinsight.biz

243. Symposium/Forum: 5:00 PM-5:50 PM**Liberty AB****Understanding Big Data: Emerging Approaches to Data Interpretation**

Expert scientist-practitioners will describe best practices in and novel approaches to the interpretation of an immense volume of continuously generating data from diverse sources. The discussion of data visualization, multimodal information interfaces, and the implications of these interpretive lenses for selection will provide innovative tools that leverage big data.

Eden B. King, George Mason University, **Chair**

Scott Tonidandel, Davidson College, **Chair**

Evan F. Sinar, Development Dimensions International (DDI), **Must-See DV: Data Visualization to Reveal Research Insights**

Jeffrey M. Stanton, Syracuse University, **Multimodal Information Interfaces for Exploration of Large Data Sets**

Fred Oswald, Rice University, **All Data Big and Small: Implications for Organizational Science**

James M. LeBreton, The Pennsylvania State University, **Discussant**

Submitted by Eden King, eking6@gmu.edu

244. Symposium/Forum: 5:00 PM-5:50 PM**Liberty C****Using Teaching Technology in the I-O Classroom**

The educational technology boom is alive and kicking and I-O faculty can benefit from practical, actionable advice. We will provide concrete examples of readily accessible teaching technologies-including Skype, Blackboard's blog platform, PowerPoint's recording function, and Twitter-and provide recommendations to use them successfully.

Jennifer Bunk, West Chester University, **Chair**

Gary Giumetti, Quinnipiac University, **"Virtual Visits": Providing I-O Undergraduates a Preview of Consulting-Based Careers**

Carrie A. Bulger, Quinnipiac University, **Collaboration in an Online Course: Virtual Teams in I-O Psychology**

Wendi J. Everton, Eastern Connecticut State University, **Recorded Lectures and Videos (and Strategies When They "Break")**

Jennifer Bunk, West Chester University, **Tweeting in Your I-O Class: Suggestions for Successful Implementation**

Peter D. Bachiochi, Eastern Connecticut State University, **Discussant**

Submitted by Peter Bachiochi, bachiochip@easternct.edu



DON'T MISS THE EXHIBIT HALL!

FRANKLIN HALL

10:00 AM to 5:30 PM Thursday

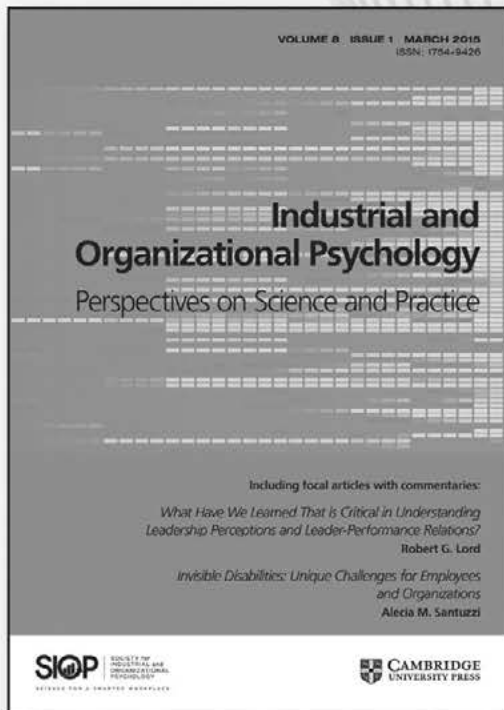
8:30 AM to 5:30 PM Friday

Over 50 of the best businesses and organizations affiliated with I-O psychology will be exhibiting at this year's conference.

Don't miss this unique opportunity to see what they have to offer!

CAMBRIDGE

JOURNALS



Cambridge is proud to publish

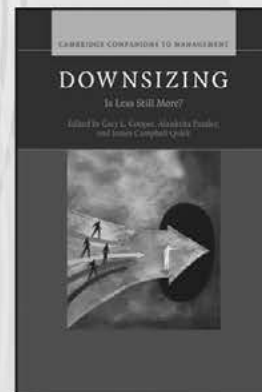
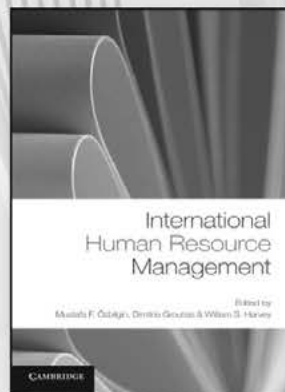
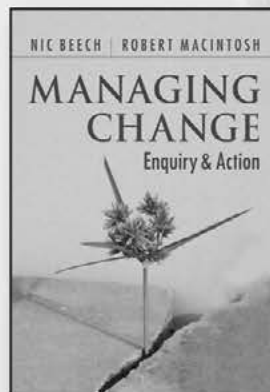
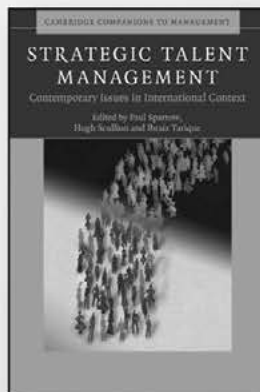
Industrial and Organizational Psychology

on behalf of the Society for Industrial and Organizational Psychology from 2015

journals.cambridge.org/iop

View our full range of Psychology titles at
journals.cambridge.org/psych

New from Cambridge



Receive a 20% discount on these and other conference titles at
www.cambridge.org/siop

**Visit the Cambridge University Press
stand at SIOP 2015 to discover more**



**CAMBRIDGE
UNIVERSITY PRESS**

Maintain Balance

Next Generation Personnel Risk Measures from General Dynamics Information Technology



For decades, General Dynamics IT's Human Capital Risk Management team has helped organizations address their talent needs while balancing human capital risk exposures. We now offer next generation personnel risk measures, designed to be in compliance with EEOC guidance and legislative mandates, to help reduce unethical behavior, cybersecurity risks, collusion with external threats and more. These new measures help organizations meet today's personnel selection, placement, and development challenges.

You know us for both our talent management assessments focused on improved leadership, teamwork, sales and service performance, and our risk management assessments which help minimize losses due to employee theft, counterproductivity, accidents, violence, turnover, illicit drug use, and more.

Visit us in **Booth #506** to discuss how our assessments, surveys and custom solutions – including our newest personnel risk management measures – can help you maintain balance.

Please plan to join us for:

Mobile Devices in Talent Assessment: The Next Chapter

I-O research of mobile devices used in talent assessment must evolve in tandem with the technology. Therefore, this session will introduce the next chapter of mobile device testing research by providing the latest usage trends and zeroing in on the specific variables impacting equivalence, performance, and reactions.

Saturday, April 25, 2015, 1:30 p.m. - 2:50 p.m., Grand L

Presenters include: Kelly Dages, *General Dynamics IT*, John Jones, *General Dynamics IT*, Neil Morelli, *Logi-Serve LLC*, Tara McClure, *Aon Hewitt*, Brandy Parker, *Johnson & Johnson*, Cavan Gray, *University of Georgia*, Sara Lambert Gutierrez, *CEB* and others.



Where is your next career move taking you?

Career advancement can be stressful. Whether you're searching in your home city or looking to move across the country, wouldn't it be nice if someone was there to help? Campion Recruiting Services (CRS) is there for you.

The premiere Industrial-Organizational recruiting firm specializes solely in filling applied jobs for I-O psychologists. We discretely contact you to keep you aware of advancement opportunities that fit your specific needs and wants. Even if you are content in your current position, we let you know what roles may interest you so you don't miss out on your dream job.

As a member of our database – exclusively for I-O psychologists – you will receive periodic and relevant e-mails and calls from our talented team to keep you up to date of exciting new openings. Membership is free, so give us a call or visit our website.

INTERESTED IN BECOMING A CRS MEMBER?

- Visit our website to create a membership profile and upload your résumé to join our database of I-O professionals.

ALREADY A CRS MEMBER?

- Update your profile, contact information, and résumé.

LOOKING TO HIRE?

- Contact Matt Reider (matt@campion-services.com) to learn about a targeted search for the best talent for your needs.

Campion Recruiting Services <small>A Division of Campion Services, Inc.</small>		I-O Job Search & Placement Contract Engagements Career Advancement Networking Referrals
800.505.0482	www.campion-services.com	



AMERICAN INSTITUTES FOR RESEARCH®

The American Institutes for Research's (AIR) Workforce and Lifelong Learning program has been at the forefront of applied research to improve the performance of individuals and organizations. AIR, a not-for-profit organization, has focused on this critical need for more than 60 years since our founder, John Flanagan, began developing combat pilot selection procedures to identify candidates who were best suited for these high-stress jobs.

Through innovative research and the application of evidence-based practices, AIR's Workforce and Lifelong Learning program supports the development of high performing individuals, teams, and organizations. Our work encompasses the entire employment life cycle—workforce preparedness, recruitment, selection, performance management, training, retention, and more—and provides our public and private sector clients with unique insight and solutions. Our experts apply research-based principles in developing the knowledge, tools, systems, and programs required for maximizing human and organizational potential in the 21st century.

Our recent accomplishments include important work in the following areas:

- **Job analysis**
- **Competency modeling**
- **Selection**
- **Performance management**
- **Talent management systems**
- **Training**
- **Workforce development**
- **Organizational effectiveness**
- **Human factors and usability testing**
- **Program evaluation**

We are seeking Master's and Ph.D. I/O Psychologists for current openings. AIR offers an excellent compensation and benefits package, including a fully-funded retirement plan, generous paid time off, tuition assistance, and more. An equal opportunity employer.



To apply, please visit www.air.org.

A smarter workforce sold reels and reels of fishing line.



Selling hunting, fishing and outdoor gear in a crowded market takes guts. But staying ahead of the pack—that takes smarts. So when Cabela's, the world's foremost outfitter, decided to invest in its retail division, IBM was called in to understand how the company could get the right people who would fit its culture and maximize its profits. Our first step was to learn its business and study its culture. Then we put the tools and solutions in place to attract the right candidates, hire the right people and engage existing employees to drive performance. So what was the big payoff? In just one year, Cabela's saw employee engagement scores increase five percent overall and low-scoring groups increase by double digits. And as engagement rose, so did sales per labor hour, resulting in millions of dollars more in sales each year. Over five years, the company saw total shareholder return also rise by double digits. By partnering with us, Cabela's realized the promise of a Smarter Workforce—the promise that the smarter your workforce is, the more your business can grow.

Every company's story is different. But every story begins somewhere. One of our Smarter Workforce Solution Architects will help you discover how you can create your own Smarter Workforce story at ibm.com/SmarterWorkforce

A Smarter Workforce for a Smarter Planet.



IBM, the IBM logo, ibm.com, Let's Build A Smarter Planet, Smarter Planet and the planet icon are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. A current list of IBM trademarks is available on the Web at www.ibm.com/legal/copytrade.shtml. © International Business Machines Corporation 2014.

Employee surveys just got a whole lot better.



Visit us at booth #604

	302-304	305-306	309-310	401-403	404	407-409	Franklin 1-2	Franklin 3-4	Franklin 6	Franklin 08	Franklin 09						
8:00 AM			245 Workplace Incivility	246 Encouraging Learning Organizations	261 Datafication of HR	247 Multiple Stakeholders and the Gap Between Research	257 Research Ethics in the Big Data Era	258 Revision of SIOP Master's/ PhD Education Guidelines	265 Research & Practice on Global Selection & Work-Life	248 Recommendation for Enhancing Leadership	249 Taking Total Worker Health to the Streets						
8:30 AM	259 Academia, Consulting, Corporate Roles: I-O Career P	260 Situational Judgment Test Design and Measurement	266 Game-Thinking in Assessment	267 Driving Leadership Impact through Coaching		268 Making Competency Models Stick w/ Proven Results	278 Insights on the Lifecycle of HR Analytics Teams	279 I-O Women IGNITE: Challenges/Opps at Midcareer		269 Best Practices-Innovative Test Items in Solutions	270 Understanding Workplace Incivility						
9:00 AM																	
9:30 AM																	
10:00 AM																	
10:30 AM	280 Challenges in Developing Tech-Enhanced Assessments	281 Global Noncognitive Assessment	282 Modeling & Simulation in I-O Psychology	283 Making Strategic Job Analysis Strategic	284 The Role of Positive Psychology in I-O	285 Developments in Work-Nonwork Boundary Dynamics	299 Data Aggregation Issues in Legal Scenarios	300 Invited Ignite Session Research This!	298 Working With Mental Health Issues	286 I-O's Unicorn, Integrated Talent Management	287 Challenges & Solutions in Culture Measurement						
11:00 AM																	
11:30 AM																	
12:00 PM	302 Intrapreneurship	303 Aging Workforce Panel	304 Harnessing Technology to Facilitate Interviewing	305 Longitudinal Workforce Analytics	306 Legal Defensibility of Selection Practices	307 Panel on the Absence of Cognitive at SIOP	320 Big Data: Change in I-O's Mindset and Toolset	321 How to Be Successful as a First Year Practitioner	319 Social Media and Employment Decisions	308 Sharing IO With the Community	309 Cruisin' for a Bruisin' by not Snoozin'						
12:30 PM																	
1:00 PM																	
1:30 PM	323 New Developments in Abusive Supervision Research	324 Leadership for Organizational Safety	325 Insufficient Effort Responding	326 Culture and Creativity/ Innovation	327 Cognitive Science: Fertile Grounds for I-O	328 Panel on I-O Internships	342 Big Data or Big Deal: Research in Organizations	343 Sports Data and Staffing Research	341 Silver Tsunami	329 Env. Sustainability: Leading Research & Practice	330 Developments in interview IM and faking						
2:00 PM																	
2:30 PM																	
3:00 PM																	
3:30 PM	344 Resources for Students' Multiple Role Management	#VirtualTeamDev elopment	346 Under-standing Adaptation in Change Context	347 High-Potential Programs			348 Employee Engagement	353 Big Data: Nurturing Theory or Substituting for It	354 SIOP Living History Series: Frank L. Schmidt	352 You Think You Can Solve an I-O Problem?	349 Presenting Data Insights to Senior Executives						
4:00 PM																	
4:30 PM																	
5:00 PM																	
	Posters		Executive Board Session			Community of Interest			Alliance Session								

SATURDAY SPECIAL EVENTS: **UPDATED!**

CONTINENTAL BREAKFAST: 5th Level Prefunction

7:30AM TO 8:30AM

SPEAKER READY ROOM: Room 301

8:00AM TO 3:00PM

CLOSING PLENARY: Grand Ballroom

4:30PM TO 5:30PM

PHILADELPHIA BANDSTAND CLOSING RECEPTION: Grand Ballroom

6:00PM TO 8:00PM

	Franklin 10	Franklin Hall	Grand A	Grand B	Grand C	Grand D	Grand G	Grand I	Grand J	Grand K	Grand L					
8:00 AM	250 Getting What's Needed from SMEs: Models & Insights	251 Groups/Teams	252 The Leaky Pipeline: Retaining STEM Women	253 Executive Development	254 Gamification of HR Processes: Three Case Studies	255 TNA in the Military: Applications and Lessons		262 Intra- and Interpersonal Effects of Mindfulness	263 Team Dynamics	264 Applicant Reactions in Global & Modern Contexts	256 Work-Family Issues in the Aging Workforce					
8:30 AM																
9:00 AM	271 Why You Should be Concerned About Te	272 Motivation/Rewards/ Compensation	273 High Stakes Scenarios	274 Linking Employee Health to Workplace Outcomes	275 Innovative IRT models for org. res. & practice	276 Employment Test Fraud: It Can Happen to You!					277 I-O w/o Borders-Impact Multidisciplinary World					
9:30 AM																
10:00 AM		COFFEE BREAK														
10:30 AM	288 Getting Started With R	289 Leadership	290 Incivility: Context Matters	291 Changes in Testing - Experiences & Challenges	292 Decent Work and HWP	293 The Best of Frenemies		294 Communities of Work Psych ex- USA	295 Gendered Experiences in STEM: Staying and Leaving	296 Rating Format Research	297 Latest Findings in CR					
11:00 AM																
11:30 AM		301 Strategic HR/Job														
12:00 PM	310 Late Careers Decisions	Analysis/Performance Mgmt	311 Nurse Interactions	312 Working Parents: Challenges & Strategies	313 What Makes Dark Triad Maladaptive for Work?	314 Instant Meta-Analyses Using metaBUS					315 Regulatory Focus on Employee Leader Development	316 HEXACO MODEL AT WORK	317 Strategic Leadership in Orgs: Future Directions	318 Evolution of Coaching: Fix-it to Mission-critical		
12:30 PM		322 Global/Cross-Cultural/Organizational Culture and Climate														
1:00 PM																
1:30 PM	331 Recovery: New Trends, Extensions, & Considerations	332 Personality	333 Teams on ICE: Team Research in Spaceflight Analogs	334 Implementing Diversity and Inclusion Practice	335 Background Checks & the Employee Selection Process	336 How to Sell I-O		337 Science-Mapping to Bridge the Gap	338 Rater Training Research	339 Using Networks to Influence					340 Mobile Devices in Talent Assessment: The Next Chap	
2:00 PM																
2:30 PM																
3:00 PM		COFFEE BREAK														
3:30 PM	351 Implementing Talent Initiatives in Health Care															
4:00 PM																
4:30 PM																
5:00 PM							355 Closing Plenary (GRAND G-L)									
	Invited Session		Master Tutorial													

Philadelphia Bandstand Closing Reception



Dance the night away in the city where it started!

Close out SIOP 2015 with food, friends, and flashbacks to the good old days of rock and roll!

Careers/Mentoring/Socialization/Onboarding/Retirement

- 246 Encouraging Learning Organizations, 401-403, 8:00 AM
- 259 Academia, Consulting, Corporate Roles: Differences and Similarities Among I-O Careers, 302-304, 8:30 AM
- 272 Posters 1-2, Franklin Hall, 9:00 AM
- 279 I-O Women Ignite: Stories of Midcareer Challenges and Opportunities, Liberty C, 9:00 AM
- 310 European Approaches to Investigate Late Careers Decisions, Franklin 10, 12:00 PM
- 328 Leveraging an I-O Internship for Career Excellence, 407-409, 1:30 PM

Coaching/Leadership Development

- 248 Practical Recommendations for Enhancing Leadership Coaching, Franklin 08, 8:00 AM
- 267 Driving Leadership Impact Through Executive Coaching: Current and Emerging Trends, 401-403, 9:00 AM
- 300 Invited Session: Research This! Casting Aside the Publication Chains to Ignite Organizations, Liberty C, 10:30 AM
- 315 The Influence of Leader Regulatory Focus on Employee Leader Development, Grand I, 12:00 PM
- 318 From Fix It to Mission Critical: the Evolution of Coaching in Organizations, Grand L, 12:00 PM
- 349 "Just the Facts Ma'am": Presenting Data Insights to Senior Executives, Franklin 08, 3:30 PM

Consulting Practices/Ethical Issues

- 257 Guidelines for Ethical Research in the Age of Big Data, Liberty AB, 8:00 AM
- 271 Why I-O Psychologists Should Be Concerned About Telepsychology, Franklin 10, 9:00 AM
- 273 Consulting in High Stakes Scenarios: Lessons Learned, Grand A, 9:00 AM
- 293 The Best of Frenemies, Grand D, 10:30 AM
- 301 Poster 1, Franklin Hall, 11:30 AM
- 351 The Healthcare Challenge: Implementing Talent Initiatives in a Data-Driven Industry, Franklin 10, 3:30 PM

Counterproductive Behavior/Workplace Deviance

- 245 New Directions in Workplace Incivility Research, 309-310, 8:00 AM
- 270 Personal and Contextual Factors in Understanding Workplace Incivility, Franklin 09, 9:00 AM
- 289 Poster 1, Franklin Hall, 10:30 AM
- 290 Context Matters: New Perspectives in the Study of Incivility, Grand A, 10:30 AM

Emotions/Emotional Labor

- 350 Innovations in Emotional Labor, Franklin 09, 3:30 PM

Employee Withdrawal (e.g., Absence, Turnover)/Retention

- 332 Poster 1, Franklin Hall, 1:30 PM

Global/International/Cross-Cultural Issues

- 265 Master Collab: Global I Meets Global O: Research and Practice on Selection and Work-Life, Independence Ballroom, 8:30 AM
- 294 Communities of Work Psychologists Outside the US, Grand I, 10:30 AM
- 322 Posters 1-12, Franklin Hall, 12:30 PM
- 326 Exploring the Complex Relationships Between Culture and Creativity/Innovation, 401-403, 1:30 PM

Groups/Teams

- 251 Posters 1-29, Franklin Hall, 8:00 AM
- 263 Team Dynamics: Capturing Process Phenomena in Extreme Teams, Grand J, 8:30 AM
- 311 Nurse Interactions With Peers, Physicians, and Patients: Training and Measurement, Grand A, 12:00 PM
- 333 Teams on Ice: Team Research in Spaceflight Analogs, Grand A, 1:30 PM
- 345 #Virtualteamdevelopment: Applying the Science, 305-306, 3:30 PM

Inclusion/Diversity (e.g., Sexual Orientation, Race, Gender)

- 252 Mending the Leaky Pipeline: Retention Interventions for Women in STEM, Grand A, 8:00 AM
- 295 Gendered Experiences in STEM: Understanding Drivers of Staying and Leaving, Grand J, 10:30 AM
- 334 Implementing Diversity and Inclusion Practice in Organizations: Challenges and Opportunities, Grand B, 1:30 PM

Innovation/Creativity

- 302 Intrapreneurship: Fostering Innovation in Big Organizations, 302-304, 12:00 PM

Job Analysis/Job Design/Competency Modeling

- 268 Making Competency Models Stick With Proven Results, 407-409, 9:00 AM
- 283 Making Strategic Job Analysis Strategic, 401-403, 10:30 AM
- 301 Posters 2-9, Franklin Hall, 11:30 AM

Job Attitudes/Engagement

- 272 Poster 3, Franklin Hall, 9:00 AM
- 348 Moving Forward With Employee Engagement, 407-409, 3:30 PM

Job Performance/Citizenship Behavior

- 262 Mindfulness At Work: The Intrapsychic and Relational Implications, Grand I, 8:30 AM

Judgment/Decision Making

- 346 Deciphering the Meaning of Adaptation Through the Context of Change, 309-310, 3:30 PM

Leadership

- 253 Innovations in Executive Development: Fueling Corporate Growth, Grand B, 8:00 AM
- 289 Posters 2-22, Franklin Hall, 10:30 AM
- 317 Strategic Leadership in Organizations: Future Directions for Research and Practice, Grand K, 12:00 PM
- 323 New Developments in Abusive Supervision Research, 302-304, 1:30 PM
- 339 Using Networks to Influence People and Ignite Change, Grand K, 1:30 PM
- 347 High-Potential Programs: Design, Practical Applications, and Lessons Learned, 401-403, 3:30 PM
- 354 Executive Board Special Session: SIOP Living History Series: An Interview With Frank L. Schmidt, Liberty C, 3:30 PM
- 355 Closing Plenary, Grand E-H, 4:30 PM

Legal Issues/Employment Law

- 306 Legal Defensibility of Selection Practices, 404, 12:00 PM
- 335 Using Background Checks in the Employee Selection Process, Grand C, 1:30 PM

Measurement/Statistical Techniques

- 261 Datafication of HR: Lessons Learned and Questions Unanswered, 404, 8:30 AM
- 275 Innovative IRT Models for Organizational Research and Practice, Grand C, 9:00 AM
- 288 Getting Started With R: An Interactive and Hands-On Tutorial, Franklin 10, 10:30 AM
- 299 Faces in a Crowd: Data Aggregation Issues in Legal Scenarios, Liberty AB, 10:30 AM
- 305 What's Trending at Work: Longitudinal Workforce Analytics, 401-403, 12:00 PM
- 342 Big Data or Big Deal: Conducting Impactful Research in Organizations, Liberty AB, 1:30 PM

Motivation/Rewards/Compensation

- 272 Posters 4-20, Franklin Hall, 9:00 AM
- 284 The Role of Positive Psychology in I-O, 404, 10:30 AM
- 327 Cognitive Science: Fertile Grounds for I-O, 404, 1:30 PM

Occupational Health/Safety/Stress and Strain/Aging

- 249 Taking Total Worker Health to the Streets, Franklin 09, 8:00 AM
- 274 When Health Is Wealth: Linking Employee Health to Workplace Outcomes, Grand B, 9:00 AM
- 298 Alliance Special Session: Working With Mental Health Issues, Independence Ballroom, 10:30 AM
- 303 Aging and Work Issues: Research, Best Practices, and the Future, 305-306, 12:00 PM
- 309 Sleep and Work: Cruisin' for a Bruisin' by Not Snoozin', Franklin 09, 12:00 PM
- 324 Leadership for Organizational Safety, 305-306, 1:30 PM

Organizational Culture/Climate

- 287 Alternative Solutions to Measurement Challenges of Culture and Climate, Franklin 09, 10:30 AM
- 322 Posters 13-21, Franklin Hall, 12:30 PM

Organizational Performance/Change/Downsizing/OD

- 301 Poster 10-11, Franklin Hall, 11:30 AM

Performance Appraisal/Feedback/Performance Management

- 296 It's Okay to Do Rating Format Research Again, Grand K, 10:30 AM
- 301 Poster 12-24, Franklin Hall, 11:30 AM

Personality

- 272 Poster 21, Franklin Hall, 9:00 AM
- 297 Latest Findings in Conditional Reasoning: New Scales and Multiple Motives, Grand L, 10:30 AM
- 313 What Makes the Dark Triad Maladaptive for Work?, Grand C, 12:00 PM
- 316 The HEXACO Model at Work: New Insights and Research Findings, Grand J, 12:00 PM
- 322 Poster 22, Franklin Hall, 12:30 PM
- 332 Posters 2-30, Franklin Hall, 1:30 PM

Prosocial (e.g., Humanitarian Work Psychology, Corporate Social Responsibility, Sustainable Development)

- 277 Executive Board Special Session: I-O Without Borders: Our Impact in a Multidisciplinary World, Grand L, 9:00 AM
- 292 Decent Work, Unsustainable Developments Goals, and Humanitarian Work Psychology, Grand C, 10:30 AM

Research Methodology (e.g., Surveys)

- 282 Modeling and Simulation in I-O Psychology: A World of Opportunity, 309-310, 10:30 AM
- 314 Generating Instant Meta-Analyses Using the Metabus Database and Construct Taxonomy, Grand D, 12:00 PM
- 325 Insufficient Effort Responding: From Detection to Solution, 309-310, 1:30 PM
- 352 Invited Session: You Think You Can Solve an I-O Problem?, Independence Ballroom, 3:30 PM
- 353 Big Data: Nurturing Theory or Substituting for It?, Liberty AB, 3:30 PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 264 Today and Tomorrow: Applicant Reactions in Global and Modern Contexts, Grand K, 8:30 AM
- 269 Everything Changes: Best Practices for Combining Tests Within Innovative Contexts, Franklin 08, 9:00 AM
- 330 Recent Developments in Interview Impression Management and Faking Research, Franklin 09, 1:30 PM
- 341 Silver Tsunami: A Concern for Organizations or Awesome Band Name?, Independence Ballroom, 1:30 PM
- 343 Box Scores and Bottom Lines: Sports Data and Staffing Research, Liberty C, 1:30 PM

Strategic HR/Utility/Changing Role of HR

- 247 Multiple Stakeholders and the Gap Between Research and Practice, 407-409, 8:00 AM
- 278 Insights on the Lifecycle of HR Analytics Teams, Liberty AB, 9:00 AM
- 286 Finding I-O's Magical Unicorn: Integrated Talent Management, Franklin 08, 10:30 AM
- 301 Posters 25-29, Franklin Hall, 11:30 AM
- 329 Environmental Sustainability: Taking the Lead on Research and Practice, Franklin 08, 1:30 PM

Teaching I-O/Student Affiliate Issues/Professional Development

- 258 Executive Board Special Session: Revision of SIOP's Master's and PhD Education Guidelines, Liberty C, 8:00 AM
- 301 Poster 30, Franklin Hall, 11:30 AM
- 308 Ignite + Panel Session: Sharing I-O With the Community, Franklin 08, 12:00 PM
- 321 How to Be Successful as a First Year Practitioner, Liberty C, 12:00 PM
- 336 How to Sell the Value of I-O, Grand D, 1:30 PM

Technology (e.g., Gamification, Social Media, Simulations)

- 254 Gamification of HR Processes: Three Case Study Examples, Grand C, 8:00 AM
- 266 Game Thinking in Assessment: Applications of Gamification and Serious Games, 309-310, 9:00 AM
- 280 Under the Hood: Practical Challenges in Developing Technology-Enhanced Assessments, 302-304, 10:30 AM
- 319 Social Media and Employment Decisions: More Than You Bargained For, Independence Ballroom, 12:00 PM
- 320 Thrive in Big Data: Change in I-O's Mindset and Toolset, Liberty AB, 12:00 PM
- 322 Poster 23, Franklin Hall, 12:30 PM
- 337 Using Science Mapping and Meta-Analysis to Bridge the Scientist-Practitioner Divide, Grand I, 1:30 PM

Testing/Assessment (e.g., Selection Methods; Validation; Predictors)

- 250 Getting What You Need From SMEs: Models, Recommendations, and Insights, Franklin 10, 8:00 AM
- 260 Situational Judgment Test Design and Measurement Informed by Psychological Theory, 305-306, 8:30 AM
- 276 Employment Test Fraud: It Can Happen to You!, Grand D, 9:00 AM
- 281 Global Noncognitive Assessment: Cross-Cultural Utility and Applicant Reactions, 305-306, 10:30 AM
- 291 20 Years of Changes in Preemployment Testing: Experiences and Challenges, Grand B, 10:30 AM
- 304 Harnessing Technology to Facilitate Effective Interviewing, 309-310, 12:00 PM
- 307 Cognitive Ability Research: Breathing New Life in to a Stagnating Topic, 407-409, 12:00 PM
- 340 Mobile Devices in Talent Assessment: The Next Chapter, Grand L, 1:30 PM

Training

- 255 Determining Training Needs: Applications in and Lessons From Military TNA, Grand D, 8:00 AM
- 338 New Developments in Rater Training Research, Grand J, 1:30 PM

Work and Family/Nonwork Life/Leisure

- 256 Work-Family Issues in the Aging Workforce: Trends and Consequences, Grand L, 8:00 AM
- 285 Current Research Developments in Work-Nonwork Boundary Dynamics, 407-409, 10:30 AM
- 312 Working Moms and Dads: Trials, Tribulations, and Coping Strategies, Grand B, 12:00 PM
- 331 Rethinking Recovery: New Trends, Extensions, and Considerations, Franklin 10, 1:30 PM
- 344 Resources for Students in Managing Work, School, and Family Roles, 302-304, 3:30 PM

Let's make organizational change.

Together.

**Strategic Surveys for
Organizations**

Employee/Engagement
Organization Effectiveness
Customer Satisfaction
Multi-Constituency

**Leadership Development
& Assessment**

Strategic 360 Assessments
The ManagerCoach® Workshop
Aligned Coaching
Group Coaching

OrgVitality
potentialunlocked

We invite you to visit us at **Booth # 314** to learn more.

www.orgvitality.com

contactus@orgvitality.com

1.914.747.7736

245. Symposium/Forum: 8:00 AM-8:50 AM 309-310

New Directions in Workplace Incivility Research

In this session, a series of 3 studies highlight the current developments and future directions of workplace incivility research. These studies utilize various research designs to explore previously unanswered questions in the workplace incivility literature and provide insights into the individual and contextual factors that influence outcomes of incivility.

Kathi N. Miner, Texas A&M University, **Chair**

Robert L. Wooderson, Texas A&M University, **Co-Chair**

Craig D. White, Texas A&M University, **Co-Chair**

Craig D. White, Texas A&M University, Kathi N. Miner, Texas A&M University, **Demographic Dissimilarity, Customer Incivility, and Burnout: A Moderated Mediation Model**

Benjamin M. Walsh, University of Illinois at Springfield, Olga L. Clark, University of Hartford, **A Multilevel Assessment of Civility Climate's Factor Structure and Outcomes**

Loie S. Gervais, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, **Effects of Target Competence on Witness Reactions to Workplace Incivility**

Lilia M. Cortina, University of Michigan, **Discussant**

Submitted by Craig White, cwhite2715@gmail.com

246. Symposium/Forum: 8:00 AM-8:50 AM 401-403

Encouraging Learning Organizations

The most effective organizations must continually learn and adapt. This can occur in a variety of ways that go well beyond traditional training. This symposium will include a review and discussion of 3 projects meant to encourage development of learning organizations through a variety of means.

Ray Morath, ICF International, Darcy Lilley, U.S. Air Force, Donald Zimmerman, ICF International, Carey Burke, ICF International, Candace Blair Cronin, ICF International, **Transforming the U.S. Air Force AMC Into a Learning Organization**

Megan Poore, Global Skills Exchange Corporation, Amanda Hall, National Institute of Corrections, Lance E. Anderson, C² Technologies, Inc., **Development a Self-Assessment Tool for Learning Professionals**

Lance E. Anderson, C² Technologies, Inc., Joselito C. Lualhati, Global Skills X-Change, Claire Vincent, Global Skills Exchange Corporation, **Development of a Certification Program to Encourage Learning Across Government**

Timothy Buckley, U.S. Securities and Exchange Commission, **Discussant**

Submitted by Lance Anderson, landerson@skillsdmo.com

247. Panel Discussion: 8:00 AM-8:50 AM 407-409

Multiple Stakeholders and the Gap between Research and Practice

This session will examine the role that multiple stakeholders play in the implementation of selection systems and uncover what factors contribute to the gap between research and practice. Then panelists will explain what pragmatic methods they have used to address this issue and discuss future research possibilities.

Damon Drown, Findly, **Co-Chair**

Fedra Galustian, Findly, **Co-Chair**

Kevin R. Reindl, Pacific Gas & Electric, **Panelist**

Kevin B. Tamanini, Development Dimensions International (DDI), **Panelist**

Ann M. Nakamura, Union Pacific, **Panelist**

Alicia M. Allegrini, PSI Services LLC, **Panelist**

Submitted by Damon Drown, damon@findly.com

248. Symposium/Forum: 8:00 AM-8:50 AM Franklin 08

Practical Recommendations for Enhancing Leadership Coaching

Leadership development coaching is a widely used practice for increasing leader effectiveness within an organization. This symposium provides both research and a practitioner perspective regarding leadership coaching best practices. It presents recommendations from experienced coaches as well as qualitative data documenting suggestions for improving coaching sessions from coaching participants.

Heather M. Bolen, Hogan Assessment Systems, **Co-Chair**

Karen M. Fuhrmeister, Hogan Assessment Systems, **Co-Chair**

Karen M. Fuhrmeister, Hogan Assessment Systems, Heather M. Bolen, Hogan Assessment Systems, Kimberly S. Nei, Hogan Assessment Systems, **Reflections on the Coaching Session: A Qualitative Approach**

Ben Dattner, Dattner Consulting, LLC, **The Context for Successful Executive Coaching: Defining the Coach's Role**

Levi R. Nieminen, Denison Consulting, Rodrigo Del Campo, Alto Impacto, **Putting it All Together: Coaching on Personality, Competencies, and Culture**

David B. Peterson, Google, **Discussant**

Submitted by Karen Fuhrmeister, kfuhrmeis@gmail.com

249. Panel Discussion: 8:00 AM-8:50 AM

Franklin 09

Taking Total Worker Health to the Streets

Traditionally, health promotion and injury prevention programs have operated within separate departments in large organizations. Despite the clear business case for integration, many organizations have not adopted comprehensive health programs. This panel will address opportunities and challenges around integrating health promotion and protection programs from multiple viewpoints.

Jessica D. Wooldridge, University at Albany, SUNY, **Co-Chair**

Veronica S. Harvey, Aon Hewitt, **Co-Chair**

Carol F. Shoptaugh, Missouri State University, **Panelist**

Jeannie A.S. Nigam, NIOSH, **Panelist**

Autumn D. Krauss, Sentis, **Panelist**

Submitted by Jessica Wooldridge, jwooldridge@albany.edu

250. Panel Discussion: 8:00 AM-8:50 AM

Franklin 10

Getting What You Need from SMEs: Models, Recommendations, and Insights

I-O professionals rely heavily on SMEs in assessment development, but obtaining the information required to develop valid and reliable assessments is often more art than science. In this interactive discussion, assessment development experts will share 4 models for managing SME interactions and provide recommendations for addressing common challenges.

Kimberly Acree Adams, American Institutes for Research, **Chair**

Alexander Alonso, Society for Human Resource Management, **Panelist**

Robert I. Driggers, CEB, **Panelist**

Lorin M. Mueller, Federation of State Boards of Physical Therapy, **Panelist**

Liberty J. Munson, Microsoft, **Panelist**

Submitted by Kimberly Adams, kadams@air.org

251. Poster Session: 8:00 AM-8:50 AM

Franklin Hall

Groups/Teams

251-1 The Influence of Power Values Diversity on Team Performance

Despite their foundational role in underlying attitudes toward social influence, little research has investigated power values in teams. In 80 teams, differences in power values predicted performance when moderated by achievement values. The relationship between power values diversity and team performance was positive/negative when mean achievement values were high/low, respectively.

Kent K. Alipour, Pennsylvania State University

Susan Mohammed, Pennsylvania State University

Sumita Raghuram, Pennsylvania State University

Submitted by Kent Alipour, kka124@psu.edu

251-2 Five-Facet Mindfulness and Performance in Distributed Teams

This study explored for the first time relationships between 5-facet mindfulness and team performance. Results indicated that the describe factor, the ability to use words to describe one's inner feelings and experiences, was a positive predictor of team performance. A second factor, acting with awareness, approached significance.

Nathan Bjornberg, Old Dominion University

Donald D. Davis, Old Dominion Univ

Submitted by Nathan Bjornberg, nbjor001@odu.edu

251-3 Leadership and Communication as Antecedents of Shared Mental Models

In an experiment, teams working on a complex building block task were assigned to leaders displaying different dimensions of transformational leadership. Their interaction was recorded and coded as task or team related. Leadership and team communication content were related to teams' shared mental models, and mediation effects were found.

Kathleen Boies, John Molson School of Business, Concordia University
John Fiset, Concordia University

Submitted by Kathleen Boies, kathleen.boies@concordia.ca

251-4 Personality and Task Conflict: Building Teams That Deal With It

This study investigates the moderating role of personality in the relationship between task conflict and team processes. The findings show support for the use of narrow personality facets in explaining the complex effects of team conflict. Facets of Neuroticism, Openness, and Extraversion mitigated the negative impact of conflict on processes.

Jared M. Quinn, Central Michigan University
Matthew I. Brown, Central Michigan University
Stephen O. Attar, Central Michigan University
Matthew S. Prewett, Central Michigan University
Misty M. Bennett, Central Michigan University

Submitted by Matthew Brown, brown2mi@cmich.edu

251-5 Unraveling Ties That Link Extraversion and Proactive Performance in Teams

This poster examined the energizing relationships individuals develop with their teammates to explain why extraverts are seen as behaving proactively. It studied teams from formation to disbanding and found the number of energizing relationships mediated the extraversion-proactive performance relationship. However, these effects were contingent on the amount of team conflict.

Kristin L. Cullen, Center for Creative Leadership
Hannes Leroy, Cornell University
Alexandra Gerbasi, Grenoble Ecole de Management

Submitted by Kristin Cullen, cullenk@ccl.org

251-6 Relative Importance of Teamwork Features: A Meta-Analytic Path Analysis

Despite its prevalence in organizational research, little is known regarding the relative importance regarding the features of teamwork (e.g., communication, cohesion, leadership). This poster provides meta-analytic findings of their direct and relative influence on team performance ($N = 1,367$). Specifically, coordination and conflict emerged as key features of teamwork in relation to performance.

Jennifer Feitosa, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Heather K. Holden, U.S. Army Research Laboratory
Joan H. Johnston, U.S. Army Research Laboratory

Submitted by Jennifer Feitosa, jfeitosa@ist.ucf.edu

251-7 Demographic Faultlines' Influence on Team Performance: Examining Multiple-Mediator Relationships

This poster examined the influence of demographic faultlines on team performance ($N = 60$ teams). Results indicated that faultline strength was indirectly and negatively related to team performance through task and relationship conflict, team reflexivity and negative mood. Moreover, findings revealed that faultline strength influences team performance through 3 different paths.

Vicente Gonzalez-Roma, University of Valencia
Victor Valls, University of Valencia
Ines Tomas, University of Valencia
Ramón Rico, Universidad Autónoma de Madrid

Submitted by Vicente Gonzalez-Roma, vicente.glez-roma@uv.es

251-8 A Meta-Analytic Review of Membership Change, Interdependence, and Team Performance

This poster meta-analyzed the effects of loss, exchange, and gain on team outcomes. Findings reveal an overall positive relationship ($r =$

.30) between change (exchanges/gains) and creativity, but an overall negative relationship ($r = -.24$) between change and performance. Type of change and task interdependence were examined as moderators.

Matthew R. Grossman, University of South Florida
Wendy L. Bedwell, University of South Florida
James K. Summers, Iowa State University
Scott Ramsay, University of South Florida
Sarah E. Frick, University of South Florida

Submitted by Matthew Grossman, mrgrossman@mail.usf.edu

251-9 How Do Teams Become Cohesive? A Meta-Analysis of Cohesion's Antecedents

Vast research suggests cohesion is critical for team effectiveness, but less emphasis has been placed on understanding how it is developed. This research begins to address this gap by conducting a series of meta-analyses to identify and explore various antecedents of cohesion. Findings revealed a variety of key antecedents.

Rebecca Grossman, Hofstra University
Amanda L. Thayer, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Rebecca Grossman, rebecca.grossman@hofstra.edu

251-10 Do Task, Relations, or Emotions Collective Efficacy Mediate Dominance-Performance Relationship?

This poster tested a multilevel mediation model where group collective efficacy-task (GCE-task), GCE-relationships, and GCE-emotions mediate the relationship between individual-level dominance (i.e., a feeling of intimidation due to the dominant role of other group members) and team performance. Results based on 315 athletes in 38 sport teams largely supported our model.

Laura Petitta, University of Rome Sapienza
Lixin Jiang, University Wisconsin Oshkosh
Miriam Palange, Sapienza University of Rome

Submitted by Lixin Jiang, jiangli@uwosh.edu

251-11 Predictive Power of Cognition: A Meta-Analytic Structural Equation Model

Effective teams utilize team cognition in order to maximize efficiency. This study employs meta-analytic structural equation modeling to identify the relationship between this critical emergent state and team effectiveness, and the relationships among team outcomes. Results are intriguing, as a partially mediated model is proposed and supported.

Christina N. Lacerenza, University of Central Florida
Shannon L. Marlow, University of Central Florida
Courtney Guler, University of Central Florida
Jennifer Feitosa, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Christina Lacerenza, clacerenza@knights.ucf.edu

251-12 Development and Initial Validation of a Group-Level Ability Assessment

This study investigates the development and validation of a measure of cognitive ability intended to be administered at the group level. This direct assessment of "group g " predicts problems solving above and beyond 4 methods of aggregation (mean, standard, deviation, minimum, maximum) using individual group-member assessments of g .

Nicole B. Landowski, St. Cloud State University
John Kulas, St. Cloud State University
Samantha Hinnenkamp, St. Cloud State University

Submitted by Nicole Landowski, lani1301@stcloudstate.edu

251-13 Leader Emergence and Verbal Behavior in Self-Managed Teams

This study uses a behavioral observation approach to explore how leaders emerge in self-managed, nonhierarchical teams in a 7-week consulting project. Using dynamic interaction analysis, it was found that solution-oriented communication affected leader emergence in early group phases, whereas relationship-oriented communication became pivotal for emergent leaders toward the project end.

Fabiola Gerpott, Jacobs University Bremen

Nale K. Lehmann-Willenbrock, VU University Amsterdam
Sven Voelpel, Jacobs University Bremen

Submitted by Nale Lehmann-Willenbrock, n.lehmann-willenbrock@vu.nl

251-14 Occupational Bias in Aviation: Explicit Versus Implicit Attitudes

Studied occupational bias among aviation specializations and whether participation in interdependent high-fidelity work simulations impacted bias. Both explicit and implicit measures indicated that bias initially existed. Explicit measures showed reductions following simulations, but implicit measures did not.

Ryan Lillard, Personnel Board of Jefferson County
Glenn Littlepage, Middle Tennessee State University
Richard G. Moffett III, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State Univ
Morgan L. Pearn, Middle Tennessee State University
Amanda Beaufore, Middle Tennessee State University

Submitted by Glenn Littlepage, GLITTLEPAGE@MTSU.EDU

251-15 The Relative Effects of Warmth and Competence for Team Viability

This poster examined relationships among perceptions of a teammate's warmth and competence and the desire to work with the teammate again. Both warmth and competence predicted the desire to work with the teammate again in the future and the 2 predictors explained about equal variance. Implications for team viability are discussed.

Jane S. Thomas, University of North Carolina Charlotte
Andrew C. Loignon, University of North Carolina-Charlotte
David J. Woehr, University of North Carolina Charlotte
Misty L. Loughry, Georgia Southern University
Matthew W. Ohland, Purdue University

Submitted by Andrew Loignon, andrew.loignon@gmail.com

251-16 The Effect of Virtuality on Team Communication: A Meta-Analysis

As virtual teams are becoming increasingly prevalent, it is important to determine if virtuality has an effect on communication, as communication in such teams primarily takes place through virtual tools. This study uses meta-analysis to assess the moderating effect of virtuality on the relationship between communication and performance.

Shannon L. Marlow, University of Central Florida
Christina N. Lacerenza, University of Central Florida
Alexandra D. Petruzzelli, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Shannon Marlow, shannon.marlow@knights.ucf.edu

251-17 Team Conflict Profiles and The Mediating Role of Conflict Management

Conflict is common among team members, and the shared experience of conflict defines a team's conflict state. This study examined the mediating role of cooperative and competitive conflict management between conflict states and team outcomes. Findings suggest cooperative, rather than competitive conflict management plays a significant mediating role.

Matthew J. W. McLarnon, University of Western Ontario
Hayden Woodley, University of Western Ontario
Genevieve C. Hoffart, University of Calgary
Thomas A. O'Neill, University of Calgary

Submitted by Matthew McLarnon, mmclarno@uwo.ca

251-18 In Sync in the Kitchen? Temporal Diversity in Chef Teams

Team members may differ in their temporal orientations, with important implications for team outcomes. In support, this study found that time and mean conscientiousness moderated the relationship between temporal diversity and team processes in 51 student chef teams. Pacing style diversity's effects were more salient later in teams' development.

Susan Mohammed, Pennsylvania State University
David Livert, Pennsylvania State University
Dinora R. Fitzgerald, Pennsylvania State University
Kent K. Alipour, Pennsylvania State University

Submitted by Susan Mohammed, sxm40@psu.edu

251-19 Are Mental Models Better for Predicting Individual or Team Performance?

The purpose of the study was to examine the relationships between mental models and performance across individuals and teams. Results from 81 3-person teams performing a command-and-control task indicated that the magnitude of the relationship between mental models and performance was similar across levels of analysis

Gonzalo J. Munoz, Universidad Adolfo Ibáñez
Andrew M. Naber, RAND Corporation
Jennifer N. McDonald, Texas A&M University
Craig D. White, Texas A&M University
Olabisi A. Asenuga, Texas A & M University
Inchul Cho, Texas A&M University
Nathanael L. Keiser, Texas A&M University
Steven Jarrett, Select International
Ira Schurig, Texas A&M University
Ryan M. Glaze, Pearson

Winfred Arthur, Texas A&M University

Submitted by Gonzalo Munoz, gonzalo.munoz@uai.cl

251-20 Faultlines and Group Performance: A Group Development Perspective

Very little research on faultlines has considered faultline dynamics over time. This study explores the dynamic nature of faultline strength through a longitudinal perspective. In doing so, this poster examines the roles of identity motives and identification as the underlying mechanisms in the relationship between faultlines and group performance.

Jieun Park, University of South Carolina
Sherry M. B. Thatcher, University of South Carolina

Submitted by Jieun Park, jepark695@gmail.com

251-21 Collective Efficacy's Role in Team Resource Allocation

Self-efficacy theory has driven research on collective efficacy's role in team performance. However, control theory supplies an alternative description regarding the relationship between self-efficacy and motivation that has gone unexamined with teams. Specifically, this study assess whether the negative self-efficacy-to-resource-allocation relationship will hold at the team level of analysis.

Justin Purl, Ohio University
Jeffrey B. Vancouver, Ohio University

Submitted by Justin Purl, justin.purl@gmail.com

251-22 Deconstructing Team Constructs: A Meta-Analysis Assessing Correlates of Emergent States

This meta-analysis examined the correlations between team motivational and social states and with nonperformance criteria. Results indicated that task commitment was highly correlated with team efficacy and potency, and motivational states were strongly associated with viability. The findings raise serious questions on the typical treatment of team cohesion in research.

Stephen O. Attar, Central Michigan University
Jared M. Quinn, Central Michigan University
Alexandra Jacobsen, University of Maryland
Matthew S. Prewett, Central Michigan University
Christopher R. Honts, Central Michigan University

Submitted by Jared Quinn, Jaredq12@gmail.com

251-23 Team Leader Change: Do Permanency and Active Leadership Matter

This study examines the effects of leader transitions, functional leadership, and human capital on postchange performance in actions teams. By actively engaging in functional leadership, interim replacement leaders but not permanent replacement leaders were able to leverage human capital in strategic core team roles to enhance performance.

Quinn W. Cunningham, Rider University
Christian J. Resick, Drexel University
Travis Maynard, Colorado State University
Marco S DiRenzo, Naval Postgraduate School

Submitted by Christian Resick, cresick@drexel.edu

251-24 Embodied Teamwork: Development and Validation of the Process Sociomateriality Scale

Process sociomateriality describes member interactions that are enabled, augmented, or impaired by the use of technology during taskwork. This work develops and validates a psychometric measure of process sociomateriality. Findings reveal support for a 3-factor structure of process sociomateriality, and demonstrate convergent and discriminant validity with relevant teams constructs.

Peter W. Seely, Georgia Institute of Technology
 Leslie A. DeChurch, Georgia Institute of Technology
 Submitted by Peter Seely, seely.peter@gmail.com

251-25 Validation of a Situational Judgment Test Measuring Teamwork Processes

This study examined the construct validity of a recently developed situational judgment test based upon Marks, Mathieu, and Zaccaro's (2001) taxonomy of teamwork processes. Results from this study indicate that this measure reliably captures the unique construct of teamwork processes.

DJ S. Steffensen, Tennessee Small Business Development Center
 Glenn Littlepage, Middle Tennessee State University
 Submitted by DJ Steffensen, dsteffensenjr@gmail.com

251-26 Time and Collective Orientation on Teamwork Behaviors and Performance Outcomes

Team behaviors were measured over time for relationships with outcomes ($N = 30$). Although few significant relationships emerged, there were changes over time in 1 outcome and in collective orientation. In addition, an interaction effect emerged between collective orientation and time, suggesting a state characteristic of collective orientation.

Kelly C. Switzer, Hofstra University
 Submitted by Kelly Switzer, kellycswitzer@gmail.com

251-27 Conflict Management Between Departments: Contribution of Organizational Identification and Controversy

This study was conducted to clarify that cooperative but not competitive goals between departments induce constructive controversy dynamics among employees from different departments that in turn result in good performance. Results further underline the positive role of organizational identification in conflict management between departments, especially under competitive goals.

Taohong Zhu, Lingnan University
 Dean W. Tjosvold, Lingnan University, Hong Kong
 Alfred S.H. Wong, Lingnan University

Submitted by Dean Tjosvold, tjostvold@ln.edu.hk

251-28 Increasing Task Elaboration During Team Debriefs Using Team Dimensional Training

This poster compared the impact of 2 team debriefing methods on the degree to which individuals engaged in task elaboration. Findings reveal that both the breadth and depth of task elaboration was greater for those debriefed using a structured debriefing approach (team dimensional training).

Amanda M. Wolcott, University of Central Florida
 David C. Mihm, University of Central Florida
 Kimberly A. Smith-Jentsch, University of Central Florida
 Submitted by Amanda Wolcott, am.wolcott@gmail.com

251-29 New Boundaries: Integrating Knowledge in Distributed Teams

Geographically distributed teams are composed of members who hold the disparate knowledge necessary to take on cognitively demanding tasks. Knowledge coordination between members can represent a challenge, resulting in process loss and ineffective knowledge structures. This effort explores the configuration dimension of distribution and its impact on TMS.

Stephanie A. Zajac, University of Central Florida
 Submitted by Stephanie Zajac, zajac.stephanie@gmail.com

252. Symposium/Forum: 8:00 AM-8:50 AM

Grand A

Mending the Leaky Pipeline: Retention Interventions for Women in STEM

Women are currently underrepresented in STEM fields, resulting in an underutilization of STEM women in the workforce. This symposium examines some of the explanations for this "leaky pipeline," highlighting various intervention strategies that can be adopted to reduce gender disparity in STEM fields.

Breanna R. Wexler, University of Missouri-St. Louis, **Co-Chair**
 Johanna E. Johnson, Clemson University, **Co-Chair**
 Christine L. Nittrouer, Rice University, Katharine R. O'Brien, Rice University,
 Michelle (Mikki) Hebl, Rice University, Rachel Trump, Rice University, John
 Rodgers, Baylor College of Medicine, **Access to "Good" Labs: Ethnicity and
 Gender in Biomedical Departments**
 Bettina J. Casad, University of Missouri-St. Louis, William J. Bryant, University
 of Missouri-St. Louis, Samuel J. Fredeking, University of Missouri-St. Louis,
Stereotype Threat Among Women in STEM and Effective Interventions
 Breanna R. Wexler, University of Missouri-St. Louis, Bettina J. Casad, University
 of Missouri-St. Louis, **Female Role Models as an Intervention for Women in
 STEM**
 Johanna E. Johnson, Clemson University, Tiffany Wilmoth, Clemson University,
 Gustavo Lascano, California Polytechnic State University, **Living-Learning
 Communities: Keeping Women in STEM**

Submitted by Breanna Wexler, brwkc3@mail.umsu.edu

253. Panel Discussion: 8:00 AM-8:50 AM

Grand B

Innovations in Executive Development: Fueling Corporate Growth

This session showcases executive development practices at 4 diverse organizations, demonstrating how development strengthens the succession pipeline, drives innovation, and enables business growth. Discussion topics include leveraging development to shape the organization, creating high-impact experiential learning, and engaging senior executives external stakeholders in development efforts.

Mariangela Battista, XL Group, **Chair**
 Harris Ginsberg, Pfizer Inc, **Moderator**
 LeAnne E. Bennett, JP Morgan, **Panelist**
 Robin R. Cohen, Johnson & Johnson, **Panelist**
 Kelly Lackner, XL Group, **Panelist**
 David Mahl, Pfizer Inc, **Panelist**
 Morgan W. McCall, University of Southern California, **Discussant**
 Submitted by Mariangela Battista, battistam@optonline.net

254. Symposium/Forum: 8:00 AM-8:50 AM

Grand C

Gamification of HR Processes: Three Case Study Examples

Gamification has potential to increase user motivation/engagement and accomplish business objectives when appropriately applied. This symposium presents 3 case studies demonstrating how gamification can be successfully applied to 3 distinct HR processes: recruitment, selection, and training. Following the presentation of these applications, key considerations and best practices are discussed.

Daly Vaughn, SHAKER, **Chair**
 Jacqueline Carpenter, SHAKER, **Gamified Recruitment: A Case Study**
 Nick C. Koenig, Wal-Mart, **Gamification in Selection: Illustration via a Warehouse Freight Loading Simulation**
 Brian Knudson, NogginLabs, Inc., **Gamification of Voluntary Training to Enhance Participation and Engagement**
 Scott A. Goodman, SHAKER, **Discussant**
 Submitted by Jacqueline Carpenter, jackie.carpenter@shakercg.com

255. Symposium/Forum: 8:00 AM-8:50 AM

Grand D

Determining Training Needs: Applications in and Lessons From Military TNA

The current nature (pace, complexity, technology) of military operations

requires timely and accurate determination of training needs. In this symposium, 3 practitioner/researcher teams present a new development and/or application of training needs analysis to specific military missions, with emphasis on lessons learned for civilian as well as military audiences.

