

MPOWER: out and about

MPOWER



The last quarter kept MPOWER busy with research and promotion of the Group. In this newsletter, we overview some of this activity, including:

- presentations on MPOWER and Massey's Advanced Leadership Programme (MALP) at the national Human Resources Institute of New Zealand (HRINZ) Expo;
- MPOWER's support of SA Partners' Continuous Innovation Conference and presentation of MPOWER Researcher Support Awards;
- new research projects including a national study of management development, and a Trans-Tasman research project on gender equality initiatives across public services in NZ and Australia;
- recent and forthcoming dissemination of commentary and empirical research by MPOWER members at the Massey School of Management's Big Issues in Business seminar series; the 2017 Association for Women in the Sciences Conference; the 30th Annual NZ Federation of Graduate Women Awards event; the Academy of Management in Atlanta, Georgia; and the Living Wage Movement of Aotearoa NZ AGM;
- the second MPOWER panel seminar on Health and Safety in NZ workplaces;
- collaboration with the new Massey School of Management 'Women at Work' Special Interest Group and Victoria University to run a conference stream at the 2018 Gender, Work and Organization Conference in Sydney; and
- MPOWER policy analysis training at the Pacific Islands Forum Secretariat in Suva.

The promotional work in particular has helped to increase MPOWER membership to c. 840. It's great to deepen our collaboration with existing industry partners and to forge new links. If you have 'people and work' issue research that you'd like us to conduct or an idea for our future research activity, please feel free to drop us a line by email at: mpower@massey.ac.nz

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

How to join MPOWER

Joining the Group is free and simple. Contact us by e-mail at: MPOWER@massey.ac.nz to be put on our mailing list. You can also receive information about MPOWER events and activities via our LinkedIn Group.

Inside this issue

MPOWER: out and about	1
How to join MPOWER	1
Contact MPOWER	1
MPOWER at the HRINZ expo	2-3
MALP	4-5
SA Partners conference	6-7
MPOWER award winners	7
Call for abstracts (GWO 2018)	8
MPOWER research news	10-11
Recent research	
dissemination activity	12-13
CDANZ Symposium	14
MPOWER Panel Seminar	15
MPOWER research news	
(continued).....	16-17
Facts and figures	17
MPOWER at PIFS	18
Big Issues Seminar	19
Upcoming & recent events	20
Employee relations—special	21
Introducing: Tina Li	22
Research publications	23

Contact us

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 December 2017.

MPOWER at the 2017 HRINZ Expo.

MPOWER, MALP and Massey shared an expo. table and presentation slot at the recent 2017 HRINZ Conference & Expo. in the SkyCity Convention Centre in Auckland

13-14 September

Massey was one of the organisations profiled at the recent HRINZ Conference and Expo. in Auckland. The Business School, MPOWER and the Masters for Advanced Leadership Practice (MALP) took a corner stand in the expo. hall and were able to chat with and introduce the activities on offer to a number of the HRINZ conference goers.

The Massey Expo. Stand was populated by Mike Fiszer (Director, Professional Education at Massey Business School), Prof. Jane Parker (MPOWER Co-Director), Prof. Jim Arrowsmith (MPOWER Co-Director), Jean-Sebastian (J-S) Imbeau (Strategic Projects Officer, Massey School of Management), Mandy Welch (Business Relationship Specialist, MBS) and Prof. Jonathan Elms (Sir Stephen Tindall Chair in Retail Management) who were able to spend the two days speaking and linking up with new and known HR professionals and practitioners, academics and others at the expo. Massey Master's student Tina Li (MPOWER member and HRINZ Student Ambassador) was also on hand, doing shifts on the HRINZ expo. stand and visiting her Massey colleagues on stand 21. On Day 2, Jane, Jim and Mike gave presentations to conference attendees on MPOWER and the Massey MALP. Mike also introduced MALP co-presenters, Erika Barden (a recent MALP graduate) and Sasha Lockley (near MALP graduate!).

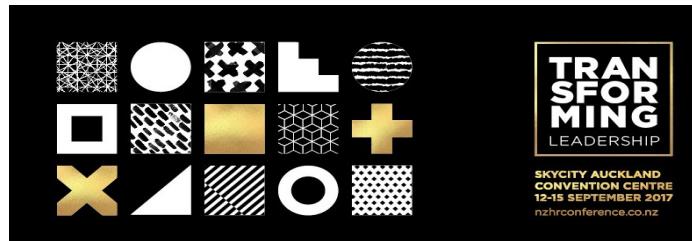


Mike, Jane, Jonathan and Jim



Mandy (middle) and J-S

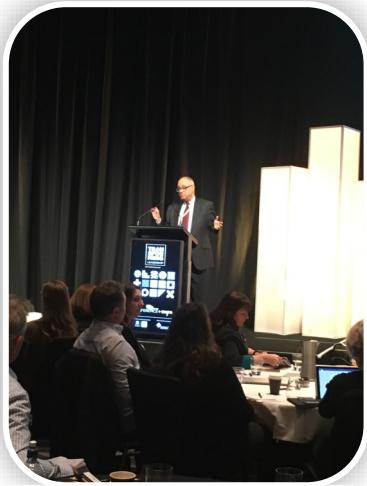




Recent event



Jim



Prof. Jeffrey Pfeffer (keynote)



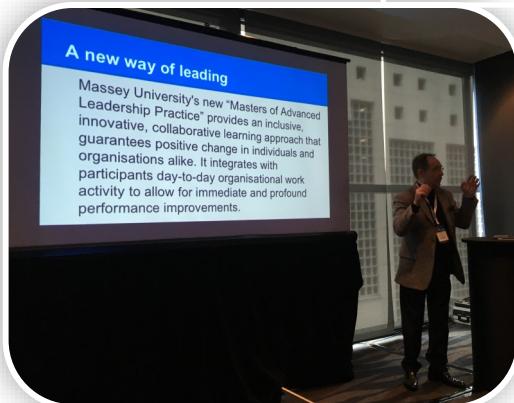
Conference MC Jeremy Corbett



Chris Till (CEO, HRINZ) and Dr Ann Hutchison
(University of Auckland)



Jane



Mike





MASTER OF ADVANCED LEADERSHIP PRACTICE

Make the powerful shift from managing to leading with NZ's only Master of Advanced Leadership Practice. Challenge yourself, empower others, drive excellence and performance in your organisation.

