

# The Pulse

*Keeping everyone on the same beat...*

## *Featuring:*

*Life with Lisa*

*Survival Guide:*

*How to be a  
Newbie*

*Organizational*

*Spotlight:*

*Talentkeepers*

*And much more!*





# Note from the editor's

Welcome to another exciting installment of The Pulse! As always, our goal is keep everyone on the same beat. So, if you're an experienced Alum or you're just trying to get a taste of our culture, we hope The Pulse manages to entertain! Kick back, relax, and remember you can always send us your feedback. We love hearing from you!

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Felicia



Michelle



Rana



Che



Ore



Christa



Charlie

# Prelude from The Program Chair



Lisa and Jack

Welcome to the Winter edition of The Pulse!

As I reflect back on the year 2013 there is a lot to be proud of: projects begun, projects accomplished and some fun along the way. We've had a number of master's and PhD students join the ranks of alumni. We are proud of what they have accomplished and excited to see them reach new heights. We continue to build The Center for Organizational Effectives - our goal is to have more students doing paid practicum work at The

Center and we continue to add new clients and projects to our client list. The Institute for Cross Cultural Management (ICCM) is really taking off. Foundational products include Cross Cultural Competent and Global Leadership training programs and the critical mission of bridging science and practice will be realized this spring with the ICCM Summit. ICCM's Cross Cultural Management Summit will bring researchers and practitioners together to discuss practical, evidence-based solutions to some of the pressing cross-cultural management problems of today. Consider joining us for The Summit, it promises to be an innovative approach to conferencing! Finally, we have implemented a few curriculum modifications to keep our curriculum up-to-date and our training second to none.

You all have been busy too! Check out the baby update in this issue. Congratulations to all the new parents out there. We are so excited to welcome your gorgeous little ones to this world! In this issue there is also an article by two new grads (Samantha Lilly and Alicia Phebus) on what it is like to start your first I/O job, an article about Talent Keepers, an Orlando consulting group that employs two of our own (Velana Perez and Matt Pita,) and we bid a fond adieu to The Pulse's first Editor in Chief Katie Piccone. Katie is the brains, energy and spirit behind The Pulse. She gave The Pulse its life, character and newsiness. As Dr. Katie, she is now moving on to share her talents with other organizations. Not only did Katie make The Pulse a reality, she gave it a succession plan (how awesome is that) and current Editors in Chief (Michelle Thackray and Christa Phillips) and future editors will continue to bring The Pulse to FIT I/O students, faculty, alumni, and friends for a long time to come. Thank you, Katie, for leaving such a legacy and tradition.

We will miss you! As always, keep on keeping on...and keep in touch!

# Organizational Spotlight: Talent Keepers!

By: Felicia Kaloydis

The news media and public government officials have often echoed the notion that small businesses must lead the charge toward our nation's economic recovery. Although previous editions of the organizational spotlight column have focused on large multinational organizations including Deloitte and Accenture, in line with contemporary efforts to acknowledge and support the vital role of small businesses in our community, the focus of this edition of organizational spotlight is TalentKeepers, a thriving, relatively small consulting firm located in the Orlando, Florida area. TalentKeepers was established in 2000, with the purpose of providing crucial human resource services to their diverse client base. The organization provides specialized expertise in talent management strategies and offers products tailored to On-Boarding, Employee Engagement, Leadership Development, and Survey Development. For additional information about TalentKeepers, visit [www.talentkeepers.com](http://www.talentkeepers.com). Luckily, our very own Matt Pita, a fifth-year doctoral candidate, and alumna, Velana Perez Grover (M.S. 2005), were on hand to provide regaling reflections on their professional lives at TalentKeepers.



Matt

“At TalentKeepers (TK) I am a Talent Management Consultant. I work with the Client Services team under Velana. I handle clients from various industries and sizes (from dozens of employees to hundreds of thousands of employees). TK is a small company, so each employee wears a number of hats. Some of my duties include: conducting training, data analyses, executive level results presentations, administering surveys, and writing research and white papers. Considering only the work itself, there are 3 things I like most: the level of difficulty, the excitement of what's to come, and the extent to which it forces me to work on my weaknesses.

I must say, I am surprised how challenging the work is. It's not as challenging intellectually as graduate school, but boy, it takes just as much out of you. I came into TK much more confidently than I did graduate school – largely because of how well I felt our professors at FIT prepared me. But, there is a gigantic learning curve at TK because of how complex, unique, and varied their products and services are. It's a lot to take on. I'm about 5 months in, and am still learning something new *every day*. On top of that, I almost immediately got client-facing experience. As great of an opportunity that was, it also required me to constantly be “on” almost all the time.



# Organizational Spotlight: Talent Keepers!

This learning curve, that I am still climbing, is a big reason why I'm so excited about what is still to come. As I continue to increase my understanding how things are done around here, and earning my stripes, I am starting to be able to flex my I/O muscles. I would like to add that this is partially thanks to Velana, who understands my strengths and puts me in position to use them as much as possible. One aspect of my job I cannot wait for is writing peer reviewed research papers. I always knew I would continue to do research throughout my career, but without the time to get much involved lately, I really do miss it. Talent Keepers doesn't have much of a reputation with SIOB so I am hoping to be the catalyst for them in the upcoming years. It is something that TK has wanted to do, and hiring me was part of that initiative. I have always wanted to contribute to building a bridge between research and practice, and it looks like I will be able to pursue that goal at TK.

Lastly, TK has provided me with the opportunity to work on my weaknesses. I have always wanted to stay well rounded. There are plenty of weaknesses I am working on at TK, but one in particular is public speaking and communicating clearly. I've been working steadily on my public speaking skills since entering graduate school. Let me tell you, entering graduate school I was a voice cracking, hand shaking, deer in headlights, public speaking train wreck (just ask any of our professors). It all started in Junior High when my teacher forced me to sing solo in a Shakespeare play in front of the grade – I held off the tears just long enough to get behind the curtains. In other words, I was destined to sit within a crowd, not in front of one. But fortunately, I went to FIT. Being able to watch our professors teach, working with Rich and the Center's advanced presentation class was so big for me. And finally, having the *amazing* opportunity to teach intro to psych was the cherry on top. I left grad school feeling confident standing in front of people, and seeing as it was the last hurdle of my application process, without that confidence, I probably wouldn't be with TK today. I'm still improving with public speaking, and when it comes to succinctly and clearly communicate complex thoughts on the fly – I have a long way to go. Consistently communicating with clients, presenting to leaders and facilitating training is absolutely helping me to reach my goals relating to communication.

