

My Life and Career: A Fantastic Journey Wayne F. Cascio

Early Years

I was born the first of three children of Frank and Joan Cascio, on March 2, 1946 in Jamaica, Queens, New York. My grandparents on my Mom's side were Sicilian immigrants. My Dad's parents were also immigrants, one from Sicily, and one from Ireland. Like most parents and grandparents, they wanted their children to have a better life than they did. Neither my Dad nor my Mom had any education past high school, but each had a tremendous work ethic and a driving ambition to break into the middle class.

My Dad played professional baseball for the New York Yankees. He wasn't a starter, but he was on the team. In those days, however, there was very little money in professional sports, so my Dad retired in 1948 to pursue a career in the wine and spirits industry. With another child on the way (my sister Joyce, born in 1949), and a third in 1955 (my brother, Bill), our family was growing, along with a need for more of a regular fatherly presence at home than a professional baseball career could provide. In 1950 we moved to a small town on the south shore of Long Island, Wantagh. What a great place to grow up! Most of the families were just starting out after the men had returned from World War II, and all were families of modest means.

I spent many hours playing all kinds of sports outdoors. One Saturday afternoon in the autumn of 1959, I was playing touch football with friends at the local high school. We noticed a crowd gathering in the parking lot, and there was a man standing on a box speaking to the crowd. Being curious, we stopped playing and drifted over to the outskirts of the crowd. From where we were standing, it was hard to hear what the man was saying, but he sure did have that crowd hanging on his every word. I found out later that the man was John F. Kennedy, and he was campaigning for president. From that day forward, I was intrigued by the power of words and how they could move people.

By the time I got to high school in 1960 I had lots of friends, and was a pretty good student. Our house was a kind of "hub," where my friends would drop by every day, mostly to talk with my Mom or Dad about issues they were dealing with as teenagers. They felt completely at home, and at ease with my folks, and I took this as normal. My favorite sport was baseball, and I played four years on the varsity team, finishing with a 4-year batting average of .366. I also ran track, and my best time in the 100-yard dash was 9.7 seconds. In the early 1960s, I had a fantastic summer job. My Dad knew the clubhouse manager at Yankee Stadium, Mickey Rendine, and Mickey agreed to let me work as a batboy for the visiting teams. I was there when Roger Maris broke Babe Ruth's home run record in 1961. I was there when Mickey Mantle hit the longest home run in baseball history, estimated to have traveled 720 feet. In the clubhouse, I got to meet some of my baseball idols, like Carl Yazstremski

of the Boston Red Sox. Life was simple and life was good. It was Camelot, but we did not know it at the time.

My Dad was a great salesman, and he always told me that the selling job never really begins until the customer says "No." In October 1962 the Yankees were playing the San Francisco Giants in the World Series. It was a Sunday afternoon, and Game 6 was scheduled for the following Tuesday. I was attending a Catholic High School, and my Dad took me to a meeting with the Monsignor in charge about letting me out of school on Tuesday so that I could work as the batboy for the visiting S. F. Giants. Unfortunately, the Monsignor adamantly refused to let me out of school on Tuesday, indicating that it would be a good character builder if I made the sacrifice and came to school instead of working the game.

Well my Dad started selling. He worked every conceivable angle, trying to get the Monsignor to change his mind. But the Monsignor didn't budge. Finally, after about an hour of getting nowhere, he said, "C'mon Wayne, we're leaving." But before he left he spun around and exclaimed to the Monsignor, "I just have one more thing to say to you. I'll change my religion before my son doesn't work that game on Tuesday!" It goes without saying that I worked the game, and got to meet famous players like Willie Mays, Willie McCovey, and Juan Marichal.

Postscript: Later that Sunday evening, the Monsignor called my Dad to ask him if he could get him tickets for the game on Tuesday!

In about 1964, my senior year in high school, I heard about a new sport, surfing, that was becoming popular in Southern California. Since my family only lived 7 minutes from the beach, it didn't take long before my summers were consumed with surfing, lifeguarding, and virtually living at the beach. Since no one in my family had ever gone to college, however, I knew virtually nothing about what to expect or even which one to attend. I did win a scholarship to Dartmouth, but my parents thought it was too far away. Instead I attended Holy Cross, in Worcester, Massachusetts, where I majored (initially) in physics pre-med. No one in my family or in my circle of friends worked in the medical field, so I was hopelessly naïve about a career in that field. That lesson hit me hard in my junior year when I attended a biology club meeting where the evening featured a film of a caesarean section. The next day I got out of physics, I got out of pre-med, and I switched to psychology!

I was a good student, but I must admit that my first love at Holy Cross was rugby. We had a coach from New Zealand, who taught us the proper way to play the game. I played it in the Fall and in the Spring semesters, and we traveled to all of the Ivy League schools during each season. Many years later, former Academy of Management president Tom Cummings and I realized that we played against each other when he was at Cornell. In 1965 I was named to the All-East team, and we traveled to Monterrey, California to play for the national championship. After four tough games we made it to the finals, where, in a thrilling championship game, we lost to Stanford, 11-9. It was my first trip to California, and I vowed it would not be

my last. More on that later. In 1967 our team won the Nassau (Bahamas) rugby tournament, beating Dartmouth in the finals, and I played hooker in the middle of the scrum. Many years later I kidded my wife when I told her that she married a hooker!

Graduate School – and Military Service – Then Back to Graduate School

In my senior year, I decided to apply to graduate school in experimental psychology. I was worried that no school would accept me, so I applied to 16 of them! I did pretty well on the GRE, and managed to get into all 16. I chose Emory University (receiving a full 4-year Fellowship to enter the Ph.D. program), and began my graduate career there in July 1968 - three weeks after graduating from Holy Cross. I spent the summer doing drug experiments with rats, working for Barbara Uehling (who later became Chancellor at U.C. Santa Barbara), and also playing in three baseball leagues.