Winston R. Bennett, Training Research Laboratory, **Chair**

George M. Alliger, Group for Organizational Effectiveness, Winston R. Bennett, Training Research Laboratory, Leah Rowe, Arizona State University, Jamie S. Donsbach, Group for Organizational Effectiveness, Rebecca Beard, gOE, Inc., Charles Colegrove, DMOT, Air Combat Command, **Competencies Across the Training Continuum: Fundamental to Mission Essential Competencies**

Melinda Seibert, Department of Defense, Courtney R. Dean, Aptima, Inc., Jeanine Ayers, Aptima, Inc., Troy Zeidman, Imprimis, Inc., Martin Bink, U.S. Army Research Institute, **Using TNA to Improve Simulation-Based Collective Training**

Eric A. Surface, SWA Consulting Inc., Reanna P. Harman, SWA Consulting Inc., Sarah C. Bienkowski, SWA Consulting, Inc., Lauren Brandt, SWA Consulting, Alicia Spurling, LREC Program, AFSOC, **Determining Mission-Related Language, Regional Expertise and Culture Capability Requirements**

Scott I. Tannenbaum, Group for Organizational Effectiveness, **Discussant**

Submitted by George Alliger, George.Alliger@groupOE.com

256. Symposium/Forum: 8:00 AM-8:50 AM

Grand L

Work-Family Issues in the Aging Workforce: Trends and Consequences

The aging workforce highlights the need to understand age in relation to work-family issues. This symposium presents meta-analytic evidence on the age-work-family conflict/enhancement links, evidence on health consequences of work-family conflict/enhancement among older workers, and findings about the impact of age on managerial behaviors related to work-family issues.

Eunae Cho, SUNY at Albany, **Chair**

Megan N. Naude, Colorado State University, Gwenith G. Fisher, Colorado State University, Michael T. Ford, University at Albany, SUNY, Russell A. Matthews, Bowling Green State University, Steven G. Manning, Colorado State University, Jeanette N. Cleveland, Colorado State University, **Age and Work-Family Conflict and Enhancement: A Meta-Analysis**

Tuo-Yu Chen, Albany College of Pharmacy and Health Sciences, Eunae Cho, SUNY at Albany, **Older Workers' Work-Family Experiences: Longitudinal Trend and Health Consequences**

Chee Wee Koh, University of South Florida, **Are Older Supervisors Less Inclined to Support FWAs?**

Janet L. Barnes-Farrell, University of Connecticut, **Discussant**

Submitted by Eunae Cho, echo5@albany.edu

257. Panel Discussion: 8:00 AM-8:50 AM

Liberty AB

Guidelines for Ethical Research in the Age of Big Data

New forms of data and technology have created an ethical gray area for researchers, particularly those working outside academic institutions. This panel brings together a diverse set of speakers to offer an initial set of best practices for ethical collection and treatment of data in this new era.

Elizabeth A. McCune, Microsoft Corporation, **Co-Chair**

Kathryn Dekas, Google, **Co-Chair**

Angela Anderson, Microsoft, **Panelist**

Megan Kasimatis Singleton, University of Pennsylvania, **Panelist**

Sean MacNiven, SAP, **Panelist**

Sarah A. Sinnett, ConAgra Foods, **Panelist**

Submitted by Elizabeth McCune, elizabeth.mccune@live.com

258. Special Events: 8:00 AM-8:50 AM

Liberty C

Executive Board Special Session: Revision of SIOP's Master's and PhD Education Guidelines

The Education and Training Committee of SIOP has embarked on a review and revision of the *Guidelines for Education and Training in I-O Psychology* at the master's and PhD level. This session will present an opportunity for conference attendees to provide feedback on the proposed revisions.

Stephanie C. Payne, Texas A&M University, **Chair**

Whitney Botsford Morgan, University of Houston-Downtown, **Panelist**

Laura L. Koppes Bryan, University of Baltimore, **Panelist**

Submitted by Stephanie Payne, scp@tamu.edu

259. Panel Discussion: 8:30 AM-9:50 AM

302-304

Academia, Consulting, Corporate Roles: Differences and Similarities Among IO Careers

This panel comprises I-O psychologists who have pursued different career paths at varying times including academics, research institute, external consulting, and internal corporate roles. Panelists discuss tradeoffs and differences with each role, providing valuable insight into career choices for I-O psychologists and what may be contributing to the scientist-practitioner gap.

Zinta S. Byrne, Colorado State University, **Chair**

Lori Bartels, L Bartels Consulting Group LLC, **Panelist**

Joan F. Brett, Arizona State University, **Panelist**

Gwenith G. Fisher, Colorado State University, **Panelist**

Morrie Mullins, Xavier University, **Panelist**

Kelley Watson, McKesson Corporation, **Panelist**

Yang Zhang, atrain GmbH, **Panelist**

Submitted by Zinta Byrne, zinta.byrne@colostate.edu

260. Symposium/Forum: 8:30 AM-9:50 AM

305-306

Situational Judgment Test Design and Measurement Informed by Psychological Theory

The format of situational judgment tests (SJTs) allows the application of psychological principles to better understand SJT measurement properties and to inform systematic, evidence-based test design. This symposium consists of papers that demonstrate the application of psychological theory to increase our understanding of SJT design and functioning.

Matthew Reeder, Human Resources Research Organization (HumRRO), **Co-Chair**

Juliya Golubovich, Educational Testing Service, **Co-Chair**

Jan Corstjens, Ghent University, Filip Lievens, Ghent University, **Personality**

Score Variability Across Situations on SJTs: Inconsistency or Flexibility?

Juliya Golubovich, Educational Testing Service, Patrick Barnwell, Educational Testing Service, **Situational Judgment Test of Coping: Implications of Situational Strength**

Matthew Reeder, Human Resources Research Organization (HumRRO), Neal W. Schmitt, Michigan State University, Frederick P. Morgeson, Michigan State University, **Modeling SJT Item-Level Convergent Validity Using Content Characteristics**

Amy E. Crook, Belmont University, **Comparing Single-Response and Multiple-Response SJTs**

Neil Christiansen, Central Michigan University, Andrew Speer, CEB, **Using Situational Judgment Tests for the Assessment of Social Intelligence**

Submitted by Matthew Reeder, mreeder@humrro.org

261. Roundtable Discussion/Conversation Hr: 8:30 AM-9:50 AM

404

Datafication of HR: Lessons Learned and Questions Unanswered

The objective of this proposed roundtable/conversation hour is to identify and make connections among researchers who are using, or interested in using, systems-based data for individual, team, and organizational measurement. Roundtable participants will discuss topics related to data capture, data curation, sensor viability, and advanced analytics.

Arwen Hunter DeCostanza, U.S. Army Research Laboratory, **Host**

Kara L. Orvis, Aptima, Inc., **Host**

Submitted by Kara Orvis, korvis@aptima.com

262. Symposium/Forum: 8:30 AM-9:50 AM

Grand I

Mindfulness at Work: The Intrapsychic and Relational Implications

This symposium focuses on mindfulness, intrapsychic processes, and positive relational dynamics. The authors investigated effects of state mindfulness on compassionate responding and motivation and the re-

relationships between trait mindfulness and ego depletion and leadership effectiveness. Results supported hypotheses that mindfulness reduces ego depletion and motivation and increases compassionate responding and leadership effectiveness.

Andrew C. Hafenbrack, INSEAD, **Co-Chair**

Sankalp Chaturvedi, Imperial College London, **Co-Chair**

Ellen Choi, University of Western Ontario, Adam A. Kay, Sauder School of Business, University of British Columbia, **Mindfulness Meditation as Prophylactic for Ego Depletion on Task Performance**

Andrew C. Hafenbrack, INSEAD, Stefan Thau, INSEAD, **Not in Mood to Work: Can Mindfulness Meditation Reduce Motivation?**

Lindsey D. Cameron, University of Michigan, Gretchen Spreitzer, University of Michigan, **Understanding the Relational Outcomes of Mindfulness in a Work Setting**

Sankalp Chaturvedi, Imperial College London, Jochen Reb, Singapore Management University, Jayanth Narayanan, National University of Singapore, **Leader Mindfulness With LMX Quality Mediation and Organizational Level Moderation**

Ute R. Hulsheger, Maastricht University, **Discussant**

Submitted by Andrew Hafenbrack, andrew.hafenbrack@insead.edu

263. Symposium/Forum: 8:30 AM-9:50 AM

Grand J

Team Dynamics: Capturing Process Phenomena in Extreme Teams

Team "processes" have been studied for over 60 years but as static constructs rather than dynamic processes. This symposium focuses on team dynamics in extreme environments, discussing key theory and research design issues that merit attention and illustrating research methods to address them in ongoing research supported by NASA.

Steve W. J. Kozlowski, Michigan State University, **Chair**

Chu-Hsiang Chang, Michigan State University, **Co-Chair**

Steve W. J. Kozlowski, Michigan State University, Chu-Hsiang Chang, Michigan State University, **Team Dynamics: Capturing Process Phenomena in Extreme Teams**

Simon J. Golden, Michigan State University, Aurora J. Dixon, Michigan State University, Jessica M. Santoro, Michigan State University, **Teamwork in Isolated, Confined, and Extreme Environments: Review and Integration**

Marina Pearce, Ford Motor Company, Samantha K. Baard-Perry, Michigan State University, Ralph P. Harvey, Case Western Reserve University, James Karner, Case Western Reserve University, Jeff Ayton, Australian Antarctic Division, **Dynamics of Teamwork in the Antarctic: A Multiyear, Multinational Effort**

Aurora J. Dixon, Michigan State University, William B. Vessey, EASI/Wyle, NASA Johnson Space Center, **Research on Team Processes in the Human Exploration Research Analog**

Jessica M. Santoro, Michigan State University, Kim Binsted, University of Hawai'i, **Long-Term Team Dynamics: The Hawai'i Space Exploration Analog and Simulation**

Matthew A. Cronin, Carnegie Mellon University, **Discussant**

Submitted by Simon Golden, goldensi@msu.edu

264. Symposium/Forum: 8:30 AM-9:50 AM

Grand K

Today and Tomorrow: Applicant Reactions in Global and Modern Contexts

Applicant reactions have numerous implications. This symposium highlights ways that researchers have expanded outside of typical settings and considered applicant reactions with regard to the changing nature of work, including the use of global tools, enhanced technology and simulations, and tools created for specific industries.

Alissa D. Parr, Select International, Inc., **Chair**

Trevor D. McGlochin, Select International, Inc., Alissa D. Parr, Select International, Inc., Mei-Chuan Kung, Select International, Inc., **Applicant Reactions in Selection: Culture and Performance**

Irina F. Cozma, Development Dimensions International (DDI), Sarah M. Mogan, Radford University, **Candidates' Reactions to Testing Across China and the United States**

Mary Ann Bucklan, Employment Technologies Corp., Kristin Buechel, Employment Technologies Corporation, **Candidate Reactions and Performance: The Influence of Native Language**

Kim Dowdeswell, SHL South Africa, Jennifer L. Geimer, CEB, Chris Coughlin, CEB, **Applicant Reactions to Assessments in the South African Banking Industry**

Ashley A. Walvoord, Verizon, Amy R. Gammon, Select International, Inc., Ted B. Kinney, Select International, Max McDaniel, Verizon Wireless, **Reactions and Validity: The One-Two Punch to Mitigate Legal Risk**

Submitted by Alissa Parr, alissa.parr@gmail.com

265. Special Events: 8:30 AM-9:50 AM

See page 6 for CE

Independence Ballroom

Master Collaboration: Global I Meets Global O: Research and Practice on Selection and Work-Life

I-O psychologists are increasingly helping global organizations to select employees and meet their work-life needs. In this session, "I" meets "O", as leading practitioners and academics focused on global selection and work-life issues discuss the state of science and practice, identify areas of convergence, and outline opportunities for future collaboration.

Gary Giumetti, Quinnipiac University, **Chair**

Douglas H. Reynolds, Development Dimensions International (DDI), **Presenter**

Paula Caligiuri, Northeastern University, **Presenter**

Angela K. Pratt, The Kellogg Company, **Presenter**

Steven A.Y. Poelmans, EADA Business School, **Presenter**

Ann Marie Ryan, Michigan State University, **Discussant**

Submitted by Gary Giumetti, ggiumetti@gmail.com

266. Symposium/Forum: 9:00 AM-9:50 AM

309-310

Game Thinking in Assessment: Applications of Gamification and Serious Games

Although I-O psychologists are increasingly using game thinking (i.e. gamification and serious games) in assessment, little research is available describing these efforts. In this symposium, 3 practitioner examples of game-thinking research in assessment are presented, with commentary and discussion led by academic gamification researchers.

Michael B. Armstrong, Old Dominion University, **Co-Chair**

Richard N. Landers, Old Dominion University, **Co-Chair**

Gary A. Kustis, Advanced Insights LLC, Alexandra R. Amorati, University of Notre Dame, Samantha Paruchuri, Illinois Institute of Technology, **Collecting Data for New Tests Using Facebook Games**

Sam Chow, University of Calgary, Evan Hu, Knelf, **Gamifying Psychometric Assessments: Driving Engagement for More Data**

Eric C. Popp, Corporate Executive Board (CEB), Chris Coughlin, Corporate Executive Board (CEB), **Examining Equivalence of Cloned Items in a Game-Like Simulation**

Submitted by Michael Armstrong, marms018@odu.edu

267. Panel Discussion: 9:00 AM-9:50 AM

401-403

Driving Leadership Impact through Executive Coaching: Current and Emerging Trends

Panelists from 5 organizations share their successes and challenges around using executive coaching to drive leadership impact. A pre-conference poll will be conducted to identify burning questions around the practice of executive coaching, and these questions and others will be responded to during the session.

Lorry A. Olson, Bank of America, **Chair**

Erica I. Desrosiers, Walmart, **Panelist**

Jessica Osedach, Bank of America, **Panelist**

Alyson B. Margulies, PepsiCo, **Panelist**

Colleen C. Gentry, Cambria Consulting, Inc., **Panelist**

Nataliya Adelson, Depository Trust and Clearing Corporation, **Panelist**

Submitted by Jessica Osedach, jessica.osedach@bankofamerica.com

268. Panel Discussion: 9:00 AM-9:50 AM

407-409

Making Competency Models Stick With Proven Results

Implementing competency models is often fraught with sustainability

issues. This session will focus on those challenges associated with keeping competency models afloat in the face of organizational dynamics that prevent models from sticking and achieving results. Practitioners will discuss challenges and propose solutions for extending the life of competency frameworks.

Lilly Lin, Development Dimensions International (DDI), **Chair**
Swati Buddhavarapu, John Hancock/Manulife Financial, **Panelist**
Lisa Malley, Development Dimensions International (DDI), **Panelist**
Ren Nygren, Walmart Stores Inc., **Panelist**
Christine R. Scheu, SHL, **Panelist**
Erica L. Spencer, Novo Nordisk, **Panelist**
Submitted by Lilly Lin, lilly.lin@ddiworld.com

269. Panel Discussion: 9:00 AM-9:50 AM

Franklin 08

Everything Changes: Best Practices for Combining Tests Within Innovative Contexts

Innovative test item types, mobile assessment, and technology requirements add complexity to the business of combining tests into solutions. Great opportunity for increasing candidate engagement exists, but many factors must be considered. Best practices for combining multiple tests, including newer item formats, will be discussed by a panel of experts.

Holly S. Payne, CEB, **Chair**
Joseph D. Abraham, PSI Services, LLC, **Panelist**
Donald E. Lustenberger, Development Dimensions International (DDI), **Panelist**
Corina Rice, CSX Transportation, **Panelist**
Donna Roland, CEB, **Panelist**
Tracey Tafero, Select International, **Panelist**
Submitted by Holly Payne, holly.payne@shl.com

270. Symposium/Forum: 9:00 AM-9:50 AM

Franklin 09

Personal and Contextual Factors in Understanding Workplace Incivility

Four unique studies investigate 4 unique problems in workplace incivility research: (a) how feelings of purpose can mitigate the effects of incivility, (b) how attributions can affect the impact of incivility, (c) how incivility unfolds in customer interactions, and (d) how perceived control over customer incivility can help employees.

Michael T. Sliter, Indiana University-Purdue University Indianapolis, **Co-Chair**
David D. Walker, University of British Columbia, **Co-Chair**
Benjamin M. Walsh, University of Illinois at Springfield, Allison L. Burrus, Illinois Coalition Against Domestic Violence, Dana B. Kabat-Farr, University of Nevada, Reno, **Source-Specific Workplace Incivility, Calling, and Turnover Intentions: A Self-Determination Perspective**
Michael T. Sliter, Indiana University-Purdue University Indianapolis, Nathan J. Schultz, Indiana University-Purdue University Indianapolis, **How Do Incivility Attributions Impact the Incivility-Burnout Relationship?**
David D. Walker, University of British Columbia, Danielle van Jaarsveld, University of British Columbia, Daniel Skarlicki, University of British Columbia, **Early Moments Matter: Understanding Customer and Employee Negative Language**
Youngah Park, Kansas State University, Michael T. Sliter, Indiana University-Purdue University Indianapolis, Sooyeol Kim, Kansas State University, **Perceived Control Over Customer Incivility Among Customer Service Employees**
Submitted by David Walker, David.Walker@ubc.ca

271. Panel Discussion: 9:00 AM-9:50 AM

Franklin 10

Why I-O Psychologists Should Be Concerned About Telepsychology

Recently, a joint task force published guidelines regarding telepsychology, which is "the provision of psychological services using telecommunication technologies." (APA 2013, p. 792). This interactive session will discuss those guidelines and their implications for the future practice of I-O psychology, including pursuing interstate compact agreements, the CPQ, and global mobility.

Mark S. Nagy, Xavier University, **Chair**
Don Crowder, Association of State and Provincial Psychology Boards, **Panelist**
Alex M. Siegel, Association of State and Provincial Psychology Boards, **Panelist**
Submitted by Mark Nagy, nagyms@xu.edu

272. Poster Session: 9:00 AM-9:50 AM

Franklin Hall

Motivation/Rewards/Compensation

272-1 Motivational Effects of Career Goal Self-Efficacy on Proximal Performance

Career goal self-efficacy (CGSE) was examined in relation to proximal motivation and performance. CGSE predicted proximal goal difficulty, goal commitment, and self-efficacy. However, the strength of the relationships between CGSE and academic motivation and success was not influenced by whether one's career goals required high levels of academic achievement.

Joshua A. Leet, Southwest Missouri State University
Emmanuel E. Segui, Missouri State University
Thomas D. Kane, Missouri State University
Michael G. McKenna, Southwest Missouri State University
Submitted by Joshua Leet, leet1211@live.missouristate.edu

272-2 Idiosyncratic Deals and the Employability of Older Workers

This study examined the effects of idiosyncratic deals (i-deals) on the employability of older workers ($N = 284$, all > 45 years). Results showed that i-deals are an important predictor of older workers' employability, and that the relations of task and work responsibilities i-deals were mediated by future time perspective and self-efficacy.

Janneke K. Oostrom, VU University Amsterdam
Martine Pennings, VU University Amsterdam
Matthijs Bal, VU University Amsterdam
Submitted by Janneke Oostrom, j.k.oostrom@vu.nl

272-3 Job Crafting Mediates the Approach-Avoidance Traits—Work Engagement Relationship

This field survey examined relationships among approach-avoidance traits, job crafting, and work engagement. Generally, approach-avoidance traits impacted job crafting and engagement, with crafting playing a mediating role. Trait approach positively impacted engagement via approach-related job crafting mediators, whereas avoidance had a more direct negative effect on engagement.

Michael M. Denunzio, Baruch College and The Graduate Center, CUNY
Loren J. Naidoo, Baruch College and The Graduate Center, CUNY
Submitted by Michael Denunzio, michael.denunzio@baruch.cuny.edu

272-4 Organizational Context and Career Outcomes: The Role of GOME

Developing and retaining talented workers is increasingly challenging. Consequently, understanding the factors that lead to employee retention is vital for organizations. This study examines the impact of organizational context factors (leadership, emphasis on employee development, and structure) on career related perceptions, as explained by employee perceptions of resources (means-efficacy).

Kevin M. Cobb, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino
Jose L. Rodriguez, California State University-San Bernardino
Jazmine M. Bennett, California State University-San Bernardino
Jung-Jung Lee, California State University
Maranda Martinez, California State University-San Bernardino
Submitted by Mark Agars, magars@csusb.edu

272-5 Psychological Needs, Incentives, and Performance:

A Reconciliation and Meta-Analysis

Psychological need satisfaction in performance contexts has been viewed with skepticism, under the assumption that incentives undermine autonomy, competence, and relatedness. Yet, this assumption has not been systematically tested. This meta-analysis demonstrates that not only are incentives and need-satisfaction compatible, they jointly explain roughly 25% of the variability in performance.

Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE)
Jessica M. Nicklin, University of Hartford
Submitted by Christopher Cerasoli, chris.cerasoli@groupoe.com

272-6 Goal Orientation and Knowledge Sharing: Moderating Role of Coworker Characteristics

This study extended to the social exchange and trait activation theory literature by not only suggesting the different role of learning and performance prove-goal orientation on knowledge sharing dilemma but also examining coworker influence on the individual difference-knowledge sharing relationship.

Heesun Chae, Seoul National University

Boyoung Kim, Seoul National Univ

Oh Soo Park, Seoul National University

Submitted by Heesun Chae, sweetsori@hotmail.com

272-7 Demographic Differences in the Motivational Drivers of Leaders

This study examined demographic differences in motivational drivers on a sample of 1,001 leaders. Drivers were assessed using a forced choice item response theory methodology that reduces social desirability, and allows for direct comparison of dimension scores. Results yielded significant differences for gender, managerial tenure, income, and managerial level.

Susan D'Mello, Korn Ferry

Jeff A. Jones, Korn Ferry

Submitted by Susan D'Mello, susan.dmello86@gmail.com

272-8 The Development and Testing of the Measure of Job Crafting

Job crafting has recently emerged as a major means for individuals to experience meaning of work, but the construct validity of existing measures of job crafting has been questioned. This study involved the development and initial validation of a theory-based measure of job crafting in a sample of working adults.

Kyla J. Dvorak, Colorado State University

Samantha A. Stelman, Colorado State University

Steven G. Manning, Colorado State University

Casey Onder, Colorado State University

Zinta S. Byrne, Colorado State University

Submitted by Kyla Dvorak, kyla.dvorak@gmail.com

272-9 Social Self-Efficacy and Work Outcomes: Popularity and Status as Mediators

This study examined the relationships between employees' social self-efficacy and perceived social support from coworkers and task performance. It was further proposed that social status and popularity are the mediators of the above relationships. Results based on a sample of employees in China largely supported the hypotheses.

Jiani Gu, East China Normal University

Hui Meng, East China Normal University

Jinyan Fan, Auburn University

Submitted by Jinyan Fan, fanjinyan@yahoo.com

272-10 Examining Encouraging Versus Discouraging Motivations in Influencing Self-Efficacy and Performance

This poster examined the indirect effects of positive motivating factors (e.g., learning goal orientation) on performance through self-efficacy at low, average, and high levels of avoid-performance goal orientation (AGO). Results revealed beneficial indirect effects at low levels of AGO but not high levels, suggesting that AGO can impair beneficial motivational effects.

Truman J. Gore, Wright State University

Debra Steele-Johnson, Wright State University

Darrell S. Kelly, Wright State University

Submitted by Truman Gore, trumanjgore@gmail.com

272-11 Understanding Managers' Motivational Profiles: Nature, Antecedents, and Consequences

This poster identified managers' (N = 356) motivational profiles and tested a model of their antecedents and consequences. Profiles were based on motivational types delineated by self-determination theory. Six distinct profiles were found. Perceptions of supervisor support and organizational politics predicted profile membership. Job attitudes varied across the profiles.

Laura M. Graves, Clark Univ

Kristin L. Cullen, Center for Creative Leadership

Houston F. Lester, University of Nebraska-Lincoln

Marian N. Ruderman, Center for Creative Leadership

William A. Gentry, Center for Creative Leadership

Submitted by Laura Graves, lgraves@clarku.edu

272-12 Acuity Theory: A Study of Two Faking Resistant Noncognitive Measures

This paper describes a new method of noncognitive measurement that doesn't involve introspective self-report. Level of incentive (within and between group design) was manipulated to motivate a sample of Spanish sales incumbents to maximize their scores. Criterion-related validity was found only under incentivized conditions and show resistance to faking.

Peter Leeds, U.S. Merit Systems Protection Boards

Phillip Hash, University of Baltimore

Siddiq Kassam, University of Baltimore

Submitted by Phillip Hash, phillip.hash@ubalt.edu

272-13 Stressor and Stressor Appraisals: The Moderating Effect of Task Efficacy

Job complexity positively related to challenge appraisal and role conflict to hindrance. Challenge appraisal mediated the job complexity—motivation relationship and hindrance appraisal the role conflict—motivations relationship. Task efficacy moderated challenge appraisal and hindrance appraisal for job complexity and role conflict, respectively. Data supported the moderated mediation model.

Cong Liu, Hofstra University

Hai Li, Beijing Normal University Business School

David E. Herst, Florida Atlantic University

Xichao Zhang, Beijing Normal University

Submitted by David Herst, dherst@fau.edu

272-14 Skill-Based Pay: The Role of Employee Training and Manager Support

This empirical study investigates the implications of employee training and managers' support for the pay plan in the relationship between organizations that use skill-based pay and workforce flexibility. Partial support is found for a conditional mediation model, highlighting the importance of promoting internal alignment among an organization's HR practices.

Sarah M. Holtzen, University of Arkansas

Nina Gupta, University of Arkansas

Submitted by Sarah Holtzen, sholtzen@walton.uark.edu

272-15 Person-Supervisor Fit in the Form of Goal Orientation Congruence

This study was conducted to expand upon current research on person-supervisor fit. Using supervisor-subordinate dyads, this poster examined how congruent goal orientations impact attitudinal and behavioral outcomes in the workplace. Based on previous research, it was predicted positive relationships between congruence and positive attitudinal and behavioral outcomes.

Melissa G. Keith, Purdue University

Carolyn Jagacinski, Purdue University

Submitted by Melissa Keith, keith7@purdue.edu

272-16 Pay Level and Pay Satisfaction: Effects on Customers and Firms

Using multilevel structural equation modeling, this poster examined the effects of pay level on employee pay satisfaction and, in turn, customer satisfaction and firm performance. Analysis of longitudinal data with 537 firm-year observations and 29,830 employee responses shows higher wages are associated with greater pay satisfaction, customer satisfaction, and market performance.

Pingshu (Ping) Li, University of Kansas

Dongni Wan, University of Kansas

Hye Sook Chung, University of Kansas

James P. Guthrie, University of Kansas

Submitted by Pingshu (Ping) Li, pingshu.li@ku.edu

272-17 Shielding the Job Search Goal Against Obstacles: A Longitudinal Study

This study found that 2 types of obstacles detract from the job search in unemployed new entrants to the job market. However, individual

difference factors influenced the ability to shield employment goals. Goal-shielding ability was facilitated by emotional intelligence and job search climate but hindered by performance-avoid goal orientation.

Robert C. Melloy, Pennsylvania State University
Songqi Liu, Pennsylvania State University
Junqi Shi, Sun Yat-Sen University

Submitted by Robert Melloy, bobbymelloy@gmail.com

272-18 Antecedents and Consequences of Goal Commitment: A Meta-Analysis

Substantial research has examined the relationships between goal commitment and other variables. The purpose of this study is to provide a meta-analytic update on the antecedents and consequences of goal commitment. Results largely supported the hypotheses; however, a few unexpected findings were obtained. Suggestions are made for future research.

Stephanie A. Miloslavic, NASA
Patrick D. Converse, Florida Institute of Technology
Shelby-Jo Ponto, Florida Institute of Technology
Ambar Rodriguez, Florida Institute of Technology
Parth Desai, Florida Institute of Technology

Submitted by Stephanie Miloslavic, smiloslavic2009@my.fit.edu

272-19 Task Type and Resource Allocation Patterns in Multiple-Task Self-Regulation

Multiple-goal self-regulation research has focused on quantitative tasks and general predictor-resource allocation relationships, neglecting qualitative tasks and distinct allocation trends. This study examined allocation to quantitative versus qualitative tasks and multiple distinct allocation trends. Results indicated allocation to the qualitative task decreased over time and several distinct trends were present.

Patrick D. Converse, Florida Institute of Technology
Shelby-Jo Ponto, Florida Institute of Technology
Michelle J. Thackray, Florida Institute of Technology
Parth Desai, Florida Institute of Technology
Michael C. Tocci, Florida Institute of Technology
Michael S. Beverage, Florida Institute of Technology

Submitted by Shelby-Jo Ponto, sjponto@aol.com

272-20 A Negative Relationship Between Self-Efficacy and Performance Can Be Adaptive

Although self-efficacy may be negatively related to some aspects of performance, this is not necessarily maladaptive. Because performance is typically multidimensional, a negative relationship between self-efficacy and 1 dimension can conserve resources for other dimensions that further benefit overall performance. This is demonstrated by manipulating self-efficacy in a multiple-task paradigm.

Aaron M. Schmidt, University of Minnesota
James W. Beck, University of Waterloo

Submitted by Aaron Schmidt, aschmidt@umn.edu

272-21 Work Ethic and Grit: An Examination of Empirical Redundancy

The purpose of this study was to examine the relationship between work ethic and grit. Several direct relationships were examined at the dimension and broader construct level, as well as each variable's relationships with external variables. Although work ethic and grit were related, each construct explained unique variance in work outcomes.

John S. Slifka, University of Missouri-St. Louis
Lauren R. LaBat, University of Missouri-St. Louis
John P. Meriac, University of Missouri-St. Louis
Submitted by John Slifka, john.slifka@umsl.edu

273. Panel Discussion: 9:00 AM-9:50 AM

Grand A

Consulting in High Stakes Scenarios: Lessons Learned

High stakes scenarios are situations that involve important consequences. Although the type of practitioner work performed in these scenarios may be typical, the implications of success or failure are not. The purpose of this panel is to discuss lessons learned when practicing I-O psychology in these unique and challenging circumstances.

Harold W. Goldstein, Baruch College, CUNY, **Chair**
Michelle Dennis, Federal Bureau of Investigation, **Panelist**
Marcus W. Dickson, Wayne State University, **Panelist**
Eduardo Salas, University of Central Florida, **Panelist**
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, **Panelist**
Ken Yusko, Marymount University, **Panelist**

Submitted by Harold Goldstein, harold.goldstein@baruch.cuny.edu

274. Symposium/Forum: 9:00 AM-9:50 AM

Grand B

When Health Is Wealth: Linking Employee Health to Workplace Outcomes

Four studies examine the outcomes of employee health and of the organization's involvement in employee health. As a group, the studies suggest that organizational involvement in employees' health is positively related to job attitudes and that healthy behaviors (exercise and sleep) are positively linked to well-being and job engagement.

Erin M. Richard, Florida Institute of Technology, **Chair**
Chelsea A. LeNoble, Florida Institute of Technology, **Co-Chair**
Alexis R. Cosco, Roosevelt University, Joseph Mazzola, Roosevelt University, Michael Byrne, Roosevelt University, Ryan Disselhorst, Roosevelt University, **Organizational Involvement in Employee Health on Work-Related Outcomes**
Kristin N. Saboe, Walter Reed Army Institute of Research, Paul E. Spector, University of South Florida, Russell E. Johnson, Michigan State University, **Linking Supervisors' Health Behaviors, Well-Being, and Perceived Leadership Behaviors**
Elizabeth M. Boyd, Kennesaw State University, Katherine A. Sliter, pan, Zhenyu Yuan, The University of Iowa, Erin Wolf, Kennesaw State University, **Exercise Predicts Engagement Beyond Positive and Negative Affectivity**
Chelsea A. LeNoble, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, **Flexing the Self-Control "Muscle" at Work: Exercise Predicting Daily Engagement**

Submitted by Erin Richard, erichard@fit.edu

275. Symposium/Forum: 9:00 AM-9:50 AM

Grand C

Innovative IRT Models for Organizational Research and Practice

Measurement is a critical, foundational activity of organizations, and using item response theory, we offer four exciting innovations over traditional measurement approaches: two innovations related to response latency; an application of a testlet IRT model; and a multilevel IRT model applied to teams.

Alan D. Mead, Talent Algorithms Inc., **Chair**
Rachel T. King, Bowling Green State University, Garrett C. Foster, Bowling Green State University, Christopher S. Biako, Bowling Green State University, Michael J. Zickar, Bowling Green State University, **Using IRT When You Shouldn't: Addressing Violations of Local Independence**
Alan D. Mead, Talent Algorithms Inc., Avi Fleischer, Illinois Institute of Technology, Anne Thissen-Roe, Comira, Michael Finger, Comira, **Detecting Inattention in MTurk Samples Using Response Likelihood and Latency**
Nathan T. Carter, University of Georgia, Li Guan, University of Georgia, Dorothy R. Carter, Georgia Institute of Technology, **Using Multilevel IRT to Understand Team Construct Emergence**
Amy Shaw, Rice University, Fred Oswald, Rice University, Fabian Elizondo, Birkman International, Inc., Patrick L. Wadlington, Birkman International, Inc., **Improving IRT Ability Estimation With Response Time and Person-Level Covariates**

Adam W. Meade, North Carolina State University, **Discussant**

Submitted by Alan Mead, amead@alanmead.org

276. Panel Discussion: 9:00 AM-9:50 AM

Grand D

Employment Test Fraud: It Can Happen to You!

Advances in technology have led to innovations in testing and, at the same time, created new challenges in protecting the integrity of testing programs. This session brings together leading experts in high stakes assessments and law and security practices to discuss solutions and answer audience questions related to test security.

Liberty J. Munson, Microsoft, **Chair**
 David Foster, Caveon Test Security, **Panelist**
 Tracy Kantrowitz, CEB, **Panelist**
 Jennifer Semko, Baker & McKenzie LLP, **Panelist**
 John A. Weiner, PSI, **Panelist**

Submitted by Liberty Munson, lmunson@microsoft.com

277. Special Events: 9:00 AM-9:50 AM

Grand L

Executive Board Special Session: I-O Without Borders: Our Impact in a Multidisciplinary World

This session will highlight a variety of projects that have served to increase the visibility of I-O psychology in the community at large. Presenters will describe past and ongoing projects where I-O psychology has made an impact and will discuss how others can get involved in similar initiatives.

Stephen Stark, University of South Florida, **Co-Chair**
 Samuel T. McAbee, Illinois Institute of Technology, **Co-Chair**
 Tammy D. Allen, University of South Florida, **Presenter**
 Lillian T. Eby, University of Georgia, **Presenter**
 Steven G. Rogelberg, University of North Carolina Charlotte, **Presenter**
 James A. Grand, University of Maryland, **Presenter**

Submitted by Stephen Stark, sestark@usf.edu

278. Panel Discussion: 9:00 AM-9:50 AM

Liberty AB

Insights on the Lifecycle of HR Analytics Teams

Human resources (HR) analytics are one of the most quickly growing functions within HR, and teams find themselves in various stages of growth, development, and maturity. This panel will describe the lifecycle of an HR analytics team and comment on the future of this important business function.

Madhura Chakrabarti, Dell Inc, **Chair**
 Molly L. Delaney, Hay Group, **Co-Chair**
 Leslie A. Bethencourt, ESPN, **Panelist**
 Kathryn Dekas, Google, **Panelist**
 Jeremy Kastle, BlackRock, **Panelist**
 Mark Scott, Merck, **Panelist**

Submitted by Molly Delaney, Molly.Delaney@haygroup.com

279. Alternative Session Type: 9:00 AM-9:50 AM

Liberty C

I-O Women IGNITE: Stories of Midcareer Challenges and Opportunities

Five midcareer psychologists will weave together an engaging, high-energy, insightful, and funny set of stories about their careers. With 5 minutes each and automatically advancing slides, their stories promise to IGNITE a discussion with the audience about the challenges and opportunities for women professionals.

Julie S. Lyon, Google, **Chair**
 Hilary J. Gettman, Stonehill College, **Author**
 Mina Sipe, Development Dimensions International (DDI), **Author**
 Denise R. Friedman, Roanoke College, **Author**
 Anuradha Ramesh, Google, **Author**

Submitted by Julie Lyon, julielyon@gmail.com

280. Panel Discussion: 10:30 AM-11:50 AM

302-304

Under the Hood: Practical Challenges in Developing Technology-Enhanced Assessments

This panel will provide an in-depth look into the practical challenges often faced in designing and developing technology-enhanced assessments (simulations, multimedia SJTs, gamified elements). Panelists will discuss issues related to technology, collaboration, and project management, and will discuss critical skills and skill gaps of I-O psychologists working in this area.

Dusty L. McEwen, State Farm, **Chair**
 Stephanie N. Seiler, FurstPerson, **Panelist**
 Juan Benavidez, TeleTech Inc., **Panelist**

Patrick Gavan O'Shea, Human Resources Research Organization, **Panelist**
 Eric C. Popp, CEB, **Panelist**
 Eric J. Sydel, SHAKER, **Panelist**

Submitted by Stephanie Seiler, stephanie.seiler@furstperson.com

281. Symposium/Forum: 10:30 AM-11:50 AM

305-306

Global Noncognitive Assessment: Cross-Cultural Utility and Applicant Reactions

This symposium addresses the use of noncognitive assessments (biodata, personality, situational judgment tests) cross culturally, and is concluded with a discussion by Dr. Robert Gibby. Topics include cultural differences in social desirability ratings of personality items, response elaboration utility for mitigating faking in biodata items, and candidate reactions towards noncognitive assessments.

Andrea McCance, Procter & Gamble, **Chair**
 Michael C. Tocci, Florida Institute of Technology, **Co-Chair**
 Penelope C. Palmer, PSI Services LLC, Joseph D. Abraham, PSI Services, LLC, John A. Weiner, PSI Services LLC, **Cross-Cultural Effectiveness of Response Elaboration in a Noncognitive Assessment**
 Anthony S. Boyce, Aon Hewitt, Jeffrey S. Conway, Aon Hewitt/University of South Florida, **Cross-Cultural Consistency in Social Desirability Ratings of Personality Statements**

Adam Ducey, University of South Florida, Dev K. Dalal, University of Connecticut, Christine L. Pusilo, Amazon.com, Travis J. Drake, Colorado State University, Andrea McCance, Procter & Gamble, Michael C. Tocci, Florida Institute of Technology, **Cross-National Reactions to Noncognitive Assessments: What Matters Across the Globe?**

Robert E. Gibby, IBM, **Discussant**

Submitted by Andrea McCance, mccance.a@pg.com

282. Symposium/Forum: 10:30 AM-11:50 AM

309-310

Modeling and Simulation in I-O Psychology: A World of Opportunity

This symposium focuses on how computational modeling and simulation can extend theory and research across a variety of topics in I-O psychology. Presenters will describe and discuss results from computational models that target different content areas to highlight the advantages and breadth of opportunities for modeling in our field.

James A. Grand, University of Maryland, **Chair**
 Goran Kuljanin, University of Illinois at Chicago, Michael T. Braun, Virginia Polytechnic Institute and State University, James A. Grand, University of Maryland, Georgia T. Chao, Michigan State University, Steve W. J. Kozlowski, Michigan State University, **Modeling the Temporal Dynamics of Team Process**
 Le Zhou, University of Minnesota, Mo Wang, University of Florida, **A Formal Model of Team Leader Regulatory Processes**
 Corinne Coen, Case Western Reserve University, Mai Trinh, Case Western Reserve University, **Dynamics of Cooperation Across Team Structures**
 Justin Purl, Ohio University, Jeffrey B. Vancouver, Ohio University, **Modeling Self-Efficacy's Effects on Performance**

Submitted by James Grand, grandjam@umd.edu

283. Panel Discussion: 10:30 AM-11:50 AM

401-403

Making Strategic Job Analysis Strategic

Strategic job analysis is increasingly used by practitioners to support a wide variety of human capital initiatives. Though based in traditional methods, the "future state" nature of SJA requires additional considerations. A group of panelists representing various perspectives discuss the benefits and potential risks of using SJA in applied settings.

Sandra P. Dennis, SHL, **Chair**
 Neal W. Schmitt, Michigan State University, **Panelist**
 Charles N. Thompson, Taylor Strategy Partners, **Panelist**
 Megan K. Leasher, Macy's, Inc., **Panelist**
 Brad A. Chambers, Polaris Assessment Systems, **Panelist**
 Heather D. Rooney, SHL, **Panelist**

Submitted by Charles Thompson, thompsonchad1@gmail.com

284. Community of Interest: 10:30 AM-11:50 AM**404****The Role of Positive Psychology in I-O**Tammy D. Allen, University of South Florida, *Host*Jessica M. Nicklin, University of Hartford, *Host and Coordinator***285. Symposium/Forum: 10:30 AM-11:50 AM****407-409****Current Research Developments in Work–Nonwork Boundary Dynamics**

Despite increased research on boundary management theory, important questions remain unanswered. The symposium showcases 4 studies on work–nonwork boundary dynamics, including actor–partner boundary tactics for recovery, negative crossover stemming from boundary interruptions, cognitive and affective mechanisms of daily boundary violations, and boundary management profiles across multiple life domains.

Youngah Park, Kansas State University, *Co-Chair*Malissa A. Clark, University of Georgia, *Co-Chair*

Youngah Park, Kansas State University, Verena C. Hahn, University of Mainz, *Working Couples' Boundary Tactics, Postweekend Recovery, and Work Engagement*

Angela R. Grotto, Manhattan College, *The Reach of Work Interruptions: Crossover of Affect in Couples*

Emily M. Hunter, Baylor University, Malissa A. Clark, University of Georgia, Angela A. Beiler-May, University of Georgia, Dawn S. Carlson, Baylor University, *Violating Work–Family Boundaries: Positive and Negative Effects*

Michael Horvath, Cleveland State University, *Managing Boundaries Between Work, Family, and Religion*

Carrie A. Bulger, Quinnipiac University, *Discussant*

Submitted by Youngah Park, youngah@k-state.edu

286. Panel Discussion: 10:30 AM-11:50 AM**Franklin 08****Finding I-O's Magical Unicorn, Integrated Talent Management**

Researchers and practitioners have been talking about ITM for decades, yet most organizations are still struggling to realize an efficient ITM system. A professional panel will provide insight into real-life challenges associated with ITM, along with practical applications organizations can employ when implementing a truly integrated talent management system.

Kristina M. Kayton, PDRI, a CEB Company, *Chair*Cheryl L. Sanders, Lowe's, Inc., *Panelist*Andrew Biga, JetBlue Airways, *Panelist*Monica Schultz, Cox Communications, INC., *Panelist*David Coole, APTMetrics, Inc., *Panelist*

Submitted by Kristina Kayton, kmkayton@gmail.com

287. Symposium/Forum: 10:30 AM-11:50 AM**Franklin 09****Alternative Solutions to Measurement Challenges of Culture and Climate**

Despite importance of organizational culture to performance, research has lagged behind other areas of I-O psychology in the development of sound measurement. This symposium will address measurement challenges and offer suggestions for scientific advancement. Presenters will discuss alternative and innovative measurement techniques that address academic and practical research contexts.

David P. Costanza, George Washington University, *Chair*Cheri Ostroff, University of South Australia, *Co-Chair*

Kaitlin R. Thomas, George Washington University, Miliani Jimenez-Rodriguez, U.S. Army Research Institute, Jenna B. Appelbaum, U.S. Army Research Institute, *Subgroups, Context, and Change: The Messiness of Measuring Organizational Culture*

Chad Hartnell, Georgia State University, Angelo Kinicki, Arizona State University, Cheri Ostroff, University of South Australia, Elizabeth Karam, Texas Tech University, Frederick P. Morgeson, Michigan State University, *Investigating the Relative Predictive Validity of Organizational Dimensions and Configurations*

David P. Costanza, George Washington University, Nikki Blacksmith, George Washington University, Meredith R. Coats, George Washington University, *A Historiometric Perspective of Organizational Culture*

Tilman Sheets, Louisiana Tech University, Richard J. Chambers, PepsiCo-Frito-

Lay, Bharati B. Belwalkar, Louisiana Tech University, Jason D. Marks, Louisiana Tech University, *The Development of a Public-Domain Measure of Climate*

Submitted by Nikki Blacksmith, nikki.blacksmith@gmail.com

288. Master Tutorial: 10:30 AM-11:50 AM See page 6 for CE Franklin 10**Getting Started With R: An Interactive and Hands-on Tutorial**

R is a powerful tool for statistical analysis, but learning R can be challenging. This interactive master tutorial will teach how to overcome obstacles that beginners commonly face. Please bring your laptop (optional) if you want to follow along the interactive tutorial and please download session materials here: <http://goo.gl/Fk3Y9>

Adam Beatty, Human Resources Research Organization, *Presenter*Jeff A. Jones, Korn Ferry, *Presenter*Alexander R. Schwall, Development Dimensions International (DDI), *Presenter*

Submitted by Alexander Schwall, alexander.schwall@gmail.com

289. Poster Session: 10:30 AM-11:20 AM**Franklin Hall****Leadership****289-1 Leader–Member Exchange and the Workplace Bully**

Employees who have a low-quality leader–member exchange (LMX) relationship with their supervisor (leader) will be more likely to experience workplace bullying behavior directed at them by their supervisor. Employees who are bullied were found to engage in retaliatory behavior directed at the organization.

Pamela J. Foster, Washburn University

Submitted by Pamela Foster, pam.foster@washburn.edu

289-2 The Effects of Leader Arrogance on Subordinate Outcomes

This poster examined the outcomes of leader arrogance in a survey study. Findings indicate that arrogant leadership predicts lower levels of subordinate feedback seeking and morale via its adverse effect on the feedback environment and that subordinate feedback orientation and perceived organizational support moderate these relationships.

Lauren A. Borden, University of Akron

Paul E. Levy, University of Akron

Stanley B. Silverman, University of Akron

Submitted by Lauren Borden, lab146@ziips.uakron.edu

289-3 A Moderated-Mediation Examination of Knowledge Sharing and Abusive Supervision

Based on social exchange theory, this study examines the negative effect of abusive supervision on knowledge sharing through LMX moderated by impression management motive. Using a moderated mediation framework, it was investigated how employees' self-enhancement motive can determine the level of LMX and knowledge sharing via LMX when leaders behave destructively.

Woohee Choi, Seoul National University

Sunghyuck Mah, Seoul National University

Sanghun Cho, Seoul National University

Seckyoung L. Kim, Seoul National University

Seokhwa Yun, Seoul National University

Submitted by Woohee Choi, wooheely@gmail.com

289-4 Examining Patterns of Followership Ratings Using Latent Class Analysis

This study investigated patterns of followers with similar role perceptions. Latent class analysis (LCA) was used to identify and describe 4 classes of followers with similar perceptions of followership (exemplary, pragmatic, passive, and isolated). Autonomous work climate was a significant predictor of class membership across men and women.

Patrick T. Coyle, Virginia Tech

Roseanne J. Foti, Virginia Tech

Kathleen B. Snead, Virginia Tech Provost's Office

Yashna Shah, Virginia Tech

Micah Roediger, Virginia Tech

Submitted by Patrick Coyle, coylep23@vt.edu

289-5 The Generalizability of Transformational Leadership Across Cultures and Research Designs

This poster examined the generalizability of the transformational leadership-subordinate performance relationship across countries and organizations, and whether the relationship has been inflated by common-method effects. Data from 192 samples representing 54,553 individuals in 31 countries illustrate that the relationship is much weaker than thought and highly variant across cultures.

Marcus Crede, Iowa State University

Jaehee Jong, University at Albany

Peter D. Harms, University of Nebraska, Lincoln

Submitted by Marcus Crede, mcrede@iastate.edu

289-6 Developing Leadership Talent in China: Assessing and Mitigating Managerial Derailment

The paper presented the results of an empirical investigation of the relationship between 360-degree assessment of derailment behaviors and the risk of derailment. It was found that undesirable leadership behaviors predicted the risk of derailment of a sample of Chinese managers beyond job performance and positive leadership competencies.

King Yii Tang, Korn Ferry

Guangrong Dai, Korn Ferry

Submitted by Guangrong Dai, grdai@hotmail.com

289-7 Employee Learning Goal Orientation and Leader Empowering Behavior

This study investigates why leaders empower their followers. Specifically, it examines the leader trust in subordinates as mediating the relationship between subordinate goal orientation and leader empowering behaviors. Results indicate that leaders' affect-based trust, but not cognitive-based trust, served to mediate the effect of learning goal orientation on empowering behavior.

Soo Jung Han, Temple University

Crystal M. Harold, Temple University

Seckyoung L. Kim, Seoul National University

Seokhwa Yun, Seoul National University

Submitted by Soo Jung Han, tuf74100@temple.edu

289-8 Deification of the CEO: A 40-Year Exploration of CEO Descriptions

This study examines changes in the romance of leadership over time by analyzing positive and negative descriptions of CEOs in *Harvard Business Review (HBR)* from 1974 to 2013. Results show an increase in positive leader descriptions and no trend in negative leader descriptions, suggesting increased romance of leadership.

Andrea L. Hetrick, University of Georgia

Erin Michelle Todd, University of Georgia

Jaylyn F. Clark, University of Georgia

Brian J. Hoffman, University of Georgia

Submitted by Andrea Hetrick, ahetrick@uga.edu

289-9 The Influence of Organizational Context on Implicit Leadership Theories

This study tested whether implicit leadership theories reflect organizational cultures. Data from 166 Army and Air Force ROTC cadets indicated that cadets did not differentiate between the 2 organizational cultures. However, their leadership schemas were influenced by the leader's specialty area (line vs. staff) and by the leader's gender.

Judith B. LaValley, Kansas State University

Clive Fullagar, Kansas State University

Satoris S. Culbertson, Kansas State University

Submitted by Judith LaValley, lavalley@ksu.edu

289-10 Dealing With Abusive Supervisor: Roles of Social Interaction, Task Interdependence

This study investigates the moderating role of followers' social interaction and task interdependence on the relationship between abusive supervision and followers' task performance. Analyses of 250 supervisor-follower dyadic data provide supports for the hypotheses. The results propose 2 possible followers' strategies to deal with abusive supervisor.

Jihye Lee, Seoul National University

Heesun Chae, Seoul National University

Oh Soo Park, Seoul National University

Submitted by Jihye Lee, wisdom0405@snu.ac.kr

289-11 Who Gets More Benefits From Perceiving Higher LMX Among Coworkers?

The study investigates the interaction between leader-member exchange social comparison (LMXSC) and performance goal orientation predicting task performance based on social exchange and resource perspective. Findings indicate that those who are high in performance-avoid goal orientation (PAGO) or low in performance-prove goal orientation (PPGO) get more benefits from LMXSC.

Sunghyuck Mah, Seoul National University

Woohee Choi, Seoul National University

Sanghun Cho, Seoul National University

Seckyoung L. Kim, Seoul National University

Seokhwa Yun, Seoul National University

Submitted by Sunghyuck Mah, ryanshmah@gmail.com

289-12 Safety, Ethics, and Moral Potency: Leader Influence on Subordinate Voice

This study examined the impact of work group safety climate and supervisory emphasis on safety on subordinate moral potency, which in turn impacts subordinate voice behavior. Results suggest that work group safety climate had a significant direct effect on moral potency and a significant indirect effect on voice.

David C. Mihm, University of Central Florida

Submitted by David Mihm, DavidCMihm@gmail.com

289-13 Leader-Member Exchange (LMX): A Multilevel Social Relations Analysis

A multilevel social relations analysis of round robin reports of LMX in teams was conducted. Results show 41% of the variance in LMX ratings was due to the rater, 11% was due to the target, 38% was due to the dyad, and 10% was due to the group.

Kevin M. Mullaney, United States Naval Academy

Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitted by Kevin Mullaney, mullaney.family@gmail.com

289-14 Minding One's Manners: Linking Leader Mindfulness and Follower Job Performance

Prior research shows that leader trait mindfulness is related to follower job performance. This poster investigated the mediating mechanisms that underlie this relationship. Results show transformational leadership, passive-avoidant leadership, and abusive supervision behaviors uniquely mediate this relationship. Furthermore, the mediating pathway through abusive supervision is dependent upon leader emotional exhaustion.

Winnie Shen, University of Waterloo

Erica W. Diehn, University of St. Thomas

Submitted by Winnie Shen, winny.shen@uwaterloo.ca

289-15 Authoritarian Transformational Leadership: Evidence From China

Drawing on implicit leadership theory, it is theorized that an effective leader can be simultaneously transformational and authoritarian in non-Western cultures. Two independent studies show that transformational leadership is more positively related to employee performance when the leader exhibits a higher level of authoritarianism.

Shuisheng Shi, The Hong Kong Polytechnic University

Xu Huang, The Hong Kong Polytechnic University

Mingjian Zhou, Harbin Institute of Technology

Submitted by Shuisheng Shi, shishuisheng@gmail.com

289-16 The Relationship Between Leadership and Flow: A Daily Diary Study

This study examines how transformational leadership and leader-member exchange relationships are related to employees' experiences of flow. Data from 43 employees surveyed daily for 2 weeks revealed that leaders impact several workplace conditions that in turn impact flow experiences. Furthermore, daily flow was related to daily performance.

Mathias J. Simmons, Kansas State University
Clive Fullagar, Kansas State Univ
Satoris S. Culbertson, Kansas State University
Sarah E. Riforgiate, Kansas State University

Submitted by Mathias Simmons, msimmons003@ksu.edu

289-17 Leading Like a Woman: Roles, Influence, and Follower Perceptions

Drawing on social role and role congruity theory, this poster examines how the leader role and gender roles impact the effectiveness of tactics in downward influence attempts. Findings suggest that communal and neutral influence styles (rather than agentic) are more effective for most outcomes, regardless of leader or follower gender.

Caitlin E. Smith Sockbeson, Tulane University
Alison V. Hall, University of Texas at Arlington

Submitted by Caitlin Smith Sockbeson, cesmith1@gmail.com

289-18 Transformational Teachership: How Principles of Transformational Leadership Foster Student Outcomes

Using an experimental design, results of this study demonstrated an observed difference in student observations of transformational leadership behaviors as a result of training, as well as students in the experimental condition performing significantly better than students in the control condition. Psychological meaning was supported as a mediating variable.

Janet M. Peters, Washington State University
Thomas M. Cavanagh, Dominican University of California
Samantha A. Stelman, Colorado State University
Kyle J. Sandell, Colorado State University
James W. Weston, Colorado State University
Zinta S. Byrne, Colorado State University

Submitted by Samantha Stelman, samanthastelman@gmail.com

289-19 For Whom LMXPositively Predicts Job Burnout?

This poster examined a 3-way interaction among LMX, positive norm of reciprocity, and power distance orientation in Chinese context exploring the dark side of LMX. Results revealed that for people simultaneously high in positive norm of reciprocity and power distance orientation, the relationship between LMX and burnout turned positive.

Jiaqing Sun, University of Illinois at Chicago
Xinxin Lu, Renmin University of China

Submitted by Jiaqing Sun, jsun46@uic.edu

289-20 Developing Leadership Potential With Stories of Pragmatic Leaders

This study examined the use of stories as a means for developing leadership potential. Undergraduates in psychology ($N = 172$) read stories of pragmatic leadership and responded to questions designed to induce active processing. Participants that analyzed both story events and the causes of events formulated stronger vision statements.

Logan L. Watts, University of Oklahoma
Logan M. Steele, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitted by Logan Watts, loganlwatts@gmail.com

289-21 Early Childhood Behavior Problems Predict Leader Emergence—But Gender Matters!

This poster investigated how children's externalizing behavior problems affect leadership emergence during young adulthood. Using data from the Children of the National Longitudinal Survey of Youth, ordinal regression showed that externalizing childhood behaviours predicted early leadership emergence. However, this positive effect was only significant for boys not girls.

Julie G. Weatherhead, Queen's University
Julian I. Barling, Queen's University

Submitted by Julie Weatherhead, j.g.weatherhead@gmail.com

289-22 A Dynamic Multilevel Study of Insomnia and Leader Emergence

Based on repeated measures data from 26 participants across a 12-week period (totaling 262 observations), it was found that within-person levels of insomnia and self-control coping (a between-person variable) interact to predict a focal person's subsequent emergence as a leader.

This interactive effect is mediated by liking by peers.

Zhen Zhang, Arizona State University
Michael Cole, TCU
Christopher M. Barnes, University of Washington
Shannon G. Taylor, University of Central Florida
Submitted by Zhen Zhang, zhen.zhang@asu.edu

290. Symposium/Forum: 10:30 AM-11:50 AM

Grand A

Context Matters: New Perspectives in the Study of Incivility

Five papers study workplace incivility by examining contextual factors that can affect or be affected by uncivil experiences in the workplace. The studies examine the role of coworkers witnessing incivility, unit incivility norms and contradicting high-quality service climates, organizational climate for mistreatment, and cross-domain factors such as personal life context.

M. Gloria Gonzalez-Morales, University of Guelph, **Chair**
Jaclyn M. Jensen, DePaul University, Jana L. Raver, Queen's University, **Witnessing Incivility: What Factors Will Elicit Bystander Decisions to Intervene?**
Jana L. Raver, Queen's University, Mark G. Ehrhart, San Diego State University, Beng-Chong Lim, Nanyang Technological University, **Incivility Norms and the Pursuit of Empowerment and Cultural Alignment**
Katrina A. Burch, University of Connecticut, Vicki J. Magley, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, **Does Context Influence Perpetrator Responses to Stress-Related Acts of Incivility?**
Alexandra C. Chris, University of Guelph, M. Gloria Gonzalez-Morales, University of Guelph, **Work–Personal Life Conflict and Burnout: Predictors of Enacted Incivility**
John P. Wittgenstein, Florida International University, **Do Incivility and Interpersonal Conflicts Spill Over?**

Submitted by M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

291. Panel Discussion: 10:30 AM-11:50 AM

Grand B

20 Years of Changes in Preemployment Testing: Experiences and Challenges

This session brings together practitioners from 3 large organizations and 1 external consultancy to share experiences and challenges related to preemployment testing over the last 20 years. Topics will include changes in testing delivery modes, unproctored testing, ATS integration, candidate experiences, and the new VEVRAA and Section 503 requirements.