Concerning the skills that I obtained at FIT that enable me to perform my job, I don't want to go deep down this road because there is the proverbial laundry list of crucial skills. One primary skill is the ability to hold yourself to a high level of excellence and professionalism. Without getting overly dramatic (believe me, I first wrote something that belonged in a 60 Minutes commercial), I gained this skill through our faculty. I can think of dozens of examples but take this one: *Hearing Pat kindly and professionally offer an insight during my thesis defense, when I knew full well that in his head, he had found it's every hole within the 15 minutes I presented it.* As ridiculous as it sounds, there is just a lot to admire and learn from experiences like that. Another skill I would like to mention is the ability to understand organizational problems. It sounds basic, and it is. But your I/O expertise that you leave our program with becomes evident when you start diagnosing unique problems within real organizations, and almost immediately are able to understand its dynamics and potential solutions."

# Organizational Spotlight: Talent Keepers!



*Velana*

“I have had a great career at TalentKeepers with a wide array of experiences across various job roles. Initially, I joined TalentKeepers as an Analyst. In this capacity, I analyzed data in order to evaluate the outcomes and effectiveness of retention programs and what I learned from Statistical Research Methods was vital.

Along my journey, my responsibilities grew as I acquired the role of Talent Management Consultant. Along with analytics, this role called for uncovering and understanding client needs, developing strategies and programs/products customized to a client’s needs, development and facilitation of employee engagement surveys, project management, and instructor-led training. This is where the background from my courses like Performance Appraisals, Industrial Training, and Tests and Measurements came into play. Additionally, a big part of the job is not just reporting survey results, but interpreting results for clients. Interpreting results is always a skill we can all work to perfect. It is quite a transition from thorough academic reports, to being succinct with business executive – while still covering all the important points.

In the past few years, I have transitioned into a senior role where I have had the pleasure of managing a team with eager individuals like Matt Pita. Additionally, in this senior role, I perform departmental director activities including participation in steering committees to improve business processes and enhancing organizational strategies. I am tasked with taking client interactions to the next level by developing and maintaining dynamic relationships with key people within client organizations and growing fortune 100 clients and all clients with year over year renewal. In this exciting role, my FIT background in Organization Psychology has been advantageous. Networking among peers, conferences, and associates like GOOD (Great Orlando Organization Development network) have also been invaluable.

Because TalentKeepers offers products and consulting services that enable organizations to engage and retain talented employees, the best part of my job is my interaction with varied clients across industries, sizes, and needs. The most fulfilling part of my job is working with my team to help our clients overcome their talent management challenges, and exceed their organizational development goals.”

**Special thanks to Matt and Velana, for providing us with personal accounts of their experiences at Talent Keepers!**



# Life with Lisa

*By Katie Piccone*

This issue's faculty interview is none other than our fearless leader, Dr. Lisa Steelman! Lisa attained her Ph.D. from the University of Akron in 1997. She came to FL Tech in 1999 and has been helping our program kick butt ever since then. Not only is she our Program Chair, Associate Dean, and leader of The Center and Feedback Team, she is also the mastermind behind The Pulse (which has perhaps allowed her to stealthily avoid being the subject of these faculty interviews over the past few years).

Lisa may be small in stature with a quiet voice; but, when she walks into a room, she has just as much presence as anyone else. This is because she has a wealth of knowledge and experience that is well respected not only within the walls of FL Tech but also throughout the community of I/O Psychology (indeed, at every SIOP conference we typically encounter graduate students who get nerdily star struck when they hear she's one of our professors).

As a professor, Lisa has had a great influence over students' development, including my own. Over the years, I've seen Lisa's ability to discern our strengths and weaknesses as individuals and as a group first hand. Yes, Lisa is very aware of when your class skipped that chapter of Murphy and Cleveland (and don't try to wait her out when she asks a question about it – she is not afraid of silence!) and she is very aware of when your research idea lacks the requisite theory or clarity (ever since props class, I think of Lisa urging me to write clearly *every time* I write *anything*). Thankfully, Lisa also recognizes paths you should take for developing your areas of weakness and paths that highlight your strengths (these paths can emerge from the subtle guidance suggested during meetings/classes or through your assignment to a project or GSA position). Thus, we all know the importance of listening closely to what Lisa has to say (and to pay just as close attention to her non-verbal cues – the mysterious meaning of Lisa's furrowed brow or slight head nods are well discussed among students!). Based on all the above, I'm obviously very excited to finally have the chance to interview Lisa! Read on to see what Lisa had to say!

# Life with Lisa

## **Was there anything in particular that influenced your decision to choose academia over the applied world of I/O?**

I enjoy training students. There is nothing better than to see students grow and develop, accomplish things they didn't think they could and land in a place that makes them happy. Of course not having to travel and deal with difficult clients is also a plus!

## **What have been some major milestones in your life as an I/O Psychologist?**

Some pretty memorable moments in my life as an I/O psychologist include:

- Getting my PhD
- Successfully managing my first million dollar consulting contract
- Moving to Florida Tech and hooding my first PhD (Kelly Rutkowski!)
- Publishing my dissertation

## **What is your current research and where do you see it headed in the near future?**

My research program has developed into three areas. First is the feedback research. We continue to contribute to understanding feedback processes in general. Recently we have learned about some early antecedents to being a successful coach, creating a favorable feedback environment and promoting feedback orientation in subordinates in Leah Wolfeld's thesis. Jim Gallo is looking at

how we can train managers to develop a favorable feedback environment and what might be some important outcomes of such training, Rana Moukarzel has taken the next step in understanding feedback processes across cultures and Margaret Sudduth is merging the feedback and self-regulation literatures to examine feedback seeking in multiple goal contexts. Finally, I am inching closer to the "holy grail" data set that examines the impact of feedback environment and feedback orientation on the effectiveness of 360 degree feedback programs. All of these on-going studies (and the many theses and dissertations that have come before) help us better understand and manage performance management and talent development. This is fun. I remain a feedback nerd.

