DOP Annual Conference 2019
Crowne Plaza, Chester
9-11 January 2019

Conference theme ‘Thriving at Work’

Abstracts summary

www.bps.org.uk/dop2019  #dopconf
Abstract Summary
(In alphabetical order by first author surname)

Ref: 2015 Standard Paper

**Topic: Wellbeing and Work**

A qualitative study to explore who is responsible for an employee’s resilience and wellbeing within the workplace

*Raheem Abid, University of Worcester*

**Summary**

Employee resilience and wellbeing are becoming increasing areas of concern for organisations. The purpose of this study was to investigate teachers’ perceptions surrounding who is responsible for an employee’s resilience and wellbeing. This research employed semi-structured interviews, with twelve participants from four educational establishments located within the West Midlands. Thematic analysis was employed to analyse data. Participants perceived the employee as being responsible for promoting their resilience and wellbeing, through drawing upon various learning and development strategies. Nevertheless, organisational support and social support were identified as prevalent research themes, suggesting that the organisation must ensure support is made available. Findings also identified that future interventions should draw upon social group support, to foster social cohesion. Similarly, organisations should provide an increased awareness of resilience and wellbeing. Future research could now consider how an employee’s understanding of resilience and wellbeing, may differ over the course of their teaching career.

Ref: 1916 Poster

**Topic: Wellbeing and Work**

How does a clinical setting affect stress and worklife balance of NHS operating theatre staff? An exploration of their experience

*Melanie Alveranga, Coventry University (Dr Christine Grant Supervisor)*

**Summary**

This study examined the stress and work life balance of six multi-disciplinary team members of staff working in cardiac operating theatres. HRA ethics was sort and approved. The Six volunteering participants were interviewed selecting one person from each speciality that is require to perform a surgical intervention. The interviews consisted of semi structured questions which were the same for each participant. Interpretative phenomenological analysis (IPA) was used to explore the experience of the participants. The data was analysed and three superordinate theme emerged.

The results showed, staff within the operating theatre do experience stress and work life related issues. The environment they work in is very challenging and there has been a general shift in the way people live their lives and the ability to fit everything in. As a result staff are making the sacrifice to obtain a good work life balance.
Trait Emotional Intelligence as a Predictor of Employee Engagement

*Carmen Amador Barreiro, Luke Treglown
Thomas International*

**Summary**

Being engaged is one form of thriving at work that encompasses “a positive, fulfilling, work-related state-of-mind” (Schaufeli et al., 2002, p. 74), and engaged employees have been suggested to be a source of competitive advantage. Research suggests that there are individual differences in engagement. The current study investigated the effect of individual facets of Trait Emotional Intelligence (TEI) on engagement levels. Hierarchical Regressions and Structural Equation Modelling revealed that TEI predicts engagement over and above age, gender and job characteristics, and that employees with higher dispositional Happiness, who are good at influencing others’ emotions (Emotion Management), are motivated by an internal need for achievement (Self-Motivation) but who experience greater fluctuations in emotion (Emotion Regulation) experience higher levels of engagement. These traits may act as a personal resource for maintaining engagement and organisations may look to recruit and develop employees in terms of TEI to facilitate them to thrive at work.

Investigation of the factors influencing the appointment of women to publicly quoted company Boards

*Claire Barnes, Rachel Lewis, Jo Yarker
Kingston University*

Efforts to increase women’s representation at the top of business have shown slow and inconsistent progress. Organisations and countries have tried many different approaches to encourage the selection of women to Board level with various success. A recent systematic review (Barnes et al., 2018) found that quotas achieved some level of success, but research in this area is limited. Specifically, little is known of the chairpersons perspective. This paper explores the factors influencing the appointment of women to the boards (WoB) of UK public companies as executive (EDs) or non-executive directors (NEDs). 12 semi structured interviews were conducted with current or recently retired chairs or CEOs. Thematic analysis identified four main themes: diversity, barriers, facilitators and conditions for change. The main findings showed that the idea of WoB is well embedded and efforts have been made to select women as NEDs. The study also found however that there are many barriers to promoting WoB including structural barriers such as maternity and executive search companies and psychological factors such as unconscious bias and exceptionalism. Factors that can drive change are concerted and sustained efforts by a committed leader that shape policies and practices throughout an organisation simultaneously.
(S) Competency based HR practices: What is the evidence?

Helen Baron, Independent

Summary

Competencies are ubiquitous in HR practice. Their introduction promoted greater emphasis on behavioural factors in performance rather than just task completion or experience across HR processes. Competency models inform and facilitate selection, development, promotion, succession planning, organisational change, team working and many other practices. They appear in many texts on HR Management but are relatively absent from the academic literature. What findings there are troubling for competency practitioners. For example it has long been known that competency based assessment processes are more likely to show exercise than competency effects. (Sackett & Dreher, 1982). This symposium will look at recent evidence for and against competencies followed by a discussion of the implications of these findings for practice.


Ref: 1942 Part of Symposia

Paper 1: A Rumble in the HR Jungle: Emerging Evidence that Assessment Centres Don’t Measure Competencies

Chris Dewberry, Birkbeck University of London

Summary

Concomitant with the growth of the HRM movement over the last 50 years has been the adoption and use of competencies and competency frameworks in organizations. A central assumption in the use of competences in HR, that they can be assessed reliably, is addressed in this paper. Data from 628 participants in an Assessment Centre (AC) were analysed using generalisability theory. The results suggest that such ACs reliably assess the overall general performance of candidates, their performance on different exercises, and variation in their competencies across exercises - but not competencies. These findings are consistent with those of the only other G-theory study of ACs, carried out by Putka and Hoffman (2013). These findings have far-reaching implications for HR practice in the measurement and use of competencies.
Paper 2: Competencies are Not Relevant to 360-Degree Ratings and Situational Judgment Test Scores

Duncan Jackson, King’s College Business School

Summary

Despite their popularity, evidence in support of the reliability and validity of competencies is unclear. In the present study, we address a gap in the literature relating to the extent to which competencies contribute to variance (i.e., are relevant to) measurement in two popular multifaceted methods: 360-degree rating procedures and SJTs. Using a generalisability approach to unconfound the different sources of variance in ratings and responses, reliability in the measures was primarily attributable to measurement design features unrelated to competencies.

Paper 3: Hierarchical Competency & Capability Frameworks: Bringing together Assessment of Work and Workers

Rainer Kurz, Cubiks

Summary

This paper explores and cross-validates a hierarchical competency framework model consisting of Enterprising, Excelling and Engaging clusters and six subordinated factors linked to the Big 5 personality factors and Need for Achievement. 855 completions of PAPI 3 SL N with external ratings on up to 18 competencies were analysed. The predictor and criterion data largely supported the model with observed validities around .20 at each level of the hierarchy. The model provides a more concise alternative to the Great 8 Competencies (Kurz & Bartram, 2002). Further research is required into the status of competencies intended to represent adaptability linked to Emotional Stability. The paper raises questions about the legitimacy of ‘ad hoc’ competencies and proposes an increased emphasis on measuring capabilities in the light of role demands and how these relate to personality and ability traits.
Understanding Resilience: What we can learn from Spine Race finishers

_Fiona Beddoes-Jones, Cognitive Fitness Consultancy_

**Summary**

The Spine Race is a 7-day, ultra-endurance marathon up the full length of the UK’s 'spine' - 268 miles of the rugged Pennine Way, ... in January and mostly in darkness! Racers must carry everything they need: food, liquids, spare clothes, compass, maps, lights, batteries, maybe a tent and mat, and sleep when they can, if they can. Many enter and few succeed. This new research, conducted in 2018, identifies what we can learn from the extra-ordinary men and women who, against the odds, complete this event, billed as 'Britain’s most Brutal Race'. What is it about their mental and physical preparedness, their minute-by-minute flexibility and resilience, that enables them to achieve what would be impossible for most people? Why and how do they thrive when others fail? What lessons can we share with the world which will help in supporting people to thrive both in the workplace and at home?

Why Leadership Development Fails and How to Fix it!

_Fiona Beddoes-Jones, Cognitive Fitness Consultancy_

**Summary**

We are living in an increasingly volatile, uncertain, complex and ambiguous (VUCA) world, which means that effective leadership, at individual and organisational levels, has never been more critically important both strategically and operationally. In an industry which McKinsey (2018), estimates is worth more than $50 billion globally, leadership development is big business. Despite its criticality and the money which is spent on it however, for at least the past decade, academics and practitioners alike have been questioning the effectiveness of leadership development. Indeed, recent Fortune (2018) research identified that only 7% of 500 global executives surveyed believe that their organisations develop their global leaders effectively, with only 11% strongly agreeing that their organisations’ leadership development interventions achieve and sustain their objectives. This paper reviews more than a decade of academic and practitioner research to explore the reasons why leadership development fails and identifies how we can make it more effective.
Workshop

Topic: Career Development

Is there a doctor in the house...?
Fiona Beddoes-Jones¹, Steve Woods², Simon Toms³, Christina Montaiuti⁴, Rachel Lewis⁵, Richard Kwiatkowski⁶
DOP¹, University of Surrey², Psychological Consultancy LTD³, DOP Conference Committee⁴, Affinity Health at Work/Kingston Business School⁵

Summary
Is going down the PhD / Professional Doctorate route for you? Is it worth the financial, emotional and physical investments required? Learn how to get a PhD / Professional Doctorate and possibly as importantly, how to manage not to get one in this interactive discussion. Our panel of keynotes, experienced Supervisors and Doctoral graduates will be available to answer all of your questions. So whether Doctoral study is something you are considering, (as there are a number of routes, not just one), or have already committed to, don’t miss this interactive and practical outlook from those in the know.

Ref: 1680 Standard Paper

Topic: Wellbeing and Work

Optimising the "always-on" culture: the role of personality
Nikhita Blackburn, Helen Rayner
OPP Ltd

Summary
The ‘always on’ culture is one where email, phones and other technology makes us available 24/7. Based on a survey of 274 people, this study investigated the relationship between personality type and behaviours that characterise the always on culture, such as checking phones often. The study also explored the impact of this new culture and strategies used to manage this. Amongst other results, findings indicate that whilst access to work emails and phone calls outside of work interferes with family life and makes it hard to switch off, it is also linked positively to work engagement. The facets of the always on culture are discussed, and various links to personality explored. Personality-based guidelines for individuals and organisations will be shared.
Thriving in the Workplace through Employee Voice Practices
Claire-Suzanne Borg

Summary
Employee voice is an issue of considerable interest given the benefits of effective voice for both employees and organisations. Literature suggests that effective employee voice leads to improved job satisfaction, which is a key focus of this work. This work focuses on the research question: Will employee voice arrangements increase job satisfaction? Using the European Social Survey (2012) as a data set, the sample used included 2286 participants hailing from the UK of whom 42.6% were male and 57.4% were female, and 2628 participants hailing from the Republic of Ireland; 47.6% were male, and 52.5% were female. A quantitative analysis led to the acceptance of two hypotheses that employees who are allowed by management to decide on their own daily work will experience increased job satisfaction, and that when management allow employees to influence policy decisions about the activities of the organization employees experience an increased job satisfaction.

Understand your personality, improve your well-being
Martin Boult¹, Rich Thompson¹, Nancy Shaubhut¹, Nikhita Blackburn²
¹CPP Ltd, ²OPP Ltd

Summary
This paper presents the latest research from an ongoing project into personality and predictors of well-being worldwide. 3025 participants took part in a survey to measure well-being using Seligman’s (2011) PERMA model (Positive emotions, Engagement, Relationships, Meaning and Accomplishment). Results showed differences in well-being between geographic regions, measured in three consecutive years. There were also personality differences in well-being level and activities that were considered effective in enhancing well-being. This year’s research examined in further depth how and why individuals perform certain activities, such as seeing family and friends, in order to develop evidence-based, tailored guidelines depending on personality type.
Allowing candidates to perform their best: a practitioner focused case study on the candidate experience of video interviewing

Kate Bradley¹, Susana Laranjeiro², So Yi Yeung³
¹TMP Worldwide / UWE Bristol, ²UWE Bristol, ³TMP Worldwide

Summary

This is a short practitioner focused case study exploring the candidate experience of video interviewing. As part of a recruitment organisation supporting clients with the design and implementation of a range of assessment methods, we increasingly use video interviewing as part of the selection process. Following an initial investigation exploring candidate attitudes and the applied use of video interviewing, a number of best practice design considerations and recommendations were identified to improve the candidate experience and provide conditions to allow candidates to perform their best. These recommendations are being implemented with a range of clients and feedback will be shared to support understanding of the impact of these interventions.

Discussion

How can occupational psychologists contribute to evidence-based practice in diversity and inclusion?

Rob Briner¹, Tom Calvard², Juliette Alban-Metcalfe³, Binna Kandola⁴, Fatima Tresh⁵, Harpal Dhatt⁶
Pearn Kandola⁴, University of Kent⁵

Summary

Diversity and Inclusion (D&I) in organizations and society more widely has taken on increasing prominence over the past decade. There is now a large D&I industry working with organizations providing a range of ideas and services with the goal of improving D&I. What is far from clear is the extent to which these initiatives have been successful and are based on good quality scientific (and other evidence) about the nature of specific D&I problems and likely solutions. Occupational psychology has the potential to make a considerable contribution to enhancing D&I practice and recent notable contributions by UK occupational psychologists have provided suggestions about how this could be done. This session involving active and influential occupational psychologists will discuss the current state of D&I practice, some of the barriers to its development, and what occupational psychology as a discipline has to offer both now and in the future.
Knowledge Café – The work-life elephant in the room

James Brown¹, David Pendleton², Tatiana Rowson², Peter Derbyshire³
¹The Happy Work Place, ²Henley Business School, ³LSIS

Summary

By focusing on work-life balance we may have glossed over a fundamental of working life: the role that balance at work plays in helping people thrive. Work-life balance is no good if we are so depleted at work we cannot be re-energised by our life outside it. When the negative elements of our job ‘out-weigh’ the positives we feel run-down and depleted; but when the balance tips the other way we feel joyous and alive.

With the cost to UK business of poor workplace mental health estimated to be as much as £44bn each year, it has never been more important to help people thrive at work.

Explore with us the role of balance in thriving at work through your own balance analysis and a series of conversations using the ‘Knowledge Café’ format.

Ref: 1753 Standard Paper

Staying engaged as a leader through significant change;
Competencies that make a difference between coping and thriving

James Bywater, James Lewis
Korn Ferry

Summary

This research examines the competencies associated with a leader remaining personally engaged in environments with different amounts of change. This is important because if a leader becomes disengaged there is little prospect of them being able to lead others through organisational change. The results support the overall structure of the “Agility Model” of Transformational competencies. However additional more short term Results competencies were also important in a leader coping and thriving in high change settings.
Organisational Evil, Total Institutions, and Epistemic Injustice: Understanding the Savile Sexual Abuse Scandal

Tom Calvard1, Kate Sang2
1University of Edinburgh Business School, 2Heriot-Watt University, Edinburgh

Summary

Cases of widespread sexual abuse spanning decades have been a tragic and horrifying revelation for our times. These crimes have been perpetrated by powerful organisational figures, typically men. It is vital to ask whether thriving at work has a dark side, and comes at a devastating cost to the well-being of other, more vulnerable groups. To explore these issues further, the current paper presents an in-depth case study of the sexual abuse scandal that broke around the British television and radio personality, Jimmy Savile, from 2012, about a year after his death. We draw on public inquiry reports and investigative journalism to establish three main themes: (1) the psychology of evil in the perpetrator; (2) the ‘total’ institutional environments of abuse; and (3) the ‘epistemic injustice’ when victims are unfairly ignored or not believed. Our findings have crucial implications for misconduct, power and well-being in the workplace.

Gender, Careers and Employee Turnover: anticipating partnership at ‘Big Four’ professional services firms

Tom Calvard, Ross Phillips
University of Edinburgh Business School

Summary

The ‘Big Four’ accounting firms (or professional services networks) routinely top lists as being among the largest and most prestigious graduate employers. However, careers at these organisations remain demanding, politicised and gendered - despite 25 years of gender-balanced recruitment, the proportion of partners at the highest levels who are women tends to range from only 10% to 25%. This paper draws on a small, gender-balanced sample of 12 in-depth interviews with relatively young former employees of the Big Four. We use psychological perspectives on gender, careers and turnover intentions to interpret our findings. Findings reveal three key issues: (1) a glass ceiling and speculations surrounding the role of ‘partner’; (2) experienced ‘career shocks’ or moments of truth in deciding to leave; and (3) gendered turnover intentions where women may be more likely to underestimate themselves than men in making sense of how and where to best progress their future careers.
Ref: 1910 Standard Paper

**Topic: Wellbeing and Work**

Workers’ motivation, commitment and engagement in a small Mediterranean island

*Gottfried Catania, University of Malta*

**Summary**

The latest statistics issued by the Maltese National Statistics office (Labour Force Survey Q1/2018), referring to the first quarter of 2018, paint a rosy picture of the Maltese economy. These indicators include the largest number of employed persons ever, unemployment at only 2.5%, a rising female employment rate, and a rapidly diversifying economy. The above situation, while seemingly very positive at first glance, presents some particular challenges for workers and organisations. These include possible effects on employee motivation, engagement, and organisational commitment. This session will briefly review the existing literature on motivation and organisational commitment and engagement, applying theoretical principles to attempt to answer some of the questions posed above. It will also consider and review relevant local research studies, which are quite limited in number. This session will present a summary of a case study which will be published in an edited book in 2019.

Ref: 1868 Impact Paper

**Topic: Learning, Training and Development**

Does the professional development of Police Detectives impact upon their job stressfulness and job satisfaction?

