Title: How Did You Get That Job? Virtual Conference Keynote: Putting Psychology to Work

Speaker: David W. Ballard, PsyD, MBA, is Assistant Executive Director for Organizational Excellence at APA

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Good morning and thanks for joining us for a APA's virtual conference, How Did You Get That Job? that is going to be occurring over the next two days as we look at opportunities for psychologists to work in business and industry settings. I'm Dr. David Ballard I'm a APA's Assistant Executive Director for Organizational Excellence where I head the Center for Organizational Excellence at APA.

I'm excited to kick off this two-day online event for APA. This opening keynote is going to take a look at the various roles psychologists can play in business and industry and why we as psychologists are particularly well equipped to add value in a range of work environments. I hope that at the end of this I've challenged you a little bit to think beyond traditional career paths traditional activities for psychologists and consider a broader view of what you can bring to the table as well as how you can build the competencies to work ethically and effectively in applied settings.

At the end we'll wrap up with a little bit of information about communicating your unique strengths making the connections to find opportunities advance your career and have the most impact that you can in your professional activities. There are a variety of sessions coming up over the next two days with examples of psychologists working in lots of different settings doing interesting and exciting work as well as a couple sessions on getting out there working with a resume working with networking and we'll touch on a little bit of that this morning but there'll be opportunities to dive more deeply into that moving forward.

And the workplace is just one area where psychologists have a long history of involvement. Whether you're working with organizations who are concerned with putting health promotion wellness programs in place to help improve the well-being of their workforce or manage skyrocketing health care costs, whether you're working with an organization on hiring and selection and developing the best talent so they can be competitive in a global marketplace. Whether you're working with an organization on being a good corporate citizen with sustainable business practices.

Whether you're in a tech setting working on the application of psychology to the interface between humans and technology to enhance those outcomes. The one common thread across all of these kinds of activities across all of these issues in business and industry settings is they're all about human behavior. And that's where we come into play. That's psychology's area of expertise. So, psychologists have a lot to offer in these areas. I'll give you a little bit of background about where I'm coming from in my role here at APA before we jump into it. As the head of APA Center for organizational excellence, I'm in charge of the leadership, the direction, evaluation and management of APA's efforts to apply psychology to workplace issues. And a big part of that is promoting the value of psychology, educating employers, educating the general public and psychologists too about the variety of ways that psychologists can add value and have impact in business and organizational settings, and promote the kind of practices that are good for workers, that are good for society and that are good for organizations and their performance and success as well.

So, my activities here are broad and diverse which is part of what's so exciting about working in business and industry. I had a [???] psychologically healthy workplace program where we recognized high-performing organizations. We do surveys of the US workforce. We collaborate with the National Institute for Occupational Safety and Health on on the work stress and health conference. We liaison to various outside industry groups like the American Journal of Health Promotion. We've worked with the National Business Group on health and do a lot of education and training, speaking, media work and so the test on a day to day basis are really broad and varied. And they include education, training, research application of principles to improve outcomes as well as serving in an internal role here with APA to improve the functioning of our own workforce.

So, internally I serve as a resource for our human resources department and staff initiatives department an executive management group around various workplace issues. So, as you can see just an example of the things that that might be on my plate on a daily basis. Sort of show the just a brief overview of all the different things that psychologists can do in workplace settings. And one of the things that's really exciting about working in this environment is there's there's always a new challenge, there are always opportunities and psychology is always relevant. So, there are lots of opportunities there. So, thanks for joining us today and we're going to jump right in and and talk about psychology and application in work and industrial settings.

So, when most psychologists think about what they do and what they can bring to the table, they tend to think narrowly, they think about the day to day tasks that they engage in. So if you're a clinical psychologist, you might think about doing particular kinds of testing or evaluations, you might think about doing psychotherapy. If you're industrial organizational psychologist you might think about your activities as being you do job analysis or job design, but we get lost sometimes in this narrow task-based view of what we do. And I think it's really important for psychologists to think more broadly about what they actually know. What are the broad competency areas?

Because when you start thinking like this, you can identify all the ways that what you know and what you bring to the table can add value in an organizational setting. So beyond specific tasks that you do on day to day basis, psychologists know about research. We know how to do research. We know how to interpret research and use it to apply it to the work that we are doing. We know assessment and measurement. We know education and training. We're good at problem solving, decision making, change management. We're systems thinkers, so we understand how the pieces work together and how interventions in one place might affect other levels of the system that you need to need to take into consideration. Program design and evaluation it is a critical role that is needed in many different settings and psychologists are well-versed in that. We are well trained in communication and listening skills relationship building and then we bring a lens of ethics and justice and human rights to the work that we do as well. All of which are relevant in organizational settings whether it's a healthcare setting, a legal setting a business setting, a high-tech company. All of these things can be applied to address the various issues that they're facing. So, what are the different types of psychologists who are in business settings? Well there are a lot.

