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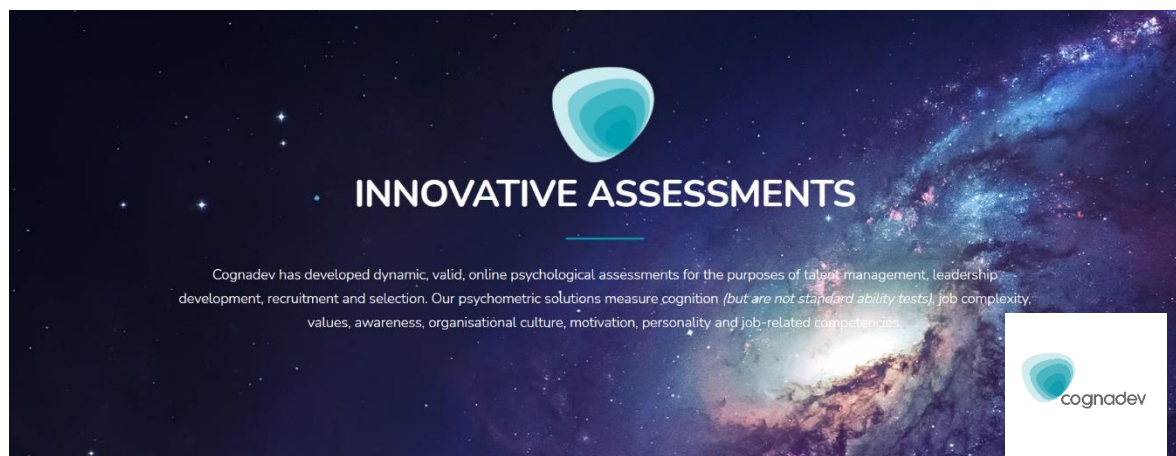
SOCIETY FOR INDUSTRIAL &
ORGANISATIONAL PSYCHOLOGY OF SA

ABSTRACT BOOK

**23rd ANNUAL
SIOPSA
CONFERENCE**

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WELCOME TO THE 23rd ANNUAL SIOPSA CONFERENCE

RE-HUMANISING WORK

PEOPLE AT THE CENTRE - FROM HUMAN CAPITAL TO HUMAN WORKERS

The annual SIOPSA conference is the flagship event and largest convention of Industrial and Organisational Psychologists in South Africa. As a scientific conference, it brings together the latest evidence-based insights, learnings and case studies within the field of I/O Psychology. This year, through our theme “Re-humanising work”, we have taken a broader approach by appealing to our traditional audience of IOP practitioners and academics as well as individuals from related behavioural sciences, people practitioners and business leaders.

The 2021 SIOPSA conference seeks to re-introduce humanity and the people who form part of the workforce as the lead characters in the world of work. This is as the backdrop to the various elements that have taken precedence and overshadowed what Deloitte (2021) refers to as an organisation that is “distinctly human at the core”.

Being distinctly human at the core is not just a different way of thinking and acting for organisations, but a different way of being that approaches every question, every issue, and every decision from a human angle first (Deloitte, 2021). It is the fusion of profit-making and revenue growth anchored in a set of human principles such as purpose, meaning, ethics and fairness. This means integrating economic and social value by being “market-driven and purpose-led”, keeping in mind both employees and the network of stakeholders that the business has the ability to impact (Deloitte, 2021; Galera & Borzaga, 2009). This year’s theme will be explored with the following sub-themes:

- Humane leadership in times of crisis
- Psychological well-being in a turbulent era (psychological safety and the role of the psychological contract)
- Humane workplaces: role players and enablers of this process
- Diversity, Equity & Inclusion as a foundation of humane workplaces
- Returning human dignity to the workforce (decent work, underemployment, and psychological effects of job losses)

Driving diversity and inclusion has been a key focus for this year’s conference and this was reflected in the manner in which we selected top, world renowned experts of a diverse nature as our keynote speakers. We are honoured to have as keynote speakers; Prof. Stella Nkomo (renowned professor and leader in human resources) Dr. Stephanie Creary (diversity and inclusion scholar and thought leader), Dr. Thema Bryant-Davis (licenced psychologist, professor and mental health expert), Dr. Andrew Johnson (Eskom Chief Learning Officer and SIOPSA past president), Dr. Armand Bam (Scholar and researcher as well as Head of social impact at Stellenbosch University Business School) and Prof. Nathan Kuncel (distinguished professor of industrial-organisational psychology).

The following continuous improvement measures were put in place for the 2021 conference:

- A high-profile media partner that provided national visibility for the conference through four sponsored marketing slots to SIOPSA EXCO members on The Morning Show.
- Keeping lines of communication with stakeholders such as EXCO, SIOPSA staff, abstract committee and CPD chair open from the beginning to ensure effective collaboration across the multiple work streams.
- Selecting a topic that has a broad appeal outside IOP practitioners by consulting both IOP thought leaders and leaders from other fields e.g. business.

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ABSTRACT BOOK COMPILATION

Abstract coordinator	Kirstie Meehan
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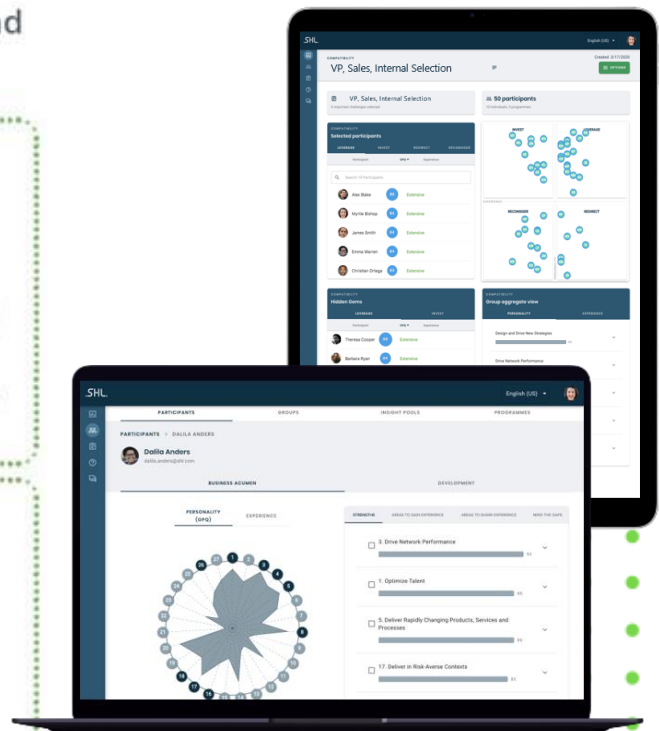
ABSTRACT SELECTION PROCESS

The organisers of the 23rd Annual Conference of SIOPSA have called upon IOP practitioners, behavioural experts, researchers, psychologists, business and industry leaders and other interested stakeholders to submit their abstract papers. Approximately 70 abstracts have been submitted to the abstract committee for review. The focus for this year has been on quality and broadening the speaker pool in terms of diversity as well as being intentional about finding a fresh breed of expert speakers. The quality of submissions was most impressive, and we accepted approximately 90% to be included in the conference programme.

The submission format, review process and acceptance of abstracts handled by the Abstract Review Committee of SIOPSA. All abstracts submitted for the conference were subjected to a blind review process. The Abstract Review Committee chaired was chaired by Prof Leon De Beer and assisted by Lome Koekemoer, Kim Dowdeswell, Petrus Nel, Prof Melinde Coetzee, Dr Nicola Taylor, Dr Dieter Veldsman, Dr Prof Chantal Olckers, Dr Herbert Kanengoni and Phiona Martin.

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PROGRAMME DAY ONE

Keynote Address

Professor Stella Nkomo

Title: Imperatives for Re-Humanising Work

Re-humanising work is an imperative given the challenges facing organisations in a global pandemic context where the temptation to use technology to do business as usual may engender even more in-human and distant relations between employers and workers. Thus, re-humanising work requires creating humanistic organisations, humanistic leadership, and achieving the elusive goal of a workplace free of all forms human inequality.

Title: Decent work amongst blue-collar workers.

Speakers: Esli Kekana and Prof Eileen Koekemoer

Type: Research Presentation

This research expands our understanding of decent work at a micro-level by qualitatively exploring its conceptualisation amongst a neglected group of people that the Psychology of Work Theory (PWT) was actually developed for, namely unskilled and semi-skilled workers in a developing economy (i.e. blue-collar workers). To this effect, purposive sampling was used to

select a diverse group of 66 blue-collar workers in a manufacturing company in South Africa. In total, 13 focus group interviews were conducted, and an interpretive phenomenological approach was applied to analyse the participants' responses to the focus group questions. The data was analysed using the hermeneutic circle and units of meaning were determined that illuminated the phenomenon at hand. The findings indicated that contradictory to the International Labour Organization's definition of decent work, the concept represents not only objective dimensions but also subjective dimensions. Objective dimensions include job characteristics and resources, working conditions and skills development, while subjective dimensions include aspects such as competence and fairness. Additional findings revealed how family responsibilities, factors influencing one's ability to work and intrapersonal factors all impacted the perception of decent work in this sample of blue-collar workers. Themes related to the outcomes of decent work, such as security, protection against loss of income and gaining transferrable skills, were also reported.

This research contributes to the existing scientific knowledge surrounding the PWT by defining its central variable (decent work) more richly and from a psychological perspective, and by identifying potential

antecedents and outcomes of decent work that have not been included in the PWT to date. At the academic level, the research contributes value by focusing on an underrepresented population in Vocational Psychology research – both in terms of demographics (blue-collar workers) and context (a developing country, South Africa). As for its practical contribution, the research points the way to a more accurate measurement of decent work as a psychological construct. The results of such measurement should enable organisations to align their practices to their employees' experience of decent work, as well as yield insight into how national legislation could be amended to enhance non-permanent employees' experience of decent work. Finally, the findings should enable vocational practitioners to tailor their services to meet the actual constraints their clients (blue-collar workers) face and to coach them towards behaviours that are likely to increase their probability of securing decent work.

Keywords: decent work, blue-collar worker, psychology of working theory, decent work scale

Title: Ubuntu at the core of business and societal relationships: Leading Africa forward.

Speakers: Dr. Siphokazi Ntetha & Dikeledi Seleka

Type: Master Tutorial

Introduction

Organisations that will thrive in the future are those that can re-imagine a new reality that is connected to a greater story of our humanity (Deloitte, 2021). Ushered by rising volatility, uncertainty, complexity, and ambiguity (Stiehm & Townsend, 2006), the COVID-19 pandemic has added another layer of disruption. The ground has shifted, and the subsequent distressed market and traumatized society are indications of how business and society are intricately linked. This is particularly true in Africa where business should play a greater role in economic development.

Could 2021 be an invitation to lead more humanely as organisations continue to navigate new workplace terrains? Attuned to the African culture, ubuntu offers a unique lens to leading more responsibly and inclusively. The application of both (ubuntu) acknowledges socio-economic, political, and the ecological landscape and has the potential to become a resource, principle and norm for fostering sustainable work cultures and overcoming challenges in Africa (P LenkaBula, 2008; Ntetha, 2018).

Objectives

This masterclass aims to:

1. Propose a paradigm shift towards post-heroic leadership in Africa
2. Position 're-humanising the workplace' as an opportunity for a closer synergy between business and social value

-
3. Explore the role ubuntu plays in nurturing relationships within the social enterprise.

Approach

- Building on a previous case study research on ubuntu related leadership in Africa, we expand on this masterclass using a review of papers, action research, and observations.

Conclusion

- Taking on an ubuntu lens in how we lead, helps us to better leverage relationships towards inclusive success.
- Ubuntu through intentional behaviour change, has the power to restore respect and dignity to individuals, businesses, organisations, nations and the environment. When we behave differently, people and nature will respond differently (Tutu, 2004).

Practical significance & contribution

The paradigm shift towards re-humanising work can play a broader role in building empowered citizens, fostering a sense of belonging to communities we care about, and instilling hope in our humanity for a brighter Africa.

Title: #Cultivating Wellbeing at Work: Contributions from the Applied Organisational Neurosciences

Type: Panel Discussion

Part one: Ethical Challenges and Opportunities

Speakers: Prof. Dirk Geldenhuys; Dr Andrew Johnson, Stefan Botes, & Ingra du Buisson-Narsai

Introduction

Applied Organisational Neuroscience is a promising discipline that explores the neural architecture of human behaviour in organisations. It is an emerging interdisciplinary field that sheds new light on current workplace psychological phenomena. However, research and practical applications in organisational neuroscience pose several challenges and opportunities to enhance IOP practitioners' ethical behaviour.

Objective

To contribute towards the debate in defining Applied Organisational Neuroscience, its integration with Organisational Psychology and its ethical and responsible use.

Approach

To discuss and provide different emerging perspectives on ethical conduct in Applied Organisational Neuroscience via a synthesis of formal academic research findings, lead body publications, and consulting practices in formal Organisations.

Results

The panel will share current themes in Applied Organisational Neuroscience and its responsible practice. Ethical concerns will be covered, including the errors in making causal connections between the brain and organisational behaviour phenomena, small research samples involved in neuroscience studies, lack of replication studies available and the lack of convincing application and implications to organisational psychology. Opportunities for how ethical conduct of practitioners can be enhanced will be included

Conclusion

The panel discussion will aim to leave the participants with - (1) Theoretical and practical insights into the current body of knowledge of Applied Organisational Neuroscience and its assimilation with Organisational Psychology (2) A raised awareness of ethical and responsible use of Applied Neuroscience in the world of work.

Part two: Wellbeing Applications from Unique Neuroscience fields

Speakers: Zahirah Phatudi, Jenny Venter, Rob Jardine, Prof Dirk Geldenhuys, & Ingra du Buisson-Narsai

Introduction

A neuroscientific lens into wellbeing can help build behavioural flexibility and human flourishing at work and in life. This master class is about key neuroscientific theories, approaches and practices that propose

workplace wellbeing as a “skill” that can be developed.

Objective

A synthesis of findings from evidence-based consulting practices and academic research in formal Organisations will be presented. The evidence base for this presentation comes from various theories, including

1. Social Cognitive Neuroscience
2. Affective Neuroscience
3. Neuropsychotherapy
4. Positive Neuroscience
5. Contemplative Neuroscience

Approach

The master class presentation framework will cover (1) the specific Wellbeing application, (2) the underpinning Neuroscientific theory and mechanisms, and (3) An evidenced-based intervention example.

Results

The masterclass panel will demonstrate the value of various Neuroscientific approaches as both an interpretive lens and an intervention modality to enhance workplace wellbeing.

Conclusion

This master class presentation aims to leave participants with theoretical and practical insights into some of the key Neuroscientific theories and their workplace wellbeing application. The

intention is to create an awareness of how Applied Organisational Neuroscience can help learn new well-being habits as an essential way of life in organisations.

Title: Wellness: A Johannesburg Stock Exchange case study

Speaker: Donald Khumalo

Type: Case Study

Introduction/rationale

2020 showcased several new human capital initiatives and campaigns within organisations that aimed to soften the impact of the COVID-19 pandemic on their employees. Far too often, such initiatives are founded with heightened excitement and vitality, yet are left to collect dust once the thrill of something new has died down. In instances where organisations slowly begin to understand the importance of humane leadership and launch campaigns to promote employee welfare, the Johannesburg Stock Exchange (JSE) is the trailblazer. This case study dives into the exciting journey that the JSE has embarked on to promote the holistic well-being of all its employees.

Objective(s)

HR director, Donald Khumalo, joined the JSE in 2016 when the company was facing new threats by entrants who had been awarded exchange licenses. No longer being a monopoly, the JSE was faced with a new challenge to remain ahead of its new competitors. This led to the development of

the JSE's five-year plan and the creation of 'The JSE Way', which sought to transform a culture of complacency into one guided by service, leadership, empowerment, efficiency, and people. The objective of this study is to present the various groundbreaking human capital initiatives that focused on employee wellbeing and led the JSE into a new world of work.

Approach

The South African Depression and Anxiety Group (SADAG) reported that it received more calls from individuals feeling anxious and depressed during the COVID-19 lockdown, primarily due to concerns relating to job security and finances (South African Depression and Anxiety Group, 2020). With a greater light shining on organisations' wellness initiatives, it can be beneficial for leaders to learn how various organisations have led their people during a crisis.

This case study has the following agenda points:

1. JSE's gender-neutral parental leave policy.
2. The introduction of 'No Meeting Wednesdays'.
3. Additional internal human capital policies initiated by the JSE.
4. Leading people during a crisis, The JSE Way.

Results

Research has shown that initiatives such as paid leave from work for new parents do

not have substantial negative employment or economic consequences for organisations (South African Depression and Anxiety Group, 2020). The case study will share the impact of the various human capital initiatives put in place by the JSE and discuss how 'The JSE Way' has helped to move the organisation toward a culture that is committed and responsible to its people. The various lessons learned, successes and possible challenges will also be deliberated, with a special focus on how leaders can inspire change and promote a humane workplace.

Conclusion

Although the topic of employee wellbeing and care has received increased attention during the rise of COVID-19, organisations should not lose interest in caring for their people as the world seeks to find ways to return to 'normal'. This case study hopes to showcase various approaches organisations can take to practically enhance the wellbeing of their employees and spark discussion around how human capital initiatives can lead organisations into sustainable and progressive change.

Title: Job insecurity, facades of conformity and burnout during the Covid-19 pandemic.

Speakers: Prof Fiona Donald & Tshepo Tumelo

Type: Research Presentation

Introduction

Facades of conformity (FoC) are used to create the impression that an employee embraces organisational values, despite the employee not supporting these values. This creates inner tension in employees and contributes to de-humanising the workplace, with the potential to reduce employee well-being. The aim of FoC is to be perceived more favourably and gain acceptance and a sense of belonging. Although FoC have been studied mostly in developed countries, they are likely to be applicable in organisations in Southern Africa due to the diversity of employees. We argue that FoC are likely to be used in situations with job insecurity, such as the current Covid-19 pandemic where many people have lost their jobs.

Objectives

The study aimed at examining FoC as a mediator in the relationship between job insecurity and burnout in the context of the Covid-19 pandemic.

Methods/Approach

The cross-sectional study included voluntary 139 participants from a variety of organisations, mainly in South Africa and Botswana. Purposive sampling via social media was used. Measures included the Job Insecurity Inventory (De Witte, 2000), the Oldenburg Burnout Inventory (Demerouti, 1999) and the Facades of Conformity scale (Hewlin, 2009). Correlations and hierarchical multiple regressions were used to analyse the data.

