



SESSION NO: 1

DATE: **Wednesday, 16 March** (17h30-19h30)

2 hour topic talk = 2 CPD points

TOPIC: Online organisational psychology: creating access or dumbing down?

Presented by: **Annemarie Christodoulou, PS0092614**

Industrial Psychologist, Workshift Consulting

Online education has blossomed in every sphere of academia – from short courses to fully fledged online degrees. The field of organisational psychology is no different. Once only accessed via face-to-face tertiary institutions, now a wide variety of organisational psychology courses are available at multiple levels from a variety of online providers. Just like almost every other discipline, the world of psychology and edutech is colliding. Is this creating broader interest and accessibility to a field that at times, can be seen as exclusionary or deliberately mystifying of its content? Or is this undermining the notion that psychology is an applied science, underpinned by deep research, particular specialisation of skill and the need for university-level study? Is edutech opening up our field and creating greater levels of access? Or is online education dumbing down the field of I/O psychology?

Between September 2020 – February 2021, I developed and delivered a 32-lesson course in the field of organisational psychology for an online education provider based in Europe. I was asked to define a curriculum, create content and deliver the lessons in a pre-recorded, on-demand format utilising a range of edutech tools and platforms. As an I/O psychologist, this role of a virtual educator was very new to me. Taking on this project forced me to critically assess and think about the learning content of our field from a different angle, and to find ways of making I/O psychology content relevant, interesting, understandable and palatable to a global, online audience.

In this talk, I will be offering my practical experience of the questions and debates this has raised for me, as an experienced, registered organisational psychologist. I will highlight the benefits of delivering learning in our field online, and the new ideas and concepts that I have been able to explore. I will also critically assess my own experience, and offer practical honesty about what the shortfalls are, and where the weaknesses lie. This will also allow me to explore some of the ethical challenges and questions that I grappled with in developing this course, and where I had to set boundaries to maintain my own professional integrity. I will also engage with the peer network group, and ask them to consider what they think should be part of the learning content in our field that is openly available to anyone with internet access, and what should and must be held 'sacred' for more purist, academic pursuits in the I/O P field.

Overall, the talk will look to consider the challenge of making I/O psychology education accessible for a broader range of people – particularly in a country like South Africa, but also highlight the ethical and quality risks that such an approach creates.

Bibliography:

1. O'Neil, Sumari, & Koekemoer, Eileen. (2016). Two decades of qualitative research in Psychology, Industrial and Organisational Psychology and Human Resource Management within South Africa: A critical review. SA Journal of Industrial Psychology, 42(1), 1-16. <https://dx.doi.org/10.4102/sajip.v42i1.1350>



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4. Bergh, Z. 2014, *Psychology in the Work Context* 5th edition, Cape Town: Oxford University Press

Annemarie Christodoulou Bio:

Annemarie is an experienced Organisational Development and Change professional with over 18 years' experience in people-management field. She has been registered with the Health Professions Council of SA as an Organisational/Industrial psychologist since 2005, and has held senior management roles across various areas of HR, with a main focus on Organisational Effectiveness and Development, leading large and small teams. She has worked within several large corporates and consulted in an advisory capacity for blue-chip consulting firms – both locally and internationally. Currently, Annemarie is the principal advisor in her own boutique consultancy, Workshift Consulting, which has been engaged in a variety of strategic people-focused projects across multiple clients in South Africa. This work has been about helping Executive-level leaders solve challenges related to Talent management, Diversity & Inclusion, new ways of work and implementation of new cloud-based HR systems. Annemarie's areas of specialisation include team effectiveness improvement, HR process optimisation, Culture & Change enablement and Leadership development in a post-covid world of work.