We tend to think about industrial organizational psychologists because that that's their home space. That's where they do their work but there are other psychologists who work in organizational settings as well doing a variety of tasks. And while there's some overlap across these sub disciplines of psychology, each can bring different value to the table. And I would argue that the real strength and value of psychology lies in integrating the various views and perspectives that we can offer. And that if we can span these sub disciplines and work together, we can really enhance the functioning of individuals, groups, organizations, communities and society as a whole.

On top of industrial organizational psychologists in workplaces, you'll see consulting psychologist, health psychologists, occupational health psychologists, clinical and counseling psychologists, social psychologists and a lot more as well. And some of the examples that you'll hear over the next two days, you'll hear about psychologists whose background are in developmental psychology, human factors, engineering neuro psychology, forensic psychology.

There are lots of different backgrounds that can be relevant in in various work and organizational setting You just have to think broadly about how those that can apply and then make sure that you build the competencies to work ethically and effectively within those realms. Let's take a closer look at a handful of these. So industrial organizational psychologists are working both to maximize employee potential in the organizations, but also the organization's functioning and potential as well. So they're doing testing selection hiring and promotion, training and development. They're working on attitudes and motivation on an organizational side.

They're helping organizations manage change, strategic planning, conducting surveys and interpreting results and using those to drive change and guide the organization forward. But doing job design and evaluation, they're helping out with restructuring and Workforce Planning, so that organizations can be prepared for the future and be competitive and successful. And they're bringing cross-cultural understandings because increasingly we're working in a global environment and we need that kind of expertise brought to the table consulting psychologists are working in a variety of ways.

And you can bring any expertise in on the consulting side and provide that specialized technical assistance to the organizations and the individuals in them with regard to the psychological aspects of what they're doing. So this includes assessments it may be consultation around group processes and teams so that the senior managers or other teams in the organization are functioning more effectively. It may be various aspects of organizational development work or training. Consulting psychologists are also involved in screening and selection of employees, executive coaching, change management and a variety of other tasks and organizations. Health psychologists really study how the psychological processes relate to the health of individuals. And they use that knowledge of psychology and health together to enhance well-being and understand how that relates to physical health and illness. So it may be helping people manage the mental and emotional aspects of chronic illness. It may be promoting health behavior change working to improve treatment adherence especially for chronic diseases like diabetes. Training consulting with other healthcare professionals so that that it can enhance the work that they're doing .

So in healthcare settings, for example, psychologists aren't necessarily always the one delivering the health care service. Psychologists also work to design service delivery to work with other healthcare professionals so that they can get better results because that common thread again of human behavior runs through all of it. And so psychologists can add value even beyond the narrow things that we tend to think of psychologists doing. Psychologists can work at that broader level to design healthcare systems and the way care is implemented and then to address contextual factors that that affect health.

Occupational health psychologists integrate a number of these past areas that I just mentioned. So they're bringing together aspects of IO psychology health psychology and occupational health to understand and address the psychosocial aspects of the workplace that effect employee well-being and affect organizational performance. I spend a lot of my time in this space both with the APA NIOSH work stress and Health Conference, but also with our psychologically healthy workplace program. It's looking at psychosocial elements of the workplace and how that can promote health and well-being and job performance, so it looks at things like the autonomy and control that employees have in the workplace.

Job stress both environmental stressors in the workplace like the social stressors and how employees can manage those more effectively, looks at things like effort reward imbalance, supporting employees and recognizing them for the contributions they're making to the organization, work-life conflict and how that fits together because we know goodness of fit between the work and non-work realms of people's life has a large bearing on their overall well-being in their job performance. Safety and risk management in the workplace and then dressing substance abuse issues as well, so lots of roles for occupational health psychologists.

Now, clinical and counseling psychologists, we don't typically think of as working in organizations but there are a lot of opportunities to apply the knowledge and skills you have to work related issues, and whether that's depression or anxiety stress management. Employee assistance programs that are in place in most medium and large-sized organizations use clinicians some of whom are psychologists to actually deliver services sometimes on-site in organizations. That that also often includes training and development programs where they're doing some prevention and health promotion activities in the workplace as well. Counseling psychologists bring to the table experience and expertise in vocational and career counseling which is important in the workplace in terms of career development and placement. Psychologists can deal with relationship issues. Psychological assessment that's done and then group process as it relates to the work environment as well. And social psychologists who we tend to think of in broad terms but there are a lot of dynamics relevant to organizations as well because social psychologists are looking at how thoughts feelings and behaviors are influenced by others. So attitude, social cognition, influence and persuasion, how people think of themselves there concept.

