

The Pulse

Keeping everyone on the same beat



Featuring:

- All Roads Lead to FIT
- Get to Know Albert!
- Organizational Spotlight on NASA!

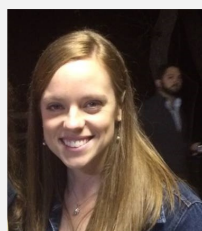


Note from the Editor's

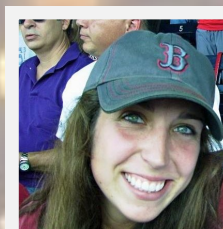
Inside this issue:

Prelude from Lisa	3
All Roads Lead to FIT	4
Organizational Spotlight	8
ICCM <i>a word from Rich</i>	11
Meet Albert!	12
Personal Updates	15
Shout-outs!	18
FIT Through the Years	22
FIT through the first year	
Spotlight on Research!	25
Fall Calendar. What have we been up to this fall?	27
That's a Wrap!	28

Hello! We want to welcome you to the newest installment of The Pulse! We have some exciting news to share, and we will also be introducing you to the newest I/O faculty member to grace the halls of FIT. As always, we aim to keep everyone on the same beat, so this is a call to all present, former, future FIT family, sit back, relax, and enjoy!



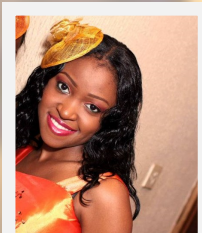
Christa



Ché



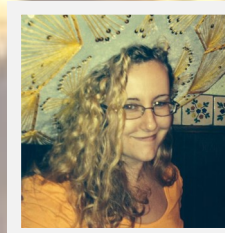
Charlie



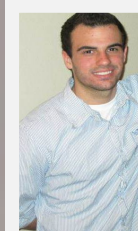
Ore



Tem



Shelby-Jo



Craig



Vivian



Prelude from Program Chair



Fall 2014 has come and is almost gone in the blink of an eye and once again a lot has been keeping us busy.

We miss the presence and humor of Dr. Art Gutman who retired this past spring but we were very pleased to welcome Dr. Zhiqing (Albert) Zhou into the gang. Zhiqing will be teaching Stats 1 & 2, Multivariate Statistics and Occupational Health Psychology. His research interests focus on employee health and well-being and workplace mistreatment. He received a grant from the National Institute of Occupational Safety and Health to conduct his dissertation which was a longitudinal study of workplace incivility on employees' emotions, well-being and work behavior. He is a well-rounded and positive person; a great addition to the program!

In other program news, this year we received two anonymous donations to help fund student travel. One donation was for a student presenting at SIOP 2014 in Hawaii and the other is to help support two students who will attend the Erasmus Mundus Winter School in Valencia, Spain this winter. Student travel for conferences and study abroad are extremely important educational opportunities but we all know the out-of-pocket costs can be quite prohibitive. I want to once again personally say thank you (a big thank you) to our donors. Every cent of your donation was used for student support and was greatly appreciated by the recipients! Thank you for your generosity; it is such a valuable way to give back.

I wish you and yours a joyous season filled with peace and laughter!



All Roads Lead to FIT

By Temitayo Lawal

All of us have traveled down various paths to get here at FIT. Some of us have followed the straight path; beginning immediately after receiving a bachelors, getting a master's, and for a few, going down the long road of conquering the Ph.D. There are a number of us, however, whose journey has not been so straight. Some have tried leaving the nest and exploring the world of professional life, only to find that there's no place like home. While others have started in another field entirely and decided to set up camp in our ever expanding I/O program. We've asked a few who have taken the "unbeaten path" home to share their thoughts on their experience.



