Title: How Did You Get That Job? Virtual Conference: A Q&A with Shane Blackman  
Speaker: Shane Blackman, PhD, Manager of Project Management at Capitol One  
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Good afternoon everybody or good morning. Depending on where you're calling from. My name is Eddy Ameen and I direct the offices on Early Career Psychologists and on graduate students here at the American Psychological Association. I am one of the three hosts that you may have heard from already in this two-day series on How Did You Get That Job. It's a very exciting virtual conference. And the talks from seven different psychologists have helped you think about careers incorporated industrial settings.

I had a chance to participate in a great talk yesterday. And I'm really excited about the one today. We hope that these will give you the chance to find some success venturing outside of academia and/or private practice. The format for today's webinar will be 45 minutes long on the dot. I'll do my best to make sure that we end before or no later than 15 minutes at the top of the next hour. In the beginning our guest is going to tell us about their current job, what a day and their life is like and what skills abilities and competencies they use.

Then we'll switch and learn more about how they got there and what would be the path for someone who might be interested in a type of career such as. This will conclude with your questions for our invited guests. We'll have about 10 minutes for questions today. And these are going to be a mix of questions that have been submitted in advance. So, thank you if you've already done so. And those that we receive live, if you have a question for Dr. Shane Blackman that comes up during our conversation this afternoon, please simply locate the question box in the go-to webinar panel and then type in your question.

Our staff we're going to be monitoring questions and I will pose as many to our guests as I can from about 3:00 Eastern to 3:10 Eastern today. And with that let's get started. I'm so pleased to welcome Dr. Shane Blackman today he is a Manager of Project Management at Capitol One in New York City. I had Capitol One. Shane guides a team focus on creating customer centered solutions which are there to revolutionize how people track, manage move and invest their hard-earned money. First off, welcome to you Shane, very glad you could be a part of our "How Did You Get That Job?" virtual conference. Thanks so much, Eddy. It's awesome to be here, very grateful of APA for inviting me and very happy to connect with people still in academia and help guide them to awesome places in industry if that's what they're interested in. Absolutely, yeah, let's hope we can make some good headway in that today.

So, we have called you here a product leader your official title I understand to be Manager or Project Management at Capital One. Can you tell us what does that mean specifically? Yeah, so product management is often characterized as the discipline of understanding how to build things in the right way and making sure you build the right things. So, this is specifically in regard to software but also sometimes hardware products. We have several product managers and product leaders at Capitol One that work on our ATMs and physical products and our branches, but I happen to work on software product. So, I think the summation of my job is understanding what needs to be built and then working with the team to actually build that thing.

And there's many we know we could dive into each of those areas and talk about what's necessary to understand, what needs to be built for a company like Capitol One and what kind of things we need to do to actually make sure it gets built in the right way. I am happy to dive in if we have time; otherwise yeah nice topic well I would actually like to hear with that what needs to be built and then work with a team to build it those. Are the kind of key concepts I took from what you just said. What is it what does that translate to in terms of a day to day, set of responsibilities? Could you maybe walk us through what an average day would look like if there is such a thing? Yeah, awesome so I manage a team of other product managers and I was I was joking with Eddy before this session that my official like full-length title is, I'm a Manager and I have a manager ranked a Capitol One and I manage product management managers so I'm a manager of product management. Which is hilarious to me.

That has come to that this is the place my life. but basically, there's a couple things I need to do in my day-to-day life. I set and communicate my team's high-level strategy about what needs to be built, where problems need to solve, what ways we think we can best solve those things that we test and get a rate and evaluate the success of those things. I create a lot of artifacts is how we call them in the industry but basically documentation or presentations or other shareable materials that can illustrate what strategic direction. I think our team needs to go in or what kind of a solution to a problem we need to build. So, that other people can understand what we're trying to do and potentially collaborate with us.

Because I'm a manager, there's also a lot of my job that is sourcing and recruiting qualified candidates to my team, coaching my team in product management, helping to grow their skills, also shaping culture and fun on the team. Finally, there's a lot of relationship building at Capitol One too because there's it's very collaborative. You work with a lot of other teams that are doing similar things that can build software to help your team and vice versa. That's a big part of it as well. Ultimately [below] down to creating a lot of artifacts that can I can share to other teams, help them understand what we need to do and where we're going. Communicating a lot of meetings to socialize what we're doing with people and gain information about what they're doing as well. And then a lot of coaching working with my teams the building's a better way and to grow their skills in product management and [software]. Great! So, you said, you're looking at the high-level strategy. You're not coding, you're not building apps, is that right? Yeah, that's correct.