*Nicola Chandler, Police Federation of England and Wales*

**Summary**

There has been recent national concern surrounding the current state of detective policing within the UK, stemming from the lack of officers filling detective roles, and the wellbeing of those within detective roles. We propose that how easy Detectives perceive access to professional development will impact upon their wellbeing at work (Demand-Resources Model; Bakker and Demerouti, 2014, Self-Determination Theory; Ryan and Deci, 2000). The sample was 7,803 UK Detectives. Results demonstrated that Detectives who reported difficulty accessing training were significantly more likely to find their job very or extremely stressful, and to be dissatisfied with their job, than those not reporting difficulties accessing training. These outcomes were also observed for Detectives reporting dissatisfaction with CPD opportunities. The present research therefore identifies two potential issues which may exacerbate the current state of Detective Policing within the UK; lack of opportunities for necessary training, and lack of wider opportunities for development.
An Alternative to Personality Questionnaires: Introducing Personality Tasks

Max Choi¹, Alan Howard², Johnny Mitchell², T K Wu¹
¹Quest Partnership Ltd, ²Quest Assessment Ltd

Summary

Self-report personality questionnaires are the traditional and accepted means of assessing personality. We present an alternative to personality questionnaires: personality tasks – which fits with the ‘Thriving at Work’ conference theme – with the need for Occupational Psychologists to support individuals and organisations to thrive, then helping individuals to understand their true underlying behaviours and personality is core. Questionnaires suffer from distortion such as social desirability responding and errors due to poor self-awareness. The session will look at alternative assessment techniques that could be practically used to directly assess personality through task performance.

The bottom line: Leadership skills strongly influence “whole country” productivity

Max Choi¹, Alan Howard²
¹Quest Partnership Ltd, ²Quest Assessments Ltd

Summary

The conference theme is ‘Thriving at Work’. This paper outlines two key principles that occupational psychologists can apply to help organisations thrive:

1. Present evidence-based practice
2. Help focus on improving leadership – as organisations can only thrive with quality leadership

This paper presents our research on direct evidence of the difference in productivity that good leadership and management skills make at “country macroeconomic” level.

Leadership and Management skills at country level were obtained via SJTs adapted for international use. Based on results from over 117,000 leaders and managers from 32 countries, the “average leadership or management” score for a country was significantly correlated with its GDP per Capita or Employee (r=0.72, n=24 countries for leaders and r=0.60, n=27 countries for managers). In regression analyses, management and leadership skills uniquely influenced 10 – 17.5% of GDP per Capita.
Identifying wellbeing priorities in the police through a World Café methodology

Andrew Clements, Adrienne Sharples
University of Bedfordshire

Summary

This paper reports on the use of the World Café methodology, a participatory approach to engaging communities in discussion. Approximately 180 members of the UK police service took part in World Café events aiming to develop a wellbeing strategy. Participants identified key concerns including workload demands exceeding staffing capacity, facilities and services that failed to meet health needs (e.g. slow occupational health processes), and organisational cultural barriers (e.g. mental health stigma) – although participants identified signs of positive cultural change. As well as identifying the means for management to improve wellbeing, participants also identified the role they could play in promoting a positive organisational culture. The positive response of participants and organisational contacts suggest that there is potential for more work such as this to be undertaken in future, to help the police service thrive under changing conditions.

Be Challenged, Be Engaged: How work demands increase your engagement

Deepali D’mello, Emma Russell
Kingston University

Summary

The overall purpose of this study was to examine and re-validate the Challenge-Hindrance framework (taken from the Job Demands-Resource Model). It examines whether challenge and hindrance demands impact overall work engagement levels and whether personality traits as a moderator increase or decrease the levels of work engagement when faced with these demands. Results showed that challenge demands were indeed positively related to overall work engagement and while hindrance demands were negative related yet non-significant. Moreover, the interaction of demands and personality traits did not impact overall work engagement levels as hypothesised. Considering past research has not explored personality as a moderator in the relationship between challenge and hindrance demands and work engagement, this study has contributed a new line of research in this field. Findings from this study can support organisations, managers, and employees to build interventions to recognise these challenge demands to help employees thrive at work.
The Division’s Health and Wellbeing Working Group is working towards developing a short guideline aimed at psychologists working in workplace wellbeing. This will be a short two page summary of best practice in five areas identified as the components of effective wellbeing programmes as identified by the What Works Centre for Wellbeing, and will draw on the collective practitioner and academic expertise of group members. The guideline will outline the scientific case based on research evidence, provide illustrative case studies and implementation guidance based on the BPS consultancy cycle. The guideline will benefit from:

a) Being a ‘public’ good and freely accessible to use
b) The kite mark of the BPS;
c) BPS/DOP publicity and promotion.

The guideline will consist of:

a) Guidance on how to produce an integrated wellbeing strategy for organisations;
b) Guidance on how to implement effective suites of actions and interventions based around five areas where scientific evidence indicates actions are most likely to be beneficial to wellbeing and aspects of work performance, namely:

i) Line management;
ii) Social relationships;
iii) High quality jobs and supporting employment practices;
iv) Targeted interventions at workers in potential difficulty (e.g. with health conditions, carers);
v) Health and wellbeing promotion.

The purposes of the roundtable discussion are:

a) To introduce a refined but draft version of the guidance to occupational psychologists.
b) Through discussion and debate, refine further the guidance ahead of the intended launch at the Health@Work industry conference in March 2019.
The impact of organizational structure and funding sources on the work/health of employed caregivers in children’s homes in Ghana

Ernest Darkwah¹, Marguerite Daniel¹, Maxwell Asumeng²
¹University of Bergen, Norway, ²University of Ghana

Summary

Background: The strategies by which work is organized and carried out and the sources from which organizations obtain funding and other resources for their operations may influence employee outcomes including work performance and health. This study explored how organizational structure (dormitory vs family unit) and funding sources (government vs private) influence the work and health of individuals employed as caregivers in children’s homes in Ghana.

Method: We used qualitative research techniques including participant observation, focus group discussions and interviews, to collect data from fifty-seven caregivers across three children’s homes located in three different regions in Ghana.

Results: We found that the structure adopted by children’s homes influence caregiver work performance by increasing work stress levels, complicating some caregivers’ ability to bond with the children and limiting the amount of time that some caregivers have to spend with their own families. These influences then exposed caregivers to physical, mental and social health risk factors including injuries from slips and falls, mental strain, and loss of social support. We also found that funding source influence the frequency of training caregivers receive, the extent of help caregivers receive with their own healthcare costs as well as the extent to which caregivers utilize international regulations like child rights principles in doing their jobs.

Implications: Our findings suggest a need for stakeholder reconsideration of work design and strategizing for the homes taking into account caregiver health and well-being.

Thriving or Surviving? Determinants of Career Moves in a Small-Island State

Katya De Giovanni, Gottfried Catania
University of Malta

Summary

Drawing upon both conventional (Holland, 1959; Super, 1990) and less well known models of career development (Rhodes and Doering, 1983) this study focuses on how individuals thrive in the world of work by changing careers. By means of Thematic Analysis (Clarke & Braun, 2013) on 30 in-depth interviews, the authors intend to elicit the determinants of such behaviour in a small Island State which is currently a thriving economy boasting full employment.
Preventing personal short circuits: Thriving as an Operator in the Electronics Industry

Katya De Giovanni, University of Malta

Summary

The main work to be drawn upon here shall be the report by Stevenson & Farmer (2017) and the research carried out by Porath, Spreitzer, Gibson and Garnett (2011). Spreitzer et al. (2005) state that thriving is a psychological state composed of the joint experience of vitality and learning. This study makes use of 50 in-depth interviews using a single initial question and will generate themes by means of Thematic Analysis (Clarke & Braun, 2013). The aim of this submission is to discuss these themes with the possibility of building on existing research thus confirming or otherwise existing models and the measures developed. Within this paper, the way in which the data was gathered and analysed, as well as the themes generated, will be discussed extensively. This research has been carried out in a Mediterranean island, currently experiencing a thriving economy with full employment, thus presenting a particular context for such a study.

Keynote Presentation

Occupational Health Psychology in Action: Moving from Burnout to Proactive Job Redesign

Evangelia Demerouti, Eindhoven University of Technology

Summary

Occupational Health Psychology (OHP) concerns the application of psychology to improving the quality of work life and to protecting and promoting the safety, health, and well-being of workers. The discipline has made enormous developments over the last thirty years, departing from cross-sectional, self-report studies focusing on unwell-being to field experiments promoting wellbeing at work. The presentation will discuss important knowledge gained throughout the developmental stages of OHP. Specifically, burnout is defined as a syndrome of chronic exhaustion and disengagement from work. According to the Job Demands-Resources model, it is caused by two processes: a health impairment process initiated by high or unfavourable designed job demands and a motivational process initiated by lack of job resources. Although empirical evidence provides support for the causes of burnout, the effect of burnout on objective performance outcomes is not clearcut. Next, research started to focus on the opposite of burnout, namely work engagement, i.e., the experience of vigour, dedication and absorption. Work engagement is consistently shown to be the outcome of the motivational process with high job resources (particularly when job demands are high) stimulating daily and long-term experiences of engagement. Contrary to burnout, work engagement is consistently shown to be positively related to other-ratings of performance. Job crafting (i.e., proactive and voluntary adjustments that individuals make in their work in order to
make it more meaningful and to increase personjob fit) is suggested to stimulate wellbeing. Therefore, the presentation will conclude with evidence on its effectiveness using diary, longitudinal and intervention research.

Ref: 1930 Impact Paper

**Topic: Learning, Training and Development**

Changing from an organisation-based career to a protean career: a qualitative exploration through the framework of Life Designing

*Kirsty Denyer¹, Tatiana Rowson²*

¹Mind Gym, ²Henley Business School

**Summary**

This qualitative study is an exploration of the transition from an organisation-based career to a ‘protean’ career, defined as self-directed and values-driven. Semi-structured, narrative biographical interviews were conducted with 12 UK-based prime-aged career changers, and interview transcripts were analysed with thematic analysis. Findings illuminate the contrast between a career conducted in an organisation and a protean career; add nuance to the protean career construct; and illustrate how these individuals naturally used the framework of Life Designing in creating a career that is contextual, holistic, lifelong and preventive. This paper explores the experience of this type of career change, and suggests that the careers psychology literature would benefit from greater synergy between various standalone constructs.

**2017 Practitioner of the Year Award**

**Topic: Work Design, Organisational Change and Development**

Changing with the times: From Diversity to Inclusion

*Antonia Dietmann, Hoda Hussein*

Department for Work and Pensions

**Summary**

The UK Civil Service (CS) aims to be the most inclusive employer in the UK by 2020. As the largest department with 83,000 staff, the Department for Work and Pensions (DWP) has an important role to play in achieving this. The DWP developed its Diversity & Inclusion (D&I) strategy which included changing the organisation’s approach to D&I and the action plan underpinning the strategy. To inform the action plan we undertook research to understand colleagues’ experiences of inclusion at work. Internal occupational psychologists supported the development of the approach and accompanying listening/research strand. The research method itself signalled the new inclusion approach using an innovative method to start a national conversation about inclusion across DWP. We will share details of the approach, research methodology, and themes that informed the department’s strategic plan. Conference delegates will find it interesting to hear about the challenges of applied research in a large organisation.
Ref: 1924 Standard Paper

**Topic: Leadership, Engagement and Motivation**

**Work in Real Life: Developing a people proposition to improve recruitment, retention, and engagement**

*Antonia Dietmann, HM Courts & Tribunals Service*

**Summary**

This applied project took place in a government agency, which is in the middle of a five-year transformation programme. The changes mean that current and prospective employees will make choices about where and what they will do. Thus, creating a strong recruitment and retention imperative. This emphasis on active choice was critical to the project and contribute to the opportunities to thrive at work. Building and renewing the engagement colleagues feel in their role was also central to our approach. We identified the need to develop the organisation’s people proposition (PP) to support conversations and choices about jobs and the changing organisation. This paper will share details of the literature that we drew on and the primary research we undertook. It will offer practitioner insights into how to do this work within a VUCA environment. Finally, the paper will explore early evaluation evidence from the implementation of the PP.

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Ref: 1925 Standard Paper

**Topic: Wellbeing and Work**

**Social conversations at work: a systematic literature review**

*Antonia Dietmann¹, Rachel Lewis², Joanna Yarker²*

¹HM Courts & Tribunals Service, ²Kingston University

**Summary**

This paper describes the methodology and results of a systematic literature review (SLR) on social conversations at work. It starts by positioning social conversations within the broader context of social relationships at work, the role of conversations in maintaining social relationships, and then specifically addressing social conversation themselves. The methodology of the SLR is described in order to support other practitioners and academics in conducting one themselves as it is a relatively new methodology in the field of occupational psychology. Preliminary results are described with full results available by January 2019.
Mindfulness and meditation for management and leadership development: a systematic review of the evidence

Emma Donaldson-Feilder, Rachel Lewis, Joanna Yarker
Affinity Health at Work and Kingston Business School

Summary

It has been hypothesised that supporting leaders and managers with mindfulness or meditation could offer benefits for their own wellbeing, their leadership capability, and their direct reports; however, there was previously no systematic review of evidence to support these suggestions. The purpose of this study was therefore to systematically review research on mindfulness and meditation interventions for managers and leaders. We identified 19 studies that met the criteria specified. Findings indicate some encouraging signs that mindfulness and meditation interventions may improve aspects of leaders'/managers’ wellbeing and resilience, and leadership capability, but research results are very variable in quality and strength, and there was no evidence on benefits for the participants’ direct reports. This presentation will reveal the full results of the review and explore implications for practice.

‘How do you spot an organisational psychopath... and what do you do next...?'

Lorraine Falvey, Birkbeck University of London

Summary

Some individuals cause a disproportionate amount of disruption, distress and damage to an organisation and its employees than others. Recent research has referred to such individuals as organisational or ‘corporate psychopaths’ (Boddy, 2015). However ‘corporate psychopaths’, as well as being ruthless manipulators and accomplished liars, often appear charming, charismatic and confident individuals; characteristics that can make them highly attractive to organisations. This paper considers the negative impact an individual can have on an organisation particularly in areas such as corporate social responsibility, organisational reputation, teamwork, employee wellbeing, organisational failure and fraud (Boddy et al., 2010). Recent well publicised scandals illustrate that it only takes one malign individual to cast shockwaves across an industry, but it is often the more subtle day to day undercurrent of malign behaviours that ripple across organisations and can have a profound impact its people and their ability to thrive at work.
Ref: 2027 Poster

**Topic: Leadership, Engagement and Motivation**

‘How do you spot an organisational psychopath... and what do you do next...?'

*Lorraine Falvey, Birkbeck University of London*

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Ref: 2020 Standard Paper

**Topic: Wellbeing and Work**

‘Is it all about me... or the organisation I work for?’

*Lorraine Falvey, Birkbeck University of London*

**Summary**

Happiness has become of increasing interest to academics, organisations and governments as the impact and derived benefits of happiness are more widely researched, debated and recorded (Millick, 2009). Organisations as diverse as Google and Pret A Manger have employed ‘happiness gurus’ to train staff in the ‘art of happiness’ and some companies now have a dedicated Chief Happiness Officer (Wright & Cropanzano, 2004; Kerfoot, 2012). Underpinning organisational interest is the drive for enhanced organisational performance and the premise that happy people are more likely to be engaged and productive at work than unhappy people, who are more likely to be off sick or disruptive (Boehm and Lyubomirsky, 2008). This paper will explore people’s perceptions and experiences of happiness in a workplace context and will discuss how happiness in the workplace can encourage people to thrive at work.
‘Is it all about me... or the organisation I work for?’

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Summary

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Resistance is futile: The impact of risk personality on employees’ resistance to organisational change

Charlotte Flohberg1, Simon Toms2, Thomas Calvard1

1University of Edinburgh, 2Psychological Consultancy Ltd

Summary

Change occurs constantly in today’s pressingly more globalised and complex world. These factors influence organisational activities and cause change (Stefanowski, 2018). Change must be managed at an organisational and individual level. A common reaction to organisational change is resistance to change (Hughes, 2010), yet there is currently little research about the impact of individual risk personality on employee’s behaviour during change. This study addresses the relationship between risk personality and resistance to change.


Findings suggest a moderate-to-strong negative correlation between various aspects of risk personality and resistance to change. Specifically, risk aversion predicted high resistance during organisational change.

Implications for practitioners and researchers are discussed.
Whistle While You Work: An exploratory study into the impact of group singing to reduce work-related stress and isolation

*Joanna Foster, University of Leicester*

**Summary**

This exploratory study looks at the niche topic of group singing in the workplace as a moderator to job strain as defined by the Job Demand-Control-Support model and asks the question ‘Does the support gained in workplace choirs contribute to a reduction in work-related stress and isolation?’ Current workplace choir users were asked to rate their job strain based on their job demands and decision latitude, and answer explicit questions on the impact of attending their singing group on their experience of stress and isolation. Singing has a positive impact on psychological well-being and as part of an organisational intervention to proactively reduce stress and isolation, it is cost-effective and easy to manage.

'Being your best self' at TK Maxx

*Francesca Fox, TK Maxx*

**Summary**

An application of psychology to leadership development within TK Maxx. As a business that seeks to promote from within, there is a significant emphasis in the organisation on personal development, from first line managers up to those in the most senior positions. Executive Development works one-to-one with Senior Leaders and those with potential to be a Senior Leader. Much ‘traditional’ executive development focuses on a ‘deficit’ model of development: essentially concentrating on how to ‘fix’ weaknesses or bridge gaps. Our approach is to apply a more holistic approach to helping leaders to ‘Be their best selves at work’ and to re-invent the coaching conversations Executive Development coaches have with leaders, as well as the Development Plans that they draw up and implement, drawing on robust psychology to underpin leadership development activities.
Ref: 2001 Discussion

**Topic: Leadership, Engagement and Motivation**

Can post-qualification supervision help Occupational Psychologists to flourish?

*Julie Freeborn, Division of Occupational Psychology*

**Summary**

This session addresses the updated Professional Practice Guidelines (2017) produced by the British Psychological Society, which state that “The Society’s position is, for safe and effective practice in clinical and mental health settings, or with other vulnerable groups, supervision is a requirement of practice.” (p13)

It asks whether professional consultative supervision can help us flourish: enhancing our well-being and making us better at our jobs.

Four different perspectives are presented from different perspectives in Occupational Psychology and Coaching.

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Ref: 2002 Impact Paper

**Topic: Leadership, Engagement and Motivation**

Helping everyone thrive: Systemic inclusion for neurodiversity in assessment and workplace processes

*Julie Freeborn, Division of Occupational Psychology*

**Summary**

Systemic inclusion or compliant adjustments? This session explores how we can help all individuals thrive including those with undisclosed or undiagnosed neurodiversity to help them thrive and excel in the workplace. Those with neurodiversity have many and varied strengths which can make them successful entrepreneurs and highly creative skills which can help their organisation to flourish. This happens best when they are included and allowed to demonstrate their full potential both in the assessment and recruitment stages, right through to their day to day work.

