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The Canadian Industrial & Organizational Psychologist

Chair's Column



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Spring has sprung and with it has come the sound of songbirds, warmer temperatures, and longer days of sunshine. It also brings with it my last column as CSIOP Chair. Yes, this is the annual column where I get to say my thank yous and goodbyes – at least as Chair. I'll still be around on the Executive for another year as Past Chair.

Thank You!

Speaking of which, I must start off my gratitude for the year by thanking Lynda Zucec, CSIOP Past Chair. Lynda has continued to be CSIOP's energizer bunny by contributing amazing ideas and endless hours to the organization. She has brought so much to CSIOP and I must extend my personal thanks for all the assistance she has provided me this year. Thanks so much for all your hard work, initiative, and attention to detail, Lynda! We're very fortunate to continue to have you serve as CSIOP's Delegate to the Alliance for Organizational Psychology.

Thanks also to all the others on the CSIOP Executive – Nicolas Roulin, Josh Bourdage, Winny Shen, Tom O'Neill, Yannick Griep, and Sarah Bourdeau. You have been such a great group to work with! In particular, I want to thank Sarah, as her term comes to an end. Sarah has gone above and beyond expectations in her capacity as Student Representative and we have been so lucky to have her thoughtful perspective, creativity, and industriousness benefit CSIOP.

Thanks also to all of our Special Collaborators: Timur Ozbilir, Duygu Gulseren, Silvia Bonaccio, Lance Ferris, Prachi, Erika Ringseis, Lindie Liang, Blake Jelley, and Julie Lauzier. You are the unsung heroes of CSIOP – each contributing your particular talents to keep members and the general public informed.

I'd like to bring particular attention to Blake Jelley for his continued work to represent CSIOP's interests on the LCIOP (Licensure of Consulting and I-O Psychologists) Joint Task Force. The Task Force's final report was issued in January. We thank Blake for his dedication to this task force and for continuing to keep CSIOP updated on developments with respect to licensure.

Special thanks also to Silvia for continuing to contribute to CSIOP, and in particular for helping to assist with the ICAP program portfolio this year. I'd also like to extend a special thanks to Lance for his continued hard work, dedication, and patience with the CSIOP newsletter (and me!).

Newsletter Award



Continuing my segue roll, I am thrilled to report that CSIOP has won the 2018 Best CPA Section Newsletter Award! After revising the newsletter format last year, we continued to try and make the newsletter more engaging and appealing for members. Many thanks to all those who contributed to the newsletter, especially Sarah and Lance, who put the newsletter together (Sarah also completed the French translation), Erika Ringseis, who has been writing the legal column for years. The particular newsletter that was submitted was the August 2017 issue, which was our fully bilingual issue. If you're dying to reread this award-winning issue, look no further than the link below!

<http://csiop-scpio.ca/resources/newletters/2017/v34-no03-Aug-2017.pdf>

Change in the Air

On the heels of our newsletter excitement, I'm sorry to report that it turns out that the January issue will be the last one to contain any French translation. Due to decreased revenues, CSIOP can no longer afford to translate the newsletter. We are deeply disappointed that we can no longer offer this service to our French-speaking members. Changes imposed by CPA, for example, severely limiting our Associate membership and disallowing CSIOP to advertise positions, have resulted in decreased funds for CSIOP. In fact, for the first time, the Executive had to hold its Long Range Planning Meeting virtually across four different locations as we could not afford to meet in person.

I report on CSIOP's diminished financial situation not to complain or to alarm anyone. Rather, the Executive team and I feel it's important to be honest with members, especially for those who may not have realized that things have changed. Shifts are still occurring so please pay close attention to CPA in the coming months as it has completed a governance review and hopes to make changes based on this. The changes, and their ensuing implications for CSIOP will be closely followed by the Executive and will be communicated to members.

Signing Off

Far be it for me to leave you with a message of doom and gloom so let me end on a positive note. After speaking with many members of CSIOP over the past year and working alongside (even if it is virtually!) the amazing team of CSIOP Executive members and Special Collaborators, I am more enthusiastic about the Canadian I/O community than ever before. I have seen energy and excitement for our field from student members, to junior colleagues, to those a little more seasoned (ahem – looking in the mirror here), to the luminaries of the field. And what has been most rewarding of all is that they are all working together to enrich the I/O research, practice, and sense of community in Canada. It has been a lovely thing to witness and experience!



And let's not forget that we can keep the good times rolling by attending ICAP in Montreal. This historic conference promises to be particularly impressive with respect to I/O content as we have extensive programming between CSIOP and the Work and Organizational Psychology Division of IAAP.

Finally, I'll end by thanking all of the CSIOP membership and newsletter readers who have endured my corny jokes and mini rants throughout the column this year. It's been a pleasure reaching out to you and sharing my thoughts. I look forward to continuing to serve you, albeit in a quieter fashion, next year. With that, I pass the baton to Tom!

CSIOP Membership



Winny Shen, PhD

University of Waterloo

As of 15 March 2018, CSIOP has a total of 184 members, which consists of 15 CPA Fellows, 1 Honorary Lifetime Members, 5 Special Affiliates, 4 Retired Members, 45 Student Members, and 114 Full Members.

CSIOP News

GENERAL NEWS



CSIOP member Kevin Kelloway will be delivering one of the Keynote Addresses at the Institute for Work Psychology International Conference in June 2018: <http://iwpcconference.group.shef.ac.uk>. Kevin will also be delivering one of the Master Lectures at ICAP 2018 “Chasing the dream: The Healthy and Productive Workplace.”

UNIVERSITY OF GUELPH

Student Awards and Recognitions

- Congratulations to Parco Sin, who won the “Annual Award for the best design in organizational psychology at the XI edition of the Robert Roe & Bernhard Wilpert Winter school”—part of the Erasmus Mundus Program
- Congratulations to Alyssa Payne, who won the “Annual Award for the best design in personnel psychology at the XI edition of the Robert Roe & Bernhard Wilpert Winter School”.

Thesis Defenses

Congratulations to Amanda Amaral, who has successfully defended her Master’s thesis called “Why does honest impression management positively influence interview ratings? The mediating effect of interviewers’ perceptions” on March 29.

