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Chair's Column



Ivona Hideg, Ph.D.
Saïd Business School, University of Oxford
Schulich School of Business, York University

Happy New Year CSIOP Members!

I hope that 2024 is off to a great start for everyone and that that the holiday season provided much needed time for rest or anything else you wanted to do but never had time during the busy fall semester. In this new year, I look forward to catching up with many of you at the CPA conference in June and hopefully at SIOOP in April.

In this first newsletter issue of the year, I wanted to provide updates on what has been happening at CSIOP. We had a busy fall and I have been amazed by the dedication and passion that the CSIOP team is bringing to CSIOP and our profession. It has been such a privilege to work with everyone and I look forward to continuing our work this year. Below, I provide updates on some recent events and developments. I hope you continue reading the newsletter as there are so many more exciting updates by other team members.

Awards

We have super exciting awards news to share: We have winners for the inaugural *CSIOP Outstanding Early Career Researcher Award* and *CSIOP Outstanding Practitioner Award*.

Drum roll please...

Dr. Duygu Gulseren is the winner of the CSIOP Outstanding Early Career Researcher Award. Dr. Gulseren graduated from Saint Mary's University in 2021 and is currently an Assistant Professor in the School of Human Resource Management at York University. Her work focuses on issues related to leadership and occupational health psychology. She has had a particularly strong impact with her work on chronic pain in the workplace; she has done much to add a workplace perspective on what is often viewed as an individual, clinical phenomenon. She has worked assiduously to ensure that organizational leaders recognize and respond to the needs of employees who are living and working with chronic pain. Dr. Duygu is also CSIOP Chair-Elect, and we look forward to her leadership next year. Congratulations on this well-deserved award!

Dr. Helen Ofosu is the winner of the CSIOP Outstanding Practitioner Award. Dr. Ofosu received her PhD in Applied Social Psychology, with a specialization in I-O Psychology from the University of Windsor. She has influenced I-O Psychology across a number of different sectors, including public service, universities, and the private sector. She is heavily involved in CPA and was the co-founder of the new section of CPA – the Section for Black Psychology. Currently she is an executive coach, career coach, and Human Resources Consultant. Through her own business, she helps clients navigate their way around significant career challenges that often relate to various forms of harassment, diversity, and/or underemployment. Thank you for all of these contributions and congratulations!

I would also like to extend my gratitude to Deb Powell, CSIOP Past Chair, who was chairing the awards committee and Winny Shen and Michael Vodiano who served on the awards committee. Many thanks to Deb, Winny, and Michael for their work and service on such an important committee!

Finally, I would like to note that the nominations for CPA Fellows are still open and due on January 31, 2024. If you would like the CSIOP leadership team to support a CPA Fellow nomination, please contact the CSIOP past chair, Deb Powell, at pastchair@csiop-scpio.ca. More generally, if you have any questions in regards to any of our awards feel free to reach out to Deb at pastchair@csiop-scpio.ca or me at chair@csiop-scpio.ca.

Practice-Oriented Live Broadcasting Events

I would like to highlight events organized and hosted by our CSIOP's *Practice Makes Perfect* Column, Michael Vodiano. Michael has been hard at work organizing live broadcasting and streaming of interesting practice-oriented events. These events are geared towards both practitioner and academic audiences with a goal of bridging better practice and scholarship. For example, on December 14, 2023, Michael organized an online event on LinkedIn 'Evidence-based management: For leaders.' This event was open to everyone and for future events, the CSIOP will be advertising them via our social media channels. We hope you enjoy and find valuable these great events.

One exciting event to look forward to in the new year that Michael will host are live interviews with our award winners: Drs. Duygu Gulseren and Helen Ofosu! Be on the lookout for these exciting interviews!

Michael may also be looking for topics and speakers – keep an eye out for that call! Many thanks for Michael for organizing these fantastic events and seeking to engage our practitioner and academic members alike.

Membership Issues

CPA sent membership renewal notices in December. Hope you all received this notice. This is the time to also join our I-O section. I hope you're looking to renew or newly join the CPA and the CSIOP.

I also wanted to highlight one significant membership issue that we're facing which is affecting our members with non-psychology degrees. Currently, members who do not have a graduate degree (either master's or PhD) in the field of psychology, but rather have degrees in related fields such as organizational behaviour and human resources management, are not permitted to become full CPA members. They can become Section Associate members or Special Affiliates, which may work in some instances as that is a more affordable option. However, section associates are not eligible to vote in association or section business. This also has implications for serving on the executive team.

We are currently having a discussion with CPA about this in a hope of resolving this issue. I am hoping that I may have some positive developments to report in the spring. In the meantime, given that it is membership renewal season and that some members have wondered about this, to be transparent and to raise awareness about this issue we are sharing the current standing on this.

It is also important to note that this issue is no longer affecting current students in non-psychology degrees (e.g., master's or doctoral degrees in organizational behaviour, human resource management, and related degrees). We had this unfortunate issue last year with students in non-psychology degrees not being able to become student associates. CPA has been responsive to the issue with the students and since then has amended this. As such, students in non-psychology degrees can now become student members. This has been a huge relief. The issue, however, continues to affect scholars and practitioners who have completed their degrees.

We thank you all for your patience and support for resolving this significant issue that our section is facing.

This is all from me for now and as always, if you have any suggestions or ideas how we can serve better our membership, please feel to reach out to me at chair@csiop-scpio.ca.

Please follow us and stay up to date on CSIOP news by following us on social media, including Twitter/X (@csiop_scpio) and Instagram account (https://www.instagram.com/csiop_scpio/), in addition to our website (<https://www.csiop-scpio.ca/>).

