CSU to Host 2008 IOOB Conference by Martin Lanik

The theme of the 29th Annual IOOB conference is “Shifting the Paradigm: Work in the 21st Century.” This theme reflects the changing nature of jobs and organizations, an emerging topic of interest for both researchers and practitioners. Colorado State University is proud to welcome a dynamic lineup of keynote speakers and workshop presenters. The keynote speakers include Wayne Cascio, Michael Fese, Frank Landy, and John Mathieu. Various workshops will be presented by Zinta Byrne, Kurt Kraiger, Travis Maynard, Eduardo Salas, Robert Slade, Scott Tanenbaum, and George Thornton. Through these speakers and other activities, the conference will address the recent and continuing shift in the “work paradigm.” More information about the conference as well as registration options can be found at www.ioob.net.

The IOOB Committee would like to take this opportunity to thank all alumni and friends of our program for their generous support. We look forward to seeing you soon in Denver!

Martin Lanik and Erin Crane
On behalf of the 2008 IOOB Committee

State of Colorado and CSU Continue Partnership by Christina Wilson

Last year, an article appeared in the newsletter that chronicled the work that several of our I-O Psychology graduate students completed at the State of Colorado Department of Personnel and Administration (DPA). This relationship has continued with DPA, and there are currently two graduate students working on a statewide 360-degree feedback project, which will enter the pilot-testing phase this month.

Dr. Kurt Kraiger, through The Center for Organizational Excellence, contracted with Dr. Jerry Wittmer at the State of Colorado, to develop a leadership competency model and an on-line 360-degree rating form. Administered by the consulting company Reliant Live, the on-line ratings will be consolidated into a highly detailed report to be given to participants. The competency modeling project serves as a first step to a leadership development and succession planning program that can be used by any department within the State of Colorado Government.

Dr. Jerry Wittmer has been very impressed by the work that CSU students have performed. In fact, he has even expressed interest in creating an internship position to assist in funding at least one of our graduate students. In addition to providing invaluable consulting services to the State of Colorado Government, this partnership is turning out to be a great opportunity for graduate students, and a long-term benefit to our program.
CSU team audits selection process for Coors Brewery by Brian Hurd

Last summer, a group of CSU graduate students led by George Thornton and Jack Hautalouma conducted a review of the Behavioral Assessment process at Coors Brewery. The assessment process, which evaluates interpersonal relations, communication, and teamwork behaviors, is utilized by Coors to screen candidates for various craft and operator jobs throughout the organization.

The purpose of the review was to determine whether the Behavioral Assessment process itself was job-related and whether it was measuring appropriate levels of the related competencies.

To answer these questions, a team of CSU students, including Erin Crane, Jenny Pitts, Alex Rechlin, Anne Hansen, and Brian Hurd, worked with George and Jack to study 12 craft and operator positions and audit the Behavioral Assessment process.

The project gave the CSU team inside access to the world’s largest single-site brewery located in Golden, Colorado. Team members had the opportunity to meet and work with Coors employees operating in many different stages of beer and container production, including malting and fermenting specialists, glass bottle and aluminum can production, and maintenance technicians.

“The Coors project was a great experience for me,” said second-year student Jenny Pitts. “I was able to gain invaluable experience conducting job analyses using multiple methods and as an added bonus we had the pleasure of seeing the process of brewing, touring the facility, and getting behind the scenes [at Coors].”

For each position, a member of the CSU team interviewed a manager, conducted a walk-through and observation of the job, and led a focus group discussion with job incumbents. In each stage of the analysis, the team was focused on performance dimensions related to competencies measured in the behavioral assessment, not technical aspects of the job.

Each of the jobs gave team members insight into beer and container production, and some jobs even required team members to brave 140-degree temperatures in the glass bottle production facilities to complete the analyses. “The process of analyzing these jobs was fascinating,” said second-year student Erin Crane. “Although intimidating and smelly at times [in the fermentation tanks] it was a great experience.”

As a result of the project, George made formal recommendations to Coors management on possible revisions to the Behavioral Assessment process to make it more job-related and cost effective.

Unfortunately for team members, Coors product tasting was not a requirement of the project.