The Vietnam War was raging, and I knew I was likely to be drafted. So I took an overload of courses each quarter, beginning that Fall, and finished a two-year masters program in 9 months. Sure enough, the following year I was drafted, but just before I left for basic training at Fort Bragg, in Fayetteville, NC I took a road trip.

I drove 7 hours to Penn State from my parents' home on Long Island to talk to someone about the Ph.D. program in I/O Psychology. A receptionist sent me to chat with a brand new Assistant Professor of I/O Psychology by the name of Frank Landy. He and I spent about 45 minutes together, and I explained that I had just completed my Master's Degree in experimental psychology at Emory University, that I was going into the Army the very next day, that I was very interested in I/O psychology, and I wondered if he could tell me more about it. He did and my interest only grew. In typical Frank fashion, he told me stories, and I loved them. Then he asked me about my Master's thesis, and my interests, and I told him about those.

Obviously he was not impressed, because at the end of our 45 minutes together, he said, "I'm sorry son, but you'll never make it in this field." We shook hands, and I drove 7 hours back home to Long Island, and went into the Army the next day. Frank's prediction made me want to go into I/O psychology even more, and I said to myself, "I'll show that SOB." When I get out of the military I'm going to study I/O psychology." I did, and reconnected with Frank about 5 years later, when we were both doing consulting work for the Miami-Dade Police Department. He had no recollection of our meeting in 1969, and I never mentioned it.

About 20 years later, however, at Frank's 50th birthday party just outside Boulder, Colorado, I did tell that story. After I told it, Frank laughed heartily, and said, "I never knew that." I said, "Frank, if you hadn't made me so angry and determined that day in 1969, we probably would not be sitting here tonight. And one thing I've learned about you all these years is that you are not always right, but you are never in doubt!"

Now back to 1969 and life in the Army. I loved the military, but did not want to spend my time as an enlisted man. So I took a test to get into officer candidate school at West Point, and I was accepted. I earned my commission in early 1970, and then went to field artillery school at Ft. Sill, OK. Just as I was getting ready to deploy to Vietnam, President Nixon de-escalated the war, and I had an opportunity to get out early, spend another four years in the Army Reserves, and go back to graduate school. I leaped at the chance.

I wrote a letter to a former professor at Emory, a developmental psychologist, and asked if he knew of anyone in I/O psychology whom I could contact. He put me in touch with one of his graduate-school classmates at Ohio State, Bernie Bass. Little did I know that my later association with Bernie would change my life.

I wrote to Bernie, then at the University of Rochester, sent him my transcript from Emory, and must have convinced him of my earnest desire to study industrial-organizational psychology because I was one of four new graduate students accepted for the Fall term, 1970, with a full scholarship to the Ph.D. program. Bernie ran the Management Research Center, housed in the Business School, and that was where I would be working, even though I was formally enrolled in the psychology department. I couldn't wait to get to Rochester to continue my education.

I remember my first day there quite vividly. I was walking between two buildings on my way to the Management Research Center, and there were some construction workers whom I could not see on the roof of one of them. When I heard a jackhammer start, I thought I was under attack, so I dove for cover, with notebooks and pencils flying everywhere. Some students started laughing when they saw this, but when I looked up from the ground, I saw a bearded man with shoulder-length hair standing there in "Jesus sandals". He said, "It's OK son, I've been there too." He was referring to his transition back into civilian life. It was my fellow graduate student, and former U. S. Army linguist, Ralph Alexander, with whom I developed a close, lasting friendship. Ralph later became a prolific researcher in I/O psychology.

My years at Rochester (1970-1973) were wonderful. Bernie Bass and Gerry Barrett (co-directors of the Management Research Center) were tough taskmasters who set high academic and research standards. I remember working day and night, and not even having a date for the first eight months in the program, but Bernie and Gerry were working just as hard. In short, they made me want to get better and better in this field. I majored in I/O psychology, and minored in psychometrics and social psychology. Although I worked with Bernie on many research projects, my adviser was a young assistant professor named Ed Deci. I ran laboratory experiments for Ed, with the objective of learning as much as we could about intrinsic motivation. Ed was a great role model, and totally committed to his work. Like Bernie and Gerry, Ed had a great influence on my development as a professional.

In the winter I occasionally went skiing with Bernie Bass, and also with finance professor Mike Jensen, one of the original developers of agency theory, who later taught at Harvard Business School. Mike convinced me that I needed to learn more about finance if I wanted to have a deeper understanding of business and how it works. At the time, however, I was too busy learning about I/O psychology, psychometrics, and social psychology to think about anything else. I continued to play rugby, as a hooker, for the Rochester City Rugby Club, and doing so allowed me to meet wonderful people, such as Kodak mathematician Dave Head, accounting professor Ross Watts, and a number of post-doctoral fellows in the Eastman Dental School at the University. While Dave was a wizard with computers, and Ross taught me a bit about accounting, my dentist friends took care of my teeth during their lunch hours, when their bosses were out of the office.

I had a great relationship with Bernie Bass (an early winner of SIOP's Distinguished Scientific Contributions award and author of the *Bass Handbook of Leadership*). He was one of the most creative people I've ever met, and had an endless stream of promising ideas about research. I would sit in his office and take notes, and I ran many statistical analyses for him. For his part, Bernie often took me with him on his consulting assignments, and showed me how to be successful in business as well as in academics. For example in a 1976 *Academy of Management* article with two I/O psychologists from Xerox Corporation, "Prosper - Training and research for increasing management awareness about affirmative action in race relations," we described how we created and evaluated a successful training program designed to change attitudes about race. Xerox sent more than 2000 managers to our Prosper training. Bernie taught me that deep immersion with real people in real organizations can lead to practical solutions to pressing problems, and also advance one's research agenda. That suited me just fine. Above all else, I wanted to do research, to teach, and to write about issues that would have a positive impact on people in organizations everywhere.

