

The FLYER

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Industrial and Organizational Psychologists

NCIOΨ

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Number 2

Fall 2014

“Providing professional development opportunities for current and aspiring Industrial-Organizational Psychologists of North Carolina”

Fall 2014 Meeting

Meeting Date: Friday, September 12, 2014

Morning Speaker:

*Duke Energy: Powered by Leadership, Fueled by a
Performance Culture*
by Catherine Stancombe, Duke Energy

Afternoon Session:

*Organizational Development & Change
Management Panel*

Renee Hansen, Piedmont Natural Gas
Mike Moomaw, APTMetrics, Inc.
Kim Spivey, Spivey & Olmstead

Facilitator: John Bennett, Queen’s University

Sponsored By:

APTMetrics

Location:

Sports and Conference Complex
Queens University of Charlotte
2229 Tyvola Road
Charlotte, NC 28210

Agenda:

9:00-10:00 AM Networking/Coffee/Check-in
10:00-11:30 AM Morning Session, Catherine
Stancombe
11:30-12 Noon Notes from Our Sponsor &
Business Meeting
12:00-1:00 PM Lunch & Community of
Interest Discussions
1:00-2:30 PM Afternoon Session,
Organizational Development & Change
Management Panel
2:30 PM Adjourn

Cost:

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

Speaker Biographical Information:

Catherine B. Stancombe

Catherine Stancombe is vice president, human resources (HR) business partners, for Duke Energy. She leads the human resources team responsible for providing HR consulting services to the business.

Stancombe began her career with the company in 1992 and has held various leadership positions in the human resources function. She started her career as a generalist in the engineering services business. After a series of promotions, she was named manager of human resources and administration for the international business group, establishing Duke Energy’s offices in Indonesia, Australia and Hong Kong. Following the 1997 merger of Duke Power and PanEnergy, Stancombe was named manager of staffing and recruiting, manager of HR e-business in 2000 and director of HR e-Business in 2001. In 2005, she was named managing director of HR compliance and risk management, responsible for the effective implementation of HR Sarbanes-Oxley legislation and an enterprise level HR audit program. Following the Duke Energy/Cinergy merger in 2006, Stancombe served as managing director of HR integration, responsible for the outsourcing and integration of HR. She was named business partner director for generation in 2009, and following the Duke Energy/Progress Energy merger in 2012, was named business partner director for nuclear generation. She assumed her current position in March 2013.

The Virginia native graduated from Virginia Tech with a Bachelor of Science degree in psychology and sociology. She earned her certificate in human resource studies from Cornell University’s School of Industrial and Labor Relations. She is a certified senior professional in human resources and a certified coach. She also completed Duke Energy’s Strategic Leadership Program at the University of North Carolina’s Kenan-Flagler School of Business. Prior to joining Duke Energy, she was a national officer and associate executive director for a national nonprofit organization.

Stancombe has served on the Executive Committee of the Nuclear Human Resources Group and the board of Big Brothers Big Sisters. She has also received Duke Energy's James B. Duke Award, the company's highest employee award for outstanding contribution to Duke Energy's business success. Stancombe and her husband, Todd, have three children.

Renee Hansen

Renee Hansen, Ph.D. joined Piedmont Natural Gas in 2001 and leads the development and implementation of comprehensive workforce strategies to increase individual, team, and organizational effectiveness. Her areas of responsibility include recruitment, selection, talent development, employee and labor relations, change readiness, and organizational effectiveness. In her role, Renee works extensively in the areas of culture, leadership development, talent management, learning and development, and performance improvement.

Prior to joining Piedmont, Renee worked as a consultant assisting organizations in the airline, pharmaceutical, financial services, and telecommunications industries in all areas of human capital.

Renee received her Bachelor's degree from the University of North Carolina – Chapel Hill and her Master's and Ph.D. in industrial-organizational (I-O) psychology from North Carolina State University.

Michael E. Moomaw

Michael E. Moomaw, Ph.D., is vice president of APTMetrics' southern region. He has more than 20 years of experience in the field of industrial-organizational psychology.