So, the individual I don't know how much everyone necessarily knows about product management. I find a wide range of knowledge about this discipline when I talked to people outside of the tech industry. Product managers essentially are working with those builders and creators directly to the people on my team that I manage each work with interdisciplinary team of you know four to six people, four to eight people, comprised of software engineers, designers, user, researchers, analysts, data scientists whoever's needed to kind of build the experience. We're looking to build a ship a feature or ship a different product for users. That helps thank you, thank you and we're still getting the lay of the land here. Your title Manager Project Management Managers. Is that something that one would expect to find in other kind of parallel institutions at other banks other industrial settings or tech settings. What other titles might one look for if they're interested in this kind of work? Great question, I unfortunately this is kind of a confusing topic in the tech industry.

Even if you're kind of in the know already, there's a kind of groups of related titles for people that do similar things. So, you will often see jobs for product managers or product owners. Those are more or less the same thing. You will also see job titles for project managers. That are sometimes similar in scope but often more delivery focused, so more on building the thing the right way then on determining what it is, [what] it needs to be built, so project product managers are more focused on the whole end-to-end spectrum of finding out what needs to be built and then going in and building that thing. As far as my role as a manager of product managers, you will see that as a manager of product management role or a director of product management role.

There’re many different titles for people that manage individual contributors. It varies by organization. Capitol One Directors of Product Management Manage Managers. And managers manage the individual contributors whereas [priceline.com] where I was before directors manage individual contributors. So, it's really there's a little bit of you know unique language to each company that you work at, but product management and product ownership or the job families and those are pretty standard. Thank you, I think that helps people think about what kind of search terms are out there and how the job that you're describing might look in another setting. So, thank you, Shane.

I want to see if we can move to skills and abilities. Can you tell us what you rely on a day to day basis in your job in terms of skills, knowledge or abilities? Sure, there's a lot of different skills and abilities we leverage as product managers. Product managers are a kind of a generalist role in that they often spike in one certain area or has special expertise in one certain area, but they need to cover a lot of areas. People often describe this t-shaped that your broad in many areas and you're very deep in one particular area and I bet you guys can understand and guess which area I'm deep in which is research and analytics. So, in terms of the actual skills. I again categorize them into kind of building a team, building the right thing and building the right way. In building a team, you need skills in recruiting, goal-setting creating and iterating on team rituals or in other words the different meetings and [cases] and reviews be used as a team. Kind of like a lab meeting.

For instance, in academia would be like a ritual in terms of building the right thing skills and user research analyzing feedback or other data, doing business analysis creating businesses and KPI tracking, writing user stories or requirements documents and relationship building. And I think for building the right way, it's really about user research, familiarity with user interface design or user experience design and technical familiarity and that kind of trade-offs that go and that conversations. Like I just said it's a generalist role, so I just named a hundred of different skills but usually people focus in one area. So, you could do your work and that the long part of the T doesn't necessarily have to be into research and analytics, but you could be more specifically and deeply focused and other area. Is that what [you are saying]? Yes, definitely, product managers are often described as at the intersection of humanity, business and technology.

So, we kind of blend those three disciplines. So, often people really maximize one of those and are more generalist in the other two. So, for instance, a lot of product managers come from a software engineering background beforehand and they are really good at the technology part and then have to learn the business part and the design part the human, whereas as researchers like myself, I think are really strong in the user research and design part and then learn the business part the quality. So, you felt pretty confident on the research and analytics piece, having done some graduate work in psychology. Is that right? Yeah that's correct, that was an easy entree to those skills I had to learn some kind of qualitative research skills as well as the tools to perform kind of industry research. But it was a natural transition for me there and I think a unique differentiator for my own career that was very helpful. Of course, people and other disciplines that are really good at business analysis or you know have their own differentiators in those areas. Okay and what does it take to be successful? So, you were you as a leader within perhaps the team and rose through some ranks. And how did you distinguish yourself? What does it take to really thrive and want to sustain in a job like the one you're in? Yeah, great question! I think as a product manager, you are ultimately accountable for the quality and success of your products.

