Welcome Back, Dr. Caran Colvin.

We are happy to welcome back Dr. Caran Colvin to the I/O Psychology faculty team. Dr. Colvin was an I/O faculty member from 1988 to 2006 and was an influential faculty member in developing the program curriculum that we currently use to train our undergraduate and graduate students. Dr. Colvin served as the Associate Dean of the SFSU College of Business from 2006 to 2013.

Stay Connected

- Our New Program Website
  http://psychology.sfsu.edu/iopsych

- Latest News & Networking on LinkedIn
  https://www.linkedin.com/groups?home=&gid=4816765

- Donations & Programmatic Questions
  Email: cwright@sfsu.edu

Giving Back

Help us keep the SFSU I/O graduate concentration a premier training program through corporate and private donations. Funds will directly improve the research opportunities for graduate students.
Q&A with an Alumnus

Brian Hash – Brian graduated in 2011 from the SFSU I/O Psychology Program. Brian interned with the California Public Utilities Commission and the Allstate Research and Planning Center during his study. As a member of the Bay Area Applied Psychologists, Brian met three I/O psychologists from a startup called Evolv and began a 2½ year working relationship. Brian produced the content that drove Evolv’s behavioral and personality-based selection tools. In 2013, Brian received referral from another SFSU alum for a position with Google’s People Operations. As part of the Hiring Innovation team at Google, Brian develops selection tools to make the best possible hires while ensuring an awesome candidate experience.

What recommendation do you have regarding the job search process?

B.H. - Networking. It’s not particularly fun (and that’s coming from an extrovert), but it is absolutely critical to your success. Had I not attended that BAAP meeting, I would have never ended up at Evolv. Had I not stayed in touch with friends from my cohort, I would have never considered working at Google. Networking with people will open a lot of doors for you, so do whatever it takes to meet people. And don’t limit networking to those in your field - the skills we acquire as I/Os can be applied in many different roles, organizations, and industries. Lastly, be genuine when networking. As a professional, it’s not a great feeling when someone is only talking to you because they want something from you (e.g. a job). Take the time to build rapport and nurture a healthy relationship with folks. It can pay dividends many years later!

What is a career obstacle you face as I/O psychologist?

B.H. - Many people don’t know exactly what I/Os do, which can be limiting in a couple of ways. First, it can lead to projects that are lacking in challenge and stimulation. Second, it can limit the impact we could have on an organization (if stakeholders don’t understand how I/O skills can influence business outcomes). Third, it can threaten client relationships (people tend to avoid what they don’t easily understand). To overcome this, I always make sure to explain I/O psychology and my role in the simplest possible terms. Avoid complex terminology (it alienates the audience), and draw clear connections between your work and the impact it will have on stakeholders.

What are the most important skills to develop as an I/O psychologist?

B.H. - Relationship-building, abstract reasoning, and sales skills. Being able to build relationships with coworkers, clients, and professionals will help you move projects forward and grow your network. Abstract reasoning is important because we live in a business climate where analytics are becoming more and more important. But analyses aren’t very useful if we don’t know how to make sense of and (more importantly) express them to others. Lastly, we have to be able to “sell” ourselves, especially when dealing with those less familiar with I/O. Be comfortable being assertive (though not pushy), confident (but not braggy), and realistic (though not disrespectful). It takes practice, but relationship-building, abstract reasoning, and sales skills are critical for I/Os!
What direction do you see I/O heading in the next year within your field?

**B.H.** - The terms “big data” and “predictive analytics” are quickly becoming professional cliches, especially in high-tech organizations. However, very few organizations know how to apply these concepts and reap the rewards. Therein lies a great opportunity, but also a word of caution. In the next 5 years, I expect more organizations will try to harness the power of big data/predictive analytics to succeed in an ever-increasing competition for talent. More companies are using data to find, attract, screen, hire, train, and keep the right people. The risk is that much of this work can be automated. For example, there are tools that scrape social media information to help companies find “passive” candidates (who aren’t looking for a new job). I see big data and predictive analytics as a big opportunity that’s perfectly suited for I/Os, but we need to think long-term about how we stay relevant in a world of increased automation.

Describe a success story of yours that demonstrates how I/O psychology can be used in your profession.

**B.H.** - I was consulting a client in Lexington as part of a 2-day visit. They were having trouble with their technical support staff quitting after a very short period of time. The client had placed great emphasis on technical experience in their hiring process, to help shorten ramp time and (ideally) stimulate job performance. I conducted multiple job analyses and sessions with employees and made two interesting revelations: the mandatory training covered every aspect of technical knowledge needed for the job (rendering technical experience less useful) and the best performers on the job actually had no experience at all.

