



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

LEVERAGING RESEARCH SKILLS IN BUSINESS AND NONPROFIT SETTINGS

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SESSION DESCRIPTION

Psychological scientists offer skills and training that are highly valued across a wide range of industries. Join us for a discussion with a panel of experienced professionals who will share strategies for translating research training into roles in business, nonprofit organizations, and professional services.

This webinar is part of a series on [Professional Resilience in Changing Times](#) and is a collaboration with APA's [Essential Science Conversations](#) -- where panelists and audience members engage in an open dialogue about emerging topics in psychological science.

Any opinions, findings, and conclusions or recommendations expressed by the presenters in this webinar do not necessarily reflect the views, policies or positions of the American Psychological Association.

TRANSCRIPT

Shandol Hoover: Hello, and welcome. Thank you for joining us today. I am Shandol Hoover, Senior Director of APA Science Special Projects and Implementation. Before we get started with today's session, I want to share a few quick announcements. Today's session is being recorded. About two to three weeks after our live session, everyone who registered will receive a link to the recording, a transcript, and related resources.

Any opinions, findings, and conclusions or recommendations expressed by the presenters for APA's essential science conversations do not necessarily reflect the views, policies, or positions of the American Psychological Association. We hope you will visit apa.org/science to explore how you can engage with APA Science. Please check out Elevating Psych Science to learn how APA helps scientists and promotes science. We hope you'll subscribe to our two free newsletters, the *Science Spotlight*, so you can learn about latest news and opportunities, and *Editor's Choice*, which delivers free articles right to your inbox.

We also hope you'll check out our new Response Center to navigate recent proposed policy changes and to get some more information and resources. Today's program is part of an APA series called Essential Science Conversations, where panelists and audience members can engage in an open dialogue about emerging topics in psychological science. Much thanks to everyone who submitted questions for today's program when you registered.

You can also ask a question as a program is taking place in real-time using the Q&A box. If you experience any technical difficulties, please let us know using the Q&A tool. For the duration of the program, chat will be closed. We will be sharing resources with you via chat, but we ask that you communicate with us using the Q&A tool. Without further ado, let's have an essential science conversation. Welcome, Dr. Adrienne Stith.

Dr. Adrienne Stith: Hi. Good afternoon, everyone. Welcome, and thank you so much. I am Adrienne Stith, Head of Science here at the American Psychological Association. I'm really pleased to welcome you to our event today. We know that psychological scientists offer skills that are highly valued across a wide range of settings. Today, we're thrilled to host a panel of experienced professionals who will share strategies for translating research training into roles in business, nonprofit organizations, and professional services.

I offer a warm and enthusiastic welcome to our guest today. I'm so excited about this conversation. With us today are Dr. Clifton Berwise, who serves as a clinical strategy senior lead at Modern Health and as an adjunct professor at Widener University. He specializes in substance use treatment, multicultural psychology, and digital psychoeducation. His work focuses on improving outcomes for racially and ethnically minoritized youth, and he currently serves as division rep for APA's Committee on Early Career Psychologists.

Next, we have Dr. Ashley Ruba, who is a developmental psychologist with Meta. Over the past 10 years, she's conducted research on topics ranging from early childhood development to medical devices at small consulting firms, mid-sized organizations, and major tech companies. Welcome. Next, we have Dr. Melissa Smith, who is a tenured user experience researcher at Google Workspace for a place-based labs team, where she leads research for a multidisciplinary team innovating and building the next generation of workplace tools.

Previously, she held roles working in YouTube Music and Premium, improving YouTube creator monetization, and advancing the video-watching experience for the YouTube mobile app and desktop site. We have Dr. Karen Stamm, who is a senior director for Workforce Studies at the American Psychological Association. She has more than 15 years of experience in the field of psychology, both as an academic and with the APA. She's a quantitative psychologist who enjoys using data to tell compelling stories. We look forward to that.

Again, welcome to you all. I'm going to jump right in to posing some questions to our panelists. We had a wide range of questions that were submitted in advance by our audience members, so thank you so much for sending those in. Then we'll also be able to get to the live questions as we're able, so you can be thinking about those and putting them in the Q&A. I'm going to, I think, start with maybe Ashley. What are some emerging areas or industries that you see as particularly promising for psychological scientists?

Dr. Ashley Ruba: Yes, that's a good question. If anyone's seen the jobs report from July, basically every sector was losing jobs except for healthcare, that was accounted for most of the jobs that have been existing in the US recently. That's because the population is aging, and so that industry is growing. In terms of just sheer number of jobs, that is one that I would definitely consider. People with background in psychology can work in any field. I wouldn't limit it to any particular path.

It's just a matter of what are the jobs in that particular field, what are you interested in, and more importantly, how much are you willing to learn something outside of your area of expertise? That's going to vary from person to person.

Adrienne: Thank you. Why don't I go next to Clifton? How did you get your start at where you are now? What does a typical day or week look like for you?

Dr. Clifton Berwise: Yes, that's a really good question and a really complicated answer, so bear with me. I got the start of my company way before I even started with the company. It started off with the relationship I had with one of my professors at the University of Rhode Island. They were

working at a digital mental health company, and they were familiar with the research I was doing, which was on the experiences of Black Americans in the United States and how they intersected with discrimination, but also factors that led to their success.