Product managers are often seen as kind of mini CEOs or entrepreneurs within a company. So, even though you know you have a technology partner that really is helping your team or teams build out the tech aspects of the product, you are ultimately responsible for those decisions that you and the tech partner make together and many other decisions for design and analysis and even marketing in some cases. So, I think the ultimate way to be successful as a product manager to build products that are really successful. found circuitous but that there are several implications there when you build products you really need to have a keen eye to how you're going to measure the success of those products, how you're going to iterate on those products if they're not successful, how you're going to know what how to pivot those products if they're not successful or how to grow those products if they are successful and you see early signs of traction. So, that's definitely the most important thing is to build successful products that create value for users in the company.

And I think being able to particulate why strategies actually worked and what your strategies are and help people understand and even teach others about how to build successful products. That is something that gets you to move up to more of a manager role where you're doing more coaching and teaching of others about how to build products. So, the images that I had of you playing roulette and hoping that you land on the right number or that you're in a shark tank TV studio set. Neither of those are accurate. That it was actually more planned fulness to a successful product launch. Is that right? There's definitely a lot of planning. That depends on kind of the size of company you're at.

A company like Capitol One, risk management is very important to us. Making sure all of our tech works all the time and we really fulfill our customer mission is really important to us. At a start-up, you may need to move faster. And it may be about tipping and iterating and growing faster than making sure everything is totally working all the time. So, there's some differences. It's funny you mentioned a roulette wheel. I again I came from [dot com] which is an e-commerce company. And a general well-known fact in the e-commerce industry that does a lot of experimentation Digital experimentation with a B testing is that around you know 70 to 80 percent of a B tests fail. So, in other words, games try to build a feature that they think will improve the website or a piece of software or a product. And most of the time they and really predict they made an incorrect prediction about what users wanted and that that test that feature is kind of pulled back and they iterated on and then re-released try to make it successful. So, in some ways it actually is.

I never roulette wheel but taking you know a team from a 20% win rate to a 40% win rate or something like that is an enormous success for a product manager. So, that's just to say if you go under product management and you aren't all of your products aren't an immediate success. That's okay. That's worked. Good. It's good for your say again for ours too since our money is these very places where the products are being tested. Let's see if we can dive in a little bit on skill set development. I know you started to talk about some of the skills that graduate training prepared you for. This is a chance maybe to talk a little bit more specifically about some of those skills and perhaps separating out for us the ones that you felt you learned in graduate school quite well, the ones that you had to wait until perhaps the employment phase of your life to learner to deepen. Yeah great questions. And I think for our audience, this is, especially, I hope it's especially useful because as you go to job interviews in industry, a key part of your success, I think will be articulating how your graduate skills are applicable to the job. And how they can bring value to your organization into the specific role, so being declarative about what skills you have and which ones you hope to grow. I think is really helpful in interviews report. From my own experience, I think there's three buckets of knowledge that really helped me and then a couple different skills that helped me. In terms of knowledge social psychology or any psychology really and behavioral science in general, it's very much desired in in product management in the tech industry in general.

Obviously in these in this industry, we're trying to build products and features and services for people that help solve their problems. And that involves really getting a deep understanding of how people behave and what they need and what they want and some of the limitations of inference that we have to do. So, skills around understanding user behave and knowledge of the literature there and all of that stuff can not only help you design better products yourself but teach others how they can build products that are even more user focused and more successful at helping people do whatever they need to do. So, I think that's an important piece aside from that, knowledge of experimental methods, psycho metrics or kind of research design there and statistical inference, all we're really helpful.

I actually didn't think the stats would be super helpful but turns out. You know it's very related to both a B testing and machine learning or data science in general which are both incredibly important and in growing practices in industry. In skills I mentioned experimental design already obviously user research or competitive research is super important in product management. Verbal and written communications; especially, for presentations is really important in business. Being able to articulate your ideas your strategy clearly and I found academia super helpful for that giving me really tough feedback about my presentations and it made me really strong at that.

Finally, just really learning new things quickly, being able to learn new things quickly is really important in product management. You change context and products and market. A lot of context wishing and learning about that and being able to apply really logical critical thinking that you learn in academia. That's disconnected from emotion is really powerful in business. So, I think there you perhaps all have more advantages than you may think that you have. You just need to articulate them. Yeah, that's a great point and I knowing that you also have a have a role in hiring. Are there other early career psychologists that apply or folks that are in grad school that are apply for internships with Capitol One. And what are you looking for if somebody has a psychology background?