After my second year of graduate school, I did an internship in the training department at Heublein, Inc. (the owner of Inglenook wines and Smirnoff Vodka) in Hartford, CT. There I learned how to do survey research, to feed back results to managers, and to help them implement actionable solutions to the management problems they were facing. Coincidentally, that summer of 1972 Heublein purchased Kentucky Fried Chicken (now KFC), and I had the pleasure of meeting Harlan Sanders, whose face graces every KFC worldwide. He came to the training department to see what we did, and he could not have been more gracious or interested in learning about what we were up to. I was just as curious about him, and we had a wonderful exchange. It was my first real exposure to a successful entrepreneur.

In the academic realm, three papers that I worked on while at Rochester signaled my interest in international management, psychometric issues, and social-psychological phenomena. These were, respectively: "Functional specialization, culture, and preference for participative management," *Personnel Psychology*, 1974;

“Magnitude estimations of frequency and amount,” with Bernie Bass and Ed O'Connor, *Journal of Applied Psychology*, 1974; and “Cognitive evaluation theory and the Calder-Staw critique,” with Ed Deci and Judy Krusell, *Journal of Personality and Social Psychology*, 1975.

My First Job – Florida International University

I left Rochester after defending my dissertation in July 1973, and began my professional career in the psychology department at Florida International University in Miami. After one year, I transferred to the Business School, because I wanted to learn more about business disciplines like accounting, marketing, and finance, and to work with colleagues in these areas. I consulted extensively with the City of Miami, as well as Dade County, and spent considerable time developing and validating selection tests for a variety of agencies. Several I/O psychologists were consulting for the Miami-Dade Police Department, and, as noted earlier, I met Frank Landy there, along with Rick Jacobs. Personnel Decisions, Inc. was also consulting for that department, and I had the great pleasure of meeting Wally Borman for the first time. Wally and I hit it off immediately, and on his flight back to Minneapolis, he wrote me a most touching letter. We were excited to learn about each other's work, and we remain great friends more than 40 years later.

During my years at FIU (1973-1980) I published a number of articles on topics such as utility analysis, performance testing, statistical power analysis, and the analysis of individual change scores, but one of my favorites was a 1979 article that appeared in the *Journal of Applied Psychology*, “The utility of the assessment center as a selection device” (with Val Silbey). Perhaps my major effort, beginning in 1973, was to write a book manuscript whose objective was to bridge the gap between psychology and business. Those were the days before computers and word processing, so I wrote everything in long hand on yellow sheets of paper, and then had each sheet laboriously typed by a loyal group of secretaries.

Truth be told, when I began writing this book I was so poor that I could not afford a desk, so I went to a Salvation Army store and bought an old couch (on which I spread out my source materials) and an ironing board (on which I wrote). As a young assistant professor, I had no connections with publishers, and they certainly did not know me. Each time I finished a chapter, however, I would send my manuscript off to a different publisher to ask if they had any interest in publishing my book. I kept getting rejected, and the common feedback I got was that the book was technically sound, but the publisher did not know where it would sell. At the time, one wrote either for the psychology market or for the business market, and there was not much overlap. Well, the book had 17 chapters, because by the time I'd written the final chapter, 16 publishers had rejected it. The hit movie “Rocky” came out in 1976, and I felt like Rocky Balboa, struggling to get back up after being knocked down so many times. Finally, Reston, a small division of Prentice-Hall, agreed to publish the book, then titled, “Applied Psychology in Personnel Management.”

When it finally appeared in 1978, the book sold extremely well in psychology departments, business schools, nursing schools, and in schools of public administration, among others. Eminent I/O psychologist Marv Dunnette was highly complimentary of the book in his June 1979 review of it in *Contemporary Psychology*, but all of the effort to get it published seemed worthwhile when he wrote the following to me in a private letter before the review was published. "Here's something that should cheer your soul. They asked for 1000 words, but the book is so excellent that it just doesn't require a lot of verbiage to say so. When the review is published, you can keep copies of CP in the bathrooms, on the end tables, at the breakfast table, and at other significant locations in your home. Really – the book is wonderful. You have done a service to our field by writing it." This was my idol, Marv Dunnette, telling me that I had done something meaningful for our field! I was walking on air. Now, 37 years later, the book has helped to educate thousands of graduate students in I/O psychology. I hope that with the help of my capable co-author, Herman Aguinis, it continues to do so for many years to come.

1980-1981, University of California, Berkeley

In early 1980 I attended a conference of academic and practitioner I/O psychologists at Old Dominion University in Norfolk, Virginia. The first SIOP conference was still 6 years away, so it was rare to be able to convene I/Os in one place. While there I met a young colleague who would turn out to be an especially close friend, Shelly Zedeck. Shelly invited me to come to Berkeley later that year as a Visiting Professor, and I accepted enthusiastically. He arranged for me to have a joint appointment in the Psychology Department and also in the Business School. I loved every minute of my time there. I worked with colleagues such as Barry Staw, Karlene Roberts, and Charles O'Reilly in the Business School, and Christina Maslach, Harrison Gough, and Shelly in the Psychology Department. I was learning something new every day, and I loved my work. I taught I/O psychology in the Fall and Personnel Psychology in the Spring. These were popular classes, and students would hustle to class early so they could get a good seat to hear the live lecture, instead of having to watch it in a separate room on closed-circuit TV. One of those students was Jennifer Chatman, who currently holds an endowed chair in Berkeley's Haas School of Business.

Shelly and I published two articles and an *Annual Review of Psychology* piece together as a result of my visit to Berkeley. The following year I moved to the University of Colorado Denver, following several meetings with a very persuasive president of the university, Arnold Weber. He convinced me that academics do not often have the opportunity to build an institution, but that he wanted to start a business school in Denver and wanted me to be a founding faculty member. Arnie, who would go on to become president of Northwestern University, had been a master labor negotiator as a government official in the Nixon administration, and his talents were obvious. I took the job, and in August 1981 I moved with my family

(my son, Joe, was one year old) to Golden, Colorado to live in the mountains and work in the city.