Results and Conclusions

The sample presented with moderate perceived job insecurity and FOC; and moderate to high burnout. Disruption resulting from the pandemic was related to perceived job insecurity, FoC and burnout. FoC mediated the relationship between job insecurity and burnout. The mediating effect of FoC was robust and remained significant after controlling for demographic variables. It was concluded that FoC should be considered when considering burnout.

Practical Significance & Contribution

This study contributes to an understanding of factors that contribute to employee burnout by including FoC. As far as we could ascertain, it is the first study that focuses on FoC in Southern Africa. In addition, it identifies stressors in the context of the pandemic. Creating organisational cultures where employees feel comfortable expressing their true views rather than using FoC is likely to increase debate about organisational culture and strategy, contribute to organisational effectiveness, improve employee well-being and assist in re-humanising the workplace. Strategies for achieving this will be discussed in the presentation.

Title: AI with a Human Touch: The validity and fairness of AI-enabled video assessments in the South African context.

Speakers: Prof Hennie Kriek & Kim E. Dowdeswell

Type: Research Presentation

Introduction/rationale

Organisations' digital-enabled responses to COVID's unprecedented disruptions have highlighted again the fundamental role technology can play in enabling organisations' continuity and performance. Artificial intelligence (AI), one of the latest evolving technologies to impact talent management and the field of IO Psychology, is no exception to this, and similar to previous technological advancements in the talent space, the adoption and use of AI-enabled applications brings its own challenges and opportunities. With the number of local organisations looking to adopt AI-enabled assessment technologies such as AI-evaluated video interviewing increasing, we undertook an investigation examining the validity and fairness thereof within the South African context.

Objective

Our key research question was "Can AI successfully predict behavioural competency ratings from video interviews of diverse candidates in the South African context"?

Method/approach

A client organization in the food manufacturing and consumer goods industry provided permission to draw on over 1,500 AI-evaluated video interviews of

graduate applicants, completed in 2020. In terms of the research approach followed:

- A stratified random sample of 200 interviews was drawn from the top, middle and bottom tiers of applicants as determined by the AI algorithms.
- The gender split of the sample was 56% female and 44% male; the ethnic composition included 90% Black (i.e., African, Coloured and Indian) candidates.
- 22 registered psychologists/intern psychologists evaluated the interviews, with each interview rated independently by two raters.
- The ratings determined by the human raters were compared to the applicants' AI-determined scores.
- From a fairness perspective, an analysis of potential group differences (still to be conducted) will also be shared.

Results

A substantial level of agreement was found between the human raters' evaluations and the AI-determined scores; observed correlations ranged from .51 to .70, with an average coefficient of .628. Discriminant validity (between the AI-determined scores and cognitive ability results) was also observed.

Conclusions

In line with international findings, the results are strongly supportive of the convergent validity of AI-determined

competency scores in the South African context and suggest the scoring algorithms may be used by local organisations with confidence. While many organisations have responded to economic hardships brought on by COVID by placing temporary freezes on hiring, the substantial job losses of 2020 suggest that recruiters may expect a massive influx of candidates once hiring resumes. In such a scenario, we believe the inclusion of AI-enabled applications will go a long way to supporting recruiters in managing increased volumes in a fair, efficient, and effective manner.

Title: Authenticity, diversity and inclusion: A case study.
Speakers: Dr. Ruwayne Kock & Ceri Mongie
Type: Case Study

Introduction

SHL has long viewed diversity, equity and inclusion (DEI) as essential to the organisation. However, the death of George Floyd and the advent of the Black Lives Matter movement has sparked an intensified focus on this topic. These events became the catalyst for open communication about how SHL employees were feeling, regarding DEI at work. Feedback from these channels reflects broader South African research and highlights the fact that some Black employees feel psychologically unsafe to reveal their authentic work identities.

Rationale: Organisational research shows that marginalised employees, such as Black ethnic groups, often struggle to be authentic at work. These employees frequently use strategies to influence their colleagues' impressions, which may subtly alter or mask their work identities. Both local and international research into marginalised employees demonstrates that individuals who constructed an authentic work identity felt better about themselves and achieved positive work outcomes. Hence, we introduced to SHL South Africa the authentic work identity perspective for DEI.

Objectives

Our organisational development approach focused on:

- Empowering individuals to self-express their multiple identities at work.
- Facilitating forgiveness to create social cohesion at work.
- Building leadership skills to create positive experiences for all at work.

Approach

SHL Global has introduced initiatives to ensure the organisation becomes more diverse and inclusive. Consistent with this approach, SHL South Africa conducted seven online workshops over a three-month period, to help employees feel psychologically safe to demonstrate more of their authentic selves at work. Open discussion on these topics established the foundation for transformation of the

organisation's culture – to become more diverse, equitable, and inclusive. Following these workshops, we conducted programme evaluation surveys.

Results & Conclusions

Results from the evaluation survey showed some differences regarding how racial groups experienced the workshops. A survey to measure the behaviour change of employees and managers will be completed in May 2021, and three months later a follow-up survey will be conducted. SHL South Africa has placed DEI at the core of its business by introducing a clear vision of, and commitment to, ways in which the organisation will become diverse, inclusive, and authentically unique. A 21-day challenge of inclusion was introduced, to embed behaviour change within the organisational culture. A DEI task team was created to drive the culture change throughout SHL SA.

Practical Significance

Our case study contributes to the DEI discipline because:

- It provides an authenticity perspective which encourages conversations about race at work.
- It shows how a social identity approach to inclusion can enhance the sense of belonging of employees at work.
- It demonstrates how forgiveness can serve as a catalyst for social cohesion at work.

- It deepens our understanding of how to bring about DEI behavioural change at work.

Title: Supporting ethical and humane practices: How prepared are Industrial Psychologists to counsel in the workplace?

Speakers: Prof. Marieta du Plessis, Prof. Lené Graupner, Dr. Chris Jacobs, Sendry Moralo & Prof. Ameeta Jaga (UCT)

Type: Panel Discussion

Underlying issue

As a psychologist in the workplace, the Industrial/Organisational Psychologist (IOP) often serves as the 'first responder' to help employees manage job-related distress and trauma (Neal, 2020). The literature suggests, however, that even before the COVID-19 pandemic, IOPs did not feel adequately prepared for their role as workplace counsellors (Barnard & Fourie, 2007; Jorgensen-Graupner & Van Zyl, 2019). This feeling or notion could be ascribed, at least partly, to the lack of IOPs' exposure to structured guidelines, models, frameworks, or meta-theories to inform workplace counselling (Barkhuizen et al., 2014). Alternatively, it seems that many IOPs feel uncomfortable with their level of competence in counselling, and may prefer not to counsel employees, due to the perception that such a role falls outside their scope of practice (Du Plessis & Thomas, 2021; Jorgensen-Graupner & Van Zyl, 2019). However, four HPCSA official

documents state that the industrial psychologist should be able to address behaviour, rectify and relieve emotional, behavioural or adjustment problems by utilising psychological counselling to prevent mental illnesses of employees. If this is not done, the question should be asked if Industrial Psychologists function in the full scope of their role as psychologists and behavioural scientists. An alternative question is whether the contemporary role of the IOP does indeed involve counselling at the individual level; as it is not viewed as an effective use of either their time or their skills.

During the recent SIOPSA 2020 annual conference, a feedback session on the general problems found during the HPCSA board examination indicated that most IOP interns did not view themselves as psychologists or behavioural scientists, nor could they diagnose workplace psychopathology (Van Vuuren, 2020). This view is echoed by IOPs in practice (Du Plessis & Thomas, 2021), with a subsequent blurring of the boundaries between counselling and coaching. IOPs who do take up the role of counselling, are not able to process such fees under the 'medical aid' claim system with medical aids embracing overall behaviourally-based well-being applications to manage health and well-being.

The panel discussion aims to present critical views on the practice of counselling

by IOPs. Questions to the panel will include:

- From an ethical stance, is avoidance of counselling by IOPs causing harm?
- What seems to be the problem with postgraduate training of workplace counselling to Masters students as well as IOP internships?
- What variables in the workplace empowers or disempowers the IOP to engage in counselling?
- What opportunities exist if IOPs engage in more workplace counselling?
- How can awareness in the workplace and society be created so that IOPs can better engage in workplace counselling?
- A question to the audience - what should the IOP community do to close the workplace counselling gap?

Structure of the session

An overview on the current research relating to counselling training and workplace practice will be used to set the scene. The chairperson will also refer to relevant legislation and guiding documentation for IOP professional practice, specifically as it relates to the provision of counselling. This will be followed by questions to the panel, and engagement. The last 20-30 minutes of the session will be used for questions from the audience.

Title: Grief at work: psychological wellbeing for line managers & employees.

Speaker: Dr. Stanley Arumugam

Type: Case Study

Introduction

The purpose of this case study is to increase understanding about grief and its possible effects in the workplace and particularly in this time of COVID. I will explore psychological approaches to understand the grieving process at work; and how organizations respond to grieving employees in both policy and practice. The similarities between individual grieving and organisational change capacity will be discussed.

Objectives

Aims of the case study:

- To explore models of grieving and its application to grieving at an organisational level;
- To discuss employee and team experience of grieving and role of line manager in supporting staff, during the COVID pandemic; and
- Organisational change and grieving strategies aligned to wellness procedures.

Approach

- Case study approach based on my experience as a line manager and psychologist assisting staff during the covid pandemic.

- Relevant literature review to supplement theoretical perspectives on grieving, organisational change and workplace psychological readiness.

Practical Significance & Contribution

The case study will assist IO Psychologists:

- Have a better understanding of individual and organisational grief;
- Provide a safe space for processing personal grief;
- Assist line managers in supporting their staff experiencing grief;
- Provide practical guidelines for grief and coping practices in this covid pandemic; and
- Raise awareness of organisational mental health.

Title: People Assessments in Industry (PAI) presents a South African practitioner overview of the current Assessment landscape.

Speakers: Nivy Moodley, Sherwyn Roussouw & David Bischof

Type: Case Study

People Assessments in Industry (PAI) was established in 1998 to proactively engage various stakeholders interested in psychological assessment in South African industry. PAI functions as an interest group of the Society for Industrial and Organisational Psychology in South Africa (SIOPSA) since 2005. The purpose of PAI

is to ensure testing exists in the South African context as a value-adding, ethical and fair practice.

PAI ran a survey during 2017 to obtain the views and perceptions of assessment practitioners on the current South African Assessment landscape and then presented the findings across the country through the SIOPSA regional branches during 2017 and 2018.

Following significant assessment legislative changes and with technology playing an increasingly prevalent role in assessment design and usage, PAI decided to run a follow-up survey during 2019.

The presentation will provide insights on the survey results, focussing on areas such as the impact of Covid-19 on the assessment landscape; trends around assessment usage; technological advances in assessments and the impact on this on the training of Psychologists and Psychometrists; the impact of legislative changes on the assessment environment; the fair and ethical use of assessments and the support required by practitioners in the ever-changing assessment landscape. The event will also provide practitioners with an opportunity to ask questions and share their experiences and views.

Keynote session: Dr Stephanie Creary

Title: Facilitating Conversations About Race in the Workplace: The RACE Framework

Around the world, calls for racial equity, justice, and inclusion have become ever more common. Countless companies have spoken out publicly against racism and other injustices and have begun to enact plans to tackle these issues, both internally and externally. While evidence of racism abounds, formal conversations about it in corporate workplaces have, until recently, been rare. The marginalization of race/ethnicity as a worthy topic (and experience) has historically worked with other forces of systemic racism to make having these workplace conversations difficult. For instance, research on the experiences of Black employees in the US reveals several recurring themes which demonstrate that the workplace is often toxic to these employees, and that they are discouraged from sharing or protesting their negative experiences.

In summary, Black employees often contend with everyday racism, which can contribute to depression, anxiety, and social isolation at work. Black employees are often asked to live in two distinct worlds, keeping their daily and racialized experiences as Black people strictly separate from the world of white Eurocentric professional standards, cultural values, and social norms. Black employees are less likely to be granted

leadership roles. Across the board, studies find that Black employees' experience of inclusion and belonging depends not only on changes in workplace structures and culture, but also on changes in social relations. Thus, if we are to mitigate the harmful effects of racism, talking about race and ethnicity at work is important. In this keynote, Dr. Creary will share insights on race and identity from management scholarship and practice and will draw on her RACE framework, which is grounded in research, teaching, and practice, to reveal how leaders and educators can facilitate more effective conversations about race in the workplace.

Title: Legitimate Organisations: places where we can thrive and value our shared humanity

Speakers: Gail Wrogemann, Dr. Rean du Plessis, Beverley Whitehead, Kgomotso Malinga, Stefan Botes, Steven Breger, Dr. Viveka Christerson & Dr. Thandiwe Gama

Type: Panel Discussion

Introduction/ rationale

To create legitimate organisations many vectors must be considered and addressed. These range from the core ideology of the organisation, inclusive of the purpose and the values of the organisation, the leadership as well as the culture that informs the way organisations respond to global or local disruptions. The culture also has a bearing on how teams

are formed and how they are structured and respond on a psychodynamic level. All these vectors need to be aligned with the intention to create a safe and human workplace. Only then would places of work be psychologically safe for us all to thrive in.

Objective

The coaching and consulting practitioner needs new levels of insight and knowledge given the current environment. New understanding requires a revisiting of the range of relevant perspectives, and an updated view of the application of knowledge. This panel discussion will highlight identified and relevant perspectives for the practitioner in practice.

Methods/approach

Through positioning statements of the following range of topics, a panel discussion would be facilitated by a moderator:

- Organisational values and core ideology
- Legitimate Leadership: Care and grow model
- Emerging a new generation of legitimate leaders
- A narrative frame for sustaining workplace and work-life well-being in a turbulent era addressing:
 - Emergent ways of working
 - Practitioner and organisational values, ethics and codes as intersecting 'beacons of hope'
 - Psychological safety and the role of the psychological contract
- Belonging and split loyalties in teams
- Coaching for authentic leadership – for developmental transformation, psychological safety, trust, innovation, and the courage to be vulnerable.
- Case studies referenced to describe how these vectors are leveraged to create healthy and humane workplaces

Results and Conclusion

In current circumstances, there is an opportunity to lead and facilitate differently - towards re-humanising work. The application of current knowledge sets needs critical re-evaluation. The discussion will follow a framework structure of practitioner and client - organisation, leadership, and team.

Practical Significance & Contribution

The benefit to the practitioner is in the consideration of the range of necessary skills and areas of professional practice. From professional indemnity concerns, professional guidelines, the redesign of processes and practices for delivery, to understanding the deep impact on the organisational and team's ability to deliver.

Title: Leadership as a predictor of diversity climate: A dominance analysis

Speakers: Dr. Sean Mccallaghan & Prof. Marita Heyns

Type: Research Presentation

Introduction

Globalisation and access to global markets have led to organisations intentionally diversifying, mainly due to advantages associated with heterogeneous workforces. Benefits include improved work-related outputs, creativity, and productivity. Regrettably, increased diversity also attracts negative consequences such as counterproductive behaviours, prejudice, and discrimination. The study of diversity-related perceptions, also known as diversity climate, has intrigued both scholars and practitioners and is considered an accurate indication of how well an organisation manages diversity.

Objective

Scholars and practitioners are intrigued to find solutions towards the creation of a conducive diversity climate. The answer may be found in leadership. Literature indicates leadership can influence a diversity climate. Yet, it remains silent on which type of leadership would contribute the most towards a conducive diversity climate, especially in rapidly diversifying environments. Consequently, the primary objective of this study was to examine the effect of leadership on a diversity climate, including which type of leadership would contribute the most towards a diversity climate.

Method

The quantitative cross-sectional study collected 262 responses from a convenience sample. Participants from the economic hub in South Africa completed measures of diversity climate perceptions, transformational leadership, transactional leadership, servant leadership, and destructive leadership. Human resource managers at target organisations facilitated data collection. Statistical analysis included confirmatory factor analysis, reliabilities, descriptive statistics, correlation analysis, standardised regressions and a dominance analysis. A dominance analysis can demonstrate the relevant importance of each predictor in a specific model and was the preferred method to achieve the primary objective.

Results

A reliable and valid model found evidence to indicate leadership would predict a conducive diversity climate. Standardised regressions indicated a diversity climate would improve with the enhancement of transformational leadership transactional leadership, servant leadership and a reduction of destructive leadership. The dominance analysis showed transformational leadership explained 9.7 % of the overall average change in diversity climate and was the largest contributor (47%).

Conclusion

Organisations who wish to benefit from diversity-related consequences should target their efforts towards stimulating a

visionary leadership characterised by role modelling, goal acceptance, intellectual stimulation, and fostering high-performance expectations.

Value-added

Literature is silent on which leadership style will contribute towards a conducive diversity climate. The study contributes towards the specific research opportunity. A focused development approach would allow organisations to concentrate resources towards the optimal diversity-related leadership development economically.

Title: Protection of Personal Information Act - what you should know.
Speaker: Gilles Van De Wall
Type: Master Tutorial

“The burning question with regard to Privacy Protection in South African is not why we must comply, but when are we going to complete the process? POPIA is in full swing and although the final compliance date has been extended from 1 July 2021 to 1 February 2022, the personal liability associated with non-compliance with the provisions of the Act requires immediate compliance. High priority in terms of POPIA compliance should translate to readiness of the organisation with a concrete Personal Information Impact Assessment (PIIA) and action plan embodied in a compliance framework, being implemented.

‘Do not go gentle into that good night’, but wake and take action today”

Title: Being future-fit as Industrial-Organisational Psychologist – engaging effectively with the fourth Industrial Revolution.

Speakers: Theo H Veldsman with Research Stream Leads: Crystal Hoole, Dr. Sharon Munyaka, Dr. Ruwayne Kock, Shirleen Titus, & Dr. Natasha Winkler-Titus.

Associates: Ravi Guinness, Ester Kruger, Petrus Nel, Natacha Starke, Kim-Lee Wentzel-Ricketts, & Dieter Veldsman.

Type: Panel Discussion

The world is in the throes of the Fourth Industrial Revolution (4IR). The Revolution is enhancing and transforming our societies and people’s mode of existence, functioning, and delivery capacity in radically new and different ways, particularly also the world of work. By all accounts, and from all perspectives, the future world of work is going to look fundamentally and radically different.

The aim of the seminar is to report back on an 18 month future-search, research project under the auspices of SIOPSA, undertaken to explore and discover from an IOP perspective, the workplace of the future - five to ten years out - with a particular focus on 4IR, but also on the unfolding 5IR. The overall thrust of the project was to uncover what a humane

workplace of the future could and should look like. In this process, concurrently also to chart the required realignment of IOP in all its facets – in intent, focus, content, and mode of delivery - to the future workplace needed to make and keep IOP as science-practice, and IOPs, future-ready and -fit.

