

INTRODUCTION

From the Editor

This is the first issue published under my editorship, and I wanted to briefly outline my vision for *Industrial and Organizational Psychology: Perspectives on Science and Practice*. I believe this journal provides a unique opportunity for industrial and organizational (I–O) psychologists to engage in meaningful conversations about important topics in the field. The ideal conversation starts with a focal article challenging the field to think about new issues or new approaches to familiar issues, and it includes commentary that builds on the focal article in a constructive way, either offering different perspectives or extending the arguments of the focal article in new ways. The end result should be a set of new insights about how we understand and apply the science of I–O psychology.

The journal is dedicated to science, practice, and the interchange between the two, and I strongly encourage input from a variety of settings and viewpoints. That being said, I reject utterly the notion that science is one thing and practice is another and that each camp in our field owns their unique piece of turf. I do not believe you can be a good practitioner without being a good scientist or that you can be a good I–O psychologist without applying what we learn in academic research to organizations. I encourage authors whose primary affiliation is academic to think carefully and realistically about implications for practice and for authors whose primary affiliation is in an organization or consulting firm to think carefully about the scientific justification for their practice in organizations. Above all, both focal articles and comment

articles should have something to say. Focal articles that do little more than praise mom, the flag, and apple pie, or comment articles that point out the flaws in the scholarship and character of focal article, authors make no real contribution and won't be given space in this journal.

The Format

This journal provides a forum for the exchange of perspectives. Each issue contains two focal articles that take a position on a topic of importance to the field of industrial–organizational psychology. These focal articles are first posted on SIOP's website, and readers are invited to submit commentaries in response. A set of commentaries—some of which support and extend the focal article and others that challenge or add new perspectives to the focal article—are selected to be published with the article.

You may notice that we no longer publish focal authors' replies to the commentaries. After looking carefully at these and talking with prior editors and SIOP officers, we decided that it was hard to do much more than summarize what had already been said and that these response articles often did not make an independent contribution. That being said, I think it is important to give focal article authors a chance to respond to important criticisms that are raised in the comment articles. I share comment articles with the authors of focal articles and ask them if there are truly important points that might be clarified or restated in revisions, and I find their input very helpful.

This Issue

The first focal article “Employability and Career Success: Bridging the Gap Between Theory and Reality” is authored by Robert Hogan, Tomas Chamorro-Premuzich, and Robert B. Kaiser. It argues that effective performance in organizations is not simply a function of having the abilities, skills, and personality characteristics that the specific job demands but also a function of the social skills needed to succeed in an organization. They suggest that employers are and should be very interested in evaluating the social skills of job applicants. They argue further that I–O psychologists should take employers’ preference for applicants who have appropriate social skills seriously in developing selection assessments and organizational entry systems. This article is followed by six comment articles that deal with issues ranging from the criteria for employment success to methods of developing the attributes highlighted in the focal article.

The second focal article “Gone Fishing: I–O Psychologists’ Missed Opportunities to Understand Marginalized Employees’ Experiences With Discrimination” is authored by

Enrica N. Ruggs, Michelle R. Hebl, Charlie Law, Cody B. Cox, Mark V. Roehling, Richard L. Wiener and Laura Barron. This article argues that I–O psychology has been myopic in its focus on only a limited number of dimensions of diversity. The authors review under analyzed areas of research on racial minorities, LGBT individuals, older workers, individuals with disabilities, overweight workers, religious minorities, and those who face discrimination due to marital status, and they suggest that the field should cast a much broader net when developing theories of research about and programs to deal with diversity in organizations. This article is followed by 12 commentaries that highlight issues ranging from the multivariate nature of identity to the experiences of groups not covered in the focal article.

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