How do we mitigate the negative impacts of discrimination? He was working at a company at the time, and they wanted to come up with some self-guided tools to better support Black Americans, but they recognized that they didn't have the expertise. Based on the research that I was doing, he reached out to me, and he was just like, "Hey, there's this company. Have you ever heard of Digital Health? We want you to really serve as a subject matter expert for us." I was like, "I don't really know what those words mean." He got me connected with the rest of his team.

We had some really good conversations, and I essentially used my research skills but also my clinical skills to put together a course of resources that would be available for people to be able to use on their own. After having that experience as a consultant for a few months, completely out of the blue because of the relationship I had, I got a sense that this was a new field that was available, and these opportunities were available for psychologists. A few months afterwards, he actually sent me a job description for another company that he had previously worked on doing digital work.

He was just like, "Hey, take a look at it, see if you're interested." Then I used that as a template. I found that company, and I googled companies that were similar, and a whole bunch of other companies came up. Modern Health was a company that came up that was similar to the work that they were doing. They had a role that I felt really fit my skill set based on that consulting work, but also the work I was doing in college counseling, which was really changing clinical concepts into digital interventions in a way that people can understand.

We're not necessarily talking to other psychologists, other scientists, other academics. We're talking to people. Working in college counseling, I really learned how really hone that skill, which was really fun. That's how I ended up in the role that I'm in now because apparently, they liked the interviews that I had. What does a typical day look like? It's easier to ask, "What does a typical week look like?" Because any given week, I might be doing content reviews.

I might be doing research to figure out what is the next goals for the content that we want to develop, what are the topics that are of our interest, not just to the business, but also to the psychological community. I might be sitting in meetings with-- We often say multidisciplinary or cross-functional partners, which might mean I'm in the meetings with someone who works on the operations side, someone who works on the business side or the finance side, or someone who does this or writer, trying to figure out, "Hey, what is the strategy behind the next step, the next tool that we want to develop for our company that our clients are looking for?"

Also, I might just be talking to other providers, trying to get the sense of what it is that they're interested in doing. Could they facilitate some of our workshops that they do, things along those lines?

Adrienne: Thank you. Maybe I'll ask if anyone else wants to say a word about how they got into the job that they have now, or into the sector they are in now.

Dr. Karen Stamm: I will jump in here because this is one that I think is pretty common for a lot of folks. We stumble through our career decisions, and we're presented with opportunities, and we make one decision. It's often very different than the plan that we had for ourselves. I think if you had asked me many years ago, when I was back in graduate school, would I be working at APA, that wasn't something that was on my radar at all.

Yet it was a job that I found when I was relocating, also from Rhode Island to the Washington DC area, and had cast my net pretty widely in the Washington DC area. Found my job that brought me into my work at APA many years ago through several channels. That was something that APA was one of the places that I was looking for. It was one of the types of jobs that I was looking for, but it also wasn't the only one. Specific to nonprofits, I think it's important to recognize that they have a mission and they have to benefit society in some way.

I don't think that's something that I fully realized until I came to a nonprofit. It gives you a sense of purpose. A lot of people are interested in working in specific nonprofits because the purpose and the mission of that organization appeals to them in some way. Not always, because I do think some functions of nonprofits like HR or finance or IT cut across the nonprofits, but it can also help if you understand and support the mission of that organization.

Adrienne: Thank you, Karen. That was great. Any other thoughts?

Ashley: I'll jump in only because I just started. This is my first week at Meta as full-time. I've been on the job market in 2025, which I will say is very different than the job market I entered three years ago. I just want to validate everyone who's listening in the audience is going to be experiencing something that is very different than how each of us got our starts in the field, because each of us got our starts in the field a while ago, and the job market has changed pretty rapidly since then.

The general gist of changing careers hasn't changed. First, you need to decide something that you're interested in and then go and try it out, meet people in the field, network, and then gain some amount of experience. Find out what you need to do in order to bridge that gap because it's going to be different depending on what skills you're starting with and what skills are ultimately needed to get into the place that you want to get to. If anyone listening was like, "I really want to be a software engineer right now," that path is going to be very different than if you wanted to be a UX researcher, which I am, and I know Melissa is.

I'm sure we could both tell you how brutal that job market is right now for UX. It's really bad. That career transition that I was more easily able to make three years ago is going to be much harder for anybody listening right now.

Adrienne: Maybe, Melissa, I will turn to you to ask-- there's a question about what are some examples of things that an aspiring researcher can do to establish their value in an industry setting?

Dr. Melissa Smith: I think this is a great question because I think, to the point that Ashley just made, it's evolving almost on a day-to-day basis in how the different types of jobs people are entering, the different types of businesses that are using, or employing user researchers or psychologists to do research. How someone who's on the job market right now could show value is demonstrating that, one, you understand the unique perspective of the job that you're trying to go after. It's not just, "Hey, I took these courses and I have this certification, so hire me."

It's more like, "Hey, I really understand your customer's needs, and here's how I can add value to your team that's building a product, providing a service, advocating on behalf of people," whatever the field or area that you're trying to get into, demonstrating that. It might be grinding out some work for free and just being like, "Hey, here's some things. Here's a project that I did for a course or on my own to show that I really connect with the market you're going after, the audience you're going after, the people you're trying to provide a service for," whatever it is, and showing that you really understand that.

