UNIVERSITY UPDATE
San Francisco State University recently adopted a set of five core values: community, courage, resilience, life of mind, and equity.

For more information about these values – and how our program seeks to embody them – visit our program website.

Visit SFSU Strategic Planning for information about the history and development of these values.

HIGHLIGHTS FROM THIS ISSUE
• Interviews with alumni in private sector (PAGE 3), public sector (PAGE 6), and a doctoral program (PAGE 8)
• Culminating experience updates from the class of 2016 (PAGE 4)
• Life and family updates from program alumni (PAGE 7)
• Publications, presentations, awards, and lab updates (PAGES 10-11)
AND ONE SPECIAL early congrats

Rylan Charlton (class of 2016) will actually be graduating at the end of the current fall semester. Rylan will be joining the faculty at the US Air Force Academy as an instructor in the Department of Behavioral Sciences and Leadership. Starting this January, he will be teaching the core behavioral science course to freshman and sophomore cadets.
How has your experience in an applied I/O role differed from any expectations you might have developed during your time at San Francisco State University?

I think many jobs will use one or two aspects of I/O, but most won’t require you to know about or use many things from our classes specifically. That said, there is weight, confidence, and credibility in having the breadth of background knowledge. Another surprise is how popular the MBTI really is since it’s not a very reliable test. The Strengths Finder 2.0 is my personal favorite and I’ve been glad and surprised that my team uses this one pretty systematically.

What do you enjoy the most about your current work role?

I enjoy working with clients the most. I appreciate seeing my work consulting in organizational “health” (effectiveness) being mentally processed and then applied by heads of HR. It’s my (gluten free) bread and butter!

What do you find most challenging about your current work role?

The most challenging aspect is project management related. I’ll typically work with a few clients at one time - setting up a survey with one, a live survey in the field with another client, and a third where I am creating their enterprise report and telling stories from the data, preparing for their results presentation and possibly workshops for action planning. There are tons of calls, loads of emails, and plenty of balls not to drop. It’s not dropping any balls that’s the hardest.

What did you learn from the application and selection process in obtaining your job?

Applications: Start early. Talk to as many people as you can about their roles. Use your network (i.e., don’t be a hero and try to do it all alone. This is silly and you could very well accidentally shoot yourself in the foot by missing great opportunities that could’ve been yours).
Tell us about your culminating experience in under 140 characters.

**Stephanie Aborida**
For my thesis, I am working on applying a positive psychology intervention to the workplace, in an effort to reduce job burnout.

*#thesis*

**Rylan Charlton**
I tested collective group-organization fit's incremental validity over person-group fit predicting performance, citizenship behavior, and commitment.

*#thesis #decembergrad*

**Zach DeRossette**
I'm looking at if the amount of time spent telecommuting impacts an employee's job performance.

*#thesis*

**Caitlin Eddy**
I’m learning more about which factors attract a particular group of job candidates to organizations.

*#thesis*

**Julia Hind-Smith**
I’m gaining a comprehensive understanding of many aspects of I/O Psychology.

*#comps*

**Danielle Wittorp**
I’m working to identify the characteristics and outcomes of rivalries among coworkers. Learn more: rivalryatwork.com

*#thesis*

**Jessica Lam**
I am looking at how self-efficacy will affect your verifying behavior and performance in a cognitively demanding computerized system task.

*#thesis*

**Jocelyn Lancaster**
Does cultural intelligence (CQ) influence team member selection? CQ may impact hiring employees with internationally diverse backgrounds.

*#thesis*

**Kristopher Romero**
I'm examining whether companies with greater amounts of culture on their websites are viewed more favorably by prospective applicants.

*#thesis*

**Alyssa Vu**
I’m developing a scale to measure work goals, and I’m particularly interested in evaluating its relationship with non-work related outcomes.

*#thesis*

**Jocelyn Lancaster**
Does cultural intelligence (CQ) influence team member selection? CQ may impact hiring employees with internationally diverse backgrounds.

*#thesis*
Interviews: Have fun with these. It’s your opportunity to get to know your potential future team. Show your enthusiasm - can’t stress this enough - let them know you’re excited about the position and show them all that research you did on the company and the role by expressing what unique skills and attitudes you’d contribute! Be specific so they know it’s THIS job you’re interested in (not any job at the company because the company is what excites you, and not just any I/O job in general - THAT job.

What are the most important skills to develop as an I/O psychologist?
Practice using data, numbers, case studies, etc., to tell meaningful stories and show patterns. Storytelling is all the rage in corporate America right now, and this skill will take you far.