In this nascent area of research, we would like to encourage and generate debate and research into an area in which we believe psychologists should have a strong voice.
Organizational Justice in Arab Countries: Investigation of the Measurement Invariance

Hesham Gadelrab¹, Othman Alkhadher²
¹Psychology Department, ²Psychology Department, Kuwait University

Summary

Given the importance of comparing different groups in terms of perceptions of justice and justice effects, it is essential that the instrument used to measure perceptions behave the same way across all groups. This study investigates the measurement invariance of the four-factor structure of organizational justice across nine Arab countries. Multiple-group confirmatory factor analysis is used with 2,914 employees working in the public sector to represent the variety of cultures among the Arab nations. We assess organizational justice using a measure developed by Alkhadher and Gadelrab primarily for Arab cultural perspectives of justice. This study shows that the four-dimensional model of justice is valid across the nine countries at the configural, metric, and scalar invariance. Fit indices showed sufficient to optimal fit, and different test values were not significant across the set of the increasingly constrained confirmatory factor models. According to these results, we conclude that comparisons could be made safely on the justice latent variable level across the nine Arab groups. Moreover, justice dimension intercorrelations were found to be moderate to high and independent of cultural groups.

Keywords: Organizational Justice; Arab Countries; Measurement Invariance; Structural Invariance

Discussion

EAWOP 2021: Let Us Update You!

Roxanne Gervais¹, Ian Bushnell²
Independent Practitioner¹, University of Glasgow²

Summary

The Division of Occupational Psychology (DOP), and fully supported by the Society, is preparing to host the European Association of Work and Organizational Psychology’s (EAWOP) 2021 Congress in Glasgow. This bi-annual event is one of the world’s largest international conferences for work and organisational psychologists, and it is the largest in Europe. This session will update you on how the DOP is progressing with the organisation of the congress. Our invitation, and we hope you take us up on our offer, will allow you to meet with some of the organisers, to ask questions about the event, and to let us know if you are interested in assisting.
Discussion

**Topic: Work Design, Organisational Change and Development**

What has the DOP done for us? Feedback from our members and what to do about it!

*Roxanne Gervais¹, Paula Dixon², Stephanie Snade³*

*Independent Practitioner¹, Hazard Consulting², Psynergie Consulting LTD³*

**Summary**

This session brings together the findings from two complementary strands of research conducted by DOP volunteers among the membership. Each in its own way offers insights into the needs and expectations of occupational psychologists, and the extent to which these are currently being met. Perceptions and attitudes towards the Division are explored and interpreted in the light of psychological research and theory, and concerns raised about issues such as the lack of diversity and how to improve communication, engagement and participation. Among other topics, members were asked about workplace trends and future challenges to ethical and professional practice. Hear what your professional colleagues had to say and join in the debate by attending this interactive symposium. Your contribution will help improve our understanding of who our members are, what they do, how they work, and to represent you and your fellow professionals in a more focused and effective way.

Discussion

**Topic: Professional Affairs and Awards**

Memorandum of Cooperation: Formal signing between the British Psychological Society and the European Academy of Occupational Health Psychology

*Roxanne Gervais¹, Gail Kinman²*

*Independent Practitioner¹, University of Bedfordshire²*

**Summary**

The British Psychological Society and the European Academy of Occupational Health Psychology (EAOHP) will sign a Memorandum of Cooperation at the Division of Occupational Psychology’s 2019 conference. This is due to the extensive collaboration between the Division and the EAOHP, which both parties agreed to formalise. This formal partnership meets one of the objectives in the Division’s Strategic Plan 2016-2020, which was to enhance the Division’s visibility by exploring partnerships with other organisations contributing to the work environment.
Interactive Session

**Topic: Leadership, Engagement and Motivation**

Leadership: Not gender relevant. Exploring the experiences of women who lead

*Dr Roxane L. Gervais¹, Virginia E. Schein², Professor Denise M. Rousseau³*

*Independent Practitioner¹, Gettysburg College², Carnegie Mellon University³*

Leadership can be an emotive term. It can make workers reminisce about ‘good’ or ‘poor’ leaders, including the skills, competencies and behaviours that influenced their perceptions about these leaders and their leadership abilities. While the attributes of effective leadership vary, they can include verbs such as being able to inspire, influence, innovate, and impact, as well as adjectives, such as dominant, strong, aggressive, forceful and ambitious. Although the verbs are not seen as gender specific, the adjectives tend to favour men and has contributed to men more likely to be viewed and accepted as leaders, rather than women. This interactive session will provide the opportunity for two prominent researchers, Dr. Virginia Schein and Professor Denise Rousseau, to discuss their careers through the lens of women who lead. They will focus on the challenges they have faced, inclusive of gender barriers, and how they addressed their work-life balance or work-life conflict.

Ref: 1875 Impact Paper

**Topic: Wellbeing and Work**

Exploring activities and experiences of Prison Officers during work and leisure-time: An Interpretative Phenomenological Analysis

*Ben Green¹, Paula Corcoran²*

¹Peoplewise, ²City, University of London

**Summary**

The role of an individual’s leisure-time for workplace recovery has received greater depth of research in recent years (de Bloom et al, 2009; Sonnentag, 2001); highlighting that leisure-time activities can mitigate workplace stressors and facilitate recovery. Despite the wealth of general work-recovery literature, a prison environment offers a unique working environment for its staff (Triplett, Mullings & Scarborough., 1996). As a result of this unique working environment, this research explored the experiences of Prison officers during both work and leisure-time. The data was based on the experiences of three Officers, all of which worked at Guernsey’s ‘Les Nicolle’s’ Prison. Their experiences were explored using Interpretative Phenomenological Analysis (IPA). Two master themes emerged; “switching off from prison life” and “relationships”. “Switching off from prison life” supported universal literature on general workplace recovery, whilst “relationships” provided new insights on the importance of relationships for prison officers, particularly with colleagues. This research has been useful in detailing future academic research directions, including an investigation of the mediating effect of officer conflict on leisure-time recovery. This study also recommended practical organisational implications for the prison, including cultural change and revised hiring strategies.
Thriving in the gig economy: Does personality matter?

*John Hackston, OPP Ltd*

**Summary**

Gig workers are essential to many organisations and form a significant part of the workforce. There has however been little systematic research into how a gig worker’s personality relates to their motivations and stressors, or how they thrive at work. Based on a survey of 1,308 people, this study investigated how personality and other factors relate to the differences between gig and ‘regular’ jobs, reasons for becoming a gig worker, types of gig work done and views on gig work. The results showed that while people with some personality preferences were more likely than others to join the gig economy, gig workers of every personality type exist; research-based advice for each type was produced. The reasons for joining the gig economy, the characteristics of gig jobs, and the best and worst things about being a gig worker will be described and a checklist for employers will be distributed.

Has the personality of the working population changed over the last ten years?

*John Hackston, OPP Ltd*

**Summary**

How has the profile of the managerial and professional population changed over the last ten years? Using a sample of 1.3 million people, the proportion of women in this group had increased by 8% between 2007 and 2017, as had those with personality for Introversion (4.5%), Sensing (5%), Feeling (4%) and Judging (4%). This suggests that it may have become more acceptable to behave in an introverted way, and less acceptable to focus on ideas and possibilities (rather than the real world) or to work and live in a spontaneous, unplanned way. A values-based, people-focused decision-making style has become more common, though this is related to the increased number of women. The implications for HR practice are described.
Choosing personality assessments for employee development: forget (almost) everything they told you!

John Hackston\(^1\), Penny Moyle\(^2\)
\(^1\)OPP Ltd, \(^2\)Meyler Campbell

Summary

Personality assessments are frequently utilised in organisational learning and development opportunities intended to help employees thrive. Yet the instruments most often used are much criticised by academics, who typically focus on selection applications. This leads test reviews to use criteria relevant for this purpose rather than the additional and different criteria important for employee development interventions. The disparity between academic recommendations and actual practice exacerbates the academic-practitioner divide. This session makes the case for additional forms of evidence that should inform our practice in the evaluation of personality assessments used in employee development, and emphasises the centrality of the test taker to the validity of development interventions, introducing a new concept of ‘experiential validity’. Practical implications will be explored in an interactive session, using the much-maligned MBTI questionnaire to illustrate how evidence-based practice in choosing and using assessments for employee development could be improved.

Putting the “I” back in “Team”. Harnessing whole team dynamics to maximise individual performance and behavioural change.

Laura Haycock, Pearn Kandola

Summary

This paper will outline a successful approach to organisational change that was implemented with a Learning and Development team within a large financial services organisation in 2017. The client team was undergoing a ‘realignment exercise’ which affected team structure, team culture and individual competency requirements. The case study will describe a six month program working with the team and team leader to help address individual skills and performance but which also put this within the context of developing whole team performance. Feedback from the client will describe the lasting and deep impact of the intervention.
Candidate Perceptions of Fairness of Non-Live Interviews

Jessica Holmes, City, University of London

Summary

Due to developments in technology over recent years, the methods in which organisations select into roles and training posts are rapidly changing. As there is no longer a requirement for face-to-face interaction at all stages of the selection process, methods such as non-live or asynchronous interviewing are being adopted as a replacement for other less accessible or less efficient methods. Understanding the effectiveness of these newer and more advanced selection methods is incredibly important as they are being utilised within high-stakes industries, such as healthcare. One way of measuring the effectiveness of a selection method is by examining how fair it is perceived to be from a candidate perspective. This research is the first of its kind to qualitatively explore candidate perceptions of fairness of asynchronous interviews within prospective foundation level doctors, and will likely generate a rich insight into how these selection methods may be improved for future use.

Helping people to thrive using their smartphones: designing a mobile app to develop and sustain Emotional Intelligence

Dan Hughes, Poppy Boothroyd
JCA Global

Summary

Smartphones have the potential to be a valuable tool to support an individual’s personal development and well-being. Psychologists are therefore keen to understand how to adopt this technology successfully to aid positive behavioural outcomes. In the session, we will discuss the design methodology for a mobile app intended to support habit development in relation to Emotional Intelligence (EI). We will share the psychological rationale and research basis for each of the app’s core features. The key is repeated daily practice through engaging activities, and mobile apps provide an excellent mechanism to remind and encourage people to do this. We will also describe the evaluation data and feedback collected in beta testing and initial live usage. To conclude, we will share our experiences and key learning points openly, both positive and negative, from the development of the app to help other researchers and practitioners working in this area.
Invisible light: Thematic analysis of workplace approaches to neurodiversity which can support employees with a disclosed ASC

Nicole Hynek, Helen Scott
University of Worcester

Summary
This paper presents a thematic analysis of workplace approaches to neurodiversity, through semi-structured interviews conducted with three managers and one facilitator, each with experience of linking candidates with ASC to employment opportunities. Interviews were analysed using inductive thematic analysis, yielding four main themes; communication barriers, safety to disclose, creative management and mindful leadership. Four further subthemes were crafted for each theme which informed the experiential features, effective in operationalising and supporting organisational change at the leadership and management level.

Between two rocks and a hard place; Understanding primary school teachers’ experience of the systemic context in Norway

Anniken Live Ilaug, Kim Bradley-Cole, Debra Gray
University of Winchester

Summary
Teachers generally score lower on job satisfaction, and psychological and physical health (Johnson et al., 2005; Skaalvik & Skaalvik, 2013). A link has been established between systemic regulations and teacher stress, as teachers view systemic regulations as both necessary and restricting, yet there is no nuanced understanding of this relationship (Tuul, Mikser, Neudorf, & Ugaste, 2015). We present an innovative qualitative study designed to deepen our understanding of how teachers navigate their professional context. We identify three contextual themes that leave teachers stuck psychologically between a rock and a hard place with little perceptual room to move. We also highlight important regulatory considerations for policy makers to better safeguard both pupils’ results and teachers’ wellbeing at work.
Workshop

**Topic: Career Development**

New Qualification in Occupational Psychology (Stage 2)

*Angie Ingman¹, Gail Steptoe-Warren², Karen Moore³*

*Qualification in Occupational Psychology Board¹, Coventry University², Dove Nest Group³*

This session will provide information on the new 2019 Stage 2 Qualification in Occupational Psychology (Chartership). This is a very different route that is more aligned with the work we do as Occupational Psychologists and is based on the 5 (+2) areas of Occupational Psychology as set out in the Stage 1 (MSc). In the session we will talk about the following: the structure of the qualification; the assessment process; the standards; the consultancy cycle and the requirements for submission. We will also look at Why bother? How can it benefit you, your organisation and your clients? What do you need to commit to and how do you choose your Supervisor? We are leaving plenty of time for questions, so please do come along and find out about this exciting new Qualification. Furthermore, members of the Board will be available throughout the conference at their stand for further discussions and advice.

Ref: 1890 Impact Paper

**Topic: Wellbeing and Work**

An examination of social support, personality and psychological wellbeing in police employees

*Patricia Jackman¹, Adam Coussens², Georgia Clay¹, Hannah Henderson¹*

¹University of Lincoln, ²Newcastle University; University of Lincoln

**Summary**

Police force employees can be exposed to a range of stressors that can adversely impact psychological wellbeing, an area of research receiving increasing attention. The aim of this study was to examine the relationship between psychological wellbeing, received and perceived support, and personality characteristics in a police workforce. Employees of a police force from the Midlands in England (n = 381) completed measures of psychological wellbeing, received support, perceived support and personality characteristics. Correlational analysis revealed that psychological wellbeing was significantly and positively associated (p < .05) with received support, perceived support, extraversion, agreeableness, conscientiousness, emotional stability and openness to experience. Multiple logistical regression analysis indicated that received support, perceived support, extraversion and emotional stability were significant predictors of psychological wellbeing. The findings contribute to understanding of psychological wellbeing in police personnel by providing insights into the relationship between psychological wellbeing, social support and personality in this unique occupational context.
Disentangling 360-degree assessments: Sources and general performance really do matter

*Duncan Jackson¹, Simon Toms², Chris Dewberry³, George Michaelides⁴
¹King’s College London, ²Psychological Consultancy Ltd, ³Birkbeck University, ⁴University of East Anglia

Summary

Multisource feedback is popular because it integrates feedback from many sources into an individual report (Arnold & Randall, 2016). Yet there is currently no consensus about the measurement structure of multisource feedback procedures. In the present study, we address the measurement design structure of multisource feedback procedures so as to inform on what it is that such procedures measure. Data encompassing 358 ratees and 1,892 raters were obtained from a BPS-registered 360 instrument. We applied Bayesian generalizability theory to estimate a hierarchical, ill-structured model for the study’s 360 assessment.

Our findings suggest that when confounding is considered, multisource ratings are best considered as primarily reflecting (a) general performance and (b) different source perspectives.

Implications for practitioners and researchers are discussed.

Investigating the Difference in Burnout and Well-being in Animal Carers with Higher and Lower Emotional Intelligence

*Shahani Jayesinghe, David Biggs, Josie Truscott
University of Gloucestershire

Summary

The present study aims to establish whether Emotional Intelligence (EI) has a significant influence on burnout and well-being in animal carers. The sample consisted of 134 animal carers from three UK Animal Welfare organisations. All participants completed three online questionnaires; the Schutte Self-Report Emotional Intelligence Test (SSEIT), the General Well-Being Questionnaire (GWBQ) and the Maslach Burnout Inventory (MBI). A MANOVA test was carried out followed by an Independent-samples t-test in order to test the difference of each dependent variable between higher EI and lower EI animal carers. Findings indicated a significant difference in general well-being, the emotional exhaustion and personal accomplishment dimensions of burnout between higher EI and lower EI animal carers; a non-significant difference was found for the depersonalisation dimension of burnout. The results demonstrated the importance of assessing the influence of EI on burnout and well-being in animal carers as tasks require the use of several emotional components.
Investigating authentic leadership on employee safety behaviours, considering the effects of different mediators and moderators

*Emma Jennings, Birkbeck University*

**Summary**

The research is focused on investigating the effects of leadership and employee characteristics on employee safety compliance and safety participation behaviours. The study builds on previous safety behaviour research; investigating relatively unexplored areas. These areas include the effect of authentic leadership, lone workers with minimal supervision, the role of employee honesty and agreeableness in moderating the effects of leadership.

A quantitative, cross-sectional approach was applied and conditional process analysis using SPSS was carried out.

The initial findings have indicated that Authentic leadership has a positive influence on safety behaviours. Employee’s honesty to share safety mistakes and motivation to learn about safety, positively mediate the authentic leadership and safety behaviour relationship. The role of trust in the leader has been found to be more limited but there is an effect where there is low trust; potentially reducing the employee’s motivation to learn, which in turn can negatively affect their safety behaviours.

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(S) Racism at Work

*Binna Kandola, Pearn Kandola LLP*

**Summary**

The overall aims of this symposium are to:

- Explore how racism has changed from a psychological perspective
- Present research on the extent of racism in the workplace today
- Present a case study examining issues of race and ethnicity within one organisation
- Explore the impact racism has on well-being
- Present research looking at the obstacles minority occupational psychologist face in developing their careers.

The symposium will feature papers which range from providing a background to racism and its manifestations today to the obstacles faced by minorities in progressing their career.
Ref: 2038 Part of Symposia
Topic: Wellbeing and Work

Paper 1: Are work psychologists part of the solution or part of the problem?
Binna Kandola, Pearn Kandola LLP

Summary
This paper examines the origins and development of the so-called science of race and the ways in which it impacts society today.

The second part of the talk looks at the ways in which racism has become more subtle and discreet and the impact this has on workplace outcomes. Evidence is provided from a variety of sources including a 2018 survey of 15,000 people examining racism in the workplace.

The third part looks at how occupational psychologists deal with (or do not deal with) issues of modern racism at work. It will be argued that because occupational psychologists too often ignore issues of modern racism at work, they are more part of the problem than the solution.