It's also going to be just really showing that you are up with the trends and the things that are constantly changing. As we know, there's a lot of more different types of tools and stuff available now to researchers. This is something even those of us in these big organizations are still having to stay on top of, like, "Hey, what are the new platforms? What are the new techniques? Are there ways we can employ or use AI to help improve or make us more efficient or take over this tedious part so we can lean more into the creative part?"

These are all different skills that are going to be valuable literally wherever you work. Just being able to stay on top of that and demonstrate that to people who are potentially going to hire you or interested in your services, I think that will be a value add no matter where you go, but especially if you're on the job market right now.

Adrienne: Maybe a follow-up is like, how would one do that? How do you best figure out where the trends are, and so what you need to know? Where do you go? How do you go about that?

Melissa: I guess I wouldn't say this is \$1 million or even \$1 billion question, but I think it's just more about leaning into what you find interesting. It's definitely reading news headlines, I don't know, stay on top of Reddit threads that are talking about interesting applications of UX. Right now, everyone is on Substack. [chuckles] I guess that's the new area for finding out the people who are on the cutting edge of not just like, "Hey, this technology got released today," but "Hey, here's examples of how I've used this tech and here's a link to my GitHub."

You can actually go and play around with the code yourself, dive into it, or in the way that you feel comfortable and excited about. I think the proverbial anecdote is it's a fire hose of information that's coming out every single day, all these companies out there trying to be the next billion-dollar, trillion-dollar company. They're all developing new and interesting techniques. Find something that seems interesting, play around with it for a little bit, and before you know it, you will be the one being able to explain that to other people.

Then that already is a value-add that you can bring to a team. You don't have to become an expert at everything, but if you are able to at least guide people through like, "Hey, here's the pros and cons of using this versus that," that already is such a value add, especially to organizations that maybe aren't necessarily on the cutting edge, but don't want to be left behind and want people who can really speak that language and understand what's happening. How do you go about it? Just dive in, try things. Don't be afraid to break it.

You can always hit undo, fortunately for the most part, and just play around and try it out with your own private things. Try it out with just an existing research report that you have and see how would I do this now if I were able to use this tool and/or if I could redo this analysis using this tool versus before when I did it manually. These are all things you can do right now for free with a lot of the tools that are available. Just get comfortable being able to explain it to other people.

Adrienne: So, so helpful. Thank you. Any other thoughts on that point?

Clifton: If I could just jump in real quick. Melissa said something that really stood out to me, the importance of a language. Also, once you find something that you're interested in or a company that you're interested in, you got to learn the language of the company. In part of our training, we learn how to learn. We know how to research a website. We know how to research a company. We know how to speak in a way that is adaptable to what it is the need of the people or the person that we're trying to communicate with.

Don't be shy about using that skill as well. Then, another thing is that we take for granted, we've all developed different research protocols to get to this point. We just don't always know about how to talk about it in a way that really is talking about outcomes. We think about, oh, significant or not significant. However, in order to get to that point where it's significant, you might have surveyed 300 different people. You may have had interviews of 50 to 100 different people where you were the one conducting those interviews.

Those are skills that not everyone has. We got to be really comfortable and confident in being able to talk about how that can contribute to value, because even though you may not have had a significant result, you came up with an outcome that was data-driven. For a lot of businesses, they're always looking for how you prove it, what can you do? If I'm investing my money into this, which is essentially what a lot of companies are looking for, why am I investing my money? How do I know? What is the data saying?

We have the skills to be able to prove that, and we need to be able to articulate in the stories that we're sharing.

Melissa: I just want to add one more point. Clifton, thank you for saying that, because it added another point where even in this day and age, I think a lot of people still don't understand what the role of a user experience researcher is, which is typically the role that psychologists are going to be playing if you're working in industry. Obviously, there's lots of other roles that you can also be in, but I think for even Ashley on the call, for the bigger companies and the companies that are coming behind, they're trying to emulate them, they're going to hire psychologists as user experience researchers.

If you are trying to get hired at a company that may or may not have that role or maybe has a role that it like is just product to designer, but actually when you read the description is they're trying to have someone who could be a designer, a program manager, a researcher, a statistician, they're trying to have someone do everything, coming in and just really distinguishing, like, "Hey, this is what I can do and here's why I add value to this team." You can actually probably hopefully create that role for yourself, especially at a smaller organization that may not really understand what they're asking for or what they actually need.

To Clifton's point, being able to articulate exactly like, hey, it's not just sitting in a room or sitting on a Zoom call and asking people questions. It's being very pointed about getting the right information, using the right method to answer the right questions that we need to be able to provide a better product, a better service, a better outcome for whatever our business goals are as an organization. I think there's still a lot of advocacy for letting people know what it is that we do and making sure that they can value that.

Then, of course, hopefully hiring you in that role to be able to execute that.

Adrienne: This leads me to a related question, and that is, what are some words or phrases that resonate on resumes, CVs, and application materials? How can a person relay their skillset in a way that is going to make sense to someone who's hiring? I don't know. Ashley, Karen.

Ashley: It depends who the audience is, always when you're communicating to someone. Looking at the job ad is going to be the greatest source of truth for what someone is looking at in a particular role. It has all of the skills, all the responsibilities. If you can read a job ad and you understand truly what it's asking for, then you'll be able to communicate that on your resume. I think where I see

folks struggling is just not really having a good understanding of business or product development, or just how businesses make money, and what is actually valued.

