



The Beginning of a Journey: First Year Interviews

By Sean Tang



Zach Duncan

Hometown: Simi Valley, CA

I was attracted to SDSU because: Of the internship possibilities. Plus, compared to most of the I/O programs, SDSU is located in a favorable location.

I/O Interests: Whatever Dr. Kath tells me to be interested in.

You know you're in grad school when: The amount of time in class is less than undergrad, yet you're doing more work.

In my free time I like to: Well, before I started the program I enjoyed kayaking, photography, and snowboarding. However, now I sleep in my free time.

One thing that's interesting about me is: I once had lunch with Albert Bandura and attended a lecture by Phil Zimbardo.

How many times have you eaten at Betty's Hotdogger? Too many times to admit.

Lisa Wright

Hometown: Grand Rapids, MI

I was attracted to SDSU because: Of the faculty research interests, the program's emphasis on methods, and the location.

I/O Interests: Leadership training, climate.

You know you're in grad school when: Doing your stats homework is your "break" or "reward" for doing other work.

In my free time I like to: Go to dog beach and spy on the corgis! I also like to hike, go to concerts, and read.

One thing that's interesting about me is: I have lived in 9 different houses (15 if you include all the places I lived in while in school for undergrad!).

How many times have you eaten at Betty's Hotdogger? I am not comfortable disclosing this information...



Josh Carlsen

Hometown: Rochester, MN, but I lived in Portland OR for over a decade before moving to San Diego.

I was attracted to SDSU because: Of the excellent professors, reputation among west coast I/O programs, nice weather, and the chance to rub elbows with Ron Burgundy.

I/O Interests: Selection, personality, organizational change and development.

You know you're in grad school when: Studying at the library on a Saturday night seems completely normal.

In my free time I like to: Go to the beach or ride a bike in Balboa Park.

One thing that's interesting about me is: I was a vegetarian for 20 years.

How many times have you eaten at Betty's Hotdogger? I own stock.

Additional Information:

- THE STUDENT EDITOR OF THIS ISSUE WAS MIKE KIRKPATRICK
- PHOTOS PROVIDED BY DR. LISA KATH

If you would like additional information on the Applied Psychology Student Association (APSA) or anything discussed in this newsletter, please e-mail Dr. Lisa Kath at lisa.kath@sdsu.edu

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First Year Interviews (continued from page 1)



Michael Petty

Hometown: San Diego, CA
I was attracted to SDSU because: I liked that Dr. Ehrhart was an active leadership and organizational development researcher, the program had a good mix of the I and O sides of I/O, and the program had big stats component. I feel like the ability to analyze data is our bread and butter as I/O practitioners.

I/O Interests: Emotion, motivation, leadership, and organizational development.

You know you're in grad school when: You spend more time on two classes than you would spend on five classes in your undergrad.

In my free time I like to: Spend time with my family and explore San Diego.

One thing that's interesting about me is: I am fluent in Spanish as a result of living in Buenos Aires, Argentina for two years.

How many times have you eaten at Betty's Hotdogger? I'm probably approaching 30.

Sean Tang

Hometown: South San Francisco, CA

I was attracted to SDSU because: Of the prestige of the program as well as the awesome weather of San Diego.

I/O Interests: Personnel selection, organizational citizenship behaviors, and stress.

You know you're in grad school when:

Spending long hours in a lab sounds like the sensible thing to do.

In my free time I like to: Play video games, basketball, and guitar.

One thing that's interesting about me is: My real last name is not Tang, but Tangsombatvisit.

How many times have you eaten at Betty's Hotdogger? I'm not aware of the exact number, but I am sure that it is more than any of the first-year students, and quite possibly more than some of the second-year students.