UNIVERSITY OF WATERLOO

In the News

The work by Waterloo I-O faculty Douglas Brown and his former/current graduate students (Lindie Liang, Huiwen Lian, Lance Ferris, and Samuel Hanig) and collaborator (Lisa Keeping) is in the news:

<https://www.thetimes.co.uk/article/voodoo-works-if-boss-needles-you-xqq382rxx>

<https://www.telegraph.co.uk/science/2018/03/07/voodoo-dolls-bosses-improve-staff-morale-study-finds/>

https://www.washingtonpost.com/news/on-small-business/wp/2018/03/09/study-a-voodoo-doll-of-the-boss-will-make-your-employees-happier/?utm_term=.9cbfb249f0f5





UNIVERSITY OF CALGARY

Congratulations to doctoral student Samantha Jones and Dr. Joshua Bourdage (also in collaboration with Casey Chan and Dr. Aleem Bharwani), who have received a grant funding from the Canadian Centre for Advanced Leadership for their project “Validation of a leadership self-assessment tool for medicine”!

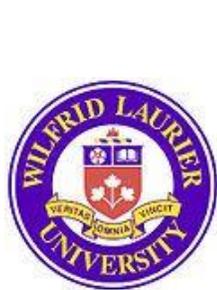


WESTERN UNIVERSITY

In the News

The work by Western I-O faculty Natalie Allen and her graduate student Julia McMenamin is in the news:

http://ssc.uwo.ca/news/2018/Natalie_Allen_Mars_analogue.html



WILFRID LAURIER UNIVERSITY



Dr. Ivona Hideg receiving the inaugural Laurier Early Career Researcher Award, Wilfrid Laurier University, Waterloo, ON

Faculty Awards and Recognitions

- Congratulations to Ivona Hideg who has been granted tenure and will be promoted to Associate Professor effective July 1, 2018!
- Congratulations to Ivona Hideg who was awarded the Laurier Early Career Researcher Award! This is a university-level award that recognizes early career researchers who have made significant contributions to research.

Please send any I/O or program information, photos, congratulations, etc. to Lindie at liliang@wlu.ca.

Practice Makes Perfect



*Lynda Zugec, M. A
The Workforce Consultants*

In this issue of “Practice Makes Perfect”, we caught up with Michael Vodiano, Director of Marketing and Communications at AdvancePro Technologies, to share his unique perspective on

Industrial-Organizational Psychology in Canada. Having spent time in both the U.S. and Canada, through the lens of marketing, Michael provides us with a snapshot of things to consider within our field. He touches upon our challenges and opportunities with respect to Brand Identity, Sales, and the Language of Business – areas within which we could all use some guidance!

Industrial-Organizational Psychology – Getting a Foothold in Canadian Business

by Michael Vodiano



Upon finishing my Master's Degree in I-O Psychology at Hofstra University in Long Island, New York, I looked forward to joining a field that was billed as one of the fastest growing in the United States. My experience in New York demonstrated that, indeed, this field was on the rise. While still not a rival to the numbers of Human Resource Management or Organizational Behaviour graduates, there were plenty of I-O Psychology programs available and jobs to be had. Upon moving back to my native Toronto, I discovered that I-O Psychology here isn't quite as recognized in the market.

As a field looking to increase our visibility, build our credibility, and grow demand for our services in Canada, there are some challenges that we need to address. I had the opportunity to interview a few leaders within the Canadian I-O Psychology space and have shared some of their insights below. Although this article speaks mostly to external consultants, much of it can apply to individuals working internally in organizations as well.

Brand Identity Confusion



A brand, whether it belongs to a company, product, person or, in this case, a professional field, plays a key role in the mind of the consumer. Whether it's defined intentionally or not, it plays out in the thoughts and feelings that consumers get when interacting with the brand. Whether through marketing or personal experience, consumers develop brand images, which represent their perceptual beliefs about the functional consequences and symbolic meanings associated the branded entity (Nolan et al., 2014).

Strong brands have the ability to immediately communicate credibility and differentiate the service from competitors. Brand confusion can cause anxiety and hurt you as you try to instill trust in a sales context. This is a problem for I-O Psychology and a hurdle to overcome before we can market ourselves effectively.

The Challenge

Typically, I-O Psychologists associate themselves with their rigorous, scientific approach to solving organizational problems and improving business performance. Yet, this isn't what people think of when you tell them you practice I-O Psychology. Oftentimes, those who aren't familiar with it confuse it with Clinical Psychology, and we're often mistaken for workplace therapists or something of the sort. While providing psychological support for workers is absolutely noble and essential, this misconception about what we do and how we contribute can limit I-O psychology from a branding perspective. Clinicians do great work, but you wouldn't necessarily equate them with solving and improving business issues.

Take the example of SPB Organizational Psychology, Inc., one of the leading I-O Psychology consulting firms in Canada, and one of the few who explicitly mention I-O Psychology in their corporate brand. Cheddi Suddith, Regional Leader at SPB's Toronto office, commented that the word "psychology" can sometimes confuse clients and may not resonate as strongly with certain businesspeople.

The Opportunity

Although I-O Psychology's brand can be confusing, there are some areas where we are noted for our strengths. Although we don't get our due in some areas where we do provide value, research by Kevin Nolan at Hofstra University shows that our association with Clinical Psychology leaves us well positioned with regard to assessment and coaching. As Tim Jackson of Jackson Leadership notes, while we may not be able to assess business operations like an MBA, we have unique insight into the psychological frameworks that operate within individuals, teams and organizations. This is a truly unique value proposition!

Another strategy that we can take in our marketing communications and efforts to create a brand, is to position our scientific I-O Psychology skills as a problem-solving approach and emphasize the specific problems that we can solve. Our brand is only loosely tied to specific business problems, making it unlikely that we will be the first option to come to mind for a business looking for help. Staking our claim to the specific issues we specialize in (e.g. engagement, training, turnover etc.) can help build a strong brand association.

But I Hate Sales!

