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Dear Baruch I-O Psychology Community,

This year has been fraught with unexpected challenges and filled with new hope. In the fall, CUNY campuses settled into our “new normal,” operating fully remotely. Instructors innovated to develop supportive online classrooms. Students pivoted to virtual learning formats. Leaders and administrators created support systems from afar. Now, as vaccination efforts gain traction across the country, we all wait to see what happens next—but it is clear that we can, have, and will continue to adapt.

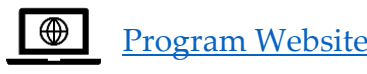
As a new faculty member, I did not know what to expect during such an unprecedented time. When I accepted the position as assistant professor in 2019, a global pandemic seemed only a distant possibility. Since then, however, I-O@Baruch has responded to trying times with impressive resilience. We have continued our record of producing quality scholarly work, publishing journal articles and obtaining funding. We have engaged with the greater scientific community, maintaining our upward trend of SIOP acceptances (even during its first virtual conference). Importantly, we have upheld the traditions and milestones that bring us together. Students successfully proposed and defended theses and dissertations. As a program, we convened for weekly Brown Bags and regular happy hours. Together, the department coordinated a successful visiting weekend for prospective students. I-O@Baruch warmly welcomed our new cohorts of students and me—and for that, we are grateful.

Thanks to the efforts of our stellar newsletter team, this issue highlights both outstanding achievements and daily victories. It is my sincere hope that we will be able to celebrate these events, in person, soon. Until then, I-O@Baruch continues to be our community, keeping us connected.

Warmly,
Julie Dinh, Ph.D.

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How to Stay Connected



Welcome from the Newsletter Team

Welcome to the seventh edition of the Baruch College Industrial-Organizational Psychology Newsletter! We are happy to once again provide you with an update on the exciting things happening at Baruch with our students, faculty, and alumni. In this newsletter, we'll be sharing the latest news on the program's poster presentations, publications, awards, and other special recognitions, as well as thesis, dissertation, and comprehensive exam completion announcements.

This year the Newsletter Team is comprised of Dr. Julie Dinh, fourth year Alessa Natale, third years Yuliya Cheban and Shivani Shah, second year Liz Weglarz, and first year Dina Fleishmakher.



Reading Corner

Quarantine gave us all some time to catch up on reading! We're sharing some of our faculty's current favorite reads.

Zhiqing (Albert) Zhou

Podsakoff, N. P., Spoelma, T. M., Chawla, N., & Gabriel, A. S. (2019). What predicts within-person variance in applied psychology constructs? An empirical examination. *Journal of Applied Psychology*, 104(6), 727. DOI: 10.1037/apl0000374

Julie Dinh

Boykin, C. M., Brown, N. D., Carter, J. T., Dukes, K., Green, D. J., Harrison, T., ... & Williams, A. D. (2020). Anti-racist actions and accountability: not more empty promises. *Equality, Diversity and Inclusion: An International Journal*. DOI: 10.1108/EDI-06-2020-0158

Starck, J. G., Sinclair, S., & Shelton, J. N. (2021). How university diversity rationales inform student preferences and outcomes. *Proceedings of the National Academy of Sciences*, 118(16). DOI: 10.1073/pnas.2013833118

Joel Lefkowitz

Lefkowitz, J. (2019). The conundrum of industrial-organizational psychology. *Industrial and Organizational Psychology*, 12(4), 473-478. DOI: 10.1017/iop.2019.114

Manny Gonzalez

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... & Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63. DOI: 10.1037/amp0000716

Langer, M., Oster, D., Speith, T., Hermanns, H., Kästner, L., Schmidt, E., Sesing, A., & Baum, K. (2021). What do we want from Explainable Artificial Intelligence (XAI)?—A stakeholder perspective on XAI and a conceptual model guiding interdisciplinary XAI research. *Artificial Intelligence*, 296, 103473. DOI: 10.1016/j.artint.2021.103473

Elliott Larson

Glerum, D. R., Joseph, D. L., McKenny, A. F., & Fritzsche, B. A. (2020). The trainer matters: Cross-classified models of trainee reactions. *Journal of Applied Psychology*. DOI: 10.1037/apl0000503

Harold Goldstein

Charan, R., Barton, D., & Carey, D. (2015). People before strategy: A new role for the CHRO. *Harvard Business Review*, 93(7/8), 62-71.

Charles Scherbaum

Adler, S., Campion, M., Colquitt, A., Grubb, A., Murphy, K., Ollander-Krane, R., & Pulakos, E. D. (2016). Getting rid of performance ratings: Genius or folly? A debate. *Industrial and Organizational Psychology*, 9(2), 219-252. DOI: 10.1017/iop.2015.106

Kraiger, K., & Ford, J. K. (2020). The Science of Workplace Instruction: Learning and Development Applied to Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 8. DOI: 10.1146/annurev-orgpsych-012420-060109

Potočník, K., Anderson, N. R., Born, M., Kleinmann, M., & Nikolaou, I. (2021). Paving the way for research in recruitment and selection: recent developments, challenges and future opportunities. *European Journal of Work and Organizational Psychology*, 1-16. DOI: 10.1080/1359432X.2021.1904898

Hayes, T. L., Kaylor, L. E., & Oltman, K. A. (2020). Coffee and controversy: How applied psychology can revitalize sexual harassment and racial discrimination training. *Industrial and Organizational Psychology*, 13(2), 117-136. DOI: 10.1017/iop.2019.84

Exciting Life Events for our Students, Alumni, and Faculty!



Marcus Alexander Oliveira was born 10/25/2020 to alum, Justina Oliveira.



Baby Enzo was born on 8/31/2020 to alum, Angela Grotto.



Faculty, Julie Dinh, got engaged to her fiancé, Amir Jazayeri, on 4/21/2021.



Penelope Violet Larsen was born to current student, Stefanie Gisler, and husband, Michael, on 5/18/2020.



Current student, Josh Nagel, got engaged to his betrothed, Franni Bernstein on 2/22/2021.



Current student, Alessa Natale, got engaged to her fiancé, Danny Whiteley on 8/28/2020.

Dina Fleyshmakher



Hi all, I'm Dina! Upon graduating from Rutgers University-New Brunswick with a degree in Psychology and minor in Economics, I spent a year assisting with research at the Rutgers Center of Alcohol & Substance Use Studies. As a

New Jersey native, it was important to me to stay near New York City. For this reason (and so many more) I am beyond grateful to be a part of this program. Currently, I am managing Dr. Yochi Cohen-Charash's Emotions in Organizations Lab. In addition, I am working with Dr. Cohen-Charash on my thesis, which will explore contempt in the workplace. My research interests lie primarily in the areas of leadership, emotions, persuasion and communication. In my spare time, I enjoy cooking, reading, listening to music, and traveling.

Chapman Lindgren



Ahoy! I graduated from The University of Georgia in 2020 where I majored in Psychology and minored in Health Policy & Management. Currently, I am working in Julie Dinh's Diversity, Interventions, and

Health Lab. Dr. Dinh also advises my thesis, which will focus on crisis leadership. In the DINH Lab, I assist on projects investigating medical resident selection processes, diversity amongst I/O programs, and elements of supportive design in healthcare facilities. In my free time, I enjoy playing with my dog, exploring NYC without my dog, who is scared of loud noises, football, watching pretty much anything, and reading.

