Spring 2017 Meeting

Meeting Date: Friday, March 24, 2017
[RSVP to the meeting!](#)

MORNING SESSION
Big Data in I/O and Implications for Leaders

- Chris Hitch, Program Director at University of North Carolina at Chapel Hill, Kenan-Flagler Business School

AFTERNOON SESSION
Coaching Real Play & Debrief

- John Bennett, Associate Professor, Chair, and Director, Queens University of Charlotte, McColl School of Business

Coaching Panel with TED-Style Talks, featuring:

- Carolyn Humphrey, Founder, The Consulting Psychology Group
- Karen Mengle, Director of Talent Management, TIAA
- Aaron Less, Vice President, Leadership Development Consultant, Bank of America
- Chuck Ainsworth, Director of Americas Coaching Practice, Center for Creative Leadership
- Moderator: Lea Williams, UNCC Ph.D. Candidate & NCIOP Student Representative

Meeting hosted and sponsored by:
Center for Creative Leadership

Location:
One Leadership Place
Greensboro, NC 27410

Agenda:

Time	Event
9:00 – 10:00 am	Arrive and Sign-in; Light Breakfast
10:00 – 10:15 am	Welcome & Keynote Introduction
10:15 – 11:45 am	Big Data in I/O and Implications
11:45 – 12:30 pm	Lunch & Business Announcements
12:30 – 1:00 pm	Coaching Real Play & Debrief
1:00 – 2:15 pm	Coaching Panel with TED-Style Talks
2:30pm	Adjourn

Cost:
Professionals $40   Students $15
(Note: An on-site lunch is included in the above costs)

Speaker Biographical Information:

John L. Bennett, Ph.D., is Associate Professor of Business & Behavioral Science, Director of Graduate Programs with the McColl School of Business at Queens University of Charlotte. He holds the Wayland H. Cato, Jr. Chair of Leadership. He is the author of numerous articles and has authored three books and is a Professional Certified Coach through the International Coach Federation and is actively involved in several professional organizations, including the Academy of Management and the Society for Industrial and Organizational Psychology (SIOP). He earned a BS degree from Mars Hill College, an MPA degree from the University of North Carolina at Greensboro and an MA and Ph.D. in human and organizational systems from Fielding Graduate University.

Chris Hitch, Ph.D., serves as a Director of Custom Executive Development Programs at the University of North Carolina's Kenan-Flagler Business School. He advises organizations on strategy, change, and human capital alignment for organizational excellence. He has served as a CHRO and has held a wide variety of general management and senior level roles in public and private sectors. Chris has designed and delivered executive education programs to over 6,000 mid level leaders and over 1,300 senior and C-suite leaders from multiple sectors. He earned his PhD from UNC-Chapel Hill in 1990. Chris and his wife, April, have two adult children and one granddaughter, Leah.

Carolyn Humphrey, Ph.D., is the Founder of The Consulting Psychology Group, which provides leadership development on an individual, group and organizational level. Carolyn is also Lead Faculty for Lead21 and at the national Leadership for Academic Nursing Program for the American Association of Colleges of Nursing. Additionally, Carolyn serves on two Board committees. Carolyn received a B.A. degree in Psychology and Anthropology from Emory University and a M.A. degree in Counseling Psychology from the University of Minnesota. She completed her Ph.D. in Counseling Psychology with a specialization in Organizational Development at the University of Missouri-Columbia.

Karen Mengle, M.S., is a talent management professional with areas of expertise in executive and leadership development, talent assessment, organizational effectiveness, executive coaching and corporate learning. In her current role, Karen manages TIAA's coaching practices and is an executive coach. Karen holds an executive coaching certification through the Hudson Institute of Coaching. She earned a Bachelor's degree in Psychology from Appalachian State University and a Master's degree in Industrial/Organizational Psychology from the University of Tennessee at Chattanooga.

