

MPOWER: research as continuous improvement

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MPOWER recently assisted with the organisation of SA Partner's conference on 'continuous improvement' (CI) at Massey's Albany campus. Academic researchers presented and mingled with CI and lean management specialists from an array of industry sectors. Two key themes emerged: i) industry and university interface remains vital to the health of both, and ii) research is about CI in terms of how we understand the world. As Albert Szent-Gyorgyi, the 1937 Hungarian Nobel Prize Winner in Physiology or Medicine, put it, 'research consists of seeing what everyone else has seen, but thinking that no one else has thought.'

In this spirit, some of MPOWER's advisory group members met with representatives from the New Zealand Work Research Institute in early July to progress a research agenda around 'people and work' issues. Brainstorming revealed possible avenues for collaboration between the two research bodies and their partner organisations, and these will be crystallised into related activities in the coming year. Later that month, MPOWER and the New Zealand Employment Relations Society held a panel seminar in Wellington on the meaning of recent changes to the Employment Relations Act 2000. The event stimulated legal, academic, trade union and wider audience thinking on the subject, such that MPOWER will hold a similar forum in Auckland in 2016.

In late August, the Group presented mixed-method findings on the Living Wage (LW) in New Zealand at the AGM of the Living Wage Movement of Aotearoa New Zealand (LWMANZ) in Auckland city. Hearing about developments involving the LWMANZ and other LW stakeholders provided an invaluable context in which to share this empirical work. LWMANZ Convenor, Annie Newman, provides this issue's point of view' feature on the LW campaign. And on 2 September, MPOWER took part in the above-mentioned CI Conference. This included the presentation of our annual Researcher Support Awards to Fatima Junaid and Aishah Hassan, two Massey post-graduates at the start of their PhD journey into 'people and work' issues. Their proposed work epitomises research as the unending pursuit of meaningful improvement- congratulations!

- 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.

SA Partners' Continuous Improvement Conference



2 September, 8.15am until late

Event: SA Partners' Continuous Improvement Conference, assisted by MPOWER

When: 2 September 2015

Where: Massey University (Albany)

Main organiser: Richard Steel, assisted by Jane Parker, Jeff Stangl and Aruna Shekar

Conference MC: Jeff Stangl

MPOWER supported SA Partners' inaugural Continuous Improvement (CI)/Lean Management Systems Conference on 2 September at Massey's Albany Campus. On September 2, circa 70 delegates filled the Sir Neil Walters building to hear industry, consultant and academic specialists discuss CI and lean ideas and practices in New Zealand and overseas workplaces. Massey Business School's Dr Jeff Stangl was the conference MC.

The presenters included:

- ◆ *Professor Peter Hines (Cardiff University) as the conference keynote speaker;*
- ◆ *Brenton Harder, General Manager (Service Operations), Commonwealth Bank;*



Keynote speaker: Professor Peter Hines



- ◆ *Sarah Williams (CEO, Team One);*
- ◆ *Louis Sylvester (Manager, Auckland Council);*
- ◆ *Professor Jim Arrowsmith (MPOWER Co-Director);*
- ◆ *Keith Guatrey, Lean Capability Manager, Inland Revenue Department;*
- ◆ *Martin Baker, GM Regional Operations, Tegel Foods Limited;*
- ◆ *Professor Jarrod Haar (MPOWER Executive Board member);*
- ◆ *Stephanie Easthope, Faculty Manager, Ko Awatea Health System;*
- ◆ *Rob McGee, Manager (Leisure), Auckland Council;*
- ◆ *Associate-Professor Nigel Grigg (Massey University); and*
- ◆ *Chris Butterworth (SA Partners).*

Together, the power to improve



Prof. Jarrod Haar on leadership and CI



Martin Baker, Tegel Foods Limited



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Prof. Jim Arrowsmith on employee engagement and CI



Conference after dinner speaker, Tawera Nikau



Speaker panel

Continuous Improvement Conference (continued)

This one day conference was a fusion of thinking and practice, presented by top academics, managers and consultants from New Zealand, the UK and beyond.

Following registration, Prof. Ted Zorn, PVC of Massey Business School, introduced delegates to the conference keynote speaker and lean management expert, Professor Peter Hines (Cardiff University and Chair of SA Partners). Peter's address stressed the need to bridge the gap between technical/strategic deployment and 'people and work' or HR management, particularly in terms of going beyond 'know-how' to 'knowing why'.

