

**MPOWER:
collaboration and
critique**



MPOWER



There's been a recent flurry of research activity involving MPOWER members. A good amount of this turns on 'people and work management' concerns. In this issue, we profile the launch of a national survey of women's careers and aspirations which has been promoted by HRINZ and the Ministry for Women on Facebook, LinkedIn and Twitter; a new study of executive education; progress with The Warehouse Group's internal diversity study; and an inquiry into organisational dynamics that encourage a high performance work approach.

The 2016 MPOWER Researcher Support Awards were presented at SA Partners' Continuous Improvement Conference in early September. The Conference itself was a great success with delegate numbers up on the previous year. Delegates were buzzing after each session (see page 10-11). An early heads-up for your diaries: next year's conference will be on Wednesday 30 August at the Albany campus.

MPOWER also co-branded the first Massey School of Management Special Interest Group (SIG) seminars on 19 and 26 October. PhD candidate, Fatima Junaid (MPOWER member), discussed the process of undertaking a 'PhD by publication' and key findings from her study of job stress and organisational responses in a context of terrorism. Fatima has provided her thoughts on this process on pages 6-9.

MPOWER has continued to engage with the HRINZ and will next profile research at the HRINZ Research Forum at the University of Auckland Business School on 22 November 2016. Prof. Jim Arrowsmith (MPOWER Co-Director) is a member of the organizing committee for the Forum which has a strong line-up of research presentations and a senior panel session featuring Mark Powell, Massey Business School's CEO-in-Residence (see page 12).

The last couple of months in 2016 and 2017 don't show any signs of Group activity slowing down. Some members will present their research at the 2016 Labour, Employment and Work (LEW) Conference at Victoria University of Wellington on 28 and 29 November, and others will be winging their way to the Australian and New Zealand Academy of Management (ANZAM) Conference in Brisbane on 6-8 December. MPOWER research, and members' involvement with the *Labour and Industry* journal, will also see a cohort of participants at the 2017 Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) Conference in Canberra. More info. on each of these events can be found inside.

This newsletter is our last for 2016. Thank you for your continued support of the MPOWER Group and best wishes for the festive season.

- Jane Parker and Jim Arrowsmith (MPOWER Co-Directors)



How to join MPOWER

Joining MPOWER is free and simple. Contact us by e-mail at: MPOWER@massey.ac.nz to be put on our mailing list.

Inside this issue

MPOWER: 1
 How to join MPOWER 1
 Contact MPOWER 1
 Research news..... 2
 MPOWER & CP survey..... 2
 MPOWER & TWG 3
 MPOWER-AKE Hub-IMNZ
 executive education study 4
 MPOWER HR study 4
 Executive Education survey ... 5
 MPOWER facts & contacts 3
 PhD by Publication6-9
 SA Partners' CI Conference.... 10-11
 HRINZ Research Forum 12
 2016 LEW Conference13
 AIRAANZ 201714
 MPOWER Upcoming and
 Recent Events 15
 Kambiz on Campus 16
 Introducing Kate and Jaime17
 Call for papers18-19
 MPOWER - selected outputs 20
 Internal funding awards 21
 Who we've worked with..... 22

Contact MPOWER

If you'd like to advertise an upcoming event, news or important information about your workplace, community group or research project, please email us at:

MPOWER@massey.ac.nz



Our next issue is due out in February 2017.

Gender Survey opens



MPOWER research



ConVergence
Partners



Women's Careers and Aspirations Survey

MPOWER researchers are working with Convergence Partners, a specialist recruitment firm, to conduct research on issues relating to women's career progress and aspirations in the business world. The study survey chiefly concerns women's current career status and their aspirations in New Zealand, with a view to identifying key challenges and facilitators to fostering the latter. Data from the survey will be used to inform women's personal career development plans as well as organisational policy on career advancement.

Following a survey pilot in October, the survey link went 'live' via a news feature on women in work in *The Sunday Star Times* on 30 October. Key areas considered in the survey include:

- ◆ whether female respondents' demographics relate to their relative career progress and aspirations;
- ◆ women's perceptions of the importance of a career vis-à-vis their family/household and lifestyle interests;
- ◆ women's views of the significance of any organisational challenges to their career progress;
- ◆ women's career aspirations and what factors most shape these aspirations;
- ◆ how women believe they can advance their careers;
- ◆ how women perceive their career success to date; and
- ◆ perceptions of the relationship, if any, between women's presence in senior roles and organisational performance.

Wright Communications and Massey University are working with the media to plan coverage of the study and its key findings, including a feature in *The Sunday Star Times* in December.

If you are a woman and would like to take part in the study, the survey link can be accessed at:

tinyurl.com/womens-career-survey

Responses have been steadily coming in, boosted by widespread support, including some profile of the study and survey link on Louis Upston's (MP for Taupo and Minister for Women) Facebook page. The link will close in late November so please consider taking part!

MPOWER research team members are: Professor Jane Parker, Doctor Nazim Taskin, Associate-Professor Janet Sayers and Doctor Jeff Kennedy (all School of Management, Massey University). They are working with Dave Rees, Partner at Convergence Partners, Ron Murray of Wright Communications, and Sidah Russell, PR and Media Relations at Massey.





The Warehouse Group - MPOWER Diversity and Careers Survey



MPOWER researchers have been working with Sonia Appleby-Maine (Learning and Development Specialist) and Melissa Crawford (Head of Talent and Development) on the design and roll out a survey of TWG staff, seeking to gather information about perceptions about career paths, opportunities and challenges. Following a pilot among senior management at TWG in July, the survey was issued to all TWG staff and closed off in early August. The response rate was very good, and a draft report of key quantitative and qualitative findings was prepared from analyses of the aggregated responses.