Five, reciprocally interdependent, research streams were explored in the future-search project which will be explicated in the seminar: the changing world of work; IOP's future Moral-Values-Ethics base; IOP's future-fit response; IOP's future capabilities, education, training, and development; and critical IOP future-demanded research.

This project resonates strongly with the SA government's national initiative and commission on the 4IR whose report has been released earlier this year.

Title: Crafting inclusive organisations - taking up our societal role.

Speakers: Dr. Rica Viljoen, Dr. Anna-Rosa le Roux & Charlene Moodly

Type: Case Study

We utilise a case study approach in the Mining Industry in South Africa to illustrate the role of the scientist-practitioner in leading disruptive change, positively, utilising it as a springboard to emerge new realities and (re-) direct growth exponentially. This case highlights the transformational science-practitioner

approach to organizational culture and leadership development in 2020, a year in which the COVID-19 pandemic not only amplified the vulnerability to know external environmental and competitive trends, but also necessitated an immediate redesign of priorities and human strategy to mitigate its cataclysmic impact. In response, the case organization prioritized individual growth, psychometric assessments, and a virtual way of delivering OD and growth interventions to provide robust support to leadership, mitigate the risk of lowering the capacity to cope with environmental demands and build a collective leadership capability that can be viewed as integral, interconnected and characteristic of inclusivity.

The strategy simultaneously pursued both expansion and deepening of the corporate culture, with the bridging of corporate boundaries, community and identities while intimately drawing closer in support of people within the organization. While a values-based culture was purposefully advanced through the enablement of future ready and strategic leadership, multidirectional communications channels and modes allowed leadership and teams to collaborate and provide psychological safety. Progress on all strategic focus areas proceeded faster than anticipated and highlights are documented in the growth of BarOn EQi scores, the change state indicator and the BEQ.

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Faculty of Economic and Management Sciences



Industrial and Organisational Psychology

Human Resource Management



Labour Relations Management

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- Programme faculty members are actively involved in the professional bodies (SABPP/SIOPSA).
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PROGRAMME DAY TWO

Title: Thinking human first: Designing a human-centric talent acquisition experience in a multi-national insurance organisation.

Speakers: Marna van der Merwe & Dieter Veldsman

Type: Case Study

Introduction

The fourth industrial revolution, the Covid-19 pandemic and the insurgence of work-from-anywhere practices are fundamentally changing organisational workforce strategies. Skills scarcity, automation and changes to the psychological contract have highlighted a need to re-evaluate talent management approaches. Employee experience has become a differentiating factor that engages potential talent through memorable moments. Experience outweighs efficiency, with talent practitioners reframing the end-to-end talent acquisition process through the application of a human-centric approach.

Objectives of the study

The study explored the redesign of the talent acquisition practice in a multi-national organisation, through the lens of employee experience. The study aimed to:

- define a human-centric design framework that can be applied to the talent acquisition practice

- redesign the talent acquisition practice, utilising this approach
- develop a measurement methodology to provide insight into the lived experiences at key touchpoints, defined throughout the talent acquisition practice

Method and approach

The organisation is a multi-national insurance organisation (n=14 600). The study followed an action research approach, working with a core workgroup (n=17) over an eight-month period to analyse, design and implement the revised talent acquisition practice. Data was gathered through semi-structured focus groups, external benchmarking and desktop research, to inform the process. A pre-implementation experience measure (n=3500 participants) provided baseline experience data.

Results and findings

The case study yielded the following:

- A human-centric approach requires a change in design method that defines desired experiences (think, feel and do) at every touchpoint
- A change in measurement approach is required to measure the lived experiences of participants, rather than service delivery
- Quantitative and qualitative data is required to understand the depth and

breadth of lived experiences, in a seamless manner

- There has to be a balance between desired experience, process efficiencies and system enablement that drive one coherent interaction with the participant
- This approach results in employee expectation; therefore, insights need to be actionable, accessible and addressed in real-time

Conclusions from the study

The case study makes a contribution to re-humanising talent acquisition practices in the changing world of work, by defining a human-centric experience methodology that places the employee at the heart of the practice design process. It shows the practical application of design methodology to shift talent acquisition practices from a process-orientated approach to a human-centric approach. This approach can further be adopted to the entire human capital value chain with significant implications for performance, learning, career and off-boarding practices into the future.

Title: Identifying internal talent and driving succession planning in a non-profit mutual assurance organisation.

Speakers: David Bischof & Vandana Naran

Type: Case Study

Founded on 1 June 1894, The Rand Mutual Assurance Company Limited (RMA) is a non-profit mutual assurance organisation which is owned by its policy holders. RMA operates in terms of section 30 of the Compensation for Occupational Injuries and Diseases Act, 130 of 1993 as amended, under license from the Minister of Labour. The RMA Group also operates under both short and long-term insurance licences issued by the Financial Services Board (FSB).

Objective

In 2020, RMA embarked on an organisational redesign project which included the realignment of the company's 5 – 10-year strategy. With the roll-out of the organisational re-design as well as the negative impact of the Covid-19 pandemic on the recruitment environment, the growth of internal talent from within the business has become more imperative in order to meet strategic objectives and ensure sustainability of the new structure. Accordingly, during 2019 and early 2020, RMA embarked on a Talent Management and Succession Planning exercise to identify and develop its internal talent through the use of objective criteria. Given the nature of the Covid environment, the entire succession planning process needed to take place virtually.

Theoretical Foundation and Methodology used

Introduction

RMA has a total staff complement of 403 permanent employees, 278 of whom were included in the talent mapping exercise. The talent mapping exercise focused primarily on existing employees who formed part of Patterson bands C, D and E. These 278 employees have been with RMA for more than 1 year, had completed psychometric assessments and had final performance scores. The 9-box grid was adopted as the talent mapping tool for this exercise.

RMA used an integrated and online assessment methodology which included the use of psychometric assessments for lower levels and a combination of psychometrics and leadership simulations for the senior levels for internal incumbents. Following the assessment process, talent mapping was provided to RMA in order to assist in the plotting of individuals to a 9-box grid using both the assessment data as a measure of future potential to grow into larger leadership roles as well as final individual performance scores.

As a part of the process, employees received development feedback on their individual assessment results through an interactive online digital development portal which allowed them to create a development plan, which was then used by the business to assist with internal development.

Results, Implications and Conclusion

The entire talent mapping and succession planning process took place online and integrated talent information was used by RMA to identify and to fast-track talent, and to also develop individuals based on assessment results.

The use of objective assessment and performance criteria to map talent on the 9-box grid enhanced the credibility of the talent review process and provided business with a sound basis from which to make decisions about talent. This resulted in the promotion of 12 individuals into more senior roles within the new structure and the facilitation of career discussions with talent to raise awareness about their strengths and development areas.

Title: FROM ACs to DCs: An Evolution in using Development Centres to Identify, Develop and Engage Talent in Absa.

Speakers: Dr. Daniel H Burger, Ioulia Koutris, Stacy Patti Lee Isaacs & Demi Wertheimer

Type: Case Study

Introduction

In the quest for predicting employee performance and potential, Development Centres (DCs) have stood out as the Holy Grail for years. But what if the goal is to do more than predict behaviour during a DC? What if organisations strive to also develop and engage their talent and their assessors at the same time, rather than just hoping it will happen afterwards? At Absa, we asked

ourselves these questions. Our answer? We need an evolution – or perhaps revolution – of the DC concept.

Objectives

The aim of the case study was to establish a 'DC experience' that would go beyond 'just assessing' our talent, to also:

- provide immediate feedback and developmental opportunities.
- engage talent toward a greater sense of belonging.
- create immediate networking opportunities; and
- develop our 'assessors' to serve as DC Coaches.

The above was built on a rigorous DC foundation, thus ensuring that the integrity of the event as a predictor of performance and potential could be maintained.

Methods/Approach

Two pilot 'DC experiences' were designed against the above objectives, each encompassing a different level of leadership within two different business areas. Participants were nominated by the business based on predefined criteria.

Each event combined a number of assessments with custom developmental and engagement experiences. Language was relooked to change the climate of the DC. Feedback was obtained from participants and DC coaches. Assessment

results were analysed to inform future planning.

Results and Conclusions

Feedback from participants and coaches were overwhelmingly positive. For example, participants felt that they obtained insights into their self-development needs and that the process was smooth and effective. Moreover, our NPS from participants and coaches was 100%.

Further, the 'traditional outcomes' of the DC were also consistently achieved: multi-rater assessments served as predictors for future performance on competencies measured, and could inform future talent and development plans. Moreover, leaders acting as DC Coaches left the experiences with new/enhanced skills in measuring and identifying performance, having real development conversations, and giving feedback.

Practical Significance & Contribution

Our research contributes to the IOP discipline because it is the first case study to:

- expand on the traditional DC as a mechanism for participant development.
- focus on moments that matter for participants to leave them feeling energised and engaged.
- fundamentally relook the use of language in DCs; and

- utilise DCs to upskill assessors as coaches – contributing to their own development, and that of participants.

Title: lintombi zinecebo: Economic action through a continuum of dependency, instrumentality and vulnerability.

Speaker: Dr. Sinethemba S. Sidloyi

Type: Research Presentation

Young women's realities, in Ngangelizwe Township, Mthatha, (Eastern Cape, South Africa) are produced through continuous negotiations between subjective economic actions and constraints posed by the structuring of social environments. The structural constraints are reflected by the spatial characterisation in which population density, predominantly youthful population and high unemployment converge. These characteristics work together creating the economic limitations that frame the township environment. The realities of young women under the above-mentioned economic limitations are, however, not static but are subject to change. The change is underpinned by the women's interpretation of their situation within the continuum of dependency, instrumentality and vulnerability. This view suggests that the women's understanding of Ngangelizwe Township, Mthatha as either constraining or enabling access to the economic means of attaining their goals underlies the agencies that the women

adopt. These economic actions are often marked by coexisting experiences of advantage and disadvantage that the women navigate through as they forge their realities. Drawing from an ethnographic examination of young women in Ngangelizwe Township, this paper, therefore, provides a discussion of amacebo (plans) devised by young women in Ngangelizwe Township, Mthatha.

Keywords: Dependency, Instrumentality, Vulnerability, lintombi zinecebo, Ngangelizwe Township, Mthatha, Eastern Cape Province, South Africa.

Title: A cordial employment breakup! Is it possible? Reviewing a dignified approach to the process of retrenchments.

Speaker: Ntokozo Hlengiwe Khoza

Type: Master Tutorial

Introduction

Within the employment relations system, there has always been the dreaded part in the dynamics of an employer-employee relationship, that being the termination of employment, regardless of who initiates it. The socio-economic landscape in South Africa further creates an imbalance in the power scale of this relationship, resulting in probabilities of employers being at a higher deciding capacity of when and how this relationship comes to an end, through downsizing and retrenchments. The recent economic climate has further brought a

significant rise of retrenchments in organisations, due to market transformations and economic disruptions introduced by the covid-19 outbreak. With that in view, Human capital professionals have emphasized the delicacy and difficulty that lies with retrenchments and advocate for sensitivity and respect in how the process is facilitated. It is a definite case that people-care considerations should be at the forefront when the term 'retrenchment' gets put on the table. What has been troubling, however, is just how little these initiatives have materialised when employers decide to call it quits. Is there still hope for a dignified termination of employment in organisations?

Objectives

The tutorial aims to:

- Explore the domino-effects of retrenchments on not just affected employees, but the socio-economic landscape
- Evaluate labour principles of the procedure retrenchments.
- Spark a conversation on the adoption of less-threatening approaches on a difficult practice such as job termination to reduce psychological damage.
- Discuss guiding practices that should lead the retrenchment process from a Human-centred approach

Value

Expanding the re-establishment of human capital measures that adopt humane thought processing to difficult business decisions.

Title: Promoting a humane working environment for foreign academics at a higher education institution: The impact of wellbeing and adjustment on job performance.

Speakers: Moleen Mhlana & Dr. Annelize van Niekerk

Type: Research Presentation

Introduction

South Africa has seen a significant increase in the number of enrolments of both local first-year students and international students in higher education institutions (Visser & Kisting, 2019). Coupled with the need to compete globally, some institutions elect to appoint foreign academics with scarce skills to meet their needs, resulting in a more diverse workplace. Organisation-initiated expatriates are supported by their organisations, whilst self-initiated expatriates seem to experience many challenges with adjustment, wellbeing and subsequently job performance (Andresen et al., 2019). The study looks into the impact of wellbeing and adjustment on the job performance of foreign academics and how the HE institution may humanise the environment for them to perform optimally.

Objectives

This study aimed to explore the wellbeing and adjustment experiences of foreign academics in a higher education institution, and to gain a deeper understanding of how wellbeing and adjustment affect the job performance of foreign academics. The objective was to propose recommendations on how these institutions can create a more humane work environment to improve the wellbeing and adjustment experiences of foreign academics and enhance job performance. The job demands-resources (JD-R) model was applied to demonstrate the role of job resources in foreign academics' experience.

Method/Approach

This interpretive qualitative study explored the lived experiences of foreign academics, purposively selected by means of semi-structured interviews (DeJonckheree & Vaughn, 2019). The data was analysed using content analysis.

Results/Conclusions

The findings highlighted the presence of intrinsic happiness among foreign academics while executing their roles and tasks as lecturers. However, lack of access to opportunities (i.e. research funding, promotion, equipment, leave, competitive salaries), and ill-treatment by colleagues and missing home, result in poor wellbeing, adjustment and job performance. Coping behaviours such as self-efficacy, self-

control, and job resources have been found to promote wellbeing and adjustment and enable job performance, while retaining talent.

Practical Significance and Contribution

This study gave voice to foreign academics to share their lived experiences and express their needs. Recommendations are made to higher education institutions and foreign academics, to ensure that human dignity is protected, and diversity, equity and inclusion are ensured in a humane workplace.

Title: Working for (decent) work – a case study on the Harambee Youth Employment Accelerator.

Speakers: Romy Dijkman & Kyla Sparks

Type: Case Study

Introduction

South Africa has the highest rate of youth unemployment in the world. Businesses struggle to hire and grow, governments invest limited tax revenues in incentives and training that don't deliver, and motivated young people are locked out of participation in the economy by multiple barriers. Given this reality, how do we actively work towards cultivating a people-centred workforce? What does diversity, equality and inclusion look like in our organisations and in how we engage with trying to shift a broken system?

To answer this, we present learnings and practices used in the Harambee Youth Employment Accelerator, a social enterprise working in South Africa and Rwanda to develop African solutions for global challenges.

Objective

To describe Harambees internal and external facing interventions, campaigns, and offerings that are driven by the values of diversity, equity, and inclusion.

Methods / Approach

A revision of practical and replicable actions used internally and externally by Harambee in working towards shifting South Africa's youth unemployment figures, all the while drawing on the values of diversity, equity, and inclusion in the approaches.

Results & Conclusions

Harambee has over ten years' experience working with partners, government, and youth themselves to inclusively create solutions to South Africa's youth unemployment crisis. To date, Harambee draws on a youth network of over 1 million people, nearly 600 employer partners, and over 200 000 income generating placements for young people.

In order to have the most impact where it is needed most, Harambee intentionally targets youth who face the steepest exclusion barriers to labour market entry. The result is that our network profile is 61% female, majority identifying as NEETs (not

in employment, education or training), and more than 60% in grant dependant households.

Harambee is led by a 9-person executive team which is 70% female, 60% persons of colour and 55% under the age of 40. Organisationally Harambee is committed to cultivating an inclusive and representative talent pipeline in terms of gender, race, ability/disability, sexual orientation, experience, and background through continuously tracking the advancement of equality on a variety of metrics using external benchmarks, dashboards, and regular internal reviews. We monitor throughput statistics continuously to ensure that any barriers to youth empowerment and advancement are understood and addressed. Our credibility is reflected and lived in our structure and organisational culture. This positions Harambee to speak confidently about practical ways to cultivate a humane workplace.

Practical Significance & Contribution

The provision of a case study with proven results in creating human centred interventions to shift a global challenge

Title: Experiences of a systems psychodynamic executive group coaching programme (SPEGCP).

Speakers: Dr. Adrian Parsadh & Dr. Frans Cilliers

Type: Case Study

Orientation

Systems Psychodynamic Executive Group Coaching focuses on the conscious/rational as well as the unconscious/irrational dynamic behaviour manifesting in organisations. The researcher designed and applied the SPEGCP to help coaches develop an in-depth understanding of the group coaching behaviour below the surface of consciousness.

Research purpose

The research aim was to report on the systems psychodynamic lived experiences of participants in the SPEGCP.

Motivation for the study

Despite the extensive research on coaching, psychodynamic group coaching in a psychoeducational programme remains unexplored. The unconscious group coaching dynamic and systemic experiences thereof, have not been explored in a South African context.

Research design, approach and method

A qualitative, exploratory and descriptive research design was used. As an approach, a collective case study was used

consisting of six participants. Data were gathered through observations and interviews, which were hermeneutically analysed.

Main findings

The manifesting themes related to anxiety, authorisation, boundary, role, and identity. Further interpretation of the data revealed the interrelated aspects of the SPEGCP serving as a structure, container, and a transitional object of systemic anxiety; enhancing the quality of the relationship between coach and client; impact of SP as a coaching stance and related unconscious behaviour.

Practical/managerial implications

The SPEGCP was experienced as a container, and transitional intermediate space that can enable self-discovery, learning and growth. This has implications for the role(s) identity of internal/external executive coaches in helping organisations fulfil its primary task.

Contribution/value add

This research illustrated how SPEGCP can contribute to consulting and coaching psychologists' understanding of group coaching systemic dynamics. By using role, system, and organisation in the mind, SPEGCP can be used in a wider leadership development intervention to improve the organisational systemic functioning.

Keywords: unconscious behaviour; group coaching; anxiety; defences; systems psychodynamics

Title: Assessment Centres, Technology and Ethics.

Speakers: Sandra Schlebusch & Petrus Nel

Type: Master Tutorial

Introduction

The COVID-19 pandemic required organisations to fast-track the use of online assessment centres, with social distancing requirements making in-person assessment centres almost impossible. Two approaches to online assessment centres have emerged: Firstly, a combination of various platforms (e.g., Zoom, Exam.net, etc.), each with a specific functionality, were used to deliver different components of the assessment centre, requiring manual integration of the results. The second approach moved the assessment centre online using an integrated platform specifically developed for assessment centre purposes. Although integrated assessment centre platforms were developed and tested over many years to iron-out technology and other challenges, the use of unintegrated platforms (not originally developed for delivering various components of assessment centres) was necessitated to

allow for selection processes to continue in the short-term.

Problem Statement

Although both approaches to delivering assessment centres online produced results, the question can be asked whether the online versions of the centres adhered to all the requirements and guidelines to be considered ethical, evidence-based assessment centres? Specifically, what are the social, legal, and ethical considerations when using online assessment centres within the South African context?