Melissa

For me, I have a very successful career but an opportunity presented itself between a break between major work assignments. I transitioned back to a Science and Technology job from a job working as a Program Officer at the Office of Naval Research. I had always planned to go back to graduate school but the timing was just never right (e.g., parenthood, DC job) and the thought of going graduate student "poor" just was not attractive. With being able to get a fellowship attached to my job, a great family support structure to help with raising my son, and the need to rebuild my skill set, the timing was just right. I have not regretted the decision at all. I have found FIT to be a very different experience from Graduate School Part I. The climate at FIT is very welcoming (Esprit de Corps). The classes are great and the instructors pull in the latest and greatest material. There is definitely a balance between science and practice in



All Roads Lead to FIT

the curriculum. The experiences that I have had in my career have given me wisdom (at least a little) and the additional graduate education is building on top of that to make me even better at what I do. So, I suppose that things happen when they are meant to.

That was the good. The others have definitely got to be related to having some level of work, life, school balance. A scale usually only has two sides...mine currently has three...and I know that most folks in the program do work outside/in the labs but, my job is a little different than most (no complaints, just an observation). All that I can say on this is that there is some degree of sacrifice that I have to be willing and committed to making. And that a fair amount of discipline is required to get it all done to my own personal satisfaction. I try not to think about it too much to maintain a positive outlook - I just suck it up and do it all, take breaks and get rest (naps are a requirement, not desirable at a certain age). I would say that not everyone's road to FIT and at FIT is the same one and that you need to find what works for you, your situation (work, family), and you need to communicate that to your advisor/classmates as appropriate...like I said, it is a supportive climate and they do understand.

Sara

What was it like outside of the program?

For me leaving the program and its intellectually stimulating environment was definitely more difficult than I had imagined. I got a job as a consultant in a new city, where I knew no one and did not know what to do with all my free time I suddenly had (not having to study every evening and weekend). Even though my new job was intellectually stimulating in many ways, I think it is rare to find a work place (at least as a consultant) where you can discuss your awesome and very narrow research interests with others having the same passion for the topic as you.

I also realized soon that trying to put in as much work as I was used to, from being a student, was not the right way to go. In the "real world" it is actually possible to get most evenings and weekends off to do other things than working:)



All Roads Lead to FIT



Why did you decide to come back?

I realized pretty soon that as a consultant it is hard to convince clients to do everything that you advise them to do, usually because of the lack of money and resources available for such suggestions. I think I will have a better opportunity to influence how HR processes are being done working as an internal consultant, and when I do I want to be well prepared for such a role. I want to be able to provide hard facts for why certain initiatives should be prioritized, and for this I need more research experience. There is a need among organizations to better understand how their money spent on organizational development initiatives are providing value and what interventions are just a waste of money. I want to be able to provide this competence to my future work. Another reason for coming back was that I wanted to really spend quality time on learning more in general, which is hard to set aside time for when working.

How has it been so far since you've been back? or What adjustments have you had to make?

I must admit, the first few weeks were miserable; leaving friends, family, a great job, and a life that I love, for a life with very limited free time and a constant feeling of not knowing as much as everyone else (I had forgotten a lot during my 3 years away from the program). Keeping myself busy, by getting involved in as many of the really great projects that are going on has kept me extremely happy with my choice to come back and I know that when I graduate I will have the knowledge and experience that I came here for.

Any advice for students who have not left yet?

There are so many opportunities within the program to gain valuable knowledge and experience. The education I received, through my Master, was something I benefitted from every day at work. Today the opportunities for gaining valuable competence, are even greater. Take advantage of that, it will be worth every hour of hard work!



All Roads Lead to FIT



My Personal Take

For me, the best thing I can compare my experience to is downloading a program. Imagine you're downloading a very large data file that is important to you. You wait patiently as the download status bar slowly creeps up to 85%, but then stops. Each second thereafter creates more agony, angst, and frustration. However, the frustration builds not because of how much has been accomplished, but because it did not reach the end. All that was done before seems lost. As each month passed during the 2 years I was away, that frustration of incompleteness grew until I realized I could not ignore it anymore.

Deciding to come back has since been one of the best decisions I have made in my life. Even though there were several days where I could feel bruises on my brain after reading an article, being able to apply the theoretical knowledge I'm gaining now to my experience in the field has enhanced my education beyond what I could have hoped for. So for those of you are still trying to find your way, always remember the theory of equifinality: there are many paths that lead to the same destination. Choose the road that has less potholes!