Indicative of high levels of staff engagement, nearly half of the survey respondents opted to take part in follow-up focus group interviews in late October. Key findings from the first survey have also been informed a follow-up survey with some of the interested staff in early November. The initial draft report will be extended to include the focus groups and second survey findings, and used to inform workplace policy development and practices across TWG operations. Melissa Crawford commented:

The MPOWER Group have been involved in conducting some valuable research and related activity for TWG ... A research project for TWG that has focused on looking at career aspirations in our business ... will play a key role in informing our diversity strategy and initiatives to best harness diversity of thought in our business by insuring we are inclusive and utilize the talent in our business to their potential ... We are currently still in the process of working with MPOWER and I look forward to the final summary of results and insights. What we have seen so far has been very encouraging.

MPOWER: Quick Facts and Contacts

Since May, our membership has grown to c. 745. Of these, MPOWER LinkedIn Group members now number c. 300. About half of the total number are external or industry contacts.

For more information about the group, contact us -

- **MPOWER co-directors** (Jim Arrowsmith and Jane Parker) - e-mail j.arrowsmith@massey.ac.nz or j.parker@massey.ac.nz
- **MPOWER's main e-mail address:** MPOWER@massey.ac.nz
- **MPOWER website:** <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- **MPOWER LinkedIn group:** http://www.linkedin.com/groups?home=&gid=5079191&trk=anet_ug_hm



MPOWER High Performance Work Study

“You take the low road and I’ll take the high road” Escaping the low skill, low pay, low commitment and low performance work cycle

New Zealand is ranked as the ninth best place to live in the world on the United Nations’ (2015) Human Development Index though in many ways this success is precarious. New Zealand has very low productivity growth, which means that pay and living standards lag well below those of other developed countries (OECD, 2011). Much of the problem is structural since the economy is geographically remote, dominated by commodity exports and tourism and has a preponderance of small firms in low-wage, low-skill sectors. But there is also a severe agency problem. Management capabilities have been shown to be poor compared to those in other countries, most especially in terms of ‘people management performance’.

With New Zealand facing an acute problem of mutually-reinforcing low productivity and engagement, sometimes driven by poor people management, the notion of enabling a positive link between employee motivation and competitiveness, quality and innovation in workplaces is of paramount importance. Prof. Jim Arrowsmith (MPOWER Co-Director) recently led a successful bid for funding* of a study that will identify and analyse the organisational dynamics that buck the ‘low road’ trend in approaches to people management in areas such as recruitment and selection; training and development; pay systems and performance management; participation and involvement.

The study adopts a comparative methodology, utilising mixed methods to analyse the structure and agency factors promoting ‘win-win’ approaches and outcomes in the management of people. A key focus will be on the role of Human Resource managers as ‘critic and conscience’ and change agents within organisations. HR managers are strategically positioned to identify and act upon organisational capacity constraints in terms of people management, and they have a strong interest in employee engagement as it aligns with their professional values and roles.

The study will focus on organisations in four key sectors with a range of occupations and skills to explore how both productivity and employee ‘engagement’ can be enhanced by better people-management practices: Health, Retail, Manufacturing and the Not-for-Profit (NFP) sector. An exhaustive literature review will be followed by a ‘Delphi’ process of interviews with key stakeholders such as representatives of employer and professional associations, trade unions, ministries, political parties and non-governmental organisations. Interviews will be used to help refine and develop the conceptual premise and hypotheses. These insights will then be more generally explored or tested through a survey. This will be delivered online and distributed to managers and HR professionals through the networks utilised above, including the 8,400 members of HRINZ. The survey results will be further explored through a series of comparative case studies of ‘innovative’ organisations (one large and one small organisation in each of the four sectors), as identified in stages one and two. This will provide richer insights into the processes of ‘active and mutual’ people management strategies. A total of around 20 interviews will be conducted; and the final stage of the project will entail output production and dissemination at academic, government and industry forums.

Jim, the project leader, comments:

Thanks to Massey Business School for prioritising this work. It’s important to understand who, why and under what conditions leaders can be change makers to improve both workplace performance and worker well-being.

Other research team members are: Professor Jane Parker, Dr Nazim Taskin, Dr Shane Scahill, School of Management PhD Candidate, Fatima Junaid, and Ms Jane Halteh.



* Massey Business School Pro-Vice Chancellor’s Big Issues in Business Impactful Research Fund



Survey of Executive Education in New Zealand

MPOWER researchers are collaborating with the Institute of Management New Zealand (IMNZ) and Auckland Knowledge Exchange (AKE) Hub at Massey University on a nation-wide study of executive education.

This major Massey Business School-funded study will entail a comprehensive literature review that will form the basis for a national survey on executive education, with particular regard to:

- ◆ the scale of executive education/training in New Zealand;
- ◆ the characteristics of executives and others using executive education training providers;
- ◆ the kinds of subjects on which firms are keen for their executives to receive training; and
- ◆ key training delivery modes (e.g. blended, taught, distance/extramural).

Designed and piloted in early 2017, the survey will be launched nation-wide in late February. Survey results and findings will be disseminated via reports, co-branded events and academic outputs. HRINZ have signaled their support of the study, and more info. on access to the survey will be given soon. Steven Naudé (CEO, IMNZ) comments:

The OD and L&D landscape is changing fast and the demands for innovative, real-time, flexible development are increasing. Development professionals are having to deliver more with less and faster. We'd like to help. We'd like to get a measure of the industry and help development professionals not only respond but even predict the next wave of expectations. We want to help them deliver best-practice development to New Zealand companies.

To do this requires a team effort. We've chosen the best researchers, the best data analysts and a group of collaborators in the HR industry to help us measure and predict trends. The results are likely to be interesting (from an academic perspective), insightful (from a management perspective), and empowering for HR professionals.

