



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 2005



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

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Jack Hautaluoma Retires

by Elisa George

After 40 years of academic service, Jack Hautaluoma is retiring. His career has been marked by a great deal of hard work, a keen interest in other countries and cultures, and a dedication to the Psychology Department and the Industrial/Organizational (I/O) Program at CSU. In many ways, these themes will carry into his retirement.

When Jack joined the Psychology Department at CSU in 1965, he was still working on his dissertation. In the course of a three-week period, he and his wife, Betty, moved to Fort Collins from Boulder, had their second child, Grey, and Jack started his teaching career. At that time, CSU was on the quarter system, and Jack recalls teaching 14 courses, 9 of which were different, during his first four quarters. He finished his dissertation two years after joining the program. Not long after, Jack began his work with the Peace Corps, mainly during the summers. He conducted work for them on assessing and training candidates as well as managing training programs. He has worked on a

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Dr. Ruth Kanfer Motivates CSU

by Matt Walter

This past November, the Colorado State I/O program had a special visit from Dr. Ruth Kanfer. Dr. Kanfer is currently a Professor of Psychology in the School of Psychology at Georgia Institute of Technology, in Atlanta, Georgia. While on campus, Dr. Kanfer gave two presentations to the psychology and business departments. Her topics included "Work motivation and performance: A closer look at person predictors and contexts" and "Job search motivation and characteristics".

Dr. Kanfer was in Fort Collins for two days, and spent a lot of her time with individuals from the program. Students and faculty had the opportunity to interact with Dr. Kanfer in both one-on-one and small group settings. A small student group was also privileged to accompany Dr. Kanfer to dinner, where they were entertained by humorous stories regarding one of their faculty members. Dr. Kanfer was the advisor of current

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Distinguished Alumni Award 2005: Dr. Audrey Smith and Dr. Joe Montgomery

by Dr. Zinta Byrne

I'm pleased to announce this year's recipients of the Jacob E. Hautaluoma Distinguished Alumni Award. The award is given in recognition of the individual who embodies the spirit of Dr. Hautaluoma by demonstrating (1) work towards improving organizations at the team, group, company, and international levels, and (2) a dedication towards helping individuals and organizations become more effective and welladjusted.

This year we have two recipients: Dr. Audrey Smith and Dr. Joe Montgomery. Dr. Smith is a Senior Vice President with Development Dimensions International (DDI). She is responsible for championing thought leadership, business development and global consulting resources focused on identifying, developing and deploying executive talent. Dr. Smith has been with DDI since 1989. She has extensive experience as a practitioner. She received her Ph.D. from CSU in 1989. Dr. Joe Montgomery

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Editor's Corner: Transitions and Opportunities

by Mike Potemra and April Smith

Welcome to the 2005 edition of Practical Significance, the annual newsletter of the Industrial/Organizational Psychology program at Colorado State University. This year, the program has experienced a number of transitions that are sure to provide promising new opportunities in the near future.

We have had the pleasure of the presence of all our faculty members on campus this year. Dr. George Thornton is formally on sabbatical leave for the 2004-2005 academic year collecting data from various countries around the world for his cross-cultural study of Achievement Motivation. However, he has continued to remain active in both campus and departmental activities during his time between travels. Dr. Jack Hautaluoma is teaching the final semester of his career as he has been on transitional retirement since fall of 2003 and will retire at the end of Spring 2005. Moreover,

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Brown Bag Speaker: A Visit from Dr. Tina Everest

by Pam Hopp

One of IOPAC's missions is to host brown bag presentations where speakers from different areas of the I/O community share their experiences and advice with current students. This past December, we were fortunate to have a visit from a CSU alumna: Dr. Tina Everest. Dr. Everest received her Ph.D. from CSU's I/O program in 1997 and is currently working in the Performance Management arena of The Home Depot's corporate headquarters in Atlanta, Georgia.