Yeah, that's a great question. I actually referred one of my former colleagues to a user research position at Capitol One and she got the job. So, I get to work with her now which is super exciting. Though there are psychologists that work at Capitol One. Of course, it's rare to see comparatively rare to see PhDs here in the wild in industry. I'm the only product manager one that I know of most of my friends who are academics who have gone into the tech industry are user researchers. But I am a kind of an odd case, I definitely encourage people to go into product management. When looking at my team, I think that there's maybe a tendency in the tech industry in general to think that all software engineers are the same or all product managers are the same in really. That's not the case right. Everyone has their own it specific advantage and strength. As I mentioned before, planning a good match between the product you need to build. And the product manager with that strength, that would be really helpful to building that product and making it successful. I think it is critical as a hiring manager. So, for instance, you know one of my teams, we're doing products, we're building products that partner heavily with data scientists. So, you know, [cognitive]. psychologists or neuro scientists with modeling backgrounds or experience coding python or things like that are potentially more compelling for that type of role. just a pull an example out of the Hat but what kind of skills you might look for.

Thank you, I wonder if now you can just sort of trace for us. What your career progression looked like? Did you start grad school knowing that you wanted to work in the banking industry for example? And maybe we can start there, and you could you could help us kind of learn how you got to where you are now. Oh boy, yeah, so I was actually a very strange case. I'm sure there's some other people here that did the same, but I went to grad school right out of I couldn't meet them right out of college. And when I finished, I guess I went to graduate school because I wanted to learn more about psychology continue that journey. And eventually be a full-time researcher, be a professor, so I was very interested in pursuing a professorship. And at the end of my Ph.D. program, I applied to a number of postdoctoral fellowships that I thought were interesting, but I also applied to a number of industry position in tech, in the nonprofit or in various other industries, think-tanks, consultancies, a lot of different things. I just found the most interesting things in academia and outside of it and tried to apply to those. And ultimately a friend of mine who had joined priceline.com earlier a couple months before me ended up convincing me to come work at Priceline.

And she had spent the summer as a user researcher at Priceline, doing full research on their own [...]. They're uncovering their needs and trying to find the next you know best way to adhere to their travelling needs. And I interviewed, and I got the job and I thought that I would be a user researcher. But as I started to do research at Priceline, they said hey there's a, you know, we have this gap, we need a product manager for this with a sprint team. Would you be open to trying this out? And at Priceline, product management was really about you know coming up with ideas for what to be built. That was a huge part of it but then another part was making sure you rigorously set up your A/B test, your experiment to measure the effectiveness of whatever feature you wanted to roll out because you want to make customers happier and have them have a better time on the site. So, that fit very naturally into my skill set coming from academia, so I was interested, and I started to do that, and I just really fell in love with it. And later I was offered a full time, you know, user research opportunity at Priceline and I actually I love product management now.

So, old but interesting detour and that's as atypical as that sounds, it's actually kind of typical of most people getting into product management. Did you do undergrad in psychology? Yes. I did. Gotcha. And then what was your doctorate then? What field in psychology? Social psychology strangely enough has a as part of a joint degree program at Princeton that was inside called social psychology and public policy. So, that was interesting to get the public policy and economics and sociology want some psychology issues as well. That's fantastic! The policy aspect really speaks to some of my passions, but this is about you. So, I wonder if you can speak to perhaps the people that are listening in that have an openness like you did to applying to an array of opportunities after graduate school. Open to academia but also considering industry. But and if you'll excuse the fact that today is Halloween, it might feel a little bit devilish to do something that one is not trained for or mentored in or really in some cases supported in it. Did you have any of those experiences and what was that what was. It's like to get where you are by breaking a mold perhaps. Yeah, that's a great question. It was it was challenging to break the mold. It always is whenever you do a career transition. Especially, when there's an advanced degree involved an MBA or a PhD looking to get into a kind of you know entry-level position in product management or otherwise, I found that I had to spend a lot of time articulating why rigor really mattered, why scientific rigor and why logical rigor really matters in business. And luckily, there's there are many others who are also talking about interested in that. That was my challenge was understanding why we should care more than seems reasonable about certain things, about the rigor with which we understand users [experience] and understand our products best of all that stuff. So, I think every product manager has their own battle when they first get into the industry.