It's the same process as learning a new language. You can learn words and phrases, but does that mean that you're fluent in a language? Doesn't mean that you actually understand the culture in which that language is spoken. That's a completely different thing. The best way to learn language as a developmental psychologist, it's through immersion. The more that you can read books or you can go on Reddit and see the boards that are happening in your particular field, see what people are talking about, join the conversation, talk to other people who are currently in whatever role you're wanting to pursue.

The more that you can just get exposed to how people are talking about their work, the more that you'll actually be able to understand how to talk about your own work in a way that resonates with them.

Karen: I think a really great way to do this is to look at the job descriptions themselves and try to incorporate some of that language into your application materials or mimic some of the language. Actually, there was another APA webinar earlier this year that suggested, take the job description and run it through a generative AI tool to get the summary of what are the essential elements of that job, and then think about how your experience fits with and would bring value to the essential qualifications of a job.

I know on the side of hiring, of writing some of these job descriptions, you throw everything that somebody might possibly need to do in order to be successful in that job, but in reality, when you hire somebody, they're going to have most of the qualities, but not everything. It can be really difficult on either side to figure out what are the key qualifications, the key skills, the key ways to set somebody up for success. I think too, recognizing that, one, you don't have to meet all the qualifications, so that's helpful.

Almost nobody does, but also leaning into some of the learning opportunities because again, a lot of the learning happens on the job. I think probably most of us had this experience, especially with some of the business elements. Nobody taught that in neuropsychology training, and yet for many of us, it's part of our jobs. We either figured it out by actually doing it, or talking to people who came before us and can mentor us, or got some additional training. All of that is really important. I had in my notes that I wanted to make sure.

Learn the language of different industries because even our language in psychology is somewhat unique, and it can be somewhat jargony. We talk about the same things, but we use different terms. We might say research in psychology, but somebody else might say gather information, make data-driven decisions. Research can be part of that. Despite the fact that those skills don't appear to align very well on face value, if you think about it, you actually use a lot of the same skills to make decisions based on data as you do when you conduct research.

Ashley: I just wanted to chime in really quick because I think the ChatGPT advice was my advice from earlier this year. I just wanted to talk about the job market now because it is very, very competitive right now. I have seen people, even with years of UX experience, not being able to get roles. Entry-level jobs are disappearing. Because it is an employer's market, sometimes if you don't have all the skills that are listed, someone else might have more skills than you. From a hiring perspective, the least risky person to hire is the person who's already done this job before.

They've already been in this industry before, they already know what they're doing. In some cases, and I don't remember if it was Melissa or Clifton who recommended potentially having to do unpaid work or free work. I think it was Melissa. You might have to do that. You might have to teach yourself before you can even get into the place where someone is hiring, because you're seen as a risk if you don't actually understand. This is, of course, going to be at bigger orgs as well, but even in smaller orgs right now, hiring is just really slow.

It's expensive to hire, it's expensive to fire, it's expensive to train people, and it's just, unfortunately, the market that we're in right now. In the same way that you could get a tenure track faculty position 20 years ago with maybe zero publications or one publication, and that would not cut it these days. It's the same thing with moving from academia out into the business world.

Adrienne: We've talked a bit about industry and skills, and I'm wondering, in nonprofit settings, maybe Karen, what you think are some of the most important skills for working in that particular setting?

Karen: I think it's a lot of the C skills of collaboration, of working with people who have different functions. I know that not a day goes by where I don't talk to somebody who's outside of my team or deals with our advocacy staff or IT or communication or other units across APA, so that's a big one. Probably communication, and communicating to people in ways that you're meeting them where they are. Not dumbing down what we do because a lot of our work has complex nuances and we don't want to overstate our findings or misinterpret what we're looking at, but explaining terms and key findings.

Especially key takeaways to people in ways that they can actually use and understand is really, really, really important, and recognizing not everybody's coming in with the same level of technical expertise. Complex problem solving's another one, of how do you use data to make decisions, or how do you communicate data to the people who make decisions? Your leaders and other folks. A lot of these skills are some of the top skills across lots of jobs. The so-called soft skills, or people skills, or human skills.

I think in the age where technology is going to change a lot of jobs, these skills are going to be even more important. The people who can learn and adapt and are skilled in those human skills are the people who will be well-positioned for the future.

Adrienne: Thank you. How does that resonate with others who are in different settings?

Clifton: I can jump in. The last thing that Karen said is the word adaptability. That is one of the biggest things, especially in the business sector, because there's always going to be something that's going to sway. Like, "Hey, we were working on this project, but then we found out this information, how can we adapt? How do we go with the flow? How do we continue to make it work in a way that is aligned with this new information that we have? How do we once again communicate to those people why we're making this change and why this actually change is more important to the business outcomes that we're actually looking for?"

That advice makes a lot of sense, and I think it's one of those things that just flows. Once again, once you know the business that you're in, once you get a better sense of through immersion, through reading, through having that experience, through talking to others while actually doing the work, and you'll learn how to figure out how to continue to adapt. That's something that, once again, we've learned throughout school. We've learned throughout our training. I was a trained health service psychologist.