Having discussed some challenges we face because of our brand, let's talk about the brand ambassadors themselves. My experience as a consultant and my interactions with others in the field have shown that, while we may love delivering value to our clients, we hate business development! Let's discuss this challenge and look at some ways we can make our marketing and sales more effective and enjoyable.

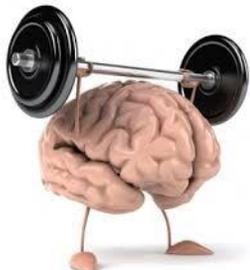
The Challenge

One of the best parts of being an I-O Psychology professional is getting to be part of an amazing group of people, who are typically intelligent, analytical and often introverted (like me). We are all familiar with some of the characteristics of the introvert, and they don't look like the make-up of a powerhouse marketer. Research by the American Marketing Association seems to support this, as 91% of the more than 1000 marketers surveyed report that they enjoy meeting new people, and 74% said they feel energized by social interactions (<https://www.ama.org/career/Pages/Do-Marketers-Have-to-Be-Extroverts.aspx>).

I've also found that as a community, we tend to gravitate towards our in-group, so to speak, when it comes to speaking engagements and writing. We often use I-O Psychology and statistics jargon and can be very verbose in our speech. The nuanced and detailed language that are characteristic of science-oriented people might work in that context, but can get dismissed in the business world.

The Opportunity

As an introvert who is currently working in marketing, I relate to these challenges personally. However, there are some ways that being introverted can be an advantage in marketing. For example, one of the basic functions of marketing is segmentation and targeting, and the idea is that different messaging resonates with different people. As Susan Cain's book "Quiet" indicates, introverts are excellent listeners and observers, and this trait can help us be sensitive to the subtle responses of our audience and evaluate the impact of our messaging. Sandeep Aujla of Multilevel Leadership Consulting notes the importance of using stories and anecdotes from your experience that are relatable to your listener in order to connect with them on an emotional level and



demonstrate relevance to their consulting needs. If your story strikes a chord with one crowd but not another, note the differences and adjust your message accordingly.

According to Tim Jackson, meeting with people in-person gives you the best chance to make an impact, and I definitely agree. However, in the age of digital media, there are more ways than ever to connect with people, and successful marketers can find a medium that plays to their strengths. If it isn't networking, it could be blogging, social media, or webinar presentations. Finding your voice and leveraging a medium that speaks to you will help you find your audience.



One of the most important rules of communication is that simplicity and brevity are key. This is another thing that I struggle with, as I have the habit of trying to pack as much information as possible into my slides, newsletter articles, etc. But couching your message in passive speech and long sentences and paragraphs won't fly in a world of executive summaries and short attention spans. One tool that I've come to rely on to help me with this problem is the Hemingway Editor (hemingwayapp.com). The app helps make your writing bold and clear by identifying passive voice, unnecessary adverbs and long words and sentences. Give it a try!

Lastly, as a community, we need to do a better job of representing I-O Psychology to the broader market. People in many different industries are thirsty for an evidence-based perspective on people issues! Jocelyn Bérard of Optimum Talent recounted a recent keynote speech he gave to an audience of accountants at a Certified Professional Accountant convention. While you may not think of them as our ideal audience, many companies have their Human Resources division reporting to the Chief Financial Officer, who understands data and appreciates a scientific approach to problem-solving. There is tremendous opportunity to be had if we strive to be present and relevant to fields outside of I-O Psychology.

Speaking the Language of Business



To me, the biggest hurdle that I-O Psychology needs to overcome to become more visible is our general lack of business acumen. We don't speak the language of business, and, as it happens, they are our target market. Without a real understanding of the business context that our clients operate in, it's very hard to understand and empathize with their problems. This makes it hard for us to build trust and confidence in our abilities.

The Challenge

I had to confront my lack of business knowledge when I began my first internship at E. Rogers Associates, an I-O Psychology Consulting firm that provided executive coaching and leadership development services to many Fortune 500 companies. Armed with a deep understanding of the social sciences, I was able to understand and analyze assessments, and could teach others to do the same. But I had a hard time relating to the larger context in which Human Resources decisions were being made, and I felt that I couldn't establish myself as a credible resource in business without a basic understanding of the language and the context. Over time, I found that my frustration at this gap in my I-O Psychology education was shared by almost every I-O Psychology professional I spoke to.

Although we know that the value we provide companies by improving their workforce leads to bottom-line returns, it can be difficult to show our impact. Often, our work is a few steps removed from helping the company actually make or save money, and it can be hard to point to concrete examples of effectiveness. But every business decision-maker is accountable for their bottom line, and we need to demonstrate our value in a way that speaks to their concerns.

MARKETING I-O PSYCHOLOGY
OVERCOMING BARRIERS TO GROWTH

I-O BRAND CONFUSION

People commonly confuse I-O Psychologists with Clinical Psychologists. This leads the uniformed to misunderstand our value proposition, and can hurt our credibility in the business world.

One area where I-O has a strong brand identity is in assessment and coaching. We can take a systems approach to understanding the psychological framework of an organization. We should leverage this as a unique value proposition.

THE MARKETING CHALLENGE

Many I-O Psychologists speak and write only for the I-O community, and this hurts our visibility amongst our peers in related fields. Seek chances to represent I/O to people that aren't familiar with us.

Listen to behavioural cues and tailor your communications to your audience. Certain people respond to certain messages. Adjust accordingly to connect emotionally.

Find a marketing medium that plays to your strengths. Whether its social media, webinars or blogging, people that are hungry for your insight. Your goal is to be **present** and **relevant**.

WHAT'S THE BOTTOM LINE?

Many of the services performed by I-Os are removed from helping companies drive revenue. Appreciate the context that your clients operate in and the pressure they face to grow their businesses. Be deliberate in showing the link between your interventions and ROI.

CLEAR AND SIMPLE

Persuasive, impactful communication is simple and direct. Be concise and speak with confidence (not confidence intervals) and power (not statistical power).

TALK THE TALK

You can't establish credibility in business without speaking the language. Institutions: start teaching into business classes. Practitioners: you don't HAVE to take a whole career to develop these skills. They're more accessible than ever!

