Spring 2015 Meeting

Meeting Date: Friday, February 27, 2015

MORNING SESSION
"Red Hat's Approach to Culture and the Open Source Way"
Heather Marks and Jen Wike, Red Hat

AFTERNOON SESSION
"A Diversity and Inclusion Challenge"
Jamie Williams, Red Hat

Meeting hosted by:
Red Hat, Inc.

Location:
Red Hat Corporate
100 East Davie Street
Raleigh, NC 27601

Agenda:
9:00 – 10:00am	Arrive and Sign-in; NCIOP Check-in & Light Breakfast
10:00 – 10:15am	Welcome & Introduction
10:15 – 11:45am	Morning Session
11:45 – 12:00pm	NCIOP Announcements
12:00 – 12:30pm	Lunch
12:30 – 2:30pm	Afternoon Session
2:30pm	Adjourn

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

Speaker Biographical Information:

Heather Marks
Director of Associate Engagement, Red Hat
For more than 20 years, Heather Marks has pursued a passion for building corporate, strategic, and internal communications capabilities for global organizations across multiple industries. She is experienced in developing strategies that activate employees and teams to communicate effectively, collaborate towards shared goals, and both reflect and support the best in an organization's culture.

Heather joined Red Hat in October 2011 to build a strategic internal communication function that could scale with the company's rapid growth. She and her team focused on cultivating the culture and enabling communication capabilities across the organization, while respecting Red Hat's open source roots. In December 2014, Heather followed her passion for influencing culture to break new ground in her career, stepping into the role of Director of Associate Engagement. In this new role, she will design and drive an associate engagement strategy to help Red Hat continue to cultivate its unique culture.

Jen Wike Huger
Content Manager for Opensource.com, Red Hat
Storyteller for tech, open source, and Linux communities. On Twitter @jenwike. See some of my projects at http://about.me/jwike. Passionate about Raleigh, slow food, the art of writing, DIY projects, my family (which includes cats), and a whole lot more. More about me: NC State graduate in Communications, with a minor in Spanish. Studied and lived in Peru in 2005. Studied medicine and lived in Brooklyn in 2009. Started a blog on life in downtown Raleigh in 2010.

Jamie Williams
Supervisor, Employment Branding + Communications Programs, Red Hat
Jamie Williams is Supervisor, Employment Branding + Communications Programs with Red Hat, where she is responsible for recruiting events, diversity outreach, the Women in Open Source Award, the company's global employee referral program, campus outreach, and recruiter enablement. Jamie joined Red Hat in 2007 as an intern supporting the global People team. After her internship, she joined the Employee Relations team as Associate People Representative, where she handled the global People Help Desk and supported HR business partners. In 2011, Jamie joined Red Hat's newly formed Employment Branding team as a project coordinator, where she helped plan and execute Red Hat's global billion dollar milestone celebrations. Most recently, Jamie led a global team to create and launch the Women in Open Source award, an external award highlighting the contributions of women in open source and inspiring a new generation to get involved. In 2014, Jamie was one of 15 Red Hat associates to receive a Chairman's Award, the highest award an individual contributor can receive. Jamie holds a

bachelor's degree in human resources from Peace College.

Spring 2015 Business Meeting Agenda

1. Finance Report (Jenn McGinnis)
2. Vice Chair Updates (Heather Gordon)
3. Open for Questions / Dismiss for Lunch (John Bennett)

Message from the NCIOΨ Chair

Happy New Year!

It is my honor to serve as chair of NCIOP this year. My introduction to NCIOP was not through a "traditional route". Many of you in the network were introduced while a student at one of the excellent (Industrial & Organizational Psychology) IOP or related programs at a university. I, on the other hand, was introduced through my colleague Dr. Pierce Howard. I continue to enjoy our twice-annual NCIOP meetings, the opportunities to network, the outstanding programs, and ways to give back to those engaged in the work of IOP. So, however you got involved with NCIOP—welcome!

