



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 2006



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

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CSU Welcomes Dr. Kurt Kraiger

by Joshua Liff

I think it is safe to affirm, on behalf of all of the graduate students and faculty, that we are proud to welcome Dr. Kurt Kraiger as a faculty member to the Industrial/Organizational Psychology Program at CSU. Before joining the I/O Program at CSU, Kurt was the Chair of the Psychology Department at the University of Tulsa where he formerly served as the Director of the I/O Psychology Program. Prior to his tenure at the University of Tulsa, Kurt held various positions at the University of Colorado at Denver, including those of Professor, Department Chair and Director of the I/O Psychology Program. While Kurt will hold the title of Professor of Psychology at CSU, his position is multi-faceted. I recently had a chance to interview Kurt to find out his perspectives on the future of the program and his strategic role as the Co-Director of the Center for Organizational Excellence.

In addition to the allure of the I/O Program at CSU, and its esteemed history, Kurt viewed the position as a welcomed challenge and an opportunity

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Dr. George Thornton Honored at IOPAC Banquet

by Brian Hurd

IOPAC tradition lived on and flourished during this year's fall banquet. In addition to the rousing first-year entertainment, two students were honored this year with the annual Graduate Student Award. Tasha Eurich and Konstantin Cigularov shared the award, which honors graduate students who have shown exceptional achievement during their time in the program.

However, perhaps the most special moment of the evening was at the end of the banquet when George Thornton was honored for all his years of service and dedication to the Colorado State University I/O program. Lara Summers Ruppenthal, this year's Co-President of IOPAC, began the tribute by reading a long list of accomplish-

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Distinguished Alumni Award 2006: Dr. Michael Beyerlein

by Dr. Zinta Byrne

I'm pleased to announce this year's recipient 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 well adjusted.

This year we are honoring one recipient: Dr. Michael Beyerlein. Dr. Beyerlein is the founder and director of the Center for Collaborative Organizations (CCO; formerly known as the Interdisciplinary Center Study of Work Teams - CSWT) www.workteams.unt.edu and is a full professor at the Department of Psychology at the University of North Texas in Denton, Texas. The Center has been nearly 100% self-supporting since its inception (via grants, workshops, corporate sponsors, etc.) and is housed in the

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Editor's Corner: Traditions & Transitions at CSU

by Michele Chapin Baranczyk & Emily Sintek

Welcome to the latest edition of Practical Significance, the annual newsletter of Colorado State University's Industrial/Organizational Psychology program! This year has proved to be one of transitions, although we still hold onto many of the traditions that have defined our past.

The latest major change to the program includes the exciting addition of a new faculty member. Dr. Kurt Kraiger joined us this year from the University of Tulsa and is already making fantastic contributions (see "CSU Welcomes Dr. Kurt Kraiger" for more details).

The program is hoping to continue this trend. This past fall, we searched for new faculty additions to the program, and though we had many applications and interviewed three candidates over this past winter, ultimately no new faculty will be joining

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Sun Enlightens CSU

by Emily Sintek

CSU's students are always eager to learn about the experiences of practicing I/O psychologists as well as get involved in opportunities for applied projects and internships. A visit from CSU alumna, Dr. Rebecca Borden, and her colleague, Chris James, offered both this past October. Dr. Borden received her Ph.D. from CSU's I/O program in 1994 and is currently working at Sun Microsystems as a Sr. Manager of Organization Effectiveness within the Sun Sales and Services Administration. We were also lucky enough to be visited by Mr. James, who serves as Chief of Staff within the Sun Learning Office. Both work at the Broomfield, Colorado location, headquarters to some of Sun's service organizations.

Dr. Borden and Mr. James shared their experiences working for Sun Microsystems, a cutting edge supplier of technologies and services that has come to redefine the internet. Their presentation traced the history of Sun from its beginnings 30 years ago by several individuals from Stanford to its current status as a global technology leader. Specifically, they discussed a large-scale effort within Sun Services to leverage a new job analysis system. Their presentation offered insights into the goals, process, and expected outcomes of the new system as well as the challenges faced when trying to implement the methodology in the real world. Beyond learning about the project, students were also encouraged to get involved as interns at Sun Microsystems. Mike Potemra, a third year student in the CSU I/O program, has already benefited from serving as an intern for over a year. Recently, Mike remarked "Sun provides a quality internship experience where students receive multiple opportunities to apply I/O Psychology principles in the context of a large IT organization." Emily Sintek, a second year student, also recently joined the Sun team.