Ref: 1865 Part of Symposia
Topic: Wellbeing and Work

Paper 2: The workplace wellbeing and discrimination survey: Findings and implications
Guilaine Kinouani, Pearn Kandola LLP

Summary
This talk will present some of the findings of a recent wellbeing and discrimination study; a survey of 758 UK based employees which aimed to examine employees’ experience of race discrimination and its impact on psychological and occupational functioning. The study findings indicate prevalent experiences of race discrimination in the workplace, poor levels of psychological wellbeing across ethnic/racial groups, as well as marked race inequalities in the reporting of experience of discrimination in the sample. The results point to differential treatment and differential impact of the workplace environment on various employee groups. The author will reflect on the study, consider the findings and their implications for practitioner psychologists and employees.
Paper 3: Racism and organisational justice dynamics. Complaints processes present a critical psychosocial design challenge

Joanna Wilde, Workplace Health Expert Committee (HSE) & Private Practice

Summary

In the context of growing evidence that racism is a major determinant of unjust health and life outcomes, and the recent position statements from the United Nations and Health and Safety Executive naming injustice at work as a substantial workplace hazard, this paper will explore how the inevitability of injustice has been designed into current HR practice. It will then deploy a design thinking approach to explore what an anti-racist reframe could look like.

The particular focus taken will be “complaints” handling, demonstrating how current “best practice” approaches cause damage for individuals and organisations. It will apply insights from social psychology and the “social cure” to illustrate the depth of this psychosocial design failure. It will then briefly introduce user centric design thinking (as an alternative to research methods) which privileges insights from those impacted to create a revised design challenge, with some indications of alternative design solutions to prototype.

Paper 4: Career experiences of BAME occupational Psychologists

Grace Mansah-Owusu, Great Minds for Business

Summary

With the numbers of people studying psychology increasing, this study aimed to understand the experiences, barriers and opportunities for black and minority ethnic individuals who have a career or are seeking a career within the occupational psychology. The experiences of 10 BAME occupational Psychologists in the UK were collected using semi-structured face-to-face and telephone interviews. The data was analysed using thematic analysis (Braun & Clarke, 2006). The findings highlighted that a lack of transparency of employment prospects, racial bias during recruitment and whilst working, a low level of paid internships and work experience opportunities, poor feedback after recruitment processes and little to know acknowledgement of the lack of diversity in the profession have contributed to an uncertain and frustrating career experience. The implications of this study will inform more honest discussions around diversity in occupational psychology as well as real and lasting solutions to increase representation.
Paper 5: Addressing BAME Diversity and Inclusion in an organisational setting

Fiona Pargeter, UBS

Summary

This section of the symposium shares an example of how one organisation is focussing on ethnicity and the practical challenges faced.

Across the UK generally, there has been an increase in focus on gender diversity in recent years, both internally within organisations, but also externally from the media and government. The attention given to ethnic diversity has been lacking in comparison.

Hear how one global Financial Services organisation has started its journey to enhance the attraction, retention and progression of our Black, Asian & Minority Ethnic (BAME or BME) employees. This will include the business case, the approach taken, findings, initial achievements including the setup of a BAME employee network, and next steps.

Self-confidence at work; the development of a dynamic conceptual model

Anna Kane¹, Rachel Lewis², Joanna Yarker²
¹Work Psychology Hub, ²Kingston University

Summary

Self-confidence is an important characteristic for leaders, teams and individuals to perform, thrive and flourish in the workplace. I will summarize the findings of a conceptual and methodological review of self-confidence measures, and observations that physiological aspects of self-confidence have so far been overlooked. These findings support the case for the use of an embodied qualitative framework to develop a conceptual model of workplace self-confidence. Participants were purposively selected to ensure they represented a broad range of demographics, including men, women, non-binary and transgender individuals. 27 embodied interviews were analysed using Thematic Analysis. A dynamic model of self-confidence is presented with discussion about application in the workplace which will be relevant to any professionals interested in building confidence such as coaches, trainers, diversity & inclusion and HR professionals.
What Does Thriving at Work Look Like for Leadership of Capital Projects in a VUCA World?

Mehak Kaur¹, Ann Bicknell²
¹City University, ²Arup Operations Consulting

Summary

Does our current understanding of leadership meet the variety in our volatile, uncertain, complex and ambiguous (VUCA) world? Despite the legacy of leadership research, this study proposes a gap in theory for insight into leadership in complex systems environments with long-term, large-stake capital projects as differentiated from smaller teams and organisations. OP currently does not serve leadership at the ‘mega projects’ level, which draws millions in public money to improve systems and cities for example. Here, turnover at senior leadership level is disruptive, costly and risks completion of the project itself. This study interviewed leaders in capital projects from a large engineering organisation and proposed the i-DARC model for input into the development of an effective culture of capital projects leadership in the organisation. The results develop theory through an evidence-based and scientifically rigorous methodology and have implications for the difference between leaders surviving or thriving in capital projects.

(S) Great Outcomes: A Modern Perspective on Talent Acquisition

Martin Kavanagh, Saville Assessment

Summary

We will challenge practitioners to reflect on how they add value to their clients by challenging them to think about:

• Are they doing all they can to robustly evidence the value of their work?
• Do they have a good enough grasp of what really matters to candidates to be that critical friend?
• Are they missing the point of what is true candidate engagement by being fixated on whether assessments are fun?

We particularly want to challenge attendees around ethical practice. If we aren’t robustly evidencing the value of our work can we be truly behaving ethically in line with our Code of Ethics and Conduct?

In this session, we will take an introspective look at our profession by reviewing publicly accessible case study data produced by assessment practitioners. We will also look externally, presenting findings of a survey we have recently conducted with candidates (N=1,029) and recruiters (N=200).
Ref: 1990 Part of Symposia

**Topic: Psychological Assessment at Work**

**Paper 1: Do as we say not as we do: Occupational Psychologists and selection**
*Martin Kavanagh, Rab MacIver, Karen Fung*
*Saville Assessment*

**Summary**

In this paper we question whether, as practitioners, we do enough to evidence the value of our work. A review of the literature provides hundreds of metrics which can be used to show we are adding value through our psychological assessment at work. But do we use them? We show that, as practitioners, we rarely assess our own practice effectively. By reviewing publicly available case studies written by practitioners, we look at the extent to which we consider the five constructs which our analysis shows should be used to demonstrate assessment effectiveness. We also look at whether there is a difference in focus between newer entrants into the assessment market and longer established providers, identifying some interesting trends. We discuss the implications of these trends and give practical guidance to ensure we are practicing what we preach.

Ref: 1993 Part of Symposia

**Topic: Psychological Assessment at Work**

**Paper 2: What Candidates Really Want**
*Lauren Jeffery-Smith, Katie Herridge, Rab MacIver, Karen Fung*
*Saville Assessment*

**Summary**

Selection processes are often designed by recruiters based on what they think their candidates want. But do they really know? In this paper, we explore survey data of 200 recruiters and 1,029 applicants to get an accurate picture of perceptions of online screening processes. Applicants’ views are contrasted against recruiter perceptions to help address the question of whether recruiters are getting the solutions right. We present data relating to some of the hottest topics being discussed by recruiters: How important is it to be able to complete an assessment on a mobile phone?; What would be most likely to put candidates off applying?; How long is too long?; How problematic can a poor assessment process be? We discuss the implications for practice and give guidance on how to design an assessment process based on what candidates really want.
Paper 3: Candidates Just Wanna Have Fun? How to Truly Measure Assesssee Engagement

Tom Hopton, Saville Assessment

Summary

In this paper we question whether, as assessment practitioners, we are looking at candidate engagement in the right way. Engaging the best candidates in the selection process, and in the subsequent job recruited to, is one of our most important success criteria. Therefore, it is critical we understand what is meant by true engagement. We argue that there is sometimes an excessive focus on engagement meaning fun. Whilst certainly a contributing factor, this cannot be the critical meaning of candidate engagement as mismatches between supposedly fun assessment processes and the content of a role can be a source of disengagement. We argue true engagement is evidenced by a range of metrics which translate to candidate commitment to an assessment process and, subsequently, thriving in a role. We use real-life examples to show how balancing the candidate experience and psychometric quality of assessment can result in the right type of engagement.

Mental health and flourishing in UK social workers: the role of self-compassion and detachment

Gail Kinman, Louise Grant
University of Bedfordshire

Summary

This two-wave study considers whether two potential resources, i.e. self-compassion and detachment from work concerns, help social workers manage the emotional demands of their work more effectively leading to improved mental health and flourishing. Measures were completed via an online survey with 126 full responses received at both timepoints. Emotional demands, self-compassion and psychological detachment from work predicted mental health and flourishing at follow up. Some evidence was found that psychological detachment from work, but not self-compassion, moderated the effects of emotional demands on both outcomes over time. A series of evidence-informed interventions with potential to increase self-compassion and encourage psychological detachment from work difficulties will be outlined and discussed with the audience.
Presenteeism in academic employees: risk and protective factors

Gail Kinman¹, Siobhan Wray²
¹University of Bedfordshire, ²York St John University

Summary

Presenteeism refers to situations where people continue to attend work although they feel sufficiently unwell to take time off sick. Working while sick has serious implications for the health and job performance of workers. This mixed-methods study examined the extent and causes of sickness presenteeism in 5,209 academic employees working in UK universities. Self-reported presenteeism was high and predicted by a combination of high demands, low control and support and high job engagement. Content analysis of qualitative data provided further insight into why academics continue to work while sick, including pressure of meeting demands from different job roles, lack of sickness cover, concerns about adding to the workload of colleagues, feelings of responsibility for students, as well as boredom and need for intellectual stimulation. The risks and benefits of presenteeism and the implications of this behaviour for thriving at work, both personally and professionally, will be discussed.

Our challenge and opportunity: allowing talent to thrive in this VUCA world

Anna Koczwara, Rebecca Amos, Jessica Bradley, Anna Gilles, Fiona Drury
Royal Bank of Scotland

Summary

Creating the conditions for talent to thrive in today’s VUCA world is increasingly becoming both a challenge and priority for many organisations. This submission explores an example of a large UK employer drawing on extensive academic research, Learning and Development plus occupational psychologists’ knowledge and expertise and the latest leadership development and psychological theory to develop a proposition that focuses on individual development, coaching and training. The proposition is pushing the boundaries of traditional talent development and evaluation; it is exclusive, yet inclusive – with gender balance and minority groups positively represented relative to the wider employee base. We are proactively helping a new generation of leaders to achieve their potential, allowing both the individuals and the organisation to thrive.

We present a practitioner case study that shows how we’ve applied scientific research and methodology to developing and evaluating an experiential talent proposition for future leaders.
Interactive

**Topic: Learning, Training and Development**

**Psychological Ethics and Organisational Politics**

*Richard Kwiatkowski*

**Psychological Ethics**

How could you get struck off? Are you an ethical psychologist? When was the last time that you conducted a self-audit? What role does social media play in your professional conduct? What happens if someone complains about you? These questions and many more will be addressed by Richard in an informative and interactive way, in an attempt to raise awareness around these issues based on the needs of the participants in the room and our profession. This will be a collaborative session and not a 'heavy' and dull exposition of ethical theory (Richard wouldn't go to that himself). Richard is the longest serving member of the BPS Ethics Committee, currently represents the DOP and is a former Chair.

**Organisational Politics**

Richard Kwiatkowski has been researching Organizational Politics for more than 20 years, using insights gained from his work at the House of Commons (since 1997; ongoing) to work with a variety of organisations ranging from bankers to soldiers, and shippers to board aspirants. In this session we will consider how politics in organizations can be conceptualised, how it can be considered a skill to be applied ethically, how you can use organizational political insights within your organization, and how consultants can become more aware of politics in organisations. The session will be interactive.

Ref: 1946 Poster

**Topic: Psychological Assessment at Work**

**Diagnosis versus prediction in occupational psychology: Should the focus be on ‘diagnostic psychometrics’?**

*Chris Lewis¹, Richard Cook², Tim Drye³*

¹Aver Psychology, ²Mindset Practice Ltd, ³Data Talk Ltd

**Summary**

A journalist from the New York Times has commented, ‘There are now metrics for phenomena that cannot be measured. Values are assigned to things that cannot be captured by numbers.’ (Ref 2015).

Occupational psychology could be accused of given over-promoting the efficacy of psychometrics. Predictive validity as assessed is seriously misunderstood (ref 2018). It does not deliver the type of prediction that is hoped for. It falls foul of the ‘ecological fallacy’. That is, you cannot make any inferences about individual behaviour from group data (ref 1950). Are we trying to identify the unpredictable from things that cannot be measured in the way you need them to be? What are the implications?
Strengths as a Key to Thriving at Work: Accessing the Power Zone
Sarah Lewis, Appreciating Change

Summary
This session will introduce a four-quadrant model of the relationship between competence and the use of core strengths (from VIA research). It will be suggested that the model offers a useful framework for considering the effect of changes at work on performance and morale; and also for considering how to help improve thriving and motivation at work. It is offered as a basis for discussion as part of the wider conversation of how to use our increasing knowledge of strengths in a practical way in the workplace.

Making a Living as a Freelancer: Ten Top Tips
Sarah Lewis, Appreciating Change

Summary
This session addresses the challenge increasingly facing all professionals: making a living outside a corporate home. Many psychologists are likely to find themselves freelancing at some point in their career. This session will use the Cockman, Evans and Reynolds (1992) consultancy cycle to explore the challenges facing the freelancer at each stage of the cycle. The presenter will draw on their own experience to illuminate both the challenges and the hacks for making the freelance position work for you.

(S) Occupational Health Psychology Applied to Modern Policing
Laura Longstaff, Vicki Elsey
Northumbria University

Summary
This symposium will link several pieces of research gathered with various police forces in England and Wales under the Occupational Health Psychology banner. The nature of police work epitomises the conference theme of surviving in an increasingly VUCA world. Working to identify ways in which employees can be supported to “thrive at work” is becoming increasingly important. Police Forces face increasing demands due to high workload and job pressures, which can lead to increased psychological strain (Police Federation of England and Wales, 2016). The symposium will summarise qualitative and quantitative research on the following topics: the job-demands resources model, job crafting, Psychological Capital, well-being, disclosure of mental health, alcohol consumption, leaveism and applicant perceptions, conducted by two different universities in partnership with the
Police Federation of England and Wales and several Police Forces. Additionally, the speakers will discuss practical strategies to support officers and staff.

Ref: 1979 Part of Symposia

**Topic: Wellbeing and Work**

**Paper 1: Seeking mental health support and the decision to disclose:**
A study of disclosure behaviours in English and Welsh Policing

*Mary Elliott-Davies¹, Jonathan Houdmont²*

¹Police Federation of England and Wales, ²University of Nottingham

**Summary**

Although police offices are at risk of developing a variety of health concerns, including poor mental health and wellbeing (Mind, 2015), many officers who have sought mental health support choose not to disclose this at work (Houdmont & Elliott-Davies, 2016). This paper examines self-reported reasons for non-disclosure from the UK police population via an online survey. From a sample of 14,339, a total of 1,861 respondents indicated that they had a) sought mental health support, and b) had chosen not to disclose this to their line manager. Not wanting to be treated differently was selected most frequently from the pre-designed list of responses. Thematic analysis of 466 open text responses also identified both organisational and personal barriers to disclosure. Due to an existing paucity on the subject (Bell & Eski, 2015), this research provides an initial exploration of potential barriers to disclosure, and opportunities for improving officer related outcomes.

Ref: 1978 Part of Symposia

**Topic: Wellbeing and Work**

**Paper 2: A critical incident approach to identifying line manager behaviours required to manage work-related stress in rural policing**

*Jonathan Houdmont¹, Liza Jachens²*

¹University of Nottingham, ²Webster University Geneva

**Summary**

Rural policing involves a unique set of challenges. Many police forces in England and Wales serve rural communities and there is growing anecdotal evidence to suggest a high prevalence of stress-related, with line management systems designed for urban policing identified as a contributory factor. This study aims to identify management behaviours associated with the effective management of stress in rural policing teams. Data collection is scheduled for August 2018. Interviews will be held with 15 first responders, 15 supervisors, and 15 civilian police staff. The design is informed by that adopted by the authors of the UK Health and Safety Executive’s Stress Management Competency Framework and Indicator Tool, involving a ‘critical incident technique’ to capture data concerning managers’ behaviours. This study will allow for the identification of a set of generic and context-specific management behaviours that are important to the effective management of work-related stress in rural policing teams.
Paper 3: Utilising the Job Demands-Resources Model with a UK Police Force

Laura Longstaff, Vicki Elsey
Northumbria University

Summary

This research focuses on measuring the relationships between job resources (e.g., peer and manager support) and personal resources (e.g., resilience, self-efficacy and compassion satisfaction), job demands, job crafting, work engagement, well-being and job performance. The Job Demands-Resources Model (Bakker & Demerouti, 2007) provides a framework to structure this research. All police staff from a single Force in England were invited to participate. Findings indicated that job and personal resources were significant predictors of work engagement and well-being, some job crafting behaviours led to increased feelings of well-being and work engagement, and work engagement and well-being significantly predicted self-reported job performance. Additionally, high job demands were related to low well-being, the findings and implications will be discussed during the presentation, identifying potential interventions which could support those individuals working in these complex environments.

Paper 4: Perceptions of Successful and Unsuccessful Applicants to a UK Police Officer Selection Process

Vicki Elsey, Laura Longstaff
Northumbria University

Summary

This paper will outline the approach taken to evaluate the applicant perceptions of a newly implemented online recruitment and selection process in a single police force in England. The researchers were interested in the perceptions of both successful and unsuccessful applicants over the last two years. Potential individual predictors including Psychological Capital (PsyCap: hope, optimism, resilience and self-efficacy) and the Big 5 personality traits (openness, conscientiousness, extraversion, agreeableness and neuroticism) were explored. Furthermore, the research identified whether there was any relationships between PsyCap and organisational commitment in successful applicants. Findings indicated that successful applicants perceived the recruitment process to be fairer than unsuccessful applicants. Yet, irrespective of success, those applicants that were higher in Neuroticism had more negative perceptions and those that were higher in PsyCap had more positive perceptions. Additionally, PsyCap predicted applicant perceptions of the process but neither the Big 5 traits nor PsyCap predicted organisational commitment.