I learned that the ability to apply structure to complex problems, improvise quickly to new information, tolerate high levels of sustained stress, and extract meaning from complex concepts were most important in driving retention and job performance. In response, I implemented an assessment that prioritized technical aptitude (vs. experience) and encouraged sourcers/recruiters to consider candidates from less traditional backgrounds. These simple changes (I’ll admit it was a small site) lead to huge improvements in their retention and job performance.

What is one event that has greatly influenced you as an I/O psychologist?

**B.H.** - I’ll add a fun one! At SIOP in San Diego, I met my fiancée (and future wife) Kendra during one of the “networking” events. Kendra also attended San Francisco State, but we never met as she entered the I/O program shortly after I graduated. We met in San Diego, and have been inseparable ever since!
Keep Growing Your Knowledge Base

They’re Watching You At Work – Atlantic Monthly: Great article about the impact of big data/analytics on organizations and the human resources function.


Martin Seligman podcast – Harvard Business Review: A good discussion about training supervisors to promote resilience and growth.

http://hbr.org/2011/04/building-resilience/ar/1

Easy to read overview on the dos and don’ts when designing work breaks, weekends, and vacations.

Charlotte Fritz et al. (2013). Embracing work breaks: Recovering from work stress. Organizational Dynamics, 42, 274-280. (email: fritzc@pdx.edu)

Naked Statistics – Charles Wheelan – A well written, and even entertaining, re-introduction to statistics that might help you explain the basics to your clients or your grandmother.

http://www.amazon.com/dp/039334777X

Student Research

Chloe Doan – Class of 2015
I am developing a selection tool for science researchers to identify the most effective research assistants. This validated tool will provide faculty with a process that will ensure better selection practices, and thus, more effective labs. I will conduct a job analysis, research the best-fit selection methods, and validate the tool with a concurrent research design using current research assistants.

Michael Matheiu – Class of 2015
Leisure activities can help workers feel refreshed and energized then they go back to work, which can improve job performance and organizational effectiveness. Surprisingly, limited research has examined the effects of leisure creative activities. We are surveying workers four times during the workweek and weekend to examine if leisure creative activities during the weekend improve workers’ physical and mental energy on Monday.
Laboratory Updates

Applied Psychology Research Lab
Dr. Kathleen Mosier

In the Applied Psychology Lab we’re finishing data analysis for two experimental studies of remote teams and asynchronous (time-delayed) communication for the NASA space program. From the results of our lab studies, we created communication protocols and procedures to deal with 5-10 minute time delay in communication between space and ground, and they are being tested by astronauts in an undersea habitat environment.

Employee Selection and Retention Lab
Dr. Chris Wright

This year, our major projects include: 1) examining digital interviews, including applicant reactions and performance differences compared to traditional face-to-face interviews; 2) surveying employees to assess the relationship between workplace idiosyncratic deals and job embeddedness; and 3) evaluating employee recognition software to determine whether implementation results in improved job satisfaction, employee engagement, etc.

Health & Organizational Psychology Lab
Dr. Kevin Eschleman

Dr. Eschleman and the HOP Lab are currently researching the effects of leisure creative activity on worker’s energy and performance. Other research projects focus on establishing rewarding and supportive relationships between workers. Our research on supportive work environments merges theories on organizational support and humanistic psychology. The HOP Lab has also partnered with UC Berkeley to implement a health intervention to improve the well being of UC Berkeley scientists.
Recent Scholarly Excellence

Publications

A critical incident for big data
Daniel Maurath (Class of 2014)
The Industrial Organizational Psychologist

Benefiting from creative activity: The positive relationships between creative activity, recovery experiences, and performance-related behaviors
Dr. Kevin Eschleman, Jamie Madsen (Class of 2012), G. Alarcon, & A. Barelka
Journal of Occupational and Organizational Psychology

The dispositional basis of attitudes: A replication and extension of Hepler and Albarracin (2013)
Dr. Kevin Eschleman, N. Bowling, & T. Judge
Journal of Personality and Social Psychology

Advancing occupational stress and health research and interventions using latent difference score modeling
Dr. Kevin Eschleman & D. LaHuis
International Journal of Stress Management

Perceived intent of supervisor as a moderator of the relationships between abusive supervision and counterproductive work behaviors
Dr. Kevin Eschleman, N. Bowling, J. Michel, & G. Burns
Work & Stress

“I object!” Overcoming communication obstacles between organizational stress researchers and legal advisors
Dr. Kevin Eschleman, D. Amaya, & S. Swindler

In line for takeoff and waiting: Difficulties with getting a wellness intervention started in the Air Force
S. Swindler & Dr. Kevin Eschleman
Impression management behaviors may influence role play exercise performance
Preston Treichel (Class of 2013), Dr. Chris Wright, & Dr. Kevin Eschleman
Association for Psychological Science 26th Annual Convention, San Francisco, CA.