Prof. Hines was followed by a series of speakers from industry sectors including banking, leisure, health, inland revenue, agriculture and education. Both plenary and break-out sessions were well-attended and emphasized the integral character of CI to all facets of organisational and people development. From Massey, presentations were given by Prof. Jim Arrowsmith (MPOWER Co-Director) on employee engagement and CI; Prof. Jarrod Haar (MPOWER Executive Board Member) on leadership and CI; and Assoc.-Prof. Nigel Grigg (School of Engineering and Advanced Technology) on lean thinking principles and philosophy in relation to NZ's pip fruit industry.

As well as opportunities for networking during the break times and interactive sessions, the conference provided a fitting context for the presentation of two sets of awards. The inaugural SA Partners' Continuous Improvement Award was introduced by Richard Steel. Prof. Hines then presented the SA Partner's shield and prize money to two students of Product Development Engineering at Massey, Nathan Palairet and Kate Libby (see photos below). The second annual MPOWER Researcher Support Award certificates and prize money were presented to PhD candidates, Fatima Junaid and Aishah Alyammahi (School of Management, Massey), by Prof. Tim Bentley (MPOWER Executive Board Member and Co-Director of the NZ Work Research Institute) and Prof. Jane Parker (MPOWER Co-Director).

For the final session of the conference, Chris Butterworth (SA Partners) chaired a panel including Martin Baker (GM, Regional Operations, Tegel Foods Limited), Prof. Hines, Rob McGee (Manager, Leisure, Auckland Council) and Assoc.-Prof. Nigel Griggs. A lively Q&A session ensued, with Baker summarising a key consideration from the rest of the day when he commented that, "You can't do [CI] to others - it's the ultimate in engagement."

The conference dinner was held at The Wine Box in Albany. Speaker Tawera Nikau, inspirational New Zealander and veteran of international Rugby League, regaled those present with anecdotes of his sporting and work background, woven around a number of CI and best practice management themes.



Prof. Peter Hines with Kate Libby



Prof. Peter Hines with Nathan Palairet

Dr Aruna Shekar, Senior Lecturer and Major Leader) from the School of Engineering at Massey University, commented:

"We thank SA partners and MPOWER for inviting us to the Conference held on 2nd September 2015 at Massey University. It was a stimulating day to hear a range of speakers and network with industry professionals. We are very happy to congratulate two of our fourth year Engineering students, Kate Libby and Nathan Palairet of the Product Development degree at Auckland, for winning a shield in recognition of their outstanding efforts in their course and aptitude for applying Continuous Improvement methods within industrial contexts."



Together, the power to improve

2015 MPOWER 'People and Work' Researcher Support Awards



*for Massey University post-graduates
and emerging academics*

The purpose of the MPOWER Researcher Support awards is to help support relevant, innovative and impactful research on 'people and work' topics by Massey's post-graduates and emerging academics. The judging panel in 2015 consisted of:

- ◆ Anna Campbell, Chief People Officer at The Warehouse Group;
- ◆ Professor Tim Bentley, Co-Director of the NZ Work Research Institute at AUT;
- ◆ Associate-Professor Kate Lewis, School of Management, Massey University; and
- ◆ Associate-Professor Bevan Catley, School of Management, Massey University.

Two applicants emerged as the winners of the MPOWER awards:

- ◆ Fatima Junaid, PhD candidate (School of Management) whose thesis topic is entitled 'Job-Stressed Employees Living Under Terrorism: A study of personal and organisational resources for Pakistani employees'; and
- ◆ Aishah Alyammahi, PhD applicant (School of Management) whose proposed thesis is entitled 'The Relationship between Workplace Approaches and Employee Innovation and Performance.'



Prof. Tim Bentley and Prof. Jane Parker with
Fatima Junaid (centre)

Fatima (see photo) and Aishah (who was unable to attend the award ceremony) received an MPOWER award certificate and \$500 each for research support.

The awards were presented at SA Partners' Continuous Improvement Conference (see pages 2-4), one of the attendees at which was an 2014 award winner, Daria Williamson. 2015 winner, Fatima, also spoke about the context for and nature of her study at the conference.

MPOWER intends to offer the awards again in 2016. Interested parties should contact the Group via e-mail at:

mpower@massey.ac.nz



Recent event ...