Fall APSA Speakers

By Elisa Torres

Jamy Salazar:

Global Learning and Development at Illumina

Jamy Salazar currently leads the Global Learning and Development team for Illumina. She joined Illumina in 2011 and is responsible for the design, development and implementation of the company's core leadership and professional development training curriculum. In addition, she is responsible for leadership coaching, team development, and career development. Prior to joining Illumina, she worked for Life Technologies as the leader of the Global Learning and Development team. Before that, she worked as an HR Business Partner at Qualcomm and Applied Micro Circuits Corporation. Jamy received a Bachelor of Arts degree in Psychology from the University of Arizona and a Master of Science degree in Industrial/Organizational Psychology from San Diego State University. She is also certified as a Senior Professional in Human Resources and a trainer for several internationally recognized training programs.



Katie Wilson: Manager of Employee Relations at Qualcomm

Katie Wilson is currently a Manager of Employee Relations at Qualcomm. She joined Qualcomm in 2007 and is responsible for overseeing culture, ethics, and compliance programs. Prior to working for Qualcomm, Katie worked in a variety of roles, ranging from supervising baristas at Starbucks to working in performance management and diversity consulting as a HR generalist. Katie received Bachelor of Science degrees in Psychology and International Business from Oregon State University and also received a Master of Science degree in Industrial/Organizational Psychology from San Diego State University.



Internship Experiences

By Bryan Aasen

As part of the M.S. program, students get the opportunity to do an internship at a local organization of their choice. This internship is one of the unique and valuable experiences that the program has to offer, as it allows the students to develop new knowledge and skills in a real-world setting to enhance what they have already learned during their coursework. Students sometimes complete their required internship hours in the summer between their first year and second year, and some continue to work during the second year of the program. In the last year, students have interned at a variety of different organizations including the San Diego Public Utilities Department, RQ Construction, UCSD Health Services Research Center, and Mitchell International.

During the internships, these organizations challenge the students to perform a variety of different tasks and projects. For example, at the San Diego Public Utilities Department, **Elisa Torres** assists with a leadership development program and team building interventions. **Tim Wolcott**, who also works at San Diego Public Utilities, is developing a wellness program for the department. At RQ Construction, **Bryan Aasen** created new job descriptions for positions across the company and helped improve the performance appraisal system. At the Health Services Research Center, **Mike Kirkpatrick** interpreted data from various San Diego mental health programs and then created reports for those who funded the programs. At Mitchell International, **Sam Courtney** analyzed data for an insurance software program and created a scalable data entry solution for future projects.

The internship gives the students an important learning experience which will be invaluable when seeking jobs after graduation. **Sam Courtney** has developed his skills in programs like Microsoft Access, Excel, SQL and HTML. **Elisa Torres** is learning about the strategic planning process and how to deal with sensitive topics and situations in the workplace. **Mike Kirkpatrick** was able to build his skills in presenting results to people who are not familiar with statistics. **Bryan Aasen** was able to hone his skills in survey design and administration for job analyses.

All in all, the students agree that the internship is a critical part of the M.S. program, as it provides them with an opportunity to transfer their classroom learning into solutions for real-world problems. **Bryan Aasen** is among those with high praise for the internship experience: “Along with the second semester of statistics, the internship has been my favorite part of the program.”

Bridging
the Gap
Between
Research
and
Practice



Faculty Spotlight: An Interview with Dr. Mark Ehrhart

By Jon Hussey



Can you say a little about yourself and your background?

I am currently an Associate Professor at SDSU and Associate Chair of the Psychology department. I did my master's and Ph.D. in industrial/organizational psychology at the University of Maryland, College Park, and have been at SDSU since 2001. My research focuses on organizational climate and culture, organizational citizenship behavior, leadership, work stress, and the application of these topics across levels of analysis and in service and health/mental health settings

Your book, *Organizational Climate and Culture: An Introduction to Theory, Research, and Practice*, was recently released by Routledge Publishing. Is this your first book? Can you tell us more about it?

