

APPLIED PSYCHOLOGY AROUND THE WORLD

This works in my place!

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Editorial

Pr. Dr. Christine Roland-Lévy, IAAP President (2018-2022)

This issue of APAW is my last issue as President of IAAP, since, as of August 1st, like all the Division's Presidents, my term is over, after four quite peculiar years... On that day, Lori Foster will become President of IAAP (August 1st 2022-2026). Nevertheless, we have agreed that I would still be in charge of APAW for a while and I will therefore remain the Editor; in each issue, Lori will provide a Message from the President.

This second issue of Volume 4 of Applied Psychology Around the World (APAW) is dedicated to the presentation of a research project carried out by Division 1: Work and Organizational Psychology. This research project is entitled: This works in my place! Latin America Edition. Thanks to a great team composed of Barbara Kozusznik, President of Division 1, Vincente Martinez-Tur, President-Elect and coordinator of this report, Ginger Whelan, Membership Officer, Katarzyna Wiecek-Jakubek, Coordinator Officer, Lynnda Zucec, Communication Officer, along with Marija Davcheva, incoming President of Division 15. This project is introduced by Lori Foster, President-Elect of IAAP, and by Walter Reichman, one of our main representatives at the United Nations. This project is a very stimulating one that focusses on Latin America, which is a key area in the world in which IAAP needs to be better implemented.



Talking about Latin America, as the President of IAAP, I have just been part of the International Summit of Psychology and Global Health, which took place in Bogotá, Colombia. There, the Presidents of 70 Psychology Associations signed a joint Resolution related to continued cooperation directed toward addressing critical global challenges framed within the United Nations Sustainable Development Goals (SDGs), with a focus on SDG 3: Ensure good health and well-being for all at all stages of life; SDG 10: Reduce inequality within and among countries; and SDG 13: Take urgent action to combat climate change and its impacts. Indeed, I signed this important Resolution in the name of IAAP.



On the last day of May and the first day of June 2022, we held, on line, our Board of Directors (BoD) meetings and a few important points related to IAAP were voted on, and I wish to summarize here some of the main outcomes.

The first one is a sad one as it was unfortunately agreed that, due to the COVID-19 pandemic, we will not be able to hold our ICAP in Beijing in July 2023 as initially agreed... Therefore, we will have to skip our ICAP and we now look forward to the one that will take place in Florence, Italy, in July 2026. Meanwhile, IAAP will create some new events.

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We will also regenerate with our second Edition of the Early Career Marathon: 24 hours of Applied Psychology from around the world, which will take place on 1st-2nd of October 2022. This second edition is in the same wonderful hands as the first edition, that is, Pedro Neves, who will then be the President-Elect of IAAP, Luminita Pătraș, our Membership Officer, Pedro Altungy-Labrador, the President of Division 15, and myself.

This time, the Early Career Marathon includes, as key notes, the four winners of the 2022 IAAP's Awards. I wish to start by thanking in your name the Awards Committee and in particular Janel Gauthier as the Chair of the Committee. We have two Awards, and two Recipients for each Award. The first Award 2022 is devoted to the Distinguished Scientific Contributions Award, with two Recipients: Sonia Lippke (Germany) and Rolando Diaz-Loving (Mexico). The second Award 2022 is the Distinguished Professional Contributions Award, with also two recipients: Rubén Ardila (Colombia) and Machiko Fukuhara (Japan). Congratulations to the four recipients of 2022!!!!

Talking about Awards, the Directors of IAAP have agreed to create three new types of Awards:

- IAAP Award for Distinguished Contributions to the International Advancement of Applied Psychology.
- IAAP Award for Distinguished Lifetime Service to the International Advancement of Applied Psychology.
- IAAP Early Career Achievement Award.

In relation to the younger generation of IAAP members, the name of our Division 15, has been adjusted; it is now: Students and Early Career Psychologists.

Still concerning the Early Career members, Students included, we are getting ready to start the new

version of our Advanced Research Training Seminar (ARTS). The Advanced Research Training Seminar (ARTS) is a special research training program organized by IAAP. The projects last around 12 months. ARTS participants coming from all over the world, with most of the communication and training carried out via the Internet; participants have the opportunity to meet each other for a few days during a workshop that will be organized prior to the 2023 European Congress of Psychology (ECP) that will take place in early July 2023 in Brighton, England. ARTS, as a capacity-building workshop, will start soon, with the live days being taking place in London just before the ECP. ARTS, which promotes excellence in research skills and facilitates exchange and dialogue amongst early career scientists, is organized around group projects. Six team leaders (early career researchers: assistant professor, postdoc) are being recruited to organize and coordinate an international research project on the topic of their choice. Each of these six teams are composed of a team leader and three to five participants (Master students and PhD candidates). We are still looking for team leaders, so do not hesitate to contact us or Jérémy Lemoine (J.Lemoine@uel.ac.uk).

During the 2022 BoD meetings, two new Affiliate organizations were integrated within IAAP: Spanish Psychological Association/ Consejo General de Colegios Oficiales de Psicólogos (COP) and the International Society of Sport Psychology (ISSP). We warmly welcome them!

During these meetings, the Directors of IAAP have also voted in favor of two new categories of members of IAAP:

- Life Fellows (living or deceased) shall be members who have been members in good standing of IAAP for at least 10 consecutive years up to the time of requesting to become a Life Fellow.

Editorial cont.

They shall have complimentary membership with the same rights as Fellows who are required to pay membership fees.

- Life Full Members shall be members who have been members in good standing for at least 10 consecutive years up to the time of requesting to become a Life Full Member. They shall have complimentary membership with the same rights as Full Members who are required to pay membership fees

In 2006, IAAP did not have a General Assembly within its Constitution, but since 2016, there were many exchanges in order to address this issue. As of June 2022, IAAP now has again a General Assembly.

With these words, let me close this Editorial of the second issue of Volume 4; I hope that you enjoy the content of This works in my place! Latin America Edition.

Introduction

Lori Foster, IAAP President-Elect

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The concept of development has expanded over time to emphasize not just economic growth, but also human wellbeing. Achieving a people-centered vision of development requires insights from applied psychology. This report by the International Association of Applied Psychology offers a detailed look at how work and organizational psychology in particular can contribute to sustainable development in Latin America.

Human-Centered Development

In the not-too-distant past, development tended to be conceptualized purely in economic terms. The world was divided into developed and developing countries based on metrics such as Gross Domestic Product and Gross National Income. This approach has limits. Time has told that a country or region's growth can increase in economic terms, but the continuity of such growth is not guaranteed. Economic growth cannot be sustained over time if people and the planet are being burned out in the process. Moreover, such growth, in aggregate, can mask inequalities whereby large numbers of people are being left behind despite average country-level economic gains.

The concept of development was expanded in part due to the pioneering scholarship of Nobel Prize winning economist and philosopher Amartya Sen, whose capabilities approach was instrumental in the formation of the Human Development Index. As its name suggests, the Human Development Index (HDI) emphasizes the wellbeing of people when considering and measuring development. The HDI, compiled by the United Nations Development Programme, considers health, education, and standard of living when determining a country's progress.

Since the emergence of the HDI, the concept of development has continued to include an emphasis on people. The United Nations (UN) Millennium Development Goals, launched in the year 2000, outlined eight objectives to be accomplished by the year 2015, which had a strong focus on wellbeing.



Subsequently, the UN Sustainable Development Goals (SDGs) were formed to guide global development efforts from 2016-2030. Otherwise known as the Global Goals or Agenda 2030, the SDGs include 17 aims pertaining to people, planet, prosperity, peace, and partnerships (United Nations General Assembly, 2015). A close look at the 17 SDGs and their 169 Targets reveals the centrality of human decision making and behavioural change to sustainable development. Progress will not be achieved with "business as usual." Transformation is required, including change on the part of human beings and organizations worldwide.

The Role of Applied Psychology

The shift over time from conceptualizing development in wholly economic terms to considering development in more human terms points to the important role of applied psychology in development. As former UN Secretary-General Ban Ki-moon has stated, "In order to succeed, Agenda 2030 must account for behavioural insights research... Our organization, our global agenda – and most importantly the people worldwide they are intended to serve – deserve nothing less than the best science available. A human-centered agenda requires a rigorous, research-based understanding of people" (United Nations Development Programme, 2022). This notion

The Role of Applied Psychology cont.

was further emphasized by UN Secretary-General Antonio Guterres, who released a Guidance Note in 2021 urging UN entities to leverage and invest in applications of behavioural science. According to Secretary-General Guterres, “Behavioural science is a critical tool for the UN to progress on its mandate. It can contribute to combating poverty, improving public health and safety, promoting gender equality, strengthening peacebuilding and all the SDGs” (United Nations, n.d.).

Applied psychology involves the scientific study of people and the application of that science to solving real-world problems. Applied psychology offers theories, methods, and evidence-based practices that can contribute to policies and programs aimed at sustainable development. As the concept of development has expanded to include a greater emphasis on people and their wellbeing, the perspective of applied psychologists is needed alongside perspectives provided by economists and others. Perhaps this is why we see a trend toward social and behavioural sciences teams both within and outside of governments worldwide (OECD, 2017), tasked with using theories and methods from behavioural sciences such as psychology to address a range of pressing challenges.

Of course, psychological theories, methods, and practices must be considered in context. One size does not fit all. The cultural context of people and communities affects what works and what doesn't work, including reactions to programs and policies aimed at promoting healthy choices and sustainable development. The application of behavioural science, including psychology, needs to be contextualized in culturally sensitive ways.

The International Association of Applied Psychology (IAAP) is uniquely positioned to contribute to applications of psychology to sustainable development. Founded in 1920, the IAAP has more than 100 years of experience applying psychology around the world. The IAAP consists of individual psychologists across the globe who work as academicians and practitioners and span the range of applied psychology subdisciplines, with expertise in areas such as work

and organizational psychology, educational and school psychology, environmental psychology, clinical and community psychology, health psychology, and economic psychology to name a few examples. The IAAP has a strong tradition of sharing insights globally, studying and respecting cultural nuances, and using scientific methods to explore and test what works within and across geographical borders.

This Works in My Place

It is in this context that the report you are about to read is being launched. Titled “This Works in My Place! Latin American Edition,” this report, spearheaded by IAAP's Division 1, focuses specifically on how work and organizational psychology can contribute to progress on the Sustainable Development Goals in Latin America. Five SDGs are foregrounded: SDG 1 (No Poverty), SDG 3 (Good Health and Well-Being), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 9 (Industry, Innovation, and Infrastructure – with a particular emphasis on Innovation). The multi-year effort culminating in this report intersected with the advent of the COVID-19 pandemic. This report therefore also addresses how applications of work and organizational psychology can be leveraged during a global health crisis such as COVID-19. Drawing from local psychological insights and expertise, this report offers policy makers, psychologists, and others a detailed view of how psychology can contribute to sustainable development in Latin America, including opportunities and barriers unique to this part of the world. A range of organizational psychology practices and strategies aimed at addressing critical aspects of sustainable development are explored with respect to their importance and urgency, and also their feasibility. This eminently practical approach offers readers ideas for “lower hanging fruit” where applied psychology can make a difference in the near term. It also shines a spotlight on areas where considerable work may be needed to effect the kind of change envisioned by the SDGs.

Conclusion

In summary, economic growth is still important for development. However, it's not the only thing that matters. It is a piece of a larger puzzle. It is a means to an end where people have the freedom to achieve wellbeing and live the kind of lives they value (Sen, 1999). Blueprints for sustainable development therefore include a strong focus on people. Applied psychology offers unique tools that can contribute to sustainable development worldwide, particularly when culturally contextualized.

