

Spring 2016 Meeting

Meeting Date: Friday, March 18, 2016

MORNING SESSION

Performance Management Panel, facilitated by Sarah Willis (Appalachian State University):

- Brooke Allison (Clemson University)
- Nathan Sloan (Deloitte)
- Jenn McGinnis (Office of State of Human Resources)
- Claire White (TIAA)
- Maria Pannoza (Microsoft/Duke Energy)
- Brodie Riordan (PDRI)

AFTERNOON SESSION

“Breaking Up is Hard to Do. And So is Leading Others for the First Time.”

Bill Gentry, Ph.D., Center for Creative Leadership

Meeting hosted by:

Center for Applied Cognitive Studies
Training Industry

Location:

[The Center for Creative Leadership](#)

One Leadership Place
Greensboro, NC

Agenda:

9:00 – 10:00am	Arrive and Sign-in; Light Breakfast
10:00 – 10:15am	Welcome & Introduction
10:15 – 10:45am	Performance Management Panel: IGNITE Format
10:45 – 11:45am	Performance Management: Interactive Discussion with Audience
11:45 – 12:30pm	Lunch
12:30 – 2:30pm	<i>“Breaking Up is Hard to Do. And So is Leading Others for the First Time.”</i> Bill Gentry, Ph.D., Center for Creative Leadership
2:30pm	Adjourn

Cost:

Professionals \$25 Students \$15
(Note: An on-site lunch is included in the above costs)

Speaker Biographical Information:

Brooke Allison is earning a Ph.D. in Industrial and Organizational Psychology from Clemson University. She has strong research interests in team leadership and has conducted research in the areas of leadership, mentorship, teamwork, supportive behavior, and well-being, among others. She has held a consulting role to TIAA for nearly 3 years, during which time she supported performance management, career development, succession planning, and culture initiatives. Brooke received her master’s degree in Applied/Industrial-Organizational Psychology from Clemson University in 2014.

Nathan Sloan is a Principal in Deloitte Consulting’s Human Capital practice based out of Charlotte, NC. He has been with Deloitte since 2006 and has almost 20 years of experience consulting with companies to determine the organizational, talent, and HR priorities required to implement their business strategies. Nathan leads Deloitte’s National Talent Strategies practice and oversees the development of all Talent Management solutions. He has advised Deloitte’s internal HR organization on performance management and succession design, worked with Bersin leadership on the integration of their research into our solutions and has published articles/presented at conferences on the topic of talent management. Prior to joining Deloitte, Nathan led the Organizational Development Services group for a boutique consulting firm, HumanR, recently acquired by PWC’s Saratoga Institute. Nathan holds a B.S. in Psychology from Denison University and a M.A. in Industrial/Organizational Psychology from George Mason University.

Jenn McGinnis is the Organizational Effectiveness Manager within the Talent Management Division in the Office of State Human Resources (OSHR) in North Carolina. In this role, Jenn is the business process and policy owner for a statewide performance management initiative and also consults with state agencies and universities on organizational development, organizational effectiveness, and talent management. Prior to joining OSHR, Jenn was a Consultant and Leadership Team member at ALPS Solutions (formerly SWA Consulting Inc.) and Assistant Professor of Human

Resources and Leadership Studies at William Peace University. Previously, she also served as a research assistant on a National Science Foundation project examining the leadership of industry/university cooperative research center directors and worked for Kaplan DeVries, Inc. in their research and development function. Jenn received her Ph.D. in Industrial and Organizational (I-O) Psychology from North Carolina State University. She has conducted research in the areas of adolescent and executive leadership development, executive integrity, the “dark side” of leadership, and the relation between personality and leadership effectiveness and is also interested in the use of mixed-methods and qualitative research in I-O Psychology.

Claire White is currently Manager, Performance Management at TIAA (formerly TIAA-CREF), a financial services company primarily serving non-profit organizations. She has worked at TIAA for 2 years and her work has focused on performance management, competency modeling, and career development. She has 6 years of previous work experience at Duke Energy in performance management, succession planning, career development, and as an HR generalist. She received her undergraduate degree in Psychology at UNC Chapel Hill and her master’s degree in Industrial/Organizational Psychology at UNC Charlotte. She also serves on the Advisory Board for the UNC Charlotte Industrial/Organizational Psychology Master’s Program.