Aaron Less, Ph.D. As a member of the Enterprise Leadership Development team at Bank of America, Aaron serves as the company's practice lead for executive coaching and executive onboarding. Prior to Bank of America, Aaron was with Lowe's Companies Inc., where he held roles in change management, organizational development, and talent management. In addition to his work at Bank of America, Aaron also teaches Mindfulness-Based Stress Reduction courses in the Charlotte community. Aaron holds a Ph.D. in Counseling Psychology from the University of Iowa. He is a Licensed Psychologist in North Carolina and a National Register Credentialed Health Service Psychologist.

Chuck Ainsworth, M.A. Chuck serves as Director of America's Coaching Practice and is a Senior Faculty at CCL. He has provided coaching, consulting and breakthrough leadership and learning solutions across a variety of industries and five continents over the last 15 years. Chuck has built a reputation as a collaborative leader with a proven ability to foster trust and influence change across boundaries. He is a Professional Certified Coach through the International Coach Federation Chuck has a M.A. in Organizational Leadership from Azusa Pacific University.

Message from the NCIOΨ Chair

Is it really March already? The theme of 2017 for me has been (again), BUSY! It is the response to nearly every question. In the elevator: *how are you?* BUSY! In the cafeteria: *how's it going?* BUSY! At the dinner table: *what's going on this weekend?* BUSY! Don't get me wrong, BUSY is not a negative. In the post 2007 era, BUSY is the norm. I love a challenge. I love a variety of things going on…it is where I thrive. And BUSY is where I have seen some of the best results.

As a BUSY wife, mommy of 3, and HR partner, here are a few ways I keep up to date in this BUSY world. I've flooded my Facebook feed with industry pages such as Forbes, Harvard Business Review, Travel + Leisure, SHRM, SIOP, and Business Insider. When I want a quick scroll to see what is going on in the world, these pages alert me to new trends, ideas, and tips. For quick news, I enjoy daily inbox feeds with the scoop on the latest events and politics from theSkimm and a weekly

summary of headlines via Sunday New York Times Digest by Matt Thomas. And don't underestimate the video recipes from Delish and Tasty or weekly food specials from Harris Teeter (I've ordered online groceries from them for 3 years and will never go back). For reading recommendations, I subscribe to Daniel Pink's newsletter and he does the search for me with Amazon links built in. Oh! And Amazon Prime…another life saver for BUSY professionals.

It only takes a quick scroll through TIP's Top 10 Workplace Trends 2017 to know what has been keeping I/Os BUSY. Our NCIOΨ programs over the past few years have hit on nearly all 10 of these topics and it is amazing to see how many experts we are connected to through our organization. Last year's spring IGNITE panel session brought together academic, practitioner and consulting perspectives on the #1 trend: performance management. The fall panel on innovations in I/O touched on employee health and wellness and data integration. Dr. Eden King's fall keynote touched on adapting to change, the changing nature of the workforce and the growing importance of Diversity and Inclusion. And our spring session will touch on data, which accounts for 3 of the top 10 trends.

Your executive team has also been BUSY in many ways. Our secretary, Claire White, welcomed baby Jameson Charles White on January 22. Our Vice Chair, Julia Brandon, has taken on a new role at RTI International and has been bringing together our spring program. Our at-large members Brooke Allison, Jody Bishop, and Mara Simensen, and student representative, Lea Williams, have been BUSY working on membership surveys and networking activities. Our treasurer, Jenn McGinnis, has been researching recertification credit opportunities. Our webmaster, Heather Burnett, is an expert of ensuring we have the latest news easily accessible. This group of students, academics, and practitioners connect several times throughout the year and volunteer their time to answer our calling to provide I/O professional development opportunities.

Speaking of development opportunities, I know we are all BUSY! I will also say what I tell my clients and colleagues (and husband!) daily…no one is going to care as much about your career and development as you do. If you have ideas for NCIOΨ, let us know. Send an email, respond to a survey, participate in meetings, connect with your alma mater. Development comes from many directions and don't diminish the value of giving. Mentor others, share knowledge, and challenge each other. I commend all of you who take time out, even years (or decades) after graduation, to continue your professional development through outlets such as NCIOΨ.