The CSU I/O program is excited to foster and encourage relationships like these between local companies and I/O students. The opportunity to learn about new developments at Sun Microsystems from Dr. Borden and Mr. James was not only interesting and educational, but also provided students with the chance to take advantage of an invaluable learning experience. We deeply appreciate their visit and look forward to a lasting relationship!

CSU Faculty Updates

Dr. Zinta Byrne

by Lauren Garrison

This past year, Zinta has been productive as usual. She had articles published in the Journal of Occupational Health Psychology and the Journal of Business and Psychology. She has written three book chapters and has five articles under review. This year she taught the undergraduate psychological measurement and testing class, an advanced graduate seminar on organizational justice, and co-taught the weekly seminar.

Zinta is proud to recognize several of her advisee's latest accomplishments. Rachel Johnson recently defended her master's thesis on whistle-blowing. Anne Hansen will be proposing her master's thesis in a few weeks. Tasha Eurich passed the written comprehensive exam. Carolyn Mohler finished her Ph.D. last year and is currently finishing her post-doc at the University of California, Berkeley. Her newest advisee, Brian Hurd, is already a 4th author on a paper under review.

Zinta continues to serve as the IOPAC faculty advisor and helps to coordinate consulting opportunities for the students. Zinta looks forward to honoring a new recipient of the Jacob E. Hautaluoma Distinguished Alumni Award this year at the SIOP suite.

Dr. Peter Chen

by Christina Wilson

This year has been an exciting one for Peter. He was recently recommended for promotion from Associate Professor to Full Professor. Once the board decides to approve this decision, his promotion will go

into effect during the next academic year.

Peter has also been very busy working on a grant from the Center for the Protection of Workers' Rights, developing a safety training program for construction workers. This project has great potential for improving safety in that population. As a result, three graduate students as well as two undergraduate students are now employed by the grant, offering invaluable learning experiences for those involved. Dr. Chen is also continuing work on a suicide prevention project with a current focus on barriers assessment.

Future plans include a sabbatical next year and working as an associate editor for the Journal of Occupational Health Psychology. He also plans to submit a suicide prevention proposal based on assessment center methodology soon. Finally, Peter has collaborated on four publications which are under review, eight publications which are in press, and two publications for 2005 and 2006. Of those publications he is first author on three.

Dr. Kurt Kraiger

Please see "CSU Welcomes Dr. Kurt Kraiger"

Dr. Lorann Stallones

by Sarah DeArmond

Lorann Stallones continues to be a part-time member of the I/O faculty. She is working on a number of research projects and is still serving as the Director of the Colorado Injury Control Research Center (CICRC). Lorann and her CICRC team will be submitting a competitive renewal for the center this year. She has also submitted a grant entitled "Exploratory study of the relationship of pesticide exposure and suicide among Hispanics in Colorado" as part of the High Plains Center for Agricultural Health and Safety to NIOSH.

Lorann has been on sabbatical this year. During this time, she has been researching the relationship between exposure to organophosphate pesticides and suicidal behavior. She has been working on this project with researchers in Costa Rica, Nicaragua, and South Africa. Throughout her sabbatical, she has traveled to Costa Rica, Guatemala and Sri Lanka to explore this issue.

Dr. George Thornton

by Martin Lanik

George's sabbatical leave during the 2004-2005 academic year allowed him to investigate cross-national research, focusing his efforts on validating the Achievement Motivation Inventory (AMI) in several countries. Members of the AMI team continue this quest in Brazil, Czech Republic, Malaysia, Singapore, and South Korea. In most cases, the team is at work analyzing the data.

Many graduate students enjoyed the Law and Personnel Psychology Seminar George taught in Fall 2005. His shared expertise and experience in the realm of I/O and the law provided students with a greater understanding and appreciation of this complex field of study.