The following pages offer psychological insights meant to inform positive change in Latin America, while also illustrating an approach to discovery that can be replicated in other regions of the world. As we near the halfway point in the 15-year period covered by Agenda 2030, this report offers a foundation upon which to continue to build. Traction and meaningful change, however, will require more than this report. Partnerships are needed to carry its ideas forward. Policy makers are urged to strategically partner with applied psychologists, creating spaces for policy-relevant research and practice aimed at developing and testing the promising ideas offered on the following pages.

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This works in my place!

Latin American Edition

Walter Reichman

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As an organizational psychologist and the main NGO representative to the Economic and Social Council (ECOSOC) of the United Nations (UN) from the International Association of Applied Psychology (IAAP) I am ecstatic by the contribution of my colleagues who carried out the research

and wrote *This works in my place! Latin American Edition*. You have made a significant contribution to the implementation of the 17 Sustainable Development Goals (SDG) above and beyond any contribution I have seen from any other discipline or agency. I believe that when this research is made known to the member nations of the UN its procedures will be adopted as the method to work toward the implementation of the current goals and future goals that the UN is sure to establish. Let me explain why I believe this document is so important.

In 2015 the UN passed the 17 SDGs to be the goals for social and economic achievement across the world by 2030. The achievement of these goals will improve the lives of everyone on this planet. Along with the 17 goals they passed 169 targets which are components of these goals and 232 Indicators which are measures of the degree of achievement of these goals. What the UN failed to do was to give direction to the 193 member nations as to how specifically to implement these targets and goals. For example, what should each nation do to implement the target of achieving decent work as a part of SDG 8? It gave direction as how to measure its achievement but not how to bring it into existence. I believe research done by Division 1 of IAAP and

the resulting document presents a roadmap for how to bring the behaviors for achieving the goals into existence. I believe the process described in *This works in my place!* can be adapted and implemented by the nations of the world as they move to achieve the SDGs.

The researchers chose a limited number of targets and asked what in Latin American culture will promote the implementation of this target and what in Latin America will be a hindrance to its implementation. Since they were focusing on the context of work, they sought experts on work and organizations to give them the answers. They then compiled this information on promotion and hindrance and asked experts how best to achieve the goal, how important is doing it that way, how urgent is it to do it that way and the probability of achieving the goal within the next 10 years. In my opinion, this model will provide a way to proceed with the implementation of the goals for those responsible for its implementation. The data will also provide questions for further research and increase understanding of the process. For example, should we implement activities that are more important but have less probability of success or activities with a higher probability of success but are less important in achieving the goal?

I can see this model being used with each of the targets of the SDGs using experts for each target. So, for example you might use educators as experts on goals related to education, clinicians on well-being, environmentalists on clean energy. The research could be conducted within regions or even within countries.

I also applaud the researchers for overcoming the limitations caused by COVID and preventing group meetings by using the Delphi method.

**Special Report
from
Division 1:
Work & Organizational Psychology**

THIS WORKS IN MY PLACE! LATIN AMERICAN EDITION

The WOP contribution to Sustainable Development Goals

FINAL REPORT 2022

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THE GLOBAL GOALS



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EXECUTIVE SUMMARY

Goal

To identify, through the participation and dialogue with experts in Work and Organizational Psychology (WOP) in the Latin American region, relevant **contextual factors** and **WOP strategies-practices** in achieving five **United Nations (UN) Sustainable Development Goals**: “no poverty”, “good health and well-being”, “gender equality”, “decent work”, and “innovation”. Dealing with a health crisis (due to the situation created by Covid-19) was added during the process as a goal.

Method

The project is based on a **participative process** where **WOP experts from Latin America** participated in the different steps (design, answering questionnaires, revision of documents, etc.). Two main methodologies were implemented: a) **Workshop** (with the participation of seven experts), and b) **Delphi Method** (with the participation of 33 experts)

Contextual factors:

- Macro-economic indicators make Latin America vulnerable to crises
- Existence of economic programs to reduce poverty, but limited access to funding
- Positive progress in education for all, but with a low level of education in general and difficulties in transferring the education of vulnerable groups to adequate opportunities as professionals
- Social policy has improved significantly, but lack of social protection persists, especially for vulnerable groups
- High dependency on the natural resources market
- Vulnerability to natural disasters
- Populist governments in some countries
- High levels of corruption

No poverty

WOP practices-strategies:

There are six practices-strategies that are **important and urgent** for reducing poverty:

- Reducing corruption in organizations
- Protecting workers’ mental health

-
- Supporting workers in the transition to telework
 - Inclusive practices in employee selection and promotion
 - Cooperation with stakeholders to reduce poverty
 - Entrepreneurship initiatives for the population at risk of poverty

However, on two of these practices, experts are not very optimistic about the **feasibility** of their implementation:

- Reducing corruption in organizations
- Dialogue with stakeholders to reduce poverty

Contextual factors:

- Gradual generalization of the universal health service and more interest in well-being in the workplace and preventive health. However, some problems persist: Hospitals are inadequate and understaffed, and primary care and prevention are not generalized
- Existence of working conditions that are negative for health and well-being (high workload, negative stress, corruption, inequalities)
- More regulation is needed to protect workers
- Demographic trends and migration processes that make access to healthcare services and pension systems a challenge
- Lack of sustainable urban plans, creating traffic-congested cities, pollution problems, insecurity, social stress, etc.

Good health and well-being

WOP practices-strategies:

There are seven practices-strategies that are **important and urgent** for health and well-being:

- Implementing employees' well-being programs
- Achieving healthy telework and respect for employees' private lives
- Implementing programs for psychosocial risks at the workplace
- Reducing negative stress and mitigating mental health problems
- Partnerships with universities and professional associations to enhance employee well-being

-
- Showing evidence to governments and organizations about the positive health effects of avoiding unproductive time and having healthy free time
 - Programs for healthy and positive integration of migrants at work

However, experts are optimistic about the **feasibility** of implementing these strategies-practices, except for programs for healthy and positive integration of migrants at work

Contextual factors:

- Despite the positive impact of prevention programs and laws, the gender gap is still generalized in Latin America
- Leadership positions remain predominantly occupied by men
- Gender inequality is based on predominant cultural values (“machismo”)
- One of the most negative facets of gender inequality is violence towards women
- Human resources management practices also hinder the achievement of gender equality. Flexible work hours, telework, commuting, and other arrangements aimed at facilitating a work-family balance are the exceptions rather than the norm

Gender equality

WOP practices-strategies:

There are six practices-strategies that are **important and urgent** for gender equality:

- Contributing to an organizational culture of respect that avoids degrading behaviors against women
- Education of men to avoid harassment of women
- Fair personnel selection and promotion oriented toward enhancing gender equality
- Training activities (preventing and dealing with harassment and leadership training for women)
- Productive and healthy work-family balance for women
- Knowledge management (research on gender equality, disseminating knowledge about female leadership).

Decent work

Contextual factors:

- Despite positive advances in regulations and laws, precarious work is still generalized in Latin America
- The informal economy has an important role
- Hierarchical organizational and societal culture and obedience values
- Lack of high-end technological infrastructure, low percentage of highly skilled workers, and lack of decent work.
- Low participation of the Latin American region in assessing and monitoring data about decent work

WOP practices-strategies:

There are five practices-strategies that are **important and urgent** for decent work:

- Collaboration with top management to build decent work strategies.
- Cooperation with relevant stakeholders, such as policy makers, labor unions, etc.
- Strategic planning and performance management within organizations, oriented toward enhancing decent work.
- Creation of observatories for the study of decent work.
- Achievement of better work conditions within the informal economy

However, despite the importance attributed to the achievement of decent work, experts are not optimistic about the **feasibility** of implementing the aforementioned practices-strategies. They are skeptical about the possibility that WOP will contribute to this goal in Latin America. Therefore, a special effort is needed.

Contextual factors:

- Incipient collaboration among organizations, universities, and governments to promote and develop

science and technology and an entrepreneurship culture in general

- There is a hardworking, resourceful, agile, and creative problem-solving workforce, that is, human capital that could be used in intensive-knowledge areas
- Many virgin niche markets related to the sustainable economy are growing fast
- Low investment in Research & Development plans
- Specific barriers to innovation: low level of English language competence; lack of a long-term sustainable culture of innovation; limited access to internet in some areas; limited innovation in “soft” sciences; little interaction with other cultures and subsequent lack of mutual learning; difficulties in leveraging technology to promote innovation in business; and difficulties in transforming hard work into innovation

Innovation

WOP practices-strategies:

There are four practices-strategies that are **important and urgent** for innovation:

- Training the workforce for the development of a green economy
- Collaboration with the business community to enhance entrepreneurship skills, innovation, and new initiatives
- Contributing to the management of entrepreneurship and innovation
- Promotion of scientific networks and research dedicated to innovation

In general, experts are somewhat optimistic about the **feasibility** of implementing the aforementioned practices-strategies, except for training the workforce for the green economy (they were more skeptical). In addition, there is some disagreement among the experts about training the workforce for the green economy and promoting scientific networks and research dedicated to innovation

Health crisis

Contextual factors:

➤ The Covid-19 pandemic provoked a social, health, and economic crisis. Implementation of telework, lockdowns, mobility restrictions, etc.

WOP practices-strategies:

There are four practices-strategies that are **important and urgent** for dealing with the health crisis:

- Improving work conditions through the evaluation of the impact of telework
- Innovating and developing programs to enhance workers' well-being and health during health crises like Covid-19, including work-family balance
- Dissemination of research results to enhance gender equality during the health crisis
- Training workers who lose their jobs during the health crisis, enhancing their employability

In general, experts are quite optimistic about the implementation of these practices-strategies

1. INTRODUCTION: RATIONALE, GOAL, AND OBJECTIVES

The United Nations (UN) has established 17 Sustainable Development Goals to achieve a better world for all in 2030 (<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>). The Work and Organizational Psychology (WOP) discipline can help to achieve these goals, especially those related to “no poverty”, “good health and well-being”, “gender equality”, “decent work”, and “innovation”. In fact, WOP research and practice are increasingly interested in these topics (e.g., Lyness & Judiesch, 2014; Tokar & Kaut, 2018). In addition, the pandemic situation created by Covid-19 has produced important health, social, and economic problems. Within the International Association of Applied Psychology (IAAP), this report describes how WOP can contribute to these goals (and deal with a health crisis like the one created by Covid-19) in the Latin American region.



In general, human development and quality of life have improved worldwide. The UN Human Development Report (UN, 2018), covering the period from 1990 to 2017, showed that people with low human development fell from 60% (3 billion) of the global population to 12% (926 million). Nevertheless, these advances have been reversed due to the Covid-19 pandemic, with an important decline in human development (UN, 2022). In addition, conflicts and high levels of poverty and exclusion persist in our societies. Inequality is an important obstacle because it is able to reduce global human development by one fifth, and it is especially negative for countries with a low or medium human development level. Gender inequality also continues to be an important obstacle. In fact, the average human development is 6% lower for women than for men, and gender gaps are especially negative if women live in countries with low levels of human development. At the current rate of change, it will take more than 200 years to close the gender economic gap in the world. Of course, inequality is not restricted to economic differences; it also exists in education, health, voice, access to technology, etc. Inequality gaps can also stimulate extremisms and hinder opportunities for sustainable and inclusive development (UN, 2018).