Dr. Moomaw consults with Fortune®100 clients on strategies and solutions to select, develop, and retain their top talent and support a diverse workforce. He consults with employers in the aerospace, financial services, pharmaceutical, consumer products, electronic, and utility industries on the evaluation, design and implementation of human resources processes. He ensures that these processes are consistent and fair, legally defensible, and job-related. Mike provides consulting services that include job analysis, the design and validation of employee selection and assessment procedures, basic skills assessment, performance management, litigation support, and executive assessment.

Prior to joining APTMetrics and heading the Atlanta office, Mike managed Southern Company's Individual and Organizational Assessment group where he was responsible for the development, validation and implementation of selection procedures. Mike was also responsible for Southern Company's assessment tools, including an internally developed 360-assessment process, survey development, career development and exit interview process. During his more than 15 years of experience with Southern Company, he had additional experience in training and development and performance management. Mike's experience includes work as a research associate for Life Office Management Association, where he monitored and maintained an industry-wide testing program in the life insurance industry. Additionally, he conducted training workshops in the use and administration of selection tests, and conducted consortium research in the areas of personnel practices and employee opinions.

Kim Spivey

Kim Spivey has over 25 years' experience in organizational strategy leadership, leadership development, human resources and financial sales and service management. In 2010, she and Jill Olmstead formed Spivey & Olmstead, a talent and leadership consulting firm. Spivey & Olmstead works with clients to develop and implement effective strategies for Executive Development, Talent Management, Employee Engagement and High Performing Cultures.

Prior to forming her own firm, Kim was SVP, Director of Diversity and Employee Engagement for Wachovia Corporation. In this capacity, she served as Chief Diversity Officer and co-chaired Wachovia's Corporate Diversity Council with the CEO. Kim also held positions as a Senior Organizational Development consultant, business unit Human Resources Director, Regional Training & Development Director, and Regional Consumer Banking Director. In her various roles, Kim has advised managers and senior leaders from a wide range of business functions including finance, legal, operations, brokerage, retail sales, marketing and wealth management in both the corporate and non-profit sectors. Kim co-led culture integration for several mergers and acquisitions including First Union/Wachovia and Wachovia/Wells Fargo.

Kim holds a BA in American Government from University of Virginia and a MA in Organizational Management and Development with a coaching certificate from Fielding Graduate University.

Fall 2014 Business Meeting Agenda

1. Message From Our Sponsor (Sarah Kirshner, APTMetrics)
2. Operations and Financial Updates (Jenn McGinnis)
3. NCIOΨ News and Updates (Heather Burnett & John Bennett)
4. 2014 Executive Committee Elections (Heather Burnett)

Slate of Officer Nominees for 2015:

Chair: John Bennett, Queens University of Charlotte
 Vice Chair/Programs: Heather Gordon, Duke Energy
 Treasurer/Membership: Jenn McGinnis, Office of State Human Resources
 Members At Large: Lorrina Eastman (HRCatalyst), Kimberly LaBara (Red Hat), Mara Simensen (Bank of America)
 Student Leader: Reid Knight, East Carolina University

Message from the NCIOΨ Chair

Hello and welcome to all! I hope that everyone here had a summer filled with peaceful vacations, relaxing starts to the academic year, and stress-free SIOP proposals! Now that fall and (hopefully eventual cooler weather) is upon us, we are gathered for our annual fall meeting with an exciting topic to explore: Organizational Development and Change Management. We have a fantastic slate of presenters lined up to speak today who have a wealth of knowledge to share so I hope everyone finds something to take away from both our keynote, given by Catherine Stancombe of Duke Energy, and by our Org Development & Change Management Panel in the afternoon.

