

Michael A. Champion

SIOP President 1995-1996

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Introduction

This document serves two purposes. First, it documents some of the history of the people in the Society for Industrial and Organizational Psychology (SIOP). Second, perhaps it will provide some advice to students as they begin their careers in this wonderful profession.

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Career Summary

Education

1980-1982 Ph.D. in Industrial and Organizational Psychology, North Carolina State University, Raleigh.

1975-1978 Masters in Industrial and Organizational Psychology, University of Akron, OH.

1971-1975 Bachelors in Psychology, University of Minnesota, Minneapolis.

Work Experience

1986-present: Purdue University, Professor of Management and Herman C. Krannert Professor of Management, West Lafayette, IN.

Over 120 refereed publications and over 200 papers and presentations.

Approximately 80 MBA classes, 20 undergraduate classes, and 12 PhD seminars taught (about 5,000 students).

26 PhD student committees.

1988-present: Champion Services, Inc. Owner.

Champion Consulting Services has conducted nearly 600 projects for over 110 clients.

Champion Recruiting Services has placed over 70 Industrial and Organizational Psychologists.

1983-1986: IBM, Personnel Research Specialist, Personnel Research Manager, College/Professional Recruiting Manager, and Project Manager, Research Triangle Park, NC, and Santa Clara, CA.

Managed opinion surveys, organizational development, and research for site of 10,000 employees.

Managed recruiting department for professional hires.

1978-1982: Weyerhaeuser Co., Human Resource Analyst, Plymouth, NC.

Developed and validated selection, performance appraisal, affirmative action, and related human resource systems for region of 5,000 employees.

Awards, Offices, and other Recognition

2009: Herman C. Krannert Professor of Management, Purdue University.

2010: Distinguished Scientific Contribution Award, Society for Industrial and Organizational Psychology (SIOP).

2008: Faculty Fellow, Purdue University, School of Management.

1996-1997: President of SIOP.

1991-1997: Editor of Personnel Psychology.

1991: Fellow of SIOP.

1987: J. Ross Young Faculty Scholar Award.

1984-present: Editorial boards of Journal of Applied Psychology (JAP), Personnel Psychology (PPsych), and Journal of Management.

1983: S. Rains Wallace Dissertation Award given by SIOP.

Other elected offices: SIOP Executive Committee, Member at Large, Program Chair.

Other awards: Numerous best paper awards at conferences, several certificates of appreciation from consulting clients, and an IBM Recognition Award.

Among 10 most published authors in JAP and PPsych in 1980s, 1990s, and 2000s.

Over 2500 citations to research publications based on Web of Science search, and 5,000 based on Google Scholar search.

Research Contributions

Listed below are some of my areas of research contribution non-humbly presented in terms of topic, potential contributions, and other aspects. The full citations are listed at the end of this document.

1. Job Design – Developed the “interdisciplinary” research stream on job design, combining psychology, engineering, human factors, and ergonomics. Won the S. Rains Wallace Dissertation Award for this work. Conducted many studies in top journals, including quasi-experiments and longitudinal field studies. Developed measures of job design, translated the theoretical work into practice, and also communicated to practitioner journals. It might be considered somewhat “definitive” work on job design because it put the psychology approach in perspective of other disciplines, combined everything known on the topic, came at the end of the era on job design research, and is often reflected in textbooks.

(Campion, 1988, 1989; Campion & Berger, 1990; Campion & Thayer, 1985, 1987, 1989; Campion & McClelland, 1991, 1993; Morgeson & Campion, 2002; Morgeson,

Johnson, Campion, Medsker, & Mumford, 2006; Campion, Mumford, Morgeson, & Nahrgang, Wong & Campion, 1991, plus numerous handbook chapters).