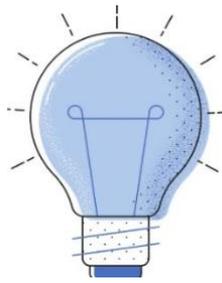
These positive and negative aspects of human development coincide with a world that is changing rapidly. Western societies still have an important influence, but modernization is increasingly present in other world regions. Contrary to the assumption that modernization is associated with Westernization, the highest rates of economic growth have not been observed in Western countries in recent decades (Inglehart & Welzel 2010). Additionally, the knowledge economy has been extended to developing countries. Globalization and the development of information and communication technology are mutually reinforced. Access to the internet in developing countries rose 4,000% from 2000 to 2010 (UN, 2010). This development of the internet and technology not only allows the circulation of business opportunities, but also ideas, knowledge, innovation, values about education and other facets of life, democratic participation, health services, etc.

This new world creates both challenges and opportunities to achieve a better life for all. Modernization and the knowledge society require highly educated citizens and workers who are open to values related to democratic participation and the achievement of a sustainable and inclusive world. However, it is possible that the dialogue between Western societies and other regions lacks a **contextualized approach**. A real dialogue requires the consideration and respect of particularities, cultural values, and the history of countries. In other words, dialogue between countries could be characterized, based on a contextualized approach, as the achievement of UN goals and a better life for all, but considering the context where they are translated into specific strategies and practices. If contextual factors are not considered, efforts can produce fewer positive consequences.

Regarding the WOP discipline, main theories, methodologies, intervention models, and tools have been designed and implemented focusing on developed countries. In his Presidential address to IAAP members, Bernhard Wilpert (Wilpert, 2000) argued that the mainstream Western psychological tradition has developed within a culture, and it is hard to transport it to a different cultural context. He also calls for a Psychology that considers the contextual and local embeddedness of behavior.

The current project focuses on the Latin American region, although it could be implemented in the future in other regions. There are critical challenges in the Latin American region, both at the social (United Nations Economic Commission for Latin

America and the Caribbean, 2017) and economic levels (Banco de España, 2018). In addition, Psychology has evolved in the region with some characteristics that are not as present in the mainstream Western psychological tradition. Especially noteworthy is a collectivism approach where, for example, social and health problems of individuals and groups are dealt with using collective strategies based on social and historical characteristics of the region (e.g., Wiesenfeld & Sánchez, 1991).



Therefore, in order to be effective, the contribution of WOP to the achievement of Sustainable Development Goals should consider contextual factors of the region. The motto of this project (**This works in my place!**) reflects this idea. Accordingly, **the main goal of the current project is the identification, through participation and dialogue with WOP experts in the region, of relevant contextual factors that provide inputs (challenges, opportunities, barriers) to WOP (strategies and practices) for achieving Sustainable Development Goals.** This general goal is broken down into three objectives:

- 1- To identify the contextual factors of the Latin American region that are associated with the achievement of a better life for all. Contextual factors refer to local cultural aspects, the particular history, hopes, and any other facet of the region that can facilitate or hinder the achievement of a better life for all. Here, we define a better life as the achievement of the Sustainable Development Goals of the UN, focusing our attention on “no poverty”, “good health and well-being”, “gender equality”, “decent work”, and “innovation”.
- 2- To identify how contextual factors of the Latin American region can facilitate or constrain the achievement of the Sustainable Development Goals.
- 3- To identify the WOP practices-strategies that can contribute to achieving the aforementioned goals and deal with health crises (like the one created by Covid-19) in the Latin American region, considering contextual factors and examining their importance, urgency, and feasibility in the future.

2. PROJECT STEPS

The project has four main steps, as Figure 1 shows, forming a circle that starts and ends with the Sustainable Development Goals of the UN as the core of the proposal.



1-The first step (starting point of the project) was the set of Sustainable Development Goals. Of them, the project focused on five: “no poverty”, “good health and well-being”, “gender equality”, “decent work”, and “innovation”. The selection of these goals was based on their connection to the WOP discipline. In other words, actions associated with the research and practice of WOP are more related to these goals than to the others established by the UN.



Figure 1. The Circle of “This works in my place!”

2-Considering the rationale of the project and the Sustainable Development Goals of the UN, we contacted and invited WOP experts from Latin America. This was the **second step** of the project. Two requirements had to be met to participate in the project: a) participants had to be in relevant positions in universities, companies, NGOs, etc.; and b) they had to know the Latin American region. In addition, we wanted to have a gender balance.

3-The third step corresponded to actions to be carried out with the participation of WOP experts from Latin America:

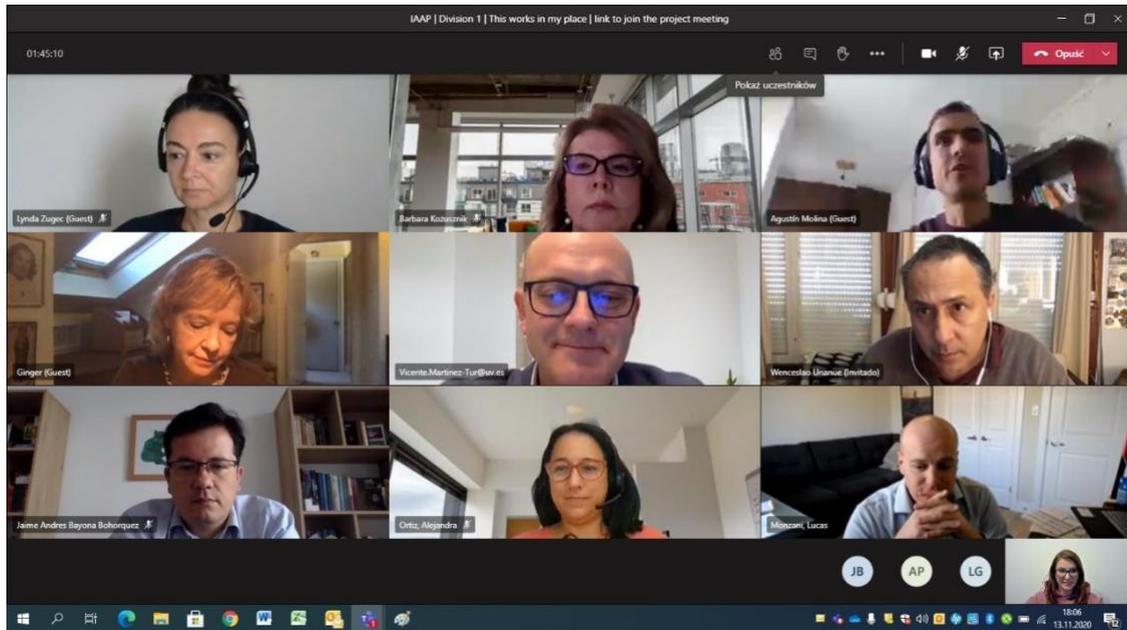
Action 1. Seven WOP experts from Latin America participated individually and remotely in an activity where they proposed contextual factors for each of the selected UN goals (April 2019).

Action 2. A Workshop was organized (Turin, Italy, May 2019) to analyze and classify contextual factors for each of the selected UN goals, and the seven experts from Latin America participated (3 were women), along with officers from IAAP (Division 1).

Action 3. An additional Workshop was planned to be held in México (Cancun, 2020), during the Centennial Congress. However, we re-organized our plan because this Congress was canceled due to the pandemic. We decided to design and implement a Delphi Method to analyze future WOP strategies and practices to achieve the Sustainable Development Goals. To do so, we organized a remote meeting (November 2020) with the seven experts to explain our next objectives and the Delphi Method itself, invite them to participate in the design of the questionnaire for the Delphi Method, and organize the recruitment of other experts from Latin America. In this meeting, an additional senior expert from Brazil joined us ($N = 7+1 = 8$). As a result of this meeting, we decided to add a section on the Delphi Method and the associated questionnaire, which was dedicated to WOP practices and strategies that could contribute to managing the Covid-19 pandemic and other possible health crises in the future.

Action 4. The Officers from IAAP (Division 1) and the group experts from Latin America worked together to design the questionnaire for the Delphi Method. We implemented a participative process starting from the contextual factors in Latin America identified in the first Workshop. Experts proposed statements for each Sustainable Development Goal, describing WOP-P practices and strategies that can contribute to achieving goals in Latin America in the next 10 years and deal with health crises like the one created by Covid-19 (November - December 2020).

Action 5. The IAAP officers analyzed the statements and selected the ones that best represented the practices and strategies, avoiding overlap. An initial version of the questionnaire, based on this selection, was sent to the group of experts (January 2021).



Action 6. The seven experts participated in two successive rounds of feedback about the initial version of the questionnaire. The feedback was incorporated to achieve the final version of the questionnaire. As mentioned above, we also decided to add a section about the pandemic and how WOP can contribute to dealing with this type of crisis. Based on the feedback from the experts, the size of the questionnaire was reduced significantly (from 111 statements to 64) to achieve a manageable instrument while respecting the meaningful contents (January – March 2021). Each statement referred to a WOP practice-strategy. We used “practices-strategies” because each statement was considered an action that could be implemented as a concrete WOP practice, but also as a strategy that extends over time. For each statement, we measured the degree to which the WOP practice-strategy posited was *important*, *urgent*, and *likely to happen*. Therefore, the questionnaire was composed of 192 items (64 statements x 3 *important*, *urgent*, and *likely to happen*).

Action 7. Experts facilitated the recruitment of more WOP experts from Latin America to participate in the Delphi Method (March – July 2021). A total of 33 WOP experts

(from 10 nations) accepted the invitation to participate in the implementation of the Delphi Method.

Action 8. The group of 33 experts completed the questionnaire electronically (July 2021)

Action 9. The Officers created the database and analyzed the data (September 2021). In most cases, there was agreement on the scores. However, some disagreement existed on a few items. We identified 21 experts (of the 33) who expressed an opinion significantly different from the group on at least one item (there was disagreement on 36 items in all, 18.75%). We offered them the opportunity to change their scores in a second round, taking into account the rationale of the Delphi Method. They were free to change or not, and they could provide arguments for their decisions (December 2021 – January 2022).

Action 10. The officers reanalyzed the data (January – February 2022). In this second round, agreement was reached on 20 more items, whereas there was still disagreement on only 16 items (8.33% of total items).

4-Our results are disseminated (**fourth step**). To do so, we prepared the current report. The rationale of this report is to explain how the WOP discipline can help to achieve the Sustainable Development Goals and manage the Covid-19 pandemic and other possible health crises, but considering the contextual factors of the region: Latin America. This report is conceived as input for the IAAP and the UN, focusing on the specific characteristics of the region and how the contextual factors should be considered in WOP in order to design effective practices and strategies. In other words, how “**This works in my place!**”. Results can also be disseminated in IAAP events. Additionally, the reports and the methodology underlying the project can be shared with the other IAAP divisions to facilitate, if feasible, its use and adaptation to other initiatives.

3. METHOD FOR THE IDENTIFICATION OF CONTEXTUAL FACTORS IN LATIN AMERICA

For the identification and classification of contextual factors, IAAP Officers (Division 1) organized and coordinated a Workshop. As mentioned above, seven WOP leaders from Latin America participated (3 women and 4 men). They were from Argentina, Brazil,

Chile, Colombia, Mexico, and Puerto Rico. Their bios are in Appendix 1. There were three stages in the organization and implementation of the Workshop. First, a pre-workshop activity was held. Participants received some documents about the analysis of the social and economic situation of Latin America. They also received a document (tool) by e-mail to collect their perceptions about relevant contextual factors in Latin America for achieving UN goals. With this tool, officers provided the definition of the contextual factor in the project: “any political, social, economic, and cultural factor that characterizes the Latin American Region, acting as facilitator or obstacle for the achievement of UN goals”. We asked them to give five contextual factors for each of the five UN goals considered: “no poverty”, “good health and well-being”, “gender equality”, “decent work”, and “innovation”. We informed them that a short sentence was expected for each contextual factor. Division 1 Officers urged participants to combine positive (facilitating the achievement of UN goals) and negative (hindering the achievement of UN goals) contextual factors. We also provided some examples that could describe another region (Europe) (e.g., “Low investment, compared to Asia and USA, in innovation related to 5-G technology”) to help them understand the expected task.