Ben Goldstein



Hi everyone! I graduated from Tulane University in 2018, where I majored in Psychology. After graduating, I spent about two years in Human Resources working for a hospitality group in New York City. Throughout

my undergraduate experiences as an I/O intern for the Civil Service Commission of New Orleans and as an HR manager, I have always been driven towards the I/O field. I currently work with Dr. Charles Scherbaum as a research assistant in the Personnel Selection and Employee Assessment Lab. I also work with Dr. Scherbaum on my thesis, which will focus on virtual reality and specific cognitive abilities. My current research interests include personality, selection, and coaching. In my free time, I enjoy traveling and watching sports.

Annalissa Thomas



Hi everyone! My name is Annalissa Thomas and I am originally from New York. I graduated from Macaulay Honors College at Brooklyn College in 2020, where I majored in Psychology and minored

in Organizational Behavior. I am currently working in Albert Zhou's Workplace Mistreatment and Employee Well-Being Lab. My current research interests include the work-life interface, employee well-being, leadership, and selection. My thesis, advised by Dr. Zhou, will focus on leader appreciation and its impact on employee well-being. In my free time, I enjoy exploring new places, doing art, cooking, and spending time with family and friends.

Ph.D. Program Milestones

Thesis Proposal

Yuliya Cheban | Joshua Nagel
Ethan Ray | Wiston Rodriguez
Shivani Shah

Thesis Defense

Alessa Natale | Kajal Patel
Nicolette Rainone

Completed Dissertation

[Jill Douek](#)
[Manny Gonzalez](#)
[Rachel Omansky](#)
[Erik Pesner](#)
[Ethan Rothstein](#)
[Casey Smith](#)

Proposed Dissertation

Vivian Chou | Annie Kato
Irina Kuzmich | Ashley Lee
Desmond Leung | Allie Tumminia
Danielle Wald

Comprehensive Examination

Paige Alenick | Alessa Natale
Kajal Patel | Nicolette Rainone

Professional Accomplishments

Alumni

Ayanna Cummings became **Director of Diversity + Inclusion, Compass Group** at **Microsoft** and now serves as a **Board Member** of **NBMBA**.

Angela Grotto was awarded tenure and promotion to **Associate Professor of Management** at **Manhattan College**.

Kim Barden became **Director of Talent Management, WestRock** and relocated to **Atlanta**.

Marino Mugayar-Baldocchi joined **McKinsey & Company's OrgScience** team as a **Research Scientist**.

Students & Faculty

Manny Gonzalez accepted a tenure-track **Assistant Professor** position in **Seton Hall University's Department of Education Leadership, Management, and Policy** commencing **August 2021**

Annie Kato accepted a tenure-track **Assistant Professor of Management** position at **Seattle Pacific University** commencing **September 2021**.

Walter Reichmann became a **SIOP Fellow**.

MSIO '20 Graduates

Chaya Adams	Hajjera Cheema	Darina Goulashvili	Lauren Levi	Nicola Scalise
Richard Almanzar	Ariel Clemons	Alethia Graham	Yating Liu	Tanvi Shah
Yael Altman	Sabrina Colmone	Joshua Greener	Kevin Lovo	Matthew Stewart
Debra Andersen	Naika Daudin	Bryan Gross	Stephen Machicote	Tanya Tanis
David Aptekar	Emir Deljanin	Wenyi Gu	Anna Mowry	Robert Tudisco
Miguel Ataupillco	Juliet DeVito	Shakeera Hooker	Jennifer Munoz	Anu Upadhyay
Evelyn Bing	Mohammad Faraj	Gabriella Ienco	Alessa Natale	Francesca Venuti
Connie Cacace	Tamara Fuchs	Paulina Janowiec	Rory O'Gallagher	Kannya Wilson
Giuseppe Cannova	Shu Jian Gao	Michael Koodin	Andy Oh	Tsun Yi Wong
Gricet Carter	Ricardo Garcia Vazquez	Victoria Kui Kui	Margaret Park	Kaiying Zeng
Alena Casey	Baila Glogauer	Michelle Lally	Jonathan Rodriguez	Irene Zinnel

Grants & Awards

Current Students & Faculty

Shivani Shah and faculty member, **Albert Zhou** won the **2021 SIOP International Research and Collaboration Small Grant**.

Albert Zhou won a **National Science Foundation (NSF) Grant** to examine leader behaviors and experiences across life domains.

Desmond Leung won the **SIOP Mary L. Tenopyr Dissertation Scholarship Award**.

Kaitlin Busse, Ashley Lee, Kajal Patel, and Liz Weglarz won the **Doctoral Student Research Grant (DSRG)** from the Graduate Center.

Kaitlin Busse, Yuliya Cheban, and faculty member Yochi Cohen-Charash won the **PSC CUNY Research Award**.

Alumni

Justina Oliveira won the **2019 Southern New Hampshire University Student Affairs Faculty Partner Award**.

Alumni **Elliott Larson**, along with faculty members **Charles Scherbaum & Harold Goldstein** won the **SIOP-SHRM Human Resource Management Impact Award** for Merck & Co.'s General Management Acceleration Program.

Award Spotlight



Congrats to Baruch College faculty **Harold Goldstein, Charles Scherbaum,** and alumni **Elliott Larson and Rachel Ryan**, who along with Ken Yusko (University of Maryland) received the **SIOP M. Scott Myers Award of Applied Research in the Workplace 2021**. The team was awarded for their work on *Solving the Quarterback Problem: Using Psychological Assessment to Improve Selection Decisions in Professional Sports*.

Read the congratulations from the [NFL](#) and from the firm of civil rights lawyer and project partner [Cyrus Mehri](#).

Graduate Center Dissertation Year Fellowship Spotlight with Winner, Desmond Leung



You won this award to support your dissertation research: "Tell Me a Story: Using Narratives to Reduce Backlash to Organizational Diversity Initiative." What inspired you?

This project was inspired in large part by something I kept hearing about in the news – reports about intense negative reactions in response to diversity programs at different organizations. The infamous "Google memo" written by a disgruntled employee and the surrounding controversy that happened a few years ago is a great example of this. One of my dissertation committee members, Dr. Logan Watts, had recently discussed his research on storytelling with me, so an idea occurred to me: Could we use this form of communication (i.e., stories or narratives) in an organizational context to reduce negative reactions to diversity initiatives?

What are some of the implications you envision and hope this research stream will have in practice?

One of the overarching goals of this research is to hopefully shed light on ways to improve diversity and inclusion (D&I) within organizations. I don't mean to suggest that simply modifying an organization's diversity messaging strategy will completely remedy workplace discrimination – a multifaceted and systemic issue influenced by larger societal structures. Having said that, I think this research could help inform effective organizational strategies for communicating about diversity initiatives in ways that help foster greater buy-in among organizational members. As the societal climate in the United States grows increasingly polarized, the capability to generate effective diversity messages will likely become increasingly important for organizations.