Dr. Everest shared experiences from her work on a new performance management system utilized by all Home Depot employees. In particular, she detailed the challenges her team encountered when implementing a new, large-scale system and highlighted many of the requirements for successful process management. Dr. Everest's presentation provided insight about how performance management operates in the world's largest home improvement retailer and gave us a glimpse into system implementation and process management in the real world. After her presentation, we enjoyed an informal discussion about the transition from school to work as well as the different lessons learned in graduate school versus industry.

Not only did we enjoy hearing Dr. Everest's unique perspective, but we benefited greatly from hearing her insights and experiences. We truly appreciate having the opportunity to discuss the application of ideas and the accompanying challenges and successes in the real world. Thank you, Dr. Everest, for taking the time to share your experiences with us!

CSU Faculty Updates

Dr. Zinta Byrne

by Anne Hansen

This past year has been busy and productive for Zinta Byrne. Zinta has recently had papers accepted for publication in the Journal of Occupational and Health Psychology, Journal of Business and Psychology, and Journal of Vocational Behavior. She also has an additional five papers currently under review.

At the SIOP conference this year, she will be presenting several posters and chairing the symposium What IS organizational justice? Augmenting and consolidating the justice construct. See the list of SIOP Presentations on page for more details about her projects at SIOP.

Zinta continues to collaborate on research projects with her three graduate student advisees, and also supervised an undergraduate student's submission to RMPA this past year.

Zinta is continuing to teach several courses, including the graduate course in Social Psychology this past fall semester, as well as the undergraduate course in Testing and Measurement.

In addition to all her research and teaching, Zinta also coordinated the Jacob E. Hautaluoma Distinguished Alumni Award, which will be honoring two new recipients at SIOP this year. Finally, Zinta has been an enormous help to IOPAC by providing consulting projects for students, using several of these projects to help fund IOPAC, and serving as our faculty advisor.

Dr. Peter Chen

by Sarah DeArmond

Peter has had an exciting year. He has recently been named Associate Editor of the Journal of Occupational Health Psychology and Vice President of the Society of Occupational Health Psychology. In August, Peter received a grant for his project entitled, "Safety Training across Three Regions" from the National Institute of Occupational Safety and

Health (NIOSH). Peter is working with several graduate students and a colleague from the Environmental and Radiological Health Sciences Department to study safety in the construction industry. Peter is also currently doing research in the area of suicide prevention. This work is also funded by a grant from the Colorado Injury Control Research Center (CICRC). The CICRC and the grants provided by the CICRC are funded by the Center for Disease Control (CDC).

Dr. Eric Heggstad

by Mark Mazurkiewicz

The year has been a busy but prolific one for Dr. Eric Heggstad. Through his tireless work with both graduate students and colleagues, Eric produced publications in three different journals this year: Journal of Applied Psychology, Organizational Research Methods and Journal of Experimental Psychology: Applied.

In the JAP paper, Eric worked in collaboration with one of his graduate student advisees, Morgan Morrison. The two of them also worked on the study with Charlie Reeve from UNC Charlotte and Rod McCloy from HumRRO. The paper used multidimensional, forced-choice scales to control faking. In the ORM paper, Eric worked with Charlie Reeve and Rod McCloy to propose a method for extracting normative trait information from ipastive scales. In JAPA paper, Eric worked with his old advisor, Dr. Ruth Kanfer (Georgia Tech). The two of them examined the role of self-efficacy in predicting training over time.

However, working furiously to publish research isn't all there was to the year. Eric also decided to take a very relaxing vacation in the Riviera Maya area of Mexico to celebrate a friend's birthday. Eric got a chance to ride ATV's in the jungle, ride down a zipline, do some rappelling and, of course, lay on the beach.

Eric has also remained very active in research on faking. He recently gave a talk at the University of Akron on faking and is currently working with Jill Ellingson from Ohio State University to collect data on retesting applicants who have faked on a personality measure.