The second stage was the Workshop itself, organized in person (Turin, Italy, May 31, 2019). Officers coordinated group activities for three hours. The main objective was to analyze and categorize the contextual factors provided by participants during the pre-workshop activity. Other factors that might emerge during the group activities could be added. The expected outcome was the identification and classification of contextual factors relevant to achieving UN goals that describe the situation in the Latin American region.

Finally (third stage), the categorization of contextual factors was distributed among seven participants in order to confirm, correct, and/or add any useful information that was not present in the initial version of the information provided in the current report.¹

¹ Officers are not responsible for the opinions participants provided, which are described and categorized in the current report.

4. CATEGORIZATION OF CONTEXTUAL FACTORS

In the following subsections, we describe the categorization of contextual factors that participants proposed for each of the five UN goals considered. A general overview is shown in Table 1 (see Appendix 2).



4.1 No poverty

Participants indicated the existence of relevant **macro-economic issues** related to “no poverty”. In general, the region has several important constraints to achieving the “no poverty” UN goal, such as: high dependency on the USA dollar as a reserve of value; high levels of external debt; lack of “anti-cyclical” policies; low reinvestment of non-Latin American companies in the region; need for more investment from abroad and elimination of incentives for investment from the USA; persistence of government crises; limitation of access to financial markets; external financial oversight; recurrent economic crises and recessions; unstable currency; and high inflation rates. Consequently, the Latin American region is susceptible to economic shocks that negatively affect vulnerable people, produce excessive dispersion and inequality in incomes, erode long-term poverty reduction policies, and reduce salaries in some sectors (e.g., government employees). Some countries have made efforts to achieve positive macro-economic indicators (e.g., growth in gross domestic product). By contrast, other countries run the risk of persisting in a negative pattern.

Participants also mentioned some **micro-economic issues**. In some countries, there are economic aid programs to reduce families’ poverty. However, access to funding opportunities for ventures (e.g., micro-loans) and education is limited in general.

Regarding **education**, participants reported positive aspects, such as the existence of high-quality public universities in the region; the creation of free and universal education systems in some countries; and access to educational services through information and communication technology. Nevertheless, the education level of the population is relatively low, and the quality of schools is better in the private sector than in the public one in some countries in the region. Participants also mentioned the existence of an imbalance between education and wealth. That is, the education of vulnerable groups is

not transferred to adequate professional opportunities. They remain in blue-collar jobs or in the informal family business (e.g., taxi drivers, food stall).

Participants indicated that the **social policy** has improved significantly: the social and employment budgets of Latin American governments have doubled in the past 20 years; and big global corporations tend to have initiatives to improve the social inclusion of an important part of the population. However, some relevant challenges remain in the region: despite the effort made, governments' social budgets are much lower, compared to the OECD (The Organization for Economic Cooperation and Development) and European countries; social protection is still lacking; there is a need for coordinated initiatives by corporations and governments to stimulate people's social mobility (people's movement within or between social strata), which is intertwined with race and ethnicity; some groups (e.g., indigenous) are not considered in some social inclusion initiatives; and support (private or public) for the high entrepreneurial spirit that exists in the Latin American region is not adequate.

Environmental aspects were also relevant to participants. There is a focus on the natural resources market (e.g., corn, soybeans, copper, petroleum), which is widely subjected to price fluctuations. In addition, there is high vulnerability to natural disasters, especially in Central American and Caribbean countries. This has a negative financial impact on the government, companies, and the general population (e.g., poverty), and it requires important efforts to achieve recovery after each disaster.

In general, participants had a negative view of **political issues** in the Latin American region. They perceived a negative spiral in some countries that populist governments perpetuate over time (although negative spirals may be also present in non-populist governments). Maintaining people below the "poverty line" is a way to make vulnerable groups dependent on governmental social support and gain their votes, especially in a situation of unchecked inflation.

Participants also stressed **corruption**. They perceived that the corruption culture is sometimes present in all social structures. In some countries, corruption is based on impunity and lack of judicial power. One of the consequences of this culture is the lack of correspondence between fiscal pressure and public services. That is, taxes are not

transferred to important services that can prevent poverty, such as social security, education, and health.

4.2 Good health and well-being

Participants referred to the **access to health care**. They mentioned positive aspects such as the increasing generalization of the universal health service; a greater focus on health and well-being in organizations; and the development of some technological hubs in medicine.



Participants also stressed the access to relatively good food, compared to the USA and Canada. The sugar lobby and other lobbies are not as strong as in North America, which keeps sugar from being artificially added to a wide range of products. Although obesity is high in some countries, it is relatively low (although it is growing) compared to other regions (North America, Asia, and some countries in Europe).

Positive aspects of **preventive health** were also mentioned. In some countries, there is increasing pressure to reduce tobacco consumption and avoid driving under the influence of alcohol. For example, Brazil has reduced tobacco consumption by 50% in the past 20 years. Smartphones are also useful to assess symptoms and provide information about primary prevention. However, participants indicated that hospitals are inadequate and understaffed, and primary care and prevention are virtually non-existent. Sometimes, there is a lack of access to prevention actions (e.g., providing nutritious food to avoid the existence of undernourished populations). Finally, the access to healthy food is limited due to its high price.

Participants in the Workshop referred to the existence of **working conditions** that are negative for health and well-being. The work day has increased in the past 20 years, consisting of an estimated 44 hours per week on average plus commuting time. Only a few days per year are dedicated to official holidays and personal time off. Negative stress is associated with the high number of hours worked. The high inequality in the region, corruption, and lack of trust in institutions also negatively impact well-being. Finally, compared to European countries, there is less focus on the prevention and management of work-related psychosocial risks.

Regarding **regulations and laws**, participants showed a negative view. As a response to the financial crisis, some governments have changed laws, reducing workers' protection and cutting workers' health benefits. There are no policies to promote workers' recovery or free time (for cultural, recreational, sports activities, etc.) as part of human growth and well-being. Finally, there is a need for stricter legislation to avoid pesticides in the areas where people live, including the urban areas (e.g., "Glyphosate", a known carcinogen prohibited in other regions of the world).

Participants also stressed **demographic trends**. There are important migration processes within the region and internationally. These processes have positive facets because they increase the pluralism and diversity of the host countries. However, coupled with the existence of an older population in some countries, they pose a challenge to the access to healthcare services and to pension systems.

According to participants, an important problem associated with health and well-being is related to **urban planning**. Despite being the most urbanized region in the world (with over 80% of the population living in cities), there is no long-term sustainable urban planning, which creates problems related to the capacity of water grids, sewerage infrastructure, etc. There are other problems associated with the lack of correct urban planning: no consideration of current and future demographic trends (e.g., aging of the population) and how living in cities will affect people's quality of life; deficient public transportation infrastructure to reach work in a safe and timely manner; problems of health and quality of life associated with traffic problems, time spent (between 3 and 4 hours per day) in public transportation to work, and, consequently, few hours of sleep; traffic jammed cities; environmental problems (noise, no spaces for children, violence) that create high social stress; and insecurity. In addition, high environmental contamination is also mentioned as an important problem. Many families live in ghettos around a polluted source of water (e.g., "Río Reconquista", "Riachuelo" in Buenos Aires, etc.). Similarly, lack of efficient industry controls and the absence of properly functioning regulatory bodies facilitate the increase in the population in contaminated areas.



4.3 Gender equality

During the Workshop, participants argued that the **gender gap** (with gender inequality in terms of salary, access to the labor market, etc.) is still generalized in the Latin American region, along with other types of inequality (e.g., based on discrimination towards some ethnic groups). For example, experts indicated that local organizations are not very interested in reducing the gender gap (e.g., by facilitating the incorporation of women into the labor market). Nevertheless, in some countries, feminism and women’s rights activism are on the rise. These movements could create a good starting point for a discussion about gender equality.

Leadership positions remain predominantly occupied by men. Participants indicated that the percentage of women in power has increased. However, this rate is still not representative of the population ratio or the high university student female to male ratios. This may be due to the difficulties in overcoming traditional cultural female/male stereotypes. Discussion in the media about gender roles and gender identity is a positive factor because the programs presented by the media and the information presented by the press could challenge traditional gender stereotypes. In addition, given the barriers to women in reaching a managerial role, many women are deciding to start their own small and medium-sized enterprises and micro-ventures.

Participants interpreted that gender inequality is based on predominant **cultural values** in the Latin American region. There is a male-oriented culture (“machismo”) that is transferred to policies, practices, and behaviors. In some countries, this culture is supported by the Roman Catholic tradition of the region, with legislation proposals influenced by “faith-based” principles that violate the principle of separation of church and state. Many Latin American countries still embrace “traditional” values where the man is the primary breadwinner and women are only seen as responsible for the upbringing of children. However, increased poverty is forcing them to challenge this cultural value because women must now become breadwinners as well. In addition, and despite the predominant traditional culture, participants stressed the positive impact of prevention programs and laws (e.g., laws that require employers to have policies and protocols for protecting an employee who is threatened or approached violently by a

significant other at their place of work) related to the prevention of workplace harassment, school bullying, and domestic violence.

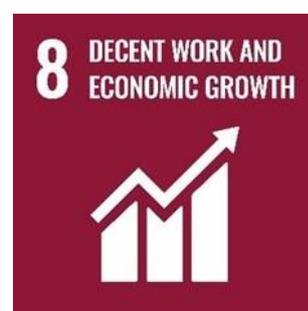
One of the most negative facets of gender inequality is **violence** against women. Participants indicated that this violence is a strong trend in the Latin American region. One indicator is workplace and sexual harassment, which still run rampant. In most cases, women are the primary targets. The violence dehumanizes women at work. Women are highly vulnerable in an insecure environment; for example, they have to commute to work and school at early, dark, and lonely hours, risking their own safety. Participants interpreted that one important factor underlying the high level of violence and sexual harassment is impunity, with scarce regulation dedicated to preventing, protecting, monitoring, and punishing violence against women.

Human resources management practices also hinder the achievement of gender equality, according to participants in the Workshop. In the Latin American region, flexible work hours, telework, and other arrangements aimed at facilitating work-family balance are the exceptions, rather than the norm (at least before the pandemic). This situation, combined with the social pressure to conform to gender role stereotypes, reduces the opportunities for women to occupy more than one social role. There is a tendency to introduce the gender perspective in government bureaucratic structures, but in a theoretical way rather than an action-oriented way.

4.4 Decent work

According to participants, **precarious work** is generalized in the Latin American region. In several countries, many labor laws were re-designed during the 1990s and have not been revised since then. These labor laws were made primarily with the interest of the employer in mind. This situation hinders

efforts to achieve decent work: unemployment; difficult access to unemployment insurance; low minimum wage in relation to the high cost of living; low average salaries in general; companies over rely on outsourcing, limiting the quality of work; the public agenda is apathetic to well-being, but also to performance (e.g., excessive bureaucracy); low benefits, in general, associated with jobs; and a lot of part-time jobs. In addition, there is a lack of talent management and a strategic view in companies; the public policy is



oriented toward covering basic needs, but not toward achieving equity and sustainable performance; and there is a high level of work and social stress.

Participants reported that another obstacle in achieving decent work is the importance of the **informal economy** in the Latin American region. More people work in informal jobs (57.1%) than in formal jobs (42.9%). The former contribute 22.7% of the gross domestic product, and the latter 77.3% (source: inegi.org.mx). This translates into a lack of social security and retirement plans for more than half the economically active population. The poverty in the region and the excessive taxation (labor cost) drive the use of informal work agreements (employees have no choice, and employers cannot afford to pay all the work-related taxes). Public policies are necessary for workers in the informal economy as well, in order to take care of their income, adequate legislation, health insurance, and retirement.