2. Structured Interviewing – Involved in the seminal work on situational interviewing, conducted empirical articles on structured interview development, wrote definitive review of the methods of structuring interviews, co-authored one of the comprehensive reviews on interviewing, and conducted recent work on faking in interviews. (Campion & Campion, 1987; Campion, Campion, & Hudson, 1994; Campion, Palmer, & Campion, 1997; Campion, Pursell, & Brown, 1988; Gollub-Williamson, Campion, Malos, Roehling, & Campion, 1997; Latham, Saari, Pursell, & Campion, 1980; McCarthy, Van Iddekinge, & Campion, 2010; Levashina & Campion, 2006, 2007; Morgeson, Campion, & Levashina, 2009; Morgeson, Reider, Campion, & Bull, 2008; Posthuma, Morgeson, & Campion, 2002; Pursell, Campion, & Gaylord, 1980).

3. Teams – Wrote early and highly cited articles on team design, co-authored some of the few articles in the literature on team staffing, and co-authored the development of two team staffing tests. (Campion & Higgs, 1995; Campion, Medsker, & Higgs, 1993; Campion, Papper, & Medsker, 1996; Morgeson, Reider, & Campion, 2005; Mumford, Van Iddekinge, Morgeson, & Campion, 2008; Stevens & Campion, 1994, 1999; plus many handbook chapters).

4. Job analysis – Helped supervise original development of the Occupational Information Network (O*NET), which is the Federal Government's job analysis system in the U.S. Department of Labor, wrote an article in the I/O literature documenting O*NET, co-authored a conceptual review and empirical articles on job analysis accuracy, and wrote a scientist-practitioner article on competency modeling. (Campion, Fink, Ruggeberg, Carr, Phillips, & Odman, 2011; Campion, Morgeson, & Mayfield, 1999; Morgeson & Campion, 1997, 2000; Morgeson, Delaney-Klinger, Mayfield, Ferrara, & Campion, 2004; Peterson et al., 2001).

5. Turnover – Conducted construct-oriented research on the meaning of turnover, and co-authored a process model of turnover, a review of the literature, and an international study. (Campion, 1991; Campion & Mitchell, 1986; Maertz & Campion, 1989, 2004; Maertz, Stevens, & Campion, 2003).

6. Careers – Authored or co-authored initial research in our literature on three topics: role of job rotation, career systems in professional service firms, and disadvantages of temporary workers. (Cheraskin & Campion, 1996; Campion, Cheraskin, & Stevens, 1994; Malos & Campion, 1995, 2000; Posthuma, Campion, & Vargas, 2005a, 2005b).

7. Fairness – Co-authored research (mostly just tagged along) to advance understanding of candidate reactions to selection procedures. (Bauer, Truxillo, Paronto, Campion, Weekley, 2004; Bauer, Truxillo, Sanchez, Craig, Ferrara, & Campion, 2001; Bauer, Truxillo, Tucker, Weathers, Bertolino, Edrogon, & Campion,

2006; Maertz, Bauer, Mosley, Posthuma, & Campion, 2003; Posthuma & Campion, 2005; Schleicher, Venkataramani, Morgeson, & Campion, 2006; Truxillo, Bauer, Campion, & Paronto, 2002, 2006).

8. Testing – Conducted research on a range of testing-related topics such as situational judgment tests, banding, retesting, faking, personality testing, staffing physically demanding jobs, and other topics. (Brown & Campion, 1994; Campion, 1983; Campion, Outtz, Zedeck, Schmidt, Kehoe, Murphy, & Guion, 2001; Levashina & Campion, 2007; Levashina, Morgeson, & Campion, 2009; McDaniel, Morgeson, Finnegan, Campion, & Braverman, 2001; Morgeson, Campion, Dipboye, Hollenbeck, Murphy, & Schmitt, 2007a, 2007b; Mumford, Van Iddekinge, Morgeson, & Campion, 2008; Schleicher, Van Iddekinge, Morgeson, & Campion, 2010; Stevens & Campion, 1999; Van Iddekinge, Morgeson, Schleicher, & Campion, in press).

9. Legal – Wrote reviews based on court case testimony on international employment laws, age stereotyping, negligent hiring, downsizing and interviewing. (Campion, Posthuma, & Guerrero, 2011; Gollub-Williamson, Campion, Malos, Roehling, & Campion, 1997; Levashina & Campion, 2009; Morgeson, Reider, Campion, & Bull, 2008; Maertz, Wiley, LeRouge, & Campion, 2010; Posthuma & Campion, 2008, 2009; Posthuma, Garcia, & Campion, in press; Posthuma, Roehling, & Campion, 2005, 2006, in press).