Main Message

Components of an assessment centre that can be delivered online include scheduling of stakeholders to attend the centre; delivering centre orientation and pre-work; delivering the simulations; capturing participant behaviours in response to the stimuli provided during the simulations; scoring the participant behaviours; integrating scores; generating various reports and providing development support.

The presentation will share the ethical and legal requirements practitioners need to consider when using online assessment centres. *The Best Practice Guidelines for the Assessment Centre Method in South Africa; the Code of Ethics for Assessment Centre use in South Africa*, and the *Legal Companion for Assessment Centres in South Africa*, will inform the proposed

framework when considering moving assessment centres online.

At the centre of the proposed framework are different stakeholder experiences that inform the ethical use of online assessment centres. It is important to understand assessment centre participants' and assessors' levels of technology acceptance and readiness, as well as the cognitive load that technology might add to the process if the user interface is not very user-friendly.

Conclusion

Although the framework for delivering ethical, evidence-based assessment centres remain similar for in-person and online assessment centre versions, the increased use of technology asks of assessment centre practitioners to carefully consider the impact of technology on the ethical use of online assessment centres, as well as the reliability and validity of assessment centre results.

Title: “I cannot believe you just said that”: The Role of Conscious Inclusion in Re-humanising the Workplace.

Speakers: Dr. Siphokazi Ntetha, Fortune Gamanya, Jolandi Yeates, Mzamo Masito & Danny Alexander

Type: Panel Discussion

Introduction

“But where are you actually from?”

“I knew you were Jewish”

“Your name is so hard to pronounce”

The fact that such triggering statements still occur in today's world of work is a concern. Stereotypes, microaggressions, and biases not only put humans into socially conditioned and acceptable boxes but, at a deeper level, threaten psychological safety, leaving recipients with an *“I can't believe you just said that”* feeling. These seemingly innocuous comments, which often go unheeded, occur frequently within organisations, and reinforce dehumanising attitudes and behaviours that slowly strip people of their dignity at work. The Science of Inclusion suggests that psychological safety is the foundation for building a truly inclusive environment (Bourke & Dillion, 2017). People are likely to feel more respected, safe, empowered, and that they belong when workplaces reflect the goodness of our humanity.

Objectives

The aim of the panel is:

- To hold space for elevating awareness of how subtle acts of exclusion contribute to a dehumanised workplace
- To introduce the Science of Inclusion Framework for creating psychological safety
- To probe and challenge the system to be more conscious of performing everyday acts of inclusion

Methods/Approach

Our panel discussion highlights Deloitte's Science of Inclusion Framework, which identifies four aspects of psychological safety: 1) Fairness and Respect, 2) Valued and Belonging, 3) Safe and Open, and 4) Empowering and Growing, and offers lessons learnt from practice from organizations who are leading themselves more inclusively.

Results & Conclusions

Stephen Frost says, *"If you are not consciously including, you are unconsciously excluding"*. We all exhibit a degree of unconscious bias based on the social stereotyping and conditioning we were exposed to from childhood, which informed our worldview. The challenge is to turn the mirror around. What will be your role in contributing to a more inclusive environment?

Practical Significance & Contribution

Our research and point of view contribute to the discipline because:

- The Science of Inclusion Framework offers a practical tool for leaders, teams, and individuals to use in the workplace for addressing unconscious bias and its related challenges.
- It demonstrates how science/theory integrates with practice, using practical application from our clients to continue the conversation of a better, more humanised workplace.

Title: Feedback during times of Covid: Is feedback still feedback during a period of radical changes and what the new norm looks like.

Speaker: Dr Danie Oosthuizen

Type: Case Study

Introduction

As with almost all aspects of life, the Covid pandemic had a significant impact on the practices and processes we as Industrial and Organizational Psychologists (IOP's) have followed over the years. Not only did it cause us to rethink our own practice, but we also have to consider and adapt to the organizational and personal changes our clients and those we are working with went through. People are often very anxious about receiving feedback on psychometric and other assessment results because of its direct impact on their careers. In addition, the uncertainty Covid has caused and its personal impact on people's lives, bring additional complexities to a feedback process. Whereas pre-Covid feedback was often face-to-face, feedback is now virtual, where feedback provider and feedback recipient may sometimes not even see each other's faces.

Objectives

The session will be presented as a case study under the theme of Humane Workplaces with the following objectives:

- To provide a theoretical and conceptual basis of a new feedback approach and

process for virtual feedbacks in a pandemic landscape and beyond.

- To review feedback received from a number of participants and feedback providers who have experienced virtual feedback provision and reception.
- Present a protocol for feedback users aimed at enhancing the feedback experience for both the feedback provider and recipient.

Methods and approach

The following approach will be used to compile and present the case study:

- Firstly, the author will do a literature review on the changing landscape of the role of the IOP to create a humane workplace by creating a trusted process in general, but then to specifically focus on what feedback processes should resemble when using technology to provide feedback. These new practices will also be compared to our traditional view to contrast the changes we need to implement.
- Secondly, TTS is continuously conducting research on the experiences of feedback recipients. Pre- and post Covid results will be presented, compared and discussed to see how the perception of feedback recipients may have changed, and if the same impact has been achieved while using a virtual platform to provide feedback (n= >100). The feedback of at least 15 regular feedback providers will

also be sourced during May 2021 using a short questionnaire to learn how they had to adapt to a virtual process and their experience thereof, as well as how they experienced the value they add during a virtual feedback session.

- Lastly, a protocol will be compiled and presented on the changing feedback landscape and how IOPs can adapt to it.

Practical significance and contribution

The practical significance and contribution of this presentation will be to explore how the feedback landscape has changed, how it has been experienced by both feedback providers and receivers, and protocols we can use to ensure humane workplaces in a new world of work.

Title: Being Wellness in the workplace.

Speaker: Dr. Noushin Bayat, EdD

Type: Master Tutorial

Introduction

Creating psychologically safe places of work starts from within. So often, psychological well-being is placed within the context of ensuring external circumstances (people, environments, processes, etc.) are developed humanely. And if not, we tend to buy into a misunderstanding that our own psychological wellness is in danger. Although it is very important that employees be given the tools to be able to

communicate effectively and respectfully, and organizational processes must be set up to ensure equity, psychological safety, and respect; people often think that their innate psychological wellness is a fragile commodity, and constantly at the mercy of external circumstances and situations.

Objective

This presentation aims to provide the latest research in brain science to indicate that psychological wellness is an innate capability that is NOT as fragile as we think. And that bringing forth our innate psychological wellness to our teams and places of work allows us to better address the many improvements that need to be made in the external processes and structures.

Interest and appeal to the audience

Based on my experience as an executive coach and leadership development facilitator, when individuals learn the basics of how their emotions are created, they become so much more grounded in their innate wellness and ability to address the challenges of their communities and places of work with even more strength and ability to influence than ever! Individuals actually become a safe space for others to be around them. And this changes everything!

Important contribution to research/practice, theory or knowledge

The work of Harvard research scientist Dr. Lisa Feldman Barrett provides a strong

foundation to the presentation. And the implications of brain science in strengthening employee engagement and psychological well-being is certainly a growing field.

Title: Experience of Covid-19 at the beginning of the lockdown in South Africa: A systems psychodynamic exploration.

Speakers: Dr. Adrian Parsadh, Prof Michelle May & Lee-ann Greyling

Type: Case study

Orientation

It is hypothesised that our pre-occupations with COVID-19 exist as we continue to make sense of its impacts. The first virtual Listening Post in South Africa was hosted by the SIOPSA Western Cape branch and the Interest Group in Systems Psychodynamics of Organisations (IGSPO) of SIOPSA. The listening post served as a container for thoughts, feelings, preoccupations, and related unconscious dynamics of the impact of COVID-19 and its associated disruptions.

Research purpose

The research aim was to report on the experience of COVID 19 at the beginning of the lockdown from a systems psychodynamic perspective

Motivation for the study: An exploration of the experience of COVID – 19 at the beginning of the lockdown allows understanding of the conscious and

unconscious systemic dynamics which is limited from a South African context, and hopefully contribute towards re-humanising our experiences.

Research design, approach and method

The workshop was designed as an experiential learning event, based on systems psychodynamic theory and using the OPUS Listening Post (LP) methodology as a container for data gathering and analysis. A qualitative, and descriptive research approach was undertaken, and data were hermeneutically analysed.

Main findings

The manifesting themes related to human connections and disconnection; information-seeking behaviour leading to information overload, exhaustion and confusion; anxiety, uncertainty and terror reflecting the thin line between survival and mortality; rage, anger and terror experienced when survival is threatened; boundary confusion heightened through the virtual work context impacting identity; old vs. new normal challenging our complicity in creating the old normal and celebrating our opportunity to create a new normal; memories found and lost evoke the pandemic/lockdown as a familiar place and deep uncertainty threatening wellness by reflecting our vulnerability.

Practical/managerial implications: The experience of COVID – 19 at the beginning of the lockdown with its associated

anxieties, uncertainties and vulnerabilities manifesting in feelings of rage, anger and guilt on the individual, family, community, societal & political levels as if these levels are examples of societal defence against the loss of human connection, identity, freedom, and death that is defended against by attempts for more information, digital wellness, and human connections. Contribution/value add: The LP provided a 'snapshot' of the system at a particular moment in time, while enabling participants (as individual citizens / consultants / IOPs) and organisations to reflect on their relationships with and relatedness to the system and attempts to develop an understanding of the conscious and unconscious experience of COVID-19 towards re-humanising our leadership in times of crisis.

Keywords: unconscious behaviour; anxiety; defences; mortality, survival, terror, listening post

Title: Why black Industrial and Organisational Psychologists' (IOP) lives matter.

Speakers: Dr. Ruwayne Kock, Dr. Grace Mansah-Owusu, Judi Nwokedi, Anthea Platt, Macy Cheeks, & Shavonne Holman

Type: Panel Discussion

Introduction/rationale

The popular Black Lives Matter (BLM) uprising in the United States has prompted

us to openly reflect on the challenges that Black individuals face within their communities and workplaces. More importantly, it has sparked a discussion concerning the role we have in tackling inequality, human rights, and shared responsibility as individuals, professionals and organisations. To truly affect change, however, it is necessary to assess and address the challenges that individuals in both our social and professional communities encounter.

Therefore, within the SIOPSA community, we must openly acknowledge and tackle the challenges that Black (i.e., Black, African, Coloured and Indian ethnic groups) IOPs face as they attempt to grow within their profession. The hurdles that Black IOPs must overcome should be viewed as an integral point of action in SIOPSA's agenda to fight against past malpractice and human rights. To this point, there is a need for an association that directly addresses the challenges that Black IOPs confront daily. We therefore propose this panel discussion to discuss the need for the establishment of an association such as the Black Industrial and Organisational Psychology (BIOP) Association of Black IOPs.

Panel discussion outline/approach

This panel discussion has three main agenda points:

1. Firstly, the panel seeks to establish why the creation of the BIOP Association would be important from a psychological and business perspective to re-humanising work.
2. Secondly, we explore how Black professional associations operate in other professions in South Africa and societies such as the United States and the United Kingdom to re-humanising marginalised professionals.
3. Lastly, we attempt to understand how an association for Black IOPs may fit into the broader context of SIOPSA and South Africa to ensure that all people of South Africa in the world of work have equal opportunities, rights and access to meaningful work.

Conclusion

IOPs must lead the way in re-humanising work. Part of the re-humanisation must involve ensuring that all people in the world of work have equal opportunities, rights and access. This panel discussion will explore how the proposed establishment of the BIOP Association could contribute to the promotion, the growth and visibility of those previously disadvantaged professionals within SIOPSA, business and broader society.

Value

This panel discussion contributes to the engagement with participants about the conceptualisation of the BIOP Association and the potential social impact of such an

Association to SIOPSA, business and the broader society.

Title: A Leadership Philosophy as an enabler for leaders in a time of crisis.

Speakers: Jessica Brownlee & Dr. Christelle Westerman-Clark

Type: Master Tutorial

Introduction/ rationale

In order to rehumanise the workplace, business success should be anchored in decent work that drives both economic, social and personal value an organisation needs effective leadership. The leaders of an organisation are the greatest influencers on organisational culture and experience. Leaders determine the values lived and simultaneously influence others both on a human relations and strategic, business execution. The role of a leader in times of crisis and global change is more crucial than ever. When the social system of an organisation undergoes drastic change or crisis, it is the Leaders they look to. A foundational pillar of leadership in organisations is the leadership philosophy which can be described as a model for behaviours for inspiring others, where one creates a theory or an attitude, which provides the norms for behaviour and action. The leadership philosophy enables leaders to lead with a clear and defined approach on how they show up and lead.

Leadership and how leaders are experienced can be influenced by context and crisis alike, requiring leaders to have an in-depth understanding of themselves as leaders and the leadership they provide. A leadership philosophy equips leaders to offer consistent, values-driven, aligned, humane and inclusive leadership. It helps define an organisation's expectations, values, culture and provide the roadmap for actions. With a clear leadership philosophy, organisations can create a focused thought system surrounding leadership, and define the behaviours and attitudes required and cultivate these in leaders and others. A leadership philosophy doesn't just provide a focus for leaders into their own behaviour, but it can allow the people around them to know what to expect from leadership.

Great leaders ensure organisations profit and people flourish, an overarching philosophy gives precedent to and focuses leaders on the leadership they offer and their contribution to broader social eco-systems.

Objective

The tutorial aims to equip and empower attendees with in-depth insights and understanding into leadership philosophies and the role they may play in bringing humanity back into the workplace. The case study and tutorial will aim to:

- The business case developing and implementing a leadership philosophy

- Leadership philosophy as an enabler of Humane leadership practices
- Equip delegates with the understanding of what a leadership philosophy is and how to create one for an organisation
- Method and approach to developing an organisational leadership philosophy
- Current best practice and trending application methodologies
- Implications on people practices specifically change management required when developing a leadership philosophy
- A practical toolkit and guidelines

Methods/ approach

The case study tutorial will use leadership behaviour research, leadership theory and organisational culture theory to explore the concepts of leadership, employee experience of leadership and leadership impact on the organisation. The tutorial will then explore the method used in the case study example, calling on design thinking as well as best practice and research insights to give attendees insights into the elements of creating and developing a leadership philosophy. Future humane workforce and leadership trends, particularly in Africa, will provide context to the process.

Delegates will be invited to apply and practically understand the learning of the session by gaining insights into the integration of a leadership philosophy, the

change management in imagining a new type of leadership in an organisation and a toolkit of worksheets and tips to use in their own application.

The key results of the session will be:

- In-depth understanding of a Leadership Philosophy and its context in a distinctly human workplace
- Process of designing the philosophy
- A clear human and business case for a leadership philosophy
- The ability to apply learning and translate a leadership philosophy to contexts
- Integration of Leadership philosophy into organizational strategic, cultural, human capital, talent and learning outcomes
- Depth of understanding in best practice and change management from behavioural perspective

Conclusions

The real value of the session stems from the ability to equip attendees with the understanding, knowledge and clarity of leveraging a leadership philosophy to foster a human workplace. The unprecedented times and crisis many individuals are facing creates a need for focus on human leadership. Through this case study and tutorial delegates will be better equipped to understand the role of leadership in creating a human centric organisation and leveraging a leadership

philosophy to do so. The method shared to reinforce and allow for ease of application of learning. The various perspectives addressed will add to the behavioural specialists in consulting or team roles that need to deliver, reimagining organisational leadership and ensuring best practice can be followed.

Keynote session: Dr. Thema-Bryant Davis

Title: Thriving At Work: Empowered to Address Trauma and Loss

This presentation will integrate Industrial and Organisational Psychology with Liberation Psychology to empower attendees to create workplaces that centre health, well-being, and thriving from a trauma-informed perspective.

The presentation will describe the impact of trauma and loss and the ways these effects may be demonstrated in the workplace. The effects described will include emotional, cognitive, social, physical, behavioural, and spiritual. Practical strategies will be provided based on psychological science that can be applied to enhance the lives of employees and the health of the organization as a whole. The presentation will discuss some of the barriers and potential pitfalls of these strategies and ways to address them. Additionally, the needs, responsibilities, and resiliency factors for leaders will be

described with the recognition that during times of crisis leaders needed to be supported in order to provide stability and recovery. Leadership during times of crisis, as leaders face their own trauma and loss, is challenging but can also be an opportunity for organizational transformation and growth. Factors that promote post-traumatic growth, personally and professionally, will be examined with attention to psychological and systemic factors. The importance of anti-oppression efforts and liberation actions will be explored recognizing the ethical mandate for diversity, inclusion, justice, and equity as foundational to honouring the humanity and diversity of people within the workplace. Leaders cannot ignore the traumas of both the medical pandemic and oppression as they impact every aspect of people's lives. Awareness of these factors is also not sufficient. Each organization must commit to sustained engagement to address these wounds. Finally, the presentation will speak to the role of institutional values and procedures that honour the human dignity of all people as central to being culturally responsive and holistically integrative.

Title: Reskilling for the future of work: a human-first approach to a skills-shortage dilemma.

Speakers: Lome Koekemoer, Prof. Leon de Beer, Trevor Kunda & Simi Ramgoolam

Type: Panel Discussion

Digitisation could result in a net gain of more than one million jobs in South Africa by 2030 (McKinsey, 2019). These new, technology-enabled jobs will, however, require higher skills levels and to date, South Africa has been slow in the cultivation of in-demand skills.

According to the latest research (GetSmarter, 2020), the most valued skills for the future will be skills that cannot be done by machines. Employers will place high premiums on human-centred jobs that are reliant on uniquely human skills such as emotional intelligence and creative problem-solving.

The impact of Covid-19 has also exacerbated the need for accelerated reskilling initiatives in South Africa as the official unemployment rate rises to 32.5%.

The panel session intends to explore the major job and skills shifts that are expected to occur in the future and the practical ways that organisations can address the skills shortages that exist in South Africa. The session aims to address the following questions during the panel discussion:

- What skills will be high in demand and how could organisations cultivate these skills?
- How could organisations, government, and academic institutions partner to drive an aligned reskilling agenda?
- What can we learn from real-world examples (MTN, McDonalds and other future-oriented organisations) regarding innovative future-skills initiatives?
- How can skills development efforts be redesigned for a human-centric focus?
- What practical actions can be taken by HR professionals during the pandemic to address skills-shortages?
- And how could the HR community support individuals (employed and unemployed) towards enhanced personal reskilling success?

The panel draws on the research and knowledge of experienced HR professionals and researchers and will therefore be based on the real-life scenarios experienced by each panel speaker to allow listeners the opportunity to learn from real-life experiences, practical solutions and research efforts that have been applied.