SESSION NO: 2

DATE: Thursday 14 April 2022 (17h30 – 19h30)

2 hour topic talk = 2 CPD points

TOPIC: Culture Change in a family-owned business: Case study in the Hospitality Industry

Presented by: **Ladan Eshani: PS0083879**

Industrial Psychologist, Independent Consultant

Topic outline:

The theory of organizational life cycle by Adizes will be shared, and the process of organizational growth and decline will be highlighted. The risks and opportunities at each stage will be discussed with a focus on the inherent challenges of a family-owned business. A case study will be shared in which the realities of the organization clearly demonstrate the theory presented. In addition, the presenter will share how she unleashed the organization's potential through change in culture. The methodology of the intervention was based on Positive Psychology and Appreciative Enquiry, as well as Dr. Bruce Alexander's findings regarding our inherent need for connection in a disconnected world. The methodology and contents of the intervention yielded positive culture transformation across three distinct sister organizations within a year. Employee satisfaction and motivation dramatically increased; and the "difficult employees" who benefitted from a previous culture of chaos became irrelevant. Almost all of them left the organization of their own accord. Most changes are thought to start at the top and cascade to other organizational levels. However, this change did the opposite: it started at the grassroots and made its way up.

Bibliography:

1. Adizes, Ichak. (1989). Corporate LifeCycles: How and Why Corporations Grow and Die and What to Do About It. Prentice Hall.
2. Alexander, B.K. (2008). The Globalization of Addiction: A study in poverty of the spirit. Oxford, UK: Oxford University Press.
3. David Cooperrider & Diana Whitney (2008). The Appreciative Inquiry Handbook: For Leaders of Change. Berrett-Koehler.

Ladan Eshani Bio:

Ladan Eshani is an organisational psychologist with over 17 years' experience as a consulting Organisational Psychologist spanning over the following key areas namely: training and retention, recruitment and selection (including Assessment Centres and Psychometrics) and organisational development. She has also worked within the Human Resource and research spheres focusing on, to name a few, industrial relations, job analysis and competency descriptions, as well as gender, employment equity and diversity research. Her strengths lie in her experience in working with people of various cultures, her ability to think outside the box and her strong service orientation.



SESSION NO: 3

DATE: Thursday, 19 May 2022 (17h30-19h30)

2 hour topic talk = 2 CPD points

TOPIC: The dynamic nature of the neurobehavioural predictors for mental resilience

Presented by: **Liisa Kleinhans: PS0150355**

Industrial Psychologist, Neurozone

Topic Outline:

Mental resilience is dynamic. Using neuroscience, analytics and systems thinking, we have seen how neuro behaviours reprioritize themselves as predictors of resilience. Mental resilience enables us to overcome the challenges we continuously face. Our external environment, internal health state, as well as our behaviors, emotional and cognitive states can all impact mental resilience.

In the face of the current mental pandemic, optimized mental resilience ensures that we always move back to a baseline relaxed physiological state (state of calm) once we overcome the challenge. This 'equilibrium' enables us to use a predictive code that can drive behavioural program design for individuals, teams, and organizations. In this talk, we will unpack the concepts essential for organizational development professionals to move from a static to a dynamic approach when building a resilient and high performing workforce.

Bibliography:

1. Tabibnia, Golnaz & Radecki, Dan. (2018). Resilience training that can change the brain. Consulting Psychology Journal: Practice and Research. 70. 59-88. 10.1037/cpb0000110.
2. van Wyk, M., Lipinska, G., Henry, M., Phillips, T. K., & van der Walt, P. E. (2022). The development & validation of the Resilience Index, International Journal of Testing. (This reading is about to be polished).
3. Resilience Index, Neurozone
4. Dynamic Neurobehaviours in the Workplace, Neurozone

Liisa Kleinhans Bio:

Liisa Kleinhans is an HPCSA-registered Industrial/Organizational Psychologist and SACSSP-registered Social Worker. As Head of Organizational Development Consulting at Neurozone®, Liisa's primary focus is on supporting organizations to reach their fullest potential by intervening on an individual, team, and organizational level. Driven by the goal of facilitating lasting positive change, her consulting process entails providing data-driven solutions to organizations to help them create and sustain cultures that encourage employees to grow and thrive. These data-driven insights are informed by Neurozone's® Behavioral Code for High Performance: a combination of neuro- and performance analytics that provide tailor-made assessments and solutions for building individual and group Resilience and capacity to perform highly and consistently. Liisa therefore brings together elements of organizational development, the neuroscience of wellbeing, and performance metrics to optimize the occupational health of organizations and their employees.