Prof. Christoph Schumacher (Co-Director, AKE Hub and Professor of Innovation and Economics at Massey's School of Economics and Finance):

There is also a significant amount of change occurring in this market, with global forces reshaping the workplace: demographics, technological and business models. As businesses go through this transformation, their Leadership and Development requirements also change. We are really looking forward to collaborating on this project which we believe will add significantly to the knowledge of Executive Education in New Zealand.

Prof. Jane Parker (MPOWER Co-Director) adds:

This study will help to fill significant gaps in our knowledge about the scale and scope of executive education in New Zealand. Having MPOWER, IMNZ and the AKE Hub collaborate on the project also brings to bear the experience and skillsets of several groups who are committed to effective people management approaches in New Zealand workplaces.



The MPOWER research team are: Prof. Jane Parker, Dr Nazim Taskin and Masters Candidate, Emma Griffiths. They are working with Steven Naudé (CEO - IMNZ and Director - Organisation and Executive Development at Massey University), Alison Brook (Project Manager - Massey University) and Prof. Christoph Schumacher.



POINT OF VIEW

PhD by Publication: my journey so far



Fatima Junaid
PhD Candidate

This opinion piece glimpses into undertaking the PhD ‘by publication’ at Massey’s School of Management. I’ll discuss how I learnt about this option and then how and why I went for it. I will also share the information available for doing a PhD by Publication, and as importantly, what I’ve found lacking. I’ll weave my own anecdote into the discussion, including some of my challenges and opportunities. I conclude by affirming that it is an effective and viable choice for those who set their mind to it!

Decisions, decisions

The PhD in Management at Massey University is often undertaken as a thesis project. To date, few students have opted for a ‘thesis by publication’ though I chose this option. For some time, I thought that there were only two students taking the same path, and as the other student has not finished his thesis, this left me with no precedent to follow. However, after meeting with a few supervisors, I recently learnt that another student at Massey has already completed a thesis by publication, suggesting that the School of Management might consider a means of informing students about who has opted for the publication or monograph approach. Moreover, the School might offer specific guidelines for students around expectations regarding a thesis by publication, as it can be very daunting for new students. Notwithstanding this, here’s how I made my decision!

When I started my PhD, my previous supervisor preferred the option of ‘thesis by publication’ over the traditional format. He’d already undertaken this practice with two doctoral students at another university. He gave me time to think about my options. We discussed it further, and I realized some key benefits and challenges associated with this option:

1. It would require and enable me to write papers. Papers are smaller than chapters. But these ‘standalone’ papers need to be stitched together to tell the whole story. Like other theses, mine needed an overarching discussion to provide cohesion and depth;
2. In writing the papers, using the same analytical variables, there can be repetition – this is a challenge because reviewers/assessors may find it tedious;
3. It might be seen as an easier option, but it is more difficult in terms of requiring the same amount of depth but with greater conciseness;
4. When papers are sent to conferences or journals, they are reviewed and feedback on the work is given quite early on - much earlier than is the case for the regular PhD student who receives external criticism upon completing his or her study; and
5. Publication is a key currency for selection and growth in academia. If I publish my work, this gives me confidence and lends credence to my work prior to the completion of my degree.

After weighing this up over a couple of months, I decided to go for the PhD by publication option.

Learning the ropes

Only implicit expectations were expressed by other students or supervisors (e.g. that a PhD by publication needed to yield three papers). My supervisor said that it would be wise to have four – five if time permitted. Thus, with partial knowledge and high trust in my supervisor, I started my doctoral study.

In the first few months, I decided not to think too much about publications. I would work on my research and, as it progressed, decide on the number of papers I might need to publish. That said, I started a master file using a traditional chapter structure, as a ‘back-up’.

The first phase of the PhD was to develop the proposal. I came to Massey with a strong subject focus, and cultivated a proposal on “The effects of job stress and post-traumatic stress due to terrorism on employees: the role of psychological capital and organisational support.” My study is based in Pakistan, and the research topic, my epistemological stance and inclination to publication, all led to the selection of a mixed method research design. In my proposal, I outlined my methodology by indicating that I would first conduct a qualitative study, exploring the effects of the stressors on employee outcomes. Based on the findings from this, I’d develop a second study, a large-scale questionnaire that would confirm or refute the findings of the first study and my theoretical model.

Once the proposal was developed, my supervisors discussed how the two studies should yield three papers, one from the first qualitative study and two from quantitative inquiry. While finalising my proposal, my primary supervisor motivated me to try to convert my proposal into a theoretical paper. I tried and developed two! I sent one to the Australian and New Zealand Academy of Management (ANZAM) and the other to the I/O Psychology conference at AUT. Fortunately, both were accepted. Around the same time, I presented my proposal and passed the confirmation stage. I used the feedback from the conference and confirmation to develop one of the papers and sent it to the *New Zealand Journal of Human Resource Management* (NZJHRM) for publication. Simultaneously, I completed my qualitative study, so ending my first year.

The NZJHRM accepted my paper - my first publication from the thesis. I started to gain confidence. Suddenly, a ‘thesis by publication’ seemed achievable. Since my research involved two studies, my methodology enabled me to write a paper based on each; I felt it helped me in breaking down my work into do-able components, completing one piece at a time. It also helped me to write in paper format.



Seminar by Fatima on PhD by Publication and her study results

I started writing a paper based on my qualitative findings. This was challenging and new for me. Further, my findings showed that organisational support had to be measured through a different instrument that should fit with the context of terrorism. Developing an instrument meant testing it on a sample population for validation. Unless I validated a new measure, I couldn’t use it in my major quantitative study. This also meant that now my research needed two more studies. However, this was a blessing in disguise because it encouraged me to add depth and rigour to the research. My supervisors agreed. While preparing for my instrument testing study, I sent two papers to two separate journals. Both were rejected, leaving me disappointed. On top of that, my supervision arrangements changed and my primary supervisor left Massey to work at another university.