Living Wage Movement of Aotearoa New Zealand (LWMANZ)

Annual General Meeting 27 August 2015



Living Wage Movement
Aotearoa New Zealand



Mi-Guard



Where: PSA Offices, New North Road, Auckland City

When: 5-6.30pm, 27 August 2015

MPOWER was invited by Annie Newman, Convenor of the Living Wage Movement of Aotearoa New Zealand (LWMANZ), to present its recent Living Wage research at the LWMANZ's AGM. Professor Jarrod Haar overviewed findings from a quantitative analysis of the research team's two (2014 and 2015) on-line surveys of employers, managers and employees. Professor Jane Parker discussed the factors behind the decision by some employers to introduce a Living Wage initiative, or a variant thereof, examining three cases: Mi-Guard Security, a contract security company in Kaiapoi, Christchurch; Nice Blocks, an artisan ice-cream manufacturer with production facilities in Penrose, Auckland; and The Warehouse Group, New Zealand's largest retail company which has a national presence. The audience, a cross-section of LWMANZ members who span faith organisations, employers, trade unions and community groups, posed a range of thoughtful questions about the study and its results. The AGM was followed by light refreshments and time for informal networking.

The full MPOWER Living Wage research team comprises Profs Parker, Stuart Carr (School of Psychology), Jim Arrowsmith (MPOWER Co-Director) and Haar, as well as Lindsay Eastgate (who recently completed her Masters of Management at Massey) and Josiah Koloamatangi.

Thanks to Leah Foxcroft and Jarrod Haar for photos. Powerpoints from the presentation are available on the MPOWER website.

For more on the Living Wage, see p. 7.



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POINT OF VIEW



Annie Newman
Convenor

Living Wage Movement of Aotearoa NZ

The Living Wage in New Zealand

The campaign to set new standards for wage levels in NZ began three years ago and, now, in 2015, an independent broad-based movement can claim to have put the concept of the Living Wage on the employment and political agenda. The Living Wage Movement Aotearoa NZ is a membership-based society with nearly 70 fee-paying organisations and an accreditation system that enables over 40 small, medium and large businesses to bare the trade mark of Living Wage Employer.



A number of important principles underpinned the development of this campaign and remain key to its success. Firstly, the initiative is not aligned to any political party, although the campaign has impacted on election pledges of three parties to date. The role of political parties in the Movement is to listen to civil society and adopt policies that enable the state sector to lead by example in government employment and procurement practices and also to support businesses which chose to adopt the Living Wage. Secondly, the concept of the Living Wage is owned by the community, which determines the criteria for accreditation and works hard to protect the brand. Thirdly, the activity emerges through the local organisation of civil society, which is represented at all levels of the Movement through three identified streams: faith-based religious groups, community/secular groups, and trade union groups.

The Living Wage Movement emerged because of the failure of the “market,” through individual and collective bargaining, to deliver working people a decent income. The issue of the poverty of hard working New Zealanders, young and old, skilled and unskilled, resonated across civil society, where church leaders, migrant and former refugee groups, unionists and health professionals, Pacific and Maori organisations were supporting workers and their families to cope with the consequences of inadequate incomes. The Living Wage Movement provided a mechanism to express collective concern and to organise the diverse voices of civil society for a just wage. In this sense, it is a project of democracy and is designed to create relationships that can be sustained beyond the life of the Living Wage.

Drawing on international experience the Living Wage rate (currently \$19.25/hour) is independently determined by the Family Centre Social Policy Research Unit in Wellington and employers must meet four criteria to become accredited, including that all contracted workers delivering services on a regular and ongoing basis are paying the Living Wage rate. Further, and controversially, employers must provide access to a union. Unions are public institutions for the enforcement of workplace rights and therefore are appropriate means to monitor the Living Wage.

The Living Wage Movement does not seek to raise the Minimum Wage but organises the voice of the community to win a liveable income in institutions funded by public money, such as local councils, and in large businesses with the means to pay. The Living Wage is a voluntary concept which many small employers have embraced. Sadly, large employers, with much greater resources, have resisted. The commitment of small businesses was unexpected but it suggests that the biggest hurdle may be the will, rather than the ability, to pay. One small business said the first step was to make the decision to pay a Living Wage and the second step was to work out how it could be done. They are now in their second year of accreditation in a highly competitive industry. The Living Wage rate is not up for negotiation by businesses that want to pay a little less or to pay a Living Wage to less than all the workers for whom they are responsible. The Living Wage belongs to the community and, because of that, it is here to stay for as long as the community sees a need for working New Zealanders to earn enough to fully survive and participate as active citizens in society.