The second area we have been working in lately is employee engagement. With the great leadership of Steve Young and Matt Pita we developed and validated a measure of employee engagement that assesses engagement to multiple targets in the work environment (supervisor, job, organization and coworkers). En-



Lisa





# Life with Lisa

gagement is a hot topic right now but for the most part organizations are not deploying evidence-based instruments. Our goal is to provide a usable measure that still reflects the research and theory base in the area.

Finally, we are beginning some research in the area of gender and leadership. We are investigating personal and organizational factors that can help promote more women into senior leadership positions. This research is under the capable leadership of Leah Ellison, Wendy Fisher and Lisa Moore.

**You have seen groups of cohorts come and go over the past several years at FL Tech, so I imagine you have some valuable insight regarding what works well and what doesn't. Aside from "work hard, be cool" what is one piece of advice you'd give to students during their time here at FL Tech and what is another piece of advice you'd give to students before they step out into the real world?**

During your time here at Florida Tech avail yourself of opportunity. This is a dynamic and stimulating place and there are opportunities in so many different areas, find a few that work for you and get involved. Graduate school is what you make of it. You have made the choice to do something great for yourself and your career by going to graduate school, make the choice to get as much as you can from this experience and to achieve your full potential.

Before you step out into the "real world" be sure you have had a lot of fun! Work is a different world from school in terms of the "face time" expectations and as you get older your responsibilities increase so be sure you enjoy this time of your life, you might not have another opportunity like this again.

**Some people may not have known that you pioneered the idea of our program newsletter about 3 and 1/2 years ago. What do you hope that people (students, alumni, and professors) take away from reading The Pulse?**

I hope that The Pulse is about communication and collegiality. I wanted to have a vehicle to share all of the exciting things happening around here with current students, alumni, prospective students, and friends of the program. I wanted it to be a place to recognize and celebrate successes, both professional and personal. I wanted it to be a way for alumni to continue to stay engaged with our program because even though they have moved on they are not forgotten. Every single student (and faculty member) helps shape this program and its culture. I want alumni to know they matter and that we are excited to hear about their continued accomplishments. I also wanted the newsletter to be informative but not boring, and to reflect "us" and our culture and what it means to be part of this program. MANY thanks to



# Life with Lisa

Katie Piccone, The Pulse's first editor, for instantly understanding the multi-pronged vision and making it a reality that I am very proud of!! The quality of this newsletter itself is a student accomplishment worthy of celebration.

**How would you describe the current personality of our program? Would you like to see the program's personality change in any way over the next several years?**

I am proud to be part of the best program in the world and working with a great batch of students (past, present and future).

**If you could take Murphy and Cleveland anywhere in the world, where would you go and why?**

I would go to Costa Rica and give it to the Howler Monkeys.

**Alright, you knew this was coming: Please tell us two facts and one lie about yourself!**

1. I used to tour with the Grateful Dead. One time I traded my friend's show ticket for half a pack of cigarettes.
2. I went out on a couple of dates with one of the Goo Goo Dolls.
3. Dick Dale, king of the surf guitar, autographed my stomach.

**Can you guess Lisa's lie (and are you as surprised as I am that two of them are true?)? If so, write it down along with where Murphy and Cleveland are in their photo and email one of your editors for a chance to win a FL Tech t-shirt!**

**Thanks for the great responses, Lisa! I look forward to seeing that picture of M&C someday!**



# SIOP Recap



Alumni: Iris, Josh, and Matt M.



Seasoned 2nd Years show the 1st Years the ropes



Paul in a Matt Sandwich



Stephanie, Marne, & Katie take a learning break



Kizzy, Marinas, and friends!



Steve, Tem, and Ben

# Fall Picnic Recap

Jenny, Ambar, Parth



Margaret, Rana, Katie, & Christa



Che and Ging



Left: Leah & Agnes  
Below: Charlie & Leah



Group Grubbing

# Shout Outs!



Stephanie Turner

Congratulations to Stephanie on her graduation from the PhD program! Way to go!

*Congratulations!*



Katie Piccone

Congratulations to Katie, Bianca, and Steve on the successful completion of their dissertation defenses.

You guys rock!



Stephen Young



Bianca Trejo

# Personal Updates

Emily Marovich and Greg Tupper, both alums who graduated in 2005 and got married recently have a new addition to their family. This new blessing came in the form of an adorable little boy on Sept 13th 2013. His name is Jackson Ray Tupper. Emily and Greg still work at Accenture.



**Lindsey Lee just had a baby boy .His name is Teagan. She also recently scored a gig with GBX Consultants, Inc. Congrats Lindsey!!!!**

**Lauren Bresnahan just had an adorable baby girl. Congrats Lauren!!!**



# Personal Updates



**Another Alum, Xiaofei Li passed her doctoral comprehensive exam last summer at Ohio University and shortly after married Yashen Lin in China.**



**Tina Malm and Shawn Burkevich, both alums just had their 2<sup>nd</sup> baby not too long ago. Congrats!!!**

# Personal Updates

**Jaclyn Pittman Lanier just had a bouncing baby boy, Hudson. He was born on August 27 2013. Congrats Jaclyn!!!!**



**Shikha Arora, an alum, and her husband Arish, were blessed with an adorable princess on October 28th 2013. Her name is Sanaiya. So happy for your family!**



**Rebecca Agrait also just had a baby boy. His name is Kai Rebel Pepper. Congrats Rebecca!!**



# ICCM: The Summit

In the Fall 2012 edition, I had referred to ICCM as a “young adult who has and still is developing his sense of self and personal identity.” It’s fair to say that in the past few months, every single member of the ICCM team has worked tremendously towards introducing the Institute’s well-carved and thought out identity . An effort that was spearheaded by our new ICCM *Business Director, Agnes Flett*. ICCM now positions itself as an essential guide to international expansion. Utilizing a cutting edge consulting process—*Third Eye®* process— ICCM helps businesses **Adapt, Prepare, and Prosper** in unfamiliar settings .

*A big round of applause for all those who were key in making this happen!*

For more information and news from ICCM visit us at: [www.iccmglobal.com](http://www.iccmglobal.com)

*Richard Griffith*, ICCM’s Executive Director announced in February the intention to host a summit aimed at bringing interested and knowledgeable parties from academia, government, and global industry together to discuss current issues surrounding cross cultural management and to create unique solutions to real-world problems.

The Summit Planning Committee, chaired by *Jessica Wildman*—ICCM’s *Research Director*— groups faculty, students, and support staff from the I/O program.

