Greetings from the I-O Faculty!

Welcome to the Fall 2016 I-O psychology Ph.D. program newsletter! It has been a busy fall for the program. We have welcomed four very talented new students to the program. Many students have proposed or defended their thesis or dissertation. We are currently conducting two searches for tenure track assistant professors in I-O psychology, which will bring the number of full time tenured or tenure track I-O psychologists to eight. This is in addition to all of the other amazing full-time and part-time faculty that contribute to the program.

We would love to hear from you. Please share your stories, news, and photos for a future newsletter. You can send them to: Psych.IO@baruch.cuny.edu.

Greetings from the Newsletter Team!

Welcome to the second edition of the Baruch College Industrial-Organizational Psychology Newsletter! For those of you who caught the first edition, this will provide you with an update on the latest news about the program and the students, faculty, and alumni that it is comprised of. For those of you reading the newsletter for the first time, a special welcome to you! We are excited to share the latest news about the program’s poster presentations, publications, awards, and other special recognitions, as well as thesis, dissertation, and comps completion announcements. We have interviewed faculty members both new to the program as well as more senior members, and have also interviewed alumni in order to find out what they have been up to since their time at Baruch. We are very excited about the program’s accomplishments and, like many of you, are anxiously awaiting news about our SIOP submissions in December. We are also happy to hear from you, so please contact us with any of your own news that you would like us to share!

The newsletter team consists of second year student Bradley Gray; third year student Julia Leone; fourth year students Danielle Wald, Manny Gonzalez, Rachel Omansky, and Vivian Chou; and fifth year student Erik Pesner.

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Introducing the 2016 Cohort!

Stefanie Gisler

Hello everyone, I graduated from Bucknell University with a double major in Psychology and Philosophy, and just completed my M.S. in I/O Psychology at the University of Central Florida. While at UCF I conducted research on team leadership for a NASA-funded grant and worked on an exercise intervention for sedentary, middle-aged adults. My primary research interests are worklife balance and occupational health. I will be working with Erin Eatough and Karen Lyness at Baruch. I am originally from Switzerland, but have been living in the U.S. for eight years. In my spare time, I like to spend time with my friends, exercise, cook, read, and explore the arts.

Annie Kato

Hello everyone! I am from the beautiful Pacific Northwest and graduated from Seattle Pacific University in 2009. After graduating, I joined The Boeing Company, where I spent two years in a business rotation program and four years in Human Resources supporting the company’s entry level talent strategy and programs. My HR experience developed my interest in I/O Psychology and my desire to pursue doctoral research. Currently, my research interests include personnel selection, employee motivation, and work/family integration. I will be working with Charles Scherbaum during my time at Baruch. Outside of class, I enjoy volunteering, playing the violin, and watching Seahawks football with my husband.

Ashley Lee

Hello! I am an international student from South Korea. I graduated from Sungkyunkwan University, completing my master’s degree in Social Psychology in 2015. During that time, I enjoyed studying both empirical theories and practical applications and thus decided to pursue I/O Psychology. My research interests lie in workplace emotions, social comparison processes, and leader-follower relationships. I will be working with Yochi Cohen-Charash and Loren Naidoo while here at Baruch College. Outside of psychology, I like physical activities, travelling, and meeting like-minded people.

Desmond Leung

My name is Desmond and I’m originally from the Bay Area in California. I graduated from University of California San Diego in 2015, where my major in Psychology and minor in Business sparked my interest in I/O Psychology. I am mostly interested in studying issues related to workplace diversity and discrimination as well as personnel selection. I’ll be working with Karen Lyness while studying at Baruch College. In my free time, I love playing basketball, watching sports, and trying new food. Although I’ll miss being able to wear shorts in the middle of January, I can’t wait to explore everything that New York has to offer!
Recent Milestone Accomplishments for Students in the Program

Dissertation Defenses

**Chad Parson**

Value Congruence and Unethical Decision Making: The Dark Side of Person-Organization Fit

Kristin Sommer

**Rafi Prager**

The Effects of Goal Orientation on Learning Strategies and Managerial Job Performance

Loren Naidoo

**Yael Oelbaum**

Understanding the Glass Cliff: Why are Female Leaders Being Pushed Toward the Edge?

