

**Summary of Qualifications**

- Executive with experience leading transformation at the individual, team, organizational, and enterprise level
- Over 20 years experience in go-to-market roles, applied research and assessments, human capital consulting and analytics, and leadership coaching with a focus on using behavioral science to improve individual, team, and organizational performance
- Designed, developed, and implemented human capital system components from pre-hire assessment to performance management, promotion assessment and rewards and recognition for mid to large sized organizations across sectors
- Strong background in research methods (e.g., interviews, observations, focus groups, surveys, tests) and statistics (factor analysis, cluster analysis, meta-analysis, multiple regression, content analysis)
- Successfully managed large, complex, multi-year projects, and diverse teams
- Excellent communication, technical writing, and client management skills. Published peer reviewed journal articles, handbook chapters, magazine and blog articles, as well as over 50 technical reports. Presented at over 40 professional conferences and given numerous invited talks
- Obtained PhD in Industrial-Organizational Psychology (minor in Statistics) in 2007 from the University of Minnesota, Certificate in Leadership Coaching from Georgetown University
- Designed and taught graduate courses in Business and Human Resource Management/Development at the George Washington University, Georgetown University, and University of Maryland, Robert H. Smith School of Business. Guest lecture at the New York University (NYU).

**Professional Experience**

**CEO & Co-founder**  
Fractional Insights

January 2024 - Present

Fractional Insights is an expert advisory and research firm on a mission to make work more human-centric and companies higher performing. We combine rigorous behavioral and organizational science with advisory support to help organizations design and build strategies and solutions to modernize work.

**Technical Expert Panelist**  
Defense Language Testing & Assessment Project  
(DELTAP)

September 2021 - Present

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Member of the expert panel for the Defense Language Testing and Assessment Project (DELTAP). The panel is sponsored by the Defense Language and National Security Office (DLNSEO). Provide technical advice to the Department of Defense regarding its language testing programs.

<b>Advisor</b>	January 2024 - present
<b>Vice President, Executive Advisory</b>	May 2023 - January 2024
<b>Vice President, Strategic Alliances &amp; Partnerships</b>	December 2020 - April 2023
<b>Vice President, Customer Solutions</b>	August 2020 - December 2020
<b>Vice President, Behavioral Science (now People Insights)</b>	July 2019 - August 2020
<b>Regional Vice President, Behavioral Science</b>	April 2018 - June 2019
<b>Senior Behavioral Scientist</b> BetterUp	October 2017 - April 2018 San Francisco, CA

BetterUp helps organizations build better leaders with evidence-based executive-level coaching for employees at all levels. Although the "red thread" in my successive roles at BetterUp is using my expertise in behavioral science, technology, and business to help our customers solve their business challenges and help their employees thrive, my ability to expand the scale and impact of my work has grown over time.

Key achievements include:

- Privilege of being among the first 50 employees at BetterUp and the first Industrial-Organizational Psychologist, contributing to the company's growth from under \$4M ARR to over \$260M to date (50x). Supported the go-to-market organization as a leader, subject matter expert and executive sponsor on accounts, marketing events, and expert spokesperson (e.g., PR).
- Built and scaled multiple functions including Behavioral Science/Solutions Consulting and Alliances and Partnerships. Contributed to business and product strategy related to [Government](#), professional services, strategic partnerships, research, product marketing, coach operations, analytics and data storytelling.
- Cultural co-founder, serving on BetterUp's Leadership Team, Coaching Excellence Steering Committee, Ethics Committee, Belonging @BetterUp, and the women's affinity group. Mentor employees cross-functionally, facilitator in BetterUp's onboarding, hiring manager, and act as an onboarding buddy.

### **VP, Strategic Alliances & Partnerships**

The mission of BetterUp's Alliances team is to accelerate the sales motion by creating partnerships that generate awareness, proprietary value, and competitive advantages in the buying process. Part of the founding team responsible for developing BetterUp's ecosystem strategy and approach including strategic service partner alliances, technology partner alliances, and referral program. In this role, I'm responsible for designing partnerships and structures that generate leads, expand our distribution, and lay the seeds for product-led growth (PLG).

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Key achievements include:

- Developed strategic partnerships with strategic consulting firms, systems integrators, and technology companies including [Microsoft](#), Workday, Salesforce, SAP, Degreed, Gloat, Bain, and Accenture
- Designed integrated solutions leveraging complementary capabilities and technology integrations
- Built trust, awareness, and co-marketing and generated over \$3M in pipeline to date
- Built high impact partnerships with coaching industry leaders including the International Coaching Federation (ICF), the Institute of Coaching (IOC), and the New York University (NYU)

### **VP, Customer Solutions**

In this cross-functional role, I was responsible for developing solutions to enable more repeatable, prescriptive selling to support profit-friendly growth. I supported our go-to-market organization through executive sponsorship, marketing events, evidence-based writing and content creation, and developing our B2B solutions and sales plays.

Key achievements include:

- Built and launched BetterUp's first sales plays - Driving Peak Performance During Change and Diversity, Inclusion & Belonging. The goal of these plays was to create a more repeatable sales motion and increase consistency in our GTM. As of the end of the first quarter of their implementation, those two plays had generated over \$82M in pipeline.
- Built out the three solutions associated with those plays (Performance and Engagement, Culture and Strategy, and Diversity, Inclusion, and Belonging) to include BetterUp's evidence-based point-of-views, which have been used as the foundation for an array of marketing and PR content.
- Developed and presented the content for 4 marketing events (Consero CHRO forum, HRE event, Gartner ReImagine HR, and HCI Innovations podcast) and 16 content pieces ranging from BetterUp blogs to Fast Company.
- Served as executive sponsor and Chief Behavioral Executive for enterprise customers and partners including Lam Research, Gilead, Tysons, Chevron, University Health, Mulesoft, People Business and Accenture.

### **VP, Behavioral Science / Solutions Consulting (now called People Insights)**

The mission of BetterUp's Behavioral Science team is to empower our prospects, clients, and internal partners with evidence-based insights and practical guidance that maximizes the impact of BetterUp on organizations and their people. As a founding member of the team with progressive levels of responsibility (RVP, VP), I grew a fully remote, nation-wide team that supported a global business during hyper-growth.

Our team members supported our prospects and customers throughout the lifecycle as executive advisors, experts in behavioral science and evidence-based methodologies, and consultants with 8-20 years applied experience with organizations. The team connected the organization's objectives to BetterUp solutions, designed the initiative, measured/digested the data-based impact, and consulted on overall impact. We also supported marketing by providing thought leadership in the form of content and presentations and supported internal initiatives as subject matter experts, including product, programs, and research.

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Key achievements include:

- Grew team by 6x between October 2017 and March 2020.
- Led the development and validation of BetterUp's Whole Person Model assessment suite, which provided the measurement model that underlies BetterUp's human transformation platform and thought leadership.
- Built infrastructure to include systems, processes, and dashboards to increase team visibility and impact.
- Laid foundation for BetterUp's entry into the Federal space.
- Win rate of accounts supported by our team increased from 25% when I joined the team in 2017 to 67% in 2020.

### **Vice President, Research**

Society for Human Resource Management  
(SHRM)

September 2016 - October 2017  
Alexandria, VA

SHRM is among the world's largest professional associations, representing over 285,000 HR professionals globally. Led the transformation of SHRM's Research Department from providing descriptive, survey research of SHRM members about the profession to advancing the profession through deep, rigorous research, customer engagement, and short, more visually appealing practitioner-oriented content to increase the use of science in practice. Led a 20-person multidisciplinary team and functions including survey research, library services, knowledge integration, competency research and content, and certification research. Directed, oversaw, and led SHRM's research activities, including SHRM's four core programs of research: Organizations & Strategy, Future of Work, HR Profession and HR Careers, and Talent Acquisition. Identified workplace research areas of relevance to HR, C-suite executives, and business leaders. Provided thought leadership (TL) and communicated results of research and outside HR research to SHRM's membership, staff, boards, academic community, and other national groups and organizations. Identified and built relationships with corporate and academic research partners, negotiated partnership terms and contracts. Developed and executed collaborative opportunities with SHRM Foundation and all SHRM affiliates.