Team working, group dynamics, communication, behavior change ,culture, epics and organizations and especially in the technology world with artificial intelligence and as all that developed There are many social psychological issues that we need to consider and take and to have expertise to weigh in on for those organizations as they develop, because these very same things while they're human issues get coded into the behavior of technologies, and so what we know about these social social psychology aspects are relevant in those kinds of environments as well so. Overall, there are a lot of different roles for psychologists in organizations to be change agents and you can work at a systems level in a variety of ways. Y

ou could be working with individuals with teams, with the organization as a whole, in all of those areas and we covered a lot of them on the last few slides. But the large roles may be assessment intervention leadership and leadership development, problem solving, decision making ,change management and we can really serve as a link to business and industry in education and training research and consultation. There are lots of different ways to be involved and to take your particular expertise areas as psychologists and apply them in work settings and find ways that it can create healthier more productive work environments regardless of the setting. And the question becomes what's your role going to be, how are you going to think about this and approach this moving forward.

What I'm going to challenge you all to think a little bit differently and I'm going to give you an example of an exercise that I do from time to time. I tend to do it when I travel because I'll pick up a local newspaper, but you know if you want to shy away from dead tree media and want to be all high-tech, you can do this online as well with your news feeds and how you manage your information and take that way as well. But what I challenge you do is just pick up the newspaper either a hardcopy or your news online and challenge yourself to think about how are psychologists already involved in these issues that you see reflected in the stories or how could they be if they're not already so how our psychologists already involved in these issues how could they be already. And I'll challenge you to also stay away from the health section of newspaper. That's too easy.

Challenge yourself with either the the first section in the newspaper or any others. And the more you do this the more you'll find that there's almost no issue where you can't find an opportunity where psychologists can have a positive impact and improve outcomes. So these are a couple captures from today's New York Times. So when I came in this morning, I cross my fingers and hope there would be good examples in here and as usual there are. So this is the front page of the New York Times today. Umn you look at the lead story on here in the top left. It's talking about the airline crash that occurred. Big opportunities for psychologists working in human factors aviation and transportation. Psychologists are already working heavily in those areas and it's important one because it has huge safety implications. If you move over to the right, there's a story about the growth of social media and the harm it can spread and curbing violent speech and social media. So that that is a combination of Technology issues, communication issues, hate and bias, and the communication of those lots of opportunity for psychologists in in many of the areas we just talked about. That's reflected in the story about the shooting that unfortunately just occurred.

More issues around hate bias social psychology issues, lots of things that psychologists can be involved in to improve health and safety in the well-being of communities and societies. If you move down still on the left towards the bottom, you start getting into political issues. psychologists are working in politics in the sub discipline called political psychology. That is another applied area. And there are a lot political behaviors both in terms of politicians but also in terms of general public's and voting behaviors that psychologists have a lot to say about both in terms of search and application.

If you move to the right which is actually the bottom section of the front page of the newspaper, you see the story on false data and research ethics. There's an opportunity for psychologists for research psychologists working in organizations around research, ethics, design, reporting to prevent the kind of thing that occurred in this story from happening in other organizations. Down towards the bottom, there stories about the Harvey Weinstein case. So sexual harassment in the workplace is an area, where psychologists are involved in and contributing to the literature and the practice around how do you effectively change organizational cultures to prevent harassment from occurring and to promote an environment of civility and respect where everyone can be safe and productive.

There's a story about bugs and citizens is citizen science. That's one you might not think about, but there's a citizen psychology movement as well. And so psychologists can encourage the public to be connected and involved in psychology and contributing to research and psychologists out in the communities doing this. So even this this one page of today's newspaper, there's more than a handful of stories where psychology is relevant and a lot of works already happening where you can tap into issues that are interesting to you, where we can make a huge difference in society and lots of opportunity for psychologists.

Now, does this mean you can just jump in and automatically do all of this? Not necessarily, you need to back up and take a look at the epical implications and the top one on the list is really important. And that's making sure that you're working within your boundaries of competence. So just because you're a psychologist doesn't mean you're competent to work in all these areas automatically just like adding any other kind of work to the professional activities you're involved in.

Psychologists / the ethics code need to get the appropriate education, training, supervision, experience, consultation, all those experiences to get and build the competence that you need to work in the area, so we can't just jump in and decide. Oh, I'm going to go work in organizations. So if you're a clinical psychologist and you have no training and organizational psychology you can't just dive in and assume you can do work in all of these areas. You need to get the requisite experience in education and training. Does that mean you always have to go back and recessional other PhD? No, not necessarily but just like any other area ,you need to be confident so that you're working within your scope and that what you're doing is based on good evidence and good research. And so that may mean finding a mentor, it may mean working with somebody else and assisting them to build the experience before you can do it on your own.