Org Spotlight on NASA!

Featuring Stephanie Miloslavic



Where do you work?

I work at NASA's Kennedy Space Center. NASA stands for National Aeronautics and Space Administration and is comprised of 10 Centers across the United States.

What is your title?

My job title is Organizational Development Specialist.

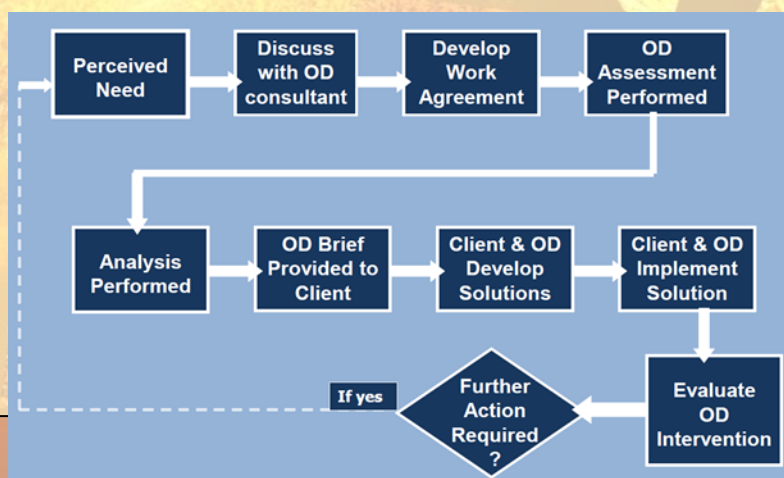
Do you have a copy of your job description?

My official job description is pretty generic and uninformative. I often describe it in the following way:

I support directorates in an effort to increase effectiveness at the individual, team, and organizational level. I do so by assessing, diagnosing, planning, implementing, and evaluating initiatives to help the directorate move forward.

What do you do in general?

I work as an internal consultant and support all levels from executives down to line-level employees in several directorates, including the Offices of Center Operations, Education and External Relations, Procurement, and International Space Station Ground Processing and Research. Most of the work that I do follows the consultation process outlined:



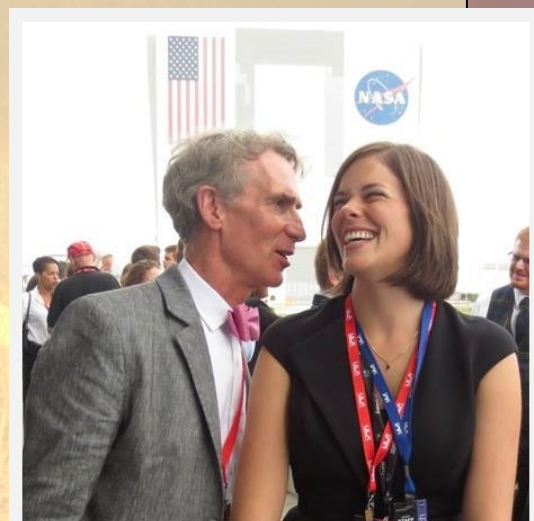


Org Spotlight on NASA!

A good portion of my workload falls into two of the above categories: (a) assessment and (b) solution implementation. In the assessment phase, I've primarily used surveys, focus groups, and interviews to uncover the root cause of problems. In terms of implementing solutions, some of the services that I offer include coaching, team alignment meetings, change management, conflict resolution activities, facilitation, leadership development, and team building.

What is your favorite part?

This was a hard one for me because there are so many aspects that I love. What I find most fulfilling is the task variety. I get incredibly bored if I have to do the same thing every single day, but that certainly isn't a concern in this position. There is never a dull moment! I have been afforded more autonomy than I anticipated, allowing me to craft the position into exactly what I want it to be. I greatly value that unique benefit. Overall, the opportunities that I've been able to participate in and lead have proved to be amazing growth opportunities.



Steph and Bill Nye the Science Guy!

What is your least favorite part?

