

# The IOPSA Newsletter

FROM THE UGA INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY STUDENT ASSOCIATION

## Table of Contents

WORD FROM THE PROGRAM CHAIR	1
SPEAKERS/SOCIAL EVENTS	2
STUDENT/FACULTY UPDATES	3
LAB UPDATES	5
SIOP PRESENTATIONS	6
ALUMNI SPOTLIGHT	9

## *A Word from the Program Chair*

**Kristen Shockley**

I am honored to have taken over as the I/O Program Chair in January of this year. As seems to be the theme in life lately, our program is undergoing a time of transition. First, we have faculty changes. Dorothy and Nathan Carter are soon leaving UGA for Michigan State, and we are hopeful that we will be able to hire two new faculty to fill the void in the Fall. Second, we are finally transitioning back to in-person classes and events. This has been a much-needed boon to our program after over a year+ of fully remote classes and no formal social gatherings! Third, we are working to continually enhance our program, with a focus on DE&I initiatives, reinvigorating our website, enhancing our curriculum, and providing rich and varied research and practical experiences for students. Lastly, I would be remiss if I didn't mention the change in finally having a winning football program at UGA! (Ok, this might only be relevant to long-time suffering football fans like myself, but nonetheless, how 'bout them dawgs?!)

We are all thrilled that SIOP is taking place in person again this year, barring no additional COVID outbreaks (fingers crossed!). We are looking forward to connecting with each other and with alumni. We hope that you will join us at Seattle Beer Company (see below for details) for the UGA reception in Seattle. A big shout out to David Facticeau and Brian Frost for organizing this event. If you can't make it to SIOP this year, be on the lookout soon for the reinvigoration of alumni events in the Atlanta area that include both the PhD and Master's program alumni.

Stay healthy and go dawgs,  
Kristen



## *Speakers and Professional Development*

Dr. Mikki Hebl, a professor of psychology at Rice University, gave a talk entitled “Demographics and Diversity: What I/O Psychologists Should Know” at our I/O brown bag in January.



For the 2022 Williams A. Owens Lecture hosted by the Owens Institute for Behavioral Research, Dr. Fred Oswald, a professor of psychology at Rice University, gave a talk entitled "The Practice Culture, and Future of Open Science in the Social Sciences."

## *Social Events*



I/O grad students celebrating the UGA national championship win!



I/O faculty and grad students at a happy hour with Dr. Fred Oswald!

## *Student Updates*

**David Facteau** defended his thesis *An Examination of the Factors that Contribute to Protégé Perceptions of Negative Mentoring Experiences: A Victim Precipitation Theory Approach*.

**Cassidy Gaddie** had her first publication acceptance: Ripberger, J., Bell, A., Fox, A., Forney, A., Livingston, W., Gaddie, C., ... & Hank Jenkins-Smith, H. (2022). Communicating Probability Information in Weather Forecasts: Findings and Recommendations from a Living Systematic Review of the Research Literature. *Weather, Climate, and Society*.

**Riley Hess** won the SIOP Top 10 Poster Award, secured an internship with State Farm, and was awarded a Summer Research Grant from the Graduate School.

**Dr. Angie May** defended her dissertation *Stereotypes of workaholics: An analysis of gender, parental status, and earner status*.

**Katelyn Sanders** defended her thesis *Managing Your Own Career Through Idiosyncratic Deals (I-deals): The Role of Gender and Type of Organization on Perceptions of Employee Outcomes* and got engaged to Collins Udekigbo!

CONGRATULATIONS,

*dawgs!*

## *Faculty Updates*

**Dr. Lillian Eby** will be stepping down as Director of the Owens Institute for Behavioral Research on August 1st, 2022, after almost 10 years of service.

**Dr. Lillian Eby** received the University of Georgia Distinguished Research Professor award.

**Dr. Neal Outland** was awarded a grant from the Army, funding research on the dynamics of trust in AI systems for soldiers in collaboration with the engineering school, computer science department, and business school.

**Dr. Neal Outland** won a UGA internal grant competition for NSF in collaboration with computer science, business, philosophy, and a few other units from other universities. If awarded by NSF, this grant would create an Institute for the Application of AI in Business and Society.