The highly anticipated new edition of George's 1992 book *Assessment Centers in Human Resource Management* is now in print. Co-authored by Dr. Deborah Rupp at the University of Illinois at Urbana-Champaign, this book serves as yet another of George's many contributions to the growing body of research on the assessment center methodology.

George's consulting activities include a new project with the Dallas Police and Fire Department. Together with several students, George will assist the department in developing assessment centers for a promotional exam.

The I/O program has an opening for an assistant professor. Please see our ads in publications such as TIP, the APA Monitor, and the Chronicle of Higher Education. We welcome all applications and encourage folks to apply. Thanks!

Meet Our New Students

These five students make up the 2005 cohort and are already making great contributions.



Lauren Garrison



Brian Hurd



Martin Lanik



Josh Liff



Christina Wilson

Distinguished Alumni Award 2006

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Department of Psychology at UNT. Dr. Beyerlein has contributed substantially to teaching (sample courses include Psychological Assessment, Psychometric theory, Organizational Psychology, Consulting in Organizations), research, and writing books (over 20 publications and at least 20 presentations; one of the books is *Advances in Interdisciplinary Studies of Work Teams*, now in the 12th volume), service (journal and book reviews, member of community councils and boards, etc), and consulting (projects with Boeing, AMD, Intel, Raytheon, Xerox, Veterans Affairs, etc). Dr. Beyerlein's extensive contributions clearly demonstrate that he is an excellent candidate for this award and we are excited to recognize him. Dr. Beyerlein received his Ph.D. from the I/O program at Colorado State University in 1986.

The decision as to who should receive the award is always tough, as we have many outstanding candidates that are nominated. Thank you for the nominations for the award. We hope that we will see you at the suite at SIOP this year to honor our award winner.

Dr. Dov Zohar Visits CSU Campus

by Mike Potemra

Dr. Dov Zohar, an associate professor in the Department of Management at the Israel Institute of Technology, visited Colorado State University in November of 2005. During his stay, Dr. Zohar gave two talks to faculty and students in the Departments of Psychology, Environmental Health, and Business. His presentations were titled "Applying Psychology in the Service of Occupational Safety" and "Ethical Leadership: A Tale of Two Metaphors."

In addition to his presentations, he met with faculty and students from these departments in small groups or individually to discuss topics related his research and professional activities. He is presently a visiting professor in the United States at the Gallup Leadership Institute in the University of Nebraska-Lincoln College of Business Administration. Dr. Zohar's current research interests are related to the behavioral and managerial factors that influence occupational safety.

Catching Up With Recent Grads

by Tasha Eurich and Rachel Maxwell Johnson

Mary Tye graduated from CSU in Fall of 2005 and headed to Minneapolis, Minnesota to pursue her new career as a consultant with PreVisor. Qwiz and ePredix merged about six months ago to form what is currently PreVisor. Mary is excited to be part of a new company as they work on how to make the work more efficient and fulfilling for their consultants. On a personal note, she is making new friends in the Twin Cities area by volunteering and joining cooking clubs. Mary's long-time boyfriend, Eric, is moving to Minneapolis to join her, but it won't be too long before they both return to Colorado for a ski trip in Telluride!

After graduating from CSU in the Fall of 2005, **Matt Walter** accepted a position with Bank of America as an AVP in Executive Development Programs. He is currently living near Bank of America headquarters in Charlotte, North Carolina. Matt is working hard while overseeing the performance management strategies and processes across the organization. He is also managing the implementation and adoption of a new web-based performance management tool.

Since graduating in Summer of 2005, **Morgan Morrison** has been employed at JCPenney as a Project Manager in the HR Research Department, where she works with two other I/O psychologists. Morgan has been working on a company-wide culture survey of JCPenney's 150,000 associates, as well as developing a new 360° appraisal process. Recently, one of Morgan's empirical comprehensive projects with Eric Heggstad was published in the Journal of Applied Psychology. Finally, on the personal front, she and her boyfriend, John, got engaged, and will be married in Sonoma, California in September.