Wish you all a wonderful winter semester!
Ivona Hideg, CSIOP Chair

CSIOP Membership



*Aleka MacLellan, Ph.D.
Kilberry*

As of December 2023, CSIOP has a total of 244 members across a wide variety of membership types. This consists of 99 Full Members, 13 Early Career Members, 88 Student Affiliates, 14 CPA Fellows, 1 Retired CPA Fellow, 2 CPA Retired Members, 7 Section Associates, 1 Honorary Lifetime Fellow, 5 Honorary Life Members, 6 CPA Special Affiliates, 2 International Affiliates, 1 International Student Affiliate, 2 Bachelor Gap Year Affiliates, and 1 CPA/APA Joint Member, and 2 CPA Complimentary Memberships.

Don't forget to renew your membership, if you have not already done so!

CSIOP News



Jane Phillips, MSc Student, Wilfrid Laurier University

University of Calgary

The following people had successful MSC defenses: Chris Davie (supervisor: Derek Chapman); Alvan Yuan (supervisor: Adam Murry); Melanie Grier (supervisor: Adam Murry); Madeline Springle (supervisor Josh Bourdage); Erika Lieu (supervisor: Tom O'Neill). Additionally, Lorena Solis (supervisor: Tom O'Neill) successfully defended her PhD, and Elaine Atay (supervisor: Adam Murry) successfully completed her candidacy exam.



Dr. Adam Murry now has tenure and has been promoted to Associate Professor. Congratulations to Adam!

We would like to welcome Alicia Brozny, Lena Le Huray, Annie Steep, and Samia Shaikh to the program. We are thrilled to have recent graduates Alvan Yuan, Melanie Grier, Madeline Springle, and Erika Lieu continuing on to the PhD.



uOttawa

University of Ottawa, Telfer School of Management

Congratulations to Mikaila Ortynsky, who won the John Duncan and Deb Cross Award recognizing the quality and impact of a PhD student's publication in a peer-reviewed journal.

Saint Mary's University

E. Kevin Kelloway (SMU) received the International Stress Management Association (ISMA) Federation International Award. The Award was announced at the 10th International Congress of Stress, Performance and Wellness, Hyderabad, India

University of Montreal / Université de Montréal

Congratulations to Annabelle Cournoyer (supervisor: Simon Grenier), who has passed their doctoral defense/graduated: "La motivation prosociale chez les gestionnaires : ses antécédents et ses impacts" / "Prosocial motivation in managers: its antecedents and impacts".

University of Waterloo

Congratulations to Amy Barron (supervisor: Ramona Bobocel) on her first-place poster award at the CSIOP conference: "Behaving Justly: An Examination of the Behaviours Underlying Bad News Delivery"





Wilfrid Laurier University

Congratulations to Sabah Rasheed (supervisor: Chet Robie), who has completed her Comprehensive Exams.

Jane Phillips (supervisor: Chet Robie) disseminated her recently published work to the practitioner audience at Canadian HR Reporter: Dujay, J. (2023, November 15). *Do hiring managers have to worry about faked personality tests?* Canadian HR Reporter. (<https://tinyurl.com/493b9dy6>).

Western University

This fall, we welcomed two new master students to our program: Jessica Baer and Jake Pavicic. We're thrilled to have them on board and look forward to their contributions to our academic community.

Congratulations to Jessica Baer for receiving the Canada Graduate Scholarship-Master's (CGS-M). Congratulations to Jake Pavicic and Rachel Edwards for receiving the Ontario Graduate Scholarship-Master's (OGS-M)!

We also extend our congratulations to the following students who defended their thesis this summer and fall: Alex McGregor (PhD) "Psychometric Validation of the Team Resilience Inventory". Rou Hui (MSc) "Affectivity and It's Role in Predicting Sociometric Position in Small Groups". Vishal Sooknanan (MSc) "An Investigation of LGBTQ+-Specific Workplace Microaggressions: Their Impact on Job Engagement and the Buffering Effects of Organizational Trust and Identity Disclosure". Talib Karamally (MSc) "Mindfulness Meditation as a Predictor of Pro-Environmental Leadership". Noelle Baird (PhD) "Developing and Validating a Measure of Transformational Followership". Lynden Jensen (PhD) "Beyond Rank Attainment: Examining the Nature and Function of Dominance and Prestige in Teams". Sarah Carver (PhD) "Too Many Constructs in the Kitchen: Toward a Feature-Based Approach to Mistreatment".

We applaud and wish the best for our students transitioning to the PhD program and we extend our heartfelt congratulations to our new alumni and eagerly anticipate the bright paths that lie ahead for them.

Sarah Carver successfully defended her Ph.D. and has seamlessly transitioned into her new role as a Postdoctoral Associate with the Ian O. Ihnatowycz Institute for Leadership at Ivey. We congratulate Sarah and await her future achievements in this exciting role.

York University, Schulich School of Business

Long He, a PhD candidate at the Schulich School of Business, has accepted an offer to join the Department of Management and Organizations at the University of Western Australia (UWA) Business School. She'll start at UWA in the summer of 2024.

Dr. Camellia Bryan, who graduated this past year from the Schulich School of Business, will begin as an assistant professor in the Organizational Behaviour and Human Resources Division of the Sauder School of Business (University of British Columbia) in July 2024.

University of Guelph

Ralitzia Dimova successfully defended her MA thesis entitled "Confidence Intervals around the Difference between two Standardized Mean Differences".

Simonne Mastrella (PhD candidate) won the Psychology Department's "Workplace Equity, Diversity and Inclusion Graduate Research Fund" to support her research on Understanding the Decision to Disclose Invisible Disabilities at Work.



Convention Corner



*Samantha Hancock, PhD
Program Coordinator*

Welcome back to a new semester and Happy New Year! I hope everyone was able to take some time to themselves and re-charge for the year ahead!

The 85th CPA Annual National Convention will be held at The Westin Ottawa from June 21 – 24, 2024 in conjunction with National Indigenous Peoples Day on June 21st.

I am happy to share that we received 70 submissions including traditional printed posters (37), snapshots (14), 12-minute talks (10), workshops (3), panel discussions (3), virtual posters (2), and symposium (1).

