

Keynote speakers

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HOW CAN PSYCHOLOGISTS CREATE KNOWLEDGE THAT'S TRUE TO MANAGEMENT EXPERIENCE?

How are we to create knowledge in a way that is useful to managers? And if we wish to contribute to their personal growth and development, how should we communicate it?

As psychologists, as scientists, we know how to create knowledge. We use the hypothetico-deductive method to frame our investigations, and base it on a particular epistemology, or theory about how knowledge is created– the Comtean positivist approach.

But when we address our managers, we may find that as practitioners, they may not think in those terms, and the outcomes of our activity may be unhelpful. They don't inhabit a world of variables but of issues to be dealt with; and while they care about the evidence on which they make their decisions; they may be less concerned with absolute truths, simply searching for what works in achieving their objectives; being stakeholders in how best to make things happen, they are not dispassionate, since their reality is influenced by the views of others.

My suggestion is that the hypothetico-deductive method we use in our research is valuable but its Comtean premises are not, and for two reasons. First, they're based on assumptions that don't describe managerial experience; and second, they devalue the ways in which managers make sense of that experience.

We need a more helpful epistemology, but one which is as rigorous as the positivist one it replaces. The work of George Kelly offers what's needed: his Personal Construct Theory describes the way in which anyone– scientist or layperson– makes sense of their world. Indeed, it does away with the distinction between the two, by asserting that we are all engaged in the scientific endeavour.

My intention is to demonstrate that his theory is more than a theory of sensemaking, since it offers a distinct, Constructivist epistemology which can credibly replace the Positivist one, while being equally rigorous.

Moreover, it offers a more useful rationale for our efforts to understand, support, and develop managers, since it assumes an equality of agency between ourselves and the people we seek to assist. Indeed, the activity is seen as mutual, as we negotiate more effective ways of seeing the organisational world.

Ke Guek Nee, *Assoc. Prof. Dr., Heriot Watt University, Malaysia*

THE PERCE COACHING PSYCHOLOGY MODEL: TRANSFORMING LEADERSHIP AND TEAM EFFECTIVENESS FOR SUSTAINABLE BUSINESS GROWTH AND SUCCESS THROUGH POSITIVE EMOTIONS, RESILIENCE, AND COPING EFFICACY

The global business landscape faces significant challenges due to various uncertainties, including economic mechanisms (such as labor markets, consumer behavior, and global supply chains), war, climate change, technological advancements (like AI), resource depletion, diseases (such as COVID-19), and more. These factors have not only impacted businesses adversely but have also affected the psychological and mental health of the global workforce.

Research worldwide has aimed to understand the current and future adverse impacts of these challenges. This keynote session presents empirical evidence emphasizing the need for a dedicated coaching model integrated into sustainable business plans to mitigate these impacts. Consequently, the *Positive Emotion-Resilience-Coping Efficacy (PERCE) Coaching Psychology Model* was developed. The PERCE Coaching Psychology Model (Ke & Dasha, 2024) for leaders and team is grounded in human virtues and character strengths. The model has four main objectives: 1) To stimulate reflection and conversation around compassionate leadership behaviors and practices. 2) To help teams explore, develop, and enhance positive emotions, ultimately contributing to their cohesion, effectiveness, and team success. 3) To build resilience, leading to better coping strategies, stronger teamwork, and greater overall success. 4) To enhance coping self-efficacy, leading to better stress management, enhance teamwork, and greater overall resilience.

Rasto Ovin, Prof. Dr., DOBA Business School Maribor, Slovenia

SHOULD WE BE SURPRISED ABOUT IRRATIONAL VOTERS' DECISIONS ON THE POLITICAL MARKET – WHAT TECHNOLOGY DEVELOPMENT ALSO MEANS FOR THE PSYCHOLOGY OF VOTERS?

The rise of social media has significantly altered voters' psychology as it leads to profound changes in traditional liberal representative democracy, which caused the prevalence of Western social and economic model. As social media platforms have become central to political discourse, they have disrupted the mechanisms through which citizens engage with democratic processes, shifting the balance of power and altering democratic norms.

One of the key changes is the erosion of the traditional gatekeeping role played by the media and political institutions. Social media allows anyone to disseminate information and opinions, bypassing established channels. This democratization of information has empowered voters by providing direct access to a broader range of perspectives. However, it has also led to the spread of misinformation and disinformation, which can distort public perceptions and undermine informed decision-making.

The speed and immediacy of social media have also changed how voters engage with politics. The focus on real-time reactions and the prevalence of trending topics can lead to a more reactive and emotionally driven electorate. This shift can reduce the space for deliberation and thoughtful debate, which are essential components of a healthy representative democracy. Voters may form opinions based on incomplete or sensationalized information, which can influence electoral outcomes in ways that do not reflect deeply considered judgments.

Moreover, the personalized nature of social media algorithms contributes to the creation of echo chambers, where individuals are exposed mainly to viewpoints that reinforce their existing beliefs. This polarization undermines the consensus-building that is vital for liberal democracies, leading to a more fragmented and less cohesive electorate.

The present experience is that such structural changes on the political markets even in core democratic societies attracted political business people and merchants, who use to sail using most questionable emotions.

The presentation will aim at posing questions what such change of voters' psychology may bring to the democracy and business environment.