Tracey Tafero, Select International, **Chair**
Benjamin P. Granger, Verizon, **Panelist**
David J. Lux, Georgia-Pacific, **Panelist**
Kimberly S. Steffensmeier, Valero Energy Corporation, **Panelist**
Paul E. Glatzhofer, Select International, **Panelist**
Submitted by Paul Glatzhofer, paulglatzhofer4@gmail.com

292. Symposium/Forum: 10:30 AM-11:20 AM

Grand C

Decent Work, UN Sustainable Developments Goals, and Humanitarian Work Psychology

This session considers the role of HWP in promoting culturally relevant and locally sustainable decent work through fair trade and inclusive business. Four diverse academic and practitioner presentations examine social inclusion and missing competencies for I-O, psychology in UN sustainable development goals, and case studies of local fair-trade initiatives.

Mahima Saxena, Illinois Institute of Technology, **Chair**
Stuart C Carr, Massey University, **The Business of Inclusion**
Sean Cruse, United Nations Global Compact, **How the UN Global Compact Facilitates Local Private Sector Partnerships**
Mary O. Berry, Teachers College, Columbia University, **Decent Work and Entrepreneurship in UN Sustainable Development Goals**
Mahima Saxena, Illinois Institute of Technology, Dharm P.S. Bhawuk, University of Hawaii at Manoa, **Fair-Trade, Cultural Skills, Decent Work: Field Notes From South Asia**
Virginia E. Schein, Gettysburg College, **Discussant**
Submitted by Mahima Saxena, msaxena1@iit.edu

293. Panel Discussion: 10:30 AM-11:50 AM**Grand D****The Best of Frenemies**

Business rivals competing in some areas and collaborating in others is a trend described as the key to long-term success. The panel will address how consulting firms have collaborated and can continue to collaborate to reach higher practice and scientific value as well as succeed in the same competitive marketplace.

Lynn Collins, BTS, **Chair**

Sandra Hartog, BTS, **Panelist**

Brian J. Ruggeberg, Aon Hewitt, **Panelist**

Sheila M. Rioux, Development Dimensions International (DDI), **Panelist**

Mark Alan Smith, CEB Valtera, **Panelist**

Steven C. Hardesty, Assess Systems, **Panelist**

Martin Lanik, Pindsight, **Panelist**

Submitted by Lynn Collins, lynn.collins@fenestrainc.net

294. Roundtable Discussion/Conversation Hr: 10:30 AM-11:50 AM**Grand I****Communities of Work Psychologists Outside the US**

This roundtable continues an effort begun with SIOP 2013 to help members establish and become more proactive in grass-roots, local communities of work and organization psychologists outside the US. We'll share work underway, discuss challenges, and agree on courses of action for collaboration leading up to SIOP 2016.

Alison R. Eyring, Organisation Solutions Pte, Ltd., **Host**

Barbara Kozusznik, University of Silesia, Katowice, **Host**

Milt Hakel, University of Minnesota, **Host**

William L. Farmer, U.S. Bureau of Naval Personnel, **Host**

Lynda Zugec, The Workforce Consultants, **Host**

Submitted by Alison Eyring, areyring@organisationsolutions.com

295. Symposium/Forum: 10:30 AM-11:50 AM**Grand J****Gendered Experiences in STEM: Understanding Drivers of Staying and Leaving**

For women in STEM, the leaky pipeline is persistent and has been heavily studied. This symposium focuses on the work-family issues experienced by women in the STEM academic environment and how these issues impact the retention and success of women at different career stages.

Vanessa A. Jean, Texas A&M University, **Co-Chair**

Debra A. Major, Old Dominion University, **Co-Chair**

Dante P. Myers, Old Dominion University, Michael Litano, Old Dominion University, Debra A. Major, Old Dominion University, **Implications of Anticipated Work-Family Conflict for STEM Embeddedness**

Audrey Jaeger, North Carolina State University, Alessandra Dinin, North Carolina State University, **Postdoc Ambiguity: Experiences of STEM Scholars**

Alyssa Westring, DePaul University, Rebecca Speck, University of Pennsylvania, Mary Sammel, University of Pennsylvania, Patricia Scott, University of Pennsylvania, Lucy Tuton, University of Pennsylvania, Emily Conant, University of Pennsylvania, Stephanie Abbuhl, University of Pennsylvania, Jeane Ann Griso, University of Pennsylvania, **Factors Impacting the Attrition of Women Faculty in Academic Medicine**

Vanessa A. Jean, Texas A&M University, Jessica M. Walker, Texas A&M University, Mindy E. Bergman, Texas A&M University, **The Work-Work-Life Balance of STEM Women in Academic Leadership**

Anna Jesus, University of Pennsylvania, **Discussant**

Submitted by Vanessa Jean, vanessajean85@gmail.com

296. Symposium/Forum: 10:30 AM-11:50 AM**Grand K****It's Okay to Do Rating Format Research Again**

Despite Landy and Farr's (1980) highly influential call for a moratorium on rating format research over 30 years ago, recent research continues to show that rating format design can influence rating quality. This symposium brings together a group of scholars who will share their research and expertise on this topic.

C. Allen Gorman, East Tennessee State University, **Co-Chair**

John P. Meriac, University of Missouri-St. Louis, **Co-Chair**

Aharon Tziner, Netanya Academic College, **The Moratorium on Rating Format Research Shouldn't Be Called Off**

Sylvia G. Roch, University at Albany, SUNY, **Rating Format and Justice: Importance of Justice Dimension and Trust**

Emily A. Ingalls, University of Missouri-St. Louis, John P. Meriac, University of Missouri-St. Louis, Sarah E. Hill, University of Missouri-St. Louis, John S.

Slifka, University of Missouri-St. Louis, **User Reactions and Rating Scales: An Experimental Comparison**

Walter C. Borman, Personnel Decisions Research Institutes, Chris Kubisiak, PDRI, a CEB Company, Matthew R. Grossman, University of South Florida, Wendy Darr, Department of National Defence, **Development and Field Test of CARS for the Canadian Forces**

Gary P. Latham, University of Toronto, **Discussant**

Submitted by C. Allen Gorman, gormanc@etsu.edu

297. Symposium/Forum: 10:30 AM-11:50 AM**Grand L****Latest Findings in Conditional Reasoning: New Scales and Multiple Motives**

Presentations included will describe the latest measurement and theoretical developments in the identification and assessment of implicit personality as framed within the paradigm of conditional reasoning. Primary focus will be on novel theoretical and measurement development. Supporting data will be presented. Presentations are followed by comments from an expert discussant.

Jeremy L. Schoen, Georgia Gwinnett College, **Chair**

James M. LeBreton, Pennsylvania State University, Elizabeth M. Grimaldi, Pennsylvania State University, **Strategies and Suggestions for Building and Validating Conditional Reasoning Tests**

Marieke C. Schilpzand, Georgia Institute of Technology, Jeremy L. Schoen, Georgia Gwinnett College, Jennifer L. Bowler, East Carolina University, **Development for an Implicit Measure of Creative Personality**

Jeremy L. Schoen, Georgia Gwinnett College, **Development of an Implicit Measure of Integrity**

Daniel R. Smith, United States Military Academy, **Implicit Personality and Success in a Stressful Combat Leadership Course**

Mark N. Bing, University of Mississippi, **Discussant**

Submitted by Jeremy Schoen, jeremy.schoen@gmail.com

298. Special Events: 10:30 AM-11:50 AM**Independence Ballroom****Alliance for Organizational Psychology Special Session: Working With Mental Health Issues**

Mental health issues (i.e. depression, stress, anxiety) are one of the biggest health issues among the working population. This cross-disciplinary panel will discuss the work-mental health linkage, focusing on issues including hiring, retaining, and barriers to inclusion of persons with mental health issues.

Fred Zijlstra, Maastricht University, **Chair**

Mathilda Niehaus, University of Cologne, **Presenter**

Frans Nijhuis, Maastricht University, **Presenter**

Susanne M. Bruyere, Cornell University, **Presenter**

Adrienne J. Colella, Tulane University, **Presenter**

Submitted by Fred Zijlstra, fred.zijlstra@maastrichtuniversity.nl

299. Symposium/Forum: 10:30 AM-11:50 AM**Liberty AB****Faces in a Crowd: Data Aggregation Issues in Legal Scenarios**

This symposium advocates for the application of multilevel methods for analyzing multilevel data in the legal context. Presenters provide problems and recommendations associated with aggregated and nested data in (a) criterion-validation studies, (b) adverse impact analyses, and (c) pay equity studies.

David F. Dubin, Psychological ARTS, **Co-Chair**

Kayo Sady, DCI Consulting, **Co-Chair**

David F. Dubin, Psychological ARTS, Chester Harvey, Berkeley Research

Group, LLC, **Analyzing Nested Data in Criterion-Related Validation**
 Kayo Sady, DCI Consulting Group, Michael G. Aamodt, DCI Consulting Group,
Compensation Equity Analyses: Bigger Not Always Better
 Eric M. Dunleavy, DCI Consulting Group, Scott B. Morris, Illinois Institute of Technology, **Adverse Impact Data Aggregation: Stubbed Toe or Achilles' Heel?**
 Kevin R. Murphy, Colorado State University, **Discussant**
 Submitted by Kayo Sady, ksady@dciconsult.com

300. Special Events: 10:30 AM-11:50 AM

Liberty C

Invited Session: Research This! Casting Aside the Publication Chains to IGNITE Organizations

Year 5 of the invited IGNITE series highlights truly great I-O research but not in the conventional sense. No decades of theoretical precedence or extravagant statistics here! Peer into this hidden treasure trove of research insights that are impacting organizations every day without ever finding their way into our journals.

Autumn D. Krauss, Sentis, **Chair**
 Kristin Charles, Amazon, Inc., **Chair**
 Deidra J. Schleicher, Texas A&M University, **Panelist**
 Lisa H. Nishii, Cornell University, **Panelist**
 Caren Goldberg, American University, **Panelist**
 Ronald S. Landis, Illinois Institute of Technology, **Panelist**
 Jeffrey R. Edwards, University of North Carolina, **Panelist**
 Ken Lahti, CEB, **Panelist**
 Alexis A. Fink, Intel Corporation, **Panelist**
 Eugene Burke, SHL Group Ltd., **Panelist**
 Evan F. Sinar, Development Dimensions International (DDI), **Panelist**
 Tom Rauzi, Dell, Inc., **Panelist**

Submitted by Autumn Krauss, autumn.krauss@sentis.net

301. Poster Session: 11:30 AM-12:20 PM

Franklin Hall

Strategic HR/Job Analysis/Performance Management

301-1 The Effects of Vocational Training on Consultant Brand Images

The tenets of consumer-based brand equity were used to audit the brand images of organizational consultants who have vocational training in business administration, HR management, and I-O psychology. Differences among the fields concerning people's awareness, perceptions of abilities and values, and likelihoods of hiring the consultants are reported.

Kevin Nolan, Hofstra University
 Sayeedul Islam, Farmingdale State College
 Mac S. Quartarone, Hofstra University

Submitted by Kevin Nolan, kevin.p.nolan@hofstra.edu

301-2 Transportability of Job Analysis Ratings Across the Border

Job analysis data are largely SME judgments used to design HR initiatives. This research compared job analysis ratings from the US and Mexico in terms of tasks, knowledge, skills, abilities, and other requirements within 1 company. Unlike some previous research, few differences were found. Results and implications are discussed.

Jeff A. Weekley, IBM
 Lauren H. Beechly, IBM
 Stacey Scott, Wal-Mart Stores, Inc.
 Trent J. Burner, Wal-Mart Stores, Inc.

Submitted by Lauren Beechly, lauren.harkrider@us.ibm.com

301-3 Psychological Architecture of Competencies: Conceptual Analysis of a Fuzzy Construct

The competency concept has been plagued by definitional confusion since its inception. To bring conceptual coherence to this area, we elaborate a model of competencies that distinguishes them from other psychological constructs. A model of the causal constituents that comprise competencies and ways that competencies are nomologically unique are proposed.

John F. Binning, The DeGarmo Group, Inc.
 Michael E. Hoffman, Penn State University
 Joshua T. Rohlf, Illinois State University

Submitted by John Binning, binning@degarmogroup.com

301-4 Reconciling the Effect of Interdependence on Job Crafting and Performance

This study investigates competing perspectives of interdependence as deterrent versus initiator (antecedent) and buffer versus catalyst (moderator) of the indirect effects of employee job crafting on employee performance through psychological empowerment. Results suggest that interdependence initiates job crafting and acts as a catalyst of the job crafting-motivated performance relationship.

Scott Dust, Eastern Kentucky University

Submitted by Scott Dust, scott.dust@eku.edu

301-5 New Job Analysis Paradigm: Virtuous Circle and Contextualized Knowledge Elicitation

This poster describes application of a new paradigm for job analysis: contextualized knowledge elicitation applied to a cycle combining data from simulator systems and self-reports. The combination of system-generated data and self-reports can provide more accurate cues to guide investigations about perceptual-cognitive skills required for successful task performance.

Sterling Wiggins, Aptima, Inc.
 Jennifer Pagan, University of Central Florida
 Michael J. Keeney, Aptima, Inc.
 Amy Bolton, Office of Naval Research
 Webb Stacy, Aptima, Inc.
 Jeffrey M. Beaubien, Aptima, Inc.

Submitted by Michael Keeney, mkeeney@aptima.com

301-6 An Exploration of Preferred Job Attributes

Job attribute research has typically focused on attributes preferred by gender using student or general population convenience samples. This study expands previous research by exploring preferred job attributes in a large sample of managers. The effects of gender, managerial and education level, and line/staff affiliation are explored.

Robert E. Lewis, APTMetrics, Inc.

Submitted by Robert Lewis, blewis@aptmetrics.com

301-7 Job Analytic Comparisons of Managerial and Leadership Competencies Across Industries

Using archival job analytic data, this poster examined the overlap in competencies required for effective managers and leaders across industries. Results suggest necessary behaviors are similar across industries, and differences are likely present for all levels of employment. Therefore, we should work toward 1 competency model for managerial and leadership performance.

Kimberly S. Nei, Hogan Assessment Systems
 Dara Pickering, Hogan Assessment Systems

Submitted by Kimberly Nei, knei@hoganassessments.com

301-8 Let's Chat: The Importance of Consensus Discussion in Linkage Exercises

This study contributes to limited research regarding KSAO-task linkages by comparing interrater agreement, final linkages, and participant preference resulting from a hybrid method—which included a consensus-forming training period—to an independent rating method. Results provide support for the hybrid method, which yielded higher interrater agreement than the independent method.

Sarah N. Gilbert, American Institutes for Research
 Erika Robinson-Morrall, American Institutes for Research
 Cheryl Hendrickson, American Institutes for Research
 Kaila M. Simpson, George Mason University
 David W. Vestal, American Institutes for Research
 Robert McMahon, American Institutes for Research
 Terrence Wright, NCSBN

Submitted by Erika Robinson-Morrall, emorrall@air.org

301-9 O*NET and the changing world of work

This poster examined the factor structure of O*NET occupational ratings for 2 database versions: 4.0 and 18.1. Exploratory structural equation modeling indicated a lack of factorial invariance across 5 domains investigated. However, congruence coefficients indicated strong similarity be-

tween factors across versions, suggesting that O*NET factor structures are approximately similar over time.

Natalie A. Wright, Valdosta State University

Alexander E. Gloss, North Carolina State University

Submitted by Natalie Wright, nawright@valdosta.edu

301-10 User Experience and the Adoption of Company-Wide Standard Software Systems

This study provides a systematic analysis of experience as a moderating factor in an extended technology acceptance model (TAM). The hypotheses were tested in a field survey of 4629 users of a company-wide standard software at an international logistics company. Theoretical contributions and practical implications are discussed.

Oliver Kohnke, SAP Deutschland AG & Co. KG

Marleen Rusche, SAP Deutschland SE & Co. KG

Submitted by Oliver Kohnke, oliver.kohnke@sap.com

301-11 Cynicism About Organizational Change and Turnover: A Moderated Mediation Model

This study was conducted to establish the explanatory mechanisms, which include organizational commitment, burnout, and job satisfaction, that occur simultaneously to explain the relationship between cynicism about organizational change and turnover intentions. Also examined were ways of reducing the negative impact of cynicism by looking at workgroup psychological safety.

Anna K. Young, University of Connecticut

Xiaoyuan (Susan) Zhu, University of Connecticut

Jenna C. Shapiro, University of Connecticut

Vicki J. Magley, University of Connecticut

Submitted by Anna Young, akyoungagnes@gmail.com

301-12 Goal Orientation and Regulatory Fit: Utilization of Task Feedback

This study tests the generality of the regulatory fit principle using goal orientation; the effect of fit on corrective feedback utilization was tested. Results indicated that individuals experiencing fit between goal orientation and feedback framing exhibited greater variety and frequency of feedback recommended behaviors.

Nikita Arun, Virginia Tech

Neil M. A. Hauenstein, Virginia Tech

Submitted by Nikita Arun, narun528@gmail.com

301-13 How Beliefs About the Self Influence the Feedback Process

This poster examined how employee mindset (beliefs regarding the malleability of human attributes) interacts with feedback characteristics to influence employees' perceptions of the feedback and, in turn, their responses to it. Findings suggest that employees' beliefs and goal tendencies determine how they perceive and respond to feedback messages at work.

Matt J. Zingoni, University of New Orleans

Kris Byron, Syracuse University

Submitted by Kris Byron, klbyron@syr.edu

301-14 Examining Theoretical Models of Leadership and Management Through Empirical Data

This poster examined the validity of taxonomies of leadership and management performance dimensions from the perspective of subordinates' open-ended feedback comments. Findings indicated that these comments reflected the Campbell (2012) model of supervisor performance. These findings suggest that organizations might better structure supervisor evaluations according to existing models of performance.

Christine Cao, University of Minnesota

Kevin C. Stanek, University of Minnesota

John P. Campbell, University of Minnesota

Submitted by Christine Cao, christinecao00@gmail.com

301-15 Factors Influencing Measurement Equivalence and Interrater Discrepancies of 360-Degree Ratings

The study examined whether factors related to work behaviors (i.e., social desirability and observability) influenced the measurement equivalence and interrater discrepancies of 360-degree ratings. Behaviors with low social desirability and high observability showed higher interrater

reliability across rating sources, but item characteristics did not affect the measurement equivalence.

Mengyang Cao, University of Illinois at Urbana-Champaign

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign

Patrick L. Wadlington, Birkman International, Inc.

Bertha Rangel, University of Illinois at Urbana-Champaign

Submitted by Mengyang Cao, pkucmy@gmail.com

301-16 Effects of Goal Orientation and Negative Feedback on Self-Efficacy

An experiment was developed to examine the effects of negative test performance feedback on interest to reattempt a task. The effect of negative performance feedback on reattempt self-efficacy and interest depended on learning goal orientation and was significant and negative only when learning goal orientation was low.

Christopher Ruppel, The College of New Jersey

Jason Dahling, The College of New Jersey

Submitted by Jason Dahling, dahling@tcnj.edu

301-17 Measuring Performance and Potential: Exploring Integrated Assessment Systems

This study investigated the relationship between ratings of 2 popular forms of leadership development assessments: 360 surveys and technology-enhanced assessment centers (TEAC). Findings revealed no significant relationships between the assessment methods across 3 samples from *Fortune* 500 companies. This suggests each instrument offers distinct insights into participant capabilities.

Rachel Fudman, BTS

Gregory Moise, Hofstra University

Erika Reckert, BTS

Lynn Collins, BTS

Submitted by Rachel Fudman, ref2130@columbia.edu

301-18 365-Performance Management: A Multidirectional Coaching Approach to Performance Management.

Practitioners and researchers have cited many issues with contemporary performance management systems. This poster proposed a new model of performance management based on receiving and giving continuous and on the job coaching from colleagues. It argues that this new model of performance management has numerous advantages over traditional performance management.

Tiwi D. Marira, Baruch College-City University of New York

Rachel Ryan, Baruch College and The Graduate Center

Submitted by Tiwi Marira, tiwi221@gmail.com

301-19 The Effect of Action Orientation on Reactions to Feedback

181 employed participants, recruited online, completed a bogus verbal task and were randomly presented with positive or negative feedback. Consistent with ego defense, results indicated that feedback sign influenced feedback acceptance, ego-defensive identity compensation, as well as anticipated withdrawal, task-, and nontask performance, as moderated by action-state orientation.

Ashley M. Ford, Central Michigan University

Kimberly E. O'Brien, Central Michigan University

Ye Ra Jeong, Central Michigan University

Submitted by Kimberly O'Brien, obrie1ke@cmich.edu

301-20 Refining 360-Degree Feedback Measures: a Case Study

The authors describe the process they undertook to refine the Department of Veteran Affairs 360-degree feedback instrument. This paper is intended to illustrate a possible route practitioners could take to evaluate a similar instrument.

David A. Periard, VHA National Center for Organization Development

Boris I. Yanovsky, Department of Veterans Affairs

Katerine Osatuke, Miami University

Submitted by David Periard, periard.2@wright.edu

301-21 Conscientiousness Moderates the Effect of Performance Trends on Performance Ratings

In a longitudinal field study of 198 individuals, it was found that longitudi-

nal trends in objective performance influenced the overall performance evaluations provided by other raters. The effect was further moderated by Conscientiousness, such that the performance trends influenced performance ratings only for individuals who were lower in Conscientiousness.

Joseph A. Schmidt, University of Saskatchewan
Christopher Poile, University of Saskatchewan

Submitted by Joseph Schmidt, jschmidt@edwards.usask.ca

301-22 Interpreting Subordinate Feedback Seeking Behaviors: Supervisors' Attributions and Impressions

This study examined interactions of a subordinate's feedback seeking characteristics on the supervisor's consequent motive attributions and impressions of competence, confidence, and employee engagement. Findings indicated asking about performance weaknesses and superior performing subordinates were perceived as strongly driven by instrumental motive and rated higher in competence, confidence, and engagement.

Keemia Vaghef, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology

Submitted by Keemia Vaghef, kvaghef2012@my.fit.edu

301-23 Image Enhancement and Political Skill in the Feedback Seeking Context

Consistent with the self-concept enhancing tactician (SCENT) model and socioanalytic theory, this study demonstrates that relationship between subordinate image enhancement feedback-seeking motive and supervisor-reported task performance is mediated by feedback-seeking from supervisors and that this mediation is moderated by subordinate political skill.

Brian G. Whitaker, Appalachian State University
Jason Dahling, The College of New Jersey

Submitted by Brian Whitaker, whitakerbg@appstate.edu

301-24 A Latent Class Analysis of Electronic Performance Monitoring Practices

This poster investigates the effects of different forms of electronic monitoring, which were empirically identified using latent class analysis. Individuals classified as unsure about how they are monitored reported the most negative perceptions. Employees monitored less invasively reported more positive perceptions. Monitoring class was related to organization size and job complexity.

Jon C. Willford, George Washington University
Robert Howard, The George Washington University
Michael J. Cox, George Washington University
Jessica M. Badger, U.S. Army Research Institute
Tara S. Behrend, George Washington University

Submitted by Jon Willford, jwillford@gwu.edu

301-25 Critical Success Factors for Thriving HR Initiatives

The organizational, intervention and change leader characteristics that predict HR initiative adoption, implementation, sustainability, and growth were explored. Results indicate key factors include benefit/ease-of-use to end-users, top leadership support, running the project like a business, and proactively promoting the work.

Paul R. Yost, Seattle Pacific University
Teanna S. Blees, Seattle Pacific University
Michael P. Yoder, Seattle Pacific University
Emily M. Pelosi, Seattle Pacific University

Submitted by Teanna Blees, zieglert@spu.edu

301-26 HR Practices, HRM Perception, and Organizational Performance: Multilevel Analysis

This poster examines the collective HRM perceptions' mediation of the relationship between HR practices and firm performance, and identified the formation mechanism using a multilevel sample. Results indicate that HRM perception is the determinant HRM effectiveness and that team leaders are facilitators in the formation of HRM perception.

EunHee Kim, Seoul National University

Submitted by Kim EunHee, privateeunhee@gmail.com

301-27 Relative Criteria Importance Depends on Predictor Choices

The criterion a company uses to hire employees should take into consideration the company's selection system. Criteria that are easier to predict should be given more weight because they come at a lower opportunity cost. A dynamic model of predictor, criterion optimization is proposed based on ordinal utility theory.

Allen P. Goebel, University of Minnesota

Jeff A. Jones, Korn Ferry

Earl Q. Sharpe, Private Practice

Submitted by Allen Goebel, Goebel005@umn.edu

301-28 Examining the Relationship Between Human Resource Practices and Performance

The link between human resources and organizational performance remains elusive due to unknown mediation effects. Three mediators were tested; the best fitting model suggests 2 of these mediators, perceived organizational support and employee well-being, contribute to the explanation of the HR to performance relationship.

Nikita Arun, Virginia Tech

Andrew M. Miller, Virginia Tech

Submitted by Andrew Miller, amiller6@vt.edu

301-29 What Does HR Do? Time-Driven Activity-Based Costing for HR Organizations

This study aggregated the results of a time-driven activity-based costing tool that asked participants to estimate the time spent on HR-related activities at 30 different organizations. The study looked at time spent of HR activities and functions at both an individual respondent level and at a cross-organizational level.

Nathan A. Schneeberger, Towers Watson

Submitted by Nathan Schneeberger, nschneeberger01@yahoo.com

301-30 Towards Evidence-Based Writing Advice: A Linguistic Analysis of HR Articles

Although several editorials have presented best-practice examples for academic writing, evidence-based advice is lacking, especially for international researchers. This poster linguistically analyzed 478 U.S. and Indian research articles and found that Indian researchers use hedges (words reducing commitment to claims) less often, suggesting that they likely violate expectations of U.S. reviewers.

Nida ul Habib Bajwa, Universität des Saarlandes

Cornelius J. König, Universität des Saarlandes

Octavia S.V. Harrison, Johann Wolfgang Goethe-Universität Frankfurt

Submitted by Nida ul Habib Bajwa, n.bajwa@mx.uni-saarland.de

DON'T MISS THE BIG FINALE!
Philadelphia Bandstand Theme Closing Reception
Saturday, April 25
6:00 to 8:00 pm in Grand G-L



THE ULTIMATE TESTING PLATFORM...





...FOR THE NEW WORLD OF WORK

Introducing the new PAN. More flexible. More customized. More powerful. Because you deserve the best talent measurement experience. With Performance Assessment Network (PAN), you get the world's best talent assessments & technology in one platform so you can create the perfect hiring or development process in less time, at less cost, with greater results. Visit PanPowered.com or call 317.814.8800 today. Want to grow your business? Talk to us about a private label platform.

PAN
Performance · Assessment · Network

HR Automation | Assessment Catalog | I/O Consulting
PanPowered.com | 317.814.8800



JOIN THE LEADING NETWORK OF PRE-BUILT ATS INTEGRATIONS

ADP® • iCIMS® • Jobscience® • Kenexa® BrassRing®

Lumesse® • PCRecruiter™ • PeopleFluent®

PeopleSoft® • SilkRoad® • Taleo® • Ultimate Software®

**SIOP Members Receive
15% Discount**
contact us for details

partner@hrnx.com
844-700-0090
www.hrnix.com



All trademarks and registered trademarks are the property of their respective owners.

We Are Recruiters!

We specialize in Recruiting and Contracting management consulting professionals for our clients specific needs.



To learn more about our unique experiences and how
we can partner with you stop by our
Exhibit Hall booth 310.

Lepley Executive Search Consultants

diane@dianepley.com | 404.307.0484
christi@dianepley.com | 949.683.1683

www.dianepley.com



KORN FERRY

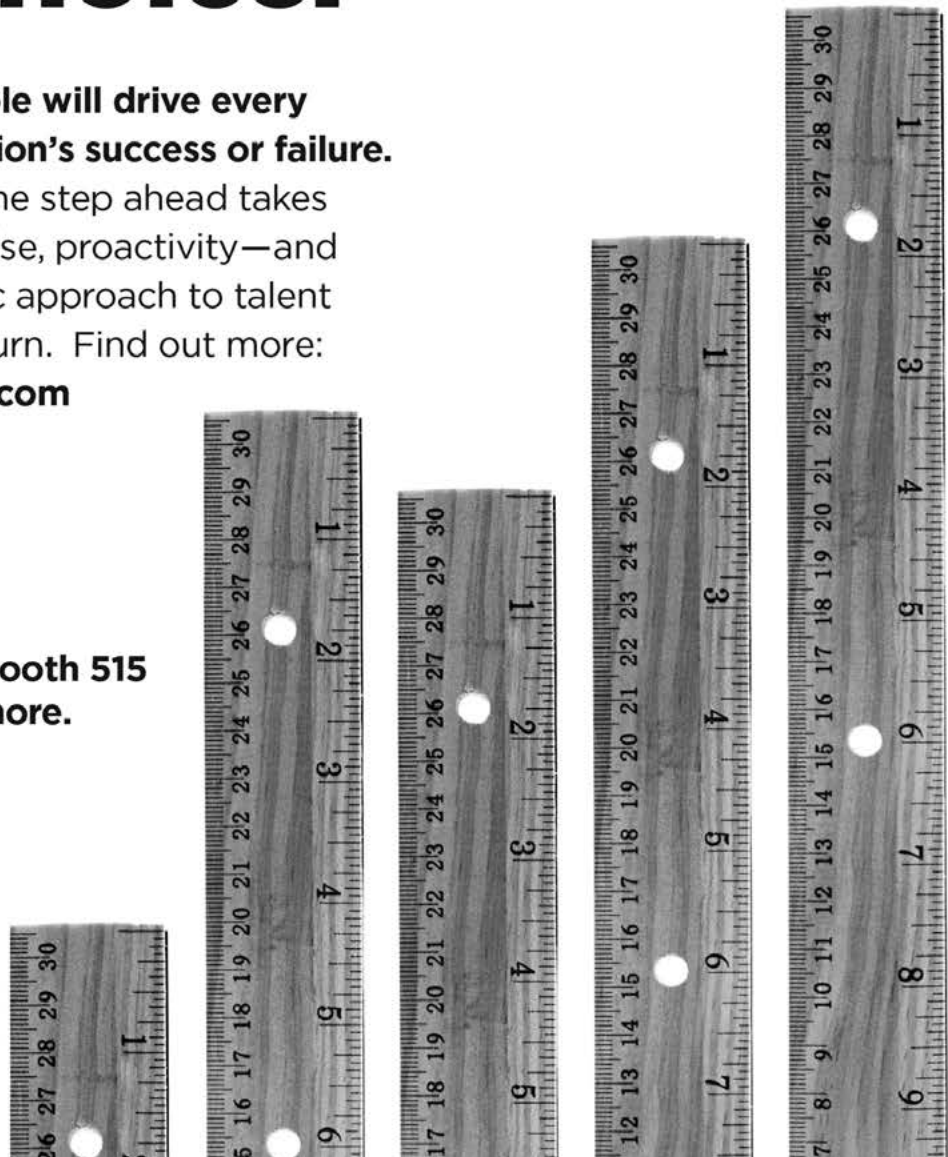
Change is inevitable. Growth is a choice.

**And people will drive every
organization's success or failure.**

Staying one step ahead takes
agility, poise, proactivity—and
a strategic approach to talent
at every turn. Find out more:

kornferry.com

**Stop by Booth 515
to learn more.**



Collaborating to Address Your Business Challenges



Why are people leaving our organization?

We can help you find out using our custom tool for modeling drivers of turnover.



How can we attract the right people for a given job?

Our virtual job previews embed questions about work preferences and self-efficacy.



Can leadership skills assessments be engaging, cost-effective, and valid?

Absolutely! Our online simulations are a real game-changer.



Our assessment center is too expensive. What can I do?

We have had great success converting AC exercises to interactive rich-media assessments.



Continue the Conversation at **Booth #209**

Custom Solutions for a Variety of Human Capital Needs

 @HumRROorg

humrro.org

302. Panel Discussion: 12:00 PM-1:20 PM**302-304****Intrapreneurship: Fostering Innovation in Big Organizations**

There is an abundant literature on the psychology of entrepreneurship but little research on the antecedents and consequences of intrapreneurship, defined as work-related behaviors that promote change and innovation within large organizations. A diverse and experienced panel will share lessons learned and spark ideas for research and practice.

Tomas Chamorro-Premuzic, University of London, **Chair**Brian Rubineau, McGill University, **Panelist**Ana Dutra, Executives Club Chicago, **Panelist**David Thompson, Boehringer Ingelheim, **Panelist**Milan Samani, Leadership Labs, **Panelist**

Submitted by Tomas Chamorro-Premuzic, tomaschamorroremuzic@gmail.com

303. Panel Discussion: 12:00 PM-1:20 PM**305-306****Aging and Work Issues: Research, Best Practices, and the Future**

This session will engage the SIOP community in a dialogue about aging workforce issues. Six internationally recognized experts on aging workforce topics will share knowledge about the state of current research and practical issues. They will provide recommendations for future research and ways to narrow the science-practice gap.

Gwenith G. Fisher, Colorado State University, **Chair**Donald M. Truxillo, Portland State University, **Co-Chair**Ruth Kanfer, Georgia Institute of Technology, **Panelist**Lisa Finkelstein, Northern Illinois University, **Panelist**Mo Wang, University of Florida, **Panelist**Franco Fraccaroli, University of Trento, **Panelist**Margaret E. Beier, Rice University, **Panelist**James W. Grosch, NIOSH/CDC, **Panelist**

Submitted by Gwenith Fisher, gwen.fisher@colostate.edu

304. Panel Discussion: 12:00 PM-1:20 PM**309-310****Harnessing Technology to Facilitate Effective Interviewing**

This panel will discuss and provide examples of how technology can be leveraged to produce high-quality standardized interviews that reflect commonly accepted best practices. Panelists include representatives from 2 commercial firms that offer technology-assisted interviewing systems as well as 2 organizations that have successfully integrated technology into their interviewing processes.

John D. Arnold, Polaris Assessment Systems, **Chair**Brad A. Chambers, Polaris Assessment Systems, **Panelist**Neal W. Schmitt, Michigan State University, **Panelist**Nathan J. Mondragon, Oracle, **Panelist**Joshua P. Liff, Oracle Corporation, **Panelist**Megan Mullinax, Google, **Panelist**Leng Dang (Karina) Hui-Walowitz, Wells Fargo, **Panelist**

Submitted by Brad Chambers, bchambers@polaristest.com

305. Panel Discussion: 12:00 PM-1:20 PM**401-403****What's Trending at Work: Longitudinal Workforce Analytics**

This session focuses on how practitioners can use longitudinal analyses to better understand how employee perspectives and behaviors change and influence one another over time. Questions cover the insights that can be gained from modeling data over time and how companies can approach employee data using a longitudinal research lens.

Catherine Ott-Holland, Michigan State University, **Co-Chair**Michael T. Braun, Virginia Polytechnic Institute and State University, **Co-Chair**Paul D. Bliese, University of South Carolina, **Panelist**Zhen Zhang, Arizona State University, **Panelist**Veronica L. Gilrane, Google, **Panelist**

Submitted by Catherine Ott-Holland, c.ott holland@gmail.com

306. Community of Interest: 12:00 PM-1:20 PM**404****Legal Defensibility of Selection Practices**Eric M. Dunleavy, DCI Consulting Group, **Host**James L. Outtz, Outtz and Associates, **Host**Arthur Gutman, Florida Institute of Technology, **Host**Anthony S. Boyce, Aon Hewitt, **Coordinator****307. Panel Discussion: 12:00 PM-1:20 PM****407-409****Cognitive Ability Research: Breathing New Life Into a Stagnating Topic**

A SIOP-published journal noted in 2012 that research on cognitive ability had stagnated, and yet there is still little cognitive research at SIOP conferences or in the literature. This panel will discuss reasons for this and address several topics that require further research and theory development.

Darrin Grelle, CEB, **Chair**Kristin M. Delgado, Select International/Wright State University, **Panelist**Brett M. Wells, Aon Hewitt, **Panelist**Rodney A. McCloy, HumRRO, **Panelist**

Submitted by Darrin Grelle, dgrelle@executiveboard.com

308. Alternative Session Type: 12:00 PM-1:20 PM**Franklin 08****IGNITE + Panel Session: Sharing I-O With the Community**

SIOP members will present 5 minute IGNITE intros to the approaches they have used to share I-O with members of the community ranging from school-age children to professionals. The format will then shift to an interactive discussion between presenters and audience members to identify best practices for sharing I-O.

Joseph A. Allen, University of Nebraska at Omaha, **Co-Chair**Suzanne T. Bell, DePaul University, **Co-Chair**Dan J. Putka, HumRRO, **Presenter**David P. Costanza, The George Washington University, **Presenter**Lauren E. McEntire, PepsiCo, **Presenter**Marissa L. Shuffler, Clemson University, **Presenter**Robert McKenna, Seattle Pacific University, **Presenter**

Submitted by Suzanne Bell, sbell11@depaul.edu

309. Symposium/Forum: 12:00 PM-1:20 PM**Franklin 09****Sleep and Work: Cruisin' for a Bruisin' by Not Snoozin'**

Sleep is important, but organizational researchers have largely examined cross-sectional relationships with sleep as an outcome of negative work events or predictor of ill health. This session shares new, process-based, methodologically rigorous daily diary research at the intersection of sleep, work-family, and well-being.

Ryan C. Johnson, Ohio University, **Chair**Zhiqing E. Zhou, Florida Institute of Technology, Erin Eatough, Baruch College and The Graduate Center, CUNY, **Examining Predictors and Outcomes of Daily Sleep Quality**Danielle R. Wald, Baruch College and The Graduate Center, CUNY, Erin Eatough, Baruch College and The Graduate Center, CUNY, Cristina M. Arroyo, Baruch College and The Graduate Center, CUNY, **Sleep, Rest, and Daily Workplace Conflicts: Yesterday and Tomorrow**Yujie Zhan, Wilfrid Laurier University, Yixuan Li, University of Florida, Mo Wang, University of Florida, Junqi Shi, Sun Yat-Sen University, **Sleep Quality, Vigor, and Extrarole Behaviors: A Daily Diary Study**Tori L. Crain, Portland State University, Leslie B. Hammer, Portland State University, Soomi Lee, Pennsylvania State University, Ryan C. Johnson, Ohio University, Todd Bodner, Portland State University, David M. Almeida, Pennsylvania State University, Robert Stawski, Oregon State University, Orfeu M. Buxton, Pennsylvania State University, **Assessing Directionality Among Resource Loss and Sleep**Kristen M. Shockley, Baruch College and The Graduate Center, CUNY, Elizabeth M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, Eric Knudsen, Baruch College and The Graduate Center, CUNY, **What's in an Episode?: Linking Work-Family Conflict Episodes to Health**

Submitted by Ryan Johnson, johnsor4@ohio.edu

310. Symposium/Forum: 12:00 PM-1:20 PM Franklin 10

European Approaches to Investigate Late Careers Decisions

Considering global population aging, the importance to keep older people in the labor force is continuously growing. This symposium highlights different perspectives (including individual factors, family factors, and work-related factors) to help understand late career decisions that occur pre- and postretirement.

Juergen Deller, Leuphana University of Lüneburg, **Chair**

Ulrike Fasbender, Oxford Brookes University, **Co-Chair**

Noreen Heraty, University of Limerick, Jean McCarthy, University of Limerick,

Financial Planning for Retirement among Late Career Older Workers

Hanna van Solinge, University of Groningen, **Family Influences on Late Career Transitions**

Anne M. Wöhrmann, Federal Institute for Occupational Safety and Health (BAuA),

Joachim Hüffmeier, University of Münster, Juergen Deller, Leuphana University of Lüneburg, **Resources in Older Workers' Work-Privacy Conflict**

Jan-Bennet Voltmer, Leuphana University of Lüneburg, Ulrike Fasbender, Oxford Brookes University, Juergen Deller, Leuphana University of Lüneburg, **How Life Goals and Age Predict Desired Remaining Work Years**

Ulrike Fasbender, Oxford Brookes University, Mo Wang, University of Florida, Jan-Bennet Voltmer, Leuphana University of Lüneburg, Juergen Deller, Leuphana University of Lüneburg, **Postretirement Employment Decisions and Meaning of Work**

Submitted by Ulrike Fasbender, fasbender@leuphana.de

311. Symposium/Forum: 12:00 PM-1:20 PM Grand A

Nurse Interactions with Peers, Physicians and Patients: Training and Measurement

Nurses play a unique role in healthcare. They have various interactions with physicians, leaders, peers, and patients that need to be better understood in order to maximize the efficiency and safety of this population. This symposium tackles this issue from interactions with senior management to self-development for patient interactions.

Keaton A. Fletcher, University of South Florida, **Co-Chair**

Wendy L. Bedwell, University of South Florida, **Co-Chair**

Sallie J. Weaver, Johns Hopkins University School of Medicine, Paula S. Kent, Johns Hopkins University School of Medicine, Lori A. Paine, Johns Hopkins University School of Medicine, Melinda D. Sawyer, Johns Hopkins University School of Medicine, MarieSarah Pillari, Johns Hopkins University School of Medicine, Elizabeth Daugherty Biddison, The Johns Hopkins Hospital, **Examining Variation in Nurses' Mental Models of Influence and Leadership**

Deborah DiazGranados, Virginia Commonwealth University, Nital Appelbaum, Virginia Commonwealth University School of Medicine, Nancy New, VCU Health System, **Understanding the Advanced Practice Nurse and Physician Partnership**

Michael A. Rosen, Johns Hopkins University School of Medicine, Aron Dietz, Johns Hopkins University School of Medicine, I-Jeng Wang, Johns Hopkins University, Jared Markowitz, Johns Hopkins University, Nam Lee, Johns Hopkins University, Carey Priebe, Johns Hopkins University, Peter Pronovost, Johns Hopkins University School of Medicine, **Unobtrusive Sensor-Based Measurement of Nursing Workflow/Workload in Critical Care**

Wendy L. Bedwell, University of South Florida, Keaton A. Fletcher, University of South Florida, Megan Voeller, University of South Florida Contemporary Art Museum, **Healthcare and Humanities: Assessing Art-Based Training for Nurses**

Eduardo Salas, University of Central Florida, **Discussant**

Submitted by Keaton Fletcher, fletcherk@mail.usf.edu

312. Symposium/Forum: 12:00 PM-1:20 PM Grand B

Working Moms and Dads: Trials, Tribulations, and Coping Strategies

As working women and men enter into parenthood, they face a new set of challenges associated with managing work and family roles, which research has shown can be psychologically and physically damaging. As such, the proposed symposium aims to address the unique obstacles associated with the overlap of parenthood and employment.

Kristen P. Jones, Washington State University, **Chair**

Whitney Botsford Morgan, University of Houston-Downtown, Susan M. Henney, University of Houston-Downtown, **Avoidance Coping and Disengagement: Roles of Parental Status and Incivility**

Judith Clair, Boston College, Eden B. King, George Mason University, Amanda Anderson, George Mason University, Kristen P. Jones, Washington State University, Michelle (Mikki) Hebl, Rice University, **90210 Revisited: Where You Live Matters in Shaping Work-Life Conflict**

Amanda Anderson, George Mason University, Eden B. King, George Mason University, Elizabeth Campbell, Hanover Research, Carolyn J. Winslow, George Mason University, Alexander G. Morris, George Mason University, Lydia Hall, George Mason University, **Individual and Organizational Strategies to Reduce Hiring Discrimination Against Mothers**

Kimberly A. French, University of South Florida, Christina Barnett, University of South Florida, Tammy D. Allen, University of South Florida, **Marissa Mayer: Media Reaction to a Pregnant CEO**

Lillian T. Eby, University of Georgia, **Discussant**

Submitted by Kristen Jones, kristen.jones@wsu.edu

313. Symposium/Forum: 12:00 PM-1:20 PM Grand C

What Makes the Dark Triad Maladaptive for Work?

This symposium presents theoretically-grounded research that examines specific ways in which the Dark Triad can be maladaptive for work. Authors of 4 papers examine the role of dark personality traits in attaining positions of power, reporting ethical misconduct, escalating commitment to failing courses of action, and the hindsight bias.

Satoris S. Culbertson, Kansas State University, **Chair**

Alexander T. Jackson, Kansas State University, **Co-Chair**

Peter D. Harms, University of Nebraska, Lincoln, Dustin Wood, Wake Forest University, **Does Power Corrupt? A Dark Personality Perspective**

Donald L. Fischer, Missouri State University, Maryann Stassen, Missouri State University, Benjamin Thomas, Missouri State University, David D Willis, Missouri State University, **Predicting Character Failure With IATs Based on Dark Side Traits**

Alexander T. Jackson, Kansas State University, Satoris S. Culbertson, Kansas State University, Edgar E. Kausel, University of Chile, Alyssa M. Campbell, Kansas State University, Mengmeng Zhu, George Mason University, **Escalation of Commitment: Do Narcissists, Machiavellians, and Psychopaths Escalate More?**

Edgar E. Kausel, University of Chile, Satoris S. Culbertson, Kansas State University, Alexander T. Jackson, Kansas State University, Jochen Reb, Singapore Management University, **Narcissism Exacerbates the Hindsight Bias, but Only After Favorable Outcomes**

Bradley J. Brummel, The University of Tulsa, **Discussant**

Submitted by Satoris Culbertson, satoris@ksu.edu

314. Master Tutorial: 12:00 PM-1:20 PM See page 6 for CE Grand D

Generating Instant Meta-Analyses Using the metaBUS Database and Construct Taxonomy

This session provides a tutorial on metaBUS, a multinationally funded project that enables researchers and practitioners to select variables of interest from a taxonomic map of our field and then conduct instant meta-analyses. This tutorial will demonstrate the taxonomy, database containing more than a half-million research findings, and interfaces for conducting instant meta-analyses.

Frank A. Bosco, Virginia Commonwealth University, **Presenter**

Krista L. Uggerslev, Northern Alberta Institute of Technology, **Presenter**

Piers Steel, University of Calgary, **Presenter**

James G. Field, Virginia Commonwealth University, **Presenter**

Submitted by Frank Bosco, siop@frankbosco.com

315. Roundtable Discussion/Conversation Hr: 12:00 PM-12:50 PM Grand I

The Influence Of Leader Regulatory Focus On Employee Leader Development

This roundtable/conversation hour's objective is to introduce leader's promotion-focused or prevention-focused concerns as critical influenc-

ers for employee's managerial aspirations and participation in leader development activities. Thus, a discussion on both the aspiration of leadership positions and skill improvement can enhance a discussion on how leaders impact employee's thoughts and actions.

Nathan S. Hartman, Illinois State University, **Host**
Thomas A. Conklin, Georgia State University, **Host**

Submitted by Nathan Hartman, nathan.hartman@ilstu.edu

316. Symposium/Forum: 12:00 PM-1:20 PM

Grand J

The HEXACO Model at Work: New Insights and Research Findings

Personality traits are crucial for many organizational outcomes. This symposium provides new insights into the importance of the recently introduced HEXACO model of personality for the work context. Specifically, it relates the HEXACO traits to outcomes such as career orientation, counterproductive work behavior, entrepreneurship, and job performance.

Ingo Zettler, University of Copenhagen, **Co-Chair**

Kibeom Lee, University of Calgary, **Co-Chair**

Kibeom Lee, University of Calgary, Michael C. Ashton, Brock University, **The HEXACO Model of Personality: An Overview and Issues**

Reinout E. de Vries, Vrije Universiteit Amsterdam, Kilian W. Wawoe, VU University Amsterdam, Djurre Holtrop, De Vrije University, **Proactivity as HEXACO Engagement: Relations With Entrepreneurship and Job Performance**

Samuel T. McAbee, Illinois Institute of Technology, Carmen K. Young, Rice University, **Bifactor Models of Personality: Predicting Career Orientation with the HEXACO-PI-R**

Taya R. Cohen, Carnegie Mellon University, Yeonjeong Kim, Carnegie Mellon University, Lily Morse, Carnegie Mellon University, A.T. Panter, University of North Carolina, **Personality and Counterproductive Work Behaviors: A Three-Month Diary Study**

Ingo Zettler, University of Copenhagen, Kathrin Wendler, Fresenius University of Applied Sciences, **Honesty-Humility Interacts With Organizational Context Factors in Predicting Job Performance**

Submitted by Kibeom Lee, kibeom@ucalgary.ca

317. Panel Discussion: 12:00 PM-1:20 PM

Grand K

Strategic Leadership in Organizations: Future Directions for Research and Practice

This panel will address the concept of "strategic leadership" from the standpoint of both the leadership literature and several aspects of practice in organizations. Specifically, this panel aims to create a dialogue between practitioners and academics, finding new synergies to move the conceptualization of strategic leadership forward.

Katina Sawyer, Villanova University, **Chair**

Anna Marie Valerio, Executive Leadership Strategies, LLC, **Panelist**

Nathan J. Hiller, Florida International University, **Panelist**

Suzanne J. Peterson, Arizona State University, **Panelist**

David Dinwoodie, Center for Creative Leadership, **Panelist**

Submitted by Katina Sawyer, katina.sawyer@villanova.edu

318. Master Tutorial: 12:00 PM-1:20 PM See page 6 for CE Grand L

From Fix It to Mission Critical: The Evolution of Coaching in Organizations

How organizations use coaching has evolved significantly and many now incorporate it as an important tool for achieving critical business objectives. Learn how to optimize organizational value and impact from coaching across 5 fundamental approaches—corrective, responsive, proactive, strategic, and mission critical—and strategies for progressing from one to the next.

Ellen N. Kumata, Cambria Consulting, Inc., **Presenter**

Colleen C. Gentry, Cambria Consulting, Inc., **Presenter**

Lori K. Collins, Cambria Consulting, Inc., **Presenter**

Submitted by Derek Steinbrenner, dsteinbrenner@cambriaconsulting.com

319. Panel Discussion: 12:00 PM-1:20 PM

Independence Ballroom

Social Media and Employment Decisions: More Than You Bargained For

Organizations use information from social media sites for employment decisions. These practices, however, present many legal challenges and currently lack empirical support. The purpose of this panel is to discuss the legal considerations of using social media for employment decisions and ideas for future research.

Richard J. Chambers, PepsiCo-Frito-Lay, **Co-Chair**

Shawn Bergman, Appalachian State University, **Co-Chair**

Kristl Davison, University of Mississippi, **Panelist**

Jamie L. Winter, Development Dimensions International (DDI), **Panelist**

Kevin B. Tamanini, Development Dimensions International (DDI), **Panelist**

Bart Weathington, University of Tennessee at Chattanooga, **Panelist**

Submitted by Richard Chambers, richchambersii@gmail.com

320. Panel Discussion: 12:00 PM-1:20 PM

Liberty AB

Thrive in Big Data: Change in I-O's Mindset and Toolset

This session intends to answer questions around the changes big data has brought to the field and its implications for I-O psychologists' roles, identify unique contributions of I-Os, and discuss strategies to bridge the skill gaps in practice and in graduate programs.

Jing Jin, Development Dimensions International (DDI), **Co-Chair**

Zachary T. Kalinoski, Findly, **Co-Chair**

Jennifer C. Cullen, Evolv On-Demand, **Panelist**

Melissa M. Harrell, Google, **Panelist**

Wayne C. Lee, Swipe Jobs, **Panelist**

Timothy C. Lisk, Quantcast, **Panelist**

Cole Napper, Anadarko Petroleum Corporation, **Panelist**

Submitted by Jing Jin, jinjingpsy@gmail.com

321. Panel Discussion: 12:00 PM-1:20 PM

Liberty C

How to Be Successful as a First Year Practitioner

One's first year as an industrial/organizational practitioner is a whirlwind of new challenges and opportunities. In this session, new practitioners from Ford, Google, Korn Ferry, Johnson & Johnson, and APTMetrics will foster a highly interactive discussion on how to prepare for, and be successful in, that exciting first year.

Megan L. Huth, Google, **Chair**

Charlotte L. Powers, Johnson & Johnson, **Panelist**

Marina Pearce, Ford Motor Company, **Panelist**

Jillian McLellan, Seattle Pacific University, **Panelist**

Rachael Klein, University of Minnesota/Korn Ferry, **Panelist**

Submitted by Charlotte Powers, cpowers9@its.jnj.com

322. Poster Session: 12:30 PM-1:20 PM

Franklin Hall

Global/Cross-Cultural/Organizational Culture and Climate

322-1 Cross-National Measurement Equivalence Examination of 360-Degree Leadership Ratings

This study examined measurement equivalence of 360-degree leadership ratings and self-other agreement differences between the United States and China. Conceptual equivalence and partial scalar equivalence were supported between different types of raters across countries. Chinese ratings were found to have larger self-supervisor disagreement and self-subordinate disagreement than U.S. ratings.

Luye Chang, Select International, Inc.

Janet L. Barnes-Farrell, University of Connecticut

Dev K. Dalal, University of Connecticut

Submitted by Luye Chang, schang@selectintl.com

322-2 Cross-Cultural Adjustment and Expatriation Reasons Among Indian Expatriates

Data from Indian expatriates in America ($N = 336$) showed no differences in cultural adjustment for self- versus organizationally initiated expatriates. The

latter were more motivated to expatriate by money than the former. Financial expatriation was negatively correlated with cultural adjustment, whereas exploratory expatriation was positively correlated with cultural adjustment.

Pooja B. Vijayakumar, University of Tennessee at Chattanooga
Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga
Submitted by Christopher Cunningham, chris-cunningham@utcc.edu

322-3 Repatriates' Perspectives on the Repatriate Knowledge Transfer Process

This poster challenges existing knowledge transfer models and advances the understanding of the microprocesses during repatriate knowledge transfer (RKT). Critical incidents reported by 29 U.S. American and German repatriates are content analyzed. Insights are summarized in the RKT process model, reflecting the knowledge transfer related activities of senders, recipients, and facilitators.

Anne Burmeister, Leuphana University Lüneburg
Juergen Deller, Leuphana University of Lüneburg
Joyce Osland, San José State University
Betina Szkudlarek, The University of Sydney Business School
Gary Oddou, California State University, San Marcos
Roger N. Blakeney, University of Houston

Submitted by Juergen Deller, deller@uni.leuphana.de

322-4 Exploring Cultural Diversity in Space Exploration: The Role of Context

Currently, cultural differences are important factors within teams across fields and organizations. This poster extends this to the space context by reviewing the literature and conducting interviews with NASA astronauts, flight directors, and so on. This paper highlights themes and a framework with contextual barriers and facilitators to the culture–performance relationship.

Jennifer Feitosa, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Jennifer Feitosa, jfeitosa@ist.ucf.edu

322-5 Good and Bad Simultaneously? Examining Dialectical Thinking, Conflict, and Creativity

Can a leader's dialectical thinking affect an employee's creativity? If so, how? This study of 222 employees from manufacturing firms in China found that a leader's dialectical thinking had positive relationship with employee creativity in Chinese context, and this relationship was mediated by leader conflict management approach and team conflict.

Yuntao Bai, Xiamen University
Guohang Han, Youngstown State University
Peter D. Harms, University of Nebraska, Lincoln
Wenwen Cheng, Xiamen University

Submitted by Peter Harms, pharms2@unl.edu

322-6 Putting Perceptions of Nepotism in Organizational and Cultural Contexts

Antinepotism policies treat family employment as unfair across instances and cultures. This cross-cultural study assessed perceptions of nepotism as both a general and an organizational phenomenon. Higher tolerance was found in a collectivist culture. Counter to expectations, organizational trust was positively related to perceived nepotism.

Mark Woolsey, Southwest Missouri State University
Robert G. Jones, Missouri State University

Submitted by Robert Jones, robertjones@missouristate.edu

322-7 Life Domain Conflicts and Satisfaction: Gender and Culture as Moderators

Significant moderation effects of gender and GLOBE's gender egalitarianism (GE) on the relationships between WIF (work interfering with family) and FIW (family interfering with work) and job satisfaction/family satisfaction were found. Data were used from the International Social Program (ISSP) including a sample of 13,371 participants from 25 countries.

Alina Prinz, University of Osnabrück
Regina Kempen, University of Osnabrück
Karsten Mueller, University of Osnabrück

Submitted by Karsten Mueller, karsten.mueller@uni-osnabrueck.de

322-8 International Experience and Intercultural Problem Solving: Moderating Role of CQ

This poster proposes that cultural intelligence (CQ) moderates effects of international experience on intercultural problem solving. Across 173 subjects from 24 countries, CQ compensated for negative effects of international experience on novelty while strengthening benefits of international experience for utility of solutions to high-fidelity intercultural problem simulations. Theoretical and practical implications are discussed.