Do you have any suggestions for graduate students who want to apply for fellowships similar to this?

It might seem like a lot of extra work to apply for fellowships because of the writing involved – but it doesn't have to be! I'd recommend using fellowship applications as a way to motivate yourself to start writing.

Although some of us may be familiar, tell us more about your research!

My primary focus is on studying intelligence. Intelligence is such an important construct that captures the capability of humans to think, integrate, process, solve problems, and gain insights. It impacts outcomes that we associate as ‘cognitive’ in nature such as problem solving and learning but it also effects outcomes we think of as ‘non-cognitive’ such as leading others, building teams, preparing properly, and understanding the perspectives of others during interpersonal interactions.

How do you think the program has changed during your time with us?

The program has definitely changed since I first arrived. Joel Lefkowitz did a wonderful job as the architect of creating this program and laying the groundwork and foundation for what the program could become. The program always had good balance when it came to the I and O side of the field and that has remained. In addition, I think the program was very collegial and had a positive atmosphere. The students always seemed incredibly close and they were collaborative which I really value and I think it creates culture that fosters development and growth. The biggest change over the past two plus decades has been the shift to increase research productivity. This started with Kristin Sommer who arrived the year after I did, instituting brown bag research discussions that encouraged students to present their research and has progressed to dozens of conference presentations and publications each year. I also think the rigor has increased in foundational courses focused on research methods and statistics, which helps the students gain key knowledge that they need. The program still uses a strong science/practice lens that reflects the I/O field but does so with greater rigor and scientific foundation, which is what is required in both academics and practice. I believe that Charles Scherbaum has been an outstanding leader in terms of guiding the program forward and helping it evolve into something really special.

What is the most rewarding part of your work?

The people I work with which includes my research team, the students I get to meet at multiple levels, other persons from our field that I have met over the years and had the opportunity to collaborate and partner with, and my clients - many of whom we have had for decades and are really just wonderful people that we truly love spending time with. I also love the impact we have had in terms of social change – the focus on diversity. I have always found that particularly rewarding.

“Be open to new ideas and other approaches to doing things. I think that the interdisciplinary approach is what leads to most break throughs in science.”



What is the most important lesson that you’ve learned in your career to date?

Be open to new ideas and other approaches to doing things. I think that an interdisciplinary approach is what leads to most break throughs in science. I think you can at times get too tunnel vision within your own field, or even just a subset of your field, and not see the bigger picture or alternative perspectives. I think you can break mental set by being open to other things and exposing yourself to other perspectives. I remember in graduate school at the University of Maryland that Dr. Robert Zajonc (who was head of my honors thesis class as an undergraduate at the University of Michigan) came to speak about his current research and he started off saying he was reading a book by a 17th century French physician which led to his new ideas for psychological research. First I thought - why was he reading some obscure book by a physician – but that is how new ideas emerge and that is how real progress in thinking occurs.

What are you involved in beyond your research and teaching?

Professionally I play an administrative role of running the MS in I/O program at Baruch so that takes up time as well. I also spend time consulting in the field which is where much of my research data comes from. I definitely find a synergy in terms of my consulting practice and my research – I believe they foster and enhance each other. Personally, at least prior to COVID, I spend time with family and friends, enjoy traveling, and have always had an interest in music and sports.

Any other advice, thoughts, wisdom?

I/O psychology is a wonderful field. I am actually more excited and energized about it now and all the possibilities that it reflects than I was when I first entered the field.

You are rounding out on a post-doctoral research experience. Can you tell us what that means and what a day-in-the-life of a post-doc looks like?

Sure! A postdoc is a transitional position (typically 1-3 years) that new Ph.D.'s can pursue before finding a more permanent role, which provides more time to publish research and gain experience. They are more common in academia, but I've also seen industry postdocs. My responsibilities are pretty similar to what most faculty and students tend to do: research, teaching, and service (in my case, offering research/statistics workshops). The perk is that there is more autonomy as a postdoc than as a student, and I can work without a thesis or dissertation looming overhead.

What were some of the highlights from your post-doc experience? What was most rewarding?

It has been great to focus on my research and push my work toward publication (it was basically a dissertation marathon up until my postdoc started). I also enjoyed diving back into teaching, since it had been a while since I last taught. I was a little anxious about the virtual environment at first, but actually found that there were a lot of opportunities for innovation. Most of all, it was exciting to start a new role as a Ph.D., though it still feels strange to be called "Dr. Gonzalez".

Congrats on your recently accepted tenure-track professor position! Can you tell us more about it?

Thank you! I accepted a tenure-track assistant professor position at Seton Hall University in their Department of Education Leadership, Management, and Policy (ELMP). I will conduct research, teach, and mentor students in the Police Graduate Studies Program, which focuses on applying leadership, management, and HR principles in law enforcement and other public sector agencies. Most students in the program typically go on to pursue upper-level leadership positions in law enforcement, so I'm excited to potentially make an impact by teaching and mentoring these students!

Any wisdom to share on the job search process?

There is a lot of advice I could give, but here are a few tips. First, most schools only want one person, so you will apply to many places and be rejected from many places. Don't take it personally, and don't emotionally invest until the job talk stage. Second, leverage your support network: ask faculty for advice, practice your job talk with your colleagues (and even your family/friends), and keep your mentors in the loop on your progress. Finally, you are more marketable than you think; don't let imposter syndrome sway you.

"Be curious. Each new thing you learn is another tool in your professional toolbox."



Tell us more about your current research program and future research goals!

I mostly study emotions and fairness issues at work. My emotions research has generally focused on when and how specific emotions – such as envy and boredom – can shape employee behavior in favorable and unfavorable ways. My fairness research primarily focuses on perceptions of organizational practices that utilize artificial intelligence and machine learning, which has more recently become a hot-button topic in the field. I'm planning to continue pursuing both of these research streams, and will hopefully also extend them to law enforcement contexts together with my students!

What is the most important lesson you have learned in your career to date?

Loners don't get very far. Be involved and be willing to put yourself out there for other people. A lot of opportunities that I've had so far came about from helping people with their work, striking up conversations at conferences, volunteering for SIOP and other professional associations, and more. To that end, strive to be someone that other people want to work with.

What advice do you have for current graduate students?

- Be curious. Each new thing you learn is another tool in your professional toolbox.
- Build your network. You never know whose path you'll cross again and how.
- Find your niche – such as a knowledge area or skillset – and build a reputation around it. People will approach you first when they need someone with that niche.
- Tailor your graduate work toward developing generalizable skills. You're not a consultant/professor/CEO yet, but you can already start building those competencies as a student (communication, project management, teamwork, leadership, etc.).

What inspired you to pursue IO psychology?

Since I was a young girl of about 9 or 10 years old, I have worked as an apprentice and assistant to my late father, Mr. Arthur Bernard Cummings, Sr., who was a management consultant. Because I had a passion and love for the field of psychology – the study of the mind and behavior truly fascinated me as a child – I decided to couple my passion with entrepreneurship and follow in my dad's footsteps. When I revealed to my mother what I wanted to undertake, she informed me that she too had completed a fellowship at Illinois Institute of Technology in psychometrics prior to attending law school. I guess it all runs in the family!

