



MPOWER



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Another busy year for MPOWER is rapidly coming to a close. In this last issue for 2015, we review the Group's most recent activities. Some emphasise the developing core of our research 'business' while others stress the Group's forays, as a flexible research network, into new 'people and work' terrain.

On 18 November, MPOWER's Executive Board met to consider the Group's recent initiatives and plan more. This included the MPOWER-AgriOne Farm Management Course for consultants in the dairy sector which we're looking to update and run again in 2016. This initiative epitomizes productive interaction between academics and practitioners, with all parties involved learning much from each another in the context of a key NZ industrial sector. Another successful venture was the MPOWER -NZ Employment Relations Society 'After 5' panel seminar held on 27 July in Wellington on the impact of changes to the Employment Relations Act 2000. Responding to requests from our Auckland-based members, MPOWER will host a similar event at Massey's Albany campus on 9 March 2016. We'll also continue our researcher development workshops, and co-organise the second SA Partners' Continuous Improvement symposium. A cutting-edge talk by Professor Eileen Wibbeke (Fulbright scholar from the US) on 'cultural competency' on 25 November has spurred us to set more calendar dates for MPOWER seminars. The first of these is a multi-campus seminar on income inequality and organisations by visiting scholar, Associate-Professor Hari Bapuji (University of Manitoba), on 26 January 2016.

MPOWER researchers are also developing quite a presence at local and international work-related conferences. This recently included the presentation of: diversity management research at a symposium on sustainable HR and employee well-being at the Australian Catholic University in Sydney; research on work-life balance, bullying, the Living Wage and more at the 2015 Australian and New Zealand Academy of Management (ANZAM) Conference in Queenstown; and empirical evidence on the Living wage at the annual HRINZ Executive HR Forum in Auckland.

Brand new initiatives will include proposed research collaboration involving MPOWER, The Warehouse Group, Massey Business School and others. We'll soon also bring you news about a half-day symposium in the Manawatu on occupational safety and health, with particular regard for the implications for workplaces of recent changes to the Health and Safety in Employment Act 1992. Both MPOWER and external experts will populate the speaker list for this exciting event.

So, time for a break somewhere in-between - have a very merry Christmas and Happy New Year.

- 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.

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

Your announcement will be included in the next MPOWER newsletter.



Forthcoming event

MPOWER seminar

Assoc.-Professor Hari Bapuji

Business Administration
University of Manitoba



“Income inequality and organisations”

26 January 2016, 11.00am-12.30pm



UNIVERSITY
OF MANITOBA



Seminar abstract

Organisations are the primary sources of wealth creation and capture in a society, yet little is known about the relationship between organisations and income inequality. In this paper, we suggest that how stakeholders within and outside the organisation capture the value can determine the level of income inequality in a society. Drawing on a range of evidence, we argue that high levels of income inequality inhibit the generation and maintenance of social capital. Declines in social capital, in turn, inhibit future value creation in organisations by eroding the conditions necessary for knowledge exchange and combination. By theoretically examining the relationship between value creation and capture, through a social capital lens and a focus on income inequality, we contribute to a deepened understanding of the points of tension and congruence between organisational performance and societal well-being.

Biography: Dr. Hari Bapuji is an Associate Professor of strategic management and international business at University of Manitoba. His current research is focused on the effect of economic inequality on organizational performance. He has published two books and numerous scholarly articles in leading management journals, including *Harvard Business Review*, *Human Relations*, *Journal of Business Ethics*, *Journal of Management Studies*, *Journal of Operations Management*, *Management and Organization Review*, *Management Learning*, and *Strategic Organization*. Dr. Bapuji’s research has been widely cited by hundreds of print and electronic media outlets, including *New York Times*, *Huffington Post*, *Financial Times*, *Business Week*, *Wall Street Journal*, *Forbes*, *CNN*, *China Daily*, *USA Today*, and *CBC*. More on Dr. Bapuji can be found online at: www.haribapuji.org (email: hari.bapuji@umanitoba.ca)

- When** 26 January 2016
Time 11.00am-12.00pm: seminar and Q&A; 12.00pm-12.30pm: finger food, refreshments and networking
Where Massey University video link rooms -
Albany campus: AT4; Manawatu campus: GLB1.14; Wellington campus: 5C17
RSVP Please RSVP by email to MPOWER@massey.ac.nz by 24 January (for catering purposes). There is no entry charge.
Campus maps https://www.massey.ac.nz/massey/contact/campus-maps/campus-maps_home.cfm

A recording of this seminar will be made available on MPOWER’s website



MPOWER



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Forthcoming event

CHANGES TO THE EMPLOYMENT RELATIONS ACT 2000: A YEAR ON

○○○○

A PANEL SEMINAR

9 MARCH 2016, 5-7.30PM



EVENT: MPOWER PANEL SEMINAR

WHEN: 9 March 2016, 5.00pm - 7.30pm
WHERE: Massey University (Albany) - Room QB6
SPEAKERS: Helen White (Helen White Law)
Jeff Sissons or proxy (NZ Council of Trade Unions)
Fraser St John-Atkins (Elephant HR)

To mark the anniversary of significant changes to the Employment Relations Act 2000, NZ's cornerstone employment law, we invite you to a panel seminar on 9 March, 5-7.30pm, at Massey's Albany campus. We're pleased to announce the speakers that evening:

- ◆ Helen White (lawyer, Helen White Law, Auckland);
- ◆ Jeff Sissons (General Counsel, New Zealand Council of Trade Unions, Wellington); and
- ◆ Fraser St John-Atkins (CEO, Elephant HR, Auckland).



