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**26 JULY 2011
Pre-Conference
Workshop**

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Conference**

**THE CSIR
CONFERENCE CENTRE
Pretoria**

Ethics and corporate governance

Overall purpose of the session:

Unethical behaviour and poor governance practices have a significantly negative impact on professional service delivery, reputation and ultimately the profit of a company. For sustained success, it is paramount that an organisation understands the risk and creates and maintains a culture of integrity.

Organisational values should be chosen, codified, implemented and formally reported on, as recommended in the King 3 Report on Corporate Governance. Leaders and staff with high ethical values should be attracted to the organisation and retained. Understanding of the reasons for unethical and criminal conduct empowers HR practitioners and psychologists to support proactive measures against potential crimes and irregularities.

The proposed workshop on ethics and corporate governance will teach delegates how to attract honest talent and how to create and maintain a culture of integrity in accordance to King 3 and international best practice models.

Relevant research and literature review:

Large-scale corporate frauds have put the spot light on governance practices and ethical conduct. Recent research conducted by the Institute of Securities Studies shows a remarked increase in white-collar and commercial crime. Continued research by the Certified Fraud Examiners in the USA as well as by the auditing firms, KPMG and PWC, confirm a significant risk of occupational fraud and abuse in companies.

The US Federal Sentencing Guidelines places an onerous duty on corporate leaders to prevent fraud and abuse, failure of which will lead to higher penalties. Following these guidelines, the King 3 Report on Corporate Governance now requires organisations to build an ethical culture with a trusted reputation in order to prevent, reduce, or eliminate misconduct (unethical or unlawful conduct).

Chapter 1 of the King Report says that companies must:

- involve ethics in all company aspects and activities;
- the board must show strategic ethical leadership; and
- ethics must be actively managed in the company.

Specific objectives of the session:

- Understand the cost implication of employee dishonesty and how to manage the risk by applying corporate - and ethics governance models;
- Gain knowledge on how to create and maintain an ethical culture that will promote growth and attract investors.
- Grow in your belief in the long-term value of ethical behaviour.
- Become an ethical leader and set the example by learning the characteristics and duties of an ethical

leader.

- Obtain a basic ethics vocabulary and practical know-how.
- Learn ethical decision-making models to apply to ethical dilemmas.

Accelerating change through appreciative conversations: Lessons from Neuropsychology

Overall purpose of the session:

The past two decades have seen major shifts and changes in the world of businesses and organisations. These shifts are due to various factors, including but not limited to, changes in demographics, increased globalisation, technological development, emerging of new markets and the development of the knowledge economy where information is a mouse click away. This has prompted some to say that we are moving beyond the information age into the knowledge age. The defining characteristic of the Knowledge Age is perpetual change. Unlike previous transformations, the transformation to the Knowledge Age is not a period of change, followed by stability. It will usher in an epoch of continuous change on an accelerating time cycle. This means that the kinds of knowledge that will serve each individual and our society as a whole are constantly evolving.

Evolution in the understanding of brain functioning, and how it impacts individual behaviour as well as lessons from our own South African history of transformation has provided many new and profound insights. Although there are many change models in the market, the purpose of this session would be to suggest a South African model utilising all these lessons and increased scientific understanding. The model would also suggest ways of managing not only "planned" change, but also "unplanned" change which is increasingly necessary in the knowledge age.

Relevant research and literature review:

It is a known fact that all change causes an increase in uncertainty. Uncertainty registers (in a part of the brain called the anterior cingulate cortex) as an error, gap, or tension: something that must be corrected before one can feel comfortable again. Not knowing what will happen next can be profoundly debilitating because it requires extra neural energy. This diminishes memory, undermines performance, and disengages people from the present (Rock, 2009). Change management introduces a way to actively manage this uncertainty by creating more certainty through conversation, and generating buy-in by giving individuals the opportunity to add value to the process (Stamp, 1978).

Appreciative Conversation was originally described around the same time as social analysis by Geoffrey Vickers who developed the idea out of his work in high level international commercial and diplomatic settings where value systems meet and are debated (Bioss, 2008).

Mary Ann Hazen believes conversation is essential for effective organizational change. She describes dialogue as a post-modern metaphor, which is a counterpoint to the bureaucratic discourse and offers ways to understand organisations as inter-subjective and constantly changing (Hazen, 1993).

John Kotter and Dan Cohn describe conversations as the key to building trust among members of a group (2002). They utilise the power of stories to illustrate their theory on how people change their organisations. The implications regarding organisational change are that if the dialogical processes are understood, they can be used to achieve a desired change effort.