As we connect today to learn more about this special area of interest, I would certainly be remiss if I didn't make another connection and mention an important new SIOP initiative called *Building Bridges*. This SIOP initiative was launched earlier in the year with the intent to combat a general lack of knowledge around the field of I-O Psychology. To combat this lack of knowledge, SIOP has encouraged its members to help develop greater awareness of this field through making connections with individuals who otherwise would not be exposed or introduced to this field – this could be with undergraduates at local universities without a dedicated I-O program, with high school students preparing for college, members of local civic groups, or with members of your own work department or function. Plenty of examples of *Bridge Builders* are already highlighted on SIOP's website, but I encourage each member of this organization to think about how they too could be a *Bridge Builder* and commit to doing just *one thing* in the coming year to explain, promote or

introduce others to the science of I-O. Additional information on this initiative can be found on SIOP's website at <http://www.siop.org/connections.aspx>.

In addition to great work being led nationally by SIOP, here in North Carolina we are still thinking about and working towards making NCIOΨ more relevant for each member. In my last "Notes from the Chair" I wrote about some changes we made to the organization in response to your feedback around scheduling and meeting topics. We're still working through the great feedback we received from your emails and meeting questionnaires and continuing to make changes that help make this organization more useful and more relevant for each and every member.

As a couple examples of these additional changes we are making, we've been at work updating the NCIOΨ website to make it easier to find the most relevant information for members (many thanks to Heather Gordon for her work on this effort!). We've also worked to strategically locate future meetings to enable us to bring NCIOΨ to all our members, who have indicated that rotating locations offer flexibility for those not able to travel to Greensboro every 6 months. We're being hosted in Charlotte for this meeting, but do plan on continuing to rotate with our Spring 2015 meeting already on the books at Red Hat in downtown Raleigh (Save the Date for February 27th, 2015!). While I know these are really exciting changes, there is still always room for improvement...so *please* let our incoming Executive Committee know what else can be done to make these meetings more relevant for you!

I have really enjoyed being your Chair this year – it has truly been a privilege to guide the direction of this organization, but I certainly had a lot of help along the way and couldn't have done it alone! Many thanks are in order to John Bennett, our incoming Chair, who helped immensely with bringing together the expert presenters and panelists here today as well as last spring; additional thanks must be mentioned for Heather Gordon (as previously mentioned, our website design guru), Jenn McGinnis (our treasurer extraordinaire) and Stephanie Hale (our immensely wonderful and helpful student rep). Thanks again to all and I hope to see everyone this coming February in Raleigh for our next meeting.

Heather D. Burnett, Chair, NCIOΨ
heather.burnett@bankofamerica.com

More Information

Society for Industrial Organizational Psychology (2014). *SIOP Members Urged to Become Bridge Builders for I-O Psychology*. Retrieved on 9/7/2014 from http://www.siop.org/article_view.aspx?article=1297

Spotlight on Coaching: A Journey Toward Wholeness



by Julia Brandon, Ph.D.
GlaxoSmithKline



“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves, ‘Who am I to be brilliant, gorgeous, talented, fabulous?’ Actually, who are you not to be? ... Your playing small does not serve the world.”
~Marianne Williamson

Coaching provides an often elusive key to self-discovery and professional development through enabling people to understand and access more of their performance potential. As Industrial-Organizational psychologists, many of us research, write, and speak about the topic of coaching. Some of us also have a practice that includes coaching.

This article moves beyond the basics of how to coach and provides fresh insights that emerged from a practitioner discussion, led by coaching supervisor, Andrew Machon. The group experience produced insights beyond what we could have developed as individuals. As a participant, I saw the insights as a bridge to wholeness that could span the boundary between the heart and the head, the rational and the intuitive, the known and the unknown. Five group insights are shared below.

Look fear in the eyes: Many people are reluctant to be truly seen by others or even to fully see themselves. As we understand why, we can create coaching interventions that help people address their blocks to showing up as they really are. One of the biggest blocks is the fear that we are not good enough. For example, if people share their emotions, will they be seen as less of a leader, or even crazy? While fear is natural, so is the desire to be whole. As a coach, it is important to legitimize vulnerability as one of the greatest human strengths (Brown, 2012). When we are whole, and value the wholeness of others, we can create a culture that is driven by insight rather than fear.

