



COGNUS COACHING



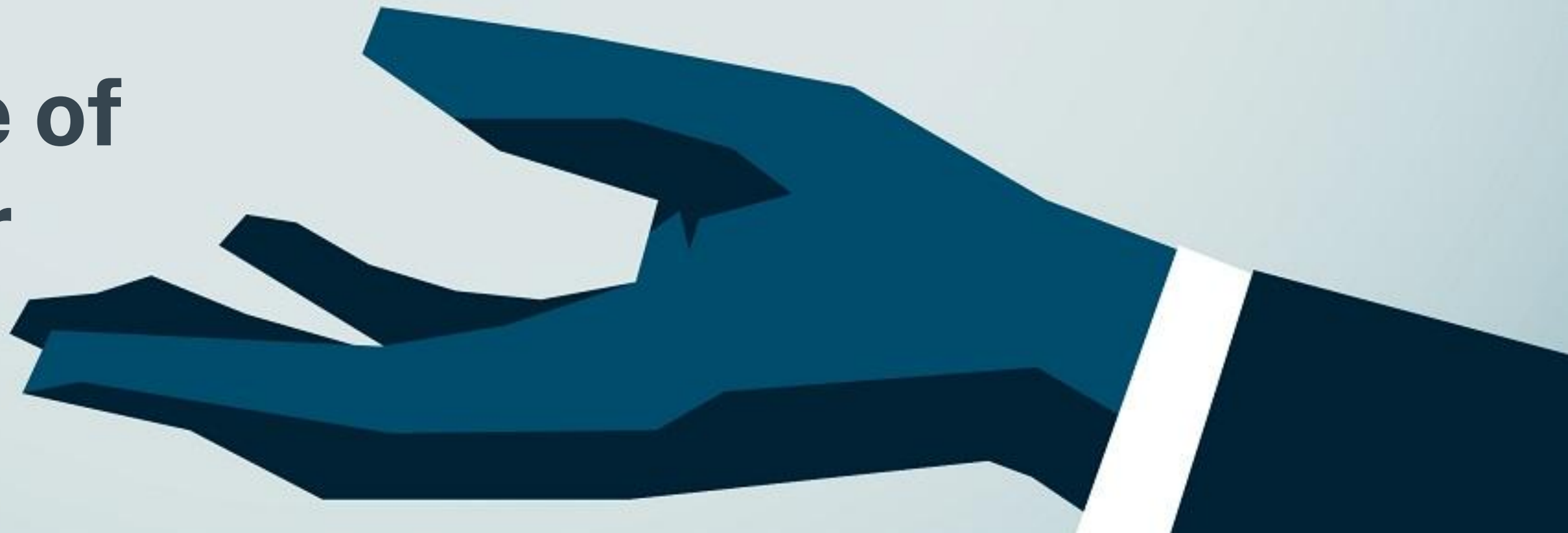
INTERNATIONAL SOCIETY
FOR COACHING PSYCHOLOGY