The panel discussion intends to put a spotlight on human-oriented skills and the opportunities presented to South African organisations as we navigate a post-covid world. It aims to explore practical ways HR

professionals can support employees throughout their personal re-skilling journeys to ensure the cultivation of a future-fit South Africa.

Title: Testing a decent work - satisfaction-turnover intention model in the South African Public service: The role of job embeddedness & engagement.

Speaker: Prof. Willie Chinyamurindi

Type: Research Presentation

Introduction

The South African public service is noted to be in a state of flux. Much of the challenges stem from organisational challenges that in turn result in low satisfaction and a high turnover. Needed are strategies that address organisational challenges in the public service as they influence service delivery.

Objectives

The aims of the study were:

- To test a decent work – satisfaction - turnover intention model in the South African Public service.
- To ascertain the role of job embeddedness on decent work – satisfaction - turnover intention in the South African Public service.
- To ascertain the role of job and organisational engagement on decent work – satisfaction - turnover intention in the South African Public service.

Methods/Approach

A quantitative-survey design was adopted with a sample of 304 respondents working within the public service in the Eastern Cape Province of South Africa. In testing the structural model, the partial least squares approach was adopted and tests were conducted for moderation and mediation effects.

Results & Conclusion

The results generally show support between: a) job embeddedness and job engagement; b) job embeddedness and organisational engagement; c) job engagement and decent work; d) organisational engagement and decent work and finally, e) the relationship between job embeddedness and decent work to be partially mediated by both job engagement and organisational engagement. Concerning the outcome of work, decent work conditions if not addressed were found to lead to turnover intentions.

Practical Significance & Contribution

The research contributes to the IOP discipline because:

- It ignites focus on the aspect of decent work deemed important especially within contemporary society and in a public service context in need of interventions that assist not only employees but also the entire organisation.

-
- It focuses on constructs that have received scant attention within the South African and international IOP literature.
 - It contributes implications for practitioners working in the public service and in turn seeks to improve employee and managerial capabilities as these results in service delivery for the public.

Title: Othering and belonging in knowledge transfer in diverse contexts: Implications for participant experience and practice.

Speakers: Monique Woodborne & Prof. Vasi Van Deventer

Type: Research Presentation

Introduction/rationale:

Knowledge transfer is typically conceptualised within the workplace as separate from the participants, who are seen as neutral conduits, thus obscuring the effects of power relations. Based on social constructionist assumptions, this study suggests that within knowledge transfer interactions identities are actively constructed in ways which have implications for the experiences of the participants and for the material practice of knowledge transfer. Becoming aware of the process of othering that is implicated will be valuable in improving interpersonal and intergroup relations.

Objective:

The aim of the study was to establish what was happening within a knowledge transfer relationship with regard to self and other identity construction, the operation of power in relations, and how these relate to knowledge transfer.

Methods/approach:

The research was constructionist and qualitative. Foucauldian discourse analysis was used to analyse data generated from 17 semi-structured interviews from a population of South Africa and Saudi Arabian engineers who were engaged in knowledge transfer.

Results:

The analysis showed that the identity constructions of both the South African and Saudi Arabian participants within knowledge transfer entailed the systematic setting up of self and other within unequal power relations that favour the self as superior to the other. This was achieved through the subject positions made available from discourses that were drawn from to provide meaning to the experience of knowledge transfer. The results furthermore revealed the privileging of a dominant western discourse within the workplace that brought forth conflicting subjectivities and impacted self-identity in terms of belonging and legitimacy that had a material impact on the practice of knowledge transfer.

Conclusions:

The operation of power in relations that maintain and reclaim positions of superiority for the self within knowledge transfer has the practical implication of driving behaviour aimed at exclusion from and the need to belong within the Western workplace. This results in marginalisation

and conflicting identity construction leading to failure of knowledge transfer endeavours. The study suggests that deeper consideration should be given to the effects of power and othering within social interactions between individuals located in divergent contexts, such as those that characterise knowledge transfer.



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PROGRAMME DAY THREE

Keynote Session: Dr. Armand Bam

Title: Maintaining the social contract; what we owe each other

Title: Organisational readiness to embrace Artificial Intelligence (AI) within the Workplace.

Speakers: Tebogo Mdhluli, Lize De Bruyn, Tsholofelo Mothibi, Evelyn Aphane, Nozuko Motswane, Keith Jena, Loot Van Dyk, & Leentjie Strydom

Type: Case Study

“If you don’t think about and plan for the future of work then your organisation has no future.” Jacob Morgan, Founder of the University of the Future World of Work

The fourth industrial revolution (change of technological, social, and economic systems), reacting to climate change to reduce our carbon footprint, the drive for improved performance and increased efficiencies is changing the future of work.

How can we be ready for the future world of work when the future cannot be defined? Jobs of today may not exist in the future and new jobs have not been thought of yet. This is the fourth industrial revolution, the future world of work that organizations must plan for to continually exist and

remain relevant. What does the future world of work mean for organisations and careers as we know it?

Guided by our Purpose, Anglo American has a vision for 2023 which is the burning ambition, to be the worlds most valued mining company in the eyes of all our stakeholders. The burning ambition propels us into a world of endless opportunities where how we work, where we work and who does the work needs to be reassessed in light of the fourth industrial revolution – we are not going to achieve the vision by doing what we have done in the past.

Organisational culture is an important fibre that drives safety, productivity, and efficiency in an innovative and collaborative working environment. Artificial Intelligence (AI) has been viewed as a far coming objective that will improve the drivers of business. Unfortunately, Covid-19 brought all this forward and lots of organisations were found ill-prepared from a structural, psychological, technological, and socio-economic perspective. This resulted in a massive impact on organisational culture and productivity.

This case study indicates that the interface of “MAN and Machine” is unavoidable and organisations that embrace antifragility with dynamic organisational cultures will survive the storm of Covid-19 and will come out stronger to best navigate the future of work.

Looking into this multifaceted non-verbal inter-human interaction with machines, organisational culture is impacted. Humans are emotional beings, they admire, they need affinity, they seek recognition, and they define themselves by how they relate to others. These basic human characteristics are not going away just because we are embracing AI.

Our Cases Study will share the kind of AI we have adopted at Anglo Platinum and a peek into the future of work in the new dimension. The advantages these technologies have brought the company without withstanding the challenges AI has introduced risks relating to employee psychological safety, work-life balance, applied ethics and a great deal of culture adaptability.

The case study will furthermore reflect on our culture transformation journey. Journeying from a state of Tshenyego (Unwell) to a state of Tshiamo (wellness) and finally Significance; By taking our employees along through a culture that promotes trust, hope and respect. A culture that is leader led, to prepare the workforce for AI, to enable improvement in quality of work, increased employee satisfaction and higher profitability in a volatile environment and era impacted by Covid 19. Our drive to become an Anti-fragile organisation will position the

organisation to withstand any challenges and to strive into the future.

Lastly, artificial intelligence creates a dilemma that all organisations should be aware of and relate to. Humans are still our greatest asset and our culture is at the centre of our people strategy. As much as there are advantages and a competitive advantage, there are blind spots when it comes to the overall experience of our people, clients, and stakeholders.

Deploying systems like navigator +, learn+, team + , career development, HR KIOSKS, Smart Recruiters, Future Smart Mining initiatives like, automated bulk ore sorting, hydraulic dry stacking, hydrogen vehicles and electrification initiatives, as well as microwave differential heating technology, the Operating Model (OM), Organisational Leadership Excellence (OLE), OE ways of work, just to mention a few, the models have demonstrated that we are able to build a strong organisational culture while embracing the complexities that artificial intelligence brings in the work place.

Objectives:

- To showcase our journey as Anglo-American Platinum, where we come from, where we are, what lies ahead, and the challenges and lessons learned along the way in preparing for the future of work as we incorporate the digital solutions (technology, AI etc.)

- To solicit views and best practice from likewise organizations in how we can ready organisations for the future of work. The future of work is here and now and as people practitioners, we do not have the luxury of time in our hands, we have to support our business leaders to 1) Assess our workforce readiness for AI implementation, 2) Determine how IA will change our workforce and 3) Determine and develop our organization's AI ethics strategy. This is to build the basics for AI ready workforce (Gartner: Jan 2021)

Practical Significance and Contribution

Our case study contributes to Re-humanising work because:

- It is multifaceted, incorporates diverse aspects in preparing the workforce for the future of work.
- It provides practical examples and experiences of the journey that organisations can relate to or learn from.
- It invites other views and approaches in further shaping the future of work.

Title: The Digital Leader: Research, Applications and Future Directions.

Speaker: Marcel Harper

Type: Research presentation

Introduction

Organisations are experiencing a strong drive to transform their ways of working to accommodate and succeed in a digital

landscape. Paramount is having the right leaders on board who can simplify the digital journey for their employees.

We report on research conducted across industries that investigated the requirements for successful digital leadership using the Adaptive Employee Personality Test (ADEPT-15). In addition, we present findings that validated a model of digital leadership on a preliminary South African sample that illustrate the stability of this leadership model.

Objectives

Our aims in the study were:

- To review existing literature and research on digital maturity and leadership efficacy.
- To describe an internationally validated digital leadership model.
- To elaborate how these findings illuminate the competency requirements for successful digital leadership as measured by the ADEPT-15,
- To propose future directions for research on digital leadership.

Methods/Approach

We reviewed studies conducted by, among others, working groups from MIT, Aon Assessment Services, and the Gartner Group that examined the requirements of digitally mature organizations. In addition, we referenced extensive data on

international validation studies of the ADEPT-15 that measured the digital leader model.

Local data gathered in a validation study of the ADEPT-15 personality measure was also incorporated into our findings to show South African responses to the digital leader model (using two SA samples; N=434 and N=451).

Our analyses focused on how digital competencies in local test populations may differ from international benchmarks and trends. Differences in competency scores were analysed using Cohen's d test for significant differences among target populations.

Results & Conclusions

Our results indicated that the digital leader model shows considerable robustness across national samples, including local participants. Differences observed were moderate and indicate unique South African responses to digital leadership-related items.

We are confident that additional research will more fully describe the digital leader model (as measured by the ADEPT-15) from a South African perspective.

Practical Significance & Contribution

Our research contributes to the IOP discipline because:

- It is the first validation study within South Africa that compared digital leadership within a local population to that of international benchmarks.
- It describes a robust, internationally validated leadership model relevant to digital leadership in the post-pandemic world-of-work.
- It provides directions for future research on digital leadership

Title: Exploring survivors' well-being in organisational change contexts.

Speakers: Dedrieka Magdalena Nel & Dr. Annelize van Niekerk

Type: Research presentation

Introduction

Organisational change is inevitable; a reality that no organisation or employee can escape (Hay et al., 2020). It is well known that organisational change, if not managed effectively, can have a profoundly negative impact on employees' well-being (Nielsen et al., 2020).

Objectives

Many previous studies exploring the impact of organisational change on employee well-being adopted a quantitative approach – thus the need for a qualitative study, with the purpose of gaining an in-depth understanding of employees' lived experiences of the impact of organisational change on their well-being. Another

objective was to develop a basic framework outlining these experiences, to assist organisations in managing change initiatives directed specifically at enhancing employee well-being.

Methods/Approach

This hermeneutic phenomenological study gained an in-depth understanding of employees' lived experiences in an organisational change context and the impact thereof on their well-being (Rimita et al., 2020). Semi-structured interviews yielded rich data which were analysed using content analysis.

Results & Conclusions

Organisational change has within it both personal and professional ill-being and well-being descriptors. Survivors deal with mixed emotions and they have to carry not only their own burdens, but also those of others. Humane leadership is required to create a psychologically safe environment in which employees can retain their dignity. The negative impact on employee well-being can be further mitigated by creating an inclusive organisational support environment, with effective communication channels, allowing the voice of employees as well as that of management to influence the change management process.

Practical Significance & Contribution

Essentially organisations and facilitators of change management should understand that communication is a point of immense

concern for employees and that the implementation of effective communication strategies is the cornerstone of how employees' well-being is affected by organisational change. Cultivating a sense of belonging will enhance employees' engagement in, and their commitment, to the change process. Change agents, leaders and industrial and organisational psychologists should attune themselves to the mediating factors that will alleviate the negative impact of change and enhance employee well-being, by creating a more humane organisational change context.

Title: Leading Conscious Corporate Citizens.

Speakers: Dr. Claudelle Von Eck

Type: Master Tutorial

Introduction/rationale

South Africa is uniquely comprised of a heterogeneous society which suffers from a plethora of problems including unequal pay gaps, gender-based violence, and racial tensions. Leaders are challenged to address these issues while dealing with the past and having concern for the realities of the future. *"Leadership in this new world is like navigating through a maze with moving walls."* These words spoken by Dr Von Eck summarise the shifting realities, changing environment and the uncertainties and complexities of the 21st century. Now more than ever, it is critical that leaders think deeper about these shifting realities to be

able to assimilate businesses to become more agile.

Leaders, however, should not make the mistake of sacrificing stakeholders in the organisation to maintain responsibility only to their shareholders. We can no longer afford to see coldness in organisations. Leadership in the 21st century must be seen from the view of care and servitude to all members of society.

Objective

The master tutorial will have the following objectives:

- To think more broadly about leadership and new models for leadership development.
- Understand where leaders are now and the challenges that they face.
- Understand that organisations cannot see themselves as divorced from the community, thus leaders must have a broader view of society.
- Discuss the stakeholder shift – leaders can no longer have a one-dimensional view on who they serve.
- To view the organisation as a responsible corporate citizen.

Session outline/approach:

This session will be presented from a servant leadership (Greenleaf, 1977) lens. This framework operates on the principle that a leader should go beyond his/her self-interest with the ultimate goal of creating opportunities for their followers to grow

(van Dierendonck, 2011). Although a relatively new leadership theory, research has proved that servant leadership has a positive impact on the engagement, well-being and performance of followers (Grobler & Flotman, 2020).

This master tutorial is divided into 5 agenda points:

- Corporate citizenry and its shifting realities calling for new leadership paradigms
- Leadership agency in a schizophrenic society (SA has multiple realities and multiple broken systems. Can leaders change things?)
- Nobody told me...The gory stuff leaders learn the hard way
- Gearing up for future leadership challenges
- New leadership challenges – do traditional development modes still work?

Conclusion:

The manner in which leaders are developed today needs to reflect the realities that they will face in organisations of the 21st century. Moreover, leaders need to understand that the organisation is a micro-organism of the society, thus what happens in society will be filtered back into the organisation. The only solution is for leaders to lead with the understanding that organisations can be used as a mechanism to better the society that we live in.

Title: Exploring the perceived failure of Diversity, Equity and Inclusion (DEI) initiatives.

Speakers: Dr Andrew Johnson, Wade Goodwin, Veronica King, Neo Mamathuba & Lindiwe Stacey.

Type: Panel Discussion

Introduction/ rationale

The Commission for Employment Equity in their 2019/20 Annual Report states that “an analysis of the workforce movement in South Africa indicate an apparent pervasive and persistent preference in the appointment, promotion and development of White [65.6% representation vs 8.7% economically active population, EAP] and Indian [10.3% representation vs 2.7% EAP] population at the two top occupational levels”; this is some 22 years since the promulgation of the Employment Equity Act, and arguably as many years of D&I training initiatives. Does this point to a failure of DEI initiatives, insofar as ensuring an end goal of an equitable workplace?

Objective

The main objective will be to explore with experts the different perspectives on the perceived failure of DEI initiatives, as well as remedies. These perspectives will be solicited from a Critical Race Theorist, DEI practitioners, and an Academic point of view.

Panel discussion outline/approach

Panel conversation from three perspectives, i.e., critical race theory, practitioner and academic. The panel discussion has the following main agenda points:

- Firstly, the panel seeks to explore the various perspectives on the perceived gaps and failure of DEI initiatives.
- Secondly, we explore new approaches and solutions to DEI initiatives.
- Lastly, we attempt to understand how these remedies may drive diversity and inclusion, and the promotion of racial equity in the South African workplace.

Conclusion

A central element to re-humanising work is the inclusion of all people from all backgrounds in appointment, performance, promotion and development opportunities. DEI initiatives should drive this inclusion and effectively work towards the development of people from previously disadvantaged groups. This panel discussion provides a clear explication of the gaps in current DEI training from three perspectives, potentially pointing to its inadequacy in achieving the desired results of racial equity and harmony in the workplace. This panel discussion may offer various solutions to gaps in current DEI training for the promotion of harmony in the workplace.

Interest and appeal to the audience

The topic conceptually should be of deep interest to any science-practitioner and organisation in the pursuit of more effective ways of transforming the equity setup of organisations.

Important contribution to research/ practice/ theory or knowledge:

Heuristically, to initiate a more frank and authentic conversation on the efficacy of current DEI approaches, and propose alternative approaches.

Title: Beyond Covid-19: Rethinking the (humane) leadership agenda.

Speakers: Lomé Koekemoer & Mamatebele Hoohlo

Type: Master tutorial

Because of the COVID-19 pandemic, we are seeing an unprecedented humanitarian and economic crisis, combined with fear, panic and misinformation being spread on social media. These factors, together, have combusted to create a moral crisis, confronting all leaders with significant dilemmas that need to be navigated (Seidman, 2021).

In 2016, Hall & Rowland (2016) found that fewer than 18% of leaders possessed the qualities needed to optimally lead in VUCA environments. In 2020, the State of Moral Leadership Report (Seidman, 2020), found

that only 7% of managers consistently demonstrate moral leadership behaviours.

Leadership, and the way leaders are developed, need to be improved if businesses are to survive. Leaders need accelerated development to respond to disruptive business needs: they need to learn to foster psychologically safe work environments, they need to be hyper-collaborative, learn and unlearn at warp speed and they need to be values-driven as they authentically role-model ethical leadership.

This master tutorial intends to encourage best-practice considerations for accelerated leadership development in a post-covid context, through:

1. Discussing how leadership development has and will continue to be impacted by COVID-19.
2. Identifying the leadership capabilities and experiences that need to be prioritised to ensure leaders are equipped to deal with the workplace demands of the future.
3. Exploring real-world examples of how to incorporate modern leadership development practices such as virtual learning, action-learning, immersive learning, and other methods to enhance the accelerated development of leaders.
4. Discussing ethical and moral leadership in a post-covid world and

practical ways to include ethical leadership into modern leadership development initiatives.

5. Reviewing ethical leadership requirements pertaining to values-driven behaviour, diversity and inclusion, psychological safety and other important ethical leadership considerations that need to be prioritised.

This tutorial brings together leading practitioners to share their expertise about leadership development best practices, real-world approaches, and the importance of ethical leadership.