1981-Present: University of Colorado Denver

We did not have a Ph.D. program in Denver, but for my first five years I taught a Ph.D. course in Research Methods at the University of Colorado Boulder. Olen Greer, Frank Aven, Glenn McEvoy, and Steve Floyd were Ph.D. students with whom I worked at that time. However, a rapid ramp-up in hiring at CU Denver required me to spend lots of time recruiting new faculty, and I devoted lots of time to institution building in those early years.

At the same time, I was consulting and actively involved as an expert witness in a number of employment-discrimination cases. One in particular stands out in my mind, *Berkman et al. v. New York City et al.*, decided in March 1982. I have written in detail about this case elsewhere (*Sex Discrimination in the Workplace* by Crosby, Stockdale, & Ropp, 2007), but the essence of it was that Brenda Berkman wanted to become a firefighter in New York City. At the time there were no women in the department. She was rejected because she, like all of the other women who applied, could not pass the physical abilities test. One of the items on the test was the “dummy carry”. Candidates had to pick up a duffel bag that contained two 60-pound bags of cement, then toss it over his or her shoulder in a fireman’s carry, and carry it up a flight of stairs, turn around and carry it down, bend down on one knee, and place the duffel bag back on a mat while under control.

On the witness stand I argued that the dummy carry was not content valid (no use of an articulated dummy, rescues usually involve carrying a victim *down* stairs not *up* them, and that my observations of actual rescues showed that the fireman’s carry was rarely used). I also argued against the city’s claim that the use of this test would yield a net economic gain in terms of increased productivity of \$11 million per year. We won the case, and after numerous appeals, Brenda Berkman was admitted to the New York City Fire Department (NYFD). She gave up her job as a practicing attorney to do so. In 2006 Public Broadcasting System (PBS) and Director Bann Roy made a documentary movie about the first female firefighters, among them Brenda Berkman, and what they had to endure. It is called *Taking the Heat*, and it includes the 1981 trial.

Now fast-forward to 9/11/2001 and the tragedy at the World Trade Center. A week later NBC News broadcast a special about the female heroes of 9/11. One of the women highlighted was Lt. Brenda Berkman, who raced into the World Trade Center to rescue victims, while carrying a full load of gear. Twenty years earlier she was almost rejected for the job of firefighter because she could not carry a duffel bag filled with two 60-pound bags of cement up a single flight of stairs! With a lump in my throat, I contacted Brenda to tell her that her actions on 9/11 had validated my life’s work. Today she is a Battalion Chief and the Chief Legal Officer of the NYFD.

Throughout my career I have always believed that I/O psychologists can play a valuable role in bringing about social change through the legal system. Having testified in dozens of trials in cities across the country, for defendants as well as for plaintiffs, in cases involving public- and private-sector organizations, I believe strongly that we can bring our expertise to bear to address practical problems and the equitable allocation of economic opportunities.

In 1981 McGraw-Hill sent an editor from New York, Kathy Benson, to meet me at my home in Colorado, to persuade me to write a textbook on HR management. I agreed to do it as long as McGraw-Hill would agree to one condition: buy me an IBM PC (brand new on the market in 1981), word-processing software (WordStar), and a bi-directional printer. When she agreed, I knew my days of writing entire manuscripts on yellow legal pads were finally over! I signed the publishing contract, and the first edition appeared in 1985: "Managing Human Resources: Productivity, Quality of Work Life, Profits." My association with McGraw-Hill has simply been first-rate over the years. The tenth edition of the book was published in 2015.

Also in 1981 I published the first edition of *Costing Human Resources: The Financial Impact of Behavior in Organizations*. I was convinced that the language of business is dollars, not correlation coefficients, and I relied on literature in management, I/O psychology, economics, accounting, and finance to address issues such as the costs of absenteeism and turnover, the financial effects of employee attitudes, the financial effects of smoking at work, labor-contract costing, and the payoffs from the use of valid selection and training programs. The fourth and final edition of the book appeared in 2000.

From 1983-1985 I consulted with Bob Ramos, Joel Moses, and a number of other well-known I/O psychologists at AT&T on the topic of the utility of assessment centers, and more specifically, on how to assess the variability of job performance in dollars. The result was a 1986 article in the *Journal of Applied Psychology*, "Development and application of a new method for assessing job performance in behavioral/economic terms." In 1984 I was elected Chair of the HR Division of the Academy of Management, and I thoroughly enjoyed that. Applied research was my first love, however, and in 1987 I published another article in the *Journal of Applied Psychology*, this time with my former graduate student, and certified public accountant, Olen Greer, "Is cost accounting the answer? A comparison of two behaviorally based methods for estimating the standard deviation of job performance in dollars with a cost accounting-based approach." About the same time, I published a meta-analysis of the relationship between performance and turnover in the *Academy of Management Journal* with my former graduate student, Glenn McEvoy, and another with him in 1989 in the *Journal of Applied Psychology* on the relationship between age and job performance.

In 1986, SIOP held its first-ever annual conference in Chicago. This was a momentous event, and it gave all of us in APA's Division 14 a sense of unity that we had never before felt when we were just one of many divisions at the annual APA

conference. I recall that about 500 people attended, and I've often said later that the conference was almost like a "religious experience." For me, two highlights were a debate between John Hunter and statistician Mel Novick, and also the luncheon speech by Michael McKaskey, president of the Chicago Bears football team. Mike was also a former Harvard Business School professor who had a doctorate in organizational behavior. His talk on the application of theories of OB to professional football, was mesmerizing. In my view, SIOP really took on its own identity after that first conference.