Maria Pannozzo is currently Director, Executive and Leadership Effectiveness for Duke Energy, headquartered in Charlotte. Prior to Duke, she worked at Microsoft and her work focused on performance management, leadership development and succession planning. She has also worked for Bank of America in the Enterprise Leadership Development group and for Lowe’s Companies in leadership positions in Selection and Assessment, College Recruiting and Leadership Development as well as in a HRBP role. Maria holds a Bachelor’s degree from the University of Massachusetts-Amherst and a Master’s degree from Teacher’s College Columbia University.

Brodie Gregory Riordan is a Senior Consultant in the PDRI talent solutions business at CEB, based in Washington, DC. Brodie’s work focuses on leadership development, talent management, and performance management, with particular expertise in coaching and feedback. Prior to joining PDRI, Brodie was a manager of Global Leadership Development with Procter & Gamble, where she led the Performance Management process globally for the entire organization. Brodie has published over 2 dozen book chapters and journal articles and co-authored Using Feedback in Organizational Consulting with Paul Levy, as part of an American Psychological Association (APA) series for consulting psychologists. She completed her executive coach training and certification at Georgetown University and is

an ICF certified coach. Brodie completed her undergraduate degree in psychology at Washington & Lee University and her MA and PhD in Industrial/Organizational Psychology at The University of Akron.

Sarah Willis is currently in her first year as a Master’s student at Appalachian State University in the Industrial Organizational Psychology and Human Resource Management Program. This program provides a unique integration of psychology, business, industry, and management. She is intended to graduate in May of 2017. Sarah also attended Appalachian State University for her undergraduate degree in Psychology, which she received in 2014. Sarah has a strong focus on recruitment and selection, and currently holds a position as a human resources selection consultant on campus. In this role, Sarah is performing a job-like analysis for an academic club on campus. The goal of this analysis is to identify the knowledge, skills, and abilities of the members of the club in order to determine a recruitment and selection system that will effectively attract and evaluate potential new members.

William A. (Bill) Gentry Ph.D. is currently the Director of Applied Research Consulting Services and a Senior Research Scientist at the Center for Creative Leadership (CCL). Aside from his managerial and research responsibilities, Bill trains CCL’s Assessment Certification Workshop and Maximizing your Leadership Potential programs, and is an adjunct assistant professor in the Psychology department at Guilford College and an associate member of the graduate faculty in the Organizational Sciences doctoral program at the University of North Carolina, Charlotte. Bill graduated summa cum laude from Emory University in 2000 and received his M.S. in 2002 and his Ph.D. in 2005 in Industrial-Organizational Psychology from the University of Georgia. In August 2016, Bill’s first book on first-time managers and new leaders will be published by Berrett-Koehler Publishers titled *Be the Boss Everyone Wants to Work For: A Guide for New Leaders*. Bill also frequently posts written and video blogs about his research in leadership and first-time managers on CCL’s blog. You can follow Bill on twitter: @Lead_Better.

Message from the NCIOΨ Chair

Hello and welcome to all! I am very honored to serve as chair of NCIOP this year. I want to thank John Bennett for serving as the 2014/2015 chair. Through his leadership, innovative thinking, and coordination, we were able to make great strides with NCIOP. I also want to thank the entire Executive Committee leadership team. As the saying goes: “If you want to go fast, go alone. If you want to go far, go together.” I am honored to work with the leadership team we have with NCIOP and am confident that we will go far together. I want to send a

special thank you and congratulations to Jennifer Cline, NCIOP vice-chair, who helped plan our spring session, all while also planning for her newest bundle of joy: Ridge Barak Cline, born on January 28. And I also would like to express my sincere gratitude to Claire White, NCIOP secretary, who volunteered to help pull this meeting together while Jennifer was enjoying her new son.

I hope that everyone had happy holidays, stress-free SIO proposals, and are looking forward to the upcoming beautiful weather in North Carolina (I'm with the groundhog this year in the hope that there will be less winter and more spring). Speaking of spring, we have an exciting spring meeting planned. First, we have a panel that will be providing IGNITE type presentations regarding performance management. I'm interested to hear all of the speakers' perspectives regarding the state of performance management in this panel, including insights from research, external consulting, government, and internal consulting. As I/O psychologists, performance management is certainly one of the areas where we can make a huge impact to employees across all organizational levels. Second, we have Bill Gentry from CCL who will discuss with us how to be purposeful and proactive in shifting from an individual contributor to a first-time manager and how we can also help others succeed with this major transition. I am confident that this will be an engaging presentation where we can take back not only lessons for our organizations and research, but also lessons for ourselves.