Thank you for welcoming me as your Chair and I look forward to another BUSY and rewarding year with NCIOΨ. My family will join me in Disney for SIOP and I

hope to see many of you there as well. And my final tip for those going…start planning now to weed through the logistics kerfuffle around dining reservations and tickets. For this, I enlisted my Disney expert neighbor to come with us and she's handling all the planning!

Here's the run down for Top 10 Workplace Trends 2017 from SIOP:

#10. Increased Focus on Employee Health and Wellness
#9. Data Integration Across Sources, Systems, and Process
#8. Growing Importance of Diversity and Inclusion
#7. Capturing the Voice of the Employee
#6. The Changing Nature of the Workforce
#5. Flexibility and Its Effect on the Way Work is Done
#4. People Analytics
#3. Leveraging Big Data to Make Data-Driven Decisions
#2. Adapting to Change Effectively
#1. The Changing Nature of Performance Management

Jennifer Cline, Chair, NCIOΨ
VP, HR Business Partner
Nuveen
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Spotlight on Coaching (An Intro)

by Brooke Allison
Ph.D.

Later this month NCIOP members will hear from a panel of professional coaches, who will share their experiences related to coaching in the workplace. Some of us in the audience will have more developed schemata for coaching than others for a variety of reasons (e.g., differences in interest, differences in education, difference in vocation, differences in experience). When it comes to professional development and career development, all of us have opportunities to develop coaching skills, if we so desire. Given the popularity and trend of executive coaching (Foxhall, 2002) and the occasionally blurred lines between coaching, consulting, and therapy (Peterson, 2011), it may be helpful to briefly introduce the concept of coaching to those of you, who—*like me*—have much to learn about the coaching-oriented knowledge, skills, abilities, and careers some I-O psychologists have acquired. From here, I hope you will continue to seek out more information about this service, skill set, and career path. I also hope that you will consider it as an option when planning or reflecting on your career in I-O psychology.

Definition of Coaching
Coaching has been defined as a "result-oriented, systematic process in which the coach facilitates the enhancement of life experience and goal-attainment in the personal and/or professional lives of normal, non-clinical clients" (Grant, 2003, p. 254). In the workplace, individual coaching is an approach to employee development. It differs from consulting, whereby solutions are typically proposed to solve specific problems and the consultant does more *telling* through recommendation. With coaching, behavioral change is often the goal (Peterson, 2011); using inquiry to bring about self-discovery by *asking* seems more important when coaching; and a relationship with your coach may last longer than a relationship with your consultant. A typical process and outcome of individual coaching is the establishment of a one-on-one relationship between the practitioner and coachee to build trust and accountability.

Use of Coaching
According to SIOP, individual coaching is considered an effective option for individual employee development when it is appropriately used; and coaching may be used to facilitate a variety of developmental activities, including bringing awareness to an individual's current situation, helping them improve one or more dimensions of their performance, and preparing them for a future situation ("Introduction to Coaching", n.d.). SIOP specifies which organizational situations are more or less suitable for coaching. Likely for ethical and legal reasons, SIOP states coaching should not be used for employee development when an individual's issue is primarily emotional or psychological in nature ("Introduction to Coaching", n.d). Alternatively, when an issue is less about changing affect or mood and more about changing behavior at work, SIOP suggests coaching is appropriate. Below are a number of circumstances when coaching is considered appropriate:

#1. The nature of a problem at work is unknown and a practitioner applying coaching techniques could assist the individual with understanding the root cause
#2. A competency (or lack thereof) hinders an individual's interpersonal relations or capacity to meet expectations at work (e.g., listening skills, time management skills)
#3. The individual possesses the ability to change as opposed to being mostly strained by the environment, such as by a job's design
#4. The individual is motivated to improve

Coaching in Organizations
An organization may provide personal coaching programs, career coaching programs, leadership coaching programs, or executive coaching programs ("Coaching at Work", n.d.). Organizations may hire external coaching experts or train HR professionals to provide this service. Expert coaches may specialize in a given area or theory/model of coaching, or they may be well-rounded and able to facilitate coaching in a variety of settings. Practitioners who apply coaching theories or models to the workplace may use assessments to gather pre-intervention and post-intervention data on their coachees

(Peterson, 2011). If a senior director is being coached, a practitioner may administer a 360 degree feedback assessment at least twice during the tenure of the relationship, and the data may be used to help the senior director understand how her communication practices influence her employee's work and environment. Although coaching relationships characteristically involve two parties (i.e., the coach and coachee), and *N* sizes may be relatively small if data is gathered, several qualitative and quantitative methodologies could be used to help coaches make inferences about the coachee's behavior. Additionally, coaching practitioners who consistently embed structure and rigor in their work are lending benefit to the growing field's credibility, which can rely on effectiveness measures to be recognized as successful (Peterson, 2011).