It certainly means getting connected to the relevant professional organizations and activities in those sub disciplines. If you're in a work in organizations, you ought to be connected to groups like APA's Division 14 industrial organizational psychology, division 13 consulting psychology and their host of others depending on specific areas that you're interested in working in. These are great resources both in terms of the information and the research in the journal but the relationships you build the conferences and trainings and continuing education that you can receive and the mentoring relationships you can build so that you can get the experience and oversight in consultation supervision to become competent in working in the areas you're interested in.

In terms of ethics that boundaries of competence is a huge one and making sure that you really can work effectively and ethically in that space. But there are other areas in the ethics code that you need to pay attention to as well. And working with organizations that may have a slightly different twist. If you're used to thinking about how it applies to an individual in clinical settings, the circumstances are different when you're working with organizations. So in the ethical standards standard 1.03 conflicts between ethics and organizational demands, you may be working in an organization where they're asking you to do something that is standing in conflict with APA ethics code.

So being tuned into that and making sure that you're addressing anything that puts you in a position to not be functioning within our professions code of ethics. It is something you need to be attuned to because you know a leader a senior leader in an organizational setting who is looking to affect an outcome and see the psychologist who can contribute to that may not be thinking about all the ethical implications of some intervention or initiative or activity. And so one we need to be attuned to it so we can manage those and prevent there from being problems and conflicts. But on the other hand, we also can be a valuable resource surfacing those issues for organizations to consider that might not otherwise be thinking about potential problems and what they're trying to accomplish.

Some other areas to pay attention to within our ethics code are in addition to building your confidence maintaining your confidence. So there's a lot of development happening especially in the world of technology if you're going to work in AI and high tech environments, staying on top of the developments and the research that's happening there is really critical. It's moving fast lots of changing so you can't build a level of competence and then assume that you're fine to go on for the next 20 years. Just like working in any setting, maintaining confidence building the continuing education and staying on top of that is really important. Multiple relationships take on a different quality sometimes in organizational settings because by nature of being in that setting you may be interacting with other people in the organization in different ways. It's not the same as having a client or patient who comes in for mental health services where the boundaries are pretty rigid.

You're seeing them for that time and it's very clearly delineated working in an organizational setting. There are lots of other opportunities for interactions and things that you may be involved in on different teams that put you in positions to have multiple relationships. That doesn't mean you know multiple relationship doesn't. It isn't inherently bad. It just needs to be paid attention to so it doesn't create a problem, where it's taking advantage of someone, where where it's putting someone else in a bad position. So paying attention to those is important informed consent is interesting in organizational settings because they come up the question of who is the client.

And that that applies to the issue of confidentiality as well if your client is the organization. How are you approaching informed consent and confidentiality around employee is an employee data that may be coming in that's something that you need to work out with the organization and to make sure it's clearly communicated to those involved, so they're not assumptions and misunderstandings and things that put you in a bad position ethically or professionally around consent and confidentiality issues. Documentation in organizations as well. How are you going to handle organizational data what are the expectations around that when you're working in organizational settings.

And then all of the typical issues that we pay attention to from assessment, building assessment instruments, using assessment instruments, tests construction, interpreting the results of assessments. You might be doing an organizational setting training and education activities that you might be involved and every aspect of the ethics code still applies an organizational settings. But the specifics may be very different than you're used to if you haven't typically worked in that kind of environment before .

So let's move on and talk a little bit about marketing for a minute because you're going to hear more about aspects of getting yourself out there and making connections across these next two days. And and the business aspects of psychology and in particular marketing has a bad reputation. Psychologists often have a knee-jerk reaction. That this is somehow dirty or tainted or if you're engaged in marketing activities or business activities that you know it's standing in conflict with your desire to do good and to help people. And I would argue that all of that is actually based on a misunderstanding of marketing.

You are thinking about marketing being like a used car salesperson we were trying to force things on people who don't want them, so you got unneeded unwanted services or products and you're trying to sell somebody and you're being greedy and promoting that's not what marketing actually is. So if you reframe what it is and understand that the actual intent. It actually puts it in a different perspective for us as psychologists. Marketing is really just about connecting with others who could benefit from your services and providing useful information to help them make good decisions and choices about whether that's a good fit for them. So it's an ongoing process of building relationships it's not manipulative designed to take advantage of people it could certainly be done that way, but the intent is to connect appropriately to organizations, individuals who could benefit from the types of services or professional expertise that you offer.