What direction do you see I/O heading in the next year?
I think I/O will have a lot of work in the big data area, particularly when it comes to people analytics.

Also leadership development and team development facilitation are big.

Describe a success story of yours that demonstrates how I/O psychology can be used in your profession?
I had a client that was close to closing on a merger and both companies wanted to understand the way they each ran their business/how healthy they each were, and then for me to help them identify where there were similarities (similar leadership style? Similar strengths in performance management?) and where differences that could impact the success of the merger could/would arise (differences in the emphasis on bottom up innovation, and knowledge sharing capabilities). We reviewed the results with both CEOs and their leadership teams and by the end of the meeting, both companies concluded that there were more similarities and opportunities for synergy than differences. They planned a path forward into the integration and invoked regional leads in implementing the plan. My background in what motivates people at work, how to foster change, etc from my I/O classes as well as knowledge of stats, regression, and data allowed me to head into this meeting confident and prepared.
Since graduating from SFSU, how did you ultimately end up in the position you hold today?

I didn’t actually follow the traditional path. During the fall semester of my first year in the I/O Program, one of the second-years had an internship with the City of Oakland’s HR Department and let the first-year students know that there was an opening. I interviewed in December and started in January of my first year. Employment continued all throughout my second year and I never left the City. I competed for a position as a Human Resource Analyst and was appointed. I’ve happily promoted a few times since!

Based on your experiences, what are the most important skills to develop as an I/O Psychologist?

The most transferable skills relate to research and analysis, critical thinking, and communication. The I/O program is comprehensive and well-rounded, which translates well for students and serves as great preparation for a career in the field. The case studies, written reports, statistical analysis, and presentations in particular ensure students hone the most important skills that serve as a foundation for future work as I/O Psychologists.

What is the biggest career obstacle you face as an I/O Psychologist?

Having chosen to work in the public sector instead of the private sector and at an organization that is fairly large, my biggest obstacle is that I’ve become too specialized in my field of expertise (classification). Smaller public sector organizations tend to want and need HR
generalists. I would encourage others entering the field to be strategic in making employment decisions depending on their long-term goals.

Based on your experiences, how is I/O Psychology utilized in the public sector?

I/O Psychology provides a strong foundation for the work that is performed in HR departments. Unfortunately, the applied setting has limitations including scarce resources and strict time constraints and not all academic concepts can be readily executed in the workplace. Testing and selection allow for the best opportunities to incorporate I/O principles and represent some of the most interesting aspects of working in a public sector HR department.

Alumni Updates

Kendra (Reich) Hash and Brian Hash
Class of 2013, 2011
Since the last newsletter, Brian Hash and I, Kendra Hash (Reich) have gotten married.

Brian graduated from the SFSU I/O program in 2011 and I graduated in 2013. We met at the 2012 SIOP conference in San Diego and got married on March 13, 2015.

We got married at the Brazil Room in Tilden Park in Berkeley and we are living in Minneapolis, MN now to be closer to family. I am working as a consultant with Koff & Associates (located in Berkeley) providing classification, compensation, recruitment, and other HR services to local government agencies in California. Brian is a Senior Client Ambassador with Work Effects (located in Minneapolis) managing organizational culture and leadership projects for various private sector clients.

Ellen Steinlein, Class of 2009
Ellen works at the City of San Francisco’s Human Services Agency as a Senior Workforce Development Specialist building a brand new core competency based performance management system for the entire agency. She is married to Bobby Steinlein and lives in Dixon, CA and is a mom to two: Spencer (4) and Amber (2).*

Julene Allen
Class of 2006
Julene Allen and Ari Moskowitz had a baby girl Dahlia May-Belle Moskowitz on January 21, 2015.

They are living in Fremont, CA. Julene is an adjunct professor at California State University East Bay and teaching upper division Industrial Psychology.
Do you have any advice to master’s or bachelor’s degree holders or students who are contemplating pursuing a PhD?

Tough question. I think my advice would be to think hard about your commitment to pursuing a PhD. It’s an intense experience that requires all of you. So if you’re not super committed to it, you might not be too happy with it. If you think it’s something you really want to do, my next piece of advice would be to get involved in research if you can. That’s what a PhD is all about, so why not start now!

Were there any actions or qualifications that you found particularly critical to being accepted into a PhD program?

Many people automatically think GRE, GPA, and recommendation letters, but research experience is very important too. Even if you want to do applied work when you graduate, a PhD program is about learning how to do science. Plus the professors who you’d be working under would be happy that you’re already trained and ready to go.