This year we are excited to launch the **NCIOP Summer Internship Resume Book** as a way to support our student members and member companies alike. At the beginning of this year, we collected numerous resumes from graduate students that are actively searching for summer internships - these resumes were then compiled into an internship resume "book." We have since provided this resume book (upon request) to companies looking to hire interns into I/O-related roles. Our hope is that this book will allow students to gain broad exposure for their resume AND will allow local companies to be immediately connected with a highly qualified and experienced candidate pool. Thank you to Heather Burnett, Claire White, and Reid Knight for helping to bring all of the pieces together to provide this great service to our members. If you would like to request the resume book for your company's hiring needs, or if you are a student and would like to get your resume included, please send your request to Claire White (Claire.White@tiaa.org).

I also want to thank our sponsors for sponsoring the spring meeting. We are very fortunate to have not just one, but two incredible sponsors for this meeting. Thank you to both the **Center for Applied Cognitive Studies** (www.centacs.com) and to the **Training Industry** (www.TrainingIndustry.com) for volunteering to help

sponsor our meeting this year. It is through these sponsorships that we are able to offer more to all of our NCIOP members. If you see members of these companies at the meeting, please be sure to give them a nod of appreciation. If your company would have an interest in sponsoring a future meeting, please feel free to reach out to myself or anyone on our Executive Committee (<http://www.nciop.org/leadership.html>).

Last, more details will be forthcoming for our summer planning retreat and our Fall 2016 meeting. Please stay tuned as we get these meetings planned. And as there is always room for improvement (we are I/O psychologists after all!), please let our Executive Committee know what else can be done to make NCIOP more relevant for you! Thanks again to all and I hope to see you at the summer retreat and fall meeting.

Heather L. Gordon, Ph.D.
2016 Chair, NCIOP
heatherl.gordon@gmail.com

Spotlight on Performance Management Trends



by Chris D. Edwards
Halogen Software



Perhaps it is too soon to call it a revolution, but [IBM recently announced](#) it is joining other major companies like Accenture, GE, Microsoft and Adobe in moving away from traditional annual performance reviews. The list doesn't end there.

Deloitte's 2015 Global Human Capital Trends report, which surveyed more than 3,300 business and HR leaders from 106 countries, found that 95% of executives recently changed their performance management process or plan to change it within 18 months. Needless to say, there are many more companies moving away from the "once-a-year" performance review process.

The movement affirms general dissatisfaction with the old, once-a-year performance review, which often includes a forced ranking. As workforce demographics, leadership styles and technologies shift, more and more organizations are seeing the value in creating a manager- and employee-driven culture of ongoing performance management, modeled by leadership, and supported – but not led – by HR.

At its core, performance management is intended to improve the performance of employees at every opportunity and supported by offering coaching and timely feedback to commit to achieving results that matter to your organization – all year.

Fall Meeting: Friday, October 23, 2015

Red Hat, Inc., Raleigh, NC

Summaries prepared by Elizabeth Unger and Cassandra LaBar, East Carolina University

Culture of collaboration

The future of performance management is increasing the collaboration between managers and employees in setting and managing individual goals by way of regular discussions, feedback and coaching. Since the relationship between front line employees and their managers is critical to employee engagement, management effectiveness and, ultimately, organizational success, it makes sense to use performance management techniques that enhance, rather than impede, this relationship. Unfortunately, many managers and supervisors lack the tools and training they need to provide constructive feedback and coaching – an area where HR can meet a critical need.

The collaborative manager-employee relationship as well as discussions about performance can be further optimized by including employee strengths, interests, career aspirations and development needs as part of the performance management process.

Align with changing priorities

Traditional performance management is often separate from the flow of business priorities, with set performance experiences such as annual goal-setting and appraisals often unable to flex to meet changing business needs. These experiences utilize separate processes, systems and tools and require burdensome overhead on all parties to complete. The result, [as Colorado State researcher Kevin Murphy put it](#), “Performance appraisals are very expensive, complex systems for making people unhappy.”

In contrast, the future for performance management is part of the business rhythm, with regularly reviewed individual performance goals that reflect organizational priorities and are flexible to meet changing needs. Adaptive, rather than prescriptive performance management allows organizations to rapidly align, assess and adjust to achieve success. It establishes performance management as the way work is done, rather than as a once-and-done exercise.

As [GE’s head of human resources said](#), “The world isn’t really on an annual cycle anymore for anything.”

It is time for performance management to interface with and support business processes, organizational priorities, and employee development needs.

Author Biographical Information

Chris D. Edwards is a Regional Manager at Halogen Software, a leading provider of cloud-based talent management solutions. He has 15 years’ experience helping public and private sector organizations better leverage the use of technology to achieve measurable business outcomes.