*Katy Jones, Madeline Groom, Jonathan Houdmont
University of Nottingham*

**Summary**

Policing studies have shown high rates of psychosocial hazard exposure and linkages with burnout and alcohol consumption. This study aimed to identify levels of alcohol consumption in a large sample of English police officers and explore moderated and mediated linkages with psychosocial working conditions. A questionnaire was completed by 1,226 officers drawn from two county forces. The proportion of females reporting high alcohol consumption was significantly higher than that for males: 56% vs. 31%. Among the psychosocial hazard domains only role conflict and ambiguity made a significant contribution to a regression model explaining alcohol consumption. Relations between role and alcohol consumption were mediated by the depersonalisation dimension of burnout and moderated by gender. These findings suggest that interventions are warranted to reduce depersonalisation and alcohol consumption via amelioration of role ambiguity and conflict, while training for officers on the management of depersonalisation may help to reduce alcohol consumption.

Paper 6: Leaveism in English and Welsh Policing: Baseline Reference Values

*Jonathan Houdmont¹, Mary Elliott-Davies², Joan Donnelly²
¹University of Nottingham, ²Police Federation of England and Wales*

**Summary**

Leaveism is a term for attendance behaviours alternative to sickness absence and sickness presence that might mask the true extent of sickness in organisations. This study aimed to generate reference values for leaveism in English and Welsh policing to facilitate benchmarking and risk-reduction activities. Officers contributed survey data on the incidence of three leaveism dimensions over a 12-month period. Annual leave or rest days were used to take time off from work due to physical health complaints by 59% [8,499/14,451] of respondents and psychological health complaints by 42% [5,983/14,326] (dimension 1). Work was taken home that could not be completed in normal working hours by 50% [7,515/14,959] of respondents (dimension 2) and 40% [5,974/14,963] reported having worked while on annual leave in order to catch up with work (dimension 3). Research is required to identify sector-specific causes of leaveism with a view to informing interventions to tackle the problem.
Ref: 1988 Part of Symposia

**Topic: Psychological Assessment at Work**

(S) Cultivating Thriving at Work throughout the employee lifecycle  
*Agnieszka Luty, Chloe Gabriel, SHL*

**Summary**

In this symposium we take The Socially Embedded Model of Thriving at Work and apply this across the employee lifecycle. We will start our journey at the recruitment stage and continue this through to group development intervention and one on one coaching initiatives. Throughout this lifecycle we apply best practice that supports agentic behaviours demonstrated through real life case studies.

The recruitment stage focuses on delivering an honest depiction of the work environment through an engaging medium. The design of development centres provides space for reflection, heedful relating and experimentation with different working styles. Individual coaching offers the opportunity to realise positive meaning and positive affective resources.

We believe that applying the principles of the Engine of Thriving to the employee journey has the potential to help individuals and organisations tap into positive outcomes of thriving at work consistently.

Ref: 1991 Part of Symposia

**Topic: Psychological Assessment at Work**

Paper 1: Cultivating Thriving at Work throughout the employee lifecycle – Recruitment  
*Agnieszka Luty, Chloe Gabriel, SHL*

**Summary**

In this paper we take on the psychological concept of The Socially Embedded Model of Thriving at Work and apply this to the recruitment stage of the employee lifecycle. We consider how the unit contextual features of the model can be deployed to start the Engine of Thriving at the beginning of the individual’s journey with their prospective employer. We propose a solution that includes those features and present a case study where this conceptual application comes to life.

Ref: 2010 Part of Symposia

**Topic: Psychological Assessment at Work**

Paper 2: Cultivating Thriving at Work throughout the Employee Lifecycle - Development Centres  
*Helen Gordon, SHL*

**Summary**

In this submission, we showcase how we have worked to design some of our recent Development Centres for various clients following best practice, and with an agentic approach in mind. This has
created opportunities for learning and building vitality to promote the state of thriving. The attendees would be presented with our methodology for how we did this in further detail; we believe this approach could provide better informed, more positive and fruitful group development activities that support the individual, and hence the organisation to thrive.

Ref: 2017 Part of Symposia

**Topic: Psychological Assessment at Work**

Paper 3: Cultivating Thriving At Work throughout the employee lifecycle – Coaching

*Nina Muir, SHL*

**Summary**

The final stage of the employee lifecycle that we will be exploring is the coaching element. Workplace coaching has been forced to develop due to the changing demands placed upon individuals in this increasingly active business environment. In order to ignite thriving at work the Occupational Psychologist, as an agent of change, and the individual must work together through the coaching process. This paper will provide a case study demonstrating how we designed a bespoke coaching initiative using our 3-step coaching approach whilst following an agentic approach. This gave opportunities for learning and building vitality to promote the state of thriving.

Ref: 1940 Standard Paper

**Topic: Psychological Assessment at Work**

Conceptualization of Diversity in the Information and Communication Technology Industry

*Fatima Maatwk, Westminster Business School*

**Summary**

Despite vast research on diversity and diversity management respectively, research yields inconclusive results on the effectiveness of diversity management efforts, and the construct of diversity is surrounded by vagueness. This research explores diversity from an individual perspective, conceptualizing it from a social psychology lens. The research is conducted in the Information and Communications Technology industry in a cross-cultural context comparing Egypt, Germany and the United Kingdom. A qualitative approach is adopted to explore individual experiences and perceptions of diversity. Social Identity and Social Categorization theories as well as intersectionality, are employed to explore how individuals construct their identities based on similarities and differences between themselves and others at the workplace. Results of this research offer a solid in-depth understanding of diversity. This provides practitioners in the sectoral context of the research an appropriate basis for designing diversity management policies and initiatives.
Ref: 1907 Standard Paper

**Topic: Research Design, Analytical Techniques and Practical Applications**

**Linking Emotional Intelligence to the Periodic Table of Personality**

*Jolyon Maddocks, Stephanie Noble*

*JCA Global*

**Summary**

Controversy surrounds the concept of trait Emotional Intelligence (EI) and its convergence/divergence with personality. The purpose of this study is to provide greater clarity on how EI converges/diverges with personality, and to investigate how EI may differentiate and add value to established personality inventories. This was explored by mapping scales from the Emotional Intelligence Profile (EIP) onto the recently developed Periodic Table of Personality. Results suggest that EI reflects the affect-related aspects of personality, many of which fall outside the realm of established personality inventories. This supports the view that measures of EI should be seen as complementary rather than redundant to typical measures of personality.

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Ref: 1994 Standard Paper

**Topic: Wellbeing and Work**

**Changes in work conditions, work wellbeing and operational effectiveness: Alternative crewing in one UK Fire and Rescue Service**

*Karen Maher¹, Raymond Randall², Cheryl Travers², Nicola Bateman³*

¹Coventry University, ²Loughborough University, ³University of Leicester

**Summary**

Funding restrictions for the UK Fire and Rescue Service has prompted cost effective service delivery, including alternative methods of crewing. This research uses a mixed-methods approach to investigate a change in work conditions following adoption of an alternative crewing system. The aim is to explore the impact of the change on work-related wellbeing and performance. Group level analysis of wellbeing measures suggest, on average, there has been little impact on work-related wellbeing; however, the spread and variability of data indicate a range of experiences not captured by nomothetic methods. Analysis of existing KPI’s scrutinised within a new framework revealed little impact on performance, albeit with caveats. Interviews highlight the role of attributions on perceptions of work demands/resources and may explain the variation in experience. The study provides a basis for future studies across settings seeking to link changes in work conditions, context and process to work-related wellbeing and performance.
HERO OR NERO: can your organisation thrive and survive the impact of climate change

Jan Maskell, Training and Development Solutions

Summary

Many organisations and individuals are ignoring, or not giving sufficient consideration to the impact that they are having on climate change and the potential effect of this change on their organisations and employees. Individuals do not feel a personal connection to climate change and do not see it as a priority.

Psychology and specifically positive psychology offer a number of research and theoretical models to help organisations and individuals. Identifying individual’s values can be used to reframe issues as those which are important for individuals – and therefore for organisations. How discussion about and engagement in climate change as an issue be encouraged? Research has recognised factors that increase involvement in organisationally critical issues. A focus on the contribution that Hope and Optimism to reframe actions can help to achieve the changes needed and consequently have an impact on wellbeing – through involvement, social cohesion and accomplishment.

Workshop

Managing our ‘e-resilience’: a peer coaching approach

Almuth McDowall & Gail Kinman, Worklife Balance Working Group

Our working lives have changed irrevocably, as have our private lives: we now spend more time online than doing any other activities (OFCOM, 2016; 2018) and figures are rising in the younger population. Increasingly digital work is also on the rise, yet recent UK research shows that only half of organisations have any formal policies or guidance in place (McDowall & Kinman, 2018). This is worthy of our attention for several reasons. First, we know about the empowerment enslavement paradox: technology use affords us much flexibility, yet also carries the risk of insufficient boundaries. This is because organisational expectations are often explicit rather than implicit (Schlachter et al., 2018). Secondly, we need to consider more fully how we can encourage mindful technology use and enable employees to ask for solutions which suit their needs. This would appear a much more evidence-grounded approach than blanket solutions as popular in other countries, such as holding emails on servers during certain times.
Ref: 1879 Standard Paper

**Topic: Wellbeing and Work**

Strengthening our understanding of what drives leaders' wellbeing - the importance of an integrated and holistic approach  

*Audrey McGibbon, EEK&SENSE*

**Summary**

Whilst there has been a surge of interest looking at employee wellbeing, this has tended to concentrate on employees in general rather than those at or near the top of organisations. The factors determining leaders' wellbeing have been less well explored. Based on case-study data obtained from a sample of 1579 individuals in leadership roles from across 20+ industry sectors in 50+ organisations, this paper will:

- Examine the unique wellbeing needs of leaders within an organisational context.
- Identify the factors most frequently evaluated as enhancing or detracting from leaders' wellbeing.
- Explore differences in wellbeing profiles according to the gender, age, carer responsibilities and seniority of leaders.
- Offer a new model to address leaders' wellbeing.

This paper will be of most relevance to practitioners in the fields of executive and team coaching, leadership development, diversity and inclusion and wellness.

Ref: 1976 Poster

**Topic: Psychological Assessment at Work**

Understanding capability to enable shifting mind-sets and culture change for a future world of work  

*Hannah McQuoid Mason\(^1\), Anna Koczvara\(^1\), Lucy Downs\(^1\), Kate Jopson\(^1\), Korn Ferry TalentQ Team\(^2\), Rebecca Amos\(^1\)*

\(^1\)Royal Bank of Scotland, \(^2\)Korn Ferry

**Summary**

This poster submission explores an example of a large UK employer's experience of using robust personality measure as part of our research into people capability, and how this is being used as a trigger to shift mind-sets, start to embed new capability, and create positive culture change.

We identified the people capabilities that will help our business succeed and our people thrive and through strategic workforce planning we identified future 'role groups' highlighting where the people capabilities would need to be "dialed up". We mapped an existing personality questionnaire to our identified people capabilities to gauge the level of people capability across one of our business areas and used the custom reports for individual development conversations to start shifting their thinking towards the future.
Associations between Conflict Management Styles and Well-Being in Jordan

Suhair Mereish, University of Westminster

Summary

Despite vast research on conflict management styles in relation to well-being at the workplace, research about this topic is very scarce in Jordan. This research explores conflict management styles in relation to well-being in Jordan. The research employed the Dutch Test for Conflict Handling to measure the different conflict styles. The research used the Quality of Work life instrument to measure the well-being of employees at the workplace. Further, reports from the company regarding their annual and sick vacations were extracted. The data collection process took place in Jordan, in one of the top 20 companies in Jordan, Naouri Group, a Shipping and Logistics company, from 224 participants, half male and half female, from all managerial levels and across all departments (Information Technology, Finance, Human Resources, Sales and Marketing, Quality Assurance, Operations, and Documentation). Research findings will be presented at the conference and will be provided electronically to the attendees.

Discussion

Developing a Community of Occupational Psychologists

Michelle Minnikin, Wendy Kendall

Summary

A round table discussion to explore the following questions:

How do we build a sense of community with Occupational Psychology?
What are the current barriers to community and connection across our discipline?
What are the gaps we notice across DOP and ABP and how can we better come together to meet these?
What are the ways we can begin to develop more opportunities for collaboration (e.g. both within Occ Psych as well as with other professions)?
Helping organisations thrive by identifying areas of risk and opportunity in the VUCA context

*Darya Mishyna, Chloe Gabriel, Leila Zid*

*SHL*

**Summary**

In this project, we have utilised assessment talent analytics to explore the levels of VUCA resilience present across industries and geographies, breaking them down by areas of risk and opportunity. Organisational Psychologists and HR Practitioners could use these insights to help organisations understand the talent available in their industry or region, and adapt their strategy accordingly. We argue that understanding the potential of people to deal with the challenges presented by VUCA could help anticipate problems and create better informed interventions, enabling organisations to thrive. This work can also support candidates as they go through the recruitment process. If they can gain an understanding of the behaviours necessary to survive in a VUCA environment, they can better prepare themselves for success throughout their career.

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The Experience of Psychological Safety in Culturally Diverse Virtual Teams

*Thulasi Mohanadas, University of East London*

**Summary**

Psychological safety is a basic human need required for people to thrive at work. Globalisation has brought together people from different geographies and cultures and brought rise to virtual team working. As team cultural diversity increases psychological safety may be threatened, thus impeding the effectiveness of teams. The proposed research identifies several gaps in the literature and makes an original contribution to the field of teamwork and globalisation in the following ways. First, the proposed research examines psychological safety in virtual teams, which currently remains under-researched. Second, the conceptualisation of virtuality in this study emphasises cultural diversity, which is largely disregarded in virtual team research. Third, psychological safety is conceptualised as a needs-based construct through a developmental, clinical and occupational psychology lens rooted at the individual level. Fourth, the research methodology adopts a bottom-up approach to psychological safety contrasted with a leadership-based approach that currently dominates the field.
Creativity at work - learning integrative complexity from professional actors

*Lydia Mollard, Live Culture Company*

**Summary**

Innovation and creativity are becoming increasingly desirable for organisations seeking to differentiate themselves, gain competitive advantage and increased profitability in a global market. Organisations high in creativity also see a beneficial impact on employees such as increased productivity, greater employee satisfaction and greater employee commitment. Creativity, therefore, is important to thriving at work. One factor thought to be influential in the development of creativity at work is the cognitive style of integrative complexity - the ability to perceive different points of view and integrate them in order to come up with unique combinations and ideas. Professional actors are resources uniquely skilled to be able to train employees in integrative complexity. This rationale has driven the concept of an ‘Actor-in-Residence’ program for organisations seeking to become more innovative. This program makes a valuable contribution to new and innovative approaches to training that also have an impact on organisational development.

An examination of gender bias in 180-degree feedback written for UK leaders.

*Ellie Mullins*, *Sarah Brooks*

*1Pearn Kandola/ University of Sheffield, 2University of Sheffield*

**Summary**

Gender bias is a hot topic in both the world of occupational psychology and business. Although historical gender bias research has explored gender differences in success, likeability and leadership, contemporary research on gender bias in performance feedback is seriously limited. This study explores gender bias in a sample of 160 performance evaluations written for UK leaders in a national insurance company. Qualitative content analysis was employed to systematically organise, code and analyse data with the key goal of extending theory based on gender stereotypes and bias in performance feedback. Data generated by the 180-degree feedback reports revealed significant bias toward women being less effective leaders than men, data also revealed some commonalities between the responses towards both female and male leadership when discussing their strengths. Female and male leaders were described using leadership attributes based on their gender with women receiving significantly more critical or negative attributes compared to men.
Emotional Intelligence and Emotional Labour: A Comparison Study Using the Emotional Capital Report (ECR)

Martyn Newman¹, Kenneth Smith²
¹RocheMartin/Sheffield Hallam University, ²Australian Catholic University

Summary

This study examined the relationship of emotional intelligence (EI) to jobs requiring emotional labour in a sample of 6,874 participants from eleven countries or geographical regions. The current study examined the relationship of a mixed model of EI, as measured by the Emotional Capital Report (ECR), to emotional labour identified in recent literature as performed by workers in three types of service occupations, customer service, social control and caring. Results of this study supported the existence of a moderate relationship between a mixed model of EI and emotional labour and thus provided further support for this claim. The findings suggest that where jobs require high emotional labour, EI is likely to assist individuals to know both when to perform emotional labour and how to alter emotional behavior to meet organizational goals. Limitations of the study, practical implications and future directions are discussed.

Gamification in Recruitment: Applicant reactions to gamified assessments to find high potential candidates

Ciaran O’Boyle, Northumbria University

Summary

The study that the author hopes to be given the opportunity to present on is on the area of gamification in recruitment, specifically regarding applicant reaction to perceived fairness and locating high potential candidates, original job criteria, organisational attractiveness, and possible rejection. Using a gamified assessment called Skyrise City, participants played their way through a series of ‘games’ designed to look at several psychological constructs and aptitudes and then answer questions about their experiences. As of this moment, data collection is still ongoing, so no results can be stated. The author wishes to have the chance to present his findings to the conference, discussing outcomes of the research, the future of gamifications and to answer any questions people might have regarding the study.
Keynote Presentation

Topic: Plenary

Understanding Suicidal Behaviour

Rory O’Connor, University of Glasgow

Summary

Suicide and self-harm are major public health concerns with complex aetiologies which encompass a multifaceted array of risk and protective factors. Indeed, Northern Ireland now has the highest suicide rate in the UK. Recent approaches to understanding suicide risk have conceptualised suicide as a behaviour, such that an individual makes a decision to take their own life, therefore an appreciation of the psychology of the suicidal mind is central to suicide prevention. Another key challenge is that our understanding of the factors that determine behavioural enaction (i.e., which individuals with suicidal thoughts will act on these thoughts) is limited. Although a comprehensive understanding of these determinants of suicidality requires an appreciation of biological, psychological and social perspectives, the focus in this presentation is primarily on the psychological determinants of self-harm and suicide. To address these issues, I will describe the Integrated Motivational–Volitional (IMV) Model of Suicidal Behaviour (O’Connor, 2011; O’Connor & Kirtley, 2018) which derives from health, social and clinical psychological theory. This tripartite model maps the relationship between background factors and trigger events, and the development of suicidal ideation/intent through to suicidal behaviour. I will present a selection of clinical, experimental and intervention studies to illustrate how psychological factors increase suicide risk and what can be done to ameliorate such risk. The implications for the prevention of self-harm and suicide will also be discussed.