**Dr. Kristen Shockley** is an international collaborator on a grant entitled "Crossing and Managing Boundaries between Work and Non-Work--Co-creating Healthy Teleworking" that was funded through the Research Council of Norway.

*Way to go!*





## *What have our labs been up to?*

### **WAFER Lab**

#### ***Dr. Malissa Clark***

We have been working on a little bit of everything in the Work and Family Experience Research Lab! We are continuing several ongoing projects relating to workaholism, both qualitative and quantitative. We are in the middle of a multi-wave data collection on experiences of job insecurity following the COVID-19 pandemic, where we are examining the moderating role of various organizational and individual factors on the relationship between job insecurity and employee well-being. We are analyzing data on within-person stressor appraisal profiles. We are also preparing to launch two new studies. The first is a project that examines job meaningfulness and job crafting in digital sex workers, and the second project examines the psychological toll of pursuing student loan debt forgiveness and its effect on work-related motivation and goal pursuit, employee well-being, and performance.



### **ECHO Lab**

#### ***Dr. Lillian Eby***

The ECHO lab is close to finishing our Mindful Mentoring Study (stalled due to COVID-19) and we are excited to start the next phase of this project. This will include examining if our general and social mindfulness inductions on mentors affected relational outcomes with protégés, as well as examining various aspects of physiological synchrony (trend, concurrent and lagged) between mentor-protégé dyads. We also will be including behaviorally coded videos into the research to examine the actual behaviors of mentors in the various experimental conditions. The ECHO lab is also close to finishing our ABAC study which has been tracking mentor-protégé dyads "in the wild" who are engaged in formal virtual mentoring relationships. In this study we are interested in using linguistic text analysis to better understand conversational patterns in mentoring relationships, how asking and providing help is related over time, and how trait-based individual differences predict mentoring relational exchanges. Finally, we are in the early stages of examining workplace heroism in the face of COVID-19 with longitudinal data collected over time during the pandemic. This will build on our SIOP 2022 symposium on heroism during COVID-19.



### **LPD Lab**

#### ***Dr. Brian Hoffman***

In the LPD Lab, we're excited to be continuing many ongoing projects, as well as beginning on some new ones! In particular, we are continuing data collection on frontline healthcare workers during COVID-19 and their well-being, data analysis on a meta-analysis of leadership and follower turnover outcomes, and a qualitative study on coverage of cognitive ability testing in psychological textbooks. We are also beginning a new meta-analysis on leadership and voice behaviors, as well as a qualitative project on frontline healthcare workers experiences during the COVID-19 pandemic.



### **MODEL Lab**

#### ***Dr. Neal Outland***

The MODEL lab has been working on a project on lexical analysis of trust in AI, exploring features that determine trust in AI. We have also been conducting a systematic review of trust models. In relation to our grant, we are reviewing models of trust generally and specifically in the context of AI to explore the multilevel nature in which trust is examined. This feeds into our lexical analysis. Finally, we are in the coding stages of reviewing scales measuring identity. We question the degree to which scales of identity represent the constellation of identities that are relevant and explored in social sciences. We hope to inform what measures need to be developed and evaluate the measures already developed, particularly for workplace applications.



### **iWill Lab**

#### ***Dr. Kristen Shockley***

We have been busy in the iWill lab this Spring! We have a few ongoing projects that are particularly active this semester, including a project focused on attrition in nursing educators and administrators, an episodic experience sampling study linking objective meeting characteristics (bandwidth, number of people in meeting, camera on status, etc.) to fatigue and engagement outcomes, a meta-analysis on gender and work stress, a study on the impact of infertility on worker's experiences, ongoing analysis of data collected on dual-earner couples during COVID, an ongoing experience sampling study of remote workers and their managers (data collection has been a challenge with this one!), and are attempting to analyze lab data collection pre-pandemic using Empatica E4 physiological measurement watches.



