

Industrial Organizational Connections Event

University of Waterloo, Federation Hall

Friday April 29, 2016

Schedule

- 11:00am - 11:15am** - Welcome and Introduction - *Wendi Adair, Associate Professor, UW I-O Psychology*
- 11:15am - 11:45am** - Reflections on Early Days of I-O Psychology from Someone Who Was There - *Pat Rowe, Founder, UW I-O Psychology*
- 11:45am - 12:05pm** - Careers and Currencies: How to Use What You've Got to Buy What You Want - *Liane Davey, PhD 1999, Co-founder & Principal, 3COze Inc.*
- 12:05pm - 12:25pm** - What 10 years of Management Consulting taught me about my I-O Psych degree - *Rod Barrass, Management Consultant, Accenture*
- 12:30pm - 1:40pm** - Lunch and Networking
- 1:40pm - 2:00pm** - Almost Full Circle - *Karen MacMillan, MAsc 1991, Assistant Professor, WLU*
- 2:00pm - 2:40pm** - The Human Resources Program: Past, Present, & Future - *Vince Di Ruzza, UW HRM Program Director/Lecturer and Will Peckham, Lecturer, UW*
- 2:40pm - 3:00pm** - HRP and the Human Resource Profession - *Claude Balthazard, VP Regulatory Affairs & Registrar, Human Resources Professional Association*
- 3:00pm - 4:00pm** - Poster Session & Coffee
- 4:00pm - 4:40pm** - Presentation of first annual Industrial-Organizational Graduate Student Scientist-Practitioner Award, *James Beck, Assistant Professor, UW I-O Psychology*
- The Future of HR - Not What You Might Imagine - *Wayne Johnson, MAsc 1975*
- 4:40pm - 5:00pm** - I-O Psychology at University of Waterloo, Developing a Vision for the Future - *John Michela, I-O Area Head, UW I-O Psychology*
- 5:00pm - 6:00pm** - Drinks (cash bar), appetizers, and networking

Poster Session

Identity-Based Attraction to Entrepreneurial Careers

Caroline Bhaskar (Presenter) and Vivian W.S. Chan

There is a lack of empirical research backing the long held claim that people choose careers that are congruent with their sense of personal identity. In order to study the effect of identity congruence on career (entrepreneurship) choice, we used a Big Five measure that provided common terms for self and entrepreneur perceptions. We predicted that people will have greater intent to pursue entrepreneurship when they perceive greater congruence between identity related attributes of the self and of an entrepreneur. Polynomial regression results from an online survey showed that greater identity congruence lead to greater intent for two of the Big Five dimensions, providing support for an individual congruence effect. However, further analysis of significant linear effects in combination with significant mediation results using a perceived congruence measure as the mediator between identity and intent, provided support for a different form of congruence based not on individuals' particular perceptions of entrepreneurs, but on the normative perceptions of entrepreneurs for four of the Big Five dimensions.

Workplace Injustice, Burnout, & Deviance: The Moderating Role of Employee Age

Justin P. Brienza, D. Ramona Bobocel, & Frank Mu (Presenter)

We integrate the multiple needs model of justice with research on aging and motivation to generate novel predictions regarding the relations between organizational justice, emotional exhaustion, and workplace deviance. Specifically, we suggest that different dimensions of justice will be more strongly related to deviance among younger and older employees, and that employee age will moderate the mediating effect of emotional exhaustion in the predicted justice-deviance relations. We conducted two field studies to examine these ideas. As predicted, employee age moderates the inverse relation between different dimensions of justice and outcome, namely deviance (Study 1) and emotional exhaustion (Study 2). We also found that emotional exhaustion mediates the differential effects of justice on deviance, and that this relation also depends on employee age (Study 2). The findings provide support for the predictive validity of the multiple needs and socioemotional selectivity theories, as well as their integration, and provide a more nuanced understanding of the relation between justice, emotional exhaustion, and employee deviance.

Why Is Your Boss Making You Sick? A Cross-Lagged Test of Competing Theoretical Mechanisms

Lindie Liang (Presenter), Sam Hanig, Douglas Brown, Lance Ferris, Huiwen Lian

Although it has been postulated that subordinate experience health-related problems as a consequence of abusive supervision, this inference is premised entirely upon correlational data. In a one-year longitudinal investigation, we sought to establish that abusive supervision causes deterioration in subordinate health, as well as to determine the explanatory power of four mechanisms that reflect prominent theoretical accounts of how abusive supervision relates to subordinate health problems. Our results indicate that abusive supervision caused deteriorated physical health in subordinates one year later, and that this relationship can be explained by subordinate rumination about their experiences of abusive supervision.

Addressing Client Concerns with Graduate Research and Consulting Skills

Aimy Racine (Presenter), Vivian Chan, and Sarah Skyvington

Since 1990, the Waterloo Organizational Research and Consulting (WORC) Group has been providing management consulting services to businesses and public sector organizations. The WORC group's strengths lie in a data-driven approach to addressing client needs. Our team's knowledge of the scientific literature and advanced statistics enables the acquisition of valid, meaningful data unique to each client's background and needs. Projects encourage student learning and development through the practical application of research and consulting skills. We showcase a sample of the group's work with past clients.

Pride: Bright and Dark Consequences for Leader Emergence and Effectiveness

Edward Yeung (Presenter) & Winny Shen

Although scholars have increasingly recognized the role of emotions in leadership processes, most research to date has focused on broad affective traits and states (i.e., positive and negative affect) rather than discrete emotions. In a field study of leader-follower dyads, we examined the discrete emotions of authentic and hubristic pride and their impacts on leadership effectiveness and leader emergence. We find evidence to support that the experience of pride may have both beneficial and harmful workplace consequences and that that these effects occur via different behavioral strategies to attain social status.