Sabbatical Year 1987-1988 and Beyond

In the mid-1980s I realized that there were some very real gaps in my knowledge base, specifically in the areas of labor relations and finance, and I wanted to learn more about these areas. So on my sabbatical in 1987-1988 my wife, 8-year-old son, and I and headed east to the Wharton School of the University of Pennsylvania. At Wharton's Center for Human Resources I met colleagues such as Herbert Northrup, Richard Rowan, Duncan Campbell (later a senior official at the ILO), and Peter Cappelli. I also took MBA-level finance courses, and wrote the second edition of *Managing Human Resources*. By the end of my year there, I had broadened my knowledge base considerably, and was ready to apply what I had learned, both in the classroom as well as in my research.

In 1988 I teamed up with two former Rochester colleagues, my former professor and attorney Gerry Barrett and Ralph Alexander, to publish "Setting cutoff scores: Legal, psychometric, and professional issues and guidelines" in *Personnel Psychology*. I had been testifying a lot in employment-discrimination cases, and cut scores figured prominently in several of those.

From 1987-1989 I participated in one of the most rewarding consulting engagements of my career, namely, I served as one member of a 6-person team to develop selection/promotion procedures for entry-level and lieutenant jobs in the City of San Francisco's fire department. That team included Shelly Zedeck, Jim Outtz, Irv Goldstein, Joyce Hogan, R. S. (Dick) Barrett, and me. We met about every two weeks in San Francisco with the objective of developing hiring procedures that would not be challenged. The City had not been able to hire any new employees or make promotions without a court order because each time it administered one of its civil service examinations, the exam was challenged in court. The exams consistently demonstrated high adverse impact against protected groups. City Attorney Louise Renne basically gave us free rein to develop state-of-the art selection procedures that would not be challenged.

After two years, we wound up testing 10,000 applicants for entry-level firefighter jobs at the Moscone Center. Our research found that firefighters tend to learn by "show and tell," so we used a video-based power test of a trainer and a trainee learning to assemble a fictitious device, "the fuel-octane booster." Using several 25-foot-high screens at the Moscone Center in San Francisco enabled us to test large

numbers of applicants at a single sitting. For the lieutenant's exam, we used color drawings of actual fire scenes with fire and smoke. Candidates would see the scenes from 500 yards, then 250 yards, 100 yards, 50 yards, and finally at the scene – all the while speaking into a tape recorder, giving orders about how to deploy their people and equipment. Afterwards we brought in and trained subject-matter experts to score the verbal responses.

Results showed no adverse impact against any protected group, either for the entry-level exam or for the lieutenant's exam. With no legal basis for further challenges, the City was able to hire and promote candidates without a court order. In making the actual hiring decisions, we developed the sliding-band approach (published in *Human Performance* in 1991, then republished in the same journal in 1995: "Statistical implications of six methods of test score use in personnel selection" by Cascio, Outtz, Zedeck, & Goldstein).

Overseas Travel

People today often associate me with lots of international travel, but actually I never left the United States until 1988, when I visited Singapore to deliver a keynote address at the first international HR conference in December 1987. I got the "bug" to travel internationally after spending time with the members of Wharton's multinational research advisory group, and also with visiting executives in residence from major companies in Switzerland, Sweden, and Germany. In the summer of 1989 my family and I spent the summer at the Institut für Führung und Personalmanagement (Institute for Leadership and Personnel Management) at the Hochschule St. Gallen, Switzerland. What a great experience! We traveled to a different European city every weekend on our Eurail passes, and I took my first halting steps toward speaking conversational German. I carried my German dictionary with me everywhere, and used it constantly. That experience led me to take evening classes in German for two more years. That summer I also met a young Swiss colleague who would become a dear friend over the next 25 years, Gilbert Probst, professor of Management at the University of Geneva (and later Dean of Fellows at the World Economic Forum).

Gilbert and I had something in common, namely, that we had both spent sabbatical years at Wharton. Even though his area is organization theory, and mine is I/O psychology and HR, we found much in common. Gilbert invited me to be a visiting professor the next summer at the University of Geneva, and that has continued for the past 25 years, although now I teach only for about 10 days in Geneva, and not for three months, as in the past. Gilbert and I ran "Leadership weekends", where we would take classes of students to different Swiss towns in the Alps and conduct both classroom (theory) and outdoor (practice) leadership exercises. In Geneva, of course, the language is French, and I had to work hard to resurrect my four years of high school and college French. To my great dismay, I was often not successful.

In 2004, Gilbert nominated me to receive an honorary doctorate from the University of Geneva. What made it interesting is that it requires an act of the Swiss Parliament to make that happen. It did, and at the time I was only the second American ever to receive that award. Boy was I ever proud of that!

My conversational German served me well in 1990, after the fall of the Berlin wall, when I was asked to speak at the first-ever conference of employers from East and West Germany. The night before my presentation I was flying to Stuttgart from Johannesburg, where I had been speaking about American civil rights laws and efforts to implement EEO in companies (apartheid was still in effect at that time). On my Lufthansa flight, I was using my trusty German dictionary as I was writing my speech, and happened to be sitting next to a German executive. I asked him to take a look at the speech I would deliver the next day, and he tactfully explained that the man in the street would understand what I was trying to say, but he asked if he could “polish” it up a bit. I said, “Of course.” Little did I know how smooth and polished it would be.

The next day I read my speech in German, and this was the first time many of the East Germans had ever seen an American in person. Many of them literally had tears in their eyes as I spoke, for they did not expect a foreigner to speak to them in their native language. I did not say anything profound, but at the end of the speech, many of them rushed to the stage to speak to me. Fortunately my host, Professor Heinz Schuler of the University of Hohenheim, intervened to explain that I only spoke a little German.

