

APSA NEWSLETTER

A publication of the SDSU Applied Psychology Student Association
Spring 2006

SDSU-Mannheim Exchange

By Nora Grace Awkerman

In September 2003 the first students from the Universität Mannheim began their studies in the Applied Psychology program at SDSU. Since then, other German students have studied at SDSU and a few SDSU students have studied at the German university in Mannheim. Four of the most recent German students to visit San Diego (Julia Limbacher, Quirin Seitenberger, Tina Spaniol, and Vera Timmerman) answered a few questions about their study abroad experiences, as did American Jon Kockik about his visit to Germany, lending both German and American perspectives on the exchange program.

Jon Kochik, a native San Diegan, said he most enjoyed "the people, the food, the architecture, the beer, the 'café-culture,' and the diversity between the different regions and cities" from his experiences while studying in Mannheim. Similarly, Julia Limbacher, from Neustadt an der Weinstrasse, appreciated her experience in San Diego for "the perspective it has given me on my own country." Quirin, Tina, and Vera all noted how open, kind, friendly, forward-looking, optimistic, and laid back Americans seem to be.

Among the Germans, each person surveyed said that their favorite thing to do was go to the beach. Other favorite activities included hanging out with friends, traveling, and enjoying the San Diego weather. While in the U.S., Julia, Quirin, Tina, and Vera reported visiting many places including San Francisco, Boston, Los Angeles, Monterey, Las Vegas, New York, Yosemite National Park, and Joshua Tree National Park, just to name a few. Some other highlights of their experience included: home-cooked Thanksgiving dinners and Mexican food (Julia), "being out on the water with the surfboard while the sun was going down" (Vera), Mexican food, In-N-Out, Fuddruckers, and SDSU college sports (Quirin), and Oreo cookies, Starburst candy, and parties (Tina).

Jon enjoyed many Mannheim afternoons and evenings spent "chilling out in one of the chic and hip cafes" such as Bernstein's, his favorite Mannheim hang-out spot. Jon also traveled every chance he got and seemed to cover quite a bit of ground while in Germany including the cities of Heidelberg, Altstadt, Worms, Speyer, Neustadt, Munich, and Trier. He also noted how trusting the German people are and how, although they "seem rigid on the exterior," they love to converse and often would make small-talk while waiting in line. Some of Jon's favorite German experiences included not having a car, going to school in a palace every day, Schnitzel Cordon-Bleu, and German chocolate.

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Faculty Interview: Professor Hatstrup

By Amelia Burns

This past semester, we interviewed one of our own faculty for the newsletter, Professor Keith Hatstrup. Keith has been a faculty member at SDSU since 1995. We sat down with him to chat about his job, his research, and the future of the program.

What do you enjoy most about your career as a professor in the SDSU I-O Psychology program?

There are a lot of things I enjoy. I really enjoy working with and mentoring students, both undergraduate and graduate students. It's just a really fun activity to do. I'm also genuinely interested in the I-O psychology research topics. I-O psychology is a really interesting field with a lot of practical relevance. I also like the lifestyle; I enjoy being able to work from home. Teaching is a fun activity. If I had to do it over again, I would definitely be a professor. If not in I-O psychology, then in Constitutional Law.

What aspects of being a professor are most challenging?

The challenging part is figuring out what to wear. Just kidding. But really, you get pulled in a lot of different directions as a professor. There is built-in role conflict. On the one hand, it's great to spend a lot of time solely invested in research, but that is time you can't spend mentoring your students or perfecting your classes, and vice versa. It is the built-in role conflict that makes it a challenge to determine how you're going to spend your time.

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Karen Ehrhart Dept. Change

Professor **Karen Ehrhart** will be leaving the Psychology Department and joining the Management Department at San Diego State University beginning with the Fall 2006 semester. In her new position she will specialize in International Human Resource Management. Karen was a wonderful faculty member in our department and will be a great addition to the Management Department.

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Speakers Corner

Jeremy Gintoft
MedImpact
March 6, 2006

By Tiffany Adams

Jeremy Gintoft, an I-O alumnus, spoke to the APSA students and faculty this spring. He is currently the Organization Development Manager for MedImpact Healthcare Systems, and his responsibilities include leadership training, facilitation of business planning, and talent analysis. Jeremy emphasized the importance of students getting their thesis done. In order to make this happen, he suggested letting go of the *ideal* thesis topic and focusing on a topic that is more realistic. Jeremy also gave students tips on finding a great internship; internships require students to work with those that don't see things the "I-O way," and a good internship will demonstrate the scientist-practitioner gap. Once students have gained an internship, they should make sure to network. Lastly, Jeremy reminded students that having a M.S. degree alone will not provide them with good job options. Experience gained through internships and previous jobs, along with networking, will get students good jobs. Jeremy said that students should focus on organizations they are interested in working for and pursue those organizations rather than waiting for the organization to post a job opening.