### **Leadership Coach & Organizational Consultant**

WatersEdge Evolution (Independent)

September 2015 – Present  
Arlington, VA

Partner with clients to support development and capacity for transformational growth to facilitate maximum impact for themselves, their organizations, and their communities. Help clients better understand what they want, barriers to achieving it, and strategies for removing those barriers. Clients include leaders across organizational levels, sectors, and industries, such as products, business development, IT, contracting, and real estate.

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**Technical Director, Human Resources (HR) (GG-15)**  
**Strategy & Program Design /**  
**Human Capital and Management Consultant /**  
**Personnel Research Psychologist**  
U.S. Government

January 2012 – September 2016  
Annapolis Junction, MD

Selected as Technical Director over a large (50 person) organization responsible for HR policy, program design, implementation, and evaluation, workforce surveys, compensation, selection, occupational analysis, and organizational effectiveness consulting for a large federal Agency. This role involved the supervision of the team responsible for HR innovations (research and development), as well as working with the organization's leadership team to set and execute the strategic direction for the group, improve the technical health of the organization and its initiatives, provide vision for the next generation of HR, provide technical guidance to the HR Strategy and Program Design portfolio, and provide technical advocacy for the technical staff. Built and expanded strategic partnerships within and outside the Agency, including academia and oversight authorities, to foster effective, forward-leaning HR initiatives. Previously served as a technical leader within the Office of Organizational Effectiveness and Workforce Research, first within the Personnel Assessment, Research, and Development division, then in the Organizational Effectiveness and Consulting division. Responsibilities included organizational assessment and consulting, HR systems design, program evaluation, workforce surveys, design, development, validation, of high stakes personnel selection tests, research and development, and collaborating with staff in other units on the entire range of services. Project highlights include:

- Led the design and transformation of NSA's promotion, performance management, and awards and recognition systems to reduce administrative burden, increase transparency, promote fairness, and strengthen the performance culture. This large-scale change initiative is a multi-year project that involves collaborating with partners across the Agency, and working with a large cross-functional Human Resources working group to implement system changes. Designed and delivered briefings to garner support for the program at all levels (up to Deputy Director) within and outside the Agency.
- Led a large-scale validation study of new hiring assessments for Language Analysts and Intelligence Analysts. Collaborated with stakeholder groups from multiple directorates across the Agency and in multiple locations. Developed the project plan, communication plan, briefings, predictors, criteria, and managed project staffing and logistics. Project resulted in data from 300 analysts across the enterprise, and recommendations regarding a scalable, yet customized hiring system accepted by mission leadership. Communicated study goals and results through briefings to stakeholders and senior leaders across the Agency, including a workforce information session, and communications to the workforce writ large.

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- Directed the development of a suite of new pre-hire assessments, including a cognitive test battery comprising four nonverbal reasoning tests, a test of English proficiency, a constructed response writing test, a logical reasoning test, and a personality-oriented biodata tool designed to assess motivation and personality. Steps included assessment design, item development and review, data analysis and psychometric evaluation, and operational decision making. Collaborated with internal and external (e.g., Georgia Institute of Technology) partners, as well as contractors and internal staff. Designed the Agency's cognitive test battery to consider subgroup differences, language issues, testing time, as well as the current state of the cognitive ability literature. These assessments are currently being used to select analysts.
- Developed the evaluation plan for a newly established Special Salary Rate (SSR) for Science, Technology, Engineering, and Math (STEM) work roles. The evaluation plan was briefed to a Congressional staffer from the House Permanent Select Committee on Intelligence (HPSCI). Collaborated with colleagues from across HR to collect baseline and recurring metrics to assess the impact of the SSR on recruitment (internal and external), retention, and engagement. Continued to serve as senior project advisor.
- Led the development of automatic item generators (AIGs) to support cognitive test battery maintenance. Collaborated with the workforce analytics team to develop prototypes of four nonverbal automatic item generators based on test specifications. Two prototype AIGs have been used to generate hundreds of items each, saving extensive time and countless contracting dollars. The AIGs support the Associate Directorate for Human Resource's strategy of implementing computer-adaptive assessments on an unproctored internet system to maximize efficiency in the hiring process.
- Developed the research and development agenda for the Organizational Effectiveness and Consulting Team, which described the teams' approach to research and development regarding the application of behavioral science to human capital management and specifies the process for determining how the work is prioritized, executed, reported, and used.
- Consulted on leadership and business challenges facing a Directorate of Acquisition organization, including facilitating a leadership off-site, and conducting strategic planning activities. Performed action planning to carry out additional business changes and human capital initiatives.
- Designed a validation strategy framework for the ongoing validation and roll out of tests to other parts of the Agency, which identified a strategy to balance scientific rigor / professional and legal requirements, with the need to minimize the resources required to obtain validation evidence.
- Collaborated with researchers from Language Testing to develop an operational length short-form of an English proficiency and writing test. Provided psychometric consultation and assistance in developing the data analysis plan, conducting and interpreting analyses, developing a test maintenance plan, and documenting the study.
- Commissioned a joint working group to develop a return-on-investment (ROI) strategy for pre-hire testing at the Agency. As part of that effort, drafted the initial metrics, collected information about archival data sources, met with stakeholders, and enlisted participation.

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- Developed and advised on additional assessments across the Intelligence Analysis, Language Analysis, and Computer Science skill communities, including a Knowledge Test (Operator Assessment), Data Scientist Structured Interview, training and experience forms, and the IA and LA structured interviews. Developed and reviewed technical documentation. These efforts improved the quality, efficiency, and legal defensibility of the Agency's hiring practices.
- Established the Office of Organizational Effectiveness and Workforce Research's graduate student summer internship program. Developed the selection criteria and structured interview guide, advertised the position through personal networks, recruited and interviewed applicants, identified intern tasks and supervised interns throughout the summer. The program resulted in three successful intern hires over two years, and was expanded to include three interns the following year who worked across two branches of the office.

**Senior Scientist / Research Scientist / Research Associate / Research Assistant**  
Human Resources Research Organization  
(HumRRO)

April 2000 – December 2011  
Alexandria, VA

Responsibilities included conducting job analyses; designing and developing assessments for selection, promotion, credentialing, performance evaluation, and career development; designing, implementing, and managing research projects; analyzing data; writing reports; and preparing and delivering presentations. Project highlights include:

- Developed fully-customized, client-owned, high fidelity simulations ("virtual role plays") for civilian managers at the Department of Defense (DoD) for use in (a) development and (b) promotion assessment. The on-line simulations used multi-level animations and branching technology to place the test taker in realistic situations. The use of branching technology allows the tool to track and score responses at several points during the assessment process. The development followed a content-validation approach to ensure job relatedness and realism.
- Developed assessment center exercises for the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). The ATF assessment center is used to promote supervisors and identify executive potential. Worked with SMEs to develop exercises, rating scales, and training videos to help assessors make accurate ratings. Facilitated assessor training for over fifty assessors and directed assessment center administrations.
- Developed assessment center exercises for the Social Security Administration (SSA). The SSA assessment centers are used for selection and leadership development. Worked with SMEs to develop exercises and rating scales. Facilitated assessor training, directed assessment center administrations, and designed and drafted candidate feedback reports.
- Conducted a large-scale evaluation of the Department of Defense's (DoD) Defense Senior Leadership Development Program (DSLDP), the premier civilian leader development program for the DoD. The purpose of DSLDP is to develop senior civilian leaders with the Enterprise-wide Perspective needed to lead organizations and programs, and achieve results in the Joint, interagency, and multinational environments. Within the DSLDP program evaluation, conducted

an evaluation of the process for leadership development evaluation and made suggestions for best practices based on research in leadership development.