By Michael Vodiano, 2017

The Opportunity

You might be thinking that, as a consultant, “I don’t have to think about providing a ‘Return On-Investment’. I’m hired to provide a deliverable and it’s up to my clients to show that their investment in me yielded a return”. While this may be true, I’d like to encourage you to consider taking a more hands-on role in this process. Even if you don’t have the opportunity to test your results, or the insight into your client’s business to measure the financial return you provide, you can conduct a proper evaluation of your intervention or training on the front end. Educating your clients on the steps needed to show the return will help inform them of the worthiness of your contributions.

Lastly, we can work with institutions that are putting new I-O Psychology practitioners out into the world to consider offering core business classes as part of their degrees. In the interim, we can take deliberate steps to improve our own business acumen and learn how to speak the language of business. Whether that means reading business journals, taking online courses, or doing an accelerated MBA, we can close this gap rather quickly!!!

I'd like to thank Jocelyn Bérard, Sandeep Aujla, Tim Jackson, Cheddi Suddith and Kevin Nolan for their insights and suggestions for this article.

About Michael: Michael Vodiano is the Director of Marketing and Communications at AdvancePro Technologies, where he applies his I-O skills to drive business development and operational effectiveness. He completed his MA in I-O Psychology at Hofstra University in Long Island, NY in 2016.

If this article was valuable to you, feel free to connect with Michael on LinkedIn:

<https://www.linkedin.com/in/mvodiano/>

Do you have ideas on how we can increase the visibility of I-O Psychology? How we can more effectively share the research and practice of I-O Psychology within the larger business community? Do you have some comments, suggestions, or stories? If so, please contact me at Lynda.Zugec@TheWorkforceConsultants.com. Perhaps we can share your thoughts in an upcoming issue of “Practice Makes Perfect”!

References

American Marketing Association, *Do Marketers Have To Be Extroverts?*, Retrieved from <https://www.ama.org/career/Pages/Do-Marketers-Have-to-Be-Extroverts.aspx>

Nolan, K., Islam, S., & Quartarone, M. (2014). The influence of vocational training on the brand images of organizational consultants. *The Psychologist-Manager Journal*, 17, 245-278.

State of the Science

*Lance Ferris, Ph.D.,
Michigan State University*

Welcome back to “The State of the Science,” where we highlight recently published or in press research coming out of Canadian universities that is relevant to I/O psychology. Each issue, new research will be summarized for our readers who may not have time to read, or access to, the full articles. If you have any suggestions for research to cover in future columns, please see the contact information at the end of this column.



Abusive supervision has been one of the hottest research topics over the past two decades. In that time, researchers have examined what causes abusive supervision, what are the consequences of abusive supervision, and what mitigates or exacerbates its impact. These articles usually end with

a discussion of how organizations have to minimize abusive supervision, a position echoed in popular press books (e.g., Sutton's "The No Asshole Rule"). Given these frequent recommendations, you'd think that over those two decades we'd have a pretty good idea of how to actually minimize abusive supervision.

Surprisingly, we do not. Although related work on interventions to reduce incivility in the workplace exists (including work led by Michael Leiter and other Canadian researchers), interventions to reduce abusive supervision remain rare. But, a new paper outlines one promising intervention that can help. The paper, forthcoming in the April issue of the *Journal of Occupational Health Psychology*, was co-authored by Gloria Gonzalez-Morales of the University of Guelph and her collaborators Mary Kernan (University of Delaware), Thomas Becker (University of South Florida Sarasota-Manatee), and Robert Eisenberger (University of Houston).

In their paper, they outline an intervention focused on using lectures, role-playing, and group discussions to teach supervisors supportive behavior. These behaviors generally were meant to improve the supervisor's benevolence (e.g., using mistakes as learning opportunities and recognizing exceptional employees), sincerity (e.g., following through on promises and being honest and respectful when dealing with employees), fairness (including procedural, informational, and interpersonal fairness), and experiential processing (e.g., being an active listener). The intervention, given to supervisors in a restaurant chain, took place in four sessions taking place over a two month period (each session was two hours long, or 8 hours total). Participants were given flashcards outlining the taught behaviors, and were encouraged to keep weekly logs where they could document and reflect on their use of the strategies.

Gonzalez-Morales and colleagues were able to survey a "treatment" group of approximately 200 employees of the supervisors who received the training, as well as a "control" group of an additional 200 employees of supervisors in the restaurant chain who did not receive the training. They assessed mean levels of abusive supervision and perceived supervisor support for both groups before and after the training. Supporting the effectiveness of their intervention, they found that although the treatment and control group did not differ in their levels of abusive supervision and perceived supervisor support before the intervention, after the intervention the treatment group had significantly lower levels of abusive supervision and significantly higher levels of perceived supervisor support than the control group.

For those interested in the complete paper, the full citation for the article is as follows:

Gonzalez-Morales, M. G., Kernan, M. C., Becker, T. E., & Eisenberger, R. (2018). Defeating abusive supervision: Training supervisors to support subordinates. *Journal of Occupational Health Psychology*, 23, 151-162.

Communication Update



Yannick Griep, Ph.D.
University of Calgary

From the communications perspective, things are going well, and there are a number of interesting pieces of information we should highlight.

First, we are very happy to announce that our newsletter continues to be a success as exemplified by the recent 2018 CPA Section Newsletter Award CSIOP-SCPIO our newsletter has won. Our newsletter team (Lance, Sarah, and Julie) have continued to perform admirably, and there is lots of excellent, bilingual, content in our newsletter.

Second, we are sad to see Julie Lauzier (Université du Québec à Montréal) leaving us on the newsletter team. We would like to thank Julie for her assistance with the past newsletters and wish her all the best in her future career. We will soon post a job add to find a replacement for Julie. Until we find a replacement, Lance Ferris is handling the editing for the upcoming issue.