Coaching advice for managers when managing employee health and wellbeing

Dr Rachael Skews

Behavioural Scientist &
Chartered Psychologist

The complex role of being a manager



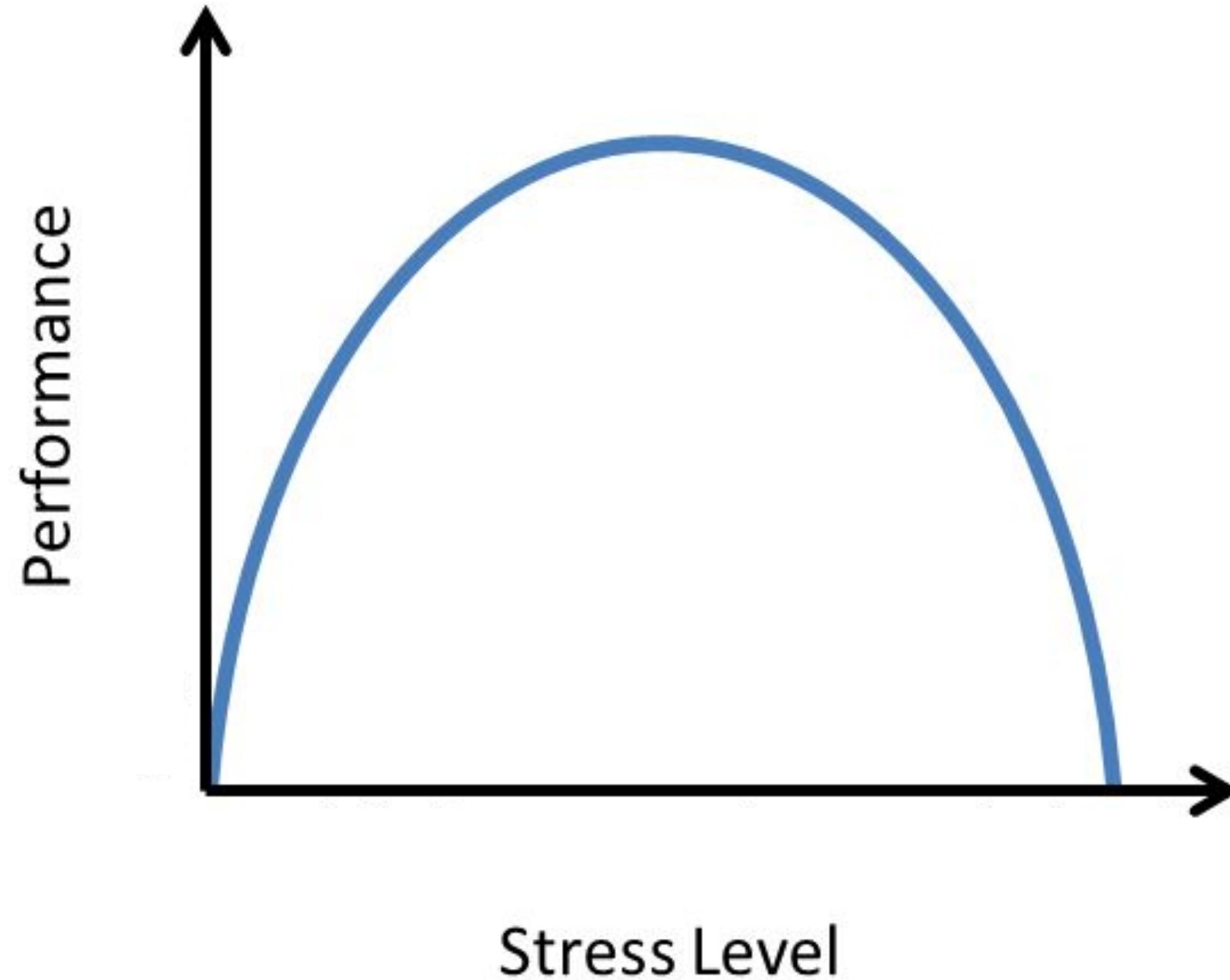


Motivation & Accountability



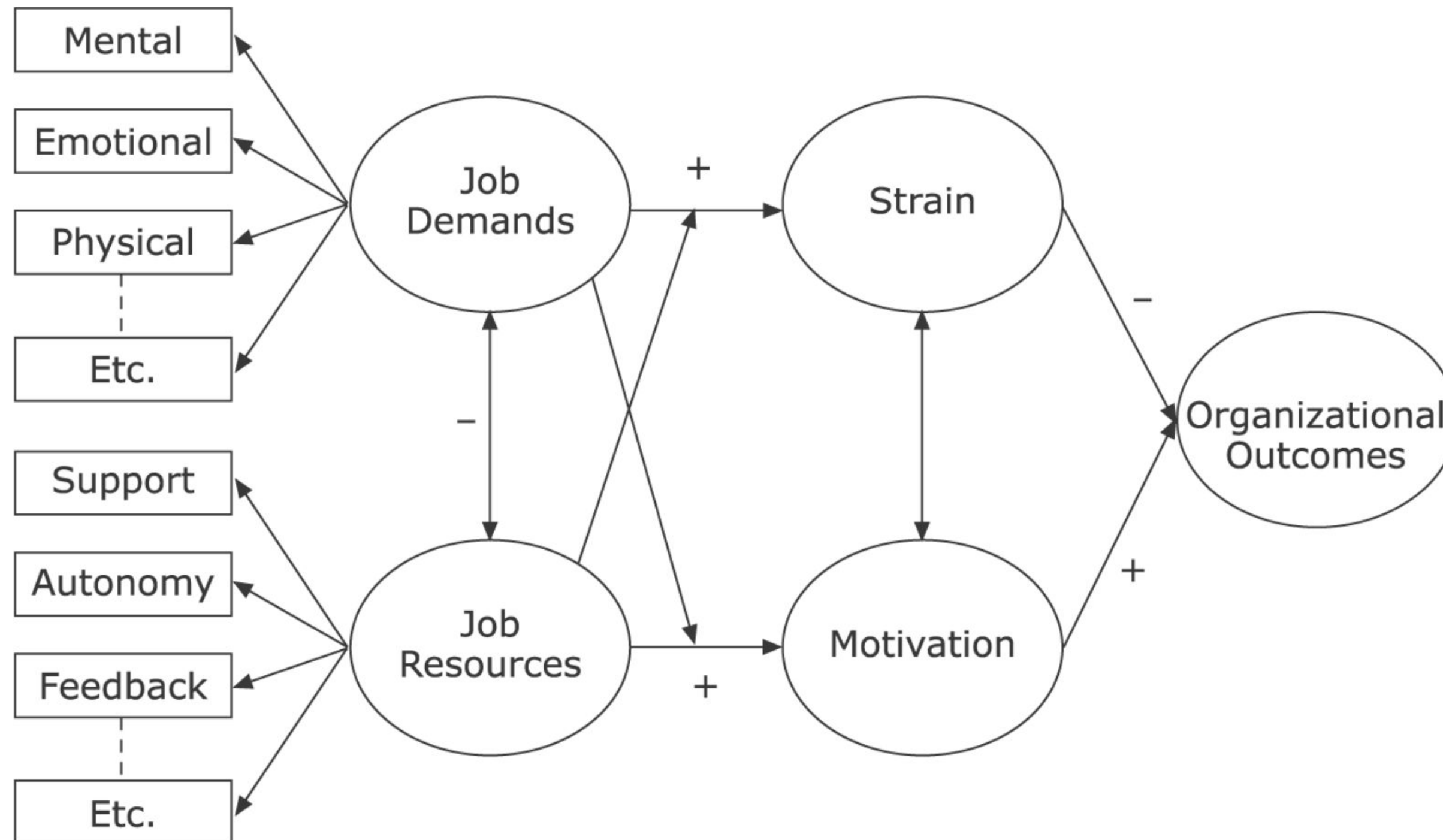


Understanding Human Performance





Demands & Resources at Work



Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*.



Psychologically Flexible Leadership

Being present and situationally aware in order to notice the behaviours and actions that will best achieve the important or meaningful goals or values in any particular situation.

Being willing to make decisions not based on avoiding difficult or unpleasant situations, but on the behaviours and actions that will be most effective in that situation.



Ask Questions

Motivation

What is important and what matters?

What's going to be the impact of changes?

Activation

What resources do you need?

What demands might be helpful to address?

Accountability

What is workable?

What processes do we need to use?