I read the feedback of the rejected papers to try to improve my work. Meanwhile, a new primary supervisor came along and my ex-supervisor stayed on the panel as an advisor. I completed my second study, validating the instrument so that it could be used in my major survey. While I was working on the survey design, I also worked on one of the rejected papers based on the qualitative study, as well as a new mixed methods paper that drew on qualitative and quantitative data from my instrument testing survey. I then realized that what seemed like an easy task was not so simple - I had to write concisely, effectively and professionally - I did not have the freedom of a regular PhD student to write at length. The strict word limits were key challenges.

After one and a half years, I completed a qualitative study, an instrument testing quantitative study, and had designed my large-scale quantitative survey. But I only completed one publication; my other

two papers were still works-in-progress. I started my large-scale survey and kept working on the papers, which went back and forth between my supervisors and I.

Current status

I'm now nearly two years into my PhD and have just finished my major survey. I performed data analysis to check my model, and found most of my hypotheses are supported by the data. Having amassed all of the data needed for my PhD, I now felt that I needed more clarity regarding the process so that I could focus on writing. I discussed this with my new primary supervisor who encouraged me to share my experience, learning and journey in this feature. I started searching for any available information provided by Massey regarding "PhD by publication". Here's what I found:

- ◆ Massey University has a PhD by publication link. The information provided there shows that the university explains that PhD by publication is a choice, just like that by monograph. The number decided upon is determined, at least in part, by the subject area, supervisors' expectations, methodological approach and the nature of the study. In my case, this was facilitated by the interactions and meeting of my panel of supervisors. Having four supervisors has been an advantage as I have four sources of feedback from people. And to undertake a thesis by publication, it really helps one's development to have supervisors who are keen and regular publishers;
- ◆ My supervisors and I have decided that five papers will be a good outcome. How did we reach this number? By assessing that this is the number that can *cover* my research project. Not everyone will need to produce five papers – the number chosen will reflect the above-mentioned factors. In addition, it isn't necessary for the research to involve more than one study to form a thesis by publication; and
- ◆ After determining the number of papers, I've been looking at two other issues: i) what will my thesis look like? Aside from papers, what else would it require?; and ii) although my final study tests numerous possible relationships, I can only present some of them in papers, so what will happen to the rest? In answer the first question, the thesis will take the conventional structure of introduction, literature, methods, analysis, discussion and conclusion – but with some differences. The introduction will be similar to that in a regular dissertation but it will incorporate an overview of the papers. The literature and methods will be brief and will refer to the detail covered in each of the papers. The analysis chapter will be replaced by the papers. The discussion and the conclusion will be similar to



Fatima (Centre) with her supervisors, Prof. Jane Parker and Dr David Brougham. On 19 and 26 October respectively, Fatima presented her work at the inaugural School of Management Special Interest Group (SIG) seminar (co-branded with MPOWER) at Massey's Albany and Manawatu campuses (see page 9). Thanks to all staff and students who attended.

those in a regular thesis, integrating all the previous chapters of the thesis (this is partly explained in the guidelines of Massey University PhD by Publication). I think this is a quite difficult and formidable task because it requires the student to write the entire research using fewer words in the form of papers that are to be integrated as one holistic document; and to send the work out to be reviewed very early on in one's academic endeavours. This adds to the existing pressures of PhD study. On the second question, the rest of the relationships will be analysed and noted but not be included in the thesis. Instead, they will be used to develop papers, post-PhD.



Having greater clarity, I feel content with the direction I need to follow - my PhD study once again seems do-able. While writing the papers, I've also found that it takes more time than first anticipated. In conclusion, I'd argue that a thesis by publication is a fruitful and efficient option because the student writes the papers while working on the thesis rather than afterwards. Even if the papers are not published by the time of submission, at least they are ready to be progressed by the time that the thesis is completed. I rest my case!

Endnotes

^{1,2} <http://www.massey.ac.nz/massey/research/higher-research-degrees/thesis-guidance.cfm>

This was made available in December 2015.

³ It clearly explains what qualifies as a publication and that between two to six publications are considered adequate though I feel that 'two to six' reflects quite a large variation in terms of effort and number.

This is the sixth 'Point of View' column in the MPOWER newsletter. Please contact us if you'd like to make a submission. 'Point of View' features express the opinion of their author, and not necessarily those of MPOWER or its members.

Massey School of Management Special Interest Group (SIG) seminar series

MPOWER member and PhD candidate, Fatima Junaid gave the inaugural presentation for the Massey School of Management's SIG seminar series in late October. Her seminar elicited a good level of interest and input from academic staff and post-graduate researchers. Fatima discussed the process issues surrounding a PhD by publication, as well as some key findings from her study of job stress and workplace responses in a context of daily terrorism in Pakistan (see pages 6-9).

The School of Management SIG seminar series is for an internal audience only and will run on a monthly basis. Presenters will speak at both the Manawatu and Albany campuses. Professor Tim Bentley (Chair, Massey School of Management Research Committee) comments:

Fatima's seminar was the first of what will be a regular, monthly seminar series in the School across both our campuses as well as being co-branded with the MPOWER seminar series. The value for the presenter is to receive early feedback from the research they're doing from scholars from various disciplinary fields and for the audience to understand what's going on around the campus in terms of research across the School. We're also keen to see interdisciplinary involvement in these seminars which will roll out across 2017.



Staff seeking more information can contact Professor Tim Bentley (Chair of the School of Management Research Committee and Research Director for the School) - e-mail: t.a.bentley@massey.ac.nz

Recent event



www.sapartners.com/CIconference



MPOWER



CONNECT. COMMUNICATE. COLLABORATE.



Continuous Improvement Conference

7 September 2016
Massey University Albany campus

SA Partners teamed up with MPOWER and Massey University for the second year running to organize their Continuous Improvement Conference at Massey's Albany campus on 7 September. This year's theme was on how to sustain enterprise excellence and some of the leadership challenges in engaging employees in improving value for the customer.