How did your experiences at Baruch shape your career decisions?

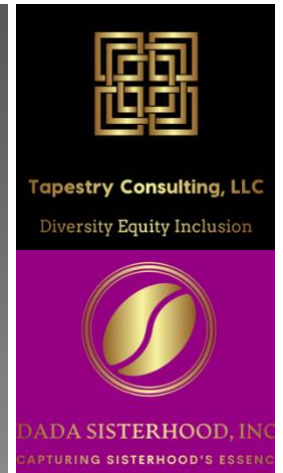
Baruch helped me realize that I could be my true self. Rather than pursue a career that did not excite me, I decided to continue to follow my dream of pursuing a career that truly enraptured me and made me want to get up to get to work each and every morning – and that is how I landed in my current role as Director of Diversity + Inclusion with Compass Group at Microsoft.

How did you get into your IO psychology work?

I did a lot of introspection about my final career choice. A PhD in I-O gives you a window to a world of possibilities, and it is very easy not to focus in on any one aspect of the vast breadth of knowledge you have after getting the degree. But I realized that I wanted to give back to the community from whence I came in a meaningful way to effectuate change at a deeper level. A career in Diversity, Equity, Inclusion, and Justice afforded me the opportunity to couple my skill sets with this culturally transformative desire to be an agent of true and much needed change for the greater good of all of our society. It so happens that my mother arranged an internship and contract work for me as a recent college graduate prior to entering the PhD program at Baruch. I served as apprentice to the seminal diversification management of our time, Dr. R. Roosevelt Thomas, DBA. He taught me that diversity, equity, inclusion, and justice permeate each and every facet of our lives, and that I could be creative in my approach to effectuating change in organizations for all people.

What advice would you give to early-career IO alumni?

If you're not yet where you desire to be, remain steadfast and dogmatic about achieving your desired goals. Nothing will stop you *but you* now that you have the Doctoral degree in your tool belt. You got this!



What other work roles have you held aside from your current work? What are your short and long-term career goals?

Immediately prior to my current position, I served as Director of Operations and Human Resources for a boutique law firm here in Atlanta, GA. I learned from that experience many things, among them meticulous attention to detail and a stick-to-it-iveness that bodes well in my current role. My short term career goal is to be promoted as far and as wide as I can imagine – in the long term it would be great to be the leader, President, or CEO of a Fortune 500 company! I know that many steps in my journey will prepare me well for the next chapter in my career and life.

What were some major projects you take pride in?

The most auspicious and prideful of my achievements is that of implementing the Multi-Pronged Approach for complete cultural transformation at my current company. It has many layers and intricacies, and I'd love to tell you more about it, if only we had the time. I am publishing a book by late December 2021 that expounds on the approach and how to implement it effectively if you're interested 😊

Is there anything we need to do as a profession to prepare to contribute to that world?

I believe we have to use our knowledge and influence to create a better living and working environment for all people, multicultural, disabled, older, disadvantaged, immigrants, women, ethnic minorities, Blacks, Indigenous, and People of Color, and LGBTQIA+. I think we have a responsibility to do so.

“You have what it takes to succeed among the very best and the very brightest. Never doubt your own abilities – show up and demonstrate them!”

We see that you're currently in Talent Acquisition at Northwell Health. Can you share a bit more about your role there?

I am a Talent Sourcing Specialist on the Candidate Engagement & Experience team and focus on finding & engaging talent for our harder to fill positions through creative sourcing strategies. I also research competitive insights, talent map service lines, partner with recruiters across the system, and collect market insights. My portfolio includes specialty nursing & nurse leadership positions across our 23 hospitals. Aside from sourcing, I frequently present professional development webinars for different career events and school programs, and I recently assisted instructing my first course at Northwell's Center for Learning and Innovation.

How did your experiences at Baruch shape your career decisions?

The classes and professors in our program were engaging and helped confirm that I wanted a career in the industry. Learning about what makes an organization successful and how companies contribute to employee motivation during classes has helped me in choosing what companies I work for. One of the reasons I really enjoy my current role is because I believe my internal motivators and beliefs are aligned with my company's culture and mission, another lesson learned from my classes.

How did you get into the Talent Acquisition aspect of I/O psychology work?

One of my first classes in Baruch's program was Dr. Goldstein's Staffing course, which I found fascinating and increased my interest in the talent acquisition aspect of the field. I had a background in research from undergraduate work and received an internship after my first semester at an executive search firm where I researched & sourced candidates for the aerospace and defense industry. It was a fantastic opportunity to learn about executive recruiting, organizational structures, interview processes, and hiring, and gave me the experience for my current role.

What is your favorite memory of the I/O psychology program?

Time spent with other students in our cohort since everyone was friendly, helpful, and engaged. Whether it was chatting in the hall before class, walking to trains together, forming group study sessions, or meeting at a pub after a test, we always had laughs and great discussion and motivated each other throughout the two years.

“Learning about how companies contribute to employee motivation during classes has helped me in choosing what companies I work for.”



Can you tell us more about how working in an organization at the forefront of the COVID crisis affected your work?

Staffing requirements increased significantly during the crisis not only for our sites and hospitals, but also tents and pop-up sites that were being developed for the influx of patients. The TA team worked extremely hard and quickly adapted to critical needs due the crisis, shifting responsibilities, moving into different verticals, putting in longer hours, etc. It was a challenging time, but we knew that adequate staffing was needed to provide the best patient care and ultimately save lives. I believe Northwell's response to the pandemic and leadership through the crisis was inspirational and the recognition given to our frontline workers, who are the heart of our organization, allowed us to attract candidates as an employer of choice.

What are some major projects you take pride in?

I am a wellness liaison for our TA department and recently helped implement a podcast club we named "TA Talk." Each month we choose different podcast episodes related to specific wellness topics for the team to listen to and then meet and encourage discussion, best practices, tips for wellbeing, etc. Our department has been remote for the last year and this has been a great opportunity for our teams to engage on camera in a less-formal setting.

What career advice would you give to current I/O grad students?

Take advantage of the resources at Baruch! Have your resume reviewed, complete a mock interview, research opportunities through the internal system, subscribe to Elyse Mendel's emails – all free and all helpful! Also ensure that your LinkedIn profile is built out completely with relevant information for job opportunities and networking purposes.

What inspired you to pursue IO psychology?

So, I think I first thought about it when I was in high school and taking my AP Psychology course. The textbook had a few pages dedicated to industrial psychology and I was already interested in business and how people work, but I never really knew that you could intersect the two. In school, I did think critically for a little bit, but I would say that really going for IO was just blending together my interest in business and understanding the motivation behind why people do things.

How did your experiences at Baruch shape your career decisions?