10. Goal setting – Conducted the first study to apply control systems to goal setting (under the serious guidance of my major professor). (Campion & Lord, 1982).

11. Journal Editorship – While the editor of Personnel Psychology, I conducted research on the review process and published an article review checklist and another on rules for references, which are meant to guide authors on the publication process. (Campion, 1993; Campion, Maertz, Palmer, & Tan, 1997; Desrosiers, Sherony, Barros, Ballinger, Senol, & Campion, 2002).

I had a great honor of winning the Distinguished Scientific Contributions Award from SIOP, which requires letters of support from well-known scientists. These letters describe my research contributions from their perspective. These letters are contained in the Appendix XXX. Also, part of this award is a presentation at a SIOP Conference. My presentation was on how to publish. It describes some suggestions and other anecdotal advice to students and others on the publication process. It also gives another perspective on my research contributions. I subsequently published it in TIP (Campion, 2011).

I also had an impact on the science by serving as the editor of Personnel Psychology (1991-1997). Other than conducting my own research, this was the most meaningful experience of my life as a scientist. It taught me how to look for “what’s right” as opposed to “what’s wrong” with a piece of research, which is the usual reviewer perspective.

Research has been so important to my life that on my gravestone I want written "Here lies Mike Campion. He was a scientist first and foremost." If there is room, the gravestone could also mention that "He was also an excellent management consultant, an OK teacher, and a nice guy."

Practice Contributions

My practice contributions have been threefold – I worked in industry for eight years before going to academe, I have consulted extensively while in academe, and I started a small company.

I spend four years each at Weyerhaeuser Company and IBM before going to Purdue. These were typical industry jobs in the two major domains of work for I/O Psychologists – an "I" job at Weyerhaeuser conducting research on selection and validation, and an "O" job at IBM job conducting opinion surveys and doing organizational development, including a couple stints as a Human Resources Manager.

My consulting is better described as a practice rather than a business. That is, I do most of the work myself with the assistance of a small number of associates, as opposed to managing the work of a large number of associates who do the work. This is a profitable business model in the sense that it has low overhead costs, no big payroll to meet, fairly resistant to economic trends, and can be run as a side business by a college professor. Of course, I have not been able to figure out how to generate a huge amount of business, thus precluding a more business-oriented model. On the other hand, I would compare my career-long net income with those who have started much larger businesses. At the time of this writing, I have done over 600 projects for over 110 organizations over a 25 year period.

My consulting has been characterized by a great diversity of topics and companies. This is partly because I find most topics interesting (especially if I am getting paid for it), and because it is a challenge and a learning opportunity to take on new topics. Also, I like doing I/O psychology, and not just studying it.

My areas of consulting practice are:

Selection and Assessment – Designing and implementing recruiting and selection systems, including structured interviews, tests, assessment exercises, and customized procedures.

Litigation Support – Providing objective expert evaluation of HR systems, scientific evaluation of evidence, reviews of scientific literature, statistical analysis, and testimony relevant to discrimination lawsuits and arbitrations.

Validation and Legal Defensibility – Evaluating and documenting the job relatedness and legal defensibility of selection, performance appraisal, and other human resource (HR) systems, also including benchmarking best practices.

Work, Team, & Organizational Design – Designing and reengineering jobs, teams, organizational structures, and processes to increase efficiency, service to customers, and satisfaction of employees.

Training & Management Development – Designing and implementing programs to increase worker and management skill and productivity, also including training needs assessment, training evaluation, ISO/QC, and web page content development.
Skill & Career Development – Designing systems to develop employee skills and careers, including career development programs, promotion systems, and skills standards and certifications.

Internet Capabilities and Assessment Hosting – Developing and hosting assessments, surveys, and other interactive tools on the web.