SESSION NO: 4

DATE: Thursday, 23 June 2022 (17h30-19h30)

2 hour topic talk = 2 CPD points

TOPIC: Building a Data-Driven HR with People Analytics

Presented by: **Yvonne-Louise Smit: PS0149330**

Industrial Psychologist, Capitec Bank

Outline:

- What is a data-driven HR?
- What is people analytics?
- Why is people analytics important?
- What is the role of people analytics in HR?
- What does people analytics look like in practice?
- What are the practical considerations when establishing a people analytics capability?

Bibliography:

1. Khan, N., & Millner, D. (2020). Introduction to people analytics: A practical guide to data-driven HR. Kogan Page Publishers.
2. Peeters, T., Paauwe, J. and Van De Voorde, K. (2020), "People analytics effectiveness: developing a framework", Journal of Organizational Effectiveness: People and Performance, Vol. 7 No. 2, pp. 203-219. <https://doi.org/10.1108/JOEPP-04-2020-0071>
3. Falletta, S.V. and Combs, W.L. (2021), "The HR analytics cycle: a seven-step process for building evidence-based and ethical HR analytics capabilities", Journal of Work-Applied Management, Vol. 13 No. 1, pp. 51-68. <https://doi.org/10.1108/JWAM-03-2020-0020>

Yvonne-Louise Smit Bio:

Yvonne is an industrial psychologist who specialises in integrating psychological constructs with technology and HR systems to meet operational and strategic business needs. She crafted her skills working for The SQN Way to build a cross-skilled global team to deliver data-driven, actionable insights that delivered proven habit formation and behavioural change to large corporate clients. She seamlessly transitions between implementing scaled solutions for multi-national clients and delivering effective outcomes for teams and individuals within organisations. Her ability to think cross-functionally and bridge the gaps makes her an effective lead, facilitator and project manager.



SESSION NO: 5

DATE: Thursday, 21 July 2022 (17h30-19h30)

2 hour topic talk = 2 CPD points

TOPIC: How to practically implement Emotional Intelligence tools for impact.

Presented by: **Kirston Liss: PS0146552 / PRC0031579**

Industrial & Organizational Psychologist and Registered Counsellor

Topic Outline:

Is displaying higher levels of emotional intelligence great attributes, and having lower levels of emotional intelligence, poor attributes to have? How do we explain the recent 'great resignation' behind the rise in leadership burnout when emotional intelligence is constantly shown to be a buffer on the effects of stress? It's a serious paradox in the overall judgement of psychologists and consultants in coaching and advising of emotional intelligence. We need to be brave, and admit that it is often smoke and mirrors in the practicality of emotional intelligence. The observation of empirical regularities in what values in emotional intelligence dictate as desirable, is cloudy. It begs the question, what are we not doing enough of in our profession and how can we be smart in supporting others when it comes to the understanding and execution of emotional intelligence strategies to promote healthy behaviours in the workplace? The nature of self-awareness and it's alignment brings us to consider how we can in effect bring constructive change in coaching and advising.

We will consider:

- Shifting our 'satisficing' thinking in Emotional Intelligence in recruitment and selection, talent development and coaching
- What coaches or advisors should consider in the context of emotional intelligence development
- The importance of self-awareness and the wellbeing relationship within Emotional Intelligence
- Tools and techniques to challenge the coachee in their self-evaluation and understanding
- The critical evaluation of problems in decision making using metacognition for emotional intelligence
- How to apply effective solutions using emotional intelligence

Bibliography:

1. Beshears, J & Gino, F (2014). Identifying the Biases Behind Your Bad Decisions. Harvard Business Review
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5. Das, K. (2018). Subconscious: Latent Activities of Four Houses of Mind? 10.13140/RG.2.2.25887.61603.
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Kirston Liss Bio:

Kirstin Kiss is an Industrial and Organisational Psychologist and Registered Counsellor, with more than 15 years' experience in the corporate and private sector both locally and internationally. She currently consults for clients as an Organisational Development Specialist, Coach, Workplace Counsellor, and Talent Manager. She has extensive experience in selection, development, coaching and career counselling. Specifically, she has been involved in projects within the automotive manufacturing sector and has contributed to effective diagnosis and resolution of working relationships, leadership, and talent development. Kirstin has been involved in the research and design of risk assessments relating to financial investment decisions, which is currently being rolled out internationally. She has won many awards for her achievement and leadership. Her career counselling is CPD accredited, and she has launched a self-paced online emotional intelligence in leadership course. Kirstin is often asked to host talks at universities and companies on self-awareness and behaviour in the workplace. She has a curious mindset and likes to challenge the status quo. She is the founder of The ODC, values altruism, and is passionate about the science in people's behaviour.