Kristen Shockley

*Featured on SIOP homepage*

**Martine Maculaitis**

Why Do Negative Employment Outcomes for Workers with Disabilities Persist?: Investigating the Effects of Human Capital, Social Capital, and Discrimination

Karen Lyness

**Thesis Proposals**

- **Erik Pesner**

- Manny Gonzalez

- Vivian Chou

**Thesis Defenses**

- **Erik Pesner**

- Jeremy Rothstein

- Priyanka Mitra

- Michael Covell

- Rachel Omansky

**Comprehensive Examinations**

- **Erik Pesner**

- Michael Covell

- Priyanka Mitra

**Dissertation Proposals**

- **Tiwi Marira**

- Christine Smith

- Eric Knudsen
**Exciting Life Events!**

**Engagements**
- Eric Knudsen and Lisa Genna
- Ethan Rothstein and Michelle Witrock
- Danielle Wald and Gregg Schantz

**Marriages**
- Elliott Larson and Clarice Chow
- Mike DeNunzio and Antonella Abruscato

**Births**
- Loren Naidoo: Bodhi Sutton Naidoo, born January 5, 2016. He joins Cooper (age 5) and Rowan (age 3).
- Angela Grotto’s Baby Pino!
An Interview with Allen Kraut

We got a chance to sit down with Dr. Allen Kraut, Professor Emeritus of Management at Baruch College, CUNY, and ask for his thoughts and advice on many topics.

**Briefly, what were your education and work settings?**

Dr. Kraut received his M.A. in personnel psychology at Columbia University, and his PhD in social psychology at the University of Michigan. His educational background gave him broad coverage of both the selection and the organizational sides of I-O psychology, and he put this knowledge to use in careers at IBM, Baruch College's Management department, and organizational consulting.

**What impressed you about Baruch's graduate students?**

At Baruch College, Dr. Kraut's work in the Management Department encompassed not only teaching, but advising and doing research with students. Dr. Kraut fondly recalls the many bright and talented I-O students who took his survey research course. The term projects often produced excellent work. For many students, this was followed by highly successful careers doing surveys after graduate school. His experiences at IBM also shaped his teaching by orienting him to focus on problem-solving strategies, and by providing him real-life, applied examples to enhance student understanding in his classes.

**What advice would you give to Baruch's graduate students?**

To current graduate students of I-O and management, Dr. Kraut strongly advises getting practical experience such as internships, or working on serious projects with professors. This experience should ideally be paid, longer-term work (i.e., on the order of a few months or more), done alongside the best I-O role models one can find. Students should also choose these experiences strategically, with knowledge gathered from faculty and former interns about the reputation of the organization and the person they would work with, and the quality of experience gained from these projects.

However, Dr. Kraut strongly advises students to not only seek applied work, but to stay disciplined and maintain focus on finishing the PhD. Despite the lure of a promising career, a stable paycheck, and interesting projects that companies extend, one must be smart and think long term to stay on course. The exciting work opportunities will still be there after graduate school.

**Any other advice for new professionals?**

To current students and newly minted professionals, Dr. Kraut emphasizes honing presentation skills. Condensing a project culminating from months of work to 15 minutes of presentation at SIOP or to a client is critical. If one were to imagine this project as a NY Times feature article, for instance, what would be the headline? The title of this feature article conveys the central meaning, and should be memorable and comprehensible. Similarly, one's project must be presented with these goals in mind.

To early-level professionals, Dr. Kraut also recommends polishing one's organizational development skills in order to get the most impact. One must also understand the business and clients one works with. What is the product or goal? Being able to frame reasonable expectations for an organization is critical when consulting to help fix problems.

