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Welcome to the Winter 2025 issue of *The Industrial-Organizational Psychologist*. SIOP President Alexis Fink starts off the issue with big news about a collaborative endeavor. Perennial favorite Max. Classroom Capacity returns, followed by feature articles on DEI, prosocial I-O, and other topics of interest. An Alliance update and LEC wrap-up close the issue.

Happy New Year and happy reading!

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President's Column:
SIOP Sponsors the Board on Human-Systems Integration (BOHSI) at the National Academies

Alexis Fink

As the saying goes, if you want to go fast, go alone, but if you want to go far, go together.

In this spirit, I am delighted to share that SIOP is now a core sponsor of the Board on Human-Systems Integration (BOHSI), part of the National Academies of Sciences, Engineering, and Medicine. SIOP members have long been contributing their expertise to BOHSI: Drs. **Steve Kozlowski** and **Eduardo Salas** were past members of BOHSI, and Drs. **Fred Oswald** and **Tara Behrend** currently serve on BOHSI, with Dr. Oswald as its current chair. As a core sponsor, SIOP will strengthen its external impact by advancing the science of workplace psychology through partnership with like-minded organizations, including the American Psychological Association (APA), Human Factors and Ergonomics Society (HFES), Society for Human Resource Management (SHRM), National Aeronautics and Atmospheric Administration (NASA), and Federal Aviation Administration (FAA). You can learn more about BOHSI at https://www.nationalacademies.org/bohsi/about.

BOHSI and sponsors investigate and address important issues that are relevant to SIOP members. Some of the current interests and research topics covered in BOHSI meetings and projects include:

1. **Future of work and equitable AI**: BOHSI held a recent webinar series on "The Future of Work," emphasizing equitable artificial intelligence (AI) use in frontline work, reskilling for future roles, and addressing mental health impacts. This series, co-organized with SIOP and other professional societies, underscored the importance of inclusive technology practices.

2. **Artificial intelligence and human factors**: BOHSI has several ongoing projects around AI, including the "Human and Organizational Factors in AI Risk Management" workshop series. Discussions focus on risk management, human oversight, and ethical considerations in AI deployment across sectors.

3. **Workforce modeling and organizational planning**: During the fall BOHSI meeting, representatives from the Federal Aviation Administration (FAA) presented on workforce modeling efforts, aiming to improve staffing and planning in air traffic control and related fields.

4. **Safety culture in high-risk industries**: The board recently hosted a webinar titled "Enhancing Safety through Social Sciences: Insights for Industry," covering strategies to strengthen safety in sectors such as healthcare, aerospace, and oil and gas. Key topics included leadership's role in safety compliance, barriers in dynamic environments, and strategies for risk reduction through behavioral science insights.

Sponsoring BOHSI provides significant national impact and visibility for SIOP, as a key partnership that enhances the influence of I-O psychology and advances our strategic goals. Some of the areas where a partnership with BOSHI helps us include:

1. **Increased influence in policy and systems design**: One of BOHSI's key purposes is to support policy-shaping initiatives that influence how human factors and organizational psychology are integrated within technical systems. By aligning with BOHSI, SIOP gains a louder voice in national discussions, enhancing our ability to shape policies affecting workforce development, organizational practices, and human–technology interaction.
2. **Opportunities for cross-disciplinary collaboration**: BOHSI launches and facilitates interdisciplinary opportunities and partnerships that span psychology, ergonomics, cognitive science, health, engineering, and AI. Therefore, this collaboration opens avenues for joint projects and innovative research that may not have been accessible otherwise.
3. **Insight into emerging trends and best practices**: BOHSI's work on high-priority areas—such as AI, team science, smart city technologies, and safety in high-risk environments—helps keep SIOP members' expertise and the voice of I-O psychology at the forefront of emerging national issues and trends.
4. **Enhanced professional development and visibility**: BOHSI sponsorship brings professional development opportunities for SIOP members, including participation in BOHSI-sponsored workshops, panels, and webinars, which highlight SIOP's expertise on the national stage.
5. **Access to new research and funding opportunities**: BOHSI's network of partnerships with federal agencies and industry leaders allows I-O psychology to understand and contribute to research topics that are of high priority and are receiving research attention and funding. Through participation in the conversations and insights shared at BOHSI meetings, SIOP will have better information about cutting-edge collaborative projects and sources for potential research funding.

Please be on the lookout for BOHSI related opportunities, where you can learn and contribute to this community of researchers and practitioners committed to excellent work-related science with national impact.

Let's go far by going together!

Max. Classroom Capacity: New Year, New Tools

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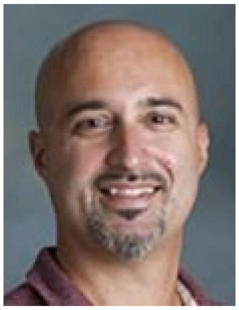

Dear readers,

Happy new year! As we dive into 2025, I wanted to review two cool tech developments that may provide us with tools to help our teaching.

Custom GPTs

The first tool I want to discuss is ChatGPT's relatively new feature that allows users to create custom "MyGPTs." This feature is available only to pay users at this point. Quick review: ChatGPT is a large language artificial intelligence (AI) model that can answer your questions by reviewing its massive training database and (in newer versions) by actively searching the web. Custom GPTs allow you to create a distinct knowledge base and instructions for the GPT, either restricting the GPT to access only the information you provide or allowing it to search the web as well. In other words, the AI will consider the data you upload to it instead of (or in addition to) what it can find on the web and can be instructed to treat that information in specific ways. You can even write "conversation starter" prompts that users can click on if they aren't sure what questions to ask the GPT.

Instructors may use this feature to create a compendium of their slides, lecture notes, readings, and other educational materials, and then query the GPT on the contents. I find that unclicking the "web search" option, restricting it to the materials uploaded, to be particularly valuable in providing more certainty that the answers it provides are based on these materials, as opposed to outside materials of unknown quality. This creates many exciting possibilities to help instructors in various ways, some of which I review below.

Targeted Searches

I know that I've talked about ChatGPT a few times (1, 2, 3, 4) in this column, but I couldn't remember whether I had discussed the MyGPT feature. Rather than wasting a lot of time reading through all of my old Max. Classroom Capacity (MCC) columns, I wasted a lot of time uploading them into a custom GPT! This allowed me to ask the GPT what I've written about custom GPTs in past MCC columns. The answer: nothing!

As an instructor, you might use this search function to identify places where you discussed specific topics or examples across all of your lecture notes. If you have electronic resources that you provide to students (e.g., an e-textbook, readings), creating a custom GPT will allow you to search for places in which specific topics are covered, identify whether you have missed topics, and so on. For example, I wanted to know where the topic of humor in the classroom was covered in MCC. My custom GPT told me that humor was discussed in the October 2017 column in which **Tori Howes**, SIOP's Distinguished Teaching Award winner for that year, talked about the importance of humor as a means of connecting to students and creating an enjoyable learning space.

Summarize and Analyze

A custom GPT can also summarize the uploaded content, develop themes, and perform gap analyses. For example, did you know that over the last 10 years of MCC (my tenure as author or coauthor), the column has had five major themes (at least, according to the custom GPT): pedagogical strategies and classroom techniques; teaching psychological principles and ethics; educational technology; diversity, inclusion, and international perspectives; and interviews with leading educators? Such a summary of lecture notes or readings could help the instructor to structure the class into major sections or develop assessments of learning.

The gap analysis function yielded interesting results. When asked which major topics in I-O psychology education have *not* been addressed and should be the topic for the next MCC column, the first idea it generated was “AI-Driven Personalization in I-O Education.” As it happens, I address this topic later on in this column! A similar analysis of course materials could identify topics relevant to the course that are not yet represented in the materials.

Instructional Materials

Custom GPTs can be used to make slides and other materials. If you have been asked to teach a class with topics outside your expertise, this is useful. Teaching unfamiliar topics is a common experience, especially with instructors early in their careers who are low in the pecking order when it comes to choosing classes to teach. This can also happen when teaching new topics that do not yet appear in textbooks. You can create a custom GPT with source materials for the topic. For example, recently I was involved in a grant-funded project that involved making recommendations concerning homelessness prevention in the City of Los Angeles. As part of this project, I conducted a literature review and created a custom GPT with the articles I found as the source knowledge. This allowed me to ask targeted questions (e.g., “on what pages of which articles is poverty discussed as an antecedent to homelessness?”), and to generate summaries of commonly referenced antecedents, interventions, and populations. These summaries served as a starting point for a slide deck describing our findings. Important caveat: There is no substitute for reading the source materials! But a custom GPT can save you time by quickly generating for you a starting set of bullets or topics that you can refine through more targeted searches.

Although ChatGPT is best at generating text, it can also generate images via its integrated Dall-E feature (note: there are *many* other services for AI image generation). I’m not sure how useful this is, but as an example, I asked my MCC GPT to create an image that best represented the MCC column. Here’s what it came up with:

This image seems to have reached its max classroom capacity for themes, symbols, and random weirdness…

I have used the Dall-E feature to generate thematic images for specific course units (e.g., a unit on teamwork + CSUN branding) that I then built into a PowerPoint template for my slide deck for that unit. I have asked ChatGPT to generate charts and figures based on data in its knowledge base, but the results have been completely unreliable. Do not trust the data depicted to accurately represent the contents of the knowledge base!

Course Evaluations

Here's a fun one: you can upload copies of student course evaluations into a custom GPT, with web search enabled. Then ask the GPT to identify themes in students' feedback on your teaching and propose developmental activities for you.

Exam Questions

Another possible use case is to create a custom GPT for your course materials (e.g., slides, readings) and ask the GPT to generate exam questions representing the materials. For this column I had a custom GPT generate multiple-choice format items based on materials I uploaded into a custom GPT. The items were not perfect, yet I found this to be a potentially useful way to quickly generate a set of items that serve as a starting point. Similarly, ChatGPT was able to generate short-answer and essay format questions with corresponding grading rubrics. I was more impressed with the results here, particularly with the detailed grading rubrics that were generated. However, overall, I would be very cautious about uncritically adopting any questions generated by ChatGPT. These are best used to develop a “rough draft.”

Personalized Tutor

Although the exam questions generated by custom GPTs may not live up to test development standards in I-O psychology (a very high bar!), they may be a fantastic learning tool for students! A custom GPT can generate practice exam questions for students based on the instructor’s materials, evaluate students’ answers, and provide feedback, among other possibilities (continue reading)!

The catch here is that at the current moment, only paid subscribers to ChatGPT can generate or access custom GPTs. However, such AI chatbot tools may be a more common feature of textbooks in the future (some textbook publishers already include functionality like this). Whether through ChatGPT or some other service, I believe that this functionality will be available to instructors soon, so let’s think ahead to that day.