I think Baruch was great because I got a lot of opportunities. I did utilize a career board and applied for a couple positions through that. Specifically, the two major ways was that the classes that I took helped clarify if I was interested in something or wasn't interested in something. I took some courses that I was excited and eager about, but after doing the papers and work, I found out I wasn't as excited about them. But there were courses that I found to be the exact opposite, where I didn't really know what was in store, but then after taking part in the class I really enjoyed them.

How did you get into the Talent Management aspect of I/O psychology work?

Currently, I work at JetBlue doing Talent Management. Through my experiences, I began to really understand why people leave companies and why people stay at companies what's really important to employees when they select a place of where they work and where they stay. I really do believe investing in people's career development and providing proper resources and time, in addition to showing people that they are more than a cog in a wheel does lead them to stay longer. If you develop high potentials and you show how important they are to your company, they'll have less of a chance of leaving. Thereby, this will increase and improve your bottom line.

What is your favorite memory of the I-O psychology program?

Really, my cohort. They were essential—I got so many job interviews and job offers just from networking with the people that I was with. Some of them are still my close friends that I speak to today! Your cohort really makes or breaks your experience since we have a lot of team assignments.

“Because of my job, I definitely enjoy traveling to new places and seeing different cultures and learning how people live.”



What other I/O roles have you held and what are your short-term and long-term career goals?

I've worked in a lot of different industries. I've worked in the quick service food industry, financial services, consulting and I've spanned different parts of IO from performance management, employee engagement, and running an internship program. For the short-term, I've been an analyst for over three years, so I've loved to help manage people and put a lot of what I've researched and what I've learned about into practice. I really do believe that the manager has the most potential to shape the employee experience. I'm still developing my long-term career goals, however.

What are some projects that you have taken pride in?

Definitely the internship program! I think it's really nice to be able to give back and provide guidance and insights for people early on in their careers. I wasn't that much older than them, so I think I can provide some really good information and a good program for them. I'm able to relate, but also able to provide foreshadowing tips.

What career advice would you give to current grad students?

My career advice would be to never shy away from an opportunity and do all you can to learn more about the field you're interested in. Do not look so much in the short-term in terms of your position but think about what can make and build your career. You might not get your dream job right away but think about what jobs can lead you to your dream job.

What role do you visualize psychologists playing in the business world in the future?

A lot of that is going to look at the future of work and what it's going to look like in a post COVID experience. I think a lot of companies are approaching a hybrid model, so how do you engage employees in the same or different ways through a virtual environment? How do you make sure employees feel committed to an organization?

What inspired you to pursue IO psychology?

I finished undergrad and I was intending to go to law school. After mulling it over the summer, I decided that probably was not the best career move for me. So, I spent some time working in operations for a charter school network until I figured things out. It was really that experience of working in that charter school that awakened me to searching for career opportunities in IO. In that school system, there was low morale, poor training, inadequate leadership, and high attrition. Ultimately, it wasn't really operating well. I did some research looking into graduate programs that would help improve the kind of the workplace experience and ended up finding IO psychology. So, for me, IO is important in how we can use it to impact work situations. Given my experience, being able to apply IO and help improve workplace conditions is what I enjoy and hold near and dear to me.

How did your experiences at Baruch shape your career decisions?

I came in with the mindset that I was going to network and ensure that education was not going to be the only thing that I would focus in on. What I found at Baruch was that everyone was very friendly and willing to lend a hand if they could. Baruch was very big on making sure people understood what happened outside of the classroom. Professors brought in a lot of their work experiences and how they used what we were talking about in class in their day-to-day work. I spent a lot of time at information sessions from career services. I felt that Baruch did provide enough opportunities for me to get a sense of what my career path could be after graduation.

What are some projects that you take pride in?

At work, I'm working on designing a learning strategy for the groups that I'm covering. So, what's really interesting about it is that because we're taking data from the talent review cycle and shaping our programs and initiatives around what we're hearing from the business leaders are concerns and challenges for them. It's been really interesting to put together a framework that supports the needs of the business.

What career advice would you give to current IO grad students?

Networking—that is probably the most important thing. I have gone to school with people that are in the same role that've been in for four to five years now and I have gone to school with people that are in amazing IO roles and the reason for that is their network.



“You really never know where an opportunity is going to arise, so you need to connect with people. Building a brand for yourself is really important and be able to network and have resources for you to be able to tap into.”

How did you get into your current work at Citibank?

I work at Citibank in learning and development. I work in a group called ICG, which is one of the three major groups within Citi. In my first year, I did a talent acquisition internship, an HR internship, and an internship that was focused on talent and work development, specifically learning in the talent assessment process. From there, I had a sense of what I enjoyed and what I didn't enjoy. I thought from these three internships that the best path for me was learning, so I was looking for roles in learning as a next step. I worked in a law firm and then reached out to a former classmate who referred me to Citibank.

What are your short and long-term career goals?

As an immediate next step, I want to become a full-term learning consultant. At Citi, there are different roles—junior, lead, and senior. I am working towards the lead position as a short-term goal for the next year. Then long-term, I want to get into HR strategy or organizational change. I think the reason that is, is that from my experience, I'm seeing the impact that learning has on meeting the goals and I want to assess what those goals are and what the needs are for individuals to meet those goals. I want to learn how to work with my HR partners to be able to complete that.

What role do you visualize psychologists in general playing in the business world in the future and is there anything we need to do as a profession to prepare to contribute to that world?

I think we need to get comfortable speaking up and speaking out. I've worked in organizations where there is not a seat at the table for someone who works in IO or someone who has that kind of degree. So, it's important to show the value that you bring and that happens in your day-to-day interactions. I think every interaction is an opportunity to show what you do and how you're great at it.