Whether employer or employee - STAND UP, STAND OUT, MAKE A DIFFERENCE

APPLY NOW

0800 505 825

MASSEY.AC.NZ/LEADERSHIP



THE ENGINE
OF THE NEW
NEW ZEALAND



CONTACT: Mandy Welch - a.l.welch@massey.ac.nz or Mike Fiszer - mike.fiszer@massey.ac.nz

Master of Advance Leadership Practice (MALP)

Well-rounded, visionary leaders who enable others and drive positive change

MALP is an 18 month transformational leadership programme taught by international and local leadership experts over 9 workshops. The change process is supported by 12 hours of one on one professional coaching and the capstone is an applied research project conducted in and on leadership in your workplace. The programme is about discovering who they are as a leader, they will be challenged to develop and grow, and emerge with greater influence and authenticity. This will also allow them to be able to release the potential in others better. The MALP is underpinned by cutting-edge research, and closes the gap between knowing and doing with an innovative, collaborative and applied learning approach. The programme is run at the Massey (Albany) campus or a residential Auckland location each month for 9 months, the classes are run on a Friday and Saturday mid-month.

The 2018 programme starts in Auckland on the 10th and in potentially in Wellington on the on the 24th May.

Defy your top performers to become courageous, empathetic and solution-focused leaders with the ability to uplift your staff and drive your organisation forward. This is the only one of its kind in New Zealand, the Master of Advanced Leadership Practice (MALP) emphasises application and visible results, allowing your leaders to foster excellence in themselves and bring about positive change.

Specialist teaching

Top inspirational leaders from New Zealand and around the world, creative practitioners, and Massey's own acclaimed staff provide an intensive and outcome-focused experience. Guest speakers will bring confidential insights and wisdom about the challenges they have faced. Some of the staff we are using on the programme currently include Lynne Miller (NZ), Head of Organisational Effectiveness and Talent at Air New Zealand, Margaret Considine (Ireland), international commercial negotiator, mediator and boardroom coach, Petra Oorthuijs (Ireland), expert in presence and authenticity, Poll Mousoulides an international voice specialist and Andrew Kakabadse (UK), member of the Thinkers50 Hall of Fame 2015 (a list of distinguished thinkers throughout the world whose contributions to management thinking have made it what it is today).

Goals of the Programme

Graduates will be expected to demonstrate relevant knowledge and understanding of leadership within organisations, the external contexts in which they operate and how they are managed through integration between theory and practice.

The overall aims of the programme are to:

- Enhance the critical understanding of the influence of personal leadership style on the behaviour of others and performance of the organisation.
- Develop analytical and reflective abilities as independent learners and critically reflective leadership practitioners.
- Develop insights, critical thinking and practical leadership skills through exposure to both the theory and practice of leadership and management, and widen participant's perspectives beyond their immediate management role and/or organisation.
- Promote the development of intellectual capability, academic and commercial research skills and creative thinking, in order to generate original solutions to leadership problems in an organisational context.
- Provide a vehicle for continuing personal and professional leadership development via work-based learning and taught experiential behavioural development and reflective study.

Learning Outcomes

Your leaders will be able to apply their learning from day one to achieve performance results in the workplace. They will discover who they are as a leader, be challenged to develop and grow, and emerge with greater influence, positivity, and authenticity – better able to release potential in others.

Students who successfully complete these papers will be able to:

- Critically reflect on established and emerging concepts, principles, theories, and philosophies underpinning the broad area of leadership at an individual, team and organisational level.
- Evaluate how leaders formulate and gain commitment to strategy and change, through developing effective followers and building follower communities.
- Identify appropriate strategies to implement change and assess the potential barriers to successful implementation.
- Assess the ways in which diversity and multicultural issues can influence leadership behaviours.

Your organisation will gain guaranteed, tangible benefits from motivated, re-assignable, high potential staff who can really make change happen.

Recent event

SA Partners Conference: Continuous Improvement

30 August 2017
Massey University (Albany)

For the third year running, SA Partners, supported by MPOWER, held its Continuous Innovation conference at Massey University's Albany campus.



The conference of around 80 delegates focused on embedding a culture of continuous improvement, and involved multiple streams and interactive learning opportunities. Speakers included SA Partners' MD, Chris Butterworth and National Business Excellence Manager of Countdown Supermarkets, Adam Bentley. MPOWER members Chris Till (CEO, HRINZ) and Dr Farah Palmer (Director, NZ Rugby and Te Au Rangahau—Maori Business and Leadership Centre at Massey University) were also among the main speakers. Dr Jeff Stangl (Executive Director, Education Partnerships at Massey) was the conference MC, and the main conference organizer was SA's Richard Steel.