Expand awareness: Using the Johari Window as a heuristic, first developed by American psychologists Joseph Luft and Harry Ingham in 1955 (Luft, 1969), we are better able to understand why we can hold different views of the same stimuli. There are four quadrants in

the window: (1) Open, which represents information known to all; (2) Hidden, information we have not shared with others about ourselves; (3) Blind spots, information only known to others; and (4) Unknown, untapped potential that is not yet known to anyone.

Performance coach and training manager, Julie Rivers (August 22, 2014) shares that “Increasing awareness can help people make choices to more fully show up as they are, with both their intellect and their emotions. If we are willing to live on this experiential edge, there is no end to what will come. Being present and honoring our wholeness enables us to recognize opportunities we might otherwise have missed. Ultimately, it expands what we know as reality.”

Honor the learning edge: As a coach, we may be comfortable in this place of expanded awareness and want those we are working with to “get it,” yet we cannot force people on their journey. As a coach, we may receive messages that are not yet ready to be shared. Timing is very important. Consider the analogy of a caterpillar transforming into a butterfly. It is the journey of building, growing, and then gradually emerging out of the cocoon that gives the butterfly ability to fly. The key is to share coaching insights when people are ready to hear them. “If you have thoughts that may differ from what a person believes, you may want to ask if the person is open to hearing another view” (Andrew Machon, personal communication, August 22, 2014).

Speak the unknown: As we bring the subconscious to consciousness, we are able to tap into the unknown and make it known. For both coaches and clients, the unknown represents a new horizon that is co-created. The process of accessing this is at the heart of innovation because it enables us to look through a shared lens to discover something new. This process of discovery can be facilitated through language, by describing an image, thought, or feeling. It enables us to tap into our greater human potential and trust our intuition. Coaching can provide a safe environment in which we can practice using intuition to take our performance to the next level.

Appreciate the gift: Since the process of discovery taps into the area of the unknown for the coach too, there is an opportunity to consider the work you are doing and the meaning it might have for you. What is the gift in creating something new? What can we let go of? What might we be better able to hear? A gift in helping others move towards wholeness is that coaches may be better able to settle into their own self-discovery process and rise to their full potential.

As Julie Rivers (August, 2014) explains, “One must listen to their inner voice speak and share the truth that we already know but have not yet given words to. That truth, our truths that sit within each of ourselves, in our experiences and hopes, in our celebrations and our moments of desperation, is the essence of our common humanity, and formulates ever more meaningful relations should we dare to listen, cherish, and nurture that which is most dear.”

Andrew Machon pulls these insights together: “The aspiration to become more whole and authentic and to work with integrity may be common to all. Such is the nature of self leadership.” Andrew then asks, “Are we all seeking to discover our best self and so become the person we were born to be and then complete the work we were born to do?” (Andrew Machon, 2014)

For those on the journey towards wholeness, our dialogue suggests that coaching can help us to more fully understand each other and ourselves. Through this window of illumination, we can find shared connections across boundaries to reach our full potential at work and in life.

References

- Brown, B. (2012). *The power of vulnerability*. [TED talk]. Retrieved from <http://blog.ted.com/2012/03/16/being-vulnerable-about-vulnerability-qa-with-brene-brown>
- Luft, J. (1969). *Of human interaction*. Palo Alto, CA: National Press.

Spring 2014 Meeting Program Notes

Spring Meeting: Friday, February 7, 2014

Center for Creative Leadership

Greensboro, North Carolina

Building Trust in Leaders:

Consider the Power Differentials

Summary by

Kristen Kaufmann & Stephanie Hale

Appalachian State University

We welcomed Dr. Roger Mayer, Professor of Management, Innovation, and Entrepreneurship at the Poole College of Management at North Carolina State University, as the morning speaker for the Spring 2014 meeting. Dr. Mayer’s research focuses on trust, employee decision making, attitudes and effectiveness. As an expert on trust within organizations, his research has been published in many leading scholarly journals

and has been cited thousands of times in published research across a number of fields.

