

Issue 8
Spring 2014

The Pulse

Keeping everyone on the same beat...



Note from the editor's

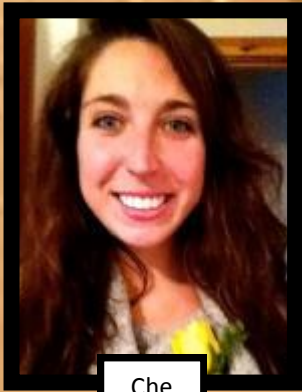
This is a very special edition of The Pulse, as it's time to say farewell to Art. During our semester meeting all of us editors exchanged "Art stories" and expressed the same sentiment—he will be greatly missed. So Art, this edition is dedicated to you! Thanks for all you have done!

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Christa



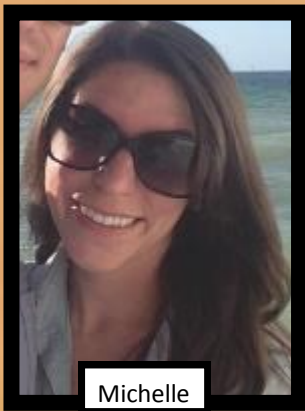
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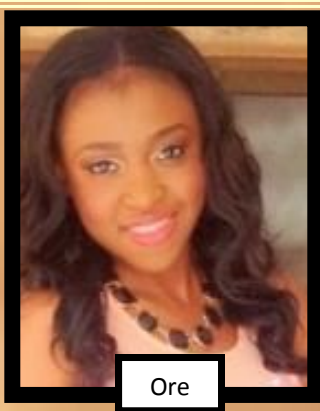
Rana



Michelle



Charlie



Ore

Prelude from Program Chair

Have you ever wondered what the world would be like without you? Our world at FIT would not be the same without Art Gutman. In fact, in all likelihood none of us would be here right now and many of you alumni would have never made your way through the program. Art has spent the last 35 years of his illustrious career here at Florida Tech. He was one of the “founding fathers” of the School of Psychology in general and the George Washington of our I/O psychology program (without the wig). The program rests on Art’s vision, energy and good humor...as you all know he is fond of saying “We take our work much more seriously than we take ourselves.” Art is a tireless student advocate and a strong supporter of each and every I/O faculty member. His work in EEO law (that Eric Dunleavy nicely discusses in this issue of The Pulse) is viewed as critical by I/O psychologists and EEO practitioners.

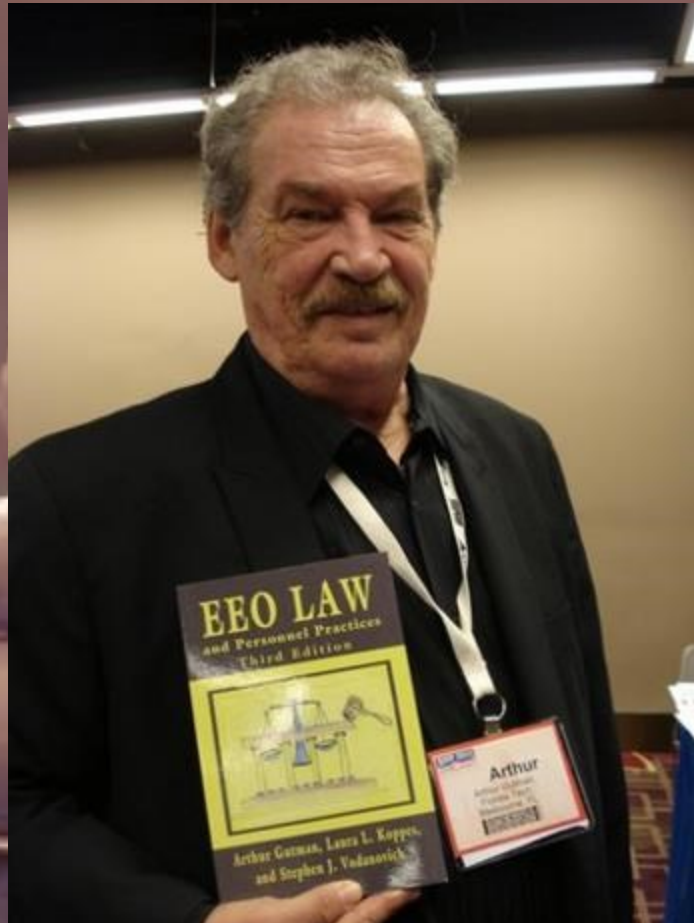
I can’t imagine where I would be now if not for Art’s foundational impact on the I/O program. Thank you Art, for all you have done for the program, the field and for me personally and professionally.

We will miss you!

Thank you Art!

A tribute to one of the greatest minds in Industrial-Organizational Psychology

By: Charlie Scott



The Man of the Hour holding the Third edition of his book: EEO Law and Personnel Practices

Father, mentor, researcher, brilliant mind. All of these describe the charmingly mischievous Art Gutman, founder of the Florida Tech Industrial-Organizational Psychology program. It is with great sadness that we say goodbye to Art as he plans to retire at the end of this (Spring, 2014) semester. Receiving his Ph.D from Syracuse University, Art changed his focus from *behaviorism*, to *personnel psychology*, and then *Employment law* while building the FIT I/O program.

Art has been published 100+ times in his long career and everyone knows he is *the* legal scholar of our field, capable of debating (and winning) arguments with lawyers with a wealth of unrivalled knowledge.

This tribute contains stories, testimonials, and pictures revealing how you've touched our lives. While many of the juiciest stories shall remain unprinted, every story we have showcases Art's humor, intelligence, and kindness.

Testimonials

Your classes were quite memorable, but sending you a particularly big thanks for lots of good times during countless smoking breaks! All the best for retirement, Art. What an accomplished career. Enjoy your time with the family now, but know you will be missed.

- Tina Burke and Shawn

Thank you Art for all of the great memories and support throughout the years. Hope to see you at future gatherings and listen to some more great stories of your experiences.