Specific objectives of the session:

1. Describe the theory social analysis, flow and neuropsychology related to managing change
2. Deducing practical implications of these theories in managing planned and unplanned change events in organisations
3. Suggesting a South African change model for managing planned and unplanned change
4. Sharing case study evidence in the application of this theory in the financial and paper/pulp industry

Organisational Design as a critical organisational discipline

Overall purpose of the session:

It is widely recognised that the way organisations are designed has a profound effect not only on an organisation's strategy, mode of working, culture and dynamics, but also on its performance, and ultimately its success. Organisational design thus can only be ignored at the peril of the effectiveness and efficiency of the organisation. One can indeed compete by design. Organisational design as the Operating Model for the organisation is one of the key executive leadership tasks making up the portfolio of Executive Tasks in the organization

The purpose of the workshop is to enable participants to gain a high level insight into organisational design as a key executive leadership task: the what, why, how, who, where of design.

The Workshop is aimed at persons with at least a Masters and 5 years of organisational experience.

Relevant research and literature review:

This workshop provides an overview of the latest thinking regarding organisational design. The overview is based on personal lessons learnt from over 50 design consulting assignments over about 15 years across multiple industries, nationally and internationally; the global sourcing of leading organisational design practices; as well as the thinking of organisational design thought leaders such as Henri Mintzberg, Jay Galbraith, Michael Tushman, Dave Nadler, Andrew Campbell, Michael Goold, Elliott Jacques and John Roberts.

Specific objectives of the session:

The expected outcome of the workshop is a high level understanding of organisational design with its commensurate conceptual and action tools of organisational design.

The following topics will be covered: organisational design as a key executive task; defining organisational design; positioning organisational design appropriately within the organisational landscape; the levels and dimensions of organisational design; the basic building blocks of organisational design; the organisational design process; organisational design logics; key design questions to quality assure one's crafted organisational design (the "Ten commandments" of a good design); and the key benefits of an effective design

How to build a global Situational Judgement Test that delivers real value to the recruiter and the candidate

Overall purpose of the session:

This workshop will share with the audience insights in how to build Situational Judgement Tests (SJTs) that work globally, in different languages, and provide real world benefits to both the recruiter and the candidate. Drawing on two specific client case studies we will cover topics such as how to build a construct based SJT that is equally valid and reliable across geographies, investigating item bias using Differential Item Functioning (DIF) and managing cultural appropriateness of item stems and response options when taking a UK developed SJT into different countries. Results from these case studies will show that it is possible to build an equally valid and reliable SJT across languages that has low adverse impact and low levels of item bias or DIF.

Relevant research and literature review:

Situational Judgement Tests (SJTs) have become increasingly popular in personnel selection in the last twenty years. This is due to their perceived face validity, low adverse impact (e.g. Motowidlo and Tippins, 1993) and evidence supporting prediction of job performance (McDaniel et al 2001). Accompanying this

renewed popularity is a drive to use SJTs in multiple contexts for multinational organisations, introducing the complexities of multiple languages and cultural settings. A key issue with SJT development is how the item stems, responses and scoring keys are designed. Two main approaches dominate the literature, an inductive and a deductive approach. The inductive approach involves critical incidents (Flanagan, 1954) generated by a group of subject matter experts (SMEs) who are asked to recall examples of good and poor performance in the job. The deductive approach pulls on an underlying theory, such as a competency framework.

The former approach can result in an SJT that is tied in to a particular organisation, in a particular country, at a particular point in time leading to a test with a short shelf life. This inductive approach tends to produce good validities, but the difficulty remains when trying to explain what the test measures. Another key issue is how generalisable SJTs are across geographies and whether they can remain equally valid across multiple countries (Lievens, 2006). For example, how generalisable are item stems or situations and response options across different cultures and more importantly how generalisable are the constructs that the SJT is designed to measure (Lievens, 2006)?

Specific objectives of the session:

The objectives of this session will be to share how:

1. Using a combination of critical incidents and a theoretical model as an anchor produce an SJT that is job relevant and robust to any error introduced by relying heavily on information provided by SMEs.
2. Considering the languages that the SJT is to be deployed in right from the first stages of design ensures that the language used and the situations described can be generalised.
3. Using a rigorous process for localisation to guarantee the quality of the translation will mitigate the risk that any differences between people are true differences in relation to their standing on a particular construct and not a result of a poor localisation process.
4. There are real world returns for recruiters who opt to use an SJT as part of their selection process. Not only in monetary terms, but also in support of their brand.
5. Continually refining the process based on new learning helps to make the overall process more efficient.

Building best practice and value adding assessment strategies: A practical application of the Assessment Practices Maturity Framework.

Overall purpose of the session:

Competitive organisations are continually looking for ways to make better talent decisions in order to minimise the risk of a poor appointment or promotion, and to ensure that individual efforts are aligned with organisational goals.

Combs, Liu, Hall & Ketchen, (2006) provides meta-analytic research across 1000's of organisations that indicated how the implementation of objective assessment can significantly increase company productivity. However, this is only the case if robust, scientific assessment practices align with talent strategy. Even with exceptional assessment tools, many practitioners still struggle to obtain real business value from their assessments and often, good assessment data still result in poor talent decisions.