- Conducted climate studies within the Intelligence Community (IC). These studies included conducting structured interviews regarding the psychological climate and its various subcomponents, and content analysis of the qualitative results of the interviews. Documented the results in written reports and conducted debriefings to agency leadership for a small number of IC components.
- Provided feedback to members of the Senior Executive Service (SES) at the Department of Treasury who participated in a 360-degree assessment using the OPM 360. The purpose of this work was to provide independent, third party facilitation to help executives interpret their feedback and apply it to a developmental plan.
- Managed a multi-year project providing technical support and maintenance on the Certified Professional in Learning and Performance (CPLP) certification program for the American Society of Training and Development (ASTD). This certification included a multiple-choice knowledge test and a work sample portion. Responsibilities included providing technical and management support for both components of the project, overseeing the development, scoring, equating, and analyses for the knowledge test, providing support for all aspects of the work sample portion including processing, scoring, developing open-ended questions and rubrics, setting the cut score, and evaluating (auditing) new areas of expertise, planning and facilitating a four-day work sample scoring workshop two times per year, designing and delivering training for subject matter experts (SMEs), and monitoring the scoring process. Managed the budget, technical approach, and nine staff members.
- Managed the development of two continuing competence exams for the Federation of State Boards of Physical Therapy. Responsibilities included designing the projects, providing general consultation to the client on technical issues, facilitating development, review, and standard-setting workshops, managing the item bank, assembling forms, and analyzing/reporting data. Managed the budget, technical approach, as well as four staff members.
- Directed the development of a methodology for using military job analytic information to inform test specifications for the Armed Services Vocational Aptitude Battery (ASVAB), the military's selection and classification battery. Responsibilities included designing the methodology and directing the pilot study to test that methodology, developing and managing a large-scale rating task, coordinating with representatives from the U.S. Army, Navy, and Air Force to obtain training curricula for 5-10 jobs from each Service and SME support, overseeing the data analysis, writing the technical report, drafting recommendations regarding implementing the methodology, and addressing identified gaps. Managed the technical approach, two staff members, and fifteen SMEs for the rating tasks.
- Conducted data analyses related to the validation of entry-level selection tests for three job series within the Bureau's Intelligence Career Services: Intelligence Analyst, Language Analyst, and Surveillance Specialist. Responsible for creating the operational version of the job knowledge test (a criterion measure) based on pilot data, as well as the operational version of a measure of critical thinking skills, which was part of the predictor battery. Participated in data collection activities during the pilot study.
- Led the job analysis effort for the System Operator/Power Dispatcher job series for a consortium of 18 companies. This effort involved developing draft task and KSAO lists, scheduling a conducting job observations and interviews, managing focus groups, and developing an online questionnaire.



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### **Research Associate**

Personnel Decisions Research Institute (PDRI)

November 2003 – March 2006

Minneapolis, MN

Responsibilities included data collection, conducting literature reviews, developing selection tools (e.g., cognitive ability tests, declarative knowledge tests, personality measures, structured interviews, rating scales) and competency models, conducting data analyses, and facilitating training and SME workshops. Clients included the U.S. Army and Navy, Tennessee Highway Patrol, Sprint, Verizon, and American Express.

### **Teaching and Volunteer Experience**

#### **Part-time Faculty**

Georgetown University School of Continuing Studies

August 2016 – present

Washington, DC

Designed and taught, "Coaching Skills for HR Professionals," to students enrolled in the Master of Professional Studies Program in Human Resources. This course is intended to provide Human Resource (HR) Professionals with an understanding of the domain of coaching and learn skills relevant to HR roles. This course integrates evidence from the social and biological sciences that support coaching practices. The course incorporates lectures, group discussions, case studies, and experiential exercises. Current commitment to teach HR Analytics and Coaching Skills for HR Professionals.

Course Evaluations:

Instructor Overall (Spring 2018) 5/5

#### **Part-time Faculty**

University of Maryland, Robert H. Smith School of Business

Fall 2022

College Park, MD

Taught Business Consulting course in Masters in Business Administration program. The Business Problem Solving Practicum offers students the opportunity to learn consulting processes alongside practical work with a real-world client and project. Throughout this consulting process, students reflect upon their experience as a way of synthesizing the lessons. Students examine consulting processes, tools, and theories and apply them with a client project. The course offers the opportunity to MBA students to begin their consulting education and have a defining learning experience to reflect upon in their future careers.

#### **Adjunct Faculty**

August 2010 – December 2012

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The George Washington University

Alexandria, VA

Co-taught "Research Methods and Applied Statistics" to working professionals seeking a Master's degree in Human Resource Development (HRD) during the Fall semester of 2010, 2011, and 2012.

**Chair, Governance Committee**

October 2023 - Present

**President, Board of Directors / Pro-bono**

August 2010 – June 2017

**Consultant / Vice President**

Alexandria, VA

Arlington Montessori House

Led an all-volunteer Board of Directors. The purpose of the Board is to provide for the stability and solvency of the school by formulating policy and giving direction to the school, furthering the school's mission and ensuring the school's success. As Board President and Chair, responsible for hiring and firing Head of School and monitoring performance, oversee Board and Executive Committee meetings, work in partnership with Head of School to ensure Board resolutions are carried out, establish and manage committees, oversee recruitment of and vote for new Board members, act as a spokesperson for the school, consult with Board members on their roles and helps them assess their performance, and direct all Board activities. Conducted an analysis of the administrative positions, developed a new organizational structure, conducted a compensation study, and developed the compensation philosophy and pay structure for the teaching and administrative staff.

**Research Assistant / Instructor / Course**

August 2003 – May 2007

**co-coordinator / Section Leader / Teaching**

Minneapolis, MN

**Assistant**

University of Minnesota

Served as a research assistant to Dr. Paul Sackett. Received a grant from the College Board to investigate linearity in the upper end of the ability-performance distribution. Other projects conducted in conjunction with the college board included modeling stereotype threat in Scholastic Aptitude Test (SAT) data, investigating the role of socio-economic status on the ability-performance relationship, and determining the effect of test coaching (both formal and informal). Member of instructional staff as an instructor, course-co-coordinator, and section leader for Major Project in Psychology, an advanced research methods and statistics course for senior Psychology majors. Designed the course curriculum used by eight different sections each semester. Coordinated the standardization of teaching and grading across sections. This included grading calibrations and classroom observations. Previously taught Introduction to Research Methods and Statistics. Served as a teaching assistant for Introduction to Industrial/Organizational Psychology and Introduction to Psychology.

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### Course Evaluations:

Instructor stimulated me to think critically about the course material. (Yes – 100%)

Instructor provided me with timely and helpful feedback about my performance. (Yes – 100%)

I would take another course with this instructor. (Yes – 100%)

“Shonna is a great teacher. She understands what she needs to teach and focuses on the main ideas to make sure we get it. Very approachable and clear with directions.” (Anonymous student)

“For being a class that most people dread, Shonna makes a hard subject very approachable and worthwhile. [She] has so much knowledge on the subject – which makes listening to her very interesting. She gave great feedback.” (Anonymous student)

“Shonna is the most accessible, helpful, encouraging teacher I have had at the ‘U’ without a doubt.” (Anonymous student)

### Education

SHRM-SCP	2018	Society of Human Resource Management
ACC	2017	International Coach Federation
Certificate	2016	Georgetown University, Institute of Transformational Leadership (Leadership Coaching)
Ph.D.	2007	University of Minnesota (Industrial/Organizational Psychology, Minor in Statistics)
B.A.	2002	University of Maryland, College Park (Honors Program in Psychology)

### Additional Training

2020	Virtual Facilitation (Lizard Brain with Rae Ringel)
	Running your Crisis Leadership Playbook (Scott Eblin)
2018	Applied Neuroscience Webinar (Wendy Swire)
	Conversations at the Growth Edge (Jennifer Garvey Berger)
	The Art of Facilitation Workshop (Georgetown University, Rae Ringel)
2017	Team Coaching Toolbox Gathering (Corentus with Alexander Calliet)
	Targeting Coaching Interventions to Your Client's Stage of Development (Chris Wahl)
2016	Coaching Conversations with the Body (CCWB; Deb St. John)
	Somatics training (Richard Strozzi-Heckler, DC Somatics Group)