I would also like to take the time to thank our wonderful group of reviewers who have graciously volunteered to review the abstract submissions. Many thanks to: Aisha Taylor, Alex Benson, Angela Febbraro, Anika Cloutier, Doug Brown, Duygu Gulseren, Joan Finegan, Josh Bourdage, Kabir Daljeet, Kathryn Dupre, Kevin Kelloway, Matt McLarnon, Nicolas Roulin, Peter Hausdorf, Ramona Bobocel, Sara Murphy, Silvia Bonaccio, Steve Risavy, Theresa Kline, Thomas Sasso, Victoria Daniel, Zhanna Lyubykh, Lindie Liang, Jessica Garant, Irene Kim, Jose Espinoza, Steve Granger, and Tim Wingate.

I am also very excited to announce that Dr. Silvia Bonaccio (Telfer School of Business, UOttawa) will be giving the CSIOP section invited keynote address titled: “The Facilitators of Positive Work Experiences for Employees Living with Disabilities.”

If you have any comments or questions about the upcoming convention or the program we have planned, please don’t hesitate to reach out to me at shancoc@uwo.ca. Don’t forget to follow us on social media! I look forward to seeing everyone in Ottawa!

Sam

Practice Makes Perfect



*Michael Vodiano, MA
Leadership Strategist, DDI*

In a world with as many theories of leadership as there are leaders to be told what to do, how to behave, and how to present themselves, I-O Psychologists have been differentiated by our application of psychological principles, a skepticism for simple and overly broad best practices, and a value for evidence.

As part of the Practice Makes Perfect Discussion Series, I spoke with Tim Jackson of Jackson Leadership Inc. to get his perspective on leadership that is grounded in tried and tested theory and dispel some commonly held misconceptions about what good leadership is made of. The following is a selection of highlights from our discussion.

The Science and Practice of Great Leadership

Tim Jackson, Ph.D.
President, Jackson Leadership Inc.



Can you tell us a bit about yourself and your path to leadership consulting?

My professional journey began when I was a kid, my father was a consultant and a serial entrepreneur who participated in several different consulting partnerships over the years. He finished his PhD in the early 60s and then came back to Toronto, teaching briefly at university before moving properly into consulting. He loved to talk and tell stories, and he would often sit around the dinner table, and he would talk about the clients he was working with and the challenges they were facing, and so his energy and his stories and his love of his work seeded in me an interest in the field.

I pursued a Ph.D. in I-O Psychology to study leadership in a deeper and more intensive way. I worked together with my father for a few years before eventually taking over his business, which I've managed ever since.

What is a great leader?

Although there are different ways to answer the question of what makes a great leader, I believe that at a minimum, a great leader needs to have a goal that is discrepant from the status quo and be able to move people in the direction of that goal. Beyond these two minimal ingredients, there is variability in what makes a great leader. But I can tell you about what great leadership involves and what I think it also does not involve.

I believe that leadership involves inspiring others. Great leaders motivate people and create energy in others. In my opinion, great leadership is active and involved. Great leaders don't just direct; they roll up their sleeves and get involved. They facilitate the accomplishment of goals and remove roadblocks. I also believe that great leadership is relational. Great relationships are the connective tissue that helps leaders move a social unit towards a goal and keeps social cohesion intact as leaders continue to stress the group to do more. Great leaders adjust to the situation by scanning the environment, understanding the context, and listening for whispers in the environment that might suggest what the team or group needs right now. Lastly, I think great leaders are visionary. They have a goal and try to convince others of the worthiness of that goal.

I believe that great leadership is not hostile, cold, demeaning, dehumanizing, or manipulative. Great leadership is also not passive, avoidant, or laissez-faire. I think great leadership is not solitary; it's hard to be a loner and a leader. I believe that leadership is inherently an interpersonal task. Our core task as leaders is to connect with people. I think leadership is not self-protective or selfish. It's more sacrificial; it's about sacrificing yourself in the interest of the broader group or the collective. I also think that great leadership is not rigid or overly negative. In most cases, great leaders are very positive, and can create energy in those around them.

Does great leadership today look different than it did 10, or 50, years ago? In that time, how has the industry of leadership development shifted?

In the last 10 years, the standards for interpersonal effectiveness and leadership have increased considerably. People's expectations about how they want to be treated and interacted with have shifted, and the standards of etiquette for leaders are higher. Through conversations with leaders, I've noticed that some of them struggle with adapting to the increasing standards for interpersonal effectiveness and leadership. However, I see this as a signal that society is moving in a direction where we show more dignity to one another as people, both at work and beyond.

Another trend I've noticed in the last 10 years is that people expect senior executives to articulate a purpose for the organization that aligns with the broader good or society. Working for a purpose-driven organization that acknowledges the dignity of other people and values diversity and authority, and is focused on contributing to the common good, is much more important to people now than it was even ten years ago.

Leadership has also changed significantly over the past 50 years. In the 1950s and 60s, people only thought about two behavioral dimensions when they thought about leadership: task-oriented behaviors and people-oriented behaviors. Most people believed that characteristics or dispositions drove or predicted leadership behaviour, such as personality

traits like the need for power and intelligence. The idea that leaders should adapt themselves to different situations was only starting to show up on the radar screen in the 1960s. Now, we've moved past this simple dichotomy of task versus people leadership, and there are many other behavioral dimensions to consider, such as self-awareness, emotional intelligence, fairness, reward, and reinforcement, and more.

Leaders are now striving to generate intrinsic motivation in people rather than just compliance. They want others to want to do the things that they are interested in accomplishing and are trying to generate a higher level of motivation. We now think that leadership is not just driven by traits, but by behaviors, and as a result, we think that leadership can be developed and trained. Leaders are not just born but can also be made and shaped over time. We care a lot about how leaders make us feel now compared to 50 years ago. Authenticity is a concept that resonates with people in the leadership space much more than it ever would have back then.

I was compelled to have this discussion with you after reading some of your recent writing on your personal philosophy of leadership. Can you share what motivated you to develop and share it?