So that's what it's about marketing -- it is about communicating is about building relationships and it's about meeting those needs. And you really can start with what you already have, so this doesn't have to be a foreign concept where you feel like you have to get into totally uncomfortable space. You already have knowledge skills and abilities like those big bucket competency areas we talked about at the very beginning that you already bring to the table and you can use those and your status as an expert to inform and improve outcomes in all these settings.

And you can use that to communicate the value that you offer to potential employers, to potential clients and customers and others who you want to interact with in the organizational settings and spaces that you're interested in. You also can custom tailor this to your own style and professional needs. You know what one psychologist does may not be right for another psychologist. Some psychologists love getting out and doing face-to-face presentations or networking activities and events.

Other psychologists prefer to do things in writing either publishing things online, articles for business and popular press where it's translating psychology research and knowledge for these audiences in ways that they can understand and use them. So it think that you have to do it a certain way. If it's an activity or approach that you're really uncomfortable with or it's not a good fit or who you are and your style, then find a way that is. Now that has said you may have to push yourself a little bit outside of your comfort zone because we as psychologists get used to functioning in certain ways and in many cases that's kind of quick stirred and isolated either in an academic setting where you're only interacting with other academics or if you're in a practice setting or you have a consulting business.

You may only be interacting with clients and nobody else and so you may really have a narrow focus and breaking out of that can this first be a little bit uncomfortable so you may need to to push yourself a little bit and do things that that might not normally be in the scope of what you would typically do.

So why do you need to market? Well, first of al,l this is a great quote that was in The Wall Street Journal Bacchus must be at least 15 years ago. Now at this point, but a great quote has stuck with me since then. The quote was, "it's not just about what you know it's also who knows you know what you know" and that's the stick convoluted but you can be the best expert the most knowledgeable in a particular area but if nobody knows that then it's not going to help anybody, it's not going to advance your career and it's not going to impact outcomes one way or another.

So building knowledge and expertise just for the sake of it. It isn't enough that you need to build them but if you if you want to take those out share them with the public, share them with organizations, share them with different client basis. People need to know that you're an expert. It also strengthens your focus if you really know what your expertise areas is how you can apply that in different areas, that will help you make decisions about where you can make the most difference where to look for job opportunities, how to build your activities in that area to strengthen it.

And the fact of the matter is we have competition out there and it's not just the other psychologists who are out there. It's also people who may not be qualified at all to do that kind of work who sometimes are out providing services and I give you an example. There is a growing industry that's been highlighted in Fast Company and other business publications in the past couple of years. It's a growing industry that's providing consultation services in organizations and it's growing by millions of dollars a year even though it's still a relatively small niche. And that that area is called corporate [???]. And you can probably guess from the image on this slide what that means. It's basically corporate psychics who are framing their consultation and services as helping leaders and organizations really tap into their intuition and gut feelings to make good decisions in organizations.

And if we're not out there with good science-based, evidence-based expertise that we can bring to the table that space is going to be filled by other people corporate intuitive or experts who actually are more legitimate who are going to fill that space because people need these services and want these services. So in many ways, I would argue as psychologists we have an obligation to take what we know from science and research and our literature and our knowledge base out into organizations to make a difference and to minimize the likelihood that organizations are getting taken advantage of that that they're jumping on the latest fad, that they're jumping on things that have no good evidence or could be harmful to employees, the organization of the communities that they're in.

We need to be out there and the market is always changing so if part of getting out marketing yourself and making these connections even if you're well established. And I hear this from some psychologists that they feel like they're well established, they if they're doing consultation, they already have a good client base or a good referral stream of clients that are coming in and worked to do. They feel like they don't need to market anymore. Well, things change in the environment and I gave technology is an example of that a few minutes ago. And that's a great one because you might be well established now but if you're not staying on top of identifying what those emerging needs are, making sure the services you offer meet those emerging needs and that you're connected to those developments and are up to speed with the latest research and you're maintaining those competencies, then the market will gradually pass you by that.

And you'll only notice when it's way out ahead of you and you either have to play catch-up or it's negatively affecting your professional activities or the quality of the work that you're doing. So to grow and succeed and be to be effective moving forward in your work, you need to continue to market. So in some of the sessions coming up over the next two days you'll talk some about networking, you'll talk some about how to put a good resume together, so there's some opportunities to learn around that. And in doing that that helps you really establish your position in the market who you are who you serve, what you do and what's unique why would someone come to you, what can you as a psychologist bring that will add value to this organization or for this issue that you're working to address. And you need to define a professional image that's a good fit with that and that's consistent with that. And if you're a psychologist going out in hardcore corporate settings and you're presenting as an academic who's unfamiliar with the corporate world, even if you have the expertise, you might not be perceived that way.