And now for the bad news--with great sadness, all of us learned that Eric has accepted a new position at UNC Charlotte. Once there, Eric will help the university build a new Ph.D. program using a multidisciplinary approach. While he's excited about the opportunity, Eric acknowledges that leaving CSU behind will be difficult. "I'm very sad about leaving CSU because I've greatly enjoyed my time here," he said. "Most of all, I'll miss spending time with the students."

Meet Our New Students

These four students make up the 2004 cohort and are already making great contributions.



Michele Chapin



Anne Hansen



Emily Sintek



Lara Summers

Dr. Keith James
by Connie Pfeiffer

Keith has been very busy this year. He received a catalyst grant to develop systematic investigations of climate change and environmental decision-making in Native communities. Recently, he applied for two more National Science Foundation grants that will allow him to continue this work. Keith has also been working on a taxonomy of the major domains of Occupational Health Psychology and how they tie into other I/O constructs. Along this same line, he has been conducting studies comparing U.S. and Canadian work stress and health. He is a reviewer on several panels, including the Ford Fellowship and National Institute of Health. He is on the APA NIOSH conference planning committee, which will occur March 2006. Keith has also kept busy on several writing projects. He is pulling together a book about environmental, social, and native sciences. In addition, Keith and his advisee April Smith wrote a chapter about strategies to urge companies to be environmentally friendly through innovation. And lastly, Keith will be on sabbatical next year, spending much of his time at the University of Calgary, to further his work on comparative health issues and foster collaboration between Canadian and US Native groups.

Dr. Lorann Stallones
by April Smith

Lorann Stallones, a part-time member of the I/O faculty, continues to work on a variety of research topics and serves as the Director of the Colorado Injury Control Research Center. Dr. Stallones is currently working on the following projects: the relationship between sleep patterns and injuries among adolescents living on farms; developing new methods for obtaining occupational hazard information from migrant and seasonal farm workers in Colorado and Mexico; and studying the relationships between organophosphate pesticide poisonings, depression and self harm. She has recently submitted a training grant to develop a collaborative injury training program with a university in China addressing agricultural injuries. Next year she will be on sabbatical pursuing her research interest in OP pesticides and self harm. She will be visiting researchers in Costa Rica, China, Sri Lanka, South Africa, and New Zealand.

Dr. George Thornton
by Konstantin Cigularov

George took a sabbatical leave this academic year and has been fully utilizing it. His major project has been the validation of the Achievement Motivation Inventory in countries and cultures across four different continents. As a result, his passport was decorated with customs stamps from Indonesia, Singapore, Malaysia, South Korea, Brazil, China, and Germany, where he visited with colleagues and coordinated data collection efforts. George also led workshops on Assessment Centers for human resource managers and consultants in the above countries.

In addition, George is hosting Dr. Diana Krause, a visiting scholar from Germany, in conjunction with another worldwide research project, called "Cultural Values and Assessment Center Practices in the Americas, Europe, and Asian Countries".

Furthermore, George is working together with Dr. Deborah Rupp at the University of Illinois (Urbana-Champaign) on the revised edition of George's 1992 book "Assessment Centers in Human Resource Management". The new edition is in the final stages of revision and is expected to be printed within the next six months. Finally, George continues to be actively involved with his advisees who know by heart his travel schedule.

Visiting Researcher Dr. Diana Krause
by Tasha Eurich

In April of 2004, the I/O psychology department welcomed a new addition: visiting researcher Dr. Diana Krause.

For the five years prior to her arrival in the United States, Dr. Krause held the position of lecturer and researcher in the Department of Economics and Management at Berlin Technical University. While in that position, she completed her PhD (dissertation topic: trust and power in innovative processes). During that time, Dr. Krause also led research projects on topics such as leadership, assessment centers, and trust.

After ten years of living in Berlin, Dr. Krause decided it was time for a change and applied for a post-doctoral fellowship with the German Academic Exchange to come to America. Only 12 of these competitive fellowships are awarded each year, and Dr. Krause's impressive vita secured her a position as a Visiting Researcher at CSU.