In terms of breaking the mold and positioning yourself as a product manager or wanting to break into that industry, I have interviewed many different people from many different backgrounds about product management look at product management and I think one of the easiest missteps that someone can make is by being very kind of milk toast or wishy-washy about what they really want. I think if you approach an employer, looking for a job in product management, even if you are; potentially, open to other types of roles you should be very clear in your drive to get into product management, very clear about your story why product management is really interesting to you and why you really want to you know for instance create a lot of impact at the company and X Y Z and how your skills can contribute to that. There's a lot of people that are that don't articulate that really well. So, spending some time on my own, understanding what my value proposition is, why I'm valuable to a company? How I leverage my skills to produce great results? That has been a continual revaluation of my career and my skill set. So, I think with [...]. Thank you and people are that are coming from academia. Are they applying to you with the resumes or with CVs and is there sort of an industry expectation that you'll see one or the other?

There's definitely an industry expectation that you will submit a resume. At least in the tech industry and in product management, I myself would be fine seeing as CV but most you know unless you're really going after you know a product manager or hiring someone who has themselves academic experience. I think a resume will serve you best. Especially, for various recruiters that are in human resources that you know do not have the knowledge or context about academia that's kind of first hurdle that you may have to jump. Great! So, we're turning the corner here and we're going to get to the audience questions in just about two minutes. But I wanted to ask you if you could provide some advice as somebody who is listening perhaps might be interested in a job like yours. Where do they begin to look? Are there job boards websites, conferences, professional societies or associations, other places where people should be poking their head into. Sure thing, yeah, I think this one is relatively straightforward to answer. When I was an academia, I found it very hard to know what jobs are available and when and what they're looking for. In the industry right now, I think there are more jobs than people to fill the jobs. And so, they are plastered all over LinkedIn and Glassdoor are the first places I would look for product management jobs.

So, usually kind of an entry-level product management job, there will probably be like an associate product manager or junior product manager title or you know even just a basic product manager title for these jobs. And you will find more start-up-oriented jobs on Angel List and more established companies on LinkedIn and Glassdoor. Also, you know going to a company's career site and looking at the opportunities available is always a good call. If you have a specific company you're interested in and of course I'd be remiss if I didn't say Capitol One is always hiring. So, definitely check us out too! Sure! Was venturing important? I know you mentioned, a peer slash colleague of yours helped you get into Priceline but did mentoring play a role or could it play a role for somebody else who might be saying I really want to break in, but I just don't have any anyone that's gonna that's gonna pull me up. Absolutely, I think mentorship is really important. And even once you have a job in product management, mentorship is really important.

So, starting to build your network and product management is one thing that I would recommend or even just start evaluating whether product management is right for you. So, number of awesome books I would go and read to understand a product management is right for you. If you're a scientist product management is heading more towards scientific disciplines, so go read the Lean Startup by Eric Rhys will give you a great idea of what product management looks like. It's intersecting with [science] and then I think a lot of product meetups if you're in a metropolitan area like New York or Los Angeles or San Francisco or Chicago or whatever is. There's a lot of different meetups that you know are just informal gatherings with product management's. They've box and networking. Starting to meet other product managers and learn about their lives and potentially get advice from them about how to get a job in product management. And in the future then, maybe even the one giving you the job. You can never really plan it out in advance that way. Thank you. In terms of global advice before we get into some specific questions. Is there anything that would it also be beneficial to pass along for people that might be interested in your kind of career? Sure, yeah, I'm happy to talk about specific advice too. But globally, I guess the number one thing I would say is give reassurance to people looking to get into product management. I think it's uncommon to see psychologists in product management. You know Google and Facebook are gobbling up PhD psychologists as user researchers. But I really think we need more psychologists in product because product determines what is actually going to be built. And I think psychologists are great at understanding what people really need and what users really need and doing what's right for the customer. And that is probably the most important thing in product for sure. And I would just say that product managers all of us, every single one of us is an expatriate from of some other discipline.