SESSION NO: 6

DATE: Thursday, 18 August 2022 (17h30-19h30)
2 hour topic talk = 2 CPD points

TOPIC: In a world where data drives organisations how can we objectively and scientifically develop people?

Presented by: **Chrizelda Walters, PS 0091197**
Industrial Psychologist – FAB Consulting

Outline:

Individual and Organisational Development take multiple models (lenses and perspectives) into account. What comes out as common across all these models is the need to deal with the greatest asset of any organisation – PEOPLE. The aim of this talk is to understand how psychometric assessments can help bring in a scientific view of the personality during individual and organisational development initiatives. Focussing specifically on the Big 5 and the Enneagram models of personality.

The talk aims to explore the following;

- About the Big 5 and the Enneagram
- Uses of the Big 5 and the Enneagram
- Insight and Application

Bibliography:

- Chestnut, B. (2013). *The Complete Enneagram: 27 Paths to Greater Self-Knowledge*. Berkeley, CA: She Writes Press.
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- Worthington, R.L., & Wittaker, T.A. (2006). Scale Development Research A Content Analysis and Recommendations for Best Practices. *The Counselling Psychologist*, 34(6), 806-83



Chrizelda Walters Bio:

Chrizelda is an Industrial Psychologist and Consciousness Coach with 17 years' experience in the field of Human Resource Management as a consulting Industrial Psychologist. She is a founder member of FAB Consulting, specialising in psychometric assessment, coaching , consulting as well as training and development. She describes herself as an innovative and creative professional and who possess a zest for people and life. She believes her innate ability to intuitively view a situation and effectively bring objectivity into her thinking before decision-making and action is a core skill that allows her to engage and understand the human assets of the organisation team and individuals. She subscribes to a life philosophy of a healthy body fosters a healthy mind - taking care of herself on the physical, emotional, spiritual and intellectual level.



SESSION NO: 7

DATE: Thursday, 22 Sept 2022 (17h30-19h30)

2 hour topic talk = 2 CPD points

TOPIC: Building a People Function in the SaaS start-up world where the goal is to be a unicorn (or be acquired)

Presented by: **Sandhia Raghubeer: PS0149330**

Industrial Psychologist, Mobiz Group

Outline:

- What is a Software as a Service (SaaS) start-up
- Where to begin when setting up a People function in a SaaS start-up
- Going from 8 employees in one local location to 46 employees, over a span of one year, across two geo locations
 - The challenges we faced
 - Our practical learnings and some solutions
- Transitioning from an established People function in a corporate, to building a People function in a start-up
 - The challenges I faced
 - My practical learnings and some advice
- Metrics and performance evaluation in a global start-up
- Building a sustainable recruitment function in a global start-up

Bibliography:

1. Pandey, S.C. and Pattnaik, P.N. (2017). "People issues in start-ups: challenges and solutions", Strategic HR Review, Vol. 16 No. 4, pp. 194-196. <https://doi.org/10.1108/SHR-09-2016-0081>
2. Moser, J.K., Tumasjan, A. and Welpe, I.M. (2017). "Small but attractive: Dimensions of new venture employer attractiveness and the moderating role of applicants' entrepreneurial behaviors", Journal of Business Venturing, Volume 32, Issue 5, <https://doi.org/10.1016/j.jbusvent.2017.05.001>
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Sandhia Raghubeer Bio:

Sandhia is an experienced organisational psychologist with an interest in contributing to people practices, development and leadership. Her background is in organisational psychology and she possess an in-depth understanding of the Strategic HRM landscape from recruitment, support, management, development through to analytics, retention and change management. Her qualifications and experience in business, partnering with people, organisations and technology, allow her to develop, promote and implement effective people solutions. Her career goal is to contribute to start-up, SMB and evolving organisations through the IOP lens and with best practice in mind.