Thomas Rockstuhl, Nanyang Technological University
Yaqun Liu, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Linn Van Dyne, Michigan State University

Submitted by Thomas Rockstuhl, TRockstuhl@ntu.edu.sg

322-9 Validity of Observer Ratings of Cultural Intelligence (CQ)

Results from this study with foreign professionals provide strong support for the validity of the cultural intelligence (CQ) construct and show that the sole use of self-reports leads to an underestimation of the explanatory power of CQ. Relative importance of all CQ facets for cross-cultural adjustment was established.

Klaus J. Templer, SIM University

Submitted by Klaus J. Templer, kjtempler@unisim.edu.sg

322-10 Leader Decision Making in Cross-Cultural Interactions: Investigating Cognitive Skill Dimensions

The purpose of this research is to investigate the dimensionality of cognitive skills for leader decision making in cross-cultural interactions. Findings from Air Force leaders ($N = 117$) indicate 3 cognitive skill dimensions (during interactions, knowledge acquisition, strategic/systems thinking) and different profiles of KSAs when combining job analysis data.

Jennifer S. Tucker, US Army Research Institute
Patricia L. Fogarty, Air Force Culture and Language Center
Katie M. Gunther, Center for Army Leadership

Submitted by Jennifer Tucker, jennifer.s.tucker.civ@mail.mil

322-11 Unemployment and Impaired Well-Being: Self Determination as a Causal Mechanism

Using couples as unit of analysis, this qualitative study examined the causal relationship between unemployment and well-being. Specific socio-contextual conditions that lead to deprivation of needs for autonomy and competence were found to cause increased psychological distress and reduce well-being for both the unemployed individual and their spouse.

Lalitha Urs, University of Minnesota
Cynthia Peden-McAlpine, University of Minnesota

Submitted by Lalitha Urs, lalitha.urs@gmail.com

322-12 Manipulating Power Distance: Towards an Adaptive Cultural Priming Methodology

The difficulty in procuring a culturally heterogeneous sample can make conducting cross-cultural research difficult. This study created a power-distance prime to facilitate cross-cultural research. Though our prime influenced power distance attitudes, it was found that it only impacts behavioral intentions for those low on need for cognition.

Christopher Wiese, University of Central Florida
Christopher Coultas, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Christopher Wiese, ChrisWWiese@gmail.com

322-13 Development of an Employee Green Behavior Descriptive Norms Scale

Employee green behaviors are behaviors that contribute to environmental sustainability in the workplace. However, knowledge of green behaviors in the workplace is limited by a lack of measurements tools. To address this limitation, this poster developed and validated a scale that assesses descriptive norms related to employee green behaviors.

Jacqueline C. McConaughy, California State University, San Bernardino
Mark D. Agars, California State University, San Bernardino

Nicholas J. Rockwood, California State University, San Bernardino

Alyssa A. Pettey, California State University, San Bernardino

Submitted by Mark Agars, magars@csusb.edu

322-14 Work-Family K.O.: The Resource Drain of Competitive Climate

The study asserts that competitive psychological climate (CPC) negatively impacts burnout through work-family conflict (WFC). The impact of segmentation preference (SP) was predicted to moderate the CPC-WFC and CPC-burnout relationships. Data showed that WFC fully mediated the CPC-burnout relationship, and SP had no effect.

Cody J. Bok, University of Houston

Lisa W. Sublett, University of Houston

Lisa M. Penney, University of Houston

Submitted by Cody Bok, cjbok@uh.edu

322-15 Organizational Culture and Performance: A Configurational Approach

Most studies that investigate the link between organizational culture and performance do not treat culture as a holistic phenomenon but focus on single dimensions instead. This poster suggests the use of configurational approaches to overcome this research gap and propose how different cultural configurations might be related to performance outcomes.

Martin Puppertz, Leuphana University Lüneburg

Juergen Deller, Leuphana University of Lüneburg

Submitted by Juergen Deller, deller@uni.leuphana.de

322-16 The Indirect Relationship Between Learning Climate and Work Performance

This poster examined the indirect relationship between learning climate and work performance. Utilizing robust analysis techniques on data from a sample of 625 employees from 12 organizations, the proposed relationships between the 2 was tested, as mediated by employee engagement and moderated by sector of employment (business versus public).

Liat Eldor, University of Pennsylvania

Itzhak Harpaz, University of Haifa

Submitted by Liat Eldor, leldor@wharton.upenn.edu

322-17 Political Influence, Politics Perceptions and Work Outcomes: An Experimental Investigation

Political behavior was manipulated to empirically examine its effects on perceptions of politics (POPs), job satisfaction, and intention to turnover. Results supported a strong link between political behavior and POPs, and subsequent work outcomes. These findings address a critical link between behavior and perceptions in the organizational politics literature.

Sarah E. Hill, University of Missouri-St. Louis

John P. Meriac, University of Missouri-St. Louis

Amanda L. Thomas, University of Missouri-St. Louis

Submitted by Sarah Hill, seh4@umsl.edu

322-18 Complementary or Competing Climates on Company-Level Financial Performance?

This poster tested competing theoretical predictions regarding interactions between customer orientation and ethical climates on company financial performance. Results from medical sales representatives in 77 subsidiaries revealed that the influence of customer orientation climate on company financial performance was stronger under conditions both of high ethical climate and high climate strength.

Patricia N. Martinez, Pennsylvania State University

Adam T. Myer, Johnson & Johnson

Susan Mohammed, Pennsylvania State University

Christian N. Thoroughgood, Northeastern University

Submitted by Patricia Martinez, pattymart25@gmail.com

322-19 Climate and Customer Service: The Healthy Organization

This study tested whether climate for diversity, justice, innovation, continual learning, and service enabled service organizations to maintain a healthy balance with their environment, as reflected in high customer service ratings. The results supported the hypotheses. Implications of findings are discussed and a healthy organization model proposed.

Paul J. Hanges, University of Maryland

Joo Y Park, University of Maryland

Submitted by Joo Park, joopark@umd.edu

322-20 Psychological Safety Mediation of the Gender and Employee Development Relationship

Changes in the healthcare environment necessitate employee development for providing quality care. However, gender differences exist in levels of development. This poster examined psychological safety as a mechanism that explains gender differences in development in a sample of healthcare employees ($N = 12,382$). Results supported our hypotheses.

Elizabeth Peyton, Wright State University

Katerine Osatuke, Miami University

Submitted by Elizabeth Peyton, bethpeyton1025@gmail.com

322-21 Ineffective Leadership and Employees' Outcomes: The Mediating Effects of Emotions

This study examines the relationship between 2 types of ineffective supervision (abusive supervision and authoritarian leadership style) and employees' personal and organizational strains, and how these relationships are mediated by employees' anxiety and depression. The results suggested that both types of ineffective leadership lead to similar negative employee outcomes.

Lindsay S. Pyc, McKinsey & Company

Daniel P. Meltzer, New York Life Insurance

Cong Liu, Hofstra University

Submitted by Lindsay Pyc, lindsayspyc@gmail.com

322-22 The Factor Structure of Personality Derailers Across Cultures

Despite the increasing popularity of dark-side (derailing) personality, there is little consensus over the structure of personality derailers constructs. The 5 factor model (FFM) as the universal taxonomy of bright-side personality has shown equivalence across cultures. This study examines the factor structure of personality derailers across cultures.

Jeff Foster, Hogan Assessment Systems

Dan V. Simonet, University of Tulsa

Renee F. Yang, Hogan Assessment Systems

Submitted by Renee Yang, ryang@hoganassessments.com

322-23 Gamification Wins! Creating a Customer-Oriented Mindset for Utility Employees

A gamification pilot was introduced at a utility to create a more customer oriented workforce. The pilot focused on facts related to rates and reducing energy use. Employees who played learned key facts and felt more comfortable having customer conversations related to the rate increase and reducing energy use.

Alison A. Broadfoot, San Diego Gas & Electric

Chris Chambers, San Diego Gas & Electric

Submitted by Alison Broadfoot, broadfoot7@yahoo.com

323. Symposium/Forum: 1:30 PM-2:50 PM

302-304

New Developments in Abusive Supervision Research

This symposium introduces new developments on fundamentally important issues associated with emergence and effects of abusive supervision: how supervisor emotional labor and follower deviance play roles as predictors of leader abuse, how contextual factors influence reactions to abusive supervision, and how followers come to perceive leader's behavior as abusive.

Bennett J. Tepper, Ohio State University, **Chair**

Hee Man Park, Ohio State University, **Co-Chair**

Lingtao Yu, University of Minnesota, Michelle K. Duffy, University of Minnesota,

An Examination of Emotional Labor, Subordinate Performance, and Abusive Supervision

Huiwen Lian, Hong Kong University of Science and Technology, Mingyun Huai, Hong Kong University of Science and Technology, Jiing-Lih Farh, Hong Kong University of Science and Technology, Flora Chiang, Hong Kong Baptist University, Thomas A. Birtch, University of Cambridge, **Supervisors Mistreat Due to Ego Threat**

John Schaubroeck, Michigan State University, Ann C. Peng, Richard Ivey School of Business, Sean T. Hannah, Wake Forest University, **Group Potency and**

Interpersonal Implications of Abusive Supervision

Bennett J. Tepper, Ohio State University, Hee Man Park, Ohio State University,
Michelle K. Duffy, University of Minnesota, Lorenzo Lucianetti, University of Chieti
and Pescara, Marie S. Mitchell, University of Georgia, Dana L. Haggard, University
of Missouri, **Examining the Phenomenology of Abusive Supervision**
Julian I. Barling, Queen's University, **Discussant**

Submitted by Hee Man Park, park_1378@fisher.osu.edu

324. Symposium/Forum: 1:30 PM-2:50 PM**305-306****Leadership for Organizational Safety**

This symposium consists of five presentations on the contribution of leadership to organizational safety. The studies explore a range of conceptual approaches to leadership and investigate the effect of leadership on different safety outcomes and at various organizational levels as well as in different organizational contexts.

Mark Griffin, University of Western Australia, **Chair**

Laura Fruhen, University of Western Australia, Mark Griffin, University of Western Australia, **Managerial Safety Commitment-Applying an Organizational-Level Concept to Individual Managers**

Sara M. Guediri, The University of Manchester, Laura Fruhen, University of Western Australia, **Improving Workplace Safety Through Shared Leadership**

Sean Tucker, Queen's University, Tunde Ogunfowora, University of Calgary, Dayle Diekrager, Saskatchewan Worker Compensation Board, **The Impact of CEO Ethical Leadership on Frontline Employee Injuries**

Sharon Clarke, The University of Manchester, Ian Taylor, The University of Manchester, **Developing an Intervention to Improve Safety Leadership and Safety Outcomes**

Matteo Curcuruto, University of Western Australia, Mark Griffin, University of Western Australia, Sharon K. Parker, UWA Business School, **Comparing the Effects of Coaching Versus Control-Oriented Practices by Supervisors**

Submitted by Sara Guediri, sara.guediri@mbs.ac.uk

325. Symposium/Forum: 1:30 PM-2:50 PM**309-310****Insufficient Effort Responding: From Detection to Solution**

When survey participants engage in insufficient effort responding (IER; i.e., careless or random responding), data quality will be impacted. Featuring the latest research on IER, this symposium presents novel approaches to detect and deter IER and offers new insight on the individual differences underlying IER behavior.

Jason L. Huang, Wayne State University, **Chair**

Mengqiao Liu, Wayne State University, **Co-Chair**

Qikun Niu, George Mason University, Haoshu Tian, Princeton University, Mengmeng Zhu, George Mason University, **Modeling IER Using Response Latency**
Caleb B. Bragg, Wright State University, Nathan A. Bowling, Wright State University, **IER as a Predictor for Subsequent Cooperation With Researcher Requests**

Caitlin E. Blackmore, Wright State University, Steven Khazon, Wright State University, Nathan A. Bowling, Wright State University, **Who Cares and Who's Careless? Personality and Insufficient Effort Responding**

Shan Ran, Wayne State University, Levi R. Nieminen, Denison Consulting, Mengqiao Liu, Wayne State University, Jason L. Huang, Wayne State University, **Combating the Negative Impact of Negatively Worded Items in Surveys**

Fred Oswald, Rice University, **Discussant**

Submitted by Mengqiao Liu, mengqiao.liu@wayne.edu

326. Symposium/Forum: 1:30 PM-2:50 PM**401-403****Exploring the Complex Relationships Between Culture and Creativity/Innovation**

The relationship between culture and creativity/innovation is complex and not well understood. This symposium brings together different cultural research (i.e., cross-cultural and multicultural) on creativity/innovation at both macro and micro level.

Oleksandr Chernyshenko, Nanyang Technological University, **Chair**

Kevyn Yong, ESSEC Business School, Pier V Mannucci, HEC Paris, Michel W Lander, HEC Paris, **Culture and Creativity in Organizations**

Namrita Bendapudi, Nanyang Technological University, Siran Zhan, Nanyang Technological University, Ying-yi Hong, Nanyang Technological University, **The Role of Cultural Values in Enhancing National Creativity**
Sherwin I. Chia, Nanyang Technological University, Namrita Bendapudi, Nanyang Technological University, **Self-Regulatory Effects on Cultural Norms of Creativity**

Siran Zhan, Nanyang Technological University, Namrita Bendapudi, Nanyang Technological University, Ying-yi Hong, Nanyang Technological University, **Differential Effects of Ethnic Versus Cultural Diversity on Innovation**

Kathrin J. Hanek, University of Michigan, Fiona Lee, University of Michigan, **Biculturalism and Affective Components of Choice**

Submitted by Sherwin Chia, chia0311@e.ntu.edu.sg

327. Community of Interest: 1:30 PM-2:50 PM**404****Cognitive Science: Fertile Grounds for I-O**

Stephen M. Fiore, University of Central Florida, **Host**

Gilad Chen, University of Maryland, **Host**

Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), **Coordinator**

328. Panel Discussion: 1:30 PM-2:50 PM**407-409****Leveraging an I-O Internship for Career Excellence**

Graduate level internships are often the first steps that Master's and PhD students take to shape their professional career. This panel, comprising mentors of interns, current I-O student interns and past I-O student interns, discusses how to best capitalize on the internship experience to develop a strong professional career foundation.

Mark S. Nagy, Xavier University, **Chair**

Vinaya Sakpal, University of Maryland College Park, **Co-Chair**

Kathryn E. Keeton, NASA/ Wyle, **Panelist**

Robert W. Stewart, PDRI, a CEB Company, **Panelist**

Feliks Goldin, Freddie Mac, **Panelist**

Thomas S. Skiba, Florida Institute of Technology, **Panelist**

Submitted by Vinaya Sakpal, vinayas1@umbc.edu

329. Alternative Session Type: 1:30 PM-2:50 PM**Franklin 08****Environmental Sustainability: Taking the Lead on Research and Practice**

Collaborative working session to provide guidance for I-O psychologists to take a much-needed leadership role in both research and practice related to environmental sustainability (ES) in organizations. This includes framing ES as a psychological and ethical criterion space, and identifying themes to help structure theory-driven research.

Stephanie R. Klein, Pennsylvania State University, **Presenter**

Rodney L. Lowman, Alliant International University, **Presenter**

Robert G. Jones, Missouri State University, **Presenter**

Submitted by Stephanie Klein, srklein42@hotmail.com

330. Symposium/Forum: 1:30 PM-2:50 PM**Franklin 09****Recent Developments in Interview Impression Management and Faking Research**

This symposium offers a theoretical and empirical contribution to research on honest and deceptive (i.e. faking) impression management in employment interviews. It addresses the dispositional and situational antecedents of deceptive IM, the use of IM across selection methods, and the measurement of honest versus deceptive IM.

Nicolas Roulin, University of Manitoba, **Co-chair**

Joshua S. Bourdage, Western University, **Co-Chair**

Anne-Kathrin Buehl, Universität Ulm, Klaus G. Melchers, Universität Ulm, **Who Fakes in Employment Interviews?**

Stephanie J. Law, University of Calgary, Thomas A. O'Neill, University of Calgary, Joshua S. Bourdage, Western University, **Interview Faking: Investigation of Who Engages in IM And Why**

Vanessa Jacksch, Justus Liebig University Giessen, Ute-Christine Klehe, Justus

Liebig University Giessen, Nicolas Roulin, University of Manitoba, **Candidates' Impression Management in the Résumé, Cover Letter, and Interview**
 Joshua S. Bourdage, Western University, Nicolas Roulin, University of Manitoba, Rima Tarraf, University of Western Ontario, **Further Validation of the Interview Honest Impression Management Measure**
 Julia Levashina, Kent State University, **Discussant**
 Submitted by Nicolas Roulin, nicolas.roulin@umanitoba.ca

331. Symposium/Forum: 1:30 PM-2:50 PM

Franklin 10

Rethinking Recovery: New Trends, Extensions, and Considerations

Recovery has become a critical topic in the organizational sciences as scholars explore ways employees can recuperate from workplace stress. This symposium advances the recovery literature by considering novel boundary conditions, analytic approaches, and contexts that can influence the effectiveness of recovery for employee well-being, motivation, and performance.

Andrew Bennett, Virginia Commonwealth University, **Co-Chair**
 Allison S. Gabriel, Virginia Commonwealth University, **Co-Chair**
 Allison S. Gabriel, Virginia Commonwealth University, Arik Cheshin, University of Haifa, Gerben A. Van Kleef, University of Amsterdam, James M. Diefendorff, University of Akron, **Emotion Regulation Knowledge as a Boundary Condition of Work Recovery**
 Maïke E. Debus, University of Zurich, Charlotte Fritz, Portland State University, **Becoming a Supervisor: Linking the JD-R Model With Detachment**
 Andrew Bennett, Virginia Commonwealth University, Allison S. Gabriel, Virginia Commonwealth University, Jason Dahling, The College of New Jersey, Charles C. Calderwood, Virginia Commonwealth University, **Understanding Patterns of Workplace Recovery Experiences**
 Sabine Sonnentag, University of Mannheim, **Psychological Recovery Climate: Relations With Recovery Experiences and Well-Being**
 John P. Trougakos, University of Toronto, **Discussant**
 Submitted by Allison Gabriel, agabriel2@vcu.edu

332. Poster Session: 1:30 PM-2:20 PM

Franklin Hall

Personality

332-1 Applying Survival Analysis to Predict Turnover Using Narrow Personality Traits

Recently, survival analysis has become a popular statistical tool to predict turnover. This technique has yet to be used when considering personality as a predictor of turnover. Results showed that competitiveness was most important when predicting turnover using survival analysis. Implications of this finding are discussed.

David J. Swiderski, University at Albany, SUNY
 Vahe Permzadian, University at Albany, SUNY
 Michael Dillen, University at Albany, SUNY
 Submitted by David Swiderski, dj27swid@gmail.com

332-2 Reinventing Proactive Personality: Reconstruction of Construct and Measurement

These findings supported that proactive personality might be better construed as a 3-dimensional compound personality construct than as a unitary construct. It is expected that the revised scale, based on the recent developments in the construct, may be able to explain greater variance in some important organizational outcomes.

Bharati B. Belwalkar, Louisiana Tech University
 Jerome J. Tobacyk, Louisiana Tech University
 Submitted by Bharati Belwalkar, bharati.belwalkar@gmail.com

332-3 Nonlinear Relationships of Narrow Personality and Narrow Leadership Criterion Constructs

Past research on the personality-performance link show inconsistent findings on the shape (linear vs. nonlinear) of such relationships. This poster approaches this research question by examining narrow personality and narrow criterion constructs that are theoretically and empirically related.

Nikki Blacksmith, The George Washington University
 Renee F. Yang, Hogan Assessment Systems
 Submitted by Nikki Blacksmith, nikki.blacksmith@gmail.com

332-4 Personality and Job Satisfaction: Interpersonal Job Context as a Moderator

Drawing from the person-job (P-J) fit literature and trait activation theory, this poster examined the moderating effect of interpersonal work context on the relationship between two personality factors (Extraversion and Agreeableness) and job satisfaction. Results indicate that interpersonal context strengthened the association between Extraversion (but not Agreeableness) and job satisfaction.

Reed J. Bramble, Wayne State University
 Mengqiao Liu, Wayne State University
 Justin J. Aqwa, Wayne State University
 Jason L. Huang, Wayne State University
 John W. Lounsbury, University of Tennessee/Resource Associates, Inc.
 Submitted by Reed Bramble, reed.bramble@wayne.edu

332-5 Pride or Partnership? The Relationship Between Ambition and Information Sharing

This poster contends that ambition is misrepresented by past research and proposes a new conceptualization of ambition as the interaction of 2 personality traits. This research explored the effect of this trait interaction on information sharing, hypothesizing that ambitious individuals would be the most unlikely to share information with others.

Matthew P. Crayne, Pennsylvania State University
 Samuel T. Hunter, Pennsylvania State University
 Submitted by Matthew Crayne, matthew.crayne@gmail.com

332-6 Theory of Observer Ratings

This poster estimated 6 sources of variance in observer ratings of Conscientiousness that can be attributed to: ratees' general Conscientiousness, ratees' facet Conscientiousness, raters' overall biases, raters' facet biases, dyadic relationships, and measurement error. Support was found for 4 out of 6 hypothesized sources of variance.

Bobbie A. Dirr, University of Houston
 Paras Mehta, University of Houston
 Submitted by Bobbie Dirr, bobbiedirr@gmail.com

332-7 VIE Predictors of Faking on HEXACO Personality in Selection Situations

This study utilized an experimental design ($N = 434$) to examine factors from the VIE theory that impact faking on the HEXACO personality questionnaire. Findings indicated faking warnings designed to influence expectancy, and valence manipulations (i.e., job desirability) impacted the level of response distortion, although the expectancy manipulation was more robust.

Patrick D. Dunlop, University of Western Australia
 Joshua S. Bourdage, Western University
 Reinout E. de Vries, Vrije Universiteit Amsterdam
 Submitted by Patrick Dunlop, patrick.dunlop@uwa.edu.au

332-8 Faking Care of Business: Effect of Impression Management on Sales

Impression management might be a necessary skill for salespeople. Thus, selecting out or correcting personality scores on the basis of an impression management score could lower organizational performance. It was found that impression management does not have a relationship with performance and that removing applicants or correcting scores improved overall performance.

Jenna N. Filipkowski, Human Capital Institute
 Kathryn G. Van Dikhorn, Nationwide Insurance
 Submitted by Jenna Filipkowski, jennafilipkowski@gmail.com

332-9 Do Self- and Other Ratings of Vocational Interests Follow Known Rules?

This study investigated how self- and other ratings of vocational interests converge among family members. Using the Personal Globe Inventory-Short, data were obtained from 143 student-parent dyads. Vocational interests showed high levels of self-other agreement, moderate assumed similarity, and low reciprocity. Also, same-gender dyads shared more interests than mixed-gender dyads.

Djurre Holtrop, De Vrije University
 Marise Ph Born, Erasmus University-Rotterdam
 Reinout E. de Vries, Vrije Universiteit Amsterdam
 Submitted by Djurre Holtrop, djurre.holtrop@gmail.com

332-10 Incremental Validity of Emic–Etic Personality Dimensions in Predicting Job Performance

Cognitive abilities, personality (emic–etic), and performance data was collected from 2 groups, 439 Chinese and Romanian employees. Analyses revealed that the incremental validity of etic and emic personality dimensions varies significantly across the 2 investigated groups. This paper enriches the current perspectives regarding personality's role in predicting job performance.

Andrei Ion, University of Bucharest
 Dragos G. Iliescu, University of Bucharest
 Dan Ispas, Illinois State University
 Alexandra Ilie, Illinois State University
 Submitted by Andrei Ion, andrei.ion@fpse.unibuc.ro

332-11 Invariance of Interests Between Job Applicants and Employees: IRT Analysis

Vocational interests were examined for their invariance between potential job applicants and incumbent employees. Differential item functioning (DIF) analyses conducted using IRT indicated potential interest differences between applicants and employees in line with vocational interest theory. Study findings suggest that interests may function differently for applicants than for employees.

Valerie A. Johnson, Central Michigan University
 Michael Grossenbacher, Central Michigan University
 Submitted by Valerie Johnson, johnva15@gmail.com

332-12 Using Self-Set Goals to Compensate for Low Personal Initiative

Personal initiative is a construct that has gained considerable research attention. However, much of the attention has centered on the benefits for high-initiative individuals. Results from an experimental, academic field study indicated that goal setting can bridge the performance gap for low-initiative individuals. Results and implications are discussed.

Zachary T. Kalinoski, Findly
 Debra Steele-Johnson, Wright State University
 Julie A. Steinke, George Mason University
 Truman J. Gore, Wright State University
 Damon Drown, Findly
 Submitted by Zachary Kalinoski, ztkalinoski@yahoo.com

332-13 Personality Traits and Trust in the Workplace

This study examines the relationships between personality traits and propensity to trust, as well as the relationship between perceptions of leader personality traits and leader trustworthiness. Nine hundred individuals from 18 organizations participated in this study, providing a promising foundation on which to base future research.

Amanda Kreun, University of Minnesota
 Robert Sicora, University of St. Thomas
 Chelsey Stepanek, St. Cloud State University
 Submitted by Amanda Kreun, kreun014@umn.edu

332-14 Not Too Dark: When Narcissism Relates Favorably to Creativity

This study was conducted to resolve the discrepant results in previous studies on relations between narcissism and creativity. Considering individual differences in construal level and domain knowledge as boundary conditions, the association between narcissism and creativity is positive when both construal level and domain knowledge are high.

Lingling Pan, Michigan State University
 Szu-Han Lin, Michigan State University
 Russell E. Johnson, Michigan State University
 Submitted by Szu-Han Lin, linszu@broad.msu.edu

332-15 Speaking Up at Work: Personality's Role in Employee Voice Behavior

This study examined relationships between job attitudes and employee voice behavior (EVB), and the role of personality in those relationships. Job satisfaction and turnover intentions were found to be related to EVB,

and Extraversion predicted EVB. In addition, Extraversion was found to moderate the relationships between job attitudes and EVB.

Archana Manapragada, Florida International University
 Valentina Bruk Lee, Florida International University
 Julie J. Lanz, Florida International University
 Armando Falcon, Florida International University
 April D. Schantz, Florida International University
 Submitted by Archana Manapragada, amana008@fiu.edu

332-16 The Influence of Followers' Narcissism on Their Perception of Leadership

The first goal of this study is to measure the relationship between followers' narcissistic traits and their perception of transformational and laissez-faire leadership style. A second goal is to measure the mediating role of perception of supervisor's leadership style in explaining the effect of narcissism on job satisfaction.

Cynthia Mathieu, Université du Québec a Trois-Rivières
 Submitted by Cynthia Mathieu, cynthia.mathieu@uqtr.ca

332-17 Incremental Validity of the Dark Triad Traits

Relationships among the Dark Triad traits (Machiavellianism, Psychopathy, Narcissism) and links to the Big 5 dimensions of personality were examined. Findings were utilized to assess the incremental validities. Sizeable incremental validities emerged for the Dark Triad over each other and over the Big 5 when relating to counterproductive workplace behaviors.

Mariah Moore, University of Minnesota
 Deniz S. Ones, University of Minnesota
 Submitted by Mariah Moore, moor1291@umn.edu

332-18 Expanding the Five-Factor Model Aberrant Traits to the Interpersonal Domain

The 5-factor model (FFM) aberrant traits were mapped on the interpersonal circumplex (IPC). Although generally supportive of the hypothesized relationships, results showed that FFM narcissistic traits were closer to the FFM antisocial traits on the IPC than expected, possibly due to item content overlap engendered by the FFM compound technique.

Gonzalo J. Munoz, Universidad Adolfo Ibáñez
 Dan S. Chhabur, Texas A&M University
 Lumina Albert, Colorado State University
 Submitted by Gonzalo Munoz, gonzalo.munoz@uai.cl

332-19 Do Your Work: Role of Social Loafing in Efficacy–Satisfaction Relationship

This poster examined the moderating role of social loafing on the relationship between efficacy and satisfaction. Social loafing perceptions moderated the effects of self-efficacy and team-efficacy on self- and team satisfaction. This study provides evidence of the negative impacts of social loafing.

Cameron G. Brown, University of Tulsa
 Rose Fonseca, University of Tulsa
 Anupama Narayan, University of Tulsa
 Submitted by Anupama Narayan, anupama-narayan@utulsa.edu

332-20 Relationships Among Personality, Sleep Quality, Psychological Safety, and Perceived Workload

This study examined the effects of sleep quality and personality on the outcomes of psychological safety and perceived workload. Further, it explored the incremental validity of sleep quality over and beyond personality. It was found that sleep quality predicted above and beyond personality, in regard to psychological safety and perceived workload.

Westley A. Youngren, University of Tulsa
 Sydnie Cunningham, University of Tulsa
 Anupama Narayan, University of Tulsa
 Submitted by Anupama Narayan, anupama-narayan@utulsa.edu

332-21 Interpersonal Theory as a Means to Examine Workplace Interpersonal Adaptability

Using a global sample of executives, this study applied interpersonal theory to the workplace to better explicate the highly valued, but little-understood, characteristic of interpersonal adaptability. Results indicated that perceived interpersonal adaptability was related to willingness of supervisors to assign an individual to tasks high in interpersonal content.

Charlotte L. Powers, Johnson & Johnson

Submitted by Charlotte Powers, cpowers9@its.jnj.com

332-22 Locus of Control: Evaluation of the Self or the Environment?

This poster examined the appropriateness of including locus of control as an indicator of CSE. Across multiple studies, results demonstrated that model fit for the higher-order CSE construct is better when locus of control is excluded as a trait indicator and locus of control moderates relations of CSE with outcomes.

Szu-Han Lin, Michigan State University

Russell E. Johnson, Michigan State University

Christopher C. Rosen, University of Arkansas

Chu-Hsiang Chang, Michigan State University

Submitted by Christopher Rosen, crosen@walton.uark.edu

332-23 Culture Moderates the Relation Between Core Self-Evaluations and Well-Being

This poster examined the impact of core self-evaluations (CSE) and self-construal in 2 distinct cultures. Results showed that CSE was predictive of subjective well-being in both the U.S. and Philippines. The differential impact of CSE on physical health was shown to be dependent upon varying levels of self-construal.

Patrick J. Rosopa, Clemson University

Jesus A. Datu, De La Salle-College of St. Benilde

Stephen A. Robertson, Clemson University

Theresa P. Atkinson, Clemson University

Submitted by Patrick Rosopa, prosopa@clemson.edu

332-24 Determining Which Personality Level Best Predicts Leadership Effectiveness: Meta-Analysis

Using meta-analysis, this study aimed to determine which level of the personality hierarchy (from the Big 5 to the General Factor) best predicts leadership effectiveness. Results reveal that personality factors toward the top of the personality hierarchy may be better at predicting leadership effectiveness than the widely used Big 5 factors.

Mark Do, Peter Berry Consultancy

Amirali Minbashian, University of New South Wales

Submitted by Michael Sanger, m.sanger@yahoo.com

332-25 Effects of Framing on Personality Assessment Response Distortion

This study examined instruction framing effects personality response distortion. Participants ($n = 157$) completed a personality inventory with no framing, opportunity framing, or threat framing. Distortion was present in both framing conditions but highest in threat framed. Threat framing led to higher levels of negative emotions, which partially accounted for the relationship between framing and distortion.

Katherine A. Sliter, pan-Performance Assessment Network

April R. Holland, pan-Performance Assessment Network

Submitted by Katherine Sliter, katherineslitter@gmail.com

332-26 Core Self-Evaluations Over Time: Predicting Within-Person Variability

Core self-evaluations (CSE) is assumed to be a stable characteristic. However, very little research has examined this assumption. This study examined within-person variability in CSE, drawing from several self-concept theories. Analyses indicated substantial within-person variance in CSE over time, which was related to occupational support, income, and education.

Michael C. Tocci, Florida Institute of Technology

Patrick D. Converse, Florida Institute of Technology

Submitted by Michael Tocci, Mtocci2011@my.fit.edu

332-27 Smart and Slick: Relationships Among Cognitive Ability, Personality, and Faking

An archival study of 62,000 job candidates and an experiment using signal detection theory found that faking ability (without being caught) is related to cognitive ability. Higher cognitive ability was related to more desirable personality characteristics, less self-presentation, and greater sensitivity to identifying faking items embedded within a personality inventory.

Jialin Huang, Illinois Institute of Technology

Brett M. Wells, Aon Hewitt

Daniel Nguyen, Wonderlic Inc.

Submitted by Brett Wells, brett.wells57@gmail.com

332-28 Reliability Generalization and Meta-Analysis of the Big Five Aspects Scale

Reliability generalization and meta-analysis of the Big 5 Aspects Scale was conducted. Results indicate scales had internal consistency reliabilities $>.80$ and that approximately 30% of within-domain aspect variance was shared, leaving 70% as unique. Between-domain aspect relations revealed complex trait structures that may have utility for applied research.

Michael P. Wilmot, University of Minnesota-Twin Cities

Deniz S. Ones, University of Minnesota

Colin G DeYoung, University of Minnesota-Twin Cities

Submitted by Michael Wilmot, wilmo040@umn.edu

332-29 Physician Personality Is Associated With Excessive Medical Diagnostic Test Ordering

This meta-analysis examined the association between excessive medical diagnostic test ordering and physician personality traits of risk taking, tolerance for uncertainty, introversion/extroversion, and intuition/sensing. Excessive test ordering was moderately correlated with risk taking, introversion, and intuition, and weakly correlated with tolerance for uncertainty.

Martin C. Yu, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Submitted by Martin Yu, yuxx0407@umn.edu

332-30 Personality, Ability, and Applicant Attraction: A Meta-Analysis

A meta-analysis was conducted to assess the relationship between applicant deep-level characteristics (i.e., applicant ability and personality) with recruiting outcomes. Results indicated that several recruitment relevant applicant individual differences are related to applicant attraction, independent of organizational influences. Stronger effect sizes were found for field studies (versus lab studies).

Ryan D. Zimmerman, Virginia Tech

Brian W. Swider, Georgia Institute of Technology

Steven D. Charlier, Georgia Southern University

Abigail J. Pierotti, University of Iowa

Submitted by Ryan Zimmerman, rdzimmer@vt.edu

333. Symposium/Forum: 1:30 PM-2:50 PM

Grand A

Teams on ICE: Team Research in Spaceflight Analogs

Future spaceflight missions will place teams in isolated, confined, and extreme (ICE) environments over long durations. To enable research on issues related to teams on exploration missions, spaceflight analog environments have been identified, developed, and studied. The research presented in this symposium highlights studies of teamwork in these environments.

William B. Vessey, EASI/Wyle, NASA Johnson Space Center, **Chair**

Steve W. J. Kozlowski, Michigan State University, Chu-Hsiang Chang, Michigan State University, Samantha K. Baard-Perry, Michigan State University, Marina Pearce, Ford Motor Company, Aurora J. Dixon, Michigan State University, Jessica M. Santoro, Michigan State University, **Capturing Team Process Dynamics**

Christopher A. Miller, Smart Information Flow Technologies, **Nonintrusive Psychosocial State Assessment From Team and Individual Verbal Behaviors**

Pete Roma, Institutes for Behavior Resources/Johns Hopkins University, Steven Hursh, Institutes for Behavior Resources/Johns Hopkins University, Nandu Goswami, Medical University of Graz, Alexander Kumar, UK National Health Service, Evangelos Kaimakamis, Aristotle University of Thessaloniki, Adrianos Golemis, European Astronaut Centre, **Group Cohesion in Isolated, Confined, and Extreme Environments**

Eduardo Salas, University of Central Florida, Tripp Driskell, Florida Maxima Corporation, Shawn Burke, University of Central Florida, James Driskell, Florida Maxima Corporation, Lindsay Neuberger, University of Central Florida, **Assessing Individual and Team Functioning "At a Distance"**

Scott I. Tannenbaum, Group for Organizational Effectiveness, John E. Mathieu, University of Connecticut, George M. Alliger, Group for Organizational Effectiveness, Christopher P. Cerasoli, Group for Organizational Effectiveness, Jamie S. Donsbach, Group for Organizational Effectiveness, **Using Realistic Analog Environments to Test Team Self-Debriefing for Astronauts**

Submitted by William Vessey, william.b.vessey@nasa.gov

334. Panel Discussion: 1:30 PM-2:50 PM**Grand B****Implementing Diversity and Inclusion Practice in Organizations: Challenges and Opportunities**

Panelists will respond to questions about the development and likely future of the field of diversity and inclusion, including the development of ISO-type standards. Participants include a diversity officer, organizational consultants, and a SHRM executive who oversees the development of these standards. Discussion will be encouraged.

Rosemary Hays-Thomas, University of West Florida (retired), **Chair**
 Marc Bendick, Jr., Bendick and Egan Economic Consultants, Inc., **Panelist**
 Kim M. LeDuff, University of West Florida, **Panelist**
 Debra Cohen, Society for Human Resource Management, **Panelist**
 David Tulin, Tulin DiversiTeam Associates, **Panelist**

Submitted by Rosemary Hays-Thomas, rlowe@uwf.edu

335. Master Tutorial: 1:30 PM-2:50 PM See page 6 for CE Grand C**Using Background Checks in the Employee Selection Process**

Background checks are a hot topic for both EEOC and OFCCP enforcement. Complicating matters is that validating background checks is different from the typical validation study. Attendees will learn about the legal issues associated with background checks as well as how to validate the use of background check components.

Michael G. Aamodt, DCI Consulting Group, **Presenter**
 Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, **Presenter**
 Submitted by Mike Aamodt, maamodt@dciconsult.com

336. Panel Discussion: 1:30 PM-2:50 PM**Grand D****How to Sell the Value of I-O**

To goal of this panel is to share examples and lessons learned in the process of "selling" the value of I-O to different types of "clients." The goal is to equip the sessions' attendees with a useful toolkit they can use to better represent the value I-O brings at the table.

Irina F. Cozma, Development Dimensions International (DDI), **Chair**
 Tobin V. Anselmi, Microsoft Corporation, **Panelist**
 James P. Clevenger, Development Dimensions International (DDI), **Panelist**
 Ted B. Kinney, Select International, **Panelist**
 Abby L. Mello, Towson University, **Panelist**
 Nathan J. Mondragon, Oracle, **Panelist**

Submitted by Irina Cozma, irina.cozma@ddiworld.com

337. Alternative Session Type: 1:30 PM-2:50 PM**Grand I****Using Science Mapping and Meta-Analysis to Bridge the Scientist-Practitioner Divide**

Six presentations describe needs, challenges, and examples of knowledge summarization and transfer from published I-O research to practitioner application. We describe a database of a half-million I-O findings that can be instantly summarized using meta-analysis. Attendees will participate by Q-sorting I-O variables to produce a map of the field.

Frank A. Bosco, Virginia Commonwealth University, **Co-Chair**
 Krista L. Uggerslev, Northern Alberta Institute of Technology, **Co-Chair**
 Piers Steel, University of Calgary, **Author**
 Herman Aguinis, Indiana University, **Author**
 James G. Field, Virginia Commonwealth University, **Author**
 Charles A. Pierce, University of Memphis, **Author**
 Alec H. Munc, Clemson University, **Author**
 John M. Daniel, First Horizon National Corp., **Author**
 David G. Allen, University of Memphis, **Author**
 Izabela Widlak, Illinois Institute of Technology, **Author**
 Shreya T. Sarkar-Barney, Human Capital Growth, **Author**
 N. Sriram, implisci.com, **Author**

Submitted by Frank Bosco, siop@frankbosco.com

338. Symposium/Forum: 1:30 PM-2:50 PM**Grand J****New Developments in Rater Training Research**

Rater training is important for various HR activities. This symposium highlights contemporary research on rater training in different arenas such as performance appraisal, job interviews, and foreign language testing. New and emerging trends in rater training research and practice will be discussed.

C. Allen Gorman, East Tennessee State University, **Co-Chair**
 Klaus G. Melchers, Universität Ulm, **Co-Chair**
 C. Allen Gorman, East Tennessee State University, John P. Meriac, University of Missouri-St. Louis, Joshua Ray, University of Tennessee, Tom Roddy, East Tennessee State University, **A Survey of Rater Training Programs in U. S. Organizations**
 Klaus G. Melchers, Universität Ulm, Miriam von Aarburg, Federtechnik Kaltbrunn AG, Nadja Lienhardt, Zurich Financial Services, **FOR Training Versus Descriptively Anchored Rating Scales in Interviews: Equally Effective?**
 Neil M. A. Hauenstein, Virginia Tech, Maureen E. McCusker, Virginia Tech, **What's More Important? Rater Training Content or Practice and Feedback**
 Eric A. Surface, SWA Consulting Inc., James Kemp Ellington, Illinois Institute of Technology, Helen Hamlyn, Language Testing International (LTI), **Using FOR to Train and Certify Language Proficiency Assessment Raters**
 Michael Buckley, University of Oklahoma, **Discussant**

Submitted by C. Allen Gorman, gormanc@etsu.edu

339. Symposium/Forum: 1:30 PM-2:50 PM**Grand K****Using Networks to Influence People and Ignite Change**

This symposium examines networks as a strategy to initiate change and transformation. It features an introduction to the field and 3 applied research projects using different approaches to leverage networks. The symposium concludes with a collaborative discussion on the benefits and challenges of using networks to influence and change.

Donna Chrobot-Mason, University of Cincinnati, **Co-Chair**
 Kristin L. Cullen, Center for Creative Leadership, **Co-Chair**
 Kristin L. Cullen, Center for Creative Leadership, **Network Interventions in Organizations and Communities**
 Noshir Contractor, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, **Leveraging Social Networks to Achieve Social Influence at Scale**
 Donna Chrobot-Mason, University of Cincinnati, Charles J. Palus, Center for Creative Leadership, Alexandra Gerbasi, Grenoble Ecole de Management, **Cultivating Networks That Support Transformation and Innovation**
 Tracey E. Rizzuto, Louisiana State University, Mary Ellen Brown, Louisiana State University, Pallavi Singh, Louisiana State University, **Building Community Networks by Turning Competitors Into Collaborators**

Submitted by Kristin Cullen, cullenk@ccl.org

340. Symposium/Forum: 1:30 PM-2:50 PM**Grand L****Mobile Devices in Talent Assessment: The Next Chapter**

I-O research of mobile devices used in talent assessment must evolve in tandem with the technology. Therefore, this session will introduce the next chapter of mobile device testing research by providing the latest usage trends and zeroing in on the specific variables impacting equivalence, performance, and reactions.

Neil Morelli, Logi-Serve LLC, **Chair**
 Tara K. McClure, Aon Hewitt, Anthony S. Boyce, Aon Hewitt, **Selection Testing: An Update of Trends in Mobile Device Usage**
 Brandy N. Parker, Johnson & Johnson, Adam W. Meade, North Carolina State University, **Smartphones in Selection: Exploring Measurement Invariance Using Item Response Theory**
 Kelly D. Dages, General Dynamics Information Technology, John W. Jones, General Dynamics Information Technology, **Mobile Device Administration: Does Length or Level of Assessment Matter?**
 Cavan J. Gray, University of Georgia, Neil Morelli, Logi-Serve LLC, William L. McLane, University of Georgia, **Does Use Context Affect Selection Assessments Delivered via Mobile Devices?**
 Sara Lambert Gutierrez, CEB, Jolene M. Meyer, SHL, Paul M. Fursman, CEB, **What Exactly Drives Positive Reactions to Mobile Device Administration?**
 Submitted by Neil Morelli, neil.morelli@gmail.com

341. Symposium/Forum: 1:30 PM-2:50 PM**Independence Ballroom****Silver Tsunami: A Concern for Organizations or Awesome Band Name?**

This session intends to discuss changes the "Silver Tsunami" of Baby Boomer retirements will bring to the workforce. Research from 4 large, diverse companies explains the implications of using assessments, indexes, and prediction to identify skill gaps, institutional knowledge loss, and knowledge transfer to assist in future organizational success.

Cole Napper, Anadarko Petroleum Corporation, **Chair**

Cole Napper, Anadarko Petroleum Corporation, Chris Howell, Anadarko Petroleum Corporation, **Workforce Planning Away Your Retirement Woes**

Jennifer A. Diamond, Allstate Insurance Company, **Predicting Retirement With Supervisor Ratings of Risk**

Bill Gerber, PeopleAnswers, Jonathan Ke Kirchhoff, PeopleAnswers, **Bridging the Generational Gap**

Luke A. Simmering, Walmart, **Pinpointing Institutional Knowledge Loss by Generation**

Arlene P. Green, Frito-Lay, Inc., **Discussant**

Submitted by Cole Napper, cole.napper@gmail.com

342. Symposium/Forum: 1:30 PM-2:50 PM**Liberty AB****Big Data or Big Deal: Conducting Impactful Research in Organizations**

This symposium focuses on the difference between mining Big Data and conducting rigorous research in HR. Practitioners from Intel, ConAgra Foods, State Farm Insurance, Sprint, and JetBlue Airways will provide examples of analytic initiatives they have implemented in their organizations and provide their perspective on the Big Data phenomenon.

Sarah A. Sinnett, ConAgra Foods, **Chair**

Amy S. Walzer, ConAgra Foods, **Co-Chair**

Alexis A. Fink, Intel Corporation, **Applying Big Data Approaches to I-O Problems**

Sara J. Roberts, ConAgra Foods, Amy S. Walzer, ConAgra Foods, Sarah A. Sinnett, ConAgra Foods, **Best of Both Worlds: Integrating Big Data Into HR Research**

Daniel R. Hawthorne, State Farm, Evgeniya E. Pavlova Miller, State Farm, **Bringing Together Multiple Data Streams Into a River of Information**

Ryan Dullaghan, JetBlue Airways, Andrew Biga, JetBlue Airways, Amy K. Legge, University of Central Florida, Samuel E. Kaminsky, George Washington University, **Building Data Models Through Big Data Analytics: The JetBlue Experience**

Debra D. Mitchell, Sprint, Michael Blair, Sprint, Andrew Speer, SHL, **Big Data at Sprint: Front-Line Employee Insights**

Submitted by Sara Roberts, sara.roberts@conagrafoods.com

343. Symposium/Forum: 1:30 PM-2:50 PM**Liberty C****Box Scores and Bottom Lines: Sports Data and Staffing Research**

This symposium brings together studies that further lay the groundwork for the integration of evidence-based approaches to staffing with the unique challenges of selecting and recruiting athletes and coaches. Samples from the NBA, MLB, NFL, and the NCAA basketball leagues are analyzed and implications for management and practice are established.

Brian J. Hoffman, The University of Georgia, **Co-Chair**

Andrea L. Hetrick, University of Georgia, **Co-Chair**

Thomas E. Schoenfelder, Caliper Management, **Using Personality to Identify Undervalued Talent in Major League Baseball**

Brian D. Lyons, Elon University, Brian J. Hoffman, University of Georgia, **High-Stakes Testing in the NFL: Offering Evidence-Based Results**

Evan Skloot, Elon University, William A. Gentry, Center for Creative Leadership, **Do Star Ratings Predict NCAA and NBA Basketball Performance?**

Jacob L. Martin, University of Georgia, Jorge Lumberras, University of Georgia, Alexander C. LoPilato, University of Georgia, **Staffing Diverse Leaders: Glass Cliffs and Their Outcomes in Coaching**

Rodney A. McCloy, HumRRO, **Discussant**

Submitted by Andrea Hetrick, ahetrick@uga.edu

344. Symposium/Forum: 3:30 PM-4:20 PM**302-304****Resources for Students in Managing Work, School, and Family Roles**

Whereas work-family research has proliferated, scholars have understudied

multiple role involvement among students. This symposium showcases 4 papers that examined the work-school-family interface using diverse methodologies, with special emphasis on resources for students. Implications for research and practices in higher education and business are discussed.

Valerie J. Morganson, University of West Florida, **Co-Chair**

Youngah Park, Kansas State University, **Co-Chair**

Youngah Park, Kansas State University, Justin M. Sprung, Luther College, **Work-School Conflict, Work-School Supportive Supervisor Behaviors, and Well-Being**

Laurel A. McNall, SUNY Brockport, Jesse S. Michel, Auburn University, **The Effect of School-Specific Resources on Managing Work/School Roles**

Kayla A. Duperreault, University of West Florida, Valerie J. Morganson, University of West Florida, **Teacher Support: Expanding Supportive Supervision to the School Domain**

Steven A.Y. Poelmans, EADA Business School, **Discussant**

Submitted by Valerie Morganson, vmorganson@uwf.edu

345. Symposium/Forum: 3:30 PM-4:20 PM**305-306****#VirtualTeamDevelopment: Applying the Science**

Virtual teams are now the norm; yet we are lacking in effective development practices. This symposium provides both an overview of current research regarding virtual team training, learning, and assessment while also serving as an opportunity for active discussion regarding the future of virtual team development.

Tine Koehler, The University of Melbourne, **Chair**

Christina N. Lacerenza, University of Central Florida, **Co-Chair**

Ashley M. Hughes, Institute for Simulation and Training, **Co-Chair**

Christina N. Lacerenza, University of Central Florida, Shannon L. Marlow, University of Central Florida, Dana Joseph, University of Central Florida, Eduardo Salas, University of Central Florida, **Improving Virtual Team Effectiveness through Team Cognition: A Meta-Analysis**

Tine Koehler, The University of Melbourne, Iris Fischlmayr, Johannes Kepler University, **Individual Learning in Virtual Team Settings**

Ashley M. Hughes, Institute for Simulation and Training, Tiffany Cooper, Clemson University, Tiffany M. Bisbey, University of Houston, Nastassia M. Savage, Clemson University, Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, **Distributed Expertise in Healthcare: The New Frontier for Measurement**

Zachary N.J. Horn, Aptima, Inc., **Discussant**

Submitted by Ashley Hughes, ashleyh@knights.ucf.edu

346. Symposium/Forum: 3:30 PM-4:20 PM**309-310****Deciphering the Meaning of Adaptation Through the Context of Change**

Adapting to new or changed situations is critical in the current workplace. However, research typically does not investigate how the type of change examined impacts what adaptation means, how it is investigated, and what conclusions are made. Three empirical studies will be discussed with a particular emphasis on these issues.

Samantha K. Baard-Perry, Michigan State University, **Co-Chair**

Dustin K. Jundt, Saint Louis University, **Co-Chair**

Dustin K. Jundt, Saint Louis University, Mindy K. Shoss, Saint Louis University, **The Adaptive Performance Operationalization Exploration**

Tara Rench, Aptima, Inc., **Adaptation in the Real World: What Are People Really Doing?**

Samantha K. Baard-Perry, Michigan State University, **The Dynamic Process of Adaptation Examined Theoretically, Empirically and Analytically**

Stephen J. Zaccaro, George Mason University, **Discussant**

Submitted by Samantha Baard, baardsam@msu.edu

347. Symposium/Forum: 3:30 PM-4:20 PM**401-403****High-Potential Programs: Design, Practical Applications and Lessons Learned**

Organizations are continuously challenged to have the right talent at the right time. This means being able to identify talent that has the potential to stretch and be successful in broader roles. Four very diverse organi-

zations will describe their high-potential programs including challenges, successes, and lessons learned.

Mariangela Battista, XL Group, **Chair**

Mary Anne G. Amato, Harvard Business School, **Co-Chair**

Johan Julian, County of Los Angeles, **County of Los Angeles: Prehire Assessment of High Potentials**

Christine E. Corbet, Right Management, **HiPo Development Programs: Unique Considerations for Global Implementations**

Kelly Lackner, XL Group, Mariangela Battista, XL Group, **Development Programs for Emerging Leaders**

Rebecca Levine, Columbia University, Nicole M. Ginther, PepsiCo, Allan H. Church, PepsiCo, Christopher T. Rotolo, PepsiCo, **High Potential Program Design at PepsiCo: LeAD's Challenges and Successes**

Jeffrey J. McHenry, Rainier Leadership Solutions, **Discussant**

Submitted by Mariangela Battista, battistam@optonline.net

348. Panel Discussion: 3:30 PM-4:20 PM

407-409

Moving Forward With Employee Engagement

Employee engagement is empirically important and theoretically poorly understood. Engagement should mean more than unitary index scores. This poster enhances understanding and broadening of engagement theory, and identifies ways to overcome implementation barriers. The presenters are independent practitioners and academicians committed to increasing the utility and implementation of employee engagement.

Theodore L. Hayes, U.S. Office of Personnel Management, **Chair**

Zinta S. Byrne, Colorado State University, **Panelist**

Victoria M. Grady, George Mason University, **Panelist**

Patrick F. McKay, Rutgers University, **Panelist**

Paul Thoresen, University of Northern Iowa, **Panelist**

Submitted by Theodore Hayes, tlh2006@gmail.com

349. Panel Discussion: 3:30 PM-4:20 PM

Franklin 08

"Just the Facts Ma'am": Presenting Data Insights to Senior Executives

It is often a challenge to balance the need for precision and comprehensiveness with senior executives' demand for brevity and clear business relevance. This panel aims to highlight examples of successful, data-filled presentations, discuss challenges in sharing data with senior executives, and provide suggested techniques for presenting insights successfully.

Leslie A. Bethencourt, ESPN, **Chair**

Lindsay A. Bousman, Paris Phoenix Group, **Panelist**

Lisa Getta, KPMG, **Panelist**

Christie L. Kelley, The Walt Disney Studios, **Panelist**

Julie Rodda, Starbucks, **Panelist**

Yolanda L. Winberg, ESPN, **Panelist**

Submitted by Leslie Bethencourt, leslie.a.bethencourt@espn.com

350. Symposium/Forum: 3:30 PM-4:20 PM

Franklin 09

Innovations in Emotional Labor

Emotional labor research continues to grow. In this symposium, several innovative perspectives are presented on emotional labor, such as dynamics aspects of emotional labor processes, its links of work-life conflict, and the role of customer's prosocial behavior. New and emerging topics within this burgeoning research field are explored.

Mahsa Esmaeilikia, UNSW Australia, **Co-Chair**

Markus Groth, UNSW Australia, **Co-Chair**

Matthew D. Sloan, University of Akron, James M. Diefendorff, University of Akron, Allison S. Gabriel, Virginia Commonwealth University, Gina A. Seaton, University of Akron, **Emotion Regulation Dynamics and Prosocial Motivation**

Mahsa Esmaeilikia, UNSW Australia, Markus Groth, UNSW Australia, **Does Sequence Matter? A Dynamic Approach to Emotional Labor**

Sarina M. Maneotis, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, **Customers Aren't All Bad: Exploring Customer Citizenship Towards Service Employees**

Morgan A. Krannitz, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, Songqi Liu, Pennsylvania State University, David M.

Almeida, Pennsylvania State University, **Emotional Labor Predicts Partner Distress: Tension and Exhaustion Mechanisms**

Submitted by Mahsa Esmaeilikia, mahsaxesmaeilii@gmail.com

351. Panel Discussion: 3:30 PM-4:20 PM

Franklin 10

The Healthcare Challenge: Implementing Talent Initiatives in a Data-Driven Industry

Demonstrating the value of I-O-related initiatives in an industry reliant on objective metrics can be difficult. In addition, skilled labor shortages and high turnover have impacted the ability to hire qualified individuals who provide quality care. This session will discuss important considerations and unique challenges specific to the health care industry.

Dara Pickering, Hogan Assessment Systems, **Chair**

Len Khoo, Kaiser Permanente, **Panelist**

Caroline L. Pike, Ascension Health, **Panelist**

Lauren N. Robertson, SHL, **Panelist**

Audrey M. Wallace, Hogan Assessment Systems, **Panelist**

Submitted by Dara Pickering, dpickering@hoganassessments.com

352. Special Events: 3:30 PM-4:20 PM

Independence Ballroom

Invited Session: You Think You Can Solve an I-O Problem?

There is a need for interdisciplinary research and practice. To that end, this unique session will bring together 3 non-industrial-organizational psychology professionals (e.g. engineer, lawyer, neuropsychologist) who will be posed with an I-O problem to solve from the lens of their respective disciplines.

Madhura Chakrabarti, Dell Inc, **Chair**

Michael Meltzer, Sirota, **Presenter**

Andrea Spaeth, University of Pennsylvania, **Presenter**

Abeer Dubey, Google, **Presenter**

Fred Oswald, Rice University, **Discussant**

Submitted by Martin Lanik, martin.lanik@GlobalAssessorPool.com

353. Panel Discussion: 3:30 PM-4:20 PM

Liberty AB

Big Data: Nurturing Theory or Substituting for It?

Big data both challenges and presents opportunities for the advancement and use of theory. An abundance of data is potentially disruptive, both positively and negatively, to theorizing, and the rise of predictive modeling is a direct threat to it. Panel members will address several such big-data blessings and perils.