You also learn that working across from someone, you have to adapt to meeting the person where they're at, meeting the business where they're at, meeting the understandings of the new initiatives that are coming in. Adaptability is one of those key things that you always need to be able to demonstrate, and that's something that you can also put on a resume or a CV or something along those lines.

Adrienne: Thank you. Here's a question about just getting a foot in. I'm an academic, how can I start building a network in the industry world? I can't get an interview unless I know someone.

Melissa: I'll jump in a little bit. My PhD was in human trust and automation, and objective measures of trust. This was at that point, dealing with virtual agents. If you remember back in the day, you would have little pop-up boxes that would pop up on websites and be like, "How can I help you?" [chuckles] Clippy is the standard example, but there were lots of different versions of that. Now that's all AI, of course. A lot of that research is very relevant to AI now. Even though I've graduated a while ago, my research is still relevant because it adapts in that way.

To answer the question specifically, if you are an academic and you are doing research that is somewhat relevant in an industry setting, you should just be reaching out to people who work at those companies and find out who's on products that might be relevant to the research you're doing, and just set up a coffee date. It doesn't have to be like, "Hi, hire me." It should be like, "Hey, I'd love to learn a little bit more about the projects you're working on." By the way, here's some cool research my lab is doing," or, "I'm doing it as a student," or, "I'm doing as a postdoc," whatever.

You know your role. Just let it purely be an information exchange. Leave it at that. It shouldn't be like at the end, like, "Oh, by the way, hire me." If it comes up naturally in the conversation, sure. It should literally be about doing a bunch of those. Because theoretically, if you're doing research in these areas and it has some relevance to these businesses, then it is actually a mutually beneficial exchange. You are finding out more information about types of information they might be interested in doing, and you as a researcher, can do research in a way that is actually easier sometimes than an industry researcher can do.

Usually industry research, we have to be very tied to quarter deadlines and metrics, and like, "Is this going to surface in the products within two quarters max?" Or some time deadline that has to show, be completely tied to an end result, versus with research or in academia, you're able to do the research for the sake of understanding. It's still probably tied to some outcome, but it's a different pace, and you're able to deep dive into questions in a way that industry partners love to be able to partner with academic researchers in that way.

If you are already doing research that is relevant somewhere, just find the people who could be interested in that finding and talk to them, get to know them across everywhere. At the very least, again, it's going to result in you having more ideas for research. You can then submit in grants or continue your projects. I would say that's the worst-case scenario. Best-case scenario, you end up having connections at different organizations that you can maybe eventually make the jump into.

Once they see that, "Hey, this person brings value, and they ask good questions, and they're able to execute, and they understand our world." I think that's the best thing you could be doing right now.

Adrienne: Thanks. Any other thoughts?

Ashley: I'm a big fan of LinkedIn. I've met a lot of people on LinkedIn, and it's funny with academics because we've been networking our whole careers, and then it's really not that different

than networking outside of academia. Imagine that you're at a poster session at a conference, and you're just walking around people's posters, and you see something that's interesting, like most society, and you just go up and you have a conversation with that person about their work, and that's how you build your network.

I would consider, what companies do you really want to work for? What roles are you really interested in? Just go and find people who are working in those spaces and just start a conversation. Approach them as a peer, someone who you'll ultimately be joining their field. You'll be collaborating with them in some way, or you'll just be aware of the work that they're doing. They'll be a good resource for you in the future. You can also just start with people you know in real life and ask them, like, "Tell me about your job."

See what sounds interesting. Then ask, "Do you have anyone else who I could talk to?" Have them introduce you to someone else. It's much harder to say no to someone you know than a random stranger. You can also look up, essentially like pitching. You're essentially pitching to people. You can also just look up more information about how to send a cold e-mail or how to make a sale. All of that information is useful when you're thinking about, "How do I build a relationship with this person instead of this transactional thing where you're messaging strangers and asking for a referral or a job.

Because if you were on the receiving end of that, it would probably feel weird. Just think about how would you want to develop a relationship with someone if you were on the other side of the table.

Adrienne: That's good advice. A question has come in about how people make a switch in academia and want to pivot, but the responses and the things that we've just been discussing seem applicable in that situation. I'm going to ask, this is related, but maybe I'll pose this to Karen first. How easy is it to combine consulting with research and university lecturing or teaching? I'll ask others if they have some input in that as well.

Karen: This was something that I did way back in the day during a postdoc where I was postdocing and adjunct teaching on two different campuses at the same time, zero stars, do not recommend. Just because it's a tremendous amount of work. If that's what you're up for and you can make it work, then by all means go ahead and do it. Just recognize that it is a tremendous amount of work, especially on the teaching part, which always takes more work than you anticipate.

I think the key thing with combining any kind of role is determining what you want as a balance between those different roles, because it could be anywhere from a 50/50 split. You might have to work with one or both of the employers to determine what makes sense in terms of work hours and expectations. It doesn't have to be a 50/50 split. It could be one day a week in one role and the rest of your time something else. It really depends on how easy it is to do that.

Part of the reason why I give it zero stars, adjunct teaching in itself is really difficult because it does take a lot of time, and job security is basically nonexistent. Again, if this is something that interests you and you are aware of what you're getting yourself into, by all means, go ahead and do it. I did it at that time because I wanted to try it out, and it didn't work, and I ultimately ended up at APA. There's lots of different possibilities of that. I also know people who have full-time jobs who might do some work on the weekends or in the evenings.