### Professional Affiliations and Service

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- [Industrial and Organizational Psychology: Perspectives on Science and Practice](#), Editorial Board Member (2021-present)
- Center for Evidence-Based Management (2017-present), Fellow
- Society for Human Resource Management (2016 – present), Member
- Society for Industrial Organizational Psychology (SIOP)
  - Co-chair, 2024 Leading Edge Consortium on Leadership Development & Coaching (October 2023 - November 2024)
  - Fellow (2020 - present)
  - Distinguished Early Career Contributions - Practice Award Subcommittee
    - Chair (2020-present)
    - Member (2019)
  - Science to Practice Opportunities for Translation (SPOT) Task Force (2018-present)
  - Member (2000 – 2020)
  - Conference reviewer (2007 – present)
  - APA Program Committee Chair (Division 14; 2011 - 2014)
- Society for Consulting Psychology (2018 - present), Member
- Academy of Management (2016 - present), Member
- American Psychological Association
  - Member (2000 – present)
  - Conference Reviewer (2011-2014)
- Personnel Testing Council of Metropolitan Washington
  - President Elect (2019-2020)
  - Member (2007 – present)
  - Special Events Committee, Chair (2013 - 2015)
- Association for Psychological Science (2008 - 2012), Member
- University of Minnesota's Department of Psychology Curriculum Committee (2005 –2006), Graduate Student Representative
- University of Minnesota Department of Psychology Undergraduate Core Curriculum Focus Group (2005 –2006), Member
- Minnesota Professional Psychologists Applied to Work (2003 – 2007), Student Affiliate

### Awards and Honors

Georgetown University Tropaia Award for Outstanding Faculty	April, 2024
SIOP Fellow	April, 2020
CeBMA Fellow	September, 2018
BetterUp Culture Value Award (peer nominated)	September, 2018
SIOP 2018 Distinguished Early Career Contributions Practice Award	January, 2018
Performance bonus	March, 2017
Promotion (GG-15)	June, 2016

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Performance bonus	January, 2016
Cash Award (Promotion Program)	August, 2015
Cash Award (Hiring Assessments, Client nominated)	August, 2015
Management Team Award	August, 2015
Deputy Director's coin for outstanding contribution to NSA (Promotion Program)	February, 2015
Management Team Award	September, 2014
Technology Award for Validation Study in Support of Intelligence Analyst Hiring (Client Nominated)	June, 2014
Director's coin for outstanding contribution to the NSA (Testing Program)	March, 2014
Time off award (Client Nominated)	March, 2014
Performance bonus	January, 2014
National Intelligence Professional Award for Human Capital - Human Capital Outstanding Team / Project Award (ODNI): National Security Agency Central Security Services Remote Operations Center Selection System Team	December, 2013
National Intelligence Professional Award for Human Capital - Human Capital Outstanding Team / Project Award (ODNI): National Security Agency's First Annual Forum for Human Capital Management Design and Implementation Team	December, 2013
Recognition for contribution to hiring program (Client Nominated)	May, 2013
Time off award	August, 2012
Technical Report nominated for the Lola Zook Award	2011
Poster identified as John C. Flanagan Award Finalist	April, 2007
Research Award, College Board	May, 2006

### Selected Bibliography

#### *Unpublished Manuscripts*

Waters, S.D. (2007). General vs. specific ability tradeoffs in personnel selection: Consequences for validity and subgroup differences. Unpublished doctoral dissertation. Minneapolis, MN.

#### *Books*

Waters, S.D., & Riordan, J. B. (2022). *The Coaching Shift: How A Coaching Mindset and Skills Can Change You, Your Interactions, and the World Around You*. Routledge, Oxford, UK. [ISBN 9780367764395](#)

- *First place Firebird Book Award winner in the business category*
- *Reader's Favorite Five Star Award*
- [20 Books every coach should read](#)

Waters, S.D., Streets, V., McFarlane, L., & Johnson-Murray, R. (2018). *The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions*. Society For Human Resource Management, Alexandria, VA. [ISBN 1586445324](#)

- [The best human resources books to read in 2023](#)
- [HR University's list of top 10 analytics books](#)
- [HR Forecast Top 20 HR Analytics books 2022](#)

#### Book Chapters

Eatough, E., Waters, S., & Reece, A. (in press). A Connection Crisis in the Post-Industrial Era: Exploring the Costs and Solutions. In Mueller-Hanson, Sinar, & Pulakos, *Evolving the Employee Experience*. Oxford University Press.

Waters, S.D. & Kraiger, K. (In press). Training and Learning Strategies. In Silzer, Scott & Borman, *Handbook on the Practice of Industrial / Organizational Psychology: Leveraging Psychology for Individual and Organizational Effectiveness*. Oxford University Press.

Jones, J., Johnson-Murray, R., Streets, V., Waters, S., and Alonso, A. (2018). Driving Workforce Readiness: The Case for Community-Based HR Initiatives. In J. Allen & R. Reiter-Palmon, *Handbook of Organizational Community Engagement and Outreach*. Cambridge University Press.

Jones, J., Waters, S.D., and Alonso, A. (2017). A competency driven approach to talent management optimization. In L. Berger, *Talent Management Handbook*. McGraw-Hill Education, Inc.

Dorsey, D.W., Cortina, J.M., Allen, M.T., Waters, S.D., Green, J.P., and Luchman, J. (2017). Adaptive and Citizenship-Related Behaviors at Work. In Farr & Tippins, *Handbook of employee selection*. Routledge.

#### Peer Reviewed Journal Articles

Eatough, E., Waters, S., and Kellerman, G. (2018). Evidence-Based Recommendations for Improved Design of Sexual Harassment Training. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Alonso, A., Kurtessis, J., & Waters, S. (March, 2017). Enough Already!—HR is Rising (With I-O). *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 10(1), pp 1–7.

Waters, S.D., Baughman, W.A., & Dorsey, D.W. (2016). Performance Management: Embracing Complexity, Evading Reductionism, and Moving to Outcome-based Approaches. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Connelly, B. S., Sackett, P. R. & Waters, S. D. (2013). Balancing Treatment and Control Groups in Quasi-Experiments: An Introduction to Propensity Scoring. *Personnel Psychology*, 66, 407–442. doi: 10.1111/peps.12020

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## Shonna D. Waters, PhD, ACC, SHRM-SCP

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## Shonna D. Waters, PhD, ACC, SHRM-SCP

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Ramotar, K. & Horton, M. (Dec, 2022). *Cyber Citizenship in Digital Coaching*. Edited by Shonna Waters, Kacey Milligan, and Shana Johnson. San Francisco, CA: BetterUp.

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## Shonna D. Waters, PhD, ACC, SHRM-SCP

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Waters, S.D., & Pommerich, M. (in press). *Context effects in Internet testing: A literature review*. Alexandria, VA: Human Resources Research Organization.

#### *Presentations and Invited Talks*

Waters, S. (May 15, 2024). The Coaching Shift. uExcelerate Virtual Event.

Waters, S. (April, 24, 2024). Strategic Networking: Building Connections for Personal and Organizational Success. IAVM Senior Executive Summit. Georgetown University. Washington, DC.

Waters, S. & Kraiger, K. (April 19, 2024). *Training & Development: Anchoring on Basics while Innovating*. In Brooks, S., & Silzer, R. (Co-Chairs). (2024, April). Alternative conference session presented at the Annual Conference of the Society of Industrial and Organizational Psychology, Chicago.

Waters, S., O'shea, G., O'Malley, A., & Woodward, M.W. (April 18, 2024). I-O and Coaching: Convergence, Clashes, and Complexity. In Dumani, S. (Chair). (2024, April). Panel presented at the Annual Conference of the Society of Industrial and Organizational Psychology, Chicago.

Bersin, J. & Waters, S. (April 11, 2024). Unlocking Irresistible Leadership. BetterUp Uplift Conference. San Francisco, CA.

Waters, S. & Riordan, B. (April 9, 2024). Effective and human-centric performance management. DC SHRM Virtual Event.

Waters, S. & Cabellon, E. (March 8, 2024) Fireside Chat with Dr. Shonna Waters. University of Maryland, Division of Student Affairs.

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Waters, S. (March 6, 2024). Leading change in a resource constrained, AI world. CMOx Connect New York with White Marble.

Weed K.C., & Waters, S.D. (January 27, 2024). Get Me Carlucci: A Daughter Recounts Her Father's Legacy of Service. Politics and Prose. Washington, DC.  
<https://www.politics-prose.com/kristin-carlucci-weed>

Waters, S. (January 23, 2024). Coaching Skills for HR Professionals: Adopting a coaching mindset and skills for better interactions at work and beyond. Executive symposium at the National Association of Manufacturers (NAM).