*The summit is a key activity in building the brand of ICCM, and further establishing our network of thought leaders and key stakeholders in the cross cultural area. At the conclusion of the summit we’ll have new friends, new partnerships, and an improved reputation . ~R. Griffith*





# ICCM: The Summit

## Summit Planning Committee Members:

Name	Role
<b>Leah Wolfeld</b>	Marketing & PR: Responsible for all marketing, public relations, and external communication about the event
<b>Rana Moukarzel</b>	Purchasing: Responsible for planning, researching, coordinating, and managing all event-related purchases
<b>Petra Brnova</b>	Logistics: responsible for all logistical details of the event
<b>Charles Scott</b>	Budget: Responsible for monthly tracking of income and expenditures
<b>Leah Ellison &amp; Hairong Jiang</b>	Optional Events: Responsible for planning, and executing all optional events offered before or after the conference (not including workshops)
<b>Tom Skiba</b>	VIP Manager: Responsible for attending to any and all needs of our VIP guest (e.g., keynote speakers or high-profile attendees)
<b>Kelsey Perkins</b>	Registration: Responsible for the entire registration pipeline
<b>Lisa Moore</b>	Social Media: Responsible for managing event website and media outlets. Online marketing and information sharing via the summit website
<b>Agnes Flett</b>	Business Director: Ensures success of ICCM Summit
<b>Beth Gitlin</b>	In-house Marketing & PR expert
<b>Suzie Philbeck</b>	Purchasing support
<b>Lori Sorum</b>	Logistics and Registration support
<b>Jani McCray</b>	Budgeting manager
<b>Melissa Wilbrandt</b>	Liaison support

*Since the inception of ICCM, part of our vision has been to provide products and services that are superior to our competitors because they carefully blend science and practice. ~J. Wildman*



# ICCM: The Summit

March 6-8 2014

**Save  
The  
Date**

**Crowne Plaza Hotel  
Melbourne, Florida**



**CROSS CULTURAL  
MANAGEMENT  
SUMMIT**  
CHALLENGES & SOLUTIONS

Please mark your calendar for a multi-day summit hosted by the Institute of Cross Cultural Management. Global professionals will gain access to top thought leaders and will learn about best practices for improving cross cultural management. Scholars will have the opportunity to network with global professionals and pinpoint the cross cultural issues that are important to global organizations.

In addition to the summit activities we will also be offering professional development workshops at a significantly discounted price.

## **Cross Cultural Competence**

- Increase your effectiveness with global customers & partners
- Increase your ability to leverage cultural differences
- Build a culturally competent global talent pipeline

## **Global Leadership**

- Gain self-awareness of your global leadership competencies
- Understand cultural expectations and adapt your leadership style
- Effectively lead your international team and build intercultural business relationships

Visit <http://research.fit.edu/iccm/summit> or email [iccm@fit.edu](mailto:iccm@fit.edu) for more information.



# ICCM: The Summit

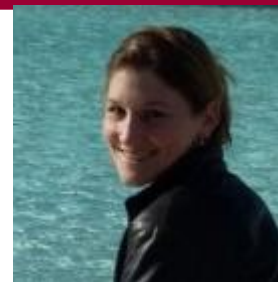
The primary focus of the summit is on translating science into practice . “*We will demonstrate to our potential partners and clients that we don’t just talk the talk, we also walk the walk, when it comes to bridging the scientist-practitioner gap,*” says Jessica Wildman.

The summit will begin with an opening dinner and keynote address on Thursday evening (March 6) given by **Dr. Eduardo Salas** on the topic of “**Translating Science into Practice within Cross Cultural Management.**” This talk will set the stage for integrating science and practice throughout the summit. Friday (March 7) will consist of an opening keynote by **Allison Greene Sands** on the topic of **Cross-Cultural Management and the DoD.** The remaining of the day will consist of a full day of presentations including discussions of the cross cultural issues being faced in industry and in government work as well as position papers from scholars suggesting potential evidence-based solutions for those issues. Friday will end with a networking cocktail hour during which student posters will be displayed. Presentations will continue on Saturday morning, (March 8) and the summit will conclude prior to lunch time with an interactive group discussion of the issues and themes discussed throughout the summit.

Structured in this manner, the summit provides a low-key but intellectually stimulating platform for global professionals to learn about and leverage high quality science and research in cross cultural management and allow scholars to learn directly from professionals about the issues and problems being faced in today’s global work environment.

We believe that the summit has the potential to bring a whole new level of visibility and reputation to ICCM as leaders in the field of cross cultural management.

*The Summit goals and ICCM's mission, "to develop leaders and organizations to succeed in the global environment through evidence based research and programs" are pretty much one and the same. They support one another in advancing the field while increasing the focus on ICCM's work. ~ Leah Wolfeld*





# ICCM: The Summit

The idea of bridging science and practice together will always be important. The pointed process of putting members from both groups (researchers and industry practitioners) in a room to discuss problems and identify mutually viable solutions will result in meaningful outcomes for cross cultural management as a whole. Some of the best research ideas and solutions to problems are revealed with sand and a cold drink. Imagine the research partnership opportunities! ~ Lisa Moore



*ICCM will be a vehicle to help FIT to become the no. 1 I/O program internationally, through differentiating it from other programs. The Summit is critical in establishing our brand and reputation across a global reach. ~Agnes Flett*



*Organizational science only matters to the extent that it benefits real people in real organizations. When the planning committee discussed the goals of the summit, we wanted to do something with a real impact - to begin to close the gap between the creators and consumers of cross cultural management science. My hope is that closing the creator-consumer gap will result in more effective, science-based practices being used by organizational leaders and better, problem-based research being conducted by scholars. ~J. Wildman*

*I think the summit has the potential to provide a new forum for dealing with issues that are affecting organizations by putting diverse people together in a single room to discuss problems and determine the path toward solutions. ~Charles Scott*



# SURVIVAL GUIDE: BEING A NEWBIE

By Che Albowicz

Many people go to college to have a good time. After those four short years of fun some come to graduate school to buckle down and gain the knowledge necessary to land that dream job. In the last issue of the Pulse we gave you some tips on landing your dream job, but what now? We were able to steal some of Samantha Lilly (M.S. 2013) and Alicia Phebus's (M.S. 2013) free time, and get the in's and out's of surviving and thriving in those first few months on the job.