HELEN WHITE



JEFF SISSONS (OR
NZCTU PROXY)



FRASER ATKINS

Order of events:

5.00pm-5.30pm	Finger food, refreshments and networking opportunity
5.30-5.40pm	Welcome and introduction
5.40-7.00pm	Panel seminar, including Q&A
7.00pm-7.30pm	More networking

Come and hear three experts speak about the meaning of this important statute for our workplaces and work practices. You can also take the opportunity to meet and mingle afterwards with HR professionals, practitioners, academics, top management, community group representatives and others.

Where: Massey University (Albany), Room QB6

For a campus map, see: <https://>

www.massey.ac.nz/massey/contact/campus-maps/campus-maps_home.cfm

To RSVP, please email MPOWER@massey.ac.nz by 6 March 2016. All welcome - there is no entry charge for this MPOWER event. For those unable to attend on the day, the seminar presentations will be recorded and uploaded to the MPOWER website.



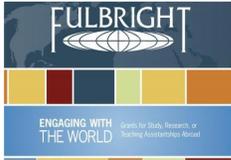
Recent event review



MPOWER 'After 5' special seminar

Professor E.S. (Eileen) Wibbeke Fulbright Specialist

Seminar topic: 'Cross-cultural competency'



- **When:** 25 November, 5-7.30pm
- **Where:** Massey Albany campus

On 25 November, Professor E.B. (Eileen) Wibbeke, visiting Fulbright Specialist from the US, spoke to MPOWER members at Massey's Albany campus on cross-cultural competency. Her talk formed part of a series of seminars given by Professor Wibbeke to various university and wider audiences during her three week visit to NZ, and was also the last of MPOWER's 'After 5' seminars for 2015. Eileen has been hosted by Associate-Professor Romie Littrell, a specialist in international business, at Auckland University of Technology.

For MPOWER, Eileen discussed how cultural attachments develop, and how cultural competencies are significant to leadership approaches in a variety of national and sectoral settings. The audience, comprising senior and emerging academics, practitioners and post-graduate students, enjoyed Eileen's organisational and country observations and experiences, which included a consideration of Auckland's ethnic diversity and cultures, and the leadership approaches employed at Brother International. Audience members were also asked to think about their own ethnic and cultural heritage in relation to their leadership approaches.

Powerpoints from this seminar, and another on Wibbeke's geo-leadership model, are available on the MPOWER website at <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>



MPOWER





POINT OF VIEW



Thomas Lange

Professor of HRM and Organizational Behaviour; Associate Dean (Research); and Director, Centre of Sustainable HRM and Well-being at the Faculty of Law and Business, Australian Catholic University

On the Growing Importance of Sustainable HRM and Employee Well-being

Sustainable HRM represents an attempt to grapple with the relationship between HRM practices and outcomes beyond predominantly economic and financial outcomes. This change in focus represents a changing environment in which companies operate. “Business as usual” is facing a legitimacy crisis as the traditional purpose of maximizing profits or shareholder value for businesses is deemed insufficient for current times. Sustainable HRM – and within it the notion of well-being of stakeholders – can become an alternative business purpose; one that legitimizes business activity within society AND with other stakeholders, including investors.

Such a focus represents a paradigm shift in how we think about the purpose of business in general and HRM in particular. Serving the common good requires firms to ensure that they can balance a multitude of stakeholders’ interests – not only in financial terms but also in psychological, social and environmental terms. To embrace this agenda empirically, sustainable HRM requires an extended number of metrics, including community well-being, quality of life and employee well-being (the notions of job satisfaction or ‘happiness in the workplace’).

Surprised? We shouldn’t be. Employee well-being is an important outcome of Sustainable HRM. Lately, well-being has occupied a central role not only in the popular press but also in the statistical and policy agenda of many countries of the world. Historically and in relative terms, most of the efforts to provide better measures of well-being have been confined to academic and policy circles, while the corporate sector has arguably been less involved in this discussion. However, there is growing evidence that interests are changing rapidly.

After all, firms have a key role in shaping people’s well-being, as they produce most of the goods and services that individuals enjoy. Firms provide the social environment for many employees and the quality of the working environment has an influential impact on people’s quality of life. What is more, a renewed focus on employee well-being also serves as an attractive business proposition. Studies found that the average correlation between job satisfaction and job performance is about .30, with even higher correlations for more complex jobs (e.g. in professional sectors). A large literature in the social sciences has linked employees’ job satisfaction also to observable workplace behaviours, including absenteeism, organizational commitment, productivity, and intentions to quit.

It is thus easy to discern why research on the well-being of employees provides powerful incentives for academicians and practitioners alike. But what exactly are we measuring? Over the years, research on the empirical determinants of employee well-being has moved beyond demographic variables and characteristics of the job itself. The predictive power of age, gender, marital status, health and income has been reaffirmed in numerous studies, but there have been increasing attempts to disentangle the direct and indirect impact of institutional and cultural context, social networks, social values, and personal and societal belief systems. Social and interpersonal trust, personality traits, civic engagement, socio-cultural norms and social interactions with professional peers and family members have grown in prominence in analyses of subjective well-being at work. These social and psychological influences also feature prominently in the emerging Sustainable HRM literature. A new and impactful scholarship awaits.