# Come see us at SIOP!

THURSDAY, APRIL 28, 2022

Presentation Type	Citation	Time	Location
Poster	<b>Hess, R. A., Kang, B., Richardson, J., Stryker, S. R., &amp; Outland, N.</b> (2022, April). A Qualitative Investigation of Fear and Acceptance of AI at Work. Poster to be presented at the 36th Annual Society for Industrial and Organizational Psychology Conference. Seattle, WA.	8:00 - 8:50 AM	Exhibit Hall 4B
Poster	<b>Kang, B.Y. &amp; Outland, N.B.</b> (2022). Perceptions of Artificial Intelligence [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	8:00 - 8:50 AM	Exhibit Hall 4B
Symposium	<b>Shockley, K.M.</b> (Discussant). Telework & Implications for Managing Work and Family Demands. Symposium to be presented at 2022 annual SIOP conference. Seattle, WA	9:00 - 9:50 AM	Room 610
Panel Discussion	Allen, <b>Eby</b> , Gabriel, Gilson, King, & Klotz (2022). The imperative of supporting women scholars who have caregiving demands.	10:30 - 11:50 AM	Ballroom 6B
Poster	<b>Anker, J. G., Clark, M. A.,</b> Smith, R. W., & <b>Haynes, N. J.</b> (2022). The Role of Core Self-Evaluations in Work Stressor Appraisal [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	12:00 - 12:50 PM	Exhibit Hall 4B
Poster	Broksch, E.A., Gonzalez, M., <b>Oney, S.D.</b> , Gonzalez, S., Rodermond, A., & M.G. Ehrhart. (2022, April 27-30). Paying it Forward: For the Greater Good [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	2:30 - 3:20 PM	Exhibit Hall 4B
Alternative Session	Crawford, A., Toaddy, S., Carr, S., Crentsil, J., Hernandez, J., Hohmann, S., Miles, A., Roman, J., <b>Shockley, K.M.</b> , & Tuason, J. (April 2022). The work we've already done towards a jobless future. IGNITE presentation to be presented at 2022 Annual SIOP Conference. Seattle, WA.	4:00 - 4:50 PM	Room 616 - 617
Symposium	<b>Anker, J.G., Facticeau, D.B., Eby, L.T.</b> , & Robertson, M. (2022). Heroism as a Personal Resource during COVID-19. In Anker, J. G. (Co-Chair), Eby, L. T. (Co-Chair), (2022). Experiences and Perceptions of Meaningful and Heroic Work During Crisis [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	4:00 - 4:50 PM	Room 613 - 614