Networking continued after the conference with drinks and canapés at The Wine Box restaurant in Albany. Many thanks to the HR, employment relations, engineering and other students (some shown below) who volunteered their time to assist with the smooth running of the conference!



The conference also hosted the 4th annual MPOWER Research Supporter Awards, presented by Chris Till (HRINZ) and Prof. Jane Parker. From a strong field, three applications from Massey post-graduate researchers were selected by the judges:

Overall winner:

Kazunori Kobayashi (PhD candidate)

- Thesis title: Corporate Approach to Human Sustainability: Workforce Well-being in Japanese companies

Judges comments included: "Ground-breaking study", "wide focus ... this study will yield much of value" and "Interpretive, qualitative research on 31 Japanese companies - very impressive".

High commended:

Erin Burrell (Masters candidate)

- Thesis title: Discrimination or diversity? An investigation of perceptions on gender quotas on boards as viewed through the Balanced Score Card (NZ study)

Judges' comments included: "Good use of available data to justify the proposed study", "Clear, well-planned and useful research" and "Vital area for research".

Josephine Malenga (PhD candidate)

- Thesis title: The effect of industry-specific characteristics on the adoption and usage of work-life balance practices, and the resulting effect on employee well-being (NZ study)

Judges' comments included: "On-trend subject focus", "Methodology will dig deep to find out the connections between WLB and employee well-being" and "Look forward to seeing the results!"

Winners received certificates and bouquets. Kaz was also awarded \$500 to help support his doctoral studies while Erin and Josephine were the recipients of The Warehouse Group gift vouchers.

Congratulations

Kaz, Erin and Josephine!



mpower@massey.ac.nz

Gender, Work and Organization
10th Biennial International Interdisciplinary Conference
Sydney 13-16 June 2018

Working Women's Progression and Experiences in Context

Convenors

- Jane Parker, Massey University, New Zealand
- Jo Bensemann, Massey University, New Zealand
- Jim Arrowsmith, Massey University, New Zealand
- Nazim Taskin, Massey University, New Zealand
- Jane Halteh, *Labour and industry* Journal, Australia
- Noelle Donnelly, Victoria University of Wellington, New Zealand

Women's progress in the workplace reflects a trans-national history of sticky floors (with women forming the bulk of low-paid, precarious workers with few opportunities for progression), padded walls (occupational and industry segregation into underpaid work) and concrete ceilings (with women facing obstacles to reaching senior roles). On the latter, for example, just under 19% of seats on the boards of the world's largest companies were held by women in 2016. In New Zealand, women comprised just 17% of the directors on the NZX top 100 listed companies while the figures for Malaysia (FTSE Bursa Top 100), Singapore (SGX listed companies) and Australia (ASX 200 boards) are 16.6%, 9.7% and 20% respectively (Australian Institute of Company Directors (AICD), 2017; also United Nations, 2015).

Such glacial progress over the last 30 years is all the more remarkable given a steady increase in scholarly attention to women's labour market participation (e.g. Pocock, 2006; Heinrich-Boll Foundation, 2007; Cooper and Parker, 2012; Sayers, Parker, Douglas and Ravenswood, 2015); given organisational and wider regulatory efforts to encourage equality, diversity and inclusivity at work (e.g. Bersin, 2015; Weissman, 2017) on ethical, social justice, business, economic and political grounds (e.g. Kirton and Greene, 2015); and given women's growth as a proportion of trade union membership (albeit amid shrinking overall numbers and not at senior leadership levels) in countries with varying employment relations, political and economic backdrops (e.g. International Labour Organisation, 2016; Foley and Baker, 2009).

Clearly, women still face significant and complex challenges to accessing, attaching to and progressing within the workplace. These challenges stem from an array of interconnected sources, including workplace cultures, processes and systems; the structure of the labour market; domestic arrangements within wider socio-economic settings and norms; political and belief systems (and backlash) – as well as women's own sense of individual and collective agency.

Recognising the need to sustain multi-disciplinary academic investigation into women's continued quest for parity in the workplace, this stream encourages authors to consider women's workplace circumstances in the context of home, family, employment, bargaining and wider environmental considerations. Submission may address such themes and questions as:

- **women's career progress:** (e.g. what are key influences on women's career progress or otherwise?);
- **women's representation within organisations:** (e.g. how has women's representation at different organisational levels changed over time?);
- **women's role in formal and informal work:** (e.g. what is the nature of women's work in different sectors and occupations and across informal work?);
- **women's sense of agency:** (e.g. Where and how has women's sense of agency been shaped in the workplace?);
- **women in self-employment and entrepreneurial roles:** (e.g. what are women's experiences of self-employment and entrepreneurship?);
- **workplace initiatives in support of women:** (e.g. what workplace initiatives enhance women's workplace situation?);
- **regulation and law relating to women's position and power in the workplace** (e.g. in what ways has the regulation of employment altered women's position and workplace power?); and
- **historical perspective of women's role in workplaces:** (e.g. how have women's location in and experiences of the workplace changed overtime?)

We also welcome the submission of papers presenting cross-national studies of any of the above areas. Both empirical and more theoretical research is encouraged.

For submission details go to: www.mq.edu.au/events/gwosydney

For stream enquiries please contact Jane Parker: J.Parker@massey.ac.nz

Publication

Full papers will be considered for publication in a special issue of *Labour and Industry: A journal of the Social and Economic Relations of Work* to be published in Issue 1, 2019. Papers need to be submitted online to the Journal by 1 October 2018.

Stream best paper award

The *Labour and Industry* journal will award AU\$500 and a certificate to the author(s) of the best paper in the stream. Applicants will need to indicate their interest in being considered for the award on the front page of their paper. The judging panel will consist of the stream organisers.