Waters, S. (January 17, 2024). The Science of Authentic Executive Presence. Women in Bio - Executive Women in Bio.

Waters, S. (January 8, 2024). A new Era of Personalized Development: Coaching and AI. Triad Coaching Connection (TCC).

Bersin, J., & Waters, S. (December 5, 2023). Building an Irresistible Organization with Josh Bersin: Executive Roundtable. BetterUp Virtual Event.

Riordan, B. & Waters, S. (November 29, 2023). Coaching Skills for HR Professionals: Adopting a coaching mindset and skills for better interactions at work and beyond. DC SHRM Virtual Event.

Bersin, J., Waters, S., & Mertens, J. (November 27, 2023). Building an Irresistible Organization with Josh Bersin: Executive Roundtable. BetterUp Virtual Event.

Waters, S. (November 14, 2023). Managing Stress and Boosting Well-being in a Tumultuous World. Keynote at International Monetary Fund (IMF) HR Ops Division Retreat. Washington, DC.

Waters, S. (November 9, 2023). Leading Forward Thriving in an Evolving World. Keynote at Career Empowerment and Networking Conference (CENC). Houston, TX.

Schacht, N. (September, 26, 2023). SHRM Learning Leaders Executive Council. SHRM Virtual Event.

Waters, S. (September 15, 2023). *The Coaching Shift*. Invited talk at BetterUp's Gather event for coaches. Milan, Italy.

Riordan, B. & Waters, S. (September 13, 2023). *The Coaching Shift*. Invited talk at Right Management, a Manpower Group Company.

Waters, S. (September 5, 2023). Leading Forward: Thriving in an Evolving World. Keynote in Apple Care ReachCon (EMEIA). Virtual Event.



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Waters, S. (August 28, 2023). Leading Forward: Thriving in an Evolving World. Keynote in Apple Care ReachCon (JAPAC). Virtual Event.

Feuerlicht, E., Vaughn, D., & Waters, S. (July 18, 2023). Fireside chat. In FY23 Leadership Development Program Closing Event. Accenture. JAPAC Virtual Event.

Feuerlicht, E., Vaughn, D., & Waters, S. (July 18, 2023). Fireside chat. In FY23 Leadership Development Program Closing Event. Accenture. North America & EMEA Virtual Event.

Waters, S. (June 28, 2023). Why Successful Transformations Start with a Coaching Culture (keynote). BetterUp, Boston, MA.

Waters, S. & Weber, R. (June 20, 2023). CXO breakfast. Josh Bersin Irresistible Conference. Los Angeles, CA.

Waters, S., Sudhof, M., Sheopuri, A., & Ghowsi, A. (June 16, 2023). Designing the Future of Coaching: An interactive workshop to explore the convergence of technology and coaching. 2023 NYU Coaching and Technology Summit. New York, NY.

Bersin, J. & Waters, S. (June 13, 2023). Building an Irresistible Organization with Josh Bersin: Executive Roundtable. BetterUp Virtual Event.

Waters, S. (June 2, 2023). Giving and receiving feedback to improve and accelerate performance outcomes. BNY Mellon. Virtual Event.

Waters, S. & Riordan, B. (June 1, 2023). The Coaching Shift: Coaching Mindset and Skills for Everyone. 2023 WBECS Pre-Summit. Virtual Event. (Over 15,000 registrants globally, 8.8/10 rating)

Quandt, M., Waters, S., Nisbett, D., Kohner, E., & Radtke, K. (May 19, 2023). Creating a Culture of Coaching Panel. International Society for Organization Development and Change (ISODC) 2023 Conference.

Waters, S. (May 16, 2023). Self-Awareness: Science and tools to increase your impact. Hyatt-Apple Leisure Group HR Summit. Cancun, Mexico.

Cornecelli, J., Vaughn, D. & Waters, S. (May 9, 2023) Fireside Chat. Cross Services Marketing Leadership Team. Accenture. Virtual Event.

Bersin, J. & Waters, S. (May 2, 2023). Building an Irresistible Organization with Josh Bersin: Fireside chat. BetterUp Virtual Event.

Waters, S. (April, 25, 2023). The Coaching Shift: How Incorporating a Coaching Mindset and Skills Can Benefit Leaders at Every Level and Transform Your Culture. IAVM Senior Executive Summit.

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Georgetown University. Washington, DC.

Ferrazi, K., & Waters S. (April 6, 2023). Beyond the Leader: Nurturing a Culture of Teamship. BetterUp. Virtual Event.

Ferrazi, K., Eatough E., & Waters S. (April 4, 2023). Team Resilience Roundtable. BetterUp. Virtual Event.

Waters, S. (April 4, 2023). Digital Coaching. Managerial and Executive Coaching (HRCM1-GC2420200) by Catherine Breaven. NYU, School of Professional Studies.

Saboe, K., Waters, S., & Shirako, A. (March 31, 2023). Surviving and thriving in the new hybrid workplace. SIOP Annual Conference. Boston, MA.

Waters, S., Jimenez, J., Hull, J. DiGirolamo, J. (March 7, 2023). Empowering Transformation: A Discussion on the Future of Coaching and its Reach. BetterUp Uplift Conference. San Francisco, CA.

Waters, S. & Riordan, B. (February 28, 2023). [Rethinking Work: How A Coaching Mindset Can Change You and the World Around You](#). New York University. New York, NY.

Waters, S. & Riordan, B. (January 17, 2023). The Coaching Shift: How anyone can incorporate a coaching mindset and skills to change themselves, their interactions, and the world around them. Georgetown University. Washington, DC.

International Coaching Federation. (December 14, 2022). The Coaching Shift: How anyone can incorporate a coaching mindset and skills to change themselves, their interactions, and the world around them.  
[https://coachingfederation-org.zoom.us/rec/play/1WEDaFVH83pxPB6N7Qve0hrd4YKH4qfa68eN56SOjTsMWA2CzENT\\_7m6MoBDlauOcW34t7xScVrd3L\\_G.5FFmivHnUQfXRpzS?startTime=1671037360000&xzm\\_rtaid=UI6VcXRTSeOKm\\_SZJgdeUg.1674942128286.ecd09767b41aba3d0c1293f385fd39ed&xzm\\_rhtaid=734](https://coachingfederation-org.zoom.us/rec/play/1WEDaFVH83pxPB6N7Qve0hrd4YKH4qfa68eN56SOjTsMWA2CzENT_7m6MoBDlauOcW34t7xScVrd3L_G.5FFmivHnUQfXRpzS?startTime=1671037360000&xzm_rtaid=UI6VcXRTSeOKm_SZJgdeUg.1674942128286.ecd09767b41aba3d0c1293f385fd39ed&xzm_rhtaid=734)

Institute of Coaching. (February 8, 2023). Webinar: The Coaching Shift: How anyone can incorporate a coaching mindset and skills to change themselves, their interactions, and the world around them.  
<https://instituteofcoaching.org/conferences-events/webinar-coaching-shift-how-anyone-can-incorporate-coaching-mindset-and-skills>

Paylor, J. (Chair), Stockton, K. (Panelist), Dougherty, M.(Panelist), Nwabueze, C. (Panelist), & Waters, S. (Panelist) (September 23, 2022). The Future of Coaching, Closing Panel. ICF Metro DC Capital Coaches Conference, Bethesda, MD.

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Eatough, E. (Chair), Montoya, L. (Panelist), Saw, J., Russell, K. (Panelist), & Waters, S. (Panelist) (September 22, 2022). Innovation in developing a workplace culture of connection and belonging. Fast Company Innovation Festival. New York, NY.

Tarulli, B. (Chair), Sundberg, N. (Panelist), Haitoglou, A. (Panelist), Terblanche, N. (Panelist), & Waters, S. (Panelist). (June 10, 2022). The Future of Coaching and Innovations in AI and Automation. NYU Coaching & Technology Conference, New York, NY, United States.