Let me provide one illustrative example of what this could look like. I use the Capsim business simulation in one of my MBA classes. I created my own customized GPT on the simulation for students (and myself) using the simulation manual and training materials. My dismay at discovering that I couldn’t share this with my students was equal to my excitement when I found out that Capsim had developed a custom GPT accessible through their platform! When asked, the Capsim custom GPT very capably generated practice exam questions, evaluated my answers to these questions, and provided developmental feedback, all with specific details from its custom knowledge base of the simulation manual and training materials.

Moreover, when asked to create a “gamified approach to help me study,” it created a set of “challenges” in which it generated hypothetical miniscenarios within the simulation, asked me to provide answers and make decisions within these scenarios, awarded me points, and gave me feedback on my answers. I encountered no examples where the info presented was inaccurate or misaligned with its source materials.

Similarly, I asked the GPT to play a Jeopardy style game to help me study and it quickly generated five categories with questions of different point values. It asked me to choose a specific category and point value (e.g., “Customer buying criteria for 100”), and reminded me to answer in the form of a question. Unlike my late, great fellow Canadian, Alex Trebek, it corrected my mistakes with *minimal* condescension! How much more fun is this than rereading the textbook?!?!

At the beginning of each semester do you get a million e-mails from students asking questions about your course, the answers to which all reside in your carefully crafted yet criminally underread syllabus? Wouldn't it be great if students could instead ask their personalized AI tutor for these answers? Adding your course syllabus to the custom GPT knowledge base would provide students with the answers that they need, sparing you the deluge of emails (or would students *still* find it easier to e-mail you?).

The use of personalized AI tutors may make studying more enjoyable, and potentially more effective, compared to traditional methods.

AI Video Generation

AI-powered video creation services have proliferated recently, and I am excited to explore how they may be used in the classroom. I started exploring the use of various services to generate a video to replace a brief text-based case study from my undergraduate leadership class. I wanted to explore whether a video could be created that brought the case to life and created a more dynamic and engaging experience for students.

I started with the VEED AI video tool, which is integrated into ChatGPT. This service, like many others, cobbles together stock footage scenes to accompany a user-provided script and creates realistic-sounding narration. The results were hilariously bad! The video transitioned from one disconnected stock footage scene to another, featuring different people in different contexts, including workers in offices, but also a doctor in a surgical mask, and a family watching a soccer game! The key characters in the case were not represented by the same individual in the video across scenes. The reactions described in the script did not correspond to the action in the video. In sum, it was a confusing mess!

Vyond might provide the functionality best suited to the purpose of creating a video case exercise. Vyond creates *animated* videos, and therefore provides much greater flexibility in choosing characters, scenery, actions, and narration. I uploaded the text of the case, chose the style, and generated the video in just a few minutes. The resulting 16-second video was generated around only a single line of text from the case rather than the full text. Vyond provides many options to customize and change the video. With a large investment of time, I believe that Vyond could be used to generate an animated video that depicts all the events described in the case. However, it doesn't seem worth the effort to me. You may feel differently, and if you explore this option further, I would love to hear from you about how it turned out. Also, you can probably think of other use cases for AI video generation for your classroom. I would love to hear about those too.

As always, dear readers, please e-mail me your questions, concerns, and reactions! Loren.Naidoo@csun.edu

Holding the Line: Strategies for Sustaining DEI Amid the Rising Tide of Opposition

Lindsay Y. Dhanani, Christopher W. Wiese, & Kristen Jaramillo

Over the last 3 years, the United States has experienced a stark increase in legislation aimed at curbing diversity, equity, and inclusion (DEI) initiatives, a trend that is likely to accelerate under President-Elect Donald Trump's administration. Currently, 10 states have enacted laws banning DEI-related practices and positions, and nearly half of all states have proposed similar DEI-restrictive legislation (Alfonseca, 2024). Anti-DEI laws have also been proposed at the federal level, with Republican senate members recently introducing a bill that would eliminate federal DEI programs and funding (Knox, 2024). This poses a significant threat to federal and state DEI initiatives, especially considering Republicans won a majority of the House and Senate in the 2024 election and may seek to expand current DEI restrictions. Even at the time of this writing, the House of Representatives passed a bill that would remove the federal tax exemption for nonprofit organizations that support terrorism, which could be used to unfairly and selectively target human rights organizations and political opponents of Donald Trump, without due process (Beaty & Amiri, 2024). Amid these mounting political and legal threats, DEI groups and their advocates face an urgent need to act. It is crucial to enshrine and safeguard DEI-related policies and integrate DEI-focused programming into organizational frameworks before new federal and state measures make such efforts more difficult. Moreover, now is also the time to mobilize efforts to communicate the empirical evidence on DEI and its impacts for employees, particularly minoritized employees, to help combat the legislation as it is being heard.

We recognize that the challenge of addressing these threats may seem daunting or even overwhelming. However, we also argue that it is too important an issue to go unaddressed. That is because empirical evidence indicates that DEI initiatives have broad benefits for organizations, such as improved innovation, employee engagement, and financial performance (Dixon-Fyle et al., 2020), and employees alike (Holmes et al., 2021; Shore et al., 2011). These benefits are particularly pronounced for minoritized employees (McKay et al., 2008), suggesting that DEI bans stand to worsen existing disparities among groups. Moreover, although public opinion has been swayed by recent political efforts, there remains widespread support among the public for DEI initiatives (Minkin, 2023).

We, therefore, urge SIOP members to take action when and where they can to help protect our ability to engage in DEI initiatives. In the sections below, we build on existing calls to action that broadly explicate ways to resist DEI bans (Follmer et al., 2024) to outline more specific practical steps that SIOP members can implement in their teaching, research, and practice. Additionally, we highlight initiatives that SIOP leadership can undertake to protect and support the rights of all employees at this fraught time. Together, these efforts can help create a more equitable and inclusive future, even in the face of significant challenges.

Recommendations for Preserving DEI Initiatives

Below we provide specific, actionable measures that SIOP members and SIOP leadership can take to help protect our ability to engage in DEI initiatives in organizations and educational institutions.

Pedagogy

We begin with recommendations related to teaching, and our first suggestion is for instructors to actively incorporate DEI-related content and values across all courses—not just those explicitly focused on DEI topics. It is important to recognize that much of the science informing our teaching is systematically biased (e.g., Roberts et al., 2020; Ruggs et al., 2023; Sue, 1999). As such, the responsibility to address how science has often ignored or perpetuated disadvantages for systematically marginalized groups rests on all instructors, not just those teaching DEI-focused courses. This approach would also help to preserve DEI content if and when courses with DEI-focused titles are prohibited, redistribute the responsibility for engaging in difficult and sensitive conversations in the classroom away from just a small number of instructors, and demonstrate that DEI is not a fringe topic but is instead core to our understanding of workplaces. For example, in undergraduate I-O psychology classes, this might include integrating discussions on the impact of systemic bias in hiring practices or examining how organizational culture can either hinder or promote equity. Practical activities, such as case studies or simulations that address these issues, can help students meaningfully engage with DEI principles.

It is also essential to stay informed about current federal, state, and local laws, policies, and restrictions, as these may influence the way in which one incorporates DEI-related content. For instance, in Florida, recent legislation such as Senate Bill 266 prohibits public universities from using state or federal funds for DEI programs and mandates the removal of certain DEI-focused courses from general education curricula. This has led universities to consider adjusting their offerings, with institutions like the University of Florida proposing removing courses on gender and sexuality from their general education requirements (Atterbury, 2024) and Florida International University similarly removing classes on race and ethnicity (Moody, 2024). It is first important to ensure you understand these restrictions to design course content that is legally compliant. At the same time, it is equally important to thoroughly explore ways to continue presenting evidence-based practices that support organizational functioning—practices that, although aligned with shifting legal expectations, still reflect the underlying principles of equity and inclusion, even if not labeled as such. Collaborating with your institution's faculty resource center may help you navigate these challenges and ensure your teaching aligns with legal and institutional requirements. For example, if a state law restricts specific DEI terminology, faculty resource centers may provide alternative frameworks or language to address the same critical concepts without violating regulations.

Finally, even in states that do not have active DEI restrictions affecting course content, instructors may still experience an uptick in negative course evaluations or student reactions as public attitudes toward DEI continue to sour. Instructors may consider finding ways to document and demonstrate student learning outcomes to prepare for potential backlash in course evaluations or institutional reviews. This could involve collecting data on how DEI-focused coursework improves students' critical thinking, empathy, or readiness for diverse workplaces. Sharing this evidence in course portfolios or during departmental evaluations can help justify the inclusion of DEI content and demonstrate its value to both students and broader institutional goals.

Research

Although scholars have acknowledged the growing backlash to DEI efforts (e.g., Dhanani et al., 2024; Follmer et al., 2024; Nittrouer et al., 2024; Prasad & Śliwa, 2024), recognition alone is insufficient. Scholars must explicitly examine the motivations and rationale for this backlash and prioritize research that mitigates DEI resistance. One critical contributor to DEI resistance is misinformation, which has become pervasive in the public discourse. This phenomenon has been exacerbated by high-profile figures, including Donald Trump, whose fearmongering and propagation of blatant falsehoods have intensified public distrust. Although fact checking efforts have increased in response to this surge of misinformation, they remain hampered by widespread skepticism of fact checkers and major media outlets (Brenan, 2024). This distrust also extends into the sciences, with only 45% of Republicans expressing confidence in science and a mere 33% confident in higher education (Jones, 2021; Parker, 2019). Thus, scholars must act promptly to address public skepticism of science, combat misinformation, and identify other causes of DEI backlash.

Additionally, researchers must be intentional and strategic in their research dissemination to reach a wider audience. Scholars can make their research more accessible to the general public through open-access publishing practices, online business magazines (e.g., *Harvard Business Review*), social media, podcasts, and books. Despite downsides to some of these practices, the benefits may be far more important for addressing the DEI backlash. For example, books, though sometimes perceived as less rigorous due to the absence of peer review, are often more widely read by audiences outside academia, enabling broader influence (Zinkhan & Clark, 1995). Similarly, podcasts have emerged as a powerful communication medium, with nearly half of U.S. adults (47%) using them as a source of news (St. Aubin, 2023). Researchers could use this growing communication method to counter anti-DEI rhetoric.

Most importantly, scholars must expand upon current research sharing practices by engaging in advocacy work. Researchers can do this at their institution by sharing positive outcomes of DEI research with institutional communication teams, further publicizing the positive outcomes of DEI research and practices to the public. Researchers can also do this at the local, state, and federal levels by sharing research directly with policymakers and political organizations. Policymakers must be informed with recent, rigorous research detailing the strengths of DEI, as well as with research documenting the actual and potential negative impacts of anti-DEI legislation. To do this, researchers can work with local and national social justice groups to share this information with policymakers more quickly and effectively.