Exploring communication in remote teams: Issues and methods
U. Fischer, C. Miller, D. Morrow, Dr. Kathleen Mosier, J. Orasanu, & B. Veinott
Human Factors and Ergonomics Society 57th Annual Meeting. Santa Monica, CA.

The impact of transmission delays on Mission Control – Space Crew communication
U. Fischer, Dr. Kathleen Mosier, & J. Orasanu
Human Factors and Ergonomics Society 57th Annual Meeting. Santa Monica, CA.

The impact of transmission delay and medium on team communication and task performance by distributed teams
U. Fischer & Dr. Kathleen Mosier
Human Factors and Ergonomics Society 58th Annual Meeting. Santa Monica, CA.

A longitudinal examination of personality, stressors, and counterproductive work behavior
Dr. Kevin Eschleman, N. Bowling, & D. LaHuis
Society for Industrial Organizational Psychology Annual Meeting, Honolulu, Hawaii.

The effects of LGBT education on the LGBT policy – abuse relationship in organizations
Amanpreet Kaur (Class of 2015), Laura King (Class of 2015), Chloe Doan (Class of 2015),
& Dr. Kevin Eschleman
Association for Psychological Science 26th Annual Convention, San Francisco, CA.

Volunteer experience may not improve hirability during gaps in employment
Daniel Maurath (Class of 2014) & Dr. Chris Wright
Association for Psychological Science 26th Annual Convention, San Francisco, CA.
Recent Scholarly Excellence

Conference Proceedings & Presentations

Decision making and communication across time and space: Lessons from NASA
Dr. Kathleen Mosier
Modern Management Methods LKNA14 Conference, San Francisco, CA.

A comparison between the Dispositional Attitude Measure and Neutral Objects Satisfaction Questionnaire
Felicia Poh (Class of 2015), Michael Mathieu (Class of 2015), & Dr. Kevin Eschleman
Association for Psychological Science 26th Annual Convention, San Francisco, CA.

The impact of use of support on the stressor – support relationship
Alec Munc (Class of 2013), Dr. Kevin Eschleman, & J. Donnelly
Association for Psychological Science 26th Annual Convention, San Francisco, CA.

Social network “personality” impacts employee selection decisions
Erin Tooch (Class of 2013), Dr. Chris Wright, & C. Sablynski
Association for Psychological Science 26th Annual Convention, San Francisco, CA.

Issues and Recommendations for CRM/TEM in SPO
Dr. Kathleen Mosier & U. Fischer
Presentation at HCI Aero 2014. Santa Clara, CA.

Undergraduate Honors Theses

Characteristics fostering effective teamwork in space flights
Kathy Gonzalez

The moderating effects of mindfulness on the relationships between recovery experiences and job recovery
Jessica Lam
Other Campus News

SFSU Celebrates 115 Years
San Francisco State Normal School, a teaching academy for women, opened its doors in March 1899. The academy used a $10,000 stipend from the state legislature to rent a building on Powell Street and offered free tuition to its students. The graduating class comprised of only 36 women. SFSU has grown to offer over 200 degrees and certificates. This past year, SFSU served nearly 30,000 students.

A Commitment to Sustainability
SFSU has added eleven new water bottle filling stations in an effort to promote reusable containers. According to a study by the SF Public Utilities Commission, an organization where many of our I/O students intern, San Francisco tap water is among the cleanest in the country. In addition, SFSU will create five new courses that focus on the environment and sustainability. The I/O Program also contributes to the effort by including course materials on how organizations can promote sustainability attitudes and behaviors among workers.

New Psychology Faculty Member
The Psychology Department welcomes Dr. Sarah Barber as an Assistant Professor. Dr. Barber’s research focuses on memory processes across the lifespan.

Psychology Faculty Achievements
Dr. David Matsumoto was recognized as the second-most prolific scholar in the field of cross-cultural research.

Dr. Margaret Lynch was awarded SF State’s Distinguished Faculty Teaching Award for her exceptional teaching record serving over 1000 students per year in Introduction to Psychology.

Dr. Pat Miller was noted as having the most cited article in Developmental Review from the last five years.

Dr. Sarah Holley was the recipient of the Mental Health Professional Award from the American Society of Reproductive Medicine.

Dr. Charlotte Tate was named to the editorial board of Cultural Diversity and Ethnic Minority Psychology.