Numbers were up, with 80 business leaders from all sectors and sizes of companies as well as a number of Massey students in attendance. A variety of speakers and industry leaders discussed their business's continual improvement journey, with lessons for all from some incredible success stories. MPOWER speakers included: i) Massey Business School's CEO-in-Residence, Mark Powell, who spoke of his career experiences, including leading The Warehouse Group; ii) Chris Till (CEO, HRINZ) discussed the changing world of work and its meaning for employee well-being and management strategy; and iii) Associate-Professor Jonathan Elms (Sir Stephen Tindall Chair of Retail Management at Massey University) who examined continuous improvement and industry change in the retail sector. Powerpoint resources for these and other speakers at the conference are available at: <http://sapartners.com/update-auckland-ci-conference/>

There was also a number of breakout sessions around People - Cultural Enablers, Purpose - Enterprise Alignment, and Process - Continuous Improvement. As noted in our last newsletter (August 2016), the MPOWER Researcher Support Awards were presented after lunch by Mark Powell and Professor Jane Parker. Dr Jeff Stangl (Executive Director, Education partnerships at Massey University) chaired the conference.

As noted on SA Partners' website, some comments from attendees included:

"Excellent day, good speakers that focused on the Continuous Improvement message over a good variety of industries."

"This was a great session. Affirmation of what I'm doing is correct. Left with some new ideas to implement."

"Great diversity of presentation and content, using real situations, not just theoretical principles, really enjoyed the day!"

Nb: next year's conference will again be held at Massey's Albany campus on Wednesday 30 August.



Richard Steel of SA Partners and lead organiser commented:

In wrapping up our second Continuous Improvement conference held in partnership with MPOWER, we are pleased to say that we had an increase in attendees, with over 80 participants joining us for the day.

Those that came in our inaugural year commented that they enjoyed the diverse speakers, in particular Mark Powell and Chris Till from HRINZ, who complemented other speakers who shared their Continuous Improvement stories.

Feedback was very good and in the spirit of Continuous Improvement the MPOWER/Massey and SA Partners team will look to work together on other events and opportunities to showcase empowering people and organisations to perform.



Together, the power to improve

Forthcoming!

Tuesday 22 November 2016
The University of Auckland Business School



This event is brought to you by the Academic Branch of the Human Resources Institute of New Zealand Incorporated.

Chris Till, HRINZ CEO, comments:

The 2016 Research forum is a collaborative day to share research on workplaces, and to understand organisational practitioners' research needs. Come along to hear some of the latest workplace research, conducted by a range of New Zealand universities, and contribute to shaping future research that is useful to you. This year we will also hear from industry leaders such as Mark Powell - Massey Business School CEO-in-Residence, Dianne Edwards - GM People, Systems & Technology, Ports of Auckland, and Kate Daly - Chief People and Communications Officer, Fletcher Building who will discuss the current challenges and opportunities facing people management.

Target audience

This research forum is targeted to the following audience:

- ◆ HR practitioners
- ◆ HRM academics
- ◆ PhD and Masters students
- ◆ Other interested parties

Organising committee

- ◆ Dr Ann Hutichson, University of Auckland Business School
- ◆ Professor Jim Arrowsmith, Massey University and MPOWER Co-Director
- ◆ Professor Pieter Nel, Unitec

Registration and general information

- ◆ HRINZ Member: \$275.00 + GST
- ◆ Non-member: \$350.00 + GST

Registration fees include all sessions as well as morning and afternoon teas, lunch and the networking hour. To register, visit:

Researchforum.hrinz.org.nz/site/national_events/research_forum_2016/



Research Forum.



Forthcoming!



2016 Labour, Employment and Work (LEW) Conference: 'The Changing Nature of Work and Employment'

Venue: Victoria University of Wellington

Dates: November 28 and 29, 2016

The conference organising team are pleased to launch a new look LEW Conference for 2016. The Conference will be held on November 28 and 29 at Rutherford House, Pipitea Campus, Victoria University of Wellington.

The LEW Conference focuses on research into work and employment institutions, labour markets, and the nature of work and employment in New Zealand. The theme of this year's conference 'The Changing Nature of Work & Employment' will be examined from the perspectives of organisations, institutions and workforces.

Papers are invited from academics in all relevant disciplines, researchers in public or private organisations, or individuals. The contribution of graduate students is strongly encouraged. Network opportunities plus a dedicated workshop for post graduate students is planned for the Conference. Submissions should reflect the author's current or recently completed research that relates to the changing nature of work and employment with relevance to New Zealand. The call for papers notice is [available here](#).

PLEASE NOTE: The closing date for abstracts has been extended to **12 September 2016**.

Keep up to date with conference news in our monthly circulars here: **July circular**.
Contact us (clew-events@vuw.ac.nz) if you would like to receive our regular news.

The two day conference has been held biennially since 1984, and a full set of papers can be found at: <http://ojs.victoria.ac.nz/LEW/issue/archive>. The 2016 Conference is organised by the Centre for Labour, Employment and Work (CLEW) (*previously the Industrial Relations Centre*). In keeping with CLEW's extended research programme we aim to broaden the range of papers presented at the LEW Conference. The Conference will be organised around three streams:

1. Organisational dynamics and performance
2. Employment rights and institutions
3. Work and the workforce

History

Papers/ Proceedings

LEW2016 information including registration and programme.

