

Plan for today

- 80 mins
 - (3.10pm-4.20pm, leaving time for questions)
- Part One:-
 - 30 mins – *Some New directions in I and O*
- Part Two:-
 - 30 mins – *The programme at Massey*
- Part Three:-
 - 10 mins - *Overview of current Research projects*



Part 1: New Directions in I and O

- A bit of a mind-exercise!
- Imagine the typical organisational client
- What is its mission?
- What kind of organisation is it?
- Where is it?



Mind Exercise – Part 2:-





Where am I heading with this?

- In a literal sense, The Solomon Islands
- Specifically, Guadalcanal
- Where one finds a range of organisations, e.g.,
 - RAMSI
 - SICHE
 - SIG (e.g., Ministry of Finance)
 - ANZ
- All organisations at work in a “fragile” state”
- In an arguably ‘fragile’ global economy...



Backdrop: The United Nations’ Millennium Development Goals

- (1) *Eradicate extreme poverty & hunger*
 - (2) *Achieve universal primary education*
 - (3) *Promote gender equality and empower women*
 - (4) *Reduce child mortality*
 - (5) *Improve maternal health*
 - (6) *Combat HIV/AIDS, malaria & other diseases*
 - (7) *Ensure environmental sustainability*
 - (8) *Develop a global partnership for development*
 - E.g., open trade, governance, private sector
- *Source: Annan (2000)*
 - The “MDGs” are not without critics, e.g., Easterly (2006)
 - Easterly focuses a lot on ‘bottom-up’ dynamics,
 - e.g., incentives among development line managers,
 - ‘radii of trust’ (in enterprise development, in civil service)

**ORGANISATIONS ARE IN THE THICK
OF POVERTY REDUCTION!**





Some signs of a Thaw/Yes we Can?

- SIOP April 2008, San Francisco
- Previously a bastion of corporate I and O
- Yet in 2008: Three of the sessions were on
 - (a) NGOs in US Govt
 - (b) “Inclusivity” (B. Feldman & D. Maynard)
 - (c) I/O Psychology and Poverty Reduction
 - Walter Reichman (IAAP-UN)
 - Virginia Schein
 - Michael Frese
 - Frank Landy



GLOBAL TASKFORCE ON ORGANISATIONAL PSYCHOLOGY FOR DEVELOPMENT

Poverty reduction and international development cooperation present enormous challenges and opportunities to those who seek to improve people's lives through work psychology. A major international response is required to address these challenges. The international community of work/industrial/organisational psychologists wish to work in partnership with others who have similar interests to develop a global initiative which can be a powerful mechanism to identify how, where and when psychology can contribute to poverty alleviation, particularly as it affects the lives of those in low income countries.

- *We call for the establishment of a global initiative to bring the potential benefits work/industrial/organisational psychology to bear on the reduction of human poverty. These areas of psychology should play a key role in the consultation, design, delivery and evaluation of international aid; in the partnerships on which capacity development depends; and in the provision of essential human services to health, education and industry. While some important work has already been done in these areas the potential contribution of work/industrial/organisational psychology is greatly underdeveloped. A Global Taskforce is needed to identify how to step up the scale, impact and funding of such activities, and to do so in an integrated fashion. The Global Taskforce should have broad representation from low, middle and high-income countries, and ensure that efforts to address poverty do not reproduce the injustices that often give rise to it. The Task Force should be non-aligned to interests arising from national or professional society affiliations, and should use the human rights values espoused by the UN as its touchstone.*
- *Millions of people the world over are working in organizations that have a positive influence on poverty reduction. We call for a Global Taskforce that will help to align work psychology initiatives for poverty reduction and to harmonise them with efforts towards realising the MDGs.*
- *We ask the UN to mandate a Global Task Force on Organisational Psychology for Development.*



Article (and Commentary) in JOB

- Joel Lefkowitz (written “with students in mind”)
- *Who do we serve?* (Baritz, Brief)
- Multiple clients, competing interests (sometimes)
- I/Os aren’t “bad”, or duplicitous
- But we are not perhaps, always too clear about
- *Our values*
- E.g., we may look at *perceived* justice
 - (we try to be ‘neutral’)
- Instead of affirming what *is* just, unjust, etc



Possible emerging *Zeitgeist*

- A more *socially responsive* line within I and O?
- Includes for example professional issues such as
 - Poverty *reduction*
 - Inclusivity
 - Not-profit work (e.g. overlap with *Community Psych.*)
- Can be seen, perhaps, as an extension of
 - Work-Life Balance
 - Corporate Social Responsibility



Poverty reduction work ongoing

- A professional rope with two ends
- Inner relations
 - Povio (majordomo@lists.massey.ac.nz, subscribe povio, end)
 - Quo Vadis (*The Industrial Psychologist*, TIP Online)
 - GLOBAL SPECIAL ISSUE (<http://poverty.massey.ac.nz/>)
- Outer relations
 - Task Force
 - Strategy? - Summit coming up in London, UCL
 - What works *best* in I and O?
 - How can we apply our *measurement* and *experimental* skills in the wider network of organizations/communities (*diagram*)?