Many thanks to Heather Burnett for serving as 2013/14 NCIOP chair. She did a great job moving us forward. We are fortunate that she has continued to be actively involved. If you have not checked out the updated website, please do so--- www.nciop.org. This is a great example of the hard work and creativity by Heather with help from Heather Gordon.

In addition to the website, I want to thank our leadership team for all you are doing to continue to find ways to better serve our network members. Since our Fall meeting in Charlotte, NCIOP has been busy. A few highlights include the RDU and CLT networking events coordinated by Gabe Pappalardo and Mara Simensen. Stay tuned for plans for future gatherings.

We have many great events coming up. I look forward to seeing you at our Winter/Spring meeting on February 27. Heather Gordon, vice chair and program lead, along with Kimberly (LaBara) Whelan, have developed an outstanding program for us. The morning will highlight *"Red Hat's Approach to Culture and the Open Source Way"* and the afternoon will include an interactive session related to diversity and inclusion.

Please make plans to join us for the annual Summer planning retreat. We will meet on Friday, July 17 at the Center for Creative Leadership. This is an excellent way to get involved and to help us plan upcoming programs

as well as consider the future leadership needs of the organization.

The annual SIOP meeting will be in Philadelphia, April 23-25, 2015. If you have not made your plans to attend, it's not too late.

Or, perhaps you can attend an upcoming networking event or our Fall meeting.

John L. Bennett, Ph.D.
2014/15 Chair, NCIOP
bennettj@queens.edu

Spotlight on Happier Teams

by Julia Brandon
GlaxoSmithKline

Ever coached a kids' team or been a team leader? The first time I coached Little League soccer was also the first time I led a global team at work. Although the settings were different, the fundamentals for development, and ultimately happiness, were surprisingly similar.

Both teams were full of ideas and eager to learn. I thought our first meetings were great and everyone was happy, until I asked the team members for their feedback. Initially, everyone was complimentary. Then, after a pause, and a second invitation to speak up, suggestions for improvement counterbalanced my initial feeling of success. It was clear that we needed an inspiring, shared mission to play as a team rather than as a group of individuals. While the Little League's mission was all about having fun, the associates on the corporate team wanted to make a positive difference in the lives of others.

Within the first few weeks, it was clear that the corporate team was ready for the next level of development to keep growing and taking on new challenges. Fortunately, team development has moved from being an art to a science, with some well established models (Salas, Cooke & Rosen, 2008). As shown by the well-supported 70-20-10 model (Lombardo, Eichinger, &Robert,1996), the place people learn the most is in the workplace.
Learning in the work environment is magnified when working in teams, since we learn from our peers all the time. As Steve Jobs explained in a *60 Minutes* interview (as cited by Piasecki, 2013, p.98.), "My model for business is the Beatles. They were four guys who kept each other's…negative tendencies in check. They

balanced each other and [made a total] that was greater than the sum of the parts. That's how I see business: great things in business are never done by one person, they're done by a team of people."

Effective teamwork is vital, yet groups of smart people do not always make great decisions. In a new study, Engel, Woolley, Jing, Chabris, Malone (2014) found that the most important ingredients for a smart team are: (1) members who communicate a lot, (2) participate equally and (3) possess good emotional-reading skills. Importantly, these factors did not change regardless of whether teamwork was conducted virtually or face-to-face (Engel et al., 2014). Why would emotional reading matter as much for teams whose members could not see each other as for teams that meet face to face? In a New York Times follow up article, the author's reason that, "What makes teams smart may not just be the ability to read facial expressions, but a more general ability, known as "Theory of Mind" to consider and keep track of what other people feel, know, and believe."

Neuroscience research (Rock & Schwartz) suggests that team dialogues may hold the key to creating more productive and happier teams. Team dialogues focus people on solutions instead of problems, help them find their own answers, and keep teams focused on their own insights (Rock & Schwartz, 2006). For example, both Toyota and Springfield Remanufacturing Corporation had large gains after providing employees with business information and asking teams to hold weekly workplace sessions where people can focus on making things better (Rock et al., 2006)

This sounded practical, so I gave it a try. Rather than telling my team how to "release energy" throughout the year, I shared a broad description and invited them to have a dialogue so we could all decide what would be best for team development. My goal was for the team to visualize new behaviors in their own minds, and through this positive mindset, develop energizing new ways of working that could become healthy team habits over time. During the meeting, I invited the team to focus on their insights by facilitating a 4 step process based on key principles for behavior change identified in the Transactional Theory of change (Prochaska, Redding, Evers, 1997).