There's a lot of flexibility there if you're interested in combining these kinds of goals.

Clifton: I could speak on that a little bit, too, because I'm one of those people who has a full-time job and adjunct teaches one course this semester. It's a lot to manage. Also, something we have to take into account is what does balance look like for us? What does harmony look like for us? I have to recognize that that is a lot that I'm putting into my professional life. How is that impacting me in other ways? We just got to be very honest and transparent about that. I began that journey at a stage in my life where I was really motivated to build myself professionally, and that might shift over time.

They say that when you adjunct teach, it gets easier every time you do it. In the three years I've done it, that hasn't really been the case. That's still a challenge because every year you want to roll the course, you want to make sure that it's something that is applicable to the people that you're working with. You have templates. You have ideas, but research shifts, research grows, research evolves, books shift, books evolve. That's something that you also got to take into account and continue to grow along with it.

Part of the reason why I taught is because that's something I enjoyed when I was in graduate school. It was a way for me to be connected to students. It was a way for me to potentially offer mentoring. That was something I felt like was a void that was missing. That was more of a passion for me. Plus, I had the flexibility for my full-time job, where they was just like, "As long as you get the work done, you're meeting the goals and meeting the milestones, and we're moving forward, we have no problem with you doing that."

Once that becomes an issue, then you got to have some real honest conversations with yourself in your capacity and how that's going to be impacting you and your personal life as well.

Adrienne: This has prompted some questions about consulting. Any thoughts about people who would rather consult than work for a company or an organization?

Ashley: Is this in the capacity of starting your own consulting company or joining a consulting company?

Adrienne: I don't know. If you have thoughts on either one.

Ashley: They're very different. I've done all of them. Started my own business, worked at a consulting firm, and done in-house research. They're all very different. Starting your own consulting business or business in general is a whole thing. It's definitely the hardest thing that I've ever done in my career. Also, the most rewarding thing I've ever done in my career. If that's of interest, I can talk about that. It depends on whether you would rather stick with a project more for a longer period of time, which would be more in-house research, or if you're okay working with companies, working on a variety of different things.

Things are changing weekly, monthly, you're working on all kinds of projects. If variety is more interesting to you, then consulting is a better fit. People tend, I think, to gravitate towards one or the other. I think it just depends on ultimately what you're more interested in doing and what fits you best with consulting. The firm I worked at, there was a lot of travel involved. I know at places like McKinsey, for instance, there's a lot of travel involved. Do you want to be traveling all the time? That's also something to consider.

Adrienne: Any other thoughts about consulting? Is it easier to consult and to get employment with a company?

Ashley: Your own consulting firm, it takes a while to build-- so you're having to build up a business from the ground up. You're having to find clients and convince them to give you money, and build up that client base. That does take some amount of time. If you're like, "I need income right now, I need a full-time job right now," starting your own business from scratch, it's not just going to be-- maybe you'll get really lucky and you'll be able to scale your income very relatively fast, but it could potentially take a while.

It depends what kind of consulting you're doing. I would just say that it depends, which is probably the unsatisfying UX answer.

Adrienne: Thanks. Maybe I will pivot to the other side of things. What do you think are some misconceptions that people in industry may have about academic professionals pivoting to industry? Clifton, you want to--

Clifton: A couple things stand out. One, for an academic standpoint, a lot of people in industry feel like academics move too slow. They want to do multi-year studies that are not necessarily really conducive to the business needs. I think something that we need to continue to think about from an academic who's trying to pivot into industry is, yes, we know how to do research, and we can apply that in any setting, and oftentimes for short-term settings, long-term settings, because we understand data and we understand outcomes.

We also need to be better articulating that story. Pacing is one thing that a lot of industry professionals believe is a concern when academics are trying to transition. Another thing is the language is a mismatch. I think that's something that we talk about as scientists, very good at talking to scientists, very good at talking to other academics. We're not always good at talking to the layperson, but we have the ability to do so because, like I said, we have that adaptability, and we just need to learn the language to be able to present it in a way that it makes sense.

I think those are the top two things because when we're showing our CVs, when we're showing our resumes, if we don't have the right language on there, that's a sign that it might not necessarily be a good fit. They're not always looking through a 10, 15-page CV. They're looking for a two-page resume, and we got to make sure we're highlighting the things that are most salient to them. That's the information that they have from the beginning. We got to make sure that the language is appropriate for them to be able to understand and quickly analyze it.

Just check off the box, like, "Okay, this could be a potentially good candidate."

Adrienne: Thank you. Any other thoughts about that? What about do you think in nonprofit settings, Karen?

Karen: I think Clifton's point about-- and I think he was the first person to say it here, applied. We are all talking about applied work in some ways, and that's very different than the kind of work you do in academia if you're a researcher. In many cases, where you're trying to uncover new knowledge, you're a basic researcher where you're trying to discover new things. We do the same thing, too. Applied researchers try to uncover new knowledge as well, but we do it with either trying to solve a business problem or address a real-world issue or impact people's lives, or whatever it is.