Dr. Mayer’s presentation titled “Building Trust in Leaders: Consider the Power Differentials” focused on different aspects of trust in the workplace. Dr. Mayer spoke about trust, defined as a willingness to be vulnerable, as an essential factor to consider in workplace interactions, especially between management and employees. Dr. Mayer provided an overview of his Development of Trust model. This model identifies the three factors that affect trustworthiness: perceptions of ability, benevolence, and integrity (ABI). From an organizational standpoint, Dr. Mayer argues that trust leads to several key performance outcomes within organizations such as increased sales, decreased turnover, and increased profit. These performance outcomes occur when trust within the relationship is increased, which leads to an increase in the person’s risk-taking behaviors, which ultimately leads to better performance. So what can organizations and managers do to improve trust levels? Previous research found an increase in trust after implementing a new performance appraisal system. Management should participate in perspective taking where they try to view ABI through the eyes of others. Additionally management should attempt to take a step back and focus on how their actions change the perception of employees’ ABI. When a problem arises that impacts trust levels, fix the problem immediately. At the end of the presentation, Dr. Mayer also discussed his current research which focuses on trust in a large cross-national/cultural study of trust which could have huge implications for the way we look at trust and especially war.

There were several follow up questions and great discussion on the topic of trust. Dr. Mayer’s presentation is applicable and relevant to many different jobs and fields.

Careers in I-O Panel

Summary by

Heather Holden & Stephanie Hale

Appalachian State University

The field of I-O psychology consists of a diverse array of opportunities for professionals. The Careers in I-O Panel at the Spring 2014 meeting shed some light onto the myriad career paths taken by I-O psychologists. Lorrina Eastman, Vice President at HRCatalyst, Eric Heggstad, Associate Professor at UNC Charlotte, John Kello, Professor at Davidson College, and Tom Killen, Senior Director of Performance Management and Talent

Assessment at TIAA-CREF, discussed their job history and provided attendees with advice related to working as an I-O psychologist.

The panelists first discussed what factors need to be considered when making career transitions. All of the panelists agreed that people should consider how a career might affect their personal life. No matter how passionate people are about their careers, it is generally not their only passion. The panelists recommended to always consider family, core competencies, and the current stages of life. They also stressed the importance of accepting new challenges because they believe it is only in 'stretch opportunities' that true professional growth occurs.

Many students were a part of the audience. One question concerned the challenge of being hired straight out of school; many entry positions now require at least one year of experience. How can students get experience without any experience to offer? The panelists recommended volunteering as well as seeking internships and mentorships to gain experience. While internships offer applied practice, mentorships both grow networks and provide guidance. All of the panelists highly recommended networking in all kinds of situations because you never know when a new opportunity may arise because of networking done at a SIOP conference or through a LinkedIn connection.

The panelists also discussed the critical skills necessary for success. They agree that I-O psychologists must be flexible and adaptable, not emotionally reactive because many frustrating situations arise at work every day. When an issue comes up, remain calm and enter into a problem solving mode. The ability to manage stress and remain hardy through staying healthy and mentally sharp was also stressed throughout the panel discussion. The panelists also suggested establishing good relationships with coworkers and managers to ensure clear communication and increased assistance. Also, they believe that in order to remain competitive in the field, professionals should focus on data, data, and more data – understanding data applications in conjunction with social skills is an invaluable combination. I-O psychologists should be able to package results in a way that is understandable to any audience.

The panelists' insights were valuable to both professionals and students. They broadened awareness for many exciting developments to come for I-O psychology.

Congratulations!

- Paul Thayer, Professor Emeritus, North Carolina State University, recently received the 2014 American Psychological Association (APA) Award for Distinguished Service to Psychological Science. This award recognizes individuals who have made outstanding contributions to psychological science through their commitment to a culture of service. More information about Dr. Thayer and his award is available at http://www.siop.org/article_view.aspx?article=1274
- Scott Tonidandel's co-authored paper, "Is There a Method to the Madness: Examining how Racioethnic Matching Influences Retail Productivity" was a finalist for the Best Paper Award at *Personnel Psychology*.

Member Publications

Bennett, J. L., & Bush, M. W. (2014). *Coaching for change*. New York City, NY: Routledge.