So it's important for psychologists to step back and really think about their professional image and it's not something that we often do. But it's something that whether you're aware of it or not you already have a professional image that may or may not be consistent with the way you want to be perceived by others. So if you're looking to work in business and industry if you're looking to break outside of the norms, it's really important that not only you get a good under standing of how you're perceived but that you very intentionally and consistently communicate that in a way that's going to get you in the door and demonstrate that that you're relevant to the kinds of organizations and work that you're trying to do. Now, there are different ways that you can approach this work. In some cases psychologists are working internally within organizations.

So they're employed in a variety of functions that they may be in human resources or occupational health they may be in a research and development unit in organizations. So you may be internal but you also may be an outside consultant as well and so you can change and have an impact on organizations in a variety of ways. You may look for employment with an actual company or organization or you may look to consult with those organizations. And and in some cases you may develop sort of a generalist perspective where you've got a range of expertise areas within the this particular segment that you can provide or you may carve out a really specific niche and and know the [???] here on the side is not implying that that you should be crabby and grumpy and in your interactions what it was really talking about this is the keyway or pseudo crab. And this was found about 900 miles south of Easter Island in South Pacific. And this this particular animal was discovered at a depth of seven thousand five hundred forty feet right near the hydrothermal vents. And so these vents release toxic chemicals, they're fatal to most other animals and you can see his bizarre appearance here. But these are adaptations that it made to work and function and live in this particular extreme condition near the ocean floor. So it's in a habitat that is superheated by subterranean magma. It's acidic. It's got sulfide rich currents that can reach temperatures of more than four hundred degrees Celsius.

The ambient pressures there can reach 300 atmospheres. So this is an environment where almost nothing else can exist and yet you have something very adapted and very specialized that thrives in that environment. So you can think about niche practice areas similarly like that. That if there is a very narrow area, that very few psychologists or other consultants have expertise in that can be very marketable to organizations who need that service, because especially if it's something that needs in-depth knowledge and expertise to be able to be effective. If you have that and you can target and find organizations who need it. It can be a good career move. So is there lots of things to think about in working with organizations, internal, external, broad generalist versus very specialized niche kind of work and lots of different approaches that you need to make decisions about. When you're out there marketing it doesn't mean just advertising so it's not just about having a website and promotional materials and hawking your wares so to speak.

There are a lot of things that we can do that actually benefit the public and benefit organizations anyway that that serve a secondary benefit of marketing yourself and the work that you offer the practice or the consultation that you're doing. One of the things that psychologists do very effectively and do a lot of is what's been talked about is giving psychology away. So that is that's really public education kinds of activities designed to enhance the public, give good information that's useful its presentations on your topic of expertise participation in community events, op-eds letters to the editor.

It's getting information out that's good for the public. And there are lots of topics in the organizational world that are really valuable and really desirable on the part of employers and organizations and other institutions. So one of the things that you can do is get in with industry groups, getting with small business organizations, local chambers of commerce that they're always looking for information presentations people local in their community who have expertise in areas that will be helpful to them. And so this is a great way both to become known in those communities which in turn will drive business to you ultimately or present opportunities for you for employment because it's building connections for you, but at the same time it's not doing that in a manipulative way. That's the secondary benefit of being out there, giving back and benefiting the public or benefiting these different stakeholder groups and organizations in a way that's actually good for them.

So it's a great way as a psychologist to give back that that also benefits your career in the long run. Community involvement is a great one as well, so not just out doing presentations but being involved in your local community. PTA homeowners association small business group in your community being involved and active and getting to know the people who may be sources of jobs and referrals and also a source of information about what the emerging needs are. If you're not interacting with people in that space, you'll have no idea what the issues they're struggling with, grappling with and dealing with are the time.

So find the things that you're interested in, the topics that you're interested in, the hobbies that you're interested in, things that you're passionate about and really get out and make connections identify organizations talk to colleagues about any volunteer activities they're involved with, talk to local Chamber of Commerce, look in the local newspapers and find organizations that are doing work in your local communities in areas that you're interested in professionally, join participate take on some leadership roles in these organizations even civic organizations like Rotary Club or Kiwanis there are lots of organizations where often business leaders in those communities are involved in these civic organizations. So being connected there can have real value as well and can create career opportunities for you. So speaking to local groups, you become a known entity, you become someone who they know has expertise in particular areas so when a need arises the first person they're going to go to even if they're not coming for actual work it is you, because you're knowledgeable and you have expertise in that area.

Be visible create opportunities if they don't exist talk to people and find ways to get involved in the things that you're interested in and do that over a period of time the gradual process. It is not something that you do for three months for a particular end goal, it's something that you chip away with and you become part of that community. Networking is another important area and this this is another area that many psychologists are uncomfortable with. And there's going to be a session on professional networking coming up over the course of these next two days.