Since June of 2013, Sam has worked in the Workforce Program for the American Institute for Research (AIR) in Washington, D.C. She focuses on AIR's contract work involving business proposals, performance evaluations, test development, validations studies, cognitive interviewing, qualitative and quantitative analyses and much more.

Alicia has worked as an Assessment and Evaluation Manager at Banner Health, since the beginning of August 2013. Alicia's team heads all individual, team, and organizational assessments and evaluations at Banner health. She will soon be responsible for managing all of the assessment tools, the employee engagement survey, and will be in charge of evaluating the effectiveness of leadership training programs targeted at physicians at Banner Health.





# SURVIVAL GUIDE: BEING A NEWBIE

What was the scariest part of accepting the position? How did you handle that?

**SL:** The scariest part for me was making the move to DC. I had never lived in a city before, so heading to one of the most powerful cities in the country, and not knowing anyone or anything about the area was terrifying. In order to branch out and become acclimated, I took part in every opportunity that presented itself. I played company kickball, went to every happy hour (don't judge), reached out to people I hadn't seen or heard from in years, joined a gym, and started some new hobbies. Then, I forced family and friends to come visit every weekend.

**AP:** Probably the timing and making a big, permanent decision. I had just finished another interview for a different position when I got the call with the offer. I had gone from worrying about having no job, to having to decide between waiting to hear back on the interview I just got out of or accepting the offer—and they gave me a whopping 2 days to decide. I am a somewhat of a worrier (hint, hint, wink, wink), so I spent a lot of time thinking about it; but in the end, I just had a good feeling about the job, the company, the team, and the location so I accepted the offer.

Do you have any tips that could help a newcomer walking into a new job on the first day?

**SL:** Be prepared. Do a little research on your company, your managers, projects, etc. And look nice! Shower, shave, and put on some heels (or a tie for the gentlemen).

**AP:** The first day is easy. You typically have an orientation and the day planned out for you, meet some coworkers and start getting the lay of the land. My only advice for the first day is to be open-minded—learn about the company, your new environment, and think about how you fit into it.

Is it better to show your nerves and be human, or put up a confident front? What did you do?

**SL:** Just be you. First days are overwhelming, nerve-racking, and confusing. Luckily, everyone's been there and understands what you're going through. Be confident in your abilities though, you got the job for a reason!

**AP:** I would say both. Definitely be yourself—you are new and everyone expects you to be anxious and not to know anything. But they also want you to be excited and you should be! As for confident...yes, be confident in your knowledge, skills, and expertise; believe that you will add value to your new company. Having said that...don't act like you know everything. No one wants a new team member that walks in the first week thinking they know best. So don't be a nervous wreck, don't be a know it all—just be yourself.

Do you have any standout memories from the first week? Did anything in particular happen in that first week that you don't think you'll forget for a long, long time?

**SL:** We had a bomb threat called into the office. We were evacuated, bomb-sniffing dogs came in, streets were shut down, the whole shebang. It was quite the experience.

**AP:** Not really. I had an opportunity to meet a lot of leaders, and I was surprised at how genuinely interested they were in me and my background. It was nice to feel valued by those at the top instead of feeling like a nobody.



# SURVIVAL GUIDE: BEING A NEWBIE

**What's the most important thing you learned in the first month? How did you learn it?**

**SL:** More than likely you'll come in during the middle of projects. Some may have just begun and some may be well into its 5<sup>th</sup> year. It's your responsibility to do the background research and get yourself familiar with all the important materials. Even if it does mean putting in a few extra hours.

**AP:** Well I don't think I learned this the first month...but by far the most important thing I have learned is to be open-minded and flexible. Organizations have many, sometimes competing, goals. So the best and most valuable solution for the organization might not be the most scientific option. Your job is to provide multiple solutions and explain the benefits and risks of each, and let business leaders decide which option is best for the company. The second thing is to think about developing your leadership skills now. Find a mentor and learn from them. Develop your self-awareness and think about the way others view you. I'm fortunate enough to work with several certified career coaches and it's been incredibly insightful to observe them and how they interact with others.

**Learning the ropes can be tricky, were you able to ask questions across the board? Were there any overt information seeking behaviors that were particularly useful? Or any horror stories on how you obtained information on the job?**

**SL:** I was very fortunate to have an amazing staff manager, officemate, and project teams that encouraged me to ask lots of questions. I started a lot of questions with "Sorry, I'm new..."

**AP:** I entered an environment that is very open to questions and setting new employees up for success. They put a lot of effort into crafting a deliberate and meaningful onboarding plan for you. I met with leaders from many different functional areas and in different regions to gain a broader perspective of the organization and how I could support these different groups. That was very beneficial and shaped the way I approach my work. So if you don't have that opportunity given to you, I would suggest trying to do some of this yourself.

**How did you learn what was actually expected of you?**

**SL:** I guess you kind of learn as you go. I can't tell you how many meetings I went to 5 minutes early and gradually figured out everyone always arrives 5 minutes late. Luckily, I made some work friends fairly quick that gave me all the inside scoop about projects, personnel, etc.

**AP:** This is definitely an ongoing process. I have asked various leaders and team members what they need and expect from me. I think those are good conversations to have—just lay it all out in the beginning. But some of this is just trial and error. My role is still evolving and growing and the expectations are still very fluid.

**Do you have any recommendations in regard to the first interactions with new coworkers based on your experience?**

**SL:** Be friendly! Also, I baked brownies for my project teams. Didn't hurt.

**AP:** Well, you only get one first impression, so make it count. You will be working closely with these people and spending a lot of time with them—you don't want to get off on the wrong foot. I think getting to know each other and establishing trust is important. Self-awareness is also invaluable in developing new relationships.





# SURVIVAL GUIDE: BEING A NEWBIE

What are some simple things about acclimating to the new job that are often overlooked?

For example remembering co-worker's names?

**SL:** Learning acronyms. I ended up making an excel spreadsheet just so I could understand what people were talking about.

**AP:** Hmm...can't think of anything on this one.

Was there a person who you discovered everyone in the office needed to know?

(Ex. in the I/O program at FIT it would be Melissa Wilbrandt in the office)

**SL:** Joseph, the security guard at the front of the building. He keeps extra umbrellas for when you're stuck without one in the rain and he's an outstanding baker. If you're in with Joe, you'll have some delicious baked goodies every week.