As mentioned earlier, the executive coaching field is growing (Foxhall, 2002). Foxhall's comments are not surprising when you compare them with research findings by the Hay Group, which found that nearly half of the 247 executives who participated in their study reported not feeling adequately prepared for their new leadership role (Hay Group Inc., 2001). Regarding the practice of executive coaching, the main difference between "coaching" and "executive coaching" appears to be that with executive coaching, coaching theories/models are being used with executives instead of non-executives. Although the likelihood of executive coaches being able to use the same developmental activities as non-executives is high, coaching in certain organizations may be reserved for the highest levels of management if cost is an issue. In line with Peterson (2011), one can infer some organizations may prefer to pay external coaching experts as opposed to training active HR professionals to perform these services or allowing them the opportunity to gain these experiences. However, it should be noted that, in a recent SIOP Careers Study (COR, 2015), I-O Psychologists rated coaching as being a competency that is highly developed on-the-job as opposed to in the classroom, suggesting HR professionals could acquire the necessary expertise over time.

Concluding Remarks

The information above barely scratches the surface on coaching, its purpose, its usefulness, and other issues related to the field. For example, I did not touch on the literature that empirically monitors the effectiveness of coaching, or the critical arguments being made that more quantitative review is needed to determine the effectiveness of coaching practices (e.g., Bono, Purvanova, Towler, & Peterson, 2009). Notwithstanding, if facets of the information above interested you— perhaps because you have interests in both Counseling and I-O Psychology—I encourage you to learn more about the field and determine how the field's goals align or do not align with your career plan. If you are a student, it is never too early to learn what you might be interested in doing once you graduate. If you are a tenured academic or professional, it is never too late to take up a new trade or educate the scientific community about coaching. Finally, don't forget to take questions with you to Greensboro for the professional coaching panelists! If you are interested in coaching, please click **here**.

References

Bono, J. E., Purvanova, R. K., Towler, A. J., & Peterson, D. B. (2009). A survey of executive coaching practices. Personnel Psychology, 62, 361-404.

Center for Organizational Research at the University of Akron (COR). (2015). SIOP Career Study Executive Report. Retrieved from http://www.siop.org/CareerPaths/SIOP_Careers_Study_Executive_Report_FINAL-Revised_031116.pdf

Foxhall, K. (2002, April). More psychologists are attracted to the executive coaching field. APA Monitor on Psychology, 33(4), 52-53.

Grant, A. M. (2003). The impact of life coaching on goal-attainment, metacognition and mental health. Social Behavior and Personality, 31, 253-264.

Hay Group Inc. (2001). The case for executive coaching: What makes a great executive? Technical report. Retrieved at http://www.haygroup.com

Peterson, David B. (2011). Executive coaching: A critical review and recommendations for advancing the practice. In Zedeck, S. (Ed.) APA handbook of industrial and organizational psychology (3rd ed.). Washington, DC: American Psychological Association.