Step 1 - What is the team ready to do? I asked, "How can we create a healthy, engaged team environment that is sustainable?" After reflecting on the purpose of our team mission, we defined a team goal that we were ready to work towards in support of our mission. Our goal was "to create a safe space to learn, share, and grow."

Step 2 - What actions or beliefs would the team need to develop? We identified three potential blockers, along with accelerators to prevent or overcome such blockers. For example, we countered fear of being judged with commitment to value people for who they are by having an open-minded team environment.

Step 3 - How can the team make a solution so the pros outweigh the cons? In order to maintain this high level of engagement at each meeting, we agreed to have fewer meetings with an agenda that provides more space for learning and insight. We also changed our meeting structure so that everybody across the globe would be able to attend. While this meant we would have to wake up early or log in later, we were all committed to do this because we saw that it would help us to reach our goal.

Step 4 - What support is in place to make and sustain the change? We agreed on a few specific actions that would enable us to move our team goal-- "to create a safe space to learn, share, and grow"-- from an aspiration to a way of working. For example, each team member agreed, during team meetings, to share with the highest positive intent, have real conversation, and discuss how things are going in their respective work areas. They also agreed to take an active role in shaping the content of the agenda so that it best fits their needs. I promised to cut back meetings by 50%.

At the end of our 1 hour dialogue, we all were energized. Since then, there have been moments that we get sidetracked. When we do, I will gently remind the team, or they will remind me, what we agreed to so we can see opportunity even in challenging situations. The power is in refocusing on what we agreed to during our team dialogue. Gradually, it is becoming easier to just show up as we are, ready to learn, share, and grow.

I now realize that the best part about leading, and coaching, is believing in a team that believes in what they can achieve together and making it happen. Thus, it is not about going after happiness, but going after our shared mission and goals that makes us happy.

References

Engel D., Woolley, A.W., Jing, L.X., Chabris, C.F., Malone T.W. (2014) Reading the Mind in the Eyes or Reading between the Lines? Theory of Mind Predicts Collective Intelligence Equally Well Online and Face-To-Face. PLoS ONE 9(12): e115212. doi:10.1371/journal.pone.0115212

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Piasecki, B. (2013). Doing More With Teams. Hoboken, New Jersey: John Wiley & Sons.

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Salas, E., Cooke, N, Rosen, M.A. (2008). On teams, teamwork, and team performance: Discoveries and Developments. Human Factors, 50, 540-547.

Woolley, A. Malone, T., Chabris, C. (2015). Why Some Teams are Smarter Than Others. NYTimes.com, January 16, 2015.
http://www.nytimes.com/2015/01/18/opinion/sunday/why-some-teams-are-smarter-than-others.html

Fall 2014 Meeting Program Notes

Fall Meeting: September 12, 2014
Queens University of Charlotte
Charlotte, North Carolina

"Duke Energy: Powered by Leadership, Fueled by a Performance Culture"
Summary by Demetrius Green, North Carolina State University and Stephanie Hale, Appalachian State University

To kick off the NCIOP Fall 2014 meeting, Catherine Stancombe, Vice President of the Human Resource Business Partners at Duke Energy, led the highly engaging morning session. The presentation, entitled "Powered by Leadership, Fueled by a Performance Culture," focused on the development of the new and improved performance culture at Duke Energy following their 2012 merger with Progress Energy.