Networking and collaboration opportunity

The organisers will also run a session to profile a research network based at the School of Management at Massey University (New Zealand) - *Women @ Work* – to foster discussion and research collaboration on women in the workplace.

The work and activities of MPOWER; Victoria University's Centre for Labour, Employment and Work (CLEW); and *Labour and Industry* journal will also be highlighted.





Survey-based study of management development in NZ

MPOWER researchers have secured funding from the Massey School of Management's Special Interest Group (SIG) fund to study management development in NZ workplaces.

In the face of globalisation and increasingly competitive economies, management development (MD) and capability are critical areas for scholarly inquiry and practitioner attention. More than 30 years ago, Inkson and Campbell (1985) concluded that management education in New Zealand reflected a 'sausage machine' approach to education, marked by a lack of useful research. Hooley and Franko (1990) noted that when New Zealand companies were exposed to international competition, the inadequacy of a short-term financial orientation to survival was revealed. They observed a lack of strategic planning and leadership skills, and under-developed or non-existence HR planning.

These concerns remain. Earlier this year, MPOWER researchers were commissioned by the Institute of Management New Zealand (IMNZ) and supported by HRINZ to undertake a national survey of senior executives and staff on management education in New Zealand. Its key findings included that the largest challenges facing NZ organisations were technological advances; the speed of change; managing costs; and major re-organisations. Top executive challenges were: leadership capability; strategy execution; innovating successfully and managing reputation. For middle managers leadership capabilities, coaching skills and emotional resilience were prioritised. An array of learning and development activities were undertaken, with around one-quarter of respondents anticipating that expenditure on such will climb (MPOWER, 2017).

There is now scope to develop the longitudinal aspect of Ruth and colleagues' (2003, 2007 and 2011) assessments of work in HR and MD, adapting the methodological instruments developed in their work that focused on the strategic value of HRM. This project will thus meld a topical and largely tested survey of executive education in NZ with a robust and critical framework of analysis, along with an updated assessment of existing work in HR and MD in NZ. Its principal research questions are:

- What is the strategic value of executive education in NZ today?;
- What forms of executive education are currently available in NZ are they the 'right' kind?; and
- Are there executive/management education needs in NZ that are not being met?

The 2017 MPOWER/IMNZ survey provides initial empirics on the latter two foci but this study will enable deeper analysis and hence understanding of such, with its survey data being subject to statistical and qualitative interrogation. A literature review will be undertaken until December to help identify gaps in extant scholarship in the field. The researchers will roll out a national survey in the first half of 2018, with a view to analysing its data, writing up and disseminating findings at academic and practitioner-oriented events.

The project co-leaders are Prof. Jane Parker (MPOWER) and Dr Damian Ruth (Critical Management SIG), who will work with research associate and MPOWER member Jane Halteh (PERL consulting and *Labour and Industry* journal systems administrator).

Gender equality initiatives in the public services



NZ academics at Massey, Victoria and AUT universities were invited by Dr Sue Williamson (UNSW Canberra) and her team to join them on a project on how the Australian and NZ governments implement gender equality initiatives.

With funding support, including from the Australia and New Zealand School of Government (ANZSOG), the NZ Ministry for Women, various Australian and NZ participating state agencies and university funding, the Australian and NZ research teams will examine various aspects of gender equality and flexibility in the public service, and have recently invited public sector jurisdictions to partner with them to answer research questions which will aid in progressing gender equality in the public sector.

The research will entail an examination of the participating jurisdictions gender equity policies and their implementation, using document analysis of the policy framework and interviews with officers in key policy agencies. In the second stage, researchers will examine working practices, interviewing senior public servants on their perspectives of the role and competency of middle managers in implementing gender equity strategies, and then conduct focus groups with managers and/or employees. The resulting data will be transcribed, coded and analysed.

Finally, the research teams will conduct a workshop to develop implementation of the research recommendations, or a seminar to present findings to agency representatives in the respective jurisdictions.

Australian university researchers:

- ◆ Dr Sue Williamson, Prof. Deborah Blackman, Prof. Michael O'Donnell and Dr Meraiah Foley (UNSW, Canberra)
- ◆ Dr Linda Colley (Central Qld Uni.)

NZ university researchers

- ◆ Dr Noelle Donnelly (VUW)
- ◆ Prof. Jane Parker (Massey)
- ◆ Dr Katherine Ravenswood and Dr Julie Douglas (AUT)



Recent research dissemination by MPOWER

Various MPOWER research projects came to fruition over the last quarter in terms of their results and findings being presented at external venues.

These activities include:

* Massey School of Management's Big Issues in Business seminar series *

MPOWER members have presented at several of the School's Big Issues in Business panel seminars and debates which involve Massey academics and external speakers. These included a session on 6 September , "Big Data: What is it good for?" which explored what managers might understand big data and analytics to be, and considered how managers use (or do not use) analytics in their decision-making. Another Big Issues panel seminar, "Perspectives on ageing and workforce participation", considered different disciplinary and philosophical perspectives on the issue of ageing and work.