Posters

- Alenick, P., Zhou, Z. E.,** von Bonsdorff, M., Spector, P. E., & Vanhala, S. (2021, April). High-involvement work practices and employee musculoskeletal disorders: A serial mediation model. Poster Paper presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Busse, K. A., Weglarz, E., Rodriguez, W. A.,** Che, X. X., & **Zhou, Z. E.** (2021, April). When home stress translates to work: The impact of home conflict on employee silence. Poster Paper presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Grotto, A. R.* & Mills, M. J. (2021, April). Was that really necessary? Illegitimate interruptions from work as impediments to next-day restfulness through diminished end-of-day work-to-family enrichment: "Facework" as a moderator. Paper presented at the 36th Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Kayga, L., Weglarz, L.,** & Watts, L. (2021, April). Will old habits die hard? An outlook on leadership development. The 36th Annual Conference of the Society of Industrial Organizational Psychology, April 2021. New Orleans, Louisiana.
- Lee, P. J., Leung, D. W., Natale, A. N., Gray, B. E.,** Gu, H.*, & Watts, L. L. (2021, April). Who plays the lead(er)? A historiometric analysis of leadership diversity in films. Poster presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Lee, S., Kato, A. E., & Sommer, K.** (2021, April). *Coping with Success: Effects of Coworker Relationship Quality on Outperformer.* (Poster presented at the 36th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Leone, J.* & **Sommer, K.** (2021, April). New Tower of Babel: Probing the Antecedents and Consequences of Linguistic Ostracism. Poster presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Leung, D. W., Rainone, N., & Alenick, P. R.** (2021, April). Does signaling change explain the glass cliff effect for Black women leaders? Poster presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Li, A., & **Zhou, Z. E.** (2021, April). Latent profiles of employee work-family centrality and their correlates. Poster Paper presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Li, A., & **Zhou, Z. E.** (2021, April). Target-specific psychological guilt mediating effects of work-family conflict. Poster Paper presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Natale, A., Lindgren, C., Dinh, J. V.** (2021, April). Creating space for care: Enhancing patient-centered outcomes with supportive design. Poster presented at the 36th Annual Meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA.
- Patel, K. & Scherbaum, C.** (2021, April). Tweet Tweet Read All About It: The Impact of Social Media on Performance Appraisals. Poster presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Rainone, N. A. & Watts, L. L.** (2021, April). Do perceptions of relocating applicants differ by gender and/or dual-career status? Poster presented at the 36th annual conference of the Society for Industrial/Organizational Psychology, New Orleans, LA.
- Rainone, N. A., Natale, A. N., Alenick, P. R., Kato, A., Patel, K. R.,** Steele, L. M., & Watts, L. L. (2021, April). Review of popular-press claims about organizational creativity and innovation. Poster presented at the 36th annual conference of the Society for Industrial/Organizational Psychology, New Orleans, LA.
- Ray, E.,** Che, X. X., & **Zhou, Z. E.** (2021, April). Passive leadership as a predictor of turnover intention via job insecurity. Poster presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Rodriguez, W. A., Weglarz, E., Busse, K. A.,** Che, X. X., & **Zhou, Z. E.** (2021, April). Family-to-work conflict and incivility: The role of affect and supervisor behaviors. Poster Paper presented at Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

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Smith, C.* (2021, April). Gender differences in personality: An item-level analysis. Poster presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

Valentine, A., Yusko, K., **Larson, E., & Goldstein, H.** (2021, April). Impact of an assessment-based global leadership development program. Paper presented at the 36th annual conference of the Society of Industrial and Organizational Psychology, New Orleans, LA.

Wang, W., Li, J., Kobayashi, V., & Yang, J. (2021, April). Comparative Sentiment Analysis of Online Employee Reviews in All Industry Sectors. Poster presented at the 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Wax, A., **Rodriguez, W. A.**, & Ascencio, R. (2021, April). Spilling Tea at the Water Cooler: A Meta-Analysis on Workplace Gossip. Poster presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

Weglarz, E., Kayga, L., & Watts, L. L. (2021, April) Taking Stock of Theory in Leadership Development: A Consilience Analysis Approach. Poster presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

Symposia

Alenick, P. R., Lee, S., Fleyshmakher, D., & Cohen-Charash, Y. (2021, April). Chairs of Got a bad reputation: Better understanding socially undesirable emotions. Symposium presented at the 36th Annual Conference of the Society for Industrial & Organizational Psychology, New Orleans, LA.

Brandt, O. S., Englund, M., Justenhoven, R., **Gonzalez, M. F., & Tschöpe, N.** (2021, April). Automated Linguistic Analysis to Predict Personality in Asynchronous Video Interviews: A Pioneer Study. In N. Tschöpe & O. S. Brandt (Chairs), *Asynchronous Video Interviews Today – Artificial Intelligence Analysis Tomorrow?* Symposium presented at the 36th Annual Conference of the Society for Industrial & Organizational Psychology, New Orleans, LA.

Fila, M.J., Baethge, A., Che, X., Grotto, A.R.*, Kern, M.*, Mills, M.J., **Nagel, J., Semmer, N.K., Shah, S., Thomas, A., & Zhou, Z.E.** (2021, April). Illegitimate tasks and stressors: New knowledge of processes and boundaries. Symposium presented at the 36th Annual Conference of the Society for Industrial & Organizational Psychology, New Orleans, LA.

Gisler, S., & Zhou, Z. E. (2021, April). Break-need fit: A new way to assess in-work recovery. Symposium Paper presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

Gonzalez, M. F. (2021, April). B-B-B-Bad to the Bored: Examining Reactions Toward Subordinate Expressions of Boredom. In P. Alenick, S. Lee, Y. Cohen-Charash, & D. Fleyshmakher (Chairs), *Got a Bad Reputation: Better Understanding Socially Undesirable Emotions*. Symposium presented at the 36th Annual Conference of the Society for Industrial & Organizational Psychology, New Orleans, LA.

Larson, E., & Goldstein, H. (2021, April). The Drive to Learn: Developing Talent in Sports Using I-O Principles. In E. Heggstad's (Chair) *Talent Management in Elite Sports: Using an I/O Lens*. Symposium conducted at the 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Pineault, L., **Alenick, P.**, Dickson, M., **Scherbaum, C.**, Alber, M., Crenshaw, J., & Bellenger, B. (2021, April). Race-based differences in the police candidate anxiety- interview performance relationship. In S. Howe's *Investigating Discriminatory Behaviors in Employment Interviews*. Symposium at the 36th annual conference of the Society for Industrial/Organizational Psychology, New Orleans, LA.

Shah, S., Nagel, J., Thomas, A., Che, X. X., Zhou, Z. E. (2021, April). "Why did I have to do that?": Exploring passive leadership's effects on illegitimate tasks and employee job attitudes. Symposium at the 36th annual conference of the Society for Industrial/Organizational Psychology, New Orleans, LA.

Sommer, K.L. (2021, April 15 - 17). Discussant. In C. Lui (Chair), *The Political Antecedents of Workplace Ostracism and Employees' Emotional Labor*. Symposium at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

Yusko, K., **Scherbaum, C., & Goldstein, B.** (2021, April). Using Psychological Assessments to Predict Player Performance in the NFL. In E. Heggstad's (Chair) *Talent Management in Elite Sports: Using an I/O Lens*. Symposium conducted at the 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

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Panels

Baran, B., Coppins, T., **Dinh, J. V.**, & Shuffler Porter, M. (2021, April). In M. Crayne (Chair), Leadership in times of crisis: Discoveries, reflections, and lessons for the future. Panel presented at the 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Cheban, Y., Ray, E., & Scherbaum, C. (2021, April). Video Interviewing: A Best Practices Discussion. Panel discussion at the 36th Annual Meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA.

Chou, V. P.* (2021, April). Panelist in Y. Cheban, E. Ray, & C. Scherbaum's (Chairs) Video Interviewing: A Best Practices Discussion. Panel discussion at the 36th Annual Conference of the Society of Industrial and Organizational Psychology, New Orleans, LA.

Gonzalez, M. F., Justenhoven, R., Martin, N. R., Shirase, L. (2021, April). Humanistic machines: Artificial Intelligence and Fairness in Employee Selection. Sessions chairs. Panel discussion at the 36th Annual Conference of the Society of Industrial and Organizational Psychology, New Orleans, LA.

Knapp, D., **Lefkowitz, J.**, & Blackman, G. (2021, April). Update and Discussion of the APA Ethics Code Revision Effort. Panel discussion at the 36th Annual Conference of the Society of Industrial and Organizational Psychology, New Orleans, LA.