In conclusion, the pandemic (and the 4IR) has had a disruptive effect on leadership: the traditional, bottom-line driven, model of leadership that encourages fear- and control-based leadership is no longer effective. This session will explore the shift from traditional to contemporary leadership development requirements- where leaders are not only equipped to drive high levels of performance and innovation in the business but are also equipped to steer the business through ethical choices and responsibilities.

Practical significance & contribution

Our research contributes to the IOP discipline because:

- It provides a comprehensive experience framework for future

leaders within the business environment.

- It contributes to our understanding of best practice in leadership development.
- It contributes to our understanding of best practice in incorporating modern leadership development practices.
- It reviews and contributes to our understanding of the ethical leadership requirements pertaining to values-driven behaviour, integrity, diversity & inclusion, psychological safety, and other important ethical leadership considerations that need to be addressed for successful leadership development.

Title: Does an AI engine outperform human assessors: A criterion-based research study.

Speaker: Dr. Pieter Bronkhorst

Type: Research Presentation

The AC method has been with us as a talent assessment solution for the best part of the past 70 years. During this time, it has established itself as undeniably effective in predicting job performance and potential. The method is still alive and well and has defined its position within the broader assessment process often consisting of Psychometrics (Abilities, Personality and so forth) and AC simulations. The AC method as a leadership development

instrument is almost unrivalled. It fits in well a tool to develop leadership behaviour, living alongside academic programs focusing on developing cognitive frameworks in the form of business and leadership theories.

Having said the above, the AC method has shown only incremental progress rather than seismic shifts in how it is managed. As a result the time involved in running them, demands to engage multiple assessors, doing the exercises, resultant assessor interpretations, reporting and feedback is slightly out of sync with modern business realities demanding shorter assessment time and easy to set up and complete assessment sessions.

The cloud based virtual assessment centres available today has addressed most of these issues in some way or another. But they have not dealt with assessor quality (bias, fatigue, inter-rater reliability) to the extent that we can sleep peacefully. The issues of cost of process and assessor predictive validity remain concerns.

In addressing these dilemmas, the researcher has developed an AI driven neurological network to ostensibly replace the assessor in reading through and interpreting text based AC simulations.

The question is now asked, how does the AI scored simulation compare to the assessor scored simulation in terms of predictive validity.

What will be presented are the research outcomes of a project, where 160 candidates undertook the virtual assessment centres consisting of 5 case studies resulting in the candidates having to deal with 20 organizational and business issues and challenges.

The assessment results or protocols were interpreted by experience I/O Psychologists as well as the AI engine or “black-box”.

The findings are extremely insightful in providing guidance for the future development of ACs but even more critical, the role of assessors in the AC method challenge to their roles.

Title: Growth Mindset and Employee Well-Being in the Workplace.

Speakers: Carmen Michelle Latré, Dr. Sumari O'Neil & Prof. Arien Strasheim

Type: Research Presentation

Introduction

Due to the unprecedented rise in work-related stress, the interest in employee well-being has increased substantially. The investment in innovative approaches to protect and foster the mental health of employees as well as the antecedents that influence their level of well-being in the workplace is thus crucial for organisational success. To better understand how to promote optimal human functioning in organisations, this research examined the

relationship between employee mindset (growth or fixed mindset) and well-being.

Objectives

This study explored to what extent growth and fixed mindsets were related to employee well-being. The objectives can be set out as to:

- Describe the concepts of implicit self-theories and well-being as conceptualised in the literature.
- Examine the relationship between implicit self-theories (mindset) and well-being among South African working adults.

Methods/Approach

The Implicit Theories of Well-Being (ITWB) (Howell et al., 2016) scale and the Workplace PERMA-Profilier (WPP) (Kern, 2014) was completed by a sample of working adults (N=221) between December 2019 - March 2020. Confirmatory factor analysis (CFA) and structural equation modelling (SEM) was used to test the hypothesised relationships.

Results & Conclusions

The results indicated that a tendency for having a growth mindset is significant and positively related to higher levels of well-being, a growth mindset was also found to have a significant negative relationship with negative emotions. A fixed mindset was not found to have a significant negative relationship with employee well-being. It is therefore not likely that an employee's fixed

mindset will be detrimental to their well-being in the workplace. In addition, a fixed mindset was not found to be linked to negative emotions. Therefore, even if an employee has a fixed mindset, it does not mean that they are more likely to experience negative emotions in comparison to employees with a growth mindset.

Practical Significance and Contribution

From the research, it seems as though growth mindset interventions can act as an antecedent to the well-being of South African employees. This implies that South African organisations may develop well-being initiatives that promote the development of a growth mindset among employees.

The WPP did not entirely fit in the current sample, which may imply that although the PERMA-Profilier offers a valid and reliable tool for measuring well-being and provides specific areas to intervene (e.g., the quality of one's relationships, which are more tangible than the broader domains (e.g., job satisfaction), it appears that culture-based modifications may be necessary when using the tool in the South African context.

Title: A new conceptualisation and measurement of employee burnout (oh, there's an app too!).

Speaker: Prof. Leon de Beer

Type: Research Presentation

Background: Burnout is an increasing public health concern that afflicts employees globally. The measurement of burnout is not without criticism, specifically in the context of its operationalisation as a syndrome, also recently designated as such by the World Health Organisation. The Burnout Assessment Tool (BAT-C) presents a new definition of burnout and is also a new measure for burnout that solves many of the criticisms regarding burnout scales. Researchers and practitioners should take note of these new developments.

Method: A quantitative, cross-sectional survey, approach was taken to this study (N = 1048). Latent variable modelling was implemented by modelling burnout as a second-order factor in line with its operationalisation as a syndrome. The total sample comprised a pre- and post-COVID hard lockdown sample which were tested for measurement invariance along with gender and ethnicity

Results: The analyses showed that the second-order operationalisation of burnout was a good fit to the data. Composite reliability estimates were also all well-above the cut-off criteria. The

measurement invariance tests between the pre- and post-COVID hard lockdown and gender showed strong measurement invariance.

Conclusions: All in all, the BAT-C is a valid and reliable measure to investigate employee burnout as a syndrome within the South African context. Lastly, an online application (app) is presented for employees to screen themselves against the data of this study for burnout risk: <https://theburnout.app?mod=sa>

Title: Exhausted but engaged: Work-Related Well-Being Profiles of South African Employees.

Speakers: Prof. Leoni van der Vaart & Prof. Leon de Beer

Type: Research Presentation

Organisations and individuals alike benefit from dedicated employees, immersed in their work, and energetically pursuing their tasks. Unfortunately, this may come at a price for employees who may burn out. Organizations are, therefore, confronted with a responsibility to assist employees in striking a balance between eagerly engaging in their tasks and taking care of their well-being. Before designing and implementing interventions, it is valuable to identify how engagement and burnout combine within individuals and whether these different combinations have different implications for employees.

The study **aimed** to explore whether burnout and work engagement combine within individuals to form different burnout-engagement profiles. The study also aimed to examine the implications of different profiles for employees' ill-health, affective commitment, and turnover intention.

Method: Latent profile analysis among 1048 South African employees highlighted five distinct burnout-engagement profiles: burned-out, risky, moderately balanced, stars, and workaholics.

Results: The *burned-out* reported higher levels of ill-health than the *risky*, but both reported higher levels than the *moderately balanced* who also reported higher levels of ill-health than the *stars*. The *burned out* and the *workaholics* reported equal levels of ill-health. The *stars* reported the highest levels of affective commitment, followed by the *workaholics*, the *moderately balanced*, and the *risky*, with the lowest levels reported by the *burned out*. The *burned-out* reported the highest levels of turnover intention, followed by the *risky*, the *workaholics*, and the *moderately balanced*, with the lowest levels reported by the *stars*. Organizations can apply the results of the study to create tailored interventions for re-humanizing work.

Title: Humane Workplaces.

Speaker: Lungi Langa

Type: Master Tutorial

Introduction/rationale

The role of work psychologists, people practitioners and business leaders in enabling Humane Workplaces has become increasingly more relevant during these times of uncertainty. The COVID-19 pandemic has caused a lot of chaos and organisations have had to learn how to manage the chaos through trial and error.

HR Executive & Organizational Psychologist, Lungi Langa, believes that a focus on creating humane workplaces will assist us in navigating through uncertain times. Leaders within organisations must set the tone of being humane empathetic, and foster a sense of community, with the recognition that people are human beings before they are employees. Many businesses have suffered as a consequence of the pandemic, and as the labour market starts to return to normalcy, the most common question that employees will ask is, "How did you treat them during the period of crisis?" The answer to the question is what will matter the most and determine whether organisations are able to foster loyalty and engagement in their employees.

Objective

The master tutorial aims to promote thought and engagement in the concept of

humane workplaces. The session aims to do so by dissecting how we can develop humane workplaces by understanding that during disruption and uncertainty developing and demonstrating soft skills is no longer optional. Leaders and Employees will have to adjust their actions, attitudes and coping mechanisms to support harmonious interactions and to overcome collective adversity. Soft skills are personal attributes, traits and attitudes. They are social and emotional intelligences, that enable effective and efficient interactions with others. The 'new normal' requires employees to increase self-sufficiency and to communicate effectively.

Session approach

Maslow (1962) was one of the first in the field of psychology to describe "wellbeing" with his characteristics of a self-actualized person. The description of self-actualization is a foreshadowing of the Seligman, 2012 PERMA model, which outlines the characteristics of a flourishing individual and Wellbeing Theory (WBT). The five elements or components (PERMA; Seligman, 2012) are 1) Positive emotion, 2) Engagement, 3) Relationships, 4) Meaning, and 5) Accomplishments.

Conclusion

In the world of digital business, growth will depend on human ingenuity, human interactivity and human engagement. Creating humane workplaces is going to be

our emotional deposits that we can draw on as we recover and sustain our organisations post covid-19 future. Re-humanising work starts with developing soft skills. Organizations have to recognize the humanitarian crisis of the pandemic by prioritizing the well-being of employees as people rather than employees as workers.

Title: Making the cut: The art of setting cut-scores for talent decisions supporting utility, diversity, and inclusivity.

Speaker: Prof. Hennie Kriek

Type: Master Tutorial

Introduction/rationale

A crucial – yet at times inconspicuous – step when using assessments to make talent decisions is to adroitly set suitable cut-scores. Cut-scores provide the rule base for the interpretation of the assessment results and guides talent decision-making. Setting appropriate cut-scores can also form an important component and consideration when striving towards diversity and creating more inclusive workplaces. Consequently, the face validity and perceived fairness of the assessments, as well as the procedure, can often hinge on the set cut-scores.

There is no single method for establishing cut-scores (SIOP, 2018), with the *Standards* acknowledging that determining cut-scores goes beyond a consideration of

the validity evidence of the assessment in question (Landy, 2005). SIOP's (2018) *Principles for the Validation and Use of Personnel Selection Procedures* acknowledge that value judgments, as well as practical considerations such as labour market conditions and organisational constraints, influence an organisation's choice of cut-score. As such, setting cut-scores should be approached as more of an art rather than treated as a static universal solution.

Objective

The aim of this tutorial is to present best practice approaches and considerations when setting cut-scores for better talent decision-making that supports both utility and diversity.

Methods/approach

Various methods for setting cut-scores when using assessments were reviewed. These methods were compared on their particular merits as to balance economic gains with diversity and fairness objectives. The findings were practically applied for typical client needs and to advise on ideal approaches to setting appropriate cut-scores for the selection of applicants.

Results and Conclusions

The findings support that setting cut-scores is more of an art, and that best practice approaches and considerations should be followed. The findings reinforced that setting appropriate cut-scores forms a crucial component in making better talent

decisions and should not be viewed as a deterrent of fairness but rather as a mechanism to support diversity and inclusivity within workplaces.

Value

The tutorial contributes to the IOP discipline because:

- It stimulates better understanding of utility, fairness, and biased cut-scores.
- It provides comprehensive guidance for IOPs when setting cut-scores.
- It equips IOPs to better select for diversity and inclusion when using assessments.
- It contributes to best practices when using assessments for talent decision-making.

Title: How mature is your organisation in implementing Diversity & Inclusion? Maturity is an indicator of a 'human' driven vs 'compliance' driven D&I model.

Speaker: Rendani Tshililo-Baumgartner

Type: Master Tutorial

Introduction

Diversity & Inclusion is increasingly on the agenda of business as a result of discrimination experienced in society. Many organisations in South Africa have adopted a compliance driven motive to implementing D&I. The results have been

disappointing and have put the spotlight on the need to mature their D&I model.

In this master class, we explore how organisations can mature from 'compliance' driven D&I through to an 'integrated' D&I model, and the significant impact this can have on the organisation.

Objectives

Our aims in the master class are:

- To trace the evolution of D&I and contextualise it in the current environment.
- To introduce a framework that organisations can employ to assess, implement and improve their own D&I model.
- To demonstrate the impact of an 'integrated' D&I model on the human /employee's experience.

Approach

The Deloitte Diversity and Inclusion maturity model has been used by multinational firms to evolve the employee experience. In comparison, South Africa has lagged behind in applying this model. Given that South Africa is over 25 years post-democracy, organisations would do well to consider how BBBEE, a compliance-driven motive, is not enough to drive the Inclusion and Belonging for employees. The Deloitte model challenges organisations to look to the future and

move through the following stages of maturity:

- Compliance
- Programmatic
- Leader-led
- Integrated

Conclusions

Organisational leaders who commit to humanising their D&I model will give their people a superior work experience. Visible commitment to a 'leader-led' or 'integrated' D&I model will demonstrate that an organisation has valued the 'human' in HR.

Practical Significance & Contribution

This master class contributes to the IOP discipline because:

- It centres Diversity & Inclusion not as an HR project, but as an organisational imperative.
- It provides a comprehensive framework for D&I that is simple, pragmatic and impactful.
- It contributes to our understanding of global best practice in embedding an evolving field into the employee life cycle.

Title: A Talent Value Proposition for a South African Higher Education Institution.

Speaker: Dr. Musawenkosi Saurombe.

Type: Research Presentation

Higher Education Institutions (HEIs) are presently confronted with intricate and evolving operating markets in which they need to stay competitive in order to survive. This implies that because talent has since been acknowledged to be critical to the success of any organisation, HEIs need to find ways to best appeal to their main source of competitive advantage – highly effective academic staff. Despite this knowledge, HEIs continue to lag behind in acquiring and keeping the best talent and minimal research exists on the subject.

Objectives

The main objective of this research was to explore management perspectives on a TVP for academic staff in a South African HEI.

Methods/Approach

This research applied purposive convenience sampling; participants were selected on the basis of their willingness and relevancy in being able to provide the information sought after. This research had a sample size of 12 participants (N=12). Data analysis was performed through content and thematic analysis, from which emerged various themes and sub-themes.

Results & Conclusions

The findings suggested that the main determinants of a TVP for academic staff members in a South African HEI were the organisational brand of the institution; the employment brand of the institution and the talent life cycle within the institution.

Practical Significance & Contribution

Our research contributes to the IOP discipline because:

- It established the most feasible TVP for academic staff in a South African HEI.
- It gave rise to a new TVP model for academic staff members in a merged South African HEI.
- It evoked recommendations for implementation and for further research.

Title: Are we complicit: A critical discussion of Diversity, Equity and Allyship.

Speakers: Rob Jardine & Dr. Ruwayne Kock

Type: Master Tutorial

Introduction

A more critical discussion is required to move diversity, equity and inclusion (DEI) onto the centre stage of corporate culture in South Africa. DEI has become a core priority and competitive differentiator for organisations due to wide scale socio-economic and political changes in the

broader society. It is one of the few elements of corporate culture that reflects all domains of the lived experience of individuals inside and outside of the workplace.

Rationale

South Africa is one of the most unequal countries in the world. Twenty-seven years after democracy, the majority of black ethnic groups (i.e. Black African and Coloured ethnic groups) still experience workplace inequalities that contribute to the high unemployment and poverty of these groups in South Africa. For example, these black ethnic groups are still under-represented in top and senior management positions in private sector organisations and consequently these sectors remain largely untransformed. In this Master Class we focus on how practitioners and leaders should address the topic of diversity, equity and inclusion in private sector organisations.

Objective

The objective of this Master Class is to facilitate a critical discussion of diversity, equity and inclusion, focusing on key theories, approaches and practices. We will present an integration of findings from academic research and evidence based consulting practices in private sector organisations. The Master Class will help participants to understand how they might be complicit in oppression of others and how they can become allies of these

marginalised employees. The evidence for this Master Class stems from various theories, such as

- 1) Social Cognitive Neuroscience;
- 2) Social Identity Theory; and
- 3) State Authenticity Theory.

Approach

The Master Class presentation framework will cover 1) The state of DEI in South Africa, 2) The reality of systemic inequality and critique of traditional approaches, and 3) Narrative examples and case studies in private sector organisations.

Results and Conclusion

This Master Class presentation aims to leave participants with theoretical and practical insights that will enable them to critically evaluate their roles in creating spaces that encourage authenticity, promote inclusion, break bias and prioritise equity.

Practical Significance

This Master Class contributes to the DEI discipline by demonstrating the value of having a more critical view to DEI and showing how practitioners and leaders can help to embed DEI in the corporate culture of private sector organisations.

Title: Leading in uncertain times? Why most Leadership Frameworks won't work.

Speakers: Jorn Dannheimer & Brandon Pleaner

Type: Master Tutorial

Introduction

Despite ever-changing demands placed on leaders, organisations continue to use generic, one-size-fits-all approaches to leader selection and development. Predictably, those investments fail to translate into better leadership. Based on one of the largest studies conducted about what predicts leader success, we find that the most effective strategies for managing leaders, especially in a changing and uncertain world, move away from a generic approach toward one that accounts for the environments within which leaders work and operate. We call this “work context,” which encompasses the specific demands inherent to leaders’ roles, their teams, and their organisations.

Objectives

Our aim of this tutorial:

- To highlight the realities of the changing uncertain world and the consequential demands placed upon leaders and organisations.
- To unpack some of the inherent challenges of current generic leadership selection, development and succession approaches.
- To share the context-driven leadership challenges framework.
- To outline better practices and alternatives to context-driven approaches to leadership selection, development and succession.

Methods and Approach

The leadership study included nearly 9,000 leaders from 85 companies, representing a variety of industries worldwide. In addition to measuring attributes of the leaders, we collected opinions on each leader’s behaviour, performance, and effectiveness from supervisor and direct reports. We also collected information on more than 60 aspects of work context, from industry conditions to the degree of uncertainty in the role.

Results & Conclusions

Our research identified a path to managing leadership in context, and it includes three core transitions:

- From one-size-fits-all leadership models to context-specific leadership profiles,
- From static leadership programs to agile leadership processes, and
- From decisions based on intuition to decisions based on data-driven intelligence

The evidence is clear: shifting to a context-specific leadership strategy drives leader

effectiveness in all levels of leadership, types of organisations, and leader roles.