A global authority in empirical HRM and OB, Prof. Lange’s research attracted externally-funded projects to the values of around AU\$6 million - divided broadly equally between competitive grant income, contract research and invited industry consultancy. Email: thomaslange1@hotmail.com



Introducing...

MPOWER member: Dr Fahreen Alamgir



Fahreen has been working as an Early Career Research and Teaching Fellow at Massey University (Palmerston North) since January 2015. Her research examines organisational challenges and mechanisms from the perspectives of social justice, rights and capability, of the involved and affected community, and more specifically, by the subalterns in response to globalization, and sustainable development initiatives as argued by the discourse of post-colonial studies.

Her research examines reflections of the UN Global Compact, the International Labour Organization's (ILO) Decent Work Agenda and the UN discourse of Good Governance in response to the issues of labour governance. Currently, she is exploring this prescribed procedural legitimacy of the global policy regimes in terms of labour governance in the case of global supply chain of the cheap clothing industry in the context of Bangladesh where feminisation of the workforce in relations to apparel industry is considered as a feature of globalisation. However, with increasing Islamic practices, issues of concerns over female workers now have a different ethnographic context - where she can provide deep insight to these complex dynamics for her background. Thus, her research captures features of global employment relations in relation to rights and capabilities and hence builds on the concept of the 21st Century's global citizenship. Fahreen holds PhD on rights-centric industrial restructuring and management framework with respect to the public sector jute mills in Bangladesh within the contextual realities of structural adjustment program and international trade from the School of Management, RMIT University of Melbourne.

Fahreen has published in reputed journals. Her article, "Development or dispossession? An interpretation of global integration of public sector jute mills in Bangladesh," published in *Critical Perspectives on International Business*, received the Emerald Award for Excellence – 2015 Highly Commended paper. She also received the Best Dissertation Award jointly and best student paper award in the Academy of Management at the Critical Management Studies Division in 2014 and 2013 respectively.

Dr Alamgir also has experience of working as a Policy Analyst and Development Consultant with international development organisations; local organisations in Bangladesh; and with the United Nations. As a Consultant with the Alliance: Together with Working Children and Save the Children Sweden-Denmark she proposed a joint plan of action for the working children involved in the informal sector. Experience of working in multiple locations and in multicultural environments in a conflicting environment has contributed in enriching her research skills. She presents papers in scholarly conference like the Academy of Management and participates and shares experience of the workers and their concerns for working conditions, living wage and secured livelihood in regional Social Forum like the South Asian Social Forum.





MPOWER at the HRINZ Executive HR Forum

Event: HRINZ Executive HR Forum
When: 7-11am, 20 November 2015
Main organiser: Julia Stones (HRINZ)
Event host: BECA
Venue: BECA Building, Auckland City

MPOWER was recently involved in the HRINZ Executive HR Forum, an “HR ROI Showcase Event”, in central Auckland.

On 20 November, Professors Jane Parker and Jarrod Haar (MPOWER Co-Director and Executive Board member respectively) attended this annual



forum at the BECA building in Auckland city. The event started with a networking breakfast, followed by a welcome and introduction by Laurent Sylvestre, General Manager (People and Culture) from BECA New Zealand, the event host.

The executive audience then heard from a series of speakers from major New Zealand companies who presented on best practice people programmes in their organisations - and on how these have delivered first class commercial outcomes, directly impacting on business performance. Jolie Hodson and Joe McCollum (CFO and Group HR Director at Spark) discussed how their people strategies have generated successful financial results. Raul Borley and Diane Edwards (GM Port Operations and GM People, Systems and Technology at Ports of Auckland) then discussed how a transformation in the approach to leadership, culture development and HR, alongside the introduction of new technologies, has contributed to the turnaround of a business that was ailing, both financially and culturally, just a few years ago. Don Lyon (MD, BECA New Zealand) and Laurent Sylvestre then shared how, with 3,000 employees world-wide, one of the largest employee-owned professional services consultancies in the Asia-Pacific region has gone from strength to strength, notably because of its people strategies in recent times.

Profs Haar and Parker then presented early empirical findings from a MPOWER team study of the Living Wage in NZ. Jarrod and Jane drew on recent analyses of survey and organisational cases to demonstrate Living Wage impacts in and beyond the workplace. The event concluded with further networking by the speakers and audience members.



MPOWER: Quick Facts and Contacts

Since June, our membership has grown to c. 620. Of these, MPOWER LinkedIn Group membership has just topped 220.

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 – visit <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- MPOWER LinkedIn group – visit http://www.linkedin.com/groups?home=&gid=5079191&trk=anet_ug_hm



MPOWER research news

MPOWER at the Sustainable HR and Employee Well-being Symposium

Australia Catholic University (ACU)
North Sydney
4-5 November

Professor Jane Parker (MPOWER Co-Director) attended and presented at the inaugural Sustainable HR and Employee Well-being Symposium in early November, organised by Professor Thomas Lange of the School of Business at ACU (see also page 5). The Symposium included academic speakers from a wide array of countries including Australia, NZ, the UK, India and Belgium. Professor Yannis Georgellis (University of Kent, UK) was the Symposium keynote, speaking on an econometric analysis of 'Employee Well-being and Human Flourishing Frontiers, with implications for HRM.' Conference themes also included motivation in the workplace; managing diversity; the job-life satisfaction interlink; organizational socialization; workplace dignity; using HRM for positive environmental outcomes; and understanding sustainable HRM in different national and industrial contexts.