# Come see us at SIOP!

FRIDAY, APRIL 29, 2022

Presentation Type	Citation	Time	Location
Poster	Allen, T. D., Waiwood, A. M., <b>Shockley, K. M.</b> , Wang, M., & <b>Dodd, H.</b> (2022, April 28-30). Workday breaks while working remotely: Investigation of break profiles [Poster presentation]. The Society for Industrial and Organizational Psychology 37th Annual Conference, Seattle, WA, United States.	8:00 - 8:50 AM	Exhibit Hall 4B
Poster	<b>Gaddie, C.</b> , <b>Stryker, S.</b> , Kim, Y., & <b>Hoffman, B.</b> (2022, April). Do Employees Quit Their Boss? Meta-analysis of Leadership and Turnover/Intentions. [Poster] 2022 SIOP Annual Conference, Seattle, Washington, United States.	12:00 - 12:50 PM	Exhibit Hall 4B
Symposium	<b>Harmata, R.</b> , <b>Melson-Silimon, A. T.</b> , Lumbreras, J., Marriaga, H., & <b>Carter, N. T.</b> (2022, April). Development of the Intersectional Microaggressions at Work Scale. In A. Melson-Silimon (Co-Chair), & J. Lumbreras (Co-Chair), Workplace Experiences of Racial and Ethnic Minorities. [Symposium]. 2022 SIOP Annual Conference, Seattle, Washington, United States.	12:00 - 12:50 PM	Room 613-614
Symposium	<b>Melson-Silimon, A.</b> , Lumbreras, J., <b>Lefevre-Levy, R.</b> , & <b>Carter, N.T.</b> "Too strong:" Effects of the strong Black woman stereotype on supervisor perceptions of Black women with depression. In Jenkins, E.D., Edoga, E. I., & Bergman, M. E. (Co-chairs). Superwoman and The Office B*tch: An Examination of Black Women's Stereotypes at Work. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	1:00 - 1:50PM	Room 602-603
Panel Discussion	Nicklin, J. M., McNall, L. A., Flavin, C., <b>Clark, M. A.</b> , & Matthews, R. A. (April, 2022). Work-life post pandemic: Where to go from here. Panel session to be presented at 2022 Annual SIOP Conference. Seattle, WA.	1:00 - 1:50 PM	Room 613-614
Poster	<b>Gerkin, E.A.</b> , <b>Carter, D.R.</b> , DeChurch, L.A., & <b>Pearman, J.</b> (2022). Project RED: Learning to lead multiteam systems [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	2:30 - 3:20 PM	Exhibit Hall 4B
Symposium	<b>Harmata, R.</b> , Conte, J., & <b>Carter, N. T.</b> (2022, April). A Person-Centered Exploration of the HEXACO Personality Measure and Work-Related Outcomes. In G. Yankov (Co-Chair), & R. A. Sherman (Co-Chair), New Frontiers in Personality Profiles: Extraction, Interpretation, and Validation. [Symposium]. 2022 SIOP Annual Conference, Seattle, Washington, United States.	2:30 - 3:50 PM	Room 618-619 (Session M)
Panel Discussion	Impelman, K. (co-chair), Jordan, B. (co-chair), Chapple, C., <b>Frost, B.</b> , Kabins, A., Labrador, J., Robertson, L. A. I/O Psychology Education and Training: Are we preaching what we are practicing? [Panel]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	2:30 - 3:50 PM	Room 612
Alternative Session	Billeaud, M. B. (Co-Chair), Thomas, C. L. (Co-Chair), Burch, K. A. (Panelist), Castille, C. M. (Panelist), Cobb, H. R. (Panelist), <b>Pearman, J.</b> (Panelist), Rudolph, C. W. (Panelist), & Zhang, D. C. (Panelist). (2022). Keeping Up with Open Science: Teaching, Self-Teaching, and Training on Open Science [Alternative Session Type]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	4:00 - 4:50 PM	Ballroom 6A
Symposium	Lumbreras, J. (co-chair), <b>Melson-Silimon, A.</b> (co-chair), & Radhakrishnan, P (Discussant). Beyond the margins:Workplace experiences of racial and ethnic minorities. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	4:00 - 4:50 PM	ONLINE (Zoom Room 5)

## *Come see us at SIOP!*

SATURDAY, APRIL 30, 2022

Presentation Type	Citation	Time	Location
Alternative Session	Burlacu, C., Bidwell, L., Fritz, C., Granger, B., & <b>Shockley, K. M.</b> (April 2022). Where will we work? I-O Psychology puts flexible work models on trial. Alternative session to be presented at 2022 annual SIOP conference. Seattle, WA.	8:00 - 9:20 AM	Ballroom 6C
Symposium	<b>Eby, L. T.</b> , Robertson, M. M., & <b>Facteau, D. B.</b> (2022). Myths and urban legends related to mentoring. In Eby, L. T., Facteau, D. B., & Robertson, M. M., (2022). Myths and urban legends about work-related relational phenomena [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.	9:30 - 10:50 AM	Room 606

*UGA SIOP Reception*

**YOU'RE  
INVITED**

**FRIDAY, APRIL 29, 2022 • 7 PM - 10 PM**

**SEATTLE BEER CO.**

**1427 WESTERN AVENUE, SEATTLE, WA 98101**



## *Alumni Spotlight*

We are thrilled to introduce this new Alumni Spotlight segment to our IOPSA newsletter! A special thank you to our first three interviewees for your great insight and advice. We hope that you all enjoy this new segment, and we would love to hear about other alumni you would like to see as future interviewees (or any other alumni that would like to volunteer)!



### **Dr. Cindy Maupin**

Binghamton University School of Management  
*Class of 2019*



### **Dr. Rachel Williamson Smith**

Georgia Southern University Parker College of Business  
*Class of 2018*



### **Dr. Taylor Sparks Sullivan**

Codility  
*Class of 2012*

## *Interview: Dr. Cindy Maupin*

### **Please tell us about your current job and what type of work you are doing?**

I'm an Assistant Professor of Organizational Behavior and Leadership for the School of Management at Binghamton University, so I chose the academic route in a business school. My university is also an R1 university, so we do a lot of research, but also have some teaching and service responsibilities. I conduct research on teams, leadership, and networks, and I get to teach in those areas too. We also have a PhD program, which is great, so I get to work with other doctoral students now. Sometimes it's surreal to realize that I'm living my grad school dreams!

