



Editorial

This years' motto – **“Work:olution – Succeed in permanent beta”** – of Europe's largest HR-exhibition, Zukunft Personal Europe, suggests that “something big” is going on. Organizations all across Europe are redesigning, or rather reinventing their structures and processes in a quest towards becoming more “agile”. Methods like “Design Thinking”, “Bar Camps” or “Working out loud” are starting to become mainstream, as they are no longer only used in hip start-ups and communication agencies, but also in public administration agencies, financial institutes, and insurance companies. Traditional working environments, typically associated with rules, routines, and regulations are now transformed into wide open (coworking-) spaces.

That being said, applying new tools and methods is one thing, whereas engaging people to embrace these changes and helping them align their attitudes and behaviors with these changes, is another. Especially in such times of dramatic change, the competencies of Work and Organizational Psychologists (WOP) become crucial for success. However, cultural change processes are typically facilitated by coaches, consultants, and agencies specialized in organizational change and Work and Organizational Psychologists tend to be underrepresented among their ranks. Hence, two questions beg for an answer: a) How can organizations be stimulated to think about hiring somebody with a scientific background in Work and Organizational Psychology? and b) How can WOP practitioners position themselves in a market where almost everybody can call him or herself a coach?

The opening article of this issue by Salvatorie Zappalà tries to address these questions by presenting the main issues and subsequent learning outcomes resulting from a

pilot test of the EuroPsy Specialist Education Programme and Certificate for WOP Consultants conducted in five European countries. The main characteristics and goals of the EuroPsy Specialist Certificate in Work and Organizational Psychology were outlined in a previous issue of *In Practice* (Ramos & Zappalà, 2016).

Relatedly, the second article in this issue authored by Per Straumsheim describes the specialist education in WOP in Norway, the challenges faced by Norwegian WOP specialists and the positive contribution of the certificate to the status and potential employability of WOP experts.

Next, we continue with two empirical articles dealing with the antecedents and circumstances of organizational change and innovative work behavior. First, the article by Linna Sai examines the effect of conscientiousness on Organizational Commitment to Change (OCC) and the impact of formal and informal communication on OCC. The findings of this study suggest that management should give due consideration to both formal communication and individuals' levels of conscientiousness when planning and implementing organizational change. It also shows how applied science can be used to understand the dynamics of organizational change and to increase the quality of management decisions.

Second, the article by Julia Ramona Schmidt and Diana Rus helps to better understand the conditions under which employees are likely to go beyond their formal job description and engage in innovative work behaviour (IWB). The study reveals that managers should focus on creating an environment that is supportive of learning and live up to their responsibilities of treating employees with dignity and respect.

As we grappled with the topic of change and innovation, we were also cast in its spell. Are we going beyond our formal job description? How innovative is our work behavior as editors of EAWOP's Online Journal for Practitioners? Can we do more? We decided to start with a new layout: *EWOP In Practice Revamped*. When we discussed the idea with the EAWOP committee we reaped full support. In fact, we were treated with dignity and respect! Totally unleashed by this innovative opportunity, we also discussed our title. I remember sitting in Rob Briners Symposium on Evidence Based Practice in O'Reilly Hall at the EAWOP Conference 2017 with Bernad Batinic from the University of Linz sitting next to me. When I told him about *EWOP In Practice*, he asked me why we wouldn't just call it "In Practice". "Nobody really understands what EWOP means

anyway”, he said, “it looks like a spelling mistake of EAWOP”. There it was, plain and simple. Angela and Diana liked the idea, too. In case you don’t like the new title, please blame Bernhard. The new layout was designed by Bernhard Diller, a communication designer from Germany. To our perception, he translated our ideas perfectly into the new design. We wanted the journal to be clean and fresh, both different and a good fit into EAWOP’s journal portfolio. We wanted it to be different from traditional scientific publications in order to attract more practitioners to read it but also to keep it within APA-Style boundaries in order to not offend our scientific audience. And we wanted to attract more authors to hand in their work in applied Work and Organizational Psychology.

We also have a number of future issues in the pipeline. First, we have a call for papers for a Special Issue on Performance Management and Feedback Interventions. The issue is planned for 2019. Second, we are close to finishing our 2018 Special Issue on Workplace Innovation (Vol. 2) to appear this summer featuring five original articles. In 2019, we also aim to publish another regular edition of In Practice before the Turin Congress.

We hope this collection of articles will stimulate your interest into the applied world of Work and Organizational Psychology. We look forward to receiving new articles, but also feedback and ideas, in order to improve our journal step by step. You can reach all of us at InPractice@eawop.org or at our individual email addresses below.

Best wishes for the upcoming summer.

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