One reason why I did not go into clinical psychology is because I didn't think that I would be able to effectively deal with the constant negativity. I have to deal with employee concerns on a pretty regular basis, because a large portion of my time is spent doing organizational assessment. I leave feeling quite exhausted on days that I spend a great deal of time conducting focus groups or one-on-one interviews.

What is the coolest thing about the company?

I would have to say that the coolest thing about working for NASA is the ability to see rocket launches up close while at work. I find that NASA's rich history and reputation energizes me and I feel very proud to work for an organization that has such an ambitious mission and vision.

What are the direct links between the classes/experience you had at FIT that translates to your job?

I'm having a hard time answering this question because I feel like there are a great deal of direct links between classes and my job. I'm currently starring at my comps study guides and my job



Org Spotlight on NASA!

touches on topics in over half of them. With that said, I have had some difficulty, especially initially, applying the research that I learned even though the topics/content areas largely overlap.

There were several things that came up in class that I didn't realize the importance of at the time. For instance, Rich mentioned a number of times that organizations *think* they know what the issues are, but often miss the mark. I have found that asking good questions, probing, and trying to constantly dig deeper into the issues has proved to be a vital skill.

I don't think I fully appreciated the importance of feedback prior to working in this position. Most of the supervisors and leads that I work with do a poor job seeking feedback from subordinates. Because of this, I currently facilitate a leadership workshop that I helped design. It's titled Delivering Effective Performance Feedback and the content includes strategies on how to effectively give and receive feedback.

Shortly after starting this job, I quickly realized how important relationship building is. As I've built deeper connections, demonstrated trustworthiness, and competence, I've been accepted by more and more of my customers. I believe this connection is vital to my success because customers that hold deeper trust are more willing to act on my recommendations. One thing that relates back to the relationship building is something that Rich reiterated several times: ensure that all deliverables do not contain errors. Even when minor errors are apparent, customers will question whether the rest of the product is solid.

I focus a lot of attention on understanding personality, values, and deep-level diversity of others because I am able to more effectively communicate with my customers and sell my recommendations the better able I am to speak their language.

Understanding motivational theories has also proved to be useful. I constantly hear supervisors say that they cannot motivate and recognize employees. My understanding of motivational theories equips me with information necessary to convey that there are other options.





Adapt. Prepare. Prosper. Building the Brand of ICCM

This year has been very busy at ICCM! We continue to be busy with research, and have published a new book with Springer titled *Leading Global Teams: Translating Multidisciplinary Science into Practice*. We have been conducting both cross cultural competence and global leadership workshops with our customers in the US, as well as conducting workshops in France, the Netherlands, Austria, & Brazil. Florida Tech has also contracted us to develop online cultural training for all the staff at the university. We have also been developing new assessments for selection and professional development that will be commercially available in January. On top of that we have 14 proposals for funded research in the works, and we were just awarded roughly ½ million dollars from the Navy for a cognitive task analysis project.

Much of this new activity stemmed from our focused branding efforts for the year. If you haven't been to the ICCM website in a while stop by to see our new look and feel at www.iccmglobal.com. After 6 months of branding workshops and another few months of working with designer Suzanne Clements, we unveiled the version 1.0 of the website this fall. The new corporate feel of the website has helped our marketing efforts considerably, and is now resulting in an increase in requests for our products and services. We are already hard at work on making improvements that will include the integration with our new culture app *Sekai*, which will launch in May.