Practice

Those involved in the practice of I-O psychology have a significant role to play in preserving and advancing DEI practices, especially as such policies and programs increasingly come under attack in organizations. For example, many companies have disbanded DEI offices or scaled back their commitments in response to public and political pressures (Rubin, 2024; Zilber, 2024). This is occurring despite clear evidence that DEI practices provide substantial benefits to organizations and employees (Dixon-Fyle et al., 2020). To counter these threats, SIOP members who work as practitioners can champion empirically based research to organizational leadership, demonstrating the notable value of DEI initiatives. Using this evidence, practitioners can encourage leadership to make DEI an integral part of their culture and priorities, and actively advocate for lawmakers to protect these efforts. DEI-focused practitioners can also argue for the importance of incorporating DEI practices and personnel into core organizational functions (e.g., leadership development, HR policies), which might help sustain such practices if bans prohibit organizations from having DEI units.

Closely tied to leveraging evidence-based practices is fostering stronger connections with those conducting DEI research. Forging this type of connection has two benefits. First, it can keep practitioners informed of the most cutting-edge findings related to DEI initiatives and ensure that such practices are evidence based. For instance, research on reducing bias in hiring or creating equitable performance evaluations can inform actionable programs tailored to the organization's needs. Practitioners can leverage pilot programs when translating research findings to their organization, as they are particularly useful for testing and demonstrating the feasibility and impact of these initiatives. Second, practitioners can provide insight to scholars about the most pressing real-world DEI needs, observations about specific points of contention surrounding DEI initiatives, and successful strategies for overcoming resistance, which can better guide subsequent research. Building this bridge can thus unite efforts across the scholar–practitioner gap and best enable us to respond in the face of pressing legal threats.

Finally, outreach beyond the immediate organization is critical. Showcasing the tangible benefits of DEI to news outlets, local communities, and broader audiences can build long-term support and dispel common misconceptions. By sharing first-hand stories of success and demonstrating how DEI initiatives benefit employees and organizational performance, practitioners can influence public opinion and underscore the importance of maintaining these efforts. Such external advocacy can create a lasting impact, fostering environments where DEI practices are not just preserved but celebrated.

SIOP Leadership

We also outline actions that SIOP leadership, including members of the executive board and chairs of relevant committees, can take in response to both the current state-level DEI bans as well as the impending threat of a potential federal ban. SIOP leaders are well positioned to leverage the cumulative knowledge amassed by the field to craft public statements communicating the importance of DEI and the harm of legislation that restricts such initiatives within organizations and educational institutions. Many leading experts within the SIOP community study the positive impacts of DEI and could assist in this endeavor, and we encourage SIOP leadership to issue a call for experts to contribute to crafting, or to sign demonstrating support for, a policy position statement that advocates in favor of protecting DEI initiatives. SIOP leadership can then partner with APA, which has DEI personnel and advocacy teams, to disseminate the statement to relevant lawmakers who are currently hearing state-level DEI bans or who are positioned to advocate against a similar federal ban. In these efforts, SIOP leadership may also convey the importance of DEI in our education and training standards and underscore the impact such bans would have on our ability to adequately train future scholars and practitioners. Doing so in partnership with other professional associations may increase the impact of these arguments on actuating policy changes.

SIOP leadership can also mobilize resources in other ways to support SIOP members who wish to take individual actions to combat current DEI bans. As one example, SIOP leadership can provide advocacy training for members or relevant SIOP committees to better equip individuals to engage in effective conversations with lawmakers. There may be members who wish to communicate their unique expertise to argue for the harm of current legislation aiming to ban DEI initiatives, but who do not have experience translating their work for such an audience. Offering training can help bridge the gap and facilitate better communication flow to those who have the power to stop DEI bans from passing. As stated above, SIOP leadership may also want to tap SIOP committees whose members are likely to hold relevant expertise or work in relevant areas of practice to compile resources and/or craft empirical arguments documenting the harm of DEI bans. If they choose to take this route, we recommend that they provide committees with the necessary resources, including potentially financial resources, to be able to successfully do this work. Finally, SIOP leadership could also offer research grants to scholars who are examining research questions related to DEI backlash to help fund the research necessary to combat the public opinion that is in part leading to the passage of DEI bans.

Engaging in advocacy to protect organizations' ability to continue to engage in DEI work aligns with SIOP's strategic goal to collaborate with organizational leaders, communities, and policymakers to understand and confront real-world problems and translate scientific knowledge to promote individual and organizational health and effectiveness. We thus call on SIOP leadership to use the recommendations above or search for additional ways to enact their espoused values for using scientific knowledge to shape policies in ways that are best for organizations and the employees within them. SIOP leadership is uniquely situated, and uniquely powerful, in contributing to this mission, and we hope they feel called to use that power to stand up against the shifting legal tides that threaten the way many of us do our jobs.

SIOP Membership At Large

Finally, we issue recommendations for all SIOP members, even those who do not actively do work related to DEI. The current legislation banning DEI should be of concern to all of us because it sets a precedent for lawmakers who have no expertise in an area to prohibit us from doing work that has long been an accepted part of our field. This also represents a broader trend observed over the last few years of regulating and even criminalizing routine job-related practices that are backed by substantial empirical and clinical evidence, such as what is being observed with reproductive healthcare. As scholars and practitioners who care deeply about work and the experience of employees, we should take note of this trend and consider its long-term impact on employee health, organizational functioning, and society as a whole.

Thus, if there is motivation to combat the current DEI bans and the broader threat they pose to our ability to follow best practice standards when doing our jobs, there are some actions we can each take. As one recommendation, we can each address mis/disinformation about DEI when we encounter it. There are common narratives that are being used to bolster political support for DEI bans that are incongruent with the empirical evidence, and challenging those narratives might help shore up ground support for DEI initiatives. Additionally, SIOP members can use their personal platforms to circulate policy statements or other resources drafted by SIOP leadership to widen their reach. Finally, we urge people to engage in allyship, particularly in the event that a DEI ban is passed that impacts your state or local context. Allyship can be demonstrated through joining employee resource groups, providing support to those most affected by the bans, and speaking out against harmful language being popularized right now (e.g., calling people "DEI hires"), among many other actions. Successfully navigating this time will require more than just the folks already working in DEI spaces to respond, and we call on everyone to do their part.

Conclusion

Though it is currently uncertain whether a federal ban on DEI will be passed or what the scope of such a ban will be, there are clear signs that DEI is under attack in certain states and that public attitudes toward DEI are shifting. In response, we have already seen a number of organizations divest from their DEI offices and practices, including Walmart, which is the largest private employer in the United States (Meyersohn, 2024). The accumulated evidence on DEI practices tells us that these changes will harm organizations and employees, with the most acute effects experienced by minoritized employees.

Thus, as the field perhaps best positioned to advocate for the importance of continuing DEI initiatives within organizations and educational institutions, we urge DEI scholars, teachers, and practitioners, as well as SIOP leadership and SIOP members at large, to take action to protect DEI practices, and we hope the above recommendations help identify potential pathways toward doing so. Given the inevitability of diversity within US organizations, DEI bans only restrict our ability to create workplaces that successfully leverage that diversity and promote dignity, respect, and fairness for all employees. Though the scale of these threats may feel overwhelming, it is imperative to recognize that *every* action—no matter how small—matters. Hence, we call on each of you to use your voice, your expertise, and your platform to defend DEI initiatives and stand firmly for the values that define our field.

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Deciphering the Employee Value Proposition (EVP):
A Conjoint Analysis Approach to Strategic EVP Development

Abstract

Attracting and retaining talent is an ever-present challenge for many companies, especially when they have an unclear employee value proposition (EVP). An EVP is the reciprocal relationship between an organization and its employees, encompassing both tangible and intangible benefits. The ability to communicate a clear and consistent EVP allows organizations to set themselves apart to attract and retain employees whose values match their own. Knowing this, a large, manufacturing company revamped their EVP survey last year to include questions on material offerings, growth and development, connection and community, and meaning and purpose, as well as utilize a traditional marketing methodology: conjoint analysis. This study (N = 4,315) asked global employees to select which job they would prefer, presented across a series of six items that varied on six factors: workload density, the compensation and benefits package, location/schedule flexibility, career growth, sense of belonging, and social and environmental sustainability. Conjoint analysis was employed to identify how employees in different regions weigh the factors and the trade-offs employees are willing to make among different job factors. Key findings revealed regional differences in job factor weightings, with compensation and benefits being the most important factor across all regions. However, factors such as flexibility, career growth, and social and environmental sustainability also played significant roles. Understanding these nuanced distinctions can inform how organizations attract and retain employees by tailoring job descriptions and recruitment efforts to emphasize the most valued factors.

An organization's employee value proposition (EVP) can be described as the "symbiotic, reciprocal relationship between the organization and the employee...(and) the portfolio of tangible and intangible offerings an organization provides to employees in exchange for their job performance" (Shepherd, 2014, p.581). These offerings encompass foundational gains such as benefits and compensation, but also more intangible perks of working for the company like its mission, social purpose, career growth opportunities, and work–life balance.

Employers have been facing a 53-year low in unemployment and historically one of the most challenging staffing environments (Neufeld, 2023). This means an organization must have a strong EVP to attract and retain talent. Now, individuals have more options than ever in selecting an employer and what was previously a sole focus on the economic and physical security a company can provide has shifted to an emphasis on quality of life and belongingness. The ability to communicate a clear and consistent EVP allows organizations to set themselves apart to attract and retain employees whose values match their own. However, an organization's EVP may not be immediately apparent, especially within large companies that offer several unique benefits to thousands of global employees of all ages.

Reassessing the EVP

The organization that was the focus of this study conducted an EVP survey in 2019 with most items focused on compensation and benefits. Employees were asked to categorize benefits by importance and to rate how well those benefits met their needs. Structuring the survey in this way allowed us to identify gaps and prioritize resource choices, which resulted in changes to US medical benefits and career development programming.