The proposition of this workshop is that the loss of value in assessment results occurs, not only due to poor assessment methods, but also due to poorly developed assessment strategies and the poor implementation of assessment practices.

Nearly all organisations face seven challenges when implementing and managing their assessment practices that, if not managed well, leads to a loss of value. This workshop will explore these seven challenges and give participants practical and best practice guidelines on how to deal with them.

Relevant research and literature review:

Using a range of international and local best practice standards, the **Assessment Practice Maturity**

Framework© provides a benchmarked and detailed model that integrates best practice in seven key areas. The result is a comprehensive approach to assist in the development and implementation of assessment strategies.

Local and International Best Practice guidelines include: The SIOPSA Validation Guidelines & Best practice in use of tests in South Africa, EAWOP Test User Standards, Draft ISO Standards for assessment service delivery, ITC Guidelines on Test Use and Computer-based Testing and the Internet, APA Test Taker Rights and Responsibilities.

The Framework address the following challenges:

- How to ensure that you have clarity on the questions or assessment criteria;
- How to select appropriate assessment methods;
- How to optimise the assessment process to get the most value from the assessment methods;
- How to ensure the competence of practitioners and guidelines on measuring stakeholder satisfaction;
- How to develop appropriate and integrated reporting formats that will enhance value when end-users make talent decisions;
- How to manage the collection and warehousing of data that will allow for the measurement of ROI; and
- How to ensure that assessment results are used throughout the employee life cycle.

This framework acts as a consulting model and allows practitioners to:

- Audit their current practices.
- Identify specific areas that need attention.
- Build strategies and specific action steps to grow value from the assessment.
- Create a governance framework for the implementation of organisation-wide assessment practices.
- Guide decision-making before contracting with service and product providers.

Specific objectives of the session:

During this workshop, participants will get the opportunity to apply the framework to develop an assessment strategy that will lead to a specific talent decision. This could be for a graduate recruitment project, assessments for succession planning, development assessments, or other similar talent decisions.

Participants will:

- Get resources for and learn how to build a business case for assessments using the Framework as an implementation roadmap.
- Gain valuable insights into the seven areas of the Maturity Framework that, if managed well, will result in created value from assessment results.
- Assess the level of maturity of their assessment practices.
- Do a gap analysis of their assessment practices against clear local and international best practice guidelines.
- Get practical guidelines on how to improve their practices and leave the workshop with an action plan for implementation

A Gentle Introduction to Structural Equation Modeling

The overall purpose of this session is to provide participants with a basic overview (theoretical and practical) of how to use Structural Equation Modeling in their scientific endeavors.

This workshops has four objectives:

1. Identifying the purpose of Structural Equation Modeling
2. Defining key concepts
3. Distinguishing between soft (variance-based) and hard (covariance based) approaches to Structural Equation Modeling
4. Evaluating measurement and structural models using appropriate software (e.g. LISREL)

Participants will be provided with articles prior to the workshop that will aid discussions during the session. Participants must download appropriate software prior to the workshop in order to fully participate during the session. Participants should bring their own laptops to this workshop with the downloaded software already installed.

Participants are welcome to bring along their own data and proposed models. If time allows it, their models will be evaluated.

At the end of this workshop, participants should be able to:

1. Distinguish between latent and indicator variables
2. Identify exogenous and endogenous variables
3. Build a measurement model based on the original structure of a questionnaire
4. Build a measurement model based on the factor structure suggested through exploratory factor analysis
5. Determine the appropriateness of a measurement model to be used in testing a structural model
6. Build a structural model to test the appropriateness of a theory
7. Interpret Approximate Fit Indexes

Master the Art of Networking

In this workshop presented by Helen Nicholson, director of Helen Nicholson & Associates, specialising in networking and personal branding, and founding director of the PQ Institute SA..” participants would learn the art of social networking and how to make it work in the world of work.

The objectives of the workshop are:

- Realise the importance of developing your own personal brand,
- understand why Networking is the No 1 critical success skill for business people identified by Insead Business School,
- gain insight into the “Mars and Venus” of Networking
- Learn how to “work” a room by discovering your own unique networking style
- Design and deliver your "elevator speech"
- Helen has recently published the business best seller: “*Networking- How to get your black belt in business success*” and will be having this book on sale as part of her workshop.

INTERNATIONAL Novel or exploratory methods of assessment

Overall purpose of the session

This workshop would focus on work in the area of developing assessment devices/procedures (including those designed to assess cognitive ability) that are valid and allow the greatest opportunity for diversity in the workforce

The intent of the workshop is to expose participants to some of the experimental/novel assessment processes found to show potential in this regard and to show participants how they might try some of them in their organisations

Specific objectives of the session

The workshop would aim to:

- Identify assessment techniques that have the greatest potential for high validity and enhance workforce diversity

- Describe factors that contribute to bias in employment selection procedures
- Differentiate unfair employment selection procedures from those that are fair
- Describe the state of the psychological literature in the US with regard to the development of selection procedures that are valid and fair