For those interested in the MPOWER powerpoint and other resources used at these events, please email your request to: mpower@massey.ac.nz

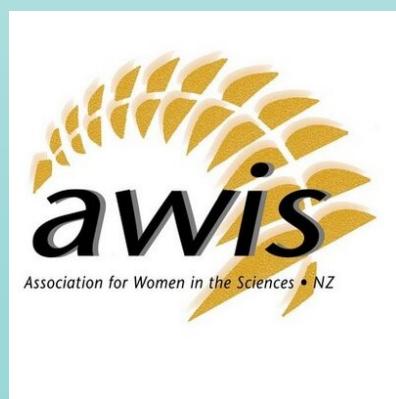


* 2017 Association for Women in the Sciences Conference *

Dr Nazim Taskin and Prof. Jane Parker presented the main findings of a MPOWER project on women's careers and prospects in Auckland city. The study, undertaken in conjunction with Convergence Partners (a specialist recruitment consultancy), was outlined in the June/July MPOWER newsletter. For copies of the full or abridged reports, please email MPOWER.

* 30th Annual NZ Federation of Graduate Women Awards *

Associate-Professor Janet Sayers and Prof. Parker also presented some of the findings from the women's career study to the NZ Federation of Graduate Women. This was a particularly poignant setting for research dissemination as the event also saw a number of high-achieving women students and under- and post-graduates receiving awards from the Federation for excellent work in their respective fields.



Recent research dissemination (continued)

* 66th Academy of Management Conference - Atlanta, Georgia *



Prof. Stu Carr (School of Psychology at Massey and MPOWER member) and the MPOWER co-directors were involved in a consortium of international academics accepted for a peer-reviewed symposium at the Academy of Management Conference. Entitled 'The Interrelationship of Business and Public Goods', it explored new issues in CSR and business ethics. Profs Carr and Arrowsmith spoke on linking decent wages to human

capabilities in society and Prof. Arrowsmith also promoted the Labour and Industry journal during their session which also involved senior academics from universities in the US, Switzerland and Turkey, as well as the International Labour Organisation.

Congratulations also to Prof. Stephen Cummings (School of Management, Victoria University and MPOWER member) for his best paper award at this conference.



* Living Wage Movement of Aotearoa NZ AGM *

MPOWER provided the keynote presentation for the third time to the Living Wage Movement of Aotearoa New Zealand's AGM in Auckland city. Profs Jim Arrowsmith and Jane Parker spoke about recent research activity and outputs on the living wage in NZ and overseas, including the latest special issue articles in Employee Relations (see page 21).



* Forthcoming: CDANZ National Symposium *

The overall conference theme of the Career Development Association of New Zealand (CDANZ) will be "Aspiration and Possibility".

The event will take place on 31 October and 1 November at the University of Auckland Business School.

At this two-day symposium, run in partnership with the University of Auckland Business School, Dr Nazim Taskin and Prof. Jane Parker will co-present a workshop on "Women at Work: Where They're At and What's Next?". For more information about the symposium, see page 14 and the CDANZ website at: <http://www.cdanz.org.nz/professional-learning/events/cdanz-national-symposium-2017/>

Forthcoming!

CDANZ National Symposium 2017

CDANZ National Symposium 2017

ASPIRATIONS & POSSIBILITY



In partnership with University of Auckland Business School

Auckland / Tues 31 Oct & Wed 1 Nov 2017

31 October—1 November

The Career Development Association of New Zealand (CDANZ) is holding its 2017 National Symposium for Research and Leading Practice at the University of Auckland's Business School later this year. CDANZ's flagship event will bring together practitioners from across New Zealand and ideas from around the globe. This year's event also celebrates the 20th Anniversary of the CDANZ.

Theme

Last year, CDANZ explored "Our Value, Our Voice" - knowing who we are, why we matter and how to articulate our worth to the world. This year, the theme is "Aspiration and Possibility", considering our place in a world full of complexity and uncertainty.

"We are all in the gutter, but some of us are looking up at the stars" - Oscar Wilde

- How do we make our clients aware of the many options that exist when we may know little of them ourselves?
- How can we empower ourselves, and our clients, to be curious and courageous in the quest for an authentic and aspirational life and career?
- How do we fight for safe, fair, equitable work opportunities and workplaces?

Keynotes

Dr Michael Arthur (Emeritus Professor of Management at Suffolk University, Boston and Visiting Professor at Cranfield University, UK) is a champion of contemporary "intelligent" careers. He is perhaps best known for *The Boundaryless Career* (1996) which he co-authored and edited.

Judith Jamieson is a successful global senior HR executive with multi-national and multi-sector experience in the UK, Asia and New Zealand. As a consultant in NZ, she has worked with well-known organisations including Pfizer, J&J and Electrolux. She is currently based in Auckland.

For more information about the symposium, registration, the programme, and so on, please view: <http://www.cdanz.org.nz/professional-learning/events/cdanz-national-symposium-2017/>



MPOWER



Recent event

25 July 2017

MPOWER Health and Safety Panel Seminar

Albany campus
Massey University

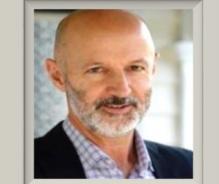
MPOWER recently hosted its second panel seminar this year with several experts on health and safety in New Zealand workplaces.

Following a light lunch, MPOWER co-director Prof. Jane Parker introduced the speaker panel who included: Associate-Professor Ian Laird (Occupational Health and Safety in the School of Public Health at Massey University); Dr David Tappin (Senior Lecturer in the School of Management at Massey) and Ms Deirdre Farr (Lecturer and PhD Candidate in the School of Management at Massey). Iain, David and Deirdre spoke on key issues and developments in the world of workplace health and safety, including the Health and Safety at Work Act 2015, WorkSafe NZ, key industries and organisational examples, the duties and rights of various employment relations parties, and evolving conceptions of health and safety phenomena and their impacts in the field. Deirdre also outlined her progress on a PhD study of how statutory provisions are contributing to employee engagement, participation and representation in the high-risk construction industry.