Third, in the past few months we have more actively approached our CSIOP-SCPIO members via quarterly surveys to ask them about 1) recent awards or grants, 2) recent media attention, 3) recent publications, 4) conference symposia, and 5) new project or research collaborations that could be beneficial to highlight on our social media platform and/or webpage. We promoted five new publications and grants on our social media platforms. These posts all reached about 400 people and were our most shared, liked, and commented on posts. We have contacted our CSIOP-SCPIO members again in February 2018 and received several very positive emails indicating that our CSIOP-SCPIO members thought that this was a great and well structured initiative and that they appreciated the extra visibility among CSIOP-SCPIO members. We have received 21 entries about new papers, grants, and symposia, which will be made available on our social media platforms. On a related matter, I would like to thank our Social Media Coordinator (Timur Ozbilir) for all the work he has put into this initiative. Through his hard work, our social media presence continues to grow substantially: an approximately 36% increase in followers on Facebook, an approximately 25% increase in followers on Twitter, and an approximately 41% increase in followers on LinkedIn since last year.

On the whole, we hope to provide plenty of material to engage with you and foster discussion.

Finally, I would like to remind our members that CSIOP is here to help spread the word on your research. If you or your lab are featured in the news, or you feel there is something our membership would benefit from reading/seeing, please let us know at editor@csiop-scpio.ca. Similarly, if you have an idea for a blog entry and would like to contribute to CSIOP, we are happy to work with you, regardless of your experience level! We look forward to hearing from you!

Student Update



*Sarah Bourdeau, B.Sc.
Université du Québec à Montréal*

La version française de cette rubrique suivra.

Hi all CSIOP students!

As you know, we are working on building an internship series, where we will cover different [aspects of the internship quest in I/O psychology](#). In this edition of the newsletter, I wanted to share with you another glance at the series, as we look into different strategies to make your resume pop out from the lot.

APPLYING FOR INTERNSHIPS: THE NEED TO STAND OUT



Now that you dug in a bit and identified what you need, want and are ready to compromise on when it comes to your internship, it's time to send your applications out there.

First step: Jazzing up your resume

When you get to the search of your internship as an I/O psychology student, you are more likely than not to have a pretty solid resume, especially if you've been doing lots of research. Even though a 10-page resume full of various experiences and publications can be really helpful when it comes to securing an Academic position, more likely than not, it will not make the cut for getting you that interview for an internship. You need to review your resume, reorganize the information and get some stuff out of there.

Another thing to keep in mind: *Your resume should be different for every job or internship you apply for.* Here are a couple of steps you can follow to help you jazz up your resume.

1. **Go through the internship offer and identify what they are looking for:** If you are applying on an internship offer, they will more likely than not offer a pretty comprehensive description of the job, and the candidate they are looking for. What are the job-related knowledges, skills and abilities they are looking for? Jot them down.
2. **Go through your resume and identify what you have that they want:** You may not have everything they are looking for, but you certainly have a lot of experience that will help you showcase how good of a candidate you are. Beside each of the job-related knowledges, skills and abilities you identified in step 1, jot down your job experiences, research, classes, publications, or anything else on your resume that showcase the fact that you got them. Be as exhaustive as possible, and don't be afraid to let go some of the stuff that is not at all in the job description. Ideally, we want to cut things down to a 3-pager...
3. **Build your new corporate resume:** Now that you clearly identified the various elements you need to include in your resume, it's time to build it up. You can do this in various formats. Maybe it's more appropriate to keep it more traditional, with sections for your previous internships, jobs, volunteering experiences, publications, etc. It may also be better to arrange things differently, by listing the different knowledge, skills and abilities you have that they are looking for and listing for each one the relevant experiences. The important thing is that the person looking at your resume can easily identify the criteria they are looking for.

This may go without saying, but once you have your new corporate resume, make sure everything is perfect. Review your grammar, make sure everything is lined up, and make sure it's not too long. And don't forget to include a cover letter!



Second step: Use the cover letter to showcase the best you have to offer

First things first, never send a resume without a cover letter. Never. Okay? Okay. Now that we got that out of the way, let's zone in more on how to use that cover letter to make sure the best you have to offer is showcased. When jazzing up your resume, you identified exactly what you have that they are looking for, and you highlighted it in a short and sweet corporate resume. The cover letter is there to showcase those qualities even more. When going through an internship offer, it

should be fairly easy to spot what is really important for them. Use that to your advantage. In your cover letter, show that not only are you the perfect candidate when it comes to your past experiences, but also that you took the time to make sure they know. Use the cover letter for the following elements:

1. **Technical/administrative details:** Who are you, what University are you studying at, and what year are you in? Who is your thesis supervisor? When are you available to start the internship? How many days a week are you available? Of course, if they are looking for someone full-time and you are only available 3 days a week, this may not be the internship for you right now.
2. **Showcase even more what makes you perfect for the job:** There, you'll want to go even more in detail into what you have that makes you perfect for the internship. You may want to highlight some class project you did that was particularly relevant, or a specific detail in a job experience that made it really formative. That's where you'll really want to sell yourself as the perfect fit, and detail specifically how your experiences prepared you for that specific internship.
3. **Highlight what it would mean for you to get that internship:** Why do you want to apply for that specific internship (outside of finishing your PhD, of course...!) What is it about the company, or the supervisor you are applying with that would make it special and relevant for you, your education, your values, and your personal experience. In your cover letter, you want to not only sell yourself, but you also want to show them that you are already sold to them.

As with your resume, you want to keep your cover letter as concise and short as possible: Aim for one page maximum. You'll also want to make sure that it's perfect. Review your grammar, and maybe ask someone to read it over for you.

With a jazzed-up resume and a kickass cover letter, the odds should be in your favor for you to get that interview! Of course, we'll get you covered for this in our next edition of the internship series.

The Convention Corner



*Joshua Bourdage, Ph.D.
University of Calgary*

*Silvia Bonaccio, Ph.D.
University of Ottawa*



Preparations for the annual convention are moving along quite nicely, and ICAP 2018 looks to be a very exciting conference, with a number of interesting talks and submissions from around the world.

At this stage, the reviews have been completed and if you submitted to the conference, you should now have received the results. We would like to extend a huge “thank you” to the many reviewers who came forward and volunteered their time to help screen submissions – we couldn't have a program without you! We've listed our reviewers at the end of this column, as a small acknowledgement of their time.

