



MPOWER



# MPOWER: the run up (and up?) to Christmas



The end of a University term or a busy season in business used to herald a bit of a breathing space - a time for reflection and to re-group. Ask almost anyone in either environment these days and chances are they'll say that they've got plans to use that 'fallow' period to catch up on relegated tasks and deadlines. We all seem busier than ever. But are we working smarter, is job design what it should be, and are we thus able to sustain our personal and organisational well-being?

*Resilience and well-being* have been recurring themes in MPOWER's research activity, going back to our Organisational Resilience Symposium in late 2013. Over the last few months and coming weeks, other HR and employment leitmotifs include: *staff development* (MPOWER Researcher Development Workshops); *business leadership and Māori* (MPOWER, Te Au Rangahau and Massey Business School's seminar event); *comparative HRM* (MPOWER-University of Auckland Business School-MPOWER seminar by Professor Chris Brewster); and *transformative HR* (MPOWER at Elephant's HR Game Changer conference). We briefly profile these activities in this newsletter.

The run-up to Christmas isn't showing much sign of a slow-down. MPOWER will be represented, for instance, at the HRINZ Research Forum on 20 November and the Group is co-sponsoring and organising at the 3<sup>rd</sup> Annual New Zealand Industrial/Organisational (I/O) Psychology Conference at Massey (Albany) on 11 December. But this is the kind of 'busy' that we like! We're also very pleased to announce a new collaboration between The Warehouse Group and MPOWER (see inside).

When the holiday season 'proper' comes round for you, though, have a safe, balanced and festive break.

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

## How to join MPOWER

Joining MPOWER is free and simple. Contact the MPOWER coordinator, Lindsay Eastgate (MPOWER@massey.ac.nz) to be put on our mailing list.

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### 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 Lindsay Eastgate (MPOWER@massey.ac.nz). Your announcement will be included in this next MPOWER newsletter (due out late February 2015).*



# POINT OF VIEW



— Jim Arrowsmith, MPOWER Co-Director and Professor (HRM) at Massey Business School

## Can a Living Wage make sense for employers?

*Now that the election dust has settled, Prime Minister Key needs to think about his legacy. If he wants to be remembered for more than securing successive election victories, he needs to direct his attention to the pressing issues of the day.*

One of the biggest challenges is something that might not immediately resonate with his core support but which matters to everyone who believes in the traditional kiwi values of an inclusive society of opportunity for all. Most of our social and economic problems are linked to endemic low pay. Low pay means that working families cannot afford decent housing and struggle with basic living costs. The Children's Commissioner, a practising paediatrician, reports that international colleagues are astonished to find poverty-related diseases such as tuberculosis and acute rheumatic fever rife in our communities.

Within the workplace, low pay results in a vicious circle of poor motivation, high labour turnover, under-investment in human capital and low productivity. It disincentivises work, or on the other hand leads to multiple jobs and long hours. All of which leads to stress and ill health, and problems in the home as well as at work. Taxpayers pick up the bill for these externalised social costs, and subsidise employers by topping up low wages with in-work benefits.

Of course, many low-paid workers are young people sampling the labour market and accumulating work experience. The retail sector, which is the largest private employer in the country, provides opportunities for people to combine part-time employment with studies or dependent care. In a recent Herald commentary, Bob Jones argued that increasing minimum pay would simply lead to higher costs which would lead to higher prices and job losses. But how far is this true?

One of the biggest costs for retailers is dealing with the expense and disruption of labour churn. A related challenge is ensuring that frontline staff are committed to the business, since it is they who present the actual customer service. Bob wouldn't have made a very successful retailer with his view of staff as engaged in 'essentially menial work', who if they want higher pay should look elsewhere. When Henry Ford doubled the pay of his workers a century ago, economists had to come up with a new concept to explain why paying above the lowest possible 'market' rate makes sense. 'Efficiency wages' refers to offsetting returns from labour stability, motivation and productivity. Governments too first legislated for minimum wages on efficiency as well as equity grounds. Minimum rates means that business has a level playing field and are encouraged to compete on product quality and innovation, and investment in staff, rather than race to the bottom by sweating labour.