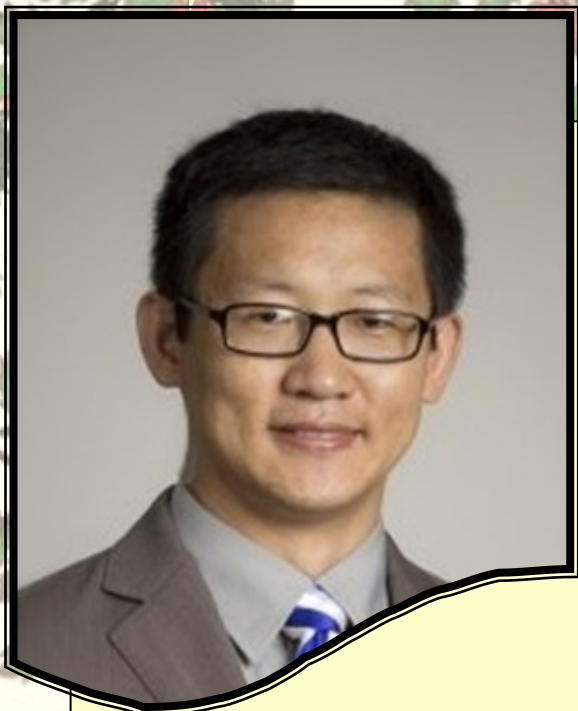
If you are working in or with companies that have an international presence, please consider sending your contacts to visit www.iccmglobal.com. You will be hearing a lot more about ICCM this year as new projects unfold and we begin to ramp up for the 2016 Cross Cultural Management Summit.



Rich at the Sorocaba
Technology Park in Sorocaba
Brazil.



Meet Albert!



Albert is the latest and greatest addition to our FIT faculty. He made the leap from Florida's west coast and USF to the much cooler east coast late in the summer. We look forward to some awesome things from Albert!

How did you initially become interested in I/O psychology?

I initially became interested in I/O psychology because I was interested in human health, but did not want to study it from the medical or biological perspectives. I came across occupational health psychology, an area of I/O psychology that focuses on employee health, safety, and well-being. I got very interested in it, and from there I also discovered other areas of I/O psychology that interest me, such as workplace mistreatment, organizational climate, and organizational citizenship behavior. These interests led me to I/O psychology 6 years ago, and I have kept finding interesting topics to study in I/O psychology since then.

Besides the awesome students, was there anything in particular that influenced you to choose academia over the applied world and join us at FIT?

I enjoy the autonomy and flexibility of working in academia. I got to work on the topics that I am interested in, and to explore the questions I have about the field. Getting answers and (successfully) sharing them with others are exciting things to do. I also hope that my own work can eventually contribute to the applied world. In addition, I enjoy teaching and working with students. These reasons influenced me to choose academia over the applied world.



Meet Albert!

Joining the I/O psychology program at FIT is very exciting for several reasons besides the awesome students. I am very glad that my research interests can add something different to the awesome and productive faculty group; the program has a great reputation for its friendly culture and student satisfaction, which is an ideal environment I want to work in; the unique features of the program (e.g., international concentration, the Center, and ICCM) provide unique opportunities for me to apply my expertise and to study cross-culture issues as I have long wanted.

Aside from “work hard, be cool” what is one piece of advice you’d give students?

Stay positive. Graduate school is a long journey and there are all kinds of obstacles and challenges. It can be frustrating from time to time, but it is important to stay positive because every problem can be overcome. We have so many people that are our sources of help and support, such as our colleagues, advisors, and friends and family members. As long as we stay positive, and seek for appropriate help and support when needed, we can achieve what we have in mind through graduate school.

As you are not far removed from the life of a graduate student, do you have any words of wisdom regarding how you balanced being a student and having a life?

I think I was a bad example for this question. I found it hard to separate work from life in graduate school, and even now. However, I do believe taking breaks and enjoying yourself from time to time can be very helpful for recovering from all the hard work. Right now I am working on finding ways to balance work and life to work hard, and meanwhile be cool.

You came to us with a research focus on workplace mistreatment. What is your current research focus and where do you see your research headed in the next five years?

My current research in workplace mistreatment mainly focuses on examining workplace incivility and abusive supervision in team context and in experimental studies, and on exploring factors that can effectively contribute to reducing employees’ exposure to workplace mistreatment. My other areas of research focus on examining the effects of various stressors and organizational climate on employee counterproductive work behaviors and health.

In the next five years, I hope to expand my work in both field studies and experimental studies, which can help us better understand the underlying mechanisms. I also look forward to conducting more cross-cultural studies in my research areas. Lastly, I hope my work and expertise can transform into practical implications.



Meet Albert!

Do you have any major I/O related goals you want to achieve?

