



MPOWER Gold-tier sponsor

March 2017,
Vol. 4, Issue 1



MPOWER

MPOWER: research reports, reviews and arrangements

A very belated happy new year to everyone!

Over the past few months, a few MPOWER research studies have come to fruition. These include a survey and interview study with The Warehouse Group (TWG) which recently saw the submission of a draft report on employee diversity and career paths to the company. Another project culminated with a comprehensive draft report for Convergence Partners (specialist recruiters) on survey findings about women’s careers and aspirations in New Zealand. This study was promoted by HRINZ and the Ministry for Women, among others, and profiled by *The Sunday Star Times*, and the full findings will be made available to members in the coming months. We profile some of the ‘headline’ findings in this issue (pages 2-3).

MPOWER recently linked with the Centre for Labour, Employment and Work (CLEW) at Victoria University to sponsor the Best Paper Award at the 2016 Labour, Employment and Work Conference in Wellington on 28-29 November. The award recipient, Charlotte Chambers (research officer at the Association of Salaried Medical Specialists), presented a paper on *Burnout in New Zealand senior medical workforce: stories from the clinical frontline*. In this newsletter, we also profile the research papers presented by MPOWER members and others at the 2016 HRINZ HR Research Forum at the University of Auckland on 22 November (page 11), as well as the proceedings of Massey Business School’s Sustainability and CSR Group’s inaugural roundtable seminar.

Currently, a national survey on executive education is open. MPOWER has been working with the Institute of Management New Zealand (IMNZ) and the AKE Hub to develop an inaugural survey for New Zealand workplaces. The survey results will be compared with those from similar surveys undertaken by Henley Business School (UK) and the Australian Institute of Management. If you would like to take part in the NZ study, please go the survey link at: <https://tinyurl.com/NZEESurvey> (the survey closes around 17 March). Also underway is a study led by Prof. Jim Arrowsmith (MPOWER co-director) of organisational dynamics that encourage a high performance work approach.

On the horizon, we have an MPOWER seminar on Health and Safety and luncheon scheduled for 15 March 2017 at the Massey Manawatu Campus (Room GLB2.04). Associate-Professor Ian Laird and Dr David Tappin will speak on leading issues in health and safety at work in New Zealand. This event is open to all. For catering purposes, please RSVP by email to mpower@massey.ac.nz

- 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. You can also receive information about MPOWER events and activities via the MPOWER LinkedIn Group.

Inside this issue

- MPOWER: 1
- How to join MPOWER 1
- Contact MPOWER 1
- Research news..... 2
 - MPOWER & CP survey..... 2-3
 - MPOWER & TWG 3
 - Executive education study4
 - Study updates 5
- MPOWER facts & contacts 6
- LERA Conference 6
- New book on women and care 7
- MPOWER Seminar (Manawatu) .. 8
- LEW best paper award 9
- Awards for MPOWERers 10
- HRINZ Research Forum 11
- Introducing: JS Imbeau12
- MPOWER Upcoming and
 - Recent Events 13
- CSR roundtable.....14-15
- MPOWER - selected outputs..... 16

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

○○○○○○○○

Our next issue is due out in May/June 2017.

Gender Study completed



MPOWER research



Women’s Careers and Aspirations Survey

MPOWER researchers collaborated with Convergence Partners, a specialist recruitment firm, to conduct research on issues relating to women’s career progress and aspirations in the business world. A survey was issued in late November 2016 and elicited over 1,000 responses. Following a profile of key findings in *The Sunday Star Times* national newspaper in early December, the team drafted a report for Convergence which the company is currently examining. As well as a Massey media release, initial findings were also presented to Convergence Partners.