Harbaugh, J. L. (Chair), Baker, T. (Panelist), Carr, S. C. (Panelist), Payne, H. S. (Panelist), Shyamsunder, A. (Panelist), Stage, V. C. (Panelist). & Waters, S. (Panelist). (April, 2022). Pro Bono I-O: Using I-O Skills for the Greater Good [Alternative Session Type]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA, United States.

Waters, S., Gasol, P., & Gupta, T. (November 30, 2021). How peak performance + proactive recovery fight burnout. BetterUp Webinar.

Brothers, J. and Waters, S. (November 9, 2021). FUTURE-PROOFING YOUR ORGANIZATION: The Impact of Coaching on Organizational Outcomes. UNC Executive Development Custom Virtual Roundtable.

Waters, S., Grylls, B. & Kamathia, Z. (August 19, 2021). How creativity drives growth for a global workforce. BetterUp Webinar.

Gerstner, C., Beecham, W. Gorman, K., Grant, R., & Waters, S. (October 28, 2020). Coaching Panel. 12th Annual California Executive Women's Group Luncheon. Chevron. Virtual Event.

Eng, S. & Waters, D. (October 15, 2020). How Resilience Fuels Business Growth and Transformation. Human Resource Executive. Virtual Event.

Waters, D. (October 13, 2020). Driving Peak Performance During Change. Gartner ReImagineHR Conference. Virtual Event.

Waters, S. (October 6, 2020). Measuring the Impact of Coaching. People Business. Virtual Event.

Waters, S. (July 22, 2020). Now more than ever: Why resilience is your secret weapon. Consero CHRO Forum. Virtual Event.

Coats, M.R., Litano, M., Norris-Watts, C., Tannenbaum, S.I., Thorenson, P., & Waters, S.D. (April 6, 2019). *Tricky Tradeoffs: The Balancing Act of Science and Practice*. Symposium at the 2019 SIOP Annual Conference, National Harbor, MD.

Waters, S.D., Sawyer, K., & Liu, D. (April 5, 2019). *SIOP Select: Early Career Award Winners*. Presentation at the 2019 SIOP Annual Conference, National Harbor, MD.

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Elizabeth A. McCune, E.A., Allen, J.A., McFarland, B., Rogelberg, S.G., Shuffler, M.L., Waters, S.D., Wiper, D., Zhan, Y., & Laurier, W. (April 4, 2019). *SIOP Select: The Science–Practice Partnership: Action and Education*. Presentation at the 2019 SIOP Annual Conference, National Harbor, MD.

Waters, S.D. (January 29, 2019). HR Analytics: Using data to inform, transform, and empower HR decisions. Invited presentation at Meeting of the Minds, Definitive Logics. Arlington, VA.

Waters, S.D., Garza, M., & Corcoran, J. (February 7, 2019). *The Agile Culture: Equipping the Workforce for Success in Times of Constant Change*. Presentation at the 2019 SPIM/SCP Conference, Fort Worth, TX.

Waters, S.D., & Palmisano, B. (October 1, 2018). *From Survive to Thrive: Helping Employees Cope with Change through Personalized Development*. CLO Symposium. Houston, TX.

Campbell, W.J., Lazzarini, R., Mael, F., & Waters, S.D. (May 23, 2018). Panel Discussion on Coaching and I/O Psychology. Meeting of the Personnel Testing Council of Metropolitan Washington (PTCMW).

Waters, S.D. (April 24, 2018). *The Agile Culture: Equipping the Workforce for Success in Times of Constant Change*. BetterUp Workshop Series. Capital One, Tysons Corner, VA.

Geimer, J.L., Goodwin, G., Bruk-Lee, V., Kinney, T., Lahti, K., Sanderson Allen, K., & Waters, S.D. (April 19, 2018). *How to Find and Build Effective Research Partnerships*. Presentation at the 2018 SIOP Annual Conference, Chicago, IL.

Waters, S.D., Bauer, T.N., Cioca, I.A., & Muros, J.P. (April 21, 2018). *Lost in Translation: Getting the I-O Science Message Across to HR Practitioners*. Presentation at the 2018 SIOP Annual Conference, Chicago, IL.

Waters, S.D. (March 21, 2018). *Coaching the Core*. BetterUp Workshop Series. New York, NY.

Waters, S.D. (January, 2018). *Building an Adaptive Workforce*. BetterUp Workshop Series. San Francisco, CA.

Waters, S.D. (September 13, 2017). *Staying ahead of AI: Thriving in a Global, Tech-Driven Economy*. Congressional Hispanic Caucus Institute 2017 Leadership Conference. Washington, DC

Waters, S.D. (September, 2017). *Using HR Analytics to Drive Business Decisions*. Presentation at Charlottesville SHRM 2017 Annual Conference, Charlottesville, VA.

Waters, S.D. (October, 2017 Presentation at SHRM Illinois State 2017 Annual Conference, Chicago, IL.

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Waters, S.D. (August, 2017). *Benefits in the Workplace: An Update and Competitive Practices for Impact in 2017*. Presentation at the 2017 SHRM Compensation and Benefits Symposium, Cleveland, OH.

Waters, S.D. (June, 2017). *Benefits in the Workplace: An Update and Competitive Practices for Impact in 2017*. Presentation conducted at the 2017 SHRM Annual Conference, New Orleans, LA.

Plunkett, K., Baughman, W.A., & Waters, S.D. (June, 2017). *Managing Poor Performers in a World without Ratings*. Presentation conducted at the 2017 SHRM Annual Conference, New Orleans, LA.

Waters, S.D. (May 24, 2017). *Using HR Analytics to Drive Business Decisions*. Presentation at SHRM Northern CA, San Francisco, CA.

Waters, S.D. (May 24, 2017). *Using HR Analytics to Drive Business Decisions*. Presentation at SHRM Northern CA, Santa Clara, CA.

Waters, S.D. (May 25, 2017). *Using HR Analytics to Drive Business Decisions*. Presentation at SHRM Northern CA, Oakland, CA.

Waters, S.D. (May 3, 2017). *Five Smart HR Strategies to Address Today's Serious Skills Gap*. Presentation at Montana SHRM State Conference, Anaconda, MT.

Waters, S.D. (May 4, 2017). *Future of Work: HR in an AI World*. Presentation at Montana SHRM State Conference, Anaconda, MT.

Waters, S.D. (December 8, 2016). *Performance Management: To rate or not to rate? There are many other, more powerful, questions*. In Arad, S., Dye, D., Waters, S.D., and Woehr, D. (2016) Performance management: To rate, or not to rate, is that the right question? Symposium conducted at the 2017 Personnel Testing Council of Metropolitan Washington PTCMW Fall Event, Washington DC.

Waters, S.D., Plunkett, K., & Perry, T.L. (2016). NSA TEA Deep Dive. Presentation to the 2016 Defense Intelligence Human Capital Summit, Timonium, MD. *Overall Rating 4.65/5*.

Baughman, W.A., Waters, S.D., Perry, T.L., Gurkin, C., & Trotter, R. (2015, July). *Total Classification Redesign: From Case for Action to Applications*. Symposium presented at the International Personnel Assessment Council (IPAC) Annual Conference, Atlanta, GA.

Waters, S.D. (2015, April). *Advancing Test Development Practices: Modern Issues and Technological Advancements*. Symposium presented at the Society for Industrial and Organizational Psychology (SIOP) Annual Conference, Philadelphia, PA.

Allen, M.T., Parker, C.C., Vasilopoulos, N.L., Waters, S.D., & Dorsey, D.W. (2015, April). Personnel Selection at the National Security Agency: Challenges and Opportunities. In Landon, L. (2015) *Improving Selection in the Government: Challenges from NASA, FAA, NSA*. Symposium to be presented at the Society for Industrial and Organizational Psychology (SIOP) Annual Conference, Philadelphia, PA.

Waters, S.D. & Allen, M.T. (2014, September). *Development and Validation of New Analyst Assessments*. Paper presented at the Language Education and Resource Network Workshop (LEARN), Chevy Chase, MD.

Bedwell, S.E., Waters, S.D., Vasilopoulos, N., and Keil, C.T (2014, August). *More Complex Coding Schemes for More Complex Item Types*. Paper presented at the annual conference of the American Psychological Association (APA), Washington, DC.

