



THE PULSE!

Keeping everyone on the same beat.

Fall 2016

Editors' Note

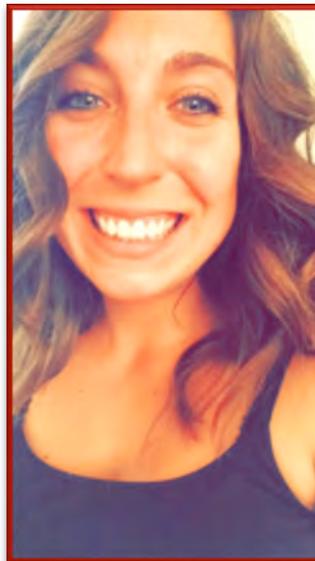


As another semester comes to a close, we are happy to bring you the latest edition of *The Pulse*! Between dissertation defenses, publications, productive of research teams, lots of new babies, and kicking booty on the kickball field our current students and alumni have been very busy. We also have an alumni spotlight you won't want to miss! Enjoy!

Season's Greetings!

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Ché



Alicia



Prelude from the Program Chair

Welcome to the Fall 2016 edition of The Pulse! Continue reading to catch up with Dr. Patrice Reid in our alumni spotlight, meet Jim Gallo our new Center Director and learn what's up with Dr. Zhiqing Zou's research team. We also have some great shout-outs and updates to share. I know you are all up to wonderful things so drop me a line, stop by, or send a drone message to keep us posted on your milestones!

Great thanks to everyone who contributed to Florida Tech's Day of Giving this year. The annual Day of Giving is an opportunity for people to recognize a non-profit of their choice. It arrives the Tuesday after Thanksgiving every year. We deeply appreciate all who recognized FIT this year. Alumni giving is a metric that feeds into program and university rankings. Quite frankly, most metrics rely on the NUMBER of alumni who give, rather than the dollar amount. Therefore, the size of your gift matters much less than the fact that you made a gift; anything you give helps to promote FIT and continues to improve the value of your FIT degree. And for those of you keeping track of the cheesy theme, Pete the Panther mascot was found and rescued from the Jungle—thank goodness!

I hope 2016 was good to each and every one of you and that 2017 is
EVEN BETTER!!

Alumni Spotlight

We were lucky enough to steal a few minutes of Dr. Patrice Reid's time to hear about all of the cool things she has been up to while working for the U.S. Nuclear Regulatory Commission in the Organizational Development and Change Management arena.

discovering the solid reputation it held across the government, I quickly submitted an application and, as they say, "the rest is history..."

What kind of projects do you work on at the Nuclear Regulatory Commission?

I am one of two senior OD specialists at the agency and, thus, I wear many hats. Although there is no "typical day" for me as a senior OD specialist, the majority of my time is spent leading OD consultations and diagnostics; conducting analyses and action planning of agency-wide survey data; facilitating personality assessments and team building workshops, world café-style discussions, listening sessions and focus groups; providing formal briefings to management and senior leadership on employee engagement and human capital initiatives; spearheading change management activities; coordinating executive coaching engagements for senior leaders; and managing other OD initiatives.

How do you like the Org Development side of I/O?

Working in organizational development provides me with vast opportunities to be involved in the lifecycle of initiatives that often start with in-take consultations or applied research, evolving with the diagnostics and analyses of data, followed by the delivery of hands-on interventions and engagements. I also appreciate being able to interface with clients who have varied needs and challenges. This experience keeps me actively engaged, as there is always someone new to meet or some new challenge to tackle!



Tell us a little bit about yourself, your current position, and how you got there?

I am currently a senior organizational development (OD) specialist at the U.S. Nuclear Regulatory Commission (NRC) in Rockville, Maryland. The NRC is an independent federal agency that regulates commercial nuclear power plants and use of nuclear materials for beneficial civilian purposes while protecting people and the environment.

I have been employed at the NRC for approximately a year and a half. I learned about this career opportunity when a close friend of mine had strongly encouraged me to apply for the vacancy. I initially had very little desire to move north; however, shortly after I did some research on the NRC, I was pleasantly surprised to find that the agency was ranked in the top 5 *Best Places to Work* in the federal government—having one of the highest employee engagement and satisfaction rankings. Needless to say, after

We have many current I/O students who are interested in change management; can you talk a bit about that?

Change management is a structured approach to managing the impacts that transformations (e.g., process or technical changes) may have on people. My first exposure to change management was courtesy of a class that I took with Dr. Steelman while pursuing my graduate studies. I was immediately drawn to that specialty at FIT and thus, when I was given the opportunity by the NRC to gain Prosci certification to increase my applied experience, I quickly jumped at the chance.

The NRC is currently undergoing a number of changes, most of which are aimed at making our agency more agile, effective, and efficient. In essence, our agency is working to streamline how we do business through the management of several discrete change initiatives. As the change management resource for the NRC, I am therefore responsible for building organizational change capability across the agency by coordinating and managing several change resources to include the development of communication materials; a change management framework (i.e., a methodical way to manage change using a suite of tools and templates); training materials and courses; and change management consultations and briefings.