Society for Industrial and Organizational Psychology (SIOP). (n.d.a). Introduction to coaching. Retrieved from http://www.siop.org/Workplace/coaching/introduction.aspx

Society for Industrial and Organizational Psychology (SIOP). (n.d.b). Coaching at work: All coaches are not the same. Retrieved from http://www.siop.org/workplace/coaching/coaching_at_work.aspx

Fall 2016 Meeting Program Notes

Fall Meeting: Friday, September 9, 2016
TIAA, Charlotte, NC
Summaries prepared by Sarah Willis, Appalachian State University

Morning Sessions

On Friday, September 9th, the North Carolina Industrial Organizational Psychologists held their Fall 2016 semi-annual meeting. This meeting was hosted by TIAA, a Fortune 100 financial services organization that is the leading retirement provider for people who work in the academic, research, medical and cultural fields. The meeting, led by the former NCIOP president Heather Gordon, discussed varying topics around leadership and innovation. It began with presentations and a panel discussion from three of the area's leading I/O professionals in innovative leadership development, Keith Caver, Hayden Hasty, and Mark Saine, and concluded with an eye opening presentation by Dr. Eden King on understanding and improving experiences of LGBTQ employees.

Vice President of Assessment and Development at APTMetrics, Keith Caver, began the morning with a presentation on innovations in leadership identification and development. APTMetrics is a human resource consulting firm that builds world-class, customized talent solutions and is recognized for its class-action employment litigation support services. During his presentation, Mr. Caver described the new innovations in leadership assessment that allow human resource professionals to ensure objectivity in their decisions and decrease bias. He also described the importance of maintaining employee privacy to avoid potential litigation.

Haydn Hasty, the president of MindSpring Consulting, presented on the importance of emotional and mental wellness in leadership. MindSpring Consulting is a forward thinking group that is dedicated to designing and delivering transformational learning experiences resulting in sustainable change and legacy leadership. This forward-thinking group uses non-traditional methods to encourage the wellbeing of leaders in order to create a successful organization. Dr. Hasty described a new way to think about learning involving horizontal and vertical learning planes. The horizontal plane describes the tangible learning that is clearer to both the learner and the observer. However, we should also acknowledge vertical learning, in which results are intangible and unable to be assessed. This learning provides us with wisdom that goes beyond judgment to create successful leaders.

The final panelist presentation was delivered by the Senior Director of Client Leadership at TIAA, Mark Saine. This topic of this presentation was on how to teach your customers new tricks. Mr. Saine began with a brief history of TIAA that described the transition from offering minimal services to expanding to new services in three main areas including partnerships, proprietary and public services. The partnership services include relationships with key organizations that have aligned interests with TIAA. These relationships help TIAA remain successful and continue to expand in alignment with their strategic goals. Proprietary services refer to the affinity groups that TIAA sponsors for the benefit of their customers. This sponsorship allows TIAA to expand the breadth of their services, while still maintaining focus on their main area of specialization. The public services are additional programs TIAA has created to offer education and support to clients. These services allow TIAA's clients to remain successful and be able to continuously use their services. This approach to customer service allows TIAA to provide a comprehensive approach to retirement solutions. This not only increases client satisfaction, but also provides clients with the skills and abilities they need to maintain a successful life. Following these presentations, Appalachian State University IOHRM Master's student, Hannah Booth, moderated a panel discussion with these three presenters to address questions in their respective areas of expertise.

Afternoon Session

The day was concluded with an eye-opening presentation by Eden King, an Associate Professor in Industrial Organizational Psychology at George Mason University, on understanding and improving experiences for LGBTQ workers. Dr. King began by describing a brief history of LGBTQ statistics and laws in the workforce. She then went on to describe the three big challenges that the LGBTQ community continues to face in the workforce including the invisibility of stigma, negative coworker reactions, and the lack of social support and challenges in identity development. The invisibility of stigma describes how American culture assumes heterosexuality. This assumption causes individuals in the LGBTQ community to face conflicts with identity and feel a lack of control over disclosure. The LGBTQ community also faces the threat of negative coworker reactions when disclosing, which causes some individuals to refrain from doing so in the workplace. The last challenge described by Dr. King is the lack of social support and challenges in identity development. Dr. King suggested organizations should create an environment where LGBTQ individuals can feel supported and ultimately maximize performance by displaying symbols and signs of being an ally and have ongoing conversations with employees to better manage negative views. To conclude, Dr. King described the best organizational practices to avoid these challenges. These practices include establishing non-discrimination policies, offering domestic partner benefits, creating affinity groups, and displaying inclusive images. Creating an inclusive environment will have a positive impact on the organization's culture as a whole.

