INSTITUTE

of

ORGANISATIONAL

PSYCHOLOGY

Te Kāhui Mātai Hinengaro ā te Wāhi Mahi

Institute of Organisational Psychology Symposium

University of Canterbury

21 November 2024

	Institute of Organisational Psychology Symposium		
8.30	Registration		
9.00	Keynote by *Michael Leiter* *Strengthening Workgroup Culture to Prevent Burnout*		
10.00	Morning Coffee		
10.30	*Michael Leiter* Workshop Some Steps For Improving Workplace Communities	The HASANZ Register: What's it all about? *John Eatwell*	A Leadership-Led Approach to Supporting and Managing Psychosocial Risks in the Workplace *Hilliary Bennett and Kevin Gudmundsson*
11.00		Coaching with Strengths *John Eatwell*	
11.30		Schema coaching: An update *Iain McCormick and Stewart Forsyth*	Loneliness at work *Sarah Wright*
12.00		From Manager to Leader: Leadership coaching for STEM Managers *Crispin Garden Webster*	
12.30	Introduction of the Centre for Good Work *Sanna Malinen and Katharina Näswall*	Playing to Our Strengths: The Accumulating Evidence for Taking a Strengths-Based Approach *Michelle Shields*	Neurodivergence at work; benefits and accommodations *Yvonne Hall*
1.00	*This slot could be yours!*	The practice of coaching psychology in Aotearoa New Zealand: What do coaching psychology practitioners do here, and how does that relate to competency? *Barbara Kennedy and Stewart Forsyth*	
1.30	Lunch		
2.00	Investigating Bullying and Harassment *Andrea Gardner*	Cultural Competence for Coaching (and Organisational) Psychologists *Jonathan Black*	Student Workshop *Helena Cooper Thomas*
5.00	Drinks and Dinner		

Abstracts

A Leadership-Led Approach to Supporting and Managing Psychosocial Risks in the Workplace

Bennett, Hilliary and Gudmundsson, Kevin

Background: The critical links between an employee's wellbeing and the impact a leader can have has been well documented.

Current approaches to understanding and supporting employee wellbeing have primarily relied on self-service apps with survey-based solutions. The effectiveness of surveys is limited due to their reliance on employees fully engaging with them and survey fatigue. In addition, while surveys can provide data, they may not be insights into the root causes.

In today's dynamic work environment, recent research from Deloitte found that 94% employees feel their manager should have responsibility for their well-being, with 32% of them not feeling their manager cares about their wellbeing. Recognising the pivotal role leaders play in fostering employee mental health, it's imperative that they possess the mindset and skills to understand and support their teams effectively.

Traditional one-on-one conversations are often centred on progress and performance. Building trust and care between employees and their leaders through authentic wellbeing conversations will grow a leader's soft skills while simultaneously providing a unique organisation wide view to allow psychosocial health to be effectively managed.

Approach: Challenging the status quo, HeyPenny have partnered with pilot organisations to introduce structured and supported wellbeing check-ins into their traditional 1:1 discussions. Drawing on the expertise of our workplace psychology partner, Dr. Hillary Bennett, our smart platform supports leaders throughout the conversation process, fostering a culture of care and support. It also allows leaders to connect employees to supportive resources much more effectively than traditional methods.

Findings: Supported by fresh data from pilot insights, this presentation will provide an overview of this leader-led approach to managing psychosocial risks in the workplace to support a thriving culture.

Coaching with Strengths

Eatwell, J.A.R

Executive coaches are provided for the University of Canterbury MBA students to help them in their leadership development. Each year, students evaluate the coaches on a number of criteria, included overall success criteria of whether the coach helped them achieve their objectives and whether they would refer the coach to colleagues. This presentation will outline the role of coaches utilising student's strengths on impacting the overall success criteria as well as other dimensions. Incidentally, the students also indicated the modality of

the coaching – in person or online. The impact of the modality on the criteria is also presented.

The HASANZ Register: What's it all about?
Eatwell, J.A.R

Chartered Members of the Institute can now register for free on the HASANZ register. The session will cover what the register is all about and why you should register!

Investigating Bullying and Harassment
Gardner, A

This workshop will take you though the key approaches to investigate bullying and harassment issues at work using your organisational psychology knowledge and skills, within the legal framework we operate within. If you register on the HASANZ this is a core competency that people will be searching on.
Objectives are to:
- Learn how to conduct a formal investigation into bullying or harassment
- Understand the practicalities and potential 'fish-hooks' of investigations
- Learn how an I/O psychologist can add value to an investigation
- Develop knowledge of a range of early intervention options for dealing with incivility, conflict and bullying concerns; how to 'nip it in the bud'

From Manager to Leader: Leadership coaching for STEM Managers
Garden-Webster, Crispin

What are the issues for STEM managers taking on leadership roles and what are the organisational factors that mediate access to development? STEM talents are often engaged for their ability as individual contributors and valued for their specialist skill. As a result, they can receive less leadership development early in their career, and while not always the case, can be promoted into leadership roles primarily on their technical talent. Developing their leadership is crucial for both the organisation's capability and for the attraction and succession pipeline of technical talent. It is a challenging career point, as some do not necessarily want to take on leadership roles, entering it for the purposes of advancement, unprepared for the demands they encounter.

A reference group of 26 STEM sector senior managers were interviewed. A further seven (7) senior managers peer reviewed the output and gave feedback. Twelve (12) development factors were identified. The top five (5) factors identified are self-awareness, communication and engagement, commercial acumen, letting go, and managing difficult conversations. For professionals and specialists taking on leadership roles, their organisation plays a role in determining how hard or easy it is to develop their leadership potential. The reference group identified eight (8) organisational factors to consider. The top five (5) factors are: Value Perception, Networks, Pathways, Access to development, and Safe to learn. The Results are discussed in the context of broader

talent management practice and the role that coaching can play in developing professional leaders.