Part 2: The Programme at Massey

- STRUCTURE
- Bachelor of Business Psychology
- Including international linkage – Lueneburg
- Honours programme – block mode
- Masters
 - Year 1: 8 block mode papers
 - Year 2: Research Thesis year (one whole year)
- Post-Masters: **PG Dip I/O Psych**
 - Includes field supervisors, fortnightly meetings
 - Designed and administered in (continuing) close consultation with University of Canterbury (Chris)
 - New generic diploma for applied psychologists who may have taken some I and O, but other types of applied psychology too



Geography

- Multi-campus institution
 - Palmerston North/Turitea
 - Auckland
 - Wellington
- Traditions of
 - ‘outreach’
 - ‘accessibility’
 - Distance learning

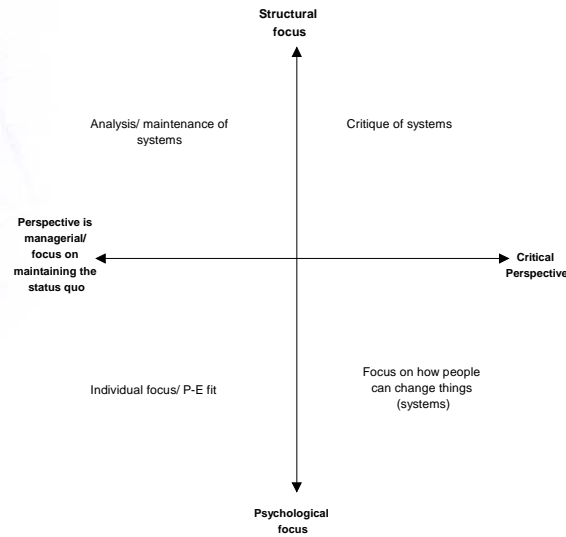


Students

- High proportion of mature-age students (P/T)
 - E.g., working in consultancy
- Relatively little ‘trickle in’ from UG to PG
- Class sizes (PG) – 15-20, plus some doing thesis
- Mix of I/O students (self-identified) and others
 - Function of ‘generic entry’ to MU Graduate School
- Many students located remotely, e.g.,
 - Rome (FAO)
 - London (& Borneo)
 - Brisbane (& Afghanistan)



Ethos of the Programme? (Handy)



Part 2: Staffing contributions

- Fiona Alpass – Vocational, including successful ageing
- Jocelyn Handy – Org. Change
- Gus Habermann – Cog. & Testing
- Dianne Gardner – Resilience modelling, e.g., in Volunteers
- Stuart Carr – I/O Psychology of Poverty Reduction, including cultural relations



Listed courses (PG) - I/O Programme

- Professional Issues (generic cohort, not just I/O)
- Research Design
- Multivariate statistics
- Psychological Assessment
- Occupational Psychology
- Culture at Work
- Wellbeing at Work
- Organisational Change



Part 3: Overview current projects

- Global Task Force
- Global Special Issue
- Global Development Network
 - Edited workbook
http://www.gdnet.org/pdf2/multidisciplinary/GDN_IRD.pdf
 - Policy paper
http://www.gdnet.org/pdf2/multidisciplinary/IRD_Policy_Paper.pdf
- (The next step on the 'new' planet): Project ADDUP
 - UK's DFID/ESRC
 - The Solomon Islands
 - Six-country study, global impact?



Some Recent Publications

- Global Task Force: Carr, S. C., MacLachlan, M., Reichman, W., Klobas, J., O'Neill Berry, M., & Furnham, A. (2008. Invited Commentary). Organizational psychology and poverty reduction: Where supply meets demand. *Journal of Organizational Behavior*, 29, 843-51.
- MacLachlan, M., & Carr, S. C. (2005). The Human dynamics of aid. *OECD Policy Insights*, 10, <http://www.oecd.org/dev/insights>.
- Rugimbana, R. O., & Carr, S. C. (Eds.). (2009). "Poverty and Marketing." Special invited issue of the *International Journal of Non-Profit and Voluntary Sector Marketing*.



Any Questions?

- THANK YOU FOR LISTENING!