- Paul Merlini



Art is very supportive and genuinely cares about his students. I have several memories of Art sitting at the gazebo talking passionately about several different legal cases with us. Another memory that comes to mind is the SIOP we went to our first year where he was dancing. Best wishes in your retirement Art!

-Your Favorite Stats TA (Amy Gammon)



Art, a great man and professor that truly believes his students are smarter than they actually are.

Art is a great person and mentor that would give you the shirt off his back! Sorry for the visual.

Art truly cares about all of his students and goes out of his way to make sure they are given every opportunity for success, even if they don't deserve it.

- Jim Gallo

I don't have any R rated stories about Art but I can say he has been a terrific colleague and friend. From day one he had complete faith in me - he assumed I knew exactly what I was doing and was really encouraging and supportive. He has also created consulting opportunities for me - really good ones where I've been able to work closely with him and learn a lot. This is the sort of career development you can't get in any other way. Beyond this, Art is just a very generous and loyal person – anything you need, he is there. I am lucky to know him.

- **Pat Converse, Ph.D**

First semester stats:

Art: "sheket b'vakasha!" (LW: Hebrew for "quiet please") "...it means shut the f*ck up". I understood the Hebrew but Art's translation was priceless.

Leah Wolfeld



Art is known to be very active at SIOP and after about 3:00 local time, to have a constant glass of red wine. Art managed the Personnel Psych program in the late 1980s and he was solely responsible for transforming that program into an I/O program. He staffed it and developed I-side course content in the 1990s.

At the same time Art became an expert in employment law, learned the field in what seemed like no time at all, and developed such deep expertise that he was able to write a book about the topic that instantly became a highly regarded hit and required reading for I/O psychologists. That book is now in its third edition.

Lisa Steelman



The first time I spoke with Art was while he was away on sabbatical. He Skyped in to a legal team meeting, and the camera was positioned in such a way that you could only see his forehead and a glass of wine. Needless to say, getting to know Art has been a unique experience. I have greatly enjoyed working with Art through legal team and stats, and always look forward to his candid stories and lectures. He will be greatly missed, and I know the I/O program will not be the same without him!

- **Leah Ellison**

Nonconformist. Authentic. Smart. Ethical. Eccentric. We need more Art in our field."
- Matt Monnot

So my memories are that Art was a total badass in the classroom. I mean what other students can attest to hand calculating ANOVAs in their Intro to Stats class? He knew his stuff, but really wanted you to know it as well. What I really remember are the conversations outside class about his family, his son and simply about his parenthood. It's hard to describe a good father, but you know one when you see one. Now that I dive into my own fatherhood, while he probably has no clue, through Dr. Gutman's stories and example, I learned that being a parent is about patience, coming to terms with not always being in control, and simply being supportive. Thanks Art!
Andrew English, Ph.D. (Class of 2003)

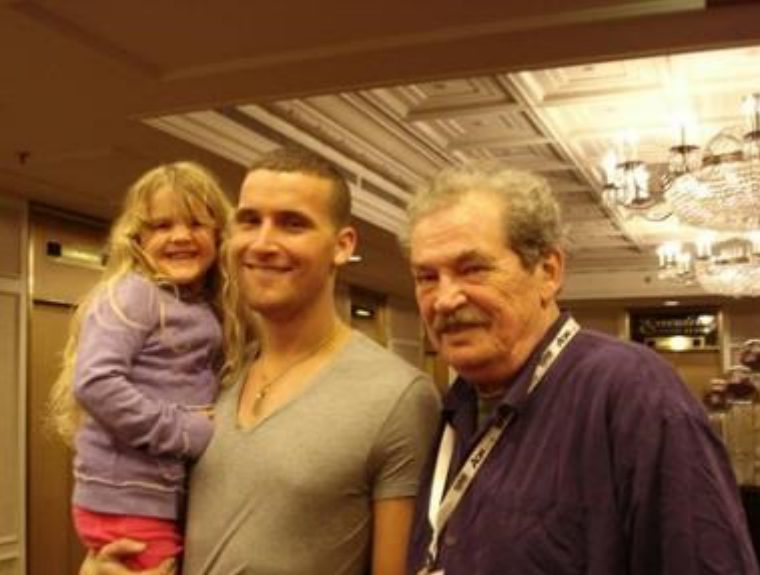
Honestly coming up with a single Art story was difficult because Art was funny and inspirational all the time. His stories during the Legal team and in class were always fascinating. One of my fondest memories of SIOP was watching Art debate. The times he Skyped in for Legal team meetings while on sabbatical shows how much he genuinely cares about the students here at Florida Tech. So to Art, thanks for a great 3 years, and keep in touch!

Michael Beverage, M.S.



I had the opportunity to work and conduct research with Art in the Legal Team during my time at FIT, as well as take his Personnel Law course. Even when he was on sabbatical last year, Art took the time to regularly Skype into the Legal Team meetings to connect with and guide his students. It was a pleasure to hear Art's stories and insights, not only about employment law, but also about the history of the I/O program at FIT. He will be truly missed and I wish him only the best!

-Jennifer Kiesel, M.S.



Phillip Gutman, & Jennie Gutman with their ever awesome dad



Art and Lisa Steelman during the 2013 SIOP Florida Tech Party



Art, after being awarded SIOP Fellow!!!



Art, Ann Marie Depaul Haddock, & Albert Murillo having fun at the 2011 SIOP



A more Innocent Art Gutman (circa 2001)



Stories

Story by Eric Dunleavy, Ph.D



Eric Dunleavy, Ph.D; Principal Consultant at DCI Consulting Group & On Legal Front Collaborator

I started to get to know Art by cold calling him out of the blue. I was trying to understand Grutter and Gratz and was at an early point in my graduate career where I had no idea what I was talking about, but I thought I knew it all. After reading his TIP article on the cases I had some questions, but for the most part thought I had it all figured out. So I emailed Art with my brilliant questions and I didn't really expect a response. I was just a bold graduate student. I am fairly confident that he must have read my email and wondered if he could find a translator. I had (1) invented my own legal standards, (2) about as much wrong as I could as it related to Grutter and Gratz, and (3) used way too many words to do it. In spite of this, Art responded to my email and we had a spirited back and forth, culminating with him offering to guest lecture in my grad class to clear up all the misinformation. This tells you a lot about Art, because not everyone would respond to that first email I sent, and not everyone would spend the additional time and effort educating a stranger that may or may not have any business in I/O. We would keep in touch and then later bumped into each other at the American Institutes for Research, where our formal mentor-mentee relationship started.