Sure. My initial interest in occupational health psychology has guided most of my work. One of my goals is to help organizations identify and reduce influential stressors, and help employees stay healthy. Another goal of mine is to discover ways to train people to cope with work demands, and reduce the risks of being targets of various types of workplace mistreatment. Lastly, I would like to extend my work across cultures to provide implications for international organizations.

One last question, what are two truths and a lie about yourself that you think will stump our students and alumni?

1) I am a very good swimmer; 2) I have never done skydiving; 3) I once saw a bear in the woods.



Personal Updates



Congrats Erin Moeser-Whittle on the birth of your son George!

Congrats Erin Richard on the birth of your second baby, Carson!





Personal Updates



Josh Quist got married to Shelby this past summer. Congrats!

Nupur Deshpande got married to Louie in India this past summer. Congrats to you both!



Amanda Winger got married to Rodrigo this past Summer. Congratulations you two!





Personal Updates

Outstanding Alumni Award!

Jim Taylor, M.S. I/O Psychology 1989, was awarded the College of Psychology and Liberal Arts Outstanding Alumni Award for 2014. Jim is currently Senior Vice President and Managing Director of Career Partners International - Florida



da & Caribbean. Jim directs the company's business development, executive search and executive coaching activities, and runs a national 20+ person team for executive, professional and volume recruiting for multiple industries. Jim was presented with his award at the annual FIT Homecoming Gala in October. Congratulations Jim!!



In this issue of the pulse we would like to send a huge shout-out to those anonymous individuals giving back to our I/O program here at FIT!

Last spring we received an anonymous donation of \$1,000 to support student travel to SIOP. This fall we received a second anonymous donation of \$1,000 to support international travel for students in our I/O program! The funds have been allocated to students traveling to Valencia, Spain for the Erasmus Mundus Winter School program this year.

As we all know, graduate level education is not cheap and we are very thankful for these generous donations!





Shoutouts!



And they lived

happily ever after...

**Congrats to Tem
and Cassidy on
getting married
August 16, 2014.
We are so happy
for you both!**





Shoutouts!

We all know Jessie is the unofficial spokesperson for a vegan diet, but how many people knew she was also a face of sustainable living as well? Jessie was recently featured on the DIY Network's show Raising House, covering the build of her solar powered Mediterranean style custom dream home. Raising House covers every step of the process from expert builders drawing up the design plans, to the unveiling of the home. Surprise twist: The expert builder that was able to bring Jessie's dream home to life was her very own dad, Mr. Doug Wildman!



She's Famous!



FIT Through the Years

By Craig Christie & Vivian Liu

Just as Florida Tech's Industrial/Organizational Psychology department has developed over time, the culture of the program has changed as well. Of course, "work hard, be cool" remains the motto, but changing faces and personalities have shaped the differing experiences of both students and faculty in the program. We set out to survey both past and present students on their experiences and memories in the program and their personal perspectives regarding the culture of the program. First, we were interested in the differences of perceptions about faculty. The new academic year has brought a wave of changing faces for FIT's I/O Department. As always, some students moved on while others entered, but more interestingly this year were the additions and subtractions in the I/O Faculty.

One of the major missing faces from the I/O department this year is Dr. Art Gutman's. Recently retired, the foundational and inspirational figure of our program has received words of great appreciation from the senior students. One went as far as to say that ***"Art was the Einstein of our I/O department—a genius in the way he thought of things, but with much cooler hair!"*** Unfortunately, although the first years have heard about how central Art was in the beginning and growth of the program, none of our respondents have had the chance to meet him.

Although he can still be seen in his office and all over campus, Dr. Rich Griffith is also missing from his usual place teaching Intro to I/O to the first year students. All of our senior respondents were shocked to hear Rich isn't teaching Intro, saying he ***"set the work hard, be cool tone from day one"***. Another said Rich ***"had the uncanny ability to make you fear grad school just enough to make you feel like you have to work your tail off or else you'll fail, while still providing enough reassurance that everything will be fine."*** While first year students are still getting the opportunity to meet and hear from Rich a lot, missing out on him as a first year professor has been a disappointment to some.