So if that's something you want to learn more about I encourage you to participate in that. But but networking is also not what we tend to think of. You know when you think of networking often the stereotype is the cheesy networking events where everybody has the nametag on and they're aggressively introducing themselves to everyone, putting a business card in everybody's hand and trying to ask for a favor, ask for a job and use people. Rhat that's not what effective networking is. I mean it happens but those are horrible events if you've ever been to any that are like that. Um, real networking is just about connecting with other people who have common interests and developing mutually beneficial relationships. That's all it is. And the key in there is common interests and mutually beneficial relationships.

So everybody has a different comfort level with networking and it can be very anxiety-provoking for some people. So but you need to address your own issues with it as well. So you can build the kinds of relationships you need to effectively reach potential clients, potential organizations and employers and sources of work who you might not otherwise come in contact with if you're more isolated. So when when you're interacting with people, you need to plan ahead and identify the kinds of contacts who who are good match who has common interests with you, where can you find the people with common interests, have materials together so when you do find that connection you can share what it is that you do you, can describe your professional activities, your professional, identity succinctly so that people know what it is you do. Do exchange information.

Don't go around putting your card in everybody's hand , but if you meet someone who's interested in common issues, exchange contact information. And here's a little networking tip and trick that if you're out somewhere and you do get somebody's business card; especially, if you're at a conference or an activity that's really busy and bustling and especially, if you're there for a few days as soon as you're done with that interaction. On the back of the business card, jot down a note about where you met the person. If you were supposed to follow-up with anything, any particular notes about things especially that they were interested in. Because you think at the time you're going to remember but if you're interacting with lots and lots of people and especially if you're at a conference and traveling and you come back and you've got a stack of materials and that card is one of the things in it. You may pick it up later and think. Oh, I think this is who that person was but I'm not sure.

And that put you in an awkward position and you can't be as specific and follow up, you can't follow through if you promise to send them some information or an article that you'd recently seen. So jot that down, pull it up and follow up. Afterwards, send a quick note forward articles or opportunities that pop up that are in their interest area. One of the most valuable thing that happens if you do networking the right way like this is you come across opportunities that present themselves it might not be a good fit for you, but you may know somebody who would be great for.

And so then rather than it being about asking everybody else for favors, a lot of that networking becomes you see things that are good opportunities or good resources or might be of interest you pass it along to those people and they start doing the same for you and it does become actually beneficial that way. And you stick with it over time and done right it builds close collegial relationships they can lead to collaborations closer relationships and can be really effective.

So it's about breaking that stereotype of what we tend to think networking is. And doing it in a way that that's good for everyone advances your career, but at the same time provides value to others as well. And then then you stick with it over time. So when making connections and doing that outreach and I've alluded to some of these indirectly. That yes you need to have a business card, you need to have a resume. That it's not necessarily a CV and as something psychologists struggle with as well. And on the session that is going to talk about resumes and effective use of EFT. You can learn more about this, but a lot of psychologists because we come out of an environment where what you have is a CV.

And so we list everything, every poster presentation you did, every paper that you were the fourth author on all. It lists every professional activities and it's dry it's boring, it's very perfunctory and it might be 30 pages long. If you were applying for a job in a business or industry setting or you were communicating to somebody out of academia and you give them a 30 page CV that is not at all what they're looking for. And in fact, I have seen psychologists basically take their CV and convert it into marketing and promotional materials and it was horrific because that's not how you put marketing promotional materials together. You focus on impact and value and outcomes you focus it you make it shorter.

So there are effective ways to put a resume together that are going to make you a more viable candidate for jobs or that will demonstrate your expertise and experience in working on particular issues if you're trying to get consulting work with organizations and crafting that effectively. It is a good skill to have and one that psychologists aren't typically taught. The other one is look at sound buy it about what it is that you do psychologists are not always great at being able to succinctly say what it is they do.

They give a long rambling explanation about their research that they are interested in. If you're having a quick interaction with someone at a conference in a community setting to be able to in a sentence, say what it is, that you do is really important and that takes some time to think about it and to practice it so it rolls off the tongue. And then you need to get out there and have a presence online and that's really important as well. And it may be on various directory listings, so that their directory listings or membership listings that groups like SIOP have. And so if you're in sub-discipline areas those divisions or those organizations may have directory listings. Um, APA has a psychologist locator. You need to have a web presence. There are lots of different ways to do it. It could be very basic and static and informational. It could be very interactive.