Headline findings

Key findings around women’s careers and aspirations included:

- ◆ the proportion of women working long hours (50-59) per week increases as we ascend management levels (though few women in the sample worked 60 or more paid hours a week);
- ◆ the biggest single proportion of women at any job level worked 40-49 hours (including more than half of middle managers);
- ◆ women were also often tasked with or involved in household duties; and although least likely to be performed exclusively by directors/board members, these duties were increasingly performed by women workers as one descends the management levels.
- ◆ self-employment featured strongly among women respondents who are directors/board members (and who often work in micro-organisations) whilst permanent positions - the biggest job status group for the same - formed the vast majority of executive through first-level managers and supervisor roles and just over half of those with Other jobs (e.g. casual, on-call, events-based contractors);
- ◆ work was considered a key activity by the vast majority of working women, and more so by women managers. Career advancement was also a major concern for a large majority although it is not every woman’s priority;
- ◆ two-fifths of the respondents self-defined their career as ‘behind schedule’ while two-fifths felt that it is on track and just 14% ‘ahead’ of schedule. For those who felt behind, this was most commonly attributed by women to their role in having and raising a family, followed by changing jobs, careers or sectors; taking time out to study/train; a perceived absence of job/development opportunities; negative organisational practices (e.g. sexism); an incapacity to relocate/the impact of relocation; moving to NZ in the case of women from overseas; making poor employment choices; age; and a lack of or irrelevant training/mentoring or work experience;

MPOWER research news (cont'd)



MPOWER



- ◆ nearly four-fifths of the respondents wanted to advance their career, albeit from different starting points, with women in their 20s and 30s showing the 'strongest' aspirations for career development;
- ◆ however, a dissonance between many women's recent work experiences and their hopes for coming years was in evidence. Their career dreams were aspirational and often did not reflect the likely trajectory of their work experiences; and
- ◆ many women said that they would leave their current workplace if an opportunity arose; only just over one-third were not thinking about quitting. Also, women's perceptions of barriers relating to their personal circumstances and career advancement were linked to turnover intention, and as perceptions of these barriers increased, job career and life satisfaction moderately decreased. The patterns were similar when women's perceptions of barriers related to/based on personal abilities were examined except in relation to turnover intent.

The report discusses the key findings and provides a range of recommendations for organisations and individuals. We will notify members when it is publicly available. A number of groups have expressed interest in or requested study information, including the Ministry for Women, the New Zealand Association for Women in Science and members of the Human Resources Institute of New Zealand. The survey findings may also feature in a presentation at an inaugural event for the new Massey School of Management Special Interest Group, *Women at Work*. The study is currently part of a media campaign involving Convergence, Wright Communications and MPOWER.



Women's Careers and Aspirations - MPOWER Research Group:

- ◆ Prof. Jane Parker
- ◆ Dr Nazim Taskin
- ◆ Assoc.-Prof. Janet Sayers
- ◆ Dr Jeff Kennedy

Convergence Partners collaborator

- ◆ Dave Rees



2017 NZ Executive Education Survey - now open!

MPOWER researchers are collaborating with the Institute of Management New Zealand (IMNZ) and Auckland Knowledge Exchange (AKE) Hub at Massey University on a nationwide study of executive education. The Human Resources Institute of New Zealand is also supporting the study.

This major Massey Business School-funded study will measure the scale and nature of executive education in New Zealand for the first time. Areas covered by the study include:

- ◆ the scale of executive education/training in New Zealand;
- ◆ which organisations are offering executive education programmes, and to whom;
- ◆ what continuing development means for 'high potentials' (those in the organisation identified as future leaders);
- ◆ whether New Zealand has capability gaps;
- ◆ whether training modes are changing;
- ◆ whether executive education has positive benefits for productivity; and
- ◆ how New Zealand compares to the UK and Australia.

The survey is modelled on the well-known Corporate Learning Survey conducted by the Henley Business School at the University of Reading in the UK. The Massey and Henley business schools will share the results from their respective surveys and the Australian Institute of Management (AIM) will also participate, allowing the MPOWER team to capture and report on comparative data from Australia.