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

Nb: MPOWER empirical research on the Living Wage was recently presented at the Movement’s AGM (see p. 6). Findings from this study will also be presented at the HRINZ Executive HR Forum on 20 November (p. 13).



MPOWER member: Dr Lili Zhao

Lili holds a PhD from the University of Waikato in Management Studies (specialising in Public Relations). Her PhD research introduces Chinese Corporate Social Responsibility (CSR) theory to both the institutional (cultural and political) and organisational contexts. Lili's research develops a unique model that combines Eastern and Western business practices and values to create a more ethical and acceptable ethical framework for doing business. Her research also provides a methodological guideline for CSR research in a non-Western organisational contexts so as to design CSR strategies based on countries' particular cultural, political, economic, social and institutional frameworks. A number of activities have developed since the Chinese local government reviewed the research results in 2010, including state-owned organisations starting to release



CSR reports.

Before joining Massey University, Lili taught undergraduate papers, including business communication, public relations, and intercultural communication issues at Waikato University. Currently, she is working in the School of Management (Albany Campus) with the sustainability and CSR research group. Her research interests encompass social aspects of sustainability that influence on government and business discourses and practices. In particular, Lili's research focuses on organisational business practices in emerging economies and investigates the perspectives of corporate social performance, specifically employee relationships and employee well-being within business organisations. At present, Lili is working on a few new research projects with her colleagues which focus on CSR and its practice within emerging markets including China, South Africa and India.

E-mail: L.Zhao@massey.ac.nz

MPOWER: Quick Facts and Contacts

Since June, our membership has grown to c. 610. Of these, MPOWER LinkedIn Group membership has just topped 200.

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





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**End of An E.R.A.?
Panel Seminar
27 July 2015**



Anti-clockwise from top: Stephen Blumenfeld, Helen White and Jeff Sissons



MPOWER and the New Zealand Employment Relations Society (NZERS) organised an early evening panel seminar, 'End of an E.R.A.?', on 27 July at Massey's Wellington Campus. The speakers - Jeff Sissons (General Counsel, New Zealand Council of Trade Unions (NZCTU); Helen White (Helen White Law); and Dr Stephen Blumenfeld (Director of the Centre for Labour, Employment and Work (CLEW) at Victoria University of Wellington) - considered what recent (March) changes to New Zealand's cornerstone employment law would mean for workplaces and employees.

Dr Blumenfeld opened the panel session by discussing the nature of key changes to the Act around collective bargaining; the extension of the right to request flexible work arrangements to any employee; the removal of the requirement to provide paid rest breaks and unpaid meal breaks if restrictions are deemed reasonable and necessary having regard to the nature of the work; and any company with fewer than 20 employees now being exempt from the special protection provisions for 'vulnerable employees' in the event of restructuring under Section 6A). Helen White examined the route that led to the Employment Relations Amendment Act 2014. She assessed that the changes do not spell the 'end of an era' but rather the entrenchment of certain concepts (e.g. the role of unions, good faith, relational agreements) but not others (e.g. security of employment, collective bargaining, recognition of the power imbalance). Jeff Sissons focused on the recalibration of bargaining power for the main employment parties, and a fascinating analysis of union wage differentials in the US, NZ and beyond, as well as of collective bargaining and inequality trends.

The speakers and audience then adjourned for light refreshments and to continue their discussions.

The presenters' notes and powerpoint resources are available on the MPOWER website. In addition, interest from Auckland-based MPOWER members means that we are now planning a similar event at the Massey Albany campus in early 2016.

Event:
MPOWER - NZ Employment Relations Society Panel Seminar

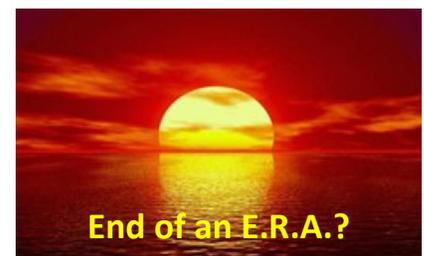
Where: Massey Wellington Campus

Time: 5-8pm

Date: 27 July 2015

Speakers:
Jeff Sissons (NZCTU)
Helen White (Helen White Law)
Dr Stephen Blumenfeld (Victoria University)

Organisers:
Jane Parker, Kate Lewis and Noelle Donnelly



Forthcoming - first notice:

An MPOWER-AUT 'After 5' special seminar



Professor E.S. Wibbeke
Northcentral University, Arizona
Fulbright Fellow Visitor, sponsored by
Associate-Professor Romie Littrell (AUT)

on

“Global Business Leadership: leading diverse groups, intercultural communication and leadership development”