Shape Environments & Experiences to be Psychologically Safe

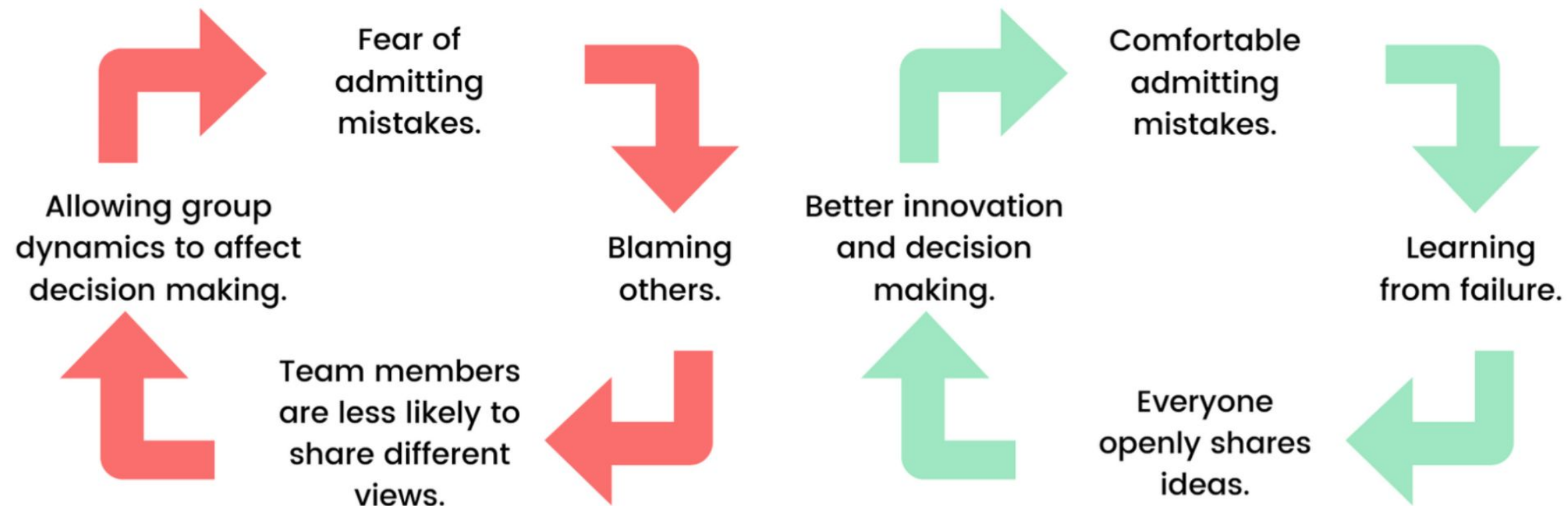


vs



PSYCHOLOGICAL DANGER

PSYCHOLOGICAL SAFETY





Summary of Advice

Get support for your organisation on policies and reasonable adjustments

Create good relationships and safe spaces - this is a resource!

Have discussions that explore employee motivation, activation and accountability in a safe and supportive environment

Think about your leadership behaviours:

- **Are you able to recognise how you and others are feeling?**
- **How will you manage allocation of tasks, roles and responsibilities?**
- **How are you supporting people?**
- **What is working well, and how might you benefit from flexing your style?**



DR RACHAEL SKEWS

rachael@cognuscoach.com

www.cognuscoach.com

<https://www.linkedin.com/in/rachael-skews/>



Useful Reading

- Agarwal, P., & Farndale, E. (2017). High-performance work systems and creativity implementation: the role of psychological capital and psychological safety. *Human Resource Management Journal*, 27(3), 440-458.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
- Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vranceva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel psychology*, 70(1), 113-165.
- Lechner, A., & Tobias Mortlock, J. M. (2022). How to create psychological safety in virtual teams. *Organizational dynamics*, 51(2).
- O'Donovan, R., & McAuliffe, E. (2020). A systematic review exploring the content and outcomes of interventions to improve psychological safety, speaking up and voice behaviour. *BMC health services research*, 20, 1-11.
- Skews, R. (2018). Acceptance and commitment therapy (ACT) informed coaching: Examining outcomes and mechanisms of change (Doctoral dissertation, Goldsmiths, University of London).
- Skews, R., Palmer, S., & Green, S. (2018). Coaching to enhance resilience and wellbeing. In *Positive psychology coaching in practice* (pp. 141-154). Routledge.
- Skews, R., West, A., & Archer, R. (2021). Acceptance and Commitment Coaching in the Workplace. *Positive Psychology Coaching in the Workplace*, 497-514.