



Fall 2016 Meeting

Meeting Date: Friday, September 9, 2016

[RSVP to the Meeting](#)

MORNING SESSION

Innovations in I/O Panel:

- *X-Box Meets In-Box – the Future is Upon Us in Assessment Center Technology*
Keith Caver, VP Assessment & Development – APT Metrics
- *Wellness in Leadership*
Hadyn Hasty, President – MindSpring Consulting
- *Teaching Your Customers New Tricks*
Mark Saine, Sr Dir Client Leadership Development – TIAA

AFTERNOON SESSION

“Understanding and Improving the Experiences of LGBTQ Workers.”

Dr. Eden King, George Mason University

Meeting hosted and sponsored by:

[TIAA – Charlotte Office Location](#)

8500 Andrew Carnegie Blvd
Charlotte, NC 28262
1st Floor Auditorium

Agenda:

9:00 – 10:00 am Arrive and Sign-in; Light Breakfast
10:00 – 10:15 am Welcome & Introduction
10:15 – 11:15 am *Innovations in I/O Panel*
11:15 – 11:45 am *Innovations in I/O Q&A*
11:45 – 12:30 pm Lunch, business announcements, elections
12:30 – 2:00 pm *“Understanding and Improving the Experiences of LGBTQ Workers.”*
Dr. Eden King, George Mason University
2:00pm Adjourn

Cost:

Professionals \$40

Students \$15

(Note: An on-site lunch is included in the above costs)

Speaker Biographical Information:

Keith Caver leads APTMetrics’ executive assessment practice. With more than 15 years of experience as a practitioner and senior operational leader, Keith’s consulting expertise spans the continuum of human capital activities and includes talent management strategy; succession management; leadership assessment and development; diversity and inclusion management; change leadership; organizational transformation; and employee engagement. Prior to joining APTMetrics and after a career as a USAF officer, Keith held key executive roles with the Center for Creative Leadership, Development Dimensions International, Right Management and Towers Watson.

Keith holds a B.S. from Park University and an M.S. from the US Air Force Institute of Technology. He is a graduate of UNC Chapel Hill’s Senior Executive Program and has completed post-graduate work through the University of Alabama. He is a former faculty member of the University of Maryland, College Park (European Division) and North Carolina A&T State University. Keith is an ICF globally certified executive coach and an instructional systems designer. Additionally, he is the author, co-author or contributor to numerous publications, including *Leading in Black in White: Working Across the Racial Divide in Corporate America*, *The Handbook for Leadership Development* and works in the *Harvard Business Review*.

Haydn Hasty is President of MindSpring™ Consulting, Inc. He started MindSpring™ in 1994 in Asheville, NC with a 2 megabyte Mac Classic computer and a dream. He holds a B.A. in French, a M.A. in French, an Educational Specialist degree in curriculum and instruction, and a Ph.D. in psychology. He was a dedicated student of leadership and behavioral development at a major behavioral science firm for over 10 years. He also studied at the Faculté des Lettres in Avignon and Dijon, France and was a former finalist for NC Teacher of the Year, having taught at the secondary level for 20 years. Haydn is the author of *Mind, Intention and Outcomes*, “Courageous Choice: Transforming your Fixed-Tape-Loop,” and “The 12 Invitations: Spirituality and Meaning in Daily Life,” all CD products. He is also the author of “The Fathers of St. A,” a coming-of-age

novel. Terry Hasty, his wife, best friend and business partner, joined MindSpring™ in 1996. Haydn and Terry Hasty have been the principal designers of MindSpring's Center for Integrated Leadership curriculum. With its own facility in Asheville, MindSpring™ continued to expand with franchise operations in Washington, DC and Charlotte. In 2016, Haydn and Terry expanded the Asheville campus with the addition of WellSpring Wellness Center in 2016, a pioneering effort that focuses on the increase of consciousness in daily life.

Mark Saine is the Senior Director of Client Executive and Leadership development at TIAA. Mark supports clients by helping them to build leaders internally that are prepared to take on increasingly complex roles and to manage the demands of a rapidly changing environment. He provides leadership development services including workshops, retreats, consultation and coaching. Since joining TIAA 17 years ago, Mark has managed learning and leadership development initiatives across the enterprise including leadership transitions training, top talent programs, mentoring programs, and coaching engagements. Mark holds a bachelor's degree from Anderson University (Indiana), a master's in student personnel from Ball State University (Indiana), and a master's in organizational psychology from Teachers College, Columbia University (New York).

Outside of TIAA, Mark has taught a number of undergraduate courses including Organizational Behavior, Group Dynamics, Interpersonal and Managerial Communications, Career Development, and Principles of Adult Learning. He has also earned certification from the Hudson Institute of Coaching, is a Myers-Briggs Certified Administrator, and is a Social Style Master Trainer. Additionally, he holds certifications to train numerous courses including: Situational Leadership, The 7 Habits of Highly Effective People, The Leadership Challenge, Crucial Conversations and Crucial Confrontations.

Eden King joined the faculty of the Industrial-Organizational Psychology program at George Mason University after earning her Ph.D. from Rice University in 2006. Dr. King is pursuing a program of research that seeks to guide the equitable and effective management of diverse organizations. Her research integrates organizational and social psychological theories in conceptualizing social stigma and the work-life interface. This research addresses three primary themes: 1) current manifestations of discrimination and barriers to work-life balance in organizations, 2) consequences of such challenges for its targets and their workplaces, and 3) individual and organizational strategies for reducing discrimination and increasing support for families.

In addition to her academic positions, Dr. King has consulted on applied projects related to climate initiatives, selection systems, and diversity training

programs, and she has worked as a trial consultant. She is currently an Associate Editor for the Journal of Management and the Journal of Business and Psychology and is on the editorial boards of the Academy of Management Journal and the Journal of Applied Psychology. Dr. King was honored to receive the State Council of Higher Education of Virginia's Rising Star Award in 2011.

Message from the NCIOΨ Chair

Hello and welcome to all! I hope everyone had a great summer, and you are ready to enjoy the crisp weather of the fall here in North Carolina. For those of you that this is your first meeting, welcome! NCIOΨ as a whole is about growth and development. It is an organization created by IO psychologists for IO psychologists, and we have a remarkable proportion of our membership voluntarily engaged in promoting the science and practice of I/O psychology.

I'm always amazed at our organization's ability to bring in great speakers at great locations. This past spring's meeting at the Center for Creative Leadership (CCL) was no exception. First, we were able to gather at one of the most beautiful leadership venues at CCL. Second, we had an incredible panel mix of academic and practitioners providing an ignite-format slide presentation on performance management and then answering questions from the audience. Prior to the meeting, we had come up with filler questions for the panel in case of lulls, but due to the overwhelming curiosity and excitement on the topic, we didn't have to use a single filler question. In fact, we had to cut people off at the end with their questions in the interest of time for lunch. Last, that afternoon we had Bill Gentry provide a talk on being a manager for the first time based on his upcoming book: *Be the Boss Everyone Wants to Work For: A Guide for New Leaders*. His presentation was insightful, practical and humorous, and his new book is something I am eagerly awaiting to read.

Likewise, the fall 2016 meeting is going to be outstanding. First, we get to hear a panel on innovative applications of I/O focusing on the future of assessments, the integration of leadership and wellness, and how we can share our IO expertise in new ways. Second, we have Eden King from George Mason University speaking about the experiences of LGBTQ employees -- an extremely timely topic given it is an election year and our own state's recent passing of House Bill 2. Last, we yet again have a great location and sponsorship through TIAA. I want to be sure to thank them for their willingness not only to provide us with a great location and security but also for sponsoring breakfast and lunch. It is through these sponsorships that we are able to offer more to all of our NCIOΨ members.

As it is my last meeting serving as the NCIOP chair, I would be remiss if I didn't reflect on my tenure on the executive committee. I came into the NCIOP executive committee a few years ago as a member at large, then stepping into vice-chair and into my current term as chair. One of the most gratifying things about being chair of NCIOP is that I am in an excellent position to observe all of the dedicated and intelligent members volunteer their time and resources to moving the practice and our small organization forward. Jennifer Cline served as vice-chair this year, and has agreed to serve as chair for the coming year. Likewise, Claire White, secretary, and Jenn McGinnis, treasurer, have agreed to serve in their positions again for this year. All three of their roles will provide a strong base of continuity as we continue to grow and evolve, and their leadership is absolutely key to the innovation and execution of NCIOP. I also want to thank our student representative, Demetrius Green, and members at large this year - Lorrina Eastman, Mara Simenson, and Kimberly Whalen. I continue to be impressed with the participation and willingness to step up from our IO community.

As my last 'call to arms' as chair, please work with our wonderful executive committee and see how you can get involved. Likewise, if your company would have an interest in sponsoring a future meeting, please feel free to reach out to anyone on our Executive Committee (<http://www.nciop.org/leadership.html>). Thanks again to all for everything you have done, and I hope to see you at our future meetings.

Heather L. Gordon, Ph.D.
2016 Chair, NCIOP
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Spotlight on Career Athletes



by Julia Brandon, Ph.D. and
Female Winner of 2016 SIOP 5k!



The power of resilience has received increasing attention lately, even during the 2016 Summer Olympic Games. Stories unfold before our eyes on the Olympic stage that inspire many to overcome challenges and reach for new heights. Michael Phelps is a shining example. He is the

most decorated Olympic athlete of all time, and in his 5th Olympic games, took the world stage by storm (Wikipedia, 2016). As much as he is admired for his career success, he has also earned deep loyalty after coming back from controversies in 2004, 2009, and 2014, two of which involved substance abuse. Phelps has never given up despite facing adversity. Instead he recognized the need to make changes and entered rehabilitation. Phelps is not only an amazing athlete, but a mentor and leader for the rest of the US swim team, and an inspiration for millions of people across the world.

Resilience has been described as "effective coping and adaptation in the face of major life stress" (Tedeschi & Kilmer, 2005, p.5). The role of personality is undeniable. However, resilience can also be developed, particularly when people have a need to cope with stress (Vanhove, Herian, Perez, Harms, and Lester, 2015). What if we could incorporate mental training skills used by sports athletes into the workplace to become Career Athletes? Drawing on recent work, (Brandon, in press), this article focuses on ways we can apply mental skills used by sports athletes to build career resilience and have winning careers.

Lloyd and Foster (2006) describe five performance enhancing mental skills from sports that can be applied to work. They are: (1) performance routines; (2) focusing without distraction; (3) mental imagery; (4) positive self-talk; and (5) activation control. These skills can collectively help us to build "mental fitness". The questions highlighted below represent common career challenges that often involve multiple stressors (Brandon, 2001). Adapting and growing from challenges can help us build our capacity to address future challenges (Levinson, 1986).

How can I be successful in my career?

Performance routines are specific activities, such as interval training, proper hydration and recovery, which enable athletes to prepare their bodies and minds for optimal performance. In the workplace, routines can help us follow through on our best intentions and values. They can include limiting times to check e-mails, prioritizing work, and scheduling breaks, such as taking a walk or going out for lunch. The key is to choose routines that enhance performance and be willing to discard routines that diminish performance.

Performance routines can also be developed based on new experiences. For example, through volunteering with Save the Children, I was able to see how challenging life can be for so many families in need. I committed myself to being a positive part of the change, despite the emotional challenges of this work. From this commitment, I developed a "personal rule" that I remind myself of when the going gets tough. "Stay with the pain to see what is on the other side."

How do I deal with career obstacles?

Focusing without distraction on goals can help both sports and career athletes to effectively deal with career obstacles. One of the best ways to maintain a laser focus is to connect your goals to your larger purpose (Loehr & Schwartz, 2001; Brandon, Joines, Powell, Cruse, Kononenko, 2012). Of course, no matter what we do, we all fall off track from time to time. The key is to notice the situation quickly and get back on track.

From my personal experience, and as a job coach, one of the best ways to reconnect with life purpose is to reflect on what you admire in other people who are your role models. What did they achieve? How did they do it? What qualities would you like to emulate in your own life? The answers to these questions can help to clarify life purpose. Once this is defined, you can prioritize goals and make a direct connection between where you are and where you want to go. Since this can change over time, it is important to keep seeking clarity on life purpose.

How do I remain grounded no matter what?

Mental imagery allows athletes to mentally rehearse future events or re-cap past performance. Likewise, Career Athletes can mentally rehearse the sequencing of important events and see themselves being successful both at work and home. They can also reflect on a successful experience from the past to build confidence for a similar experience in the future. For example, individuals can visualize performing well during an upcoming presentation, along with coming home, thanking family for their support, and sharing a family dinner. Visualizing beyond the focal work event, in this case the important presentation, can help individuals feel grounded by extending the definition of career success to include a healthy family life.

How do I accept who I am and go after what I want?

Positive self-talk can help an athlete accept who they are and persevere. Ryan Hall, the fastest US marathoner explains, "I am always pushing on to break through and get to the next level. Sometimes a breakthrough takes going through a lot of failure to find what works and what doesn't." He has a mantra that says, "you must fail your way to the top." (Fraiola, 2016) Similarly, inspired by Ryan Hall, Rebekah A. Cardenas, PhD, PMP, Vice President of Business Development & Assessment Solutions at EASI-Consult, encourages leaders "to embrace risk and lose the fear of failure. In doing so, they begin to see failure as part of the learning process. We have to be willing to 'get it wrong in order to get it right'." (R. Cardenas, personal communication, August 10, 2016)

How can I let go of "should haves" and honor what I do have?

Activation control enables athletes to regulate their energy levels and perform at their best from start to

finish. This is particularly useful when they experience a setback. As we have seen during the Olympics, especially during multi-stage events like cycling and swimming, athletes that succeed in the long run are able to "let go" of short-term setbacks. They are able to compartmentalize negative thoughts so they are not stuck on what they "should have done" and stay focused on performance goals.

We can use mindfulness and positive associations to reduce negative thoughts and increase positive ones at work. Mindfulness is initially practiced while sitting down or in a quiet area. With practice, it can be done in any situation once you have paired a cue to the state of being mindful. Here's one method (adapted from Full Catastrophe Living, 2nd edition, by John Kabat Zinn and Healing Images for Children, by Nancy Klein):

Basic mindfulness (1- 10 minutes)

- (1) Notice your inhalations and exhalations.
- (2) Keep your mind focused on your breath. Follow each inhalation deep down into your lungs and then out through your mouth. Feel the cool air when you inhale and the warm air when you exhale.
- (3) Don't judge yourself or try to ignore distraction. If you get distracted, bring your attention back to your breath.

Pair a cue with your mindful state

- (4) While in this mindful state, reflect on your life purpose or something in the moment that is very important to you.
- (5) Identify a cue, such as touching your index finger and thumb, so that you can associate it with how you feel when you are connected to your life purpose.
- (6) Refocus your attention on your breath.
- (7) Take a moment to put closure on this practice in a way that feels right for you and helps you transition back to work.

With practice, the cue alone can be used to recall a mindful state.

If we aspire to be Career Athletes, we can build mental fitness skills to help us reach our career goals. The key is to remember that we have a toolbox of skills which can be applied to a variety of challenging situations. Accessing these tools helps us develop resilience and have winning careers.