For further information please contact:

Sue Ryall - Conference Manager

Email: susan.ryall@vuw.ac.nz

Centre for Labour, Employment and Work

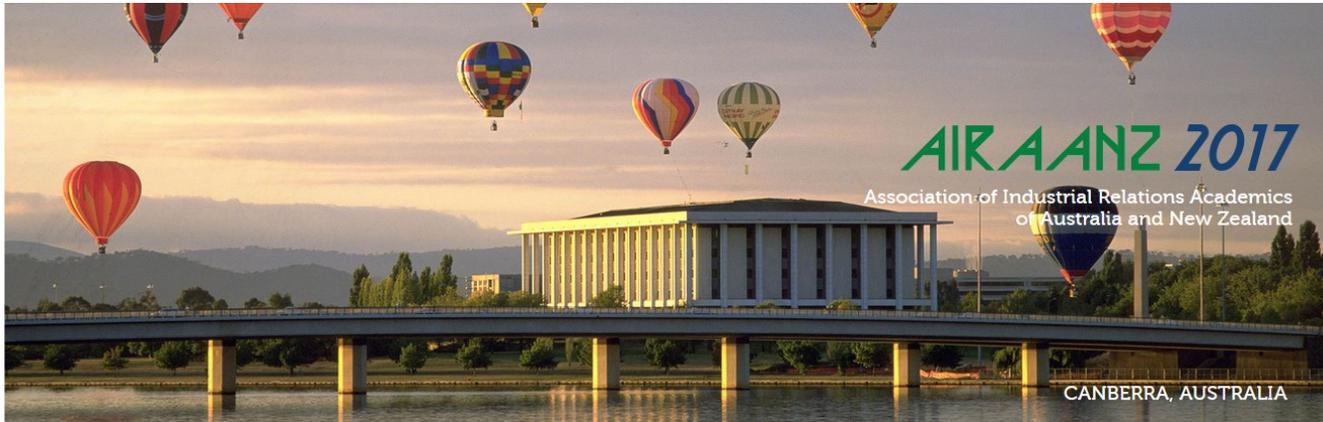
Phone: 04 463 5143



Nb: authors are invited to submit full papers to the Labour and Industry journal at: <http://www.tandfonline.com/toc/rlab20/current>. For submission guidelines to the journal, please see <http://www.edmgr.com/rlab/default.aspx>.

MPOWER will be represented at editor workshops and with paper presentations at this conference.

Forthcoming!



The Association of Industrial Relations Academics of Australia and New Zealand is pleased to invite you to attend the 2017 Conference, to be held at the QT Hotel, Acton, Canberra, ACT, from **Wednesday 8th February to Friday 10th February 2017**.

The focus of the Conference is **Reconsidering Gender and industrial Relations**. Key themes include the many facets of gender in the workplace, including gender, work and policy developments, gender and collectivism, pay equity, equal employment opportunity and diversity management, women in male-dominated areas, women working in the caring professions, work and family issues and issues affecting LGBTQI workers.

The conference will also include a wide range of presentations on other industrial relations and human resource issues.

About AIRAANZ

The Association of Industrial Relations Academics in Australia and New Zealand (AIRAANZ) was officially constituted in 1983. In 2017 AIRAANZ is holding its 31th Conference.

The 2017 Conference Organising Committee includes:

- Dr Sue Williamson, UNSW Canberra
- Professor Michael O'Donnell, UNSW Canberra
- Professor David Peetz, Griffith University
- Professor Ray Markey, Macquarie University
- Associate Professor Sarah Kaine, UTS
- Dr Doug Jackman, University of Canberra
- Mr Michael Walker, UTS
- Mr Craig Brown, University of Canberra

Call for Abstracts/Papers

You are invited to submit abstracts/papers in the fields of industrial or employment relations, human resource management, labour history, labour law, labour geography, economics, psychology and sociology of work, gender studies and related fields. For details, visit: <http://www.airaanz2017.org.au/abstracts-and-full-paper-submissions/>

MPOWER researchers will present papers at the conference and be involved in a book launch. Those on the editorial team of the *Labour and Industry* journal will be present at PhD, early career researcher and editors' workshops as well as the AIRAANZ AGM and L&I sub-committee meeting.





MPOWER - Upcoming Events/Activities

- ◆ MPOWER-Convergence Partners survey on women's careers and aspirations opened on 30 October (for women interested in taking part, the survey link is: tinyurl.com/womens-career-survey)
- ◆ MPOWER survey and interview study of high performance work, led by Prof. Jim Arrowsmith - November 2016 onwards
- ◆ MPOWER-IMNZ-AKE Hub survey-based study of Executive Education - November 2016 onwards
- ◆ MPOWER members at the Labour, Employment and Work Conference (Victoria University of Wellington) - 28-29 November
- ◆ MPOWER at the annual AIRAANZ Conference (Canberra) - 8-10 February 2017
- ◆ MPOWER Health and Safety seminar - Associate-Professor Ian Laird and Dr David Tappin (Massey University Manawatu Campus) - February 2017 - date tbc

Recent Events (September - October 2016)

- ◆ The Warehouse Group-MPOWER diversity research: second survey, focus groups and report drafting - late October/November
- ◆ MPOWER-School of Management Special Interest Group (SIG) Seminar by PhD Candidate, Fatima Junaid, on job-stressed employees living under terrorism (Albany and Manawatu campuses) - 19 and 26 October
- ◆ MPOWER Researcher Support Awards presentation - 7 September
- ◆ SA Partners' Continuous Improvement Conference (Massey University Albany campus) - 7 September

Research quotes...

"Google is not a synonym for research."

- Dan Brown, *The Lost Symbol*

"Highly organized research is guaranteed to produce nothing new."

- Frank Herbert, *Dune*

"Do research. Feed your talent. Research not only wins the war on cliché, it's the way to key to victory over fear and its cousin, depression."