An audience of around 45 academics, practitioners, post-graduate students and researchers discussed workplace health and safety issues and themes with the speakers after the formal presentations.



Ian Laird



David Tappin



Deirdre Farr



The presentations were followed by Q&A and networking by the speakers and audience. Iain, David and Deirdre's powerpoint resources will be made available on the MPOWER website shortly (visit: http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/mpower_home.cfm)



MPOWER

MPOWER@massey.ac.nz



MPOWER research news (continued)

On-going projects

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

Professor Jim Arrowsmith and other researchers (Drs Nazim Taskin and Shane Scahill, PhD candidate Fatima Junaid and Prof. Jane Parker) are continuing with a funded* study that seeks to identify and analyse the organisational dynamics in NZ 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; and 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.

Following a comprehensive literature review and initial interviews with key stakeholders, including senior representatives from the MBIE, NZCTU and HRINZ, the team designed a survey which was piloted and recently disseminated via the team's networks, IMNZ and at the 2017 HRINZ conference and expo. (see pages 2-3).

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

HUMAN RESOURCES INSTITUTE OF NEW ZEALAND PARTNERING THE PROFESSION

WHAT DO YOU THINK?!

GOOD PEOPLE MANAGEMENT IS VITAL TO THE SUCCESS AND WELL-BEING OF ORGANISATIONS AND THEIR EMPLOYEES.

SHARE YOUR INSIGHTS AND EXPERIENCES ON THE STATE OF PLAY OF PEOPLE MANAGEMENT IN THE NEW ZEALAND WORKPLACE.

TAKE THE SURVEY AT:

[HTTPS://MASSEYBUSINESS.ASIA.QUALTRICS.COM/JFE/FORM/SV_DOPXBOK3FXOROT](https://MASSEYBUSINESS.ASIA.QUALTRICS.COM/JFE/FORM/SV_DOPXBOK3FXOROT)

MPOWER

MASSEY UNIVERSITY
TE KINANGA RI PĀHEWA
UNIVERSITY OF NEW ZEALAND

Survey of Effects of Automation on Employment in New Zealand

A study of the effects of automation on employment in New Zealand is also underway, led by Professor Ted Zorn (Pro-Vice Chancellor, Massey Business School). A partnership has been established between HRINZ and Massey University with a view to conducting an annual survey of HRINZ members to ascertain the effects of automation on the labour market and company practices.

The funded study will also identify factors most influential to these effects as well as the consequences of technology-induced changes to employment. A literature review for the study has just been drafted and will inform the design of a national survey.

The research team are:

- ◆ Prof. Ted Zorn
- ◆ Prof. Jane Parker
- ◆ Prof. Jim Arrowsmith
- ◆ Prof. Tim Bentley
- ◆ Ms Jane Halteh

Reflecting the significance of technological advances for workplaces, the *Labour and Industry* journal will be publishing a special issue on technological transformation and the future of employment relations very shortly. For more information, please visit: [http://www.massey.ac.nz/massey/fms/Colleges/College%20of%20Business/mpower/L&I%20resources/Transformative%20Technology%20Special%20Issue%20flyer%20\(2017\).pdf?1806469D38D24409215A77EB1E8B745E](http://www.massey.ac.nz/massey/fms/Colleges/College%20of%20Business/mpower/L&I%20resources/Transformative%20Technology%20Special%20Issue%20flyer%20(2017).pdf?1806469D38D24409215A77EB1E8B745E)

MPOWER: Quick Facts and Contacts

Our membership now sits at 835. Of these, MPOWER LinkedIn Group members number c. 340. About half of the total membership are external or industry contacts.

For more information about the group, contact us -

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

MPOWER and the Pacific Islands Forum Secretariat

Late August 2017

Following a competitive tender, MPOWER's co-directors recently travelled to Suva to give training on political economy policy analysis at the Pacific Islands Forum Secretariat.

The training workshop examined and critiqued 'conventional' policy analysis before considering political economy approaches that could be applied to Pacific Island region issues and development. Around 25 attendees, ranging from research officers to senior policy officers, took part in the training, which included powerpoint presentations, applied case studies, stakeholder analysis and an examination of key agenda items in the Pacific Islands Regionalisation Programme, at PIFS offices in Suva.



Forthcoming!

Big Issues in Business

Massey University experts take the latest research and examines how it can help you solve the big issues your business faces today. Our experts share their experience and knowledge in the videos below, or you can attend one of our free events to hear discussions around topical issues facing business.

The next Big Issues in Business event in October will focus on the skills employees need in this new age of technology. More details will follow.

UPCOMING EVENTS

Surviving automation: Skills for the Future

If automation is the next industrial revolution, do you have the skills to survive? Artificial intelligence and robotics are changing the way we work, and it's important to understand what this means for individuals and businesses. Join us to hear what academic and industry experts think will be the in-demand skills and strategies to help you thrive in an automated future.

Location and dates

There will be a 30 minute networking opportunity at the beginning of each event. Light refreshments will be provided.

- AUCKLAND (BNZ, Deloitte Tower, 80 Queen St) 17 October 2017, 6-8pm
- WELLINGTON (IMNZ, Jackson Stone House 3-11 Hunter St) 18 October 2017, 5.30-7.30pm
- PALMERSTON NORTH (The Factory, 21 Dairy Farm Road) 19 October 2017, 5-7pm

Keynote speakers

PROFESSOR JIM ARROWSMITH, MASSEY UNIVERSITY

Professor Arrowsmith has researched and published across a portfolio of areas to do with Human Resource Management and Industrial Relations. Expertise includes employee engagement, variable pay, and flexible working time.