Job Analysis – Analyzing the tasks, duties, knowledge, skills, abilities, and personality traits necessary for successful job performance, and then using the information to develop human resource systems (e.g., hiring, appraisal, training, etc.).

Performance Management – Creating and implementing custom performance appraisal and improvement systems, also including performance rating systems, 360 feedback programs, balanced scorecards, and high performance practices.
Surveys – Conducting surveys and developing programs to improve employee satisfaction, morale, labor relations, culture/climate, customer satisfaction, safety, security awareness, quality, and other topics.

Turnover Management & Recruiting – Diagnosing causes of turnover and developing reduction strategies, also including realistic job previews, incentives, exit interviews, and socialization programs.

Compensation and Reward Systems – Conducting job evaluations and wage surveys and developing pay structures to improve equity, control labor costs, and increase employee motivation, also including pay-for-skills programs and incentive systems.
Statistical Analyses – Analyzing and interpreting complex employment-related data sets including descriptive and inferential statistics, bivariate and multivariate analyses, and database compilation, manipulation and management.

As of the time of this writing, I have conducted over 600 projects of various sizes. The number of projects in each area in alphabetical order is listed below. My website describes each project briefly.

Compensation (23)

Individual Assessment (12)
Job Analysis (77)
Job Design (20)
Litigation Support (50)
Meeting Facilitation (6)
Miscellaneous Research and Other Projects (7)
Organizational Surveys (22)
Performance Evaluation (13)
Personnel Selection (243)
Information Systems Including Online Administration of Assessments and Surveys (23)
Recruiting (14)
Skills Standards (9)
Teams (8)
Training and Management Development (74)
Training Needs Assessment (8)
Web Page Content Development (15)

I have had the good fortune to work for both private (70%) and public (30%) organizations, and clients of all sizes and in a wide range of businesses. Examples of the clients for which I have done the most projects include: U.S. Department of State, Walgreens, Allstate, Lilly, EEOC, U.S. Department of Labor (and state Employment Services), FedEx, Honda, and JBS United. My website lists the over 110 past clients.

Many I/O psychologists may be familiar with my small recruiting firm (Campion Recruiting Services) because we contact about a third of the profession annually for potential job opportunities. We are a boutique firm that only recruits I/O psychologists for professional and managerial jobs, mostly for consulting firms and companies. As of the present time, we have made over 70 placements since we began in 1997. My website lists past clients.

Finally, I also tried to contribute to the profession in the offices I have held in SIOP, such as helped move the ball along on initiatives such as helping start the SIOP foundation, revising the licensure position, improving the conference (e.g., founded the first placement center), and creating awards (Owens and Meyers Awards).

Personal Life (and Story)

I am not sure what would be of interest about my personal life to students and historians of I/O Psychology. So I will focus on two questions:

How Did I Get into the Profession of I/O and Make Career Choices?

Like so many people it seems, my choice of profession was somewhat circuitous. I though I was highly ambitious when I got out of high school, but I did know much about the choice of professions. I could only name three professions – doctor,

lawyer, and Indian chief, and there were not many jobs for the latter. So, I did what every other ambitious freshman did in those days – I majored in pre med. The problem was that I did not have very good study habits (yet) and I did not care for chemistry and physics, so I got poor grades. I thought about law school, but I was stronger in math than verbal, which was not the optimal profile for law. Plus, I am conflict-averse, so I thought being a lawyer would be stressful. I liked business and psychology from what I knew about them, and I became aware of I/O Psychology because my brother was in the field (James E. Campion), so I tried an I/O class. It was love at first lecture. I had the great fortune to take undergraduate I/O classes from John Campbell. He was mesmerizing. I sat in the front row, recorded his lectures on a tape recorder, and recopied the notes every night. I should note that my brother did not talk me into going into the field, but he did not discourage it either. He knew it was important that it was my choice.