Is there anything in particular that you learned or experienced during your time at FIT that has been particularly helpful in your post-graduate school life?

There has been no one particular learning experience that has been the most instrumental to my career success, given that many of the activities and courses that I took contributed in part, to my overall knowledge and experience. Nonetheless, I have found that having a sound background in applied research, emotions in the workplace, statistics, organizational change, cross-cultural relations and generational diversity – have all been helpful at different stages in my career.

What is your favorite memory from the I/O program at FIT?

A particular memory that stands out for me was that one instance when none of my classmates showed up to Dr. Gabrenya’s Culture class. There were only four of us in my doctoral cohort, and it just so happened (coincidentally, I might add) that each of us experienced some mishap that day—whether it was an ailment, punctured tire, oversleeping or the like—that prevented us from making it to class. I later found out that Dr. Gabrenya was peeved by the no-shows. However, in my defense, I had emailed him prior to class to inform him of my anticipated absence due to a debilitating migraine. To this day, my classmates and I still find some levity in recounting that memory.

Do you have any tips for those about to make the leap from grad school to the real world, particularly if they are interested in working in OD?

I would strongly encourage students to gain as much hands-on experience through applied internships or projects while still in school. My applied experience helped me to stand out from many candidates when pursuing career opportunities. Besides, gaining practical experience in many areas can help to guide career pursuits as you will become better acquainted with the challenges and opportunities within the different lines of work.



Official Congratulations to Jim Gallo, the new Director of The Center!

We would like to offer a **BIG congratulations to Jim Gallo** for taking over as the Director of the Center for Organizational Effectiveness. Jim has been involved with The Center since 2010 when he started as a GSA! Jim brings a wealth of experience and knowledge to The Center. He has over 20 years of leadership experience as a senior executive and management consultant; worked both within organizations as a senior executive leading multi-state operations as well as an external consultant; AND earned three masters' degrees (MBA, MS-HRM, I/O Psychology) and is currently finishing his PhD in Industrial & Organizational Psychology (at FIT, of course). He is also a certified executive coach (ACTP), published author, SPHR certified, and has been teaching HR related courses



at the collegiate level for over 18 years. **We are very excited to have him leading our premier consulting firm!**

Jim has worked closely with Lisa Steelman to develop and grow The Center into the flourishing consulting firm that it is today. Together, Lisa and Jim have cultivated partnerships between FIT and outside businesses, allowing students to gain priceless applied experience. They have focused on developing efficiencies within The Center and streamlining processes. Quick growth has called for SOP development and The Center's website has recently been updated and improved, highlighting products and capabilities. The Center has a very active client list including Piper AirCraft, AAR Airlift, Service America, Promise in Brevard, WeVenture, and Orange County Public Schools. Products currently being offered include customized organization assessment, job analysis, pulse surveys, employee engagement surveys, feedback environment analysis, coaching, and training. Offering this range of products affords students the opportunity to not only gain applied experience, but to do so in many areas. **There is a place for everyone within The Center!**

If you ask Jim for his vision for The Center, his "goal is to increase opportunities for students to apply what they learn, to create an additional revenue stream to support students through the program, and long-term: being able to fully fund students." Clearly, Jim cares about the students' experiences and supports them in any way he can. He is dedicated to his work and loves what he does. He understands that not all students want to take the applied route and may want to be a researcher or professor. However, he believes that the experiences gained by working at The Center are relevant for every path. As he said "whatever route you take, having project management skills is important and you still need the applied experience. You will still have to work with organizations and they have projects, and you will have to manage that." Jim plans on staying with The Center long-term, while conducting research and teaching. He has managed to tie together the often separate avenues of I/O: "research leads to consulting jobs, paying clients lead to research, they go hand-in-hand." His all-inclusive attitude and approach will serve us well! **We are happy to have you as the Director!**

Student Quotes



“Sometimes in grad school, it’s easy to get caught up in research to the detriment of understanding the contextual realities of the workplace.

“The Center was vital to my success as an I/O. Almost all my answers during internship and job interviews came from Center projects. Jim and the Center certainly provided me a leg-up on the competition! Jim is one of my favorite people at FIT. From him I’ve learned the value of relationships, being open-minded and pursuing ideas, and of not taking the world too seriously.” – Josh Bush

Working with the Center has given me the opportunity to practically apply research to organizational problems and allowed me to see how to concretely apply my professional goal of using I/O psychology to improve workplaces for employees. Jim is an extremely knowledgeable and patient mentor, and I firmly believe that working with him and the Center will enhance my degree.” – Tessly Dieguez

We all know the FIT I/O slogan, *Work hard, be Cool*, well Jim takes this to a whole new level. While working for the Center I have seen Jim tackle challenges and projects most would shy away from, all while cracking jokes and keeping the mood light. He taught me that I could bring my personality into my work, and the value of relationship building in the consulting arena. I could go on for days with examples of Jim being a great mentor and sponsor, but my advice is to work on a project with him so you can experience these benefits for yourself. Congratulations Jim, we’re lucky to have you! – Ché Albowicz

“Working for The Center has given me project management experience and the opportunity to work with real clients. Specifically, this has improved my communication skills and allowed me to see what I/O psychology looks like outside of the classroom. It’s rewarding to work on a project from start to finish and to see what each step of the process looks like.” – Jenn Sergio

Shout-outs!