Ref: 1853 Discussion

Topic: Leadership, Engagement and Motivation

Young People are "Entitled, narcissistic, self interested, unfocused and lazy": Occupational Psychology and Popular Narratives.

Emma Parry¹, Alanna Harrington², Angela Carter³

¹University of Sheffield, ²Cubiks, ³Just Development

Summary

Stereotypes abound in the popular narratives surrounding young people at work, clearly seen in Simon Sinek’s controversial YouTube Interview (2016) where he discussed the claims that “young people are entitled, narcissistic, self-interested, unfocused and lazy”. Research around generations at work and particularly ‘millennials’ has built in popularity in the last twenty years across Occupational Psychology. Whilst some research has focused on the positive aspects millennials bring to the workplace, much of the research has discussed ‘concerns’ about millennials’ supposed behaviours (usually judged in negative tones) brought into the workplace and how best to ‘manage’ these.

As Occupational Psychologists interested in the topic of young people at work, we are interested in discussing with others in this Town Hall Discussion on how these popular narratives surrounding young people affect how we recruit, develop, work alongside and judge young people at work. Do these narratives help or hinder our work as Occupational Psychologists?
"The aftershock of coming back to work": Work engagement in cancer survivors
Andrew Parsons, Colleen Addicott
University of Hertfordshire

Summary
One in three people with cancer in the UK are of working age. Using a mixed method approach, this study investigated the relationships between Quality of Working Life, Psychological Capital and Work Engagement of cancer survivors.

Questionnaires (n=30) highlighted a strong relationship between work engagement (UWES) and quality of working life (QWLQ-CS). Resilience and Optimism were also related to the QWLQ-CS and UWES. The level of self-efficacy for this population was mixed and results had low reliability. Interviews (n=9) revealed a strong focus on developing a new sense of self post treatment and the important role of social interaction and workplace resources.

It is the first study to compare the recently developed QWLQ-CS with work engagement. The stories of returning to work illustrate the need for greater awareness of how to respond to and support cancer survivors so they can thrive in the workplace.

Is the landscape of talent management a vague rhetoric?
Zorica Patel, Westminster Business School, University of Westminster

Summary
The aim of this paper is to present a comprehensive account of the doctoral research programme which employed a mixed-methods approach, to explore talent management and its practices within organisations. A ‘pragmatic constructivist’ research paradigm emerged as most suitable since it was able to house the aims and epistemological preoccupations of three studies that explored distinctive facets of the same phenomena across different methodological contexts. Data for the qualitative Study One, was collected via semi-structured interviews with participants from financial organisations. Thematic analysis was used to generate participant-led themes. The Q methodology that involved exploring the participants’ views via the rank ordering of numbered Q statements, was subsequently applied and statistically analysed for the Study Two. Study Three used thematic analysis of Job Descriptions and Person Specifications to capture another perspective via a descriptive mapping of the way talent management is construed and used through the prism of the recruitment function.
Can people from an ethnic minority background experience belonging in the workplace?

Maria Petnga-Wallace, University of East London

Summary

Diversity and inclusion are of strategic importance to a range of businesses, particularly with scrutiny of gender pay and representation of women and increasingly ethnic minorities on corporate boards. However, for the majority of businesses, progress has been slow. Whilst some have made progress in the recruitment of candidates from Black, Asian and minority ethnic (BAME) backgrounds, few are able to retain and/or progress the same representation into the upper echelons of the business namely the most senior executive positions.

This research proposes that an inclusive work culture, where a diverse workforce flourishes is not possible without an understanding and application of belonging.

Workshop

Transforming Performance Management to enable ARA – Adaptability, Resilience, Agility

Elaine Pulakos, Elizabeth Lentz

SHL

Recently a revolution has taken place in organizations globally to transform their performance management (PM) systems from burdensome into valuable business practices. Many high-profile companies have tried different strategies, such as streamlining their formal processes, eliminating ratings, and requiring more check-ins to increase feedback. But what really works? And, how can organizations sort through the different ideas, fads, and fixes to define a path to PM transformation that will work best in their context? In this session, Elaine Pulakos will briefly summarize key insights from her latest book, Transforming Performance Management to Drive Performance. This book cuts through the hype and gives practical, evidence-based advice on how organizations can build an approach to PM that actually improves performance. This will be an interactive discussion in which audience participation and questions are welcome.
Ref: 2021 Poster

**Topic: Work Design, Organisational Change and Development**

Driving Innovation Through Collaboration

*Edel Quinn, Birkbeck, University of London*

**Summary**

Organisations are under pressure to innovate in the face of growing competition, unpredictable environments and globalisation. While collaboration is seen as a key driver of innovation, the relationship between these concepts is not well understood. A study examining the impact of collaboration on innovation was conducted as part of an MSc research project. A number of key implications for organisations and practitioners are provided.

Using Bedwell et al.’s (2012) collaboration performance cycle, the study set out to examine the relationship between collaboration and innovation. The study examines how the components of this cycle: emergent states (trust and affect) of groups and collaborative behaviours (collective leadership and adaptive behaviour) interact with and impact innovation.

210 participants (male n=69, female n=149) in the higher education sector participated in the study. The results show that collaboration positively impacts innovation. More specifically, the study found that collaborative behaviours were strong drivers of innovation.

Ref: 1986 Poster

**Topic: Learning, Training and Development**

The Relationship Between MBA Students' MBTI, TKI, HPI and HDS Results.

*Helen Rayner, OPP Ltd*

**Summary**

The purpose of this study was to explore the relationships between the results of four personality questionnaires used to aid individual development and learning. The Myers-Briggs Type Indicator (MBTI) Step I (Myers et al, 1998), Thomas-Kilmann Conflict Mode Instrument (TKI) (Thomas & Kilmann, 1974), Hogan Personality Inventory (HPI) (Hogan & Hogan, 2007), Hogan Development Survey (HDS) (Hogan Assessment Systems, 2014). Hypotheses were developed and the results presented show relationships within the questionnaires. Practitioners using personality questionnaires in combination will find this study useful.
Resilience: Its relationship to constructive and destructive leadership

Jonathan Rennison, The Yellow Chair

Summary

This study was conducted as part of an MSc in Occupational Psychology. The study explores the relationship between leadership and resilience, with a view to identifying what factors are important to support constructive leadership. The study reviews the literature on resilience and proposes a definition of resilience in the context of leadership and organisations before going on to explore if there is a relationship between resilience and constructive and destructive leadership. A positive correlation was found between resilience and constructive leadership and this was further explored in order to understand which factors of resilience might be considered most important to constructive leadership and therefore support thriving at work. The study has implications for leadership development, supporting resilient leadership and encouraging constructive leadership within organisations.

The Impact of Personality, Resilience and Job Features on Thriving at Work

Philippa Riley, Ali Shalfrooshan, Mary Mescal

Summary

The construct of ‘thriving’ was theoretically defined by Spreitzer et al in 2005 as “an individual’s experience of vitality and learning” (p.537). Subsequent research (e.g. Porath et al, 2012) detailed the creation and validation of a scale to measure thriving and provided initial construct validity evidence. The current study aims to extend the work to date by examining additional dispositional variables and contextual factors as yet not covered by the research. The paper attempts to more directly address the question as to what interventions organisations (and individuals) might need to put in place to improve thriving, by focusing on job features that can be readily influenced by organisations and by understanding the extent of influence of dispositional factors. Specifically, the study will utilise Structural Equation Modelling to establish the relationships between the variables under consideration and extent of direct and indirect effects between Resilience, Personality and Job Features and thriving.
Well-being: what actually is it?

Anna Rosselli, Rakesh Patel, Pamela Hagan, Gillian Doody
University of Nottingham

Summary

This poster presents work from a PhD research programme investigating well-being in medical students during clinical training. Well-being is a growing concern within the medical profession, as well as more widely, with a high prevalence of burnout and associated issues. However, despite the commonality of discussions around well-being, there is a lack of clarity in the well-being literature about what it means to be well, with many different well-being theories and perspectives. This conceptual review sought to review the different perspectives and theories of well-being, identify the key aspects, and integrate these within a new model of well-being for use within this PhD research programme, and more widely. A new integrated conceptual model of well-being as a dynamic process is presented in the poster.

Keynote Presentation

Evidence-Based Change Management: This We Can Do!

Denise M. Rousseau
Carnegie Mellon University

Summary

Organizational research provides some clear evidence for managing change, some in agreement with what change gurus say, some of it ignored by them.

I will lay out what we know, what’s contested, and opportunities to enhance evidence-based change management.

Q&A Interactive Session

Evidence-based practice in organisational psychology: How far have we come?

Denise M. Rousseau¹, Rob Briner²
Carnegie Mellon University¹

Summary

The idea that organizational psychology practice could benefit from adopting an evidence-based practice (EBP) approach has been around for some time. An analysis by Briner & Rousseau (2011 - https://bit.ly/2zd57EG) suggested that there was still some way to go before organizational
psychology could be described as evidence-based. This interactive session will consider the ways in which EBP has developed in organizational psychology and related fields such as management and HR. How have professional bodies such as SIOP, DOP, ABP and EAWOP responded to the call for evidence-based practice? How does this compare to other fields? How can we do more to facilitate and develop EBP? What are the roles of individual practitioners, professional bodies, consultancies, universities, academics and others?

Ref: 1893 Standard Paper
Topic: Wellbeing and Work

Cynicism in organisations: the antithesis of thriving?
Zoe Sanderson, University of Bristol

Summary
Cynicism has a bad reputation. It is often considered to be the antithesis of thriving, with cynics viewed as self-focussed, disaffected, corrosive influences that many organisations (and managers) might prefer to do without. This negativity in the popular imagination is largely reflected in how organisational cynicism has been constructed in mainstream work psychology.

In this session I offer a defence of cynicism. Drawing on insights from critical management studies and my own research, I suggest that it is an understandable – and potentially beneficial – individual response to the promotion of organisationally-preferred values, cultures, ideologies, or norms. Cynicism allows some employees to let off steam, protect their sense of self, and develop their own terms of engagement with their organisations. When we make space for this in our workplaces, we benefit from cynics' alternative perspectives, and expand our understanding of what 'thriving at work' could or should entail.

Keynote Presentation
Topic: Plenary

Think Manager-Think Male? From Gender Bias to Gender Balance
Virginia Schein, Gettysburg College

Summary
Women have yet to achieve full equality in management, especially at senior levels. Worldwide women hold 24% of senior management positions. Forty five years ago Schein identified gender stereotyping of the managerial position as a major barrier to women’s advancement in management. Her 1973/75 research showed that women are perceived as less likely than men to possess the characteristics required of successful managers. Although women’s status in management has improved over the last 45 years, gender stereotyping of the managerial position persists, especially among males, across time and cultures. By fostering a view that men are more qualified than women for managerial positions, gender stereotyping limits women’s progress in management. The presentation considers the implications of this barrier to women’s full parity in management by exploring the question: If we had a more balanced representation of women in positions of power and influence, would it matter? The effects of female representation on boards of directors and in senior management on organizational outcomes are examined. Recent research
on gender balance and world peace is also examined. Ways to achieve gender balance at senior levels are considered, with a particular focus on work and organizational design. It is time to challenge corporate convenient assumptions about how managerial work is done. Addressing this challenge and redesigning managerial work so that it facilitates the full participation of women and men will enhance women’s opportunities to achieve parity in positions of power and influence in organizations.

Ref: 2045 Part of Symposia

**Topic: Wellbeing and Work**

(S) Using psychology for common good: How applied psychology supports trauma reduction, personal well-being, and societal integration

*Rosalind Searle*, *Noreen Tehrani*

1University of Glasgow, 2Noreen Tehrani Associates

**Summary**

This symposium brings together examples of work being undertaken by members of the Crisis, Disaster and Trauma Section to illustrate the importance of understanding and developing approaches and interventions to provide support in the reduction of trauma and the increasing of personal wellbeing. Organisations can play a critically important role in recruiting, training and supporting resilient employees, they also have the opportunity to provide survivors of trauma with appropriate support should they be affected by a crisis or disaster. Organisations can also play an important role in the rehabilitation and employment of refugees who has fled armed conflict or persecution.

It is the hope of the Crisis, Disaster and Trauma Section that our symposia will encourage Occupational Psychologists to support the section and help spread a greater awareness of the importance of dealing appropriately with trauma in the workplace.

Ref: 1852 Part of Symposia

**Topic: Wellbeing and Work**

**Paper 1: The Development of Psychological Screening and Surveillance to Support Employees in High Risk Roles**

*Noreen Tehrani, Noreen Tehrani Associates*

**Summary**

This presentation examines how psychological screening and surveillance can be used to support workers in emergency services, humanitarian organizations and other occupations with a high risk of psychological harm. The primary purpose for introducing a psychological screening programme is to identify workers who may be adversely impacted by their work. However, the programme is increasingly found to be important in identifying resilience building factors and areas for additional wellbeing support and training. The presentation will be based on some of the latest results taken
from an ongoing screening and surveillance programme undertaken in UK emergency service organisations.

Ref: 1881 Part of Symposia
Topic: Wellbeing and Work

Paper 2: Early Interventions for trauma – establishing what works for workers
Matt Richins, Richard Amlôt, Dale Weston, Louis Gauntlett, Holly Carter
Public Health England

Summary
In the weeks and months following a traumatic incident, organisational productivity can be badly affected. In some organisations, traumatic events are routine experiences (e.g., for fire-fighters, paramedics, and police officers). However, there are large gaps in the existing guidance for the management of PTSD in workers who are readily exposed to primary and secondary trauma. In this talk, I will present an up-to-date scoping review of early interventions for trauma which includes (but is not limited to) workers within ‘trauma-exposed’ organisations.

Ref: 1922 Part of Symposia
Topic: Wellbeing and Work

Paper 3: Changing minds through applied psychology: how psychology supports trauma reduction, wellbeing and societal integration in UK
Rosalind Searle, University of Glasgow

Summary
Refugees experience difficulties and hardship in their journey to a place of safety. However, these challenges continue as refugees try to engage in their professions or careers in the host country. Work-based identities are often threatened by the refugee’s experiences in their new host country caused by in state-enforced worklessness through the host country’s refugee policies, or by being diverted into low paid survival jobs due to a lack of support in re-engaging with their profession.

This presentation examines how psychology can inform better policy development, presenting two approaches that are being piloted in Scotland with the Scottish Refugee Council.

1. Raising awareness and providing better information and preparation for skilled refugees on accessing work in the UK
2. The development of a mentoring programme that promotes perspective change for UK nationals through insight into the skills and value for their organisations of mentoring skilled workers
Fringe Event

Topic: Wellbeing and Work

Thriving in the workplace – enabling resilience through mindfulness

Sophie Seex, JCA Global

Summary

This experiential session will provide an opportunity to:
1. Understand what mindfulness is and how it can support wellbeing at work
2. Learn tools to work with your mind in support of building resilience
3. Acquire practical tips for being mindful at work

Ref: 1886 Impact Paper

Topic: Wellbeing and Work

Do mental health workers have a dominant risk type, and is there a link with resilience?

Sonia Shah, UEL

Summary

The aim of this research is to identify if there is a dominant risk type for mental health workers, and if there is a link between this and resilience. In addition, the research will explore whether moderating/mediating factors exist. This is in the hope that appropriate interventions could be developed to assist in increasing the resilience in this group, in turn decreasing absenteeism, stress-related illnesses and burnout, while increasing workplace wellbeing, engagement and potentially recruitment.

Ref: 1887 Poster

Topic: Wellbeing and Work

Do mental health workers have a dominant risk type, and is there a link with resilience?

Sonia Shah, UEL

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Move Over Millennials: Creating the Optimal Assessment Experience for Gen Z
Ali Shalfrooshan, Tom Parker
PSI Services

Summary
Candidate experience is a key priority for recruiters when designing any high-volume assessment process, and the topic seems to be of particular importance when considering candidates categorised as ‘Millennials’. Despite there being significant media interest in understanding the preferences of the Millennial generation, there is limited robust research exploring their perceptions of assessment and selection procedures. In addition, there is even less information about the preferences of ‘Gen Z’, the most recent generation entering the workforce. The current study informs practitioners about the differences in preference between ‘Millennial’ and ‘Gen Z’ candidates and provides recommendations to create the optimal assessment experience for these specific groups.

Understanding sickness absence in the ambulance service
Laura Simmons¹, Niro Siriwardena², Ruth Gaunt³, Zahid Asghar²
¹University of Lincoln, ²Community and Health Research Unit, University of Lincoln, ³School of Psychology, University of Lincoln

Summary
Ambulance service employees have higher sickness absence rates compared to other National Health Service (NHS) occupations. The aim of this study was to understand sickness absence in the ambulance service by determining whether there was an association between sickness absence, job stress, daily stress, overtime hours worked, time in service and pre-existing health conditions. The results showed no association between sickness absence, job stress, daily stress, overtime hours worked or time in service, but did show a significant association between pre-existing health conditions and sickness absence in this employment group. Future research should explore this relationship in more detail to help inform preventative measures to improve well-being and reduce sickness absence rates in ambulance staff.
Singing for Wellbeing

James Sills & Rachel Smallwood

The physiological benefits of singing have long been explored. Singing is particularly beneficial for improving breathing, posture and muscle tension, as well as being effective in pain relief too, due to the release of neurochemicals such as β-endorphin.

There’s also some evidence to suggest that singing can play a role in sustaining a healthy immune system, by reducing the stress hormone cortisol and boosting the Immunoglobin A antibody. Regular choir members report that learning new songs is cognitively stimulating and helps their memory, and it has been shown that singing can help those suffering from dementia, too. The satisfaction of performing together, even without an audience, is likely to be associated with activation of the brain’s reward system, including the dopamine pathway, which keeps people coming back for more.

Singing has also been shown to improve our sense of happiness and wellbeing. Research has found, for example, that people feel more positive after actively singing than they do after passively listening to music or after chatting about positive life events. Improved mood probably in part comes directly from the release of positive neurochemicals such as β-endorphin, dopamine and serotonin. It is also likely to be influenced by changes in our sense of social closeness with others.

