



Practical Significance

Colorado State University
Knowledge to Go Places

The annual newsletter of the Industrial/Organizational Psychology Doctoral Program
at Colorado State University

<http://lamar.colostate.edu/~iopac/>

Spring 2004



The Industrial/Organizational Psychology Association of Colorado
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Colorado State University
Fort Collins, Colorado

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Editor's Corner: Life, as Usual

by Tasha Eurich and Elisa George

Welcome to another edition of Practical Significance, the annual newsletter of the Industrial/Organizational Psychology program at CSU. While last year's editors commented on the many recent changes in faculty and curriculum, we note that life has returned to normal at CSU—at least for now.

We have enjoyed the presence of all of our faculty members during the last year, as well as the (re)addition of Lorann Stallones. Faculty have continued in their commitment to advanced seminars, with Dr. Keith James offering his seminar on Workplace Creativity and Innovation during the fall semester, and Dr. George Thornton currently offering his seminar on Assessment Centers.

As usual, CSU will be well-represented at this year's SIOP Conference, with many contributions by both our faculty and graduate students. Please see page 5 for more details.

Despite the continual focus on classes and publications, personal lives were also enriched, with several of our graduate students finding attractive employment, others avidly looking, as well as several engagements and marriages.

We will soon host our annual Recruitment Weekend for this year's recruits, and we are looking forward to the admission of next year's class.

In short, much dynamic and creative energy is typical of CSU's I/O Program and, in this regard, this year was no different. We hope you have enjoyed catching up on what's new with the I/O Program at CSU. Until next year!

New Award Recognizes Dr. Robert Kelley

by Mark Mazurkiewicz

According to Dr. Zinta Byrne, selecting a winner for the 2004 Jacob E. Hautaluoma Distinguished Alumni (JEHDA) Award wasn't easy. The I/O Psychology program at CSU set a high standard for the award during its creation last year, and both of the 2004 nominees' accomplishments were highly impressive.

The award was founded in recognition of CSU professor Dr. Jacob E. Hautaluoma and his many contributions to the field of I/O psychology. The

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Filip Lievens Visits CSU Campus

by Mike Poterma

Filip Lievens, an associate professor in the Department of Personnel Management and Work and Organizational Psychology at Ghent University, visited Colorado State University in November of 2003. He is currently a Fullbright scholar here in the United States at the University of Minnesota.



During his stay, Dr. Lievens gave two talks to students in the Departments of Psychology and Business. First, he presented some of his recent findings on "the quality of inferences made in competency modeling." Later that same day, he discussed personnel selection in an international context.

Throughout his visit, Dr. Lievens met with students on either a group or individual basis to answer questions that arose from his presentations or about his research and professional activities.

Dr. Lievens' general research areas include: a construct-driven approach to personnel selection, perceptions of selection procedures, and organizational attractiveness. He has been involved in numerous publications and presentations thus far in his professional career. In his free time enjoys traveling to foreign countries and participating in sports such as running, swimming and bicycling.

Alumnus Gives Students a Portrait of the Life of a Practitioner

by Lori Smith

Jennifer Frame, a 2000 graduate, returned in August to present her experiences overseeing employee surveys and metrics at the Dow Chemical Company. Jennifer discussed the history and mission of Dow



and the role of I/O psychologists in the organization, providing current students with a view of the benefits and challenges that arise in imple-

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CSU Faculty Updates

Dr. Zinta Byrne

by Rachel Maxwell

Zinta Byrne has been busy this past year with her own research, as well as collaborating with graduate and undergraduate students on more research! At the SIOP conference this year, Zinta will be very busy presenting posters and symposia—please see the list of SIOP Presentations on page 5 for details!

Zinta has recently submitted three papers and a symposium to Academy of Management (Byrne & LeMay; co-chairs Cohen-Charash & Byrne; within the symposium: Byrne, Rupp, Mattern, & Tasha Eurich; Byrne, Kacmar, Stoner, & Hochwarter), submitted a paper with two undergraduate students to RMPA (Christia Reeves, Natalie Schilling, & Byrne), and has co-authored a chapter on leader-member exchange and fairness (Sanchez & Byrne) in a soon-to-be published book by George Graen. Furthermore, Zinta is currently collaborating with her new advisee, Rachel Maxwell, on Rachel's first-year research project on justice, personality, and ethics, which will be submitted to SIOP next year.