Bhawuk, D. P. S., Carr, S. C., Gloss, A. E., & Thompson, L. F. (2014). Poverty reduction through positive work cycles: Exploring the role of information about work, culture and diversity, and organizational justice. In *Barriers to and opportunities for poverty reduction: Prospects for private sector led-interventions* (UNDP Istanbul International Center for Private Sector in Development background papers, pp. 63-95).

Blasingame, A., Hale, S., & Ludwig, T.D. (in press). The effects of employee-led process design on welder set-up intervals. *Journal of Organizational Behavior Management*.

Bowler, J. L., & Bowler, M. C. (2014). Evaluating the fakability of a conditional reasoning test of addiction proneness. *International Journal of Psychology*, 49, 415-419.

Curphy, G., Hogan, R., & Kaiser, R. B. (2014, May 22). The problem with leadership development. *Chief Learning Officer* (online edition). <http://www.clomedia.com/articles/5650-the-problem-with-leadership-development>

DuVernet, A. M., Wright, N. A., Meade, A. W., Coughlin, C., & Kantrowitz, T. (2014). General mental ability as a source of differential functioning in personality scales. *Organizational Research Methods*, 17, 299-323.

Gentry, W. A. (2014). "It's not about me. It's me & you." *How being dumped can help first-time managers* [White Paper]. Greensboro, NC: Center for Creative Leadership.

<http://www.ccl.org/leadership/pdf/research/NotAboutMe.pdf>

Gregory, C. K., Meade, A. W., & Thompson, L. F. (in press). Understanding internet recruitment via signaling theory and the elaboration likelihood model. *Computers in Human Behavior*.

Halberstadt, A. G., Beale, K. R., Meade, A. W., Craig, A. B., & Parker, A. E. (in press). Anger in the family: Individual and dyadic contributions. *Journal of Social and Personal Relationships*.

Hogan, R., Kaiser, R. B., & Chamorro-Premuzic, T. (2014). An evolutionary view of organizational culture. In B. Schneider & K. Barbera (Eds.), *The Oxford Handbook of Organizational Climate and Culture* (pp. 553-565). Oxford: Oxford University Press

Kaiser, R. B. (2014, May). The fundamental weakness of strengths. *Talent Quarterly*, 1(2), 12-14, 33.

Kaiser, R. B., & Craig, S. B. (2014). Destructive leadership in and of organizations. In D. V. Day (Ed.), *The Oxford Handbook of Leadership and Organizations* (pp. 262-286). Oxford: Oxford University Press.

Kaiser, R. B., & Mayer, P. (2014, August). How Avery-Dennison does strengths right. *Chief Learning Officer*, 13(8), 44.

Kaiser, R. B., & Wallace, W. T. (2014, September). Changing the narrative on why women aren't reaching the top. *Talent Quarterly*, 1(3), 15-20.

Kuo, E. W., & Thompson, L. F. (2014). The influence of disposition and social ties on trust in new virtual teammates. *Computers in Human Behavior*, 37, 41-48.

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). The anatomy of pencil whipping. *Professional Safety*, 59, 47-50.

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.

Palanski, M. E., Cullen, K. L., Gentry, W. A., & Bruha, C. (in press). Virtuous leadership: Exploring the effects of leader courage and behavioral integrity on leader performance and image. *Journal of Business Ethics*.

Scherbaum, C., & Meade, A. W. (in press). New directions for measurement in management research. *International Journal of Management Reviews*.

Scisco, P., McCauley, C.D., Leslie, J.B., & Elsey, R. (2014). *Change now! Five steps to better leadership*. Greensboro, NC: Center for Creative Leadership.

Tay, L., & Meade, A. W. (in press). An overview and practical guide to IRT measurement equivalence analysis. *Organizational Research Methods*.

Tett, R. P., Walser, B., Brown, C., Tonidandel, S., & Simonet, D. V. (2014). The 2011 SIOP I-O psychology graduate program benchmarking survey part 6: Assistantships, fellowships, and resources. *The Industrial-Organizational Psychologist*, 51(3). 54-73.