Many service firms operate within very tight margins, but there are also potentially significant offsetting costs to higher pay. Research at Massey University shows how small businesses, including retailers, have benefitted from moving to a Living Wage. Even in extremely competitive and cost-driven sectors such as security, our case studies demonstrate the benefits of a skills and rewards strategy that recognises staff as effectively investors in the firm. Big companies too, such as the Warehouse, are introducing versions of the Living Wage to encourage and reward staff retention and development.

Introducing a Living Wage is not easy, but a uniform approach by raising the minimum wage would eliminate first mover disadvantage. Our emerging evidence shows that this could deliver wins to employers as well as their staff and society as a whole.

*This is the second 'Point of View' column in the MPOWER newsletter. Please contact us if you'd like to make a submission. 'Point of View' features express the opinion of the author(s), and where indicated, their organisation, and not necessarily that of MPOWER or its members. This article has been accepted for publication by The Dominion Post and Christchurch Press.*

# Elephant HR "Game Changer Conference"

Tash Pieterse @TashTasticNZ · Sep 3  
The debating panel - "Will HR transform or modernise" #hrgcnz



  
Kylie Telford @KylieTelford · Sep 3  
Dr Keith Macky: here to give HR a smacking!!! #hrgcnz  
Kylie Telford @KylieTelford · Sep 3  
Jane Parker: challenge for HR to be a critic #hrgcnz



← Angela Atkins,  
Conference Organiser

On 4-5 September, Elephant HR ran the HR Game Changer Conference in Auckland. The objective was to start a movement to transform HR and change the game so that CEOs see HR as vital and HR becomes the future of every business.

Part of the objective was to link the HR community with the academic community and from the MPOWER Group, Professor Jane Parker was invited to be on the HR panel debate about whether HR will transform. Associate Professor Keith Macky and Professor Stephen Teo (both AUT University) also spoke at the conference.

The key themes that came through that make HR game changing more than doing strategic HR are:

- We have to create rock start CEOs who lead our HR functions (and the most successful and inspiring CEOs who spoke at the conference were

already doing this!);

- We need to build real leaders and include our managers as our delivery arm;
- We must change our workplace structures to utilise technology, build collaboration, have career paths for non-people managers and be flexible and purposeful in new ways; and
- We must reinvent our HR processes in completely new ways to create flow.

It is important that the academic community is a part of the HR game changing environment. Angela Atkins, the HR Game Changer organiser, will be looking for further ways to bring the two arms together. If you have any suggestions or want to be part of the movement going forward, please contact her on [angela@elephanthr.co.nz](mailto:angela@elephanthr.co.nz)

- Angela Atkins (General Manager, Elephant HR and MPOWER Advisory Group member)



# ***MPOWER Researcher Development Workshops*** ***10 September 2014***

**Event: MPOWER  
Researcher Development  
Workshops**

**When: 10 September**

## **Massey presenters:**

### **Manawatu campus**

- Ms Beth Tootell
- Assoc.-Prof Paul Toulson
- Dr David Brougham
- Mr Barry Foster

### **Albany campus**

- Prof. Jim Arrowsmith
- Prof. Jarrod Haar
- Prof. Jane Parker

**Organiser: Lindsay Eastgate**

MPOWER organised two workshops for post-graduate and emerging researchers in the fields of HRM and employment relations at Massey University's Manawatu and Albany campuses.

Academic staff presented on their research topics, methodologies and experiences to audiences which spanned new Masters students through post-doctoral fellows about to embark on or already involved in research projects. The second part of the event saw audience members join small groups to chat one-on-one with the presenters about their planned or current research work. The forums provided a great opportunity for learning, exchange and network building. MPOWER plans to run more workshops in 2015 so watch out for our notices!