**For the long term, what else would you recommend doing?**

On a personal level, and at any professional stage, Dr. Kraut highly recommends publishing as much as one can. One publication a year leads to dozens of publications over decades. He also takes a broad view of “publishing.” Writing, putting ideas in print, giving talks, or meeting with peers and informal work groups are ways to share knowledge, and for strategizing specialization or expansion of one's work.

Dr. Kraut's projects spanned many spheres of knowledge, and he published where he could on the results of his applied work. He also stresses that one should avoid self-censoring about the worth of ones’ publications. A well-written article is publishable somewhere. Presentations and publications keep one's name out in the field, and they test the waters for feedback while providing a sense of one's own knowledge level.

**How would you advise on picking research projects, applied or otherwise?**

A worthwhile way to select work projects is to consider how much value they might add; value added to the client, to the field of I-O, as well as to oneself (i.e., liking what one works on and developing). When there is much value added, it contributes to a greater sense of understanding or knowledge about what the field and the organization can do differently or better. It is critical to be mindful of this big-picture idea when one is considering various work projects.
An Interview with Allen Kraut

What other things should an active professional do?

Lastly, Dr. Kraut highly recommends joining or forming informal professional groups to talk shop, brainstorm, and network. A gathering of like-minded colleagues can be initiated, for instance, by emailing a small number of colleagues with similar professional interests to informally gather and exchange ideas the day before a SIOP conference begins. If successful, such a gathering can be repeated and hosted in multiple locations.

Going back to your experience in IBM, what are you especially proud of?

Dr. Kraut's skill sets were highly honed by conducting cutting-edge survey work at IBM, where he was proud to help make employee surveys a “way of life.” A central aspect of his legacy at IBM was the emphasis on understanding and monitoring the satisfaction of employees and their enjoyment of work. He also helped expand the survey emphasis onto the topics of employee performance, clarification of work goals, and managerial behaviors to truly capture and monitor the organization. Doing so allowed IBM to pay serious attention to employees and to expand the channels of communication beyond just immediate managers.

Dr. Kraut is also proud to have had a key role in IBM’s selective internship program, which drew a multitude of I-O doctoral candidates from across the U.S. for several decades, and provided them with guidance and applied experience. This included several interns who later became SIOP presidents, such as Doug Reynolds and Steve Koslowski.

How have you shared your knowledge of organizational surveys?

His deep knowledge of survey techniques has been disseminated through his teaching and his publications, including two books published by SIOP’s Professional Practice Series, on conducting and utilizing surveys. In addition, Dr. Kraut has consulted with many organizations on strategic survey and data usage techniques to create solutions in human resources management.

Have you seen much of “Globalization”?

Dr. Kraut’s work has taken him overseas, including consulting work in Japan and Hong Kong, and teaching in Taiwan and Singapore. His cross-cultural experiences in organizational management have also allowed him to experience the variations in culture at different management levels, and he has written about doing research in international organizations. He highlights the pitfalls of assuming differences or similarities between cultures without personally observing behavior and checking attitudes, as a “reality check.”

Despite officially retiring from IBM and then from Baruch College, Dr. Kraut clearly loves his work and maintains his strong ties to Baruch. He has continued his many professional activities, including editorial work and informal professional meetings. We’re fortunate he stopped by to share his thoughts and advice!

Congratulations to Harold Goldstein!

Dr. Goldstein is now a full professor of Industrial/Organizational Psychology at Baruch College, The City University of New York! He is director of the MS and MBA programs in I/O at Baruch College. His expertise spans many areas, from equal employment opportunity and personnel selection issues to strategic competency modeling, leadership, and diverse talent identification. Way to go, Dr. Goldstein!

Congratulations to Rob Silzer!