E.S. (Eileen) Wibbeke is an Irish-American organisational theorist, intercultural consultant and author in the field of global leadership known for the development of Wibbeke's Geoleadership Model of global business leadership competencies. In 1987, Prof. Wibbeke started a career at the Los Angeles World Affairs Council. In 1992, she worked at Xerox Corporation and subsequently led the volunteer workforce for the FIFA World Cup. She was recruited to relocate to Silicon Valley in 1996 and began a decade assisting high-tech. firms in their global marketing endeavours. Wibbeke then taught at several universities including the University of Liverpool and the Thunderbird School of Global Management. Her seminar abstract will be made available shortly.

When: 25 November 2015 (5.00-6.30pm - seminar and Q&A; 6.30-7.30pm - light refreshments)
Where: Study Centre Lounge, Study Centre Building (Level 2), Massey University (Albany, East Precinct Campus - for a map, google 'Massey Albany 2015 map')
RSVP: There is no entry charge. Please RSVP by 18 November (for catering purposes) by e-mail: MPOWER@massey.ac.nz

Romie Littrell is an associate professor at AUT Business School, specialising in teaching and research of international business leadership. He is a dual NZ/USA citizen and has sponsored several Fulbright Fellows' visits to New Zealand. Working with Prof. Geert Hofstede, he is organising a survey of NZ business-people to update the national cultural value dimensions in Hofstede's model. If you are a business practitioner and wish to participate, there is an online survey available at <http://tinyurl.com/NZCULTURE> or at https://jfe.qualtrics.com/preview/SV_aUXp7b0ws0MTXZX



MPOWER research news

New Zealand Work Research Institute and MPOWER research agenda

MPOWER and NZWRI's directors met at Massey (Albany) on 5 August 2015 to discuss a joint research agenda from 2016.

This encompassed the continuation and integration of research work already being undertaken by the two groups, as well as proposed joint initiatives. Areas under focus were:

- mature workers , well-being and work;
- workplace flexibility (including job locations, contractual arrangements and digital working);
- aged care workers;
- the Living Wage;
- employment (regulation) in the Pacific;
- the NZ Diversity Survey;
- job control and well-being outcomes;
- decent/meaningful and healthy work and workplaces

The group participants also initiated planning for related research events including symposia and possible journal coverage of outputs on some of the above areas.

Employment research in Nauru



Professor Jim Arrowsmith (MPOWER Co-Director) has been invited by the Foreign Secretary of Nauru to present research findings to government ministers, officials and business and NGO representatives at a two-day workshop on the island in September.

This follows a report, commissioned by the International Labour Organization (ILO) and conducted with Professor Jane Parker, which provides a situational analysis of employment and the labour market designed to assist the government develop diversified strategies to promote decent work, especially in the private sector.

MPOWER hopes to schedule a research seminar by Professor Arrowsmith on the study in late 2015.

For more information about ILO projects undertaken by MPOWER members, visit our website.



Retail NZ Top Shop Awards 2015

- Massey judge and MPOWER member stresses
the link between excellence in customer service
and staff delivery



The Top Shop judging panel (from left): Ben Goodale of .99 and justONE; stylist Lisa O'Neill; Dr Jonathan Elms; & Mark Johnston (Retail NZ CEO)

The final Retail NZ's TopShop awards ceremony of the season was held on 3 September at the Airforce Museum of New Zealand in Christchurch. At the event, Specsavers Gisbourne were announced as the overall supreme retailer of the year, having fended off stiff competition from four other regional winners.

Retail NZ's Top Shop awards celebrates the achievements and accomplishments of the retail industry. The 2015 awards received over 600 entries from around the country from retailers of all shapes, sizes and forms. The winners made it through three rigorous rounds of judging - two in-store assessments and a panel selection. The criteria meant that winners were outstanding on delivering the highest level of customer service, demonstrating innovation, the growth of their business, use of technology, and investment in their people.

Associate Professor Jonathan Elms (MPOWER member) was part of this year's expert judging panel. Jonathan was thrilled to take part in the judging process. Having only arrived in New Zealand in December 2014 as the inaugural Sir Stephen Tindall Chair in Retail Management at Massey University, he commented in his closing speech at the Christchurch ceremony:

"What is very clear to me is that New Zealand retailers are not simply following or emulating what is going on overseas but are actively pushing boundaries and offering something very unique and different. One thing I was looking for in particular amongst the entries was the extent at the company was providing an environment which their staff were able to flourish, as well as the recognition their people are their best assets. Retailers cannot deliver excellent customer service without having excellent staff to deliver it. Not surprisingly, a commitment to training and education were of specific personal interest – and companies demonstrating this commitment received particularly favourable reviews from myself and the other judges."