### **How does your experience in the UGA I-O program contribute to your work?**

Oh gosh, in so many ways. One of the big benefits from my time at UGA was that we had the opportunity to have strong cohorts of people where we could learn from each other and help one another. Of course, each person comes into the program with different background experiences, strengths, and weaknesses, and we had a really strong cohort because of it which helped throughout our entire graduate school experience. Even now, I still keep in touch with people from my cohort and we catch up and ask each other for advice. We also learned so much in our program. There are still class notes I refer back to even today! As weird as it sounds, our comps was also incredibly helpful because it was a great opportunity to learn how to teach ourselves new topics, which is a skillset that is very important for success in academia. One of the other unique benefits from UGA that was beneficial for me is that we had a lot of interactions with UGA's business school. I learned a lot from my experiences in the management program's classes, and I'm sure that helped my own academic transition into a business school. So much about UGA's I/O program set me up for success, and I'm very grateful for those experiences.

### **Have your work and research interests changed over time?**

I actually entered the program thinking I was 100% aiming for an applied career. I was going to go be a consultant, and I was ready to go. But within my first year, my love for research came out when I started learning about social networks and leadership. I thought at first that I would end up taking that and translating science into practice in some sort of middle role between academia and industry. However, the deeper and deeper I got into research, the more and more I loved it. I also had a few applied experiences early on in my graduate school career that helped me realize that some of the competencies that are necessary to be really great in that role weren't necessarily the things that I personally enjoyed. So it was kind of cool because I really thought I knew what I wanted when I joined the program, but one of the great experiences of the program is getting to try out different pathways and then seeing what really speaks to you. I couldn't be happier now, but my first-year self would have been surprised!

### **Has the evolution of your work gone as you would have expected it to go?**

Pretty close, except for one thing! I had a kind of a unique experience in that I had an in-between role that I got to be a part of before I went into academia. While I was still a graduate student, but had already finished comps, I was a doctoral research fellow for the U.S. Army Research Institute. You can think of that role as kind of like a "pre-doc" instead of a "post-doc" role. I never anticipated that experience would be part of my pathway to academia, but it was a really cool and useful experience because I got a glimpse into the inner workings of a federal grant funding agency while also getting to pursue an independent research program. So I didn't anticipate that part of my journey, but it ended up being a very important experience for me and was extremely developmental. Since becoming a faculty member, things have gone pretty much as expected, which is good! I've been successful in publishing my research, and I keep learning more and improving my research capabilities. I've gotten to mentor PhD students, which for me is probably one of the most rewarding parts of being an academic. I've been able to build a lab, which is kind of unique in a business school, but we've been able to put together a group of us that work together. Overall, I'm very pleased with all that I've been able to accomplish, and I look forward to seeing how my career continues to progress.

### **What are you looking forward to in the near future, whether it's in your work or other parts of your life?**

One of the things that I'm really looking forward to is, next year, my first doctoral student will be graduating! I've learned that it's ridiculously exciting when someone that you've helped mentor accomplishes their goals, and I just can't wait to celebrate her successes. For instance, she recently got her first publication, she won a SIOP grant this year, and soon she'll also have her first academic job. I've just been over-the-moon excited every time! So that's one thing that I'm really looking forward to: getting to transition a student, for the first time, into the next phase of their career. It's wild to think that I already have a doctoral student who's going to be graduating when some days it feels like I was just a graduate student myself, but I'm so thankful for where this journey has taken me, and I can't wait to see what comes next.