This visit to the United States is Dr. Krause's first, and she enjoys living and working in Fort Collins. While at CSU, she has initiated a number of research projects, including a study on worldwide assessment center practices with Dr. Thornton and I/O graduate students, a study on gender and leadership with a Swiss colleague, and a project with Drs. Heggstad and Thornton on the construct and criterion validity of assessment centers.

Dr. Krause's position at CSU is set to expire in March, however she has applied to extend her stay. At press time, she is still waiting to hear about this extension, and no matter what the outcome, we are glad to have met and worked with Dr. Krause over the past year.

Catching Up With Recent Grads
by Morgan Morrison and Rachel Maxwell Johnson

Lori Anderson Snyder is one of our recent graduates who went the academic route. Lori accepted a position at the University of Oklahoma as an assistant professor in the Psychology Department. She is working on research related to reactions to multi-source feedback and medical decision-making errors. Lori supervises one graduate advisee and several undergraduate research assistants.

She is also teaching several courses: a graduate class in organizational psychology, a capstone class on the history of psychology for senior undergrads, and a seminar on careers in psychology. Her email address, should you like to send her a note, is: lsnyder@psychology.ou.edu.

Apryl Rogers began her new job as a consultant at CorVirtus (formerly DeCotiisErhard) in October of 2004. Although Apryl was sad to leave Fort Collins and her band at first, she now lives in Colorado Springs and loves her new job.

Officially known as "Customer Leader," Apryl's primary job involves developing and implementing selection and survey tools for over 1,000 restaurants owned by Outback Steakhouse. She also stays busy traveling to train managers in their use of the selection and survey instruments. In her spare time, Apryl, and her fiancé, Marc, still enjoy hitting the slopes of the Rocky Mountains for a day of snowboarding.

Distinguished Alumni Award 2005

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is President of Montgomery Associates, which he founded in 1999. Montgomery Associates provides organizational effectiveness/development and program evaluation consulting services to a variety of clients, primarily in Washington State. Dr. Montgomery has also been an affiliate professor of management and a researcher prior to starting his business. He received his Ph.D. from CSU in 1985.

The decision was tough this year as we had several outstanding candidates. Thank you for the nominations to the award. We hope that folks will drop by the suite at SIOP to honor our award winners.

What's New With Current Students

by Michele Chapin and Emily Sintek

The I/O program has been very busy this year with many personal and professional accomplishments to report. The following deserve our recognition. Sarah DeArmond, who has been working hard as a Teaching Fellow this year, received the Graduate Student of the Year award at our annual banquet in November.

Congratulations to Tasha Eurich who defended her thesis, "An Investigation of Event Based and Social Entity Justice Judgments," in December. Tasha also had a symposium at Academy this past August where the paper "Effects of Discrete Emotions on Fairness: Do Angry People See Fair Situations as Unfair? Do Happy People Perceive All as Fair?" was presented.

Rachel Maxwell Johnson married her beau of five years, Stephen Johnson, in Atlanta over the summer. She also worked on a project with George Thornton which was presented at the International Congress on Assessment Center Methods in Las Vegas in October, focusing on student assessment centers and their use in universities, the United States, and internationally.

Morgan Morrison recently proposed her dissertation, "Investigating the Integrative Nature of the Social Competence Inventory." Data collection is taking place this spring, and she is looking forward to finishing up over the summer. Good luck Morgan!

Congratulations to Mike Potemra, who successfully defended his thesis, "Skill Development in University Settings: An Investigation of Students' Improvability, Beliefs, Locus of Control, Academic Self-efficacy, and Learning-oriented Attitudes."

Dr. Ruth Kanfer Motivates CSU

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faculty member Dr. Eric Heggstad at the University of Minnesota, and she openly shared many stories about him during his time there.

