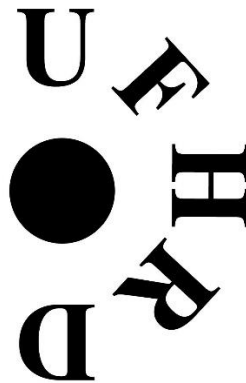# UFHRD 2022 Conference Proceedings

MIND THE GAP
Bridging Theory and Practice in a Post-Covid Era
June 2022
Hosted by
Sheffield Hallam University

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This document provides an overview of the conference proceedings from the UFHRD conference, virtually hosted by Sheffield Hallam University on June 8-10th 2022.

The first section is an overview of the conference, written by the conference chair. This is followed by a contents list of the five chapters that make up the conference proceedings. The chapters are:

1. Coaching and Mentoring
2. Critical approaches to HRD
3. Diversity and Equality issues in HRD
4. Leadership Management & Talent Development
5. Practitioner research and learning and teaching

Each of the chapters are available online from the same URL as this document.

Overview of UFHRD Conference
By the conference Chair, Professor Sarah Fidment

Introduction
Sheffield Hallam University was delighted to host the first online University Forum for Human Resource Development International Conference in June 2022 – the first of its kind in 3 years.

The conference theme 'Bridging Theory and Practice in a post-covid era' was incredibly timely given the major changes in how and where we work. Change in the workplace has never been so topical. As we move to living with Covid we need to reimagine the workplace, including changes in technology, our physical workspaces and truly understand our fundamental human needs.

The aim of the conference was to start to look ahead and where we would like to get to in the next decade. This does not mean waiting until year 9, it means starting immediately with practical action. My own personal reflection over the past couple of years is that it has been incredibly tough. We have had to adapt to different ways of working, often balancing lots of personal circumstances along the way. The 3-day conference enabled us to feel energised, empowered, and able to step things up another level.

We are often told that change only happens through data and through a robust business case. The business cases for change at the conference were the fantastic 91 research presentations and papers being presented across 11 streams; Leadership and Management, Coaching and Mentoring, Critical Approaches to HRD, Equality, Diversity and Inclusion, Learning in SME's, Workplace learning, training and development, Global and comparative approaches to HRD, Employee engagement, Strategic capabilities and the changing nature of work, Practitioner research, teaching and learning and Employability and career development. The research presented the data and catalysts for change based on live research undertaken during the pandemic within organisational contexts and settings of all shapes and sizes and from parts of the globe that are still grappling with the geo-political platforms in which they operate.

The three days saw some great presentations and I was truly inspired by the sheer resilience of everyone who undertook research during an incredibly difficult time. The research conducted most definitely captures a point in time and will move us forward into the 'new normal'. This edition of UFHRD Conference Proceedings provides a snapshot of the presentations and papers presented at the UFHRD June 2022 International Conference. What this cutting-edge research did was shine a spotlight on the challenges and opportunities in many people management areas

including leadership, HRD global challenges, coaching and mentoring, creating inclusive workplaces, how we engage our future workforces, the future of employability and how we as teachers and researchers deliver our teaching practices.

Overview of the Keynote Sessions

In addition to the cutting-edge research that was presented there were seven excellent keynotes by a wide range of International HRD thought leaders presenting key ideas in this space. The first keynote by Professor Chris Husbands reminded us about the importance of resilience, flexibility and agility in Higher Education. He also reminded us that during times of crisis the importance of Purpose, People and Performance.

He drew on the work of Peter Hennessey and his works on '*A Duty of Care'* Britain (2022) before and after Covid. Peter Hennessy's *A Duty of Care* is a call from the deep for civility, compromise, and cooperation. Coming from one of our most distinguished political historians, it can hardly be ignored. But *A Duty of Care* is much more than just an appeal for a politics of sanity and mutual respect. It is also, no less importantly, and more interestingly, a Confucian appeal for a politics of benevolence and kindness.