What’s New With Current Graduate Students by Joshua Liff

The past year has been a busy and productive one for our graduate students in terms of both personal and professional achievements. Please join me in recognizing their many accomplishments.

First, congratulations to Lauren Duarte and her husband Nick who wed this past May in Marco Island, FL.

Michele Baranczyk, Anne Hansen, Lara Summers, and Martin Lanik defended their theses over the past academic year.

Lauren Duarte, Brian Hurd, and Joshua Liff defended their theses during the fall semester.

Rachel Johnson recently relocated to the Atlanta area where she will be completing her dissertation. Rachel plans to finish her internship at Sun Microsystems from their Atlanta office while she searches for applied positions.

Congratulations to Konstantin Cigurarov who accepted a faculty position at Illinois Institute of Technology beginning in the fall of 2008! Konstantin will be proposing and defending his dissertation this spring. Martin Lanik presented his poster titled “A Flat World? Comparative Study of Achievement Motivation in the Czech Republic and the United States” at the 10th European Congress of Psychology, Prague, July 2007. Martin also accepted an international internship at Developmental Dimensions International working in both Pittsburgh, PA and London, UK.

Congratulations to Mike Potemra who defended his dissertation on February 27. Mike accepted a position with Sun Microsystems.

Eddie Bitzer proposed his dissertation in January. April Smith will be proposing her dissertation at the end of this semester.

Mark Mazurkiewicz recently completed two comprehensive projects. He is now looking at the relationship between organizational (in)justice, emotions, emotional labor, and burnout for his dissertation. Finally, in a formidable athletic endeavor this past summer, Mark walked from one end of Fort Collins to the other in a pair of Crocs. Please see CSU at SIOP for a listing of graduate student presentations at this year’s upcoming SIOP conference.
Faculty Updates

Dr. Zinta Byrne by Jenny Pitts

It’s been another prolific year for Dr. Zinta Byrne. She adds to her vita a number of publications, including two book chapters, one co-authored by our very own Anne Hansen. She has published in several journals, including the Journal of Vocational Behavior, and the Journal of Managerial Psychology. Additionally, Zinta has had a number of conference submissions accepted, at both the upcoming SIOP conference in San Francisco and the 2007 Academy of Management conference. As of July 2007, Zinta also serves as the co-director (along with Kurt Kraiger) of CSU’s I/O program.

Most impressive, with the help of Lynn Shore and Mort McPhail, Zinta has established a SIOP Graduate Student Scholarship in Dr. George Thornton’s name. The scholarship recognizes students who fit the scientist-practitioner model, and is fashioned after the Thornton Outstanding Graduate Student of the Year Award, which honors a distinguished CSU graduate student every year. Individuals can make tax-deductible donations to the SIOP Graduate Student Scholarship fund. We encourage you to consider making an online contribution by selecting the Thornton Scholarship in the drop down menu for fund list. The Website address is:

http://www.siop.org/foundationdonation/.

Clearly, given Zinta’s multitude of accomplishments, it has been a great year - keep up the great work!

Dr. Peter Chen by Julie Sampson

Peter has had quite the productive year since the last publication of Practical Significance. This summer, CSU was one of a few select universities in the area to receive an award from NIOSH to establish a Mountains and Plains Education Research Center (MAP ERC). Peter is the program director of the Occupational Health Psychology (OHP) program of the MAP ERC, so he and the OHP students are busy working on developing the program and the Center.

Peter has also been involved in various grant projects. Currently, he is working on the fourth year of his grant from the Center to Protect Worker’s Rights (CPWR) and is focusing on disseminating information to the management in construction companies. The information gathered from this grant project will be presented at the Work, Stress, and Health conference in March and at SIOP in April. He is also in his second year of a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA). For this grant he is collaborating with the Colorado Department of Public Health and Environment to evaluate training programs targeting youth suicide prevention in communities throughout Colorado. The data collected from this grant will be presented at the American Association for Suicidology Conference this April.

Peter is also involved in a collaborative project with the nursing faculty from the University of Northern Colorado. Initial baseline data of nursing students was collected over the summer and fall. This spring, the second wave of data will be collected including cortisol samples. The study will be longitudinal and will track the nursing students through their second year of employment. Furthermore, Peter and ergonomist John Rosecrance are currently working on an agricultural grant project that focuses on dissemination through agricultural partnership. Peter is also involved in other research projects, using surveillance data to examine health disparities and organizations’ smoking policies and employees’ smoking behavior.