Autumn Krauss graduated from CSU in the Fall of 2005, and is now an Assessment Scientist at Unicru, a technology company located in Portland, Oregon. Unicru specializes in automating the field hiring process for organizations in the retail, grocery, and casual dining industries. In her role at Unicru, Autumn develops and validates assessments used as part of the personnel selection process. Her recent projects included the development of an assessment for frontline healthcare workers predicting many attributes including stress tolerance and empathy, an assistant manager's assessment for Dominos, and the training of clients on effective behavioral interviewing techniques. Autumn will also be one of the keynote speakers at the Society of Occupational Health Psychology luncheon at the APA/NIOSH conference. Personally, Autumn and her fiancé have recently purchased a house in Northeast Portland, and have set a wedding date for June 17th!

CSU Welcomes Dr. Kurt Kraiger

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to contribute to the continued excellence of the program. Broadly, Kurt's research program will continue to focus on training, technology-assisted instruction, and cross-cultural psychology. Notwithstanding his more direct contributions to the I/O Program, Kurt's position as the Co-Director of the Center for Organizational Excellence (COE) will provide considerable opportunities for the university community at large.

As Co-Director of the center, Kurt's initial focus is on establishing a network for identifying the expertise of university faculty, researchers, and students, as well as matching their expertise (essentially, KSAOs) with the needs of organizations within Colorado. Eventually, this network will develop into an infrastructure that will be maintained via a database, analogous to an Enterprise Resource Planning System, expertise within CSU will be seamlessly matched externally to the needs of organizations. The center will provide training tailored to organizational needs through

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several instructional delivery media (e.g., distance classroom learning, and on-line courses), consulting services, and certification programs to both the profit and not-for-profit sectors. In exchange for the products and services furnished to organizations by CSU, the center will facilitate various forms of rewards, including: opportunities to collect data, time dispensation, and monetary compensation.

At the core of the COE's structure is an interdisciplinary initiative designed to promote collaboration among disciplines across the university. While the COE will provide services to a range of organizations, it will balance external demands with the standard of providing products and services that uphold the integrity of CSU and advance the research and practice of science. In addition to providing benefits, including research opportunities for students and faculty, as well as revenue to be reinvested into university programs, Kurt envisions that through providing faculty research and consulting opportunities, the center may serve as a mechanism to reduce turnover. The COE operates through the Division of Continuing Education (DCE); accordingly, its growth will be fostered through the already burgeoning demand for programs offered by the DCE.

While the COE has the potential to have a profoundly, positive effect on the University in general, there should also be many opportunities for research, internships, consultancy, and assistantships for I/O graduate students. For instance, graduate students may conduct applied work on developing and evaluating training programs in an organization in exchange for data, and/or other forms of compensation. Additionally, more formal networks may be forged to provide long-term relationships among the I/O program and organizations.

We wish Kurt the best in his endeavors, particularly the early stages of development for the COE, and we look forward to his widespread contributions to our I/O program, CSU, and the business community.

Editor's Corner

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CSU for the 2006-2007 academic year. So, we will continue the search for talented individuals to join the program during the next academic year in hopes of finding a great new addition (or two) to our current remarkable faculty. Be sure to pass the word along to prospective candidates!

Regardless of these changes, many of our traditions remain. For example, our annual recruitment weekend was hosted on March 10th and 11th. During that time, six prospective students enjoyed socializing with current students, seeing Fort Collins, and of course a New Belgium Brewery tour. A fun time was had by all!

We also have a great turnout expected at the annual SIOP conference in Dallas. The students at CSU, along with the department and sponsors, will again be hosting a suite. This year, we will be hosting the gathering Thursday evening, May 4th, at the Adam's Mark Dallas. We look forward to seeing many of our alumni and friends of the program there! Please see "CSU at SIOP" for more details.

In sum, CSU continues to embrace new changes and thrive. Together, faculty and students have had an eventful, productive year, full of new opportunities for developing and enhancing the program. We hope you have enjoyed catching up with CSU's Industrial/Organizational Psychology program!



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What's New With Current Students

by Anne Hansen

Our current students have had a busy year, filled with personal and professional achievements. Congratulations to Konstantin Cigularov and Tasha Eurich, who received the Graduate Student of the Year award at our annual banquet in November.