In 2010 Art participated in a Technical Advisory Panel on adverse impact measurement that DCI organized. As part of that effort, 45 experts in the area came to DC for a two-day meeting of focus groups. The groups were divided into legal, practical, and statistical sub-teams and of course Art found himself in the legal group with all of the lawyers. A couple of the lawyers were very opinionated (and very successful), and tended to dominate the conversation. One lawyer in particular had a reputation as a self-acclaimed "know it all" (although some of us in the industry were skeptical), and wouldn't stop talking. Eventually this person started to drop case law citation after case law citation....many of which did not support the points that the lawyer was making. Of course, Art was the only one in the group that realized this, and he called the lawyer out. This led to the equivalent of an entertaining "case law off" over the course of the remainder of the focus group, which Art won handily in terms of both accuracy and entertainment. Don't mess with Art and case law even if you have argued in front of the Supreme Court.



It is hard to put into words the impact that Art has had on me...

I thought about trying to tell a funny story about Art, but there are just too many. Between derailed lectures, his loving nickname for a certain database of occupational titles, SIOP parties, smoke breaks, playful ribbing with other faculty members, and years of threats of retirement – there is no way I could narrow it down to just one!

I thought about trying to give examples of his thoughtful generosity and willingness to go out of his way to help his stu-

dents, but again there are too many. Networking and introductions to some of the most respected names in the field, assistance in finding housing and employment, and just being there to listen and offer advice – these are things Art has done for many of us throughout the years.

I thought about attempting to explain the overwhelming influence he has had on my career, but that would take this entire issue and then some! Art is the main reason I attended FIT. I had read his work in my Master's program, and my advisor strongly recommended that I pursue my PhD to work with him. Though my eventual positions differed a bit from my initial interests, there is no way I would have gotten the opportunities that I did if it weren't for Art's guidance. He gave me the chance to gain applied experience by assisting him with a legal case involving adverse impact, allowed me to lead the legal research team, let me assist him with a SIOP Master Tutorial, and encouraged me to accept the graduate student fellowship at DEOMI. Art also provided continuous support in my time as a subcontractor at DEOMI. Most recently, Art's sabbatical allowed me the opportunity to gain experience as a Visiting Assistant Professor. That's just how generous he is – took an entire academic year off *just* to allow me the opportunity to fill in for him! Ha!

Art, I think it's safe to say that you know the impact you've had on the field of Industrial/Organizational Psychology. I hope you also know the personal impact you've had on many of your students. Your wisdom, humor, and kindness have touched the lives of many, and I am very proud to call you my mentor, colleague, and friend. I wish you nothing but peace and happiness in retirement – you truly deserve it!

- **Erin Moesser-Whittle, Ph.D**

**Story by Elizabeth Grozman,
ABD**

Father, husband, colleague, expert witness, teacher, mentor, friend. Art Gutman was many things to many people; probably because he wore more hats than the queen of England (metaphorically, of course). To me, he started out as Dr. Gutman, the stats professor who scared the bejesus out of me my first couple of weeks in grad school at Florida Tech. With a brilliant mind and slightly offbeat sense of humor, he was certainly not what I expected to see on my first day of class. And yet, he was exactly what I wanted in a professor. Art had this gift for

making what he taught exciting, useful, and most importantly, fun. He awed me with how he showed an ANOVA and a regression are two sides of the same coin. He illustrated that fair and legal are two different, yet not opposite, things and that we always had to strive for a balance between these two. Most importantly, Art exemplified what it means to be an educator, inspiring students to enjoy and love the process of learning.

Art is many things to many people. To me, he is a brilliant educator and a wonderful inspiration. While I will probably never learn how to do my taxes using SPSS, I will always be armed with everything else that I have learned from him.



**Story by Rana Moukarzel, ABD.
HR Systems Developer**

I always viewed Art as "that cool grandpa", a very paternalistic figure to everyone. Since day one, he made me feel very welcomed in the program. He always enjoyed talking to me in Hebrew during class or in the hallways. His reasoning went something like this: "Arabic and Hebrew are very similar languages...we should be able to understand each other!" I really wish that was the case, Art. This comment would pretty much always lead into a discussion about the current situation in the Middle East and us ultimately agreeing to disagree on some points.

I guess my best memories are and will always be during Research Methods classes. Art has the greatest stories about Rich, SIOP, and the good old days (you know, when everything was calculated by hand?). He also always managed to sneak one or two snarky comments about some of us. I think Casey was the target of many in my class. But you can never really get upset at Art. It's just impossible! I am sure there will be many



As everyone knows, Art is never short on stories to share, but what is most memorable to me is his obvious care, concern, and generosity for everyone around him. It is evident when he talks so lovingly about his wife and kiddos, cherished colleagues like Frank Landy, and even his current and past students. He wears his heart on his sleeve and that makes him so endearing (and also makes it easier to survive Stats after you get to know him!)

I will also just add that a Legal team meeting would not have been complete without his suggestion that we "antioxidize," which we always tried to do at least once in awhile by meeting at one of his favorite beachside haunts for a "working meeting."

—Lindsey Lee, ABD



Art and Jenni

In legal team one day Art shared with us his newest discovery: twerking. All of the sudden in the middle of our meeting he started bouncing up and down in his chair saying **that he can twerk with the best of them!**

- Che Albowicz



A few other quick thoughts on Art:

Loyalty: The guy is as loyal as they come. He will fight for you until the end even if you don't deserve it. Am sure his students know this better than most.