Following the merger, Duke Energy became the largest electric power holding company in the US, with over $100 billion in total assets and nearly 30,000 employees. One of Duke Energy's main focus areas after the merger was to bring the two companies together through collaboration and continuous improvement. In order to do this, the new Duke Energy had to integrate two different cultures to form one united performance culture which is built on trust, agility, customers, collaboration, and accountability. Their new performance culture is guided by their values of safety, integrity, accountability, respect, communication, inclusion, and teamwork. Ms. Stancombe spoke about the process leading up to the implementation of the new culture. Firstly, the company performed a performance culture assessment which assessed the current state of the culture and the ideal future state of the culture. The company then gathered input from employees and leadership in order to come up with Duke Energy's specialized definition of performance culture. From this information, the company developed an implementation plan and came up with a strategy for communication. Following these preparation phases, the company brought the performance culture idea to life in the later months of 2013. Developing the performance culture continues to be an ongoing process, which Duke Energy fuels by regular measurement, planning, progress reports, and lots of communication.

In order to assess overall leadership effectiveness and organizational performance with the new performance culture, data was analyzed from three different sources – the 2014 Culture Assessment Report, which comes from the top 300+ leaders in the company, the 2014 Employee Engagement Survey, and the ELT Leadership Assessment and Development Process. From this data the following information was gathered: leaders drive operational excellence, leaders set the tone for the culture, which is the foundation for alignment and growth, and finally leaders drive human performance through employee engagement and empowerment.

Ms. Stancombe clearly communicated that leaders are the foundation for developing a united performance culture. An effective leader at Duke Energy is expected to develop their ability to shape strategy and to communicate the vision and strategy across the organization. They are expected to foster a culture of innovation by demonstrating a willingness to explore new opportunities and openness to new ideas. Additionally, it is crucial that they focus on employee development through ensuring accountability and performance feedback. Especially crucial following the merger, leaders are expected to leverage their ability to build relationships to ensure collaboration across businesses and integration. Moving forward, they must ensure that Duke Energy responds with urgency to the continuous change and challenges the company faces on the road ahead.

Overall, Ms. Stancombe provided an informative look into the new performance culture at Duke Energy and the process leading up to this organizational transformation.

Organization Development & Change Management Panel
Summary by Demetrius Green, North Carolina State University and Stephanie Hale, Appalachian State University

Dr. Renee Hanson, Dr. Michael E. Moomaw, and Kim Spivey served as the panelists in the afternoon discussion at the North Carolina Industrial and Organizational Psychologist (NCIOP) Fall 2014 meeting. The panelists answered questions about various psychology topics and their professional careers.

All of the distinguished panelists are highly experienced and knowledgeable in I-O/HR. Dr. Hanson is the Managing Director of Talent and Performance Excellence at Piedmont Natural Gas. She has been with the company for over a decade. She leads the development and implementation of workforce strategies to augment individual, team, and organizational effectiveness. As a managing director her role covers organizational aspects such as leadership development, culture, and performance, as well as selection, recruitment, and change readiness. Dr. Moomaw, Vice President of the Southern Region at APTMetrics, has more than 20 years of experience in I-O psychology and currently consults for Fortune 100 clients on solutions and strategies to procure and retain top talent in a diverse workforce. His services include job analyses, employee selection and assessment procedures, performance management, and executive assessment. Kim Spivey is a Partner at Spivey & Olmstead, a talent and leadership consulting firm. She has over 25 years of experience in organizational strategies, leadership development, human resources, and financial sales and services management. Her firm works with clients to develop and implement tools and solutions for executive development, talent management, and employee engagement.

Together, they covered an expansive view of the organization as a whole, yet they all provided distinct views of how they approach, develop, and implement processes determined by their position and their respective companies. They first discussed what aspects of their jobs give them energy and what parts drain them. The panelists explained that they vehemently enjoy the actual I-O processes such as developing the surveys, working one-on-one with clients, analyzing problems, and developing ideal solutions for the client. The panelists noted that the downside of their jobs includes details like creating succinct PowerPoint presentations and determining how much to charge a client, how long the project will take, and what other resources are needed for a project's successful completion. These details can sometimes be draining for the panelists because they draw away from doing the actual I-O work which they love.