Congratulations are also in order for the students who defended their theses this year: Rachel Maxwell Johnson (Title: "Personality Correlates of Prosocial Whistle-blowing"), Mark Mazurkiewicz (Title: "The Effect of Web-Based Training on Responses to a Personality-Based Job Analysis Questionnaire"), and April Smith (Title: "Exploring the Structure of Organizational Creativity").

Tasha Eurich was awarded the Martin P. Seligman Award for Outstanding Achievement in Applied Research in Psychology. Additionally, she will work as an intern with Somerville Partners this summer.

Michele Chapin Baranczyk married her longtime beau John Baranczyk in Wisconsin over the summer.

Emily Sintek and Mike Potemra are currently working as interns with Sun Microsystems.

Martin Lanik presented posters at the Society for Personality and Social Psychology annual conference, titled "Social loafing in interacting groups from diverse cultural backgrounds" and a poster at the American Psychological Society annual conference, titled "Prior knowledge of emotion contagion exacerbates unconscious stress contagion."

Konstantin Cigularov will be presenting two posters at the annual conference of the American Association of Suicidology, titled "Predictors of perceived barriers to help-seeking" and "Barriers to utilizing a suicide prevention program."

Dr. George Thornton Honored at IOPAC Banquet

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ments during George's tenure at Colorado State University.

"I was ready to say goodnight," George said. "It took me awhile to realize what was going on."

After highlighting just a few of his noteworthy accomplishments, the graduate students then presented George with a short movie that honored his achievements. The movie showed pictures of the many facets of George's life, including pictures of him as a family man, an athlete, and as a leader in our I/O program. George's wife, Louise, helped IOPAC by secretly collecting photos for the movie.

"Louise took pictures down throughout the house, but I didn't even notice," George said. "I was surprised at all the work that went into making this."

In addition to photos, the movie also had quotes from people who had the honor of working with George throughout his distinguished career. Dr. Jack Hautaluoma, who is enjoying his retirement, was able to be present at the banquet and had one of the most moving quotes in the presentation.

"It's really nice when you get to work with your best friend for forty years," Jack said of George. "He's always giving and responsible, always thought of what was good for the profession and the program first, always going above and beyond the call."

Finally, George was presented with a large picture frame that had personalized messages from each of the current graduate students thanking him for his service and commitment.

"It was all very well done," George remarked. "I was very honored."



Tasha Eurich & Konstantin Cigularov, this year's recipients of the Outstanding Graduate Student Award

CSU Team Focuses on Safety and Interdisciplinary Collaboration

by April Smith

In the Fall of 2004 Dr. Peter Chen & Dr. John Rosecrance (of Environmental Health at CSU) received a five year grant from NIOSH/ The Center to Protect Worker's Rights to design and disseminate psychology-based safety training programs in the construction industry. Since that time, the project has grown to include seven graduate students and collaboration with the Construction Management program on campus. Members of IOPAC also collaborated on designing preliminary training modules for practicum participation. The project is backed by Local pipefitter unions in Denver, Portland, and Philadelphia, as well as the Mechanical Contractors Association, the Associated General Contractors, and Pinnacol Assurance.

The team conducted needs assessment focus groups and surveys in the Spring of '05, and is now in the process of piloting psychology-based safety training modules and dissemination efforts for both apprentices and leadership in the construction industry. Already hard at work at disseminating their findings, the following presentations and acceptances have been generated from the team's work:

The Sixth International Conference on Occupational Stress and Health, Miami, FL, March 2006:

Chen, P. Y., DeArmond, S., Mazurkiewicz, M., Rosecrance, J. C., Krauss, A. D., & Smith, A. (2006, March). *Evidence that safety task behaviors are different from contextual behaviors.*

Chen, P. Y., Krauss, A. D., Snyder, L. A., Rosecrance, J. C., DeArmond, S., Mazurkiewicz, M., & Smith, A. (2006, March). *Safety task and contextual behaviors: The jury is still out.*

DeArmond, S., Smith, A., Chen, P. Y., Rosecrance, J. C., Krauss, A. D., & Mazurkiewicz, M. (2006, March). *Psychosocial and Organizational Factors in the Construction Industry.*

Krauss, A. D., Mazurkiewicz, M., Chen, P. Y., DeArmond, S., Smith, A., & Rosecrance, J. C. (2006, March). *The development of a mini-measure of safety performance.*