Licia Busso, Ph.D.
Jones & Associates Consulting
April 4, 2006

By Katie Hopkins

Our second speaker of the semester was Dr. Licia Busso, Vice President of Jones & Associates Consulting. Licia received her Master's and Doctorate degrees in I-O psychology from Alliant International University. While completing her Ph.D., she began as an intern for Jones & Associates Consulting and learned that experience was a definite prerequisite to break into the field. Licia recommended that internships in I-O or a related field would be the first step toward starting an I-O career. Furthermore, in order to become a consultant, Licia said that having experience working in a consulting firm and working with consultants on a regular basis is a good way to gain the necessary experience. A question that sparked interest had to do with obtaining internships, especially in San Diego. Licia mentioned that there is definitely a certain level of creativity and determination needed in seeking out internships that will provide quality experience. She recommended cold-calling organizations to see if they would be open to having an intern. In doing so, she mentioned that students should be prepared to elaborate on how they could contribute to the organization and how the organization would gain from creating such a position.

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Announcements

- **Corinne Kulesh** and her husband recently moved to North Kingstown, Rhode Island to be closer to her family. They have two children, a daughter who is 4 and a son who is 2. She is president of the local chapter of the Mom's Club. She is interested in doing some program evaluation work and keeping her feelers "out there." Contact information: 135 Scrabbletown Rd., North Kingstown, RI 02852, 401.294.6228, corinne.kulesh@cox.net.
- **Winnie Kwok-Tsang** has recently started a new position at Skyline College in San Bruno, California as a Project Director/Research Analyst in the Office of Planning, Research & Institutional Effectiveness.
- **Steven Yoo** is still working in Korea at Samsung Electronics' Leadership Development Center. He is expecting his first child with wife Sunmie in September.
- **Melinda Boyd** is getting married in December in Wai-koloa, Hawaii and has recently moved to Orange, CA where she and her fiancé bought a house. She continues to work for Clarkston Consulting, where she has been since she finished at SDSU, and was promoted to Senior Consultant in January.
- **Katie Hopkins** moved from being an intern at Jones & Associates Consulting to a Project Manager post-graduation.
- **Jon Kochik** recently started a position as a Sales Training Developer at AMN Healthcare, which is a new position in the Sales Operations Department. His major projects include design, develop, implement, and evaluate the entire sales training program. His new email address is: jon.kochik@amnhealthcare.com.
- **Kevin Sears** and his wife, Angie, are expecting their 3rd child on October 12. He is still employed at Amgen with **Chad Carlile**.
- **Angelina Sawitzky** was recently hired as a People Research Analyst at SDG&E.

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

**Congratulations to Scott Roesch
on receiving tenure and being
promoted to Associate Professor!**

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SDIOP Meetings

Dr. Terry W. Mitchell
Founder and CEO of e-Selex.com
January 26, 2006

By Amelia Burns

Terry Mitchell, founder and CEO of e-Selex.com, presented at the January 26, 2006 San Diego I-O Professionals (SDIOP) meeting. At e-Selex, derived from "selection excellence," job applicant information (specifically, biodata) is gathered, scored, and then utilized in predicting job success. Dr. Mitchell began his presentation by revealing the "secret to his success," the Multiple Criterion Antecedent Procedure (MCAP). MCAP is a widely-applicable model which he developed and uses to approach all consulting projects. Specifically, MCAP involves three types of analyses, which together help to identify and define biodata to predict specific job criteria. These three analyses include: 1) Organizational Analysis, 2) Worker-Oriented Job Analysis, and 3) Person Analysis. Lastly, Dr. Mitchell discussed the evolution of his business models, beginning with the basic consulting model in 1990, and ending with the e-commerce model (which incorporates the MCAP model) used today. Dr. Mitchell explained that the e-commerce model (i.e. selling an online service or product) is desirable in that it requires minimal upkeep and has the ability for dramatic expansion.