Increasing evidence suggests that our social connections can play a vital role in maintaining our health – a good social network, for example, can have more health benefits than giving up smoking. So it’s possible that singing can improve health by expanding our social group. Indeed, the rapid social bonding that choirs encourage could therefore be even more beneficial.

Even if we don’t necessarily talk to everyone in our choir, we might experience a general feeling of being connected with the group, leading to our sense of increased community and belonging.

http://www.jamessillsmusic.co.uk/

Ref: 1844 Poster

Optimism at work: the self-fulfilling prophecy of believe and you can achieve

Catherine Smith, The University of Nottingham

Summary

Optimism has been defined as a positive attributions style where negative events are seen as temporary and less pervasive than positive events (Scheier and Carver, 1985). This poster presents the results of a systematic review investigating the effects of this style in the workplace. It was found to have benefits on both personal aspect and work life aspect such as mental health, job satisfaction and engagement. Following this, a correlational study was conducted to further examine the
relationships between optimism and these factors, which supported these results and found positive
correlations with all measured variables. Finally, some suggestions of exercises and ideas to improve
optimism in the workplace are suggested.

Ref: 1845 Poster

**Topic: Research Design, Analytical Techniques and Practical Applications**

A tarnish on technology? An evaluation of the use of mobile
technology for mental health in the workplace

*Catherine Smith, The University of Nottingham*

**Summary**

The use of mobile technology in our lives is rapidly increasing in a number of areas. It has the
potential to be a strong delivery method for workplace based interventions due to its cost
effectiveness, low maintenance and ease of access. In particular, it could be utilised as a platform for
mental health interventions. Research in this area currently struggles with reporting the
development and implementation of such interventions with enough clarity. This presentation aims
to outline these difficulties and propose several guidelines for improvement. These are based on a
range of implementation literature presented, and on a series of four focus groups that aimed to
identify potential barriers to implementing the new technology in the workplace. It concludes that
mobile technology can be useful but many factors need to be taken into consideration when
planning a new initiative.

Ref: 2009 Standard Paper

**Topic: Wellbeing and Work**

Using continuous attitude surveys to better understand the impact of
military life, from the families’ perspectives.

*Lee Stamp¹, Hannah Davison¹, Rita Hawkshaw¹, Joanna Harvey²*

¹Army HQ, MOD, ²Army HQ

**Summary**

The Ministry of Defence (MOD) administers annual attitude surveys to regular Service Personnel
(SP), their spouses/civil partners and Reservists across the Tri-Service. The Families Continuous
Attitude Survey (FAMCAS) is an Official national statistic (ONS) which gathers data direct from
serving personnel’s spouses/civil partners. The MOD recognises that the unique nature of military
service requires a level of family support unlike many occupations. As such, the FAMCAS provides
valuable data on areas including welfare, childcare and education, deployment, employment,
healthcare, and housing. Results from the FAMCAS 2018 highlighted the most positive aspect of
Service family life continues to be ‘pride in my spouses/civil partners being in the Service’, whereas,
stability of family life is the most negative aspect. The key actions have supported Health Education
England, The Department for Education, Service pupils attending state schools in England and
improving 1,000’s of properties.
The Song Remains the Same – Aspiring Women Leaders: The precarious journey to the top

Mark Stringer, Almuth McDowall
Department of Organisational Psychology, Birkbeck, University of London

Summary

It’s June 2018. A momentous discovery has been made in organisational life. In terms of the availability of the next generation of aspiring female leaders to Board level, it transpires that the male infused FTSE Top 350 businesses believe that “…all the good women have been snapped up” (BEIS, 2018). Our research project has been undertaken to investigate what barriers remain to female progression, the support networks that can and do provide individuals with the motivation, inspiration and "fuel" needed for bolstering self-efficacy to progress upwards and to shed further light on what transpires as the “fantasy” of equality that still exists within organisational cultures today. Whilst still a work in progress, we have been speaking to a wide group of experienced females aspiring to achieve senior positions with stories to tell, set within a myriad of sectors and organisations.

Careers and Identities of the visionless visionaries

Greg Swaysland¹, Kate Mackenzie-Davey²
¹Bouygues/BPS/CMI, ²Birkbeck OUL/BPS

Summary

This research investigated the daily working lives of individuals who have visual impairments (VI), their careers and workplace identities. Insights into what individuals do, how they go about achieving tasks, utilising coping mechanisms when overcoming barriers and the levels of persistence to achieve perfection beyond that of their sighted peers revealed what can be achieved. However, beyond the meanings of their employment and career are notions of wanting to make a difference not just for other individuals with VI or disabilities but in creating a more diverse workplace through prompting the increased understanding of what people can do. Advice from diverse and high performing individuals highlighted not just what organisations can do to provide workplace enablers and career opportunities, but also advice to the individual in what they can do to create their own career vision.
Well-being and Performance of the Contract Workforce: A Systematic Review
Charissa Tan, Singapore University of Social Sciences

Summary
Despite significant growth in the contract workforce, psychosocial work conditions within which they operate remain poorly understood. Work-related stress is also a critical risk factor to employee well-being. The aim of this research was to systematically examine inter-relationships between psychosocial work conditions, work-related well-being and performance among contract workforces. The Job-Demands Resources (JD-R) model and other models were used to frame the systematic review. A sequential explanatory mixed methods systematic literature review was conducted to integrate findings from quantitative and qualitative research. The objective was to collate, extract, evaluate and synthesize research on work-related stress and performance in contract workers. Results from the scoping review suggest that prevailing evidence examining the psychosocial work conditions of contract workers were few. Implications for future research of work-related stress and contract workers must consider the specific nature of contract work and adopting a customised approach to address work-related stress among contract workers.

Staff wellbeing in critical care: A pilot project
Carly Telford, Joanna Farrington-Exley
Leeds Teaching Hospitals NHS Trust

Summary
Staff burnout in healthcare is a growing issue, with serious consequences for staff and patients. Paediatric Critical Care services in Leeds were no exception, experiencing high levels of staff stress and turnover. We developed a unique in-house psychology service, dedicated to supporting staff in Paediatric Critical Care. Day-to-day, this includes (but is not limited to) confidential 1-1 sessions, training, critical incident support, and working closely with management (e.g. around culture change). There have been significant challenges - unsurprising given the pressures the service is under. However, a year in, we have received very positive feedback, recording good individual outcomes and a 71% reduction in stress-related sickness absence. In this session, we will be discussing the service, reflecting on its successes and challenges, and considering the future of this model.
Ambivalent Leader Member Exchange, Employee Well-being and the Moderating Effects of Affective and Problem-solving Rumination

*Katie Thomas, University of Surrey*

**Summary**

A longitudinal mixed methods study was used to investigate the effect of Ambivalent Leader Member Exchange (LMX) on employee well-being. It was found in the current sample (N = 117; 74 female; age M = 34.12, SD = 12.66) that Ambivalent LMX significantly negatively predicted well-being operationalised as job satisfaction, life purpose and significantly positively predicted emotional and physical fatigue. Affective rumination positively moderated this relationship and problem-solving rumination negatively moderated it. This was supported by the qualitative semi-structured interviews of three participants who experienced ambivalent leadership relationships such that they felt like nuisances and uncomfortable in the workplace. Implications are that leaders should practise consistency when interacting with employees, moreover; followers could benefit from practising methods such as mindfulness to ease affective rumination and actively engage in problem-solving rumination. This is the first study, to the author’s knowledge, to address ambivalent LMX and well-being and operationalise well-being so broadly.

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‘Flipping’ Occupational Psychology: increasing engagement and employability through blended learning

*Neill Thompson, Vicki Elsey, Madeline Carter, Laura Longstaff*

*Northumbria University*

**Summary**

This paper describes the introduction of a new approach to teaching MSc Occupational and Organisational Psychology students that blends a flipped approach with case-based learning. This approach responds to previous calls for modernisation of OP education to ensure that OP training is fit for purpose. The approach prioritises classroom based activities that allow for high levels of engagement and learning that build upon prior TEL acquired knowledge. Example sessions are presented from the areas of Psychological Assessment at Work and Well-being at Work. The benefits of adopting this approach includes increased opportunities to improve learning and employability as students dedicate class time to focusing on practice orientated activity.
Communication skills training for healthcare professionals caring for people with dementia: an interview study

Louise Thomson¹, Sarah Goldberg¹, Rowan Harwood², Rebecca O'Brien³
¹University of Nottingham, ²Nottingham University Hospital NHS Trust, ³Nottingham Citycare Partnership

Summary

Effective communication between hospital staff and people living with dementia (PLWD) is challenging, and can lead to negative outcomes for patients and staff. Most nursing staff report the need for additional training in communication skills. A qualitative interview study was conducted to explore healthcare professionals’ views of evidence-based communication skills training for interacting with PLWD in acute hospitals. Interviews were conducted with 5 doctors, 4 nurses and 4 allied health professionals. The use of simulated patients, videos of real interactions and multi-disciplinary training environments were all considered to be effective training methods and enhanced learning through interaction and experiential learning.

‘It’s not just a woman’s problem, it’s an everybody’s problem’-
Experiences of Females with Premenstrual Dysphoric Disorder at Work

Eleanor Thorne, Rachael Skews
Goldsmiths University

Summary

It is estimated that one in twenty women will experience a menstrual health issue in their lifetime. Premenstrual Syndrome (PMS) and Premenstrual Dysphoric Disorder (PMDD) reflect moderate to severe experiences that can impact of quality life, including social and occupational functioning. However, the area is under-researched and much is unknown about the experiences of women with PMS and PMDD in the workplace. The current study aimed to find out whether females with PMS and PMDD felt supported at work and what the attitudes towards their conditions were. The study used a qualitative approach and semi-structured interviews were carried out with five participants. Themes around stigma, attitudes and support are discussed. The findings illustrated that PMS/PMDD is a potentially important occupational health issue with relevance for employers, policy makers, and practitioners. More high quality research is still needed in this area such as trials examining the efficacy of flexible working and awareness programs.
Investigating the effects of Dark Triad Behaviour on Psychological Contracts in the Workplace
Max Tookey, University of Brighton

Summary
The purpose of this research is to bridge the gap between the study of Dark Triad Behaviour and the character of Psychological Contracts in the Workplace. This proposed study falls within two areas that characterise my own research interests and expertise. The first of these concerns the study of Psychological Contracts, which my PhD study (from the University of East Anglia) focused upon. The second area concerns the topic of Dark Triad Behaviour at work, which I have studied extensively for the last few years.

The Self-Awareness of ‘Extreme’ Personalities
Luke Treglown¹, Stephen Cuppello², Joel Ockwell², Jayson Darby², Adrian Furnham³
¹UCL/Thomas International, ²Thomas International, ³BI Norwegian

Summary
The application of personality to organizations has been fueled by the ability for psychometrics to provide accurate and tangible insight into nature of their people (Hogan & Kaiser, 2005). However, prior to individuals being assessed and receiving feedback on their assessment scores, there is a question of how aware individuals are about their own personality particularly in relation to other people. Of particular importance is whether individuals who score at ‘extreme’ ends of personality traits are aware that they differ significantly from other people. This paper investigates potential curvi-linear relationships between an individual’s personality trait score and their accuracy in predicting their score on that trait (measured as the discrepancy between actual and estimated score). Two key implications for thriving at work are discussed: firstly, how self-awareness (or a lack thereof) impacts potential management styles; and secondly, the importance of using psychometrics to provide insight into employee behavior.
Creativity: Are You Risky Enough?

Geoff Trickey¹, Simon Toms¹, Carolyn Mair²
¹Psychological Consultancy Ltd, ²psychology.fashion

Summary

Creativity and risk go hand in hand. From crafting artwork to starting a new entrepreneurial venture, engaging in creative endeavours opens the creator up to potential risk and reward. Understanding this is vital to organisations hoping to attract and retain creative or entrepreneurial talent.

The current study sought to explore the interaction between risk and creativity by asking purposively sampled ‘creative’ individuals (n = 85) to complete two assessments to measure risk and creativity respectively: The Risk Type Compass (RTC) and Self Rated Creativity (SRC).

Findings indicated that ‘Excitable’ Risk Types were 3.5 times more likely to occur in the ‘creative’ sample compared with the general population (n = 11,900). Further breakdown indicated nuance between RTC subthemes and SRC domains. The most notable RTC subtheme was ‘Emotion-based decision making’, which generated contrasting correlations between ‘artistic’ and ‘scientific’ creativity domains.

Implications for practitioners and researchers will be discussed.

Round Table

International Journeys: From Students to Careers in Occupational Psychology Around the World

Ritsa Ventouratou-Fotinatos¹, Ernest Darkwah², Ingrid Covington³, Christina Montaiuti⁴, Jo Sylvester⁵ & Helen Baron⁶
¹The American College of Greece, ²University of Bergen, ³Creating Psychological Capital, ⁴DOP Conference Committee, ⁵Independent

A range of speakers with extensive international experience will share know-hows and special insights, and will answer questions about working abroad with a UK psychology degree, and or about working in the UK with an international degree in psychology. During our round table discussion, multifaceted perspectives will be discussed, as will the advantages and disadvantages encountered while working and studying in different countries. We’ll offer tips for securing a range of experiences and skills in an ever-changing international business world. During our round table we’ll address requirements for applying for the British Psychological Society's (BPS) Charted Status, or British Health Care Professional Council (HCPS) with a degree outside the UK, and what is typically needed to work in International Organisations such as the United Nations, or NATO. This round table is for entry-level students, and for experienced practitioners who are looking to develop a career in Britain or beyond.
Using Occupational Psychology Theories and Methods to Enhance BME Student Attainment and Employability: An Emergent Case Study

Kathryn Waddington¹, Gail Steptoe-Warren², Sophie Ward²
¹University of Westminster, ²Coventry University

Summary

This emergent case study presents the conceptual framework from work in progress into the application of occupational psychology theories and methods to black and minority ethnic (BME) psychology students’ learning and employability skills. It focuses upon development of the concept of job crafting, which refers to the active changes employees make, on their own initiative, to their own job designs (Bakker et al., 2016). These changes can relate to: (i) the tasks individuals perform at work; (ii) the social and relational characteristics of the job/role; and (iii) the way individuals think about their job. Positive outcomes include job satisfaction, employee engagement, resilience and thriving. This paper will outline the innovative concept of ‘study crafting’, defined by the authors as: the process of students redefining and reimagining their educational journey in personally meaningful ways. It is particularly relevant to postgraduate students and trainee occupational psychologists.

Promoting Evidence-based Occupational Psychology in Universities: Psychological Literacy in Practice

Kathryn Waddington, Chantal Gautier
University of Westminster

Summary

This paper is a case study showing how evidence-based practice (EBP) from occupational psychology was applied to the redesign of staff office space in a psychology department. It draws more broadly upon the concept of psychological literacy, defined as: being insightful and reflective about one’s own and others’ behaviour and mental processes and having the ability to apply psychological principles to personal, social, and organisational issues in work, relationships and the broader community (Hulme, 2014: 933). An initial proposal for open-plan office space was overturned as an outcome of adopting an EBP approach in the consultation process with senior management, staff and students. This included theoretical perspectives and evidence relating to stress, well-being and organisational change. The impact of adopting an EBP approach was creation of a shared-office environment that promotes staff well-being, and also provides a ‘real-world’ example of psychological literacy in practice in a work and organizational context.
Exploring the role of resilience at work using the Job Demands-Resources Model.

Edward Walker, Anima & Atman Ltd

Summary

Organisations are facing turbulent environmental conditions. In the UK, public-sector organisations have experienced several high-impact/low-probability events, such as budget cuts linked to ‘austerity politics’ and both natural and man-made disasters, including terrorism. This turbulence has meant public-sector workers have been exposed to increased workplace adversity.

Individual responses to adversity reflect not just available job resources but also personal resources, such as resilience. Resilience’s conceptual importance stems from its relationships with individual outcomes e.g. well-being and through this, wider organisational outcomes. Workplace resilience is, therefore, an increasing focus for organisations.

This research investigates the links between adversity, resilience, and well-being within a workplace context, based on responses from over 1,500 UK-public sector workers. The research uses Job Demands-Resources theory (JD-R) as an established framework for understanding workplace well-being, the factors that influence it, and its links to wider organisational performance. The practical implications of the research will also be discussed.

When person-occupation fit falls down. Understanding why some poor fits thrive in their line of work, and some good fits fail to.

Joel Warburton¹, John Arnold¹, Eva Selenko¹, Ciara Kelly²
¹Loughborough University, ²The Institute of Work Psychology, University of Sheffield

Summary

My research takes a close examination of Holland’s theory of fit, through a deeper understanding of workers who defy its predictions. By collecting data from good fits that are unhappy at work, and bad fits that are happy, I hope to shed light on how fit approaches can be improved and refined, but also how vocational guidance practitioners and theorists can achieve a better understanding of how people experience their occupation. Repertory grids will be used to elicit the most salient elements of fit that relate to work satisfaction. Semi-structured interviews will be used to explore psychological processes of choice and adjustment and individual sense and perceptions of fit.
Ref: 1880 Poster

**Topic: Psychological Assessment at Work**

When person-occupation fit falls down. Understanding why some poor fits thrive in their line of work, and some good fits fail to.

*Joel Warburton¹, John Arnold¹, Eva Selenko¹, Ciara Kelly²*

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Ref: 1872 Standard Paper

**Topic: Wellbeing and Work**

Development and Validation of the Work Frustration Measurement Scale and Coping Inventory for Frustrating Situations

*Sophie Ward¹, Gail Steptoe-Warren¹, Simon Goodman¹, Kathryn Waddington², Thomas Rhys Evans¹*

¹Coventry University, ²University of Westminster

**Summary**

In this paper, we explore the rationale, development and validation of two new measurement scales; The Work Frustration Measurement Scale (WFMS) and Coping Inventory for Frustrating Situations (CIFS). The WFMS designed to assess the incidence of the sources of work frustration, and the CIFS, the way in which employees cope with their frustration. We will discuss the seven step process undertaken, the finalised items and factor solutions. Their use for further research and practice will also be discussed, along with plans to develop a new model of work frustration.
Ref: 1876 Poster

**Topic: Wellbeing and Work**

**Does Coping Mediate the Association between Work-Family/Family-Work Conflict and Occupational Stressors in Female Academics?**

*Kelly Warwicker, University of Wolverhampton*

**Summary**

In summary this research addresses the proactive coping mechanisms adopted by female academics, and the impact of work family conflict, family work conflict, occupational stressors and job satisfaction. Studies have identified that both male and female academics feel that compromises must be made, to allow them to successfully meet the expectations of work alongside commitments outside of work (Langford 2010), however, this research examines the role of work-life conflict in the context of women in Higher Education (Female Academics). Arguably they are believed to be hindered by gender segregation (Henkel, 2016); significant struggles between work and life commitments (Toffoletti & Starr, 2016); experience of higher levels of stress in comparison to male academics (Kinman & Wray, 2013); and stress from harassment and discrimination (Cocchiara & Bell, 2009).