- Robert McKee, *Story:*

Style, Structure, Substance and the Principles of Screenwriting

KAMBIZ ON CAMPUS



Associate Pro-Vice Chancellor (Research)
Massey Business School

Research Translation

Impactful research and engaged stakeholders are two strategic priorities for Massey Business School (MBS). To communicate and advance research which is relevant and impactful beyond academia, MBS has run the Research Translation Competition (RTC) since 2014. The purpose of this initiative is to demonstrate our research relevance and creativity to external stakeholders and the general public and to build staff capacity and confidence in communicating their research to a non-specialist audience.

As part of the RTC, staff are asked to write short papers based on their published research aimed at a business or government audience. The 2014 RTC received 19 entries and was an unqualified success and one of the highlights of the year. The 2015 competition received 30 entries from the staff. The top three articles received prizes or research grants and the winning articles distributed through media releases and featured on the University website with opportunities provided for winners to present to audiences of external stakeholders. The finalists' papers received much media attention and some were presented at MBS's "Big Issues in Business" series which added another incentive for staff to participate.

MBS's experience has shown that research translation can garner the interest of academics, the business community and the media. The participants represented most disciplines and the finalists ranged from full professors to early career lecturers. In 2016, Otago and Canterbury business schools ran their own versions of the competition with a view that the RTC would become a NZ national event.

This initiative is especially relevant and significant in light of the increasing call for research impact and transparency from the government and funding agencies. This requirement is gaining strength and prominence internationally and especially in the UK and Australia, where all universities will participate in an impact assessment exercise in 2017.

Professor Maani is the AVC Pro Vice-Chancellor (Research) at MBS. His academic and consulting career spans over 25 years in the USA, Australasia, Asia, and South America. He is an acknowledged expert in systems thinking and decision-making and provides seminars and corporate training internationally. His research focuses on complexity management, group decision-making and learning in organisations. He is the recipient of several research and publication awards from international scholarly journals.



Introducing...

• Kate Blackwood

Kate is a lecturer in the School of Management at Massey University in Palmerston North and an MPOWER member. She is also a member of Massey's Health Work Group, a team of researchers at Massey interested in all forms of workplace health and safety issues with the aim of promoting healthy work.

Kate's primary research interest is workplace bullying and she is particularly interested in the health context. Her PhD research explored how New Zealand nurses experience workplace bullying and its intervention. She found that experiences of bullying are rarely managed effectively and, as a result, is currently continuing research that aims to inform good practice in the management of workplace bullying.



Dr Kate Blackwood

Dr Blackwood is currently working collaboratively with health industry stakeholders on a project which aims to identify management competencies required to foster healthy work environments that are free from bullying. Kate is also working on a project exploring the efficacy of mediation in cases of alleged bullying.

Between completing her PhD and joining Massey as a staff member, Kate worked as a research officer at AUT University where she was involved in a number of projects relating to healthy work, in particular workplace violence, diversity, the ageing workforce, and the future of work. She also taught undergraduate papers in business management and organisational behaviour. Since moving to Palmerston North at the beginning of 2016, Kate has been teaching internal and distance offerings of management on the first year BBus core at Massey. Email: K.Blackwood@massey.ac.nz

• Jaime Rowntree

Jaime started at Massey University as a student in the School of Aviation in 2003, undertaking training to become a commercial pilot. When the School consolidated its facilities to Palmerston North, she made the decision to remain in Auckland and pursue an interest in aviation human factors, culminating in the completion of a Master of Arts in Psychology in 2012.



Jaime Rowntree

Her master's research investigated the role of experience in the susceptibility to confirmation bias in pilots and examined the decision-making strategies utilised by pilots when they are no longer sure of their location.

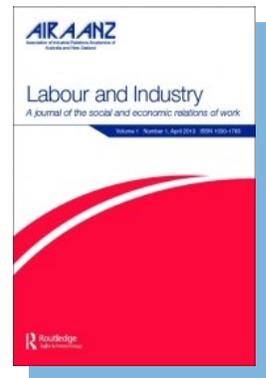
After graduation, Jaime moved to Canada with her husband where she spent a year working for HSBC's Vancouver-based High Technology Centre as a Global Project Coordinator for the software delivery metrics and analytics team.

Coming home to New Zealand, she returned to Massey University where she currently works as an Academic Administrator for the School of Management at the Albany campus, specifically supporting academic staff and the PhD and postgraduate programmes.

Her goal is to begin a PhD in the next two to three years and she is currently pursuing possible areas of interest with this in mind. Email: J.Rowntree@massey.ac.nz

Call for Papers for:

Technological disruption and the future of employment relations



Issue editors

- ◆ Dr Josh Healy, *University of Melbourne*, joshua.healy@unimelb.edu.au
- ◆ Daniel Nicholson, *University of Melbourne*, daniel.nicholson@unimelb.edu.au
- ◆ Professor Jane Parker, *Massey University, NZ*, j.parker@massey.ac.nz

A technological paradigm shift is underway in developed economies. Every day, we learn of another dramatic technological advance that promises life-changing effects. Driverless cars are taking to our roads. Drones are appearing in the sky. Surgeries are being performed by robots with minimal human assistance. And ever-more sophisticated 'learning algorithms' are mediating our contact with other humans and our interactions with the physical world.

It is widely thought that these technologies will continue to have disruptive consequences for work and workers. According to one recent account, '(t)echnology will up-end countless careers, workers across fields will be displaced, and it's not entirely clear how many jobs will be replaced' (Illing, 2016). Although other assessments are more cautious, this view is close to the mainstream consensus. Many authors have gone further, warning about the prospect of widespread 'technological unemployment' (Dunlop, 2016; Thompson, 2015). We have by now become accustomed to automation in manual lines of work, on farms and ports and in factories. But emergent technologies are now advancing on skilled work, in accounting, law and medicine, leading some to question the future of the established professions (Susskind and Susskind, 2015).