We are very excited about the program ahead of us. As a teaser, some highlights include:



Dr. Ramona Bobocel

- Ramona Bobocel's Section Keynote Address. Dr. Bobocel (U. Waterloo) will be giving a talk on her work on Forgiveness in the Workplace
- Gary Latham will be chairing a symposium on Mental Health in the Workplace
- The Student Symposium on New Perspectives in I/O Research, which will highlight work from students across our I/O community
- The two Discussion Forums, including an Alliance Special Session on Women and Leadership

Beyond this, we have a variety of programming, including many posters, spoken presentations, and Gimme-5 talks. This is in addition to the several ICAP Invited Speakers with an I/O focus, including the new announcement of Dr. Kibeom Lee (U. Calgary) in addition to existing talks by Dr. John Meyer (U. Western Ontario). Also keep an eye out for IAAP Division I programming, which will have much international I/O content. We will release a calendar of all I/O content shortly before the conference.

There are also a number of social events. Although specific times and dates will be announced in the coming weeks, look forward to the joint I/O military social (currently scheduled for Friday, June 29th), the student-mentor event, and CSIOP mixer (date TBA).

In short, the CSIOP program is looking strong, and we're looking forward to seeing you there! To stay updated, you can refer to our website (csiop-scpio.ca) or social media platforms, such as Twitter (@csiop_scpio).



Dr. Gary Latham

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Matthew McLarnon

Stacey McNulty

Thomas O'Neill

Deborah Powell

Jennifer Robertson

Nicolas Roulin

Aaron Schat

Greg Sears

Winnie Shen

Update On: Alliance for Organizational Psychology



Lynda Zugec, M.A
The Workforce Consultants

The Alliance for Organizational Psychology will be holding Special Sessions at the International Congress of Applied Psychology (ICAP). ICAP will take place June 26-30, 2018 in Montreal, Quebec, Canada.



**Alliance for
Organizational
Psychology**



Meet the Editors

The aim of the session is for conference participants to meet the editors of several top-tier journals in the field of Work and Organizational Psychology and learn more about the journal submission and review process. This is a session where everyone should feel comfortable and “safe” to ask what they’ve always wanted to know about the journal submission process. Editors will begin by presenting a 5-minute summary of their respective journals to maximize time for audience participation. Panelists will then be asked to comment on the following areas: journal fit; characteristics of an ideal paper, the review process, what reviewers can do, and ethical considerations. This session will include editors and associate editors from some of the top international journals in Work and Organizational Psychology. Chair: Julie McCarthy. Panelists include Gilad Chen, Kevin Daniels, Maria Kraimer, Gary Latham, Scott Tonidandel and Ute Stephane.

Removing Barriers for Women: How to Advance Women in Organizations

Despite women’s advances in the paid labour force and increasing access to non-traditional careers, they are still underrepresented in roles of power and authority all over the world – particularly in top leadership roles. Although society, policy makers and businesses agree that there is a problem, the cure to fixing women’s underrepresentation has not been found, despite organizations investing in policies and practices to promote gender equality and women’s advancement. Research suggests that as women enter and navigate the labyrinth of leadership, they are faced with a number of complex and intertwined challenges and barriers - including structural barriers, cultural barriers, and organizational barriers, all contributing to women's underrepresentation in leadership. This panel brings together leading scholars and practitioners to discuss issues of gender and leadership. In doing so, this forum aims to facilitate a fruitful and knowledgeable exchange around the question of how barriers for women within organizations can be successfully removed. Chair: Lynda Zugec. Panelists include Kimberlea Baron, Hazel McLaughlin, Virginia Schein, Kristyn Scott, and Winnie Shen.

Work-family Interface Around the World: Science and Practice

Around the world, the experience of work-family conflict and stress for men and women continues to be an issue, with personal, organizational, and societal consequences. At the same time, there are cultural differences in work-family policies and practices implemented at the organizational and societal level. This panel aims to bring together scholars who have taken a global and multilevel perspective in studying work-family policies and ways to reduce the strain of these multiple roles. Discussion will address current trends, challenges, and future needs for both science and practice. Co-Chairs: Alicia Grandey & Julie McCarthy. Panelists include Tammy Allen, Laura den Dulk, Karen Korabik, Ariane Ollier-Malaterre, and Mina Westman.

Seminal Works of Industrial and Organizational Psychology

*Duygu Biricik-Gulseren,
Tabatha Thibault,
Dylan Smibert, &
Brianna Cregan*

As part of a capstone course in the history and context of Industrial and Organizational (I/O) Psychology at Saint Mary's University, I gave the students a final assignment in which they each had to select 10 seminal works from the field and justify their inclusion on the list. As they note, this list is neither exclusive nor 100% objective: Each of their individual lists were influenced by their own interests and by their training. What is noteworthy is the overlap of some of the key works that are placed on most lists. Of course, having a top 10 list of anything invites discussion and controversy (which is part of the goal!). By submitting to CSIOP, they invite your comments and to share your favourites with us.

Enjoy!

~Dr. Arla Day

History and Context of I/O Psychology was the last formal university course that we had to take both in our graduate training, and perhaps in our entire career. The aim of this course was to review the history of the field and reflect on its evolution using the knowledge and skills we gained throughout our education. Trying to sort through 100+ years of excellent and very diverse I/O Psychology works and identify only 10 key works is a monumental challenge because there are multiple criteria for being considered “seminal”, ranging from citation indices, to impact on the field, to subjective ratings of how it impacted a specific field. Other questions arose, such as what consisted of truly I/O Psychology works (e.g., Where was the line between organizational behaviour and I/O psychology? Should we include theories and tools developed outside of I/O psychology, but used extensively in the field such as methodological studies or grand theories such as self-efficacy or stress?) We also were allowed to select only 10 of the many impactful studies, and these chosen works were from diverse areas of I/O psychology.



We found this exercise very useful in helping us think about the developments in the field and appreciate the contributions made by I/O psychologists to advance our knowledge and understanding psychology at work. Therefore, we combined our individual lists (negotiating as to which works on our individual lists got to stay), and we wanted to share some of these seminal works with the greater I/O psychology community in Canada. As noted by Dr. Day, we want to

stress that this is neither an exhaustive nor an objective list. The works we identified are heavily influenced by our personal research interests, and we sought to highlight the seminal works of Canadian researchers as well. The aim of this column is to initiate a discussion. We also hope that both this column and discussions would be a useful resource for students studying I/O psychology.