**AP:** Get to know your admins. They know all tricks and are very helpful. My presumption is that they aren't always as appreciated as they should be, so take the time to get to know them and show your appreciation.

Is there anything you would have done differently in your first 4 months if you could go back and do it again?

**SL:** I wouldn't have moved and started work two days after a trip to Vegas. If you have to move to a new place for your job, give yourself some time to settle in and get familiar with the area. I would have been more comfortable having a week or two to explore (and rest) before most of my time was consumed by work. Besides, this is the last real break you'll have, enjoy it! After that it's all about paid time off.

**AP:** Being skeptical. It's hard coming out of an environment where you are evaluating and critiquing everything to not bring some of your biases with you. I wasn't really shy about my biases, and I think it can be disrespectful to think you know better when you just started. Reserve your judgment until you see how they do things. Along the same lines...not viewing little imperfections as red flags that you made the wrong decision accepting the job. Nothing is perfect and if you hold your job, your boss, your team, or your company to impossibly high standards, you WILL be disappointed.

Saving my favorite question for last: What's the best memory you have from your time at FIT?

**SL:** All of our program get-togethers. It was nice to see everyone outside of class to just drink, relax, and not talk about ARM.

**AP:** Probably sitting in the work room between classes or meetings intending to get work done, but inevitably laughing the whole time with whoever else was in there. And of course, Halloween parties. And when 1/2 the department waited in line for tickets to see Obama and Rich got so sunburnt and came back with a 6-pack (and NOT tickets...). Lots of great memories and lots of laughter during my time at FIT.

# Research Team Updates

By Che Albowicz



From the left: Trevor, Mike, Jenny, Jason, and Tom

FIT's Engagement team is based on the Four Foci approach outlined by our very own Stephen Young and Lisa Steelman (Young, Steelman, Trane, Pita, Lockamy, & Sud-duth, 2012). The four foci approach dissects employee engagement into four separate focal points: job engagement, organizational engagement, supervisor engagement and co-

worker engagement. This approach recognizes that employees can vary in their degree of engagement to different aspects of their work. An employee can be highly engaged to his supervisor and coworkers, and at the same time only moderately engaged to his organization.

This past summer the Engagement Team used the Four Foci Engagement Scale developed by Stephen, Lisa and Friends (Young et al., 2012) to assess organization-wide employee engagement at Piper Aircraft. We loved working with Piper and hope to continue our relationship with them, as well as develop working relationships and begin projects with other businesses in Brevard County. Alumni if you're reading this and need some help with employee engagement give us a shout! :]

Over the past few semesters Matt Pita and Stephen Young organized and led the team in great direction and we miss you both dearly! But no fear! Christa Phillips and Mike Tocci have stepped up to head the team and have done a great job recruiting new members as well as continuing and building on the great work started by Matt and Stephen.

# SHRM

## 2013 SBSHRM Student Chapter Happenings!

There is a lot going on in the South Brevard Society for Human Resources Management (SBSHRM) student chapter this semester. The board has been working hard to create valuable meetings for the student members. The first speaker of the semester was Karen Gathercole, Benefits Manager of FIT HR, who discussed organizational wellness programs. The next speaker planned for the semester is Delicia Lewis, Assistant Director of Career Management Services, who will be discussing job searching, networking, and project management. The chapter is also preparing for the student case study competition at the HR Florida conference in January.

The semester started with a whole new board of I/O Psychology students. The new board is (listed below from left to right): Jessica Prior (President), Jenny Kiesel (Director of Student Relations), Brittany Dian (Director of Corporate Relations), Irina Gioaba (Vice President), Leah Ellison (Treasurer), and Hairong Jiang (Secretary).



The new Board  
of Directors!

# A Farewell

**M**y column assignment for this edition of The Pulse is bittersweet. Along with my last faculty interview with the one faculty member remaining to be interviewed (see p. X), I was assigned to my "Farewell" piece, as I defended in August and I suppose it's that time to move on. However, at this point, I cannot fathom having to actually say goodbye to our program. I've felt more of a part of this institution than any other I've attended in my life. Maybe that's because I've been here longer than any other place, but I think it's also because I learned so much here. I've been challenged and pushed far past my points of comfort and have done things I've never thought I'd be able to do. I've also met such wonderful people who've helped me grow professionally and personally. In short, I've gotten really attached! Nope, I just don't think I'm ready to really say goodbye yet. So, I'll start small(ish) and begin by saying farewell to something else extremely meaningful to me during my tenure at FL Tech: The Pulse. I hope you enjoy reading a little about the history and purpose of our program's newsletter, along with some sentimental words from yours truly.

## Dear *The Pulse*,

*It has been a good run, but now it's time for me to say goodbye as an editor as I transition into life after graduate school. Although it's difficult to part ways after almost 4 years of being together and watching you evolve from your inception, I know you're in good hands. But, before I leave you, I thought it might be nice to reminisce a little and share some parting words....*

## How you came to be

*During Spring semester of my second year, Lisa approached me with a task: create a newsletter that reflects the culture and personality of our program. With that as the only real boundary, Maria Twitchell, Ben Tryba, Sara Trane, and I teamed up to develop you so you'd, like all newsletters, disseminate current information about our program but with some added personality that reflects our culture.*

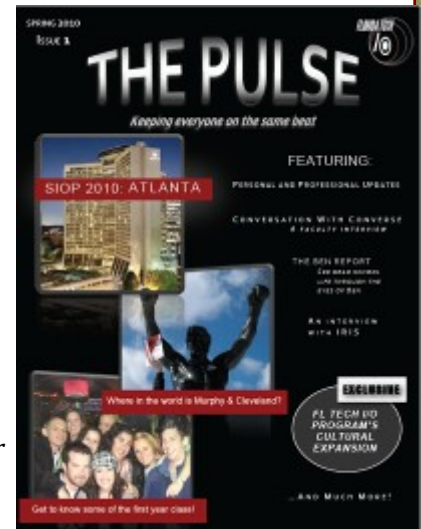
*Of course, when we think of our program's culture, one of the first things that comes to mind is the motto, "work hard, be cool". So, we all know what is meant by working hard (especially after hell semester) and you do reflect that in many ways (e.g., by updating everyone on the status of research teams, program initiatives, and SIOP submissions).*

*But, we had to think hard about how you'd represent the "be cool" aspect of our program.*