The Fall 2016 semi-annual NCIOP meeting to discuss innovations in leadership was an enormous success. The

presentations given by Keith Caver, Hayden Hasty, Mark Saine, and Dr. Eden King provided enlightening insights into important leadership considerations. Thank you to the individuals at TIAA for hosting this meeting and allowing NCIOP members to expend their knowledge and become better practicing Industrial Organizational professionals.

Announcements

- APTMetrics is pleased to share with you the newly published Society for Human Resource Management Foundation report, "Selecting Leadership Talent for the 21-st Century Workplace." This report is part of SHRM's Effective Practice Guidelines Series and was created to present a new leadership assessment paradigm for selecting, developing and retaining future leaders for the dynamic, 21st- century workplace. The report shows how new technologies have been engineered into a three-dimensional assessment platform for measuring capabilities, potential and readiness for senior leadership roles.
- **Save the Date: Society for Industrial and Organizational Psychology – 2017 Conference** *April 27-29, Orlando, FL*
- Our Web Master, Heather Burnett, will be stepping down from the webmaster/technology role on NCIOΨ's Executive Committee after many years of valued service. If you are interested in serving in this capacity, please reach out to Jennifer Cline or Julia Brandon.

Member Publications

Bennett, J. L., & Campone, F. (2016). Coaching and theories of learning. In T. Bachkirova, G. Spence, & D. Drake (Eds.), *The SAGE handbook of coaching* (pp. 102-120). Los Angeles, CA: SAGE.

Brandon, J. (in press). Training for a winning career: Career athletes and coaches. In D. J. Svyantek (Ed.), *Research in organizational sciences: Sports and understanding organizations*. Charlotte, NC: Information Age Publishing.

Cardenas, R. A. (2017). Tips for creating a consulting practice. In S. G. Rogelberg (Ed.), The SAGE Encyclopedia of Industrial and Organizational Psychology, *2nd edition* (pp. 1626-1628). Thousand Oaks, CA: SAGE.

Copeland, J., & **Ludwig, T. D.** (in press). Increasing sales by managing the interlocking contingencies between sales representatives and customers using behavioral self-monitoring. *Journal of Organizational Behavior Management.*

Dunn, A.M., Heggestad, E.D., Shanock, L., & Theilgard, N. (In Press). Intra-individual response variability as an indicator of insufficient effort responding: Comparison to Other Indicators and Relationships with Individual Differences. *Journal of Business and Psychology.*

Goomas, D. T. & **Ludwig, T. D.** (in press). Computerized immediate feedback increases product recall efficiency due to interlocking contingencies in food manufacturing. *Journal of Organizational Behavior Management.*

Howard, P. J., & Howard, J. M. (2017). *The trait toolkit: Application manual for the workplace and school place Big Five Profiles.* Charlotte, NC: Paradigm Personality Labs.

Landis, R. S., King, E. B., **Tonidandel, S.** (in press). Big data in organizations. In R. Griffin (Ed), *Oxford bibliographies in management*. New York, NY: Oxford University Press.

Tonidandel, S. & Jennings, R. (2017). Computer-/Web-Based Assessment/Computer Adaptive Testing (CAT). In S. Rogelberg (Ed.), *The SAGE encyclopedia of industrial and organizational psychology, 2nd edition* (pp. 204-207). Thousand Oaks, CA: SAGE.

Tonidandel, S., King, E. B., & Cortina, J. M. (2016). Big data methods: Leveraging modern data analytic techniques to build organizational science. *Organizational Research Methods*. Advance online publication. DOI: 10.1177/1094428116677299

Woznyj, H., **Dunn, A.M.,** Shanock, L., Heggestad, E.D., Ordonez, Z., & Uhrich, B. (In Press). How far can support go?: Supported supervisors' performance and subordinate dedication. *Journal of Business and Psychology*.

Member Presentations

Dunn, A. M. & Heggestad, E. D. (2017). Influence of insufficient effort responding on measurement quality. *Paper presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology.* Orlando, FL.

Herring, R. A. (2017). Involvement of professors in academic pursuits in retirement. *Symposium to be presented at the Southeast Decision Sciences Institute annual meeting.* Charleston, SC.