Tonidandel, A., Booth, J., D'Angelo, R., Harris, L., & Tonidandel, S. (2014). Anesthetic and obstetric outcomes in morbidly obese parturients: A 20-year follow-up retrospective cohort study. *International Journal of Obstetric Anesthesia*. Advance online publication, doi: 10.1016/j.ijoa.2014.05.004

Tonidandel, S., & LeBreton, J. M. (2014). RWA-Web: A free, comprehensive, web-based, and user-friendly tool for relative weight analysis. *Journal of Business and Psychology*. Advance online publication. doi: 10.1007/s10869-014-9351-z

Tonidandel, S., Bryan, L. K., & Morgan, W. B. (2014). Educating I-O psychologists: Perspectives from SIOP's education and training committee. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7, 58-61.

Volpone, S. D., Tonidandel, S., Avery, D. R. & Castel, S. (2014). Exploring the use of credit scores in selection processes: Beware of adverse impact. *Journal of Business and Psychology*. Advance online publication. doi: 10.1007/s10869-014-9366-5

Wright, N. A., Meade, A. W., & Gutierrez, S. L. (in press). Using invariance to examine cheating in unproctored ability tests. *International Journal of Selection and Assessment*.

Member Presentations

Kretschmer, D., & Ludwig, T. D. (2014). *From feedback to fluency*. Poster presented at the annual convention of the Association for Behavior Analysis International, Chicago, IL.

Ludwig, T. D., & Copeland, J. (2014). *Increasing sales by managing the interlocking contingencies between sales representatives and customers using behavioral self-monitoring*. Paper presented at the annual convention of the Association for Behavior Analysis International, Chicago, IL.

Ludwig, T.D. (2014). Discussant. *Behavioral community intervention and actively caring: From dream chasing to making a difference*. Symposium presented at the annual convention of the Association for Behavior Analysis International, Chicago, IL.

Thompson, L. F. (2014, August). Global development is a lot of work: I-O psychology's role in poverty reduction. In T. S. Behrend (Chair), *Humanitarian work psychology as a way for I-O psychology to support global humanitarian goals*. Invited symposium presented at the 122nd annual meeting of the American Psychological Association, Washington, DC.

Editor's Note

A Fond Farewell and Welcome
Lori Foster Thompson
North Carolina State University

It's been an absolute pleasure and a privilege to have served as your NCIOΨ *Flyer* editor for the past nine years. Thanks to each and every one of you for your contributions to the newsletter and meetings, as well as the encouragement, friendship, ideas, and support along the way. As Ben Schneider has famously stated, "The people make the place." Our members – each of you – make NCIOΨ the best statewide I-O psychology association there is, hands down. I am exceedingly grateful to have had the opportunity to work with so many wonderful and dedicated NCIOΨ members and leaders over the years. I have no doubt that our organization will continue to thrive, providing a meaningful, rewarding, intellectually stimulating environment for growth, development, and social support in the years to come.

With this issue, I pass the metaphorical baton to the very capable hands of Jennifer Cline of TIAA-CREF. Jennifer comes to us with a strong record of leadership within

and beyond our profession. She has built a record of accomplishment in helping individuals and teams learn, grow, and change, and has been recognized with various company and professional awards. Over the past decade, Jennifer has built a wealth of experience in public, private, and nonprofit institutions. She brings this experience to bear in her consulting at TIAA-CREF, with both an HR and I-O lens.

In the I-O community, Jennifer currently serves on the SIOP membership committee. She has also previously served as Lower Cape Fear Human Resources Association (LCFHRA) SHRM chapter president and has sat on the North Carolina SHRM State Council. She holds the Global Professional in Human Resources (GPHR) designation and is certified in several assessment tools.

Jennifer has a graduate degree in Industrial-Organizational Psychology and Human Resource Management from Appalachian State University, and lives in Charlotte, North Carolina with her husband and two daughters. In her free time, Jennifer enjoys hiking with her family and learning about cool new things.

Please join me in welcoming Jennifer to her new role as NCIOΨ *Flyer* editor!

NCIOΨ Listserv

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.

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.

NCIOΨ is a nonprofit professional organization.