You may be doing podcasts and blogs participating in discussion lists. Making sure that if you're doing consulting work that you can be found on search engines so doing optimization of your website so you come up high in search results. You may be doing AdWords buys through Google so that it comes up in ads when people are searching for certain things. And having a social media presence is really important. And more psychologists are starting to do that now. but even just as a few years ago, a lot of psychologists weren't comfortable even being out on social media because psychologists are used to being very private, very confidential and feeling like you know the boundary issues made it undesirable.

And as just because they're a risk doesn't mean that you avoid it all together necessarily. It means you find ways to effectively manage those risks. And with social media that is definitely doable, that you can find ways to effectively use it in a way that's built into your workflow so it's not consuming all of your time that you can use it ethically and effectively, that it reduces risks that it puts some boundaries around your personal and professional lives. There are ways to do it but it's happening and we need to be out there because everybody else is and the conversations are happening there. And if we're not part of those conversations and other people will fill that void like the corporate intuitive.

But again all of these things are just tools. So it they may be fancy, they may be the flavor of the month, they may be the thing that everybody is doing at the moment, but they're just tools. And so just as the saying goes that if all you have is a hammer everything looks like a nail. Even if it's fancy hammers it looks really nice, it's still just a tool. And you need to think about what are the most effective tools for your particular interest areas that the people and organizations and stakeholders that you want to make connections with and interact with and find what works for you that's a good fit as well not just because it's the flavor of the month.

So there's some things that get in the way of psychologists doing this kind of outreach making the kind of connections that we need to work effectively outside of traditional work environments for psychology and in business and industrial settings. There are some things that get in the way and a lot of it is within our own discipline and profession. They're within you know our own comfort level and how we do things and breaking out of that is really important. One of the things that that happens is a psychologists are not historically have not historically been great at translating what we do for the public in a way that captures how vibrant and exciting and relevant it is, how we can make a difference, the work that we do is important, the work that we do can make a huge difference in the lives of people and for the functioning success of organizations and communities in society as a whole. But we tend to promote things and communicate things in a way that are dry and boring and academic.

And yes it's a challenge to translate research in a way for the public that that's understandable it's digestible and it's usable. But that's a challenge that we need amount and we need to develop the skills to effectively take what we know from the research and the knowledge base out to the general public and conveys the huge value that we have to offer and how we can make a difference because we'll help more people that way. We'll have a bigger impact that way but right now it gets in the way of a lot of our efforts.

Another thing that gets in the way of our success in these areas it is having a narrow view of what it is that we do as psychologists. And that's contributed to the public's understanding of psychology being very narrow as well. The public does not typically see psychology as being the breadth of activities we've been talking about today. They don't they don't automatically associate psychologists with working with businesses and communities and governments and other types of organizations. And yet we do but we often define ourselves by our specific tasks.

And that that in turn gets conveyed to the public so we need to break out of this narrow view of what we do and communication about the view of what we do. So that the full breadth of psychology is really understood and appreciated by the public and that will open opportunities for us as psychologists. And part of thinking about this is to challenge yourself back to that systems thinking core that that we bring to the table as psychologists.

And we we've got background in systems thinking based on some of our training, but we often because we're talking about psychology we often focus almost exclusively on the individual level. What do you think about it from a social ecological perspective and what I'm showing you here is the socio-ecological model that was designed for health promotion, but this can apply to a lot of other areas as well. It is if all we're doing is focusing on that individual level, that is a tiny piece of the overall system.

Now that doesn't mean that we shouldn't focus on the individual, we absolutely need to focus on the individual. But those individual efforts will be a lot more effective if they are supported by and promoted by the organizational functioning around it, the interactions with others.

If the community is that that these individuals are embedded in, at home and at work are supporting these individual efforts. And if good public policy is in place that promotes good health good functioning and success in addressing all of these societal issues, we will be more effective. So one tool that this kind of model can provide for you is thinking about any kind of professional activity, intervention, application of psychology, is what level or levels is going to be the most effective. It may be that the individual level is where you want to focus or where is going to be the most need or the most effective.

But it may be that that combined with an organizational intervention and advocating for public policy changes are going to be even more effective. This also speaks to the need and importance of psychology and psychologists being involved at the broad public policy level psychology. And APA are already involved in shaping policy decisions and using good psychological science to inform that and getting it in front of decision makers.

That's really critical but we need to think about ourselves outside of just intervening with individuals to think about how can we most effectively effect change in systems at what levels and where can we do our best work. So with that I will wrap it up where we're just to the bottom of the hour at this point.

My contact information is here on the screen. And I would encourage you to attend many hands over the next two days got fantastic examples of psychologists who are working in a variety of corporate and business settings from Walmart to Wendy's. They're working with high tech they're working with human development and product development. It's fascinating group of psychologists who are doing this work and I think you'll learn a lot if you stick with it. So thanks for joining us this morning and listening and enjoy the rest of the virtual conference.