Jane spoke on managing diversity in New Zealand workplaces. The study, conducted by Professors Jim Arrowsmith, Jarrod Haar and Parker, drew on quantitative and qualitative analysis of survey material supplied by New Zealand employers, managers and employees. For more information about the talk and/or a copy of the presentation powerpoints, please email: MPOWER at MPOWER@massey.ac.nz

MPOWER and The Warehouse Group: research projects planned

The MPOWER co-directors recently visited Anna Campbell (Chief People Officer) and Debbie Gregory (Leadership Development Manager) at The Warehouse Group headquarters in Northcote, Auckland to discuss possible research projects involving the best of Massey Business School's emerging and more seasoned academics in research projects with the company. Possible areas for study and collaboration include employment brand and staff retention; and staff diversity and inclusivity.

MPOWER, EEO Trust and the PSA

MPOWER researchers will present key findings on diversity management at the EEO Trust's Auckland office. Drawing on survey evidence, Profs Jim Arrowsmith, Jane Parker (MPOWER Co-Directors) and Jarrod Haar (MPOWER Executive Board member) will speak on employee and employer conceptions of diversity (management) in the workplace; the nature of diversity practices in NZ organisations; and challenges to the implementation or development of these practices. They will also outline an initial model on employer proclivity to develop and implement diversity measures given dynamic workplace and wider influences.

MPOWER and the Public Services Association (PSA) have been in discussion about potential research work. Prof. Parker also spoke with John Shennan (PSA organiser) about MPOWER's activities on 'Calling all workers', a radio programme from Unions Manawatu (<https://itunes.apple.com/vn/podcast/calling-all-workers/id9604448i94> - item 'Calling all workers', on 3/11/15, from 12 min. 50 secs).



Research news (cont'd)

The 2015 Big Issues in Retail Survey

Massey Business School is proud to partner with the Australian Consumer, Retail and Services (ACRS) Research Unit, Monash University (Melbourne) and Retail NZ to present the 2015 Big Issues in Retail Survey.

Conducted by Massey Business School in conjunction with Monash University, the research seeks to capture the key priorities, issues, challenges and opportunities for New Zealand retailers.

Over time, the information and data provided by respondents to this survey will create a snapshot of the retail sector, helping to understand the specific needs and requirements of those involved. It enables Massey and Monash Universities to ensure they continue to undertake research that is important to the industry, and provide relevant educational and training degrees, designed for those who wish to make a career of - or grow their professional development skills - within the retail sector, now and into the future.

It's also important for Retail NZ – New Zealand's leading retail trade association – to gather information about business and industry trends, be they big or small. This helps them to identify the issues that are important to retailers, so then can lobby central and local government on their behalf.

Given that the retail industry is one of the biggest employers in New Zealand, in addition to questions focusing on market confidence, operating environment, marketing performance, consumer behaviour, and buying and supply chain issues, **the Big Issues in Retail Survey seeks to uncover retailers' current practices in relation to HRM**. With input from MPOWER members, the survey has been designed to include questions around recruitment, selection, motivation and retention of staff, as well as retailers' training policies, and the role of retail education and universities.

The Big Issues in Retail Survey can be found at: <http://www.retail.org.nz/advisory/big-issues-in-retail-survey>.

The early results of this survey will be presented at shop.kiwi International Forum, 16th February 2016 in Auckland. For further information, please contact Jonathan Elms at: j.r.elms@massey.ac.nz



Forthcoming event

BUIRA 2016: Employment relations towards 2020 and beyond: reflection, prospects and opportunities



29 June - 1 July 2016

The Carriageworks, Millennium Square, Leeds LS2 3AD



The aim of the British Universities Industrial Relations Association's (BUIRA) 2016 conference will be to discuss the prospects and opportunities for employment relations as we approach 2020.

The year 2020 has been used by policy makers, academics and commentators on work and employment relations as a basis for reflection, measurement and assessment. At EU level, 2020 is the point at which many of the neo-liberal informed agenda around change and growth are expected to reach fruition.

For many, 2020 will be seen as a point at which an assessment of the consequences and permanent legacies of austerity regimes and restructuring can reasonably take place. In the UK, 2020 will see the next general election, with the first three months of the current Conservative government having already had a profound impact on the regulation of employment, work and welfare.

For those who have long speculated about the changing nature of work, employment and employment relations, 2020 is also a key moment, in which long predicted changes and continuities in the nature of work might be examined and reassessed.

What are the prospects for collective bargaining and organising towards 2020? How can labour movements respond to the growing fragmentation of work, regulatory challenges and processes of restructuring? Do green agendas offer new opportunities, or threats to organised labour? Are we seeing a new social settlement between labour, employers and the state, and how is this being manifested through employment law and regulation? In what ways is work being reconfigured, and what are the implications for workers of different races, classes, genders and ages? What are the experiences of work for those in the margins of the economy, for those in low paid jobs, for migrants, and for those in the growing shadow and informal economy?