If you or your colleagues would like to take part in the survey, please visit the following link:

<https://tinyurl.com/NZEESurvey>

For more information about the study, view the Massey press release at: http://www.massey.ac.nz/massey/about-massey/news/article.cfm?mnarticle_uid=46CC8AA3-0F76-F65E-2122-FF09D8A1D879

The MPOWER research team are: Prof. Jane Parker, Dr Nazim Taskin and Masters Candidate, Emma Griffiths.

They are working with Steven Naudé (CEO - IMNZ and Director - Organisation and Executive Development at Massey University), Alison Brook (Project Manager - Massey University) and Prof. Christoph Schumacher (Director, AKE Hub).



MPOWER research news: updates

High Performance Work Study

“You take the low road and I’ll take the high road” - Escaping the low skill, low pay, low commitment and low performance work cycle

Professor Jim Arrowsmith (MPOWER Co-Director) recently led a successful bid for funding* of a study that will identify and analyse the organisational dynamics that buck the 'low road' trend in approaches to people management in areas such as recruitment and selection; training and development; pay systems and performance management; participation and involvement. The study adopts a comparative methodology, utilising mixed methods to analyse the structure and agency factors promoting 'win-win' approaches and outcomes in the management of people.

A literature review has been drafted, and initial interviews with key stakeholders, including senior representatives from the Ministry for Business, Innovation and Employment, the NZ Council of Trade Unions and the Human Resources Institute of NZ, were conducted in early 2017. The next research phase will involve interviews with employer representative groups, the issuing of a national survey and organisational case studies.

Other research team members are: Professor Jane Parker, Dr Nazim Taskin, Dr Shane Scahill, Massey School of Management PhD Candidate, Fatima Junaid, and Ms Jane Halteh.

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

The Warehouse Group-MPOWER Diversity and Careers Survey

MPOWER researchers collaborated in 2016 with TWG's Sonia Appleby-Maine (Learning and Development Specialist) and Melissa Crawford (Head of Talent and Development) on the design and roll out a survey of the Group's staff, seeking to gather information about perceptions about career paths, opportunities and challenges. Following a pilot among senior management at TWG in July, the survey was distributed and closed off in early August. The response rate was very good, and a draft report of key quantitative and qualitative findings was prepared from analyses of the aggregated responses.

Nearly half of the survey respondents opted to take part in follow-up focus group interviews in late October. Key findings from the first survey have also been informed a follow-up survey with some of the interested staff in early November. The initial draft report was extended to include the focus groups and second survey findings, and used to inform workplace policy development and practices across TWG operations. The enlarged draft report is currently being reviewed by TWG management.



MPOWER: Quick Facts and Contacts

Since May, our membership has grown to c. 770. Of these, MPOWER LinkedIn Group members now number c. 310. About half of the total number are external or industry contacts.

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 e-mail address:** MPOWER@massey.ac.nz
- **MPOWER website:** <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- **MPOWER LinkedIn group:**
http://www.linkedin.com/groups?home=&gid=5079191&trk=anet_ug_hm



Labor and Employment Relations
Association

Forthcoming
conference



LERA 69th Annual Meeting, June 1-4, 2017, Anaheim, CA
Pre-Conference Day: May 31, 2017

Hilton Anaheim, 777 Convention Way, Anaheim, CA 92802, USA

Plan now to attend the LERA 69th Annual Meeting, June 1-4, 2016 in Anaheim, CA. The meeting will be held at the Hilton Anaheim. Join us in Anaheim for exciting workshops, symposiums, section and industry council sessions and meetings, committee meetings, plenaries, breakfasts, luncheons, and receptions, and special pre-conference day professional development workshops and tours.

Registration is open and EarlyBird ends 25 March 2017. All participants must register, including speakers and discussants. Online registration will be open until 25 May. After that, onsite registration will be offered at the LERA headquarters hotel, the Hilton Anaheim.

For more information, including a schedule of events, programme and presenters' index, please visit: <http://www.leraweb.org/69th-lera-anl-mtg>

New book!