Peter’s students are also working hard along side him. Besides working on the above projects, they are all working on their dissertations or theses.

In addition to his academic work, Peter is currently in training for his third degree black belt in karate. He had to take his third degree test over again since during the test four years ago, he hurt his opponent. He also enjoys camping, snowshoeing, and cooking. Peter is also looking forward to his week-long motorcycle trip to Illinois for his son’s college graduation in May. Overall, it has been a very productive and enjoyable year for Peter.
Dr. Alyssa Gibbons by Lauren Duarte

Alyssa Gibbons is off to a running start in her first year as a faculty member of our program. She has started a developmental assessment center for all incoming psychology majors here at CSU. The STRETCH program (which stands for Success Takes Realism, Effort, Teamwork, and Challenge) serves several purposes: (1) to help undergraduate psychology students become more aware of and more proficient in general workplace skills (critical thinking, teamwork, oral and written communication), (2) to help the psychology department assess its effectiveness in preparing students for the workplace, and (3) to allow faculty members to conduct research regarding questions of assessment, development, and vocational interests.

Alyssa’s main research questions concern patterns of consistency in performance and how they relate to developmental progress. Alyssa’s other research endeavors involve measuring safety climate. She is part of a research team that is developing and refining a safety climate measure to be applied to complex organizations.

While Alyssa loves conducting research, she also loves teaching. Thus far, she has taught the graduate psychometrics course and is co-teaching PSY440, the undergraduate industrial psychology course.

Alyssa grew up in the Colorado town of Aurora and she is glad to be back in her home state. We are glad to have you here Alyssa!

Dr. Stefanie Johnson by Michele Baranczyk

New faculty member Stefanie Johnson has had a busy first year settling into the I/O program. She currently advises three graduate students (Michele Baranczyk, Lauren Duarte and Stefanie Putter) and is preparing to be the faculty advisor to IOPAC. In addition, she has been co-teaching a new undergraduate course titled “The Psychology of Individual Differences” in both the fall and spring, and is currently teaching the graduate Methods course.

Stefanie has maintained an active research agenda since arriving at CSU. One of her research projects is a lab study examining stereotype threat and leadership in virtual teams. Additionally, she is also involved in survey research investigating links between personality, work-family balance, availability and use of family-friendly policies, organizational commitment, and mental health. She is also working on a meta-analysis of gender and the expression of emotion. Her research team, comprised of her advisees and two undergraduate RAs, has had the opportunity to collaborate on these research projects.

So, let’s recap what Stefanie has been up to this year—developing and teaching a new undergraduate course, teaching the graduate Methods course, advising three graduate students, conducting lab and field research studies, and learning the ropes of being faculty advisor to IOPAC. And, Stefanie still manages to find time to take Spanish classes, go to the gym for pilates classes and spend time with her husband, Piet, and her two cats. Needless to say, Stefanie has had quite a first year at CSU. Her ability to jump right into several projects shows that she is a great fit for the I/O program!

Dr. Kurt Kraiger by April Smith

Kurt has been very active in a variety of service and professional roles over the last year. He has enjoyed his role as the Chair of a SIOP task force to restructure the Society’s governance processes, and was happy to see the development of a proposal for a new member-focused structure. Kurt was also recently voted President-Elect of SIOP.

In addition, he has been very involved in developing CSU’s proposed online master’s program in Industrial/Organizational psychology. His work as the Co-Director of the Center for Organizational Excellence is also yielding some excellent local partnerships. In the last year, the Center has completed several consulting projects with TRACOM in Highlands Ranch and Larimer County, as well as building a strategic partnership with the City of Brighton, and creating a 360 feedback program for the State of Colorado.

Kurt has also kept busy publishing, and recently completed co-authoring the 2009 Annual Review of Psychology article titled “Benefits of Training and Development for Individuals and Teams, Organizations, and Society” with Dr. Herman Aguinis.

On the personal side, Kurt is doing well after his recent open heart surgery and is close to full recovery.