I have two reasons for wanting to share my leadership ideas. First, I have been working in the leadership development space for a long time and have accumulated some ideas that I want to express and share. However, there is not always a simple, straightforward way to share those ideas with clients in the context of a leadership program. In coaching, you are usually in a listening posture and mostly letting the client lead the way. But I have been percolating on all the ideas and want to share some of them and give them a place to exist out in the real world.

Second, I feel that some of my leadership ideas are differentiated from what I typically see in short content marketing pieces on leadership that you would often see on the Internet. I have been thinking about leadership in deep, nuanced ways for a long time and want to encourage other people to think about it in the same way. So, one day I said to myself, "If you think you have valuable ideas, Tim, it's up to you to put them out there and write them up and share them with people."

Can you share a bit about the structure of your leadership framework and a couple of its key principles?

The framework is a two-by-two matrix with drivers of effective leadership at the top and derailleurs of effective leadership at the bottom. Academic principles are on the left and principles derived from experience are on the right.

One principle that stands out is passive/avoidance leadership, which is an academic principle and a derailer. While investigating the relationship between leadership and employee commitment, I noticed that the more passive and avoiding the leadership style became, the more corrosive and negative effect it had on employee commitment. The magnitude of that corrosive effect was quite surprising. For example, an active constructive positive form of leadership might predict employee commitment at a correlation of positive .40. But I also noticed that the passive and avoiding leadership sometimes correlated with employee commitment at -.40, which is quite a strong negative correlation. This suggests that the downside risk of passive and avoidant leadership is just as strong as the upside opportunity of really engaged constructive leadership.

Passive leadership can take two forms: Management by Exception: Passive, where the leader waits until things get as bad as they could be before jumping in to correct them, and Laissez-faire leadership, where leaders are totally unavailable when people need them. Over the last 20 years, research has shown that passive leadership has a negative impact on people. The more passive the leader, the lower trust people have in them, the more stressed people are about their roles, and the more fatigued they feel with work. Passive leadership also leads to more incivility, conflict between coworkers, and bullying in the workplace. To be an effective leader, be active, available, and engaged. Be there when people need you.

The second principle I'd like to share begins with a story. I was in a corporate office meeting room with my father and two other executives. At one point, my father leaned over the table, stuck out his finger, and wags it at one of the other executives, saying "you need to show more edge." While the executives nodded, I was thinking about how I had spent hundreds, maybe thousands of hours learning about leadership, yet I had no idea what they were talking about. Fast forward to 2018, when I started working with another organization and the term "edge" started popping up frequently. People would come to me at the beginning of a leadership program and say things like "My boss says I need to show more edge, but I'm not sure what that means." I decided to investigate whether "edge" is a valid and valuable leadership skill that I could coach people on and work with them to develop.

To date, I've interviewed 17 executives from VP to CEO and analyzed the data in detail. I'm doing another round of interviews this fall, and while some of these results are tentative and emerging, I wanted to share them because this

concept really influences my thinking. I find that many clients either over-index or under-index on this concept, and very few get it just right. The key question that the notion of “edge” seems to address is how leaders can push, pull, nudge, and challenge their teams to the absolute limit of performance right up to the limit, while preserving and keeping intact the social relationships and fabric needed to accomplish great objectives.

The definition of edge that I’ve come up with so far is as follows: it’s constructive and adaptive tension used to move people towards a valuable goal that strengthens the collective. It’s pursued in a professional, respectful, and collaborative way. Adaptive tension pushes people to become better and stronger, increasing their energy and motivation level, rather than depleting, diminishing, or debilitating them.

Tension can be described in a couple of different ways, but at its core, tension means creating discomfort, and leaders can create discomfort in a couple of different ways. A big goal has a lot of tension and discomfort associated with it. Leaders can also apply constructive tension and discomfort in the way they interact with people and hold them accountable for their performance.

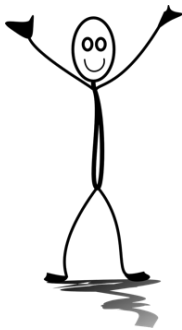
These two principles are a subset of the larger framework of leadership I’ve developed, and if you’d like to learn more I would encourage you to sign up for my newsletter at <https://www.timjacksonphd.com/>.

About Tim Jackson, Ph.D.

Tim Jackson is the President of Jackson Leadership Inc., and a leadership assessment, coaching, and advisory expert with 17 years of experience. He has worked with hundreds of leaders across a variety of sectors, functional areas, hierarchical levels, and geographical regions including Canada, the US, Europe, and China. He has also managed teams of coaches in delivering large-scale leadership development programs. Tim has published his research and ideas on leadership in various outlets, including Forbes.com, The Globe and Mail, several HR trade publications, and in peer-reviewed journals. He has also shared details of his practice at leading conferences like the annual meeting of the Society for Industrial and Organizational Psychology. He has a Ph.D. in Industrial/Organizational Psychology from Western University and is based in Toronto.

View the full discussion with Tim here: <https://www.linkedin.com/events/7100876824817127425/>, and connect with Michael Vodiano on LinkedIn to get updates on upcoming Practice Makes Perfect live events.

Do you have ideas on how to merge the science and practice of I-O Psychology to advance the interests of organizations and their people? We would love to hear from you. Please contact Michael Vodiano at mvodiano@gmail.com if you have comments, suggestions, or would like to be a guest of the Practice Makes Perfect Discussion Series.



State of the Science

*Lance Ferris, Ph.D.
University of Ottawa*

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.

Personality testing remains a tried-and-true tool in the practitioner toolbox, whether it be for selection, leadership development, or other purposes. Yet practitioners (and academics) have long raised concerns over ‘faking’ on personality tests – that is, when test-takers intentionally distort their responses, whether to look good in general or (for selection purposes) to try to make themselves appear to be a better fit for a job than they really are. Various methodological techniques have been used to try to mitigate faking, such as using forced choice response formats where participants must choose among two equally desirable responses (e.g., choosing a response indicating you are conscientious *or* creative, instead of measures assessing the Big 5 traits of conscientiousness and openness separately). However, even these techniques can be gamed by test-takers who can guess which trait is more useful for a given job (e.g., extraversion being most relevant for a salesperson vs. creativity for a designer).