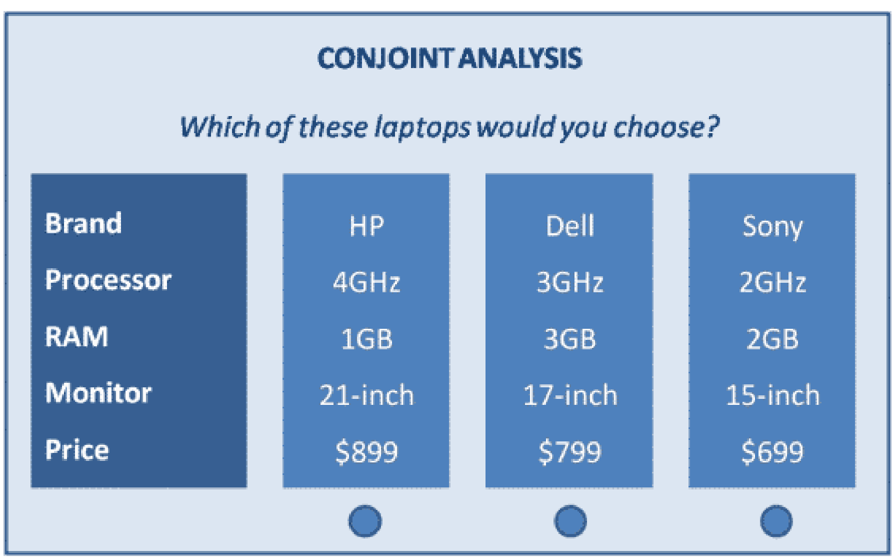
In 2023, several enhancements were built into the survey design, methodology, and analyses. Survey design was updated utilizing research by Mortensen and Edmondson (2023) and included questions addressing four key pillars of employee experience: (a) material offerings, (b) growth and development, (c) connection and community, and (d) meaning and purpose. This made the survey more comprehensive in the information collected. The analytical enhancements included creating a section of the survey (limited to salaried staff) that applied a common marketing analytical approach, conjoint analysis.

Baker (2000) identified one of the major components of a marketing strategy is to create an effective marketing mix to attract and retain customers. If we think of employees and job candidates as customers, then we can apply this concept to human resources. Shepherd (2024) recommends EVP research to be informed and guided by the field of marketing, and by applying conjoint analysis, we can use the results of our EVP research to inform more than just current employee experience but also design an employee value proposition that will appeal to applicants seeking a job.

Conjoint Analysis

Conjoint analysis is often used in market research to identify customer preferences and determine the tradeoffs they would make to purchase a product. The best way to explain conjoint analysis is through an example: Imagine you are buying a laptop and are considering the options presented in Figure 1 below. When evaluating which laptop to buy, you simultaneously have to balance varying information about the specifications of each. Do you care about the brand more than the monitor size? What about the RAM size over the cost? By presenting consumers with several items that slightly vary the options presented below, the conjoint analysis is able to detect patterns in their decision making to see if they more often sacrifice RAM for the brand or monitor size for cost, for example.

Figure 1: Conjoint Analysis Example (Adrian, 2019)



Although the use of conjoint analysis is common in market research, it can also be applied in employee experience research. Now imagine you have received two job offers and are trying to decide which to take. Job A offers more money, but the medical benefits are worse, and you are required to go into the office full time. Job B offers slightly less money, but the benefits are decent, and you're only required to go into the office 3 days a week. Which job do you choose? Well, it depends on what you value. If compensation is more important than anything else, you would likely choose Job A. If instead you value flexibility and are willing to accept lower compensation, then Job B is probably your choice. This is what we could test by using conjoint analysis.

In this study, we utilized the conjoint approach to answer two key questions: (a) Are there differences between the global regions (Asia Pacific, Europe, North America, and Latin America) in the job factor weightings?; (b) Are there instances where employees would trade more appealing levels of the most important factors for higher levels of less important factors (e.g., preferring a job with less pay if it comes with more flexibility)?

Methods

Participants and Process

The EVP survey was conducted for a 3-week period in 2023 at a global manufacturing company. In total, 4,315 staff employees (70% overall response rate) completed the EVP survey (60% North America, 68% Europe, 91% Asia Pacific, and 78% Latin America).

Qualtrics was used to send an email inviting staff members to complete the EVP survey with a unique link. This unique link allowed all demographic data (e.g., age, tenure, business, etc.) to be linked to the employee's response, eliminating the need to ask demographic questions within the survey.

Measures

The EVP survey was divided into four sections representing the four sections of the framework (i.e., material offerings, growth and development, connection and community, meaning and purpose). Within the sections, participants were asked to select the relevant offerings they find most important and then rate how well those items meet their needs. There were also several open-ended items that allowed participants to write-in responses to questions like, "What are other benefits you would find valuable that we do not offer today?" The inclusion of these items meant we were not limited to refreshing our EVP only against what we currently offer; instead, we could gain insight into the things our employees value that other companies may be offering.

At the end of the EVP survey, employees were taken to a section on job preferences (e.g., the conjoint analysis). Figure 2 shows the instructions provided to employees at the start of the conjoint section of the EVP survey:

Figure 2: *Conjoint Instructions*

Workplace Priorities

You are almost done! This is the last section. Thank you for sticking with the survey. Your feedback is extremely valuable.

Items in this section of the survey are designed to gather how employees prioritize aspects of their job.

You will be presented with 6 items that ask you to think about your ideal job and select the option you would prefer. The options will differ on a variety of factors:

- **Workload**: The amount of work you do on an average day/week
- **Compensation and Benefits Package**: The total compensation (base pay, pay increases, incentives) and benefits (e.g., paid time off, retirement benefits, health benefits, etc.) you receive at the company
- **Location / Schedule Flexibility**: How much flexibility you have in where and when you work
- **Career Growth**: The speed at which you are able to grow in your career
- **Sense of Belonging**: How much you feel welcomed and valued by the company
- **Social and Environmental Sustainability**: How focused the company is on making a positive social and environmental impact

Think about your *preferred* job when you select the option you prefer. Please take a moment to **review the definitions** listed above before starting this section.

In this section, they were presented with a series of six items and were asked to choose which job they would prefer (an example is presented in Figure 3).

Figure 3: *Conjoint Analysis – Sample Item*

(1/6) Think about your preferred job. Choose one of the two options below:

	Job 1	**Job 2**
Workload	Light	Heavy
Compensation and benefits package	Average	Below average
Location/schedule flexibility	High	High
Career growth	Rapid	Slow
Sense of belonging	Strong	Strong
Social and environmental sustainability	Somewhat focused	Somewhat focused

Based on the internal EVP framework, as well as findings from the 2022 Qualtrics Destination Workplace report, six factors were tested: workload density, the compensation and benefits package, location/schedule flexibility, career growth, sense of belonging, and social and environmental sustainability. Each of these factors had 2–3 levels to be tested, and the exercise seen in Figure 3 repeated with different combinations of the levels seen in Table 1. From this, the critical factors could be derived regarding the employee experience in deciding between roles and how many different levels within these factors make a position more or less desirable.

Table 1: *Conjoint Analysis – Factor Levels*

Factor	**Level 1**	**Level 2**	**Level 3**
Workload	Light	Average	Heavy
Compensation and benefits package	Below average	Average	Above average
Location/schedule flexibility	None	Some	High
Career growth	Slow	Average	Rapid
Sense of belonging	–	Average	Strong
Social and environmental sustainability	Not focused	Somewhat focused	Very focused

The number of responses that should be collected and the relevance to the individuals taking the survey is critical to the success and accuracy of the conjoint results. Here's an equation Sawtooth Software uses to determine the number of responses (Qualtrics, n.d.):

Number of respondents = (multiplier*c)/(t*a)

multiplier = 750-1000

c = largest number of levels across all features

t = number of tasks or questions

a = number of alternatives or choices per question

The recommended multiplier is 750 for larger projects and 1000 for smaller projects. Given the size of the EVP study, 750 was used as the multiplier. Applying this formula resulted in a sample size of approximately 250 to have confidence in the findings.

With the derived utility coefficients as the basis of the analysis, outputs and deliverables can be prepared to showcase the findings of the study. The core summary metrics in a conjoint analysis include:

- **Feature importance:** The amount of influence and impact that a feature has in decision making among the options presented. The greater the feature importance, the more weight and control it has in what makes a favorable option, in this case the job chosen. Feature importance is calculated by taking the distance between the best and worst level within that feature. The bigger the distance, the more important the feature. A simple way to think about feature importance is that the levels of that feature have a big impact on whether or not a job option is selected or not in a choice-based conjoint model.

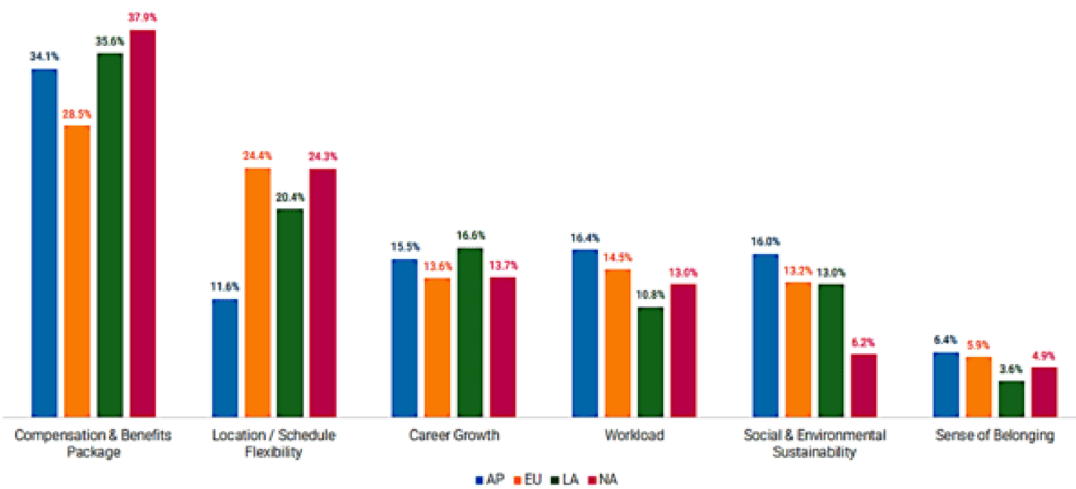
- **Preference share**: The measurement of the probability that a level would be chosen over another with all other feature components held constant. It is a product of the utilities being calculated using a Multinomial Logistic Regression model and is derived by exponentiating the level utility and dividing that by the sum of all of the exponentiated levels within the feature.

Key Findings

Research Question 1: Differences by Region

Figure 4 displays the findings for each region. The larger the percentage, the more weight that factor carries in the decision of selecting between two jobs. Per region, weights sum to 100%. As an example to facilitate interpretation, the compensation and benefits package carries 37.9% of the weight in deciding between two jobs for North American employees, meaning it is over twice as important as career growth, which only carried 13.7% of the weight.

Figure 4: *Job Preference Factor Ratings*



As illustrated in Figure 4, notable differences were evident across various regions, yet compensation and benefits remained the top priority for employees everywhere. This is logical because employees fundamentally work to earn an income. Therefore, in our analysis of regional themes, we emphasized factors beyond compensation and benefits. In North America, after basic needs are satisfied, employees prioritize autonomy-related factors such as flexibility, career growth, and workload, which together account for 51% of the job choice decision. Interestingly, location/schedule flexibility constituted nearly a quarter of the decision (24.3%) and was more significant to women (27%) than men (22.7%), whereas social & environmental sustainability was considered 2 to 2.5 times less important compared to other regions.