The panelists were also asked about education and continuing education. They addressed how their education prepared them for what they are doing now, and also how they stay current on I-O psychology topics. Dr. Hanson weighed in on the topic noting that the theoretical framework that she studied as a graduate student helped with how she approaches problems in her work. When a task needs to be accomplished she resorts first to science to address the issue. However, with years of experience outside of academia, she also found that pure science is not what executives or companies want nor pay for. Therefore, a blend of pragmatism and science used together is what she finds to be most advantageous. Additionally, in order to stay up-to-date on relevant I-O related practices, all of the panelists noted that attending conferences, such as NCIOP and SIOP, was a major resource.

Announcements

- Ashley Hoffman began her term as Chair of the Global Organization for Humanitarian Work Psychology in November 2014.

- John Fleenor has been named a Fellow of the Society for Industrial and Organizational Psychology (SIOP).

- Julia Brandon was on the December 2014 cover of *Endurance Magazine*. http://www.magazooms.com/publish/90803134758/090803135353/packages/141202061633/package/pdf/141202061633.pdf

- Scott Tonidandel has been named a Fellow of the Society for Industrial and Organizational Psychology (SIOP).

Member Publications

Baranik, L. E**.**, Wang, M., Gong, Y., & Shi, J. (*in press*). Customer-related social stressors, rumination, and social sharing: A longitudinal investigation. *Journal of Management.*

Blasingame, A., Hale, S., & Ludwig, T.D. (2014). The Effects of Employee-led Process Design on Welder Set-Up Intervals. *Journal of Organizational Behavior*

Management, 34(3), 207-222. DOI: 10.1080/01608061.2014.944745.

Bogard, K., Ludwig, T.D., Staats, C., & Kretchmer, D. (in press). An Industry's Call to Understand the Contingencies involved in Process Safety: Normalization of Deviance and Interlocking Contingencies. *Journal of Organizational Behavior Management*.

Brandon, J., Joines, R., Powell, T., Cruse, S., & Kononenko, C. (2012) Developing fully engaged leaders that bring out the best in their teams at GlaxoSmithKline. *Online Journal of International Case Analysis 3(*2), 1-15. was highlighted in Pillans, G. (2014) *Employee Health and Wellbeing- whose responsibility is it?* London, United Kingdom: Corporate Research Forum.

Cullen, K. L., Gentry, W. A., & Yammarino, F. J. (2015). Biased self-perception tendencies: Self-enhancement/self-diminishment and leader derailment in individualistic and collectivistic cultures. *Applied Psychology: An International Review, 64*, 161-207.

Graves, L. M., Cullen, K. L., Lester, H. F., Ruderman, M. N., & Gentry, W. A. (in press). Managerial motivational profiles: Composition, antecedents, and consequences. *Journal of Vocational Behavior*.

Hu, C., Baranik, L. E., & Wu, T. (2014). Antidotes to dissimilar mentor-protégé dyads. *Journal of Vocational Behavior, 85,* 219-227.

Kaiser, R. B. (2014). Beyond physics envy? *Consulting Psychology Journal: Practice and Research, 66*, 259-260.

Kaiser, R. (2014, Nov 4). Pentru cei cu pozitii de autoritate: acesta este secretul pentru a crea angajament (Accountability is the Secret to Employee Engagement). *Wall Street Romania.* Available on-line at http://www.wall-street.ro/articol/Careers/174807/pentru-cei-cu-pozitii-de-autoritate-acesta-este-secretul-pentru-a-crea-angajament.html#ixzz3JcwJyBYp

Kaiser, R. (2014, Nov 9). Marii lideri sunt si tactici, si strategici: fac schimbari "haotice", dar obtin cele mai bune rezultate (Great Leaders are Both Strategic and Tactical). *Wall Street Romania.* Available on-line at http://www.wall-street.ro/articol/Careers/175203/marii-lideri-sunt-si-tactici-si-strategici-fac-schimbari-haotice-dar-obtin-cele-mai-bune-rezultate.html

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

Kaiser, R. B., LeBreton, J. M., & Hogan, J. (2015). The dark side of personality and extreme leader behavior. *Applied Psychology: An International Review, 64*, 55-92.

Ludwig, T.D. (2014). The Anatomy of Pencil Whipping. *Professional Safety, 59,* 47-50.