Besides conducting research, Zinta has been teaching the graduate course in Social Psychology this year and will be teaching it again in the fall. She will also be teaching the undergraduate course in Testing and Measurement next fall. Additionally, Zinta coordinates the Jacob E. Hautaluoma Distinguished Alumni Award, which will be honoring a new recipient this year at SIOP. In addition to everything else, Zinta has been actively finding consulting projects for students which has been a great help in funding IOPAC. Thanks, Zinta, for all your hard work!

Dr. Peter Chen

by Autumn Krauss

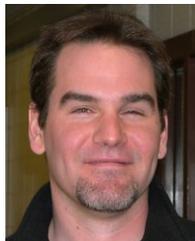
This past year has proved productive for Peter Chen. Peter is serving as the Co-Principal Investigator on a grant from the Colorado Injury Control Research Center to study workplace aggression. He also submitted a grant proposal to The Center to Workers' Rights to study the barriers to safe working behavior in the construction industry. He will also be busy with several presentations at SIOP (see page 5 for details). Finally, he is writing a chapter on workplace aggression for *Research in Occupational Stress and*

Meet Our New Students

These five students make up the 2003 cohort and are already making great contributions.



April Smith



Mark Mazurkiewicz



Rachel Maxwell



Connie Pfeiffer



Mike Poterma

Well Being. Peter is still collaborating closely with his advisees, who are all preparing to propose or defend program requirements. Peter continues to teach in the department by teaching both Industrial Psychology and Multivariate Statistics at the graduate level during the fall 2003 semester. When asked what his favorite part of the past year has been, Peter replied, “an extraordinarily collegial climate in the I/O program.”

Dr. Jack Hautaluoma

by Matt Walter

Officially, it is called “transitional retirement” by the university, however, for the I/O program, it means that Jack will be around for another year. Transitional retirement allows an individual to break their final two semesters over the course of a two-year period. Jack completed his first semester during the fall of 2003 while teaching the undergraduate organizational psychology course. He will now take the spring and fall semesters of 2004 off, finishing his second and final semester while teaching the graduate skills course in the spring of 2005.

Although Jack is in transitional retirement, this does not suggest that he is slowing down. He still has numerous responsibilities with the university and students. This past fall marked the finishing point for Jack's final two advisees, Joe Cardador and Greg Shaffer. However, he still serves on the graduate committees of five other students, and plans to attend weekly seminar when he can. Jack also plans to continue his services as a university mediator for conflict resolution throughout his final year here.

In his spare time, Jack hopes to travel both domestically and overseas. He has plans to visit friends throughout the states, but is especially looking forward to seeing family in Florida and California. Jack is also exploring potential travel opportunities through senior Fulbright scholarships and fellowships. When Jack is around Fort Collins, he plans to work on improving his golf game, and given enough time, clean out his office. He is still interested in research and consulting opportunities, and will be available for anyone that needs his help.

Dr. Eric Heggestad

by Pam Hopp

It doesn't take a Ph.D. in psychology to figure out that Eric Heggestad is a busy man. First of all, during the past year, Eric has advised 7 graduate students, one of whom (Kim Hastey) just became his second student to complete her degree! Additionally, Eric serves as the faculty advisor for Psi Chi. “It is great working with bright motivated young scholars,” he notes. It is a good thing he enjoys it, because the extra chair in his office is usually occupied by a student who has dropped in to ask a question, get advice, or just to chat.

Eric has also been busy teaching this past year. He taught undergraduate Industrial Psychology, graduate Research Methods, and for the first time, the graduate Measurement course.

Although it may sound as if students take up all of his time, his current list of projects indicates otherwise. Eric has 4 projects in the data collection/analysis phase, 5 papers in progress, and 5 other papers currently under review. He recently had a paper accepted for publication in the *Journal of Occupational and Organizational Psychology*, titled “Gravitation, job complexity and vocational interests: The influence of general cognitive ability on the achievement of interest-job fit.” Eric will also be busy at SIOP this year (see page 5 for details).

As if all of this weren't enough, Eric has also been traveling across the country to share his research on faking. Eric gave invited addresses at Human Resources Research Organization, Wayne State University, and will be headed back to his alma mater, the University of Minnesota, to give another talk this spring.

In addition to all of his work, Eric has joined a volleyball team and has tournaments in Denver every other weekend. Any spare time he has, which must be limited, is spent with his wife Deanna and their new puppy Zoe. Obviously, Eric has been very busy this past year. We are lucky to have him here at CSU!