A negative view of **employment relationships** was also shared by participants. Hierarchical cultures and power distance values predominate in the region. Abusive supervision is more generalized than in other regions. In addition to (or in response to) the questionable labor unions, management in Latin America tends to conform to the traditional “leader”/“manager” role stereotype, that is, bosses who are highly directive, profit-driven, and uncompassionate towards their employees. Labor union demands work against the profitability of small and medium-sized enterprises and promote withdrawal behaviors in their members (sabotage, voluntary absenteeism, free-riding), which are negative predictors of high-quality employment.

Participants reported diversity in **regulations and laws**. In some cases, there are positive efforts, for example, the Chilean legislation efforts in areas such as psychosocial risks (“*Protocolo de vigilancia de riesgos psicosociales en el trabajo*”, Ley 16.744), persons with disabilities (“*Ley de Inclusión Laboral*” N°21.015), and union labor (“*Reforma al Sistema de Relaciones Laborales*”, Ley N°20.940). Other examples would be the law to protect individuals with disability in Brazil, within both private (art. 8° da Lei n. 7.853) and public (art. 37, VIII da CF) organizations, and the “Ley Federal del Trabajo” in Mexico, which stresses decent work and a balance between productivity and social justice. However, the situation is not as positive in other countries. In addition, despite the

positive regulation efforts, some constraints (related to bureaucracy, corruption, impunity) hinder the applicability of the laws.

Participants reported a lack of a **high-end technological infrastructure**. In general (it varies across countries), there is a lack of high-end technical infrastructures, which hinders investment in the development of high-skilled workers and the generalization of decent work. The Latin American region is still the “Granary of the world”, and not the “Supermarket of the world” or the “Computer store of the world.”

The level of participation of the Latin American region in **assessing and monitoring data about decent work** is low, according to participants. More specifically, there is inconsistent or low participation in multinational studies on decent work. In addition, there is low participation in multinational organisms promoting: a) the monitoring of relevant labor-related indexes (e.g., OCDE) associated with decent work; and b) the creation of third-party (independent) organizations that monitor such indexes.

4.5. Innovation

Participants stressed a number of positive aspects associated with the **private-public collaboration** in the Latin American region: a growing number of projects between organizations, universities, and governments to promote and develop science and technology and entrepreneurship culture in general;

research councils (e.g., CONICYT, CONICET, CNPq, CAPES, FAP, CONACYT) with few but highly renowned scientific centers producing high quality research (e.g., Instituto de Investigaciones Médicas Mercedes y Martín Ferreyra, Argentina; Centro de Medición MIDE UC, Chile); increasing efforts -from legislation, Government, non-profit organizations, and education institutions- to promote innovation and the development of new businesses and investments; and increased governmental efforts to promote entrepreneurship. Despite these efforts, participants indicated that there is a lack of adequate funding to support innovation, research, start-ups projects, etc.

Participants also reported positive aspects in terms of **human capital**. Whereas most studies tend to focus on the social inequality in the Latin American region, there is a vast wealth of qualified labor that could be used to develop knowledge-intensive areas.



Additionally, there is a high potential economic impact of technology clusters addressing the use and transformation of natural resources. There is a hardworking, resourceful, agile, and creative problem-solving workforce. In fact, global companies report that people in countries in the Latin American region can “do more” with “less”, compared to people in North American and European countries. They are particularly resourceful in terms of problem-solving and decision-making. Participants also argued that crises, natural disasters, and necessity are the “mother” of innovation. Latin Americans seem to battle the structural poverty that their countries suffer by activating their entrepreneurial skills. Starting small and medium-sized enterprises is a valid alternative to a precarious job for many.

Regarding the **sustainable economy**, participants reported that, paradoxically, a positive aspect of the region’s underdevelopment is that many virgin niche markets are growing fast. For example, as a result of the energy shortages in Argentina, the administration is investing heavily in renewable energy sources (wind, solar, etc.). This new “green economy” has the potential of generating several supporting industries and, thus, create new jobs. A similar interest in sustainable energy exists in other countries. In addition, and as a result of the massive social inequality, social enterprises are growing in Latin America. Unlike traditional ventures, which mostly aim to generate profit, a social enterprise seeks to make a profit but also improve the social context as a result of their activities, for example, companies that hire and train individuals from marginalized sectors or rely on locally sourced goods, etc. The next step in social entrepreneurship is the rise of “regenerative organizations,” whose end goal is not only to improve the social context, but also to develop a production process that enhances the ecological environment.

Despite this positive view, participants described relevant **barriers** that limit innovation in the Latin American region: The low level of English language competence is an obstacle (e.g., publishing scientific and technological advances in international journals is difficult); There is a lack of a sustainable culture of innovation over time because the focus is on short-term performance and goals rather than the long-term innovation impact; Access to the internet is limited in some areas; Innovation is associated with “hard” sciences, whereas it is very limited for “soft” sciences; There is a high “culture-centric” approach that ignores mutual learning related to the interaction with other cultures; There

are difficulties in leveraging technology to promote innovation in business. Finally, there are efficiency problems because hard work is not transferred to productivity that could produce innovation.

One main problem in Latin America is the low **investment in research and development** (R&D). Investment in R&D is below the recommended percentages, and the patent process is quite complicated and there is no support for it. Unlike other regions where R&D is a strategic priority, R&D is not valued or protected in Latin America, according to participants. R&D is always one of the first areas that are “cut” when systematic economic crises occur. Despite a few initiatives, there is almost no economic support from the public sector to retain talent and prevent the inevitable “brain drain” that results from this lack of support. Thus, only the uneducated population remains, reinforcing the populist cycle.

5-WOP PRACTICES-STRATEGIES IN LATIN AMERICA TO ACHIEVE A SUSTAINABLE WORLD

As mentioned above, 33 WOP experts (from 10 nations: Argentina, Bolivia, Brazil, Chile, Colombia, México, Paraguay, Perú, Puerto Rico, and Uruguay) participated in the Delphi Method. The questionnaire had 192 items because, for each statement ($N = 64$) describing WOP strategies-practices that contribute to Sustainable Development Goals and management of pandemic and future health crises, participants reported on three aspects: *importance*, *urgency*, and *likely to happen* ($64 \times 3 = 192$). Specifically, experts evaluated the importance, urgency, and probability that each WOP practice-strategy may occur in the next 10 years in Latin America. Responses could range from 1 (“*not important at all*” – “*not urgent at all*” – “*highly unlikely to happen*”) to 10 (“*very important*” – “*very urgent*” – “*highly likely to happen*”).

To compute the level of agreement, we used the Average Deviation Index ($AD_{M(J)}$) (Burke, Finkelstein, & Dusig, 1999), considering the 1.67 cutoff value for a 10-point scale. Accordingly, disagreement existed when the $AD_{M(J)}$ value was equal to or greater than 1.67. After the first round, in which all the experts answered the questionnaire, we identified 36 items where disagreement existed. Experts who scored 3.5 points (or more) above or below the group average on at least one item were informed of the group’s scores

and invited to reconsider their score(s). They were completely free to change their initial score(s) or not. However, they were asked to provide arguments if they maintained their initial scores. A total of 21 experts participated in this second round because their score(s) disagreed on at least one item. After the second round, following the Delphi Method described above, agreement among the 33 experts was achieved on most of the items (N = 176; 91.67%). Nevertheless, disagreement persisted on a few items (N = 16; 8.33%). In the following paragraphs, we describe the main results after the two successive rounds.



5.1 No poverty

Through the participation of experts, 13 WOP practices-strategies to reduce poverty in Latin America were evaluated in terms of importance, urgency, and probability (likely to happen) during the next 10 years (see Table 1). In general terms, experts attributed a high importance and urgency to the different practices-strategies. In fact, the general averages, considering the different practices-strategies, were higher than 8 (range 1-10) for both importance (8.59) and urgency (8.39.) However, experts were not very optimistic about the probability that the practices-strategies would be implemented in the next 10 years, with a global average of about 6.5.

There are three practices-strategies that were **very important and urgent** for experts, with averages higher than 9: developing cultures that reduce poverty through the **reduction of corruption**; protecting workers' **mental health**; and training and supporting workers in the **transition towards virtual work**. In terms of feasibility, experts were quite optimistic about the idea that the support for the transition to telework, as a way to reduce poverty, could be implemented. They also shared the idea that actions to protect the mental health of workers could be feasible. It seems that helping workers in the digitalization process and protecting their mental health are actions that could be implemented by Work and Organizational psychologists in Latin America. However, experts were very pessimistic about the actual possibilities of changing a corruption culture that has an impact on poverty. Although changing the corruption culture was considered the most important and urgent action, it received the lowest score in terms of feasibility. This result probably reflects the difficulties associated with reducing the corruption culture in the organizations of Latin America.

Table 1. WOP practices and strategies for reducing poverty. Averages of items sorted by level of importance

WOP practices and strategies	I	U	P
1-Developing organizational cultures oriented toward reducing poverty through the rejection of corruption	9.21	9.06	5.39
2-Protecting the mental health of the workers to prevent poverty	9.06	9.00	6.76
3-Developing training and psychosocial support programs for individuals and entrepreneurs to maximize the use of technology and facilitate the transition to virtual work as a way to prevent poverty.	9.03	9.00	7.42
4-Developing initiatives on diversity, equality, and inclusion in organizations to promote equal employment opportunities in employee selection and promotion, with the goal of reducing poverty.	8.94	8.45	7.00
5-Designing training actions in collaboration with multiple actors (public and private organizations, higher education institutions) with the common goal of reducing poverty.	8.73	8.36	5.91
6-Developing entrepreneurship initiatives for the population at risk of poverty	8.52	8.61	6.76
7-Developing programs on diversity, equality, and inclusion to ensure the access of students from populations at risk of poverty to higher education	8.48	8.15	6.15
8-Designing psychosocial support programs for workers who have been impacted by crises/disasters.	8.45	8.36	7.67
9-Providing specific recommendations on more progressive policies that could lead to greater social inclusion and diversity in government agencies and in government funding of entrepreneurial activities, as a way to prevent poverty	8.42	8.39	6.33
10-Supporting Corporate Social Responsibility in organizations to work with populations at risk of poverty	8.42	8.30	6.45
11-Conducting WOP research on poverty and inequality in various social security policies (e.g., training needs, discrimination, money management, career management, review the social support process and its work implications)	8.42	8.24	6.88*
12-Collaborating with schools, universities, and governments to propose initiatives to encourage STEM (Science, Technology, Engineering and Mathematics) careers and STEM-related entrepreneurship to prevent poverty	8.36	7.76	6.24
13-Designing initiatives to achieve altruistic behaviors in organizations to prevent poverty	7.67	7.48*	5.94

*Disagreement exists on these specific items

I: Importance; U: Urgency; P: Probability (likely to happen)

There is a second group of WOP practices-strategies that were also very relevant to experts, with general average scores higher than 8.5 in importance: **inclusive practices in employee selection and promotion** to reduce poverty; **training to reduce poverty** in cooperation with **other stakeholders** (public and private sectors, higher education institutions); and **entrepreneurship initiatives for the population at risk of poverty**. Regarding feasibility, experts were quite optimistic about the possibility of implementing actions for poverty reduction related to personnel selection and promotion as well as

entrepreneurship. It seems that some personnel management practices (selection and promotion) could be increasingly oriented toward inclusion. In addition, entrepreneurship could be a strength in Latin America in reducing poverty. By contrast, experts were not as optimistic about the dialogue with other stakeholders with the goal of reducing poverty.