This was my first book, and it has been quite a learning experience. Much of my research and writing have focused on organizational climate, so when this book opportunity came up, it seemed like a good chance to build on that background. One of the goals of the book was to provide a solid foundation on the research and theory on both organizational climate and organizational culture, so we start with two chapters

providing a general background and the current state of the literature on organizational climate, and then follow with two chapters covering similar ground for organizational culture. We follow that with a chapter discussing how work on climate and culture can be integrated and how the literatures on each can learn from the other. Finally, we have a chapter focused solely toward practitioners and the importance of organizational culture/climate inquiry as a foundation for organizational change.

You have two co-authors on the book: Ben Schneider and Bill Macey. What are their backgrounds?

Ben was my dissertation advisor at the University of Maryland and we have continued to collaborate over the years. His work on organizational climate, ASA theory, personality, and services management has been very influential in I/O psychology and management. In recent years, he has been working in a consulting role at Valtera, which is now part of CEB. Bill was the founder and CEO of Valtera before it was acquired by CEB. He has vast amounts of experience consulting with organizations to design and implement survey research programs. Both Ben and Bill are past presidents of SIOP, so it was a great experience getting to work with and learn from them.

How long did it take you to write this book?

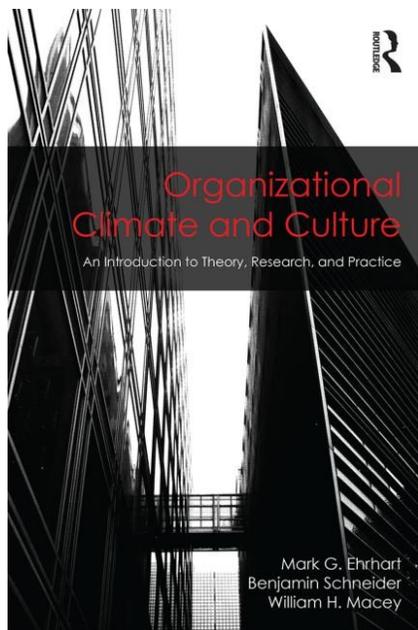
Depending on how you count, roughly three years. We started right around when my son, Evan, was born, and we submitted the final draft right after his third birthday! There were some starts and stops during that time, but with persistence, we got it done.

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Recent Thesis Defenses

- **Ashlee Asgharzadeh.** "Morality Framing and Sexual Harassment Training Effectiveness." July 2013.
Chair: **L. Kath.**

Faculty Spotlight (continued from page 4)



RESEARCH

What was the easiest part of working on this book? The hardest part?

The easiest part was the conceptualization of the book – it's always easier to come up with ideas and to talk about all the great things you want to do than it is to actually do them. There were several hard parts about the book. The final manuscript was over 500 double-spaced pages, so having the discipline and focus for that kind of writing was quite challenging. In addition, I really wanted to make sure the book had a solid foundation in the research literature, so that meant lots and lots of literature review, which took a great deal of time and effort.

What are the top insights about climate and culture that you gained from writing the book?

Here are a few (and thanks to Lisa Kath for the catchy tag lines!):

Lesson #1: Organizational culture is the alpha and omega. That is, organizational culture affects and is affected by almost everything that happens in an organization and is particularly important to take into account when attempting organizational change.

Lesson #2: Succeed through alignment with strategic goals. Organizations can substantially improve the likelihood of achieving their strategic goals by ensuring that their policies, practices, procedures, and reward systems (which form the foundation for climate) are aligned to clearly communicate the organization's strategic priorities. Only changing a policy here and there is not enough. Contradictions are the source of much frustration or employees!

Lesson #3: Change alphabetically – climate before culture. Although culture should be taken into account during change (see Lesson #1), management should be slow to undertake organizational culture change, and when they do, it should be very targeted. Organizations are better off focusing on the policies, practices, and systems (the climate) they need to instill to achieve their goals, attempting to identify those aspects of the culture that will reinforce achieving those goals, and then only attempting to change those cultural elements that are absolute barriers to progress.