I was feeling pretty good as I went back to my hotel to take a shower and rest a bit before dinner. While there the telephone rang, and it was Frank Landy, the immediate past president of the Society for I/O Psychology. I don't know how he found me, but he certainly had good news to share. He told me that I'd been elected president of SIOP on my first try. Needless to say, I was walking on air that night at dinner, eagerly anticipating the opportunity to assume a leadership role in SIOP.

My Research

In the early 1990s a new phenomenon was taking hold: employment downsizing of white-collar workers. I felt that much of it was based on faulty logic and a lack of understanding of basic principles of good management and I/O psychology. In 1993 I published “Downsizing: What do we know? What have we learned?” in the *Academy of Management Executive*. It was the only paper I ever wrote that the editor accepted with no changes. It won the award for best paper published by *AME* in 1993. That followed another best-paper award in 1992 from the Human Resources Division of the Academy of Management. The paper, co-authored with Peter Cappelli, was published in the *Academy of Management Journal* in 1991: “Why some jobs receive wage premiums: Test of “tournament” and ILM hypotheses.”

In 1995 I published a piece in the *American Psychologist* entitled, “Whither industrial and organizational psychology in a changing world of work?” That got some conversations and research going in our field, for it focused on the future world of work. Always eclectic in my research interests, I also published articles about this time in other areas, including performance management, women as expatriates, international HRM, utility analysis, international alliances, virtual teams, and intellectual capital.

What really got me excited, though, was the phenomenon of downsizing and its financial effects. I figured that if I could demonstrate that pure downsizing (no other changes) did not pay off for firms over the long term, then more of them might think twice before choosing to downsize employees as a first resort. So I teamed up with a market-research professor (Cliff Young) and a finance professor (Jim Morris) at the University of Colorado Denver to look at the effects of downsizing on the S&P 500 between 1980 and 1994. In 1997 we published “Financial consequences of employment-change decisions in major U. S. corporations” in the *Academy of Management Journal*. In 1999, in an effort to reach more practicing managers, our same team published “Downsizing after all these years: Questions and answers about who did it, how many did it, and who benefited from it” in *Organizational Dynamics*. I continued to do research on downsizing and its financial and psychological effects, culminating in a 2002 article in the *Academy of Management Executive*, “Strategies for responsible restructuring. It won that journal’s best-paper award in 2003. In that same year I published a book, *Responsible Restructuring: Creative and Profitable Alternatives to Layoffs* (San Francisco: Berrett-Kohler).

Consulting for NASA

In the mid-1990s I was very fortunate to be invited by Dr. Al Holland, chief psychologist at the National Aeronautics and Space Administration (NASA), to be part of a team that included Rich Arvey and Paul Sackett, to help develop selection procedures for astronauts who would staff short- and long-duration space missions. What a great job! One of my tasks was to develop behavioral interview questions (based on in-depth job analyses) for candidates who made it to the final round of screening. After I developed the questions, NASA asked me to participate in actually doing the interviews. As the first civilian to play that role, I was eager to participate. Actually, the final interview was a 4-hour affair. The first two hours were spent assessing person-job fit, and that was the main focus on my work. Each I/O psychologist who assessed person-job fit was paired with a psychiatrist, who then focused on psychological and medical issues during the second two hours (after the I/O psychologist left). Each team then would make independent assessments and compare notes later, in a meeting of all assessors.

Working with Al, Rich, and Paul was a terrific professional experience. Some of the candidates that I interviewed were simply amazing human beings. Many of them made me feel quite humble. In fact, following the interviews, I often found myself asking, “What have I done with my life?” Actually, my life was quite full, teaching,

traveling both domestically and internationally to speak, researching, consulting, and testifying as an expert witness in dozens of cases in state and federal courts.

The Early 2000s

As the new millennium dawned, I reflected on how much I enjoyed my work, even though one colleague described its frenetic pace as “one continuous 911 emergency.” I was publishing with lots of different colleagues, including Herman Aguinis (“The Federal Uniform Guidelines on Employee Selection Procedures (1978): A scientific update of selected issues” (in 2001), and “Test development and use: New twists on old questions,” in 2005). Herman’s office was just two doors away from mine, and we spent many enjoyable hours working together on various projects. In 2003 I asked him to be my co-author on the next (6th) edition of my textbook, *Applied Psychology in Human Resource Management*, and Herman enthusiastically accepted. The book appeared in 2005, and the 7th edition appeared in 2011. Adding Herman as a co-author was one of the best decisions I ever made.

In 2001-2002 I was on sabbatical again, and this time I went to Sydney Australia (Macquarie University) for the Fall term, 2001, and to the University of Hong Kong for the Spring term, 2002. I made great friends in both places, and had a wonderfully productive year. Visiting Sydney was not new, as I had done four speaking tours to the capital cities of Australia, each sponsored by the Australian HR Institute (AHRI) during the 1990s and in 2001. Topics included costing HR, downsizing, and managing the human side of mergers and acquisitions. I also had four cover stories in AHRI’s magazine, *HR Monthly*, during that time. I made many contacts in the Australian HR community, and thoroughly enjoyed my time there. At the University of Hong Kong, I/O psychologist Harry Hui had invited me, and I learned an enormous amount from Harry about Chinese culture, and the practice of I/O psychology in that environment. I was doing research for my forthcoming book on responsible restructuring, and I visited many Asian firms in Hong Kong and Singapore in order to understand more deeply how Asian leaders managed during difficult times. I also engaged closely with the I/O community in Hong Kong, and spoke about my research on downsizing at four different universities.