Although I got straight As in my last two years of college, my overall GPA was just OK and my GRE scores were fairly average. I was a lot more ambitious than I was bright. So I did not get accepted into the top I/O graduate schools and ended up going to the University of Akron. Akron is an excellent school these days, but in 1975 it was struggling to establish itself. Its strategy was to take a large number of students and then weed them out. Being at Akron was like stories about wayward sailors clinging to a lifeboat in shark infested waters. Every so often somebody was eaten (thrown out of the program), and you wondered if you were next. I believe I started with about 10 other PhD hopefuls, of which less than a half finished that degree. I left with a masters in 1978 feeling like I had failed (again).

But all was not lost. The Akron experience changed me from an immature unemployable youngster to an early career professional. It was perhaps the biggest conversion in my life. I left Akron for a good job at Weyerhaeuser Company in North Carolina. Special thanks to Bob Lord, my masters theses advisor, for teaching me how to do research. I think I was his first student. Thanks also to Ken Wexley for helping me get the job at Weyerhaeuser, where I went to work for another former Akron student who was also kicked out with a masters, Elliott Pursell.

Never again in my life would I fail professionally. When I got to Weyerhaeuser I was shocked that people really valued what I could do and respected me for my knowledge. It was tremendously motivational and I was off to a great start in an applied career. However, I knew that I needed a Ph.D. to be fulfilled.

Two years later I went back for my Ph.D. at North Carolina State University. This time it was going to be different. First, I did not want to be viewed as just a student, I wanted to be viewed as a successful professional with a good job that was returning to school for a degree. Second, I was not going to a school that had a weed-out policy or where I did not feel respected.

I picked NC State because its location would allow me to continue working at Weyerhaeuser part time. To ensure the right first impression, I made my

introduction by taking the Chair of the Psychology Department to lunch at a nice restaurant in a company car. (He insisted we go “Dutch treat.”) The Chair was Paul Thayer who would become my major professor, my most significant mentor, and lifelong friend. I finished my Ph.D. in 2.5 years. I was on a roll.

Despite an active interest in science and publishing, I still thought industry was much more romantic. Fortunately, even with the unemployment rate of 12% in 1982, I got job offers from Ford, Detroit Edison, and IBM. I joined IBM in the Research Triangle Park, North Carolina, working for another I/O Psychologist, Michelle Mitchell.

Despite the start of a successful career with a new job and promotion almost every year at IBM, I found that my desire to be a scientist and expert for a living rather than a manager was too strong to resist. The telling sign was that when I got a promotion at IBM, there would be no special celebration, but when I got a publication, we would go out for dinner. My plan was to work in industry until 55 years of age, and then get an academic job. I finally said, what am I waiting for?

All those schools that rejected me as a student now were quite interested in me as a college professor. With so many publications coming from an industry job where publishing is not rewarded, they said “he must actually like publishing.” I turned down visits to most of the Psychology programs because the business schools paid so much better. I went to Purdue’s School of Management because they were a well-known school and they had a good Ph.D. program. I got tenure after 1 year because I had been out of school the minimum necessary time (5 years) and I had more publications than most other assistant professors. I went on to get promoted to full professor and then to chaired professor, where I am today.

This taught me an important lesson. Even if you have some career failures, and even if you only went to second-tier schools, if you have enough publications, nothing else matters. Publications are sort of like the six-guns of the old west, they make everybody equal.

The allure of applied work was not suppressed for long. I began consulting after two years as a professor, and I have spent significant time on it since. To me, being an I/O Psychologist means I must do both science and practice.

It turned out that I would come to love science – the sense of discovery, the pursuit of knowledge, being in a profession where my success would be entirely due to my own efforts (and not politics), being an “expert, and being called a “doctor.” I/O was an especially good choice because I felt I had an intuitive understanding of work and of motivation.

What Explains My High Level Of Motivation?

Aside from my good choice to get into I/O, my success in life is almost entirely due to my high level of motivation. This was due to a number of factors that, combined together, created a happy workaholic. Note that I view being a workaholic not as an illness, but as a highly refined skill that takes a lifetime to achieve.