We welcome contributions that offer reflections and assessments of employment relations as we approach 2020. We welcome empirical (both quantitative and qualitative), analytical, conceptual and methodological papers. The themes below are indicative rather than prescriptive and we welcome any papers likely to be of interest to BUIRA members. We are looking to continue the inclusive and welcoming atmosphere that has characterised recent BUIRA conferences, and we very much welcome submissions from new researchers including doctoral students.

Papers addressing but not restricted to the following themes are particularly welcome:

- ◆ Perspectives on employment relations
- ◆ New visions for employment relations towards 2020 and beyond
- ◆ Bargaining and the bargaining agenda towards 2020
- ◆ A new social settlement? Employment law and regulation towards 2020
- ◆ The (changing?) experience of work and welfare: poverty and work
- ◆ Equality and diversity towards 2020

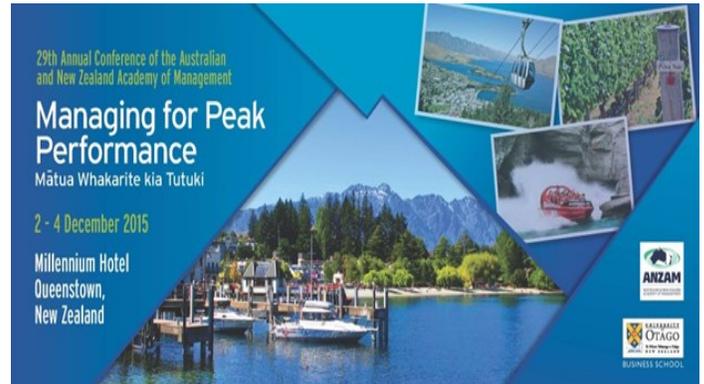
Please note that there will be a stream at this conference on the Living Wage and Low Pay, organized by Prof. Peter Prowse (Sheffield Hallam), Prof. Ray Fells (University of Western Australia), Prof. Jane Parker (Massey University) and Prof. Jim Arrowsmith (Massey University). For inquiries about this stream, please email: P.Prowse@shu.ac.uk or MPOWER@massey.ac.nz

For more information about the conference, including abstract deadlines, streams and other sessions, please view: <http://www.buira.org/conference/2>



MPOWER at ANZAM 2015

- This year, MPOWER researchers had a significant present at one of Australasia's premier conferences for management issues



The 2015 Conference of the Australian and New Zealand Academy of Management (ANZAM) took place at the Millennium Hotel in Queenstown from 2-4 December 2015, organized by Dr Conor O’Kane and Professor Elizabeth Rose (Department of Management, University of Otago). A number of MPOWER members were involved in a range of capacities, including as paper presenters, stream chairs and paper reviewers.

The ANZAM Conference 2015 took as its main theme ‘Managing for Peak Performance’ (Mātua Whakarite kia Tutuki).

Stream chairs involving MPOWER/Massey people included:

- Dr Janet Sayers (Critical Management Studies); and
- Dr Martina Battisti (Entrepreneurship, Start-Ups and Small Business);

The following papers involving MPOWERers were presented at the conference:

- ‘A model of the Work-Family Interface through the lens of Contemporary Global Mobility’ by Ms Joanne Mutter (interactive session);
- ‘To Bear or Not to Bear: Subordinates’ reactions to culturally inappropriate leadership behaviours’ by Dr Jeffrey Kennedy;
- ‘The Logic of Going Living Wage: A firm-level analysis’ by Profs Jane Parker, Jim Arrowsmith and Stu Carr and Ms Lindsay Eastgate;
- ‘Exploring the Negativity of Work-Family Practice Use: A study of job burnout’ by Prof. Jarrod Haar and Mr James Harley;
- ‘Intervention in a ‘moment’ of workplace bullying: Exploring the value of forum theatre’ by Dr Margot Edwards;
- ‘Presenting a workplace bullying intervention process: A target’s perspective’ by Drs Kate Blackwood and Margot Edwards, Prof. Tim Bentley and Assoc.-Prof. Bevan Catley;
- ‘Learning entrepreneurial leadership among nascent food entrepreneurs in Denmark and New Zealand’ by Dr Michael Ramsgaard and Prof. Lorraine Warren;
- ‘Indigenous insights into leadership: What can we learn from Maori leaders and is it generalizable?’ by Prof. Jarrod Haar, and Drs Maree Roche and David Brougham;
- ‘Workplace bullying among nurses in Saudi Arabia’ by Eman Alswaid, Dr Darryl Forsyth and Assoc.-Prof. Bevan Catley;
- ‘Exploring turnover intentions: Testing differences across employee skill-levels’ by Prof. Jarrod Haar; and
- ‘Forgetting the future? Estimating the risk of dementia-related cognitive impairment among registered doctors and licenced pilots in New Zealand’ by Mr Andrew Barney.

Prof. Parker was awarded the Best Stream reviewer (for Human Resource Management) award at the conference. MPOWER also profiled some of its publications and activities at the conference.

The following page shows MPOWER researchers at work (and play).



Cont'd ... MPOWER people at ANZAM 2015, Queenstown, NZ



Thanks to David Tappin for the bulk of these photos



Forthcoming event



10TH INTERNATIONAL CONFERENCE



19-22 April 2016
Hilton Hotel, Auckland, New Zealand
www.bullying2016.com



Please join us for the 10th IAWBH Conference in the heart of one of the world's 'Top 10 Cities to visit' and gateway to Aotearoa, New Zealand – *Land of the Long White Cloud*.