Service: What Art did with the TIP column and book was amazing. It was an enormous amount of work to keep the I/O community up to speed on legal issues, both in terms of the big picture (the book) and in real time (TIP). Fourteen years is a long time, and I was honored to learn and be a part of the TIP column for the last half.

He did it his way: Over the years it has become an event to see Art in action at SIOP. This is particularly the case when he gets to debate the other experts in the field. He has mastered the art of tactfully telling people that they have no idea what they are talking about, and sometimes he conveniently "forgets" how to do it tactfully. He can even steal the show as an audience member. I recall one year where I was involved in a late afternoon Saturday session at SIOP. Art waltzed in 10 minutes late, walked to the front of the room, and found the only seat left in the front row. He then proceeded to drink the glass of red wine he had in his hand. Those of us on the panel could not keep a straight face.

Happy Trails Art! It is well deserved my friend.

Eric Dunleavy, Ph.D

You have touched more lives than you may have realized with all you've accomplished. You have so much to be proud of and we are all proud to know you. I am so grateful that I was able to see you debate at SIOP and that I've gotten a chance to learn from you. Even when you are worried about things beyond the classroom you have always been conscious and helpful, thinking of your students. From myself and everyone else, thank you Art.

Charles Scott

Come One...



Join us in Honolulu for Florida Tech's
Annual SIOP Reception

The Paradise Lounge

located in the Rainbow Tower
of Hilton Hawaiian Village

Thursday, May 15th
7:00-9:00PM

*Enjoy some refreshments, reconnect with familiar faces,
and meet some new friends!*



Come All!!!

FL Tech SIOP 2014 Presentations

- Camilleri, D., & **Wildman, J.** (May, 2014). *Determining the impact of employee religious accommodation on performance ratings*. Poster presented at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Chang, C., Schmidt, G., Markus, H., Gelfand, M., & **Griffith, R.**, (May, 2014). *Theme track: East meets west*. Special Event presented at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Dunleavy, E. & **Gutman, A.** (May, 2014). On the legal front: An essential toolkit for surviving EEO challenges. Preconference Workshop presented at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Dunleavy, E., **Gutman, A.**, Johnson, J., Outtz, J., & Sackett, P. (May, 2014). *Cruising the validity transportation highway: Are we there yet?* Panel discussion conducted at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Guan, L., Carter, N., Tryba, B., & **Griffith, R.** (May, 2014). *Personality test faking as a shift in response process*. Poster presented at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Kantrowitz, T., Dunleavy, E., Fuller, J., **Gutman, A.**, Lahti, K., & Ramsey, M. (May, 2014). *Recruitment of individuals with disabilities: Regulatory, research, and employer perspectives*. Panel Discussion conducted at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Piccone, K., & **Converse, P.D.** (May, 2014). Activated affect and resource allocation, In A.M. Schmidt, (Chair) *Understanding the allocation of resources to competing demands*. Symposium conducted at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Wildman, J.** (Chair), Caligiuri, P., Carter, D., Dickson, M., **Griffith, R.**, & **Stelman, L.** (May, 2014). *Leading global teams: Translating science into practice*. Panel Discussion conducted at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
- Wildman, J.**, & Skiba, T. (May, 2014). Two way street: Distinguishing between feeling trust and feeling trusted. In Fulmer, C.A., & Wildman, J. (Chairs), *Trust in organizations across levels: Interpersonal, team and multiteam*. Symposium conducted at the 29th Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.

Hawaii Guide

By: Michelle Thackray

This Hawaii Guide is designed for all of you lucky folks who are fortunate enough to make it to this year's SIOP. As always, this list is in no way all inclusive so keep that in mind when you find some free time to explore. Given that this SIOP is located in paradise, the majority of my suggestions will focus on taking in the natural beauty of the island. Be sure to share your photos with us, as many of us poor graduate students won't be able to make it!

Haiku Stairs

AKA Stairway to heaven is a steep hiking trail that started as a wooden ladder! The photos look amazing. This would certainly be my first stop!



Manoa Falls

This waterfall features a 150 foot drop! All you need to do is drive to the nearest road and hike for a little over a mile and viola...paradise!

Na Mokolua



The twin islands are a popular spot to catch some beautiful sunsets! Check it out!

Halona Blowhole

You should definitely check this out on a windy day. Get out there and explore!



Meet the First Years!

I'm pretty sure everyone wants to know who the first years are if they haven't already met them in the hallways or somewhere else in the Commons building (which is very likely to happen because of our small close-knit program). We are a diverse group of students who are hardworking and dedicated to excelling in the program here. Even if you have met us, here are some things you may not know about us. For example, we would all love to go to happy hour with all of our professors. For most of us, our favorite memory of first year is getting to know everyone during the time spent outside of class. For Parth and Che, their favorite memory of first year is winning the HR games in Orlando (Way to go!). Enjoy learning about the first years!



Parth, Che and some of the other years get their fitness on!

Che and Ambar celebrating Halloween!





Che

Where are you from?

Che: Vermont!

Parth: Chicago, IL

Wendy: I'm originally from Minnesota, lived in Atlanta for 20 years and now Sebastian.

Ore: Lagos, Nigeria



Parth

Where are two of your hobbies?

Che: Fitness and Yoga

Parth: Watching movies and playing sports

Wendy: Playing golf and going out to eat

Ore: Reading books and spending time with family and friends



Ore

What would you be doing if you weren't at FIT?

Parth: Eating deep dish pizza at home in Chicago

Ore: I would be at home in Nigeria probably working for one of the many companies that are there.

MEET THE LOCALS...

Where are you from?

Kelsey: I'm from here (the Palm Bay/ Melbourne area).

Shelby-Jo: Born in Aurora, CO but I've lived around Indian County River County most of my life

Philip: Kentucky

Melissa: Orlando, FL. I moved here in 1994 from South Florida to go to school and haven't left since, and I really miss the coast!

Ambar: Panama



Kelsey

What are two of your hobbies?

Shelby-Jo: Gardening and Painting

Philip: Exercising, hunting, and fishing

Ambar: Reading and dancing

Melissa: Gardening, and recently, my son has gotten me into bird watching with him



Shelby-Jo

What is your favorite sports team?