SHAILAN PATEL, NATIONAL ACCOUNT MANAGER

EDUCATION & RETAIL, MYOB

Shailan manages MYOB's Education and Retail channels across New Zealand. Prior to that I worked for three reputable media companies after making the big move over to NZ.



For more information about these upcoming events in the Massey Business School's Big Issues in Business series, please visit:
https://www.massey.ac.nz/massey/learning/colleges/college-business/events/big-issues-in-business/big-issues-in-business_home.cfm

Twitter: #bigissuesinbusiness

MPOWER - Upcoming Events/Activities

- ◆ MPOWER-CLEW-Women at Work stream, "Working Women's Progression and Experiences in Context", at the Gender, Work and Organization conference, Sydney, 13-16 June 2018
- ◆ MPOWER (Prof. Parker) to chair HRD National HR Conference in Auckland City - 21 November
- ◆ MPOWER (Prof. Arrowsmith) to speak at the Massey Business School Big Issues in Business, 17-19 October 2017
- ◆ Researchers' presentation on women's careers and aspirations at the Careers Development Association of NZ National Symposium, Auckland city - 31 October and 1 November 2017
- ◆ VUW-MPOWER/Massey-AUT and Australian universities study of gender equity initiatives and implementation in the public services, since September 2017 (ongoing)
- ◆ MPOWER-Critical Management Special Interest Group (Massey) study of management development, since September 2017 (ongoing)
- ◆ Study of automation and employment led by Prof. Ted Zorn, since March 2017 (ongoing)
- ◆ Survey and interview study of high performance work, led by Prof. Jim Arrowsmith, since November 2016 (ongoing)

Recent Events (June-September 2017)

- ◆ MPOWER and MALP presentations and expo. Stand at the national Human Resources Institute of New Zealand (HRINZ) Expo in the SkyCity Convention centre, 13-14 September 2017
- ◆ MPOWER at the Social Movements, Resistance and Social Change conference (NZ), September 2017
- ◆ MPOWER presentations on the ageing workforce profile and big data analytics in HR in the Massey School of Management's Big Issues in Business seminar series— June and August 2017;
- ◆ SA Partners' Continuous Innovation Conference at the Massey Albany campus (supported by MPOWER), 30 August 2017
- ◆ MPOWER Researcher Support Awards presentation, 30 August 2017
- ◆ MPOWER policy analysis training at the Pacific Islands Forum Secretariat in Suva.
- ◆ Keynote presentation at the Living Wage Movement Aotearoa NZ AGM, 27 July 2017
- ◆ MPOWER Health and Safety panel seminar - Associate-Professor Ian Laird, Doctor David Tappin and PhD Candidate Deirdre Farr (Massey University Albany campus, 25 July 2017.
- ◆ Researchers' keynote presentation on the women's careers and aspirations survey to the NZ Association for Women in the Sciences Conference in Auckland, 13-14 July 2017
- ◆ MPOWER at the 77th Academy of Management Conference (Atlanta, Georgia), 4-8 August 2017

For more information, see the MPOWER website or e-mail MPOWER@massey.ac.nz

Just published

Employee Relations: The International Journal

Special issue: Low pay and the Living Wage

Volume 39, issue 6
Table of contents

Guest editorial

- ◆ [Low pay and the living wage: an international perspective](#)
Peter Prowse, Ray Fells, James Arrowsmith, Jane Parker and Ana Lopes

UK section

- ◆ [The toxic politicising of the National Minimum Wage](#)
William Brown
- ◆ [The UK living wage: A trade union perspective](#)
Paul John Sellers
- ◆ [The Living Wage campaign in the UK](#)
Edmund Heery, Deborah Hann and David Nash
- ◆ [Contemporary UK wage floors and the calculation of a living wage](#)
Donald Hirsch
- ◆ [Community and union-led Living Wage campaigns](#)
Peter Prowse, Ana Lopes and Ray Fells
- ◆ [Implementing the living wage in UK local government](#)
Mathew Johnson
- ◆ [A new living contract: cases in the implementation of the Living Wage by British SME retailers](#)
Andrea Werner and Ming Lim

International section

- ◆ [Living wages: A US perspective](#)
Stephanie Luce
- ◆ [The living wage as an income range for decent work and life](#)
(MPOWER) Christian Yao, Jane Parker, James Arrowsmith and Stuart Carr
- ◆ [Living hours under pressure: flexibility loopholes in the Danish IR model](#)
Anna Ilsoe, Trine Pernille Larsen and Jonas Felbo-Kolding
- ◆ [In search of a living wage in Southeast Asia](#)
Michele Ford and Michael Gillan

Book review

- ◆ [The living wage](#)
Jereme Snook

Introducing...
Tina Li

Tina Li

Tina Li is currently undertaking Massey University's postgraduate diploma of business management (HRM).



Upon embarking on her post-graduate studies, Tina joined MPOWER and has attended a number of its activities including the recent Health and Safety at Work panel seminar at the Albany campus (see page 15).

She is a student ambassador this year for the Human Resources Institute of New Zealand (HRINZ), a coveted role where the Institute pick the best from an array of University student applications. Tina recently organised a well-attended seminar session with HR professional speakers at Massey University. She was also on hand to help with HRINZ's expo. table and booth at the recent HRINZ Conference and Expo. At the SkyCity Convention Centre in Auckland City (13-14 September) - see pages 2-3. She is also the student advocate for the post-graduate course on managing employee relations in Massey's School of Management, and recently assisted with support activities at the MPOWER-supported conference on Continuous Improvement run by SA Partners (pages 6-7).