Auckland, the beautiful *City of Sails*, a whole region waiting to be explored. World-class shopping, restaurants, bars and galleries encircled by wine regions, mountains, stunning beaches, pristine rainforest and the magnificent Hauraki Gulf.

Academic and practitioner knowledge of workplace bullying has greatly increased over the last twenty years. But with the damaging impact of workplace bullying now well documented:

- How do we further advance our understandings of how to prevent and manage this toxic workplace problem?
- How do we promote, build and maintain workplaces that are healthy and sustainable for all?

The conference presents practitioners and scholars with the opportunity to consider these questions and other important aspects related to workplace bullying and harassment. The aim of the conference is to bring together the community of scholars and practitioners to share and learn advances in preventing and managing workplace bullying and harassment. Spread over three days, hear presentations from over 100 speakers on a range of topics related to workplace bullying and harassment. The conference programme will also contain workshops aimed to help participants improve their organisational practices.

Registrations are now open and include Day Registrations and Student Registrations.

Sponsorship opportunities are also still available.

For more info:

- Website: www.bullying2016.com; www.iawbh.org
- Conference Chair: Bevan Catley – b.e.catley@massey.ac.nz

Key Dates

- 19 April 2016: Pre-Conference Special Interest Groups and PhD Seminar
Location: AUT University City Campus.
- 20-22 April 2016: 10th International Conference on Bullying and Harassment
Location: Hilton Hotel.



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AN INSTITUTE OF AUT UNIVERSITY



Forthcoming event



The Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) is holding its 30th Conference at the Parkroyal Hotel, Darling Harbour, Sydney, NSW, from Wednesday 10th February to Friday 12th February 2016.

The focus of the Conference is ***Building Sustainable Workforce Futures***. Key themes include:

- ◆ sustainability;
- ◆ decent work;
- ◆ social inclusion and diversity; and
- ◆ policy, practice and regulation in the broad field of employment relations.

As well as an exciting and full programme of presentations of abstracts and papers, the conference also offers two awards for papers: the Vic Taylor Most Promising Paper Award and the AIRAANZ Best Postgraduate Student Paper Award which will be presented at the Conference. There will also be an extensive social programme, including a Welcome reception, Networking drinks, and a Conference dinner at the Parkroyal Darling Harbour.

Don't miss Australasia's premier industrial relations event!

For more information, including registration details and conference sponsorship, visit the conference website at: <http://www.aomevents.com/AIRAANZ16> Accommodation can be booked for those who need it at the point of registration. People wishing to attend are encouraged to register before 18 December to be able to take advantage of the Early Bird discounted registration rates.

For general enquiries regarding the conference, please contact:

All Occasions Management
12 Stirling Street
Thebarton SA 5031
Phone: +61 8 8125 2200
Fax: +61 8 8125 2233
Email:

Grace.Mulraney@aomevents.com



Forthcoming event

Massey University Social Innovation and Entrepreneurship Conference 10-12 February 2016

SIERC

New Zealand Social Innovation
and Entrepreneurship Research Centre

The New Zealand Social Innovation and Entrepreneurship Research Centre (SIERC) is pleased to announce its next Conference will be held at Massey University's Innovation Campus, Albany, Auckland, from 10-12th February 2016. The conference theme – **Collaborating for Impact** – reflects the importance of collaborative action for advancing this emerging scholarly field. Following on from the successful inaugural 2011 and the 2013 international conferences, the 2016 conference will bring together participants across sectors (non-profit, business, government sectors) and academic disciplines to explore ways to advance theory, practice and policy in social innovation and social entrepreneurship.



Opening Keynote: Sir Stephen Tindall

New Zealander of the Year 2015, was awarded the Knight Companion of the NZ Order of Merit in 2009, received the Distinguished Companion of the NZ Order of Merit in 2007 and in 2006 the Sir Peter Blake Leadership Award. He is the Founder and current Director of The Warehouse Group Ltd. and co-Founder and Trustee of the philanthropic family foundation, The Tindall Foundation.

Keynote Presentation:

The Profit & Non Profit Journey

“From the time he started in business in 1970 at George Courts through until he floated The Warehouse Group in 1994, it was a focus on survival and positioning in the profit world to enable him to save sufficient capital to start The Tindall Foundation which has been distributing philanthropy in NZ for the past 20 years. Since then \$140M has been donated on a hand up, not hand out basis and Stephen will explain the relationship between the profit and non-profit world.”

Other Keynotes:

- ◆ **Professor Jo Barraket (Director of the Centre for Social Impact, Swinburne University of Technology, Melbourne);**
- ◆ **Stella Avramopoulos (Chief Executive Officer of Kildonan UnitingCare, Australia)** who will speak on the network effects and workforce implications of cross-sector collaboration;
- ◆ **Professor Jane Farmer (Associate Pro-Vice Chancellor, Research, College of Science, Health & Engineering, La Trobe University, Australia)** on social enterprise and well-being: an impactful space; and
- ◆ **Dr Rory Ridley-Duff (Reader in Cooperative and Social Enterprise, Sheffield Business School, England)** on rendering the social solidarity economy to make cooperative and mutual enterprises visible to educators, policy makers and researchers.