Krauss, A. D., Mazurkiewicz, M., Chen, P. Y., DeArmond, S., Smith, A., & Rosecrance, J. C. (2006, March). *Development of a measure of transfer of safety training climate.*

Rosecrance, J. C., Chen, P. Y., Krauss, A. D., DeArmond, S., Smith, A., & Mazurkiewicz, M. (2006, March). *Reasons for not reporting work-related injuries among construction workers.*

American Psychological Association Conference, New Orleans, Louisiana, August 2006:

DeArmond, S., Krauss, A. D., Snyder, L. A., Cigularov, K., Mazurkiewicz, M., Smith, A., & Wilson, C. *Occupational Safety Outcomes: Individual and Organizational Level Predictors* (Symposium).



CSU IOPAC Students

CSU at SIOP

by Lara Summers

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

Poster Presentations

Authors	Title	Day and Time
Byrne, Z. S., & Hochwarter, W. A.	<i>Interaction of Job-Limiting Pain and Perceived Support on Work Contributions</i>	Friday, 11:30 AM, Lone Star A-B (2nd floor-CC)
Cigularov, K., & Thornton, G. C.	<i>An integration of two complex concepts of achievement motivation.</i>	Friday, 12:30 PM, Lone Star A-B (2nd floor-CC)
Byrne, Z. S., Baranczyk, M. C., Johnson, R. M., James, S. P., & El-Hakim, O.	<i>Interactive Effects of Organizational Politics and Role Conflict on Turnover</i>	Friday, 3:30 PM, Lone Star A-B (2nd floor-CC)
Mazurkiewicz, M., Aguinis, H., & Heggstad, E.	<i>The effect of web-based training on personality-based job analysis responses.</i>	Friday, 4:30 PM, Lone Star A-B (2nd floor-CC)
Eurich, T. L., Krause, D. E., Cigularov, K., & Thornton, G. C.	<i>Assessment Centers: Current Practices in the United States.</i>	Saturday, 8:00 AM, Lone Star A-B (2nd floor-CC)
Byrne, Z. S., Johnson, R. M., & Nilsen, D.	<i>Is Fairness Truly in the Eye of the Beholder?</i>	Saturday, 3:30 PM, Lone Star A-B (2nd floor-CC)
Traci Sitzmann, David Stewart, Kurt Kraiger, & Robert A. Wisler	<i>Effectiveness of Web-Based Instruction Relative to Classroom Instruction: A Meta-Analysis.</i>	Sunday, 9:00 AM, Lone Star A-B (2nd floor-CC)

Symposia

Authors	Paper Title	Symposium Title	Day and Time
Hopp-Levine, P. J.	<i>Developing a model of substandard job performance</i>	<i>Theoretical and Practical Issues of Negative Performance Appraisals.</i>	Friday, 3:30 PM, Seminar Theater (2nd floor-H)
Tye, M., & Chen, P. Y.	<i>Selection of expatriates: Decision-making models of human resources professionals.</i>	<i>The Expatriate Lifecycle: Insights From Selection to Repatriation</i>	Saturday, 8:00 AM, Majestic 4-5
Traci M. Sitzmann, Kenneth G. Brown, & Kurt Kraiger	<i>The Impact of Anticipated Reactions and Core Self-Evaluations on Motivation to Learn, Post-Training Reactions, and Learning.</i>	<i>Current Issues in Training Effectiveness</i>	Saturday, 10:30 AM, State Room 3

Practitioner Forums

Authors	Title	Date and Time
Thornton, G.C. III, Rogers, A.D., & Johnson, R.M.	Employment discrimination litigation involving assessment center practices. In M.M. Harris, <i>Recent Developments in Employment Discrimination Law and Personnel Psychology.</i>	Friday, 10:30 AM, San Antonio B



Colorado State University
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You are cordially invited to

A Social Gathering at the 21st Annual SIOP Conference in Dallas, hosted by Colorado State University.

Thursday,
May 4th, 2006 8 p.m.-midnight
Adam's Mark Dallas, Majestic 8 Room
Refreshments will be served.

Co-Sponsored by:




