

Fall 2015 Meeting

Meeting Date: Friday, October 23, 2015

MORNING SESSION

“Red Hat’s Approach to Culture and the Open Source Way”

Heather Marks and Gina Likins, Red Hat

AFTERNOON SESSION

“A Diversity and Inclusion Challenge”

Jamie Chappell, 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.

Gina Likins

University Outreach, Open Source and Standards, Red Hat

Gina Likins has a long history with and interest in education, having obtained her North Carolina teacher certification and taught both high school biology and environmental science. In addition, she has taught computer science classes (mostly “Introduction to the Web/HTML”) to students ranging from seventh graders to adult learners (and everything in between). The University Outreach team at Red Hat exists to help universities incorporate open source into their curriculum, and Gina has spent the past year talking to and working with instructors who are interested in open source. Currently she is driving a project that she hopes will make it easier for instructors to find open source projects to work with. Gina has guest lectured for numerous university classes as part of her university outreach role and presented at open source conferences nationwide.

Jamie Chappell

Supervisor, Employment Branding + Communications Outreach, Red Hat

Jamie Chappell leads the Employment Branding + Communications Outreach team at 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, the NA intern program, and local community outreach. 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.

Fall 2015 Business Meeting Agenda

1. 2016 Executive Committee Elections (John Bennett)
2. Treasurer Update (Jenn McGinnis)
3. Web/LinkedIn Updates (Heather Burnett)
4. Secretary Updates (Jennifer Cline)
5. Looking Ahead to Spring 2016 (Heather Gordon)

Slate of Officer Nominees for 2015/16:

Chair: Heather Gordon, Duke Energy

Vice Chair/Programs: Jennifer Cline, TIAA-CREF

Treasurer/Membership: Jenn McGinnis, Office of State Human Resources

Secretary/Historian: Claire White, TIAA-CREF

Members at Large: Lorrina Eastman, HR Catalyst; Kimberly LaBara, Red Hat; Mara Simensen, Bank of America

Student Leader: TBD

Message from the NCIOΨ Chair

NCIOP is alive and strong. Since we gathered last Fall (missing our Winter meeting due to weather conditions), a great deal has been happening.

We have launched social networking events in both Charlotte and Raleigh. Our goal is to provide opportunities for those who are interested in industrial/organizational psychology and connecting with others to come together in order to build and strengthen relationships. Please pay attention to the announcements about future events.

The leadership team along with several others met in July to discuss programming for the coming year as well as the condition of our organization and leadership succession. Heather Gordon served as vice president this year. She has agreed to serve as president for the coming year. Heather has done an outstanding job and will bring fresh ideas and a collaborative approach to NCIOP. Fortunately, many of our leadership team has agreed to serve another year. This will provide a strong base of continuity as we continue to grow and evolve.

I want to recognize Scott Tonidandel, Ph.D. of Davidson College for his leadership role as Program Chair for the 2016 SIOP Annual Conference (April 14-16, 2015 in Anaheim, CA). This is certainly an important and huge volunteer responsibility. When you see Scott please join me in thanking him.

Our program in October is going to be outstanding with topics including organizational culture and diversity. I hope to see all of you there. Many thanks to our hosts at Red Hat for making their facilities available and providing most of our programming.

Finally, it has been an honor to serve as your president this year. Through my service I have had the opportunity to meet and work directly with many of you. I have gained a deeper appreciation for NCIOP and the importance of volunteer service to the organization. So, I will leave you with this challenge. Get involved in our association by attending our twice annual program meetings, attending networking events in your area, volunteering to serve in a leadership role, inviting others to join with us, and more.

John L. Bennett, Ph.D.
2014/15 Chair, NCIOP
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Spotlight on the Shadow of the Team



by Julia Brandon
GlaxoSmithKline



“Be a yardstick of quality. Some people aren't used to an environment where excellence is expected.” – Steve Jobs

How would you describe Steve Jobs' management style? There is one thing for sure. He had extraordinary impact on his teams and many others. The term Shadow of the Leader has been coined (Childress & Senn, 1995) to acknowledge the impact leaders have on their teams and others through their actions. Can teams also cast a shadow? I believe that teams, just like leaders, have the potential to cast a shadow that impacts their customers and the business.

During the recent (October, 2015) Society for Industrial and Organizational Psychology Leading Edge Consortium, Dr. Elaine Pulukos highlighted the role that team members can play in helping each other to develop. She also presented research which suggests that people learn the most through informal, spontaneous

conversations that address concerns in real time rather than through formal review meetings. In addition, Dr. David Rock challenged the value of review meetings that focus on stack-ranking performance ratings, as they can create a “threat response” in the brain and undermine engagement. He suggested replacing these meetings with regular conversations in which development is much more likely to occur because people will have a growth mindset. New research (Hu & Liden, 2015) also underscores the importance of frequent interactions and strong interpersonal ties to improve team performance and reduce turnover, especially when there is a high level of task interdependence. With this strong focus on team development to improve performance, there is an opportunity for teams, just like leaders, to cast a shadow.

This article focuses on three insights for development and offers questions that leaders and teams can ask to enable meaningful conversations in the moment.

Insight 1: Team members may have the will and skill to perform well, yet still fall short of their potential because they have not taken enough time to refuel. If we do not take time to recover, stress can turn to strain and performance can decline (Yerkes and Dodson, 1908). Employees often struggle with allowing themselves to take some needed “downtime” during the day and feeling that they cannot afford to take time away from their work. Consider results from 85,000 participants across multiple organizations that completed the Human Performance Institute 360 feedback survey. On a scale from 1 (Never) to 7 (Always) the norm for taking time to recover was just above a rating of a 4. Moreover, participants tended to score themselves 10% lower than all other raters. These results suggest that corporate employees are frequently unable to bring their best energy to the task at hand because they have not taken enough time to refuel their energy stores (Brandon & Joines, 2015).

Conversation Starter: When do you have the most energy? Having a conversation about the importance of balancing energy expenditure with recovery can help team members feel that taking a break is a good idea and they have permission to do it. Indeed, some of the best ideas “pop” into our minds when we step away from work.

Insight 2: It is important for team members to put on their own oxygen mask before assisting others. Research has shown that once people clarify what matters in their life, and invest in their own growth, they are better able to identify with others and work as a team. (Brandon, Joines, Powell, Cruse & Kononenko, 2012). This finding highlights an interesting paradox about human development that Abraham Maslow identified (as cited

by Koltko-Rivera, 2006). That is, as we focus on personal development, and move towards self-actualization, we naturally strengthen our inner motivation to help others.

Question: What’s the next chapter on your career journey? This question enables team members to share what matters most to them and better appreciate each other’s values and strengths. It also lays the foundation for linking ideas and collaborating to achieve greater business performance.

Insight 3: Team empowerment becomes more important, not less important, during times of change. While it is human nature to want to take control during times of uncertainty, taking too much control can lead to lower levels of empowerment and derail team performance. Since team empowerment plays a significant role in business performance, it is critical to foster this during times of change (Brandon & Joines, 2015).

Conversation starter: During this time of change, what do you need in order to keep doing your best work? Asking this empowering question early and often in the change process helps ensure coordination of tasks so that team members can continue to perform at their best. During these conversations, it is important to address tough issues with integrity. For example, if there is a disagreement, make sure to focus on the issue, not the person that brought the topic up (Brandon & Joines, 2015).

Thought leaders and leading edge research suggest a provocative proposition-- we cannot improve performance by focusing on performance. Instead, to have the greatest impact on performance and customer satisfaction, leaders and team members must develop together through meaningful conversations. As Industrial Organizational Psychologists, we can enable conversations that count to magnify the *Shadow of the Team*.

References

Brandon, J. & Joines, R. (2015) *Releasing energy to build engagement and drive performance* [Webinar]. Live webinar from the National Business Group on Health Learning Series.

Brandon, Joines, Powell, Cruse & Kononenko (2012). Developing Fully Engaged Leaders that Bring out the Best in their Teams at GlaxoSmithKline http://ojica.fiu.edu/index.php/ojica_journal/issue/view/10/showToc

Childress, J. & Senn, L. (1995). *In the Eye of the Storm: Re-Engineering Corporate Culture*: Leadership Press.

Hu, J. & Liden, R. (2015). Making a difference in the teamwork: Linking Team prosocial motivation to team processes and effectiveness. *Academy of Management Journal*, 58, 1102-1127.

Koltko-Rivera, M. E. (2006). Rediscovering the later version of Maslow's hierarchy of needs: Self transcendence and opportunities for theory, research, and unification. *Review of General Psychology*, 10(4), 302-317. doi:10.1037/1089-2680.10.4.302.

Rock, E. (2015, September). Reinvent Performance Management through Neuroscience, Presentation at Society of Industrial and Organizational Psychology Leadership Edge Consortium, Boston, MA.

Pulukos, E. (2015, September). Embedding Large Scale Behavior Change and Alignment to Drive Effective Performance Management, Presentation at Society of Industrial and Organizational Psychology Leadership Edge Consortium, Boston, MA.

Yerkes, R.M. & Dodson, J.D. (1908). The relationship of stimulus to rapidity of habit-formation. *Journal of Comparative Neurology and Psychology*, 18, 459-482.

Announcements

- **Alex Dunn's paper was selected as one of the top 10% best papers in the OB division.** (Dunn, A. M., Shanock, L. R., Heggestad, E. D., Walker, L. (2015). *Negative effects of the situation and neuroticism on the conscientiousness-performance relationship*. Paper presented at the 75th Annual Academy of Management Conference, Vancouver, BC.)
- **Save the Date: 2nd Annual Appalachian Safety Summit**
Tuesday May 17, 2016
Appalachian State University, Boone, NC

The mission of the Appalachian Safety Summit is to bring internationally-recognized experts in behavioral safety to North Carolina. This educational opportunity is for any safety professional, employee safety team, and manager seeking to learn more about the research and best practices in behavioral safety approaches to safety culture change. This year we are pleased to welcome Dr. E. Scott Geller whose numerous articles and books on Actively Caring has led positive safety culture

change around the world. Take advantage of this opportunity to meet one of the most sought after speakers in safety.

Dr. Timothy Ludwig (Appalachian State University), whose website Safety-Doc.com is a content-rich resource for everyone working on their safety culture will again host the Summit inviting other top experts from academics, government, and industry. This year the Summit will also offer smaller "breakout sessions" where you can dig deeper into the ideas and strategies of interest to you.

By participating in the Summit, you will learn numerous perspectives on building a safety culture that prevents injuries, including:

- How Actively Caring influences your safety culture
- Cutting-edge behavioral approaches to Hazard Recognition
- Motivating safe behaviors of your employees
- Creating state-of-the art Safety Culture Surveys
- How analytics can be used with safety metrics to target improvement efforts
- The power of engaging your workforce in safety
- Behavior-Based Safety basics
- How to get your supervisory staff involved in safety efforts
- Strategies for your Safety Culture Change

Register now at:

<http://tinyurl.com/AppalachianSafetySummit>

All proceeds go to Appalachian State University's Industrial/Organizational Psychology and Human Resource Management (IOHRM) graduate program to promote student research and travel.

- **Save the Date: NCIOP's Spring 2016 Meeting.** Please hold the date for the Spring 2016 Meeting to be held on March 18, 2016 at Center for Creative Leadership (CCL), Greensboro, NC. More details to come soon!
 - **SIOP Membership Changes:** A recently implemented SIOP Bylaws amendment has established the opportunity for qualified Associates to apply for an upgrade to Member status. This amendment gives long-term, engaged Associates (and Retired Associates) access to Member (and Retired Member) status and its benefits.
<http://www.siop.org/joinsiop.aspx>
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Member Publications

Allison, B. B., & Shuffler, M. L. (2014). Getting the “I” out of multiteam systems: A case study from the financial services industry. In M. L. Shuffler, E. Salas, & R. Rico (Eds.), *Research on Managing Groups and Teams Pushing the Boundaries: Multiteam Systems in Research and Practice*, 16, 187-206.

Allison, B. B., Shuffler, M. L., & Wallace, A. (2014). The successful facilitation of virtual team meetings. In S. Rogelberg, J. Allen, & N. Lehmann-Willenbrock (Eds.), *The Cambridge Handbook of Meeting Science*. New York: NY: Cambridge University Press.

Bogard, K., Ludwig, T.D., Staats, C., & Kretchmer, D. (2015). An industry’s call to understand the contingencies involved in process safety: Normalization of deviance and interlocking contingencies. *Journal of Organizational Behavior Management*, 35, 70-80.

Dunn, A. M. (2017). After action reviews. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology* (2nd ed.). Thousand Oaks, CA: SAGE Publications.

Dunn, A.M., Scott, C., Allen, J.A., & Bonilla, D. (*in press*). Quantity and quality: Increasing safety norms through after action reviews. *Human Relations*.

Dunn, A. M. & Shanock, L. R. (2017). Perceived organizational support. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology* (2nd ed.). Thousand Oaks, CA: SAGE Publications.

Green, J., Tonidandel, S., & Cortina, J. (*in press*). Getting through the gate: Statistical and methodological issues raised in the reviewing process. *Organizational Research Methods*.

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

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

Kaiser, R. B. (2015). Technology and the consulting psychologist. *Consulting Psychology Journal: Practice and Research*, 67, 83-84.

Ludwig, T.D. (2015). A culture of reporting goes beyond injury rates. *Industrial Safety & Hygiene News*, 49(6), 72.

Ludwig, T.D. (2015). Groceries should be labeled – Not people: Ask employees to “do” something, not “be” something. *Industrial Safety & Hygiene News*, 49(8), 88.

Ludwig, T.D. (2015). 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* (pp. 605-625). San Diego, CA: Elsevier Inc.

Ludwig, T.D. (2015). When complacency creeps in: Identify, observe, & discuss drifts in performance. *Industrial Safety & Hygiene News*, 49(2), 91.

Scott, C., Dunn, A. M., Williams, E. B., & Allen, J. A. (2015). Implementing after-action review systems in organizations: Key principles and practical considerations. In J. A. Allen, N. Lehmann-Willenbrock, & S. G. Rogelberg (Eds.), *The Cambridge Handbook of Meeting Science* (pp. 634-660). New York, NY: Cambridge University Press.

Tonidandel, S. & King, E. (2015). SIOP Program 2016: Anaheim. *The Industrial-Organizational Psychologist*, 53(1), 161.

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. & LeBreton, J. M. (2015). RWA-web: A free, comprehensive, web-based, and user-friendly tool for relative weight analysis. *Journal of Business and Psychology*, 30, 207-216. doi: 10.1007/s10869-014-9351-z

Volpone, S. D., Tonidandel, S., Avery, D. R. & Castel, S. (2015). Exploring the use of credit scores in selection processes: Beware of adverse impact. *Journal of Business and Psychology*, 30, 357-372. doi: 10.1007/s10869-014-9366-5

Member Presentations

- Allison, B. B., & Shuffler, M. L. (2015). *Leading tomorrow's teams today: The future of teams-focused leadership development*. Panel presented at the annual Society of Industrial and Organizational Psychology conference, Philadelphia, PA.
- Allison, B. B., Burns, D. K., Munc, A., & Kowalski, R. M. (2015). *The relations between psychological health climate and individual health behaviors*. Poster presented at the biennial Work, Stress and Health Conference, Atlanta, GA.
- Brandon, J. & Joines, R. (2015) *Releasing energy to build engagement and drive performance* [Webinar]. Live webinar from the National Business Group on Health Learning Series.
- Dunn, A. M., Shanock, L. R., Heggstad, E. D., & Walker, L. (2015). *Negative effects of the situation and neuroticism on the conscientiousness-performance relationship*. Paper presented at the 75th Annual Academy of Management Conference, Vancouver, BC.
- Dunn, A.M., Heggstad, E. D., Shanock, L. R., & Schmidt, P. B. (2014). *Who I am affects how I respond: Validating a new metric of survey response quality*. Paper presented at the Annual Meeting of the Southern Management Association, Savannah, GA.
- Kaiser, R. B. (2015). *Accountability: A common, but commonly neglected, correlate of engagement*. In R. Hogan (Chair), *The dark side of engagement*. Symposium presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Kaiser, R. B. (2015). *Developing versatile leadership for a VUCA World*. Civilian Military Professional Development Workshop delivered to the U.S. Department of Defense, Hanover, MD.
- Kaiser, R. B. (2015). *How boards of directors can motivate CEOs*. Delivered at PwC Australia's Non-executive Director Dinner Series (May 28, 2015), Perth, Australia.
- Kaiser, R. B. (2015). *How to shape the board into the governing body you need to succeed*. Delivered at PwC Australia's CEO Forum Series (May 28, 2015), Perth, Australia.
- Kaiser, R. B. (2015). *Toward a new narrative for the leadership gender agenda*. Symposium presented at the

30th Annual Conference 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. (2015). *Below zero*. Keynote presentation at Behavioral Safety Now, Reno, NV.

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.

Ludwig, T.D. (2015). Keynote presentation at the Carolinas American Industrial Hygiene Association conference, Greenville, SC.

Ludwig, T.D. (2015). Keynote presentation at the Region Vi PDC (American Society of Safety Engineers) professional development conference, Myrtle Beach, SC.

Tonidandel, S. (2015). *Dealing with lots of measurements in a big data world: An introduction to random projections*. Paper presented at the 75th annual meeting of the Academy Management. Vancouver, BC, Canada.

Vergauwe, J., Kaiser, R. B., & De Fruyt, F. (2015). *Charisma and leadership effectiveness: Curvilinear relationships and the impact of the rater source*. Symposium presented at the 75th Annual Conference of the Academy of Management, Vancouver, BC, Canada.

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:

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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.