Ambar: Denver Broncos

Melissa: I am not sure that this will be a popular answer at FIT but, I am a UCF alum...so the answer is the UCF Knight's Football team. My friends, former classmates, family, and colleagues have been going to games for years and it is always fun to catch up at the tailgate and watch the game and the people in attendance. I suppose at some point attending a Panther football game will be in order and we (my



Ambar

SURVIVAL GUIDE: *The Great Transition...*

This piece touches on the ever-elusive concept of free time. Between class readings, Research team meetings, consulting projects for ICCM and the Center, and working on dissertations and theses, our grad students are busy little bees. We take the cake when it comes to *working hard and being cool*, but we often find that weekends and days off just don't exist on a grad student's calendar. And then you graduate and something magical happens... those weekends are back, your evenings are more open, and work tends to stay at work more often than it invades your home. The part no one tells you is that having free time can be just as overwhelming as a lack of free time. Alums Regan Lineberger and Iris Rivera both working at the Cognitive Performance Group share with us their thoughts on making the transition from a graduate student lifestyle, to life with a career.



Regan Lineberger M.S.

Iris Rivera Ph.D.



What was the best part about graduation from FIT?

RL: There are a lot of benefits from graduating from Florida Tech: professional network from Florida Tech faculty, peers, and past alum; I made some great life-long friends, and of course it's amazing to have weekends back (after two years of being buried under books and pdfs every weekend).

IR: The best part about graduating was realizing that it was just the beginning of my career. I was finally ready to go full steam ahead at developing, applying, and growing in my career.

After graduating from FIT, what was the most difficult adjustment for you and why?

RL: Moving away from good friends and getting on a work schedule of everyday. Graduate school is much more flexible. I definitely took for granted being able to go to the gym in the middle of the day.

IR: The most difficult adjustment was realizing that it was okay to have free time in the evening and weekends. I was so used to spending my evenings and weekends working on my dissertation that when I finished I felt that I had to be doing something and keeping busy, if not I was being lazy. I had to learn to relax again!

Did you find more free time in your schedule or did your job take up as much time as graduate school?

RL: My weekends are definitely more free and less stressful, however I think my weekdays are just as busy with work.

IR: I had a lot more free time once I was working. Occasionally, depending on a project or customer demands I might have to take work home but it rarely competes with the amount of time graduate school took.

How long was it before you started feeling more like an IO psychologist and less like an IO grad student?

RL: I still am in the I/O graduate student feeling I think. All my projects at work feel like one big ARM project, but I hope that will fade soon. However, when I'm interacting with customers and interviewing participants I feel more like a working professional.

IR: I felt more like an I/O Psychologist once I left my fellowship at the Army Research Institute and got a full-time position as a Scientist at Cognitive Performance Group. The new role had greater responsibilities, more challenges, and not as much supervision. At this point I knew that I had moved passed being a graduate student.

Did you start any new hobbies post grad?

RL: I have been trying to travel more on the week-ends and go to more concerts.

IR: Yes! I probably started with too many hobbies, which then led to being really busy again. Since then I've learned to cut down on the hobbies. Mostly, I've taken up photography again. A hobby I loved and practiced for several years and then dropped when I went to graduate school. Recently, I've been the photographer for baptisms, our company website, business headshots for our employees, family portraits, and engagement photos.

How long was it before you were able to read for pleasure?

RL: It takes a good book for me to stick with reading something all the way through. However, most of my reading is relevant to work.

IR: I can't remember exactly when I started reading something besides I/O papers but I do know it took a long time. I do a lot of reading for work to stay up-to-date in I/O and military psychology so when free time comes around I typically find another form of entertainment. Most of my pleasure reading now is magazines and any other literary form that doesn't include a correlation table.

Do you miss being a grad student?

RL: I miss the friends I made in grad school. I also miss the relaxed atmosphere of Florida Tech and wearing workout clothes everyday.

IR: I miss parts of being a grad student. I miss the flexible schedule and being able to go to the beach in the middle of the afternoon just because I felt like it. I miss spring break, summer break, and winter break. Two weeks of vacation out of the year just doesn't cut it in comparison. Most importantly, I miss my dear friends. I miss our impromptu Pita Pit runs, beach breaks, weekend parties, and of course the mischievous pranks!

Do you have any suggestions for newly graduated students in adjusting to life after grad school?

RL: Make an effort to organize your files on your computer by subject instead of my class/semester. I am still working on this, but it will help finding citations and files quicker for work.

IR: Don't be so eager to leave the grad school world that you lose contact with your primary network – your classmates and professors. These are the people you will be working with side-by-side in a few years and you will soon find that you will depend on their recommendations and advice to continue to move up in your career. As you move on and encounter new opportunities, don't forget to keep in touch with those that helped get you there.

Thank you Regan & Iris!

ICCM SUMMIT: RECAP

By Rana Moukarzel

It's official! ICCM (We) can now proudly say that we have a very successful, first Summit under our belt. In the words of Dr. Richard Griffith (Executive Director), "We knocked this one out!" This is not only an accomplishment for the Summit planning committee that Dr. Jessica Wildman spearheaded with great enthusiasm and foresight, but also for the I/O program as a whole.

Art will be proud to see that his hard work and dedication to this program has paid off. I speak for all of us when I say that he has been an inspiration to all and without him none of us would be here today! If it weren't for him, Rich would not have had that conversation in the hall with Bill that day, which was the "initial seed" for ICCM (refer to [Fall 2012 edition](#)). Thank you, Art!