Jack Gilbert
New Page Consulting, Inc.
March 23, 2006

By Nora Grace Awkerman

Jack Gilbert, President of New Page Consulting, Inc., spoke at the SDIOP meeting about the role of ethics in decision-making. Dr. Gilbert discussed ethics from two perspectives: organizational ethics and personal integrity at work. He explored the key dynamics (ethics and autonomy), cultural elements, diagnostics (power, identity, contention, and learning), and the role of leadership in organizational ethics. Dr. Gilbert also presented various principles for working through ethical issues such as being attentive, putting issues on the table for discussion, remaining fact-based rather than blame-based throughout the discussion of ethical issues, focusing on clarifying (as opposed to simplifying) issues, the importance of respecting different views, committing to a resolution and acting on it, and, finally, codifying the changes into a new policy (if appropriate). This talk was interesting, engaging, and thought-provoking.

Recent Publications

- Aarons, G. A., & Carmazzi, A. (in press). Organizational culture and climate and mental health provider attitudes toward evidence-based practice. *Psychological Services*.
- Conte, J. M., & Dean, M. A. (in press). Can emotional intelligence be measured? In K. R. Murphy (Ed.), *A critique of Emotional Intelligence: What are the problems and how can they be fixed?* Mahwah, NJ: Erlbaum.
- Ehrhart, K. H. (in press). Job characteristic beliefs and personality as antecedents of person-job fit. *Journal of Business and Psychology*.
- Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human Performance*, 19, 159-173.
- Hatrup, K., Mueller, K., & Aguirre, P. (in press). Operationalising value importance in cross-cultural research: Comparing direct and indirect measures. *Journal of Occupational and Organizational Psychology*.
- Hatrup, K., Mueller, K., & Joens, I. (in press). The effects of nations and organizations on work value importance: A cross-cultural investigation. *Applied Psychology: An International Review*.
- Hatrup, K., O'Connell, M. S., & Yager, J. R. (in press). Pre-screening job applicants with interactive voice response and web-based technologies: Are the methods equivalent? *Applied HRM Research*.
- Landrine, H., Klonoff, E. A., Corral, I., Fernandez, S., & Roesch, S. (2006). Conceptualizing and measuring ethnic discrimination in health research. *Journal of Behavioral Medicine*, 29, 79-94.
- Mueller, K., Leibig, C., & Hatrup, K. (in press). Computerizing psychological surveys in organizations: The effects of test administration on measurement equivalence. *Educational and Psychological Measurement*.
- Nayak, G., Moore, D. J., Roesch, S. C., Heaton, R. K., Jeste, D. V., & Palmer, B. W. (2006). An evaluation of longitudinal neurocognitive performance among middle-aged and older schizophrenia patients. *Schizophrenia Research*, 83, 215-223.
- Roesch, S. C., & Vaughn, A. A. (2006). Evidence for the factorial validity of the Dispositional Hope Scale: Cross-ethnic and cross-gender measurement equivalence. *European Journal of Psychological Measurement*, 22, 78-84.

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

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SDSU-Mannheim Exchange continued...

In terms of educational differences, differences in class structure, class size, and student demographics are not obvious, although German college students are generally slightly older than the average American college student (since Germans graduate from high school around age 19 and from college between ages 25 and 27) and American college students are more ethnically diverse. One big difference in the educational experience is that, in Germany, the delineation between the bachelor's and master's does not align with the American system. In addition, college studies encompass the study of one entire discipline; so, rather than taking only coursework related to I/O psychology, German students who want to study I/O also take courses such as Clinical Psychology and Pedagogical Psychology. Another notable difference seems to be the student-professor relationships, wherein a distance between students and professors is accepted in Germany, but is much smaller in the more intimate program at SDSU. The campus at Mannheim is not a "campus" in the American understanding of the word; instead, the university's buildings are located in various buildings throughout the city (although much of the university is located in the city's palace). Finally, the universities in Germany do not have exams or other academic requirements throughout the semester, but grade students based on one final exam and/or presentation at the end of the semester. This difference results in more student independence in Germany as well as the need for German students to take more responsibility for their own education.

All of the students surveyed noted how grateful they were for the opportunity to study abroad as well as an appreciation for their experiences in the other country. There are both subtle and overt differences between the German and American cultures, yet they seem to mesh well—and the exchange between San Diego State's Applied Psychology program and the program at Universität Mannheim benefits all students in both programs. All in all, each of the five people surveyed for this article emphasized that their peers should take part in the exchange!

Publications continued...