Here are our top 10 international and Canadian seminal works in the field (in chronological order):

- 1- **Flanagan, J. C. (1954). The critical incident technique. *Psychological Bulletin*, 51(4), 327-358.** (Google scholar citation: 10,409)
 - It is the gold standard (absolute rating systems) of performance measures; Behaviourally Anchored Rating Scales (BARS) and Behaviour Observation Scales (BOS) both use CIT as a starting point in their development (Kelloway, Catano, & Day, 2011).
 - It is very useful in terms of understanding low frequency, high impact phenomena, such as workplace violence.
 - It provided a tool for both I/O psychology research and practice to shed light on human behaviours under critical circumstances.
 - This technique is not only popular among practitioners, but also among qualitative researchers (Butterfield, Borgen, Amundson, & Maglio, 2005).
- 2- **Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.** (Google scholar citation: 8,481)
 - This work drew attention to the work environment instead of focusing solely on the individual.
 - It has been adopted by various industries in research-based and applied contexts.
 - A whole literature of job redesign is based on the Job Characteristics Model.
 - It is the most widely used tool in the area of job design (Fried & Ferris, 1987).
- 3- **Bass, B. M. (1985). *Leadership and performance beyond expectations*. Collier Macmillan.** (Google scholar citation: 19,666)
 - Transformational Leadership is the most widely studied leadership theory.
 - This book shifted our view of leadership from outcome-orientation to people-orientation.
 - This work underlined the importance of psychological processes in leader and subordinate relationships.
 - It inspired the next generation of leadership theories such as ethical and abusive leadership.
- 4- **Latham, G. P., Erez, M., & Locke, E. A. (1988). Resolving scientific disputes by the joint design of crucial experiments by the antagonists: Application to the Erez–Latham dispute regarding participation in goal setting. *Journal of Applied Psychology*, 73(4), 753-772.** (Google scholar citation: 414)
 - This publication set a standard for the scientific community in resolving discrepancies in findings.
 - It also tested the participation aspect of the popular goal-setting theory.
- 5- **Wiesner, W. H., & Cronshaw, S. F. (1988). A meta-analytic investigation of the impact of interview format and degree of structure on the validity of the employment interview. *Journal of Occupational and Organizational Psychology*, 61(4), 275-290.** (Google scholar citation: 552)
 - As the master's thesis of Willi Wiesner, this study showed researchers and practitioners that interviews are valid assessment tools.

- This study also underlined the importance of structured interviews in selection using evidence from 150 different studies.
- 6- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational and Organizational Psychology*, 63(1), 1-18.** (Google scholar citation: 12,907)
- This article enhanced the communication between job satisfaction and turnover (2 of the most commonly used constructs in I/O psychology literature) research.
 - It heavily influenced future research: The model is now being used to conceptualize other forms of commitment as well (e.g., union commitment and team commitment; Kelloway et al., 2016; Wombacher & Felfe, 2017).
 - It is both theoretically and practically useful. Understanding different types of organizational commitment and their antecedents and consequences enabled employers to revise their Human Resources policies and practices. (e.g., Gong, Law, Cheng, & Xin, 2009)
- 7- Barrick, M. R. & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta- analysis. *Personnel Psychology*, 44(1), 1-26.** (Google scholar citation: 9,228)
- This work helped solidify the validity of using personality in occupational settings, which helped justify the use of personality measures (Big Five) in organizational research.
- 8- Maslach, C., Jackson, S.E., & Leiter, M.P. (1996). *Maslach Burnout Inventory Manual*. Palo Alto, CA: Consult. Psychologists Press.** (Google scholar citation: 1,976)
- Being very popular among both researchers and practitioners, this has been the most commonly used tool for assessing employee burnout.
 - The MBI is the only measure which has the capacity to measure all three dimensions of burnout.
- 9- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, 331-362.** (Google scholar citation: 4,490)
- Thanks to this work, I/O psychologist started to view self-determination theory as a theory of work motivation.
 - This article changed the way I/O psychology think about goal-setting.
- 10- Kelloway, E. K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress*, 24(3), 260-279.** (Google scholar citation: 231)
- Authors drew attention to leadership development as a primary organizational intervention.
 - They showed that transformational leadership can be taught in organizations.

Honorable mentions

- 1- Kornhauser, A. (1965). *Mental health of the industrial worker: A Detroit study*. New York: John Wiley & Sons.** (Google scholar citation: 1,341)
- It was a key work that explicitly addressed the importance of mental health in the workplace.
 - It highlighted how the subjective perceptions of employees influence their mental health and adjustment to the workforce.

- 2- **Greenhaus, J. H. & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88.** (Google scholar citation: 6,902)
 - Helped define the whole area of work-family conflict, laying the theoretical foundations of the topic.
 - It helped set the stage to consider 'life outside of work' to the attention of I/O psychologists, and it could be argued that it introduced other concepts in the literature (e.g., work-family guilt, role involvement, work-nonwork balance).
 - It integrated previous studies on the topic in an organized way that allowed researchers and practitioners to see the problem from the big picture.

- 3- **Baldwin, T. T., & Ford, J. K. (1988). Transfer of training: A review and directions for future research. *Personnel Psychology*, 41(1), 63-105.** (Google scholar citation: 3,717)
 - It introduced the concept of training transfer by identifying the trainee characteristics, environmental characteristics, and training design. Transfer of training is still an important issue for scientists and practitioners in the area of training.

- 4- **Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research. *Psychological Bulletin*, 124(2), 262-274.** (Google scholar citation: 4,333)
 - They identified the optimal and sub-optimal selection procedures.
 - They consolidated 85 years of research in selection and informed academics and practitioners about the state of the science in selection.

- 5- **Lee, K., & Ashton, M. (2004). The HEXACO personality inventory: A new measure of the major dimensions of personality. *Multivariate Behavioural Research*, 39(2), 329-358.** (Google scholar citation: 1,026)
 - This paper challenged the most commonly accepted theory of personality.
 - It introduced a sixth personality dimension, honesty-humility.
 - It is influential not only in the area of I/O psychology but also in the other branches of psychology.