Ludwig, T.D. (2014). Checklist success: You don't want a pile of identical photocopies. *Industrial Safety & Hygiene News, 48 (4)* 42-44.

Ludwig, T.D. (2014). Don't let your exhortations ring hollow: Be disciplined when using words to create action. *Industrial Safety & Hygiene News, 48 (7)* 58.

Ludwig, T.D. (2014). How to give feedback: It should be a conversation, not a lecture. *Industrial Safety & Hygiene News, 48 (10)* 78.

Ludwig, T.D. (2014). Trolling for rule-breaking behavior: But are you missing root causes beneath the surface?. *Industrial Safety & Hygiene News, 48 (1)* 58.

Ludwig, T.D. (in press). Organizational Behavior Management: An Enabler of Applied Behavior Analysis. In Falcomata, T.S., Ringdahl, J.E., & Roane, H. (Eds.), *Clinical and Organizational Applications of Applied Behavior Analysis.*

Tonidandel, S., King, E. B., & Cortina, J. M. (in press). *Big data at work: The data science revolution and organizational psychology.* Taylor Francis

Tonidandel, S., Williams, E. B., & LeBreton, J. M. (2014). Size matters…just not in the way that you think: Myths surrounding sample size requirements for statistical analyses. C. E. Lance & In R. J. Vandenberg (Eds.), *More statistical and methodological myths and urban legends* (pp. 162-183). New York, NY: Routledge.

Member Presentations

Atwater, L., Barling, J., Brescoll, V., Clerkin, C., Friedman, S., Gentry, W. A., Giscombe, K., Jones, K., Miner, R., & Ruderman, M. (2015). *Me-Search: How life experiences can IGNITE your research.* Part of Panel Session conducted at the Society for Industrial and Organizational Psychology Conference Philadelphia, PA.

Baranik, L. E., Cheung, J., Briggs*, K. Sinclair, R., & Lanzo*, L. (2015). *The 2013 US government shutdown and subsequent employee well-being, psychological distress, and burnout.* Work, Stress, and Health conference, Atlanta, GA.

Best, S. & Baranik, L. E. (2015). *The role of Islam in entrepreneurial success among Middle Eastern women.* Southeastern Psychological Association (SEPA) conference, Hilton Head, SC.

Bing, M.N., Braddy, P. W., Meriac, J. P., and Davison, K. (2015, April). *Political Skill, Narcissism, and Ambition Interact to Predict Workplace Deviance.* Paper accepted at the 30th Annual Conference for the Society of Industrial and Organizational Psychology, Philadelphia, PA.

Cucina, J. & Tonidandel, S. *Methods, Madness, and Truth: Tensions Among Publishing, Theory, and Replication.* Symposium to be presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology. Philadelphia, PA.

Curphy, G., & Kaiser, R. B. (2015, Feb.). *Why is the Leadership Development Industry Broken?* To be presented at the APA Division 13 (Society for Consulting Psychology) Midwinter Conference, San Diego, CA.

Gentry, W. A., Logan, P., & Tonidandel, S. (2014). Understanding the leadership challenges of first-time managers: Strengthening your leadership pipeline [White Paper]. Greensboro, NC: Center for Creative Leadership. http://www.ccl.org/leadership/pdf/research/Understandin gLeadershipChallenges.pdf

Graves, L. M., Cullen, K. L., Lester, H. F., Ruderman, M. N., & Gentry, W. A. (2015). *Understanding managers' motivational profiles: Nature, antecedents, and consequences.* Poster presented at the Society for Industrial and Organizational Psychology Conference, Philadelphia, PA.

Herring, R. A. (2015). *Is Organization Development a logical complement to Six Sigma?* Accepted for presentation at the Southeast Decision Sciences Institute meeting February 25-27, 2015, and for the proceedings.