Dr. Keith James

by April Smith

This year, Keith James wrapped up several projects, and took on new responsibilities. He completed his work with the University of Alaska seed grant for the development of a center integrating indigenous knowledge with modern technology. He is currently working on several different grants focusing on research interests in creativity and Native Americans. Keith has also been spending time readying his manuscript, *Creativity, Entrepreneurship, and Innovation: Fundamentals and Applications*, for publication; he polished up the manuscript with the help of his Fall 2003 creativity graduate seminar, and will be using it in his undergraduate seminar this Spring. Last but certainly not least, Keith is busy with his new responsibilities as program chair. Thanks for all your hard work, Keith!

Dr. Lorann Stallones

by Sarah DeArmond

Lorann Stallones has been part of the I/O faculty on and off for the past three years. We are happy that she is back with us this year. Lorann is an epidemiologist by training, and is the director of the Colorado Injury Control Research Center. Currently, Lorann is working hard on a wide variety of research projects. The topics of these projects include: the relationship between sleep and accidents and injuries in an adolescent farming population, aggression towards Certified Nursing Assistants, safety practices and links between depressive symptoms and pesticide exposures, and poisoning (both pesticide and other) and motor vehicle travel amongst migrant workers.

Dr. George Thornton

by Eddie Bitzer

As usual, George has been busy this past year. He was involved in a number of projects involving different University departments, including sitting on the committee that conducted an outcomes assessment for university accreditation, serving as a liaison to the departments in the College of Natural Sciences for this process, and heading a team of I/O students in conducting a diversity climate survey for the university.

George has been actively conducting research and publishing work, including a book on organizational simulations, an article about simulations and assessment centers for the Handbook of Psychological Assessment, and a book chapter detailing the role of I/O Psychologists as expert witnesses in employment litigation. He has held various workshops in Shanghai and Brussels, as well as overseeing an assessment center for a fire department in Texas. George will also be quite active at SIOP this year (see page 5 for details).

As if all of this wasn't enough to keep George busy, he also competed in a number of triathalons this past summer, most notably the Ironman triathlon in Idaho. In addition, he completed the annual 10K swim in Horsetooth Reservoir. He also had the honor of welcoming an eighth grandchild, a granddaughter, into his family. With all of this excitement, George will be looking forward to a well-deserved sabbatical next year.

Catching Up With Recent Grads

by Apryl Rogers

In the last year, we've said goodbye to quite a few of our friends and colleagues as they completed their Ph.D.s and moved on to start new chapters in their lives.

Joe Cardador is in Kansas City, Missouri, working as an Executive Research Director with Service Management Group. Here, he supervises a research department, overseeing survey development, data analysis, and benchmarking, to assess customer satisfaction and loyalty for multi-unit businesses. He is enjoying life in Kansas City, and will soon be joined by his girlfriend, Christie Befort (CSU Counseling Psychology Program), who has accepted a post-doc at the Kansas University Med Center.

Ken Lahti is braving the cold in Minneapolis, Minnesota, currently working at ePredix. After just over 2 months as a Project Manager, he took on an Account Management role, working with the organization's larger clients on an ongoing basis to maintain and improve their assessment programs, offer consulting advice regarding personnel selection issues, and develop new business opportunities. Ken has also found time to continue pursuing music with his new band, Knee Deep, which quickly is gaining momentum in the local music scene.

Greg Shaffer now lives in Cibola National Forest east of Albuquerque, New Mexico, and works at the Headquarters of the Air Force Operational Test and Evaluation Center at Kirtland Air Force Base. One of his current areas of responsibility is overseeing the testing and evaluation of a new family of systems to detect, decontaminate, and defend against biological, chemical, or nuclear attack. He also is offering his services as an internal consultant to the AFOTEC, and teaches statistics and methods to AFOTEC analysts.

Kim Hastey has remained in Fort Collins, where she and her husband Mike are the proud new parents of Owen Matthew Hastey (9/9/03). We are proud and excited to have her here at CSU, where she is on appointment as a visiting assistant professor, currently teaching the undergraduate Testing and Measurement course.

Once again, our alumni are proving to be successful in their fields, and we at CSU applaud their achievements.

Alumnus Gives Students a Portrait of the Life of a Practitioner

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menting I/O interventions in large organizations. She also described the lessons she has learned as a practitioner, such as the importance of obtaining feedback and buy-in from employees, and the need to communicate the reasons for organizational changes.