Unfortunately, it seems that recent trends in artificial intelligence are likely to exacerbate concerns over faking on personality tests. In a recent paper accepted for publication at *Personality and Individual Differences*, Jane Phillips

and Chet Robie (both of Wilfrid Laurier University) were interested in examining whether four large language models – Google Bard, Jasper, and GPT-3.5 and GPT-4 – were better at faking desirable personality traits compared to humans. In particular, they provided students a job description for a salesperson and asked the students to respond to a series of personality questions as if they were applying to the position (to induce faked responses seeking to maximize conscientiousness and extraversion). Student participants completed measures of conscientiousness and extraversion where they rated how much a particular adjective reflected their personality using regular Likert-style response scales (ranging from “very untrue of me” to “very true of me”), as well as using forced-choice response scales (which present two desirable adjectives and ask participants to choose which one was more like them). These responses were then compared to how the four large language models responded to the same prompts. Each of the four large language models were given the prompt “Can you help me choose the most appropriate option based on a job description?”, followed by the same job description and questions that the student participants received.

Of particular interest was whether the large language models were able to “fake” (i.e., score as high or higher on extraversion and conscientiousness) at a level comparable to or better than the student population. Their results generally indicated that the large language models were able to ‘fake’ at the same level as, and frequently better than, the student population, with the large language models scoring higher on extraversion and conscientiousness than their student counterparts. These results were strongest for Likert-style measures, though some large language models were able to fake effectively regardless of response format (e.g., GPT-4 faked better than 99.6% of students on Likert scales and better than 91.78% of students on forced choice scales). Given the rapid advancement and availability of large language models, these results suggests that job applicants may soon have a very effective way to fake on personality tests, a concerning development for academics and practitioners alike!

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

Phillips, J., & Robie, C. (2024). Can a computer outfake a human? *Personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2023.112434>

Are you or one of your co-authors a researcher at a Canadian university? Do you have an I/O-relevant research article that has been recently published (i.e., roughly within the last 6 months), or is in press at, a peer-reviewed academic management journal? Would you like to have your research summarized in a future edition of this column? If so, please contact Lance Ferris at lanceferris@gmail.com.

Student Update



*Jocelyn Brown, M.Sc.
Saint Mary's University*

Expanding your knowledge - Learning about Industrial/Organizational Psychology outside of the classroom and lab

You can become used to learning in a specific way. You enter a course for syllabus week, spend months reviewing peer-reviewed papers, hearing from your classmates and professors, and showing what you have learned through presentations or papers. As a researcher, you digest the knowledge of those with lived experience and researchers to share your findings with the world (or your supervisor/committee). We spend hours committing ourselves to coursework and our theses, so it can be hard to consider putting any extra time into learning.

In your psychology education, both I/O and otherwise, you have likely learned that there are many different ways to learn. I encourage you to take some time in your education to learn and develop outside of the university walls and whatever the virtual equivalent is. Here are some learning opportunities or avenues that you can seek out:

1. Practical Experience

Applying your skills to real problems in multiple environments helps us to be better at what we do. There are lots of ways you can directly or indirectly learn through practical experiences. Many programs across Canada encourage students to get practical experience. If you want some tips for getting the most out of that experience, check out my

column in the January 2023 newsletter. If you have the capacity, you might be able to do this through a volunteer position with your university, a professional organization, or somewhere in your community!

2. Global Knowledge

Another way that you can broaden your understanding of I/O psychology is looking outside of Canada and North America. Sott et al. (2020) notes that all of the top ten most published universities in Work and Organizational Psychology are based out of the USA. These institutions are exceptional, but there are great institutions around the world conducting research. I encourage you to look at the [Alliance for Organizational Psychology](#) to learn about the work being done internationally!

3. Diverse Perspectives

Equity, Diversity, Inclusion, and Accessibility is a necessary consideration in virtually all I/O psychology topics. As researchers and practitioners, it is important for us to be thinking about how identities interact with people's workplace experience. This includes demographic characteristics such as age, race, ethnicity, gender, disability status, religion, socioeconomic status, etc. I/O psychology has a history of being WEIRD (Western, educated, industrialized, rich, and democratic), as well as POSH (Professionals with office jobs in a formal economy, who enjoy relative safety from discrimination, living in high-income countries). Go out of your way to bridge this gap in your knowledge. For example, look for research in office AND skilled labour environments or turn to lived experience researchers for a more complete understanding of a topic. One of my favourite projects I've seen is Prof. Thomas Sasso's project looking at drag as "werk"!

4. Statistics & Research Methods

Statistics and research sit at the core of I/O psychology. We help organizations and society by providing evidence-based solutions to workplace problems. As advocates that organizations switch from using their intuition or out-of-date practices, it is important that we have the skills and knowledge to help them with that. I have personally completed the [Government of Canada's Gender Based Analysis Plus](#) program and I am working through Braun & Clarke's (2021) [Practical Guide to Thematic Analysis](#).

5. Soft Skills

Soft skills are becoming more and more popular amongst employers, but can feel harder to develop using traditional academic methods. Many of us have heard of Mitacs funding, but did you know they offer many training courses as well? If you are looking to improve your communication or time management tools, check out their courses!

These are just some ideas for how to learn outside of your academic program. Canadian institutions are already doing a great job of integrating many of these topics into classrooms, but you will never finish growing and developing! For more ideas, take a look through your university or local libraries resources, LinkedIn webinars, and events hosted by community groups or organizations.

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Student Research Spotlight

Canadian students from I/O Psychology, OB, HRM, or other related areas are invited to share their research to be featured in upcoming newsletters. For a chance to be featured, submit your work using our call for submissions.