MPOWER - Upcoming Events/Activities

- ◆ MPOWER-The Warehouse Group research meeting (October - date tbc)
- ◆ 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 (Profs Jane Parker and Jarrod Haar) at the HRINZ Executive HR Forum (Living Wage presentation) (20 November)
- ◆ MPOWER Executive Board meeting (December - date tbc)
- ◆ MPOWER panel seminar - 'Recent changes to the ERA 2000' (February 2016)

Recent Events (July–September 2015)

- ◆ SA Partners with MPOWER's Lean Business System / Continuous Improvement Conference, Massey University, Albany campus (2 September)
- ◆ MPOWER at the Living Wage Movement of Aotearoa New Zealand (LWMANZ) AGM, Auckland City (27 August)
- ◆ MPOWER (Prof. Jarrod Haar presented on authentic leadership) at Elephant HR's HR Business Partner Summit 2015 (2 September)
- ◆ MPOWER Researcher Support Awards presentation at the Continuous Improvement Conference (above)
- ◆ MPOWER-NZ Employment Relations Society— 'End of an E.R.A.?' panel seminar, Massey University, Wellington campus (27 July)
- ◆ NZ Work Research Institute and MPOWER research agenda workshop—Decent Work, AUT University (9 July)

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



MPOWER's Gold-tier sponsor



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MPOWER researchers and associates: recent outputs

- Yao, C.D., Arrowsmith, J. and Thorn, K. (2015). Motivations in Chinese corporate expatriation through the lens of Confucianism. *Asia Pacific Journal of Human Resources* (forthcoming).
- Donnelly, N. and Proctor-Thomson, S. (2015). Disrupted work: home-based teleworking (HbTW) in the aftermath of a natural disaster. *New Technology Work and Employment*, 30(1), 47-61.
- De Fluiter, A., Haar, J.H. and Roche, M. (2015). Abusive supervision and turnover intentions: The mediating role of perceived organizational support. *Journal of Management and Organization* (tbc).
- Lewis, K.V. (2015). Enacting Entrepreneurship and Leadership: A Longitudinal Exploration of Gendered Identity Work. *Journal of Small Business Management*, 53(3), 662-682.
- (conference paper) Haar, J.M. and Roche, M. (2015). Lessons from Maori leadership in the development of authentic leaders: A two-fold investigation. *New Zealand Association of Positive Psychology Conference*.
- (ILO-commissioned report) Arrowsmith, J. and Parker, J. (2015). *Situational analysis of employment in Nauru*. Suva: International Labour Organization (forthcoming).
- (conference paper) Parker, J., Haar, J. and Arrowsmith, J. (2015). Diversity management in New Zealand: towards an empirically-based model of employer propensity to manage diversity. *Sustainable HRM and Employee Well-being Research Symposium*, Sydney, 4-5 November.
- De Bruin, A. and Lewis, K.V. (2015). Traversing the Terrain of Context in Social Entrepreneurship. *Journal of Social Entrepreneurship* (forthcoming).
- Intezari Harsini, A. (2015). Integrating wisdom and sustainability: Dealing with instability. *Business Strategy and the Environment Journal*.
- (conference paper) Elms, J.R., Murray, J. and Teller, C. (2015). The role of store design-architecture in consumers' perceptions of retail brands. Rennes, France.
- Sayers, J.G. and Fachira, I. (2015). Telling tales: Online comic and gripe story-sharing by service workers about difficult customers. *New Technology, Work and Employment*, 30(2), 128-144.
- (book) Foster, B., Laird, I. and Farr, D. (2014). The interrelationship of employment relations practices and OHS outcomes in SMEs.
- Asquith, A.R. (2014). Political Influence on Public-Private Partnerships in the Public Health Sector in New Zealand. *International Journal of Public Administration*, 38(3), 179-188.
- Bryson, J., Wilson, J., Plimmer, G., Blumenfeld, S. and Donnelly, N. (2014). Women workers: caring, haring, enjoying their work - or just gender stereotype? *Labour and Industry*, 24(4).

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Next MPOWER Executive Board meeting:
December (date tba)