Jennifer provided insight into the preparation for her career she received as a graduate student. She suggested that current graduate students may benefit from additional knowledge in the areas of Six Sigma, finance, and web-based communication tools, as well as a realization that organizations may move slowly to accept new theories and interventions. Current students welcomed Jennifer's presentation of the realities of the life of a practitioner and her suggestions on additional preparation that would foster a smooth transition into organizational work.

Since her visit, Jennifer has taken a new position with Dow and has relocated to New Orleans. She and Steve are expecting their first child in late March and will miss seeing everyone at SIOP this year. Thanks again for your visit, Jennifer!



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What's New With Current Students

by Morgan Morrison and Mary Tye

It's been another busy year here in the I/O program. Here is a sampling of our many outstanding achievements, both professional and personal.

First off, we will have a strong presence at this year's SIOP conference in Chicago with many of us participating in practitioner forums, symposia and poster sessions. See page 5 for titles, dates, and times!

Congratulations are in order for **Pam Hopp**, who successfully defended her thesis, "Interruption management: The use of attention-directing tactile cues." Pam is also participating in a practitioner's forum about diversity management best practices at SIOP.

Sarah DeArmond became a first-time published author with her contribution to "Sleepiness in the Workplace: Causes, Consequences, and Countermeasures," featured in the 2003 International Review of Industrial and Organizational Psychology.

Best wishes for **Lori Anderson**, who married her longtime beau, Michael, in Centerville Ohio last June. We are going to be missing Lori very soon as she is planning to finish her dissertation this May!

Carolyn Mohler is truly outstanding, as evidenced by winning not one, but TWO awards this year: The Richard M. Suinn Outstanding Graduate Scholar and the Outstanding Graduate Student in Industrial/Organizational Psychology. Carolyn is also presenting a paper at SIOP on health and work-related outcomes of emotional exhaustion and has a paper under review at the Journal of Career Assessment.

Konstantin Cigularov was recently selected as Graduate Teaching Assistant of the month for his outstanding work in the Psychological Measurement & Testing Lab. He is also completing a study on achievement motivation and doing job analysis work with SHL in Boulder, CO.

Apryl Rogers recently received the 2004 Seligman Scholarship for Achievement in Applied Research in Psychology for her work investigating alpha, beta, and gamma change. Congratulations, Apryl!

And finally, good luck to **Autumn Krauss**, who recently submitted a grant proposal to the Center to Workers' Rights. Autumn is also presenting a paper at SIOP on workplace safety.

New Award Recognizes Outstanding Alumni

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ideal candidate embodies the "spirit" of this legacy. Candidates must demonstrate work towards improving organizations at the team, group, company and international levels while showing a dedication towards helping individuals and organizations become more effective.

The I/O Program at CSU is proud to announce that Dr. Robert Kelley will be honored with the 2004 JEHDA award, and will be recognized for his achievements at the CSU dinner at SIOP in April.

Dr. Kelley's contributions to the field of I/O psychology have been numerous. He received his Ph.D. from CSU in 1977, followed by post-doctoral work at Harvard Business School. He has worked as a visiting professor at several universities and currently teaches at Carnegie Mellon University.

Kelley's professional experiences in the field span many organizations and countries. While working for Consultants to Executives and Organizations, Dr. Kelley worked with clients such as AT&T, Hewlett-Packard, and Merrill Lynch. He has also spoken with government officials and executives in China, Japan, Indonesia, Brazil, England, France and Italy.

Besides presenting at numerous conferences and meetings, Dr. Kelley has produced many publications. His book, "How To Be A Star At Work: Nine Breakthrough Strategies You Need to Succeed," was on Business Week's bestseller list for 8 weeks at number seven. The book has been translated into seven languages.

Dr. Byrne is also quick to point out that the other nominee, Dr. Audrey Smith, showed outstanding qualifications and will be automatically entered in the running for next year's award. Dr. Smith is currently Senior Vice President of Executive Solutions for Development Dimensions International (DDI). She has coauthored the books "Grow Your Own Leaders" with Bill Byham, has taught several courses at CSU and has been very active in publishing and presenting technical papers.

It is clear that based on the outstanding achievements of both of our nominees, congratulations are in order for Dr. Kelly and Dr. Smith!