SESSION NO: 8

DATE: Thursday, 20 October 2022 (17h30-19h30)

2 hour topic talk = 2 CPD points

TOPIC: In the global deep-end: Building a global team and global People function

Presented by: **Sandhia Raghubeer: PS0149330**

Industrial Psychologist, Mobiz Group

My learnings as an IOP building a global, remote-first team:

- Important practices that led to successes
 - Remote onboarding and orientation
 - Recruitment & selection strategies that worked for us
- Practical challenges I navigate
 - Working across time-zones
 - Helping employees evolve as the business evolves
 - Relying on my "academic gut" podcasts, SaaStr webinars and learning by fire to navigate building the team because there is limited peer-reviewed research, or time, to be as scientific based as I'd prefer to be when it comes to global, remote-first start-ups
 - The labour law landscape of SA vs USA
- Culture, individual differences, Diversity, Equity and Inclusion (DEI)
 - **I hear:** "In SA you are polite, friendly and follow, in the US, we are bold, direct and lead."
 - **I ask:** "Is it 'you' vs 'us' when we are meant to be 'one'?"

Bibliography:

1. Rauter, Susanne & Weiss, Matthias & Hoegl, Martin. (2018). Team learning from setbacks: A study in the context of start-up teams. *Journal of Organizational Behavior*, pp39. <https://doi.org/10.1002/job.2278>.
2. Nicolaus, A. (2021). "Case study: why Paysend is moving to remote-first working", *Strategic HR Review*, Vol. 20 No. 5, pp. 168-172. <https://doi.org/10.1108/SHR-06-2021-0027>
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5. Neeley, T. (2015). Global Teams that Work. Harvard Business Review, October Issue, pp.74–81.

Sandhia Raghubeer Bio:

Sandhia is an experienced organisational psychologist with an interest in contributing to people practices, development and leadership. Her background is in organisational psychology and she possess an in-depth understanding of the Strategic HRM landscape from recruitment, support, management, development through to analytics, retention and change management. Her qualifications and experience in business, partnering with people, organisations and technology, allow her to develop, promote and implement effective people solutions. Her career goal is to contribute to start-up, SMB and evolving organisations through the IOP lens and with best practice in mind.



SESSION NO: 9

DATE: Thursday 17 November 2022 (17h30-19h30)
2 hour topic talk = 2 CPD points

TOPIC: Promoting Career Self-Efficacy among Millennials

Presented by: **Christelle Robertson: PMT0086681**

Psychometrist, Private Practice

The 21st century workplace is characterised by rapid technological advancements, job instability and an increase in non-permanent forms of employment. In addition, the coronavirus (COVID-19) pandemic has accelerated changes to the nature of work and working arrangements as evidenced by an increased prevalence in virtual and work from home arrangements. These realities require that employees be robust, resilient, flexible, and capable of working independently. Career self-efficacy has been identified as contributing towards employees' ability to learn and persevere in challenging working environments and in this way ensure their future employability. With millennials constituting more than one-third of the South African population, the prominence of this generation in the workplace makes it important to implement strategies to promote their motivation and productivity.

We will discuss:

- What career-self-efficacy is
- The perceptions of career self-efficacy among millennials
- The drivers of self-efficacy
- Explore to what extent the drivers are present in organisations
- What managers/organisations can do to promote self-efficacy
- What Millennials can do to promote self-efficacy

Bibliography

1. Allaway, T. & Gurgiel, E. (2019). The impact of millennials on the workplace. Digital Pulse PWC. Available from <https://www.digitalpulse.pwc.com.au>
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Christelle Robertson Bio:

Christelle Robertson is an Industrial and Organisational Psychologist and Psychometrist, with more than 10 years' experience in the corporate and private sector both locally and internationally. She currently functions as the Senior Human Resources Specialist in the division of Human Resources for UNICEF.

She has extensive experience in selection, development, coaching and career counselling. Specifically, she has been involved in projects with the United Nations and has contributed to the development of tests for a variety of job levels and positions which was rolled out to 23 international locations. The team was nominated for the Secretary General's Award for Innovation due to its success.

She has a passion for people and ensuring that everyone reaches their potential, in so far that she received a distinction for her thesis, which studied the factors that influences career self-efficacy amongst South African millennials, as published in the March/April People Dynamics Magazine (https://issuu.com/peopledynamics/docs/pd_march-april_2020/s/10509007). She has also published an article in this regard and presented the findings at the 2021 International Business Conference.