Richard A. Guzzo, Mercer, **Chair**

Melissa M. Harrell, Google, **Panelist**

John R. Hollenbeck, Michigan State University, **Panelist**

Haig Nalbantian, Mercer, **Panelist**

Dan J. Putka, HumRRO, **Panelist**

Submitted by Richard Guzzo, rick.guzzo@mercer.com

354. Special Events: 3:30 PM-4:20 PM

Liberty C

Executive Board Special Session: SIOP Living History Series: An Interview With Frank L. Schmidt

Each year, the SIOP historian interviews an influential psychologist who has shaped the history of industrial-organizational psychology. This year's interviewee is Dr. Frank L. Schmidt, emeritus professor at the University of Iowa who has made significant and profound contributions in personnel selection, psychometrics, statistics, meta-analysis, and validity generalization.

Jeffrey M. Cucina, U.S. Customs and Border Protection, **Chair**

Frank L. Schmidt, University of Iowa, **Presenter**

Submitted by Jeffrey Cucina, jcucina@gmail.com

355. Special Events: 4:30 PM-5:20 PM

Grand E-H

Closing Plenary

Steve W. J. Kozlowski, Michigan State University, **Chair**

Amanda Cox, New York Times, **Presenter**

In 1776 finding the right talent was critical.



Some things never change.

Today, finding the right talent takes a sound assessment and a capable delivery partner. Pearson VUE provides the world's most secure, technology-driven proctored and unproctored testing environments to support industry and government's complex, large-scale pre-hire, promotion and leadership assessment programs.

When choosing the right talent is important, choose Pearson VUE.

Visit us at SIOP booth# 207.

ALWAYS LEARNING

PEARSON

Commsmultilingual

**The experts in translation, localization
& adaptation of tests and assessments:**

Join us at
booth #210
for a tempting
selection of our
European candy!

- **Cognitive Ability**
- **Personality Profiling**
- **Situational Judgment**
- **Aptitude Assessments**

Saving you time, effort and reputation

www.commsmultilingual.com

WE PREDICT PERFORMANCE

People are your
competitive
advantage.

In a business environment where most companies have access to the same resources and technology, successful companies differentiate themselves through their committed and knowledgeable workforce.

Hogan assessments identify work strengths, shortcomings, and core values, helping to ensure that you get the most from your employees, and that they get the most out of their careers.

Visit us at booth 203

hoganassessments.com | 800.756.0632



SIOF Foundation

BUILDING FOR THE FUTURE



**Come see what
we are building!**

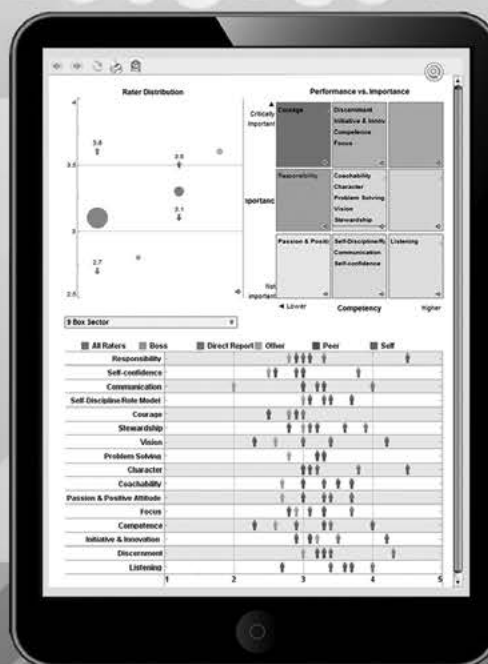
Booth 107



DATA SOLUTIONS INTERNATIONAL

Helping You Measure Employee Performance

- 360 Multi-Rater Feedback
- Employee Engagement Solutions
- On-Boarding and Exit Surveys
- Performance Appraisal
- Talent Management
- Data Analytics and Visualization



Secure • Reliable • Easy to Use

Software & Services

Stop by **Booth #215** to Learn More

www.datasolutionsinc.com | 952.943.8137

This index shows the main title of every item accepted for the SIOP program, grouped by the primary content area as designated by its submitter. Titles are shown in order of presentation within areas. Numbers with hyphens are posters. For presentation formats other than posters, only the main title is indexed and shown here; subsidiary presentation titles are not included. Visit <http://www.siop.org/ProgramOnWeb/> to search the electronic version of the Conference Program by keywords, all content area codes, and authors' names.

Careers/Mentoring/Socialization/Onboarding/Retirement

- 21 Special Event: Dunnette Prize, Liberty C, 10:30 AM
- 22-1 Risky Business: When Do Women Accept High Risk Pay Systems?, Franklin Hall, 11:00 AM
- 22-2 Developing a Model of Newcomer Socialization According to Stress Theory, Franklin Hall, 11:00 AM
- 22-3 Work Values and Postretirement Work Intentions, Franklin Hall, 11:00 AM
- 22-4 Mentoring: A Dynamic and Socially Driven Process of Learning, Franklin Hall, 11:00 AM
- 22-6 Testing Timing of Delivery Effect of a Cross-Cultural Training Program, Franklin Hall, 11:00 AM
- 22-7 The Pros and Cons of Being an Organizational Lynchpin, Franklin Hall, 11:00 AM
- 22-8 The Effects of Prior Experienced Interpersonal Mistreatment on Newcomer Adjustment, Franklin Hall, 11:00 AM
- 22-9 Career Orientations' Effect on Older Employees' Job Satisfaction-Turnover Intention Relationship, Franklin Hall, 11:00 AM
- 22-10 Effective Socialization of New Hires in the Federal Government, Franklin Hall, 11:00 AM
- 22-12 To Stress or Not to Stress: Can a Mentor Help?, Franklin Hall, 11:00 AM
- 35 One Program, Five Paths: Challenges and Opportunities in I-O Careers, Grand B, 12:00 PM
- 62 To Be or Not to Be?: Navigating I-O Career Options, Grand K, 1:30 PM
- 107 Learning From All Angles: New Perspectives on Mentoring Design, Grand L, 5:00 PM
- 109-1 The Dynamics of Autonomous and Controlled Motivation During Job Search, Grand E-H, 6:00 PM
- 117 Generational Challenges and Innovation in Career and Leadership Development Programs, Grand I, 8:00 AM
- 174 Me-Search: How Life Experiences Can Ignite Your Research, Grand B, 12:00 PM
- 179 Beyond High Potential Leadership Talent: the Management of High Professionals, Grand L, 12:00 PM
- 193 Pave the Way: Building a Roadmap to Sustainable Career Paths, Grand A, 1:30 PM
- 196 Designing and Managing Talent Rotation Programs: Where Do I Board?, Grand D, 1:30 PM
- 203 Blazing the Job Trail: How to Ignite Your Career, Liberty C, 1:30 PM
- 212 Strength in Numbers: Building Personal Brands as I-O Psychologists, Franklin 10, 3:30 PM
- 230 Realignment Careers With Today's Reality, 305-306, 5:00 PM
- 246 Encouraging Learning Organizations, 401-403, 8:00 AM
- 259 Academia, Consulting, Corporate Roles: Differences and Similarities Among I-O Careers, 302-304, 8:30 AM
- 272-1 Motivational Effects of Career Goal Self-Efficacy on Proximal Performance, Franklin Hall, 9:00 AM
- 272-2 Idiosyncratic Deals and the Employability of Older Workers, Franklin Hall, 9:00 AM
- 279 I-O Women Ignite: Stories of Midcareer Challenges and Opportunities, Liberty C, 9:00 AM
- 310 European Approaches to Investigate Late Careers Decisions, Franklin 10, 12:00 PM
- 328 Leveraging an I-O Internship for Career Excellence, 407-409, 1:30 PM

Coaching/Leadership Development

- 36 Leading Tomorrow's Teams Today: The Future of Teams-Focused Leadership Development, Grand C, 12:00 PM
- 66 Getting More Than 10% From Formal Development Programs, Liberty C, 1:30 PM
- 83 New Directions in Leader Development Research, Grand J, 3:30 PM
- 124 ROI of Leadership and Executive Coaching Programs, 404, 8:30 AM
- 147 Learning Agility: Practical Uses and Research Needs, 404, 10:30 AM
- 162-1 Are Your Employees Coachable? Development of a Coachability Scale, Franklin Hall, 11:30 AM
- 162-2 Young Leader's Efficacy and [Un]Willingness to Participate in Leader Development, Franklin Hall, 11:30 AM
- 162-3 Insights Into Coaching: Identifying Contributors to Effectiveness, Franklin Hall, 11:30 AM
- 162-4 Evaluating Leadership Development of Health Officials Using Social Network Analysis, Franklin Hall, 11:30 AM
- 190 Leadership Pipeline Development: The State of the Art in 2015, 407-409, 1:30 PM
- 220 Can Learning Agility Be Learned?, Grand K, 3:30 PM
- 248 Practical Recommendations for Enhancing Leadership Coaching, Franklin 08, 8:00 AM
- 267 Driving Leadership Impact Through Executive Coaching: Current and Emerging Trends, 401-403, 9:00 AM
- 300 Invited Session: Research This! Casting Aside the Publication Chains to Ignite Organizations, Liberty C, 10:30 AM
- 315 The Influence of Leader Regulatory Focus on Employee Leader Development, Grand I, 12:00 PM
- 318 From Fix It to Mission Critical: the Evolution of Coaching in Organizations, Grand L, 12:00 PM
- 349 "Just the Facts Ma'am": Presenting Data Insights to Senior Executives, Franklin 08, 3:30 PM

Consulting Practices/Ethical Issues

- 55 Test Your Skills (Vote!): I-O Experts Pose Real Client Dilemmas, Franklin 10, 1:30 PM
- 70 Clients 101: The Class You Wish You Took in School, 309-310, 3:30 PM
- 123 Developing Business Competency as an Early Career Practitioner, 305-306, 8:30 AM
- 145 I-O Psychologists Can't Sell: Debunking Common Myths Around Business Development, 309-310, 10:30 AM
- 180 Selling Without Selling Out: The Art of Sales in I-O, Independence Ballroom, 12:00 PM
- 188 Stepping Into Organizations: Strategies for Talking to the Business, 401-403, 1:30 PM
- 219 Practical and Ethical Guidelines for Dealing With Messy Validation Data, Grand J, 3:30 PM
- 227-1 Eaten Up By Guilt: Influence of Unethical Behavior on Behaviors, Franklin Hall, 4:30 PM
- 257 Guidelines for Ethical Research in the Age of Big Data, Liberty AB, 8:00 AM
- 271 Why I-O Psychologists Should Be Concerned About Telepsychology, Franklin 10, 9:00 AM
- 273 Consulting in High Stakes Scenarios: Lessons Learned, Grand A, 9:00 AM

- 293 The Best of Frenemies, Grand D, 10:30 AM
 301-1 The Effects of Vocational Training on Consultant Brand Images, Franklin Hall, 11:30 AM
 351 The Healthcare Challenge: Implementing Talent Initiatives in a Data-Driven Industry, Franklin 10, 3:30 PM

Counterproductive Behavior/Workplace Deviance

- 22-13 Effect of Self-Compassion on Work-To-Family Incivility, Franklin Hall, 11:00 AM
 33-1 Political Skill, Narcissism, and Ambition in Interact to Predict Workplace Deviance, Franklin Hall, 12:00 PM
 33-2 Social Networking Use as a Counterproductive Work Behavior, Franklin Hall, 12:00 PM
 33-3 Moral Judgment, Aggression, and Deviant Behavior, Franklin Hall, 12:00 PM
 33-4 Do Bottom-Line Mentality Climate Perceptions Activate Machiavellian Unethical Pro-Organizational Behavior?, Franklin Hall, 12:00 PM
 33-5 Antecedents of Abusive Supervision: The Moderating Role of Supervisor Personality, Franklin Hall, 12:00 PM
 33-6 Catch Me if You Can: Intelligence, Differential Detection, and Deviance, Franklin Hall, 12:00 PM
 33-7 Influence of Power and Competence on Perceptions of Sexual Harassment, Franklin Hall, 12:00 PM
 33-8 Exploring Organizational Concern for Employee Off-Duty Deviance, Franklin Hall, 12:00 PM
 33-9 Mitigating the Impact of Counterproductive Work Behavior With an Apology, Franklin Hall, 12:00 PM
 33-10 Testing a Multilevel Mediation Model of Workgroup Incivility, Franklin Hall, 12:00 PM
 33-11 CWB: a Multilevel Examination of Rater Source and Item Characteristics, Franklin Hall, 12:00 PM
 33-12 The Prevalence and Effectiveness of Peer Reporting Policies, Franklin Hall, 12:00 PM
 33-13 How Personality and Occupational Demands Impact Counterproductive Work Behavior, Franklin Hall, 12:00 PM
 33-14 The Moderated Mediation Mechanisms by Which Procedural Justice Affects Deviance, Franklin Hall, 12:00 PM
 33-15 Nepotism, Expected Altruism, and Employee Theft, Franklin Hall, 12:00 PM
 33-16 What Do I Owe My Organization?: MTurk At Work, Franklin Hall, 12:00 PM
 33-17 Monkey See, Monkey (Doesn't) Do: Modeling Disengagement, Franklin Hall, 12:00 PM
 33-18 Distrust to Distressed: Responses to Rape in Military Employment, Franklin Hall, 12:00 PM
 33-19 Seeing Green: Impact of Envy and Personality on Interpersonally Directed CWB, Franklin Hall, 12:00 PM
 33-20 Aggression in Work-Related Email: a Qualitative Analysis, Franklin Hall, 12:00 PM
 33-21 Deal or No Deal: Reducing Production Deviance, Franklin Hall, 12:00 PM
 33-22 Expanding Current Measures of Deviance to Include Passive Counterproductive Behaviors, Franklin Hall, 12:00 PM
 33-23 Social Exchange and Identity Orientation's Influence on OCB Acceptance, Franklin Hall, 12:00 PM
 33-24 Exploring Workplace Ego Threat Management Through Social Media, Franklin Hall, 12:00 PM
 33-25 Counterproductive Work Behavior: A Model Integrating State and Trait Variables, Franklin Hall, 12:00 PM
 33-26 Effects of Abusive Supervision and Emotional Exhaustion on Production Deviance, Franklin Hall, 12:00 PM
 33-27 The Prevalence of Ostracism, Interpersonal Emotions, and Work Performance, Franklin Hall, 12:00 PM
 33-28 Attributed Motives Determine Emotional and Behavioral Reactions to Abusive Supervision, Franklin Hall, 12:00 PM
 93-1 The UWBI: the Validation of a Measure of Instigated Incivility, Franklin Hall, 4:30 PM
 109-2 An Approach/Avoidance Framework of Workplace Aggression, Grand E-H, 6:00 PM
 109-3 Competitive Employees in Competitive Contexts: A Recipe for Victimization?, Grand E-H, 6:00 PM
 109-4 Work-Family Spillover and Crossover Effects of Sexual Harassment, Grand E-H, 6:00 PM
 111 Reconsidering the Subordinate's Perspective in Abusive Supervision, 401-403, 8:00 AM
 139 Within and Beyond: Workplace Aggression and Multiple Contexts, Grand J, 9:00 AM
 225 Workplace Incivility: From Science to Solutions, 404, 4:30 PM
 245 New Directions in Workplace Incivility Research, 309-310, 8:00 AM
 270 Personal and Contextual Factors in Understanding Workplace Incivility, Franklin 09, 9:00 AM
 289-1 Leader-Member Exchange and the Workplace Bully, Franklin Hall, 10:30 AM
 290 Context Matters: New Perspectives in the Study of Incivility, Grand A, 10:30 AM

Emotions/Emotional Labor

- 7 The Latest on Emotional Intelligence at Work: Happy 25th Anniversary!, 407-409, 10:30 AM
 49 Encompassing Advanced and Differential Approaches to Emotional Contagion, 309-310, 1:30 PM
 109-5 S. Rains Wallace Dissertation Award: Emotional Labor Dynamics: a Momentary Approach, Grand E-H, 6:00 PM
 227-2 Is Member-Rated Project Success Influenced By Leadership Team Emotional Intelligence?, Franklin Hall, 4:30 PM
 227-3 Refining the Definition and Measurement of Boredom, Franklin Hall, 4:30 PM
 227-4 Leading Under Pressure: A Validation Study of Leadership Self-Differentiation Strategies, Franklin Hall, 4:30 PM
 227-5 The Spillover Effects of Nonwork Negative Emotions on Goal Regulation, Franklin Hall, 4:30 PM
 227-6 Spreading Like Wildfire: Impact of Communication Channel on Emotional Contagion, Franklin Hall, 4:30 PM
 227-7 The Curvilinear Relationship Between Self-Reported Emotional Intelligence and Job Performance, Franklin Hall, 4:30 PM
 227-8 Racial Differences in Customer Service Expectations Explain Reactions to Inauthenticity, Franklin Hall, 4:30 PM
 227-9 Implicit and Explicit Anger Regulation and Customer Service Performance, Franklin Hall, 4:30 PM
 227-10 Moderators of Stress Resulting From Abusive Supervision: A Cortisol Study, Franklin Hall, 4:30 PM
 227-11 Effects of Emotional Labor on Work Engagement Among Counseling Professionals, Franklin Hall, 4:30 PM
 227-12 Emotional Intelligence at Your Service: Introduction and Validation of Nunchi, Franklin Hall, 4:30 PM
 227-13 Employee Responses to Customer Stressors and Resources During Service Encounters, Franklin Hall, 4:30 PM
 227-14 (Mal)Adaptive Emotion-Regulation Strategies and Psychological Contract Breach Reactions Over Time, Franklin Hall, 4:30 PM
 227-15 Volunteer Emotional Labor and Burnout: the Importance of Good Colleagues, Franklin Hall, 4:30 PM
 227-16 Emotional Labor's Perks and Pitfalls: a Conservation of Resources Approach, Franklin Hall, 4:30 PM
 227-17 Network Characteristics and Emotional Contagion, Franklin Hall, 4:30 PM
 350 Innovations in Emotional Labor, Franklin 09, 3:30 PM

Employee Withdrawal (e.g., Absence, Turnover)/Retention

- 22-5 Extra Work On and Off the Job: Differentiating Occupational Versus Organizational Turnover, Franklin Hall, 11:00 AM
- 42 Two Major Challenges in Turnover Research: Theory Proliferation and Time, Liberty AB, 12:00 PM
- 58 Turnover and Retention: Proximal Withdrawal States and Expanded Criterion, Grand C, 1:30 PM
- 77-1 Mediators of the Trustworthiness-Intent to Quit Relationship, Franklin Hall, 3:30 PM
- 77-2 Examining the Relationship Between Perceived Employability and Turnover Intentions, Franklin Hall, 3:30 PM
- 134-1 Relationships Matter: Reducing Truck Driver Turnover and Job-Induced Tension, Franklin Hall, 9:00 AM
- 134-2 Effects of Unit Personality and Climate on Unit Turnover Intentions, Franklin Hall, 9:00 AM
- 332-1 Applying Survival Analysis to Predict Turnover Using Narrow Personality Traits, Franklin Hall, 1:30 PM

Global/International/Cross-Cultural Issues

- 29 Boundaries Redrawn: Debunking Cultural Clusters With Local Assessment Data, 407-409, 12:00 PM
- 32 The International Test Commission's Guidelines For Good Testing Practice, Franklin 10, 12:00 PM
- 71 Going Global With Assessment Programs: Why They Work, 401-403, 3:30 PM
- 142 Executive Board Special Session: Improving International Testing Practice With the International Test Commission, Liberty C, 9:00 AM
- 177 Guanxi: Examining Its Implications Across Conceptualizations, Cultures, Levels, and Outcomes, Grand J, 12:00 PM
- 217 Alliance Special Session: Building Cross-Cultural Research Teams: Practical Advice From the Experts, Grand D, 3:30 PM
- 265 Master Collaboration: Global I Meets Global O: Research and Practice on Selection and Work-Life, Independence Ballroom, 8:30 AM
- 294 Communities of Work Psychologists Outside the US, Grand I, 10:30 AM
- 322-1 Cross-National Measurement Equivalence Examination of 360-Degree Leadership Ratings, Franklin Hall, 12:30 PM
- 322-2 Cross-Cultural Adjustment and Expatriation Reasons Among Indian Expatriates, Franklin Hall, 12:30 PM
- 322-3 Repatriates' Perspectives on the Repatriate Knowledge Transfer Process, Franklin Hall, 12:30 PM
- 322-4 Exploring Cultural Diversity in Space Exploration: The Role of Context, Franklin Hall, 12:30 PM
- 322-5 Good and Bad Simultaneously? Examining Dialectical Thinking, Conflict and Creativity, Franklin Hall, 12:30 PM
- 322-6 Putting Perceptions of Nepotism in Organizational and Cultural Contexts, Franklin Hall, 12:30 PM
- 322-7 Life Domain Conflicts and Satisfaction: Gender and Culture As Moderators, Franklin Hall, 12:30 PM
- 322-8 International Experience and Intercultural Problem Solving: Moderating Role of CQ, Franklin Hall, 12:30 PM
- 322-9 Validity of Observer Ratings of Cultural Intelligence (CQ), Franklin Hall, 12:30 PM
- 322-10 Leader Decision Making in Cross-Cultural Interactions: Investigating Cognitive Skill Dimensions, Franklin Hall, 12:30 PM
- 322-11 Unemployment and Impaired Well-Being: Self-Determination as a Causal Mechanism, Franklin Hall, 12:30 PM
- 322-12 Manipulating Power Distance: Toward an Adaptive Cultural Priming Methodology, Franklin Hall, 12:30 PM
- 326 Exploring the Complex Relationships Between Culture and Creativity/Innovation, 401-403, 1:30 PM

Groups/Teams

- 6 Team Composition: Considering Team Mix For Staffing and Beyond, 404, 10:30 AM
- 30 Emerging Issues in the Study of Spaceflight Teams, Franklin 08, 12:00 PM
- 75 Multiteam Systems: Determinants and Dynamics of Emergent States, Franklin 09, 3:30 PM
- 109-6 Leveraging Context to Gain Meaningful Insights From Extreme Teams, Grand E-H, 6:00 PM
- 109-7 S. Rains Wallace Dissertation Award: Timing It Right: Temporal Dynamics of Leadership and Voice in Episodic Teams, Grand E-H, 6:00 PM
- 109-8 Elaborating on Team-Member Disagreement: Patterned Dispersion and Team Outcomes, Grand E-H, 6:00 PM
- 120 Real Teams, Real Challenges, Real Solutions, Liberty AB, 8:00 AM
- 128 Multilevel Models of Learning and Motivation, Grand K, 8:30 AM
- 149 Mission Possible: The Research Imperative for Understanding Resilience in Teams, Franklin 08, 10:30 AM
- 181 Team Processes and Emergent States: New Empirical and Theoretical Research, Liberty AB, 12:00 PM
- 211 Nrc Reports: I-O Psychology Impacts at the Federal Level, Franklin 09, 3:30 PM
- 235 What the Doctor Ordered: Behavior Scorecards for Healthcare Teamwork, Franklin 10, 5:00 PM
- 251-1 The Influence of Power Values Diversity on Team Performance, Franklin Hall, 8:00 AM
- 251-2 Five-Facet Mindfulness and Performance in Distributed Teams, Franklin Hall, 8:00 AM
- 251-3 Leadership and Communication as Antecedents of Shared Mental Models, Franklin Hall, 8:00 AM
- 251-4 Personality and Task Conflict: Building Teams That Deal With It, Franklin Hall, 8:00 AM
- 251-5 Unraveling Ties That Link Extraversion and Proactive Performance in Teams, Franklin Hall, 8:00 AM
- 251-6 Relative Importance of Teamwork Features: A Meta-Analytic Path Analysis, Franklin Hall, 8:00 AM
- 251-7 Demographic Faultlines' Influence on Team Performance: Examining Multiple-Mediator Relationships, Franklin Hall, 8:00 AM
- 251-8 A Meta-Analytic Review of Membership Change, Interdependence, and Team Performance, Franklin Hall, 8:00 AM
- 251-9 How Do Teams Become Cohesive? A Meta-Analysis of Cohesion's Antecedents, Franklin Hall, 8:00 AM
- 251-10 Do Task, Relations, or Emotions Collective Efficacy Mediate Dominance-Performance Relationship?, Franklin Hall, 8:00 AM
- 251-11 Predictive Power of Cognition: A Meta-Analytic Structural Equation Model, Franklin Hall, 8:00 AM
- 251-12 Development and Initial Validation of a Group-Level Ability Assessment, Franklin Hall, 8:00 AM
- 251-13 Leader Emergence and Verbal Behavior in Self-Managed Teams, Franklin Hall, 8:00 AM
- 251-14 Occupational Bias in Aviation: Explicit Versus Implicit Attitudes, Franklin Hall, 8:00 AM
- 251-15 The Relative Effects of Warmth and Competence for Team Viability, Franklin Hall, 8:00 AM
- 251-16 The Effect of Virtuality on Team Communication: A Meta-Analysis, Franklin Hall, 8:00 AM
- 251-17 Team Conflict Profiles and the Mediating Role of Conflict Management, Franklin Hall, 8:00 AM
- 251-18 In Sync in the Kitchen? Temporal Diversity in Chef Teams, Franklin Hall, 8:00 AM
- 251-19 Are Mental Models Better for Predicting Individual or Team Performance?, Franklin Hall, 8:00 AM
- 251-20 Faultlines and Group Performance: A Group Development Perspective, Franklin Hall, 8:00 AM
- 251-21 Collective Efficacy's Role in Team Resource Allocation, Franklin Hall, 8:00 AM

- 251-22 Deconstructing Team Constructs: a Meta-Analysis Assessing Correlates of Emergent States, Franklin Hall, 8:00 AM
 251-23 Team Leader Change: Do Permanency and Active Leadership Matter?, Franklin Hall, 8:00 AM
 251-24 Embodied Teamwork: Development and Validation of the Process Sociomateriality Scale, Franklin Hall, 8:00 AM
 251-25 Validation of a Situational Judgment Test Measuring Teamwork Processes, Franklin Hall, 8:00 AM
 251-26 Time and Collective Orientation on Teamwork Behaviors and Performance Outcomes, Franklin Hall, 8:00 AM
 251-27 Conflict Management Between Departments: Contribution of Organizational Identification and Controversy, Franklin Hall, 8:00 AM
 251-28 Increasing Task Elaboration During Team Debriefs Using Team Dimensional Training, Franklin Hall, 8:00 AM
 251-29 New Boundaries: Integrating Knowledge in Distributed Teams, Franklin Hall, 8:00 AM
 263 Team Dynamics: Capturing Process Phenomena in Extreme Teams, Grand J, 8:30 AM
 311 Nurse Interactions With Peers, Physicians, and Patients: Training and Measurement, Grand A, 12:00 PM
 333 Teams on Ice: Team Research in Spaceflight Analogs, Grand A, 1:30 PM
 345 #Virtualteamdevelopment: Applying the Science, 305-306, 3:30 PM

Human Factors/Ergonomics

- 85 Where Does Workplace Design Fit in the I-O Tool Box?, Grand L, 3:30 PM

Inclusion/Diversity (e.g., Sexual Orientation, Race, Gender)

- 20 Bystanders, Allies, and Advocates: Recognizing "Others" in Workplace Crisis Situations, Liberty AB, 10:30 AM
 26 Intra- and Interpersonal Antecedents and Outcomes of Stigmatized Identity Management, 309-310, 12:00 PM
 33-29 When Misbehavior Matters Most: How Antisocial Behavior Affects Team Performance, Franklin Hall, 12:00 PM
 72 How I-O Psychology Can Respond to Ferguson, 404, 3:30 PM
 80 The Millennial Profile: Truth, Trash or Trivial?, Grand C, 3:30 PM
 95 New Methods in Examining Workplace Outcomes of LGB Identity Management, Grand B, 4:30 PM
 105 Early Career Opportunities and Pitfalls For Female I-O Graduates, Grand C, 5:00 PM
 109-9 Stereotype Threat and Concealable Stigmas: The Case of Sexual Minorities, Grand E-H, 6:00 PM
 110 Economic Insecurity: A Discussion, 309-310, 8:00 AM
 112 Exploring Deviant Responses to Religious Diversity: Stereotypes, Discrimination, and Intolerance, 407-409, 8:00 AM
 126 Friday Seminar: the Science of Diversity at Work, Franklin 10, 8:30 AM
 183-1 Hiring the Formerly Incarcerated: Challenges Illustrated by Justification-Suppression Theory, Franklin Hall, 12:30 PM
 183-2 Demographic Similarity, Employee Engagement, and Business Performance, Franklin Hall, 12:30 PM
 183-3 Employment Barriers for Individuals With Physical Disabilities: An Interactionist Perspective, Franklin Hall, 12:30 PM
 183-4 How the Experience of Ambient Sexism Impacts Observers, Franklin Hall, 12:30 PM
 183-5 Effects of Threatening Educational Environments on Women's Success in STEM, Franklin Hall, 12:30 PM
 183-6 Racial Differences in Performance-Pay Relationships: the Role of Diversity Climate, Franklin Hall, 12:30 PM
 183-7 The Impact of Pay on Faultline Salience, Franklin Hall, 12:30 PM
 183-8 Psychological Predictors of Cultural Diversity Support at Work in Europe, Franklin Hall, 12:30 PM
 183-9 Measurement Equivalence in Ethnic Harassment Across Minority and Majority Groups, Franklin Hall, 12:30 PM
 183-10 Motivation to Perpetuate Sexual Orientation Microaggressions in the Workplace, Franklin Hall, 12:30 PM
 183-11 State of Mind and Attitudes Towards Disabled Employees, Franklin Hall, 12:30 PM
 183-12 Is Incivility Selective? A Meta-Analytic Test of Selective Incivility Theory, Franklin Hall, 12:30 PM
 183-13 Stereotypes, Job Social Status, and the Double Bind of Disability, Franklin Hall, 12:30 PM
 183-14 Evaluations of Veteran Applicants: The Usefulness of Identity Management Strategies, Franklin Hall, 12:30 PM
 183-15 To Tell or Not? Disability Disclosure Decisions and Outcomes, Franklin Hall, 12:30 PM
 183-16 Weight Discrimination Via SNS: Perceptions of Overweight Applicants' Facebook Profiles, Franklin Hall, 12:30 PM
 183-17 Stereotypicality and Gender Effects on Hispanic Hireability, Franklin Hall, 12:30 PM
 183-18 Perceptions of Age-Friendly Work Environments, Franklin Hall, 12:30 PM
 183-19 Now and Then: A Longitudinal Study of College Women Leaders, Franklin Hall, 12:30 PM
 183-20 Impact of Feminist Identity Management on Selection for Leadership Positions, Franklin Hall, 12:30 PM
 183-21 A Little Help? Obesity Discrimination in Helping Behavior, Franklin Hall, 12:30 PM
 183-22 A Survivor's Guide to Age Discrimination, Franklin Hall, 12:30 PM
 183-23 Stigma Disclosure Outcomes and Boundary Conditions: A Meta-Analysis, Franklin Hall, 12:30 PM
 183-24 Gendered Stereotypes of Gay Male and Lesbian Leaders, Franklin Hall, 12:30 PM
 183-25 State Paranoia at Work: Empirically Examining Transgender Employees' Work Experiences, Franklin Hall, 12:30 PM
 183-26 Perceptions of Female Leaders: Effects of Race and Body Size, Franklin Hall, 12:30 PM
 183-27 When Resources Are Scarce, Older Workers Are Penalized, Franklin Hall, 12:30 PM
 183-28 Effects of Supervisory Inclusion Behavior on Subordinate Diversity Citizenship Behavior, Franklin Hall, 12:30 PM
 184 Organizational Climate and the Experience of Diverse Employees, Grand I, 12:30 PM
 194 Uncharted Waters: Navigating Selection, Disclosure, and Employees With Disabilities, Grand B, 1:30 PM
 198 Labrynth Leveling: Solutions From Science and Practice, Grand J, 1:30 PM
 214 The Role of Nonstigmatized "Allies" in Workplace Diversity Management, Grand A, 3:30 PM
 252 Mending the Leaky Pipeline: Retention Interventions for Women in STEM, Grand A, 8:00 AM
 295 Gendered Experiences in STEM: Understanding Drivers of Staying and Leaving, Grand J, 10:30 AM
 334 Implementing Diversity and Inclusion Practice in Organizations: Challenges and Opportunities, Grand B, 1:30 PM

Innovation/Creativity

- 67-1 Creative Self-Efficacy: Meta-Analytic Examination of Antecedents and Creativity, Franklin Hall, 2:00 PM
 67-2 The Moderating Effect of Social Exchange Relationships on Innovative Behaviors, Franklin Hall, 2:00 PM

- 67-3 The Impact of Problem Construction and Information Search on Creativity, Franklin Hall, 2:00 PM
- 67-4 The Effects of Information Overload on Creative Decision Making, Franklin Hall, 2:00 PM
- 67-5 The Dark Side to Creativity: An Intervention to Deter Deviance, Franklin Hall, 2:00 PM
- 67-6 Linking Core Self-Evaluation and Innovation: Communication and Psychological Safety Matter, Franklin Hall, 2:00 PM
- 67-7 Creativity and Moderating Effects of Affective, Cognitive, and Personality Factors, Franklin Hall, 2:00 PM
- 67-8 Triggering Group Creativity: The Counterintuitive Benefits of Workload Pressure, Franklin Hall, 2:00 PM
- 67-9 Are "Traditional" Employees Less Innovative? Colleagues' and Leader's Influences Matter, Franklin Hall, 2:00 PM
- 67-10 The Enriching Effect of a Satisfying Marriage on Workplace Creativity, Franklin Hall, 2:00 PM
- 67-11 Rethinking Creative Self-Efficacy: Moving Beyond Creativity Stereotypes, Franklin Hall, 2:00 PM
- 84 Individual Differences and the Creative Process: Implications for Talent Identification, Grand K, 3:30 PM
- 302 Intrapreneurship: Fostering Innovation in Big Organizations, 302-304, 12:00 PM

Job Analysis/Job Design/Competency Modeling

- 39 Overcoming Challenges to Talent Management System Implementation: Second Generation Focus, Grand K, 12:00 PM
- 122 A Call to Action (or Arms) in Job/Work Analysis, 302-304, 8:30 AM
- 161 Getting Technical Competencies Right: The Need, the Approach, the Application, Liberty C, 10:30 AM
- 241 Using Scientific Research and Best Practices to Drive Competency-Based Solutions, Grand L, 5:00 PM
- 268 Making Competency Models Stick With Proven Results, 407-409, 9:00 AM
- 283 Making Strategic Job Analysis Strategic, 401-403, 10:30 AM
- 301-2 Transportability of Job Analysis Ratings Across the Border, Franklin Hall, 11:30 AM
- 301-3 Psychological Architecture of Competencies: Conceptual Analysis of a Fuzzy Construct, Franklin Hall, 11:30 AM
- 301-4 Reconciling the Effect of Interdependence on Job Crafting and Performance, Franklin Hall, 11:30 AM
- 301-5 New Job Analysis Paradigm: Virtuous Circle and Contextualized Knowledge Elicitation, Franklin Hall, 11:30 AM
- 301-6 An Exploration of Preferred Job Attributes., Franklin Hall, 11:30 AM
- 301-7 Job Analytic Comparisons of Managerial and Leadership Competencies Across Industries, Franklin Hall, 11:30 AM
- 301-8 Let's Chat: the Importance of Consensus Discussion in Linkage Exercises, Franklin Hall, 11:30 AM
- 301-9 O*Net and the Changing World of Work, Franklin Hall, 11:30 AM

Job Attitudes/Engagement

- 10 One Size Does Not Fit All: How Personal Characteristics Shape Engagement, Franklin 10, 10:30 AM
- 63 Profiling Commitment: Person-Centered Approaches to Organizational Commitment, Grand L, 1:30 PM
- 67-12 Differential Impact of Support and Justice on Satisfaction and Performance, Franklin Hall, 2:00 PM
- 69 Manage Your Energy, Not Just Your Time, 305-306, 3:30 PM
- 77-3 Job Fit Affects Turnover Intentions via Engagement and Perceptions of Politics, Franklin Hall, 3:30 PM
- 77-4 The Formative Nature of Person-Environment Fit, Franklin Hall, 3:30 PM
- 77-5 Examining the Reliability and Validity of the Facet Satisfaction Scale, Franklin Hall, 3:30 PM
- 77-6 Community and Occupational Unemployment Influence Sole Earners' Job Satisfaction, Franklin Hall, 3:30 PM
- 77-7 MTurk as a Workplace: Satisfaction and Turnover Among MTurk Workers, Franklin Hall, 3:30 PM
- 77-8 Calling Predicts Job Satisfaction and Turnover for Teachers, Franklin Hall, 3:30 PM
- 77-9 Differential Item Functioning on Employee Engagement Items Across Four Countries, Franklin Hall, 3:30 PM
- 77-10 The Indifference Disease: A Theory of Collective Apathy in Organizations, Franklin Hall, 3:30 PM
- 77-11 Employee Engagement and Business Outcomes: Investigating Time Frames, Franklin Hall, 3:30 PM
- 77-12 Engaged Volunteers: Combatting Demands With Community Service Self-Efficacy, Franklin Hall, 3:30 PM
- 77-13 Identifying Factors That Foster Employee Engagement: A Meta-Analysis With SEM, Franklin Hall, 3:30 PM
- 77-14 Within-Person Job Satisfaction Stability Increases With Age and Tenure, Franklin Hall, 3:30 PM
- 77-15 Person-Job Fit and Adjustment Performance: A Moderated Mediation Model, Franklin Hall, 3:30 PM
- 77-16 Autonomy and Affectivity in Predicting Psychological Ownership, Franklin Hall, 3:30 PM
- 77-17 Communication Frequency, Quality, and Relationship Satisfaction: A P-E Fit Approach, Franklin Hall, 3:30 PM
- 77-18 Examining Configurational Patterns of Commitment Sources: A Fuzzy Set Approach, Franklin Hall, 3:30 PM
- 77-19 Proactive Personality and Work Outcomes: The Role of Employee Engagement, Franklin Hall, 3:30 PM
- 77-20 Organizational Support and Employee Commitment: A Comparison of Motivational Pathways, Franklin Hall, 3:30 PM
- 77-21 Conversational Humor Production and Appreciation and Job Satisfaction, Franklin Hall, 3:30 PM
- 77-22 Measuring Target Specific Engagement: Relationship to Support and OCB, Franklin Hall, 3:30 PM
- 77-23 The Influence of Normative Performance Feedback on Self-Reported Flow, Franklin Hall, 3:30 PM
- 77-24 Can't We Get Along? Goal Orientation, Relationship Quality, and Communication, Franklin Hall, 3:30 PM
- 77-25 Virtual Work Environment's Effects on Engagement, Its Antecedents, and Consequences, Franklin Hall, 3:30 PM
- 77-26 Effects of Leader Cross-Cultural Competence on Attitudes Among Military Personnel, Franklin Hall, 3:30 PM
- 77-27 Cross-Temporal Meta-Analysis of the Changing Psychological Experience of Working, Franklin Hall, 3:30 PM
- 77-28 Who Is the Most Engaged at Work? a Meta-Analytic Review, Franklin Hall, 3:30 PM
- 109-10 Department Burnout and Individual Performance: A Burnout Withdrawal Crossover Model, Grand E-H, 6:00 PM
- 114 Leveraging Engagement and Development Data in Talent Management, Grand A, 8:00 AM
- 159 Beyond the Hype: the Dark Side of Employee Engagement, Independence Ballroom, 10:30 AM
- 200 New Trends in Overqualification Research, Grand L, 1:30 PM
- 221 How Stable Is Employee Engagement?, Grand L, 3:30 PM
- 272-3 Job Crafting Mediates the Approach-Avoidance Traits-Work Engagement Relationship, Franklin Hall, 9:00 AM
- 348 Moving Forward With Employee Engagement, 407-409, 3:30 PM

Job Performance/Citizenship Behavior

- 67-13 Beyond Mere Presence: When Distraction Facilitates Performance, Franklin Hall, 2:00 PM
- 67-14 Comparing Effectiveness of Promotive and Prohibitive Voices, Franklin Hall, 2:00 PM
- 67-15 Effect of Variability on Supervisor Performance Ratings and Attributions, Franklin Hall, 2:00 PM
- 67-16 Contextual/Citizenship Performance: Do Peer Ratings Reflect Rater or Rated?, Franklin Hall, 2:00 PM
- 67-17 The Costs of Interpersonal Helping: Do Citizenship Motives Matter?, Franklin Hall, 2:00 PM
- 67-18 More Than Meets the Ear? Music, Conscientiousness, and Task Performance, Franklin Hall, 2:00 PM
- 67-19 A Social Network Investigation of Incivility and Helping in Organizations, Franklin Hall, 2:00 PM
- 67-20 Telework, Professional Isolation, Social Identity, and Organizational Citizenship Behaviors, Franklin Hall, 2:00 PM
- 67-21 Supervisor Organizational Embodiment: New Theoretical Developments and Examination of Outcomes, Franklin Hall, 2:00 PM
- 67-22 The Hard Problem of Soft Skills: Metacognition and Managerial Performance, Franklin Hall, 2:00 PM
- 67-23 Examining the Links Between Value–Congruence Fit and Employee Behaviors, Franklin Hall, 2:00 PM
- 67-24 Exploring the Construct Validity of Teacher Performance, Franklin Hall, 2:00 PM
- 67-25 The Job Satisfaction–Performance Literature Is Biased, Franklin Hall, 2:00 PM
- 67-26 Disentangling the Construct: Individual Workload and Best Measurement Practices, Franklin Hall, 2:00 PM
- 67-27 Defining and Assessing Ethical Behavior at Work, Franklin Hall, 2:00 PM
- 67-28 Explaining the Surprisingly Weak Relationship Between Organizational Constraints and Performance, Franklin Hall, 2:00 PM
- 67-29 A Review of Multilevel OCB Research: Limitations and Recommendations, Franklin Hall, 2:00 PM
- 67-30 Mediators of Organizational Citizenship Behavior (OCB) and Help Acceptance, Franklin Hall, 2:00 PM
- 93-2 Biodata Predictors of Tournament Performance on the PGA Tour, Franklin Hall, 4:30 PM
- 150-1 Voice Quality: Construct Development and Scale Validation, Franklin Hall, 10:30 AM
- 183-29 Gendering Voice: the Role of Public Esteem and Composition, Franklin Hall, 12:30 PM
- 227-18 Generic Situational Judgment Test Measuring Context-Independent Prosocial Implicit Trait Policies, Franklin Hall, 4:30 PM
- 262 Mindfulness At Work: The Intrapsychic and Relational Implications, Grand I, 8:30 AM

Judgment/Decision Making

- 81 Evaluating Good Decision Making Starts With Making Good Decisions, Grand D, 3:30 PM
- 113 That's Wicked! a Multifaceted Examination of Complex Problem Solving, Franklin 08, 8:00 AM
- 213-1 Mental Models and Ethical Decision Making: the Role of Sensemaking, Franklin Hall, 3:30 PM
- 213-2 Responses to Diverse Video-Based SJTs: Role of Motivation and Experiences, Franklin Hall, 3:30 PM
- 213-3 Moral Disengagement and Ethical Decision Making: The Facilitative Effect of Guilt, Franklin Hall, 3:30 PM
- 213-4 Does State Narcissism Predict Advice-Taking Behavior?, Franklin Hall, 3:30 PM
- 213-5 The Elaborated Negotiation: Persuasion and Communication Medium in Negotiations, Franklin Hall, 3:30 PM
- 213-6 Does Rationality Predict Performance in Major Life Domains?, Franklin Hall, 3:30 PM
- 213-7 Fit in Employee Selection: Beliefs About When, How, and Why, Franklin Hall, 3:30 PM
- 213-8 Impact of Cue Characteristics: Understanding Weighting Processes in Decision Making, Franklin Hall, 3:30 PM
- 213-9 What Aspects of Job Applicant Tattoos Influence Suitability for Work?, Franklin Hall, 3:30 PM
- 213-10 Linking Uncertainty Dimensions to Performance Predictions During Selection, Franklin Hall, 3:30 PM
- 213-11 A Mediation Model Linking Maximizing Tendency to Future-Oriented Judgments, Franklin Hall, 3:30 PM
- 346 Deciphering the Meaning of Adaptation Through the Context of Change, 309-310, 3:30 PM

Leadership

- 1 Opening Plenary, Grand E-H, 8:30 AM
- 16 Scientist or Leader? Misconceptions, Challenges and New Considerations, Grand J, 10:30 AM
- 27 Untangling Toxic Leadership: A Convoluted Construct and Its Underlying Assumptions, 401-403, 12:00 PM
- 50 Toward a New Narrative for the Leadership Gender Agenda, 401-403, 1:30 PM
- 87 Executive Board Special Session: A Conversation With SIOP Leadership, Liberty AB, 3:30 PM
- 88 Shared Leadership in Teams: Contemporary Perspectives in Diverse Contexts, Liberty C, 3:30 PM
- 94 Listening: Why Should You and Why Should You Not?, Grand A, 4:30 PM
- 102 How Leaders Better Engage Their Teams in Times of Change, 407-409, 5:00 PM
- 130 New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness, 309-310, 9:00 AM
- 144 Leaders Who Ask and Listen: The Softer Side of Leadership, 305-306, 10:30 AM
- 162-5 Leader Motivation Matters: Leader Power Motivation and Organizational Commitment, Franklin Hall, 11:30 AM
- 162-6 Negative Leader Behavior: What Do Our Measures Measure?, Franklin Hall, 11:30 AM
- 162-7 Differentiating Perceptions of Leaders and Followers Using Item Response Theory, Franklin Hall, 11:30 AM
- 162-8 Perceived Supervisor Competence and Leader–Member Exchange, Franklin Hall, 11:30 AM
- 162-9 Mediators of the Relationship Between Leader Emotions and Follower Conformity, Franklin Hall, 11:30 AM
- 162-10 A Moderated Mediation Model Linking Subordinate Similarity Perceptions to Outcomes, Franklin Hall, 11:30 AM
- 162-11 How Being Transformational Impacts Men's and Women's Success At Work, Franklin Hall, 11:30 AM
- 162-12 Potential Mediating Mechanisms For Why Being Gay Influences Leadership Fit, Franklin Hall, 11:30 AM
- 162-13 Direct and Indirect Impact of Manager Behavioral Integrity on Engagement, Franklin Hall, 11:30 AM
- 162-14 Examining Leader Integrity Through a Cross-Cultural Lens, Franklin Hall, 11:30 AM
- 162-15 Scale Refinement of Implicit Leadership Theories: West Meets East, Franklin Hall, 11:30 AM
- 162-16 Abusive Supervision and Employee Perceptions of Leaders' Implicit Followership Theories, Franklin Hall, 11:30 AM
- 162-17 The Effect of Leader–Member Exchange on Voice: A Meta-Analysis, Franklin Hall, 11:30 AM
- 162-18 Interpersonal Consequences of Leader–Member Exchange Social Comparison (LMXSC), Franklin Hall, 11:30 AM
- 162-19 Interactive Effects of Charismatic Leadership and Abusive Supervision, Franklin Hall, 11:30 AM

- 162-20 Consequences of Abusive Supervision: A Meta-Analytic Review, Franklin Hall, 11:30 AM
 162-21 Examining the Relationships Between Multifactor Leadership Types and Follower Deviance, Franklin Hall, 11:30 AM
 162-22 Higher-Order Personality Factors and Leadership: Aa Theoretical Explication, Franklin Hall, 11:30 AM
 162-23 Effects of Ethical Leadership: A Meta-Analysis, Franklin Hall, 11:30 AM
 162-24 Examining the Relationship Between Subdimensions of Abusive Supervision and Self-Rating, Franklin Hall, 11:30 AM
 162-25 The Role of Identity in Abusive Supervision–Job Performance Relationship, Franklin Hall, 11:30 AM
 169 Bad Apples: Understanding the Multilevel Impact of Toxic Leadership, 407-409, 12:00 PM
 222 Identifying Leadership Potential Through Personality Assessment: Cross-Cultural Findings, Independence Ballroom, 3:30 PM
 236 Motivating Leaders to Develop: Research and Practice, Grand A, 5:00 PM
 238 Executive Roles: Do the Same Rules Apply?, Grand I, 5:00 PM
 253 Innovations in Executive Development: Fueling Corporate Growth, Grand B, 8:00 AM
 289-2 The Effects of Leader Arrogance on Subordinate Outcomes, Franklin Hall, 10:30 AM
 289-3 A Moderated-Mediation Examination of Knowledge Sharing and Abusive Supervision, Franklin Hall, 10:30 AM
 289-4 Examining Patterns of Followership Ratings Using Latent Class Analysis, Franklin Hall, 10:30 AM
 289-5 The Generalizability of Transformational Leadership Across Cultures and Research Designs., Franklin Hall, 10:30 AM
 289-6 Developing Leadership Talent in China: Assessing and Mitigating Managerial Derailment, Franklin Hall, 10:30 AM
 289-7 Employee Learning Goal Orientation and Leader Empowering Behavior, Franklin Hall, 10:30 AM
 289-8 Deification of the CEO: a 40-Year Exploration of CEO Descriptions, Franklin Hall, 10:30 AM
 289-9 The Influence of Organizational Context on Implicit Leadership Theories, Franklin Hall, 10:30 AM
 289-10 Dealing With Abusive Supervisor: Roles of Social Interaction, Task Interdependence, Franklin Hall, 10:30 AM
 289-11 Who Gets More Benefits From Perceiving Higher LMX Among Coworkers?, Franklin Hall, 10:30 AM
 289-12 Safety, Ethics, and Moral Potency: Leader Influence on Subordinate Voice, Franklin Hall, 10:30 AM
 289-13 Leader Member Exchange (LMX): A Multilevel Social Relations Analysis, Franklin Hall, 10:30 AM
 289-14 Minding One's Manners: Linking Leader Mindfulness and Follower Job Performance, Franklin Hall, 10:30 AM
 289-15 Authoritarian Transformational Leadership: Evidence From China, Franklin Hall, 10:30 AM
 289-16 The Relationship Between Leadership and Flow: A Daily Diary Study, Franklin Hall, 10:30 AM
 289-17 Leading Like a Woman: Roles, Influence, and Follower Perceptions, Franklin Hall, 10:30 AM
 289-18 Transformational Teachership: How Principles of Transformational Leadership Foster Student Outcomes, Franklin Hall, 10:30 AM
 289-19 For Whom LMX Positively Predicts Job Burnout?, Franklin Hall, 10:30 AM
 289-20 Developing Leadership Potential With Stories of Pragmatic Leaders, Franklin Hall, 10:30 AM
 289-21 Early Childhood Behavior Problems Predict Leader Emergence—But Gender Matters!, Franklin Hall, 10:30 AM
 289-22 A Dynamic Multilevel Study of Insomnia and Leader Emergence, Franklin Hall, 10:30 AM
 317 Strategic Leadership in Organizations: Future Directions for Research and Practice, Grand K, 12:00 PM
 323 New Developments in Abusive Supervision Research, 302-304, 1:30 PM
 339 Using Networks to Influence People and Ignite Change, Grand K, 1:30 PM
 347 High-Potential Programs: Design, Practical Applications, and Lessons Learned, 401-403, 3:30 PM
 354 Executive Board Special Session: SIOP Living History Series: An Interview With Frank L. Schmidt, Liberty C, 3:30 PM
 355 Closing Plenary, Grand E-H, 4:30 PM

Legal Issues/Employment Law

- 3 OFCCP New Regulations on Disability and Veterans' Status: Lessons Learned, 305-306, 10:30 AM
 33-30 Organizational Punishment for Sexual Harassment: Implications for Men and Women, Franklin Hall, 12:00 PM
 60 Current Issues in EEO Law, Grand I, 1:30 PM
 82 Legal Risk Points in Talent Assessment: Surveying the Landscape, Grand I, 3:30 PM
 150-2 Power and Errors in Adverse Impact Indices, Franklin Hall, 10:30 AM
 152 Conducting Criminal Background Checks ... Without Breaking the Law, Grand B, 10:30 AM
 178 Attracting and Retaining Qualified Individuals With Disabilities: A Contemporary Update, Grand K, 12:00 PM
 306 Legal Defensibility of Selection Practices, 404, 12:00 PM
 335 Using Background Checks in the Employee Selection Process, Grand C, 1:30 PM

Measurement/Statistical Techniques

- 13 Ideal Point IRT Modeling: Recent Breakthroughs for Noncognitive Measurement, Grand C, 10:30 AM
 18 Analytics in Action: Practical Considerations for Working With Data, Grand L, 10:30 AM
 19 Theme Track: Improving the Peer Review Process: Advancing Science and Practice, Independence Ballroom, 10:30 AM
 41 Theme Track: Pursuing Better Science in Organizational Psychology, Independence Ballroom, 12:00 PM
 64 Theme Track: Modernizing Regression: Cool and Practically Useful Advances From Other Fields, Independence Ballroom, 1:30 PM
 86 Theme Track: Going Forward By Going Back: "Ignite" Our Basic Stats!, Independence Ballroom, 3:30 PM
 89 Adventures in Unfolding Measurement Modeling: Applications to Important Work-Related Constructs, 305-306, 4:30 PM
 98 Theme Track: Big Data Advances From Computer Science and Statistics, Independence Ballroom, 4:30 PM
 109-11 A Taxonomy of Path-Related Fit Indices and Cutoff Values, Grand E-H, 6:00 PM
 125 Friday Seminar: Statistical and Methodological Procedures for Meta-Analysis, Franklin Hall, 8:30 AM
 150-3 Indirect (and Direct) Support for the Direct Measurement of CSE, Franklin Hall, 10:30 AM
 150-4 Are Impression Management and Self-Deception Subscales Distinct? a Meta-Analysis, Franklin Hall, 10:30 AM
 150-5 General Factor in Employee Surveys: A Large Sample Investigation, Franklin Hall, 10:30 AM
 150-6 Couldn't Agree More? Two Tests for Between-Groups Difference in Agreement, Franklin Hall, 10:30 AM
 150-7 Survival Analysis in Turnover Research: Time Will Tell, Franklin Hall, 10:30 AM
 150-8 Predicting Job Performance With Four Dimensions of Approach Avoidance, Franklin Hall, 10:30 AM

- 150-9 The Importance of Person-Oriented Approaches in Expatriate Research, Franklin Hall, 10:30 AM
- 150-10 Investigating Job Satisfaction in Older Workers Using Item Response Theory, Franklin Hall, 10:30 AM
- 150-11 Unbalanced Clusters, Variance Heterogeneity, and Power in Hierarchical Linear Modeling, Franklin Hall, 10:30 AM
- 150-12 Convergence, Admissibility, and Fit of Alternative Models for MTMM Data, Franklin Hall, 10:30 AM
- 150-13 Bayesian Multilevel Modeling: The Introduction of a Cross-Validation Prior, Franklin Hall, 10:30 AM
- 150-14 Common Method Variance and Higher-Order Constructs: An Empirical Test, Franklin Hall, 10:30 AM
- 150-15 The Effects of Interrater Calibration on Rating Consistency, Franklin Hall, 10:30 AM
- 150-16 Development of a Measure of Social Connectedness in Work Organizations, Franklin Hall, 10:30 AM
- 155 Tools For Big Data: MongoDB, Hadoop, and Python, Grand I, 10:30 AM
- 171 Friday Seminar: Longitudinal Data Analytic Techniques Using Latent Variables, Franklin 09, 12:00 PM
- 215 Best (Though Not Current) Practices for Modern Research Methods, Grand B, 3:30 PM
- 243 Understanding Big Data: Emerging Approaches to Data Interpretation, Liberty AB, 5:00 PM
- 261 Datafication of HR: Lessons Learned and Questions Unanswered, 404, 8:30 AM
- 275 Innovative IRT Models for Organizational Research and Practice, Grand C, 9:00 AM
- 288 Getting Started With R: An Interactive and Hands-On Tutorial, Franklin 10, 10:30 AM
- 299 Faces in a Crowd: Data Aggregation Issues in Legal Scenarios, Liberty AB, 10:30 AM
- 305 What's Trending at Work: Longitudinal Workforce Analytics, 401-403, 12:00 PM
- 342 Big Data or Big Deal: Conducting Impactful Research in Organizations, Liberty AB, 1:30 PM

