

# Society for Industrial & Organizational Psychology

## *Top Workplace Trends for 2020*



### 10. Data visualization

**What:** Creatively yet simply present data to stakeholders in order to communicate key messages and make sense of large data sets.

**How CMA can help:** We can provide evidence-based advice on how to effectively communicate complex subjects and ideas.



### 9.\* Virtual working spaces

**What:** Limit workplace distractions by creating an online community of workers in a virtual space.

**How CMA can help:** We can provide assistance in fostering engagement for remote workers, helping to reduce the amount of burnout and attrition common for those working remotely.



### 9.\* Meaning and purposeful work

**What:** Workers increasingly value work that is aligned with their values and supports their sense of life purpose.

**How CMA can help:** CMA can help with job design, selection of employees that share the same values as your organization, and the training of managers to help employees find meaning and purpose at work.



### 8. Workforce health and well-being

**What:** Work can affect personal lives in both positive and negative ways, and vice versa; the pressure to be “always on” is a large contributor to rising levels of employee burnout.

**How CMA can help:** CMA offers programs designed to keep employees both happy and healthy, with a particular focus on maintaining a work-life balance.



### 7. Algorithmic selection – validity, bias, and applicant reactions

**What:** A growing trend, algorithmic hiring uses a formula to combine test scores into a single overall candidate score. However, it is important to create algorithms that are valid and unbiased, as well as received well by the applicants.

**How CMA can help:** CMA can provide recommendations regarding the design of a valid and unbiased selection system, as well as assist in the measurement of applicant reactions.



## 6. Automation of jobs and tasks

**What:** Advanced technology, including the rise in AI, is both automating existing jobs while also creating new jobs that require a more technologically advanced skill set.

**How CMA can help:** CMA can offer assistance in conducting work analyses and facilitate strategic planning in order to better predict future human capital needs.



## 5. The changing nature of work

**What:** Work is changing in many ways: integration of social media, cloud-based communication tools, AI, automation, digitization of work, and shifts in employee attitudes and expectations, just to name a few.

**How CMA can help:** CMA can assist organizations in becoming more agile to increase their ability to adjust to changes. In addition, we can also help create strategies for attracting and retaining employees who may have different thoughts and priorities when it comes to work as compared to previous generations.



## 4. Working with big data

**What:** Organizations now have access to large amounts of data that they can use to explain and predict organizational outcomes. But, it needs to be done in an ethical and responsible way.

**How CMA can help:** CMA can leverage our understanding of psychological theory, research methods, and statistics to help ensure that big data analytics are conducted ethically and accurately.



## 3. “Gig economy” – contract work

**What:** There are several key issues to consider when working with freelance employees. Do current recruitment and selection practices generalize to hiring and contracting gig workers? How is the client-gig workers relationship different from the employer-employee relationship? What implications does this have how organizations invest in, retain, and develop their gig workers?

**How CMA can help:** CMA can help answer these questions and more. Along with assisting with selection of gig workers, we can also help increase gig employee engagement and organization commitment.



## 2. Diversity, inclusion, and equity

**What:** Organizations should strive for diverse, inclusive workplace cultures. Special considerations should include representation of women and historically underrepresented ethnic groups, inclusion of LGBTQI employees, integration of employees with disabilities and mental health issues, and pay gaps.

**How CMA can help:** CMA can help with both measuring and training issues such as inclusivity, diversity, unconscious bias, and equal opportunity.



## 1. Artificial Intelligence (AI) and machine learning

**What:** AI and machine learning can be used in many areas, including hiring, retirement planning, development, compensation, etc.

**How CMA can help:** CMA can provide recommendations on the state of AI and machine learning practices as they relate to HR. This research is in the very early stages and more is needed to ensure predictive validity.