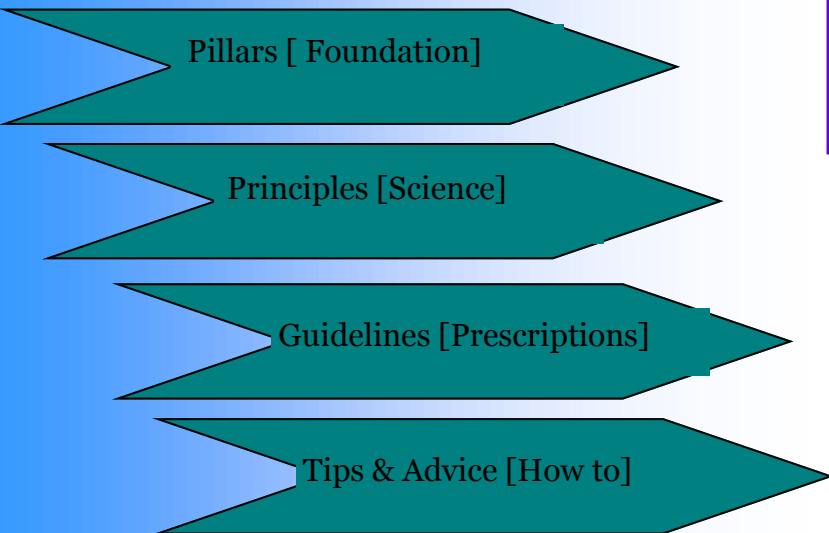


From Left to Right: Wendy Fisher, Rana Moukarzel, & Charlie Scott. © Suzanne Clements

So, let us recap together the highlight of the Cross Cultural Management Summit.

Opening night started with a bang with a keynote address by Dr. Eduardo Salas on "Translating Science to Practice". Dr. Salas shared his *faux-pas*, as he progressed in his career, trying to discuss research results and implications with laymen (e.g., full room of practitioners, Military personnel). His anecdotes, filled with humor, were insightful and resonated well with Summit attendants. It was clear from Dr. Salas' talk that there is high demand for advice from industries. "The problem comes from us, I/O psychologists; we are not respected enough as a science."

Given this, how do we work together to bridge the gap? Salas shared with us his framework (diagram on left), and urged us to think about it in relation to Cross Cultural Management.



Framework for Translating Science into Practice



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The Summit kicked off bright and early the next day with opening remarks from Dr. Allison Greene-Sands, who joined us through Skype. Dr. Greene-Sands, Dr. Adis Vila, Beth Gitlin, and Curtis Curry, were recognized for their achievements and service to the field.

Summit Attendees engaged in discussion bright and early!



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Our Friday AM sessions focused on discussing the importance of Cross Cultural Competence (3C) in military contexts. Many thanks to our speakers: Dr. Roberts, Dr. Sieck, Mr. McCloskey, & Major J. Brown, who provided attendees with various insights on current definitions of 3C and the challenges surrounding its development.

After enjoying a lovely, ocean view lunch under the Florida sun, attendees gathered for an active case analysis session guided Dr. Jerry Glover, highlighting real-world organizational dilemmas in cross cultural management.

Major J. Brown on "The Challenge to Make Marines Perceive Culture as Sexy"



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Florida Tech's President, Dr. Cantonese welcomes Summit



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It's conflict time! Rest assured that was just the topic of our Saturday AM session. Dr. Runde, Dr. Glazer, Dr. Manoklovic, and Dr. Glover focused on providing attendees with tips and advice regarding navigating cultural conflicts.

The Friday PM session brought together diverse viewpoints on current and future trends in global leadership (Dr. Scott Erker); the science behind what makes one a successful global leader in today's world (Dr. Marissa Shuffler; Dr. Zack Horn). Our thoughts and deepest condolences go to Dr. Paul Hanges who was not able to attend due to a sudden death in his immediate family. Dr. Hanges is well-known for his contributions to the GLOBE study.

Follow us for news updates!



Institute for Cross Cultural Management

Florida Institute of Technology



The journey towards disentangling cross cultural challenges couldn't come to a better end. In the closing keynote, Nancy Coldham touched on a very inspiring topic: advancing women global entrepreneurs, with a special focus on women in Rwanda. She introduced attendees to the Gorilla in the room (Western cultural bias). During her involvement with the International Women's Empowerment Program, Ms. Coldham came to realize that "to be cross-culturally competent, one needs to understand politics, take others' perspective, and have the ability to own and empower others." It is equally important for organizations, NGOs, and government agency to recognize that sustainable growth and advancement in host cultural contexts is mainly a factor of empowerment.



Special Thanks to CG Group



#2014ICCMSummit #AhHaMoments

"Culture is the greatest boundary condition when talking about organizations. It shapes how we think, feel, and perceive things. It's imperative that we take things into perspective (a different one from our own)" - Amanda Thayer, Grad Research Associate, IST.

"The information shared during this summit is relevant to the public and private sector. The messages we heard should permeate all levels of society, starting our elementary schools." - Lisa Garramone, Principal, Lisa Mark Associates.

"It is equally important to understand how to use conflict to be part of the discussion, to increase diversity, and reach

ICCM Fellows (from left to right): Curtis Curry, Dr. Adis Vila, and Beth



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Save the Date
February 16-18
2016



Organizational Spotlight: Ergometrics

By: Felicia Kaloydis

In the public safety arena, high-stakes testing is often conducted to inform employee selection and promotion decisions. Competent law enforcement officers and firefighters must be selected and trained to ensure that they possess the requisite knowledge, skills, and abilities to perform effectively in ill-defined, dynamic, and potentially life-threatening situations, to prevent the loss of life and property. Therefore, Ergometrics & Applied Personnel Research Inc., a human resource management firm, is the focus of this edition of organizational spotlight. Founded in 1980, Ergometrics offers personnel testing services to numerous clients across North America. The tests developed by the organization have been administered to more than a million applicants, and have been comprehensively validated. Ergometrics is renowned for developing the most extensive, award winning video testing and job simulation testing programs in the United States. To obtain more information concerning Ergometrics, visit www.ergometrics.org. To give us some insight into the nature of work at Ergom-



Tomer

etrics, two of our alumni – Tomer Gotlib (Ph.D., 2011) and Robert (Rob) Kopp (M.S., 2013), reveal information about their careers at Ergometrics below.