References

Brandon, J.B. (2001, March). *Work and personal goals of high achieving women: Implications for organizations*. Paper presentation at the meeting of the Industrial Organizational & Organizational Behavior Society. Penn State University, PA.

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

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*.

Fraioli, M. (2016, January). Rayan Hall on His Recent Struggles, His Running Future, and His Growing Family. Retrieved from http://running.competitor.com/2015/10/features/qa-ryan-hall-on-his-recent-struggles-his-running-future-and-his-growing-family_136951

Kabat-Zinn, J. (2013). *Full catastrophe living: Using the wisdom of your body and mind to face stress, pain, and illness*. New York: Bantam Books, a division of Random House LLC, a Penguin Random Company.

Klein, N. (2001). *Healing images for children: Teaching relaxation and guided imagery to children facing cancer and other serious illnesses*. Watertown, WI: Inner Coaching.

Loehr, J.& Schwartz, T. (January, 2001) The making of a corporate athlete. *Harvard Business Review*, 120-128.

Levinson, Daniel J (1986). "A conception of adult development". *American Psychologist*. doi:10.1037/0003-066X.41.1.3.

Lloyd, P. L. & Foster, S.L. (2006). Creating healthy, high-performance workplaces: Strategies from health and sports. *Consulting Psychology Journal: Practice and Research*, 58, 23-39.

Wikipedia (2016). Michael Phelps. Retrieved 11 July 2016 from https://en.wikipedia.org/wiki/Michael_Phelps

Tedeschi, R.G. & Kilmer, R.P. (2005). Assessing strengths, resilience, and growth to guide clinical interventions. *Professional Psychology: Research and Practice*, 36(3), 230-237.

Vanhove, A.J. Herian, M.N., Perez, A.A., Harms, P.D., & Lester, P.B. (2015). Can resilience be developed at work? A meta-analytic review of resilience-building program effectiveness. Harms Publications. Paper 11. <http://digitalcommons.unl.edu/pdharms/11>.

Spring 2016 Meeting Program Notes

Spring Meeting: Friday, March 18, 2016
Center for Creative Leadership, Greensboro, NC
Summaries prepared by Emily Salter, Appalachian State University

Morning Sessions

The morning session at Center for Creative Leadership featured six panelists including Brooke Allison, a Ph.D. Candidate from Clemson University, Nathan Sloan, Principal at Deloitte Consulting, Jenn McGinnis, Organizational Effectiveness Manager at the Office of State Human Resources, Claire White, Manager of Performance Management at TIAA-CREF, Maria Pannozzo, Director of Executive and Leadership Effectiveness at Duke Energy, and Brodie Riordan, Senior Consultant at PDRI, a Corporate Executive Board Company. Sarah Willis, a first year Master's student at Appalachian State University, moderated this discussion where the panelists offered current perspectives, research, and case studies on what their organizations are doing regarding Performance Management with a focus on addressing the current media hype and attention. They used an IGNITE format (involving 15-20 slides automatically progressing for five minutes) to present on their individual companies, followed by an interactive panel discussion with the audience. A few themes that dominated this conversation were that Performance Management needs to be ongoing instead of event-based, the focus should be on quality conversations and less on the formal system and documentation steps, and a focus on team contributions in addition to individual achievements is critical.

Afternoon Session

During the afternoon session, Bill Gentry, Ph.D. from the Center for Creative Leadership, led a session based on his upcoming book, *How To Be The Boss Everyone Wants To Work For: A Guide For New Leaders*. His presentation, "Breaking Up Is Hard To Do And So Is Leading Others For The First Time" offered new insight into ways new managers and Human Resources professionals should "flip their script" to develop effective and successful leaders. He suggested new managers should focus on their mindset, skillset, relationships, "Do It All" attitude, perspective, and focus. Bill offered practical advice and lessons that were backed by research and science to explain the art behind leading as a first-time manager. His biggest takeaway was something all new professionals need to hear: You never get a second chance to be a first-time manager; flip your script and do it right the first time.

