



# Sensitive Career Management & Workplace Design

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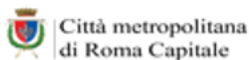
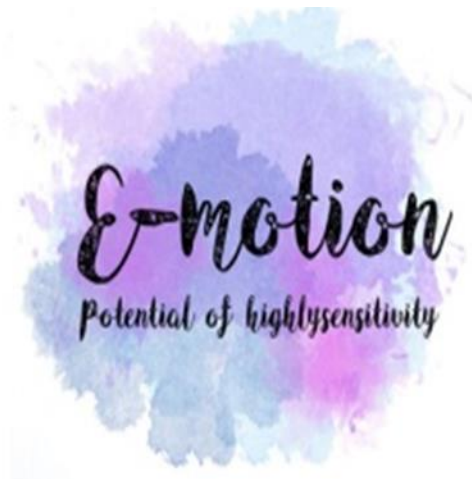
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# INTRODUCTION

- ▶ Expert PSY - active role in advancing research in the field and implementing solutions for HSP (Highly Sensitive Persons)



# JOB CRAFTING AS EFFECTIVE CAREER COACHING OR COUNSELLING TOOL FOR HSP

- ▶ Effective career coaching or counselling represents a major concern both in the field of psychology and in the labor market. Mismatches between psychological profile of an individual and the work he performs can be sources of tremendous internal conflict, impaired performance and impaired subjective well-being. Thus, both organizations and individuals strive to reduce the gaps or discrepancies between them.
- ▶ The purpose of this study was to assess if the application of the procedure described in Job Crafting Manual and Workbook © Positive Psychology by a HSP at work can have a positive impact on the three above mentioned indicators of interest, and thus can be used as an effective career coaching or counseling tool for HSP.
- ▶ Research shows promising results as it will be further detailed.

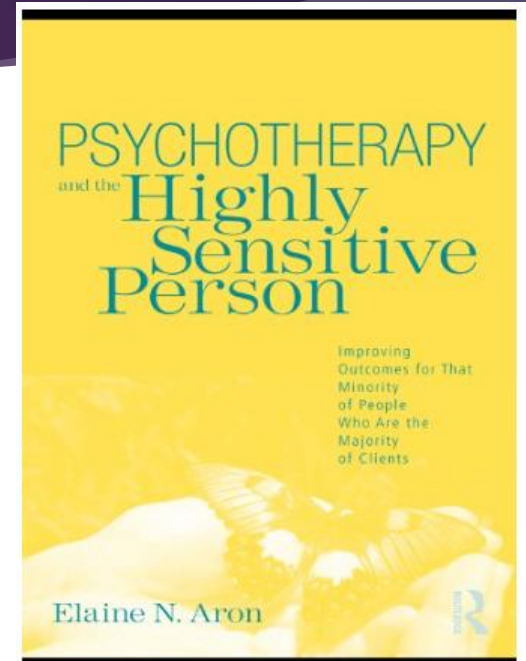
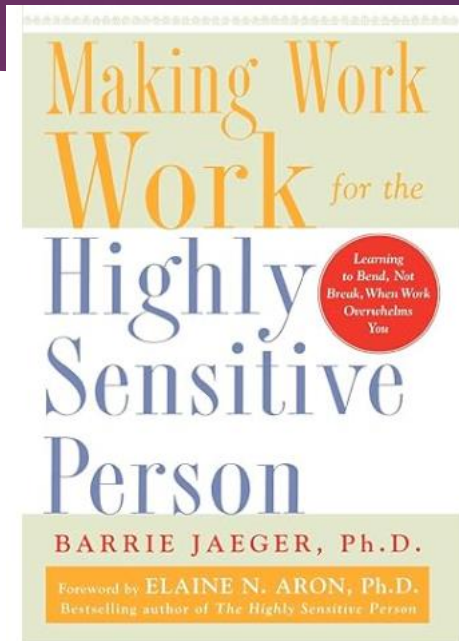
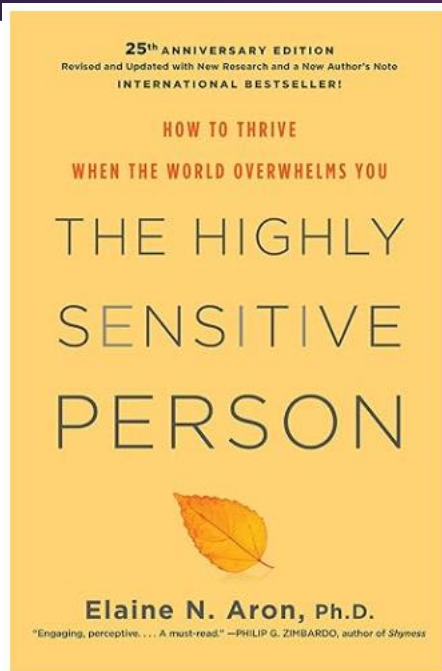
# HIGHLY SENSITIVE PERSONS