In 2000 I began an 8-year tenure as a member of the Society for Human Resource Management (SHRM) Foundation Board of Directors, serving as its president in 2007. The Board was comprised of an equal number of practitioners and academics, and it sponsored research based on peer-reviewed proposals. I was fortunate to serve with colleagues such as Mark Huselid, Bruce Avolio, Herb Heneman, Pat Wright, Fred Foulkes, Larry Fogli, Bill Schiemann, and Howard Kline. One sponsored research project, by Sarah Rynes, really caught my attention. Sarah found that most HR professionals did not read academic journals or business publications, preferring to focus on *HRMagazine* to get current information. I was disturbed by this and sought to find a remedy. I thought that maybe HR professionals would watch a 20-minute video about a current business issue in order to learn about research findings in that area and current practices by a leading organization. That

was the start of the SHRM Foundation's DVD series. I was fortunate to be able to work with a Hollywood producer/director, Joe Coppoletta, who charged the Foundation a deeply discounted fee for his services.

Each year the Foundation supported a different DVD, and as of 2015 we have now completed 14 of them (all produced and directed by Joe Coppoletta). I write the scripts and do the interviews of senior officers at a company or organization. We try to frame HR issues in the broader context of running a business. Our objective is to influence current and future generations of business leaders. Introduced each year at the Academy of Management conference, and also at the SIOP conference, they are free, and they also can be downloaded from the Internet on the Foundation's website. Each includes sub-titles in various languages. The videos are currently used in more than 450 colleges and universities in at least 43 countries, and we have filmed them in Australia (twice), Dubai, India, Switzerland, and the United States.

My Research: Still Eclectic

From about 2006 onward, I continued to publish studies in a wide variety of areas. I was convinced that organizations that treat their employees and other stakeholders well also do well in the marketplace, and I demonstrated that in three articles published in 2006. These included: "Decency means more than 'Always Low Prices': A comparison of Costco to Wal-Mart's Sam's Club" (*Academy of Management Perspectives*); "The high cost of low wages" (*Harvard Business Review*); and "The economic impact of employee behaviors on organizational performance" (*California Management Review*). In an effort to assess where the field of I/O psychology has been and where it is going, and to help shape that conversation, Herman Aguinis and I published "Research in I/O psychology from 1963-2007: Changes, choices, and trends" in the *Journal of Applied Psychology* in 2008. In that same year we also published "Staffing twenty-first-century organizations" in the *Academy of Management Annals*. Our objective in that article was to focus special attention on emerging issues in the research on staffing. Two other articles that I wrote focused on narrowing the science-practice divide. They were: "Evidence-based management and the marketplace for ideas" (2007, *Academy of Management Journal*), and "To prosper, organizational psychology should bridge application and scholarship" (2008, *Journal of Organizational Behavior*).

In a 2008 book, *Investing in People: The Financial Impact of Human Resource Initiatives*, I collaborated with John Boudreau for the first time. It was kind of ironic, in that I first met John when he was a doctoral student at Purdue in 1982, and I followed his career closely when he went to Cornell, and later to the University of Southern California. We remained friends over the years, but we had never collaborated previously on a writing project. I greatly admired John's work in utility analysis, incentives, and HR strategy, and I was delighted to work with him on the successor book to *Costing Human Resources*. The second edition of *Investing in People* appeared in 2011, and it included free Web-based software (courtesy of a generous grant from SHRM to develop it).

In 2011, John and I co-edited a special issue of *Organizational Dynamics* on the future of HR, and in 2012 we collaborated on a second book, *Short Introduction to Human Resource Strategy* (Cambridge University Press). What was different about that book is that we examined HR strategy from a risk-management perspective. In 2014 we published “Evidence-based management at the bottom of the pyramid: Why HR standards and HR research must connect more closely” in *Oxford Research Reviews*, and in the same year we co-authored “HR strategy: Optimizing risks, optimizing rewards” (*Journal of Organizational Effectiveness: People and Performance*). More recently, we did a 50-year review of the HR literature published in the *Journal of World Business*: “The search for global competence: From International HR to talent management” (in press). We continue to work together on a variety of research projects, and I hope that will continue.

In 2014 I published an article (with Fred Luthans) in the *Journal of Management Inquiry* about the struggle of the political prisoners on Robben Island to overcome apartheid: “Reflections on the metamorphosis at Robben Island: The role of institutional work and positive psychological capital.” Other topics that I’ve written and spoken about over the past decade include HR risk, strategic HRM, employer branding and employee retention, and performance management in China and in multinational enterprises. I guess I’m just incurably intellectually curious.

Service

I’ve always believed that it is important to give back to one’s profession, not just financially, but also in personal contributions of time and effort. In that way, it also becomes possible to enrich the profession, and to influence large numbers of people, both inside and outside of the profession. To quote Winston Churchill, “We make a living by what we get, but we make a life by what we give.” There obviously are many ways to give, but here are some of the ways I’ve done it.

I served as APA (later, SIOP’s) representative to APA’s Council of Representatives from 1990 to 1993. Before that, I served on APA’s Committee on Psychological Tests and Assessment from 1983 – 1985. As noted earlier, I served as SIOP president in 1992, and as a member of SIOP’s Executive Committee from 1990-1994. I served on the SHRM Foundation’s Board of Directors for 8 years (2000-2008), and as its president in 2007. I donate my time and effort each year to create a new video-based business case for the SHRM Foundation, and there are now 14 such videos. From 2003-2006 I served on the Academy of Management’s Board of Governors. I chaired its Journals Committee in 2004-2005, and chaired its Ethics Committee in 2005-2006. At SIOP, I served on its Fellowship Committee from 2008-2011, and chaired the first SIOP-SHRM HR Impact Award committee (2013-2014). In addition, between 1986 and 2015 I’ve conducted 13 workshops for the profession at SIOP annual conferences (with fabulous colleagues such as Pete Ramstad, Cris Banks, Bill Schiemann, and Larry Fogli). I also participate in the Australian HR Institute’s

annual selection committee for the Wayne Cascio Award for Responsible Restructuring, which was inaugurated in 2009.