Neurodivergence at work; benefits and accommodations
Hall, Yvonne

As organisations recognise the prevalence of and value of diverse cognitive perspectives, there is a growing need to ensure that selection practices and workplace environments are inclusive and supportive of neurodivergent individuals. By embracing and accommodating for neurodiversity, businesses not only fulfil a social responsibility but also gain a competitive edge through increases in employee engagement, retention and innovation.

This presentation explores the benefits and strategies for accommodating neurodivergent individuals, particularly those with Specific Learning Disabilities (SLDs) like dyslexia, in the workplace. Drawing on research and case studies, the presentation will cover benefits of neurodivergent inclusion, emphasising the unique strengths that individuals with neurodivergence can bring to organisations. It will also provide practical strategies for accommodating neurodivergent individuals throughout the employee lifecycle, from the selection process to the physical work environment and daily work activities. The aim is to foster a more inclusive work environment that leverages the unique strengths of neurodivergent individuals, ultimately benefiting both employees and employers.

The practice of coaching psychology in Aotearoa New Zealand: What do coaching psychology practitioners do here, and how does that relate to competency?
Kennedy, Barbara and Forsyth, Stewart

Internationally, over the last three decades, coaching psychology has grown exponentially, extended into a variety of roles and developed an expanding repertoire of evidence-based approaches. Although the field has not yet been documented in New Zealand, anecdotally it appears that relatively few practitioners coach exclusively. This study aimed to identify the parameters and requirements of coaching psychology roles in Aotearoa/New Zealand. A representative range of professionals whose work includes coaching were surveyed. The survey sought to:

1. Identify possible groups within these professionals based on the extent and nature of their coaching work.
2. Clarify the competency requirements of such coaches.
3. Identify Subject Matter Experts (SMEs) to independently review the draft competencies for coaching psychologists in Aotearoa/New Zealand.

The findings provide insight into the role and competency requirements of coaching psychologists in Aotearoa/New Zealand, informing the development of standards and guidelines for the profession. This research contributes to the growing field of coaching psychology, with a view to ensuring that coaches are equipped to meet the unique needs of clients in Aotearoa/New Zealand.

Strengthening Workgroup Culture to Prevent Burnout - keynote
Leiter, Michael

The quality of social encounters among people at work says a lot about workgroup culture. What people say and do around one another can convey respect and support or their opposite. This presentation describes a structured approach to developing a better alignment of employees' need for belonging with the day-to-day experience of their workplace community. Improving that alignment is a means of improving employee wellbeing, workplace productivity, while diminishing the unmanaged stress that leads to job burnout.

Some Steps For Improving Workplace Communities - workshop
Leiter, Michael

Day-to-day social encounters at work define a workgroup's culture. The quality of workplace relationships has implications for the productivity a workgroup and the wellbeing of its people. This workshop shares lessons from our experience in improving the level of respect and civility in workplace social encounters for employees' sense of community and their risk of burnout. Participants will become familiar with some of the activities and concepts that play a central role in improving the quality of workgroup communities.

Schema coaching: An update
McCormick, I. and Forsyth, S.

This presentation provides an update in the development of Schema Coaching which was first presented to the IOP in 2016. Since that time one book chapter and four articles have been produced, with a new book on the topic coming out this month. A brief overview of schema coaching will be made and then the focus will be made on an advanced technique called imagery rescripting. Findings will be presented from a qualitative study that used an interpretative phenomenological approach to investigate the experience of clients undertaking imagery rescripting. Overall, the experience of clients was that imagery rescripting was powerful but emotionally draining, and it had a positive long-term impact. There can be cautious optimism about suitably trained, supervised and ethically adherent coaches using this approach.

Playing to Our Strengths: The Accumulating Evidence for Taking a Strengths-Based Approach
Shields, Michelle

Self-awareness is the foundation of any leader's development. Knowing what you're good at helps you make good decisions about your career. Yet, as a society, we gravitate to the gaps – to where the deficits are. This is one reason people dislike performance reviews – they focus too much on talking about what needs fixing. Over the last few years we've seen organisations toss performance management aside in favour of development conversations. Cutting out the evaluation of gaps and focusing on what employees have done well and

where there is potential for even greater impact. Taking a strengths-based focus is not new – it's around for some time.

Our work helping organisations take a strengths-based approach extends beyond individual 360s to include development of teams who are looking to expand positive psychology approaches. One way they do this is by mapping team skills to strengths-based criteria of success. Another extension of the approach is to craft an organisational strategy that differentiates the organization based on the products and services that they are good at, that they can build on and that will continue to set them apart in the marketplace.

Loneliness at Work
Wright, Sarah

In recent years, the huge impact that work loneliness is having on healthcare costs, absenteeism, and turnover has received widespread attention. The U.S. Surgeon General's Office and the World Health Organization have exhorted employers to do more to address social disconnection at work, but despite growing awareness and effort, the problem persists. In fact, the 2024 *State of the Global Workforce* report by Gallup finds that one in five employees worldwide currently feels lonely at work. Many aspects of modern life contribute to loneliness, including cultural, economic, demographic, and technological factors that are beyond the scope of employers to directly influence. However, there are aspects of organizational life that they *can* change to reduce work loneliness and increase human connection.

We conducted a research study to identify the social activities, leadership behaviours, and environments that make a difference in combating loneliness. We studied 1,000 knowledge workers employed by companies in the United States in more than 20 industries, including financial services, healthcare, technology, and manufacturing. In this session, I will present our research on what differentiates those who feel lonely from those who feel connected to others at work, and practical actions that employers can take to prevent or reduce loneliness in the work environment.