Motivation/Rewards/Compensation

- 272-4 Organizational Context and Career Outcomes: The Role of GOME, Franklin Hall, 9:00 AM
- 272-5 Psychological Needs, Incentives, and Performance: A Reconciliation and Meta-Analysis, Franklin Hall, 9:00 AM
- 272-6 Goal Orientation and Knowledge Sharing: Moderating Role of Coworker Characteristics, Franklin Hall, 9:00 AM
- 272-7 Demographic Differences in the Motivational Drivers of Leaders, Franklin Hall, 9:00 AM
- 272-8 The Development and Testing of the Measure of Job Crafting, Franklin Hall, 9:00 AM
- 272-9 Social Self-Efficacy and Work Outcomes: Popularity and Status as Mediators, Franklin Hall, 9:00 AM
- 272-10 Examining Encouraging Versus Discouraging Motivations in Influencing Self-Efficacy and Performance, Franklin Hall, 9:00 AM
- 272-11 Understanding Managers' Motivational Profiles: Nature, Antecedents, and Consequences, Franklin Hall, 9:00 AM
- 272-12 Acuity Theory: a Study of Two Faking Resistant Noncognitive Measures, Franklin Hall, 9:00 AM
- 272-13 Stressor and Stressor Appraisals: The Moderating Effect of Task Efficacy, Franklin Hall, 9:00 AM
- 272-14 Skill-Based Pay: The Role of Employee Training and Manager Support, Franklin Hall, 9:00 AM
- 272-15 Person-Supervisor Fit in the Form of Goal Orientation Congruence, Franklin Hall, 9:00 AM
- 272-16 Pay Level and Pay Satisfaction: Effects on Customers and Firms, Franklin Hall, 9:00 AM
- 272-17 Shielding the Job Search Goal Against Obstacles: A Longitudinal Study, Franklin Hall, 9:00 AM
- 272-18 Antecedents and Consequences of Goal Commitment: A Meta-Analysis, Franklin Hall, 9:00 AM
- 272-19 Task Type and Resource Allocation Patterns in Multiple-Task Self-Regulation, Franklin Hall, 9:00 AM
- 272-20 A Negative Relationship Between Self-Efficacy and Performance Can Be Adaptive, Franklin Hall, 9:00 AM
- 284 The Role of Positive Psychology in I-O, 404, 10:30 AM
- 327 Cognitive Science: Fertile Grounds for I-O, 404, 1:30 PM

Occupational Health/Safety/Stress and Strain/Aging

- 14 Connecting Social Identities to Well-Being in the Workplace, Grand D, 10:30 AM
- 46-1 Differentiating the Domains of Taint in Dirty Work: Animal Euthanasia, Franklin Hall, 1:00 PM
- 46-2 The Relationship Between Objective Job Autonomy and Objective Health, Franklin Hall, 1:00 PM
- 46-3 Work Safety Tension: Impact on Worker Health and Organizational Outcomes, Franklin Hall, 1:00 PM
- 46-4 Development of Two Brief Measures of Psychological Resilience, Franklin Hall, 1:00 PM
- 46-5 A Comprehensive Meta-Analysis of Workplace Mistreatment, Franklin Hall, 1:00 PM
- 46-6 Burnout and Engagement: Construct Distinction in Two Healthcare Worker Samples, Franklin Hall, 1:00 PM
- 46-7 When Lives Depend on It: Stressors and Medication Error, Franklin Hall, 1:00 PM
- 46-8 Transformational Leadership and Employee Well-Being: a Meta-Analysis, Franklin Hall, 1:00 PM
- 46-9 Mediators of the Workplace Bullying-Job Attitudes Relationship, Franklin Hall, 1:00 PM
- 46-10 Leader Support and Mental Health Symptoms: Which Comes First?, Franklin Hall, 1:00 PM
- 46-11 Workplace Stressors and Treatment Adherence Among Type II Diabetic Employees, Franklin Hall, 1:00 PM
- 46-12 Interventions to Remediate the Stigma of Employees' Use of Antidepressants, Franklin Hall, 1:00 PM
- 46-13 Health Care Practitioners' Work Stress Perceptions and Related Outcomes, Franklin Hall, 1:00 PM
- 46-14 The Role of Hindrance Stressors in the Job Demand-Control-Support Model, Franklin Hall, 1:00 PM
- 46-15 Understanding Experiences of Occupational Intimidation and Sexual Harassment Among Journalists, Franklin Hall, 1:00 PM
- 46-16 Supervisory Support as a Buffer to Experienced Job Stressors, Franklin Hall, 1:00 PM
- 46-17 Food for Thought: How Nutritious Cafeterias May Inhibit Negative Attitudes, Franklin Hall, 1:00 PM
- 46-18 The Relationship Between Sleep and Work: A Meta-Analysis, Franklin Hall, 1:00 PM
- 46-19 Cognitive Adjustment As an Indicator of Psychological Health at Work, Franklin Hall, 1:00 PM
- 46-20 Better Get Used to It? Chronic Stressors and Daily Strain, Franklin Hall, 1:00 PM
- 46-21 Reciprocal Relationship Between Psychological Capital and Positive Emotions, Franklin Hall, 1:00 PM
- 57 Addictions and Vices and Work, Oh My!, Grand B, 1:30 PM
- 74 Employee-Organization Relationships and Employee Health, Franklin 08, 3:30 PM
- 108 Job (In)Security: Resource Loss Versus Gain Spirals, Liberty C, 5:00 PM
- 134-3 Conscientiousness, Safety Performance, and the Moderating Role of Safety Climate, Franklin Hall, 9:00 AM

- 134-4 When Disaster Almost Strikes: Maximizing Individual Learning From Near Misses, Franklin Hall, 9:00 AM
 134-5 An Integrated Model of Workplace Safety: Synthesizing Theory and Research, Franklin Hall, 9:00 AM
 134-6 Effects of Prosocial Knowledge on Physicians' Job Satisfaction and Strain, Franklin Hall, 9:00 AM
 134-7 Dual Effects of Organizational Identification on Job and Life Satisfaction, Franklin Hall, 9:00 AM
 134-8 The Impact of Safety Climate Beyond Traditional Safety Outcomes, Franklin Hall, 9:00 AM
 134-9 Moderating Effects of Individual Differences Between Daily Commute and Burnout, Franklin Hall, 9:00 AM
 134-10 Safety Climate: A Multilevel Moderated Mediation Model, Franklin Hall, 9:00 AM
 134-11 Microbreak Activities at Work to Recover From Work Demands, Franklin Hall, 9:00 AM
 134-12 Psychological Health Climate and BMI: A Conditional Indirect Effect Model, Franklin Hall, 9:00 AM
 134-13 Compete or Not Compete: An Examination of Competition and Burnout, Franklin Hall, 9:00 AM
 134-14 Profiling Burnout: Implications for Researchers and Practitioners, Franklin Hall, 9:00 AM
 134-15 Effects of Momentary Experiences on the Development of At-Work Fatigue, Franklin Hall, 9:00 AM
 134-16 Running on Empty? Daily Diary Examinations of Job Demands and Energy, Franklin Hall, 9:00 AM
 134-17 Self-Control Demands Explain Effects of Job Demands on Ego Depletion, Franklin Hall, 9:00 AM
 134-18 The Mediating Role of Appraisal in the Case of Work Intensification, Franklin Hall, 9:00 AM
 134-19 The Influence of Risk Perception on Safety: A Laboratory Study, Franklin Hall, 9:00 AM
 134-20 Age Differences in the Relationship Between Conscientiousness and OCB, Franklin Hall, 9:00 AM
 134-21 A Preliminary Development and Validation of Safety Performance Scale, Franklin Hall, 9:00 AM
 134-22 Parental Job Insecurity, Challenge and Hindrance Appraisals, and Youths' Outcomes, Franklin Hall, 9:00 AM
 141 Finding a Place for Mindfulness in the Workplace, Liberty AB, 9:00 AM
 151 The Development and Validation of Nine New Workplace Safety Measures, Grand A, 10:30 AM
 167 Investigating the Dynamic Role of Self-Regulation in the Resiliency Process, 401-403, 12:00 PM
 189 Building a Climate for Safety? Let's Talk!, 404, 1:30 PM
 191 Workplace Affect: Dynamic and Multilevel Effects in Organizations, Franklin 08, 1:30 PM
 209 Longitudinal Perspectives on Coping and Adjustment to Stressors, 407-409, 3:30 PM
 234 Chronic Pain in the Workplace: I-O Research and Practice Opportunities, Franklin 09, 5:00 PM
 249 Taking Total Worker Health to the Streets, Franklin 09, 8:00 AM
 274 When Health Is Wealth: Linking Employee Health to Workplace Outcomes, Grand B, 9:00 AM
 298 Alliance Special Session: Working With Mental Health Issues, Independence Ballroom, 10:30 AM
 303 Aging and Work Issues: Research, Best Practices, and the Future, 305-306, 12:00 PM
 309 Sleep and Work: Cruisin' for a Bruisin' by Not Snoozin', Franklin 09, 12:00 PM
 324 Leadership for Organizational Safety, 305-306, 1:30 PM

Organizational Culture/Climate

- 23 Predicting Organizational Climate or Culture Fit Through Assessments, Grand I, 11:30 AM
 78 Distinguished Professional Contributions Award: Toward a Theory of Employee Preferences, Grand A, 3:30 PM
 90 Private Equity: From "Cost-Cutting" to "More Culture Please", 309-310, 4:30 PM
 135 Finding Needles in Haystacks: Being Smarter About Survey Comments, Grand A, 9:00 AM
 240 How to Have Impact: Turning Survey Data Into Culture Change, Grand K, 5:00 PM
 287 Alternative Solutions to Measurement Challenges of Culture and Climate, Franklin 09, 10:30 AM
 322-13 Development of an Employee Green Behavior Descriptive Norms Scale, Franklin Hall, 12:30 PM
 322-14 Work-Family K.O.: The Resource Drain of Competitive Climate, Franklin Hall, 12:30 PM
 322-15 Organizational Culture and Performance: a Configurational Approach, Franklin Hall, 12:30 PM
 322-16 The in direct Relationship Between Learning Climate and Work Performance, Franklin Hall, 12:30 PM
 322-17 Political Influence, Politics Perceptions, and Work Outcomes: An Experimental Investigation, Franklin Hall, 12:30 PM
 322-18 Complementary or Competing Climates on Company-Level Financial Performance?, Franklin Hall, 12:30 PM
 322-19 Climate and Customer Service: The Healthy Organization, Franklin Hall, 12:30 PM
 322-20 Psychological Safety Mediation of the Gender and Employee Development Relationship, Franklin Hall, 12:30 PM
 322-21 Ineffective Leadership and Employees' Outcomes: The Mediating Effects of Emotions, Franklin Hall, 12:30 PM

Organizational Justice

- 46-22 Believing in A Just World Maintains Well-Being Through Justice Perceptions, Franklin Hall, 1:00 PM
 77-29 Initial Impressions of Trustworthiness and Subsequent Perceptions of Justice, Franklin Hall, 3:30 PM
 77-30 Trust in Supervisor Versus Organization: Role of Politics and Justice, Franklin Hall, 3:30 PM
 101 Distinguished Early Career Contributions-Science Award: Fairness and Emotions at Work: Multilevel Findings and New Directions, 401-403, 5:00 PM
 156 New Directions in Justice: Forming and Reacting to Overall Fairness, Grand J, 10:30 AM
 183-30 Hispanics' Interactions With Supervisors: Implications for Interpersonal Justice, Franklin Hall, 12:30 PM

Organizational Performance/Change/Downsizing/OD

- 61 Taking a Positive Approach to Create Leadership and Organizational Excellence, Grand J, 1:30 PM
 162-26 The Leadership Pressure Paradox: Identifying Competing Pressures on Leaders, Franklin Hall, 11:30 AM
 301-10 User Experience and the Adoption of Company-Wide Standard Software Systems, Franklin Hall, 11:30 AM
 301-11 Cynicism About Organizational Change and Turnover: A Moderated Mediation Model, Franklin Hall, 11:30 AM

Performance Appraisal/Feedback/Performance Management

- 8 Getting Rid of Performance Ratings: Genius or Folly?, Franklin 08, 10:30 AM
 76 Finding Value in 360-Feedback Rater Disagreements, Franklin 10, 3:30 PM

- 99 Performance Appraisal: Balancing Business Needs and Legal Defensibility, Liberty AB, 4:30 PM
- 133 Formal Performance Reviews: To Embrace or to Abandon?, Franklin 08, 9:00 AM
- 166 Get What You Give: Research Advances in Cross-Cultural Feedback-Seeking Behavior, 309-310, 12:00 PM
- 296 It's Okay to Do Rating Format Research Again, Grand K, 10:30 AM
- 301-12 Goal Orientation and Regulatory Fit: Utilization of Task Feedback, Franklin Hall, 11:30 AM
- 301-13 How Beliefs About the Self Influence the Feedback Process, Franklin Hall, 11:30 AM
- 301-14 Examining Theoretical Models of Leadership and Management Through Empirical Data, Franklin Hall, 11:30 AM
- 301-15 Factors Influencing Measurement Equivalence and Interrater Discrepancies of 360-Degree Ratings, Franklin Hall, 11:30 AM
- 301-16 Effects of Goal Orientation and Negative Feedback on Self-Efficacy, Franklin Hall, 11:30 AM
- 301-17 Measuring Performance and Potential: Exploring Integrated Assessment Systems, Franklin Hall, 11:30 AM
- 301-18 365-Performance Management: A Multidirectional Coaching Approach to Performance Management., Franklin Hall, 11:30 AM
- 301-19 The Effect of Action Orientation on Reactions to Feedback, Franklin Hall, 11:30 AM
- 301-20 Refining 360-Degree Feedback Measures: A Case Study, Franklin Hall, 11:30 AM
- 301-21 Conscientiousness Moderates the Effect of Performance Trends on Performance Ratings, Franklin Hall, 11:30 AM
- 301-22 Interpreting Subordinate Feedback Seeking Behaviors: Supervisors' Attributions and Impressions, Franklin Hall, 11:30 AM
- 301-23 Image Enhancement and Political Skill in the Feedback Seeking Context, Franklin Hall, 11:30 AM
- 301-24 A Latent Class Analysis of Electronic Performance Monitoring Practices, Franklin Hall, 11:30 AM

Personality

- 15 Navigating Introversion as an I-O: Capitalizing on the "I", Grand I, 10:30 AM
- 44 Psychological Entitlement at Work: Coping With and Managing Difficult Employees, Grand I, 12:30 PM
- 91 Measuring Implicit Motives via Conditional Reasoning, 404, 4:30 PM
- 93-3 Faking Based DIF Pervasive in Well-Used Big-Five Measure, Franklin Hall, 4:30 PM
- 134-23 The Moderating Effects of Mindfulness on the Job Recovery Process, Franklin Hall, 9:00 AM
- 134-24 Type A and Stress, Strain, and Job Satisfaction: A Meta-Analysis, Franklin Hall, 9:00 AM
- 143 Within-Person Variability of Personality Traits: Theory and Applied Measurement, 302-304, 10:30 AM
- 150-17 Development of a Computer Adaptive Forced-Choice Personality Test, Franklin Hall, 10:30 AM
- 157 Identification of Behavioral Skills Essential to Education and Work Success, Grand K, 10:30 AM
- 162-27 Exploring Curvilinear Relationships Between Agreeableness and Effective Leadership Behavior, Franklin Hall, 11:30 AM
- 165 Using Genes to Understand Work and Life? It Is Possible!, 305-306, 12:00 PM
- 172 Friday Seminar: Dark Triad and Socially Aversive Personality Traits in the Workplace, Franklin 10, 12:00 PM
- 227-19 Who Benefits From Telework? Individual Differences and Telework Outcomes, Franklin Hall, 4:30 PM
- 272-21 Work Ethic and Grit: An Examination of Empirical Redundancy, Franklin Hall, 9:00 AM
- 297 Latest Findings in Conditional Reasoning: New Scales and Multiple Motives, Grand L, 10:30 AM
- 313 What Makes the Dark Triad Maladaptive for Work?, Grand C, 12:00 PM
- 316 The HEXACO Model at Work: New Insights and Research Findings, Grand J, 12:00 PM
- 322-22 The Factor Structure of Personality Derailers Across Cultures, Franklin Hall, 12:30 PM
- 332-2 Reinventing Proactive Personality: Reconstruction of Construct and Measurement, Franklin Hall, 1:30 PM
- 332-3 Nonlinear Relationships of Narrow Personality and Narrow Leadership Criterion Constructs, Franklin Hall, 1:30 PM
- 332-4 Personality and Job Satisfaction: Interpersonal Job Context as a Moderator, Franklin Hall, 1:30 PM
- 332-5 Pride or Partnership? The Relationship Between Ambition and Information Sharing, Franklin Hall, 1:30 PM
- 332-6 Theory of Observer Ratings, Franklin Hall, 1:30 PM
- 332-7 VIE Predictors of Faking on HEXACO Personality in Selection Situations, Franklin Hall, 1:30 PM
- 332-8 Faking Care of Business: Effect of Impression Management on Sales, Franklin Hall, 1:30 PM
- 332-9 Do Self- and Other Ratings of Vocational Interests Follow Known Rules?, Franklin Hall, 1:30 PM
- 332-10 Incremental Validity of Emic-Etic Personality Dimensions in Predicting Job Performance, Franklin Hall, 1:30 PM
- 332-11 Invariance of Interests Between Job Applicants and Employees: IRT Analysis, Franklin Hall, 1:30 PM
- 332-12 Using Self-Set Goals to Compensate for Low Personal Initiative, Franklin Hall, 1:30 PM
- 332-13 Personality Traits and Trust in the Workplace, Franklin Hall, 1:30 PM
- 332-14 Not Too Dark: When Narcissism Relates Favorably to Creativity, Franklin Hall, 1:30 PM
- 332-15 Speaking Up at Work: Personality's Role in Employee Voice Behavior, Franklin Hall, 1:30 PM
- 332-16 The Influence of Followers' Narcissism on Their Perception of Leadership, Franklin Hall, 1:30 PM
- 332-17 Incremental Validity of the Dark Triad Traits, Franklin Hall, 1:30 PM
- 332-18 Expanding the Five-Factor Model Aberrant Traits to the Interpersonal Domain, Franklin Hall, 1:30 PM
- 332-19 Do Your Work: Role of Social Loafing in Efficacy-Satisfaction Relationship, Franklin Hall, 1:30 PM
- 332-20 Relationships Between Personality, Sleep Quality, Psychological Safety, and Perceived Workload, Franklin Hall, 1:30 PM
- 332-21 Interpersonal Theory as a Means to Examine Workplace Interpersonal Adaptability, Franklin Hall, 1:30 PM
- 332-22 Locus of Control: Evaluation of the Self or the Environment?, Franklin Hall, 1:30 PM
- 332-23 Culture Moderates the Relation Between Core Self-Evaluations and Well-Being, Franklin Hall, 1:30 PM
- 332-24 Determining Which Personality Level Best Predicts Leadership Effectiveness: Meta-Analysis, Franklin Hall, 1:30 PM
- 332-25 Effects of Framing on Personality Assessment Response Distortion, Franklin Hall, 1:30 PM
- 332-26 Core Self-Evaluations Over Time: Predicting Within-Person Variability, Franklin Hall, 1:30 PM
- 332-27 Smart and Slick: Relationships Among Cognitive Ability, Personality, and Faking, Franklin Hall, 1:30 PM
- 332-28 Reliability Generalization and Meta-Analysis of the Big Five Aspects Scale, Franklin Hall, 1:30 PM
- 332-29 Physician Personality Is Associated With Excessive Medical Diagnostic Test Ordering, Franklin Hall, 1:30 PM
- 332-30 Personality, Ability, and Applicant Attraction: A Meta-Analysis, Franklin Hall, 1:30 PM

Prosocial (e.g., Humanitarian Work Psychology, Corporate Social Responsibility, Sustainable Development)

- 17 UN Initiatives for Women: How Can I-O Help?, Grand K, 10:30 AM
- 51 I-O for the Greater Good: Prosocial Applications of Our Expertise, 404, 1:30 PM
- 96 Industrial-Organizational Psychology and the United Nations Sustainable Development Goals, Grand I, 4:30 PM
- 227-20 Testing the Relationship Between Volunteerism and Commitment Using Organizational Surveys, Franklin Hall, 4:30 PM
- 227-21 Employee Reactions to a Volunteering Program: Mediated and Moderated Effects, Franklin Hall, 4:30 PM
- 227-22 Bad Luck Reduces Perceived Psychological Distance and Increases Prosocial Behavior, Franklin Hall, 4:30 PM
- 227-23 Distributive Justice for Volunteers: Extrinsic Outcomes Matter, Franklin Hall, 4:30 PM
- 227-24 Moderating Effects of Volunteers' Motives on Satisfaction and Burnout, Franklin Hall, 4:30 PM
- 227-25 Influence of Individual Differences on Sustainable Behavior Commitment and Engagement, Franklin Hall, 4:30 PM
- 227-26 Stepping Up or Stepping By: Bystander Intervention in Sexual Assault, Franklin Hall, 4:30 PM
- 227-27 Climate for Environmental Management and Environmental Management Effectiveness, Franklin Hall, 4:30 PM
- 227-28 Ecological Transcendence and Ecological Behavior, Franklin Hall, 4:30 PM
- 229 Volunteer Program Assessment: Lessons Learned and Opportunities From I-O Outreach, 302-304, 5:00 PM
- 277 Executive Board Special Session: I-O Without Borders: Our Impact in a Multidisciplinary World, Grand L, 9:00 AM
- 292 Decent Work, Unsustainable Development Goals, and Humanitarian Work Psychology, Grand C, 10:30 AM

Research Methodology (e.g., Surveys)

- 40 Social Science and the Digital Revolution, Grand L, 12:00 PM
- 59 From Data to Doing Something: Driving Action With Survey Insights, Grand D, 1:30 PM
- 79 Executive Board Special Session: a Data-Driven Approach to Improving SIOP: Practicing What We Preach, Grand B, 3:30 PM
- 100 Employee Engagement Surveys: Is There a Better Way?, 302-304, 5:00 PM
- 109-12 A Multidimensional Item Response Theory Investigation of Common Method Variance, Grand E-H, 6:00 PM
- 116 Applying for and Getting Grants: Granting Agencies, Grand D, 8:00 AM
- 119 Big Data and Identified Employee Surveys: Ethical Issues and Actions, Independence Ballroom, 8:00 AM
- 127 Data Cleansing Time! Insufficient Effort Responding in Concurrent Validation Studies, Grand B, 8:30 AM
- 137 Applying For and Getting Grants: Successful Grantees, Grand D, 9:00 AM
- 146 Program Evaluation: A Growing Interest in Evidence-Based Decision Making, 401-403, 10:30 AM
- 150-18 Effect Size Benchmarks for Common I-O Topics Around the Globe, Franklin Hall, 10:30 AM
- 150-19 Moderation Effects Not Detectable by Meta-Analytic Techniques, Franklin Hall, 10:30 AM
- 150-20 Comprehensive Coding for Verbal and Nonverbal Behavior in ICE Teams, Franklin Hall, 10:30 AM
- 150-21 Triangulation of Methods in Industrial-Organizational Psychology: Review and Recommendations, Franklin Hall, 10:30 AM
- 150-22 Estimating Insufficient Effort Responding With a Person Fluctuation Parameter, Franklin Hall, 10:30 AM
- 150-23 Developing and Evaluating a Brief Survey For Measuring Performance, Franklin Hall, 10:30 AM
- 150-24 Development and Validation of the Intensification of Job Demands Scale, Franklin Hall, 10:30 AM
- 150-25 Methodology in Person-Centered Research: K-Means and Latent Profile Analysis, Franklin Hall, 10:30 AM
- 150-26 Impact of Randomly Missing Data on Social Network Autocorrelation Models, Franklin Hall, 10:30 AM
- 150-27 Perceptions of Confidentiality in Survey Research: Development of a Scale, Franklin Hall, 10:30 AM
- 150-28 The Impact of Response Category Labeling on Likert Scale Data, Franklin Hall, 10:30 AM
- 164 The Role of Theory in Industrial-Organizational Psychology Research and Practice, 302-304, 12:00 PM
- 187 Invalid Responding in the Survey Process: Detection, Deterrence, and Understanding, 309-310, 1:30 PM
- 201 Alliance Special Session: Ethics and Malpractice in I-O Research: Problems, Solutions and Prospects, Independence Ballroom, 1:30 PM
- 202 Beyond Mining: Harnessing the Power of Text Data, Liberty AB, 1:30 PM
- 208 Methods, Madness, and Truth: Tensions Among Publishing, Theory, and Replication, 404, 3:30 PM
- 224 101 Things About Big Data You're Afraid to Ask, Liberty C, 3:30 PM
- 282 Modeling and Simulation in I-O Psychology: A World of Opportunity, 309-310, 10:30 AM
- 314 Generating Instant Meta-Analyses Using the Metabus Database and Construct Taxonomy, Grand D, 12:00 PM
- 325 Insufficient Effort Responding: From Detection to Solution, 309-310, 1:30 PM
- 352 Invited Session: You Think You Can Solve an I-O Problem?, Independence Ballroom, 3:30 PM
- 353 Big Data: Nurturing Theory or Substituting for It?, Liberty AB, 3:30 PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 9 The Candidate Experience: What Applicants Want, What Companies Need, Franklin 09, 10:30 AM
- 24 Attention! Integrating Military Veterans in to the Workforce, 302-304, 12:00 PM
- 53 Innovative Approaches to Talent Identification: Bridging Science and Practice, Franklin 08, 1:30 PM
- 73 Cutting to the Chase: Streamlining the Hiring Process, 407-409, 3:30 PM
- 104 Improving Selection in the Government: Challenges From NASA, FAA, NSA, Franklin 10, 5:00 PM
- 118 Talent Acquisition Transformation: Lessons Learned and How I-O Adds Value, Grand J, 8:00 AM
- 129 The Aging Workforce: Research Desperately Needed!, Grand L, 8:30 AM
- 131 From Desert to Desk: How I-O Can Improve Veteran Transitions, 401-403, 9:00 AM
- 140 Big Data in I-O Psychology: Definitions, Applications, and Practical Considerations, Independence Ballroom, 9:00 AM
- 168 Using Big Data for Employment Decisions, 404, 12:00 PM
- 173 Applicant Reactions to Selection Procedures: New Developments and Prospects, Grand A, 12:00 PM
- 192-1 Checking Criminal Records: Crime and Job Type Affect Employment Judgments, Franklin Hall, 1:30 PM
- 192-2 Does Résumé Format Affect Accuracy of Personality Judgments?, Franklin Hall, 1:30 PM
- 192-3 Individual Difference Determinants of Applicant Withdrawal From Cognitive Ability Assessments, Franklin Hall, 1:30 PM
- 192-4 Technology Mediation Lowers Interview Ratings and Applicant Reactions: A Meta-Analysis, Franklin Hall, 1:30 PM

- 192-5 African-American Females Applicants: Potential Hiring Bias Against "Natural" Hair, Franklin Hall, 1:30 PM
- 192-6 The Effects of Female Nonverbal Flirting on Male Interviewer Impressions, Franklin Hall, 1:30 PM
- 192-7 Testing the Middle Initials Effect on Employability Ratings, Franklin Hall, 1:30 PM
- 192-8 The Influence of Instrumental and Symbolic Attributes on Applying Behavior, Franklin Hall, 1:30 PM
- 192-9 Faking Warnings for Job Applicants and Resulting Criterion-Related Validities, Franklin Hall, 1:30 PM
- 192-10 Implicit Age Cues in Resumes: Subtle Effects on Hiring Discrimination, Franklin Hall, 1:30 PM
- 192-11 Eye-Candy Effect of Physical Attractiveness on Performance-Based Hiring Decision Making, Franklin Hall, 1:30 PM
- 192-12 Biodata Assessment: A Validation and Recommendation For Organizational Settings, Franklin Hall, 1:30 PM
- 192-13 Effects of Strategy Perceptions on Job-Seeker Strategy Use, Franklin Hall, 1:30 PM
- 192-14 What Matters in the Test Environment?, Franklin Hall, 1:30 PM
- 192-15 Moods, Self-Efficacy, and Interview Strategies: Carryover Effects in Interviews, Franklin Hall, 1:30 PM
- 192-16 How a Crisis Impacts an Organization's Image and Recruitment Outcomes, Franklin Hall, 1:30 PM
- 192-17 Media Richness and Attraction: Personality Affects Attraction to Virtual Jobs, Franklin Hall, 1:30 PM
- 192-18 Applicant Reactions to Employers' Requests to Access Their Facebook Pages, Franklin Hall, 1:30 PM
- 192-19 Employer Branding in Public Services: An Identity-Based Instrument, Franklin Hall, 1:30 PM
- 192-20 Employee Selection: Implications of Self-Promotion, Immigrant Status, and Vacancy Length, Franklin Hall, 1:30 PM
- 192-21 Effects of Spelling Errors and E-Mail Addresses in Resume Screening, Franklin Hall, 1:30 PM
- 192-22 Investigating the Black Box of Vocational Interests Using Affect, Franklin Hall, 1:30 PM
- 192-23 The Role of Self-Focused Attention in Interview Anxiety, Franklin Hall, 1:30 PM
- 192-24 When the Cowboy Killer Becomes an Employment Opportunity Killer, Franklin Hall, 1:30 PM
- 192-25 A Meta-Analytic Test of the Outcomes of Overqualification, Franklin Hall, 1:30 PM
- 192-26 Targeted Recruitment: When the Majority Is the Minority, Franklin Hall, 1:30 PM
- 192-27 Integrating Job Search Into the Study of Employer Brands, Franklin Hall, 1:30 PM
- 192-28 Applicant Reactions to Forced-Choice Measurement: Do Format Variations Matter?, Franklin Hall, 1:30 PM
- 210 Future of Assessment: Reactions to Innovative Formats and Delivery Modes, Franklin 08, 3:30 PM
- 226 Strategic Selection: Mind the Gap, Franklin 08, 4:30 PM
- 237 Skynet's Emergence: Can Computers Score Essays as Well as Raters?, Grand B, 5:00 PM
- 264 Today and Tomorrow: Applicant Reactions in Global and Modern Contexts, Grand K, 8:30 AM
- 269 Everything Changes: Best Practices for Combining Tests Within Innovative Contexts, Franklin 08, 9:00 AM
- 330 Recent Developments in Interview Impression Management and Faking Research, Franklin 09, 1:30 PM
- 341 Silver Tsunami: A Concern for Organizations or Awesome Band Name?, Independence Ballroom, 1:30 PM
- 343 Box Scores and Bottom Lines: Sports Data and Staffing Research, Liberty C, 1:30 PM

Strategic Hr/Utility/Changing Role of HR

- 2 Talent Systems Implementations: Only the End of the Beginning, 302-304, 10:30 AM
- 48 Research Collaboration Among Academics and Practitioners: Opportunities and Challenges, 305-306, 1:30 PM
- 115 Developing Human Resources Standards: Tools for Organizational Effectiveness, Grand C, 8:00 AM
- 136 Distinguished Early Career Contributions-Practice Award: Moving the Needle of I-O Relevance: Lessons From Practice, Grand C, 9:00 AM
- 153 So You Think You Can Practice I-O Psychology?, Grand C, 10:30 AM
- 160 Building a Workforce Analytics Function: Blazing a Trail to Success, Liberty AB, 10:30 AM
- 175 Emerging Talent Management Practices: Connecting HR Trends to I-O Research, Grand C, 12:00 PM
- 195 Data Science in Human Capital Research and Analytics, Grand C, 1:30 PM
- 216 Worlds Colliding: How I-Os and IT Professionals Can Work Together, Grand C, 3:30 PM
- 228 Anti-Talent Management: Radical Solutions for Changing Times, Grand C, 4:30 PM
- 247 Multiple Stakeholders and the Gap Between Research and Practice, 407-409, 8:00 AM
- 278 Insights on the Lifecycle of HR Analytics Teams, Liberty AB, 9:00 AM
- 286 Finding I-O's Magical Unicorn: Integrated Talent Management, Franklin 08, 10:30 AM
- 301-25 Critical Success Factors for Thriving HR Initiatives, Franklin Hall, 11:30 AM
- 301-26 HR Practices, HRM Perception, and Organizational Performance: Multilevel Analysis, Franklin Hall, 11:30 AM
- 301-27 Relative Criteria Importance Depends on Predictor Choices, Franklin Hall, 11:30 AM
- 301-28 Examining the Relationship Between Human Resource Practices and Performance, Franklin Hall, 11:30 AM
- 301-29 What Does HR Do? Time-Driven, Activity-Based Costing for HR Organizations, Franklin Hall, 11:30 AM
- 329 Environmental Sustainability: Taking the Lead on Research and Practice, Franklin 08, 1:30 PM

Teaching I-O Psychology/Student Affiliate Issues/Professional Development

- 11 No PhD? No Problem! Success Tips for Master's-Level I-O Psychologists, Grand A, 10:30 AM
- 25 Dos and Don'ts of Graduate School: Surviving and Thriving, 305-306, 12:00 PM
- 45 Distinguished Teaching Contributions Award: Staying Engaged and Effective in Teaching and Mentoring Throughout One's Career, 501, 12:30 PM
- 47 What Does a Master's in Industrial-Organizational Psychology Mean? Part II, 302-304, 1:30 PM
- 103 What Employers Want in Master's Hires: Landing the First Job, Franklin 08, 5:00 PM
- 109-13 Building Bridges: An Occupational Network Analysis of I-O Psychologists, Grand E-H, 6:00 PM
- 182 Creating Scientist-Practitioners: I-O Programs Leveraging Corporate Advisory Boards, Liberty C, 12:00 PM
- 197 An Insider's Guide to Preparing for an Applied Career, Grand I, 1:30 PM
- 204 Bridging and Cross-Collaboration Between Master's and Doctoral I-O Programs, 302-304, 3:30 PM
- 213-12 Building Bridges in I-O via an Undergraduate Research Apprentice Program, Franklin Hall, 3:30 PM
- 218 What New Practitioners Wish They'd Learned in Graduate School, Grand I, 3:30 PM
- 244 Using Teaching Technology in the I-O Classroom, Liberty C, 5:00 PM

- 258 Executive Board Special Session: Revision of SIOP's Master's and PhD Education Guidelines, Liberty C, 8:00 AM
- 301-30 Towards Evidence-Based Writing Advice: A Linguistic Analysis of HR Articles, Franklin Hall, 11:30 AM
- 308 Ignite + Panel Session: Sharing I-O With the Community, Franklin 08, 12:00 PM
- 321 How to Be Successful as a First Year Practitioner, Liberty C, 12:00 PM
- 336 How to Sell the Value of I-O, Grand D, 1:30 PM

Technology (e.g., Gamification, Social Media, Simulations)

- 12 Linear I-O in an Exponential World: Keeping Pace With Technology, Grand B, 10:30 AM
- 28 Envisioning the Future of I-O, 404, 12:00 PM
- 34 Exploring Pathways and Roadblocks to Successful Workplace Technology Implementation, Grand A, 12:00 PM
- 52 I-Os as Technologists: To Start, Press Any Key, 407-409, 1:30 PM
- 121 Selection in the Digital Age: Social Media's Challenges and Opportunities, Liberty C, 8:00 AM
- 132 Cutting Edge Technology: Disrupting the Scientist-Practitioner Model?, 407-409, 9:00 AM
- 150-29 Enhancing Training Outcomes With Gamification, Franklin Hall, 10:30 AM
- 150-30 Game Thinking in Human Resource Management, Franklin Hall, 10:30 AM
- 176 A Look Under the Hood of Media-Rich Recruitment Tools, Grand D, 12:00 PM
- 186 Putting the "E" in Efficacy: Understanding Technology-Related Efficacy Judgments, 305-306, 1:30 PM
- 192-29 Reactions to Mobile Testing From the Perspective of Job Applicants, Franklin Hall, 1:30 PM
- 207 Integrating Assessments and Talent Management Systems: Evolving the Discussion, 401-403, 3:30 PM
- 213-13 Backchannel Communication: Can Text Messaging Improve Traditional Classroom Learning?, Franklin Hall, 3:30 PM
- 213-14 Are Head-Mounted Virtual Reality Systems Useful for Training and Education?, Franklin Hall, 3:30 PM
- 213-15 Individual Differences That Predict Interactions in Mixed-Initiative Teams, Franklin Hall, 3:30 PM
- 242 Invited Session: Future of HR From the Perspective of Technology Startups, Independence Ballroom, 5:00 PM
- 254 Gamification of HR Processes: Three Case Study Examples, Grand C, 8:00 AM
- 266 Game Thinking in Assessment: Applications of Gamification and Serious Games, 309-310, 9:00 AM
- 280 Under the Hood: Practical Challenges in Developing Technology-Enhanced Assessments, 302-304, 10:30 AM
- 319 Social Media and Employment Decisions: More Than You Bargained For, Independence Ballroom, 12:00 PM
- 320 Thrive in Big Data: Change in I-O's Mindset and Toolset, Liberty AB, 12:00 PM
- 322-23 Gamification Wins! Creating a Customer Oriented Mindset for Utility Employees, Franklin Hall, 12:30 PM
- 337 Using Science Mapping and Meta-Analysis to Bridge the Scientist-Practitioner Divide, Grand I, 1:30 PM

Testing/Assessment (e.g., Selection Methods; Validation; Predictors)

- 4 Perspectives on General Performance Effects in Assessment Center Ratings, 309-310, 10:30 AM
- 5 Conducting Assessments in the Digital Age, 401-403, 10:30 AM
- 31 Workforce Analytics' Impact on Validating Employee Selection Procedures, Franklin 09, 12:00 PM
- 37 Faking Indicators: Effectiveness, Convergence, and Impact on Validity, Grand D, 12:00 PM
- 43 Ignite Session: Connecting Research and Practice in Employee Selection, Liberty C, 12:00 PM
- 54 Innovations in SJT Formats and Scoring, Franklin 09, 1:30 PM
- 65 Advancing Test Development Practices: Modern Issues and Technological Advancements, Liberty AB, 1:30 PM
- 68 Transportability: Boundaries, Challenges, and Standards, 302-304, 3:30 PM
- 92 Examining Alternatives to Criterion-Related Validity Studies When Setting Worker Requirements, Franklin 09, 4:30 PM
- 93-4 Big Five Traits: Predictors of Retesting Propensity and Score Improvement, Franklin Hall, 4:30 PM
- 93-5 Fitness Motivation Constructs, Subgroup Differences, and Validity, Franklin Hall, 4:30 PM
- 93-6 Profiles in Temperament: Enhancing Scale Validities Using Profile Similarity Metrics, Franklin Hall, 4:30 PM
- 93-7 Do Job Applicants Fake on Vocational Interest Measures?, Franklin Hall, 4:30 PM
- 93-8 Simulation-Based Assessment of Positive Attitude and Teamwork Beyond Personality Testing, Franklin Hall, 4:30 PM
- 93-9 Grit: Additional Construct Validation, Franklin Hall, 4:30 PM
- 93-10 Subgroup Differences in SJT Scores: Does SES Play a Role?, Franklin Hall, 4:30 PM
- 93-11 Impact of Gaming and Simulator Experience on Flight Performance, Franklin Hall, 4:30 PM
- 93-12 35 Reasons for Fair Comparisons When Evaluating Alternative *g* Tests, Franklin Hall, 4:30 PM
- 93-13 Supervisory Opportunity to Observe Moderates Criterion-Related Validity Estimates, Franklin Hall, 4:30 PM
- 93-14 The Generalizability of Biographical Data: A Multinational Study, Franklin Hall, 4:30 PM
- 93-15 Applicant Reactions: Forced-Choice Personality Assessments Featuring Social Desirability Matched Statements, Franklin Hall, 4:30 PM
- 93-16 Predictors of Hiring Decisions From a Standardized Reference Assessment, Franklin Hall, 4:30 PM
- 93-17 Convergent Validity of a MDPP CAT For High-Stakes Personality Testing, Franklin Hall, 4:30 PM
- 93-18 Interviewing for Guilt Proneness: Consensus and Self-Other Agreement, Franklin Hall, 4:30 PM
- 93-19 Supervisor Performance Ratings: Is the View Different From the Top?, Franklin Hall, 4:30 PM
- 93-20 Grade Increases Over Time: Grade Inflation, Not Just Hot Air, Franklin Hall, 4:30 PM
- 93-21 Reverse-Scoring Method Effects in Factor Analyses of Inventory Responses, Franklin Hall, 4:30 PM
- 93-22 Conditional Reasoning Applied to Integrity: An Obvious Choice, Franklin Hall, 4:30 PM
- 93-23 Predictors of Integrity Ratings in the Royal Dutch Military Police, Franklin Hall, 4:30 PM
- 93-24 Using Structured Interviews Across Specialties in Medical Residency Selection, Franklin Hall, 4:30 PM
- 93-25 Computer Adaptive Testing Algorithm Performance in Simulated and Applicant Samples, Franklin Hall, 4:30 PM
- 93-26 Practice Effects on a Diverse Operational Selection Test Battery, Franklin Hall, 4:30 PM
- 93-27 Halo Revisited, Yet Again: Item Observability and Rater Individual Differences, Franklin Hall, 4:30 PM
- 93-28 Assessment Centers Versus Ability: A New Perspective on Criterion-Related Validity, Franklin Hall, 4:30 PM
- 93-29 Identifying Deferent Employees: Considerations Writing Situational Judgment and Biodata Items, Franklin Hall, 4:30 PM

- 93-30 Personality Test Faking Detection and Selection Rates, Franklin Hall, 4:30 PM
 97 Cows in Canada? Examining Nontraditional Interview Questions, Grand K, 4:30 PM
 148 Critical Discussions Regarding Mobile Assessments: Can You Hear Us Now?, 407-409, 10:30 AM
 158 Novel Research and Advances in Biodata, Grand L, 10:30 AM
 170 Investigating Validities of Several Faking Measures Within Selection Contexts, Franklin 08, 12:00 PM
 185 High-Fidelity Simulations: Refining Leader Assessment and Leadership Development, 302-304, 1:30 PM
 199 All Over the Map: Conducting Validation Research on Dispersed Populations, Grand K, 1:30 PM
 205 Synthetic Validity: Further Evidence of Its Accuracy and Application, 305-306, 3:30 PM
 206 Toward a Deeper Understanding of Applicant Faking, 309-310, 3:30 PM
 223 Assessment Center Redux: There's No "One Best Way", Liberty AB, 3:30 PM
 231 Research on Noncognitive Predictors: The Military Context, 309-310, 5:00 PM
 232 Innovative Strategies for Minimizing Adverse Impact, 401-403, 5:00 PM
 233 One Size Does Not Fit All: Strategies for Setting Cutoffs, 407-409, 5:00 PM
 239 Distinguished Early Career Contributions-Practice Award: Selection and Assessment: Use-Inspired Research and Science-Based Practice, Grand J, 5:00 PM
 250 Getting What You Need From SMEs: Models, Recommendations, and Insights, Franklin 10, 8:00 AM
 260 Situational Judgment Test Design and Measurement Informed by Psychological Theory, 305-306, 8:30 AM
 276 Employment Test Fraud: It Can Happen to You!, Grand D, 9:00 AM
 281 Global Noncognitive Assessment: Cross-Cultural Utility and Applicant Reactions, 305-306, 10:30 AM
 291 20 Years of Changes in Preemployment Testing: Experiences and Challenges, Grand B, 10:30 AM
 304 Harnessing Technology to Facilitate Effective Interviewing, 309-310, 12:00 PM
 307 Cognitive Ability Research: Breathing New Life in to a Stagnating Topic, 407-409, 12:00 PM
 340 Mobile Devices in Talent Assessment: The Next Chapter, Grand L, 1:30 PM

Training

- 56 New Directions For Understanding Training Effectiveness, Grand A, 1:30 PM
 154 Integrating Technology and Training: New Developments and Frontiers, Grand D, 10:30 AM
 213-16 Situational Judgment Tests (SJTs) in Training Delivery: Development and Evaluation, Franklin Hall, 3:30 PM
 213-17 Pretraining Predictors of Attrition From Voluntary Online Training, Franklin Hall, 3:30 PM
 213-18 The Examination of Different Predictors of Transfer Over Time, Franklin Hall, 3:30 PM
 213-19 Informal Learning and Its Antecedents: An Integrative and Meta-Analytic Review, Franklin Hall, 3:30 PM
 213-20 Theater-Based Training to Reduce Resistance to Organizational Change: Quasi-Experimental Evaluation, Franklin Hall, 3:30 PM
 213-21 Brain Drain? An Examination of Stereotype Threat Effects During Training, Franklin Hall, 3:30 PM
 213-22 Ability, Goal Orientation, and Exploratory Behavior in Active Learning, Franklin Hall, 3:30 PM
 213-23 Biases and Compensatory Strategies: The Efficacy of a Training Intervention, Franklin Hall, 3:30 PM
 255 Determining Training Needs: Applications and Lessons From Military TNA, Grand D, 8:00 AM
 338 New Developments in Rater Training Research, Grand J, 1:30 PM

Work and Family/Nonwork Life/Leisure

- 22-11 Childcare Arrangement Characteristics as Predictors of Employment Trade Offs, Franklin Hall, 11:00 AM
 22-14 Culture, Elder-Care, Interrole Transitions, and Work-Family Conflict: a U.S.-Chinese Comparison, Franklin Hall, 11:00 AM
 22-15 Gender Differences in the Crossover of Job Burnout in Dyads, Franklin Hall, 11:00 AM
 22-16 How Work-Family Conflict and Enrichment Are Related: With Spillover-Crossover Effects, Franklin Hall, 11:00 AM
 22-17 Mind the Gap: Negotiating Boundaries Between Work and Home, Franklin Hall, 11:00 AM
 22-18 Work-Family Conflict Measurement: Considering Culture and Gender Equivalency, Franklin Hall, 11:00 AM
 22-19 Crafting Nonwork Time: Development and Validation of a New Measure, Franklin Hall, 11:00 AM
 22-20 A Longitudinal Examination of WFC and Employee Health, Franklin Hall, 11:00 AM
 22-21 A Meta-Analysis of Support and Work-Family Conflict: A Cross-Cultural Lens, Franklin Hall, 11:00 AM
 22-22 Job Demands and Health Outcomes: the Role of Work-Family Interactions, Franklin Hall, 11:00 AM
 22-23 Effects of Family Supportive Supervision on Work and Health Outcomes, Franklin Hall, 11:00 AM
 22-24 Organizational Factors That Enhance Employee Work-Life Balance, Franklin Hall, 11:00 AM
 22-25 Forced to Work More From Home: Implications for Work-Family Conflict, Franklin Hall, 11:00 AM
 22-26 The Convergent Validity of Two Work-Family Conflict Instruments, Franklin Hall, 11:00 AM
 22-27 Using Cell Phones for Work and Play During Nonwork Time, Franklin Hall, 11:00 AM
 22-28 Conceptualizing Identity-Based, Work-Family Conflict, Franklin Hall, 11:00 AM
 22-29 Just Like Me: Effects of Value Congruence on Work-Family Enrichment, Franklin Hall, 11:00 AM
 38 Understanding the Work-Family Implications of Relationships With Leaders, Grand J, 12:00 PM
 46-23 The Importance of Rest for Job Satisfaction: A Spillover Model, Franklin Hall, 1:00 PM
 106 We're All in This Together: Individual and Organizational Work-Family Interventions, Grand J, 5:00 PM
 138 Virtual Employees and Work-Life Balance, Grand I, 9:00 AM
 163 And Baby Makes...? Global Best Practice in Family Leave, Grand I, 11:30 AM
 256 Work-Family Issues in the Aging Workforce: Trends and Consequences, Grand L, 8:00 AM
 285 Current Research Developments in Work-Nonwork Boundary Dynamics, 407-409, 10:30 AM
 312 Working Moms and Dads: Trials, Tribulations, and Coping Strategies, Grand B, 12:00 PM
 331 Rethinking Recovery: New Trends, Extensions, and Considerations, Franklin 10, 1:30 PM
 344 Resources for Students in Managing Work, School, and Family Roles, 302-304, 3:30 PM

Program Participants (listed by session number; numbers following hyphens are posters)

Aamodt, Michael G. 99, 158, 299, 335	Arthur, Winfred 251-19	Barsade, Sigal 49	Biga, Andrew 2, 119, 286, 342
Abbuhl, Stephanie 295	Arun, Nikita 301-12, 301-28	Bartels, Lori 259	Bing, Mark N. 33-1, 170, 192-9, 297
Abblitt, Hannah 176	Arvey, Richard D. 165	Bartels, Lynn K. 33-30, 192-18	Bink, Martin 255
Abraham, Joseph D. 148, 238, 269, 281	Asencio, Raquel 40	Bartol, Kathryn M. 141	Binning, John F. 31, 301-3
Acikgoz, Yalcin 77-2	Asenuga, Olabisi A. 251-19	Bartram, Dave 32, 142	Binsted, Kim 263
Adair, Christopher K. 221	Ashburn-Nardo, Leslie 20, 214	Basile, Kelly A. 22-17	Birnbaum, Dee 150-25
Adams, Kimberly Acree 250	Ashkanasy, Neal M. 7, 85, 164, 227-2, 227-10	Battista, Mariangela 2, 253, 347	Birtch, Thomas A. 323
Adelson, Nataliya 267	Ashton, Michael C. 316	Bauer, Kristina N. 213-17, 213-18	Bisbey, Tiffany M. 77-26, 134-2, 183-28, 345
Adler, Seymour 8, 53, 144	Ashworth, Steven D. 55	Bauer, Talya N. 22-2, 134-1, 173, 200	Bjornberg, Nathan 67-1, 251-2
Agars, Mark D. 183-1, 272-4, 322-13	Astrove, Stacy L. 33-6	Baumann, Michelle 67-4	Black, Justin G. 240
Agosta, John P. 22-14	Atkinson, Theresa P. 150-3, 332-23	Baumgartner, Natalie M. 242	Blackmore, Caitlin E. 46-2, 77-5, 127, 150-22, 325
Aguinis, Herman 41, 215, 337	Attar, Stephen O. 251-4, 251-22	Bausseron, Elise 7	Blackshire, Amy D. 227-4
Ahmad, Afra S. 26	Atwater, Leanne E. 174	Bayless, Julia 131, 192-12	Blacksmith, Nikki 150-7, 192-3, 192-4, 212, 287, 332-3
Ahmed, Sara M. 173	Aude, Steven N. 16, 52	Beard, Rebecca 255	Blair, Michael 97, 342
Aiello, John R. 67-13, 67-18	Avery, Derek R. 33-29, 183-6	Beatty, Adam 65, 143, 288	Blair Cronin, Candace 16, 246
Albert, Lumina 332-18	Aw Young, Sue Hua 162-9	Beatty, Joy 234	Blakeney, Roger N. 322-3
Albrowicz, Che L. 77-3	Axelrad, Elise T. 33-25	Beaubien, Jeffrey M. 301-5	Blankenship, Mark H. 153
Ali, Abdifatah A. 26, 183-14, 192-1	Ayers, Jeanine 255	Beaufore, Amanda 251-14	Bledow, Ronald 191
Alipour, Kent K. 251-1, 251-18	Ayman, Roya 145	Beauregard, Alexandra 22-17	Blees, Teanna S. 301-25
Allegrini, Alicia M. 247	Ayoko, Oluremi B. 85	Beck, James W. 272-20	Bleiberg, Melissa A. 75, 162-6
Allen, Amanda D. 65, 199	Ayton, Jeff 263	Beck, Stefanie S. 109-11	Bliese, Paul D. 86, 149, 191, 305
Allen, David G. 337	Baard-Perry, Samantha K. 263, 333, 346	Beck, Tammy 134-4	Bodner, Todd 38, 106, 309
Allen, Joseph A. 77-12, 227-15, 227-23, 229, 308	Babin, Nehama E. 54	Beckstrand, Jan 134-14	Boies, Kathleen 251-3
Allen, Josh W. 210	Bacevice, Peter 85	Bedwell, Wendy L. 150-20, 251-8, 311	Bok, Cody J. 22-29, 322-14
Allen, Lynn 133	Bachiochi, Peter D. 244	Beechly, Lauren H. 301-2	Bokhari, Ehsan 98
Allen, Matthew T. 54, 65, 104	Bachrach, Daniel G. 191	Beehr, Terry A. 22-15, 22-16, 46-14, 67-23, 77-5, 130	Bolen, Heather M. 38, 248
Allen, Natalie J. 128	Backes, Rex C. 36	Beer, Lynn 183-2	Bologna, Daniele 24
Allen, Tammy D. 22-18, 22-19, 22-21, 87, 229, 277, 284, 312	Badger, Jessica M. 77-4, 301-24	Behrend, Tara S. 77-4, 132, 154, 186, 192-3, 192-4, 301-24	Bolton, Amy 301-5
Alliger, George M. 149, 213-19, 255, 333	Bagdasarov, Zhanna 213-1	Beier, Margaret E. 154, 303	Bonaccio, Silvia 105, 183-3
Allison, Brooke B. 36	Bai, Yuntao 322-5	Beiler-May, Angela A. 57, 285	Bonilla, Daniel L. 188
Almeida, David M. 309, 350	Bailey, Sarah F. 22-12, 111	Bell, Matt 33-3	Bonner, Juliana M. 227-1
Alonso, Alexander 34, 115, 250	Bailey Clark, Denise 115	Bell, Suzanne T. 6, 30, 109-6, 308	Booyesen, Lize 217
Alshanski, Scott 37	Baillie, Pat 214	Belwalkar, Bharati B. 287, 332-2	Borden, Lauren A. 289-2
Amato, Mary Anne G. 347	Bajwa, Nida ul Habib 301-30	Benavidez, Juan 192-9, 280	Bordia, Prashant 74
Amodeo, Andrea 146	Baker, David P. 146, 235	Bendapudi, Namrita 326	Borman, Walter C. 296
Amorati, Alexandra R. 266	Bal, Anne C. 73	Bendick, Jr., Marc 334	Born, Marise Ph. 183-8, 332-9
An, Mihyang 22-15, 22-16	Bal, Matthijs 272-2	Bendoly, Elliot 191	Borns, Jared 67-2
Andel, Stephanie A. 22-22, 134-3	Baldridge, David C. 194	Benishek, Lauren E. 56	Bosco, Frank A. 150-18, 314, 337
Anderson, Amanda 26, 150-16, 227-19, 312	Baldwin, Nicholas A. 162-5	Bennett, Andrew 331	Boss, Wayne 109-10
Anderson, Angela 257	Baldwin, Sean P. 4	bennett, JAZMINE m 272-4	Boswell, Wendy R. 58
Anderson, James A. 149	Baldwin, Timothy T. 67-22	Bennett, LeAnne E. 253	Botsford Morgan, Whitney 258, 312
Anderson, Jennifer 33-22	Baltes, Boris B. 106, 162-21	Bennett, Misty M. 251-4	Bourdage, Joshua S. 330, 332-7
Anderson, Lance E. 246	Balzer, William K. 77-1	Bennett, Winston R. 255	Bousman, Lindsay A. 349
Anderson, Neil R. 173	Bang Johansen, Johan 159	Benson, Mckenzie L. 33-8, 89	Bowler, Jennifer L. 297
Anderson, Shelby 227-25	Banister, Christina M. 93-19	Benson, Michael J. 188	Bowler, Mark C. 33-3
Andrews, Lance 180	Bank, Jurgen 185	Benzer, Justin K. 35	Bowling, Nathan A. 33-12, 46-2, 77-5, 127, 325
Ang, Soon 322-8	Banks, Cristina G. 146	Berger, Julia L. 150-5	Boyatzis, Richard E. 49
Anseel, Frederik 94, 166, 201	Baran, Benjamin E. 134-4	Bergman, Mindy E. 20, 63, 110, 295	Boyce, Anthony S. 93-15, 93-17, 147, 150-17, 187, 192-28, 195, 219, 281, 306, 340
Anselmi, Tobin V. 336	Baratta, Patricia 227-3	Bergman, Shawn 132, 319	Boyd, Elizabeth M. 106, 134-9, 134-22, 274, 309
Antes, Alison L. 134-4	Barbaranelli, Claudio 108	Berkman, Lisa F. 139	Boyd, Kathleen B. 162-7
Apers, Catherine 192-2	Barber, Larissa 22-12	Bernstein, David 192-8	Boyd, Scott 12, 123
Appelbaum, Jenna B. 149, 287	Barbour, Jennifer P. 227-2	Berrios, Julia 150-21	Boyes, Allison 77-26, 134-2, 183-28
Appelbaum, Nital 311	Barling, Julian I. 174, 289-21, 323	Berry, Christopher M. 125	Boykin, Curtis M. 112
Aqwa, Justin J. 332-4	Barnes, Christopher M. 289-22	Berry, Mary O. 292	Bradburn, Jacob C. 77-6
Arad, Sharon 228	Barnes, Tyler 150-22	Bet, Jennifer L. 150-9, 213-14	Braddy, Phillip W. 33-1
Arboleda, Maria 161	Barnes-Farrell, Janet L. 46-3, 110, 192-8, 256, 290, 322-1	Bethencourt, Leslie A. 278, 349	Bradley, Kyle J. 215
Arena, Dave 26, 183-23	Barnett, Christina 312	Beus, Jeremy M. 134-5	Bradley-Geist, Jill C. 183-4
Arena, Michael 221	Barney, Matt 242	Beverage, Michael S. 272-19	Bradshaw, Patrick 97, 143
Armour, Amanda V. 108	Barney, Rachel D. 107	Bhatia, Sarena 56	Bragg, Caleb B. 325
Armstrong, Michael B. 150-29, 150-30, 266	Barnieu, Joanne 52	Bhatnagar, Namita 192-24	Bramble, Reed J. 127, 332-4
Arnold, John D. 304	Barnwell, Patrick 260	Bhawuk, Dharm P.S. 292	Brandt, Lauren 255
Aron, Arthur 112	Barr, Renee 219	Bhupatkar, Alok 35	Braun, Michael T. 40, 282, 305
Arredondo, Kelley 162-27	Barrantes, Renzo J. 162-11, 162-12	Bialko, Christopher S. 275	Brawley, Alice M. 77-7, 150-3, 150-6
Arroyo, Cristina M. 309	Barratt, Clare L. 150-4	Bickmeier, Robert M. 46-1	Brdiczka, Oliver 33-25
Arthur, Jeffrey B. 22-5	Barrett, Jamie D. 104	Biddison, Elizabeth Daugherty 311	
	Barrick, Murray R. 143	Biderman, Michael 222	
	Barrios, Pegleess 74	Bienkowski, Sarah C. 255	
	Barron, Laura G. 93-4, 213-16	Biermeier-Hanson, Benjamin. 162-21	