- **Roesch, S. C.**, Wee, K., & Vaughn, A. A. (2006). Relations between the Big Five personality traits and dispositional coping: Does acculturation matter? *International Journal of Psychology*, 41, 85-96.
- Schneider, B., **Ehrhart, M. G.**, Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005). Understanding organization-customer links in service settings. *Academy of Management Journal*, 48, 1017-1032.

Conference Presentations

- Chung-Herrera, B. G., **Ehrhart, K. H.**, **Ehrhart, M. G.**, Solamon, J., & **Kilian, B.** (2006, May). *Do test preparation and strategies reduce the Black-White performance gap?* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- **Czerwinski, M. C.**, Schultze, T., & **Ehrhart, M. G.** (2006, April). *Antecedents and outcomes of leadership preferences: A field study.* Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Dean, M. A., **Conte, J. M.**, & Blankenhorn, T. R. (2006, May). *Examination of Big Five predictive ability across training performance criteria.* Paper presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Duarte, P., **Conte, J. M.**, & **Strauss, S.** (2006, April). *Linking TABP subcomponents with health and ambulatory blood pressure measures.* Paper presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- **Ehrhart, K. H.**, **Roesch, S. C.**, **Ehrhart, M. G.**, & **Kilian, B.** (2006, May). *Testing gender and ethnic factor structure equivalence of the IPIP.* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- **Ehrhart, K. H.**, Witt, L. A., & Schneider, B. (2006, May). Managing networked organizations: The role of internal service. In H. Liao (Chair), *Linkage research in customer service: Connecting levels, stakeholders, and disciplines.* Symposium presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- **Hattrup, K.**, Mueller, K., & **Aguirre, P.** (2006, May). *An evaluation of the cross-cultural generalizability of organizational commitment.* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- **Hattrup, K.**, O'Connell, M. S., & Yager, J. R. (2006, May). *Comparing IVR and web-based approaches for preemployment screening.* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- **Isaacs, H.**, Chandler, C., & **Ehrhart, M. G.** (2006, April). *Individual and organizational predictors of emotion regulation strategies.* Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.

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Speakers Corner continued...

Gloria Bader
The Bader Group
April 24th, 2006

By Angelina C. Sawitzky

Gloria Bader spoke at the final APSA meeting for the Spring 2006 semester. Gloria is an organizational consultant in San Diego and opened her own consulting company called The Bader Group. The Bader Group consults on a range of issues including assessment, action planning, leadership, coaching, development, trust building, and conflict management. The Bader Group has had many clients across a range of industries such as technology, pharmaceuticals, banking, and engineering. Gloria's passion focuses on leadership, executive management, and coaching. She has designed her own leadership development system that she uses in her consultation with organizations. The two main components of this system are executive coaching and action learning. Gloria utilizes action learning because it benefits both individual and organizational development. Gloria was very helpful in providing useful tips for students about finding internships or jobs. Her top recommendation included establishing as many relationships as possible with people in the field. These relationships will give opportunities for students to develop themselves and provide a network for them in the field. Gloria has worked on establishing a strong network of relationships throughout her career and that network remains one of the top contributors to her success as an organizational consultant.

ASTD-San Diego Conference

The local ASTD conference is right around the corner!
When: November 10, 2006
Where: Handlery Hotel in Mission Valley, San Diego
For more information:
<http://www.astdsandiego.org/>

SIOP Conference

It's never too early to start making plans to attend SIOP!
When: April 27-29, 2007
Where: New York, New York
For more information: <http://siop.org/Conferences/>

Conference Presentations continued...

- Mayer, D. M., Ehrhart, K. H., & Ziegert, J. C. (2006, May). The effects of cultural mistrust on diversity-related attributions and attraction. In C. M. Harold & M. Horvath (Chairs), *Toward an understanding of the antecedents of initial organizational attraction*. Symposium presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Mohammed, C. J., Ehrhart, M. G., & Czerwinski, M. (2006, May). *Manager-subordinate racial similarity and work outcomes: Examining possible moderators*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Spilka, S., Kilian, B., Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. (2006, April). *Diversity-related attributions in response to web-based recruitment materials*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Westfall, K. J., Stevens, C. M., & Ehrhart, M. G. (2006, April). *Gender and organizational citizenship behavior: Organizational expectations and role definitions*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Witt, L. A., Ehrhart, K. H., & Schneider, B. (2006, May). *A mediation model of goal congruence, service climate, and outcomes*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Wong, K. J., Adams, T. L., & Ehrhart, K. H. (2006, April). *Perceived person-job and person-organization fit predicting work attitudes*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.