Herring, R. A., Parris, D. L. & Higgins, M. E. (2014). *Teaching students how to learn a basic quality management tool using examples from their own personal experiences.* Proceedings of the OBTC Conference for Management Educators, June 2014, Vanderbilt University, TN, ISBN 978-0-9886569-1-8

Kaiser, R. B. (2014, Nov.). *Munca interioara de a deveni un lider versatil (The Inner Work of Becoming a Versatile Leader).* Workshop delivered at Umbrele de Conducere (The Shadows of Leadership) conference hosted by the European Mentoring and Coaching

Council, Bucharest, Romania.

Kaiser, R. B. (2014, Nov.). *Stăpânirea Forţele Opuse de Conducere (Mastering the Opposing Forces of Leadership).* Workshop delivered at Cine Eşti Este Modul în Care Conduce (Who You Are Is How You Lead) conference hosted by HART Consulting, Bucharest, Romania.

Kaiser, R. B. (2014, Nov.). *Wewnętrzna praca staje się wszechstronnym liderem (The Inner Work of Becoming a Versatile Leader).* Workshop delivered at Lidera meta skrypt: Wewnętrzna zmiana (The Leader's Meta Script) conference hosted by ThinkTank, Warsaw, Poland.

Kaiser, R. B. (2015, March*). Assessing and Developing Versatile Leaders for a VUCA World.* Keynote address to be delivered at the Association of Test Publishers Innovations in Testing Conference, Palm Springs, CA.

Kaiser, R. B. (2015, April). *Accountability: A Common, but Commonly Neglected, Correlate of Engagement.* Presentation in R. Hogan (Chair), The Dark Side of Engagement, symposium to be presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Kaiser, R. B. (2015, April). *Toward a New Narrative for the Leadership Gender Agenda.* Symposium to be presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

Kaiser, R. B., Hogan, R., & Overfield, D. V. (2015, Feb.). *Personality Assessment for Leadership and Team Development.* Preconference workshop to be delivered at the APA Division 13 (Society for Consulting Psychology) midwinter conference, San Diego, CA.

King, E. B. & Tonidandel, S. *Understanding Big Data: Emerging Approaches to Data Interpretation.* Symposium to be presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology. Philadelphia, PA.

Kretschmer, D., & Ludwig, T.D. (2015). *Assessing the Efficacy of Training Targeting Contextual Comments in Behavioral Safety Observations.* Paper presented at the annual convention of the Association for Behavior Analysis International, San Antonio, TX.

Ludwig, T.D. (2014). *Checklist Integrity and Procedural Adherence.* Keynote presentation at the 18th People-Based Safety Conference, Roanoke, VA.

Ludwig, T.D. (2014). *Measuring Safety Culture: How to know what you don't know.* Keynote presentation at the ENFORM Petroleum Safety Conference, Banff, Alberta, Canada.

Ludwig, T.D. (2014). *You Can't Fix Stupid: Find the true root cause.* Keynote presentation at Behavioral Safety Now, Buffalo, NY

Ludwig, T.D. (2015). Discussant. *Lessons from the Lab: Experimental Analysis of Goal Setting, Feedback, and Incentive Pay Systems.* Symposium presented at the annual convention of the Association for Behavior Analysis International, San Antonio, TX.

Skloot, E., & Gentry, W. A. (2015). *Do star ratings predict NCAA and NBA basketball performance?.* In B. J Hoffman & A. Hetrick (Co-Chairs), Box scores and bottom lines: Sports data and staffing research. Symposium conducted at the Society for Industrial and Organizational Psychology Conference, Philadelphia, PA.

Tonidandel, S. *Data mining, and big data for inductive-deductive research process.* Paper to be presented at the 27th annual meeting of the Association of Psychological Science, New York, NY.

Tonidandel, S. *Going Forward by Going Back: "Ignite" our Basic Stats!* Symposium to be presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology. Philadelphia, PA.

Tonidandel, S. *Opportunities and challenges for industrial-organizational psychology at undergraduate-focused and other small/medium-sized educational institutions.* Panel to be presented at the 27th annual meeting of the Association of Psychological Science, New York, NY.

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 to be presented at the 75th Annual Conference of the Academy of Management, Vancouver, British Columbia

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, Bank of America, 980-683-5406 email: Heather.Burnett@bankofamerica.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.