Although Rich's shoes are big ones to fill, Stephen Young, a recent graduate of the program, has done an excellent job teaching the class. His presence in the



FIT Through the Years

class presents the first years the unique opportunity to hear from a recent graduate of the program and listen to his stories and experiences on a weekly basis. As one student put it, ***“Intro with Steve is refreshing. It is nice to see someone making ground on his career goals after the Florida Tech I/O program.”***

The other new face of the I/O faculty here at FIT is Dr. Zhiqing “Albert” Zhou. A recent graduate of USF, Zhiqing is teaching Statistics to first year Psychology graduate students.

Albert is receiving stellar recommendations from our respondents, who have said he is a clear and concise teacher of Statistics, which can sometimes be a difficult class to grasp. According to our responses, students feel that he does a good job explaining the underlying reasoning behind why, when and how to approach problems with certain analyses, which helps make the class make sense. His humor also helps lighten the subject, and shows that he’s fitting into the ***“work hard, be cool”*** culture.

As that culture applies to the students, we wished to compare the experiences of graduates and current upper-classmen and the experiences thus far of the first years to see how that culture has affected different classes in different ways. Specifically of interest were ways in which new students are coping with new challenges and experiences, and any advice more senior students could suggest.

First, we asked current first years to compare their graduate school experiences so far to those they had in their undergraduate education. Most commented about how graduate life is more rigorous in terms of being involved in more things and having more opportunities and challenges to juggle. Time management seems more important than ever to these students, as scheduled meetings are sometimes conflicting and time for other work needs to be found. The social aspect is also different. Students explain that during their undergrad, they lived with more people and more frequently had friends over. They expect that this lifestyle would not allow them to complete their tasks and obligations at this stage, however.



FIT Through the Years

It's no secret that graduate school is intense, but senior students did a lot of things together other than killing their brain cells over intellectual tasks. They went to Tapps, they did night delirious dance and jam sessions, watched movies, played beer pong, bar crawled in Downtown Melbourne, and took part in fantasy football and intramural soccer. Although each senior student group has a mix of personalities and interests, the extracurricular activities tied them together and helped them to cope with the stress from graduate school. They agreed that without the support from each other, it would be hard to survive graduate school.

Interestingly, most first year students have expressed disappointment with how much time (or lack of time) they have spent together. While everyone in the new class seems to get along and work well together, social events have been less than frequent. This may be because of the adjustment phase that first years went through, as the fall was the first graduate school semester for most. However, all students responded that they hope and expect these relationships will continue to build over time. Some students explained that they are getting along well with upperclassmen which is helping them develop a broader network and stay involved socially with the program as a whole.

With many of the first years involved in long distance relationship left over from their previous education and living situations, we wanted to ask the more senior students if they had any experience or advice on the topic. Of course, time management can be tricky in graduate school. Maintaining a healthy long distant relationship can make that even more difficult, but is certainly workable. Our senior students suggested making time to see your significant other when possible, as it would not interfere with academic performance if planned well. Also, they suggested finding a stress reliever for graduate school. The key was to never take it out on your loved ones. If you can find a positive way to deal with the stress, then you can enjoy the time you spend with your loved ones. When that time is limited, this becomes critically important.

Gladly, the current long distance relationships that our first year responders



FIT Through the Years

reported are going well. They try to set up skype dates, and even align their dinner schedules so they can “have meals together” as if they were close. Luckily, it seems that many of the significant others are also involved in graduate school or a situation with a heavy workload, so keeping busy on both ends has helped these relationships.

Of course, it isn't just romantic relationships that can be long distance. Moving away from family and friends can also be difficult. We asked first years about this change just to see how they were managing, and to see if the advice given by more senior students could apply to those situations as well. One student reported missing home, but that being far away makes it easier to miss family and friend obligations that would get in the way of important work. Overall, difficulty doesn't seem to be the word to describe achieving work-family balance, but rather “*expected*” and “*manageable*”.

Some fun memories from previous students!