Practical Significance
Department of Psychology
Colorado State University
Fort Collins, CO 80523

If you know of someone who would like to receive this publication, please have him or her contact Joshua Liff at Joshua.Liff@Colostate.edu or call 970.491.5233.
Dr. George Thornton by Natalie Wolfson

For the past couple of months, George has been traveling around the world. In 2007, he visited Canada, South Africa, Singapore, Nicaragua, Costa Rica, South Korea, North Korea, and India. While on his international expedition, George presented workshops, collaborated on research with colleagues, and consulted with organizations. In India, he taught a graduate course on consulting for five weeks. In Canada, he consulted with military forces and found time to compete in the Ironman Canada!

When he returned to the US, he participated in periodic meetings of a technical advisory panel to the National Assessment of Education Progress in Washington, DC. Back in Fort Collins, he was not only a participant, but also a race director in the Horsetooth Open Water 10K Swim.

During this time, he also published a paper examining latent mean differences in the facets of achievement motivation in undergraduate and adult workers in the US. In addition, George has a couple of papers in press that provide a cross-cultural look at assessment centers and practices. Wow George, it has been quite a year!

George will officially retire from the program this spring. The faculty and students would like to recognize George’s role as a pillar of the CSU IO program. George has served as an exemplar in his outstanding scholarly contributions and service to our field, the CSU IO program, the psychology department, and the CSU academic community. We wish him well on all of his future endeavors and look forward to his continued involvement in the program!

Editors’ Corner by Joshua Liff & Stefanie Putter

Welcome to the Spring 2008 Edition of Practical Significance, the annual newsletter of the Colorado State University Industrial/Organizational Psychology program. This past year has been extremely productive for both faculty and students. As you peruse through the 2008 Edition of Practical Significance, we hope you will take note of the many successes and accomplishments that have transpired throughout the past year.

During the Fall 2007 semester, we welcomed five first-year students and two new faculty members, Alyssa Gibbons and Stefanie Johnson. Already, Alyssa and Stefanie are very active and making great contributions to the CSU IO program, and their respective research domains. Please see their faculty updates, presented above, to learn more about the activities in which they have been engaged since joining the IO community at CSU.

While 2008 has only just begun, the year is already off to a great start! During the first weekend in March, the IO program welcomed seven prospective graduate students to the annual recruitment weekend. In addition to learning about our IO program, the recruits got a taste of Fort Collins, experiencing local food, a Horsetooth hike, a tour of the New Belgium Brewery, and a sample of the vibrant Old Town nightlife. We are excited to welcome a new cohort in the fall!

During the weekend of March 14-16, the IO program will be hosting the 29th annual IOOB conference in Denver. The IOOB conference is a great privilege for our program. After a year of intensive hard work and planning, the IOOB committee is looking forward to attending the wide variety of events offered at this year’s conference. In addition to keynote speakers, interactive workshops, symposia and poster sessions, the conference will be a great opportunity for the CSU IO students to network and mingle with other graduate students and colleagues from both organizational behavior and industrial/organizational psychology programs.

We would like to congratulate Dr. Kurt Kraiger on his upcoming position as President-Elect of SIOP!! This represents an outstanding personal accomplishment for Kurt, and provides great national exposure for our program. Please see Kurt’s “Faculty Update” for more information.

Finally, for the first time, every single I/O graduate student will be attending the SIOP conference in San Francisco this April! We will be hosting a suite at the San Francisco Hilton on Thursday evening, April 10. We are looking forward to connecting with alumni and friends of the program. Please see “CSU at SIOP” for more details.

In closing, our faculty and graduate students have had another productive and exciting year. As our program continues to expand and thrive, we look forward to new and exciting challenges and opportunities! Thank you for your continued interest and support of the program. We hope you have enjoyed catching up with CSU’s Industrial/Organizational Psychology program!
Our faculty and graduate students will be busy at SIOP this April. Below are some of the events in which they will be participating. Presentation types follow in alphabetical order. Names in bold and italics represent CSU faculty and students; presentations are ordered alphabetically by first author.