Employees in Europe and Latin America showed similar concerns for autonomy. However, career growth held more significance for those in Latin America, whereas flexibility was more important for those in Europe. Both regions placed a similar emphasis on social and environmental sustainability, which, along with factors like flexibility and career growth, constitute over 50% of job decision criteria. This indicates that employees in these regions value having control over their futures within sustainable companies.

In contrast, employees in the Asia Pacific region distinguished themselves by prioritizing workload and social and environmental sustainability over location or schedule flexibility. Results specifically indicated that workload mattered more to lower level staff compared to those in senior roles. Typically, managers face more challenges with work–life balance and burnout, but in this case, they reported that workload is less critical when comparing job options. According to Qualtrics (2022), one explanation could be that managers might undervalue managing their workload and overestimate their ability to handle it.

Interestingly, across all regions, a sense of belonging was identified as the least important factor. Despite being ranked last, sense of belonging is frequently cited in academic research as a key driver of employee engagement. It's often considered essential for retaining employees rather than attracting them, likely because it's challenging to predict how one will feel about belonging in a company before actually starting the job.

Research Question 2: Tradeoffs

After evaluating regional and demographic differences, we ran simulations to see how these insights might impact employees' decisions. The simulator allowed us to set conditions for two positions and predict the percentage of employees that would choose one over the other.

In North America, Latin America, and Europe, location/schedule flexibility proved crucial. Employees in these regions would trade higher pay and benefits for more flexibility, especially in North America. Conversely, Latin American employees prioritized career growth over flexibility, opting for jobs with no flexibility but at least average growth opportunities.

In Europe and Latin America, sustainability is so important that workers are willing to sacrifice rapid career advancement to work for environmentally conscious companies. In Asia Pacific, a strong focus on sustainability overshadowed even an attractive compensation package.

One stark difference was observed between Asia Pacific and North America regarding career growth and workload. Asia Pacific employees prefer manageable workloads even if it means slower career growth, whereas North American employees accept heavier workloads for faster career progress.

In all regions, we assessed how many employees would prefer a company offering average pay and benefits but excelling in other aspects, compared to a company providing superior pay and benefits with only average performance in other areas. Essentially, we examined whether a combination of the other job factors could outweigh the importance of compensation and benefits when choosing between two jobs. This proved true in all regions except North America. For those in North America, the company with better pay and benefits would need to offer low (not average) levels in other factors for employees to consider the lower paying option.

Summary and Conclusion

The decision one makes when deciding between two jobs is never just about money. By utilizing conjoint analysis, we were able to demonstrate exactly how the company's global staff weigh job factors. Although each region considered compensation and benefits to be the most important factor, it only carried a little over one-third of the weight in any given region. The other two-thirds of the decision are driven by factors like career growth, flexibility, sustainability, workload, and sense of belonging, though the weighting of these factors differed regionally and demographically.

Although conjoint analysis is not frequently used in examining employee choice behavior, we advocate its use as just one tool in your analytic toolbelt. Uncovering nuanced distinctions between staff in different regions, and between demographic groups within the same region, can inform how your organization attracts and retains employees. By knowing which factors employees consider most important, you know what you can leverage when certain factors are fixed. For instance, if the salary offered has a lower cap than employees prefer, you could turn to the job preference results to see which other factors to emphasize. For the company in question, this may mean emphasizing flexibility for those in Europe, Latin America, and North America, but highlighting a manageable workload for those in Asia Pacific. These results can also inform what your organization should emphasize regionally on a job description or your careers page as part of your larger EVP.

After all, defining your organization's EVP means determining *who* finds *what* important about their job and conjoint analysis is one way to discover how employees (a) weigh job factors and (b) what tradeoffs they would be willing to make. With this information, your organization could better tailor job descriptions and recruitment/retention efforts as you know which factors can be adjusted when certain factors are constrained.

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Strategic Priorities for CHROs

Mark Morris, Lynn Collins, & Sandra Hartog

In the rapidly evolving business landscape, the chief human resources officer (CHRO) role continues to be indispensable for organizational success. According to a recent Accenture survey (Brower, 2023), 89% of CEOs believe CHROs should have a central role in driving long-term growth, highlighting the increasing recognition of HR's impact on organizational performance and culture. The survey focused on the CHROs who had achieved their "seat at the table" with senior operating executives by building their credibility as a strategic advisor. This credibility has been driven by intentional executive development of CHRO's business acumen as well as data and tech fluency. The authors' recent conversations with a dozen CHRO/CPOs, summarized below, highlight the need for these skills as seen through the lens of their current strategic allocation of valuable time and resources.

A clearer view of the changing priorities and challenges faced by CHROs will enable other members of the C-suite to collaborate more effectively and leverage HR's potential to achieve business objectives. Over the past 2 years, we've collected data from 11 heads of the HR or people function and dozens of their direct reports responsible for talent, learning, and organizational development to identify those priorities. Despite differences in industry, several common themes emerged as strategic priorities. Our goal in sharing these findings is to illuminate the path forward for CHROs and their teams, providing practical guidance to inform strategic decision making. We aim to foster a deeper appreciation for the transformative power of HR and to encourage a more integrated, data-driven approach to people management that aligns with the overall business strategy.

In the table below, the median number of priorities for a CHRO was four. Priorities mentioned by fewer than 40% of CHROs are not listed. These priorities were collected during one-on-one conversations about key focus areas for additional resource allocation, headcount, and executive attention in the next 1 to 2 years.

Commonly Endorsed Priorities for HR Executives by Level of Leader

Strategic priority	**Percent of CHROs/CPOs**	**Percent of functional leaders (VPs/SVPs)**
Upgrading HR tech/automation	100%	73%
Change and re-orgs	88%	85%
Succession planning/perf mgt/mobility	88%	91%
Analytics/ROI/AI	66%	88%
Listening to employees/culture/EVP	66%	61%
Improving process execution/WFP	55%	52%
Leadership development	44%	67%

Sample size: n=11 CHROs/CPOs, n=36 VPs/Functional leaders of talent/OD/learning

These HR leaders support a range of industries from consumer-packaged goods, media/entertainment, retail, telecom, healthcare, and manufacturing to tech, defense, and logistics. The executives come from organizations ranging from $100 billion private sector multinational companies to $2 billion nonprofits with only a few thousand employees. Some organizations are growing top line revenue at 25% annually and some are fighting hard to maintain the status quo. Several common themes emerged as strategic priorities based on their experiences. To maintain confidentiality, common themes have been summarized below.

Transforming HR Through Technology and Strategic Integration

Upgrading HR tech is seen as core to enabling the HR function to become more data rich and enhance strategic credibility. CHROs are prioritizing more visualizations and building infrastructure like data lakes to support deeper analytics. They're also heavily focused on applying tech to automate processes, clean up and collect data, and generate reports from HRIS tools like Workday. Although many aspire to adopt predictive analytics and AI, they are still streamlining operations and integrating systems. Some are experimenting with AI (e.g., in generating job descriptions), whereas others are focused on building clean data structures to provide solid inputs to AI tools in the next few years. HR technology was cited as the top area for new human capital investments. CHROs are also focused on deciding which HR functions need to be tailored to individual needs, such as personal development plans and career paths, and which processes should be consistent across the organization, like performance evaluations.

Other trends in the HR change space include the shift to a skills- and capabilities-based job architecture (e.g., Cantrell et al., 2022), which is seen as offering the potential to be more equitable while enabling more flexible workforce deployment. This shift often causes ripple-effect reorganizations within HR. Some CHROs aim to transition from a transactional or enforcer role to a trusted strategic partner, viewing people analytics as an approach to gain credibility with business executives who are used to reviewing operational dashboards. Additionally, some CHROs are focused on ensuring that their HR practices support a culture of rapid prototyping and a "fail fast, then iterate" approach, which aligns with their businesses' emphasis on innovation and product development.

As CHROs navigate these complex transformations, they must also address several critical questions to advance their HR strategies effectively: How can the organization build more muscle around resilience, innovation relative to each function, and upskilling? What are we overlooking in AI, and how can we best use tech as an enabler? Where can we use predictive analytics to be proactive?

CHROs shared intentions to develop their teams' technological and data capabilities to leverage automation and gain predictive insights into performance and employee retention risks. Current priorities emphasize automation and data management over the softer elements of the employee experience, but CHROs see the need for balance with a positive employee and candidate experience, preserving the employee value proposition (EVP) and cultural integrity.

One recommendation is to approach automation decisions selectively. It is tempting to automate the most repeatable processes and create a consistent experience, but it can also seem impersonal if overused, negatively impacting both internal engagement and external brand perceptions. For example, compliance training can be automated, but leadership development for middle and senior managers is best conducted in cohorts, allowing time for networking and relationship building. Automated preboarding processes are efficient, but welcoming new hires should be a personalized, warmer experience.

Leading Change and Organizational Transformation

As the second most common priority, leading change is crucial for CHROs because it directly impacts the organization's ability to sustain growth, maintain a cohesive culture, and develop future leaders. Effective change management ensures that the HR function not only supports but also drives strategic business objectives, ultimately contributing to the long-term success and resilience of the company.

Executives are focused on managing growth and seeking ways to scale the HR function in tandem with business expansion. This growth may be organic or driven by acquisitions, with several companies experiencing sustained double-digit compound annual growth rates. It also often necessitates automation and restructuring to leverage or make smart HR tech investments.

One CHRO cited breaking down departmental silos and adopting agile, customer-centric approaches, like those used by Amazon to drive change and innovation. Managing change and transformation is often tied to listening campaigns and culture management to ensure intentionality and avoid cultural dilution as companies grow rapidly and integrate new talent.

Honoring the company's legacy during change emerged as a recurrent theme. Approaches include the introduction of new EVPs, updated talent strategies, new leadership, and founder transitions. Responses to these challenges include revising cultural principles, creating new organizational structures to align with future workforce needs, and updating skill and competency frameworks. Many CHROs are also willing to experiment with pilots and incubators to test new approaches and drive innovation. Several CHROs noted that organizational design was either neglected or poorly managed by leaders without proper governance, resulting in inconsistent career pathing, poor coordination between silos, inadequate successor preparation, and misaligned job leveling and spans of control. These issues highlight the significant need to build stronger organizational design capabilities.

Enterprise-wide digital capability enhancements, or even complete overhauls, are driving significant change and restructuring, particularly within tech companies. As some organizations grow, they are wary of developing a culture of complacency or bureaucracy. To counteract this, companies are implementing leadership training and organizational effectiveness techniques such as gap/breakthrough analysis, and recommending essential readings for leaders, such as "The Founder's Mentality," "The Innovator's Dilemma," and "The Geek Way."