*Based on our SIOP pictures and personal accounts we've given you, you may think that being cool means drinking beer with professors, going on adventures near and far, and remaining calm under pressure (or, let's face it, pretending to remain calm). However, I think it also means being good to each other (particularly our classmates, classes who came before us, and all those classes who will come after us) in order to forge strong connections. To digress a little, one of the first things I really liked about the culture of our program when I began my first year was the collaborative nature. Upper classmen were more than willing to prepare me for our professors, classes, and research teams. They told me which classes were the most difficult, how to prepare for certain projects and assignments, and how to run stats using SPSS (in fact, I think that 90% of my knowledge of statistics my first year stemmed from upper classmen - thanks Amy Gammon, Paul Merlini, Matt Merbedone, and Mitch Peterson!). Additionally, I was lucky enough to have a very supportive first year class. We met often for study groups and openly spread any insight we gathered regarding class assignments and test prep. From these experiences as well as others, I've learned that we're all our greatest assets and strongest support system, united by a common experience that transcends through the years and miles that may separate us. You, *The Pulse*, are intended to highlight these common experiences and help us connect and remain connected.*

*Thus, perhaps your most important goal has been to bridge the gap between all constituents of our program. You do this in many ways. For instance, you introduce the new batches of first years (see your "Meet the First Years" column), as they are the new faces of our program and will contribute to our program's personality (and, thus, your personality) over the years.*

*You also help keep strong ties with our alumni (see your "Where are They Now?" and*



The Pulse's first issue!

# A Farewell

Personal Updates” columns, as well as your throwback issue from Fall 2012), as they’ve paved ways for us and provided valuable insight (not to mention they provide us with career and internship opportunities!).

Finally, you include columns that current students can relate to and read as a welcome break from the long list of research articles in their queue. With these columns, you share the good, the bad, and the ugly experiences from first year to graduation and beyond. The message we hope you’re sending to students is that they’re not alone. Those who’ve come before them have experienced the very high ups and the very low downs that they are facing now and have survived it all; therefore, they too can get through the many challenges, especially if they lean on one another and don’t take themselves too seriously (see your many survival guides).

Although deciding on how you’d communicate our program’s culture and bind the relationships between various parties was a challenge, one of the hardest parts of your creation was actually deciding on your name – you wouldn’t believe what we almost called you! Anyway, we decided on “The Pulse” for your name because that’s something Rich always used to say (he would often tell us that he wanted to keep his finger on the pulse of what’s happening in the program) and your motto “keeping everyone on the same beat” because that’s, of course, another one of your main goals.

So, in March of 2010, you were born and shared with the world! You were so cute, only consisting of 24 pages! Although as you’ve matured you’ve outgrown and replaced some of your original columns, you’ve stuck to whom you are and what you were meant to do, which makes me proud.

## Why I stuck by you over the years

At times you may have wondered why I stuck by you over the years when there were so many other obligations and deadlines to manage in graduate school. Well, mainly it’s because you’ve been a great creative outlet after having to remain in the confines of professional writing. Although we’ve been able to get fairly creative with our class presentations (e.g., adding ridiculous pictures of Maria to our powerpoints) and through our “beer challenges” during midterms and finals (if our professors only knew, right Margaret, Maria, and Amy?), nothing has really compared to your flexibility and boundaryless nature.

In Motivation class, Pat teaches us about the RIASEC model and that Artistic is part of the I/O profile. So, it’s no surprise that many students have taken to you over the years to contribute to your look and feel. We both know we were very lucky to come across two very creative leading editors, Michelle Thackray and Christa Phillips, who’ve taken you under

their wings and helped you grow. Although you may have felt that we put you in some strange attire over the years (remember when Christa dressed you up in 1970s-inspired prints for your throwback issue? Ha, good times!), we always thought you looked pretty cool and had a good time with it (can you imagine what we’ll be like when we have kids?).

## What I hope for you in your future

Being that I have this parental-like role with you, I do hope for many things in your future. I hope that you continue to have lead editors who are truly invested in you and take pride in you (and thus, our program) so that you can continue to exist years and years from now.

I hope that you have writers who write with a sense of humility, honesty, and openness so that students can relate to your stories and alumni and faculty can have a few good laughs and head nods as they remember back to having similar experiences (and feel thankful that it’s over with).

Although I know it’s sometimes hard to do, I hope you remember to represent all parts of our program and program’s constituents (don’t forget about us alumni!) so you can facilitate the connections between faculty and students of the future, present, and past.

Finally, I hope that you grow and adapt as our program grows and adapts, that you convey new classes’ take on our program’s experiences, and that you don’t feel the need to hold on too tightly to “the way things were” during my time with you (just remember to hold true to your purpose and I won’t judge you for your style choices)

## Why I’ll miss you

Just as I’ve watched you grow, you’ve watched me grow as well. You’ve documented my SIOPs, Melbourne as I know it, faculty as I’ve known them, my comps experience, and the experiences of some of my dearest friends. You’ve basically been a scrapbook of my grad school memories and I couldn’t be more grateful for this, as this has truly been some of the best times in my life. That is why I’ll miss being a part of you.

On that note, and before I get too sentimental, take care of yourself and don’t be a stranger!

-Katie



Katie



# Thank You, Katie!

Us Pulse editor's wanted to try to find some small way to say "THANK YOU!" to Katie for everything she's done over the past five years. Her contributions to the program as an academic, mentor, classmate, and friend have certainly not gone unnoticed. She will definitely be missed here in our program, and the following quotes attest to that. But don't worry—The Pulse will be tracking her every move as she transitions from grad student to professional. From all of us editor's, Katie, you will be sorely missed!

Katie has been an outstanding student at FIT. If I were going to offer a prototype of how to do things in the program, I would have people watch Katie. She has a superior intellect, but doesn't let that go to her head. She has always been willing to learn, and willing to jump in and work until a process or product is right. She is quick to laugh, and quick to help her peers when they needed a hand. I couldn't be more proud of the way Katie has grown both professionally and personally. She is going to be a great ambassador for the program, and I already miss having her around.

- Rich

KATIE IS JUST THE TYPE OF STUDENT YOU HOPE FOR AS AN ADVISOR: TIRELESS, LEARNING-ORIENTED, HUMBLE, INSIGHTFUL, CREATIVE, THOUGHTFUL. HER WORK FOR THE PROGRAM, ON OUR RESEARCH TEAM, AND IN HER OWN DISSERTATION RESEARCH SHOULD SERVE AS A MODEL FOR OTHERS. SHE WILL BE MISSED!