Edited by: Professor Marian Baird, Professor Michele Ford and Dr Elizabeth Hill

Our new book, *Women, Work and Care in the Asia-Pacific*, is the first to provide a feminist framework to survey the major work, care and demographic trends and challenges in our region. We focussed on 15 countries in the Asia-Pacific because this region is home to the world's largest and smallest countries, and the world's most dynamic economies. There are almost two billion women in the region. These are the women who work and provide care for infants, the elderly, their families and communities. These women are in paid and unpaid jobs, in high-skill and low-skill jobs, and in the formal and informal sectors. By covering the entire region, including countries rarely studied such as Papua New Guinea and Timor Leste, as well as New Zealand, Australia and Indonesia, the book highlights the way different national work and care regimes are linked through migration, with wealthier countries looking to their poorer neighbours for alternative sources of labour. The book is an invaluable resource for those working in, or studying, policy making, political economy, industrial relations and gender relations in the Asia-Pacific. We are sure you will find intellectual stimulation and useful information in all the chapters, which have been contributed by committed scholars from the region.

*Marian Baird AO
Professor of Gender and Employment Relations
MPOWER member
The University of Sydney Business School*

(This book includes a number of chapter contributions by MPOWER members.)

Forthcoming



MASSEY
UNIVERSITY
TE KUNENGA KI PŪREHUŌA

UNIVERSITY OF NEW ZEALAND

MPOWER RESEARCH SEMINAR

SCHOOL OF MANAGEMENT

MPOWER seminar:

Health and Safety at Work: Leading Issues

Speakers:

Ian Laird, Massey University

Ian is Associate Professor in Occupational Health and Safety in the School of Public Health at Massey University, Palmerston North. He has served on many government committees' including the provision of advice on occupational health to the Ministers of Health and Labour. Currently, Ian is a member of the Occupational Health Advisory Group, which provides advice to the Board of Worksafe NZ. Ian leads the Occupational Health and Safety programme at Massey University and is a Fulbright Fellow and Visiting Scientist at the Harvard School of Public Health.



David Tappin, Massey University

David is senior lecturer in the School of Management and a member of the Healthy Work Group at Massey University. Before joining Massey in 2011, he was a researcher with Scion (a crown research institute), and prior to this, a co-director of the consultancy and research company SPE Ltd. Most of his time in these roles has involved injury prevention research and consultancy in primary industries, primary processing, manufacturing and residential construction. David's current research focus is the reduction of psychosocial risks in work and the development of sustainable work.



This seminar session will encompass the shift from occupational health to creating healthy workplaces; global and national strategies for occupational health; and the future of occupational health.

DATE: WEDNESDAY 15TH MARCH 2017
TIME: 10:00 am – 1:00 PM
VENUE: Room GLB 2.04 (Massey Manawatu Campus)
FORMAT: 10.40 Introduction: Professor Jane Parker
10.50 Speaker 1: Associate-Professor Laird
11.15 Speaker 2: Dr David Tappin
11.40 Q&A
12.00 Light lunch

THE ENGINE
OF THE NEW
NEW ZEALAND



Please RSVP to mpower@massey.ac.nz for catering purposes

The Labour, Employment and Work 2016 Conference Best Paper Award

The Labour, Employment and Work (LEW) Best Paper Award was sponsored by MPOWER and the Centre for Labour, Employment and Work (CLEW, Victoria University of Wellington). As the intent of the Award is to honour and facilitate outstanding scholarship, academic merit was judged on the basis of contribution in terms of progressing understanding of employment relations, labour/work studies, HRM and/or relevant disciplines in conceptual and/or empirical terms.

A good number of high calibre papers were evaluated with regard to their clarity and comprehensibility; relevance to the field; appropriateness and rigour of research methods (where appropriate); the importance of empirical findings or theoretical development; and significance of the contribution to the field.

Senior scholars from MPOWER and CLEW formed an Award selection committee, and awarded a prize of NZ\$600 plus a certificate to the conference paper's author. In 2016, the Award went to Charlotte Chambers, research officer at the Association of Salaried Medical Specialists, for her paper, *Burnout in New Zealand senior medical workforce: stories from the clinical frontline*. The judges observed that this was 'excellent scholarship' with a good review of the extant literature on this important OSH issue 'while progressing the understanding through a survey study of senior medical workers and a sound critical approach in the discussion of the findings.' Well done, Charlotte!