Practical Significance & Contribution

This leadership study contributes as follows:

- Clearly indicates the short-comings of current 'static' leadership approaches and unpacks the X-factor that will improve accurate prediction of leadership success.
- By factoring in the wider work context, one enables predictions that are three times more accurate on average than a one-size-fits-all approach.
- This study provides these core principles as guidelines:
 - Contextual leadership challenges directly impact leader success.
 - Different leader attributes predict leader success in handling different challenges.
 - Experience can compensate for suboptimal leader attributes.

Title: Wellness as a pillar of humane workplaces in SA Technology firms.

Speakers: Gemma Oberholzer & Jessica Brownlee

Type: Case Study

Introduction/ rationale

The pandemic has altered the way we work and required organisations to be dynamic and change at a rapid pace. In times of change, wellness should be a priority and

is of particular importance during times of crisis as this is when our wellness tends to suffer most. The pandemic, remote work and novel work approaches have had a drastic impact on our well-being. From work and family structures to societal norms and individual health, no sphere of life was not impacted. Often dubbed the second pandemic, poor mental health, burnout and employee anxiety skyrocketed in 2020.

As we move forward into 2021 and beyond, it is essential that the whole human is supported at work and that the role of the workplace in employee well-being be reimaged. Key to these support mechanisms can be wellness systems and initiatives. The technology industry is one characterised by constant change and rapid innovation, it is also recognised as a demanding and high stakes industry requiring sustained employee performance. Through non-traditional wellness interventions employees and employee well-being can be better supported and our unique challenges as humans acknowledged.

Objective

The case study aims to offer delegates new information, trans-disciplinary thinking and novel approaches to wellness by discussing interventions at tech firms.

The case study will aim to:

- Examine the transdisciplinary wellness interventions rolled out at SA tech firms'

- Position wellness as a foundation and anchor for a humane workplace
- Equip delegates with the insights of what wellness, bottom line and being human have in common
- Highlight the link between individual employee health and overall organizational health
- Share platforms and technology that enable wellness at work interventions
- Highlight the role that tech itself can play in enabling workplace wellness
- Share current research, global trends and holistic wellness at organisations
- Illustrate impact of wellness on humans at work in times of crisis
- Reimagining wellness and its role in the new world of work
- Position wellness as a means for improving corporate culture and team connectedness

Methods/ approach

The case study uses a holistic wellness model, the illness-health-wellness continuum and appreciative inquiry. The case study will be contextualised using the latest global trends and current research as well as creating an understanding of the impact of wellness on humane workplaces. The trans-disciplinary nature of the wellness interventions will be examined. The case study will then deep dive into the end-to-end process of implementing the wellness interventions at the SA tech firms. The lessons learnt, pitfalls and successes

of the process will be shared along with an evaluation of the process. Finally, delegates will be invited to ask questions and discuss learnings.

Results

The key results of the session will be:

- Knowledge and understanding on how to design, implement and execute a transdisciplinary wellness intervention
- Learning on the methods used in a wellness intervention and programme
- Understanding of wellness as a foundation for a humane workplace
- Enable delegates to see the value of wellness at their place of work
- Learning how to deliver wellness that is technologically enabled
- Insights for delegates into common challenges and pitfalls
- Up to date insights into current research, global trends and holistic wellness at organisations
- Reimagining wellness and its role in the new world of work

Conclusions

The real value of the session stems from the sharing of a novel, transdisciplinary approach to wellness in the workplace in order to support humane work. The foundation of wellness as an organisational practice and culture can create a renewed focus on the humanity in human capital and enhance the bottom line. The practical approach taken in illustrating the case

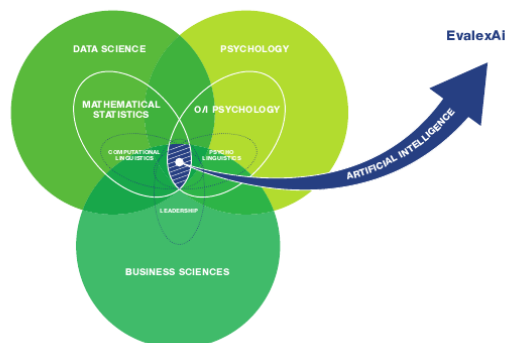
study allows for delegates to apply their learning and insights in their place of work.

Keynote Session: Professor Nathan Kuncel

Title: Eliminating Bad Habits to Reduce Noise in Hiring Decision Making

Many organisations rely on a mix of tradition and habit when making hiring or admissions decisions. For example, in the United States, letters of recommendation date back at least to the 1700s and Benjamin Franklin (a coauthor of the Declaration of Independence) noted problems with letters that we still face 250 years later. These questionable tools are then handed off to decision makers who receive little training, scant guidance, and virtually no timely feedback on their decisions. They then judge, weigh, and evaluate information, creating systems where the outcome is mostly determined by noise. In this talk, I will first discuss the two types of noise that we face and then explore a series of laboratory studies and field projects to both illustrate the problem and then highlight some solutions. Whether we are dealing with admissions decisions for primary school children or making high level executive promotion decisions, most organizations can implement simple principles to reduce noise and improve decision quality.

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ASYNCHRONOUS SESSIONS

Title: Qualitative experiences of managers and frontline workers using inclusivity and quality improvement in healthcare.

Speakers: Ansie Prinsloo & Dr. Rica Viljoen

Type: Case study

Introduction

Healthcare systems and healthcare delivery are critical to collective wellbeing and require constant improvement. Though many approaches endeavour to achieve improvement, it often compromises one of the three crucial parts of successful quality improvement (QI): programme content, delivery approach, or role player engagement. To achieve quality improvement, employees are often required to produce better performance outcomes without their thoughts or voices being included. Therefore, it is necessary to consider inclusivity practices within a framework that incorporates diversity of thought.

Objectives

This study aimed to:

- Illustrate a comprehensive Inclusivity Quality Improvement (IQI) framework.
- Apply QI using IQI in two healthcare settings.

- Showcase how qualitative voices embrace diversity and inclusivity to address power-gradients, exclusion and disempowerment.

Method

A multiple embedded case study methodology was used to design and apply the IQI framework in two separate, large hospital networks. Using purposive and snowball sampling, over 500 participants from more than 50 hospitals actively participated in QI programmes which ranged from 3,5 to 9 months. Participants from various management and frontline structures were invited to participate whilst withdrawal carried no negative consequences. Permission to conduct the studies were granted. Data were gathered using qualitative methods such as observations of participants, interviews, accessing documents, records and a published case study abstract, presentations and research notes, including the researcher's journals. Data consisted of recordings, notes, and reflections analysed using thematic content analysis, identifying 19 themes organised into three distinctive categories using networks. Analysis was facilitated using ATLAS.ti version 8.

Results

The two applications of the IQI framework have led to insights about its value, use and content, confirming that the (1) programme content or doing, (2) programme approach

or being, and (3) role-players within the healthcare system interacted and were integrated and inter-dependent. The integrated nature of the IQI framework allows various participants to engage and take authentic co-ownership actively. Such an authentic embrace of inclusivity and appreciation of diversity of thought resulted in the participants' voicing their empowerment and being valued for the contributions toward QI beyond typical quantitative performance metrics.

Conclusions

Leaders and various role-players should be aware of the interplay between the three components of the IQI framework to empower frontline employees purposefully and improve healthcare. This empowerment is possible when diversity of thought is embraced, providing inclusivity.

Value

Feedback from participants illustrated that doing QI within a climate of inclusivity profoundly impacted their work lives and healthcare improvement and delivery. They felt empowered that their voice mattered and that they could positively influence their workplace and beyond.

Title: Empowering women to step into leadership – A South African Mining and Construction Case Study

Speakers: Zelmia Botha & Karien van der Merwe

Type: Case study

One of the main reasons mega projects fail is because of misaligned and complex relationships. With this case study, the authors will illustrate how the project leadership creates an environment for relationships to thrive, by building the psychological safety necessary for innovation and growth – fostering the relationships needed to get the job done. The case study shows two key drivers in creating the space for a team to show up authentically and do the work. These drivers were culture and climate. Culture refers to how we do things and climate refers to how we feel about the things we do. Some of the major focus areas were clarity of roles and responsibilities, job information, clear communication, courageous conversations, and the leader's enabling leadership style. This case study illustrates the value of having diverse leaders in the construction environment and emphasises the female leaders' contribution to rehumanising the workspace.

With this case study, the authors would also like to encourage women to step into leadership roles. According to neuroscience, when functioning in a group, the masculine brain tends to rank in order where the feminine brain tends to side together (Dr Etienne van der Walt, MD Neurozone). Translated into working traits, within a team, it seems like the men inspire setting goals and competition, whereas women inspire collaboration and empathy.

Although it seems very archaic to put men and women into these boxes, the authors would like to invite you on a journey that shows the unique value to a team when we not only give more women leaders a seat at the table, but also a voice at the table. The journey will also illustrate how women, from their unique female perspective, can participate in authentic leadership, utilize power in relationships and empathy to build a high performing team. Some of the major focus areas for the female leader was to cultivate self-awareness and understanding of her own deeply held values, also understanding the unique contribution a female leader can make to building a high-performance team. As a summary, this case study gives a toolbox that any new leader can use to start building a psychologically safe environment for a new team to grow into a high-performance team.

Title: The impact of an employee wellness programme on employee wellness and performance: A KwaZulu-Natal municipality case study.

Speakers: Buhle Makhanya & Dr. Annelize van Niekerk

Type: Case study

Introduction

An employee wellness programme (EWP) is a crucial organisational strategy aimed at creating a humane workplace that enhances employee wellness and improves performance (Sabharwa et al.,

2019). At a selected municipality in KwaZulu-Natal, there is uncertainty about whether such a programme indeed yields positive results.

Objectives

This study aimed to gain insight into line managers' perceptions and experiences regarding the impact of an EWP on employees' wellness and performance at a selected municipality in KwaZulu-Natal. Furthermore, to make recommendations on how to improve the current employee wellness strategy and programme of the selected municipality and how to create a more humane, psychologically safe work environment where employee wellness and performance can thrive.

Methods/Approach

An interpretivist, qualitative case study approach was followed. Purposively selected participants provided rich data through semi-structured interviews (Mohajan, 2018). Thematic analysis was used to analyse the data.

Results and Conclusions

An EWP in an organisation has a definite impact on employee wellness and performance. Employees' reluctance to acknowledge the need for help is a barrier to the effectiveness of an EWP. Employees might perceive such an acknowledgement as a sign of dependency on the employer, which points to their own vulnerability and weakness. Employees fear that they might

be viewed as weak and even unstable if they participate in an EWP, which leads to feelings of being unsafe. Consequently, employees may not want to seek help. Such feelings also seem to affect employees' self-esteem. Employees may distrust an EWP due to the perceived impact it may have on their career progression.

Establishing interactive relationships between the employer and the employees improves trust in an EWP. Interdependence can be established, and dependence decreased, by emphasising the importance of employee wellness and how it also leads to improved employee performance. This would imply that the system is trustworthy and will look after the best interests of all parties involved.

Practical Significance and Contribution

An employee wellness programme framework is proposed to assist employee wellness specialists in realigning their strategic plans, policies and procedures towards enabling a humane workplace where employee dignity is protected.

Title: Partnering with PEP Talent Management during a crisis: The value of agility and a people-centred culture.

Speakers: Jaintheran Gopaul Naidoo, Caitlin Quibell & Pat Smith

Type: Case study

Pep Stores is the biggest single brand retailer in Africa, employing over 1,700 people with over 2,400 South African stores. They have shown consistent positive growth for the past 20 years. This case study explores how PEP successfully navigated the 2020 COVID-19 time of crisis, relying on both proactive and reactive talent management strategies to maintain employee wellness and ensure continued positive growth.

PEP's approach to talent management will be discussed holistically, covering interventions that they have been running for many years in preparation for times of change, as well as interventions that they adopted in the face of the pandemic. This includes the work done to establish and nurture PEP's organisational culture, Sikhula KunYe (growing together), an environment so unique that it was recently rated as one of the top 1% inspiring cultures in the world. A large part of Sikhula KunYe is the provision of learning and development opportunities in the business, including a focus on defining, measuring, growing and talking about agility.

In addition, the organisation redesigned its talent measurement practices making them more accessible, candidate friendly, cost-effective and time-effective. Other related people management processes were introduced or modified in an effort to face the challenges of the pandemic.

The impact of these measures includes an organisational culture of embracing and developing agility. Leaders were optimally equipped to be able to tackle the dramatic changes brought about by COVID-19, and a strong pipeline of future leaders is being created. Staff on the ground were included and engaged, thereby minimising the adverse psychological effects of lockdown common in other organisations.

This case study hopes to present the strategies implemented by PEP, as well as their learnings over the years, with the goal of knowledge-sharing with the IO psychology community. At the end of the session, Pat Smith, Talent Management Manager, will also be available to share her experiences of how the team have worked to nurture a people-centred culture at Pep Stores.

Title: Evaluation of the differences in perception toward stress and trauma intervention strategies in the South African Police Service.

Speakers: Prof Fatima Abrahams & Jason Borien

Type: Research presentation

Introduction

The current crime rate in South Africa plays a crucial role in the exposure of police officers to stressful and traumatic events and this could impact on their mental health. The intensity and frequency of this

exposure, if not treated, could lead to police officers experiencing comorbid disorders such as post-traumatic stress disorder (PTSD). Although trauma intervention programmes are established within the South African Police Services (SAPS), a difference in perception about their effectiveness and service offering are explored and presented.

Objectives

The main aims of the study were as follows:

- To investigate the differences in perception toward stress and trauma intervention strategies in the SAPS between police officers and Employee Health and Wellness (EHW) staff, employed by SAPS.
- To make recommendations with regards to the current Health and Wellness support provided to the staff members/police officers.

Method/Approach

The research sample, (using convenience sampling), consisted of 7 EHW staff members who had experience with dealing with stress and trauma-related programmes, and 8 visible policing police officers who had experienced some form of trauma-related incident. The researcher made use of an in-depth interview guide as the research instrument for this study. The audio recordings were transcribed, and then analysed by means of thematic analysis.

Results and conclusions

The findings showed that a difference in perception exists between police officers and EHW staff members toward the effectiveness of trauma intervention strategies offered in the SAPS. The findings suggest that the majority of police officers do not make use of the trauma intervention programmes in the SAPS, in comparison to EHW staff reporting on good attendance by police officers at the service offerings. Similarities in perception between the two groups presented itself in the form of how trauma is defined, the different responses to trauma and coping mechanisms employed by police officers.

Practical Significance and Contribution

The implications of this study include a contribution toward policy and structural amendments of the Employee Assistance Programme (EAP) framework within the SAPS, as well as a motivation for implementing a compulsory trauma counselling programme for police officers.

Title: The mediating effect of selflessness on the impact of conscientiousness and openness on military identity on a South African military university sample.

Speakers: Dr. Sandile Mthembu & Timoty

Type: Research presentation

Introduction

The variable of military identity among military practitioners and personnel inevitably determines some pivotal behavioural and organisational outcomes. This research had the aim of establishing the nature of the relationship between certain selected personality traits, military identity and selflessness. Specifically, this study investigated the mediating effect of selflessness on the impact of two Big-Five personality traits on military identity.

Objectives

The objectives of this study were to:

- Establish the effect of conscientiousness and openness on military identity.
- Establish the effect of selflessness on military identity.
- Establish the mediating role of selflessness on the effect of conscientiousness and openness on military identity.

Methods

A quantitative survey study was conducted using John and Srivastava's (1999) 44-item Big Five Inventory (BFI) to measure Conscientiousness and Openness, a 15-item Selflessness Scale (SS) (Bacher, Latzer, Canetti, Gur, Berry & Bonne, 2002) and Johansen, Laberg and Martinussen's (2013) Military Identity Scale. The survey was conducted on a sample of 126 military university personnel. SmartPLS was used to compute reliability and conduct structural

equation path analysis to test the hypotheses. SPSS was used to assess mediation effect.

Results

Composite reliability coefficients ranging between .776 to .878 indicated satisfactory internal stability of the 4 variables of the study. Low correlations between .454 and .544 supported discriminant validity while three Average Variance Extracted (AVE) values higher than .5 provided evidence of construct validity. SEM path analysis substantiated the four paths, i.e. the effect of conscientiousness and openness on military identity; the effect of conscientiousness and openness on selflessness and the effect of selflessness on military identity. Mediation analysis with SPSS succeeded in establishing the mediation effect of selflessness on the impact of openness on military identity but failed to establish the mediation effect of selflessness on the impact of conscientiousness on military identity.

Conclusions

The results of this study supported the hypothesised paths of the model but failed to support the mediation effect of selflessness on the impact of conscientiousness on military identity. Nonetheless, the results of this study indicate that selecting military practitioners on conscientiousness and openness, may partially impact selflessness and increase military identity amongst military practitioners.

Title: Stress and Coping of Medical interns in South Africa.

Speakers: Jerome John de Sousa, Prof Arien Straisheim & Dr. Sumari O'Neil

Type: Research presentation

Introduction

Medicine is an inherently stressful vocation. Considering that interns comprise a large majority of the workforce in many South African public hospitals, it is important to consider factors contributing to their stress and better prepare them to cope with demands of the hospital setting.

Objective

This study explores the lived experiences of medical interns in the broader South African context. It aims to identify and delineate the sources of stress impacting on the learning experiences of interns, the consequences of those stressors and the coping strategies adopted by interns in different training hospitals.

Method/approach: The study followed an interpretivist approach to qualitative research. A combination of purposive and snowball sampling was used to obtain a maximum variation sample across multiple hospitals. A total of 12 participants partook in semi-structured interviews, which were used for data collection and a thematic analysis was conducted to organise and manage the data.

Findings

The majority of stressors among hospitals are similar in nature but vary in severity, with the stress of interns cumulative in nature. The South African context appears to be more stressful than international counterparts due to extreme lack of resources and support structures, cultural and political turmoil and programme-related challenges. Coping strategies adopted by interns are similar to those identified in previous literature.

COVID-19 intensified stressors for interns and underscored the constant risk and fear of infection for themselves and their families. There were increased concerns regarding hospitals' capacity to cope with the impending influx of patients and the resources to deal with them. COVID inhibited the medical interns' ability to obtain social support.

Practical implications

The study identifies major stressors for interns and provides practical solutions as to how these issues can be addressed by the various hospitals and regulatory bodies. It also highlights strategies and programmes for interns to enable them to better cope with stressors. These can be initiated by various institutions or interns themselves.

Contribution of the study

This study contributes to the limited literature on stress and coping of medical interns and identified several stressors and

coping strategies unique to the South African context. The study contributed to the paucity of literature associated with COVID-19 and its impact on medical interns.