From November 2007 through January 2015 I served as Senior Editor for International HR at the *Journal of World Business*. Fred Luthans and John Slocum were the Editors-in-Chief at that time, and working with them was an absolute delight. I believe strongly in providing constructive feedback to authors, and in helping them to craft publishable manuscripts. I can honestly say that in all my time as editor, reviewing more than 150 manuscripts, I never sent back a review of fewer than six pages, single-spaced, including both comments from reviewers as well as my own comments. Nothing was more gratifying to me, in light of a 95 percent reject rate, than to receive an email from the authors of a rejected manuscript, who expressed gratitude for such a constructive response. That happened much more often than I expected.

I learned the craft of reviewing while serving on a number of editorial boards, among them, *Journal of Applied Psychology* (1983 – 1988; 2002-2007), *Academy of Management Review* (1984 - 1990), *Human Performance* (1987-2000), *Academy of Management Annals* (2006-2011), *Organizational Dynamics* (1988-1999; 2002-2007), *Asia-Pacific Journal of Human Resources* (Australia, 1989-2012), *International Journal of Selection and Assessment* (U. K., 1992-1997), *Journal of World Business*, (1995-1998); *Journal of Management* (1995-1999), *Journal of Industrial Psychology* (South Africa, 1999-2010), *Zeitschrift für Personal-psychologie* (Germany, 2002-2012), *Human Resource Development Quarterly* (2002-2010), and as an Associate Editor, *Handbook of Industrial and Organizational Psychology* (2008-2010).

From 2011 to 2013 I served as Chair of the U. S. Technical Advisory Committee, under the auspices of the American National Standards Institute and SHRM. Its mission was to develop international HR standards. I also led the U.S. delegation at international meetings, convened under the auspices of the International Organization for Standards (ISO). I was proud to lead a panel of academics and representatives from U.S. firms and to participate in the international arena. We really learned a lot about dealing with cultural differences!

From October 2014 through 2016 I am serving as Chair of the SHRM Certification Commission, a distinguished panel that includes I/O psychologists (Shelly Zedeck, Jim Outtz, and John Boudreau) as well as employer representatives. Our job is to oversee the development and implementation of HR certification examinations that tens of thousands of people will take.

I've been pretty visible at academic conferences, presenting more than 250 papers and symposia, and in terms of presentations outside of academic conferences, I've done about 275.

In terms of other Board memberships, I was flattered when Marv Dunnette asked me to join the Board of Directors of Personnel Decisions Research Institute, and I

served on it from 1993-1998. While there I was able to work with great colleagues in addition to Marv, including Rich Arvey, Pete Ramstad, Lowell Hellervik, and Leaetta Hough.

In the for-profit arena, I've served on the Board of CPP, Inc. (publisher of the Myers-Briggs Type Indicator, the California Psychological Inventory, and the Strong Vocational Interest Inventory, among others) since 1996. CPP was originally located in Palo Alto, CA, and has since moved to Sunnyvale, CA, in the heart of Silicon Valley. Harrison Gough, long-time faculty member at Berkeley, co-founder of CPP in 1956, and developer of the California Psychological Inventory (CPI), retired from the Board in early 1996. I had gotten to know Harrison during my stay at Berkeley in 1980-1981, and he recommended that I succeed him as a Board member of CPP since the company needed I/O psychology expertise. I've loved my time on the Board, serving as Chair of the Audit Committee from 2001-2004, and Chair of the Compensation Committee from 2009 to the present. My current and past academic colleagues on the board, Christina Maslach (Berkeley), Joanne Martin (Stanford), and Board Chair Carl Thoresen (Stanford), have been a delight to work with, as have non-academic Board members Jeff Hayes, Cal Finch, Marion McGovern, Dalton Martin, the late Wayne Oler, and Cynthia Cleveland.

One evening in 1996 at an off-site Board meeting in Sonoma, Harrison and I were walking back to our rooms after dinner, and I told him of my work at NASA and the selection of astronauts. I told him that we would dearly love to use the CPI in the selection process, but that it was 434 items long, and there were many other assessments that candidates had to take as well. If he could shorten it, however, we might be able to include it in the selection battery. Harrison must have stayed up most of that night, because the next morning he came to me and said he thought he could develop a shorter version of the CPI, and he began research to do just that. Thus was born the 234-item CPI, and it has proven to be enormously popular over the years, not just at NASA, but in many other organizations as well.

Awards

As a young assistant professor, I never really thought about earning tenure because I just loved doing research. Tenure would take care of itself. Throughout my career I've never thought about awards, because that is not why I do research or try to serve the profession. Yet as the years have gone by, awards have come along as well, and I've been gratified to receive them. Some of them include: The Distinguished Faculty Award, Personnel/Human Resources Division, Academy of Management, 1988; Bemis Award for Excellence in HRM, Personnel Testing Council of Southern California, 1994; Heneman Career Achievement Award, Human Resources Division, Academy of Management, 1999; 2008, named by the *Journal of Management* as one of the most influential scholars in the field of management over the past 25 years; Methodology prize, British Sociological Association, 2010; Society for Human Resource Management, Michael R. Losey Human Resource Research Award, 2010; named by the Colorado Board of Regents as a Distinguished University Professor,

2011; elected by the Australian Human Resources Institute as a Life Fellow, 2012; Society for Industrial and Organizational Psychology, Distinguished Scientific Contributions award, 2013; and Western Academy of Management, JMI Outstanding Scholar Award, 2015.

As I said at the outset, my life and career have been one fantastic journey. I'm so glad that I wrote to Bernie Bass that day so long ago from Fort Sill, Oklahoma to inquire about I/O psychology. It literally changed the course of my life and led to a career that has been both fulfilling and rewarding. My family life has been equally fulfilling. My son, Joe, works at Boeing as an attorney, The dedication to the 10th edition (2015) of my text, *Managing Human Resources*, as in earlier editions, is to my wife Tanni Anthony. It reads simply, "endless joy." Who could ask for more?