We would like to take a moment to recognize some of the great accomplishments of current students and alumni

Successful Dissertation Defenses! Congratulations on being PH.inisheD.!

- Dr. Leah Wolfeld
- Dr. Michael Beverage
- Dr. Chelsea LeNoble
- Dr. Agnes Flett

We have a Thesis Publication!

*Writing a thesis is hard enough, publishing a thesis is a rock star move!
Sending a huge Congratulations to Leah Wolfeld!*

- Steelman, L. A., & Wolfeld, L. (2016). The manager as coach: The role of feedback orientation. *Journal of Business Psychology*, DOI 10.1007/s10869-016-9473-6

Awards

- The student SHRM chapter at FIT was awarded Honorable Mention for the 2015-2016 year



Personal Updates

This was the semester of babies!

Congratulations to Liz and Pat Culhane on the newest addition to their family, Colin Culhane!

Everyone say hello to Temitayo II! Little Tem shares a birthday with his dad Temitayo Lawal I. Congratulations Tem and Cassidy!



Paul and Katie Merlini welcomed the handsome Giovanni Merlini into their family this summer! Congrats!

Congratulations to Amy Gammon and her husband Sam on this beautiful baby girl, Livia!





Research Team Spotlight

Josh Bush gave us the inside scoop on the current projects in Dr. Zhou's OHP research team/research superheroes.

Workplace mistreatment threatens the health of businesses and employees everywhere. Think of the OHP Team as the Justice League - we use our science powers

to save the world... one employee at a time.

Vivian and her team courageously explore the dark depths of *abusive supervision*. They seek to understand the causes and effects of manager abuse, so we can show the world its dangers and improve organizational vigilance - after all, the OHP League can't be everywhere at once.

Anthony and Josh find themselves at the very core of the most wide-spread form of mistreatment known to man - *workplace incivility*. Our two heroes tirelessly experiment, manipulating and flirting with the very threat that has destroyed so many workplaces. One day, we hope to see them again, armed with complete understanding of how incivility grips the minds of employees and the tools needed to fight it.

Anna and Tim have seen the future... and it doesn't look pretty. They boldly face a new, impending threat: *intergenerational conflict*. They work night and day to create an intervention so powerful that it can single-handedly eliminate the perils of i-gen workplaces... before it's too late.

Dr. Z (a fitting name for the OHP League's fearless leader) leads the charge into the dangerous, unexplored lands of *leadership and non-work outcomes*. If Dr. Z and the OHP League succeed, leaders and families everywhere - crippled by stress and work/family conflict - will once again walk hand in hand towards a better, brighter future.

Summit Recap and 2018 Introduction!

The Institute for Cross Cultural Management (ICCM) successfully held its 2nd biennial event, the Cross Cultural Management Summit, with theme *Strategic Global Talent*. Experts from academia, government, military, and the corporate world joined us in an action-packed two days filled with presentations and interactive discussions around three topic tracks: culture and strategy; developing global leaders; and cross cultural competence through experiential learning. Keynote speaker, Fons Trompnaars from KPMG, kicked off the event with “Leadership in a challenging world”. Other speakers included Paula Caligiuri, the D’Amore-McKim Distinguished Professor of International Business at Northeastern University, and Ernest Gundling, Ph.D., managing partner and co-founder of Aperian Global. The capstone exercise wrapped up the Summit and generated solutions to cultural challenges the International Committee of the Red Cross (ICRC) face when completing missions across the globe.

The 3rd Cross Cultural Management Summit will be held in Orlando, FL, in 2018, with the theme *Going Beyond Global*. Stay tuned for more information, and we look forward to seeing you all at Summit 2018!



Work Hard, Be Cool, Play Kickball.

What type of scientists would we be if we didn't adhere to the research that suggests we need to take time to recover and restore our resources? One way our students have been applying their knowledge this semester is by playing on an intramural kickball league! Our roster includes 1st through 5th year students. We proudly introduce THE CONTROL GROUP!

We have current students, friends of the program, and pets of the program rounding out our roster.



Above:
(top row) Chris, Will, Trevor,
Leah, Casey, Curtis, (bottom
row) Anthony, Allyson, Darren,
Faith, Ché, Rexy

Left:
Ché, Allyson, Trevor, Darren,
Josh, Leah, Chris, Casey

Not Pictured:
Second Years, Anna and Nick



If you are interested in joining THE CONTROL GROUP, contact our team captain Allyson Pagan (apagan2014@my.fit.edu)

That's a Wrap!

As Always, thank you for your time and attention. If there is anything you would like to see in the spring issue, a personal update, or something you would like to be Shouted-out please contact Lisa Steelman (Lsteelma@fit.edu)