Implementing Succession Planning

Succession planning, often integrated with performance management and talent assessment for the leadership pipeline, was frequently a top priority but a weak process. It frequently involved focusing on pay differentiation, driven by the need to address executive retirements and ensure effective knowledge transfer. One CHRO remarked, "We want succession planning so good you could replace the entire executive leadership team, and we wouldn't miss our numbers for 3 years." The goal is to develop multifluent, adaptable leaders to support and scale company revenue.

Because successor development is crucial for maintaining a robust leadership pipeline, it's often central to succession planning. Although tech-enabled learning is becoming prevalent for the general workforce, leadership development remains a higher touch process that involves cohorts designed to build networks and collaboration skills. CHROs are seeking ways to attract participants to leadership classes and demonstrate clear ROI, ensuring that senior executives see the value in having their top talent attend.

A common approach CHROs cited within succession planning involves talent optimization, particularly through intentional career pathing and lateral rotations for successors to critical roles. More mature companies rely on these rotations to retain talent and promote continuous learning, but this requires carefully curated rotational roles and trust between managers. The definition of "critical roles" varied across organizations, prompting CHROs to ask critical questions such as, "Where on the career path are the critical points of failure? Is there data to support the required experiences for these roles?"

There's a notable need for stronger connections between talent management and talent acquisition, especially in younger organizations that are also more interested in linking pay and performance to effective incentive structures. Younger companies are still refining their promotion processes, moving beyond the informal "boss says he's ready" approach, and improving calibration. In contrast, slower growing but mature firms are focusing on identifying vulnerable and fragile talent to understand who's at risk and plan for knowledge departure. Some firms are also examining span of control issues, recognizing them as potential bottlenecks for process efficiency. Key questions for CHROs include: Are our designated successors truly the best candidates? What is their success rate? When hiring externally, which sources provide the highest quality candidates? There's also a push to develop a best-practice toolkit for executive assessment and development planning for successors.

Listening to Employees and Building an EVP

Even the CHROs of the largest and most sophisticated companies are striving to enhance their capability for gathering insights from both customers and employees and linking these insights effectively. Moving beyond traditional annual surveys, they aim to gather continual insights into employee sentiment and needs. Several CHROs cited Amazon's daily listening program known as Connections as an aspirational model, emphasizing the need for real-time data and analytics. This shift is driving a significant investment in data science capabilities, with one CHRO noting the need for "more data-mining ninjas." A recent article by Napper et al. (2024) shares data from Revelio showing that the total number of people analytics jobs in 2024 is up 500% since 2000, but the trend plateaued in 2022, based on job titles. The future may involve integrating people analytics capability into existing HR roles and structures, such as asking the HR business partners to provide more data reports and analysis or automating data queries and tools for leaders to do their own report generation.

EVPs are evolving from a one-size-fits-all approach to more tailored, multifaceted propositions that align with a unified company vision. EVPs are crucial for high-growth businesses, as they communicate the organization's story to both current employees and potential candidates. For example, frontline roles and key knowledge worker job families might require distinct EVPs, as seen in companies like Amazon and PepsiCo.

By identifying the drivers of high turnover in areas with low labor availability, organizations can develop targeted talent solutions. Effective EVP strategies flow from listening to internal customers and transforming engagement survey data into actionable insights that can shape business trajectories.

Forward-thinking CHROs are also exploring social network analysis to gain deeper insights, leveraging data from tools like Slack and Outlook. This approach aligns with Arena's (2024) ongoing work on using social capital to drive organizational performance. The goal is to equip business leaders with meaningful stories derived from data and design organizations with connection elements in mind.

Embracing the Future of HR Leadership

The insights from our research highlight the diverse challenges and priorities that CHROs face across different organizational maturities. To maximize their impact, CHROs must leverage advanced HR technology, foster a data-driven approach, and cultivate a culture of innovation and adaptability. By focusing on effective change management, robust succession planning, and alignment with business objectives, CHROs can transform HR into a powerful driver of organizational success. Embracing these strategies will ensure their organizations are well-equipped to navigate the complexities of the modern business landscape.

What Was #1?

The #1 priority varied widely. One CHRO cited workforce planning as their top priority, another cited the VP promotion process, whereas others rated mergers, culture change, building analytics capability, or tech innovation (e.g., HR product development) at the top of their list. Career development and lateral rotations were a common need, but no leader ranked it at the top. All but one CHRO thought their successor development and performance management processes were poorly executed, and this has long represented a clear opportunity for the next paradigm to emerge from the I-O field, especially if we can leverage the vast amounts of people data now available.

Mark Morris is an associate professor of Management, Jindal School of Business, University of Texas at Dallas. Mark has led global talent, learning, people analytics, and organizational effectiveness functions for Amazon, Sodexo, Lockheed Martin, JCPenney, and others. He has taught vision and leadership to CEOs and consulted on multibillion-dollar acquisitions and divestitures. Mark earned his BA in Psychology from the University of Texas at Austin and his PhD in Industrial Organizational Psychology from the University of Houston.

Lynn Collins is head of Development Assessment Solutions and chief scientist for BTS North America. For over 30 years, Lynn has helped companies address a variety of organizational issues in talent management, including Salesforce, Pfizer, eBay, Edward Jones, Brookhaven National Laboratory, Accenture, and Verizon, among others. Prior to joining BTS, Lynn was a partner at SH&A/Fenestra, where she spent the last 5 years of her 20-year tenure as chief scientist.

Sandra Hartog serves as partner emeritus in the Assessment Practice of BTS, focusing on thought leadership on high potential assessment and development, strategic succession planning, and development and expansion of the global assessment practice, and as innovation in technology-enhanced assessment and development centers. Sandra was the global head of the BTS Assessment Practice, helping grow the practice by over 260%. Prior to BTS, she was president and

CEO of Fenestra, a leading provider of global talent management and technology solutions acquired by BTS in 2014.

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Making a Difference: How I-O Psychologists Can Drive Social Good

Eileen Linnabery, PhD, Shujaat Ahmed, PhD, Lindsey Freier & Kira Barden

Imagine introducing yourself as an I-O psychologist and seeing someone's face light up with genuine curiosity instead of that familiar blank stare. What if the powerful impact of our work—shaping workplace culture, fostering leadership excellence, and boosting team performance—was as widely recognized as it deserves to be? Although many of us have encountered moments of needing to explain our field, this is also an opportunity. Despite being at the forefront of improving workplace culture, leadership, and team effectiveness, I-O psychology remains one of the best-kept secrets in business.

SIOP's Visibility Committee is seeking to change that dynamic by increasing the visibility of SIOP, SIOP members, and I-O psychology to business leaders, public policy officials, and the general public. Within the Visibility Committee sits the Advocacy & Prosocial Subcommittee, which aims to promote, guide, and encourage SIOP members' use of I-O knowledge for prosocial purposes.

Prosocial I-O work involves using the principles, research, and practices of I-O psychology to benefit others or society at large, often with little or no compensation. This work may include volunteer efforts or extra-role activities driven by a keen desire to make a positive impact. It may also encompass paid work or formal job responsibilities for individuals who chose their career path, job, employer, or projects based on a commitment to creating societal value.

The world is brimming with opportunities for I-O psychologists to make a meaningful impact. To inspire others in the field and spark ideas for getting involved, the Advocacy & Prosocial subcommittee is launching a *TIP* column to showcase the impressive work and stories of I-Os doing this work and making a difference.

To learn more about prosocial I-O efforts, we interviewed **Kira Barden**, director of People Analytics and Research at Intuitive. Below, hear Kira's story of the diverse prosocial experiences across her career, her advice for how to get started, and valuable insights for those of us who might question if we are ready to advise organizations in all areas of I-O.

Briefly describe your history of prosocial work; how did you get started and how did things unfold?

I actively volunteered on high school and college committees; I have always felt drawn to opportunities where I could get involved and use my skills to benefit others. In 2003, as I was finishing graduate coursework (CUNY, Graduate Center at Baruch College – Doctoral Program in I-O), I started attending social events at The LOFT in Westchester County, NY. After a few months, the board president approached me to ask if I would be interested in getting involved with peer support groups, specifically by training new facilitators who volunteered to lead peer support discussion groups. At first, I felt intimidated and wondered whether I was the best person to lead such a training. However, I thought it would be a great opportunity to get more involved in the community, and it was directly related to classes I was teaching as an adjunct professor (Interviewing Techniques and Small Group Dynamics). My initial work involved designing a half-day training for peer facilitators, with quarterly refresh sessions. The organization valued this training, and I continued conducting it for several years.

In addition, I was asked to consider joining the board of directors. I decided to join the board in 2005, and to this day, i am still a board member. over the course of nearly 20-years, i have served multiple terms in various roles, including president, vice-president, secretary, and director. During this time, the organization's budget grew from $150,000 to $1.4 million, and the team expanded from one paid staff member to 13. The growth allowed me to use I-O skills in multiple ways to guide the board and executive directors. Some of the work I've done includes:

- building an employment handbook,
- writing several policies for the staff and board,
- creating a performance management and merit process,
- writing job descriptions for new roles and building accompanying interview guides,
- running community focus groups on topics related to the organization's services and community reputation,
- forming search committees and interview processes to bring in three executive directors and new directors to the board,
- facilitating strategic planning conversations with the board, and
- coaching numerous staff on leadership gaps.

As my professional career expanded, I also took on leadership roles within employee resource groups (ERGs) at PepsiCo and WestRock. These ERG experiences allowed me the chance to develop talent in more junior colleagues, identify and fill skill gaps in the employee population, and apply my facilitation skills for educational sessions and webinars.

How have you leveraged your I-O knowledge and expertise in prosocial work? What have you learned from that experience?

I leveraged my I-O knowledge and HR expertise from work experiences to help The LOFT as the organization grew. As the staff expanded, the organization needed basic infrastructure in terms of policies and processes to identify, interview, hire, and develop talent. Over the course of 20 years, the board of directors also grew, with directors coming and going, creating an ongoing need to identify board requirements, interview candidates, and facilitate strategic planning sessions.

Through this prosocial work, I have gained knowledge and skills about budgets and financials. When I first started, I did not have budgetary responsibility in my professional role. Through the organization's growth, I learned about diversifying and securing funding, navigating the annual budgeting process, reading the profit and loss (P&L) and balance sheets, and going through the audit and tax documentation each year. Ultimately, these skills helped me in my professional roles, especially in ERG leadership roles where I had responsibility for managing the budgets and procuring vendors for events.

What tool or resource do you wish existed to support I-Os doing prosocial work?

One tool that I think would be beneficial is guidance on how I-O skills can be applied to nonprofits, local government, civic organizations, and small businesses. I-O skills are valuable to organizations, especially those that are small and expanding, and that have limited resources to procure consultants or staff to do this work. In my own experience, I didn't realize how important my skills would be to The LOFT until I saw how much my work contributed to the organization's growth and success.