## *Interview: Dr. Rachel Williamson Smith*

### **Please tell us about your current job and what type of work you are doing?**

My first job after graduating from UGA was as an Assistant Professor of I-O at Louisiana State University (LSU) for three years. LSU is an R1 like UGA, so they're very research-focused. They have an I-O Ph.D. program, which I was the director of for two and a half years. Now, I'm an Assistant Professor of Management at Georgia Southern University (GSU), which is an R2 and is a bit more balanced in terms of research and teaching. I still publish in the same target journals that were important to both universities, but the main difference is that I'm not leading a Ph.D. program and do not have Ph.D. students because we only have undergraduate and MBA programs in my area at GSU. I am continuing my research stream which focuses broadly on employee well-being (e.g., workaholism, mindfulness, work-family conflict) and the experiences of individuals from diverse backgrounds in the context of the work environment.

### **How does your experience in the UGA I-O program contribute to your work?**

There are a lot of different ways! A big benefit was the size of UGA's program in terms of students and faculty, especially since a lot of I-O programs are small with maybe three or four faculty and far fewer students. That gave me the opportunity to work with multiple mentors and multiple students on projects. For example, I worked not only with Nathan as my major advisor, but also heavily with Malissa and Lillian, as well as with other students. I think that really set me up for success in academia because with research, a lot of it is about project management and working with lots of different teams. So, I feel like that helped me prepare a lot better than if I had only worked with one advisor and one or two other grad students.

### **Have your work and research interests changed over time? Also, has shifting from a psychology program to a management program impacted your research?**

Yes, when I started in grad school, I was interested in work-family and personality, but I primarily studied personality for the first few years under Nathan. At the time, I was kind of interested in everything in I-O. In undergrad, I took an I-O class, but it was taught by a cognitive psychologist. We didn't have an I-O program at my college, so I didn't have any faculty to help teach me more about what I could do with the degree. I just knew that I liked all of it, so I focused on personality a lot, which I enjoyed, but then I kind of got my own identity around my third year or so in the program. At that time, I switched to focusing more on work-family topics, employee well-being, workaholism with Malissa, and mindfulness research with Lillian. Eventually, around my fourth or fifth year, I also became interested in studying diversity in the workplace, which covered a lot of identities under that in terms of whether it's race, gender, sexual orientation, etc. I don't seek out personality-focused projects as much at this point in my career, although it will always be an interest of mine.

As far as differences between my experience moving from psychology to management, I specifically sought out a business school that would allow me to keep publishing where I wanted. So, there's no difference in my research in any way; the only difference I've noticed is very minor and it's just in the classroom. Generally speaking, I've noticed more student engagement in the management classes (i.e., HR, OB) I have taught so far, as it seems they had a more specific interest in the topics as 97% of my students are management majors. However, it's hard to say if that's truly a psychology-management difference versus an LSU-GSU difference, due to my teaching improving over time, or due to some other factor such as pre- and post-covid!

### **Has the evolution of your work gone as you would have expected it to go?**

I think it's gone better than expected. I feel like UGA really prepared me well in terms of publishing, much more than most other programs would have, which is obviously a big part of whether you're going to make it as a faculty member. The number of publications I had when I went on the job market really helped me feel confident and made the transition very easy. Nathan did a very good job intentionally telling me that in my fourth year he wanted me to be more independent, such as intentionally publishing without him. Since leaving UGA, I've seen other faculty who were kind of shocked or surprised by academia in some regards, and there are still some things you just can't know until you start. For instance, the inner workings of department politics or what department meetings look like. But, I felt like UGA, and Nathan in particular, really did a good job preparing me for academia and I'm very thankful. I also have to commend Malissa and Lillian, who were invaluable in preparing me as well.

### **What are you looking forward to in the near future, whether it's in your work or other parts of your life?**

I'm looking forward to summer because it's a time to recharge and take some time off, but also to put more focus on my research. I'm also looking forward to going up for tenure in the next couple of years, so that's exciting and will hopefully be successful (fingers crossed!). SIOP is something I'm looking forward to also since I haven't seen a lot of my friends/collaborators in person since 2019!