First, I came from a working-class background. My dad (James E. Campion, Sr.) was a firefighter in Minneapolis. He came from a very poor background. His dad died when he was 2 years old, and he had to quit school at a young age to go to work to help feed the family. My mom (Rose Marie Campion) was a homemaker and part-time waitress. She also had poor beginnings, being the daughter of Polish immigrants. My parents' early career years were during the Great Depression. They never had much money, and they never got very high on Maslow's Hierarchy. They taught me some very important life lessons – the importance of hard work, self-reliance, never wasting anything, and having a good attitude. They achieved the American Dream by raising our family much higher than where they started, and this enabled me to take it to the next level.

Second, it was very clear to me that education was the key to class mobility. If you want to get somewhere in life in the U.S., you had better go to school, and the higher the level of the degree, the better. It is always surprising to me that, although this is obvious to immigrants to our country, the lesson seems to be lost on many American youths. I knew that I wanted to be a doctor of some type since I was a sophomore in High School.

Third, I got a job at a very young age. I am not talking about chores around the house, which I did very few since, as my siblings explain, I was the baby (last of 5 children). I am talking about a real job. I became a stock boy at Humboldt Pharmacy at the age of 12. I worked there 30-hours per week for 7 years, until 19 years of age. It was not all hard work. In fact, I probably worked about half the time, spending the rest flirting with the female cashiers, driving the bosses' cars taking deliveries, or generally goofing off. Nevertheless, it taught me how to be responsible – show up every day on time, do my assigned tasks, and take pride in doing a good job. These were important life's lessons that would have great payoff in the years to come. In my college years, I sought hard physically demanding jobs because they paid the best for unskilled work, so I worked at a machine shop, a cement factory, and an industrial furnace cleaning company. I believe that manual labor builds character and it gave me important insight and empathy for the working man/woman.

Fourth, I had a very high energy level and sense of urgency. When I was very young, I was on-the-go all the time. I was always doing something and I rarely rested, it seemed. As a child, I was always moving, exploring, or getting in trouble. My poor mother was always worried about me killing myself, and usually for good reason. Perhaps all the motorcycles and hot-rods contributed to that. Also, I always wondered if eating five candy bars per day at the drug store might have been partly the blame for my energy level. All throughout college and graduate school, I always

put in long hours and usually had a job along with going to school. Overall, I worked about 60 hours a week on average since I was 12. I still rarely just rest, even at 58.

Fifth, I was part of the baby-boom generation (born in 1953). As such, I felt that I grew up in a highly competitive environment because there were more people to compete with. This applied to getting into school, getting a job, and succeeding in either domain.

Sixth, although I have never researched it, I have observed that many successful workaholics had some serious failures earlier in their careers, and this made them extremely motivated once they discovered how to be successful. Perhaps it is just the fear of failure, or perhaps it is the appreciation of success and discovery that it is mostly due to hard work. As noted, there were two key early failures in my career, the first was failing as a pre-med during undergraduate years, and the second was failing to get my Ph.D. at the University of Akron.

Seventh, I had a major industrial accident at 20 years of age that changed my outlook on life and my motivation to succeed. After my first year in undergraduate school, while I was failing in pre-med, I decided to take the summer off to work full time to replenish my bank account and take a break from school. I got a job in a machine shop (called Machining Incorporated) where I operated a horizontal mill grinding small parts. I was blowing the machine off with an air hose and accidentally stuck my right hand into the blade. I lost the tops off a couple of knuckles and some pieces of tendons, but I was luckily to still have the use of my hand. This was a pivotal event in my life. During my many weeks of recuperation, I kept thinking that I must succeed in school or I would have to spend my life making a living with my hands, which I was apparently not very good at. I went back to school with renewed vigor, and my grades went from mostly Cs to mostly As. It was a not-so-unlucky accident, as it turned out.

Eighth, I have very good work habits. I have spent a lifetime refining them. I work long hours, I work hard when at work, I am totally focused, I prioritize and plan well, and I am willing to do this for a lifetime. I described these work habits in more detail with respect to publishing in *Campion* (2011).

Ninth, I believe that physical fitness is essential to being a happy workaholic. It not only takes endurance to work long hours, but exercise is a great way to reduce the stress of a highly intense work life. I have exercised regularly since 25 years old. I jogged, lifted weights, rode bikes, and generally had a very physically active life. I exercise a full hard hour every day. This has the side benefit of allowing me to eat a lot, which has resulted in a lot of kidding from my colleagues and clients.