Burnout is a well-recognized concern for the medical profession, with consequences for the delivery and quality of patient care, rates of staff turnover and practitioners' job satisfaction. This presentation reports on a study, conducted in November 2015, on the self-reported prevalence of burnout among senior doctors and dentists working at New Zealand's 20 District Health Boards (DHBs). The focus of this presentation will be on how respondents attributed their feelings of burnout and described their experiences of working in New Zealand's public health system. These stories will be explored alongside statistical information reporting burnout scores and associations between burnout and hours of work, self-rated health status, medical specialty and demographic factors.



Above: panel discussion on research and the future of work and the workplace at LEW.

Awards for MPOWER members

Dr Shane Scahill was the recipient of the 2016 Massey Business School's Early Career Award for Distinction in Research. Shane is an MPOWER member and works in Massey's School of Management. He is also an associate editor for *Labour and Industry: a journal of the social and economic relations of work*.



Above: Shane receiving his MBS award from MBS Pro-Vice Chancellor, Professor Ted Zorn.



MASSEY
BUSINESS
SCHOOL

Prof. Jim Arrowsmith was admitted as a full fellow to the Human Resource Institute of New Zealand (FHRINZ). Jim is a MPOWER CO-Director and editor-in-chief for *Labour and Industry*.



Above: Jim Arrowsmith (FHRINZ)



Above: Jane receiving her HR Researcher award from Chris Till, CEO of the HR Institute of New Zealand.

Professor

Jane Parker received the Massey Business School Individual Award for Distinction in Research. She was also presented with the 2017 HR Researcher of the Year at the 18th Annual New Zealand HR Awards, held at Auckland's SkyCity Convention Centre on 23 February. Jane is an MPOWER co-director and editor-in-chief for *Labour and Industry*.





22 November 2016
University of Auckland Business School

The HRINZ research forum provides a collaborative day to share research on workplaces, and to understand organisational practitioners' research needs. Professor Jim Arrowsmith (MPOWER Co-Director), Dr Ann Hutchison (UoA Business School) and Professor Pieter Nel (Unitec) are members of the organising committee for the Forum which was held at the University of Auckland's Business School on 22 November 2016.

The Forum had a strong line-up of research presentations from scholars at NZ universities and beyond. Research papers/presentations involving MPOWER researchers included:

- ◆ Exploring employee engagement in NZ: A multi-sample, multi-level study
- Jarrod Haar, Marcus Ho, Jessica Xu (AUT)
- ◆ Organisational, managerial and employee perspectives on a NZ 'living wage'
- Jim Arrowsmith, Jane Parker, Stuart Carr, Christian Yao, Harvey Jones (Massey University) and Jarrod Haar (AUT)
- ◆ What's not happening in NZ workplaces? How bad is skill under-utilisation and what can we do about it?
- Peter Boxall (University of Auckland)
- ◆ Exploring employee engagement in NZ: A multi-sample, multi-level study
- Jarrod Haar, Marcus Ho, Jessica Xu (AUT)
- ◆ The skills gap in 2040: What is it likely to look like?
- Paula O'Kane and Fiona Edgar (University of Otago)
- ◆ Repetition and complexity: How employees perceived their jobs in the age of technology
- David Brougham (Massey University)

Other papers:

- ◆ Why do people engage at work? A work-related commitment perspective
- James Sun (University of Auckland)
- ◆ Performance management in NZ: How well is it working and what needs to be improved?
- Ann Hutchison and Menglong Huo (University of Auckland)
- ◆ Fresh insights on skills and work design
- Bernard Walker (University of Canterbury)

The Forum culminated with a senior panel session featuring Mark Powell (Massey Business School's CEO-in-Residence); Dianne Edwards (GM People, Systems and Technology, Ports of Auckland) and Kate Daly (Chief People and Communications Office, Fletcher Building) on the current challenges and opportunities in people management.