Title: Exploring Inclusiveness from an employee perspective.

Speakers: Roelize Zeeman & Jan Alewyn Nel

Type: Research presentation

Introduction

The South African workforce is becoming increasingly diverse due to the legislative requirements aimed at redressing past injustices. Literature about effective diversity management approaches has provided inconsistent findings, and inclusion literature in the South African context is limited. Our research focussed on exploring the conceptualisation of inclusion and an inclusive approach to diversity in a multicultural South African work environment.

Objectives

Our aims in the study were:

- To explore how inclusion is conceptualised in a South African work context
- To understand the features of an inclusive work climate
- To determine the impact of management and colleagues on establishing an inclusive work climate

- To explore strategies companies can employ to foster inclusion

Methods/Approach

A qualitative methodology was used to explore inclusion within the social constructivist paradigm. A purposive non-probability sampling method was used to conduct semi-structured interviews with 13 participants. Thematic analysis was utilised to evaluate the data.

Results & Conclusions

Our results indicated that affective belonging, the celebration of diversity, and cultural inquisitiveness were deemed important elements of inclusion, whereas features such as conflict resolution, frequent interaction, trust, respect, and job enablement played a role in an inclusive climate. Colleague collaboration and understanding as well as management being approachable and intentional about employee development and recognition were highlighted. However, more traditional diversity management interventions also emerged which include the fair application of policies and procedures.

Practical Significance & Contribution

Our research contributes to the IOP discipline because:

- This study furthered inclusion literature in the South African context, of which past research has mainly focused on inclusion of people with disabilities and

inclusion strategies in educational contexts.

- It provides insight and practical strategies for answering the call to effective diversity management through an inclusive approach
- It contributes to our understanding of the role management and colleagues can play in fostering perceived inclusion on an individual level. Specifically, the role colleagues play were unique to this study.
- It contributes to the IOP profession by providing insight into how inclusion can realise benefits related to diverse groups on an individual level as well as increased group effectiveness and understanding.

Title: Stress and coping of South African soldiers due to extended absence: A qualitative exploration.

Speakers: Adele Harmse, Prof Arien Strasheim & Dr. Sumari O'Neil

Type: Research presentation

Introduction

This study focused on understanding the impact extended absence has on the soldiers of the South African National Defence Force (SANDF). Several studies have been conducted in the United States of America, the United Kingdom, Pakistan, Kenya and South Africa, to name a few, focusing on the impact absence has on stress and coping of soldiers during

prolonged periods of absence. These studies were mostly focused on military deployments. However, limited research exists on the impact of absence caused by deployments and extensive military developmental training.

Objectives

The aim of this study is to explore stress and coping of South African soldiers due to extended absence, which includes absence due to developmental training. This study focused on the impact of extended absence on soldiers themselves, on their families from the soldiers' perspective, and the challenges experienced by the soldiers prior (the preparation phase), during and after the absence up to the reintegration phase.

Accordingly, the focus was on exploration and description of the (1) factors causing stress, and (2) the impact as perceived by the soldier.

Methods/Approach

Semi-structured interviews, conducted between November 2019 and February 2020, were used to explore the narratives of twelve senior officers of the SANDF who recently deployed or attended developmental training over extended periods. Data was analysed by means of thematic analysis.

Results & Conclusion

The main research findings showed that the duration of absence and challenges during absence contribute largely to the

intensity of stress and the general inability of SANDF soldiers to cope. There seems to be a lack of preparation before, and reintegration programmes after absences which could mitigate the strain presented by the absence from home. Proper organisational and social support structures can aid in avoiding stress.

Practical Significance & Contribution: This is the first study to our knowledge in the South African context that conceptually adds extended training as a reason for soldier's absence, as opposed to only include deployments. Although some deployments may present stress due to operational requirements, absence due to extended training presents similar effects on stress and coping of soldiers. Many of the factors that contribute to stress during extended absence periods can be avoided if proper preparation programmes are introduced for both the soldier and the family. The factors identified in this study can be used as a framework for preparatory programmes, while the experiences of reintegration can be used as a basis for reintegration programmes.

Value

- Interest and appeal to the audience: This study is of practical value for industrial psychologists who works within the SANDF or other security industries. Proper management and care on both an individual level and institutional support are needed to ensure the wellbeing of the soldier. This

study highlights how this can be achieved based on the experiences of the soldiers on the ground.

- Important contribution to research/ practice/ theory or knowledge: In our opinion, this study contributes mostly to practice in showing the experiences. However, the study was conducted using the Transactional Theory of Stress and Coping and the Conservation of Resources Theory as theoretical lenses. Consequently, this study will also highlight how these theories can be applied within the safety and security industry to explain the experiences of the soldier on ground level and how they cope during extended absence.

Title: The engagement and well-being of academic staff in the face of COVID-19.

Speakers: Melissa Reynell van der Ross, Prof Chantal Olckers & Prof Pieter Schaap

Type: Research presentation

Introduction/ rationale

The COVID-19 crisis has resulted in radical changes within the South African Higher Educational (HE) system requiring from academia a rapid transition from the traditional, to the distance learning model to ensure continuity of educational processes. This places an additional demand on academic staff, who are

already confronted with the expectation of producing increasing numbers of high-quality international publications. From a Job Demands-Resource's perspective, these additional demands placed on academic staff in the current HE context may have an impact on their engagement and well-being.

Objective

The primary objective of this study was to explore the impact of job demands and job resources (perceived organisational support) on the engagement and burnout of academic staff that impacts academics' psychological well-being. Mediating effects between burnout, engagement, and psychological well-being were tested. Furthermore, the moderating effect of lack of reciprocity in the relationship with students on the job demands-resources and engagement relationship was tested.

Methods/approach

A purposive, non-probability sample was employed, and a cross-sectional survey research design was used. Participants were 169 academic staff members employed at a university of technology in South Africa.

Results & conclusions

This study showed that the psychological well-being of lecturers appears to be strongly dependent on levels of burnout and emotional engagement and requires intensive organisational support to alleviate the impact of increasing job demands on

burnout. Lecturers that perceive a high lack of reciprocity from students to their efforts are likely to perceive organisational support as an important prerequisite for emotional engagement and their own psychological well-being.

Practical significance & contribution

Policy-makers within higher education institutions should be sensitive to the dynamics portrayed in this study, especially the organisational support provided in times of crisis, such as COVID-19. The psychological well-being of our brightest scientific minds in the educational system should be a high national priority and protected at all costs in times of a worldwide crisis.

Title: Putting the “smart” in smartphone: Comparing candidate experience of ability assessments across smartphone and non-smartphone devices.

Speakers: Marcel Harper & Kim Dowdeswell

Type: Research presentation

Introduction/rationale

Creating a positive recruitment experience is increasingly on the agenda for employers and talent professionals. Our research focussed on candidates’ experience of smartphone-delivered ability assessments and contributes to our understanding of how mobile technologies can be used in

selection assessment projects. We present findings that compare South African candidates’ experience of ability assessments across different delivery platforms (mobile and non-mobile).

Objective(s)

Our aims in the study were:

- To develop a credible experiences framework that can be used to compare candidate experiences across different testing platforms.
- To use this framework to investigate if and how candidates’ experience of completing ability assessments differed as a function of the device they used to complete the assessment (i.e. smartphone vs. non-smartphone).
- To explicate how using smartphone technologies may impact the application and marketing of assessments within South African IOP practice.

Method/approach

Participants were 148 graduates undergoing recruitment and selection assessments within the manufacturing sector. Our participants were randomly assigned to an opt-out choice of assessment platform (either smartphone or non-smartphone) during the project.

Post-assessment surveys were completed by 104 candidates that measured our experiences framework along the following dimensions: Effort, engagement, fairness, ease, clarity of instructions,

communication, testing situation, validity, organizational perception, opportunity to perform, and completion time. Participants were also explicitly asked about their opinions regarding using smartphones in assessment projects.

Results were analysed for main effects due to assessment platform using Cohen's d test for significant differences in participant experience.

Results & Conclusions

Our results indicated that candidates' experiences of completing ability assessments using smartphones were largely comparable and equivalent to those who used non-smartphone devices. Some main effects were found for clarity of communication, with smartphones being perceived as enhancing understanding of assessment procedures.

Further analyses indicated that smartphones may offer advantages over non-smartphone devices in terms of mitigating possible testing distractions.

Conclusions

Our research contributes to the IOP discipline because:

- It is the first comprehensive study within South Africa that examines differences in candidate experience across smartphone and non-smartphone assessments.

- It provides a comprehensive experience framework for future studies of test-taker experiences.
- It contributes to our understanding of best practice in using smartphones for selection assessments.
- It explores the implications of smartphone technology for the marketing of assessment services to clients and the IOP profession.

Title: The relationship between psychological capital and psychological well-being among students at a previously disadvantaged South African University.

Speaker: Chené Eden Ward

Type: Research presentation

Introduction

Stress is an inevitable reality for university students. High academic stress can result in problems such as depression, anxiety, behavioural problems, and irritability. It can, therefore, result in emotional exhaustion and can have a negative impact on health and performance. The challenge is that, as a form of human capital, university students are the future workforce who will subsequently contribute to the economic growth of any country. Therefore, the psychological well-being of university students is pertinent for and symbolic of the future of families, societies, and countries. This research is undertaken

to identify and explore solutions that are positive to ensure future human capital remains psychologically strong. Consequently, this research seeks to investigate the ebb and flow between psychological capital and psychological well-being among students at a previously disadvantaged university.

Objective

The main objective of this study is to investigate the relationship between psychological capital and psychological well-being.

Sub-Objective:

- To provide insight into a possible framework for incorporating psychological capital and psychological well-being in an academic environment.

Methods/Approach

The exploratory research design is used. A questionnaire is self-administered to a non-probability convenience sample comprising 141 university students at a previously disadvantaged university in the Eastern Cape, South Africa. A quantitative approach is adopted by using a 'psychological capital' questionnaire to measure 24 items. Thereafter, a 'flourishing' scale comprising 8 items is used to dimension psychological well-being. To analyse the data, a Pearson Correlation Analysis is used.

Results and Conclusion

The findings show that there is a significant positive relationship between psychological capital and psychological well-being among students at a previously disadvantaged university.

Practical significance and contribution

The findings, therefore, stress the importance of improving the psychological capital of university students at a previously disadvantaged university to elevate their psychological well-being. It appears that institutions of higher learning, therefore, need to implement programmes and workshops to strengthen their students' psychological capital that enables their greater psychological well-being. This is especially important since students will become future human capital at organisations.

Title: Conceptualisation of psychological contract: Definitions, typologies and measurement
Speakers: Larysa Botha & Prof Renier Steyn
Type: Research presentation

Background

Psychological contracts, and particularly the honouring of these contracts – are central to employee behaviour, and organisational success. The interest of academics and practitioners in this construct is therefore understandable.

However, due to the immense amount of information available on the topic, a comprehensive review of the available literature is necessary.

Aim

The aim of this article is to present a wide-ranging and critical review on the conceptualisation of the psychological contract, distilling and operationalising the concept, to ensure that debate and future research are linked to a central and dominant body of knowledge.

Setting

Present literature on psychological contracts is fragmented in many respects – this through being conceptualised in different ways across various studies –and thus poses a challenge to researchers and practitioners, as no conceptual standardisation exists. Method: A comprehensive literature review was conducted to obtain a large quantum of conceptualisations of the psychological contract and evaluate these for breadth of adoption, consensus, and effective operationalisation.

Results

After reviewing reputable sources published between the years 1960 and 2020, a standard definition of the psychological contract is proposed, the most recognised typologies specified, and broad and sound measures identified. It was found that Rousseau's (1995) definition and typologies (transactional and

relational contracts) are still widely used, and that the measuring scale for transactional and relational contracts by Millward and Hopkins (1998) demonstrates good psychometric properties and forms the basis for many research projects.

Conclusion

Since the emergence of the psychological contract as a concept, several amended definitions, typologies and measurement have been presented. Nonetheless, the original conceptualisations still seem to prevail. Managerial implications: Researchers and practitioners are now aware of the most widely respected and adopted definitions, typologies and measuring instruments relating to psychological contract and these should guide them in their discussion of the topic as well as in their research in this field.

Keywords Psychological contract, psychological contract breach, conceptualisation, definition, typology, psychometric assessment.

Title: Affective Alienation: the cost of being paid to be nice.

Speakers: Stefan Botes

Type: Master tutorial

Introduction

Emotional resourcefulness and communicative skills have become increasingly important in contemporary forms of work and affective labour (Oksala,

2016, 284). Moore explains that 'affective labour is the internal work that takes place before emotions are expressed' (2019, 129). In the case of affective labour 'emotions are detached from us and constructed as interchangeable and measurable things that can be commodified - exchanged in the market and sold as skills' (Oksala, 2016, 295). An ironic consequence is that 'the performance of emotion management is frequently associated with increased feelings of inauthenticity - not being true to one's self (Sloan, 2007, 305).

Studies on emotional and affective labour highlight the consequences of the regulation or manipulation of feeling in the workplace, which can be related to alienation insofar as the affect produced does not belong to the worker anymore, and is not an authentic representation of how the worker feels (Botes 2020). Hence 'those who perform emotional labour are susceptible to a range of identity-related issues that impinge upon their psychological well-being' (Wharton, 2009, 149).

Objective

To stimulate a discourse that critically assesses tenants of the human development movement and within organisational contexts and in doing so contributes to new perspectives and approaches that could create places of work that allow workers to be truly authentic and mentally healthy.

Approach

A theoretical exploration of affective work, alienation and authenticity to highlight the risks involved by focusing on emotional regulation.

Results

An appreciation of the risks associated with affective work would create workplaces where identity, diversity, and authenticity are truly valued and not commodified.

Conclusion

IOP have an ethical and moral duty to have a deep appreciation of what we ask of workers when we pay them to do affective work and what the consequences might be on workers' mental health and their identity. Without this awareness, IOPs could unknowingly be complicit in creating organisations that pay workers to be inauthentic under the banner of promoting authenticity.

Title: Re-humanizing the workplace in Africa.

Speakers: Dr. Nishaan Kishore

Type: Master tutorial

Africa has been identified as one of the emerging growth markets due to having the largest youngest population that promises to be a great consumer market over the next three decades (Chakravorti & Chaturvedi, 2019) in the world. An emerging digital ecosystem will be paramount due to the increased number of

mobile users enabled in the African region (Rymer, 2019). South Africa has seen hundreds of thousands of new jobs being created in the IT sectors since 2018, however, there are still millions unable to find jobs (Rymer, 2019).

The disparity faced in South Africa, whereby the richest square mile in Africa (Sandton, Johannesburg, depicted below) skyline is seen from one of the countries' poorest habitat (Alexandra township) which is less than a few kilometres away. These factors influence the direction the country moves forward socially, economically, and in industrial development.

The hyperconnected world displays the advancing technology, with human biology that stays the same but society that has to be adjusted. South Africa has 93.9% of its youth (age 15-34) who are now literate (Youth, 2020). This age group (15-34) is also considered the millennial generation. Having to be literate does not result in these youth completing their education, whereby only 55.1% of ages 15 and above are known to complete secondary education (STATS SA, 15 May 2018). In comparison to the Youth who are now 25 years and older whereby only 30.7% have completed their secondary education. Of the millennials that are aged 25 and over, only 11.4% have completed post-secondary education. South Africa has several societal issues to conquer, however, this article will focus on the gaps in the education sector that will improve the

skills of the youth and future generations to be able to compete on the global stage and re-humanize the workplace. The workplace currently is exponentially growing the AI space to replace redundant human work.



INTEG and its preceding organisations are functioning effectively for more than 45 years in the HR-field in South Africa – with strong and deep roots in the psychometric sphere. They specialize in developing psychometric instruments, with special reference to the field of integrity.

INTEG PRODUCTS

INTEG Develops and Distributes Psychometric Tests in the professional market in the World of Work.

We are the only suppliers of an entire battery of Dedicated Integrity measuring instruments. The following seven instruments constitute the arsenal of specialist tests in the Integrity sphere:

1. DEDICATED INTEGRITY TESTS

<u>Measuring Instruments</u>	<u>Seven Psychometric Tests</u>	<u>Specialist Purpose</u>
- IP200 - Plus - IMI - IP: CULTEG - BIP - GIP - OCB - CWB	- Integrity Profile -200 - Managerial & Integrity Disposition - Integrity Measuring Instrument - Integrity Profile : Culture of Integrity - Basic Integrity Profile - General Integrity Profile - Organizational Citizen Behaviour - Counterproductive Work behaviour	- Diagnostic Integrity - Special Report - Screening/Selection - Development - Shortlisting - General (Non Work Experience) - Disposition to assisting co-workers & the organisation - Disposition to counterproductive work behaviour in general

2. OTHER PSYCHOMETRIC TESTS

In addition, INTEG also offers 19 psychometric tests that are making a further contribution to assessing Integrity from different angles, as well as covering the specific subjects they are dedicated to, as mentioned below:

<u>Measuring Instruments</u>	<u>Nineteen Psychometric Tests</u>	<u>Purpose</u>
- COPAS – Standard - COPAS – Version II - BOP - PAW - Main - EQ - MD - EO - SMO - FO - MO - PAW – Short - CAP - SAP - DAP - DSP - CAT-DI - CMI-GA - WOT - WOC - PEP - RAP Prior - RAP Post - RAP General	- Cognitive & Potential Assessment - Cognitive Profile Assessment – 3 Levels - Brain Orientation Profile - Personality at Work - Emotional Intelligence - Motivational Disposition - Entrepreneurial Orientation - Sales & Marketing Orientation - Financial Orientation - Managerial Orientation - Personality at Work - Comprehensive Aptitude Profile - Security Assessment Profile - Driver Assessment Profile - Domestic Services Profile - Call-Centre Agent Test - DI - Competency Measuring Instrument - GA - Workplace Orientation Test - Workplace Orientation Checklist - Practical English Proficiency - Rehabilitation Assessment Profile	- Cognitive - Symbolic Items - Cognitive – Verbal & Symbols - Brain Dominance - Comprehensive Personality Profile - Specialized Report - Specialized Report - Specialized Report - Specialized Report - Specialized Report - Condensed Personality - Aptitude - Security - Driving - Domestic Services - Call Centre Diagnostic Instrument - Generic Assessment of Competencies - Working from Home – Psychometric Test - Working from Home - A Checklist - Verbal/Language - Rehabilitation, e.g., from Prison

The above 26 tests are all developed by the same group/team, 'talk' to each other and were devised and possess South African norms, values and standards.



3. ASSESSMENT CENTRE (AC) & INTEGRITY DEVELOPMENT (ID)

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