Herring, R. A. (June, 2016). A role play to teach the three levels of task interdependence. *Exercise presented at the OBTC Conference for Management Educators.* North Canton, OH.

Jennings, R., Zhu, E., **Tonidandel, S.**, Gentry, W. A., & Young, S. F. (2017). Using artificial neural networks to

predict leadership effectiveness. *Paper to be presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Landis, R. & **Tonidandel, S.** (2017). Introducing random projection: Teaching big data methods in I-O graduate curriculum: A primer. *Paper to be presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Ludwig, T. D. (2017). You can't fix stupid: Stop the blame game and understand human behavior. *Paper to be presented at American Society of Safety Engineers' Professional Development Conference*. Denver, CO.

Ludwig, T. D. (May, 2016). Behavioral science approaches to process safety: A response to an industry's call. *Symposium presented at the annual convention of the Association for Behavior Analysis International.* Chicago, IL.

Ludwig, T. D., & Harshbarger, D. (2017). Documenting best behavior analytic practices related to injury reduction in industrial safety. *Paper to be presented at the Association for Behavior Analysis International's Ninth International Conference*. Paris, France.

Ludwig, L. H., & **Ludwig, T. D.** (2017). Bringing behavioral systems analysis to the entrepreneur: Case studies using the Value Core Blueprint. *Paper to be presented at the Association for Behavior Analysis International's Ninth International Conference.* Paris, France.

Ludwig, T. D. & Hyten, C. (May, 2016). Complacency in process safety: The problem of maintaining avoidance behavior. *Paper presented at the annual convention of the Association for Behavior Analysis International*. Chicago, IL.

Membere, A. A., King, E. B., **Tonidandel, S.**, Lindsey, A. P., Cheung, H. K., & Jennings, R. (2017). When team diversity facilitates performance: Understanding fractured behavioral patterns. *Paper to be presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Savage, N., Kramer, W. S., **Allison, B. B.,** Goguen, K., & Shuffler, M. L. (2017). Getting Real about Virtuality: Practical Recommendations for Choosing Team Members. In N. Savage (Co-Chair) & J. Hoch (Chair), Virtual Teams "In the Wild": Considering Individual and Contextual Influences. Paper to be presented at the 32nd annual *meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Tonidandel, S. (2017). Sense making of wearable sensors. *Symposium to be presented at the 32nd*

annual *meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Tonidandel, S. (2017). Big data, big responsibility: Enabling users through policy and practice. *Panel to be presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Travis, J. (2017). Signaling values in e-recruitment: Person-organization fit approach to organizational attractiveness. *Paper to be presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology. Orlando, FL.*

Member Grants

Ludwig, T.D. (Under review) Co-PI, $60,000 grant from National Institute of Occupational Safety and Health titled "Improving Occupational Safety with Big Data Mining and Analytics," renewable.

Member Awards

Bennett, J. L. Wayland H. Cato, Jr. Chair in Leadership at Queens University of Charlotte

Travis, J. Featured Top Poster at SIOP 2017

NCIOΨ Web Site & Listserv

Heather Burnett is Web Master for the NCIOΨ website. Please note the new URL for the website: **http://www.nciop.org/**
Heather Burnett, Red Hat, 919-749-0403 email: heatherdburnett@gmail.com

NCIOP@LISTS.NCSU.EDU is the e-mail address of our listserv if you would like to send an e-mail to the entire NCIOΨ community.

Editor's Notes

I'm happy to publish all relevant information that you wish to submit to me at the following address:

The FLYER

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NCIOΨ is a nonprofit professional organization.

NCIOΨ Mission Statement

The purpose of NCIOΨ is to provide professional development opportunities for current and aspiring industrial/organizational psychologists. To achieve this Mission, NCIOΨ will:

- Provide a forum for sharing information about current practices and emerging trends
- Foster collaboration among members, and
- Advance understanding of appropriate application of I/O principles and tools

Our membership is open to the North Carolina I/O community including academicians, practitioners, graduate students, and other interested individuals.