Fall 2015 Meeting Program Notes

Morning Sessions

Gina Likins started the first session by explaining to NCIOP members what it means to be an “open source” organization. By relating a closed company to a car with a hood welded shut or a cookie without the recipe, a sense of autonomy and diversity was stressed in the open-source culture. With open communication between departments and allowing people to build on ideas allows for open innovation makes companies like Red Hat stand out.

Expanding on culture of organizations, Ms. Likins focused on the differences between closed source, hybrid, and true open source cultures. The main differences between these three is the style of communication, with closed source being the most limited in communication, true open source having complete open communication between everyone, and hybrid having a combination of boundaries and open communication. Ms. Likins went on to discuss the agile nature of open communication, making open source companies dynamic and highly functioning in an unstable environment. Ms. Likins discussed how it may be harder for companies to have everyone involved in decision making but employees in open source organizations place high value on being involved in the decision making process and having their voices heard.

Heather Marks followed directly after Gina Likins and expanded on Red Hat’s specific culture. She stressed Red Hat’s vision: to be the defining technology company of the 21st century; and Red Hat’s mission: to be the catalyst in communities of customers, contributors, and partners creating better technology the open source way. Ms. Marks then addressed how Red Hat keeps structure without stifling the open source environment by having well-defined communication guidelines and employer value proposition.

Ms. Marks finished out the morning session explaining Red Hat’s leadership competencies: connection, trust, transparency, collaboration, meritocracy. These competencies reflect the values of Red Hat’s open source culture and add value to the company and clients.

Afternoon Session

Ms. Jamie Chappell began the afternoon session by informing NCIOP members of her responsibilities and history with Red Hat. Ms. Chappell started at Red Hat as an intern and has worked her way up in the open source organization to become the supervisor of the Employment Branding and Communications Programs. Her responsibilities and experience extend to working on recruiting events, campus and diversity outreach, and Red

Hat's global employee referral program. Ms. Chappell was the creator and founder of the Women in Open Source Award, which serves to honor a woman who has made significant contributions in the open source community.

Ms. Chappell engaged conference goers in an interactive activity for the afternoon session by first displaying statistics of an anonymous company. These included categories such as the gender and ethnic breakdown of the company. With these statistics in mind, Ms. Chappell asked the group to create initiatives that "aim to increase the diversity of your technical talent." The groups collaborated to develop innovative initiatives that sought to increase diversity within the unknown corporation. The session's unique nature allowed for an open platform for members to give and receive feedback and commentary from Ms. Chappell as well as other groups. This hands-on activity highlighted the importance of open discussion, constructive feedback and diversity within an organization.

Announcements

- **NCIOP Summer Internship Resume Book Available:** Email Claire.White@tiaa.org to request a copy.
- **Training Industry offerings for NCIOP members**
 - NCIOP members are eligible to save \$200 off the registration cost to attend the Training Industry Conference & Expo, May 10-12 in Raleigh (use discount code **NCIOP**).
www.tice2016.com
 - The Certified Professional in Training Management (CPTM™) program teaches training leaders how to transform their L&D teams to achieve the competencies of exceptional training organizations.
cptm.trainingindustry.com
- **Save the Date: Society for Industrial and Organizational Psychology – 2016 Conference**
April 14-16, Anaheim, CA

Member Publications

Becker, W. J. & Ward, M. K. (2015). Leadership and neuroscience. In S. G. Rogelberg, K. M. Shockley, & S. Tonidandel (Eds.), *SAGE Encyclopedia of Industrial and Organizational Psychology* (2nd ed.).

Chinn, A., Richmond, J., & Bennett, J. L. (2015). Walking a mile in an executive's shoes: The influence of shared client/coach experience on goal achievement. *International Coaching Psychology Review*, 10(2), 149-160.

Guzzo, R. A., Fink, A. A., King, E., Tonidandel, S., & Landis, R. S. (2015). Big data recommendations for Industrial-organizational psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8, 491-508.

Hernandez, M., Avery, D. R., Tonidandel, S., Hebl, M. R., Smith, A. N., & McKay, P. F. (2016). The role of proximal social contexts: Assessing stigma-by-association effects on leader appraisals. *Journal of Applied Psychology*, 101, 68-85

Howard, P. J. (2016). *The owner's manual for values at work: Clarifying and focusing on what is most important*. Charlotte, NC: Center for Applied Cognitive Studies.

Howard, P. J. (2016). *The values toolkit: Application manual for The Owner's Manual for Values at Work*. Charlotte, NC: Center for Applied Cognitive Studies.