Dr. Kanfer's research interests include motivation, emotion, and self-regulation processes in adult skill training, job search, and job performance. Her work has been supported by the National Science Foundation, the Air Force Office of Scientific Research, and the Office of Naval Research. She is author of over 60 publications and two edited books, and has served on the editorial boards of scientific journals in Industrial/Organizational, Applied Experimental, and Social Psychology. Dr. Kanfer is an esteemed colleague in the I/O psychology field, and the CSU I/O program was very thankful to have her on campus.

Jack Hautaluoma Retires

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variety of international development projects for several agencies in 18 different countries.

During his early years, the concept of an industrial/organizational consultant as we know it today was not understood by most organizations, but Jack and George Thornton began knocking on doors in the hope of finding good student projects, and became involved in many projects themselves. Today, it is routine for Colorado organizations, as well as organizations throughout the United States and other countries, to seek consulting services from our faculty and students. Jack served as I/O Program Chair for a number of years and was Associate Dean of the College of Natural Sciences from 1983 to 1996.

Jack does not plan to slow down during his retirement. He will continue to serve as a member of seven dissertation committees. He joined the Great Books Foundation over 40 years ago and has rekindled that interest. Recently, he taught two courses at his church on homosexuality and conflict management, and he will continue to offer classes there. He plans to work for political causes about which he feels strongly.

In conjunction with his litigator daughter, Jodi, he plans to apply his knowledge of social psychology to analyzing jury behavior under mock trial conditions. He also hopes to become involved with the Fulbright Senior Specialists Program, which provides short-term academic and consulting opportunities overseas, and USAID, an agency which extends "assistance to countries recovering from disasters, trying to escape poverty, and engaging in democratic reforms." And of course, he will play more golf, and travel more in the United States.

In response to a question regarding whether he had any parting advice for the students, Jack said, "The field of I/O demands continual attention to how we can contribute. I/O should be as dynamic as the changes taking place in work and organizations. It will always be a challenge to understand how we can be most useful in improving the quality and effectiveness of work life."

On a more personal note, I am sure I speak for many current and prior students of the program when I say how much Jack will be missed. Among his many qualities, we will miss his unstinting dedication to the program and his continual moral support of the students. But we will always look forward to his visits to the B-Wing and wish him every success in his new endeavors.

Editor's Corner

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the faculty have continued their commitment to advanced seminars. Dr. Peter Chen offered his seminar on Training and Development in the fall of 2004 while Dr. Lorann Stallones is currently offering her seminar on Occupational Health Psychology.

Colorado State University will be well represented at SIOP this year, as several presentations by both faculty and graduate students will be given (see page 5). In addition, we will be hosting a social gathering at The Westin Bonaventure on April 15th, and it would be our pleasure if you join us. Please see page 6 for details.

Our annual recruitment weekend is just around the corner, as we look forward next fall to the addition of a quality incoming class.

In short, faculty and students together, with their energy, talent, and productivity, have continued to maintain both a rigorous and quality program aimed at generating superior academicians and practitioners to the field of Industrial/Organizational Psychology. We invite you to share with us this opportunity to catch up on what's new in the program at CSU!



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CSU at SIOP

by Lara Summers

The faculty and graduate students at CSU will be busy at this year's SIOP conference in April. Below are some of the activities in which they will be participating. (Note: Italicized names represent CSU faculty and students; presentations are ordered by day and time).

