

DEVELOPING LEADER'S SUPPORTIVE BEHAVIOURS TO IMPROVE THE WELL-BEING OF STAFF/ DIRECT REPORTS: BARRIERS AND ENABLERS - A TRANSFER OF LEARNING APPROACH

Shona Munro
shona.munro@gmail.com
Deakin University, Melbourne

Abstract

This presentation reports on a PhD project examining a workplace stress prevention project. A leadership development and coaching intervention was designed and delivered in two metropolitan police stations. The goal of the programme was to improve employee well-being through changes to the psychosocial working environment. It was intended that the psychosocial work environment would be positively influenced by improvement in leadership competencies that have been specifically identified as influential to employee/subordinate well-being.

The literature review identified a lack of understanding of the role of context and process in influencing the outcomes of stress prevention programmes. The research questions therefore examine the role of context and process in influencing the outcomes of the leadership/coaching programme. This study uses a unique transfer of learning lens through which to examine the contextual and process factors impacting on the programme. The decision to use a transfer of learning lens is based on the premise that it is the ability of the leaders to transfer their learning that is the greatest influence on whether or not the levels of stress are reduced in the workplace.

Data collection is complete and initial analysis has begun. This presentation will report on the rationale for choosing a transfer of learning lens; data analysis to date and initial conclusions.

Keywords: Leadership and Coaching