**Poster Presentations**

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<thead>
<tr>
<th>Authors</th>
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<th>Date and Location</th>
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<tbody>
<tr>
<td><em>Byrne, Z. S.</em>, <em>Dik, B. J.</em>, &amp; Chiaburu, D.</td>
<td>Alternatives to mentoring: Leadership, substitutes for leadership, and career management.</td>
<td>Thursday, 12:30 PM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Hansen, A. M.</em>, &amp; <em>Byrne, Z. S.</em></td>
<td>Organizational justice and support: Moderating the organizational politics-job tension relationship.</td>
<td>Friday, 12:30 PM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Johnson, R.</em></td>
<td>Examining motives for whistle-blowing by utilizing a qualitative methodology.</td>
<td>Thursday, 11:30 AM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Johnson, S. K.</em>, Bettenhausen, K., &amp; Gibbons, E.</td>
<td>Realities of working in virtual teams: Affective and attitudinal outcomes.</td>
<td>Thursday, 4:30 PM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Johnson, S. K.</em>, &amp; Hyde, J. S.</td>
<td>Affectivity, work-family balance, and job related outcomes over time.</td>
<td>Friday, 4:30 PM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Lanik, M.</em>, &amp; Bernthal, P.</td>
<td>Reconceptualizing 360 tools as criteria: Applications for validating assessment centers.</td>
<td>Saturday, 12:30 PM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Pitts, V. E.</em>, &amp; <em>Byrne, Z. S.</em></td>
<td>Mediators of the relationship between stressors and psychological outcomes.</td>
<td>Friday, 9:00 AM, Grand Ballroom B</td>
</tr>
<tr>
<td><em>Sampson, J. M.</em>, DeArmond, S., &amp; <em>Chen, P. Y.</em></td>
<td>Interactive effects of safety constraints, safety uncertainty, and verbal exchanges.</td>
<td>Friday, 12:30 PM, Executive Board Room</td>
</tr>
<tr>
<td>Shin, H., <em>Kraiger, K.</em>, &amp; Tett, R.</td>
<td>Main and interaction effects of personality and P-O Fit in personnel selection.</td>
<td>Saturday, 10:30 AM, Grad Ballroom B</td>
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**Practitioner Forums**

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<tr>
<th>Authors</th>
<th>Title</th>
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<tbody>
<tr>
<td>Borden, R., &amp; <em>Johnson, R.</em></td>
<td>Managers as critical levers for sustaining change</td>
<td>Building Management Capability: The Road to a Competitive Advantage</td>
<td>Saturday, 12:00 PM, Continental 6</td>
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### Symposia

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<thead>
<tr>
<th>Authors</th>
<th>Paper Title</th>
<th>Symposium Title</th>
<th>Date and Location</th>
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<tbody>
<tr>
<td>Cigularov, K., Chen, P. Y., &amp; Smith, A.</td>
<td>Safety training, transfer climate and communication in predicting injury reports.</td>
<td>Occupation/Industry Focused Studies of Safety Climate.</td>
<td>Saturday, 1:30 PM, TBA</td>
</tr>
<tr>
<td>Jones, J., &amp; Lanik, M. (Co-chairs)</td>
<td>The impact of culture on job performance measurement.</td>
<td>Cultural Influences in Global Testing: Holistic Approach to Inference Validity</td>
<td>Thursday, 10:30AM, Yosemite A</td>
</tr>
<tr>
<td>Smith, A. E., &amp; James, K.</td>
<td>A taxonomy for measurement and application of organizational creativity.</td>
<td>Measuring Workplace Creativity: New Concepts and Tools</td>
<td>Thursday, 1:00 PM, Yosemite A</td>
</tr>
<tr>
<td>Steiner, Z. J., &amp; Harold, C. M.</td>
<td>Is image malleable? Effects of publicity on image and attractiveness</td>
<td>The Role of Employer Image on Recruitment Processes and Outcomes</td>
<td>Saturday, 1:30 PM, Yosemite B</td>
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### Special Events