Ingerick, M., Oliver, J., Waters, S. D. (2011, July). *Learning portfolios as a catalyst for leader self-development*. In M. Ingerick (Chair), *Leader development 2.0: Innovative approaches to growing leader talent*. Paper presented at the annual conference of the International Personnel Assessment Council (IPAC), Washington, DC.

Waters, S. D., & Oliver, J. (2011, April). *Successful transitions: The long and winding road in I-O psychology*. Chaired panel discussion at the 26<sup>th</sup> annual conference of the Society for Industrial-Organizational Psychology (SIOP), April, 2011, Chicago, IL.

Waters, S.D. (2010, April). Practical considerations in developing sensitivity review guidelines. In A.M. Ryan, N. Schmitt, & W. Camara (Chairs), *Views on Sensitivity Reviews: Who, How, & What's Next*. Paper presentation at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA.

Whetzel, D., McCloy, R., Hooper, A., Russell, T., Waters, S., Campbell, W., & Ramos, R. (2010, April). *Meta-analysis of Clerical Performance Predictors: Pearlman, Hunter, and Schmidt Update*. Paper presentation at the 25<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Kilcullen, R., Tremble, T., Waters, S.D., & Putka, D. J. (2009, April). Modifying organizational selection procedures to improve employee continuance. Accepted for presentation at the 24<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Waters, S.D., & Sackett, P.R. (2009, April). General vs. Specific Ability Tradeoffs in Personnel Selection. Accepted for presentation at the 24<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

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Waters, S.D. (2008, October). *ASVAB Revision: Streamlining the military enlistment testing process*. Paper presentation at the 50<sup>th</sup> Annual Conference of the International Military Testing Association, Amsterdam, Netherlands.

Connelly, B.S., Sackett, P.R., & Waters, S.D. (2008, April). Reducing bias through propensity scoring: A study of SAT coaching. In J.M. Cortina (Chair), *Write, for these words are true: Uncovering complexity in I-O*. Paper presentation at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Arneson, J.J., Waters, S.D., & Sackett, P.R. (2007, April). *SES and Admissions Test Validity: Within Race Analyses*. Presented at the Society for Industrial-Organizational Psychology. New York, NY.

Arneson, J.J., Waters, S.D., & Sackett, P.R. (2007, April). *Differentiating in the Upper Tail: Selecting Among High-Scoring Applicants*. Presented at the Society for Industrial-Organizational Psychology. New York, NY.

Waters, S.D. (2007, April). *Context Effects in Internet Testing: A Literature Review*. Presented at the Society for Industrial-Organizational Psychology. New York, NY.

Waters, S.D., Landers, R., Brenckman, N., & Sackett, P.R. (2007, April). *Influence of Subject Matter Expert (SME) Personality on Job Analysis Ratings*. Presented at the Society for Industrial-Organizational Psychology. New York, NY.

Arneson, J.J., Waters, S.D., Sackett, P.R., Kuncel, N.R., & Cooper, S. (2006, April). *SES and Test Validity: A Meta-Analysis*. Presented at the Society for Industrial-Organizational Psychology. Dallas, TX.

Cooper, S., Kuncel, N.R., Sackett, P.R., Arneson, J.J., & Waters, S.D. (2006, April). *The Role of SES in the ability performance relationship*. Presented at the Society for Industrial-Organizational Psychology. Dallas, TX.

Waters, S.D., & Sackett, P.R. (2006, April). *Re-Examination of the effects of test-preparation methods on the SAT*. Presentation at the Society for Industrial-Organizational Psychology. Dallas, TX.

Waters, S.D., Cullen, M.J., & Sackett, P.R. (2006, April). *Testing stereotype threat theory predictions for math majors by gender*. Presented at the Society for Industrial-Organizational Psychology. Dallas, TX.

Waters, S.D., & Sackett, P.R. (2006, April). *On the possibility of using configural scoring to enhance prediction*. Presented at the Society for Industrial-Organizational Psychology. Dallas, TX.

Sackett, P.R., Kuncel, N.R., Arneson, J.J., Waters, S.D., & Cooper, S. (2005). *The role of SES in the SAT-performance relationship: A systematic examination*. Presented at the NCME Annual Conference. Montreal, Quebec.

Waters, S.D., Hall, F.S., Brown, L.J., Hoggatt, H., Murphy, D.L., & Uhl, G.R. (2001, August). *The effects of combined VMAT2/SERT and DAT/SERT gene deletions on anxiety in mice*. National Institute on Drug Abuse (NIDA) Summer Research Program Poster Day 2001. (Also presented at National Institutes for Health (NIH) Summer Research Program Poster Day 2001 and NIH Research Festival 2001). Baltimore, MD.

#### *Media Mentions*

Dole, J. (July 12, 2023). *Managers as Coaches: BetterUp is Unleashing The Power of Developmental Leadership*. 3SixtyInsights.  
[https://3sixtyinsights.com/managers-as-coaches-betterup-is-unleashing-the-power-of-developmental-leadership/?utm\\_content=284698450&utm\\_medium=social&utm\\_source=linkedin&hss\\_channel=lcp-27165190](https://3sixtyinsights.com/managers-as-coaches-betterup-is-unleashing-the-power-of-developmental-leadership/?utm_content=284698450&utm_medium=social&utm_source=linkedin&hss_channel=lcp-27165190)

Hendey, L., & Frank, C. (November 2, 2023). *5 Ways Coaching Can Supercharge Your Personal Development*. Association for Talent Development (ATD) blog.  
<https://www.td.org/atd-blog/5-ways-coaching-can-supercharge-your-professional-development>

Pillans, G., Jones, R., & Caesar, N. (2023). *Coaching: Maximising Business Impact*. Corporate Research Forum (CRF).  
<https://www.crforum.co.uk/research-and-resources/research-coaching-maximising-business-impact/>

Smith, C. (July 12, 2023). *How to Turn Down a Job Recruiter*. Nerd Wallet.  
<https://www.nerdwallet.com/article/finance/how-to-turn-down-a-job-recruiter#:~:text=Thank%20the%20recruiter%2C%20tell%20them,a%20good%20fit%2C%20Roccia%20says.>

O'Dea, B. (July 7, 2023). *7 tips for building resilience skills at work*. Silicon Republic.  
<https://www.siliconrepublic.com/advice/resilience-skills-at-work-tips>

Nevada Small Business. (June 26, 2023). *Eight Ways to Make a Great First Impression as a Business Owner*. Nevada Small Business.  
<https://nevadasmallbusiness.com/first-impression-as-business-owner/>



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Swann-Quinn, M. (May 2, 2023). Quiet Hiring Could Be the Reason You Can't Find Work-Life Balance. Parents.com.

<https://www.parents.com/quiet-hiring-could-be-the-reason-you-can-t-find-work-life-balance-7487889#:~:text=A%20BetterUp%20Labs%20study%20from.most%20affected%20their%20mental%20health.>

Rampton, J. (April 5, 2023). April is Workplace Conflict Awareness Month. Entrepreneur.

<https://www.entrepreneur.com/growth-strategies/april-is-workplace-conflict-awareness-month/449105>

In the works (March, 2023). Founder-focused learning. Helpscout.com

<https://intheworks.helpscout.com/founder-learning-tips/>

Fenn, H. D. (February 18, 2023). Healthy Ways To Prove Your WFH Productivity Without Burning Yourself Out. Glam.com.

<https://www.glam.com/1199982/healthy-ways-to-prove-your-wfh-productivity-without-burning-yourself-out/>

Sandhu, P. (January 27, 2023). Why the wrong people are promoted to management— and how to change it. Fast Company.

<https://www.fastcompany.com/90839182/why-the-wrong-people-are-promoted-to-management-and-how-to-change-it>

Sloan, E. (January 25, 2023). 'Quiet Hiring' Might Seem Like Just Another Workplace Buzzword—But You \*Can\* Use the Practice To Your Benefit. Well + Good.

<https://www.wellandgood.com/quiet-hiring/>

Hussain, A. (December 29, 2022). Looking For A New Year's Resolution? Start Thinking Long-Term. Forbes.