What factors did you consider when choosing to pursue a PhD and what ultimately made you decide that path?

Well, I may be different than many people from an I/O background in that I knew I wanted to do go into academia rather than industry when I graduated. When I was interviewing and visiting I/O programs, it seemed very common for students in their 4th year to still be deciding whether they wanted to go applied or academic. I didn’t have that dilemma, so personally, I considered 1) research fit – I applied to schools that had professors who shared my research interests since that’s what I’d be doing for 5 years. 2) Since academia puts (way too much) emphasis on where your PhD comes from, I wanted to go to the “best place” I could get into – as icky as that sounds.

I eventually chose the management program at Cal because several faculty shared my interests, they gave me freedom to deviate from their research and do my own thing, and the department has several experimental psychologists, which was a skill I wanted in order to compliment my I/O background.

What direction do you see I/O Psychology heading in the next year?

Right: Mathieu is in the Management of Organizations program at UC Berkeley.
This question actually relates to the reason I chose my current program! I’m hopeful that I/O will start incorporating experiments to complement their field studies in order to better determine causation. Imagine combining the ecological validity of field studies with the internal validity of experiments – it’s a beautiful world. I think I/O, being inherently an applied science, while also situated in psychology departments, has a unique ability to get the best of both worlds.

Can you share a success story that demonstrates how your I/O Psychology training has helped you in your new role?

Absolutely! My favorite example is when a student in the education department was looking for feedback on a field study he proposed. The faculty in the room wanted to completely redo his study and turn it into a lab experiment, but because I/O taught me how to conduct field studies, I was able to provide helpful feedback that strengthened his study design without totally changing it. Also, I/O is strong in statistical training, so I’m able to guide my cohort-mates in when it comes to that. SFSU has given me many tools to succeed- I’m really thankful for that!

Special thanks TO OUR 2014-2015 GUEST SPEAKERS

A very sincere thanks to all of the alumni and partners who visited our class as guest speakers, including:

NORA ABDOUN
REKHA GURNANI
SEAN WHITE
ERIN TOOCH
RYAN HONEYMAN
CHRIS SABLYNSKI

If you are interested in being a guest speaker, please contact Dr. Wright at cwright@sfsu.edu.
HEALTH AND ORGANIZATIONAL PSYCHOLOGY LAB
Dr. Eschleman and the HOP Lab are currently researching the effects of workplace factors on a worker’s peak performance. The research integrates social support theories with Humanistic Psychology to understand the moments people are at their best. Other research projects focus on the (mis)steps organizations take to attract high resilience workers to jobs that have a risk of emotional trauma for the worker (e.g., social worker).

APPLIED PSYCHOLOGY RESEARCH LAB
Astronauts on long-duration missions will lose the close connection to ground support, meaning they will be guided solely by electronic procedures. The quality of these electronic procedures will be critical for successful system management, as well as failure diagnosis and repair. Dr. Mosier and her lab are conducting a study to investigate how people use automated procedures to support decision making while maintaining situation awareness, controlling workload, and avoiding pitfalls. Because they’re in the middle of the study, they can’t give away too many details. Data from this study will inform the researchers concerning the impact of different automation designs on performance and will enable them to make suggestions for appropriate design of electronic procedures for space operations.

RECENT PUBLICATIONS


**CONFERENCE PRESENTATIONS**


**AWARDS AND GRANTS**

Dr. Kevin Eschleman, SFSU Presidential Award*

Jessica Lam, Graduate Equity Fellowship 2014, 2015
Jessica Lam, Psychology Department Scholarship 2015
Jessica Lam, University Scholarship 2015
Jessica Lam, Dianne Francis Derby Memorial Scholarship
Danielle Wittorp, Qualtrics Behavioral Research Grant

*In the fall 2015 semester, Dr. Eschleman received the prestigious Presidential Award, which relieved him of teaching responsibilities and allowed him to focus exclusively on research for one full semester. Only nine SFSU faculty were granted this award for the 2015-16 academic year. Congratulations to Dr. Eschleman!
NEWSLETTER CREDITS AND THANKS

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Photos of the SFSU campus provided by the San Francisco State University Communications Image Library (flickr).

Alumni Contributors
Special thanks to our alumni interview subjects: Laura King, Jaime Pritchett, and Michael Mathieu

If you would like to volunteer to be interviewed in a future newsletter, please contact Dr. Eschleman at kesch@sfsu.edu.