In sum, some WOP practices-strategies are considered not only important and urgent, but also quite feasible in the future of Latin America: support in the workers' transition to telework; protection of workers' mental health; inclusive personnel selection and promotion; and entrepreneurship oriented toward reducing poverty. However, there are other highly relevant actions that are less likely to take place, such as the reduction in organizational corruption cultures and the dialogue with stakeholders with the common goal of reducing poverty.

5.2 Good health and well-being

The experts evaluated 13 WOP practices-strategies to enhance good health and well-being in Latin America, rating their importance, urgency, and probability (likely to happen) in the next 10 years (see Table 2). In general, the experts perceived that these WOP practices are important and urgent. The general averages, considering all the WOP practices-strategies, were around 8.5 or more (range 1-10): importance (8.75) and urgency (8.48). However, the experts were not very optimistic about the feasibility of implementing these WOP practices-strategies in the next 10 years in Latin America (Average 6.85). Therefore, a discrepancy exists between the high importance and urgency attributed to the WOP practices-strategies, on the one hand, and their feasibility, on the other.



There is a group of five WOP practices-strategies that achieved the highest scores on importance and urgency, always above 9. In addition, the experts were somewhat optimistic about their feasibility, with averages higher than 7. This group of WOP practices-strategies described specific actions in organizations: implementing employees' **well-being programs**; achieving **healthy telework** and **respect for employees' private life**; assessing, monitoring, preventing, and coping with **psychosocial risks at the workplace**; and developing programs for reducing **stress** and mitigating **mental health problems**. It seems that, according to the experts, specific WOP practices-strategies

within organizations oriented toward fostering good health and well-being in the workplace are not only important and urgent, but also quite feasible for Work and Organizational Psychologists in Latin America in the next 10 years.

Table 2. WOP practices and strategies for good health and well-being. Averages of items sorted by level of importance

WOP practices and strategies	I	U	P
1-Implementing programs to foster employee well-being	9.42	9.03	7.85
2-Enhancing a healthy individual and team telework at home, respecting private life	9.39	9.48	7.12
3-Assessing and monitoring psychosocial risks (e.g., excessive work load) at work systematically	9.39	9.18	7.24
4-Using employee assistance programs devoted to reducing stress and mitigating mental problems	9.21	9.12	7.21
5-Developing training programs oriented toward preventing and coping with psychosocial risks at work	9.15	9.03	7.27
6-Facilitating partnerships with universities and professional associations for diagnosis and intervention in employee well-being	9.12	8.79	7.39
7-Showing evidence to governments and organizations about positive effects (e.g., reduction of accidents, health, performance, reputation) of avoiding unproductive time and having healthy free time	8.91	8.58	7.27
8-Creating programs for a healthy and positive integration of migrants at work	8.61	8.12	5.18
9-Identifying and promoting cultural diversity, equality, and inclusion at work	8.39	8.18	6.27*
10-Informing and educating about healthy food and lifestyle (no smoking; no alcohol; physical exercise; cultural activities) among employees	8.24	7.76	7.36
11-Identifying industries, sectors, and organizations that could benefit from healthy telework	8.18	7.76	6.64
12-Collaborating in the creation of Human Resources Ombudsman (public representative) services to enhance protection of workers and their health benefits	8.09	7.82	5.12
13-Informing and educating about legislation on tobacco and alcohol consumption at the workplace	7.70	7.36	7.18

*Disagreement exists on these specific items

I: Importance; U: Urgency; P: Probability (likely to happen)

There are two WOP practices-strategies that were also of great importance and urgency (with average scores always above 8.5) for the experts (although not as much as in the group of five analyzed above), and that have to do with the relationship with stakeholders. Specifically, they refer to the possibility of establishing **partnerships with universities and professional associations** in order to enhance **employee well-being**, as well as showing **evidence** to governments and organizations about the **positive effects on health of avoiding unproductive time and having healthy free time**. In addition, experts were

again somewhat optimistic about the feasibility of implementing these practices in the next 10 years (with scores higher than 7).

Experts also attributed high importance (average = 8.61) to creating programs for a **healthy and positive integration of migrants at work**, although they did not consider this action to be as urgent (average = 8.12). However, experts were quite pessimistic about the possibility of implementing this type of program (average = 5.18).

In sum, some WOP practices-strategies are considered not only important and urgent, but also quite feasible in the future of Latin America: implementation of employee well-being programs; healthy telework; respect for private life; management of psychosocial risks at the workplace; implementation of programs to reduce stress and mental health; and relationship with stakeholders for employee well-being (universities and professional associations) and to show evidence (to governments and organizations) about the positive effects of productive work time and healthy free time. By contrast, although programs for a healthy and positive integration of migrants at work were important to experts, they perceived that their implementation would not be easy.



5.3 Gender equality

The experts assessed 11 WOP practices-strategies to achieve gender equality in Latin America, reporting their importance, urgency, and probability (likely to happen) in the next 10 years (see Table 3). In general, the experts attributed great importance and urgency to this type of actions. In fact, average scores were about 9 (range 1-10) for both importance (9.03) and urgency (8.83). Again, there is a distance between the high scores associated with importance and urgency, on the one hand, and the lower probability that the practice-strategies can be implemented (7.25) in the next 10 years, on the other.

There are three WOP practices-strategies that received the highest scores on importance (around 9.5 on average). They refer to the contribution to an **organizational culture** of respect that **avoids degrading behaviors against women**, the **education of men to avoid harassment against women**, and the contribution to a **fair personnel selection and promotion oriented toward enhancing gender equality**. Scores associated with the

probability of educating men (to avoid harassment against women) are especially remarkable in two ways. First, experts perceived this practice-strategy as less feasible (6.15) than the other two practices-strategies (7.45 and 7.12). Second, there was disagreement among the experts (see Table 3). That is, some experts were more pessimistic than others about the feasibility of implementing education for men (to avoid harassment against women) in Latin America.

Table 3. WOP practices and strategies for gender equality. Averages of items sorted by level of importance

WOP practices and strategies	I	U	P
1-Creating an organizational culture of respect that avoids degrading behaviors against women	9.61	9.36	7.45
2-Educating men to avoid harassment against women	9.48	9.24	6.15*
3-Providing training, abilities, practices, and procedures to select and promote men and women fairly	9.45	9.18	7.12
4-Training women in strategies to deal with sexual harassment and avoid this type of behavior at the workplace	9.18	8.94	7.52
5-Organizing courses for the prevention of workplace harassment and school bullying of women, as well as domestic violence	9.09	9.03	7.52
6-Conducting WOP research on gender inequality in various HR practices (gender gap in selection, training, compensation, evaluations, and promotions) in organizations	9.03	8.64	7.67
7-Creating leadership training programs for women	9.00	8.70	7.73
8-Implementing good practices of healthy and productive work-family balance for women	8.88	8.94	6.55*
9-Disseminating academic knowledge to inform corporate leaders about the advantages of female leadership to keep women from being a minority group in leadership roles	8.73	8.73	7.33
10-Training women on how to run a business, including small-sized enterprises and micro-ventures	8.52	8.24	7.36
11-Training women entrepreneurs in the use of e-commerce strategies and online business skills	8.36	8.18	7.36

*Disagreement exists on these specific items

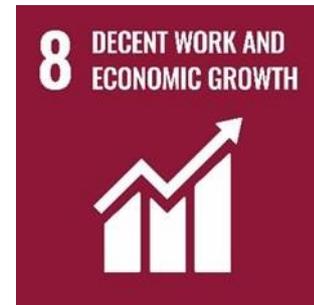
I: Importance; U: Urgency; P: Probability (likely to happen)

There is a second group of WOP practices-strategies that were also important for the experts, with average scores around 9. They described different types of **training activities** (training women to deal with sexual harassment at the workplace, courses for the prevention of harassment against women, and leadership training for women); **specific productive and healthy work-family balance for women**; and **knowledge management** (conducting research on gender equality in human resource practices and disseminating academic knowledge about advantages of female leadership). Finally, two strategies-policies related to **training women for entrepreneurship** are the least important and urgent, although average scores are also high (more than 8).

In short, experts considered a variety of actions important and urgent, some of which they perceived as quite feasible in the next 10 years in Latin America. The combination of both high importance-urgency and a greater chance that the actions will take place would lead to the creation of an organizational culture that could reduce degrading behaviors against women and increase fair personnel selection and promotion oriented toward gender equality, training programs, and knowledge management.

5.4 Decent work

The experts evaluated 10 WOP practices-strategies to enhance decent work in Latin America in the next 10 years. On average, the experts perceived WOP practices-strategies as quite important (8.58) and urgent (8.29), but they were not very optimistic about the probability that they could be implemented in the next 10 years (5.83). This discrepancy between importance and urgency vs. probability that WOP practices-strategies would be implemented is more accentuated in the achievement of decent work than in other goals analyzed above. In addition, feasibility scores are around 5-6 for all the WOP practices-strategies, except for creating observatories for the study of decent work (for this WOP practice-strategy, experts were a little bit more optimistic, with an average of about 7). It seems that obstacles to achieving decent work among employees in Latin America are particularly important.



There are two strategies to enhance decent work that were the most important and urgent for experts. They refer to the collaboration between work and organizational psychologists and other important actors to achieve better work conditions for employees. On the one hand, the experts emphasized the **collaboration with top management to build decent work strategies**. On the other hand, the experts also mentioned the **cooperation with relevant stakeholders such as policy makers, labor unions, etc.** Therefore, cooperation with other relevant actors in organizations and society could allow work and organizational psychologists to contribute to the decent work goal in Latin America.

There is a second group consisting of three WOP practices-strategies that were also very important and urgent for the experts, with scores consistently higher than 8.5. First, the

experts pointed out the possibility that work and organizational psychologists could participate in **strategic planning and performance management within organizations in order to achieve decent work**. Second, the experts also mentioned the creation of **observatories to study decent work**. Third, the experts referred to the importance and urgency of achieving **better work conditions within the informal economy** in Latin America.

Table 4. WOP practices and strategies for decent work. Averages of items sorted by level of importance

WOP practices and strategies	I	U	P
1-Collaborating with top management teams and boards on how to build strategies that account for better work conditions	9.36	8.70	5.94*
2- Collaborating with stakeholders (policy makers, civil society organizations, labor unions) to contribute to more dignified workplaces (e.g., improving protection measures at work)	9.30	8.94	6.03
3-Actively participating as WOP Psychologists in strategic planning processes and strategic talent and performance management activities at all levels in organizations to achieve decent work	8.97	8.52	6.09*
4-Creating an observatory for the study of decent work	8.76	8.52	6.94*
5-Achieving decent work for people in the informal sector	8.67	8.61	5.06
6-Suggesting new solutions to politicians and policy makers to enhance decent work	8.42	8.15	5.52
7-Consulting with labor union leadership to develop programs to achieve decent work for all	8.27	7.97	5.88*
8-Generalizing retirement plans in organizations	8.06	8.03	5.73
9-Suggesting and supporting Human Resource Ombudsman (public representative) services to enhance social security, particularly in the informal sector	8.03	7.82	5.00
10-Identifying initiatives (local, private etc.) to support cultural diversity, as a way to achieve decent work for all	8.00	7.67	6.06

*Disagreement exists on these specific items

I: Importance; U: Urgency; P: Probability (likely to happen)

To summarize, the experts emphasized as more important and urgent the collaboration of work and organizational psychologists with relevant organizational and societal stakeholders (e.g., top managers, policy makers), their participation in strategic planning for decent work within organizations, the creation of services for the investigation of decent work, and the consideration of the informal economy as a relevant target for decent work in Latin America. However, despite the importance and urgency attributed to achieving decent work in Latin America, the experts seem to be skeptical about the possibility of implementing WOP practices-strategies to achieve this goal.