For more information about the conference, including its plenary session, special sessions and registration, please contact SIERC Director, Professor Anne de Bruin (A.M.DeBruin@massey.ac.nz) or refer to the website for updates at <http://sierc.massey.ac.nz/conference/>



UNIVERSITY OF NEW ZEALAND



Ch– ch– ch– changes at MPOWER ...

MPOWER functions as a flexible and very active research group. At the last MPOWER Executive Board meeting in November, it was agreed to revisit the governance arrangements which have generally served us well but require further focus to reflect and progress our objectives and ethos.

The Executive consists of a dozen academics based at Massey Business School (Palmerston North and Albany campus) plus AUT and Victoria University of Wellington who provide academic direction and facilitate research collaboration. It meets regularly via video and face-to-face conferences. MPOWER's Advisory Group consists of representatives from industry, the HR/legal professions, MBIE and trade unions, plus a group of experience academics.

The Advisory Group will focus on the external practitioner networks, which it plans to expand. It will also intend to involve MPOWER's external stakeholders more effectively, both on an individual basis and as an engaged community but in flexible ways rather than with formal meetings. We'd like to thank again all those who've been involved in the Advisory Group to date for your support, and hope to continue to benefit from their advice and input directly.

... & who we've been working with



MPOWER - Upcoming Events/Activities



- ◆ MPOWER seminar - Assoc. Prof. Hari Bapuji (University of Manitoba) on 'Income inequality and organisations', Massey University VLT rooms, 11am-12pm for the seminar, followed by refreshments and networking until 12.30pm (26 January 2016)
- ◆ MPOWER researchers at the 2016 AIRAANZ Conference (Sydney) (10-12 February 2016)
- ◆ MPOWER 'After 5' panel seminar - Helen White, Jeff Sissons and Fraser Atkins - 'Recent changes to the E.R.A. 2000' - Massey University (Albany), 5-7.30pm, Room QB6 (9 March 2016)
- ◆ MPOWER Executive Board meeting - Massey University VLT rooms (mid-semester 1 break - date tba)
- ◆ SA Partners, in conjunction with MPOWER - Continuous Improvement Conference - Massey University Albany campus (date tba)
- ◆ MPOWER presentation on diversity management to the EEO Trust, Auckland City (date tba)
- ◆ MPOWER researchers at the 2016 BUIRA Conference, Leeds (29 June-1 July 2016)
- ◆ MPOWER half-day symposium on health and safety at work (July 2016 - date tba)

Recent Events (September-December 2015)

- ◆ MPOWER researchers at the 2015 ANZAM Conference - Queenstown (2-4 December)
- ◆ MPOWER 'After 5' seminar series presentation: Fulbright Scholar - Dr E.S. Wibbeke, Professor in the Business Department, Northcentral University, Arizona (25 November, 5-7.30pm)
- ◆ MPOWER at the HRINZ Executive HR Group Forum, Auckland City (Living Wage presentation), 7-11am (20 November)
- ◆ MPOWER-The Warehouse Group research project collaboration meeting, Northcote, Auckland, 2-3pm (18 November)
- ◆ MPOWER Executive Board meeting and lunch, 10.30am-12.30pm (18 November)

For more information, see the MPOWER website

MPOWER's Gold-tier sponsor

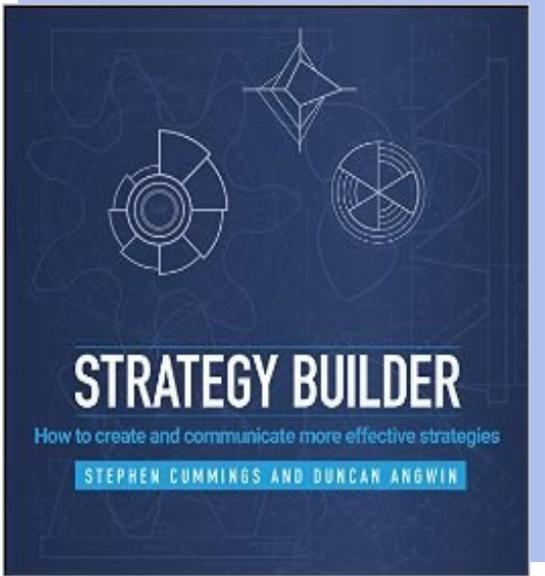


MPOWER



MPOWER book offer

Special 30% discount offer for MPOWER members



MPOWER has a special book offer for its members. **Professor Stephen Cummings** (Victoria University of Wellington, and a MPOWER member) and **Professor Duncan Angwin** (Oxford Brookes University, England) have penned *Strategy Builder: How to Create and Communicate More Effective Strategies* (published by Wiley).

This book provides a visual and interactive guide to building and communicating strategies that actually work.