For more information about the award, or to nominate an alumnus, contact Dr. Zinta Byrne at zinta.byrne@colostate.edu.



CSU IOPAC Students

CSU at SIOP

by Tasha Eurich

The faculty and graduate students at CSU will be busy at this year's SIOP conference in April. Below some of the activities in which they will be participating. Presentations are listed chronologically (*italicized* names represent CSU faculty and students).

Poster Presentations

Authors	Title	Date and Time
Hochwarter, W. A. & Byrne, Z. S.	The LMX and Job Tension Form Across Levels of Disposition	Friday, 12:30pm, River Exhibition Hall A (Level 1)
<i>Eurich, T. L., & Byrne, Z. S.</i>	A Closer Look at Social Comparison Orientation.	Friday, 4:30pm, River Exhibition Hall A (Level 1)
<i>Ward, J. R., Rogers, A., Byrne, Z. S., & Masterson, S.</i>	State versus Trait Goal Orientation: Is There Truly a Difference?	Friday, 4:30pm, River Exhibition Hall A (Level 1)
<i>Ward, J. R., & Heggstad, E. D.</i>	What is Goal Orientation Anyway? Disentangling Goals, Traits and Situations.	Saturday at 10:30am, location TBA
<i>Anderson, L., & Thornton, G. C.</i>	Factors Affecting the Emphasis Placed on Multisource Feedback Ratings.	Saturday, 11:30am, Parlor A (Level 3)
<i>Hopp, P., Smith, C., Clegg, B., & Heggstad E. D.</i>	Managing Multiple Workplace Tasks: Tactile Cues and Task Switching.	Saturday, 12:30pm, location TBA
<i>DeArmond, S., Tye, M. G., Chen, P. Y., Krauss, A. D., Rogers, D. A., & Sintek, E.</i>	Age and Gender Stereotypes with Regard to Adaptive Performance.	Saturday, 3:30pm, River Exhibition Hall A (Level 1)
<i>Mohler, C.J., Byrne, Z.S., & Cropanzano, R.</i>	Emotional Exhaustion, Work Relationships, and Health Effects on Organizational Outcomes.	Sunday, 8:00am, River Exhibition Hall A (Level 1)
<i>Krauss, A. D., Chen, P. Y., Finlinson, S., & Anderson, L., Huang, Y. E., Tamanini, K. B.</i>	Occupational Safety: The Job Demand--Control Model Strikes Again.	Sunday, 8:00am, River Exhibition Hall A (Level 1)
<i>Huang, Y. E., Shaw, W. S., & Chen, P. Y.</i>	Organizational Support and Return-to-Work Policies: Associations with Post-Injury Job Satisfaction.	Sunday, 8:00am, River Exhibition Hall A (Level 1)
<i>Anderson, L., Chen, P. Y., Finlinson, S., Krauss, A. D., & Huang, Y. E.</i>	Roles of Safety Control and Supervisory Support in Work Safety.	Sunday, 10:30am, Parlor A (Level 3)

Symposia

Authors	Paper Title	Symposium Title	Day and Time
<i>Byrne, Z. S., Rupp, D., Mattern, K., & Eurich, T. L.</i>	Examining Moderating Effects of Emotions and NA/PA on Behavioral and Attitudinal Reactions to Justice.	The How and Why of Fairness: Mediators/ Moderators of Justice Effects.	Saturday, 10:30 am, Sheraton V (Level 4)
<i>Heggstad, E. D.</i>	Dr. Heggstad will be chairing this symposium.	Effects of applicant faking on validity: Toward a better understanding.	Saturday, 10:30am, Chicago VII (Level 4)
<i>Masterson, S. & Byrne, Z. S.</i>	Drs. Byrne and Masterson will be chairing this symposium.	Beyond the Message: Communication Media, Fairness Perceptions, and Employee Reactions	Saturday, 1:30pm, Superior A (Level 2)
<i>Byrne, Z. S., Masterson, S. S., & Rogers, D. A.</i>	Communication Medium and Message: Effects on Fairness Perceptions and Reactions.	Beyond the Message: Communication Media, Fairness Perceptions, and Employee Reactions.	Saturday, 1:30pm, Superior A (Level 2)

Practitioner Forums

Authors	Title	Date and Time
<i>Hopp, P., & Thornton, G. C.</i>	Indicators and Correlates of Diversity Enhancement Acceptance Activities Among Staff.	Saturday, 1:30pm, location TBA