It's the same methods, but different purpose, different context, different kinds of outcomes. One of the things that I did several years ago that, I'm not exaggerating, literally changed my life overnight, was sit in on some workshops around not the communication of science, which is what

we do in psychology. Journal articles, presentations, posters, long, dry, boring reports that go on shelf, nobody reads, or not too many people read, but a workshop on the science of communication.

Taking our story, our long, boring journal articles and turning them upside down so that we start right away with the key points and the key takeaways. If people are interested in some of the supporting details, like the methods or more of the results, we have that available, and we can make that available or point people to that kind of information if they're interested, but most people won't even get that point. They just want the key takeaways. They want the so what's, the why is this important.

For example, I do an annual-- or my team does an annual survey on practitioners. One thing we've been looking at is psychologists' capacity to take on new patients. We know that in our survey last year, over half of psychologists did not have capacity to take on new patients, which is a number that I find completely staggering. This is important because it points to some really serious issues with access to care. Literally, those couple sentences I just told you is a very long report, but that's the key finding.

That's the key stat. I didn't even say the stat, over half of psychologists don't have capacity for new patients, and why it's important, and stating that clearly, being repetitive, highlighting findings that are unusual or important or unexpected can be helpful. That all gets information to stick. I think those kinds of skills are really, really vitally important.

Quite honestly, I like that kind of communication more. It's more engaging. It gets results. It's the things that people need to make good decisions.

It's more interesting, and it actually makes an impact in ways that some of the more technical and scientific writing has its place, but doesn't have the same kind of impact.

Ashley: I dropped a book in the chat. It's David Giltner's book, it's called, *It's a Game, Not a Formula*. It specifically talks about misconceptions that they're stereotypes for a reason that people have about PhDs moving into industry and how you can address them. It's a lot of what's already been discussed in terms of not understanding that it's about persuasion. It's not about the amount of proof you have; it's how well you can communicate. There's a lot of collaboration involved. It's not an independent role anymore.

There's other things in the book, but great book. Highly recommend.

Adrienne: Thank you. There's a question about training. Anyone have thoughts that you want to share about what to do about the training and advising of students on how they can leverage their research skills in different settings? We need it. [chuckles]

Melissa: I will say that if you are still a student, especially if you're interested in getting into industry, you should definitely apply for internships. A lot of the big companies have internships. Applications are way earlier than you would expect, though. For instance, at Google, the summer internships start in June, and the application comes on for one week in December, literally December. I think one year, it was in January because of COVID, but that's nut. That's like a full six months before you're actually doing the internship, and there's a lot of competition for it.

This is only for people who are still students, though, you have to be going back to school, but if you are still a student and going back to school, highly recommend doing that. I think it's a great

way to test out if you like the type of work that you'd be doing in industry. Treat it as a 12-week interview. [chuckles] It's the best way to meet people who are literally on the inside, make connections, and get to know people. That's for big companies. Obviously, for smaller companies, they may not have internships, but again, to the point I was talking about before, you can go in and introduce yourself.

Say, "Hey, I'm a researcher. I do research in this area. I would love to be an intern for you, or work with someone, or get to know someone." Especially if you're a student, I think that it allows for you to have a little bit more, for lack of a better term, access maybe because you may not be getting paid or maybe you'll be getting paid a relatively nominal amount compared to this going in blind or as a new hire. Also as an intern, you are able to go in without having a full resume of experience because you're an intern, you're expecting that you're going to learn on the job.

I think that if you are a student and you're interested in that, definitely take advantage of that stage of life you're in and use that time to grow your network, learn specifically what types of things you want to do and what types of things you don't want to do. I did internships all four summers of my five-year PhD, and I don't regret it because I feel like I learned something new every single time. Highly recommend.

Clifton: I want to, as we say, double click on what Melissa was saying, reaching out for internships, but also just want to be very honest about the fact location is going to matter. We're in a time where there are certain places where there's going to be more opportunities for specific industry roles. We just want to be honest about that. Where you might see more opportunities in California, or in New York, or in bigger cities. If that's not where you're willing to be, that might also be something that you just have to be honest about.

From another training perspective, I want to be honest about the people who are training you may not necessarily be thinking about these opportunities in the same ways that you are. That's no slight or no shade, it's just that this is a transition, and in the field, we're still pretty early in it. Those who are professors aren't always necessarily thinking about it in that way. It's just the reality of it, but there are different opportunities that APA is trying to create to put this education out there, and we're trying to shift the landscape.

I just wanted to provide that validation and normalization that you might not be talking about these things with your professor unless you're the one bringing it up, but we encourage you to do so because then it's going to start to shift the landscape.

Karen: I think career exploration is a really important part of this. I think somebody put it in the chat, our careers in psychology data tool, which shows some of the major occupational pathways of people who have degrees in psychology, where they actually work. The short answer is it's not a small number. It's over 50 for people who have doctorates in general in psychology. It gets even more diverse and more options if you're looking at the master's or the bachelor's level. There's a lot of options. Starting with something like that.

Another great resource is the O*NET database, which has occupational profiles for over 1,000 different occupations, and you can search them a lot of different ways. You can look by psychology as a skill or a knowledge area, you can look at different occupations. You can look at what's required in terms of education and skills and wages, and more than you could possibly think of. Those are really good resources for doing some exploration on your own and some self-reflection to figure out what might be some of the pathways that you might be interested in pursuing.