We're all a kind of discipline of exiles and expatriates. And there's no one path to product management. And only now are they starting to offer courses in colleges and product management. So, you know stay strong if this is really a career that you want to go after. Meet a lot of people you know and then we'll take a risk for sure. Great, so actually one of our first questions is a live one and I wanted to just jump right over to that because you're talking about user experience and user UX research and design. Someone’s question is would you consider yourself in UX at all and perhaps maybe if you've already done so you can just redraw the distinctions between the two or the chronology in which they work together. Yeah, I would consider myself a product manager who is very strong in UX and very strong in research. So, that's kind of a piece of my skill set but not my official title. These are two job families that do have kind of a strong demarcation in them. The distinction is like often user researcher will work with a product team, so like work directly with the product manager and with engineers and other designers. And often they, you know are the ones actually building the thing. And the product manager is the one trying to point the direction of where we should go, what we should build and then helping the team build that thing. So, I feel like they user researchers are more on the creation side than the strategy and discovery side. And they often report through different organizations with a company. So, product is under product and then user research is often under design. But in my heart of hearts, I'm very close too. Thank you, that's very helpful to hear another.

Another live question, I'm currently reading "Bottlenecks and Universal Methods of Design". Would there be any other reading that you would recommend journals? I know, you started to mention a few but feel free to continue that list if any come to mind. Yeah, great question. "Lean Startup" definitely as I already mentioned. A lot of fun books on product management are "0 to 1" by Peter Thiel. "The Hard Thing About Hard Things" by Ben Horowitz. These are more entrepreneurship books. But as I said, product management and entrepreneurship are very similar. If you want like the modern Bible of product management, in terms of kind of where it is today instead of necessarily where it's going, I would look up inspired by Marty Kagan of the Silicon Valley product group. It's a very it's a broad overview of product management which is a broad discipline and it gives you a lot of great detailed information about you know how to do various aspects with that's a great overview. Thank You, Shane, one of our great pre-registered questions was what surprised you about how to function well in a financial institution. We don't necessarily get exposed to these environments in our training. So, what kinds of soft skills and interpersonal skills we surprised that you had, or did you need to learn in order to thrive well in a bank.

Yeah, great question. I think I was surprised to learn how important communication is. I think I already touched on that a little bit just in terms of being able to present your ideas. Especially, I'd have defend them sometimes or argue for them, advocate for them in front of executives people that have had many. more year’s experience than you and who don't necessarily have your perspective or experiences or background, helping them understand why, what you're doing is valuable or you know what the strategy is for what you want to do. That's very important in terms of this specifically your universe with financial institution. Most financial institutions are large and so collaboration with other people and not so much in the you know they are kind of your to collaborating with them but in very intentional collaboration in relationship building is something that I had to learn. So, strategically thinking. Okay, my team does this type of thing they grow our product to be successful. We need this other team that does this other thing. We need to really form a relationship with them and really start to intentionally travel a lot to spend a lot of face-to-face time with them and set up regular coffee and Chad and check-ins that That's kind of more inorganic, more intentional strategic relationship building was something that I needed to learn because

I had kind of taken an organic approach to it which was good but not 100%. Finally, I think risk management obviously in a financial institution matters a lot. Understanding what could possibly go wrong when you build something and there are a lot of things that could potentially go wrong. That's another piece of skill set that I had to learn. Thanks, you are still functioning as a social psychologist, right? I mean is that an identity that you feel that you get to maintain and is somewhat celebrated even though you are in this quote, kind of land of expats which I love by the way. It's a great imagery. Yeah, I still consider myself a science scientist masquerading as a product manager to be honest. And again, if you read "Lean Startup", I think product is trying to look more and more like science because it really you know as I said before if 20% of the time you build something that people don't really need. There's huge value in being really rigorous about how you know what people need and how you understand what they what they want in the future and how you judge the effectiveness that you already [did]. So, I definitely still consider myself a social psychologist and I talk to colleagues a bit and help them understand how social psychology is relevant for their products and their careers too. Thank you, I'm gonna ask two final hopefully short questions if somebody had clinical experience but not perhaps as much research or social psych experience, what a potential employer be interested in at all? Would that work be relevant if somebody came in as a clinical or a counseling psychologist for example? I think so again, I think there's new things that you might want to think about one how to articulate that clinical experience do skills that are really relevant for whatever role you're looking at specifically in product management.