Recent Thesis Defenses

- **Pancho Aguirre**: *An investigation of the moderating effects of nations and work centrality on the spillover between job satisfaction and life satisfaction*. May 2006. Chair: K. Hattrup.
- **Hayley Isaacs**: *Customer service performance: The effects of support, emotion regulation strategy, and empowerment*. April 2006. Chair: M. Ehrhart.
- **Andrea Jackson**: *The influence of gender and leadership style on follower preferences*. May 2006. Chair: M. Ehrhart.

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Professor Hattrup Interview continued...

Can you tell me a little bit about your research projects in progress and any planned future projects?

Well, all the work I'm doing now deals with national and organizational culture, mostly on national culture though. My interest is in how culture affects things like, broadly stated, the relationship that an individual has with an organization.

My early work, now in press, looked at the importance of work values, which are what people want and what drives them. We figured that work values would be a good place to start because they are at the core of national and organizational culture. If you use an indirect measure of value importance, you find little evidence of cultural differences across nations and across organizations. Our measure of value importance is the strength of the relationship between satisfaction of a value or job facet and overall job satisfaction. We also found that two measurement approaches are more correlated in individualist cultures; compared to collectivists, individualists do what they say is important to them. Also, they are less correlated in cultures that are high in uncertainty avoidance.

More recently, we've been looking at organizational commitment. Questions we are focusing on include: Does it mean the same thing? How do you measure it? Does it relate equivalently to job satisfaction?

This year, we are pursuing the relationship between person-environment fit and subjective outcomes, including work-related stress, subjective well-being, job satisfaction, organizational commitment, and life satisfaction. High person-environment fit means more positive outcomes experienced, but does this vary nationally? Also, do people who have low person-environment fit suffer negative outcomes?

We have also done work with Matt O'Connell from Select International. This work explored the measurement equivalence of pre-employment selection methods across U.S. and Mexico samples. We hypothesized and that situational judgment tests show less measurement equivalence across the countries than do measures of conscientiousness, locus of control, and cognitive ability. This makes sense to us, because if situational judgment tests really do measure judgment in a situation, then expectations of what is desired behavior in a situation may depend on culture. Our results support the hypothesis that the situational judgment tests will show non-equivalence, while the other measures will be equivalent.

Do you have any tips for students regarding finding a job and being successful as an I-O Psychologist upon graduation from the program?

I've always felt like--and learned to appreciate this more as I get further away from being a student--that I'm glad that I went to a good program and invested as much time in learning as I could. Your job as a student is to learn. When you get a job, the challenge is to keep up-to-date on research, and to do this with the same rigor as when you were a student. But, how can you stay a student? If you don't, you can't remain effective. You aren't doing a service to the organization unless you keep up-to-date with current research in the field. It's hard to find the time to read journals, attend conferences, read the new handbooks, and that kind of thing.

Also, following through on commitments. If you say you're going to do something by a certain date, then have it done. We're fairly forgiving here, but when you get into an organization, your word is like your bond. You need to continually produce high-quality work. It takes a very long time to build a positive reputation, but if you screw it up once, you could tarnish the reputation that you took so much time to establish.

What are your long-term goals for the SDSU I-O Psychology program?

I think the right thing for us to do is to pursue a Ph.D. program. We could attract really great faculty and students--it just isn't an easy thing to do. But, the long term plan is to have this Ph.D. program, and we need to keep at it. Offering a Ph.D. program to students would allow for more effective education through more classes. Sometimes it feels like we are just bashing our heads against a brick wall. Hopefully the brick wall will eventually give and we won't have too many bruises!

Additional Information

The student editors of this issue were Angelina Sawitzky and Nora Grace Awkerman.

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

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Spring APSA BBQ Photos

Dr. Jörg Matt was kind enough to host the APSA Spring BBQ this year! The following pictures show that good times were had by all in attendance.



Above left: Second year Tomoe Kono and Mannheim exchange student Julia Limbacher smile for the camera!

Above right: Professors Jörg Matt and Scott Roesch enjoying some tasty BBQ while engaged in some light-hearted discussion (or are they really talking about statistics?).

Left: Everyone gathers round as the volcano cake erupts!

Below: The progression of Dr. Keith Hattrup's much anticipated volcano cake...