What are your thoughts about these 10+ seminal works that shaped the field of I/O Psychology? What are the works that most influenced you? Please leave your comment [here](#).

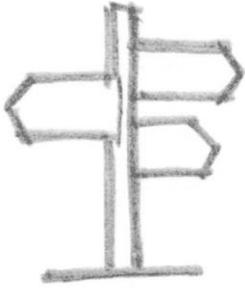
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The Secret Anecdote: An Employer Discovers How to Avoid a Poisoned Work Environment

Erika Ringseis, Ph.D., J.D.¹



The words will send a chill down the spine of every HR professional or leader within an organization: There is a poisoned work environment. No wants to cultivate, support or work in an environment that is so detrimental to psychological well-being that it has earned the title of “poisoned.” Several cases over the years have described situations and employer responses that illustrate the concept of a poisoned work environment, but a recent Alberta case demonstrates that there is a simple anecdote...just a little bit of TLC.²

The Facts: T.L.C. for T.L.K.³

T.L.K. was an employee with Sirva Group Limited as a buyer. She agreed to take a fellow employee’s call duties for a day while he, Mr. Clow, attended a wedding. Mr. Clow gave T.L.K. his work cellphone for that purpose.

While the phone was in her possession, T.L.K. reviewed several of her coworker’s emails, including a series that discussed her. These emails called her a “crazy lady” and a “failure”, among other similar comments. T.L.K was horrified and went straight to her supervisor with the rude emails. The supervisor met with Mr. Clow upon his return to the office, who immediately apologized to T.L.K. T.L.K. did not accept the apology as sincere, so the supervisor suggested that the three of them sit down and discuss the issue. T.L.K. refused, went on sick leave and sought psychological assistance. While she was away on leave, the Director of Human Resources sent an empathetic message encouraging her talk to any member of management, including the Director of HR, if there were any issues upon her return to work. The Director of HR emphasized that their “...desire is that employees treat each other with dignity and respect, and work together as a team.”⁴

Ultimately, T.L.K. never returned to work but claimed that she did not resign, but rather that she had been constructively dismissed.⁵

The Court Action

T.L.K. sued Serva Group Limited, claiming that she had been constructively dismissed and the victim of a poisoned work environment. Her former employer then brought a summary action to have her claim dismissed.

¹ Erika Ringseis is a lawyer by trade, although she also holds a Ph.D. in Industrial/Organizational psychology from Penn State. Erika works in a non-poisoned work environment as the Manager of HR Governance at TransCanada.

² “Tender loving care.”

³ TLK v Serva Group LTD, 2017 ABQB 173; available online.

⁴ At paragraph 21.

⁵ A “constructive dismissal” occurs in law when an employer substantially changes the essential terms of the employment contract. An employee is then entitled to consider the employment relationship terminated and sue as a wrongful dismissal instead of the situation being viewed as a voluntary resignation.

Summary judgment decisions have become more common in Alberta over the last five years (and are already common in other jurisdictions like British Columbia and Ontario). A summary judgment occurs when the evidence suggests that there is no serious issue for trial. The Alberta Court of Queen's bench held that the Defendant had made a reasonable case for summary judgment in the circumstances.

The Court considered the behavior of the employer upon hearing of T.L.K.'s concerns. First, the employer did not focus on whether T.L.K. had done any wrongdoing in viewing communications that were privately communicated between two co-workers. The Court noted that she may have been wrongly "snooping." Instead, the supervisor empathetically heard her complaint, validated that the words used were unacceptable and contrary to the company's values and spoke with Mr. Clow upon his return. The supervisor required an apology from Mr. Clow, which he gave. Upon hearing that the apology was not deemed sincere by T.L.K., the supervisor offered to have a meeting of the three of them to discuss the matter further. This was a rational, appropriate response to a minor workplace conflict and had the goal of allowing concerns to be aired and addressed so workplace harmony could reign.

T.L.K. argued in court that she should have been moved to a different office location to avoid daily interactions with Mr. Clow, but the Company showed evidence of space shortage and other rational reasons why there was no acceptable office re-arranging that would be acceptable to the Company at that time. The court was clear that the "resolution of workplace issues does not have to be a perfect one from the perspective of the employee, just as workplace human rights accommodations are not required to be perfect."⁶ The key word is reasonableness.

The Court also observed that the actions taken by HR were reasonable and appropriate in the circumstances. No issue or negative response followed T.L.K. taking medical leave and the HR Director reached out with an offer of support.

Before the Court dismissed the complaint and granted summary judgment to the employer, the judgment contains a discussion of what constitutes a poisoned work environment. There is indeed a subjective aspect to the test, as a poisoned work environment is a sensation that is experienced as opposed to a measurable state, but the subjective component is from the perspective of a reasonable person. Were the private communications that were rude, but relatively minor on the scale of harassment, and were followed by appropriate employer response, enough to constitute a poisoned environment from the perspective of a reasonable person?

On an objective view of the facts, the Court noted that the incident was only a single incident and relatively minor. Past case law suggests:

Except for particularly egregious, stand-alone incidents, a poisoned workplace is not created, as a matter of law, unless serious wrongful behaviour sufficient to create a hostile or intolerable work environment is persistent or repeated.⁷

Even with the subjective element included, the Court noted that:

The question that the court must answer is "whether a reasonable person in the same situation as the [employee] would have felt that the essential terms of the employment contract were being substantially changed."⁸

The situation had not created a poisoned work environment and the claim was dismissed.

⁶ At paragraph 41.

⁷ At paragraph 35.

⁸ At paragraph 37.

Conclusion

In order to avoid a poisoned work environment, employers need to supply the anecdote, a respectful work environment where concerns are taken seriously, investigated and appropriately addressed. Whether or not the environment is poisoned is not purely an objective test, but the subjective component of evaluation is from the perspective of a reasonable person. The workplace needs to be appropriate and respectful but employers do not need to accommodate the emotions and demands of overly-sensitive employees to their ideal solution. Empathy and reasonableness in response are fundamental to prepare employers to avoid successful constructive dismissal claims against them.

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