Lesson #4: Manage your message. Employee perceptions matter, and communication is critical to employee perceptions. Whatever management does in an organization (new policies, programs, etc.) impacts employee perceptions (i.e., the climate), which is what drives attitudes and behavior. So don't ignore employees and how they perceive what happens in the organization!

Lesson #5: There are no silver bullets. Building a strong culture/climate that supports the achievement of the organization's strategic goals is not easy and is not for the faint of heart. It takes hard work and persistence, but the long-term payoff in terms of competitive advantage is well worth it.

Do you have any advice for other people who are thinking about writing a book?

There are many different types of books, and some are certainly easier to write than others. For this type of academic writing, it just takes a great deal of time to ensure you have a solid grasp of the literature. I thought I knew the literatures on climate and culture fairly well, but the deeper I got in the book, the more I realized how much more I had to learn. So I guess my advice would be to be prepared for a long haul and lots of work!

How can people discover more about you and your work?

My SDSU web page, which has an overview of my research and a link to my CV, is located here: www.psychology.sdsu.edu/people/mark-ehrhart/.



Announcements



Get Ready for
SIOP 2014!

May 15-17, 2013
Honolulu, HI

Check out SIOP.org
for more information!

- **Mark and Karen Ehrhart** welcomed their second son, Owen Everett Ehrhart, on November 26, 2013 at 12:58 AM. He weighed 8 lbs 9 oz and measured 21.5 inches long
- Recent graduate **Ashlee Asgharzadeh** was recently engaged.
- **Lisa Kath** is serving as the President-Elect of the Society for Occupational Health Psychology.
- Recent graduate **Renee Payne** was hired by Google as a People Programs Specialist.
- **Kate LaMons** is now working as a People Development Metrics Analyst at Google.

Note: Names in **bold** indicate faculty, students, or alumni affiliated with the Applied Psychology program

Don't forget to join the APSA LinkedIn Group!
For more information, contact
Dr. Lisa Kath at lisa.kath@sdsu.edu

Recent Publications & Presentations

Aarons, G. A., **Ehrhart, M. G.**, **Farahnak, L. R.**, & **Sklar, M.** (in press). Aligning leadership across systems and organizations to develop a strategic climate for evidence-based practice implementation. *Annual Review of Public Health*..

Ehrhart, M. G., Schneider, B., & Macey, W. H. (2014). *Organizational climate and culture: An introduction to theory, research, and practice*. New York: Routledge.

Kath, L. M., Stichler, J. F., **Ehrhart, M. G.**, & Sievers, A. (2013). Predictors of nurse manager stress: A dominance analysis of potential work environment stressors. *International Journal of Nursing Studies*, 50, 1474-1480.

Toole, B., Stichler, J.F., Ecoff, L., & **Kath, L. M.** (2013). Promoting nurses' knowledge in evidence-based practice: Do educational methods matter? *Journal for Nurses in Staff Development*, 29(4), 173-181.

Galleta, J.A., Shore, L., & **Kath, L. M.** (2013, August). *Responses to incivility in the workplace: Retaliation, forgiveness, and reconciliation*.. Poster presented at the annual meeting of the American Psychological Association, Honolulu, HI.

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APSA FALL 2013 BBQ

The APSA Fall BBQ is an annual potluck event in which students, faculty, friends, and their children get together to enjoy food and drinks along with laughs. Lisa Kath hosted the event this year at her lovely, hilltop home.



Left: First and second year students



Right: First year students Zach, Michael, Lisa and Josh.

Below: First and second year students enjoying tacos prepared by Lisa's husband, John.



Above: Flan by Sean (a first year student who couldn't make the event).

Below: First year student, Zach, admiring a locally brewed adult beverage.



Below: Students, faculty, friends, and their children.

Below: Second year students Mike, Tim, Bryan, Jon, Elisa, Lotte and Sam.