I think so many funny and ridiculous things happened during class that I often wonder if faculty ever caught on and/or **simply thought we were insane....**

The time Maria *crawled completely under the desk* to retrieve a pencil while answering Lisa's question in Organizational Change. The time I thought my eye was bleeding and **silently but majorly** panicked to Margaret during Organizational Change (**gosh, sorry Lisa!**). The times we incorporated “**beer challenges**” into our tests (e.g., including challenge words into our written exams; shouting “*Lo, the stimulus speaks!*” during the Selection midterm, timed perfectly to the rumble of someone's stomach).



Research Spotlight: Artemis

To boldly go where no team project has gone before



Hello everyone – Charlie here to tell you about all the cool things happening in terms of team research at FIT!

The last year has been a sea change in a lot of ways for the Culture, Trust, & Teams Team (we really should work on developing a cool acronym). One of the biggest is that we have officially set up our own on-site experimental study, the only one on campus looking at teams (in any department, as far as I know); and that's really exciting! In the last two semesters we've collected 25 teams and we're probably going to hit 30 before this semester is over.



Research Spotlight: Artemis

So the ARTEMIS project uses a game called Artemis: Spaceship Bridge Simulator. In this simulation, teams act as the bridge crew (think Star Trek) and have to work together to fly a spaceship called The Artemis to defend “civilian” deep space bases and civilian cargo ships from alien invaders. Currently we are using 3-person teams and in those teams each participant takes on a unique role: The Helms Officer, The Weapons Officer, and the Science & Engineering Officer. The Artemis just won’t fly or work effectively without the input and interaction of all three team members because each has unique responsibilities and information critical to the overall task.



Left: It is much cooler than the surroundings suggest!, I wish you guys could hear them play!

We’ve seen an amazing response from participants, they get *involved* and excited about participating. They get engaged with the task and you can hear them grow desperate when things look bad, and triumphant when they succeed. This gives us a way to test how people interact and it allows us to study the emergence of team-related phenomena as well as team processes in a fun, compelling way that is also complex enough that we’re able to get some really interesting data out of it. Currently we’re looking at how vocal intensity (energy/loudness) predicts leadership emergence and one of the coolest things **we’ve found that *team vocal intensity predicts shared leadership emergence – and that relationship is definitely not weak!***



Calendar

August

Kayaking Adventures!



September



3rd years tasting some brews at In-tracoastal's 1st annual Brewfest!

November



Friends visiting! ...

October



These 1st time pumpkin carvers knocked it out of the park!

September

Steve Young taught his first Intro to I/O class!



Cantina Dos Amigos was the Birthday hot-spot this September!

November



... And Friendsgiving!

December



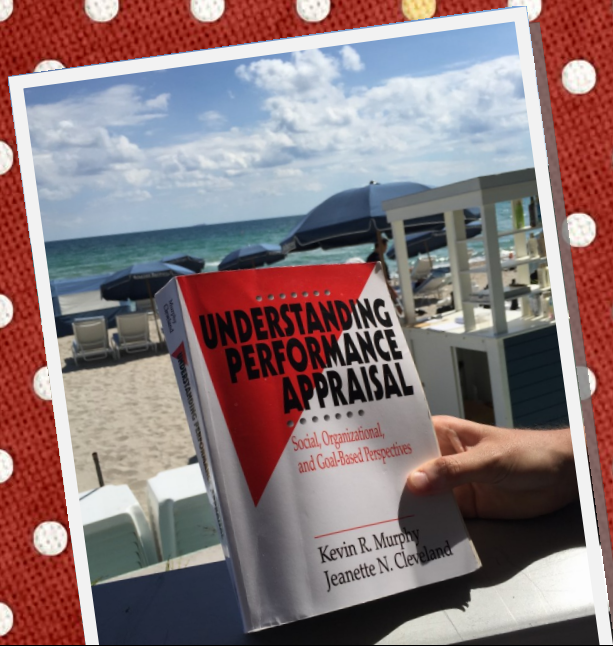
Kennedy Space Center launched the Orion Shuttle!



End of the year celebration at Mainstreet!



That's a Wrap!



Where in the world are Murphy and Cleveland?