Introducing...

Jean-Sebastian (JS) Imbeau
School of Management (Albany)
Massey University



JS Imbeau
Strategic Projects Officer, School of Management

JS (as he is commonly known) first entered life in the academic world at McGill University (Montreal, Canada) in 2004, enrolling in a Bachelor of Arts with the intention of moving onto McGill's prestigious combined Bachelor of Civil Law/Bachelor of Laws after two years. According to JS, this plan failed miserably when he became entangled in a complex web of philosophy, political science and linguistics.

After completing the B.A with Great Distinction, he moved to Slovenia and took up a position as an English teacher following the completion of a CELTA certificate. After a few years in Europe, he returned to New Zealand at about the same time as the most recent capitalist crisis, seeking a slice of the rapidly disappearing Kiwi dream, and entered the Massey family as a member of the International Student Office. He then spent a few years in the University's academic support services department, where he also took the opportunity to complete a Postgraduate Diploma in Planning as a part-time student.

JS's current role is that of Strategic Projects Officer within the School of Management at Massey University, a multi-faceted role that involves dealing with both internal and external stakeholders in order to advance the School's many strategic goals. Producing high quality, impactful and visible research is one of these goals, and as such he has been involved with the establishment and administration of the School's incredibly diverse Special Interest Groups, including coordinating websites and profile posters from a wide range of disciplines – from people management, to healthy workplaces, to critical management and so on.

He has recently begun a Masters of Business Studies in Management as part of his efforts to better understand social research and the School's research mission.

Email: J.S.Imbeau@massey.ac.nz

MPOWER - Upcoming Events/Activities

- ◆ MPOWER researchers' keynote presentation on the women's careers and aspirations survey to the NZ Association for Women in the Sciences in Auckland - 13-14 July 2017
- ◆ MPOWER Health and Safety seminar - Associate-Professor Ian Laird and Doctor David Tappin (Massey University Manawatu Campus, Room GLB2.04, 10am-1pm) - 15 March 2017. Please RSVP for catering purposes to mpower@massey.ac.nz
- ◆ MPOWER-IMNZ-AKE Hub survey on Executive Education opened on 3 March (for those who would like to take part, the survey link is: <https://tinyurl.com/NZEESurvey>)
- ◆ MPOWER survey and interview study of high performance work, led by Prof. Jim Arrowsmith - since November 2016
- ◆ SA Partners' Continuous Innovation Conference at the Massey Albany campus (co-organised with MPOWER. MPOWER Researcher Support Awards will also be presented at this conference) - 30 August 2017

Recent Events (November 2016 - early March 2017)

- ◆ Submission of draft study report on women's careers and aspirations to Convergence Partners (specialist recruiters) - early March 2017
- ◆ MPOWER representatives at the HRINZ HR Awards evening at the SkyCity Convention Centre - 23 February 2017
- ◆ MPOWER researchers at the AIRAANZ Conference in Canberra - 7-10 February 2017
- ◆ Submission of MPOWER draft study report on diversity and careers to The Warehouse Group - December 2016
- ◆ MPOWER research presentations at the Labour, Employment and Work Conference at Victoria University of Wellington - 28-29 November 2016
- ◆ MPOWER researchers at the HRINZ Research Forum at the University of Auckland - 22 November 2016

A heads up ...