**Albany presenters and participants**



**Beth Tootell**



**Barry Foster**



**David Brougham**



**Several Manawatu participants**

**Forthcoming**

## Seminar and networking event: "Business Leadership: Māori and Modern Practice"

5.30-7.30pm, 23 October 2014



MASSEY  
BUSINESS  
SCHOOL



# MPOWER

MPOWER, Te Au Rangahau (TAR or Māori Business and Leadership Centre) and Massey Business School (MBS) are running a seminar and networking event at the Albany campus. Following a light meal sponsored by MBS and an informal networking session, several speeches around the theme of leadership will be given:

- **Dr Farah Palmer** (Director, TAR) will speak on the purpose of the Centre, its imminent relaunch and proposed initial activities;
- **Professor Jarrod Haar** (School of Management at Massey, MPOWER Advisory Group member) will follow with a discussion of his recent research on Māori leadership approaches in contemporary businesses; and
- **Mr Mike Fiszer** (Associate Pro-Vice Chancellor, Executive Education and Enterprise) will profile the new Masters in Advanced Leadership Practice (MALP) at Massey.

For more information, visit the MPOWER website at <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/events.cfm>

Any inquiries about this event and/or to RSVP by 21 October, please email: [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz)

### MPOWER: Quick Facts and Contacts

Since April, our membership has grown to 400+. Around one-third of these are MPOWER LinkedIn Group members.

For more information about the group, contact us -

- MPOWER co-directors (Jim Arrowsmith and Jane Parker) - email [j.arrowsmith@massey.ac.nz](mailto:j.arrowsmith@massey.ac.nz) or [j.parker@massey.ac.nz](mailto:j.parker@massey.ac.nz)
- MPOWER coordinator (Lindsay Eastgate) - email [MPOWER@massey.ac.nz](mailto: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](http://www.linkedin.com/groups?home=&gid=5079191&trk=anet Ug_hm)



# MPOWER





**Andrew Bhimy**



**Anna Campbell**

## MPOWER and The Warehouse Group - new collaboration

MPOWER is delighted to announce that the finishing touches are being added to a sponsorship deal for three years with The Warehouse Group.

MPOWER's Co-Directors have met with Anna Campbell (Chief People Officer, The Warehouse Group) and Andrew Bhimy (Head of Retail Careers, The Warehouse Group) to discuss a research-based form of collaboration that will work well for both parties. As a progressive employer, TWG endorses MPOWER's mission to facilitate mutually-beneficial collaborations between the research and practitioner communities. This inaugural Gold-tier sponsorship cements the relationship between MPOWER and The Warehouse Group, providing the company with privileged access to the research and development expertise that the Group's academic and post-graduate members can offer.

*The Warehouse Group-MPOWER partnership will be formally marked by a launch in early 2015. Details will be disseminated nearer the time.*

Introducing...

## MPOWER advisory group member, Dr Christian Yao



Christian is an Early Career Research and Teaching Fellow in the School of Management, Massey University at Albany. He teaches introductory management and supervises Masters students. Christian was MPOWER's inaugural coordinator, assisting Professors Jane Parker and Jim Arrowsmith in setting up the official website, organising events and managing the membership. "People issues" are at the centre of Christian's research which includes corporate expatriation, international human resource management and career mobility. He has published his work in leading academic journals and presented his research findings at key international conferences. Christian is currently an Editorial Board member for *International Journal of Human Resource Management (IJHRM)*, and a regular referee for the *Journal of Global Mobility and Career Development International*. He has received various awards, including the recent Early Career Award 2014.

Christian has developed extensive networks with businesses and non-for-profit organisations such as the Asia New Zealand Foundation, HRINZ and Tourism New Zealand. Outside his academic career, Christian maintains a close connection with the community, actively promoting the well-being and integration of ethnic peoples in NZ. He holds an advisory role in Auckland City Council's Ethnic People's Advisory Panel and has presented several times to government officials and school principals on the need to introduce Asian business studies into Kiwi classrooms.

*"The regular networking opportunities provided through MPOWER's outreach activity is a great resource for me to seek collaborate with other researchers. The energetic and supportive atmosphere of MPOWER is especially valuable for an early career researcher such as myself".*

Christian's research was featured in Human Resources Magazine (HRINZ) in 2013, providing solutions for Kiwi businesses in managing expatriates successfully.

# MPOWER at the 2014 HRINZ Research Forum



Forthcoming

**Thursday, 20 November**  
**Victoria University of Wellington, Pip-**  
**Room GBLT2**  
**Lambton Quay, Wellington**

MPOWER is heavily involved at this year's Human Resource Institute of New Zealand (HRINZ) Research Forum at Victoria University. This is the third Research forum HRINZ has hosted. It is held every second year.

HRINZ's Academic branch is a 'virtual branch', designed to complement and contribute to the geographic branches of HRINZ. One of its key goals is to strengthen the engagement between HR academics and HR practitioners, to their mutual benefit, by advancing relevant HRM research and evidence-based HRM practice and policy advice.

The HRINZ Research Forum involves Associate-Professor Paul Toulson (MPOWER Advisory Group member, Massey), Associate-Professor Jane Bryson (VUW and HRINZ Academic Branch President) and Russell Wordsworth (University of Canterbury).

In this year's programme, MPOWER's representatives include:

- **Professor Jim Arrowsmith** (MPOWER Co-Director) and **Emma Kyriacou** (MPOWER Advisory Group member and Senior Policy Advisor for MBIE (Labour Group)) in the panel session:
  - "Influencing research: what do we need answers to? Now and in the future?"
  - "What would be useful to know more about? Plus enablers and barriers to conducting useful NZ workplace research";
- **Professor Peter Boxall** (MPOWER Associate, University of Auckland) and Dr Carla Houkamau (University of Auckland) in a session on their research paper:
  - "Diversity and difference: is it time for conscious decoupling?"; and
- **Drs Bevan Catley** (MPOWER Advisory Group member, Massey) and **Darryl Forsyth** and colleagues (MPOWER members) in a session on their research paper:
  - "Is what constitutes workplace bullying in the 'eye of the beholder'?"

*For more information about the Research Forum programme, registration and other details, visit: [http://researchforum.hrinz.org.nz/Site/National\\_Events/Research\\_Forum\\_2014/default.aspx](http://researchforum.hrinz.org.nz/Site/National_Events/Research_Forum_2014/default.aspx)*



MPOWER

**Forthcoming**

## Seminar: “Comparative Human Resource Management”

- Professor Chris Brewster -

Universities of Reading, UK; Radboud, Netherlands; Vaasa, Finland; ISCTE, Portugal

Friday, 31 October 2014



*The University of Auckland Business School and MPOWER are jointly sponsoring a seminar by Professor Chris Brewster on comparative HRM.*

**Abstract:** This seminar will explore the meaning and impact of comparative human resource management. Many scholars of HRM have focused on a narrow definition of the topic that fits the liberal market agenda widespread in some countries but fails to capture the reality of any country – a problem brought into stark relief by comparative studies of HRM. On the basis of that analysis, it will be argued that a multiple stakeholder perspective focused on the long-term benefits to organisations, employees and the wider community is a more powerful analytic tool.

**About the presenter:** Chris Brewster (PhD, LSE) is part-time Professor of International Human Resource Management at universities in four different European countries. His research had been focused on international and comparative HRM and the importance of context. He is author or editor (or co-author or co-editor) of more than 25 books, a hundred chapters and two hundred articles. Some of his latest books focus on the theme of this seminar: *A Handbook of Comparative Human Resource Management*, with Wolfgang Mayrhofer (2012, Edward Elgar); and *Varieties of HRM: A Comparative Study of the Relationship between Context and Firm* with Geoff Wood. and Mick Brookes (2014, Routledge).

**Date:** 31 October 2014

**Time:** 4:00p.m. - 5:00p.m, with drinks and canapes to follow the seminar (till 6pm)

**Venue:** The University of Auckland Business School, Decima Glenn Room, Level 3, Owen G Glenn Building, 12 Grafton Road, Auckland

**RSVP via email to:** [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz) by 28 October



**MPOWER**



## MPOWER-IVABS - research progress



MPOWER, IVABS and other university researchers as well as other external parties met in August 2014 to discuss the potential to collaborate on research in the area of HRM and gender in the veterinary sector in New Zealand.

The team is currently scoping possible projects. Several researchers in the group have already achieved traction, gaining the New Zealand Veterinary Association's (NZVA) support for a vet. bullying project. A related survey will go out in late October. For more information, contact Dr Dianne Gardner (email: [D.H.Gardner@massey.ac.nz](mailto:D.H.Gardner@massey.ac.nz)).

### MPOWER-IVAB team members:

- Professor Jim Arrowsmith (School of Management (SoM), Massey);
- Professor Jane Parker (SoM, Massey);
- Dr Katherine Ravenswood (AUT University);
- Dr Christian Yao (SoM, Massey);
- Dr Dianne Gardner (School of Psychology, Massey);
- Dr Jenny Weston (IVABS, Massey);
- Dr Kate Hill (IVABS, Massey);
- Professor Mark Stephenson (University of Melbourne);
- Ms Christine Thomson (NZVA);
- Professor Sarah Leberman (SoM, Massey);
- Ms Beth Tootell (SoM, Massey);
- Associate-Professor Candice Harris (AUT University); and
- Professor Jarrod Haar (SoM, Massey).



# MPOWER

## MPOWER Living Wage Study

The final stage of Massey University's living wage research project is underway with its 'Waging Well' survey, which focuses on what a living wage means for employees, managers and employers.

The survey is the third phase of the research project, which has included a series of stakeholder meetings with government, employers, union and community organisations to map out policy considerations, alongside in-depth case studies of companies that have recently introduced a living wage.

"The Waging Well survey is predominantly concerned with employees and what a living wage means to them in terms of job satisfaction and achieving a decent standard of living for them and their family," says project co-director, Professor Stuart Carr (MPOWER member).

"We don't think these questions have ever been answered in a directly empirical way. When it comes to the everyday impact of introducing a living wage, there have been a lot of assumptions and our aim is to start to probe those assumptions in a genuinely exploratory and, we hope, useful way."

The Waging Well survey takes only five minutes to complete and can be accessed online at [https://qasiasingleuser.asia.qualtrics.com/SE/?SID=SV\\_b4ryKT7dFshG2hf](https://qasiasingleuser.asia.qualtrics.com/SE/?SID=SV_b4ryKT7dFshG2hf) The survey will be open until midnight of **31 October**.

*The living wage scoping, engagement and assessment project is being managed by an MPOWER team (Profs Stuart Carr, Jane Parker, Jim Arrowsmith, Dr Kate Lewis, Ms Lindsay Eastgate and Mr Josiah Koloamatangi). Special thanks to Mr Harvey Jones for survey IT assistance. The project's findings will be issued in late 2014. For more information visit: <http://www.massey.ac.nz/massey/about-massey/news/article.cfm>*

**Forthcoming**



## 29th AIRAANZ Conference, University of Auckland, 3-5 February 2014

The 29th annual conference for the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) will be held at the University of Auckland from 3-5 February 2015. For more information, visit [http://airaanz2015.org.nz/?page\\_id=35](http://airaanz2015.org.nz/?page_id=35)

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MPOWER (Massey University), in association with the NZ Work Research Institute (AUT) and the School of Management (Massey University), is proud to host

## 3rd New Zealand Industrial/Organisational Psychology Conference

**What:** MPOWER-NZWRI-School of Psychology (Univ. of Auckland) and School of Management (Massey University) I/O Psychology Conference

**When:** Thursday, 11 December 2014

**Time:** 9am-5pm

**Where:** Massey University (Albany), Quadrangle Building B, Room QB5 (1<sup>st</sup> Floor), Albany East Precinct

**Contact:** Professor Jarrod Haar (MPOWER Advisory Group member) - email: [J.Haar@massey.ac.nz](mailto:J.Haar@massey.ac.nz)

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This inclusive event is open to all however we aim to welcome academics and students (PhD and Masters) working on topics directly in or related to I/O Psychology (I/OP) and Organisational Behaviour (OB). The aim of the conference is for I/OP and OB researchers to get together and discuss their own research and is intended to promote a better understanding of each other's research and develop a stronger I/OP and OB community.

For registration and other information, please visit MPOWER's website at: <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/events.cfm>



## *MPOWER - Upcoming Events:*

- ◆ MPOWER-Te Au Rangahau-Massey Business School seminar and networking: “Business Leadership: Māori and Modern Practice” (23 October)
- ◆ University of Auckland Business-School and MPOWER joint seminar on comparative HRM by Professor Chris Brewster (31 October)
- ◆ MPOWER at the 2014 Research Forum (20 November)
- ◆ MPOWER-NZWRI-School of Psychology (Univ. of Auckland)-School of Management (Massey Univ) I/O Psychology Conference (11 December)
- ◆ MPOWER at AIRAANZ (February 2015) - organising employment in the Pacific and the Low Pay/Living Wage streams
- ◆ The Warehouse Group (TWG) and MPOWER formal launch (early 2015)

## *Recent Events (July 2014 - September 2014)*

- ◆ MPOWER Research(er) Development Workshops at Massey’s Manawatu and Albany Campuses (10 September)
- ◆ MPOWER at the Elephant HR Game Changer Conference (4-5 September)
- ◆ IVABS-MPOWER research meeting on HRM, gender and the veterinary profession in New Zealand (21 August)
- ◆ MPOWER-Massey University 50th Jubilee and 21st Albany Campus birthday joint activities (all year)

### **Purpose of MPOWER**

The term MPOWER indicates a research focus on the management of people in the workplace and organisations with a view to empowering people and organisations to perform.

MPOWER is a cross-campus, -college and -institution initiative to enhance, promote and build on Massey’s expertise in the management of people in the workplace and organisations. It aims to increase Massey’s reputation for expertise in the area of people management; enhance engagement with relevant industry; and leverage our expertise into income generation.

#### **MPOWER banner**

The Group now has a pull-up banner for use at all events and activities involving the Group. Here’s how it looks



**Next MPOWER Advisory Group Meeting:  
November (date and venue to be advised)**



## Recent MPOWER researcher outputs

- **Scahill, S.** Concept mapping and pattern matching: interesting mixed methods techniques for pharmacy practice research. In Z. Babar (ed.) *Pharmacy Practice Research Methods*. Heidelberg: Springer (forthcoming).
- Ram, S., Jansen, M., Blucher, C., Lilly, R., Kim, R. and **Scahill, S.\*** (2014). Pharmacists as managers: What is being looked for by the sector in New Zealand community pharmacy? *Asia Pacific Journal of Health Management*, in press (\* Senior author of student team).
- **Jeffrey, L.M.**, Milne, J., Higgins, A. and Suddaby, G. (2014). Blended learning: How teachers balance the blend of online and classroom components. *Journal of Information Technology Education: Research*. 13, 121-140.
- Watson, J., Gatewood, E.J. and **Lewis, K.V.** (2014). A framework for assessing entrepreneurial outcomes: An international perspective. *International Journal of Gender and Entrepreneurship*. 6(1), 2-14.
- **Parker, J.** and **Arrowsmith, J.** (2014). Women, work and collectivism in New Zealand and Fiji. *Relations Industrielles/Industrial Relations*. 59(2), 388-415.
- **Sayers, J.G.** and **Jones, D.** (2014). Truth scribbled in blood: Women's work, menstruation and poetry. *Gender, Work and Organisation* (pre-published – contact author for copy at j.g.sayers@massey.ac.nz).
- **Roche, M.**, **Haar, J. M.** and Luthans, F. (2014). Mindfulness, psychological capital and leader wellbeing. *Journal of Occupational Health Psychology*. 19(4), 476-489.
- **Haar, J.M.**, Russo, M., Sune, A. and Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: a study across seven cultures. *Journal of Vocational Behavior*. 85(3), 361–373.

## Check out Angela Atkins's (Elephant HR and MPOWER Advisory Group member) books:

Published by HarperCollins, *Management Bites* is for people managers, with chapters on how to set goals, give feedback, work through disciplinary procedures, deal with sick or annual leave issues and more. Angela's second text, *Employment Bites*, focuses on HR management and contains contemporary New Zealand case examples.