And then to finding products and organizations that would find those skills really valuable and find clinical experience really valuable, so I don't think I can blank an answer for all of industry. But for instance, I just hired someone on my team and they came from a nonprofit that was a kind of mental health, software, a non-profit and they built tools and technologies to help people you have better peace of mind, crisis prevention, conflict resolution versus like many other companies like that exist. I think clinical experience would be really relevant to designing products like those. Yeah, plenty of like health tech startups and things like that where I think clinical experience would be really valuable. Great, well we'll have to be sure to get that person's name and maybe reach out to them for help in a webinar like this down the road. I'm wondering, my last question apologize it has a bit of a down note but maybe you could help us pick it up this out. Registrant said I've been turned on repeatedly by the financial industry looking for positions as you described. Is there a trick? Is there something that I should look at a little bit more carefully?

Yeah, it's hard to say without knowing a little bit more about your particular situation but I think again. If you look at product roles and are trying to apply directly to product management roles, a lot of them look for, you know especially if people aren't familiar with academia, you know or like recruiters and things like that, they'll primarily looking for people with already with who already have industry experience at "Catch-22" or you need experience to get a job. But the job is the thing that gives you experience. But I think that often in product management, people find their way into the discipline through a couple different oblique methods. One is through a rotational program. So, for instance, Capitol One has a rotational program designed mostly for new undergraduates getting their bachelors who kind of go into. The rotational program get exposure to different job families and then transition in product management. Or product managers often come from design or software engineering or business analytics or user research.

So, often it's much easier to find a job with in one of those job families without a lot of prior experience and then addition into product management once you had some exposure and some there. That’s my two cents. I sorry I couldn't more helpful without knowing a little more detail. That's actually extremely helpful because one of our questions that we didn't get to was. How can I puddle jump if I can't make the direct move from where I'm at now into product management? Are there corollary things that I can do to be gearing up for that? So, that's tremendous. Looking at our time, we are flat-out Dr. Shane Blackmon. Thank you so much for all that you've provided us today you've answered some tremendous questions for us.

Thank You Eddy. You've been a gracious host and thanks for all the awesome questions from you and for the audience and good luck everyone on your future career decisions. Thank you again.

For our audience, I want you to stay tuned because you've got a great session coming up in the 45 minutes. I'll tell you about that in just a second. Right now, what you should know is that as a participant in this session and for taking time out of your busy schedule. We have a new E-booklet that we produced by the editors of the monitor on psychology called "Finding A Job In Industry". It's got Q's q and A's with psychologists who are in industry, articles on job hunting and interviewing as well. You can download that right now from the handouts tab in the GoToWebinar platform. Check out the handouts tab and we'll also be able to email you this booklet and a copy of the recording or a link to the recording I should say in about a month from now. We've got other resources to share one of the biggest ones that I want to promote especially for folks that are early in their careers or even thinking about a career change is an APA Individual Development Plan or the IDP for short. This is going to help you map out your career pathway.

It's a five-step process taking it from self-assessment all the way through the implementation of your plan. You can search in your browser for APA individual development plan or you can follow that link that's on your screen now. Some other resources I care about very deeply because these are my groups at APA the graduate student and early career psychologists cohorts. We've got 21,000 grad student members and 17,000 early career psychologists members here at APA. And we offer you everything from as you can you see and committee representation, to resource guides, to grants, to toolkits on repaying student loans, opportunities to serve in leadership and much more. So, check out our websites apa.org/apags as well as apa.org/careers/early-career.

Now if you're ready to start your job search and you want to explore job postings APA has got the tool for you. Psyccareers.com is going to be your place where you can create an account, upload your resume and then become instantly searchable by employers. You can also actively search many of the job postings that are there now finally. I'm something that's gonna be really helpful for us as we plan our next webinars and virtual conferences is a very short survey. It's going to appear on your screen as soon as the webinar ends in just a few moments. Please take a second and let us know what you thought and then finally, in in 44 minutes from now, 4 p.m. Eastern you can join our next free training, go to the place where you first heard about this virtual conference to sign up if you're not already.

It's a free training on networking for success. You'll attend this workshop and learn how to approach networking opportunities with a strategy that will benefit both you and your networking contacts. I used to think networking was a dirty word, but I realize it is essential and actually you can do it quite genuinely. So, enjoy that great session from my colleagues at Marshall Brown & Associates. I am Eddy Ameen. I want to thank all of you for joining us and best wishes in your careers or wherever the job search may take you.