Our 2nd keynote from Professor Ann Cunliffe presented the importance of relationality and reflexivity in learning and work and drew on the works of Simon Glendinning (2007) *In the Name of Phenomenology*. In her address Ann stressed the need for researching and learning 'humanly' and spent time exploring how the gap between theory and practice may be produced. The move from functionalism, to subjectivism, to inter-subjectivism, which she referred to as 'demographic dialogue' was something we should all consider in our work. My lasting moments from this address are that in an age where we are dominated by science, we must strive constantly to renew our understanding of ourselves and our place in the world, or our 'being'.

In our 3rd keynote by Martyn Newman, Martyn discussed the work of the David Kaheman a psychologist and economist notable for his work on the psychology of judgment and decision-making, as well as behaviour economics. David Kaheman (2011) book *Thinking Fast and Thinking Slow* suggest that to quieten our minds we needed to spend more time Thinking Slow. Thinking Fast and Slow shows us how two systems in our brain are constantly fighting over control of our behaviours and actions and teaches us the many ways in which this leads to errors in memory, judgment, and decisions, and what we can do about it.

For those that completed the team Emotional Capital Report (ECR) it highlighted that our self-reliance, which is reliance on one's own powers and resources rather than those of others was high which is not really a surprise given our need to be more independent over the past couple of years in both our work and personal live. Optimism, or hopefulness and confidence about the future or the success of something was also high. Martyn reminded us how this linked to what is possible and our resilience, or the ability to bounce back. He drew on the work of Martin Selman, who specialises in adolescent social development and Professor of Education and Human Development, drew on ideas from positive psychology on how to build optimism. He linked this to the importance of refreshment or personal development.   He also reminded us that we needed to protect hope and engagement with optimism being the engine of capitalism.

The ECR team report did report on being low on Self Confidence. Self-confidence is made up of Self linking and Self Competence. To like ourselves we need to be authentic, love who we are and value ourselves. Self-confidence from a developmental perspective is linked to fear and where we may not take initiative and where we may have 'learned helplessness'. Learned helplessness is related to the concept of self-efficacy, which is the individual's belief in their innate ability to achieve goals.

Martyn reminded us that we need to 'Be our Best' and value ourselves and as leaders we should build others up and consider how we make others feel. He finished by reminding us about empathy and by truly listening and paying attention to others we could build 'collective resilience'.

Mel Green-Norris's keynote from CIPD presented data trends on what we need now and for future. In a changing world of work there were more emerging cross functional trends in particular leadership of technology, the green agenda and climate change, with a distinct move to sustainability, purpose and the need for responsible business practice. The 3 key skills to take us forward should be adaptability, collaboration, and leading change in an OD way.

In relation to inclusion new HR practice and policy needs to be more sensitive to understanding the systems of power, privilege, race, rank, and culture and needs to connect ethical business systems and humanism with the hope that every futuristic workplace will have more inclusivity and belonging. Rashmi Dixit moved our thinking from mechanistic to systemic, which allows us to synthesise many parts of the whole. Systems thinking is also concerned with distributing power and where we move from a culture of blame to accountability. In relation to change management we need to move from a position of 'something other' to us, to a position of 'in relation to'. In that

way we can start to see the whole, rather than our tribe's way of thinking. This relates back of course to Martyn Newman's point about the importance of empathy and creating inclusive communities.

Professor Jonathan Passmore's address highlighted the future trends in coaching and presented with 5 calls to actions around digitalisation and psychological safety, creating inclusive coaching communities, loneliness in the profession, team coaching accreditation and the importance of building research collaborations between stakeholders.

Our final keynote of the conference was from Professor Rita Trehan. Rita's session focused thinking on HR being a beacon for change and how we could consider unleashing capacity by thinking about bringing different viewpoints into our thinking about business modelling. Rita presented research conducted in conjunction with YouGov and how this suggested that leaders are devoting their time and energy to the wrong things and set out the importance of bringing together the dimensions of purpose, connection, and collaboration, with business models needing to be different to raise to the challenges of the UN sustainable goals.