Update On: Alliance for Organizational Psychology

*Lynda Zugec, M.A.
The Workforce Consultants*



Alliance for Organizational Psychology

The Alliance for Organizational Psychology (AOP) was established in 2009 and member organizations include the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology (EAWOP), the Organizational Psychology Division of the International Association of Applied Psychology (IAAP-Division 1), and the Canadian Society for Industrial & Organizational Psychology (CSIOP). Our "Update On: Alliance for Organizational Psychology" column seeks to provide our readership with information relevant to the AOP and member associations so as to encourage a more global and unified approach in the dissemination of knowledge, exchange of ideas, and participation in varied initiatives.

A list of Network Partners can be found here: <https://alliancefororganizationalpsychology.com/the-%22big-tent%22>



The Identity Zone: A Place to Mingle about the IWOP Declaration of Identity

The Alliance for Organizational Psychology hosted a wonderful panel of professionals of Industrial, Work, and Organizational Psychology (IWOP), including Annemarie Hiemstra, Vicente Martinez-Tur, Alex Haslam, and Rich Griffith, at the EAWOP 2023 congress in Katowice, Poland. Barbara Kozusznik and Sharon Glazer moderated the panel discussion on the value and importance of stating and promoting IWOP professionals' identity vis a vis the IWOP Declaration of Identity (Declaration). The Declaration was developed with the help of around 100 voices throughout scientific conferences and organized international meetings since 2013. It presents fundamental positions, beliefs, and values. We invite you to read more about the Declaration here:

<https://alliancefororganizationalpsychology.com/declaration-of-identity>

We invite you to share your feedback with Barbara Kozusznik: barbara.kozusznik@us.edu.pl and/or Sharon Glazer: sglazer@ubalt.edu



Open Call for Experts “This Works in my Place!” Africa Edition

After the success of “This Works in my Place: Latin America” Edition, we are working on the second edition of this project in relation to “This Works in my Place: Africa” Edition.

The main goal of the project will be to identify pertinent challenges, opportunities, barriers and any other contextual factors in Africa that shape Work and Organizational Psychology (WOP) strategies and practices in achieving relevant Sustainable Development Goals of the United Nations.

For this reason, we are launching a call for work and organizational psychology experts, including academics and practitioners, who can contribute with their knowledge and experience to this project. We are looking for experts who are knowledgeable on the context in Africa regardless of where they currently live. To fully capture the diversity of the African context, we are encouraging participation from as many regions of Africa as possible.

The role of the expert will be to contribute to the different stages of the project such as the workshop, the analysis and classification of contextual factors in Africa, the design of a measurement instrument and participation in a Delphi study.

Please share this call with anyone who might be interested in participating! To obtain more information about the project and to participate, please email us at jaapdiv1@gmail.com.



2023 SIOP Executive Board Election Results

Five distinguished SIOP members will take their positions on the SIOP Executive Board in April 2024, following the recently concluded annual elections. Volunteer service on the board is a hallmark of dedication and service to the profession, as well as an honor bestowed by colleagues.

The newly elected officers are:

Scott Tannenbaum – President-Elect
Enrica Ruggs – Diversity and Inclusion Officer
Eric Heggestad – Financial Officer/Secretary
Songqi Liu – Membership Services Officer
Chu-Hsiang (Daisy) Chang – Publications Officer

SIOP thanks all candidates for their willingness to serve and the members who voted in the election for their engagement.

Current President-Elect and Election Committee Chair **Alexis Fink** oversaw the SIOP election.

“SIOP is fortunate to have had a full slate of passionate, capable, dedicated leaders on our ballot this year,” she said. “Our active membership and their generous commitment of service to make our society and community run is a tremendous gift. I am very excited to welcome our new class of Executive Board members and to work with them over the coming years to deliver on SIOP’s mission and strategy!”

More information about the new officers, including brief bios and summaries of their candidate goal statements can be found here: https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/8052/2023-SIOP-Executive-Board-Election-Results?utm_medium=email&utm_source=rasa_io&utm_campaign=newsletter

To submit items of interest to the Alliance for Organizational Psychology (AOP), please contact Lynda Zugec at Lynda.Zugec@TheWorkforceConsultants.com

The Cost of Unconscious Bias: A Summary of a Recent BC Human Rights Decision¹

By: Erika Ringseis, Ph.D., J.D.²



Background:

Mr. Mema, who has dark skin, was born in Zimbabwe and identifies as Black, was the Chief Financial Officer for the City of Nanaimo in British Columbia. He received a corporate credit card in his role, which was ostensibly only to be used for purchases for work. In practice, however, city employees frequently put personal charges on the credit card and then paid that portion back to the City.

Mr. Mema used the corporate credit card for a number of personal purchases, so many, in fact, that he reached the financial limit on the card. Although the City requested that he reimburse for the personal charges, Mr. Mema failed to do so. He wrote a cheque, but had insufficient funds to cover the cost. The City launched an investigation into the use of corporate credit cards by employees.

The auditors concluded that the City had indeed condoned some personal use of the credit card. The personal use was minimal, if at all, for most employees, but Mema's use of the card, in addition to one other employee, stood out for frequent personal purchases. The auditors recommended some policy changes, training and follow up to reset expectations and eliminate inappropriate personal use. The City also took away Mr. Mema's corporate credit card and set up a repayment plan.

Some concerned employees, however, did not feel that the City was taking sufficient action. They believed that Mr. Mema was a large financial risk to the City and they filed a Misconduct Report. This resulted in the City suspending Mr. Mema pending an investigation, which became public knowledge and ultimately, Mr. Mema believed, affected his ability to get a new job. The City did not investigate further, but concluded that the audit was sufficient evidence of misconduct. The City then terminated Mr. Mema for cause, without notice or pay in lieu of notice.

As one of few Black employees, however, Mr. Mema believed that his termination for cause was due in part to his race, and he filed a human rights complaint with the BC Human Rights Commission.

Application of Law:

The Tribunal Chair took notice that "Black people can be treated adversely in the workplace because of a conscious or unconscious stereotype of Black people being criminals, dishonest of questionable moral character or poor."³ Mr. Mema needed to show, however, that he personally had been discriminated against in these circumstances.