It can be hard to identify how to get involved in this work. There are some organizations with databases that connect interested parties to organizations in need of specific skills and project leadership. Local chambers of commerce or groups that connect nonprofits together may also be a great starting point. Large corporations often have a foundation or volunteer arm that can connect employees to opportunities where they can get involved.

What advice do you have for I-Os (in different career stages and contexts) who want to get started with prosocial work?

At every stage of your career, there are opportunities to apply your I-O skills to benefit the community. As a young professional, prosocial work can be a great way to build and refine your skills. It can give you an opportunity to guide an organization on a process that you may want to master. For example, when I guided The LOFT on how to create a performance management process for their staff, I did not "own" performance management in my professional role. However, I knew I could make a difference for them because I had templates and experience with annual cycles that I used in the design we cocreated.

Prosocial work requires time and commitment to the organizations you are working or involved with. This can be a difficult balance with the demands of your professional role(s). I am passionate about giving back to the LGBTQ+ community, so it has been important to me that I engage in prosocial work with a community that I care deeply about. Aligning your personal interests and passions with organizations you support can be a great way to narrow your focus. The intersection of personal and professional values can also help keep you focused and committed when the balancing act between work and life becomes challenging.

Are you doing prosocial I-O work you'd like to see featured in TIP*? The Advocacy & Prosocial subcommittee would love to hear from you! Contact us to find ways to share your experiences with the broader SIOP community.*

The Innovation & Learning Speaker Series:
Organizational Culture Within the United Nations Development Programme

Lauren H. Moran, Chelsi Campbell, & Sara P. Weiner

The Innovation and Learning Speaker Series is an ongoing collaboration between the SIOP United Nations committee and the United Nations that dates back to late 2017. Previous sessions have addressed a variety of topics including 360-degree feedback, performance management, survey design, and human resources management in the digital era, including the use of artificial intelligence in selection. Multiple *TIP* articles have reported on this effort over the years, including Sheikh et al. (2018) and, most recently, McChesney et al. (2024).

As part of this Speaker Series, the SIOP United Nations committee recently organized a webinar for the United Nations Development Programme's Office of Human Resources (UNDP OHR) leadership and staff on the topic of changing organizational culture. The webinar was led by **Dr. Elizabeth Kolmstetter** and Brad Baso, who generously donated their time and expertise to support the UNDP in their efforts to achieve the 2030 Sustainable Development Goals working with local governments in countries all over the world.

Under the leadership of David Bearfield, the UNDP's OHR has made significant strides to quantify and transform the UNDP's culture as part of the "People for 2030" strategic plan. One of these recent initiatives is a new employee listening program called UNDPListens, which introduced quarterly surveys focused on specific topics to replace the previous Global Staff survey. To date, UNDPListens has conducted two staff engagement surveys and an inclusion survey with the aim of understanding both the existing and desired UNDP culture.

As UNDP leadership works to interpret and act upon the results of these surveys, questions of how to foster a healthy organizational culture in a large, global organization have risen to the forefront. The SIOP UN Committee was asked to provide a practical and context-specific overview of how to change organizational culture in a complex environment such as the UNDP. To do so, the SIOP UN Committee leveraged its access to organizational culture experts with broad experience in multinational organizations: Dr. Kolmstetter and Brad Baso.

Dr. Elizabeth Kolmstetter is the Cybersecurity and Infrastructure Security Agency's first chief people officer, where she is responsible for driving a people-first culture. She has served for over 30 years in the US government leading innovative talent management programs across agencies such as the National Aeronautics and Space Administration (NASA), United States Agency for International Development (USAID), and the Intelligence Community. She has a PhD in Industrial and Organizational Psychology from Virginia Tech and is a Fellow of SIOP.

Brad Baso has over 20 years of experience leading organizational change, culture redesign, leadership development, and employee experience reengineering in high-impact organizations. He runs a boutique consulting firm, Nourish Companies, that empowers people and organizations to reach their full potential. He holds a master of arts in Organizational Leadership from St. Catherine University.

The 90-minute webinar was structured with time for a presentation and ample time for audience questions. About 60 HR professionals joined the session. **Dr. Sara Weiner**, chair of the SIOP UN

Committee moderated the session; SIOP UN Committee interns **Chelsi Campbell** and **Lauren Moran** worked on the logistics to prepare for and run the session.

Elizabeth and Brad began the webinar by providing a crash course on organizational culture, including how to define it by starting with the simple definition that culture is “the way we do things around here” (Deal & Kennedy, 1982), how to assess it, and most importantly how to change it. We will briefly share some of the highlights of their presentation, along with an overview of the question themes that arose during the discussion.

The speakers emphasized that culture within an organization should be defined by the shared values and behaviors on which the organization wants to unite employees, though it may take time to identify these. Both speakers also provided some “dos” and “don’ts” of organizational culture change. If leadership focuses on keeping the definition simple, communicating their reasoning and changes clearly, and believing in their workforce, they will be well on their way to achieving desired changes. Too often, organizations try to solve too many problems at once, adopt a generic definition of culture that doesn’t align with its goals, or don’t explain the *why* of the proposed culture change.

In terms of assessing culture, and from there, changing it, Kolmstetter and Baso emphasized that regardless of whether culture is being measured, it exists. Measurement enables organizations to focus on the goal of improving as a team, as a collective, rather than just focusing on positive survey responses. Global organizations will have lots of different starting points, and in some cases when the focus is on numbers rather than behavior change, high positive responses are “encouraged” and may not reflect actual employee beliefs or experiences. To facilitate culture change, leadership must focus on establishing and maintaining trust (e.g., through frequent communication, ensuring that survey results are transparent, and taking action on those results), and emphasize a culture of learning and growth rather than competition across teams and sites.

Webinar attendees had a host of questions related to challenges that the UNDP faces as a large, global, nongovernmental organization. In particular, the UNDP was described as not having one organizational culture but having many of them due to the large number of nationalities (180+) and the large number of offices within and across countries. There may be broad differences across individualistic and collectivistic societies that impact how certain interventions are received. Additionally, some nationalities have significant cultural differences on issues such as gender and LGBTQ+ equality. Kolmstetter and Baso drew upon their experiences in global organizations to encourage attendees to “get to the human.” Despite the differences, there are still shared values that are core to the organization broadly. For example, the UNDP may be able to rally around “service” as a core value. When it comes to differences on issues such as equality, they encouraged the UNDP to reframe these initiatives. Focusing on the core value and behavior of treating every member of the organization with dignity and respect is one way of grappling with these differences. Once these shared values are identified, then additional steps such as implementing leadership programs to help leaders lead in ways that are more consistent with these values can be taken.

Attendees asked multiple questions related to how to encourage employees to unlearn old practices and adopt new ones. Many of these old practices are unspoken and therefore may be hard to root out. Kolmstetter and Baso spoke at length on the importance of communicating the changes, celebrating small steps in the journey, and emphasizing the rationale for these changes. Meeting people where they are and seeking to understand why the organization may be encountering barriers to change while respecting and understanding the past will also promote buy-in to the process. They also discussed the role that folklore plays within an organization such as the UNDP. When explaining the “why” of a new change, it is helpful to have an understanding of the stories within the organization that celebrate things that are no longer useful. For example, there may be an unspoken culture of grit and perseverance, but this is not necessarily serving the goals of a new culture of adaptability and resilience. Leadership must be sure to acknowledge the old when introducing new direction and to explain why these changes are being made, especially the positive impact or outcomes they are expecting. Beyond this resistance to change, it is possible that people are on board but simply do not know how to do what you’re asking them to do. Invite employees to cocreate the desired culture and allow them to be part of the action planning and implementation of improved processes, practices, and programs. Development of training and other allocations of resources will not only communicate the way forward but also demonstrate the organization is serious about the change and is providing resources to get there.

We are incredibly grateful to Elizabeth Kolmstetter and Brad Baso for donating their time and expertise as the UNDP undergoes their organizational culture journey. The UNDP OHR had overwhelmingly positive feedback for the committee on the webinar, and we look forward to future collaborations on this topic as well as others. If you are interested in getting involved in future efforts, please consider joining one of SIOP’s committees.

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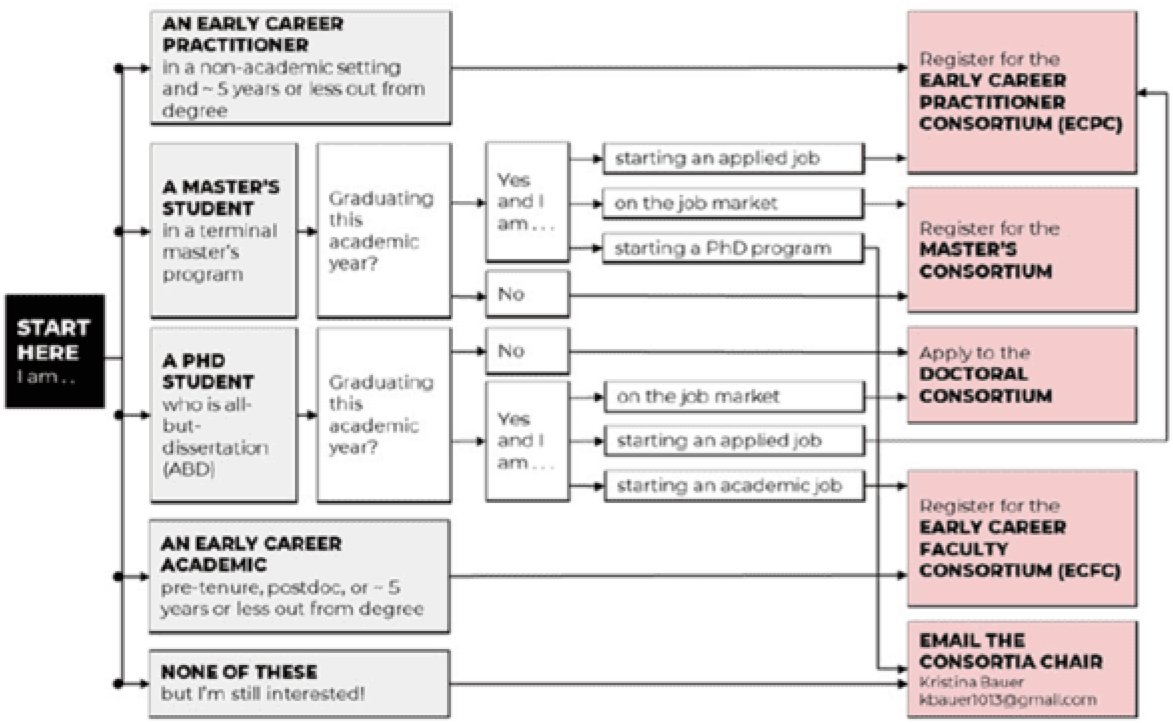
SIOP 2025 Consortia!