Rita set out that there is a tendency for three types of organisations operating in today's world: The Established Core, The Enlightened Influencers and The Growing Advocates. Purpose as a concept in organisations tends to include the dimensions of diversity and inclusion, leadership initiatives, social initiatives and environmental initiatives which are often not joined together and worked on in silos, which links us back to the need for systems thinking. Rita set out the new way to consider purpose through a new type of organisation called the 'Amoeba Organisation'. In this type of organisation, the purpose is inclusivity driven, rather than purpose driven, with the dimensions of purpose, design, data, ecosystem and mindset functioning in harmony. So how do we know if we are operating in an Amoeba Organisation? Key questions to ask in your organisation are: Do people really understand Why and What you do? Does your purpose truly inspire people to contribute authentically and in a way that has a lasting impact? If people give different answers to the why and the what questions, it is more than likely your organisation is out of alignment.

The enablers of inclusive and anticipatory organisations embed their purpose through strategy and value creation, have governance structures to support this and have the right mindsets and culture. They shape what they do through the alignment of voice with actions and advocate and sponsor boldly. Finally, they co-create through listening and involving customers, design with an

experience lens and expand their networks beyond their organisational boundaries. Therefore, they connect through structures (agile design), to the system (living data), to stakeholders (ecosystems), to the right people (mindset) to deliver on their purpose.

Summary

On behalf of the UFHRD and Sheffield Hallam University we wish you every success in taking forward your personal and collective commitment to HRD research and practice and that this publication of Conference Proceedings from the June 2022 'Bridging Theory and Practice in a Post Covid Era' Conference offers some interesting insights to how we can how we can shape organisations for the future, create organisations that allow for authenticity and agency and are inclusive and that we can as practitioners and research of HRD can collectively achieve a brighter future for Human Resource Development on a global stage.

On behalf of the conference team, we look forward to welcoming members old and new to the UFHRD June 2023 annual conference in Dublin, Ireland.

Contents of UFHRD Conference proceedings chapters

Each chapter has an introduction provided by one of the stream leads from Sheffield Hallam University. Each submission entry has the abstract, and the presentation and paper (where provided – shown below). The article are listed in the date order that they were submitted to the conference.

Coaching and Mentoring

Introduction by Dr Paul Stokes.

Comparative Study of a Coaching and Mentoring programme in Higher education.

> DR. JENNI JONES, DR. HELEN SMITH (Presentation included)

Coaching and Mentoring: Narratives of women in leadership

> DR. MEL BULL (Presentation included)

On Becoming a Coach: Narratives of Learning and Development

> PROF. ROBERT (BOB) GARVEY, DR. DUMINDA RAJASINGHE (Paper and presentation included)

Promoting the use of Somatics in Coaching

> MRS. LYNNE CAVANAGH-COLE (Presentation included)

Transcending the limits of the individual linguistic narrative: an application of somatic coaching in an international group coaching context.

MRS. MARIE BLEUZÉ (Presentation included)

Existential Coaching for Organizational Performance Improvement

MS. JESSICA FOWLE, DR. BARBARA EVERSOLE (Paper and presentation included)

Coaching the innovating organisation in a post-pandemic world

MS. REBECCA COLLINS, PROF. KEITH STRAUGHAN (Presentation included)

The evolving coaching ecosystem: implications for coach education and development

DR. DAVID LINES, DR. CHRISTINA EVANS (Presentation included)

Critical approaches to HRD

Introduction by Dr Ellen Bennett.

Unlearning at the boundary of institution and organisation for academics and contingent academics – implications for HRD

MRS. REBECCA PAGE-TICKELL

Managing tensions and differing stakeholder expectations within the HRD role

DR. JENNI JONES, DR. SALLY KAH (Presentation included)

Rebooting Feminist Research in HRD: Shifting from Gender Binary to Gender Diversity

DR. TOMIKA GREER, MS. EUNBI SIM, MS. WEIXIN HE, DR. LAURA BIEREMA (Presentation included)

Learning about the workforce impact of Covid19 – Hospitality and Tourism in Vietnam

DR. DIANE KEEBLE-RAMSAY, DR. TAM LE THI KHANH TAM (Paper and presentation included)

The unintentional benefits of being made redundant: Building strategic capabilities in the implementation of redundancies

DR. MADELEINE STEVENS (Paper and presentation included)

Training Function Expected Performance index – a new HR measurement instrument for service companies

DR. SIDITA DIBRA, PROF. BLENDI GERDOÇI (Presentation included)

Diversity and Equality issues in HRD

Introduction by Dr Andrea Subryan.