Alongside these technological developments, new business models are appearing that have been enabled by technology, and which are affecting aspects of the labour exchange. Uber, Airtasker, Deliveroo and a range of other new platforms represent a 'gig economy' in which work is episodic and the obligations on both sides of the employment relationship are weak. While such arrangements have the potential to expand employment opportunities for some (Minifie and Wiltshire, 2016), they also present new threats, including fragmented job tasks, ambiguous employment rights, and pressures on minimum labour standards (Mishel, 2015).

The nature and unprecedented speed of current technological change poses important and urgent questions for employment relations researchers and other scholars focused on work. The changes are occurring at a time of historical weakness for organised labour, with falling union density and the lowest labour share of national income seen in half a century (Cowgill, 2013). The issues in play have begun to attract interest from employment relations scholars.

The purpose of the planned special issue is to instigate and bring together further significant contributions to the emerging research and policy debates around these themes. Topics of interest include (but are not limited to) the following:

1. How are new technologies being implemented in different work settings? How do managers learn and make decisions about their adoption?
2. How are workers involved in the process of technological change? How do they seek to shape, resist and accommodate changes to their jobs? How important are unions and the state?
3. What are the outcomes of technological change for workers most affected by it? In what ways have their work roles and their subjective experiences of work changed?
4. To what extent are workers engaging with the new forms of employment available in the gig economy? Which workers do this, under what conditions, and to what ends?
5. Are new forms of regulation required to mitigate the risks to workers arising from new gig-type employment arrangements? What forms should this intervention take?

We encourage papers presenting cross-national studies on any of the above themes and other pertinent areas. Empirical and theoretical works, historical analyses, and contributions from PhD students and established scholars are all welcomed.

Process

Manuscripts may be submitted via the *Labour and Industry* journal website at <http://www.tandfonline.com/toc/rlab20/current> Manuscript length is 6,000-8,500 words including references, appendices, tables, graphics and figures. Please indicate which of the themes outlined above is addressed by the manuscript – or if it has a different focus. Authors are encouraged to view the formatting requirements and guidelines for submissions to *Labour and Industry* at <http://www.tandfonline.com/action/authorSubmission?journalCode=rlab20&page=instructions>

Deadline for submissions: 28 February 2017. Each manuscript will be subject to a double blind review, overseen by the special issue editors. Final drafts incorporating required revisions must be completed by the end of May 2017, in time for proofing by the Journal and publication of the special issue in late 2017.

If authors have any queries about the special issue or manuscript submission process, they are advised to contact the special issue editors at the email addresses given above.

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MPOWER members (surnames in bold): selected outputs

- ◆ Allan, P., **Edgar, F.**, & **O’Kane, P.** (forthcoming). Obesity discrimination in selection: Millennials' reactions to obese job candidates. *New Zealand Journal of Human Resource Management*.
- ◆ **Arrowsmith, J.**, **Carr, S.C.***, **Haar, J.**, **Jones, H.**, **Parker, J.*** & **Yao, C.** 2017. From Working Poverty to Sustainable Livelihood: What can applied psychology offer? *Corresponding authors. In C. Van Ommen et al. (eds). *On shaky ground: Precariat lives in Aotearoa*, Auckland: Massey University Press (in press).
- ◆ **Arrowsmith, J.**, **Parker, J.**, **Carr, S.C.** et al. 2016a. ‘Living Wages – survey results’. *HR Magazine* (HRINZ), Research Bites Series, December (in press).
- ◆ **Bentley, T.A.**, Teo, S., McLeod,, L., Tan, F., Bosua, R. & Gloet, M. (2016). Role of organisational support in teleworker wellbeing: A socio-technical systems approach. *Applied Ergonomics*. 52, 207-215.
- ◆ **Carr, S.C.**, Thompson, M., Dalal, A.K., de Guzman, J., Gloss, A., Munns, L., ... Steadman, A. (2014). Psychology and poverty reduction: A global special issue. *International Perspectives in Psychology: Research, Practice, Consultation*. 3(4), 215-237.
- ◆ Dean, M., **Gill, R.**, & Barbour, JB. (2016). “Let’s Sit Forward”: Investigating Interprofessional Communication, Collaboration, Professional Roles, and Physical Space at EmergiCare. *Health Communication*. 31(12), 1,506-1,516.
- ◆ Forster, ME., Palmer, F., & **Barnett, S.** (2016). Karanga mai ra: Stories of Māori women as leaders. *Leadership*. 12(3), 324-345.
- ◆ Iqbal, S., **Toulson, P.**, & Tweed, D. (2015). Employees as performers in knowledge intensive firms: role of knowledge sharing. *International Journal of Manpower*. 36(7), 1,072-1,094.
- ◆ **Koukiadaki, A.** The Establishment and Operation of Information and Consultation Arrangements in a Capability-Based Framework, *Economic and Industrial Democracy*, forthcoming.
- ◆ **Lempp, F.** (2016). A Logic-based model for resolving conflicts. *International Journal of Conflict Management*. 27(1), 116-139.
- ◆ **Lempp, F.**, & Marác, L. (2015). Using logic to model interests in ethnic conflicts: the case of the Hungarian minority in Slovakia and Slovenia. *Acta Universitatis Sapientiae European and Regional Studies*. 8, 23-41.
- ◆ **Rasmussen, E.**, **Foster, B.**, & **Farr, D.** (2016). The battle over employers’ demand for “more flexibility”: Attitudes of New Zealand employers. *Employee Relations*. 38(6), 886-906.



- ◆ Rothmore, P., Aylward, P., Oakman, J., **Tappin, D.**, Gray, J., & Karnon, J. (2017). The stage of change approach for implementing ergonomics advice – Translating research into practice. *Applied Ergonomics*. 59, 225-233.
- ◆ **Tootell, B.L.**, Walker, J., & Rowlands, T. (2015). Leader Succession Impacts and Outcomes: A literature review for practising managers.. *New Zealand Journal of Human Resource Management*.

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