It has been an excellent year for Dr. Silzer, who recently received the 2015 Distinguished Professional Contributions Award. This is the highest practitioner career award given by the Society of Industrial and Organizational Psychology (SIOP). Additionally, he received the 2016 International Award for Excellence in Consultation, which is the highest form of recognition awarded by the Society of Consulting Psychology (SCP). Not only did he receive these awards, but he also became a member of the Editorial Board of Organizational Dynamics in addition to currently serving on the Editorial Board for the Industrial/Organizational Psychology Journal: Perspectives on Science and Practice.

Congratulations to Rob and his many accomplishments. We are proud to have you as part of the Baruch program and wish you continued success!
What is your favorite part of the I/O program at Baruch?

The people! We have an amazing group of faculty, students, and alumni. Over the years, the program has attracted great people who are smart, driven, excited about I-O, and fun to be around. We have some of the coolest people come through our program as students who go off and do amazing things as alumni. It’s great to feel like you are not just colleagues but friends with the people you work with.

Please tell us about your research.

My research program centers on the consequences of stressful job conditions, individual health and well-being, and the relationship between stress and outcomes crucial for organizational effectiveness. I use various research methods, but have recently focused on a within-person perspective, using daily diary studies to examine intra-individual relationships. Stressful work experiences are an internal, idiosyncratic phenomenon. One person may feel a certain experience is stressful whereas another person may not be adversely affected by it. By exploring not only between, but within-person variation, we can better account for individual differences in perception and experience.

What exciting projects are you working on?

I have recently done work on a stress- or called illegitimate tasks, which are unnecessary or unreasonable work tasks that a person feels they should not have to do at work. We’ve established that these tasks are detrimental because they violate one’s sense of self, but the extent to which they are perversely damaging and poisonous to an organization is underappreciated. If an employee must spend time and energy on tasks that neither create value nor make use of their skills, it takes time away from truly valuable work and threatens basic human dignity.

I am continuing to explore how illegitimate tasks impact the employee (health, burnout, revengeful behaviors), but in the next few years, I will tackle the questions of “how can such tasks be identified, if you are a manager who may be unknowingly assigning them?” and “what can we do about these tasks when they are inevitable?” For the few researchers focusing on this topic, we are just beginning to feel momentum in the empirical research world. The term “illegitimate tasks” is buzzing in the popular press as well, which is gratifying.

What is your proudest accomplishment in your career thus far?

Having graduated 3 years ago, obtaining a tenure-track position in Baruch’s reputable I-O program is a huge accomplishment that I feel very proud of. Also, this year I was selected to participate in an event at the Qualtrics Insight Summit. My research on illegitimate tasks had been deemed one of the “most fascinating research insights” in the Qualtrics community and so I got to exchange dialog on stage with some famous authors (e.g., Malcom Gladwell, Stephen Dubner, Tim Ferris) about my findings on illegitimate tasks in front of 2,500 researchers. Getting recognized by “movers and shakers” who are not in our field is one of the proudest accomplishments I have had.

What do you believe is the most rewarding part of your work?

The most rewarding part is working with graduate students. Building relationships with my students and seeing them develop is so special.

What advice do you have for current graduate students?

Soak up every opportunity to learn quantitative skills. Whether you go academic or applied, quantitative skills are among the highest valued. Take workshops at SIOP, participate in CARMA, read stats books, watch youtube tutorials, read the latest journal articles on methods (e.g. ORM), form special interest groups to work on a method, and observe and learn from your mentor. Do it all and pay attention. You are never again going to be in the amazing position you are now to have devoted, focused time to learn this stuff. If you have skills in quantitative methods, this will help you do your research better and faster, get the job you want, and get invitations to join other people’s research projects because they need your skills. It’s an amazing advantage.
John Fernandez

John graduated with his PhD in Industrial-Organizational psychology from Baruch College. He is currently a senior consultant for Select International, a consulting firm specializing in large-scale selection and assessment across a variety of industries. His core responsibilities at Select International involve collaborating with internal stakeholders in HR roles for client organizations to ensure a match between business strategy and assessment strategy, and managing a small team of consultants towards the execution of these projects. He enjoys the increased responsibility and exposure of his new job but admits that these benefits come with an increased workload.