- PAT



Katie, Margaret, Amy, and Leslie presenting their posters at SIOP!

I would say Katie and I are similar in terms of how we "freak out" about grad school related things. We like to do so in the quiet of our own home, where nobody can see us! So as I was getting ready to hunker down for Comps, I contacted Katie on a particularly frightful week to see if we could meet and talk about how to prep and study for Comps sans-breakdowns. I went home that day feeling 110 times better about everything. It all just clicked, and I'm happy to say that I never experienced any major emotional events throughout the entire Comps process. I know Katie had something to do with it!

- Marne

I've been around Katie since my first year here in undergrad and she's always been such a supportive person. She's encouraged me to do a lot of things that I was really shy about at first and I've regretted nothing. If it wasn't for her suggestion, I probably would not have landed on Motivation team and be where I am now. She's always been there with a smile on her face and is exceptionally intelligent. I'm going to miss her a lot and I know she'll go out to do amazing work! Thank you, Katie!

- Shelby Jo



# Thank You, Katie!

THERE IS SO MUCH TO SAY ABOUT KATIE. SHE IS A FEW CLASSES ABOVE ME, SO SHE WAS NOT SUPPOSED TO BE A MENTOR TO ME, BUT SHE WAS ANYWAY. SHE TAUGHT ME A LOT ABOUT THE PROGRAM AS WELL AS WORK. SHE IS SUCH A SWEET SPIRITED PERSON, IT IS SAD TO SEE HER GO...LOL, WHICH IS WHY I AM GOING TO SABOTAGE HER AND MAKE SURE SHE HAS TO STAY ;). I LOOK FORWARD TO SEEING ALL OF THE GREAT THINGS SHE IS GOING TO DO! I AM SURE HER NEXT CHAPTER WILL BE GREAT AND I WISH HER THE BEST!

- CHRISTA

Yeah yeah... Katie is smart and a great mentor and a beautiful person... but she's also the best partner in crime a girl could ask for. I'd like to point out some of her lesser known talents - like maybe her costume making ability, crazy twirling dance skills, or late night freestyling. Over the last five years we've had so many awesome adventures together. She may not have known at the time that we were going to be best friends, but I sure did. I can't imagine going through this program with out her and feel so excited for her to set out on a whole new set of adventures.

- Margaret

"Ning (the mentor website) was where I first met you, Katie. You were my primary contact with all that had to do with FIT, the I/O program, living in Melbourne, etc. Not sure if you know this, I remember being so excited and intimidated (apparently it is common when meeting 'older' cohorts) to meet you during the Welcome picnic. I think the funniest and most awkward moment we shared was when you and I were co-TA-ing the Research Methods & Statistics II lab. During our first meeting with Vanessa, we were told that in order for us to do a great job we had to compete with previous co-TAs (Stacey and Mitch). It was Vanessa's opinion that for us to succeed we had to be married. A couple of weeks later, we proved her wrong. Didn't she say we were the best non-married team? I am really lucky to have gotten a chance to work with you then and later on during my internship. Here's to you - Dr. Piccone- a great mentor, friend, and amazing lady!"

- Rana

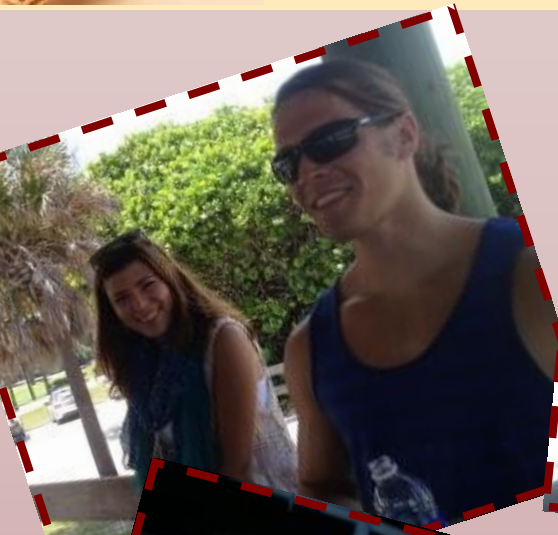


Katie and Margaret get a lesson in life after grad school from Liz S. and Liz C.

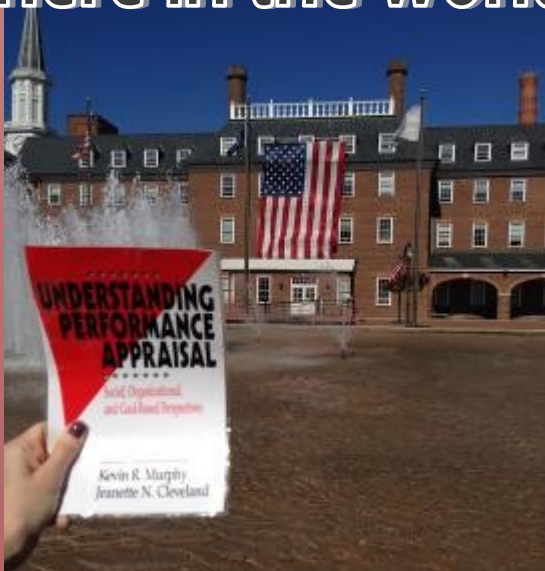
KATIE WAS AN ABSOLUTE PLEASURE TO WORK WITH ON ICCM AND WAS DEDICATED TO ITS SUCCESS. SIMILARLY SHE WAS AN AMBASSADOR FOR THE MENTOR PROGRAM AS SHE TOOK HER ROLE SERIOUSLY AND WAS KEEN TO IMPART KNOWLEDGE TO HELP OTHERS SUCCEED. I WILL MISS HER WHEN SHE LEAVES FIT!

- AGNES

# That's a Wrap!



Where in the world are Murphy and Cleveland?



**CAN YOU GUESS WHERE MURPHY AND CLEVELAND VENTURED TO THIS PAST FALL? HINT: THE FLAG ISN'T THE ONLY THING PATRIOTIC ABOUT THIS CITY. EMAIL A PULSE EDITOR WITH YOUR GUESS AND YOU COULD WIN A PRIZE!**