Breaugh, James A.	158	Byrne, Zinta S.	77-25, 192-16, 259, 272-8, 289-18, 348	Charles, Kristin	300	Collmus, Andrew B.	150-30
Bremner, Nicholas L.	63	Byron, Kris	301-13	Charlier, Steven D.	332-30	Colosimo, Joanna	178
Brescoll, Victoria L.	174	Cadiz, David	134-20	Chaturvedi, Sankalp	262	Colquitt, Alan L.	8, 228
Brett, Joan F.	259	Caines, Valerie	74	Chau, Samantha Le.	193	Colquitt, Jason A.	101, 156
Britt, Thomas W.	46-10	Calderwood, Charles C.	331	Chauvin, Cherie	211	Cominsky, Cynthia	24
Broadfoot, Alison A.	55, 322-23	Calfas, Lisa	135	Chen, Chao C.	177	Conant, Emily	295
Brock, Meagan E.	93-19	Caligiuri, Paula	71, 265	Chen, Gilad	75, 201, 327	Conklin, Thomas A.	315
Brock, Sarah A.	179	Callison, Kori	25, 77-26, 134-2, 183-28	Chen, Shouming	109-4	Connolly, Brian S.	64
Brodbeck, Christie	73, 176	Cameron, Holly C.	213-17, 213-18	Chen, Tuo-Yu	256	Connolly, Catherine E.	183-3
Brodke, Michelle H.	77-1	Cameron, Kim S.	61	Chen, Yan	183-6	Connolly, Shane	30, 213-1, 213-3, 213-23, 227-9
Brooks, Scott M.	135, 202	Cameron, Lindsey D.	262	Chen, Ying	177	Connolly, Megan	163
Brooks-Shesler, Luke	67-2	Campbell, Alyssa M.	313	Chen, Yuanyi	109-2	Conroy, Samantha A.	14, 22-1
Brower, Tracy	85	Campbell, Elizabeth	312	Chen, Zhuo	46-3	Contractor, Noshir	40, 339
Brown, Anna	32, 33-2, 76, 142	Campbell, John P.	67-27, 301-14	Cheng, Wenwen	322-5	Converse, Patrick D.	77-22, 158, 272-18, 272-19, 332-26
Brown, Cameron G.	332-19	Campion, Emily D.	237	Cherniack, Martin G.	46-3	Conway, Jeffrey S.	93-15, 93-17, 150-17, 187, 192-28, 281
Brown, Douglas J.	67-19	Campion, Michael A.	8, 97, 173, 237	Chernyshenko, Oleksandr	326	Cook, Nigel A.	46-15
Brown, Jennifer J.	53, 230	Campion, Michael C.	173, 237	Cheshin, Arik	331	Cook, Zachary W.	77-16
Brown, Julianne	180	Camus, Kelly A.	127	Cheung, Ho Kwan	67-14	Cookson, Savannah	150-19
Brown, Mary Ellen	339	Cao, Christine	301-14	Cheung, Janelle H.	46-10, 134-8, 134-12	Coole, David	286
Brown, Matthew I.	251-4	Cao, Mengyang	93-7, 301-15	Chi, Wei	165	Cooper, Alison	196
Brown, Nicolas A.	80	Caputo, Anthony W.	10, 77-13	Chia, Sherwin I.	326	Cooper, Ashley D.	33-24, 93-9
Brown, Shanie G.	204	Caputo, Pat M.	28, 150-17, 195	Chiaburu, Dan S.	332-18	Cooper, Cary	22-18
Brubaker, Tanya	193	Carameli, Kelley A.	24	Chiang, Flora	323	Cooper, Tiffany	46-7, 345
Brucci, Margherite	5	Carli, Linda	198	Childers, Olivia	33-21, 134-2, 183-28	Coovert, Michael D.	93-14
Bruck Lee, Valentina	57, 332-15	Carlson, Dawn S.	57, 285	Chiu, Randy K.	109-4	Corbet, Christine E.	51, 91, 124, 159, 168, 347
Brummel, Bradley J.	46-15, 313	Carmody, Patrick C.	205	Cho, Eunae	22-18, 256	Cordery, John	200
Brunet, Luc	46-19	Carpenter, Jacqueline	9, 254	Cho, Inchlul	251-19	Corman, Michelle	240
Bruskiewicz, Kenneth T.	210	Carpenter, Nichelle C.	33-11, 35, 301-15	Cho, Sanghun	289-3, 289-11	Cornwell, John M.	95
Brusso, Robert C.	52, 232	Carr, Stuart C.	292	Cho, SeongHee	93-7	Corstjens, Jan	93-10, 260
Bruyere, Susanne M.	183-15, 298	Carr, Anne C.	33-3	Choh, Audrey C.	46-2	Cortina, Jose M.	1, 41, 87, 164, 215
Bryant, Courtney M.	192-5	Carroll, Dorothy R.	275	Choi, Ellen	262	Cortina, Lilia M.	20, 33-18, 225, 245
Bryant, William J.	252	Carter, Gary W.	193	Choi, Woohee	289-3, 289-11	Cosco, Alexis R.	274
Brykman, Kyle	150-1	Carter, Kameron	93-2	Choi, Yeeun	227-12	Costa, Ana Cristina	173
Buboltz, Walter	227-11	Carter, Nathan T.	13, 89, 93-1, 109-11, 109-12, 150-13, 187, 206, 275	Chong, SinHui	227-5	Costanza, David P.	137, 150-7, 287, 308
Buchanan, Ashley	227-18	Carter, Nathan T.	13, 89, 93-1, 109-11, 109-12, 150-13, 187, 206, 275	Chow, Sam	266	Coughlin, Chris	29, 264, 266
Bucklan, Mary Ann	264	Carter-Sowell, Adrienne R.	126	Chris, Alexandra C.	290	Coultras, Christopher	162-3, 322-12
Buckley, Kerry	65	Carton, Andrew	156	Christensen, Matthew	29, 90	Cox, Amanda	355
Buckley, Michael	338	Casad, Bettina J.	183-5, 252	Christiansen, Neil	37, 43, 206, 260	Cox, Amy	77-8
Buckley, Timothy	246	Cascio, Wayne F.	71, 115	Chrobak-Mason, Donna	339	Cox, Brennan D.	93-3, 93-11, 93-26
Buckner, John E.	33-4	Casey, Tristan	151, 209	Chui, Celia	192-6	Cox, Cody B.	77-8, 213-16
Buddhavarapu, Swati	268	Casillas, Alex	157	Chun, Seokjoon	13, 22-18	Cox, Michael J.	301-24
Budnick, Christopher J.	111	Castano, Nathalie	130	Chung, Hye Sook	272-16	Coyle, Patrick T.	150-8, 162-7, 289-4
Buechel, Kristin	264	Castille, Christopher M.	33-4	Church, Allan H.	2, 228, 347	Coyle-Shapiro, Jacqueline A-M	74
Buehl, Anne-Kathrin	330	Castro, Dotan R.	94	Cigularov, Konstantin	189, 213-12	Cozma, Irina F.	264, 336
Bulger, Carrie A.	244, 285	Catano, Victor M.	231	Clair, Judith	312	Cragun, Ormonde R.	183-7
Bullock, Robert B.	77-16	Cavanagh, Thomas M.	289-18	Clark, Jaylyn F.	289-8	Crain, Tori L.	106, 309
Bunk, Jennifer	244	Cavanaugh, Katelyn J.	213-13, 213-17	Clark, Laura E.	162-8, 183-28	Crandall, Beth	113
Burch, Katrina A.	109-12, 290	Cazares, Eric J.	183-1	Clark, Malissa A.	57, 106, 227-6, 285	Crask, Erin M.	183-26
Burke, Carey	246	Cen, Hongyu	46-21	Clark, Olga L.	245	Crayne, Matthew P.	332-5
Burke, Eugene	71, 300	Cerasoli, Christopher P.	149, 189, 213-19, 272-5, 327, 333	Clarke, Sharon	324	Crede, Marcus	289-5
Burke, Shawn	30, 88, 251-6, 251-11, 322-4, 322-12, 333, 345	Chadwick, Ingrid	109-3	Clause, Catherine S.	180	Cremers, Myckel	93-23
Burke, W. Warner	159	Chae, Heesun	272-6, 289-10	Clerard, Mixie	106	Crepeau, Loring J.	134-2, 183-28
Burmeister, Anne	322-3	Chakrabarti, Madhura	100, 278, 352	Clerkin, Cathleen	174	Crispin, Gerry	9
Burner, Trent J.	118, 301-2	Chambers, Brad A.	283, 304	Cleveland, Jeanette N.	256	Cronin, Matthew A.	263
Burnkrant, Steven R.	22-10	Chambers, Chris	322-23	Clevenger, James P.	336	Crook, Amy E.	260
Burns, Deanna K.	134-12	Chambers, Richard J.	192-25, 287, 319	Coats, Meredith R.	33-16, 150-7, 287	Crowder, Don	271
Burns, Gary N.	37, 127, 130	Chamorro-Premuzic, Tomas	53, 159, 302	Cobb, Kevin M.	272-4	Crowe, John D.	67-3
Burow, Elizabeth	85	Chan, Elsa	67-8	Cober, Richard T.	39, 136	Cruse, Sean	51, 292
Burrus, Allison L.	270	Chan, Paul K. F.	120	Coen, Corinne	282	Cucina, Jeffrey M.	93-12, 93-13, 150-5, 158, 164, 164, 208, 354
Burrus, Jeremy T.	157	Chandler, Megan	199	Cohen, Debra	34, 334	Culbertson, Satoris S.	11, 213-4, 289-9, 289-16, 313
Burtscher, Michael J.	134-6	Chang, Artemis	227-2	Cohen, Robin R.	124, 253	Cullen, Jennifer C.	320
Busciglio, Henry H.	93-13	Chang, Chiachi	74	Cohen, Taya R.	93-18, 316	Cullen, Kristin L.	197, 251-5, 272-11, 339
Bush, Catherine R.	130	Chang, Chu-Hsiang	46-11, 150-14, 177, 263, 332-22, 333	Colarelli, Stephen M.	33-15, 85, 162-1, 165	Cullen, Michael J.	54, 93-24
Busz, Alycia N.	93-5, 93-6	Chang, Luye	93-8, 93-22, 127, 175, 322-1	Coldiron, Sarah	59		
Butler, Frank C.	111	Chao, Georgia T.	282	Cole, Michael	289-22		
Butler, Shelly D.	176			Colegrove, Charles	255		
Button, Scott B.	26			Colella, Adrienne J.	298		
Buxton, Orfeu M.	106, 309			Coleman, Melanie	123		
Bynum, Bethany H.	54, 93-5			Collins, Lori K.	318		
Byrne, Cristina L.	104			Collins, Lynn	185, 293, 301-17		
Byrne, Michael	274						

Cunningham, Christopher J. L.....	Desai, Sreedhari D.....	Dunn, Natalie.....	Fink, Alexis A.....
77-24, 93-9, 219, 322-2	227-22	163	39, 300, 342
Cunningham, Quinn W.....	DeShon, Richard P.....	Duperreault, Kayla A.....	Finkelstein, Lisa.....
251-23	73, 128, 215	344	22-12, 217, 229, 303
Cunningham, Sydney.....	Deshpande, Saurabh S.....	Dust, Scott.....	Fiore, Stephen M.....
332-20	67-15	301-4	16, 30, 211, 327
Curcuruto, Matteo.....	DeSimone, Justin A.....	Dutra, Ana.....	Fiori, Marina.....
324	150-19	302	7, 46-22
Curran, Paul G.....	Desrosiers, Erica I.....	Dutta, Subhadra.....	Fischer, Donald L.....
187	66, 267	107	313
Cushenbery, Lily.....	Desselles, Mitzi.....	Dvorak, Kyla J.....	Fischlmayr, Iris.....
84, 212	183-11, 192-25	46-6, 272-8	345
Czerwinski, Stefan A.....	Dettman, Scott.....	Dwight, Stephen A.....	Fiser, Randy.....
46-2	5	48	85
D'Innocenzo, Lauren.....	Deuling (Mitchelson), Jacqueline K.....	Dwyer, Cindy.....	Fiset, John.....
88	162-5	235	251-3
D'Mello, Susan.....	DeYoung, Colin G.....	Earl, Elijah C.....	Fisher, David M.....
272-7	332-28	33-24	109-6
da Motta Veiga, Serge P.....	Dhanani, Lindsay Y.....	Early, Rebecca J.....	Fisher, Gwen.....
77-21, 109-1	46-5, 183-9,	106	46-6
Dages, Kelly D.....	183-22	Eaton, Asia A.....	Fisher, Gwenith G.....
340		162-11, 162-12	256, 259, 303
Dahling, Jason.....	Diamond, Jennifer A.....	Eatough, Erin.....	Fisher, Sandra L.....
14, 162-9, 192-7,	341	10, 46-20, 57, 139,	154
227-11, 301-16, 301-23, 331		209, 309	Fisk, Glenda M.....
Dai, Guangrong.....	DiazGranados, Deborah.....	Ebel-Lam, Anna.....	44
76, 130, 179, 289-6	235, 311	231	Fitzgerald, Dinora R.....
Dalal, Dev K.....	Dickson, Marcus W.....	Eby, Lillian T.....	93-15, 251-18
13,	102, 273	57, 277, 312	66
109-12, 192-8, 192-28, 206, 213-10,	Dickter, David N.....	Eden, Dov.....	Flaherty, Vicki L.....
213-11, 281, 322-1	235	213-20	196
Dalal, Reeshad S.....	Diefendorff, James M.....	Edwards, Bryan D.....	Fleischer, Avi.....
143	14, 331, 350	192-26	275
Daniel, John M.....	Diehn, Erica W.....	Edwards, Jeffrey R.....	Fleisher, Matthew S.....
337	289-14	19, 300	59, 143
Dapollonia, Eli M.....	Diekrager, Dayle.....	Ehrhart, Mark G.....	Fletcher, Keaton A.....
134-20	324	290	150-20, 311
Dapra, Rich.....	Dietz, Aaron S.....	Eichler, F. Andrew.....	Fletcher, Thomas.....
185	235	227-24	160
Darr, Wendy.....	Dietz, Aron.....	Eisenberger, Robert.....	Flynn, Jerry P.....
231, 296	311	74, 162-8	22-4, 22-5
Dattner, Ben.....	Dillen, Michael.....	Eissa, Gabi.....	Fogarty, Patricia L.....
248	332-1	33-5, 67-17	322-10
Datu, Jesus A.....	DiMatteo-Gibson, Donna.....	Elam, Joyce J.....	Foldes, Hannah J.....
332-23	138	162-11	188
Daus, Catherine S.....	Dinin, Alessandra.....	Elcott, Monica.....	Fonseca, Rose.....
7, 204	295	233	332-19
Davidson, Amber L.....	Dinwoodie, David.....	Eldor, Liat.....	67-8
33-8, 89	317	322-16	Ford, Ashley M.....
Davidson, Tina.....	DiRenzo, Marco S.....	Elg, Mattias.....	301-19
177	251-23	81	
Davis, Donald D.....	DiRosa, Gia.....	Elicker, Joelle D.....	Ford, J. Kevin.....
67-1, 251-2	75	166	56
Davis, Hunter M.....	Dirr, Bobbie A.....	Elizondo, Fabian.....	Ford, John M.....
192-27	134-13, 332-6	275	202
Davis, Kelly D.....	Disselhorst, Ryan.....	Ellington, James Kemp.....	Ford, Michael T.....
139	274	338	22-14, 189, 209, 256
Davison, Kristl.....	Dixon, Aurora J.....	Ellis, Allison M.....	Forlenza, Michael.....
33-1, 170, 192-9, 319	263, 333	22-2, 209	141
Dawson, Abigail J.....	Djurdjevic, Emilija.....	Elison, Leah.....	Forsyth, Donelson.....
49	22-1	166	172
Dawson, Craig R.....	Do, Mark.....	Emich, Kyle J.....	Foster, Chris.....
43, 207, 239	76, 162-22, 332-24	186	93-11, 93-25
Dawson, Emma.....	Dodge, Kama D.....	Enkhold, Binderya.....	Foster, David.....
230	150-23	18	32, 276
Dawson, Kevin M.....	Doerr, Alexa J.....	Erdogan, Berin.....	Foster, Garrett C.....
46-14	227-6	22-2, 134-1, 200, 201	275
Day, David V.....	Dolen, Michael R.....	Erickson, Rebecca J.....	Foster, Jeff.....
36, 83, 236	103	14	127, 322-22
Day, Eric A.....	Donaldson, Stewart I.....	Erker, Scott C.....	Foster, Katey E.....
213-22	61	39	218
De Fruyt, Filip.....	Donovan, John J.....	Erkovan, Hilal E.....	Foster, Pamela J.....
217	48	112	289-1
De La Rosa, Gabriel M.....	Donsbach, Jamie S.....	Es-Sabahi, Nawal.....	Foti, Roseanne J.....
46-4, 77-9	255, 333	144	162-7, 289-4
de la Torre, Jimmy.....	Dooley, Kevin M.....	Eschleman, Kevin J.....	Foucalt, Brooke.....
13	182	134-23	40
De Meuse, Kenneth P.....	Dormann, Christian.....	Esmailikia, Mahsa.....	Fraccaroli, Franco.....
39, 220	165, 191	350	303
de Voogt, Alex.....	Dorsey, David W.....	Essayans, Melanie.....	Fragoso, Zachary.....
191	104	162-1	46-6, 127
De Vries, Deb.....	Doty, Joseph.....	Estime, Camille M.....	Francis, Rob.....
228	83, 169	227-20	231
de Vries, Reinout E.....	Doucet, Rod.....	Estrada, Taja.....	Francis-Watkins, Ana M.....
316, 332-7, 332-9	231	183-24	33-9
Deacon, Amanda K.....	Doucette, Bill.....	Evans, Sarah.....	Franklin, Douglas A.....
128	90	199	33-29
Dean, Courtney R.....	Douglas, Danielle.....	Everton, Wendi J.....	Fredeking, Samuel J.....
255	162-10	244	252
Dean, Matthew.....	Doverspike, Dennis.....	Eyring, Alison R.....	Freeman, Laura L.....
181	12	294	69
Debus, Maike E.....	Dow, Alan.....	Fairchild, Joshua.....	French, Kimberly A.....
200, 331	235	67-4	22-19, 22-21,
DeCesare, Andrew.....	Dowdeswell, Kim.....	Falcon, Armando.....	22-22, 312
22-10	29, 264	57, 332-15	
DeChurch, Leslie A.....	Doyle, Kevin M.....	Falcone, Marni M.....	Frese, Michael.....
30, 40, 181,	67-16	107	94
211, 251-24, 339	83, 236	Fan, Jinyan.....	Frick, Sarah E.....
Deckert, Paige J.....	Dragoni, Lisa.....	22-6, 134-7, 170, 272-9	251-8
16, 232	281	150-12	Friedman, Denise R.....
DeCostanza, Arwen Hunter.....	Drake, Travis J.....	Fang, Ruolian.....	279
62, 261	13, 93-7, 142	165	Friedman, Raymond.....
Decoster, Jeroen.....	Drasgow, Fritz.....	Farh, Crystal I.....	177
192-10	13, 93-7, 142	109-7	Friedman, Stewart D.....
Dekas, Kathryn.....	Drevo, Susan.....	Farh, Jiing-Lih.....	174
224, 257, 278	46-15	323	Friedrich, Tamara L.....
Del Campo, Rodrigo.....	Driggers, Robert I.....	Farmer, Benjamin A.....	84
248	250	77-26	Fritz, Charlotte.....
Del Duco, Shawn M.....	Driskell, James.....	Farmer, William J.....	331
227-20	333	294	Fritzsche, Barbara A.....
278	333	Fasbender, Ulrike.....	109-9, 183-22
Delaney, Molly L.....	Drollinger, Sabrina M.....	22-3, 310	
278	93-11, 93-25,	109-2	Fruhen, Laura.....
Delgado, Kristin M.....	93-26	Faurote, Eric.....	324
151, 210, 307	Drown, Damon.....	22-20	Fu, Ping Ping.....
Deller, Juergen.....	155, 247, 332-12	192-23	177
22-3, 310, 322-3,	Dubey, Abeer.....	251-6, 251-11, 322-4	Fudman, Rachel.....
322-15	224, 352	322-4	301-17
Demsky, Caitlin A.....	Dubin, David F.....	Felps, Will.....	Fuhrmeister, Karen M.....
139	299	144	76, 248
Den Hartog, Deanne N.....	Dubrow, Samantha R.....	Fenlason, Jeffrey.....	Fullagar, Clive.....
201	186	83, 169	289-9, 289-16
DeNisi, Angelo S.....	Ducey, Adam.....	Fernandez, Cheryl.....	Fuller, Bryan.....
94	93-14, 281	68	192-25
Dennis, Michelle.....	Duckworth, Angela L.....	Fernandez, Christine.....	Fuller, Julie A.....
273	61	114	228
Dennis, Sandra P.....	Duffy, Michelle K.....	Ferrell, Jared Z.....	Fullick, Julia M.....
283	33-28, 141, 323	31, 148	107
Denunzio, Michael M.....	Dullaghan, Ryan.....	Ferris, Lance.....	Fulmer, Ingrid Smithy.....
272-3	10, 342	109-2	183-6
Deprez-Sims, Anne-Sophie.....	Dumani, Soner.....	Ferro, Gonzalo.....	Furnham, Adrian.....
123	10, 22-19, 22-21	117	84
Derous, Eva.....	Dunford, Benjamin B.....	Field, James G.....	Fursman, Paul M.....
173, 183-8, 192-2, 192-10	42, 109-10	150-18, 314, 337	192-29, 340
Derrick, Douglas C.....	Dunleavy, Dana M.....	332-8	Furst-Holloway, Stacie.....
67-3, 213-15	199	332-8	24
Desai, Parth.....	Dunleavy, Eric M.....	Finfer, Laura A.....	Gabka, Kamila.....
272-18, 272-19	158, 299, 306	198	227-24
	Dunlop, Patrick D.....	Finger, Michael.....	Gabriel, Allison S.....
	332-7	275	14, 109-1, 109-5,
			331, 350
			Gacey, Hannah.....
			33-20

Gaddis, Blaine H.....	241	Gore, Truman J.....	67-21, 272-10, 332-12	Hall, Steve	160	Hendrickson, Victoria.....	135, 202
Gallagher, Christopher.....	33-17	Gorman, C. Allen	296, 338	Hallenbeck, George S.	179	Hennen, Martha E.	99
Gallo, James R.	77-3	Goswami, Ashita	162-13	Halloran, Kimberly K.....	95, 183-24	Henney, Susan M.	312
Gallus, Jessica A.	62, 149, 169	Goswami, Nandu	333	Halper, Leah R.	33-7	Henning, Jaime B.	11, 22-23, 35
Galustian, Fedra	247	Gotte, Anne.....	190	Hamlyn, Helen	338	Henriksen, Thomas	159
Gamboa, Juan	200	Grabarek, Patricia E.	117, 203	Hammer, Leslie B.	38, 106, 137, 139, 309	Hepperlen, Michael.....	190
Gammon, Amy R.	37, 197, 206, 264	Gracia, Francisco	200	Han, Guohang	322-5	Heraty, Noreen	310
Garcia, Partick	74	Grady, Victoria M.	348	Han, Soo Jung	289-7	Herleman, Hailey A.....	70
Gardner, Richard G.	58	Graham, Katrina A.	111	Han, Xiao	192-11	Hernandez, Ana M.	200
Gartner, Meaghan.....	150-7	Grand, James A.	67-27, 213-21, 277, 282	Handler, Charles A.....	12, 132	Hernandez, Ivan	40
Garven, Alice J.	169	Grandey, Alicia A.	227-8, 350	Handy, Kristina	67-27	Hershcovis, M. Sandy.....	245
Gasperson, Sean M.....	187	Granger, Benjamin P.....	291	Hanek, Kathrin J.	326	Herst, David E.	272-13
Gavin, Mark B.	86	Grauer, Eyal.....	178	Haney, Deanna M.	123, 162-26	Hetrick, Andrea L.	33-8, 289-8, 343
Gebhardt, Scott T.....	197	Graves, Laura M.	272-11	Hanges, Paul J.	27, 162-23, 322-19	Hickory, McKendree J.....	227-4
Geimer, Jennifer L.	29, 65, 264	Gray, Cavan J.	57, 93-1, 340	Hanig, Samuel	67-19	Hicks, Leanne R.	38
Geisinger, Kurt F.	32, 68, 142	Greco, Lindsey M.	33-6	Hannah, Sean T.	323	Hiemstra, Annemarie.....	183-8
Gelfand, Michele J.....	217	Green, Arlene P.	120, 341	Hanson, Ginger C.	139	Highhouse, Scott	19, 43, 97, 213-9
Gellatly, Ian R.	63, 183-3	Green, Jennifer P.	143, 215	Hanvey, Chester	25, 99, 299	Hill, Sarah E.	296, 322-17
Gentry, Colleen C.	267, 318	Greenbaum, Rebecca L.	111, 227-1	Harari, Michael B.	173	Hill-Fotouhi, Carolyn	103
Gentry, William A.	174, 272-11, 343	Greenhaus, Jeffrey H.	38, 230	Hardesty, Steven C.....	185, 293	Hiller, Nathan J.	16, 317
Gerbas, Alexandra.....	251-5, 339	Gregersen, Sabine	46-8	Hardy, Jay H.	213-22	Hilliard, Adam W.	11, 203
Gerbec, Erin N.	205	Gregory, Megan E.	46-7, 56	Hargis, Michael B.	33-14	Hinds, Ryan	113
Gerber, Bill	341	Grelle, Darrin	307	Harman, Reanna P.	255	Hines, Sheena	89
Geringer, Susan D.	183-4	Griep, Yannick	227-14	Harms, Mackenzie.....	67-3	Hinnenkamp, Samantha	251-12
Gerpott, Fabiola.....	251-13	Griffeth, Rodger W.....	58	Harms, Peter D.	289-5, 313, 322-5	Hirschfeld, Brian J.	162-13
Gervais, Loie S.	245	Griffin, Mark	77-11, 324	Harold, Crystal M.....	289-7	Ho, Chia-Lin.....	162-14, 162-15
Getta, Lisa	349	Griffith, James E.	149	Harp, Elizabeth	77-12	Ho, Geoffrey C.	135
Gettman, Hilary J.....	279	Griffith, Richard L.....	37, 206, 236	Harpaz, Itzhak	322-16	Hoch, Julia E.	36
Gevorkian, Mary	233	Grimaldi, Elizabeth M.	297	Harrell, Melissa M.....	97, 320, 353	Hoffart, Genevieve C.....	128, 251-17
Ghosh, Kamalika	227-18	Grisso, Jeane Ann	295	Harrison, Charmane	218	Hoffman, Brian J.	4, 33-8, 77-27, 89, 223, 289-8, 343
Gibby, Robert E.	93-14, 176, 281	Groeher, Leah R.	114	Harrison, Octavia S.V.	301-30	Hoffman, Calvin C.	205
Gibson, Philip	84, 213-23	Grome, Anna	113	Hartman, Michael J.....	150-22	Hoffman, Michael E.	301-3
Gilbert, Sarah N.	301-8	Grosch, James W.	303	Hartman, Nathan S.....	162-2, 315	Hoffmeister, Krista	151, 209
Gillespie, Jennifer Z.	77-1	Grossenbacher, Michael.....	332-11	Hartnell, Chad	287	Hogan, Robert	159
Gillespie, Michael A.	77-1	Grossman, Matthew R.....	251-8, 296	Hartog, Sandra	185, 293	Holden, Heather K.	251-6
Gillespie, Nicole	227-10	Grossman, Rebecca.....	251-9	Harvey, Jennifer L.....	232	Hollamby, Alison	176
Gilrane, Veronica L.....	305	Grote, Gudela	22-9, 201	Harvey, Paul	44, 111	Holland, Albert W.....	104
Gilson, Lucy L.	181	Groth, Markus	350	Harvey, Ralph P.	263	Holland, April R.	241, 332-25
Ginsberg, Harris	253	Grotto, Angela R.	163, 285	Harvey, Robert J.....	92, 122	Holland, Brent D.	31, 148, 205
Ginther, Nicole M.	80, 203, 232, 347	Grubb, Amy Dawgert	8, 195	Harvey, Veronica S.....	147, 220, 249	Holland, Kathryn J.....	33-18
Gioaba, Irina	206	Grzywacz, Joseph	22-20	Harzer, Claudia	134-6	Hollenbeck, John R.	353
Giordano, Ana Paula	181	Gu, Jiani	272-9	Hash, Phillip	272-12	Holtrop, Djurre	316, 332-9
Giorgini, Vincent D.....	213-23	Guan, Li	13, 89, 187, 206, 275	Hatfield, Joshua D.	232	Holtz, Brian C.	77-29
Giscombe, Katherine.....	174	Guediri, Sara M.	324	Hauck, Erica L.	199	Holtzen, Sarah M.....	272-14
Gitlin, Beth J.	88	Guidry, Brett W.	223	Hauenstein, Neil M. A.	150-8, 301-12, 338	Hom, Peter W.	42, 58
Giometti, Gary	244, 265	Guler, Courtney	251-11	Hauer, Terry A.	8	Hong, Ying-yi	326
Glatzhofer, Paul E.....	291	Gully, Stanley M.....	128	Hause, Emily L.	135, 202	Honts, Christopher R.....	251-22
Glaze, Ryan M.	251-19	Gunther, Katie M.....	322-10	Hauser, Kelsey A.	187	Hood, Anthony C.	191
Glerum, David R.	77-10, 77-28, 89, 227-7	Guo, Yang	22-13	Hausknecht, John P.....	58, 140	Hoover, Coty S.	22-27
Gloss, Alexander E.....	96, 301-9	Gupta, Nina	272-14	Hawkes, Ben	132, 212	Horensky, Jonathan.....	77-19
Goebel, Allen P.	301-27	Gurira, Choni S.	232	Hawthorne, Daniel R.	342	Horn, Marianna.....	192-12
Goffin, Richard D.....	67-16	Gustafson, Sigrid B.....	91	Hayes, Theodore L.....	68, 348	Horn, Ryan	186
Golay, Leslie M.	62	Gutenberg, Rhonda L.....	81	Hayrapetyan, Lilia	2	Horn, Zachary N.J.	345
Gold, Mitchell W.	145	Guthrie, James P.	272-16	Hays-Thomas, Rosemary.....	334	Horvath, Michael.....	192-13, 285
Goldberg, Caren	300	Gutierrez, Sara Lambert.....	210, 340	Hayward, Jerilyn	69	Hou, Ning.....	22-6, 134-7, 170
Golden, Simon J.	263	Gutman, Arthur	60, 158, 178, 306	Hebl, Michelle (Mikki) ..	20, 46-12, 72, 126, 183-17, 183-21, 214, 252, 312	Houston, Lawrence.....	227-8
Goldenberg, Irina.....	63	Gutworth, Melissa	67-5	Hedberg, Leanne M.....	63	Howansky, Kristina.....	67-13
Goldin, Feliks.....	328	Guzzo, Richard A.	18, 119, 353	Hedge, Jerry W.	34, 129, 146	Howard, David J.	67-28
Goldstein, Harold W.....	273	Haar, Jarrod.....	38	Hedricks, Cynthia A.....	93-16, 202	Howard, Linda	108
Golemis, Adrianos	333	Haas, Craig D.	173	Heelan, Michelle Paul	16	Howard, Matt C.....	150-9, 213-14
Golubovich, Juliya	213-2, 260	Hack, Elissa M.	170	Heffner, Tonia S.	231	Howard, Robert	301-24
Gonzales-Blanco, Fernanda.....	183-17	Hafenbrack, Andrew C.....	262	Hegdal, Morten	159	Howard, William T.....	213-18
Gonzalez, Manuel F.....	67-18	Haggard, Dana L.	323	Heggestad, Eric D.	183-30	Howardson, Garrett N.....	154, 186
Gonzalez-Morales, M. Gloria ..	74, 290	Hahn, Verena C.	285	Heimann, Anna Luca	46-8	Howe, Steven R.	24
Gonzalez-Roma, Vicente ..	200, 251-7	Hakel, Milt.....	294	Hein, Michael B.	251-14	Howell, Chris	341
Good, Catherine D.....	186	Hakoyama, Shotaro.....	150-22	Heinen, Rachel.....	67-4	Hoye, Jefferson	40
Goodman, Scott A.	254	Hall, Alison V.....	289-17	Hekman, David.....	67-8	Hu, Changya.....	162-24
Goodwin, Gerald F.....	116, 149, 211	Hall, Kara	16, 211	Henderson, John	222	Hu, Evan	266
Goodwin, Stephanie A.....	20	Hall, Lydia.....	312	Hendrickson, Cheryl.....	301-8	Hu, Xiaoxiao	213-12
Gooty, Janaki	227-9					Huai, Mingyun.....	323

Huang, Jason L. 127, 143, 187, 325, 332-4	Johnson, Brandon A. 33-9, 183-10	Kehoe, Jerard F. 226	Koeppel, Nicole 22-9
Huang, Jialin 332-27	Johnson, C. Douglas 112	Keiser, Heidi N. 93-28	Koh, Chee Wee 22-24, 256
Huang, Jingyi 209	Johnson, Casey W. 80	Keiser, Nathanael L. 151, 251-19	Kohlhepp, Kim 176
Huang, Shujing J. 232	Johnson, Dorothy B. 22-23	Keith, Melissa G. 272-15	Kohnke, Oliver 301-10
Huang, Xu 33-27, 67-10, 289-15	Johnson, Genevieve 67-11, 227-9	Kelley, Christie L. 349	Kokkinou, Irini 105
Huang, Yueng-Hsiang E. 134-8	Johnson, James 93-4	Kelly, Darrell S. 67-21, 272-10	Koletsy, Daniel B. 5, 175
Huang, Zheng 209	Johnson, James F. 213-1, 213-3	Kelly, Elnora D. 97, 143	Kolmstetter, Elizabeth B. 55
Huber, Christopher R. 93-17, 150-17	Johnson, Jeff W. 19, 205	Kemp Larson, Cary 117	König, Cornelius J. 301-30
Hudy, Michael J. 118	Johnson, Johanna E. 203, 252	Kempen, Regina 192-19, 322-7	Koopman, Joel 156
Huffaker, Bill 230	Johnson, Lars U. 33-21, 134-2	Kendall, Dana L. 77-16	Koppes Bryan, Laura L. 258
Huffman, Ann H. 108	Johnson, Matthew 108	Kennedy, Colby L. 33-8, 89	Korunka, Christian 134-17, 134-18, 150-24
Hüffmeier, Joachim 310	Johnson, Natalie S. 14	Kent, Paula S. 311	Koseoglu, Gamze 181
Hughes, Ashley M. 46-7, 56, 345	Johnson, Russell E. 14, 150-14, 274, 332-14, 332-22	Kepes, Sven 67-25	Kosinski, Michal 53
Hui-Walowitz, Leng Dang (Karina) 304	Johnson, Ryan C. 106, 309	Kerich, Kea 105	Kossek, Ellen E. 106
Hulett, Anna L. 194	Johnson, Sarah 22-10	Kermond, Christine M. Y. 95, 192-5	Kostal, Jack W. 93-20, 150-11
Hulin, Juran 102	Johnson, Valerie A. 332-11	Kern, Mary 213-5	Kotrba, Lindsey M. 130
Hulsheger, Ute R. 191, 262	Johnston, Claire 46-22	Kessler, Stacey R. 134-10	Kottke, Janet L. 103
Humphrey, Ronald H. 7	Johnston, Joan H. 52, 251-6	Khan, Tanzeem T. 2	Kowallis, Daniel 205
Hunter, Emily M. 57, 285	Johnston, Scott 46-4	Khazon, Steven 325	Kozlowski, Steve W. J. 1, 87, 137, 211, 263, 282, 333, 355
Hunter, Samuel T. 67-5, 84, 194, 332-5	Johnston-Fisher, Jessica L. 33-10	Khoo, Len 351	Kozusznik, Barbara 294
Hurd, Brian M. 77-25	Jones, David A. 227-21	Kiger, Thomas 54	Kraiger, Kurt 56, 154
Hursh, Steven 333	Jones, Jeff A. 272-7, 288, 301-27	Kilcullen, Robert 54, 93-5	Krajcevska, Alexandra 67-28
Hurwitz, Anat 94	Jones, John W. 340	Killen, Thomas L. 36	Kramer, William S. 75, 162-17
Huth, Megan L. 14, 135, 175, 321	Jones, Kristen P. 95, 174, 183-23, 312	Killian, James H. 207	Krannitz, Morgan A. 350
Huynh, Christopher T. 54	Jones, Morgan D. 134-9	Kim, Boyoung 272-6	Krasikova, Dina V. 27, 150-21
Hwang, Timothy 192-8, 213-11	Jones, Robert G. 227-25, 322-6, 329	Kim, EunHee 301-26	Kraus, Aaron J. 80, 203
Hyland, Patrick K. 10, 77-13	Jones, Sarah E. 93-3	Kim, Joongseo 192-26	Kraus, Eyrn 173
Igou, Eric 192-7	Jones-Farmer, Allison 33-9	Kim, Nayeon 227-12	Krauss, Autumn D. 151, 209, 249, 300
Ilie, Alexandra 46-9, 93-30, 332-10	Jong, Jaehee 289-5	Kim, Seckyoung L. 289-3, 289-7, 289-11	Kraut, Allen I. 78
Iliescu, Dragos G. 32, 46-9, 93-30, 142, 332-10	Joo, Min Kyu 33-26	Kim, Sooyeol 134-11, 270	Krenn, Daniel R. 106, 139
Illingworth, A. James 12, 97, 123	Jordan, Brandon W. 153	Kim, Yeonjeong 93-18, 316	Kreun, Amanda 332-13
Imose, Ruth 217	Jordan, Peter J. 227-2	King, Danielle D. 183-29	Kriek, Hennie J. 71
Impelman, Kevin 43	Joseph, Dana 7, 46-5, 56, 77-10, 77-28, 183-9, 183-16, 192-17, 227-7, 345	King, Eden B. 26, 77-6, 86, 126, 183-23, 243, 312	Krings, Franciska 46-22
Ingalls, Emily A. 183-5, 296	Judiesch, Michael K. 112	King, Gillian A. 167	Kromah, Momo 85
Ingerick, Michael 146	Julian, Johan 347	King, James E. 112	Kuan, Hio Tong 183-1
Inks, Larry 195	Jundt, Dustin K. 346	King, Jemma B. 227-10	Kubicek, Bettina 134-17, 134-18, 150-24
Inness, Michelle 63	Kabat-Farr, Dana B. 270	King, Rachel T. 150-10, 275	Kubisiak, Chris 210, 296
Ion, Andrei 332-10	Kabins, Adam H. 24, 63	Kinicki, Angelo 287	Kudesia, Ravi S. 67-22, 141
Irving, Gemma 85	Kagan, Sophie F. 80	Kinney, Ted B. 37, 127, 175, 264, 336	Kuehn, Case 90
Isham, Dominik P. 213-2	Kaimakamis, Evangelos 333	Kirchhoff, Jonathan Ke 341	Kühnel, Jana 191
Islam, Sayeedul 301-1	Kaiser, Robert B. 50, 159	Kirkland, Jordan E. 162-8	Kukenberger, Michael R. 88
Ispas, Dan 46-9, 93-30, 332-10	Kalinowski, Zachary T. 320, 332-12	Kisinger, Kelly L. 167	Kulas, John 93-21, 251-12
Israelite, Larry 161	Kamin, Allen M. 228	Klabzuba, Amanda 93-19, 161	Kulis, Ivan 218
Itzhakov, Guy 94	Kaminsky, Samuel E. 186, 192-3, 342	Klafehn, Jennifer 167	Kuljanin, Goran 282
Ivory, Tiffany 2, 197	Kammeyer-Mueller, John D. 92, 192-15	Klahr, Ray G. 93-21	Kumar, Alexander 333
Jack, Anthony I. 49	Kane, Lauren 67-20	Klanke, Christopher 192-19	Kumata, Ellen N. 318
Jacksch, Vanessa 330	Kane, Thomas D. 272-1	Klehe, Ute-Christine 330	Kuncel, Nathan R. 43, 67-24, 93-20, 157, 213-6, 213-8, 332-29
Jackson, Alexander T. 213-4, 313	Kanfer, Ruth 75, 181, 303	Klein, Adam T. 152	Kung, Mei-Chuan 37, 127, 206, 210, 264
Jackson, Duncan J.R. 223	Kantrowitz, Tracy 158, 175, 239, 276	Klein, Julie 183-5	Kurtessis, James N. 34
Jackson, John G. 65	Kaplan, Seth A. 111, 150-16, 227-19	Klein, Rachael 321	Kurtz, Anna M. 122
Jacobs, Rick R. 71, 232	Karam, Elizabeth 287	Klein, Stephanie R. 329	Kurz, Rainer 222
Jacobsen, Alexandra 251-22	Karbeyaz, Ceyhun 40	Kleinmann, Martin 4	Kustis, Gary A. 266
Jaeger, Audrey 295	Karim, Michael N. 154, 192-3	Klion, Reid E. 31	Kutz, Nathan F. 150-9, 213-14
Jagacinski, Carolyn 272-15	Karner, James 263	Kloekner, Ralf 119	Kuykendall, Lauren 46-23
Jarrett, Steven 3, 93-8, 251-19	Karriker, Joy H. 162-2	Kluemper, Donald H. 127, 170	Kwan, Ho Kwong 109-4
Jattuso, Mia L. 207	Kasimatis Singleton, Megan 257	Kluger, Avraham N. 94, 94, 144	Kyte, Tobin 35
Jean, Vanessa A. 295	Kasle, Jeremy 278	Kluth, Tanner A. 150-26	LaBat, Lauren R. 272-21
Jenkins, Carol 153	Kassam, Siddiq 272-12	Kluwer, Esther 22-25	Lacerenza, Christina N. 46-7, 56, 162-3, 251-11, 251-16, 345
Jennings, Kristen S. 46-10	Kausel, Edgar E. 213-4, 313	Knapp, Deirdre J. 199	Lackner, Kelly 253, 347
Jensen, Jaclyn M. 109-3, 290	Kay, Adam A. 262	Knight, Patrick A. 77-23	Lahti, Ken 43, 145, 210, 300
Jeon, Gahyun 40, 77-14	Kayton, Kristina M. 286	Knight, Lindsey M. 93-21	LaHuis, David M. 150-22
Jeong, Ye Ra 206, 301-19	Kedharnath, Umamaheswari 162-16	Knott, Michael A. 183-11	Lam, Catherine K. 162-18
Jesus, Anna 295	Keegan, Brian 40	Knudsen, Eric 109-13, 309	Lam, Jessica 134-23
Jiang, Lixin 22-7, 108, 251-10	Keehn, Frank Z. 139	Knudson, Brian 254	Lambert, Dawn 205
Jimenez-Rodriguez, Miliani 62, 75, 149, 162-6, 169, 287	Keeler, Kathleen R. 26, 215	Ko, Ja 61, 90	Lance, Charles E. 4, 109-11, 150-12, 215
Jin, Jia Fei 22-14	Keeney, Jessica 97, 152	Kobus, Shannon W. 216	
Jin, Jing 29, 127, 320	Keeney, Jonathan E. 227-22	Koch, Amanda J. 54	
Jockin, Victor 54	Keeney, Michael J. 301-5	Koehler, Tine 41, 345	
Johnsen, Gary 118	Keeton, Kathryn E. 25, 141, 328	Koenig, Nick C. 254	

Lander, Michel W.....	326	Li, Hai	272-13	Lovelace, Jeffrey B.....	84	Martinez, Larry R.....	20, 26, 46-12, 46-17, 95, 183-25, 214
Landers, Amy K.....	213-13	Li, Huisi.....	58	Lowe, Jennifer E.....	5	Martinez, Maranda.....	272-4
Landers, Richard N.....	52, 148, 150-29, 150-30, 213-12, 213-13, 266	Li, Junchao.....	58	Lowman, Rodney L.....	329	Martinez, Patricia N.....	322-18
Landis, Ronald S.....	41, 300	Li, Meng.....	46-14, 67-23	Lu, Qing.....	67-9	Martinko, Mark J.....	200
Landon, Lauren Blackwell.....	104	Li, Ning.....	171	Lu, Xinxin.....	289-19	Martir, Allison B.....	33-13
Landowski, Nicole B.....	251-12	Li, Pingshu (Ping).....	272-16	Lualhati, Joselito C.....	203, 246	Masson, Rebecca C.....	77-11
Lang, Jonas W. B.....	191	Li, Wen-Dong.....	165	Lucca, Christian T.....	95, 183-24	Mastrangelo Eigel, Laura.....	43, 153
Langhammer, Kristina T.....	213-7	Li, Xinxin.....	22-13	Lucianetti, Lorenzo.....	134-10, 323	Mathieu, Cynthia.....	332-16
Langkamer Ratwani, Krista.....	62	Li, Yingwu.....	192-11	Ludwick, Mark H.....	55	Mathieu, John E.....	88, 128, 164, 181, 213-19, 333
Lanik, Martin.....	242, 293	Li, Yixuan.....	209, 309	Luksyte, Aleksandra.....	25, 200	Mathieu, Michael.....	134-23
Lanz, Julie J.....	57, 332-15	Li, Yongjuan.....	134-21	Lumbreras, Jorge.....	77-27, 343	Mathison, Emma L.....	46-16
LaPalme, Matthew L.....	89	Li, Yongxin.....	134-7, 170	Lundquist, Kathleen Kappy.....	152	Matta, Fadel K.....	156
Lapierre, Laurent M.....	22-18, 22-25	Lian, Huiwen.....	67-19, 323	Lustenberger, Donald E.....	127, 269	Matthews, Russell A.....	38, 134-16, 167, 209, 256
LaPort, Kate.....	54, 93-15	Liang, Lindie H.....	67-19	Luthanen, Amy L.....	134-14	Mawritz, Mary.....	28, 111
Larson, Elliott.....	213-5	Liao, Zhenyu.....	162-20	Lutz, Pascale.....	4	Maynard, Travis.....	128, 181, 251-23
Larson, Nicole L.....	128	Lieberman, Benjamin E.....	22-10, 22-11	Lux, David J.....	152, 291	Maynes, Timothy D.....	67-29
Lascano, Gustavo.....	252	Licht, Tami J.....	161	Lynch, John W.....	26, 156	Mazur, Alicia K.....	227-2
Latham, Gary P.....	94, 296	Liebig, Christian.....	100	Lyness, Karen S.....	17, 112, 183-13	Mazzola, Joseph.....	274
Latham, Van M.....	132, 195	Lienhardt, Nadja.....	338	Lyon, Julie S.....	279	McAbee, Samuel T.....	277, 316
Laughman, Courtney A.....	106	Lievens, Filip.....	93-10, 223, 260	Lyons, Brent J.....	26, 192-1	McAlpine, Kristie L.....	183-15
Lautenschlager, Gary J.....	206	Liff, Joshua P.....	304	Lyons, Brian D.....	33-8, 33-12, 343	McCall, Morgan W.....	253
LaValley, Judith B.....	289-9	Lillard, Ryan.....	251-14	Ma, Jingjing.....	67-6, 77-17, 162-25	McCance, Andrea.....	93-14, 281
Law, Stephanie J.....	330	Lilley, Darcy.....	246	MacArthur, Michelle L.....	231	McCarthy, Ashley.....	46-9, 227-24
Lawler, Fran.....	90	Lilly, Samantha J.....	70	MacDougall, Alexandra E.....	84, 213-1	McCarthy, Jean.....	310
Lawrence, Amie D.....	93-22, 192-14	Lim, Beng-Chong.....	290	Macey, William H.....	100	McCarthy, Julie M.....	173
Lazer, David.....	40	Lim, Sandy.....	22-13	MacKenzie, Scott B.....	67-29	McCarthy, Patrick M.....	204
Leasher, Megan K.....	190, 283	Lim, Vivien Kim Geok.....	109-2	MacLane, Charles N.....	93-13	McCauley, Cindy.....	36, 66
LeBreton, James M.....	91, 215, 243, 297	Lima, Lizzette.....	145	MacNiven, Sean.....	257	McCloy, Rodney A.....	143, 307, 343
LeDuff, Kim M.....	334	Lin, Bilian.....	177	Maculaitis, Martine C.....	112, 183-13	McCluney, Courtney.....	46-6
Lee, Angela.....	33-11	Lin, Lilly.....	43, 55, 268	Madrid, Hector.....	108	McClure, Cameron G.....	183-27
Lee, Fiona.....	326	Lin, Szu-Han.....	156, 332-14, 332-22	Mael, Fred A.....	24	McClure, Tara K.....	340
Lee, Grace Leung.....	218	Lin, Weipeng.....	77-17, 162-25	Maertz, Jr., Carl P.....	42	McConnaughy, Jacqueline C.....	322-13
Lee, Haiwon.....	227-12	Lin, Xiaosong.....	162-18	Maggiori, Christian.....	46-22	McCook, Keith D.....	24, 63, 76, 80
Lee, Hyosun.....	227-12	Linden, Kristina.....	183-5	Magley, Vicki J.....	290, 301-11	McCord, Mallory A.....	134-5
Lee, Jihye.....	289-10	Lindsey, Alex P.....	20, 26, 77-15, 183-23	Mah, Sunghyuck.....	289-3, 289-11	McCune, Elizabeth A.....	100, 257
Lee, Jin.....	134-8	Linnabery, Eileen M.....	198	Mahl, David.....	253	McCusker, Maureen E.....	338
Lee, Jung Hyun.....	162-19	Lipani, Louis.....	213-5	Mahla, Emily K.....	150-9, 213-14	McDaniel, Max.....	264
Lee, Jung-Jung.....	272-4	Lippstreu, Michael.....	140	Mahoney, Kevin.....	227-11	McDaniel, Michael A.....	67-25, 92, 129, 164
Lee, Kibeom.....	316	Lisk, Timothy C.....	320	Major, Debra A.....	38, 213-12, 295	McDonald, Daniel P.....	77-26, 134-2, 183-28, 227-26
Lee, Lindsey M.....	206	Listyg, Benjamin.....	89	Mak, Stanton.....	46-11	McDonald, Jennifer N.....	251-19
Lee, Mirinae.....	232	Litano, Michael.....	38, 295	Malka, Ari A.....	25	McDonald, Joseph.....	40
Lee, Miryoung.....	46-2	Littlepage, Glenn.....	251-14, 251-25	Malley, Lisa.....	268	McEntire, Lauren E.....	24, 308
Lee, Nam.....	311	Littrell, Lisa N.....	73, 176	Mallory, Drew.....	96	McEwen, Dusty L.....	280
Lee, Philseok.....	13	Litwiller, Brett J.....	46-18	Malm, Tina.....	97	McFadden, Anna C.....	46-10, 134-8
Lee, Soomi.....	309	Liu, Cong.....	46-13, 182, 272-13, 322-21	Malo, Marie.....	46-19	McGavock, Kellie L.....	108
Lee, Thomas W.....	42, 58	Liu, Joseph.....	156	Maltin, Elyse.....	63	McGlochin, Trevor D.....	264
Lee, Wayne C.....	155, 320	Liu, Liwen.....	70	Manapragada, Archana.....	57, 332-15	McGonagle, Alyssa.....	46-6, 234, 234
Leeds, Peter.....	202, 272-12	Liu, Mengqiao.....	143, 162-21, 187, 325, 332-4	Maneotis, Sarina M.....	350	McHale, Susan M.....	139
Leet, Joshua A.....	272-1	Liu, Songqi.....	67-14, 125, 272-17, 350	Mann, Kristin E.....	109-6	McHenry, Jeffrey J.....	55, 347
LeFebvre, Mary.....	150-23	Liu, Yaqu.....	322-8	Mann, Marissa.....	183-14	McHugh, Bridget C.....	183-16, 192-17
Legge, Amy K.....	342	Liu, Yihao.....	192-15	Manning, Steven G.....	77-25, 192-16, 256, 272-8	McKay, Patrick F.....	183-6, 348
Legree, Peter.....	54, 93-6	Liu, Ying.....	222	Mannucci, Pier V.....	326	McKenna, Michael G.....	272-1
Lehmann-Willenbrock, Nale K.....	251-13	Livert, David.....	251-18	Mansfield, Layla R.....	22-2, 134-1	McKenna, Robert.....	162-26, 227-4, 308
Leiter, Michael.....	225	Livingston, Donald R.....	152	Mantler, Janet.....	231	McKersie, Sara J.....	38
Leiva, Pedro Ig.....	108, 213-4	Lock, Jared D.....	145	Marchiondo, Lisa A.....	139	McKinniss, Tamera L.....	157
Lemelle, Chloe.....	153	Lockeman, Kelly.....	235	Marcus, Bernd.....	93-23, 227-13	McLane, William L.....	340
Lendino, Denise.....	9	Locklear, Toni S.....	152	Marcus, Justin.....	183-22	McLarnon, Matthew J. W.....	63, 167, 251-17
LeNoble, Chelsea A.....	274	Logan, Kristi K.....	67-24	Marcus-Blank, Brittany J.....	93-24, 213-6	McLellan, Jillian.....	321
Leone, Salvatore.....	67-4	Loignon, Andrew C.....	109-8, 251-15	Margulies, Alyson B.....	267	McMahon, Robert.....	301-8
Lerma, Mikal.....	227-18	Lomeli, Laura C.....	183-12, 203	Marino, Madelyn.....	182	McNall, Laurel A.....	344
Leroy, Hannes.....	251-5	Long, Jennifer.....	196	Marira, Tiwi D.....	301-18	McVey, Jill.....	157
Lester, Houston F.....	272-11	Long, Shawn.....	183-30	Markowitz, Jared.....	311	Mead, Alan D.....	89, 275
Levashina, Julia.....	330	Longabaugh, James R.....	77-16	Marks, Jason D.....	287	Meade, Adam W.....	98, 187, 275, 340
Leveton, Lauren.....	116	Loo, Kevin.....	10, 240	Marlan, Victoria L.....	93-8	Meaden, James.....	77-15
Levine, Benjamin R.....	162-9	López Bohle, Sergio.....	108	Marlow, Shannon L.....	46-7, 56, 162-3, 251-11, 251-16, 345	Means, Katherine.....	59
Levine, Edward L.....	122	Lopez-Matos, Xeniamar.....	33-20	Martín, Jacob L.....	343	Mecca, Jensen T.....	213-23
Levine, Rebecca.....	226, 347	LoPilato, Alexander C.....	4, 13, 150-13, 343	Martin, Meisha-ann.....	10, 240		
Levy, Paul E.....	289-2	Lopina, Erika C.....	46-1	Martin, Nicholas R.....	62, 150-5		
Lewis, Robert E.....	226, 301-6	Loughry, Misty L.....	109-8, 251-15	Martin Ginis, Kathleen.....	183-3		
Leybina, Anna V.....	222	Lounsbury, John W.....	332-4	Martineau, Jennifer W.....	34		
Li, Fangjun.....	67-9						