Before his current job, John held internal consulting positions at Merck and Verizon Wireless. He notes several differences between his current external consulting role at Select International, and these internal consulting roles he served at his previous employers. For example, he explains that work is often more predictable for internal roles than external roles because the latter often requires tending to unforeseen client needs and having to shift priorities or rearrange work plans more frequently.

Although his current job has been his most challenging in terms of workload, time management, and work-life balance, John believes that this challenge has been a source of professional growth. He explains that while external roles provide less of an opportunity to connect your own work to a larger strategic mission, they can provide greater breadth of experience and an opportunity to learn about many different industries and business models. Therefore, these types of experience can be valuable for developing one's expertise and resume.

For graduate students in I-O psychology who are interested in pursuing an applied career, John recommends honing in on your interests relatively early on during your time in the PhD program. That way, when you are able to work (i.e., the appropriate time that faculty recommend you begin working), you can target internships and other applied experiences that align with your more specific interests. In doing so, you’ll be better equipped to be competitive when the time comes to apply for full-time roles after you graduate.

On the other hand, John cautions against taking on full-time roles at any point in the program because it can become difficult to find the time to finish the degree. He stresses the importance of setting up a schedule or routine that allows for steady and constant dissertation work throughout the year. While he believes that all coursework is important to develop a well-rounded base knowledge of the field, he suggests that statistics courses were likely especially useful given the trends in the field, for example the current trend of managing big data.

Angela Grotto

Angela obtained her PhD in 2013, and has been working as an Assistant Professor in the Management department at Manhattan College. She attributes much of her success to her strong support system at home. Becoming a mother strengthened her interest in work-family research, as she recognized that employees who don’t have strong support systems at home need organizational support to juggle responsibilities.

Angela currently teaches, advises the Management Club and the Management Honor Society, and is the co-chair for the Assessment of Learning Committee. She is also on a committee that organizes annual business analytics conferences, with students competing on a data analysis project and presenting real company data.

Angela’s dissertation explored the consequences of work interruptions for employees’ health. She is now developing a new scale to measure employee resilience to interruptions from work. A third project examines differences in family policies regarding paid leave among employees in an organization with different locations, and how these policies differentially affect white versus blue collar employees’ work experiences and organizational commitment. In addition, Angela is conducting a multilevel analysis examining how individual and team-level stressors following a merger impact employee work-life balance and role clarity. Lastly, Angela is examining whether and how HR practices influence job satisfaction across cultures.

Her proudest accomplishment has been her involvement with Manhattan College students and faculty, and her efforts to embody the college’s mission. Angela was awarded Manhattan College’s prestigious Gabriel Hauge Fellowship, which consists of a course reduction and two years of funding for her research proposal to provide consulting to local organizations who seek to improve employee work-life balance and well-being.

As a student, Angela appreciated being treated as a colleague. Her bond with her cohort, and the program environment, helped with the stress and demands of the program. Maintaining friendships and good relationships with her peers has also resulted in an informal career opportunity network.

Angela suggests students work with as many people as possible, learn how to work with different people, and be creative about finding potential collaborators. Networking is also crucial. While at Baruch, Angela worked on an interdisciplinary project with faculty from the Graduate Center and Hunter College. Students should also approach projects with publication in mind, to create high standards. Lastly, while managing the program’s demands, students must ward against burn out, and find ways to balance their lives.
David Youssefnia

David graduated from CUNY in 2001. Since then, he founded and is the active president of Critical Metrics. He thinks his colleagues likely see him as a hard working, persistent, and optimistic individual. He also works as an advisor to start-up companies in the greater Seattle area. The area offers many opportunities for outdoor activities, and David enjoys spending his spare time hiking, skiing and being with his family and friends.

