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European Association of Work  
and Organizational Psychology

Managing the Interface Between Teaching and Research

Cheryl Travers



**Biography:** Dr Cheryl Travers received her BSc (Hons.) in Psychology (1st Class) from the University of Lancaster (1986); her MSc in Occupational Psychology from the MSC/ESRC Social and Applied Psychology Unit, University of Sheffield (1988) (Funded by the MRC); and her PhD on a nationwide study of teacher stress in the UK from Manchester School of Management, UMIST (1991) (Funded by the NAS/UWT). She holds Chartered Psychologist Status with the British Psychological Society (C.Psychol).

Cheryl began her appointment in the School in April 1993, following two years as Research Fellow in the Centre for Organizational Research at the London Business School (1991 to 1993). During her time at Loughborough she has held Research Project Co-ordinator MBA 1993-1997; Director for MBA in Information and Library Management (Development) 1995-1997; and more recently Director of Doctoral Training 1997-2006. She has also been a member of the University Ethical Committee.

**Abstract:** Interpersonal skills are crucial in today's business environment. Executives consistently rank such skills as critical for a successful workforce. Training and development doesn't always deliver and may be accused of the 'spray and pray' approach. Personal development tends to be insufficiently subject to thorough outcome evaluation and follow up. One reason claimed is that softer skills are not so easy to 'harden' by setting objective measurable goals. For the last 15 years, we have

carried out research and teaching within a UK Business School which has shown that goal setting can be used highly successfully to bring about interpersonal skills development. As a product of this, a Reflective Goal Setting methodology has been designed which is already showing vast possibilities for developing essential 'softer' skills in managers and leaders, both within and outside of the classroom. This professional development workshop will introduce attendees to the Reflective Goal Setting framework, and coach them on how to employ this effective teaching and learning method with the development of a wide range of management related skills and behaviours, not usually targeted by traditional goal setting theory alone. Attendees will benefit in terms of understanding how to set their own personal development goals, how to incorporate this framework into management modules and programmes and also support corporate clients seeking to improve the skills base of their managers and leaders.