- ▶ HIGH SENSITIVITY – ENVIRONMENTAL SENSITIVITY – SENSORY PROCESSING SENSITIVITY
- ▶ Temperamental trait; not a disease (Aron, 1996)
- ▶ Characterized by the acronym DOES (Depth of processing, overstimulation, emotional reactivity & empathy, subtle stimuli) (Aron, 1996)
- ▶ Found in 15-30% of the population (Lionetti et al., 2018, Tillmann et al., 2018, Veleanovici et al., 2023); HSP tend to be a little less resilient to stress in unfavorable conditions, but, in turn, under favorable conditions, they cope better than others (Aron & Aron, 1997; Bas et al., 2021; Belsky & Pluess, 2009; Booth et al., 2015; Boyce & Ellis, 2005; Greven et al., 2019; Lionetti et al., 2018; Pluess, 2015; Pluess & Boniwell, 2015; Slagt et al., 2019, Veleanovici et al., 2023).

# HSP AT WORK

- ▶ SPS is negatively correlated with sense of coherence, comprehensibility, manageability, meaningfulness and with self-efficacy; also, SPS is positively correlated with alienation, negative affectivity, work stress, work load, emotional load, work displeasure, and need for recovery. But these results applied only for subscales EOE and LST, whereas the subscale AES showed a quite differential pattern of correlations, namely in the opposite direction or insignificant (Evers et al., 2008).
- ▶ Bhavini Shrivastava study
- ▶ Maïke Andresen research
- ▶ John Hughes writings

# HSP` NEEDS AT WORK



"Thriving at Work"

"Making Work Work for the Highly Sensitive Person"

"The Sensitive Person in the Workplace"

# JOB CRAFTING AS EFFECTIVE CAREER COACHING OR COUNSELLING TOOL FOR HSP

- ▶ Qualitative research, case study design
- ▶ Work Crafting Manual and Workbook ©
- ▶ Designed for general population with the purpose to improve the fit between employees' work and their individual preferences ([positivepsychology.com](http://positivepsychology.com)).
- ▶ Benefits: creates a more enjoyable work environment, increases work engagement, enhances job satisfaction, provides a sense of control and autonomy, increases employability, improves performance, increases the likelihood of career progression, strengthens resilience, boosts well-being, sets the stage for flourishing and thriving at work, enhances meaningfulness of work, provides a sense of mastery, improves resourcefulness, increases motivation, reduces absenteeism, contribute to more confident decision-making, encourages a reenergized and dedicated workforce.

# PROCEDURE AND METHODOLOGY

- ▶ Our subject: 42 years old female – Highly Sensitive Person - hired on a job with IT profile in the field of justice.
- ▶ High sensitivity assessed through direct interview (match of the persons behaviours with the descriptors of DOES acronym, detailed by Elaine Aron) and HSP Scale –Brief version– HSPS 12.
- ▶ Confounding variables (self-esteem)
- ▶ 2 measurements, before and after Job Crafting, using: Satisfaction with Life Scale, The Questionnaire of Internal Conflicts at the Workplace, Maslach Burnout Inventory and Job Satisfaction Survey
- ▶ Direct feedback
- ▶ Indicators of interest: internal conflict, performance subjective well-being.



# RESULTS

- ▶ A score of 6 points on HSP – 12 => high level of sensitivity
- ▶ Medium level of Self-Esteem, no impact on the entire study
- ▶ Positive progression on each of the measured indicators, excepting internal conflict

	HSP - 12	SETS	SATISFACTION WITH LIFE	INTERNAL CONFLICT	MASLACH			JSS
1st measurement	6	80	2,2	3	22	16	29	12
2nd measurement	5,8	80	2,4	3	20	14	33	12,7
Variation	0	0	0,4	0	2	2	4	0,7
Variation (%)	4%	0	9%	0	10	14	13	6%

# DIRECT FEEDBACK FROM THE SUBJECT

- ▶ Decreased internal conflict
- ▶ Increased performance
- ▶ Increased subjective well-being
- ▶ Relationships – common theme in our subject work values
- ▶ Relational crafting (reframing relationships) in connection with work colleague had the greatest impact



# CONCLUSIONS

- ▶ HSP are defined as a distinct category in literature. The urge of doing so, as Elaine Aron states is the possibility to overcome the prejudice they may suffer, this time because of their temperament (Aron, 2010). Acknowledging their specific needs and their specific way of functioning at the workplace may let us provide better help and support for them.
- ▶ Positive variation in all three indicators of interest after using Job Crafting. Evidence points in the direction that Job Crafting might sustain effective career coaching or counselling for HSPs. Further investigations are needed in order to assess if the extrapolation of the results in our case study on the entire population of HSP is supported.

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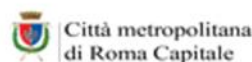
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