## ***Interview: Dr. Taylor Sparks Sullivan***

### **Please tell us about your current job and what type of work you are doing?**

I just started a new job at Codility, a tech firm aimed at building high-performing engineering teams through automated technical skills assessments and live collaborative programming environments. At Codility, I apply state-of-the-art I/O psychology and assessment science to support our product, customer success, marketing, and sales teams. I provide thought leadership and strategic consultation with both colleagues and customers on topics such as talent assessment design, development, and delivery; test fairness and candidate perceptions; assessment industry trends; and psychometric evaluation. As an I/O psychologist at Codility, one of my primary aims is to ensure our assessments are measuring what they need to be measuring to get the right talent in the right jobs at the right time. We work every day to ensure Codility is the fairest assessment platform in the market, both from a validity perspective and from a bias and sensitivity perspective. My job is to help us design ways to use data to check our claims that our assessments are valid and fair and to continuously improve. As a woman in tech, I am very passionate about Codility's mission because the platform is designed not only to boost team performance but to also increase diversity in terms of gender, race, national origin, educational background, etc. across team members. So, if we are indeed measuring the right things, like job-related technical skills and capabilities, hopefully, over time, we're building a workforce that's more effective and more diverse. I see this panning out every day at Codility - our team is incredibly effective and extremely diverse. It's inspiring to work toward creating this in all companies.

### **How does your experience in the UGA I-O program contribute to your work?**

One of the most important things the UGA I-O program equipped me with was critical thinking skills. Across the courses I took at UGA, a key focus was on consuming information—lectures, articles, case studies, brown bags—, processing it, synthesizing it, and using it to develop your own point of view. You have so much time there to focus on critical thinking - to roll concepts around in your brain, to formulate your own opinions and perspectives, to find your own lens through which to consume information and your own voice in how you put that information back out. That lens and voice will become really critical in any I-O role. In applied practice, you're often a translator, a connective tissue between lots of different functions and lots of different points of view. Whether working somewhere surrounded by other I-Os or if you're the only I-O in your company, consuming and communicating information critically to solve problems is a core competency.

### **Have your work and research interests changed over time?**

In grad school, I did a lot of research on leadership and employee well-being. So, at the time, I would have classified myself more on the O-side, although, I think that's sometimes an exaggerated distinction. At this point, I'm definitely very invested in talent assessment for selection. That said, underlying all of this has been a focus on good measurement. I think it's critical to our ability to do almost anything as an I-O psychologist. Being able to measure something well—and whether that's leadership or burnout or someone's skills or a company's culture—and having an understanding of the psychology behind the measurement, what leads to better measurement, what clouds our ability to measure something well has become my primary interest in both practice and research.

### **Has the evolution of your work gone as you would have expected it to go?**

Being in the selection space, it's about as bread-and-butter I-O as you get. So, in terms of sticking with I-O and being in a very I-O role, that's what I would have guessed would happen, and it did. I think where it diverged a bit was the ways in which I've applied I-O. For example, in my prior role at HumRRO, I led strategy and execution in our credentialing and licensure space, and that's an area I hadn't heard of during grad school. As it turns out, it's just so ripe for contributions from the field of I-O psychology. Now working in the tech recruitment space, my entire company is built around a product instead of a service, whereas my prior consulting role was totally service-based. So much of the consulting role is managing projects and building and managing relationships with clients. Those consulting skills still serve me well in my new role at Codility, where I'm not so much full-time dedicated to consulting with clients or customers, but there's a lot of relationship-building that is still so critical and underlies a lot of what we're able to do as I-O psychologists.

### **What are you looking forward to in the near future, whether it's in your work or other parts of your life?**

Well, as I said, Codility's mission is really important to me and it's the reason I chose to switch jobs and work here. I'm very passionate about increasing diversity, especially in traditionally pretty homogeneous workforces. Science has played a huge role in my career and in my education, so I'm very passionate about getting more women into science, and I view this as a tool to do that. I'm very invested in making our assessments valid and fair, so not only do clients think they work, but they actually do work. In the future, I'm just excited to figure out how to best move us forward in that direction.