Ashley: I just wanted to touch on something, a really great point that Clifton made about thinking about where you want to live, because it's something that we don't really think about in academia, but usually when I'm talking with folks, that's one of the first questions I ask them is, "Where do you want to live? Who do you want to spend time with?" Then you're reverse engineering your career from that, so thinking about what do you want the rest of your life to look like? Who do you want to spend time with? What do enjoy doing?

If you really enjoy going to the mountains and hiking, moving somewhere where there's no mountains at all, it's probably not going to be a good fit. Moving across the country, if you want to be near your family, not a good fit. Think about where you want to live first, what you want your life to be like. Then from there, you can think about what industries are actually there and what's going to fit my life best. Then, to touch on the training aspect, you can teach yourself so many things.

When I started my own business, I hadn't taken a single business class. I was learning everything from resources online as I went. I just had an Uber ride with someone who moved here from another country, he didn't speak any English, was unable to enroll in English classes at the university. He said, "I just learned English from watching YouTube and listening to podcasts." He's never taken an English class before, entirely self-taught. That was very fluent, blew me away. You don't need institutional permission. You don't need a formal training.

You don't need a formal course. There's so much information on the internet for free. Go out there and figure out how to teach yourself whatever you need to learn.

Adrienne: Thank you. We have about five minutes left, believe it or not. I want to shift a little bit, because there's an interesting question that's related to the culture in these places, and what to do if you find yourself being the only psychologist. I wonder if in your workplaces, are you the only psychologist? Do you have a team of psychologists? How do you connect with psychologists?
Karen, I know you [crosstalk]

Karen: I think I'll decline to answer that one because obviously, I work at APA and I'm a little bit biased.

Ashley: There's other psych PhDs on my team and other PhDs on my team. In my last company I worked at, I was the only PhD and I was the only psychologist. I was at a medical device company. I guess in terms of connecting with other people, even people in user experience research who don't have a background in psychology, they have a background in social science in general, and it's just all the study of people. I don't know. I like connecting with people who aren't psychologists because I've just been around them for so long, no offense, because there's just so much to learn and so many cool interdisciplinary perspectives to gain.

If you want to continue connecting with psychologists, LinkedIn is great. You can keep going to conferences, you can keep going to APA, you can keep going to conventions and connecting with people there, reading the literature. Other ways to do that if there isn't anyone in your immediate team.

Melissa: Plus one. There's other psychologists on my team and broader team and other PhDs, but I'll be honest. I can probably count on one hand how many times my degree or anything has come up in conversation since I've been in industry. It's more of maybe if I'm doing a talk or something, they might introduce me as Dr. Smith or something, but it's not something that comes up on a day-to-day basis, and it's something that I actually kind of appreciate. I think that's something in

academia, we spend a lot of time like, "Oh, are you a PhD? Are you a PsyD? Do you have a master's? Can we be talking to each other?"

I don't know. It just feels like if you can do the role, if you can do the job, that's what people really more care about industry. Being the only psychologist on a team shouldn't ever really come up, unless it's literally a trivia fact or something. I think being a psychologist or being a researcher, you definitely want to make sure that you are representing the voice of your customer and bringing that insight and bringing that expertise that comes with that role and with your background in training.

Don't let people forget that part, like "Hey, here comes Melissa. She's going to bring up user quotes," which is great. I'd rather have that reputation than just being like, "Oh, she's a psychologist, but what is she doing here?"

Adrienne: Thank you. Clifton, I'll give you the last word on that one and then we'll wrap it up.

Clifton: Thank you. I'm not the only psychologist on my team. I was very intentional about trying to find a place where there would be other psychologists there because, one, I work for a digital mental health company, so I would hope there would be other psychologists that are part the decision making. Take that into account when you're looking at different places in the industry. What is it that they are trying to do? What is it that the service they're trying to provide? Does it make sense?

For me, I wanted to be at a space where I wouldn't be the only one, and I also had additional supports through other groups, such as therapists in tech. I recognize the Society of Digital Mental Health is another way. Even if you are the only one, if you continue to have that-- Ashley mentioned, still continue and go to conferences, and there are also different spaces in the tech world or industry world where you can connect with others who are having similar experiences.

Adrienne: Wonderful. Thank you so much. I can't believe the hour went by that fast. We're just about out of time. This has been such an informative and fun discussion. I want to thank each of you for your time today, for your insights, and for your generosity in sharing them with our audience. I think that I will turn it back to Shandol for some concluding reminders for us.

Shandol: Thank you so much, Adrienne, and thanks to all of our panelists. What a wonderful conversation. Much thanks to everyone who submitted thoughtful questions, really appreciated our discussion. We hope you enjoyed the training. You should receive about a one-minute survey to complete after today's broadcast. We appreciate your feedback. Many of our conversations have come based upon suggestions from topics straight from the survey. You can also e-mail us at science@apa.org with recommendations.

This conversation has been recorded. In about two weeks, we will send a link to the recording, a transcript, and also some related resources. We shared some resources in chat. We'll also collect a few additional. We'll send that with our e-mail as well and also put on our website. We hope that you'll subscribe to *Science Spotlight*. Again, there's a new webinar series that this is a part of Essential Science and also a part of a webinar series on the changing job market and professional resilience in changing times.

We hope that you'll check that out. Thanks so much. We hope everyone has a wonderful day. Bye.