Speakers

Rod Barrass: Rod is currently a Senior Manager in Management Consulting at Accenture. Rod's path led him through two degrees at Waterloo, first a BSc in Kinesiology (1998) and then an MA in I-O Psychology (2004). Looking at the job market in 2004, Rod found that with a broad set of experiences, the best fit was consulting. With that he joined Deloitte in their Human Capital Practice straight from school, and found a whole new type of learning began. After 8+ years at Deloitte, Rod moved to the Bank of Montreal but never lost the love for Professional Services and so navigated a return, this time at Accenture. In 2010, Jay Michela invited him to speak to the Master's OD class. That experience reminded Rod of the strength of the program, and in sharing stories with students, highlighted what consulting taught him about where he came from.

Liane Davey: Liane Davey is changing the world one team at a time. By combining a keen expertise in strategy with deep insight into group dynamics, she is transforming organizations from the executive team down. She also shares her expertise through keynote speeches, as a frequent contributor to [HBR.org](https://hbr.org), as the host of the ChangeYourTeam blog at www.3COze.com, and in her NYT bestselling book *You First: Inspire Your Team to Grow Up, Get Along, and Get Stuff Done*.

Vince Di Ruzza: Vince Di Ruzza, was appointed Director for the Human Resources Management Program in 2011 and has lectured at Waterloo since 1999. He has played a key role in the development of the HRM program and continues to provide academic leadership and career counseling to students. Outside of the classroom, Vince collaborates with local industry in developing and directing initiatives related to the success of the HRM program.

With nearly 30 years of diverse business experience, Vince has solidified a track record of success in the areas of human capital management, leadership and organizational development, staff relations, staff development and quality client service improvements. Vince is also a leadership and career coach with a passion for setting people up for professional success. His recent work involves a leadership and quality service model known as CAP (Culture, Attitude, and Partnership). Vince is a graduate of the University of Guelph and holds his Certified Human Resources Management (CHRM) designation.

Wayne Johnson: Now largely retired, Wayne led the Human Resources functions in three different Canadian industries. For 15 years he was Chief Human Resources Officer at Maple Leaf Foods. Prior to that he held similar positions with the Stentor Resource Centre (telecommunications) and Royal Trust. Additionally employed in management consulting, Wayne was a Principal with what is now Deloitte Consulting. His career began in the Royal Canadian Navy where he was first a sea-going officer, then entering the "personnel" field. Wayne credits the Waterloo I-O program directly for any success he achieved as it provided the foundation and breadth so necessary to succeed in real world business.

Karen MacMillan: After graduating with a MAsc. from the I-O program at the University of Waterloo in 1991, Karen MacMillan could not wait to move into an industry position. In her early roles as an HR Manager, and later as an HR Director and Management Consultant, she developed a broad generalist experience base. For example, she has developed recognition and compensations systems (including pay equity programs), interviewed thousands of candidates and hired hundreds of them, negotiated union contracts, managed employee relations programs, reconfigured and administered benefit plans, established training and development systems, led health and safety programs, and actively managed major organizational restructurings. After being invited to teach a class at a local university, Karen was surprised to realize how much she missed the academic environment. Not able to shake the feeling, she decided to make a radical change. After more than 15 years as a practitioner, she joined the doctoral program at the Ivey School of Business, and graduated with a PhD in 2013. She is currently an Assistant Professor at Wilfrid Laurier University and having a lot of fun in her new role.

Will Peckham: William Peckham's passion for HRM began when he himself attended the University of Waterloo many years ago. William previously worked as HR Operations Manager at Kiewit, which is a large, privately owned construction company with over 30,000 employees. Currently, William is a part time HRM lecturer and a HR Advisor for the Waterloo Regional Police Service.

Will has worked in a variety of educational organizations including the Waterloo Catholic District School Board, Ryerson University, Conestoga College, and now the University of Waterloo. Will is a Certified Human Resources Professional (CHRP) with the Human Resources Professionals Association (HRPA) and holds a Bachelor of Arts with an HRM Option from the University of Waterloo as well as a Master's degree in Industrial Relations and Human Resources from the University of Toronto.

Pat Rowe: After taking a traditional undergraduate program in psychology at the University of Toronto in the 1950's, and a clinical master's program at Dalhousie, Pat Rowe joined Ed Webster's research group at McGill investigating decision-making in employment interviews for her PhD. Following three years of post-doctoral research at McGill she and her late husband Phil Bryden, were pleased to receive job offers from the University of Waterloo in 1963, where she has been ever since. Pat was able to continue research on the selection interview with her students thanks to the thousands of interviews conducted on campus as part of the co-operative education program at Waterloo. This interest in interviews gradually was extended to include the many aspects of the transition from school to work, such as organizational socialization, the role of mentors, and the importance of work experience. She has been involved with the graduate I-O program at Waterloo from its beginning in 1965, and with the I-O section of the Canadian Psychological Association since before there was a section. In addition to her activities in research she served as Dean of Graduate Studies from 1991-1999, worked on the assessment of quality in undergraduate programs in Ontario for the Council of Ontario Universities from 2003 – 20011, and continues to be involved with the Waterloo Centre for the Advancement of Co-operative Education and the World Association for Cooperative Education.