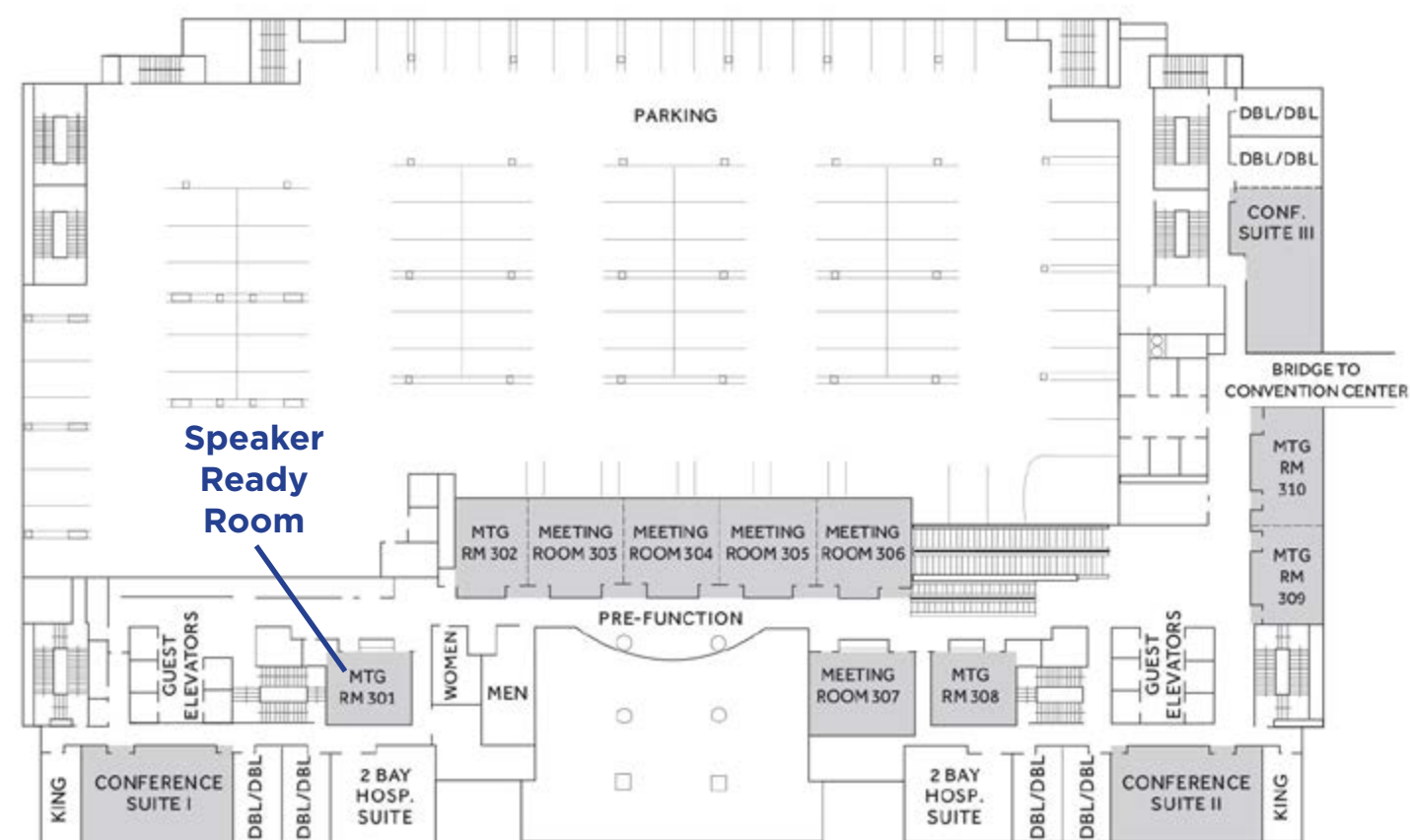
Medeiros, Kelsey E.....	67-11, 213-23	Morin, Alexandre J.S.	63	Nienhaus, Albert	46-8	Page, Nathan D.	222
Medianu, Stelian	167	Morris, Alexander G.	312	Nierle, Doug	202	Page, Ronald C.	170, 222
Medvin, Emily S.	75, 229	Morris, Kathryn A.	20	Nigam, Jeannie A.S.	249	Paine, Lori A.	311
Mehta, Paras	332-6	Morris, Megan B.	37	Nijhuis, Frans.	298	Palange, Miriam.	251-10
Meier, Alex	77-18	Morris, Rob	198	Niler, Ashley	75	Palmer, Amanda L.	77-26, 134-2, 183-28, 227-26
Melchers, Klaus G.	4, 330, 338	Morris, Scott B.	232, 299	Nilsen, Wendy	116	Palmer, Penelope C.	233, 281
Meleis, Waleed	40	Morrison, John D.	140	Nishii, Lisa H.	183-15, 300	Palmer, Ph.D., Joanna.	138
Mello, Abby L.	162-10, 336	Morse, Lily	316	Nita, Mitsuhiko	206	Palus, Charles J.	339
Melloy, Robert C.	272-17	Motowidlo, Stephan J.	134-6, 227-18	Nitttrouer, Christine L.	20, 194, 252	Pan, Lingling	332-14
Meltzer, Daniel P.	196, 322-21	Moukarzel, Rana	166	Niu, Qikun	134-11, 325	Panter, A.T.	93-18, 316
Meltzer, Michael	352	Mount, Michael K.	33-6, 93-2	Nixon, Casey P.	33-30	Paquin, Anthony R.	33-10, 93-27
Membere, Ashley A.	26, 183-23	Moye, Neta	220, 236	Nolan, Kevin	213-7, 301-1	Park, Guihyun.	227-5
Mendez-Tellez, Pedro Alejandro ..	235	Mracek, Derek L.	150-23	Noorani, Alysha	183-18	Park, Hee Man.	323, 323
Mendoza, Anjelica	227-18	Mueller, Karsten ..	77-18, 192-19, 322-7	Nordan, Alec B.	33-17	Park, Jieun	251-20
Meng, Hui	170, 272-9	Mueller, Lorin M.	250	Nordbrock, Meredith	77-24	Park, Joo Y.	322-19
Menges, Jochen I.	14	Mueller-Hanson, Rose A.	99, 131	Nyberg, Anthony J.	183-7	Park, Oh Soo	272-6, 289-10
Menzies, Tess	192-18	Mullaney, Kevin M.	289-13	Nye, Christopher D.	97	Park, Semin	128
Merbedone, Matthew	221	Mullinax, Megan	304	Nygren, Ren	268	Park, Youngah.	134-11, 270, 285, 344
Mercado, Brittany K.	22-26	Mullins, Heather M.	77-15, 231	O'Boyle, Ernest.	172	Parker, Brandy N.	340
Meriac, John P.	33-1, 272-21, 296, 322-17, 338	Mullins, Morrie	259	O'Brien, Katharine R.	183-17, 183-21, 252	Parker, Christine C.	104
Merkulova, Natalia	4	Mulvaney, Rebecca	52	O'Brien, Kimberly E.	33-2, 33-15, 33-24, 46-14, 162-21, 301-19	Parker, Kelsey N.	46-15, 134-15
Mesdaghinia, Salar	74	Mumford, Michael D.	213-1, 213-23, 289-20	O'Connell, Matthew S.	37, 93-22, 151, 192-14, 206	Parker, Nathan	20
Mesmer-Magnus, Jessica	30	Munc, Alec H.	134-12, 150-18, 337	O'Driscoll, Michael P.	22-18	Parker, Sharon Franz	221
Metcalf, Kimberly	113	Munoz, Gonzalo J.	251-19, 332-18	O'Keefe, Damian	231	Parker, Sharon K.	324
Meyer, John P.	63	Munson, Liberty J.	250, 276	O'Leary, Ryan S.	131, 216	Parr, Alissa D.	232, 264
Meyer, Jolene M.	340	Murase, Toshio	40	O'Neill, Thomas A.	128, 251-17, 330	Paruchuri, Samantha	266
Meyer, Rustin D.	97, 143	Muros, John P.	31, 160, 188	O'Shea, Patrick Gavan	185, 280	Parusky, Ernie	54
Michael, Joan	162-15	Murphy, Joe	9	Oakley, Sonia L.	77-20	Passarelli, Angela	49
Michel, Jesse S.	33-14, 344	Murphy, Kevin R.	8, 43, 299	Oddou, Gary	322-3	Passos, Ana Margarida	181
Michel, Robert P.	65, 199	Murphy, Lauren A.	134-8	Odendaal, Aletta	32, 142	Paterson, Ted A.	92
Mihm, David C.	251-28, 289-12	Murray, Jaime L.	150-20	Oehler, Ken	10, 221	Patient, David L.	181
Milam, Alex	25	Myer, Adam T.	18, 322-18	Offermann, Lynn R.	33-16, 137, 183-19	Patrick, Sarah	90
Miller, Andrew M.	301-28	Myers, Dante P.	295	Ogliastri, Enrique	130	Patterson, Fiona	93-10
Miller, Christopher A.	333	Myers, Haley	183-30	Ognyanova, Katherine	40	Paullin, Cheryl J.	54, 65, 129, 160
Miller, Leslie A.	24	Naber, Andrew M.	203, 251-19	Ogunfowora, Tunde	324	Pavlova Miller, Evgeniya E.	342
Miller, Megan	77-27	Nagy, Mark S.	47, 271, 328	Oh, In-Sue	125, 157	Payne, Holly S.	131, 210, 269
Mills, Maura J.	121, 227-16	Naidoo, Loren J.	272-3	Ohland, Matthew W.	251-15	Payne, Renee C.	97
Miloslavic, Stephanie A.	272-18	Najjar, Michael J.	148	Ohse, Dawn	34	Payne, Stephanie C.	67-15, 151, 258
Minbashian, Amirali	332-24	Nakai, Yoshie	183-18	Oki, Tunji	97, 134-13	Payne, Thomas L.	222
Miner, Kathi N.	139, 174, 245	Nakamura, Ann M.	247	Olien, Jessie L.	229	Pearce, Marina	73, 263, 321, 333
Minjock, Robert M.	33-15, 85	Nalbantian, Haig	353	Olson, Lorry A.	267	Pearn, Morgan L.	251-14
Minton, Matthew K.	73, 93-22	Napper, Cole	153, 320, 341	Olson, Ryan	106, 134-1	Peden-McAlpine, Cynthia	322-11
Mitchell, Debora D.	145, 342	Narayan, Anupama	332-19, 332-20	Olson, Tatana M.	93-11, 93-25, 93-26	Peeters, Maria	22-25
Mitchell, Kevin S.	67-3	Narayanan, Jayanth	165, 262	Onder, Casey	272-8	Pelro, Jose M.	200
Mitchell, Marie S.	323	Naude, Megan N.	256	Ones, Deniz S.	21, 332-17, 332-28	Pelosi, Emily M.	301-25
Mitchell, Melissa	57	Neeper, Michael A.	67-26	Oostrom, Janneke K.	192-21, 272-2	Peng, Ann C.	323
Mitchell, Terence R.	58	Nei, Darin S.	81, 84, 205	Ordoñez, Zoa M.	183-30	Penney, Lisa M.	22-29, 33-13, 33-17, 33-19, 134-13, 322-14
Mitra, Priyanka	184	Nei, Kimberly S.	84, 248, 301-7	Orvis, Kara L.	261	Pennings, Martine	272-2
Mobbs, Tommie	192-9	Nelson, Courtney A.	188	Orvis, Karin A.	154	Pepermans, Roland	179
Mochinushi, Yumiko	37, 206	Nelson, Miriam T.	15, 230	Osatuke, Katherine	134-14, 301-20, 322-20	Perez, Kailey M.	46-9, 227-24
Mock, London	202	Nestor, Laura N.	150-9, 213-14	Oseck, Mathian	96	Periard, David A.	37, 301-20
Moclaire, Cory M.	93-11, 93-25, 93-26	Neuberger, Lindsay	333	Osland, Joyce	322-3	Permzadian, Vahe	332-1
Moffett III, Richard G.	47, 251-14	Neuman, Eric	150-26	Osterdahl, Stephanie M.	162-26	Perry, Kimberly	218
Moffit, Miles	77-27	New, Nancy	311	Ostroff, Cheri	287	Perry, MacKenna L.	106
Mogan, Sarah M.	264	Newman, Alexander	33-27	Oswald, Fred	64, 157, 158, 211, 243, 275, 325, 352	Perry, Sara J.	25
Mohammed, Susan	34, 251-1, 251-18, 322-18	Newman, Daniel A.	40, 77-14, 150-26, 227-7, 289-13	Oswald, Joseph	167	Persing, Carl R.	133
Moise, Gregory	46-13, 301-17	Newman, Elana	46-15	Oswald, Patricia A.	192-20	Peters, Jade	59
Mondragon, Nathan J.	304, 336	Ng, K. Yee	322-8	Ott-Holland, Catherine	305	Peters, Janet M.	289-18
Moore, Dominic	77-27	Nguyen, Daniel	332-27	Outlaw, Ryan	156	Peterson, David R.	84
Moore, Johanna	26	Nguyen, Long H.	93-3	Outz, James L.	60, 306	Peterson, David B.	124, 248
Moore, Mariah	332-17	Nguyen, Nhung T.	222	Oyet, Mercy C.	22-8	Peterson, Suzanne J.	167, 317
Moore, Scott C.	24	Niblock, Katie L.	192-20	Oztunc, Gokhan	67-7	Petitta, Laura	49, 108, 251-10
Moran, Greg	242	Nichols, Stephen	241	Paškván, Matea	134-18, 150-24	Petor, Jessica	93-22, 175
Morath, Ray	246	Nicklin, Jessica M.	28, 164, 164, 208, 272-5, 284	Pacic, Emily A.	183-20, 183-29	Petronio, Richard J.	205
Morelli, Neil	12, 132, 340	Niedle, Larisa Belau	73, 176	Pagan, Jennifer	301-5	Petrzzelli, Alexandra D.	251-16
Moreno, Carlos	183-17	Niehaus, Mathilda	298			Petty, Alyssa A.	322-13
Moretti, Don M.	175	Nielsen, Sarah K.	67-12			Peyton, Elizabeth	322-20
Morgan, Brian S.	133	Nieminen, Levi R.	29, 85, 90, 130, 248, 325			Pham, Nga	222
Morganson, Valerie J.	344					Phan, Wei Ming Jonathan	93-7, 192-22
Morgeson, Frederick P.	260, 287						

Phillips, Jean	128	Radford, Jason	40	Rockwood, Nicholas J.	322-13	Salute, Christopher	121
Phillips, Tracy	176	Raghuram, Sumita	251-1	Rodda, Julie	349	Samani, Milan	302
Phillips-Kong, Keisha	150-28	Ragsdale, Jennifer M.	22-27, 134-15	Roddy, Tom	338	Sammel, Mary	295
Pickering, Dara	219, 301-7, 351	Rahn, Tiffany	11	Rodell, Jessica	26	Sanchez, Diana R.	181
Pierce, Charles A.	337	Ramesh, Anuradha	279	Rodgers, John	252	Sanchez, Juan I.	22-18, 122, 241
Pierce, Jason R.	67-22	Ramirez, Steven A.	77-20	Rodriguez, Jennifer	35	Sanchez, Erika	183-1
Pierce, Linda G.	104	Ramsay, Philip S.	150-20	Rodriguez, Jose L.	272-4	Sandell, Kyle J.	77-25, 289-18
Pierotti, Abigail J.	332-30	Ramsay, Scott	251-8	Rodríguez, Ambar	272-18	Sanders, Cheryl L.	153, 286
Pigott, Bryan	180	Ramsberger, Peter	67-27	Roebke, Mark A.	37	Sanderson, Kristin	65, 210
Pike, Caroline L.	351	Ramsel, Dee	24	Roediger, Micah	289-4	Sanger, Michael R.	7, 29, 81
Pillari, MarieSarah	311	Ran, Shan	325	Rogelberg, Steven G.	41, 46-1, 201, 277	Santoro, Jessica M.	263, 333
Pindek, Shani	67-28, 134-10	Randall, Jason G.	183-21	Rohlf, Joshua T.	301-3	Santuzzi, Alecia M.	111
Pita, Matthew D.	206	Rangel, Bertha	33-11, 301-15	Roland, Donna	269	Sanz, Elizabeth J.	109-9
Pitts, Virginia E.	77-19, 234	Ratnasingam, Prema	102	Roma, Peter	333	Sarkar-Barney, Shreya T.	337
Plemmons, Stefanie A.	27, 62, 83, 162-6	Rausch, Caroline F.	33-16	Romay, Sophie	33-21, 134-2	Sarpy, Sue Ann Corell	162-4
Ployhart, Robert E.	232	Rauzi, Tom	300	Rooney, Heather D.	283	Sasso, Thomas	74, 95
Podsakoff, Nathan P.	67-29	Raver, Jana L.	109-3, 150-1, 290	Rosen, Christopher C.	150-14, 332-22	Savage, Nastassia M.	345
Podsakoff, Philip M.	67-29	Rawski, Shannon L.	22-1	Rosen, Michael A.	235, 311	Sawyer, Katina	80, 183-25, 227-8, 317
Poelmans, Steven A.Y.	22-18, 265, 344	Ray, Joshua	338	Rosenbalm, Natalie	77-27	Sawyer, Melinda D.	311
Poeppelman, Tiffany R.	132, 212	Rea, Peter	61	Rosett, Christopher M.	18	Saxena, Mahima	292
Poile, Christopher	301-21	Read, Jason	148	Rosopa, Patrick J.	86, 150-2, 150-3, 150-6, 332-23	Sayre, Gordon M.	192-7
Polen, Karl	90	Reb, Jochen	262, 313	Roth, Lawrence	33-21, 134-2, 183-28	Scandura, Terri A.	38
Pollet, Thomas V.	192-21	Reckert, Erika	301-17	Roth, Philip L.	150-2	Schantz, April D.	57, 332-15
Pond, Samuel B.	77-20, 187	Redding, Jacob D.	162-26	Rothstein, Mitchell	167	Schaubroeck, John	27, 169, 323
Ponto, Shelby-Jo	272-18, 272-19	Reddock, Craig M.	158, 178	Rotolo, Christopher T.	203, 347	Schein, Virginia E.	17, 292
Poole, M. Scott	40	Redhead, Megan	183-26	Roulin, Nicolas	121, 192-24, 330	Scherbaum, Charles A.	79, 119, 273
Poore, Megan	246	Reeder, Matthew	260	Roumpi, Dorothea	22-28	Scherer, Lisa L.	22-20, 77-12, 227-15, 227-23, 229
Popp, Eric C.	65, 266, 280	Reeves, David W.	77-13	Rounds, James	192-22	Scheu, Christine R.	268
Porr, Ben	131, 176	Reeves, Michael D.	183-22	Rouse, Ruby	24	Schilpzand, Marieke C.	297
Porr, Walter B.	117, 216	Rego, Lyndon	66	Rowe, Leah	255	Schleicher, Deidra J.	300
Porter, Caitlin M.	4	Reider, Matthew H.	237	Royal, Mark	77-11, 102	Schlesinger, Paula A.	15
Posnock, Samuel J.	75	Reindl, Kevin R.	233, 247	Rubin, Daniel	221	Schleyer, Carl	160
Poteet, Mark L.	79, 229	Reiter-Palmon, Roni.	67-3, 83, 204	Rubineau, Brian	302	Schmidt, Aaron M.	272-20
Potter, Jaime	49	Reithel, Scott M.	233	Rubino, Cristina	25, 141	Schmidt, David B.	43, 178, 219
Powell, Deborah M.	192-23	Rench, Tara	346	Ruderman, Marian N.	174, 272-11	Schmidt, Frank L.	354
Powers, Charlotte L.	321, 332-21	Resick, Christian J.	251-23	Ruggeberg, Brian J.	182, 293	Schmidt, Joseph A.	301-21
Prager, Raphael Y.	220	Resnick, Tyler B.	150-9, 213-14	Ruggs, Enrica N.	20, 72, 214	Schmidt, Lacey	70
Pratt, Angela K.	265	Restubog, Simon L. D.	74	Rupayana, Disha D.	93-16, 202	Schminke, Marshall	156
Prem, Roman	134-17, 134-18	Reuter, Martin	165	Rupp, Deborah E.	4, 96, 201, 223	Schmit, Mark J.	129
Preston-Dayne, Laura Ann	66	Reynolds, Douglas H.	265	Ruppel, Christopher	301-16	Schmitt, Neal W.	45, 142, 260, 283, 304
Prewett, Matthew S.	251-4, 251-22	Rhodes, Dena	22-29, 33-17, 33-19	Rusche, Marleen	301-10	Schnatter, Kristin M.	14
Priebe, Carey	311	Rice, Corina	43, 207, 269	Russell, Craig J.	158, 175, 214	Schneeberger, Nathan A.	301-29
Priesemuth, Manuela	156	Richard, Erin M.	33-20, 274	Russell, Teresa L.	54, 65, 67-27, 93-5	Schneider, Benjamin	94
Principato, Jaclin N.	218	Rico, Ramón	251-7	Rutigliano, Peter J.	79, 119, 182, 194	Schneider, Kimberly T.	227-24, 229
Prinz, Alina	322-7	Riedl, Christoph	40	Rutter, Joshua C.	112	Schoeder, Shauna	221
Probst, Tahira M.	22-7, 108, 110	Riforgiate, Sarah E.	289-16	Ruyle, Kim	179	Schoen, Jeremy L.	91, 150-19, 297
Progestoba, Ekaterina	74	Rineer, Jennifer R.	38	Ryan, Ann Marie	9, 26, 45, 95, 170, 183-14, 183-20, 183-29, 192-1, 192-5, 213-2, 213-21, 265	Schoenfelder, Thomas E.	23, 343
Pronovost, Peter	235, 311	Rios, Kimberly	33-7	Ryan, Rachel	2, 301-18	Schrader, Brian W.	47
Protolipac, Daren S.	46-16	Rioux, Sheila M.	293	Rybeck, Jan	81	Schroeder, Amber N.	33-10
Provolt, Laura	57	Ritter, Kelsey-Jo	38, 209	Saari, Lise M.	17, 96, 119	Schroeder, Tiffany	144
Puchalski, Leigh	93-16, 202	Rivera, Ivy	183-4	Sabat, Isaac E.	26, 77-6, 95, 150-16, 183-23	Schultz, Monica	286
Pugh, S. Douglas	49	Rivera, Mark T.	224	Sabet, Jennifer	135	Schultz, Nathan J.	270
Pulakos, Elaine D.	8	Rixner, Scott	154	Saboe, Kristin N.	149, 274	Schumacher, Svenja	192-19
Puppatz, Martin	322-15	Rizzuto, Tracey E.	34, 339	Sackett, Paul R.	93-20, 93-28, 211, 213-6	Schurig, Ira	251-19
Purl, Justin	251-21, 282	Robbins, Jordan M.	218	Sackett, Sharon	190	Schwall, Alexander R.	143, 288
Pury, Cynthia L.S.	46-10, 77-7	Robert, Christopher	77-21	Sady, Kayo	99, 158, 299	Scielzo, Shannon A.	67-26
Pusilo, Christine L.	93-14, 281	Roberts, Rich	132	Sakpal, Vinaya	328	Scott, Brent A.	101, 156
Putka, Dan J.	4, 64, 143, 223, 308, 353	Roberts, Sara J.	59, 342	Salas, Eduardo	46-7, 56, 162-3, 235, 251-6, 251-9, 251-11, 251-16, 273, 311, 322-4, 322-12, 333, 345	Scott, Charles P.	88
Pyburn, Keith M.	82	Roberts, Zach	134-2, 134-13	Saleh, Sid H.	67-8	Scott, John C.	140, 146
Pyc, Lindsay S.	322-21	Roberts, Zachary M.	183-28	Sall, English G.	96	Scott, Mark D.	150-8
Pytlovany, Amy C.	38	Robertson, Lauren N.	180, 188, 351	Salter, Nicholas P.	95, 183-24, 212, 213-7	Scott, Mark	278
Qu, Qing	177	Robertson, Michelle M.	134-8	Saltz, Jessica L.	228	Scott, Patricia	295
Quartarone, Mac S.	301-1	Robertson, Stephen A.	150-3, 332-23	Saltzman, Jeffrey M.	11	Scott, Stacey	301-2
Quarton, Amy J.	204	Robie, Chet	37, 43, 93-16, 206			Seah, Jasmine	200
Quick, Christine J.	227-23	Robinson, Kristen A.	93-6			Sears, Karen	93-1
Quinn, Jared M.	251-4, 251-22	Robinson-Morrall, Erika	301-8			Sears, Lindsay E.	110
Quiroz, Vanessa	162-11	Roch, Sylvia G.	77-30, 93-27, 296			Seaton, Gina A.	350
Quist, Joshua S.	193	Roche, Hilary G.	226			Seely, Peter W.	181, 251-24
Rabelo, Veronica C.	20, 33-18	Roche, Maree	38			Seggewiss, Britta J.	77-18
		Rochette, Lynne M.	143			Segui, Emmanuel E.	272-1
		Rockstuhl, Thomas	322-8				

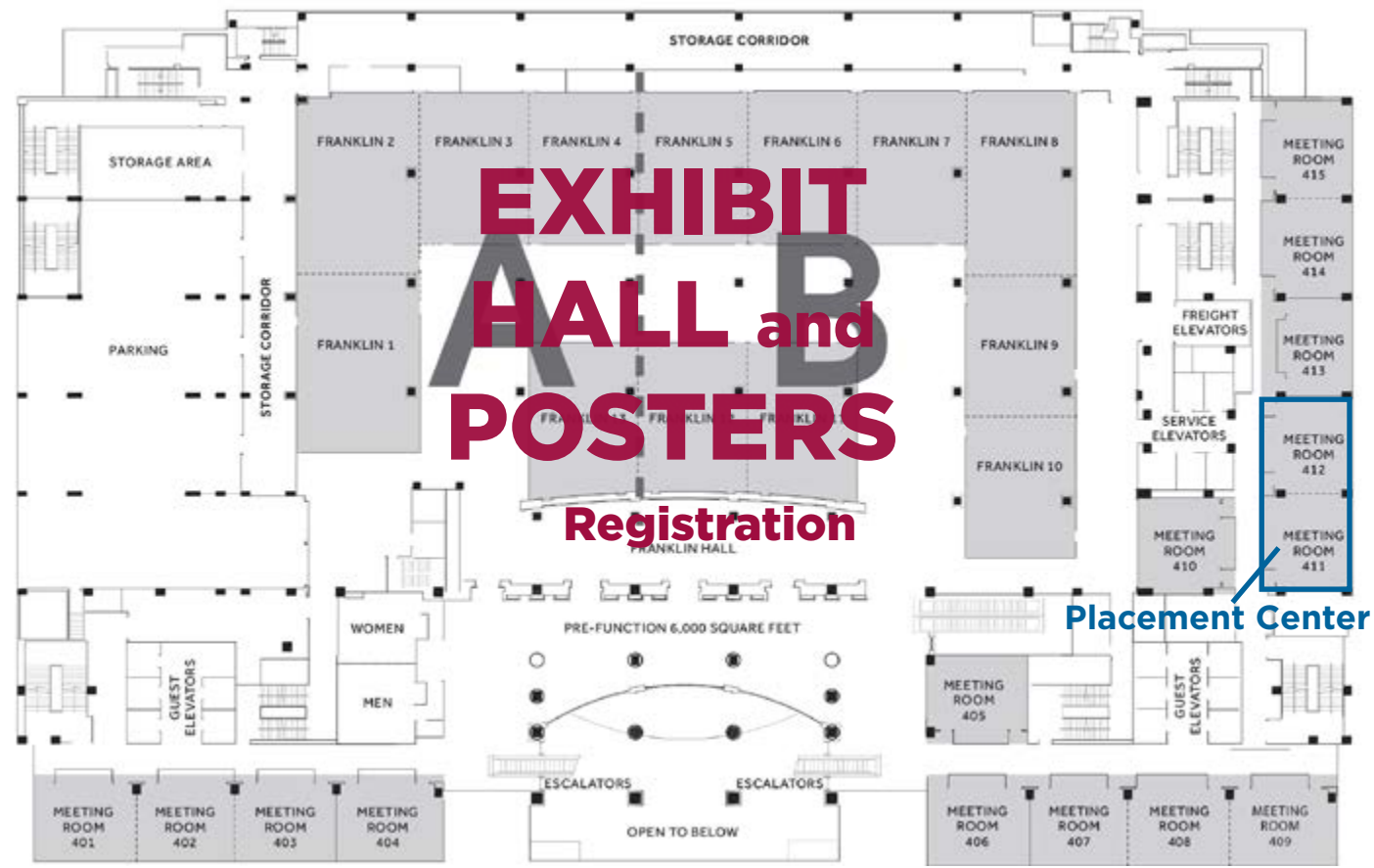
Seibert, Jerry	103	Sliter, Michael T.	134-9, 134-21, 134-22, 270	Steiner, Zachary J.	192-16	Thau, Stefan	262
Seibert, Melinda	255	Sloan, Matthew D.	350	Steinke, Julie A.	332-12	Thayer, Amanda L.	251-9
Seiler, Stephanie N.	280	Smith, Adam M.	46-16	Stelman, Samantha A.	192-16, 272-8, 289-18	Theys, Evan R.	192-25
Semko, Jennifer	276	Smith, Alexis N.	192-26	Stepanek, Chelsey	332-13	Thissen-Roe, Anne	275
Seo, Jamie J.	58	Smith, Casey C.	197	Stephens, Kelsey	227-24	Thomas, Adrian	93-3, 162-5
Serotkin, Ian	216	Smith, Christine R.	10, 112	Stewart, Robert W.	25, 210, 328	Thomas, Amanda L.	322-17
Seybert, Jacob	13	Smith, Christy	242	Sticha, Paul J.	33-25	Thomas, Benjamin	313
Sguera, Francesco	181	Smith, Daniel R.	297	Stielstra, Sorrel	235	Thomas, Jane S.	227-9, 251-15
Shah, Yashna	289-4	Smith, Lindsey N.	183-19	Stock-Homburg, Ruth M.	227-13	Thomas, Kaitlin R.	162-6, 183-19, 287
Shahani-Denning, Comila	121, 182	Smith, Mark Alan	293	Stokes, Sonya M.	33-13, 183-28	Thomas, Njoke K.	67-30
Shaikh, Samia	89	Smith, Nicholas A.	46-17, 95, 183-23	Stone, Christopher B.	150-21	Thompson, Charles N.	283
Shalley, Christina	181	Smith Sockbeson, Caitlin E.	289-17	Stone, Nancy J.	103	Thompson, David	302
Shanock, Linda R.	183-30	Smith-Crowe, Kristin	49	Stone, Thomas H.	39, 241	Thompson, Janalee F.	77-25
Shapiro, Jenna C.	134-16, 301-11	Smith-Jentsch, Kimberly A.	30, 251-28	Stoughton, Jack W.	150-27, 175	Thompson, Lori Foster.	96, 150-27, 186
Shapiro, Terri	29, 150-28, 182	Smittick, Amber L.	183-12, 203	Straatmann, Tammo	192-19	Thompson, Phillip S.	33-23, 67-30
Sharpe, Earl Q.	301-27	Smoak, Victoria J.	80, 203	Streets, Valerie N.	213-12	Thompson, Samantha	46-12
Shaw, Amy	157, 275	Snead, Kathleen B.	289-4	Strobel, Kari R.	241	Thompson, Tina	200
Shaw, William	234	Snell, Andrea F.	162-27	Stuhlmacher, Alice F.	198, 198, 204	Thoresen, Paul	348
Shearman, Stephen G.	9	Snyder, Jasmine N.	183-2, 196	Su, Chihwei	93-13	Thornton, George C.	223
Sheets, Tilman	79, 212, 287	Snyder, Lori Anderson.	46-18, 134-19	Su, Junjie	162-23	Thoroughgood, Christian N.	27, 80, 183-25, 322-18
Shen, Jianqiang	33-25	Sohn, Young Woo	227-12	Sublett, Lisa W.	22-29, 33-19, 322-14	Thrasher, Greg R.	139
Shen, Winny	289-14	Somers, Mark J.	150-25	Such, Matthew J.	168	Tian, Haoshu	325
Sherwood, Joseph	38	Sommer, Kristin L.	67-20	Sudduth, Mary Margaret	197	Tian, Jing Yuan	134-24
Shewach, Oren R.	93-28	Sonesh, Shirley	46-7, 56, 162-3	Sullivan, Katherine	24, 80	Tippins, Nancy T.	19, 32, 68, 168
Shi, Junqi	33-29, 272-17, 309	Song, Junseok	227-12	Sullivan, Mark	195	Tipton, Amber H.	93-8
Shi, Shuisheng	289-15	Song, Lucy	46-17	Sully de Luque, Mary	130, 166	Tirado, Andrea	173
Shih, Shin I.	162-14	Song, Qianqi	93-7	Sumer, Hayriye Canan	77-2	Tjosvold, Dean W.	251-27
Shockley, Kristen M.	10, 22-21, 105, 309	Song, Zhaoli	162-20, 165	Sumer, Nebi	77-2	Toaddy, Steven R.	122
Shoda, Elizabeth	37	Sonnentag, Sabine	331	Summers, James K.	251-8	Tobacyk, Jerome J.	332-2
Shoenfelt, Elizabeth L.	103	Sosna, Katherine U.	22-1	Sun, Cong	177	Tobey, Jamie R.	59
Shon, DaHee	220	Spaeth, Andrea	352	Sun, Jiaqing	289-19	Tocci, Michael C.	272-19, 281, 332-26
Shoptaugh, Carol F.	227-25, 249	Spain, Seth M.	64	Sun, Yaqing	134-22	Todd, Erin Michelle	289-8
Shoss, Mindy K.	25, 108, 346	Sparks, Taylor E.	67-27, 176	Surface, Eric A.	255, 338	Toliver, Adria	80, 218
Shryock, Christopher	18	Speaks, Stormy Z.	213-18	Sutherland, Soo	231	Tomas, Ines	251-7
Shu, Siwen	213-8	Speck, Rebecca	295	Svyantek, Daniel J.	33-9, 227-6	Toms, Alexandra	77-19
Shuffler, Marissa L.	36, 75, 88, 162-17, 308	Spector, Paul E.	22-18, 67-28, 134-3, 134-10, 274	Swider, Brian W.	22-5, 332-30	Tonidandel, Scott	86, 208, 243
Shull, Amanda C.	2	Spector, Stephen	112	Swiderski, David J.	77-30, 332-1	Tonken, Matthew R.	5
Shyamsunder, Aarti	17, 153, 184	Speer, Andrew	93-29, 260, 342	Swisher, Vicki	179	Tonowski, Richard F.	31, 335
Shylock, Trevor J.	23	Spence, Jeffrey	227-3	Switzer, Fred S.	150-2, 150-3, 162-17	Trané, Sara K.	77-22
Sicora, Robert	332-13	Spence, Erica L.	268	Switzer, Kelly C.	251-26	Tremblay, Isabelle	46-19
Siegel, Alex M.	271	Spitzmueller, Christiane	200	Sydell, Eric J.	73, 176, 280	Trent, John	93-4
Silverman, Leslie	152	Spoelma, Trevor	67-29	Sywulak, Laura	197	Trevino, Sara	70
Silverman, Stanley B.	289-2	Spreitzer, Gretchen	262	Szkudlarek, Betina	322-3	Trinh, Mai	282
Silzer, Rob F.	136, 220	Sprenger, Amber M.	65	Tafero, Tracey	3, 269, 291	Tripp, Tom	22-7
Siminovsky, Allison B.	4	Sprung, Justin M.	344	Tamanini, Kevin B.	247, 319	Tristan, Esteban	151, 210
Simmering, Luke A.	218, 341	Spurling, Alicia	255	Tang, Edward Yipeng	67-10	Trougakos, John P.	331
Simmons, Mathias J.	289-16	Sriram, N.	337	Tang, King Yii	289-6	Trump, Rachel	20, 26, 252
Simon, Lauren	22-2	Stachowski, Alicia	162-4	Tannenbaum, Scott I.	120, 149, 213-19, 255, 333	Truxillo, Donald M.	22-2, 38, 134-1, 134-20, 173, 303
Simon, Linda S.	118	Stacy, Webb	301-5	Tardino, Vicki M.	66	Tsacoumis, Suzanne	34, 153
Simonet, Dan V.	322-22	Staneik, Kevin C.	301-14	Tarraf, Rima	167, 330	Tsai, Ming-Hong	150-15
Simpson, Kaila M.	301-8	Stang, Susan W.	114, 238	Tashima, C. Chy	205	Tsang, Jennie	2
Sinar, Evan F.	98, 166, 243, 300	Stanley, Laura J.	63	Tay, Louis	46-23, 109-10	Tschopp, Cecile	22-9
Sinclair, Andrea	116	Stanton, Jeffrey M.	43, 243	Taylor, Ben	53, 195	Tse, Herman H.	162-18
Sinclair, Robert R.	110, 134-12	Stark, Stephen	13, 22-18, 211, 277	Taylor, Ian	324	Tucker, Jennifer S.	322-10
Singh, Pallavi	339	Stassen, Maryann	313	Taylor, Madeline R.	162-7	Tucker, Sean	324
Sinnett, Sarah A.	59, 257, 342	Stawski, Robert	309	Taylor, Samantha A.	140, 193	Tulin, David	334
Sipe, Mina	279	Steel, Piers	92, 150-18, 314, 337	Taylor, Shannon G.	289-22	Tuton, Lucy	295
Sipos, Maurice L.	149	Steele, Logan M.	46-18, 67-11, 213-1, 213-22, 289-20	Taylor, William D.	46-18, 134-19	Tuzinski, Kathleen	158, 192-29
Sirabian, Mgrdich A.	106	Steele-Johnson, Debra	67-21, 272-10, 332-12	te Nijenhuis, Jan	93-23	Tziner, Aharon	296
Sircar, Kathakali	203	Steelman, Lisa A.	77-3, 166, 301-22	Tee, Eugene (Yu Jin)	49	Udom, Imo	242
Sitzmann, Traci	56, 154	Steffensen, DJ S.	204, 251-25	Templer, Klaus J.	322-9	Uggerlev, Krista L.	150-18, 314, 337
Skarlicki, Daniel	270	Steffensmeier, Kimberly S.	291	Tenbrink, Allison	37, 151, 210	Unger, Sebastian	196
Skiba, Thomas S.	328	Stehura, Aaron M.	29	Tepper, Bennett J.	323	Urban, Mark S.	5
Skinner, Jolene L.	102	Stehura, Emily J.	207	Terrazas, Jolie M.B.	112	Urs, Lalitha	322-11
Skloot, Evan	343	Steighner, Laura A.	70	Tesluk, Paul E.	181	Vaghef, Keemia	301-22
Slack, Kelley J.	141	Steigleder, Quinn	93-2	Tetreault, Ed	90	Valerio, Anna Marie	17, 317
Slaughter, Jerel E.	33-22	Stein, Jordan H.	197	Tetrick, Lois E.	67-2, 74, 141, 234	Valls, Victor	251-7
Slifka, John S.	272-21, 296	Steiner, Rebekka S.	192-6	Tett, Robert P.	47	van der Heijden-Lek, Kitty	93-23
Sliter, Katherine A.	183-26, 274, 332-25			Thackray, Michelle J.	272-19	Van Dixhorn, Kathryn G.	332-8
				Thatcher, Sherry M. B.	183-7, 251-20	Van Doorn, Sebastian	84

Van Dyne, Linn 177, 322-8	Wasko, Laurie E. 192-14	Witt, L. A. 33-21, 33-26, 77-26, 134-2, 183-28, 227-26	Yuan, Yuan 170
Van Iddekinge, Chad H. 173	Wasserman, Michael E. 154	Wittgenstein, John P. 290	Yuan, Zhenyu ... 134-21, 134-22, 274, 309
van Jaarsveld, Danielle 270	Wastag, Alice 90, 240	Woehr, David J. 109-8, 143, 251-15	Yun, Seokhwa... 289-3, 289-7, 289-11
Van Kleef, Gerben A. 331	Waters, Shonna D. 65, 104	Wöhrmann, Anne M. 22-3, 310	Yusko, Ken 273
Van Overberghe, Courtney T. 175	Watkins, Marla B. 192-26	Wolcott, Amanda M. 46-5, 183-9, 251-28	Zabel, Keith 160
Van Quaquebeke, Niels 144	Watson, Kelley 259	Wolf, Douglas 11, 93-22	Zaccaro, Stephen J. 75, 181, 236, 346
van Solinge, Hanna 310	Watts, Logan L. 289-20	Wolf, Erin 274	Zachary, Wayne 52
van Steenberghe, Elianne F. 22-25	Wawoe, Kilian W. 316	Wolf, Ryan E. 183-1	Zagenczyk, Thomas J. 74
Van Tilburg, Wijnand 192-7	Way, Jason D. 10, 157	Wolfe, David J. 93-30	Zajac, Stephanie A. 251-29
Van Toorenburg, Marlies 192-21	Weatherhead, Julie G. 289-21	Wolfeld, Leah R. 166	Zaldivar, KD 188
VanBroekhoven-Sahm, Jackie 50	Weathington, Bart 77-24, 319	Wolfsen, Mikhail A. 128	Zapata, Cindy P. 156
Vance, Chelsea 170	Weaver, Kayla 20, 95	Wollan, Melody L. 166	Zeidman, Troy 255
Vance, Robert J. 34	Weaver, Sallie J. 311	Woller, Amanda H. 123	Zeki, Dalia Abou 49
Vancouver, Jeffrey B. 251-21, 282	Webb-Murphy, Jennifer 46-4	Wolters, Caroline E. 24	Zettler, Ingo 316
Vandenbergh, Robert J. 19, 41, 63, 171, 215	Webster, Brian D. 192-26	Wolters, Heather 113	Zhan, Siran 309
Vansa, Lunder 183-1	Webster, Jennica R. 183-25	Wong, Alfred S.H. 251-27	Zhang, Don C. 213-10
Vantilborgh, Tim 227-14	Weddington, Stephanie A. 227-15	Wong, Chee Yan 49	Zhang, Guilin 63
Varghese, Levena S. 22-12	Wee, Serena 150-15, 157	Woo, Sang Eun 4, 42, 172	Zhang, Nancy 190
Vasilopoulos, Nicholas L. 104	Weekley, Jeff A. 54, 301-2	Woo, Vivian A. 227-16	Zhang, Qi 77-17
Vassar, Adam 180	Wei, Wenqi 162-25	Wood, Benjamin S. 150-28	Zhang, Xichao 46-21, 272-13
Vaughn, Daly 254	Weidner, Nathan 33-2, 33-24	Wood, Dustin 313	Zhang, Yang 259
Vega, Ronald P. 227-19	Weiner, John A. 82, 276, 281	Wood, Lauren A. 77-27	Zhang, Yucheng Eason 162-20
Vessey, William B. 30, 104, 120, 263, 333	Weiner, Sara P. 106, 119	Wooderson, Robert L. 139, 245	Zhang, Zhen 289-22, 305
Vestal, David W. 301-8	Weingarden, Steve 240	Woodley, Hayden 128, 251-17	Zhao, Guoxiang 170
Vicino, Marc 10, 240	Weinhardt, Justin M. 56, 154	Woodward, Michael M. 212	Zhao, Hailin 33-27
Vijayakumar, Pooja B. 322-2	Weisberg, Allan 133	Wooldridge, Jessica D. 22-10, 249	Zhao, Shenran 134-7
Villado, Anton J. 183-21	Weiskircher, Kathryn 24	Woolsey, Mark 322-6	Zheng, Dianhan 74
Villanes, Andrea 98	Welle, Brian 14, 18, 224	Woycheshin, David E. 67-16	Zheng, Lu 134-7, 170
Vincent, Claire 246	Wells, Brett M. 219, 307, 332-27	Wright, Natalie A. 301-9	Zhou, Le 33-29, 192-15, 282
Vincent, Renee 22-10	Wells, Samantha R. 206	Wright, Peter 50	Zhou, Mingjian 289-15
Vincent-Hoeper, Sylvie 46-8	Wendler, Kathrin 316	Wright, Stephen C. 112	Zhou, Shelly 112
Virgets, Alexandra C. 33-21, 77-26	Wessel, Jennifer L. 14	Wright, Terrence 301-8	Zhou, Zhiqing E. 57, 139, 309
Visio, Michelle E. 227-25	Weston, James W. 77-25, 289-18	Wu, Chiahuei 74	Zhu, Mengmeng 143, 313, 325
Viswesvaran, Chockalingam ... 147, 173	Westring, Alyssa 295	Wu, Jane 105	Zhu, Taohong 251-27
Voeller, Megan 311	Wexler, Breanna R. 252	Wurzbacher, Keith A. 46-2	Zhu, Xiaoyuan (Susan) 192-28, 213-10, 213-11, 301-11
Voelpel, Sven 251-13	Weyhrauch, William S. 113	Wynne, Kevin T. 33-2, 127, 162-21	Zhu, Ze 46-21
Vogel, Amanda L. 16	Whelan, Thomas J. 150-27	Wyskiel, Rhonda 235	Zhu, Zhu 213-5
Voltmer, Jan-Bennet 310	Whetzel, Deborah L. 33-25, 70	Xin, Jie 109-4	Zickar, Michael J. 13, 121, 150-10, 206, 275
von Aarburg, Miriam 338	Whitaker, Brian G. 301-23	Xu, Erica 33-27	Zide, Julie S. 121
Vorm, Eric S. 93-11, 93-25, 93-26	White, Craig D. 245, 251-19	Xu, Qin 67-9	Ziegert, Jonathan C. 38
Wadlington, Patrick L. 275, 301-15	White, Leonard 231	Xu, Shi Larry Martinez 46-12	Ziegler, Matthias 37
Wagner, Stephen H. 77-5, 130	Whitely, Aaron 227-24	Xu, Xiaohong 63	Zijlstra, Fred 298
Wald, Danielle R. 10, 46-20, 139, 309	Whitenack, Daniel P. 92	Xu, Yaoshan 134-21	Zimmer, Christina U. 183-21
Walker, David D. 270	Whiting, Steven W. 67-29	Yaldiz, Lale Muazzez 134-20	Zimmer, Seth 207
Walker, Jessica M. 295	Whorton, Ryan P. 157, 213-9	Yan, Ming 109-2	Zimmerman, Donald 246
Walker, Susan A. 103	Why, Megan 93-8	Yanchus, Nancy 134-14	Zimmerman, Lauren M. 57, 106
Wallace, Audrey M. 351	Widlak, Izabela 337	Yang, Chulguen 33-15	Zimmerman, Ryan D. 22-5, 42, 332-30
Wallace, David M. 236	Wiernik, Brenton M. 150-11	Yang, Renee F. 29, 76, 322-22, 332-3	Zingoni, Matt J. 301-13
Wallace, Wanda T. 50	Wiese, Christopher 322-12	Yang, Yongwei 68	Zinzow, Heidi 46-10
Wallen, Aaron S. 183-27	Wiggins, Bryan 216	Yanovsky, Boris I. 301-20	Zipay, Kate P. 156
Walmsley, Philip T. 93-12, 150-5, 158	Wiggins, Sterling 301-5	Yao, Xiang 170, 209	Zivnaska, Suzanne 191
Walsh, Benjamin M. 245, 270	Wiita, Nathan E. 97	Yearsley, Adam 53	Zohar, Dov M. 134-5, 134-8, 151
Walton, William 176	Wilbanks, James 77-21	Yelon, Stephen L. 56	Zongrone, Bianca M. 213-15
Walvoord, Ashley A. 264	Wildman, Jessica L. 88	Yim, Frederick HK 109-4	Zogah, David B. 227-27, 227-28
Walzer, Amy S. 59, 342	Wiley, Jack W. 78	Yochum, Eric J. 22-28, 227-17	Zugec, Lynda 294 KillCR
Wan, Dongni 272-16	Willford, Jon C. 186, 192-4, 301-24	Yoder, Michael P. 301-25	
Wang, Chung-Yu 162-24	Williams, Larry J. 86	Yong, Kevyn 326	
Wang, Gang 162-19	Williamson, Rachel L. 89	Yost, Paul R. 226, 301-25	
Wang, I-Jeng 311	Willis, David D. 313	Young, Anna K. 109-12, 192-8, 301-11	
Wang, Jiexin 58	Wilmot, Michael P. 134-24, 332-28	Young, Carmen K. 154, 316	
Wang, Lei 67-6, 77-17, 162-25	Wilmoth, Tiffany 252	Young, Henry R. 77-28	
Wang, Minghui 170	Wilson, Chantale 166	Young, Mark C. 54	
Wang, Mo 33-29, 57, 116, 192-15, 201, 209, 282, 303, 309, 310	Wilson, Keli P. 178	Young, Stephen F. 33-20	
Wang, Nan 165	Wilson, Kelly S. 109-10	Youngren, Westley A. 332-20	
Wang, Wei 13, 77-28, 89, 150-26	Winberg, Yolanda L. 349	Yu, Kang Yang Trevor 192-27	
Wang, Yongli 67-10	Winslow, Carolyn J. 150-16, 183-23, 312	Yu, Kun 77-17, 162-25	
Waples, Christopher J. 77-23	Winter, Jamie L. 161, 319	Yu, Lingtao 33-28, 323	
Ward, M.K. 187	Wipfli, Brad 106	Yu, Martin C. 332-29	
Warren, Joe 154	Wirz, Andreja 4	Yu, Peter P. 186, 209	
	Witemeyer, Hazen 100	Yu, Zhou 192-11	
	Withey, Michael J. 22-8		

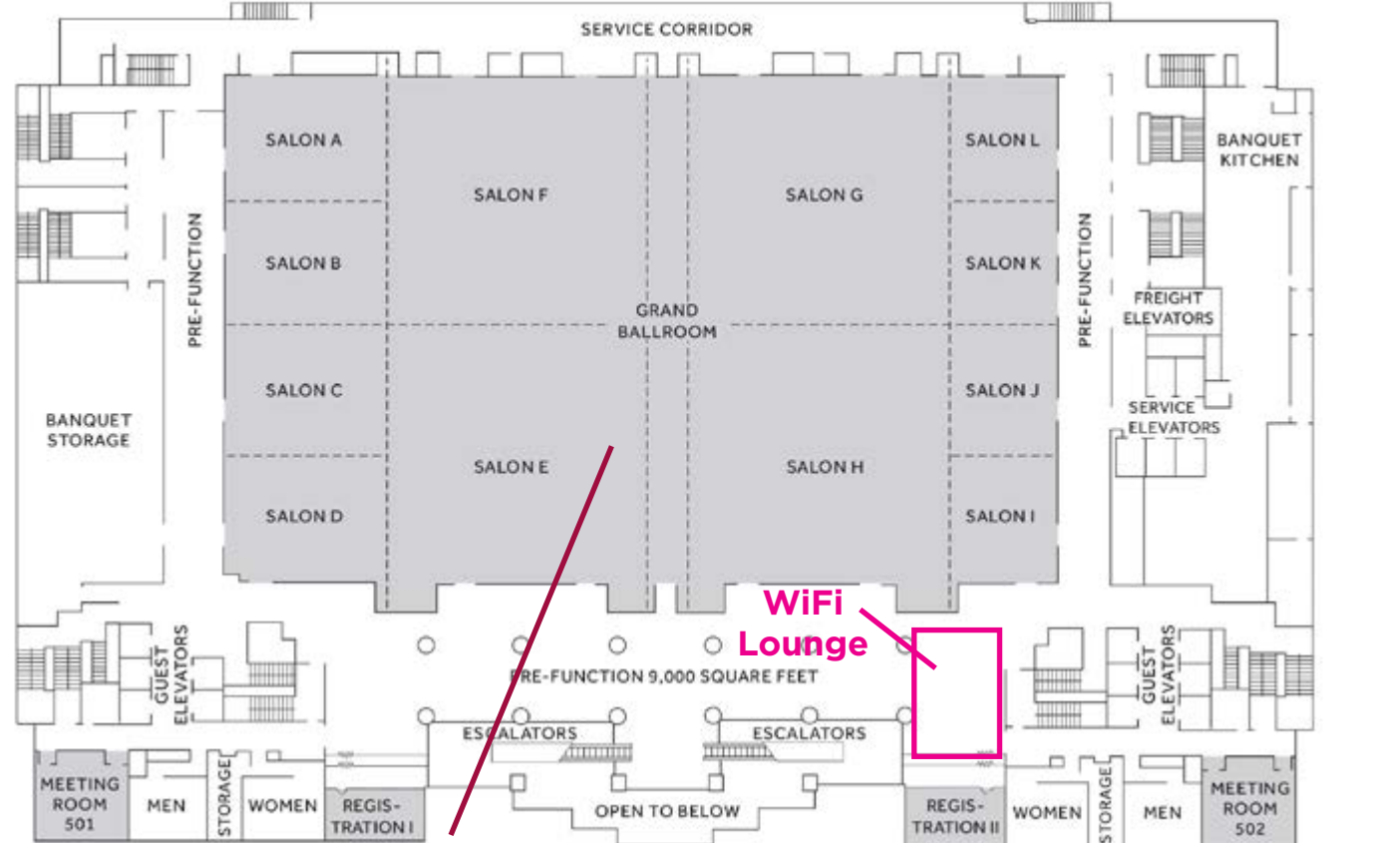
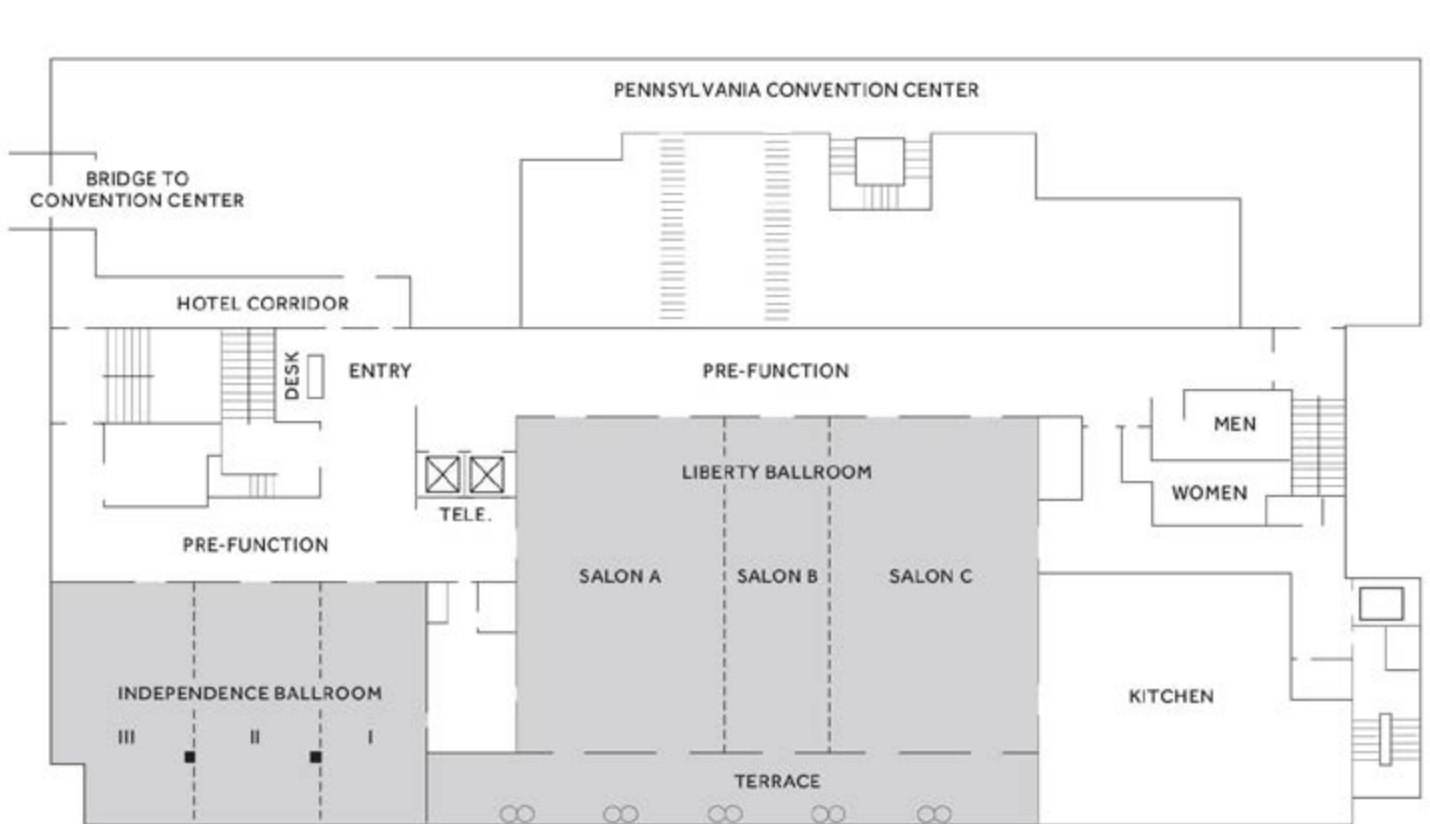
THIRD FLOOR



FOURTH FLOOR



FIFTH FLOOR





the DeGarmo Group

hire PEOPLE who FIT

“The DeGarmo Group
has truly made an impact
in our ability to retain what
we would call the brightest
and best in the workforce.”

>>>> RUSSELL E. NYKAZA
Senior Director of HR
U.S. CELLULAR

where SCIENCE and PRACTICE meet



Fit Index
System



Fit Interview
System



Simulation
Systems



Electronic Leadership
Education and
Training



Matched
Values Profile



DeGarmo
Personality
Inventory

About DeGarmo Group

The focus of DeGarmo Group's research, product development, and service delivery is the application of psychological science in employment assessment and selection. We provide our clients with web-based HR testing and training services that support their talent acquisition and employee development processes. We are the developers and leading global providers of the award-winning Fit Index System®.

For more product information, please visit our website or call.



degarmogroup.com

101 N Main St., Bloomington, IL 61701

1-866-4-DeGarmo