The Supreme Court of Canada described the test for establishing a *prima facie* case of discrimination in *Moore v. British Columbia (Education)*.⁴ The *Moore* test for discrimination requires that a complainant prove, on a balance of probabilities, that:

- a. The complainant has a characteristic that is protected from discrimination;
- b. The complainant has experienced an adverse impact; and
- c. The protected characteristic was a factor in the adverse impact.⁵

¹ *Mema v. City of Nanaimo (No.2)*, 2023 BCHRT 91, available online: <https://www.canlii.org/en/bc/bchrt/doc/2023/2023bchrt91/2023bchrt91.html>

²Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State before focusing her career on employment and human rights law. She currently advises clients through the innovative virtual law firm, Inhaus Legal LLP (<https://inhauslegal.com/lawyers/erika-ringseis/>) and was lucky to have the opportunity to partner with a co-author for this quarterly legal column.

³ At para 6.

⁴ *Moore v British Columbia (Education)*, 2012 SCC 61 (*Moore*)

⁵ *Moore*, para 33

Discrimination need only be one of the factors in the adverse impact. There is no requirement to prove discriminatory intent or that discrimination was a material factor in the decision.⁶

The Tribunal member easily found that the Mr. Mema had a protected characteristic (i.e., was Black) and had experienced an adverse impact (a suspension and then termination). Upon careful review of the Misconduct Report, the Tribunal found evidence of racial bias and stereotypes. The Tribunal noted that the discrimination was likely unconscious, but the interpretation was that witnesses in the report was affected by “stereotypes of a Black man as less honest or trustworthy factored into the Misconduct Report, and as such there is a connection between the Misconduct report and Mr. Mema’s protected characteristics.”⁷

The Tribunal had to analyze carefully the evidence given by coworkers and the authors of the Misconduct Report and the assumptions made and language chosen for the report. The Tribunal found that Mr. Mema’s violations of policy were exaggerated and seen through a suspicious lens in a different way from another employee with high usage of the corporate card for personal expenses. Mr. Mema had attempted to pay back money owed but had some difficult health and personal circumstances that affected his ability to pay. As a result, a repayment plan was established from his paycheque to allow for payment over time. Mr. Mema did not deny the personal use or try to hide it, but the facts were interpreted by the City as Mr. Mema acting dishonestly and suspiciously, resulting in his termination.

Race does not have to be the only reason, or even a main reason, for the termination to be discriminatory. The Tribunal just had to decide if Mr. Mema’s race played a role, however small, in the City’s decision. Determining whether unconscious bias may have been involved is not a simple task and required the Tribunal to examine circumstantial evidence very carefully, looking for subtleties.

Ultimately, the Tribunal awarded Mr. Mema \$50,000 in general damages for the injury to his dignity and almost \$600,000 for lost wages.

Final Thoughts:

This case reminds us that employers should be very careful before terminating for cause to ensure that the punishment chosen for inappropriate conduct is not affected by a protected ground. Determining whether unconscious bias may have been operating is not an exact science and employers need to be vigilant for subtle signs of mistreatment. Psychology experts may play a valuable role in assisting in identifying unconscious bias and developing training and other programs to overcome the negative effect of subtle discrimination.

Setting Strategic Goals for Equity, Diversity and Inclusion in CSIOP and Beyond

By Rachel Appiah and Aisha Taylor

We are excited to provide an update on the work we have been doing to set direction and move to action as CSIOP’s Equity, Diversity, and Inclusion (EDI) Standing Committee (2023/24). Our goal is to provide you with insights into our approach and in the development of an EDI strategic plan.

The Three-Legged Stool

At the heart of the EDI Standing Committee’s mission is the three-legged stool framework, symbolizing the balance between engaging **people** in and outside of the committee; fostering inclusive and equitable **processes** with transparent decision-making and shared leadership; and steadfast commitment and prioritization of attainable goals and **results**.

Engaging People

The first leg of the metaphorical three-legged stool is **people**. Over the past year, the CSIOP EDI Committee has sustained momentum in our work through virtual committee-wide and small-group meetings. These gatherings typically begin with a land acknowledgement to honour the residing land of the speaker, wherever they are within Canada, and a brief conversation about what acknowledging the land means to the speaker and members of the

⁶ *Stewart v Elk Valley Coal Corp*, 2017 SCC 30 (*Stewart*) at paras 44 - 46, and 49

⁷ At para 298.

committee. Acknowledging the challenges of busy work lives, semesters, and global news, meetings also begin with a check-in. This check-in often involves people briefly sharing how they are doing (e.g., one time, using an [emotion wheel](#)), providing valuable context as to how members are approaching our discussions.

Our Process

In addition to prioritizing people, our journey places significant focus on our **process** and how we work together to create our goals.

Because we are dedicated to creating an environment where each person's feedback and ideas are heard, our committee uses a bottom-up strategy to encourage inclusive participation and decentralize decision-making authority for broader representation.

Our feedback methods are comprehensive and varied. For example, in outlining our goals, the committee spent considerable time reviewing a SWOT analysis and Strategic Priorities developed by the 2021 CSIOP EDI Working Group. As we considered which strategies to focus on, our monthly virtual meetings became a platform for open dialogue, complemented by Google Jamboards (online boards in which participants can add their thoughts and/or questions anonymously) to uncover general thoughts and perceptions.

Recognizing the diverse schedules of each of our committee members, meeting minutes are promptly shared on our shared drive, allowing members to review conversations they may have missed. Over time, we implemented other feedback channels, such as smaller Working Group meetings (in addition to committee-wide ones), Google Forms, and online (email) communication.

Results

After thorough discussions within our committee, we collectively determined that we would measure **results** within five strategic priorities: 1) the **internal structure** of our committee, 2) **education and outreach** among academics, practitioners, and those of marginalized identities, 3) promotion of an EDI and teaching lens in **academia**, 4) sharing information on evidenced-based, anti-oppressive organizational **practices**, and 5) **fostering two-way communication**.