Tenth, I have had many good role models of hard work. My dad worked two part time jobs plus was a fulltime firefighter for most of his career. My big brother was a successful I/O Psychologist and college professor. Plus, I have had many role models

within SIOP. There are too many to list, but illustrative examples would be Paul Thayer, Milt Hakel, Paul Sackett, and Neal Schmitt.

Eleventh, I have a work-life balance (of sorts). How do you achieve work-life balance as a workaholic? I basically only do four things: work, exercise, sleep, and play. You will note that “rest” is not included (yet). The three best decisions of my life were to get a Ph.D., to leave industry and become a college professor, and to build my lake cabin early enough in life so I could enjoy it (at 38 years of age). I go to my lake cabin every weekend, with almost no exceptions. There I play in my boats, ride my ATV, play in the woods, cut firewood, and also drink, eat, and sleep a lot. I also play with my girlfriend there to, so there is that type of play as well. I live by the code that each day you must do something for your mind (work), your body (exercise), and your attitude (play). During the week, work tends to dominate, although I allow myself a little time each evening to have a drink before dinner. During the weekend, I work a little every morning, I exercise everyday, but I mostly play.

Finally, although not directly related to motivation, there are a couple of other bits of advice I would pass on to students. First, have detailed plans and goals, but take advantage of opportunities. If there is a chance component to career success, part of it is recognizing and take opportunities. Second, within reason, never turn anything down. It is well known in other domains that professionals (like executives) grow the most from taking on challenges that initially exceed their capabilities. Third, one of the best generators of opportunities is SIOP. SIOP has lead to countless numbers of publications and consulting projects for me. But the payoff is directly proportional to how much you put in it, so get involved and stay involved.

What about Family?

The story would not be complete without mentioning my wonderful family. I have already mentioned my parents and brother. I also have three older sisters: Kathleen (Kiki) Hillier, Nancy Giangrosso (deceased.), and AnnaMarie Bonham. They have had happy and successful lives, including beautiful children and lifetime marriages. I consider them true friends. I also have two wonderful children: Michael C. Campion (now 25) who got his BS at Purdue in Business and is currently pursuing a Ph.D. in Human Resources and Organizational Behavior at the University of South Carolina, and Emily D. Campion (now 22) who just finished her BA in journalism at Indiana University and will be going on to graduate school in a yet-to-be-determined area. Additionally, there is my long-term lady friend (Kimra Holcomb) who is a successful executive and my soul-mate.

Finally, there are three other important families that must be mentioned. First, there are my fantastic students. If you are once a student of mine, you are family forever. I list these students above in my research contributions and in Campion (2011). Second, there are my many consulting clients, who actually become serious friends (at least for a time), and my consulting partners, especially Matt Reider, who help me have an impact on the world every day. Finally, there are my many SIOP buddies

(including everybody in the profession) who have been my friends, colleagues, and professional family.

Thanks to all these people for my wonderful life.

Publications

1. Campion, M. A. (2011). Distinguished Scientific Contributions Award: How to publish like heck and maybe even enjoy it. *The Industrial-Organizational Psychologist*, 49(2).
2. Morgeson, F. P., Garza, A., & Campion, M. A. (in press). Work design. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (2nd ed.). Hoboken, NJ: John Wiley.
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4. Van Iddekinge, C. H., Morgeson, F. P., Schleicher, D., & Campion, M. A. (in press). Can I retake it? Exploring subgroup differences and criterion-related validity in promotion retesting. *Journal of Applied Psychology*.
5. Campion, M. A., Posthuma, R. A., & Guerrero, L. (in press). Reasonable Human Resource Practices for Making Employee Downsizing Decisions. *Organizational Dynamics*.
6. Posthuma, R. A., Roehling, M. V., & Campion, M. A. (in press). Employment discrimination law exposures for international employers: a risk assessment model. *International Journal of Law and Management*, 53(4).
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