She has two years' experience with recruiting and training, and is passionate about HR. Tina is currently working as an HR Advisor in Latipay.

Tina comments:

To me, HRM plays a crucial role in delivering credible people solutions and contributing to business success. It is very rewarding to help talent to find his or her best-fit role or organisational culture. My aspiration is to become a HR professional in New Zealand.

More about Tina can be found on her LinkedIn profile.

MPOWER wishes her every success in her career and other pursuits!

Email: tinali.219@gmail.com

MPOWER members (surnames in bold): selected outputs

- ◆ **Arrowsmith, J., Carr, S.C., Haar, J., Jones, H., Parker, J.** and **Yao, C.** (2017). From working poverty to sustainable livelihood: what can applied psychology offer? In S. Groot, C. Van Ommen, B. Masters-Awatere and N. Tassell-Matamua (eds). *Precarity: Uncertain, insecure and unequal lives in Aotearoa New Zealand*. Chapter 2, (pp. 37-47).
- ◆ **Bainbridge, H.T.J.,** Broady, T.R. (2017). Caregiving responsibilities for a child, spouse or parent: The impact of care recipient independence on employee well being. *Journal of Vocational Behavior*, 101: 57 -66.
- ◆ **Blumenfeld, S., Ryall, S.** and Kiely, P. (2017). *Employment Agreements: Bargaining Trends and Employment Agreements Update*. Victoria University of Wellington: CLEW.
- ◆ **Boxall, P.,** Guthrie, J.P. and Paauwe, J. (2016). Editorial introduction: progressing our undersw-tanding of the mediating variables linking HRM, employee well-being and organizational performance. *Human Resource Management Journal*. 26(2): 103-111.
- ◆ **Brougham, D. and Haar, J.** (2017). Employee assessment of their technological redundancy. *Labour and Industry* (forthcoming).
- ◆ **Carr, S.C., Parker, J., Arrowsmith, J., Haar, J.** and **Jones, H.** (2017). Humanistic management and Living Wages: A case of compelling connections? *Humanist Management Journal*. 1(2): 215-236.
- ◆ D'Souza, N., Forsyth, D., Tappin, D. and Catley, B. (2017). Engaging industry specialists on the issue of workplace cyberbullying - A New Zealand study. *Journal of Health, Safety and Environment*, 33(2).
- ◆ **Cummings, S.,** Bridgman, T., Hassard, J. and Rowlinson, M. (2017). A new history of management: Cambridge: Cambridge University Press.
- ◆ **Ellem, B.** (2017). *The Pilbara: From the Deserts Profits Come*. Crawley, Australia: UWA Publishing.
- ◆ **Ellem, B.** and **Cooper, R.** (2017). Cold climate: Australian Unions, Policy and the State. *Comparative Labor Law and Policy Journal*, 38(3): 415-435.
- ◆ **Hansen, L.-L.** (2016). Complexities of representation: Learning from a conflict about housekeepers' working conditions in Denmark. ILERA European Congress, 8-10 September, Milano, Italy.
- ◆ **Hislop, D.** (2016). The diverse patterns of work-related business travel: accounting for spatial scale. *Applied Mobilities*.
- ◆ **Haar, J.** and **Brougham, D.** (in press). Organisational-based self-esteem: A within country comparison of outcomes between Maori and New Zealand Europeans. *Journal of Management and Organization*.
- ◆ **Ibsen, C.L.** and Thelen, K. (2017). Diverging solidarity: Labor strategies in the New Knowledge Economy. *World Politics*, 69(3): 409-447.
- ◆ Londono, J.C., Davies, K. and **Elms, J.** (2017). Extending the Theory of Planned Behavior to examine the role of anticipated negative emotions on channel intention: The case of an embarrassing product. *Journal of Retailing and Consumer Services*, 36: 8-20.
- ◆ Martin, L. Edwards, and Sayers, J.G. (2017). A 'novel' discovery: Exploring women's literacy fiction for use in management and leadership education. *Academy of Management Learning and Education*.
- ◆ Murray, J., **Elms, J.** and Teller, C. (2017). Examining the role of store design on consumers' cross-sectional perceptions of retail brand loyalty. *Journal of Retailing and Consumer Services*. 38: 147-156.
- ◆ Meyer, F., **Eweje, G.** and **Tappin, D.** (2017). Ergonomics as a tool to improve the sustainability of the workforce. *Work*, 57(3): 339-350.
- ◆ **Parker, J.** (2017). Book Review: Living Wages Around the World: Manual for Measurement. *Labour and Industry*, 27(2): 154-156.
- ◆ **Prowse, P.J., Fells, R., Arrowsmith, J., Parker, J.** and Lopes, A. (2017). Guest editorial: Low pay and the living wage: an international perspective. *Employee Relations*, 39(6): 778-784.
- ◆ **Prowse, P.J., Lopes, A. and Fells, R.** (2017). Community and union-led Living Wage campaigns. *Employee Relations*, 39(6): 825-839.
- ◆ Todd, P., **Ellem, B.,** Goods, C., Rainnie, A. and Smith, L. (2017). Labour in global production networks: Workers and unions in mining engineering work. *Economic and Industrial Democracy*.
- ◆ Trusson, C.R., **Hislop, D.,** Doherty, N.F. (forthcoming). The rhetoric of 'knowledge hoarding': a research-based critique. *Journal of Knowledge Management*.
- ◆ **Yao, C., Parker, J., Arrowsmith, J.** and **Carr, S.C.** (2017). The living wage as an income range for decent work and life. *Employee Relations*, 39(6): 875-887.