Kaiser, R. B. (2015, Dec.). Dealing with the dark side. *Talent Quarterly*, 2(4), 37-42.

Kaiser, R. B. (2015). Leaders must look within to create a healthy workplace. *People and Strategy*, 38(1), 11.

King, E. B., Tonidandel, S., Cortina, J. M., & Fink, A. A. (2016) Building Understanding of the Data Science Revolution and IO Psychology. S. Tonidandel, E. B. King & J. M. Cortina (Eds.) *Big data at work: The data science revolution and organizational psychology*. Taylor Francis.

Kossek, E.E., Huang, J.L., Piszczek, M.M., Fleenor, J.W., & Ruderman, M.N. (2015). Rating expatriate leader effectiveness: Cultural distance and hierarchical role effects. *Human Resource Management*. doi: 10.1002/hrm.21763

Tonidandel, S., King, E. B., & Cortina, J. (2016). *Big data at work: The data science revolution and organizational psychology*. Routledge.

Ward, M.K. & Becker, W.J. (2015). Emotion in work from the brain to organizational levels of analysis: A TIP interview with Professor Neal Ashkanasy. *The Industrial-Organizational Psychologist*, 53(1), 101-107.

Ward, M.K. & Becker, W.J. (2015). Work at the Intersection of Theoretical Neuroscience, Entrepreneurship, and Technology: A TIP Interview With Dr. Vivienne Ming, Part 1. *The Industrial-Organizational Psychologist*, 53(2), 67-71.

Ward, M.K., Volk, S. & Becker, W. J. (2015). An overview of organizational neuroscience. *Organizational Neuroscience*. (Monographs in Leadership and Management, Volume 7) Emerald Group Publishing Limited, 7, 17-50.

Member Presentations

Allison, B., McGinnis, J., Pannozzo, M., Riordan, B., Sloan, N., White, C. (2016) Performance Management Trends. Panel to be presented at the spring 2016 meeting of the North Carolina Industrial/Organizational Psychologists, Greensboro, NC.

Allred, C., Pappalardo, G., Ward, M.K., & Meade, A.W. (2016, April). *Crowdsourcing the development of a job satisfaction measure*. Poster to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Gaston, M. T., Riley, B., & Neuwald, S. (January, 2016). Evaluation basics. Presented at the ToP Network of Facilitators Annual Gathering, January 8-11, 2016, Phoenix, AZ.

Gaston, M. T., Riley, B., & Neuwald, S. (January, 2016). Evaluation basics. Webinar presented to the ToP Network of Facilitators, November 19, 2016.

Kaiser, R. B. (2015, Dec.). The Hidden Impact of Brother Colm O'Connell and David Kinjah (Or, Why Everyone Needs a Coach). Keynote speech delivered at *Career Connection's ILIAD Conference*, (Dec 9, 2015), Nairobi, Kenya.

Kaiser, R. B. (2015, Dec.). The Inner Work of Becoming a Well-rounded, Versatile Leader. Keynote speech delivered at *The Capitol Club Leadership Roundtable*, (Dec 8, 2015), Nairobi, Kenya.

Kaiser, R. B., & Wallace, W. T. (2016, Feb.). *Rethinking the Leadership Gender Agenda*. Presented at the APA Division 13 (Society for Consulting Psychology) midwinter conference, Orlando, FL.

Putka, D. J., Strickland, J. C.*, & Tonidandel, S. (2016). Estimating Relative Weights in the Face of Model Selection Uncertainty. Paper to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Tonidandel, S. (2016) New Strategies for Driving Visibility and Impact through SIOP Publications. Panel to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Vergauwe, J., Kaiser, R. B., & De Fruyt, F. (2015, Aug). Charisma and leadership effectiveness: Curvilinear relationships and the impact of the rater source. In J. Vergauwe & E. Grijalva (Chairs), *The Role of Dark Side Personality In Work and Career Contexts: Exploring New Avenues*. Symposium presented at the 75th Annual Conference of the Academy of Management, Vancouver, British Columbia.

Ward, M.K., Kurtz, A., & Craig, S.B. (2016, April). *Implicit leadership theories and the effects of prompts*. Paper to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Ward, M.K., Meade, A.W. (2016, April). *Preventing careless responding in online surveys using social*

exchange theory. Paper to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

White, C. N. (2016). Panelist in Ramesh, A. & Shirako, A. (Chairs) *Getting from Rank and Yank to Enabling Employee Performance*. Panel to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.

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

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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.