5.5 Innovation

The experts assessed 10 WOP practices-strategies to enhance innovation in Latin America in the next 10 years, considering importance, urgency, and the probability that they can be implemented (Table 5). On average, they considered that these WOP practices-strategies were important (mean = 8.34) and urgent (mean = 8.02) but, again, the experts were not as optimistic about the probability that they can be implemented in the next 10 years (mean = 6.07).

Table 5. WOP practices and strategies for innovation. Averages of items sorted by level of importance

WOP practices and strategies	I	U	P
1-Identifying and training the workforce in terms of KSAOs (knowledge, skills, abilities, and others) that are necessary to exploit the “green economy” niche markets (e.g., green hydrogen)	8.97	8.79	6.09*
2-Enhancing scientific networks and research devoted to innovation	8.64	8.18	6.70*
3-Collaborating with the business community to enhance entrepreneurship skills, innovation, and new initiatives	8.55	8.24	6.42
4-Collaborating in training about the management of entrepreneurship and innovation	8.55	8.03	6.82
5-Establishing partnerships with local universities and scientific/professional WOP associations to open courses on how to start and manage small and medium-sized enterprises related to the “green economy”.	8.42	8.27	6.09
6-Connecting talented and creative workers to organizations	8.36	7.88	5.79
7-Checking and monitoring funding agencies to achieve a correct use and distribution of economic help and resources (e.g., avoiding corruption) oriented toward innovation	8.21	8.00*	5.15
8-Stimulating the creation of small-medium sized enterprises oriented toward innovation in strategic sectors in the region	8.18	7.97	5.94
9-Promoting innovation, entrepreneurship, and the development of new businesses and investments	8.15	7.61	6.15
10-Providing technical assistance to prepare applications for funding grants to support innovation, research, and start-up projects	7.39*	7.24*	5.55

*Disagreement exists on these specific items

I: Importance; U: Urgency; P: Probability (likely to happen)

There was a group of four WOP practices-strategies that were very relevant to the experts, with average scores higher than 8.5 in importance. They were also perceived as urgent, with average scores higher than 8. Three of them had in common the contribution that WOP can make with regard to training in different areas: **training the workforce for the development of the green economy; collaboration with the business community to enhance entrepreneurship skills, innovation, and new initiatives; and management of entrepreneurship and innovation.** The other WOP practice-strategy referred to the

promotion of scientific networks and research dedicated to innovation. In addition, these four WOP practices-strategies showed the highest scores on the probability that they would be implemented in the next 10 years in Latin America (average scores around 6.5 or higher), except for training associated with the green economy (with an average of about 6).

There were more disagreements on this goal than on previous ones. Additionally, this was especially relevant on the innovation goal because disagreement existed about the probability of implementing the two most important WOP practices-strategies. For this reason, we examined the qualitative comments of the experts with extreme scores on these two practices-strategies. Regarding the most important one (“Identifying and training the workforce in terms of KSAOs [knowledge, skills, abilities, and others] that are necessary to exploit the “green economy” niche markets [e.g., green hydrogen]”), an extreme positive score was maintained and justified (second round of Delphi Method) because this strategy is considered essential in the values of the population, and WOP will contribute by training the workforce. By contrast, an extreme negative score was maintained and justified (second round) because governments will promote companies linked to oil and inhibit the development of companies that produce green energy, thus hindering the training that leads to achieving sustainable energy in the next 10 years. With regard to the second most important practice-strategy (“Enhancing scientific networks and research devoted to innovation”), an extreme negative score was maintained and justified (second round) because other actions will be more urgent and require an effort that will not be dedicated to innovation in Latin America. Therefore, different scenarios seem possible in Latin America with regard to training people to develop green energy and fostering research and networks for innovation.

In short, the most important and feasible WOP contributions to innovation in Latin America are related to training people for innovation, collaborating with the business community, and enhancing research and scientific networks. However, a certain level of disagreement exists, and, therefore, the WOP contribution will depend on the scenario that finally emerges.

5.6 Health crisis

As mentioned above, we decided to incorporate a new goal during the implementation of the Delphi Method, due to the situation created by Covid-19 around the world: how WOP will contribute to dealing with Covid-19 and future health crises in Latin America. Average scores indicated that dealing with this type of health crisis is the most important (mean = 9.19) and urgent (mean = 9.07) goal. This probably reflects the sensitivity of the experts to a crisis such as the one produced by Covid-19 and the possibility that other crises will have to be faced in the future. In addition, the experts were more optimistic about the implementation of WOP-P practices-strategies (mean = 7.46) for this goal than for the previous ones.

There was a practice-strategy that obtained the highest average scores on importance and urgency (always higher than 9.5), as well as on the probability that it can be implemented (8.15). It referred to the **evaluation of the impact of telework due to the health crisis as a way to improve work conditions**. It seems that the pandemic has been an opportunity for WOP in terms of assessing telework and how it could be implemented to improve labor conditions.

Table 6. WOP practices and strategies for coping with future health crises. Averages of items sorted by level of importance

WOP practices and strategies	I	U	P
1-Assessing the impact of telework in COVID-19 time (or other health crises) to improve the quality of work conditions	9.64	9.76	8.15
2-Conducting cross-national research on the impact of COVID-19 on Latin American workers' health and well-being to develop future individual and organizational coping strategies	9.48	9.21	7.97
3-Developing psychological prevention programs as well as treatment for families and workers who are suffering from mental health problems due to isolation and other effects (e.g., unemployment) of COVID-19 and other possible health crises	9.33	9.24	7.21
4-Providing support and training programs to help women and families in the challenge of achieving work-family balance by working from home	9.18	9.12	7.27
5-Identify and implement successful innovative actions that took place during the COVID-19 pandemic	9.06	8.76	7.33*
6-Disseminating research results on how to improve gender equality in organizations during long and intensive disaster events	8.85	8.73	7.48*
7-Creating online learning courses in key occupations that will be needed during pandemics to relocate workers who lose their jobs	8.73	8.70	6.79

*Disagreement exists on these specific items

I: Importance; U: Urgency; P: Probability (likely to happen)

There was a group of four WOP practices-strategies with high scores on importance (between 9 and 9.5). They were also urgent (around 9 on average or higher) and quite feasible (more than 7 on average for all practices-strategies). They have in common the idea that **WOP can contribute by innovating and developing programs to enhance workers' well-being and health during health crises like the one the population is experiencing with Covid-19, including work-family balance.**

Finally, there were two WOP practices-strategies that had high average scores on importance and urgency as well (around 8.7-8.8). They referred to the **dissemination of research results to enhance gender equality during a health crisis and training to help workers who lose their jobs during this type of crisis.**

In summary, the experts were very sensitive to the problems associated with the pandemic and a future health crisis. The experts considered that WOP could contribute relevant practices-strategies, and they were quite optimistic about their implementation in Latin America. Different WOP contributions are possible: a combination of telework and good work conditions; designing programs to enhance workers' well-being and health; and contributing gender equality and a reduction in unemployment problems during a health crisis.

6-CONCLUSIONS

The present report is based on a **contextualized approach**. In order to understand opportunities and obstacles in the achievement of **UN Sustainable Development Goals** in Latin America, contextual factors were identified. They refer to any political, social, economic, and cultural factor that characterizes the Latin American Region, acting as a facilitator of or obstacle to the achievement of the UN goals. This approach is helpful in preventing the uncritical use of the predominant view of Western societies. Although values associated with a better life for all are shared, their concretization in fruitful WOP practices-strategies must consider the contextual factors of the region.

To achieve this contextualized approach, a **participative process** was implemented where WOP experts from Latin America participated in the different steps of the project, not only providing ideas and answering questionnaires, but also designing tools,

classifying information, and revising documents. Their participation was essential in identifying contextual factors in the region and defining WOP practices-strategies that can contribute to the achievement of the UN goals and deal with health crises such as the one created by Covid-19.

As mentioned above, we selected five UN goals that are closely related to WOP: “no poverty”, “good health and well-being”, “gender equality”, “decent work”, and “innovation”. In addition, because of the situation created by Covid-19, during the process (Delphi Method), we added the goal of dealing with a health crisis. Two main types of activities were implemented: first, the identification of contextual factors in Latin America that can facilitate and/or hinder the achievement of selected UN goals; second, the identification of WOP practices-strategies that can contribute to the selected UN goals. We summarize the main conclusions corresponding to each goal below.

Regarding the **“no poverty” goal**, the experts recognized important positive advances in programs to reduce poverty, in social policy, and in the efforts to achieve the universalization of education. However, other contextual factors were not as positive: macro-economic indicators make Latin America vulnerable to crisis; persons have a limited access to resources for reducing poverty; vulnerable groups have special problems in terms of protection; there is high vulnerability to natural disasters; populist governments exist in some countries; and corruption is still high. According to the opinion of experts, WOP can contribute to reducing poverty in the region by implementing a number of important and urgent practices-strategies, such as those oriented toward: reducing corruption in organizations; protecting workers’ mental health; supporting the transition to telework; implementing inclusive practices in employee selection and promotion; collaborating with stakeholders to reduce poverty; and implementing initiatives for the population at risk of poverty. The experts were somewhat optimistic about the possibility of implementing these WOP practices-strategies in the future, except for those related to reducing corruption and collaborating with stakeholders to reduce poverty.

Regarding the **“good health and well-being” goal**, the experts stressed positive progress in universal health services in Latin America, as well as an increasing interest in well-being in the workplace and preventive health. However, some problems persist

in the region, such as: inadequate and understaffed hospitals and lack of primary care; working conditions that are negative for health and well-being; lack of adequate regulations to protect workers; difficulties in the health services and pension systems due to demographic trends and migration processes; and lack of sustainable and healthy urban plans in the cities. To achieve the goal, the experts pointed out a number of important and urgent WOP strategies-practices: implementing employee well-being programs; achieving healthy telework and respect for employees' private life; implementing programs to manage and prevent psychosocial risks in the workplace; performing actions to reduce negative stress and mitigate mental health problems; establishing partnerships with universities and professional associations to enhance employee well-being; disseminating evidence to governments and organizations about the positive effects on health of avoiding unproductive time and having healthy free time; and implementing programs for a healthy and positive integration of migrants at work. In general, the experts were optimistic about the possibilities of implementing these practices-strategies, except for the implementation of programs for a healthy and positive integration of migrants at work.

The experts were very sensitive to the **“gender equality” goal**. They indicated that the gender gap is still a generalized problem in Latin America, despite the progress made in prevention programs and laws. Several contextual factors are indicative of the gender gap: leadership positions remain predominantly occupied by men; the cultural values reinforce inequality (and one of their dramatic consequences is violence against women); and some human resource management practices, oriented toward facilitating work-family balance, are not yet widespread. The experts also considered that some WOP practices-strategies are important and urgent for achieving gender equality, such as: achieving an organizational culture of respect that avoids degrading behaviors against women; educating men to avoid harassment against women; fair personnel selection and promotion oriented toward enhancing gender equality; training activities designed to prevent and deal with harassment and promote leadership among women; the enhancement of a productive and healthy work-family balance for women; and dissemination of research evidence about gender equality and leadership among women. The experts were generally optimistic about the possibility of implementing these practices-strategies in Latin America in the future.