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<tr>
<th>Authors</th>
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<th>Event Title</th>
<th>Date and Location</th>
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<tr>
<td>Byrne, Z. S.</td>
<td>Innovations in the Teaching/ Curriculum of I/O psychology</td>
<td>Theme Track: Preparing for the Future: A Critical and Constructive Look at I/O Education</td>
<td>Saturday, 12:30PM, Location TBA</td>
</tr>
<tr>
<td>Chen, P. Y.</td>
<td>Chair, Thursday Theme Track</td>
<td>Theme Track: Individual-Organizational Health</td>
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<tr>
<td>Johnson, S. K.</td>
<td>Innovations in the Teaching/ Curriculum of I/O psychology</td>
<td>Theme Track: Preparing for the Future: A Critical and Constructive Look at I/O Education</td>
<td>Saturday, 12:30PM, Location TBA</td>
</tr>
<tr>
<td>Kraiger, K.</td>
<td>Online graduate instruction in I/O psychology: How to make the most of it. Innovations in the Teaching/ Curriculum of I/O psychology</td>
<td>Theme Track: Preparing for the Future: A Critical and Constructive Look at I/O Education</td>
<td>Saturday, 12:30 PM, Location TBA</td>
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### Remembering The Lives of CSU Alumni

It is with great sadness that the faculty and students reflect upon the loss of two recent CSU IO program graduates who passed away in 2007. We extend our sympathy to their family, friends, and colleagues.

Dr. Gregory T. Shaffer, a 2004 graduate of our program lost his life to a tragic accident. He is survived by his immediate family and friends.

Dr. Ragan (Ward) Neilson, a 2005 graduate, lost her year long fight to breast cancer. She leaves behind her husband Kerry and one-year-old daughter Lili, and her family and friends.
Catching Up With Some Recent Grads by Paige Gardner

Apyl Rogers Broderson, a 2004 graduate, is starting her second semester as a faculty member in a tenure-track position at Metropolitan State College of Denver. Working in the management department, she stays busy preparing for the courses she teaches, covering topics such as Human Resources Management, Appraisal and Compensation, and Principles of Management. She is living in Denver with her husband, Marc, who received his Ph.D. in Applied Social Psychology from CSU.

Sarah DeArmond graduated in the spring of 2007 and moved to Appleton, Wisconsin, where she is now working as an Assistant Professor of Human Resources Management in the College of Business at the University of Wisconsin-Oshkosh.

Since graduating in the spring of 2007, Tasha Eurich has been heading up Workforce Development for CH2M Hill’s Learning and Organization Development department. In this role, she is responsible for programs such as onboarding, assessments, performance management, mentoring, and rewards and recognition. She also serves as an internal consultant on projects such as team chartering, high performance team building, leadership development, conflict resolution, coaching, and generational differences. Tasha is really enjoying being back in Denver after a 10 year hiatus.

Dr. Morton McPhail will be inducted as a SIOP Fellow at the 2008 SIOP conference in San Francisco.

Since graduating in 2004, Lori Anderson Snyder has been serving as a faculty member in the psychology department at the University of Oklahoma. Her research largely focuses on workplace diversity, aggression, and counterproductive work behaviors. To top off a productive year, on March 16, 2007, Lori and her husband Mike welcomed the arrival of their daughter, Ivy Katherine Snyder. Congratulations Lori!

Meet Our New Students

These five students comprise the 2007 cohort and are already making significant contributions.

The 2007 Cohort from left to right: Natalie Wolfson, Stefanie Putter, Zach Steiner, Christa Palmer, and Paige Gardner
CSU IOPAC Students

Back row (left to right): Anne Hansen, Alex Rechlin, April Smith, Lara Summers, Brian Hurd, Konstantin Cigularov, Josh Liff, Zach Steiner, and Mark Mazurkiewicz.
Front row (left to right): Julie Sampson, Michele Baranczyk, Lauren Duarte, Stefanie Putter, Erin Crane, Christa Palmer, Natalie Wolfson, and Paige Gardner.

The Charles Neidt Fellowship

The family of Charles Neidt created a graduate fellowship in Psychology to honor their father. Dr. Neidt served as chair of the department of Psychology and was instrumental in the development of the IO program here at CSU. He also served as Provost and Interim President of the University. The fellowship is intended to support students in the IO program who are in economic need.
Colorado State University cordially invites you to a social gathering at the

23rd Annual
SIOP CONFERENCE
San Francisco

Thursday, April 10
8 PM to Midnight
Hilton San Francisco
Inquire at Hotel for Suite Location