## *Advice from our alumni interviewees!*

### **Thinking of pursuing an academic career?**

**CINDY:** First, it's important that you seek out opportunities to learn a lot about the research process itself, even if the actual content area of a research project isn't perfectly aligned with your primary interests. For instance, my main areas of research are in teams, leadership, and networks, so of course a lot of the research that I did with Dorothy (my advisor) was in those areas. Yet, I also had a lot of cool research opportunities and a lot of things I learned from working with Lillian and her lab, and with Nathan and his lab. Even though the actual research topics I was working on with Lillian and Nathan were different from some of my primary research areas, I learned a ton about new types of data analysis, different ways to collect data, advice and perspectives on the review process, and more, so those were incredibly valuable experiences. I highly recommend getting involved with several faculty members' labs to maximize your learning. Another very helpful piece of advice that I got was from a UGA alum who came back for a talk at Georgia. He said it's a great idea throughout graduate school to figure out what your research "superpower" is, because if you have your own superpower, that will make it more likely that other people want to work with you, and then it's a lot easier to build new collaborations. For me, my superpower has been network analysis methods, and in fact, I've had several collaborations that have started because someone heard about my network expertise. Start trying to figure out and develop your superpower during graduate school, and that early effort now can pay dividends throughout your career. Finally, something that I was told at a doctoral consortium that has stuck with me and, for better or for worse, is pretty true, is that almost everything you do takes about 2.5 times longer than you think it will. For instance, there's a paper we just published last year in the *Journal of Management* that I had started back in 2016 (while I was still in grad school), so a lot of what you're working on, including your current projects, might not get published as quickly as you think it will. In fact, your current project could even be some of the early work that you're publishing once you're a faculty member. Keep this in mind when planning projects, conducting your dissertation, and setting yourself up for the academic job market! It's always better to build some buffer room into your schedule so that if/when something doesn't work out as expected, you still have time to get it back on track before your *real* deadline.

**RACHEL:** Of course, get publications. I've been on the committee for three faculty searches now and if you're wanting to go to a research program, even if it's an R2 or R3, you need publications. We get a ton of applications from people who graduated from a great program, but they don't have any publications or even anything under review. Try to get publications - preferably at least one first author to show that it's not just your advisor kind of carrying you to do things. Also, teaching experience. You have to figure out what you want because there's so much variety and variability in academic jobs. Really, just figuring out what you need and want in a job is the most important. Something Nathan recommended to me that helped me a lot was to make a list of the things I wanted and rank them on how important they were for me to have. For example, location, teaching load, psychology versus business schools, whether there was a Ph.D. program or not, program size, faculty, and things like that. Some of it, you know going into it, but some things you can't know until you take the job or might surprise you once you're in the job. Part of it is kind of accepting that it's great if your first job is your forever job, but I think it's about half of academics move at some point from their first job to somewhere else. Also, talking to people that are academics and having people review your material is important. A lot of times people submit materials and it's clear that they should have had someone review it, so having someone do that for you will really help.



## *Advice from our alumni interviewees!*

### **How about some general advice?**

#### **RACHEL:**

- If you're on the fence at all about going academic or not, definitely get applied experience to help tell you if you want to do that or not.
- Talk to people, especially those who are a few years out, to see what they have to say about their experiences.
- Keep in mind that while it's really helpful to get a ton of advice when you're going on the market from advisors, mentors, other grad students, or recent grads...you're the one taking the job. It's not about where your best friend is going to work, if your mentor will be happy you took a certain job, etc. It's about are you going to be happy because you're the one that has to do it day in and day out. Especially considering that you may possibly have to move somewhere that you've never lived before where you don't know anyone!

#### **TAYLOR:**

Depending on what you want to do, taking some type of business strategy course would be a pretty helpful investment of time if you have room on your course schedule or even if it's towards the end when you can audit something. Having a better general awareness of business strategy would be really helpful. I've tried to start doing it a little bit on a self-study basis, but it's tough to find the time. Once you're out of the grad school mindset where basically 24 hours a day is dedicated to thinking about work, or something related to work or school. My life is more segmented now, so it's sometimes hard to find time to dedicate to that kind of self-study. So while you have the time and dedicated energy, take advantage of it.

*Stay tuned  
for our  
next issue!*





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**2021-2022 IOPSA President**

Josie Anker

*ankerj@uga.edu*

**2021-2022 IOPSA Social Media/Newsletter Chairs**

Beth Buchanan

*beth.buchanan1@uga.edu*

Skylar Oney

*skylar.oney@uga.edu*

**Program Chair**

Dr. Kristen Shockley

*kshock@uga.edu*