By contrast, the experts were skeptical about the WOP contribution to the “**decent work**” goal. Regarding contextual factors, and despite positive advances in regulations and laws, they considered that precarious work is still generalized in Latin America. Other factors also hinder the achievement of decent work: the importance of the informal economy in the region; the existence of a hierarchical organizational and societal culture and power distance values; the lack of high-end technological infrastructure and a low percentage of highly skilled workers; and the low participation of the Latin American region in assessing and monitoring data about decent work. The experts also perceived that some WOP practices-strategies are important and urgent, such as those oriented toward collaborating with top management and other relevant stakeholders (policy makers, unions, etc.) to build decent work; participation in strategic planning and performance management within organizations in order to enhance decent work; the creation of observatories for the study of decent work; and the achievement of better working conditions within the informal economy. However, the experts were not optimistic about the possibilities of implementing these actions in the future in Latin America. It seems that an important effort from institutions and organizations is needed to change this situation.

The experts identified three main positive contextual factors related to the “**innovation**” goal: the incipient collaboration between organizations, universities, and governments to promote and develop science and technology and an entrepreneurship culture in general; the existence of a hardworking, resourceful, agile, and creative problem-solving workforce; and the emergence of many virgin niche markets related to the sustainable economy. However, other factors are not as positive, such as the low investment in Research & Development; low level of English language competence; lack of a long-term sustainable culture of innovation; limited access to internet in some areas; limited innovation in “soft” sciences; low interaction with other cultures and subsequent lack of mutual learning; difficulties in leveraging technology to promote innovation in business; and difficulties in transforming hard work into innovation. The experts considered that WOP can contribute to the “innovation” goal with some important and urgent practices-strategies: training the workforce for the development of a green economy; collaborating with the business community to enhance entrepreneurship skills, innovation, and new initiatives; contributing to the management of entrepreneurship and innovation; and promoting scientific networks and research dedicated to innovation. The experts were

quite optimistic about the possibility of implementing these practices-strategies, except for training the workforce for the green economy and promoting scientific networks and research dedicated to innovation.

Dealing with a “**health crisis**” was added as an independent goal during the process. It was included in the implementation of the Delphi Method due to the situation created by Covid-19 in terms of social, economic, and health crises. Governments and organizations implemented abrupt changes related to telework, lockdowns, mobility restrictions, etc. In this context, the experts perceived that WOP could contribute significantly to dealing with this type of health crisis. Specifically, they considered the existence of four important and urgent practices-strategies: improving work conditions through the evaluation of the impact of telework; innovating and developing programs to enhance workers’ well-being and health during the health crisis, including work-family balance; disseminating research results to enhance gender equality during the health crisis; and training workers who lose their jobs during the health crisis, increasing their employability.

In sum, through the participation of experts from Latin America, it was possible to define relevant WOP practices-strategies that contribute to the UN Sustainable Development Goals, based on contextual factors of this region. The assumption on which we based our work is that it is necessary to know the reality of the region in order to define actions that are fruitful in that context, instead of thinking about actions from other frameworks developed from a different perspective and reality.

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APPENDIX 1. BIOS OF PARTICIPANTS FROM LATIN AMERICA (FIRST WORKSHOP AND/OR DESIGN OF THE INSTRUMENTS)

Jaime Bayona. Associate professor of human resource management at the school of economics and business of Pontificia Universidad Javeriana in Bogotá, Colombia. Psychologist from Universidad Nacional de Colombia; M.Sc. in work, organizational and personnel psychology from Université Paris Descartes and Universitat de Barcelona; PhD in Psychology of Human Resources from Universitat de Valencia. Leader of the organizational behavior research group at Pontificia Universidad Javeriana, his research interests are focus on work design, work motivation, quality of the working life and the internal dimensions of corporate social responsibility. He teaches courses on HRM, organizational behavior, and corporate social responsibility at the undergraduate and graduate level.

Jairo E. Borges-Andrade received his undergraduate degree in Psychology at the Universidade de Brasília (UnB), in 1972, and his MSc (1977) and PhD (1979) degrees in Instructional Systems from The Florida State University. He had sabbatical leaves at the International Food Policy Research Institute (1990), University of Sheffield and Rijksuniversiteit Gröningen (2001) and Instituto Superior de Ciências do Trabalho e da Empresa - ISCTE-IUL (2010). He worked at the Brazilian Corporation for Agricultural Research (Embrapa) from 1979 to 1993. From 1993 to 2019 (retirement), he was a full professor at UnB, where he developed activities related to research, and teaching and advising at the undergraduate, master, and doctoral levels. He is an Emeritus Professor at UnB, where he develops these activities. His current research topics are workplace learning and training and development in organizations. He was member of the executive committees of the Regional (CRP-1) and the Federal (CFP) Boards of Psychology in Brazil, in the 1980's. In the 1990's and early 2000's, he coordinated the Psychology activities at the National Board for Scientific and Technological Development (CNPq) and at the Coordination for the Improvement of Higher Education Personnel (CAPES). In the current century, he was President of the National Association of Research and Postgraduate Studies (ANPEPP) and the Brazilian Association for Organizational and Work Psychology. He has a Senior Research Productivity scholarship from CNPq.

Laura Galarza. Professor Galarza is Associate Professor of Industrial and Organizational Psychology at the University of Puerto Rico Rio Piedras Campus. She obtained her PhD in Industrial-Organizational Psychology at Rice University in Houston, Texas, USA in 2000. She teaches, conducts research, and has 26 years of experience (17 of them post-doctoral) in Work and Organizational Psychology projects. Her experience includes 5 years (1996-2001) of work as an Industrial-Organizational Psychologist at the Behavioral Health and Performance Group (BHPG) of the National Aeronautics and Space Administration (NASA) Johnson Space Center developing the BHPG System for Astronaut Selection System and was part of the interdisciplinary team of behavioral experts and astronauts who developed the Psychological and Expeditionary (including Team Building and Development) Training for long-duration mission astronauts. She has consulted in the US and Puerto Rico for private, public and non-profit organizations on a variety of work and organizational psychology projects. Since 2002 she teaches at the University of Puerto Rico (UPR) Rio Piedras campus where she has also occupied leadership positions including Academic Senator, Interim Department Chair, Chancellor's Special Assistant for Strategic Plan Development and Institutional Effectiveness, Industrial-Organizational MA & PhD. Program Coordinator, and Special Assistant to the Vice president of Academic Affairs for accreditation topics. She has presented her research work at numerous conferences in Puerto Rico, USA, Europe, and Latin America and her work has been published in peer-reviewed journals and in NASA peer-reviewed technical reports.

Agustín Molina. Agustin Molina is an Associate Professor of Organizational Behavior at the Department of Psychology of the Pontificia Universidad Católica de Chile. He completed his Ph.D. at the Institute for Organizational Development and Quality of Work Life of the University of Valencia and his PostDoc at Kemmy Business School, University of Limerick. He also holds an Erasmus Mundus Master degree on Work, Organizational, and Personnel Psychology. His research interests focus on organizational and team climate measurement and analysis, workplace fairness and employees' well-being. In addition to collaborating with research institutions located in Europe, US and South America, Dr. Molina has published numerous papers and chapters in peer-reviewed outlets and presented at several international conferences. He is also the Academic Director of a university initiative that, in collaboration with multiple Chilean stakeholders

(a foundation, governmental agencies, associations, and private organizations), aims to research and promote high-quality employment relations.

Lucas Monzani. Dr. Monzani is an Assistant Professor of Organizational Behavior at Ivey Business School (Western University). Currently, he is an associate researcher at both the Institute for Organizational Development and Quality of Work Life of the University of Valencia (Spain) and the and the Center for Leadership and Behavior in Organizations at Goethe University (Frankfurt, Germany). He holds a Ph.D. in Psychology of Human Resources by the University of Valencia and is an Erasmus Mundus Master in Work, Organizational, and Personnel Psychology. His research interest lies within advanced concepts in organizational behavior. Whenever possible, Lucas Monzani combines his research activities with his professional practice as an executive consultant. He specialized in leadership potential assessment & development. As a consultant, Dr. Monzani contributed to several leadership development projects within the Department of Peacekeeping Operations (DPKO) of the United Nations.

Alejandra Ortiz. Dr. Alejandra Ortiz is a qualified consultant, facilitator and executive coach with a strong academic background. She is passionate about helping people releasing their full potential. She believes leaders can grow and develop to achieve extraordinary personal and business outcomes. With a profound understanding of organizational behaviour and business strategies, she focuses on adding value through customized solutions that consider both elements. She has over 15 years of career working as a consultant for Deloitte and YSC Consulting, where she currently works. Academically, Alejandra has wide experience lecturing OB and Leadership theory at postgraduate and MBA courses at ITAM and ITESM schools in Mexico, and The University of Sheffield in the UK. She has published academic and practitioner papers. She designs her interventions including tools, frameworks and practices that are supported by research. She obtained her MSc and PhD in Organizational Psychology at The University of Sheffield in England where she lived for five years. Before moving to the UK, she completed her Bachelor in Psychology at the Universidad Nacional Autónoma de México (UNAM).

Amalia Raquel Pérez-Nebra. She is a visiting lecturer at Universidad de Zaragoza and contributes to the Administration Postgraduate Program at the University of Brasília. She

is a member and was director of Brazilian Society of Work and Organizational Psychology (SBPOT) and I/O Work Group at National Association of Research and Graduation (ANPEPP). She coordinates research projects about the impact of organizational, personal and work process on workers well-being and the impact of media to prevent social problems. She studies Sustainable Well-being, culture, health behavior at work and economic health, prejudice and discrimination. Sabbatical leaves in Universitat de Valencia, 2017-2019.

Wenceslao Unanue Manríquez. Assistant Professor at Universidad Adolfo Ibáñez Business School (Chile). PhD in Economic Psychology and MSc Applied Social Psychology (University of Sussex, U.K.). BA Business and Economics (PUC, Chile); Commercial Engineering (PUC, Chile); MSc Economics (PUC, Chile); BA Psychology (PUC, Chile); Psychologist (PUC, Chile); *Country representative*, International Association for Research in Economic Psychology (IAREP). Fellow of the British Psychological Society, Action for Happiness and the International Positive Psychology Association. Board member, Instituto del Bienestar. His main research interests are addressed to public policies on happiness, well-being, development, sustainability, and work (among others). Professor Unanue had advised national and international organizations and given talks in countries such as Hungary, Brasil, US, Israel, UK, Russia, Scotland, Poland, Bhutan, Romania, The Netherlands, France, Mexico, Puerto Rico, and Chile. He was member of the International Expert Working Group (IEWG), organization that collaborated with the Royal Government of Bhutan and the United Nations in building a New Development Paradigm (NDP) based on happiness and well-being. Currently, he is part of the World Well-being Panel, founded by LSE (<http://cep.lse.ac.uk/wwp/panel.asp>). The World Well-being Panel is about the promotion of wellbeing as the ultimate purpose of all major decision makers, particularly governments.

APPENDIX 2. CONTEXTUAL FACTORS IDENTIFIED BY PARTICIPANTS.
GENERAL OVERVIEW. (FIRST WORKSHOP)

United Nations Goals	Contextual Factors
No poverty	<ul style="list-style-type: none"> • Macro-economic issues • Micro-economic issues • Education • Social policy • Environmental aspects • Political issues • Corruption
Good health and well-being	<ul style="list-style-type: none"> • Health care access • Preventive health • Working conditions • Regulations and laws • Demographic trends • Urban planning
Gender equality	<ul style="list-style-type: none"> • Gender gap • Leadership • Cultural values • Violence • Human resources management practices
Decent work	<ul style="list-style-type: none"> • Precarious work • Informal economy • Employment relationships • Regulations and laws • High-end technological infrastructure • Data about decent work
Innovation	<ul style="list-style-type: none"> • Private-public collaboration • Human capital • Sustainable economy • Barriers • Investment in research and development

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