Poster Presentations

Authors	Title	Day and Time
<i>Eurich, T. L., Eldridge, B., & Byrne, Z. S.</i>	Confirmed expectations, fairness, and emotional reactions: Testing the egoism hypothesis.	Friday, 1:30, Pasadena Room (Lower Level)
<i>Krause, D., Kersting, M., Heggstad, E. D., & Thornton, G. C., III.</i>	Criterion validity of cognitive ability tests and assessment centers.	Friday, 3:30, Pasadena Room
Huang, Y. H., Ho, M., Smith, G. S., & <i>Chen, P. Y.</i>	Safety climate, employee safety control and self-reported injury	Friday, 4:30, Location TBA
<i>Eurich, T. L., & Byrne, Z. S.</i>	Testing event based and social entity justice judgments.	Saturday, 8:00, Los Feliz (Lobby Level)
Meyer, R. D., Reeve, C. L., <i>Heggstad, E. D., & McCloy, R. A.</i>	Cognitive mapping strategies of responses to multidimensional forced-choice personality items.	Saturday, 9:00, Pasadena Room
<i>Morrison, M. & Heggstad, E. D.</i>	A comparison and self- and peer ratings of social competence.	Saturday, 9:00, Pasadena Room
Snyder, L. A., <i>Thornton, G.C. III,</i> & Edwards, R.	The Mediating Effect of Reactions to Multisource Feedback	Sunday, 8:00, Pasadena Room
<i>Hopp, P. J., Smith, C. A. P., Clegg, B. A., & Heggstad, E. D.</i>	Tactile interruption management: A resource-efficient method for managing multiple tasks.	Sunday, 9:00, Pasadena Room

Symposia

Authors	Paper Title	Symposium Title	Day and Time
<i>Heggstad, E.D.</i>	Work Motivation: A Changing of the Guard for Motivational Processes	Faking It: Insights and Remedies for Applicant Faking	Friday, 11:30, Santa Barbara B
<i>James, K., Chen, P.Y., & Summers, L.</i>	Drs. James and Chen will be chairing this symposium.	Occupational Health Psychology: Developmental Trends, Current Directions, Future Vision	Friday, 12:00 Santa Anita A (Lobby Level)
<i>Bitzer, E. G., Snyder, L. A., Thornton, G.C. III</i>	Discrimination Claim Filing: the Roles of Procedural Injustice and Supervisor/ Administration Support of Diversity	Predicting Diversity-related Outcomes: Examining the Roles of Justice	Friday, 3:30, Sacramento (Level 2)
<i>DeArmond, S.</i>	Does Treatment by Supervisors Affect Attitudes toward Diversity Enhancement Activities?	Predicting Diversity-related Outcomes: Examining the Roles of Justice	Friday, 3:30, Sacramento
<i>Thornton, G.C. III</i>	Industrial and Organizational Psychologists as Expert Witnesses: Impacting Employment Discrimination Litigation Post Daubert	The Views of Lawyers and Judges on I-O Expert Testimony	Friday, 3:30, San Francisco
<i>Heggstad, E. D.</i>	Thinking about faking: Discussant comments.	Faking It: Insights and Remedies for Applicant Faking	Saturday, 8:00, Emerald Bay
<i>Thornton, G.C. III</i>	Dr. Thornton will be a discussant.	Developmental Assessment Centers: Special Considerations for Researchers & Practitioners	Saturday, 8:00, San Jose
<i>Byrne, Z. S.</i>	Dr. Byrne will be chairing this symposium.	What IS organizational justice? Augmenting and consolidating the justice construct.	Saturday, 12:30, San Fernando (Lobby Level)
<i>Eurich, T. L., & Byrne, Z. S.</i>	Social entity and event based justice judgments: A qualitative study.	What IS organizational justice? Augmenting and consolidating the justice construct.	Saturday, 12:30 San Fernando (Lobby Level)

Education Forums

Authors	Presentation Title	Title	Date and Time
<i>DeArmond, S. & Krauss, A.</i>	Future directions for Graduate Training in Occupational Health Psychology	Enhancing Training in Occupational Health Psychology: Views from the Trenches	10:30, Saturday, San Pedro

Practitioner Forums

Authors	Title	Date and Time
<i>Thornton, G.C. III</i>	The Portfolio: An Innovative Approach to Assessment, Development, and Evaluation	Saturday, 12:00, San Pedro

You are cordially invited to

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in Los Angeles.

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Friday,
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The Westin Bonaventure
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Refreshments will be served.



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