In 2013, MPOWER researchers contributed many of the chapters to the text, *The Big Issues in Employment: HRM and Employment Relations in NZ* (Auckland: CCH). We're pleased to say that a new range of MPOWERers are contributing to an updated and expanded version of that book. The new work will be entitled *The Big Issues in Employment: HRM and Employment Relations in Australasia* (also published by CCH). More soon

Sustainability and CSR Group Roundtable Series



Theme: Pressing Issues in Sustainability and Responsibility

- ◆ 8 December 2016
- ◆ 5.00-7.30pm
- ◆ Yealands Family Wine Office, 139 Quay Street, Shed 20, Level 1, Princes Wharf, Auckland
- ◆ Lead organiser: Associate-Professor Gabriel Eweje (Massey University)
- ◆ Chair: Dr David Tappin (Massey University)

As part of a roundtable series, Associate-Professor Gabriel Eweje (MPOWER member) organized the inaugural Sustainability and CSR Group seminar on “Corporate Irresponsibility: A 21st Century Business Syndrome”. Themed around pressing issues in sustainability and responsibility, the Chair, Dr David Tappin (MPOWER member) opened the proceedings and facilitated the following speakers:

- ◆ **Assoc.-Professor Gabriel Eweje** on conceptualizing corporate irresponsibility in the 21st century;
- ◆ **Assoc.-Professor Margaret Brunton** (School of Communications, Journalism and Marketing, Massey University) on exploring key corporate cases, including Zespri, Volkswagen, Mitsubishi and FIFA;
- ◆ **Jason Judkins** (CEO, Yealands) on the leadership challenge of instilling sustainability values in new staff, and aligning culture and cultural values with expectations;
- ◆ **Tony Hoksbergen** (Viticulture and Sustainability Manager, Yealands) on some of Yealands branded sustainability initiatives, including CarbonZero, bailing vine prunings, GubOut NZ and BioChar, and preventing the responsibility through philosophical, market and compliance drivers;
- ◆ **Martin Fryer** (Auckland Airport) on the need for a ‘stop-go’ mentality in continuous sustainability, with Auckland airport being accredited by a number of national bodies that assess for sustainability; and
- ◆ **Abbie Reynolds** (Sustainability Business Council NZ (SBC)) on NZ’s business profile and challenges with sustainability across all businesses, including to do with sector, fear of over-scrutiny and perceptions of responsibility.

Dr Tappin then facilitated a general discussion involving the speakers and audience members which covered a wider range of issues, including the idea of Darwinian Sustainability (if you are irresponsible, you will not survive), some organisations not sharing their sustainability successes, the negative economics of some sustainability decisions, and a growing expectation on CEOs to report on social issues. Also discussed was the Future Leaders programme sponsored by the SBC which focuses on values-based leadership, and the role of businesses in confronting poverty and government involvement which lags behind some business initiatives, meaning that “leadership comes from a place we least expect it” (Abbie Reynolds).



Audience members including senior representatives from various businesses, academics and post-graduate students. Yealands also provided a sumptuous buffet and drinks for attendees. Associate-Professor Eweje commented that the event was a great success and strengthened links between the business and academic communities around key sustainability issues. This roundtable was followed by another on 20 February 2017 on responsible management education and 21st century challenges (see more at: http://sspsw.massey.ac.nz/massey/initiatives/sustainability/research/srrp/srrp_home.cfm).

Next Sustainability and CSR Roundtable:

22 March 2017

12-2pm

Room QB7 (Massey Albany campus)

“Research in Sustainability and Responsibility: Dynamics, Challenges and Issues”

Dr Bonnie Wang (University of Auckland) and Kazunori Kobayashi (PhD candidate, School of Management, Massey University) will present on research and sustainability issues.

For more information about the seminar or to send your RSVP for this Sustainability and CSR Group Roundtable event, please contact Assoc.-Prof. Gabriel Eweje (g.eweje@massey.ac.nz). All welcome.

Forthcoming!