What are we going to do about menopause?

DR. KATY MARSH-DAVIES (Presentation included)

Reducing Age Discrimination: The Role of Reasonable Accommodation in American Statutes

DR. HINDY SCHACHTER

Diversity Intelligence: Towards development of Diversity Intelligence Across Workplaces

DR. ISHA SHARMA

Death by Indoctrination

MS. DELILAH FRIEDLANDER (Presentation included)

How Parenting a Person with Disability Impacts Parents' Professional Experience: A Literature Review

MS. ANA CAROLINA RODRIGUEZ

Leadership Management & Talent Development
Introduction by Professor Sarah Fidment.

Line Managers' Involvement in Talent Management: The Case of a Malawian Bank

MR. CHARMING NAKWEYA, DR. SARAH PASS, DR. FOTIOS MITSAKIS, DR. VALERIE CAVEN (Paper and presentation included)

Overcoming Remote Leadership Challenges: Lessons Learned from Covid-19

DR. DANIEL GANDRITA, DR. ANA GANDRITA, PROF. DAVID ROSADO (Presentation included)

Internship Advertisements are not Attractive to Prospective Applicants: HRD Help is Needed

DR. MARIA PLAKHOTNIK, MS. KRISTINA SHMAYTSER, MR. KIRILL FEOFILOV (Paper and presentation included)

SME Leadership in a Post Covid Era - Impact Case Study.

DR. SARAH FIDMENT, DR. ALEXANDRA ANDERSON

The Effect of COVID-19 on Organizational Leadership: A Formidable Disruptor or a Blessing in Disguise?

MR. YILEKAL FISSEHA BEYENE, DR. ALINA WAITE (Paper and presentation included)

Applying a Systems Thinking Approach to Increase Leadership Capacity

MS. NOELINE GUNASEKARA, MS. BHAGYASHREE BARHATE, DR. KHALIL DIRANI

Leadership and management in the voluntary sector: what skills do volunteer volunteer managers need?

MRS. NICKY ADAMS (Presentation included)

School Culture and its Impact on Teacher Retention in a Pandemic Environment

MS. VERLEY LANNS-ISAAC, DR. ALINA WAITE, DR. AMANDA MUHAMMAD (Presentation included)

Practitioner research and learning and teaching

Introduction by Dr Christine O'Leary.

Sharing learning from a pilot Higher Education buddying scheme launched in the Covid-19 pandemic

DR. JENNI JONES, DR. JANE BOOTH (Presentation included)

An argument that Organisational Culture, Organisational Learning, and Organisational Leadership are essential prerequisite antecedents to the Dynamic Capabilities Framework

DR. ANDREW COX (Presentation included)

Merging a purpose-built case study with game-based learning to develop workplace durable skills.

MR. JAMES LEINSTER (Presentation included)

The Erasmus programme and the development of human capital in Portugal

MS. DIANA SOFIA DE PINHO E COSTA, DR. EDUARDO TOME (Presentation included)

From change project to conflicted identities: reflections on a practitioner led study in Higher Education

DR. MYFANWY DAVIES, DR. GELAREH ROUSHAN, DR. NIA WILLIAMS, DR. SUE CLAYTON (Presentation included)

Making Sense Of Failure: An Exploration Of Learning From Lebanese Entrepreneurs

DR. DIANE KEEBLE-RAMSAY, DR. GHIWA DANDACH (Paper and presentation included)

We are the facilitators; they are the learners – or are we learning too? A case study relating to HE staff involved in the delivery of a 3-year project supporting female managers in SME's – evaluating staff reflections on learning

DR. KAREN TREM (Paper and presentation included)