Alternative Sessions

Hu, X., Santuzzi, A. M., Dickson, M. W., Glazer, S., Jang, S., Abraham, E., Atoba, B., Chackoria, J., Della Pona, C. M., Gómez Ornelas, S., Iverson, N., **Lee, S.**, Panton, K., Solis, L. (2021, April). *International students in I/O Psychology: Sharing experiences and providing support*. Alternative session presented at the 36th annual Conference of Society of Industrial and Organizational Psychology, New Orleans, LA.

Knapp, D.J. & **Lefkowitz, J.** (2021, April). Update and discussion of the APA Ethics Code revision effort. Alternative session presented at the 36th Annual Conference of Society for Industrial and Organizational Psychology, New Orleans, LA.

Lisina, A., Islam, S., Roman, J. R., DePatie, T. P., Leach, K., Falcon, C. N., **Gray, B. E., Kuzmich, I., Leung, D. W., & Silva, C.** (2021, April). Living la vida virtual: Searching, selecting, & surviving virtual internships. Alternative session presented at the 36th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Scherbaum, C. (2021, April). Panelist in H. Kell's Non-G-Ocentric models of cognitive abilities and their relevance to I-O psychology. Alternative session at the 36th annual conference of the Society for Industrial/Organizational Psychology, New Orleans, LA.

Master Tutorials

Cheban, Y., Kayga, L., Scherbaum, C., & Hanges, P. (2020, April). Opportunities in I-O research utilizing eye-tracking methodology. Master Tutorial at the 36th Annual Conference of the Society of Industrial Organizational Psychology, April 2021. New Orleans, Louisiana.

Dinh, J. V. (2021, April). Funding your way: The NSF GRFP and graduate student fellowships. Master tutorial presented at the 36th Annual Meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA.

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Other Presentations

Recent

Andreassi, J. K., Grotto, A. R.*, Lawter, L., Rua, T., & Thompson, C. (2021). The impact of the Department of Labor's work-family benefits on work-family outcomes: Building a business case. Paper presented at the Work and Family Researchers Network 5th Biennial Conference (virtual).

Busse, K., Zhou, Z. E., & Shi, Y. (2020). Your phone exhausts me: Crossover effects of voluntary ICT use on spouses' well-being. Symposium Paper presented the annual meeting of the Southern Management Association, St. Pete Beach, FL.

Cohen-Charash, Y., & Gonzalez, M. F. (2020). *Loaded Language: Terminology Influences Attitudes Toward Emotions and People Expressing Them*. Paper accepted for presentation at the 80th annual meeting of the Academy of Management.

Cummings, A.* (2021). Effacing Bias and Discrimination in Artificial Intelligence Systems. A Conference Presentation presented at Northwest Regional Equity Conference.

Cummings, A.* (2021). Creating Inclusive Online Learning Environments that Advance Pedagogy & Andragogy. A Conference Presentation presented at eLCC/NWeLearn/NWMET Conference.

Dinh, J. V., & Kayga, L. (2021). Leading teams. Workshop presented as part of the Team Science Skills Workshop Series to the Georgia Clinical and Translational Science Alliance.

Goldstein, H., Scherbaum, C., Yusko, K., & Larson, E. (2021). Assessing and developing talent: lessons learned from the NFL Project. Invited talk at the New York Metropolitan Association of Applied Psychology.

Goldstein, H., Yusko, K., & Larson, E. (2021). Achieving diversity and validity using modern perspectives on assessing intelligence. Paper presented at the Innovations in Testing conference of the Association of Testing Publishers, Virtual Conference.

Gonzalez, M. F., Cohen-Charash, Y., & Busse, K. (2020). *Psych'ed Up for Business School: Preparing I-O Psychologists for Business School Careers*. Session chairs. Professional development workshop conducted virtually at the 80th annual meeting of the Academy of Management.

Gonzalez, M. F., Justenhoven, R., Lobbe, C., Liu, W., Shirase, L., Tomczak, D. L., & Martin, N. R. (2020). The Human Touch: Reactions to AI-based, Human-based, and Mixed Selection Processes. In O. S. Brandt (Chair), *Artificial Intelligence in Recruitment – A Closer Look*. Symposium paper accepted for presentation at the 12th annual meeting of the International Testing Conference, Belval, Luxembourg. (Conference cancelled)

*Knudsen, E.A. (2021). Employees are Happy — and Burned Out. What to do About it. HR.com. [Link to Presentation](#).

*Komaki, J.L. & Tuakli-Wosornu, Y. A. (2021). Using carrots not sticks to cultivate a culture of safeguarding in sport. Frontier Sport Active Living, [Link to Presentation](#).

*Markus, K. A. (2020). Panelist in Validity Evidence Based on Testing Consequences moderated by Debbi Bandalos. 51st Annual Meeting of the Northeastern Educational Research Association. nera-education.org.

*Markus, K. A. (2020). Counterfactual conditionals and causal effects. Convention of the American Psychological Association. apa.org.

*Markus, K. A. (2020). Non-causal determination: Implications for causal explanation and causal modeling. International Meeting of the Psychometric Society. psychometricsociety.org.

*Redmond, B.F. (2020). The Skills to Pay the Bills: Evidence-based Leadership Skills. Talk given during 2020 Non-traditional Student/Adult Learner Week. University Park, PA.

*Redmond, B.F. (2020). Proactive or Reactive? Become an Adaptive Leader. Talk given at 2020 World Campus Student Leadership Conference. University Park, PA.

*Redmond, B.F., Trahan, K., & Williams, J. (2020). Getting Real: Online Leadership Assessment Center. Talk given at the Virtual Management & Organizational Behavior Teaching Society Conference. Myrtle Beach, SC.

Zhang, H., **Zhou, Z. E.**, Shi., & Liu, Y. (2020). Too depleted to control yourself? Effect of customer mistreatment on after-work impulsive behaviors through self-control depletion. Symposium Paper presented at 2020 Annual Meeting of Academy of Management, Vancouver, BC, Canada.

Upcoming

Busse, K., Rodriguez, W.A., Gonzalez, M. F., & Cohen-Charash, Y. (2021, August). Chairs. Psych'ed Up for Business School: Preparing I-O Psychologists for Business School Careers. Professional Development Workshop to be conducted at the 81st annual meeting of the Academy of Management, Virtual.

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Other Presentations

*Cummings, A. & Thomas, R. (2021, August). Effacing Bias & Discrimination in Artificial Intelligence Systems - C.R.E.A.T.E. (R). A Conference Presentation to be presented at American Psychological Association Annual Convention.

Gonzalez, M. F., Cohen-Charash, Y., Chiem, S., & Tilwani, M. (2021, August). Battling Boredom: Identifying How People Behave Toward Bored Employees. In M. F. Gonzalez, E. Weglarz, & Y. Cohen-Charash (Chairs), *Connected by Emotion: How Emotions Shape and are Shaped by Interactions at Work*. Symposium paper to be presented virtually at the 81st annual meeting of the Academy of Management.