MPOWER members (surnames in bold): selected outputs

- ◆ **Blackwood, K., Bentley, T., Catley, B.**, and Edwards, M. (2017). Managing workplace bullying experiences in nursing: the impact of the work environment. *Public Money and Management*. 38(5).
- ◆ **Brigden, C.**, and Kaine, S. (2015). Rethinking factional alliances and union renewal: Inter-union collaboration in the 21st century. *Economic and Industrial Democracy*, 36, 239-257.
- ◆ **Brougham, D.**, and **Haar, J.** (2017). Smart technology, artificial intelligence, robotics and algorithms (STARA): employees' perceptions of our future workplace. *J. of Management & Organization*, 1-19.
- ◆ Brunton, M., **Eweje, G.**, and **Taskin, N.** (2017). Communicating Corporate Social Responsibility to Internal Stakeholders: Walking the Walk or Just Talking the Talk? *Business Strategy and the Environment*. 26(1):31-48.
- ◆ **Carr, S., Parker, J., Arrowsmith, J., Haar, J.**, and Jones, H. (2017). Humanistic management and Living Wages: A case of compelling connections?. *Humanist Management Journal*. 1-22.
- ◆ Haar, J., & Brougham, D. (2016). Organizational-Based Self-Esteem: A within country comparison of outcomes between Maori and New Zealand Europeans. *Journal of Management & Organization* , 22(5): 720-735.
- ◆ Heron A., **Cooper, R.**, and Meagher, G. (2017). Australia: The Care Challenge. In *Women, Work and Care in the Asia-Pacific*, **M. Baird**, M. Ford and E. Hill (eds), Routledge, Abingdon, United Kingdom, pp. 167-181.
- ◆ Hill E., **Baird, M.** and Ford, M. (2017). Work/Care Regimes in the Asia-Pacific: A Feminist Framework. In *Women, Work and Care in the Asia-Pacific*, **M. Baird**, M. Ford and E. Hill (eds), Routledge, Abingdon, United Kingdom, pp. 1-22.
- ◆ **Ibsen, C.** (2016). The role of mediation institutions in Sweden and Denmark after centralized bargaining. *British Journal of Industrial Relations*, 54(2), 285–310.
- ◆ **Koukiadaki, A.** (forthcoming). Le Droit des Conflits du Travail dans le Droit Anglais, *Revue du Droit de Travail*.
- ◆ **Laird, I., McBride, D., McLaren, S.J., Gardner, D., Hislop, R., Gray, J., ... Page, W.** (2016). Noise sources, exposures and controls in small enterprises in New Zealand. *New Zealand Acoustics*. 29(1), 28 -38.
- ◆ **Lempp, F.** (2017). A Software Implementation of Lempp's Propositional Model of Conflict Resolution. *International Journal of Conflict Management*.
- ◆ **Maani, K.** (2016). *Multi-Stakeholder Decision Making for Complex Problems*. World Scientific Publishing Company Pte Limited.
- ◆ **Rasmussen, E., Foster, AB., & Farr, D.** (2016). The battle over employer-determined flexibility: attitudes amongst New Zealand employers. *Employee Relations*. 38(6): 886-906.
- ◆ **Ravenswood, K.**, & Smith, B. (2017). Aotearoa/New Zealand: Caring for women or women caring? In *Women, Work and Care in the Asia-Pacific*. Oxford, United Kingdom: Routledge.
- ◆ Rothmore, P., Aylward, P., Oakman, J., **Tappin, D.**, Gray, J., & Karnon, J. (2017). The stage of change approach for implementing ergonomics advice – Translating research into practice. *Applied Ergonomics*. 59, 225-233.
- ◆ **Smollan, R.** (2015). The personal costs of organizational change: A qualitative study. *Public Performance and Management Review*, 39(1): 223-247.
- ◆ **Smollan, R.** (2015). Causes of stress before, during and after organizational change: A qualitative study. *Journal of Organizational Change Management*, 28(2): 301-314.
- ◆ Wilde, S.J., Cox, C., **Kelly, S.**, & Harrison, J.L. (2017). Consumer Insights and the Importance of Competitiveness Factors for Mature and Developing Destinations. *International Journal of Hospitality and Tourism Administration*, 1-22.
- ◆ Zhang, A., **Edgar, F.**, Geare, A., & **O'Kane, C.** (2016). Resource antecedents and performance consequences to innovation ambidexterity: The effects of entrepreneurial orientation, HRM and market dynamism. *Industrial Marketing Management*. In press.