Members expressed their preferences for each priority by joining its related Working Group and initiated conversations about how they envisioned approaches to the work. By the end of summer 2023, each group had formulated a purpose statement, goals, and a list of actionable items for the next year.

After some thought, the committee made a decision to consolidate the education and outreach (#2) priority with the two-way communication (#5) one. Simultaneously, the practitioner group was put on hold, resulting in **three active working groups**. This was done to optimize our resources, streamline our efforts, and ensure a more effective approach to each respective priority.

After months of refinement, we are excited to share our Strategic Priorities, along with the purpose statement and goal(s) for each.

Strategic Priority #1: Internal Structure

The members of this Working Group include Melanie Grier, Vincent Wong, and Aisha Taylor. The group's **purpose** is to develop and document the structures and functions of the Standing Committee, which are being developed with the intention of maximizing the representation and participation of people with marginalized identities on the committee. In this way, future members of this committee can build on what we developed, adapting and improving it as needed to better foster EDI.

Within the Internal Structure Working Group, we hope to serve as a helpful model for CSIOP and CPA on how to integrate EDI work into organizational structures. The main goal we have set is to develop recommendations and/or draft statements for the following:

- **CSIOP EDI Commitment Statement** for Executive Committee review and approval, to be posted on CSIOP's website – an external statement to share broadly
- **Purpose statement** – an internal statement to guide our committee's work
- **Charter** – a document similar to *by-laws*, *terms of reference*, or an *operating code*, that outlines our ways of knowing, doing, connecting, and being, including our purpose, internal communication norms, decision-making

processes, membership composition, terms, & roles, selection process, leadership selection process, leadership position descriptions, and working group processes

Strategic Priority #2: Education, Outreach, and Two-way Communication

The members of this Working Group include Samantha Hancock, Jocelyn Brown, Kemi Anazado, and Sara Murphy. The group's **purpose** is to bridge the gap between CSIOP and related areas (I/O psychology, Organizational Behaviour, HR Management) to foster better communication between academics and practitioners across fields, especially those with marginalized identities. Through these collaborations, we hope to see improved education and evidence-based practice, as well as increased representation of Canada's population in CSIOP and our profession and opportunities relating to EDI.

This Working Group has developed three main goals for this area:

- Create a communication strategy in collaboration with CSIOP Executive to promote EDI-related materials on a regular basis (e.g., outreach to universities, social media, website, and newsletter).
- Create a resource hub focused on EDI topics to allow for stronger outreach and communications.
- Increase access to CSIOP membership for marginalized individuals.

Strategic Priority #3: Academia

The Academia Working Group members include Deborah Powell, Sandrine Poulin, Irina Doering, Elaine Atay, Duygu Biricik Gulseren, Rachel Appiah, and Alvan Yuan. The group's **purpose** is to promote an EDI lens in teaching and research, improve student and faculty experiences, enhance the recruitment and retention of diverse students and faculty, and encourage knowledge sharing by promoting and collating industrial-organizational related resources that further improve EDI efforts within and across academic institutions.

This Working Group has developed one main goal for this priority:

- Build, maintain, advertise, and evaluate an academic resource repository with a variety of EDI-related topics (e.g., case studies, readings [including open access resources]), organized by topic or courses.

Strategic Priority #4: Practitioners (currently on hold – see Call for Volunteers below)

This group's purpose is to bridge the scientist/practitioner divide by increasing the understanding of how to approach work from an anti-oppressive lens and not silo EDI work into one part of an organization, but weave it throughout.

Once a Working Group for this area becomes active, some ways to achieve this purpose will be to promote evidence-informed organizational practices, communicate I/O EDI science and evidence in formats that are accessible and digestible to I/O practitioners and non-I/O-trained EDI practitioners, and use engaging strategies to communicate ways for I/O practitioners to incorporate EDI into their work.

Call for Volunteers

As we refine and fulfill the goals in each strategic priority, we will continue to share updates with you. If you are interested in participating in one of the three active Working Groups (1. Internal Structure, 2. Education, Outreach, and Two-way Communication, and 3. Academia), please reach out to Aisha Taylor at ataylor@taylor-madestrategies.com or Rachel Appiah at appiahr@uoguelph.ca. We are looking for a few good people to help us reach our goals! If you are interested in moving the Practitioner Strategic Priority forward, we would love to get that Working Group going (please also email Aisha or Rachel).

Thank you for your interest, and if you have any comments or questions about our work, don't hesitate to reach out.

Author Bios



Rachel Appiah, Co-chair of the EDI Standing Committee

Hi there! I am a second-year master's student in the Industrial-Organizational (I-O) Psychology program at the University of Guelph. My research explores the relationship between authenticity and well-being. In the future, I aspire to a career at the intersection of leadership, coaching, EDI, and the implementation of wellness practices to boost workplace and life satisfaction.

For me, the CSIOP EDI Standing Committee has reinforced the importance of community and the role everyone plays in promoting a psychologically safe environment. Throughout the past year, I have gained a lot of insight into the different ways people approach EDI within their professional and academic careers, which has encouraged me to reflect and refine my own approach. I look forward to continuing my work with the committee and driving our strategic plans in 2024!

Aisha Taylor, EDI Strategic Lead and Co-chair of the EDI Standing Committee

Hello! I've been learning and growing as a consultant, coach, and facilitator in our field for over 20 years. I am the Founder and CEO of Taylor-Made Strategies, an evidence-based firm that fosters inclusive leadership and equitable workplace cultures.

I'm passionate about creating workplaces where people produce excellent work, have fun, and experience justice. I work with academic, nonprofit, government, and private sector (corporate) organizations across North America to guide positive culture change at work through strategic planning, leadership and team development, and EDI training programs. As a member of the EDI Standing Committee (and the Working Group before it), I enjoy being internal to a team that is working to make professional life better for everyone. The best part so far has been the relationships we have built among a diverse group of people, living in many parts of Canada. It is a pleasure and an honour to serve in this role, both on the EDI Standing Committee and the CSIOP Executive Team!



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