Announcements

- Bill Gentry's first book, *Be the boss everyone wants to work for: A guide for new leaders* was published August 29. It has received rave reviews from the likes of Brené Brown, Adam Grant, Marshall Goldsmith, Gary Chapman, Jeffrey Pfeffer, Stew Friedman, and Kevin Kelloway. This book is meant to help new leaders (and those who want to be) flip their script and be the boss everyone wants to work for.
- **Save the Date: Society for Industrial and Organizational Psychology – 2017 Conference** April 27-29, Orlando, FL
- Our very own, **Julia Brandon**, was the Female winner of the SIOP Frank Landy 5k in Anaheim, CA!

Member Publications

Bono, J.E., Braddy, P.W., Lui, Y., Gilbert, E.K., Fleenor, J.W., Quast, L.N., & Center, B.A. (in press). Dropped on the way to the top: Gender, managerial derailment, and withdrawal of mentoring. *Personnel Psychology*.

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

Clerkin, C., & Gentry, W. A. (2015, August). *The female boss, think bossy*. In C. McCluney & M. M. Henderson (Co-Chairs), *Mixed messages: Paradoxes for women in leadership*. Symposium conducted at the Academy of Management Conference, Anaheim, CA.

Gentry, W. A. (2016). *Be the boss everyone wants to work for: A guide for new leaders*. Oakland, CA: Berrett-Koehler.

Gentry, W. A., Hoole, E. R., & Johnston, E. (2016a, August). *Managerial decisiveness and its relationship to derailment potential in Latin American leaders*. Paper to be presented at the ILA Topical Conference Exploring Leadership in Latin America, Lima, Peru.

Gentry, W. A., Hoole, E. R., & Johnston, E. (2016b, August). *The skill gaps of Latin American leaders*. Paper to be presented at the ILA Topical Conference Exploring Leadership in Latin America, Lima, Peru.

Green, J., Tonidandel, S., & Cortina, J. M. (2016). Getting through the gate: Statistical and methodological issues raised in the reviewing process. *Organizational Research Methods*, 19, 402-432. doi: 10.1177/1094428116631417.

Kaiser, R. B., & Wallace, W. T. (2016). Gender bias and substantive differences in ratings of leadership behavior: Toward a new narrative. *Consulting Psychology Journal: Practice and Research*, 68, 72-98.

Lykins, L. and White, C. Institute for Corporate Productivity (2016). *TIAA Performance Management Enablement: An i4cp Case Study*. i4cp.com.

Member Presentations

Kaiser, R. B. (2016, June). Assessing and developing versatile leadership in a messy world. Keynote speech at *Capturing the Messiness of Leadership: The Challenge of Assessment & Development*, conference sponsored by The Poul Due Jensen Academy at Grundfos with Aalborg and Aarhus Universities. Bjerringbro, Denmark.

Kaiser, R. B. (2016, June). *Developing Versatile Leaders for Complex Times*. Keynote speech for Hudson Lounge Power Talk series, Copenhagen, Denmark.

Kaiser, R. B. (2016, June). *Mastering the Opposing Forces of Leadership*. Norge Leadership Development Workshop sponsored by Cut-e AS and Henning Bang, Oslo, Norway.

Kaiser, R. B., & Chamorro-Premuzic, T. (2016, April). *Developing Versatile Leaders for Complex Times: A Personality-based Approach*. Preconference workshop delivered at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

White, C. (2016, September). *It's About Enabling Employee Performance: TIAA's Journey*. Executive Networks Panelist, New York University. New York, New York.

NCIOΨ Web Site & Listserv

Heather Burnett is Web Master for the NCIOΨ website.

<http://www.nciop.org/>

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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

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.