YOUR STRATEGY HAS SEVEN SECONDS TO CAPTIVATE ITS AUDIENCE ... So, how are you going to present it? A lengthy address? Slides full of bullet

The best way to engage and involve people is through pictures. Strategy Builder shows you how to creatively combine the best strategy frameworks to orient and animate strategy discussion and development in your team. This visual, interactive guide, with illustrations by Visory, uses real world examples and practical tips to help you:

- ◆ Discover the five key foundations that every strategy should be built upon
- ◆ Draw compelling and unique pictures that capture your organization’s distinct strategies
- ◆ Develop your skills as a leader of strategy discussions
- ◆ Understand how to use interactive drawing to engage others and achieve ‘buy in’
- ◆ Additional online resources

Test your strategic vision or develop a new strategic plan based on the best elements of key strategic frameworks by trying the FREE interactive Strategy Builder app, developed in association with StrategyBlocks, at www.strategicplan.com

To view a free sample of the book, visit: http://issuu.com/wiley_publishing/docs/strategy_builder_sampler_chapter_95_ca8827ec131a28

MPOWER members can purchase a copy with the 30% discount code from: www.wiley.com/go/strategybuilder - follow links to the checkout and enter the following discount code: **VBM44**

AND ... there’s also a free virtual issue on change management by Professor Paul Edwards at this link: http://hum.sagepub.com/site/mis/VSI/Change_Management/CM_VSI.xhtml

Research quotes

- ◆ “Research indicates that employees have three prime needs: interesting work, recognition for doing a good job, and being let in on things that are going on in the company.”
◆ Zig Ziglar 
- ◆ “You can do the best research and be making the strongest intellectual argument, but if readers don’t get past the third paragraph, you’ve wasted your energy and valuable ink.”
◆ - Carl Hiaasen

Forthcoming event



THE ENGINE OF THE NEW NEW ZEALAND SERIES PUBLIC LECTURE

DATE: WEDNESDAY 10 FEBRUARY 2016
TIME: 6:00 - 7:30 PM (LECTURE COMMENCES AT 6:30PM)
VENUE: SIR NEIL WATERS LECTURE THEATRES,
ALBANY CAMPUS
SPEAKER: SIR STEPHEN TINDALL

ENTREPRENEURIAL PHILANTHROPY THE PROFIT & NON PROFIT JOURNEY

From the time he started in business in 1970 at George Courts through until he floated The Warehouse Group in 1994, it was a focus on survival and positioning in the profit world to enable him to save sufficient capital to start The Tindall Foundation which has been distributing philanthropy in NZ for the past 20 years. Since then, \$140M has been donated on a hand up, not hand out basis and Stephen will explain the relationship between the profit and non-profit world.

JOURNEY

Sir Stephen Tindall, New Zealander of the Year 2015, was awarded the Knight Companion of the NZ Order of Merit in 2009, 2007 Distinguished Companion of the NZ Order of Merit and 2006 Sir Peter Blake Leadership Award. He is the Founder and current Director of The Warehouse Group Ltd and co-Founder and Trustee of the philanthropic family foundation, The Tindall Foundation (<http://tindall.org.nz/>).

This lecture is in association with the NZ Social Innovation and Entrepreneurship Research Centre (see also page 13).

RSVP IS ESSENTIAL FOR THIS FREE PUBLIC LECTURE AS SEATING IS LIMITED

**RSVP BY TUESDAY 9TH FEBRUARY TO: EVENTS.ALBANY@MASSEY.AC.NZ OR PHONE: 09 4140800
EXTN 43033**



MPOWER researchers and associates: recent outputs

- Tootell, B.L., Walker, J. and Rowlands, T. (2015). *Leader Succession Impacts and Outcomes: A literature review for practising managers*. *New Zealand Journal of Human Resource Management*.
- Brougham, D., Haar, J.H. and Roche, M. (2015). *Work-family enrichment, collectivism, and workplace cultural outcomes: A study of New Zealand Maori*. *New Zealand Journal of Employment Relations*, 40(1), 19-34.
- Lewis, K.V., Harris, C., Morrison, R. and Ho, M. (2015). *The entrepreneurship-motherhood nexus: A longitudinal investigation from a boundaryless career perspective*. *Career Development International*, 20(1), 21-37.
- Cummings, S. Campbell, C. Daellenbach, U. & Davenport, S. (2013). 'Problemsourcing': A re-framing of open-sourcing for R&D organizations, *Management Research Review*, 36(10), 955-974.
- Pauleen, D.J., Campell, J., Harmer, B. and Intezari Harsini, A. (2015). *Making sense of mobile technology: The integration of work and private life*. *Sage Open*, 5(2), 1-10.
- Elms, J.R., Teller, C. and Murray, J. (2016). *Consumer Perceptions of Higher and Lower-Level Designed Store Environments*. *International Review of Retail, Distribution and Consumer Research* (forthcoming).
- Reilly, A. (2012). *Time, Work, Law: A New Zealand Perspective*. *New Zealand Journal of Employment Relations*, 37(1), 152-160.
- Harris, C., Ravenswood, K. and Myers, B. (2014). *The Quest Games: A Tale of Career Advancement*. *The Journal of Corporate Citizenship*, 54, 61-74.
- (conference paper) Asquith, A.R. and Cardow, A. (2015). *Shaping the future – Re-invention or Revolution: Local government leadership and management in New Zealand/Aotearoa*. Presented at International Research Society for Public Management Conference, March.
- Ibsen, C. L. (2014). *Three approaches to coordinated bargaining: A case for power-based explanations*. *European Journal of Industrial Relations*, 21(1), 39-56.
- (book) Hislop, D. (2013). *Knowledge Management in Organizations: A Critical Introduction* (third edition). Oxford: Oxford University Press.
- 2015 ANZAM Conference papers - see page 11 of this issue.

MPOWER



Next MPOWER Executive Board meeting:
mid-semester 1 break 2016 (date tba)



*Warm thanks and season's greetings
to everyone who's been involved with
MPOWER - we look forward to working
with you again in 2016*