David states that his proudest moment was in 2004, deciding to start his business. It was a hard decision at the time, because he left a big firm where he had many opportunities to develop and grow. He recalls going from direct deposit to no deposit, a truly frightening endeavor for anybody!

David fondly remembers defending his dissertation at Baruch. He recalls that there is a moment during the defense where the student knows they’re making the transition from student to doctor. That moment is a culmination of years of hard work as a graduate student and feels like finally making it to the next level.

For current students, David recommends not minimizing the value of developing relationships right now with students, faculty members, and others on campus. In the future, these will be the people we work with, who work for us, or who will be our clients or consultants, and David advises building these relationships now. He states “You know the 6 degrees of Kevin Bacon? I/O psychology only has 2 degrees!” Another piece of advice was to build a network before it is needed. Reach out and create networks and relationships because they are bound to be needed in the future.

David attends SIOP conferences and has been a reviewer multiple times. He is also involved in local HR organizations and serves on the board for the Pacific Northwest HR Strategic Forum.

When asked what he learned from grad school that has been crucial to his success, David said he learned to not make something up when he didn't know the answer. He suggests instead asking colleagues and others when necessary, as it is important to know what you know just as much as it is to know what you don’t.

From applied experience, he has learned to not get too comfortable in any situation and to stay on his toes to be ahead of the game. He aims to treat every engagement like it’s new, as it helps him produce the highest level of service every time. He recognizes that it is easy to get complacent, and that we need to recognize that and be sure to not fall behind the newest research and techniques.
Recent Publications, Presentations, and Awards

Publications and Chapters

Books


Book Chapters


**Journal Articles**


**Conference Presentations**


Church, A. C., & **Silzer, R.** (2016, April). *Identifying High Potentials in Organizations.* Community of interest meeting conducted at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.


**Goldstein, H. W.** (2016, April). Panelist in M. W. Dickson (Chair), *Implementing Deep Organizational Change in HR-Focused Consent Decree Situations.* Panel discussion conducted at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.


Lyness, K. S. (2016, April), Discussant in E. Eatough (Chair), Women at the top: Perspectives on getting there and staying. Symposium conducted at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.


Scherbaum, C. (2016, April). Panelist in S. Murphy’s Transforming Big and Small Data to Big Insight. Panel Discussion conducted at the 31st annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.


Wald, D. & Eatough, E. M. (2016, April). The Cost of Inconsistency: Interactive Effects of Illegitimate Tasks and Social Support at work. Poster Published at the Doctoral Student Research Day at CUNY Graduate Center.


Recent Publications, Presentations, and Awards, Cont.


Awards, Grants, and Professional Developments


Cristina Arroyo: Received a scholarship for attending the Doctoral Institute at the Organizational Behavior Teaching Conference.

Bradley Gray: Received a scholarship for attending the Early Stage Doctoral Consortium at the Southern Management Association Conference.

Peter Yu: Graduate Center Doctoral Student Research Grant recipient (2016). Graduate Center Early Research Initiative Knickerbocker Award recipient (2016).


Erin Eatough: Selected to have discovered “Most Fascinating Research Insight” by Qualtrics; Invited to discuss research on the main stage at annual Qualtrics Insight Summit in Salt Lake City with Stephen Dubner (Freakonomics), Malcom Gladwell (Blink), Liz Wiseman (Multipliers), and Tim Ferris (The Four Hour Workweek). 2016 finalist for the Weissman School of Arts and Sciences Teaching Award. Selected as an Early Career Research Fellow for the Work-Family Researchers Network, 2016.

End of the Year Party, 2016

We celebrated the culmination of all of our hard work in the classroom and in the field with another end of the year party! Each end of the school year, students and faculty come together to celebrate their successes and have a good time before getting prepared for the summer, fall, and beyond. Alumni are encouraged to come to any of our social events to catch up with old classmates, professors, or advisors! Please let us know if you want to be invited to the next event!