<https://www.forbes.com/sites/amirhusain/2022/12/29/looking-for-a-new-years-resolution-start-thinking-long-term/?sh=55275637b894>

Ajala, T. (December 20, 2022) The Importance Of Teamwork In The Oil And Gas Industry. Forbes.

<https://www.forbes.com/sites/forbesbusinesscouncil/2022/12/20/the-importance-of-teamwork-in-the-oil-and-gas-industry/?sh=72bfeae85fa1>

Sloan, E. (October 28, 2022). How To Prove to Your Boss That You're Doing Your Job While Remote—And Turn 'Productivity Paranoia' on Its Head.

<https://www.wellandgood.com/how-to-prove-your-productivity/>

Poindexter, R. (September, 28, 2022). Experts: 4 Questions To Ask To Figure Out Whether You'll Be Happy at a New Job. Go banking rates.com  
<https://www.gobankingrates.com/money/jobs/experts-4-questions-to-ask-to-figure-out-whether-youll-be-happy-at-a-new-job/>

Mosadioluwa, A. (July 9, 2022). Six Steps On How To Create A Good First Impression And How To Recover From A First Bad Impression  
<https://tribuneonlineng.com/six-steps-on-how-to-create-a-good-first-impression-and-how-to-recover-from-a-first-bad-impression/>

Poindexter, R. (June 30, 2022). Experts: 4 Questions To Ask To Figure Out Whether You'll Be Happy at a New Job.  
<https://www.gobankingrates.com/money/jobs/experts-4-questions-to-ask-to-figure-out-whether-youll-be-happy-at-a-new-job/>

Nordli, B. (June 28, 2022). Constructive Criticism Is a Key Management Skill. Here's How to Give It.  
<https://builtin.com/career-development/constructive-criticism>

Alfonso, D. (June 22, 2022). 5 ways to overcome digital overload and communication fatigue.  
<https://www.worklife.news/talent/5-ways-to-overcome-digital-overload-and-communication-fatigue/>

Pandey, E. (Feb 5, 2022). A "great resignation" silver lining for HR. Axios.  
<https://www.axios.com/great-resignation-silver-lining-hr-internal-labor-market-b6900b8f-012d-45b1-8d96-3b49d6fe86d8.html>

Cowels, C. (Jan 6, 2022). 'I Took a Pay Cut for a Better Job, But Now I'm Barely Making Rent'. The Cut. <https://www.thecut.com/2022/01/i-took-a-pay-cut-for-a-better-job-was-that-a-mistake.html>

Betz, S. (December 20, 2021). Self-Evaluations Make Stronger Leaders. Here's How to Write One. Built In. <https://builtin.com/people-management/self-evaluations>

Liu, J. (November 19, 2021). Do you actually like your job? Try the 15-5 method to find out. CNBC: Make It.  
<https://www.cnbc.com/2021/11/19/this-15-minute-weekly-habit-tells-you-how-actually-feel-about-your-job.html>

Brodey, D. (October 10, 2020). This is how coaching programs can help out-of-answers leaders with employee mental health. Forbes.  
<https://www.forbes.com/sites/denisebrodey/2020/10/10/this-is-how-coaching-programs-can-help-out-of-answers-leaders-with-employee-mental-health/?sh=4e57bf5f74bd>

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Ardill, L. (September 4, 2020). 7 skills worth learning during back-to-back school September. Silicon Republic. <https://www.siliconrepublic.com/advice/skills-september-invest-learn>

Ardill, L. (August 31, 2020). 'Resilience isn't just something you're born with, it's a learned skill'. Silicon Republic. <https://www.siliconrepublic.com/advice/resilience-skill-shonna-waters-betterup>

Ruland, B. (March 17, 2020). Shonna D. Waters Named SIOP Fellow. Science Magazine. <https://scienmag.com/shonna-d-waters-named-siop-fellow/>

Czach, C. (June 2, 2020). The Authentic Leader's Role in Organizational Resilience and Citizenship. Forbes. <https://www.forbes.com/sites/forbescoachescouncil/2020/06/02/the-authentic-leaders-role-in-organizational-resilience-and-citizenship/#58fc72cb31a6>

Dishman, Lydia. (January 7, 2019). 9 ways to be a better employee in 2019. Fast Company. <https://www.fastcompany.com/90285502/9-ways-to-be-a-better-employee-in-2019>

Sheridan, Mary Kate. (November, 2018). From resist to resilience: How to build strength and adaptability in today's legal practice. Legal Management. <https://www.legalmanagement.org/features/resist-resilience>

Boxer, Eliza (October 27, 2017). Stressed Out About After-Work Email? Here Are 5 Ways to Help Your Employees Disconnect. Inc.com. <https://www.inc.com/elisa-boxer/when-how-to-disconnect-from-after-work-email-according-to-experts.html>

Wright, A. (September 19, 2017). AI Won't Kill All the Jobs. SHRM.org. <https://www.shrm.org/ResourcesAndTools/hr-topics/technology/Pages/AI-Wont-Kill-All-the-Jobs.aspx>

Otto, Nick (June 21, 2017). Employers boosting benefits packages to attract top talent. Employee Benefit Adviser. <https://www.employeebenefitadviser.com/news/employers-boosting-benefits-packages-to-attract-top-talent>

Gurchiek, K. (June 19, 2017). How to Make Ratingless Performance Management Systems Work. SHRM.org. <https://www.shrm.org/hr-today/news/hr-news/conference-today/pages/how-to-make-ratingless-performance-management-systems-work.aspx>

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SHRM Press Release. (June 19, 2017). One-Third of Companies Increase Employee Benefits in War for Talent, SHRM Survey Finds.

<https://www.shrm.org/about-shrm/press-room/press-releases/pages/2017-shrm-employee-benefit-survey-report.aspx>

Kaylor, M. (January 25, 2017) #Nextchat RECAP: What's Next for Paid Leave? *SHRM Blog*.

<https://blog.shrm.org/blog/nextchat-recap-what-s-next-for-paid-leave>

Kaylor, M. (July 19, 2017) #Nextchat RECAP: Strategic Employee Benefits. *SHRM Blog*.

<https://blog.shrm.org/blog/nextchat-recap-strategic-employee-benefits>

### Podcasts

xMonks Drive podcast. (April 5, 2024). When psychology meets technology. ft. Shonna Waters.

<https://open.spotify.com/episode/7EQnqteiXXcplqMp3bdwu1>

ideasXecution. (September 4, 2023). Interview with Shonna Waters. Vietnam.

<https://www.youtube.com/watch?v=BYIPLcNrD5k>

Coaches on Zoom Drinking Coffee with Alex Pascal. (June 7, 2023) Shonna Waters:

Organizational Psychologist, Technologist & Leadership Coach.

<https://podcasts.apple.com/us/podcast/shonna-waters-organizational-psychologist-technologist/id1631375474?i=1000623645125>

Courageous Conversations (May 12, 2023). *Why Should Organizations Make The Coaching Shift and How Might They Do it?* with Shonna Waters. Erickson Coaching International.

<https://www.icf-events.org/icw/courageous-conversations-why-should-organizations-make-the-coaching-shift-and-how-might-they-do-it/>

The Great I-O Get Together (GIG) Podcast. (February 24, 2023). [Shonna Waters](#).

<https://thegig.online/>

The Indigo Podcast. (Dec 21, 2022). Shonna Waters and Brodie Riordan on The Coaching Shift.

<https://indigopodcast.libsyn.com/shonna-waters-and-brodie-riordan-on-the-coaching-shift>

Mulesoft/Salesforce Podcast. (November, 18, 2020). Reducing Burnout and Mitigating Stress. ADCast. Mulesoft.

Human Capital Innovations Podcast. (October 30, 2020). Uncertainty, resilience, and employee wellbeing with Shonna Waters. <https://open.spotify.com/episode/0f2UJsKU3Vlx2XfGVBioe2>

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University Hospital Podcast. (September 1, 2020). Manager as Coach.

Abrupt Future Podcast. (August 11, 2020). On leadership, coaching and resilience, a conversation with Shonna Waters.

<https://www.podchaser.com/podcasts/abrupt-future-the-future-of-wo-5056760/episodes/12-on-leadership-coaching-and-158398700>