Consortia Committee

Returning initiatives are planned to serve the professional development needs of a variety of SIOP members. The SIOP 2025 Consortia will continue to offer preconference sessions to support the development of I-O psychology students and early career professionals (both academic and applied). They are wonderful experiences that connect you with other I-Os, help you learn more about areas pertinent to your career interest, and plan for the next steps in your career.

Kristina Bauer (kbauer1013@gmail) and the consortia committee are planning four consortia tracks: Master's, Doctoral, Early Career Faculty, and Early Career Practitioner. Registration will be through conference registration. The cost is $99 for Master's and Doctoral Consortia and $199 for Early Career Faculty and Practitioner Consortia. Attendees must also be registered for the annual conference. To help determine which consortium is right for you, check out the infographic and details below (printable PDF version). More information can be found on the 2025 Consortia website, or feel free to reach out to Kristina with questions.



Master's Consortium

The 2025 Master's Consortium will be entirely virtual prior to the conference and available for all students pursuing a master's degree. Session content will be targeted toward second-year students who intend to move into a full-time practitioner role following graduation, but all master's students are welcome to attend.

Co-Chairs: **Cody Warren** and **Juliette Lloyd**

Doctoral Consortium

The 2025 SIOP Lee Hakel Doctoral Consortium will be held April 2 and is open to doctoral students who have passed comprehensive exams (or their program's equivalent) but have not defended their dissertation. Session content will be available for students pursuing either academic or practitioner roles.

Co-Chairs: **Daniel Ravid** and **Kira Foley**

Early Career Faculty Consortium

The 2025 Early Career Faculty Consortium will be held April 2 and is open to current and future junior faculty. Session content will address the unique challenges of entering academia, covering topics such as tenure expectations, teaching strategies, and balancing research and service.

Co-Chairs: **Rachel Williamson Smith** and **Becca Brossoit**

Early Career Practitioner Consortium

The Early Career Practitioner Consortium will be held April 2 and is open to those entering applied I-O roles. Session content will offer advice on consulting, internal HR functions, and career growth in organizational settings.

Co-Chairs: **Vanessa Gaskins** and **Andre Hennig**

Updates From the Alliance for Organizational Psychology

Sharon Glazer, Mark L. Poteet, Annemarie Hiemstra, & Alexandra Michel

The Alliance for Organizational Psychology (AOP) met on October 21, 2024 with the Board of Delegates composed of (in alphabetical order):

- Brazilian Society of Organizational and Work Psychology (SBPOT)
- Canadian Society for Industrial and Organizational Psychology (CSIOP)
- College of Organisational Psychologists (COPS) of the Australian Psychological Society
- European Association of Work and Organizational Psychology (EAWOP)
- International Association of Applied Psychology–Division 1: Work & Organizational Psychology (IAAP-Div 1)
- Society for Industrial and Organizational Psychology (SIOP)

The two new associations of the federated Alliance are SBPOT from Brazil and COPS from Australia. Brazil has about 66,500 professionals trained in work and organizational psychology (WOP) and SBPOT, founded in 2001, has roughly 202 members (professionals and students). SBPOT's mission is to build strategies and interventions that promote, preserve, and restore quality of life and well-being of people at work. Its purpose is to "foster, promote and share applied scientific knowledge and technology in WOP" (give WOP away through books, journals, and conferences). Its future plans are to expand and strengthen the WOP community, share content to ease professional development and teaching of WOP, maintain its journal's sustainability and expand its reach, hold a memorable XII CBPOT (conference), and develop new streams of income. The challenges it sees today for the discipline include digital transformation, mental health at work, diversity and inclusion, changing work relations, and precarious work.

In Australia, COPS is one of the nine colleges of the Australian Psychological Society (APS). It has about 1,000 members (APS has about 20,000 members). Each state has a branch of COPS. Its focus is on professional development and future concerns are shared with those of Brazil.

We warmly welcome both associations and are excited about the partnership!

AOP's plans for the future include hosting three sessions at the upcoming 2025 SIOP Conference and 2025 EAWOP Congress. With kudos to Committee Chair **Julia Haas**, the AOP's sessions at SIOP include:

- Carrying the "Reconciliatory Burden": I-O's Role in Improving Indigenous Employment
- Leading Organizations in a Time of Global Instability: A Focus on Trust
- Issues, Considerations, and Impact of Migration on the Workplace

Sessions at EAWOP are still finalizing.

The Big Tent's Laura Dryjanska shared activities of the initiative and invites all people who have connections with leadership of local industrial, work, and organizational psychology (IWOP) groups around the world to join the Big Tent. If you are interested, please contact us here: https://alliancefororganizationalpsychology.com/contact-us.

The AOP also has on the horizon a publication initiative around the Declaration of Identity. We invite you to read more about the Declaration here: https://alliancefororganizationalpsychology.com/declaration-of-identity

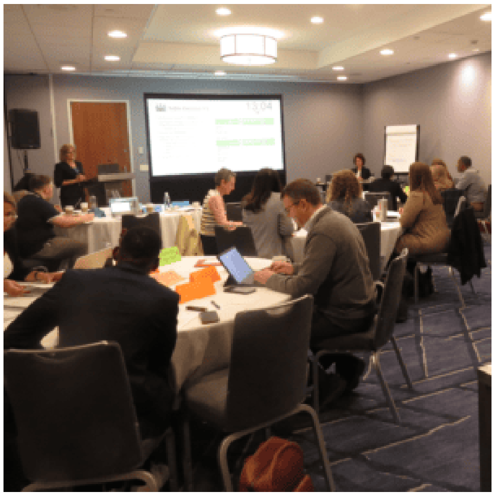
For the upcoming conferences (SIOP and EAWOP), the AOP plans to host meetings to strengthen connections with delegates and gather more information about needs and future initiatives. In the upcoming quarter, the Alliance will be publishing its inaugural quarterly newsletter. The AOP also intends to facilitate increased collaboration and communication to advance our field and foster greater advocacy. Understanding the needs and challenges of global IWOP associations will be critical to this goal. Finally, we plan on holding a 1-day global summit for leadership of IWOP associations around the world.

Please reach out to the AOP if you have any questions, feedback, or suggestions.

Leading Edge Consortium: A Look Back, a Look Forward

The 2024 Leading Edge Consortium, held in Minneapolis, MN, October 24 and 25 was another successful SIOP event. Details can be found in this Source article, which features comments from Co-Chairs **Shonna Waters** and **Jose David.**

Here are just a few images from the 2024 LEC.



Thursday morning workshop attendees make the most of small groups activities

Chair Shonna Waters met with Al Dea, host of the popular Edge of Work podcast.

Keynote Speaker Peter Fasolo got the main program started Thursday afternoon.

Speaker Gena Cox graciously provided each LEC attendee with a copy of her book: *Leading Inclusion*.

LEC Committee Members Prakriti Singh and Amber Burkhart

SIOP is excited to announce that the LEC is returning to Atlanta from October 23-24, 2025, focusing on People Analytics. The committee is hard at work building an agenda full of insightful speakers. More information will be available soon on the LEC page.

Members in the Media

Amber Stark, Senior Brand and Content Strategist

Awareness of I-O psychology has been on the rise thanks to articles written by and/or featuring SIOP members. These are member media mentions found from Oct. 4, 2024, through Jan. 14, 2024. We share them on our social media and in this column, which you can use to find potential collaborators, spark ideas for research, and keep up with your fellow I-O colleagues.

We scan the media on a regular basis but sometimes articles fall through our net. If we've missed your or a colleague's media mention, please email them to astark@siop.org.

Leadership

Michael Pratt on how to lead despite political tensions and maintain civility among employees: https://sloanreview.mit.edu/article/how-to-deal-with-political-polarization-in-the-workplace/

Angela R. Grotto, **Maura J. Mills**, and **Erin M. Eatough** on how to manage boundaries better with your team: https://sloanreview.mit.edu/article/manage-boundaries-better-with-your-team/

Health and Well-Being

Claire Smith on how organizations unknowingly encourage employees to power through physical or mental illness, potentially leading to long-term negative effects on both health and productivity: https://www.usf.edu/news/2024/new-study-finds-working-while-sick-actually-harms-productivity-and-retention.aspx

Meisha-Ann Martin with three crucial elements of supporting and uplifting people at work—strategic recognition, feedback, and well-being: https://www.hrotoday.com/news/ticker/workplace-recognition-could-prevent-45-of-voluntary-turnover/

Testing and Assessment

Nathan Mondragon on what HR leaders should consider when using personality assessments: https://www.hr-brew.com/stories/2024/09/24/cava-cpo-personality-assessments-talent

Recruitment and Hiring

Nathan Mondragon on seasonal hiring trends: https://finance.yahoo.com/video/why-retailers-hiring-fewer-seasonal-172345855.html

Irina Cozma on how to conduct job interviews when you've never done it before: https://hbr.org/2024/12/how-to-conduct-job-interviews-when-youve-never-done-it-before

Inclusive Work Environments

Eden King and **Mikki Hebl** on what's next for DEI in organizations: https://www.psychologytoday.com/us/blog/working-together/202411/whats-next-for-dei-in-organizations

Katina Sawyer and **Jennica R. Webster** on how to make transgender employees feel valued at work: https://hbr.org/2020/03/creating-a-trans-inclusive-workplace

Future of Work

Shonna Waters, **Trish Vassar** and **Richard Chambers** on how to lead effectively in a changing workplace: https://theedgeofwork.com/live-from-siops-leading-edge-consortium-developing-leaders-for-a-changing-world-of-work/

Meredith Wells Lepley with employer and employee strategies for a positive return to the office: https://www.psychologytoday.com/gb/blog/the-thriving-workplace/202412/return-to-office-making-it-work-for-everyone

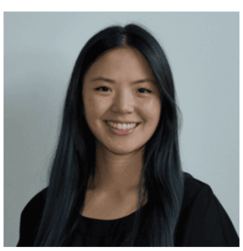
Misc.

Robert Kovach on how to survive the post-election workplace: https://www.psychologytoday.com/intl/blog/the-psychology-of-work/202410/the-day-after-how-to-survive-the-post-election-workplace

Ludmila Praslova on how industrial-organizational psychology provides opportunities for doing good: https://www.psychologytoday.com/us/blog/positively-different/202412/caring-that-scales-values-driven-organizational-psychology

IOtas

Jenny Baker, Sr. Mgr., Publications & Events



SIOP Student Member Ashley Sylvara, Kansas State University, was awarded the 2024 HumRRO Fellowship in Industrial-Organizational Psychology (formerly the Meredith P. Crawford Fellowship). Ashley won SIOP's Small Grant in 2024.