

**Dr. Shonna Waters, PhD**  
**Vice president of Research**  
**Society for Human Resource Management**

Dr. Shonna Waters is the Vice President of Research at the Society for Human Resource Management, where she provides leadership and strategic oversight of SHRM's research department and manages the department's staff, activities, and budget.

The Research Department provides evidence-based insights, recommendations, and innovations at the intersection of people and work to improve the employee experience and business performance. In addition to her role at SHRM, Dr. Waters is a part-time professor in Georgetown University's Masters in Human Resource Management program and leadership coach.

She has over 15 years of experience working with leaders as a consultant and coach to help individuals, teams, organizations, and systems recognize and grow into their full potential. She draws from knowledge and expertise in project management, personnel selection and assessment, organizational assessment and development, change management, and strategic human resources to build and sustain highly effective organizations.

Prior to joining SHRM, Dr. Waters was the Technical Director of Human Resources Strategy and Program Design at the National Security Agency where she led the transformation of NSA's promotion, performance management, and awards and recognition systems, the design and validation of the Agency's hiring assessments for Language Analysts and Intelligence analysts, and a variety of other evaluation and organizational performance projects.

She spent the first 12 years of her professional career as an external consultant at the Human Resources Research Organization (HumRRO) and Personnel Decisions Research Institute (PDRI, a CEB subsidiary) and previously taught research methods and statistics at the George Washington University.

Dr. Waters holds a PhD in Industrial-Organizational (I-O) Psychology and Statistics, a certificate in Leadership Coaching from Georgetown University's Leadership Coaching Program in the Institute for Transformational Leadership, and is an Associate Certified Coach (ACC) through the International Coach Federation (ICF).

Her work has been published in peer-reviewed journals, including Psychological Bulletin, Personnel Psychology, International Journal of Selection and Assessment, Behavioral Pharmacology, Human Performance, and I-O Psychology: Perspectives on Science and Practice.

She has written a book Chapter on "Adaptive and Citizenship-related Behaviors at Work" in the Handbook of Employee Selection, which is currently in press. She has also published over 50 technical reports and presented at over 25 professional conferences.