Ref: 2022 Impact Paper

**Topic: Leadership, Engagement and Motivation**

**Healthcare Leadership: Understanding the trait emotional intelligence basis of collective leadership behaviours**

*Uzma Waseem, Birkbeck University of London*

**Summary**

This paper discusses an MSc research study that builds on previous work that has made a case for a ‘collective leadership’ mode in the NHS. In a bid to support NHS culture reform, the study explores how and under what circumstances trait-based emotional intelligence tributes amongst focal leaders can facilitating collectivistic leadership behaviours. Drawing from collective leadership theory and a TEI model, this explorative study adopted a quantitative research approach to explore links between TEI, leadership behaviours and the mediating effects of organisational culture. A sample of NHS professionals responded to an online survey. Self-report measures of TEI, dominant leadership behaviours and organisational culture were collated and analysed using multivariate hierarchical regression analysis. It was found that a composite measure of TEI significantly predicted collectivistic leadership behaviours. No significant mediation effects were found for organisational culture. However, significant direct effects were identified between organisational cultural archetypes and collectivistic leadership behaviours.
Ref: 1958 Impact Paper

**Topic: Wellbeing and Work**

Do all components of leaveism, as well as sickness absence and presenteeism, have an influence on health in policing?

*Natalie Wellington, Police Federation of England and Wales*

**Summary**

Leaveism provides the missing link between absenteeism and presenteeism, and has been an under researched phenomenon. Most studies have focused on the first component of leaveism (using allocated time off when unwell) and research has suggested that the other two components (taking work home that cannot be completed in working hours and working whilst on leave or holiday to catch up) could affect health. Due to scrutiny regarding sickness absence levels in police forces, it was examined whether all components of leaveism, as well as sickness absence and sickness presence, influenced health. 6,757 officers contributed data on leaveism, sickness absence, presenteeism and physical health. Although principal components analysis found only two underlying components of leavesim, binary logistic regression revealed that they were both associated with poor health, as well as sickness absence and presenteeism, in a policing population.

Ref: 2025 Standard Paper

**Topic: Psychological Assessment at Work**

Thriving through diversity – elevating individual and organisational success

*Philip Wilson¹, John Amaechi²*

¹Civil Service Fast Stream and Early Talent, ²Amaechi Performance Systems Ltd.

**Summary**

The benefits of diversity to an organisation are well understood. Creativity, better talent management, retention and brand reputation, for example, have all been cited (e.g. Kandola 2009 and Frost and Kalman 2016). Harnessing those benefits may not always be straightforward however – perhaps as a result of organisational, systemic issues, or because an individual is inhibited through experiencing earlier life disadvantage.

This paper seeks to capture practical approaches to elevating diversity via individual and organisational interventions, setting out results in the context of recent activity for Civil Service early talent programmes, as well as wider interventions - drawing on the expertise of Amaechi Performance Systems in the field of enhancing individual employability.
Keynote Presentation

Topic: Plenary

The Influence of Work on Personality Development and Change through Life: Implications for Thriving at Work

*Stephen A. Woods, University of Surrey*

**Summary**

In the study of personality in organizations, psychologists have typically assumed that traits are stable and static, and exert effects on work outcomes. Yet there is now compelling evidence that personality continues to develop throughout life, challenging this assumption. Work is an important driver of this development, with features of work exerting a reciprocal effect on how traits change. This keynote talk will explore what we know about the emerging area of personality development and change at work, and reflecting the theme of the conference, consider what it means for the ways in which we understand thriving at work. Three main points are discussed and elaborated. First, to observe the developmental effects of work on personality traits, it is critical to treat both work environments and traits as dynamic constructs. The results of studies which have done so illustrate the development trajectories of traits over time. Second, understanding personality change at work requires new theoretical development. A Demands-Affordance TrAnsactional (DATA) model is proposed to address this gap, integrating principles of person-environment fit, trait activation and work adjustment. Third, the prospect of a developmental view of personality, and an understanding of the mechanisms of development have widespread implications for how we view the signs of thriving at work, and more broadly in how we use concepts of personality to select, assess, measure, develop and research people through the course of their working lives.

Part of Symposia

**Topic: Psychological Assessment at Work**

Studying People at Work Dynamically: Exploring the Longitudinal Development and Interplay of Person and Work Criteria

*Stephen A. Woods, University of Surrey*

**Summary**

How and in what ways can dynamic studies of people at work bring new insights into work and organizational psychology? This symposium addresses this question and brings together contributions that have employed research designs in which person or work criteria are measured repeatedly over time. The papers each illustrate the value for research and practice of conceptualising and measuring psychological constructs as changeable, leading psychologists to a richer and deeper understanding of how people interact with, experience, influence, and are influenced by their work. Our symposium intends to encourage psychologists to challenge assumptions about the way in which problems and concepts are framed and studied in work and organizational psychology and to consider how practice may be impacted.
Part of Symposia

**Topic: Psychological Assessment at Work**

**Paper 1: Fleeting feelings, stable moods: why dynamic measures matter in understanding how affective well-being affects our work**  
*Emma Russell, Kingston Business School*

**Summary**

Affective well-being (AWB) has been frequently measured in workplace studies, and is considered to be an essential component of psychological well-being because of its relationship with a wide range of workplace constructs, including job satisfaction, burnout, occupational success and work-family conflict (Hofmann et al., 2014; van Horn et al., 2004; Ilies et al., 2015; Warr, 1990). AWB can be measured in terms of: (i) the fleeting feelings that people experience (momentary affect), (ii) a summation of mood recently experienced (e.g. daily or weekly summative affect), and (iii) its stable features (e.g. trait-based affect) (Frijda, 1993). As such, dynamic measures are required to capture affective well-being within the appropriate time boundary, and in order to ensure the correct focus is applied (momentary affect, mood, or traits). Using measures that are flexible yet still robust is necessary for undertaking research into AWB, especially so that these measures can be applied to designs that allow for the capture of emotion at the time that it occurs. Until recently, capturing discrete aspects of AWB as a ‘momentary’ construct was not possible; scores tended to be aggregated to relate repeated measures of AWB to work dimensions (Russell & Daniels, 2018; Xanthopoulou et al., 2012).

**Part of Symposia**

**Topic: Psychological Assessment at Work**

**Paper 2: When does uncertain work turn bad? Exploring the time-bound effects of job insecurity in a person-centred approach**  
*Eva Selenko¹, Anne Mäkikangas², Hans De Witte³*  
¹Loughborough University, ²University of Tampere, Finland, ³KU Leuven, Belgium

**Summary**

Modern employment situations are increasingly atypical, insecure and short-lived. Research shows that in general, work situations like these are health damaging and impair performance (e.g., Chen & Chang, 2008; De Witte, Pienaar, & De Cuyper, 2016; Schoss, 2017). However, insecure job situations are rarely a choice: Often people find themselves in uncertain employment as they lack alternatives. The pressing question hence is —when, in the sense of after how much time, do insecure jobs start having damaging effects? Surprisingly little knowledge exists on individual journeys through job insecurity and adaptation in general, probably due to the complexity of the topic (Almeida, 2005). According to adaption-level theory (Helson, 1949, 1964) the security of ones’ job is not evaluated in a vacuum, but judged in comparison to ones’ previous situation. The past experience hence serves as a frame of reference for present perception. In this line of thinking a job situation that suddenly becomes insecure after a period of stability and security would lead to a strong reaction. The same is true for an insecure job.
that suddenly becomes secure. However, job situations signified by stable levels of security (or insecurity) would lead to indifferent reactions over time.

This study focuses on a person’s identity as a working person as an outcome variable. Work is an important part of one’s self, and job insecurity has been found to undermine that part of a person’s identity. It is through this threatened sense of self that job insecurity then leads to negative effects (health problems, performance deterioration, turnover intentions and even political attitude change) (Selenko, Maekikangas & Stride, 2017; Selenko & De Witte, 2017).

Drawing on the Helson framework two propositions can be made: Firstly, people who are exposed to stable levels of job insecurity will not be affected in their sense of self. After perhaps an initial adjustment, their identity as a working person would remain stable. Secondly, people who report a change (increase or decrease) in job insecurity would report a consequential increase and decrease in their identity as a working person.

Part of Symposia
Topic: Psychological Assessment at Work

Paper 3: Using Experiential Sampling to Capture the Underlying Relationships Between Stress, Personality and Safety Behaviours
Emily Kitson1, Stephen A. Woods1, Emma Russell2
University of Surrey1, Kingston Business School2

Summary
This paper utilises the Conservation of Resources Theory and Trait Activation Theory to explain the relationships between stress, personality and safety behaviours. An experiential sampling approach was used on a sample of 23 operatives, totalling to 345 observations, which were analysed using hierarchical linear modelling with cross-level interactions for personality and stress. The results showed that stress was an outcome of safety compliance. However, when key traits of the Big Five were added to the model, safety participation also showed to be a potentially effective stress coping strategy for individuals whose traits would typically lead them to behave unsafely. Engaging in safety participation therefore seems to exhibit different effects for people based on their individual differences. The results of this study shed light on the theoretical and applied importance of examining safety behaviour as a dynamic rather than static construct.

Part of Symposia
Topic: Psychological Assessment at Work

Paper 4: The changing nature of vocational interests: New perspectives on interest development at work
Bart Wille, Ghent University

Summary
Vocational interests are valued in applied settings such as career counseling and, more recently, personnel selection because of their relative stability and their potential to predict long-term
outcomes. However, there is now mounting evidence of vocational interests also demonstrating significant ‘dynamic properties’, showing that there remains room for change in interests throughout adulthood (e.g., Hoff, Briley, Wee, & Rounds, 2018; Low, Yoon, Roberts, & Rounds, 2005; Schultz, Connolly, Garrison, Leveille, & Jackson, 2017). Importantly, research aimed at further investigating the developmental trajectories of vocational interests faces a sheer lack of guiding theory on this issue. Indeed, Holland’s (1959, 1997) seminal theory which has dominated the field over the past decades only indirectly mentions interest development and, when doing so, focusses on developmental processes in the period before adulthood. Further, turning to existing theory on the development of related individual differences such as personality traits proves unsatisfactory. For instance, the idea of normative maturation effects (e.g., Roberts & Mroczek, 2008) seems less relevant for vocational interest development as it is for personality development.

In this contribution, I introduce an alternative perspective on vocational interests which addresses this void in the literature. In part 1 of this talk, I present a transactional perspective on person-environment fit which specifies a number of concrete ideas on how adult interests develop over time in connection with (changes in) the work environment. Next, part 2 offers an initial empirical test of these ideas using data from a longitudinal cohort study which spans more than 20 years.

Interactive Session

Topic: Wellbeing and Work

Managing mental ill-health absence

Jo Yarker¹, Rebecca Peters¹, Rachel Lewis¹, Fehmidah Munir²
Kingston Business School¹, Loughborough University²

Summary

Common mental health conditions such as stress, anxiety and depression affects one in six employees in the UK (The Council for Work and Health, 2014), and account for 12.5 million days lost in the UK alone (HSE, 2018). There is an urgent need for improved management of mental ill-health absence. Employees experiencing mental ill-health typically report that their absence is poorly managed, while colleagues and managers often report that they lack the knowledge and skills to support the returning employee. This interactive session aims to do three things: introduce the evidence base, share practical tools and tips including a new online toolkit, and provide an opportunity for discussion for those interested in implementing solutions to support the management of mental health at work.
(S) Becoming a pracademic: Using academic approaches to answer burning questions.

Jo Yarker¹, Rachel Lewis²
¹Kingston University, Affinity Health at Work, ²Kingston University

Summary

"How can we support doctors when they make mistakes?", "What do board chairs think about the gender diversity?", "How do senior execs leverage their relationships?", "Why do people cycle to work?" and "How do we develop leadership with interpersonal mindfulness?". These are the questions addressed in this symposium by practitioners completing the new Professional Doctorate in Occupational and Business Psychology programme at Kingston University. Designed to bridge the scientist-practitioner chasm by enabling established practitioners to enhance their research skills, the programme has led to fascinating questions being explored using robust scientific approaches. This symposium includes five presentations each applying sound theory and research methodologies to answer real world concerns. It explores some of the challenges facing practitioners wanting to engage in research and the ways in which these can be overcome. This session will end with a Q&A where the group will answer questions about their research and share their experience of sitting across the academic-practitioner divide.

Ref: 1962 Part of Symposia

Topic: Research Design, Analytical Techniques and Practical Applications

Paper 1: ‘Doctors in their darkest hour’. An IPA study of NHS Doctors who experience second victim phenomenon

Donna Willis¹, Rachel Lewis², Jo Yarker¹
¹Kingston University, ²Kingston University, Affinity Health at Work

Summary

Second victim phenomenon describes the considerable suffering experienced by the health professional following an adverse event or near miss causing psychological distress. (Wu, 2000). The ‘first victim’ is the patient and family and the ‘third victim’ was latterly described as the health care provider or institution (Denham, 2007). Whilst considerable international research has been undertaken, very little is known about UK NHS doctors and physicians. Until this study, no published qualitative research explored the doctor’s lived experience of becoming a second victim.

Eight semi-structured, in depth, one-to-one interviews were conducted with eight NHS Doctors. Transcripts were analysed using interpretative phenomenological analysis (IPA) (Smith et al, 2009).

Three superordinate themes emerged and named as ‘carrying it’; ‘contagion’ and ‘coping’. ‘Carrying it’ describes the psychological burden and distress that Doctors carry for many years following an adverse event or near miss. Some doctors experience suicidal ideation and are medicated to relieve symptoms of depression. ‘Contagion’ details how some doctors experience general incivility from
colleagues who distance themselves from the second victim following the event and how this mark can remain ‘sticky’ (Bergman et al 2007) beyond a time when the doctor has been absolved of error or fault. Finally ‘coping’ describes ways by which doctors find ways of processing and coping with the distress they experience. These include education, helping others to talk about adverse events and knitting!

NHS doctors who experience second victim phenomenon are largely left to cope with the stigma or stickiness of the event and this can go on for several years beyond the time of the incident. NHS Trusts and medical leaders have a responsibility to support the doctor in difficulty following an adverse event and, where this takes place, the doctor feels able to return to work and function as a result.

Ref: 1963 Part of Symposia

**Paper 2: Developing leadership with interpersonal mindfulness**

*Emma Donaldson-Feilder¹, Jo Yarker², Rachel Lewis²*

¹Kingston University, Affinity Health at Work, ²Kingston University

**Summary**

The application of mindfulness and meditation interventions for leadership and management development is a relatively new area of research and practice, but one that is starting to generate promising evidence of the benefits these approaches can offer. Interpersonal mindfulness (IM) is designed to teach participants a relational form of meditation, bringing mindfulness to interpersonal situations; in a leadership development setting it therefore has the potential to offer not only the value that mindfulness and meditation bring, but also additional benefits in terms of developing leaders/manager participants’ relationship capacities. In this research project, we used a Delphi study approach to gather the views of experts on the application of IM to leadership development and to create a consensus on guidance designed to support the implementation of an IM-based leadership development intervention.

Ref: 1992 Part of Symposia

**Paper 3: “It’s the best part of my day”: A thematic analysis of why people cycle-commute?**

*Alan Redman¹, Jo Yarker², Rachel Lewis²*

¹Criterion Partnership, Kingston University, ²Kingston University

**Summary**

The benefits of cycle commuting appear self-evident, with evidence of positive contributions to congestion reduction, public health, and decreases in emissions and carbon. However, a recent systematic review (Redman et al, 2018) identified that research examining the benefits of cycle commuting has widely overlooked the psychological processes and individual differences that determine commuting mode choice. This qualitative study explored the determinants of cycle
commuting using a sample of 22 cycle commuters living/working and riding to work around the Brighton area. The participants were recruited against criteria for identifying regular cycle commuters (riding to work at least 3 times a week over a single trip distance of 3 miles or more) and took part in 1:1 structured research interviews that explored habits, decision-making and experiences relating to their commute. An inductive thematic analysis was conducted using all interview transcripts as the data set. Themes were identified using an iterative process to articulate the determinants that influence choices, decisions, habits, and perceived benefits associated with cycle commuting. The themes identified by the analysis process were expressed as a model that described the relationship between physical/objective factors (infrastructure and facilities); and psychological factors (well-being, utility, drive). The discussion explores how the Theory of Planned Behaviour can overlay this model to provide further insights into the mechanisms that link these themes to contribute to cycle-commuting decisions and habits. The study identifies directions for further quantitative study and initial recommendations for policy-makers.

Ref: 1838 Poster

**Topic: Psychological Assessment at Work**

**Game-Based Assessment: A Better or Beta Assessment of Entrepreneurial Outcomes?**

*Natasha Young, Birkbeck College*

**Summary**

Due to the limitations of traditional assessment methods, developments in workplace technology have led to the creation of Game-Based Assessments (GBAs) which provide rich data about performance in context, allowing judgements to be made about skills and attributes (Shaffer et al., 2009). Therefore, this study aims to provide evidence for the construct validity and thus, the contribution of a GBA assessing entrepreneurial tendencies. This is critical, as due to the weaknesses identified in traditional assessments alongside the identified strengths of GBAs, the literature suggests that GBAs have the potential to replace traditional selection and assessment methods. Moreover, as entrepreneurial traits are becoming increasingly sought after in the workplace, tools assessing these specific skills and attributes are becoming popular (Obschonka, 2014). This study utilises a cross-sectional design, with 121 respondents completing two self-report questionnaires and one GBA named Skyrise City (SRC; Arctic Shores, 2017).