“Ergometrics is a test development company specializing in simulation tests within the field of public safety. We have video-based tests for entry-level positions, and we also develop and administer custom assessment centers and written exams for promotional testing. Our clients are city and state government agencies who have contracted us to conduct their selection process. We have clients all over the US and Canada and have worked with 44 of the 50 largest city governments in the US.

My role at Ergometrics is promotional consulting. I develop custom assessment centers and written exams that are used to promote candidates into higher ranks and leadership positions for police, fire, and corrections personnel. I also conduct job analyses for clients wishing to collect job information for content validity and legal defensibility purposes. Additionally, I collect performance data through various methods to incorporate into promotional selection processes. Occasionally, there are miscellaneous projects that I participate in, such as physical ability testing and training.

There are several things I enjoy about my job. First, I have the opportunity to travel around the country and apply my knowledge of personnel selection to make the community a safer place to live. Our testing usually involves multiple hurdles, such as a written exam and subsequently an assessment center, which measure a variety of knowledge, skills, abilities, and other personal characteristics that predict performance in leadership positions with the field of public safety. Therefore, our clients benefit from a number of potential advantages by using our selection processes, including reduced turnover, good customer and community relations, and ensuring the best candidate is selected for the position. It's very rewarding to know that you are making the community a safer place to live to by selecting candidates who are best-fit to handle emergency response.

Another component of my job that I enjoy is the ability to be creative when developing exercise content for assessment centers. Whether it's a role play, in-basket, critical incident exercise, or situational judgment questions, I have the freedom to create a variety of different scenarios and content with the help of the subject matter experts involved in the development process. Developing assessment centers is a creative outlet for me which is intrinsically rewarding, especially when I see it all play out on the day of testing.

Throughout my years at Ergometrics, I have acquired a number of beneficial experiences. I have developed and administered assessment centers and written exams for a variety of positions within public safety, all the way from first-level supervisors to chiefs and directors. I have had the opportunity to work with departments all over the US and helped them overcome their unique selection challenges, ensuring the best candidates are selected for promotion. More importantly, the selection processes I've developed predicted job performance with minimal ethnic and gender group differences, and favorable candidate reactions.

I could not perform my job without the knowledge and skills I acquired at the I/O Psychology program at FIT. The knowledge I acquired in personnel selection, test and measurement, performance evaluation, and job analysis are all crucial in my position, both for predictability and legal defensibility purposes. Additionally, the statistical analysis skills I have acquired provided me with the ability to analyze test data and perform group differences analysis. Finally, the ability to work effectively on a team with a diverse set of individuals is another important skill I acquired at FIT that has been very beneficial in my consulting work. All in all, a big thank you is in order for the faculty at FIT's I/O Psychology program."



Rob

"I've been working at Ergometrics as a test developer for about 9 months now and it is a wonderful job. At the moment, much of my time is spent developing multiple-choice tests. We work with a variety of agencies, most of which are fire and police departments, so these tests are typically used to assess firefighters and police officers for promotion to higher ranks. They are book-referenced tests, so I can say that the training we received from Rich

on how to write quality test items has proven indispensable! In fact, the way we write items is very similar to the way we were taught in grad school. But because we work with public safety agencies where the stakes and legal requirements are very high, I have to write items in the most defensible way possible, taking the rigor to a whole new level.

I've also worked on several large-scale projects. One was helping to develop our new entry-level video exam for emergency communications operators. I was mostly involved in conducting data analysis on the job analysis results and the correlational data we obtained between pilot test scores and performance. The training in statistics from Florida Tech was more than enough preparation for these tasks. Real world tip: it's rare to use anything beyond regression in an applied setting (sorry...no factor analysis!).

Another large project I was heavily involved in was designing and validating a brand-new physical ability test for firefighters. Now this is something we received almost no preparation for in grad school, probably because it's so unlikely to end up in a job that actually does physical ability testing! Nonetheless, it was a tremendous learning experience and added much variety to my work. Digging into work physiology literature may seem daunting at first, but I realized that the process is not much different from psychology (just substitute heart rate for locus of control). I spent a lot of time for this project at one of our test administration sites, where we set up the course and pilot tested participants going through varied tasks like swinging a sledgehammer and crawling blind along the floor. Neat stuff!

A word of encouragement for current students: don't discount what you learn about test administration! I didn't think I would ever end up proctoring an actual test, but this changed quickly when I was asked to help with several assessment centers. The principles of test administration are definitely important because all the hard work designing a test can be for nothing if there are hiccups in its administration.

A few other things I want to highlight about my work and what I enjoy about it:

1. I use the skills I gained from grad school daily, particularly in the area of selection. Usually it's writing a ton of multiple-choice test items, but I've also been involved in job analysis, interview question development, and of course statistics. I've also worked on a couple of technical reports, and even developed an entire product/proctor manual. In the near future, I'm going to have some involvement in writing some of the content for proposals. Again, the training from Rich is spot on—2 week deadlines on most RFPs!
2. We design high fidelity video simulation exams. Beyond the really neat aspect of acting and directing that goes into producing these exams, it is also cool to see how effective these types of exams are. Not only do they tend to have very high validity, but they also serve as excellent realistic job previews that show candidates many of the less-than-glamorous parts of the job.

3. The work I do is very important. Particularly for law enforcement and fire-fighting, the tests we design decide who will be hired to protect us in life-or-death situations. Moreover, the livelihood of the applicants is at stake; for instance, a promotion can mean a large increase in salary and a more satisfying work life.

4. My firm is quite small. This means I get to know all of my coworkers fairly well. It also means I get to see it growing constantly—each new employee is a significant, noticeable addition. Also, unlike many of the larger firms, we don't work crazy hours. We are honestly at the leading edge of high stakes employment testing, yet no one seems to tip the proverbial work-life balance scale. In fact, I can offer some hope to those of you stressing over the work load in grad school: I was much busier and more stressed out in grad school than I am in my job now. Disclaimer: There are others who will tell you the opposite.

5. A bonus to my work is that I get to write tests for some pretty exciting professions! For instance, I've had to read countless firefighting textbooks for my job, so I'm learning a lot about what it takes to be a firefighter, and I've gained a deep respect for what they do.