Gonzalez, M. F., Weglarz, E., & Cohen-Charash, Y. (2021, August). *Connected by Emotion: How Emotions Shape and are Shaped by Interactions at Work*. Session chairs. Symposium to be conducted virtually at the 81st annual meeting of the Academy of Management.

*Markus, K. A. (2021, July). Causation, counterfactuals and psychometrics: Rubin, Lewis and Pearl revisited. International Meeting of the Psychometric Society. psychometricsociety.org

Williams, J., *Redmond, B.F., & Trahan, K. (2021). Getting Real: Online Leadership Development Institute. Talk to be given at 2021 Teaching and Learning with Technology Symposium. University Park, PA.

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Recent Publications

- Agans, J. P., Maley, M., **Rainone, N. A.**, Cope, M., Turner, A., Eckenrode, J., & Pillemer, K. (2020). Evaluating the evidence for youth outcomes in 4-H: A scoping review. *Children and Youth Services Review, 108*, 1 – 12.
- Altizer, C., Ferrell, B., & **Natale, A. N.** (2020). Mindfulness and personality: More natural for some than others. *Consulting Psychology Journal: Practice and Research*. Advanced online publication. <https://doi.org/10.1037/cpb0000189>
- Borenstein, M., Hedges, L. V., Higgins, J. P. T., & *Rothstein, H. R. (2021). *Introduction to Meta-Analysis* (2nd Edition). Chichester, UK: Wiley & Sons.
- Cohen-Charash, Y.**, & Gibson, D. E. (2020). Review of the book [social functions of emotion and talking about emotion at work, edited by D. Lindebaum, D. Geddes, & P. J. Jordan]. *Academy of Management Learning and Education, 19*(1), 114–116.
- Crusius, J., **Gonzalez, M. F.**, Lange, J., & **Cohen-Charash, Y.** (2020). Envy: An Adversarial Review and Comparison of Two Competing Views. *Emotion Review, 12*(1), 3-21. <https://doi.org/https://doi.org/10.1177/1754073919873131> [Equal author contribution]
- Dinh, J. V.**, Reyes, D. L., **Kayga, L.**, **Lindgren, C.**, Feitosa, J., & Salas, E. (2021). Developing team trust: Leader insights for virtual settings. *Organizational Dynamics, 100846*.
- Dinh, J. V.**, Schweissing, E., Venkatesh, A., Traylor, A., Kilcullen, M., Perez, J. A., & Salas, E. (In press). The study of teamwork processes within the dynamic domains of healthcare: A systematic and taxonomic review. *Frontiers in Communication*.
- Donner, J., *Guglielmo, F, and Palsule, S. (In Press). *The Journey to Leadership Agency*. Dialogue Q4 2021.
- Ellison, L., McClure Johnson, T., Tomczak, D., Siemsen, A., & **Gonzalez, M. F.** (2020). Game On! Exploring Applicant Reactions to Game-based Assessments. *Journal of Managerial Psychology, 35*(4), 241-254. DOI: <https://doi.org/10.1108/JMP-09-2018-0414>
- Gonzalez, M. F.**, Walle, E. A., **Cohen-Charash, Y.**, & Shields, S. A. (2020). Editorial: How Everyday Emotion Beliefs Influence Emotion Processes and Emotion Theory. *Frontiers in Psychology, 11*(2819).
- *Grotto, A. R. & Andreassi, J. K. (2020). Mix it up? The influence of team composition on employee perceptions of stressors in a post-merger environment. *Journal of Applied Behavioral Science*.
- Kato, A. E.** (2020). Teaching I-O psychology for the greater good. *Industrial-Organizational: Perspectives on Science and Practice, 13*, 528-531.
- Kuzmich, I. & Scherbaum, C.** (in press). Identifying faking on forced-choice personality items using mouse tracking. *Personnel Assessments and Decisions*.
- Landy, J. F., Jia, M., Ding, I. L., Viganola, D., Tierney, W., . . . Uhlmann, E. L., [and 186 others, including **Leung, D.W.**] (2020). Crowdsourcing hypothesis tests: Making transparent how design choices shape research results. *Psychological Bulletin, 146*(5), 451–479. <https://doi.org/10.1037/bul0000220>
- Lee, P. J., Rainone, N.**, Aiken, J. R., Dickson, M., Scherbaum, C., Chen, T., & Hanges, P. J. (2020). Where are they now? Re-examining the migration of I-O psychologists to business schools. *The Industrial-Organizational Psychologist, 57*(4).
- Lee, S., Zhou, Z. E.**, Xie, J., & Guo, H. (2021) Work-related Use of Information and Communication Technologies After Hours and Employee Fatigue: The Exacerbating Effect of Affective Commitment. *Journal of Managerial Psychology*.
- Lefkowitz, J.** (in-press). Forms of ethical dilemmas in Industrial-Organizational psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice* (focal article).
- *Markus, K. A. (2020). On epistemic violence in psychological science. *Theory and Psychology, 30*, 478-482. <https://doi.org/10.1177/0959354320914968>
- *Markus, K. A. (2021). Causal effects and counterfactual conditionals: Contrasting Rubin, Lewis and Pearl. *Economics and Philosophy, 1-21*. DOI: 10.1017/S0266267120000437
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Bolded names denote current Baruch students and/or faculty

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Recent Publications

Zhang, H., **Zhou, Z. E.**, Ma, H., & Tang, H. (2020). Customer-initiated support and employees' proactive customer service performance: A multilevel examination of proactive motivation as the mediator. *Applied Psychology: An International Review*.

Zhou, Z. E., Che, X. X., & **Rainone, R. A.** (2021). Workplace ostracism and employee prosocial and antisocial organizational behaviors. In C. Liu & J. Ma (Eds.), *Workplace ostracism: Its nature, antecedents, and consequences* (pp. 133-157). Cham, Switzerland: Palgrave Macmillan.

Zhou, Z. E., Che, X. X., & **Rodriguez, W. A.** (2020). Nurses' experiences of workplace mistreatment. In *Handbook of Research on Stress and Well-Being in the Public Sector*. Edward Elgar Publishing.

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Summer "Watch & Listen" List

We hope that you're able to take some time to rest and restore during the summer months. The Newsletter Team has curated a list of our favorite I/O related podcasts to keep you engaged as you soak up some sun!

I/O Podcast Recommendations

[Healthy Work Podcast](#) with Keaton Fletcher & Maryana Arvan

[Department 12: Everything I-O Psych](#) with Ben Butina

[Bias CheckIn](#) with Susana Gómez Ornelas & Claudia Della Pona

[Quantitude](#) with Patrick Curran & Greg Hancock

[The GIG](#) with Bama Athreya

[I/O Soapbox](#) by Alee Karim & Agnes Szelag

[Diversity Matters](#) with Oscar Holmes IV

[Lead From the Heart](#) with Mark C. Crowley

[WorkrBeeing](#) with Patricia Grabarek & Katina Sawyer

[WorkLife](#) with Adam Grant

[Dare to Lead](#) with Brene Brown

[The Empathic Workplace](#) with Katharine Manning

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Thanks for catching up with us!