A big thank you goes to the entire faculty at Florida Tech, and the students that shaped my experience there. I have no doubt that the valuable skills I gained in the program put me where I am now – doing meaningful work that utilizes and improves upon my skills in I/O psychology each and every day.

Thank you, Tomer and Rob, for giving us a glimpse of life at Ergometrics!

Research Team Spotlight: Culture, Trust, & Teams (CTT) Research Group

By Charlie Scott



From left to right: Kelsey Perkins, Phillip Thomas, Tom Skiba, Dr. Jessica Wildman, Charles Scott, Agnes Flett, Irina Gioaba, & Joy Walton (Several other members not pictured)

There is no big mystery about what excites the CTT team! As the name suggests, the Culture, Trust, & Teams research group is fascinated by team processes, interpersonal trust, & culture and the intersections of these topics. Their research focuses on understanding & improving performance in multicultural collaborative settings. Current topics of interest for the CTT team include:

- The effect of culture on team & collaborative processes
- Global virtual teams: How do teams function across multiple boundaries?
- Religion as culture and its role in the workplace
- Social influence and leadership in teams
- Cross-cultural competency
- Global leadership & expatriate effectiveness and adjustment

The CTT team keeps busy!



The CTT team is the newest research team in the program but is moving forward full speed ahead! There are tons of new projects, presentations, and publications in the works as Dr. Jessica Wildman has hit the ground running. The CTT team also works closely with the Institute for Cross-Cultural Management with most of its members using their research expertise to inform ICCM's applied work!



Brigitte and Irina working really hard!

Current Research Projects

The ARTEMIS Project

Multi-person computer simulation of a Star Trek starship bridge crew featuring 3-job roles. This project is being set up to support team-based experimental research! The testbed is designed to be flexible enough for multiple projects to use.

The GVT Research Subteam

CTT members with an interest in global virtual teams work together to conduct GVT-focused research! Currently they have one project that will be presented as a poster at the IACCP conference in France!

Recent

Theses

Thomas Skiba (Completed)

Feeling empowered, obligated, and certain: The pathways between subordinate trust perceptions and work engagement across cultures

- In preparation for publications

Dinah Camilleri (Completed)

Determining the impact of employee religious accommodation on performance ratings

- To be presented at SIOP Hawaii!

Charles Scott (In Progress)

Voicing Leadership: Predicting Patterns of leadership emergence with vocal indicators

Personal Updates

Congratulations to Liz and Pat Culhane who just had an adorable baby girl, Madelyn Grace! Born Nov. 3rd, weighing 7 lbs and 7 ounces!



Andy English and wife Hava welcomed Jaren Miles who is clearly ready to Rock out!



Congratulations to Kelly Wilson (Bradbury) on her adorable baby boy Henry!



Congratulations to Cassie Hirsch and Bryan Clark on tying the knot Last June! Wishing you both the best!



Congratulations to Bianca Trejo for winning the 2014 Society of Industrial/Organizational Psychology Foundation Irwin L. Goldstein Scholarship. This award recognizes exemplary achievement by a minority doctoral student in I/O Psychology to help carry out their dissertation work. Way to go Bianca!

Shout-Outs



Congrats to our SHRM team members that participated in the case competition in DC. They won the competition and bagged the champion title in the South-East region. They also won the HR games in Orlando in January. They could not have done it without their kick-ass advisor Jim Gallo. Way to go team!!

From left to right: Jessica Prior, Michael Tocci, Parth Desai, Irina Gioaba, Che Albowicz, Chelsea LeNoble, Hairong Jiang and Leah Ellison



Celebrate!



Congratulations!



Congrats to Stephanie Miloslavic on her engagement to Edward. They met on December 31, 2010 while celebrating New Years Eve. They went on their first date three days later and im-

mediately hit it off. Three years later, they rang in the new year with an engagement on January 1st! To celebrate, Edward took her out to dinner at the same restaurant they went to on their first date. The top picture is the night they met while the bottom is the night of their engagement.

I/O Program Book Club!

via The Center for Organizational Effectiveness

By Lisa S. Moore



I/O students welcomed the new semester with an email from Lisa Steelman recommending a “pretty good read” for early career professionals and hinted at an upcoming *non-academic reading club*.

club.

Organized through **The Center**, the book club focuses on popular business/management books read by people out in the “real world”. The I/O Program Book Club for April 2014 selection was: ***(Forget a Mentor) Find a Sponsor: The New Way to Fast Track Your Career*** by Sylvia Ann Hewlett (HBR Press 2013).

Beth Gitlin’s beautiful riverside home was the perfect place to discuss the book over beer (wine) and snacks. Like a family gathered around a holiday table, with plenty of everything, the seven of us had a lively discussion about content we found to be *helpful* (e.g. identifying risks/rewards of a sponsor relationships, seeking multiple sponsors) as well as the *less helpful* stuff (e.g. kinda repetitive at the end, could have been more gender balanced). The best part of the evening (outside of the beer and riverside view) was exchanging

our own sponsorship experiences and ideas of how to identify and attract sponsors (i.e. demonstrate value with strong performance) who will be naturally willing to leverage their influence to achieve our



From Top: Beth Gitlin, Parth Desai, Mike Tocci, Lisa Moore (*behind the camera*) Jim Gallo, Wendy Fisher,

professional goals.

Group review of the book: B

Group review of I/O Book Club: A+!

Stay tuned for the May 2014 I/O Book Club details

(all are welcome to join).

That's A Wrap!

Hey Alumni! Keep sending us your updates! We love to hear from you guys... Keeping in touch with you helps us editors stay motivated to keep the Pulse going!



We hope you all enjoyed this edition of The Pulse as much as we enjoyed creating it. Getting the opportunity to recap Art's many years here at FIT has been such a treat! He has worked so hard to put our program on the map and we will continue to honor his legacy in the years to come.

On behalf of all of The Pulse editors: Thank You, again, Art! You will truly be missed!

To those of us who remain, don't worry! We'll be sure to keep in touch with Art So we can keep you updated on his new ventures!