



Institute  
*of*  
Organisational  
Psychology

***Conference 2017***

2 September  
Rydges Hotel, Christchurch

## Guest Speakers

### Improving Workplace Culture for Reducing Job Burnout

Dr. Leiter is a world renowned expert on the psychology of work. His ground-breaking research on job burnout and work engagement has produced widely acclaimed books. In a concerted commitment to improving work life quality, he consults with organisations and researchers around the world. He is highly sought as a keynote speaker for diverse audiences, including public sector executives, health care providers, and human resource professionals. He was a Professor of Psychology at Acadia University in Canada holding the Canada Research Chair in Occupational Health and Wellness. In 2016 he moved to Deakin University in Melbourne Australia to continue this work.



### Exploring the outcomes of coaching

Dr Gordon Spence is the Course Director of the Masters in Business Coaching at the Sydney Business School. He is a psychologist and alumni of the University of Wollongong. He joins the Sydney Business School's newest unit, the Australian Institute of Business Wellbeing (AIBWB) where he will work in close collaboration with the Institute's Director Dr Lindsay Oades. Prior to joining AIBWB, Gordon spent 10 years at the University of Sydney, which included a 3 year stint as co-investigator on an ARC funded linkage project at the Coaching Psychology Unit, School of Psychology. This study tested the efficacy of a new leadership development training model and the extent to which training is enhanced by one-on-one executive coaching. Gordon's academic interests include optimal performance, mindfulness, adult development, employee engagement and workplace wellbeing. He is also a highly experienced executive coach and lecturer in coaching psychology.



### What IO can be doing for good

Dr Stuart Carr is currently a Professor in Massey University's School of Psychology. Stuart is known for applying organisational psychology, with inter-related disciplines, to poverty reduction. His research 'breaks through' into world-class applied journals, the OECD's "Policy Insights" and UNESCO's "Higher Education Policy." His books include Psychology of aid, Psychology and the developing world, Globalisation and culture at work, Poverty and psychology, The Aid triangle, and The Psychology of Global Mobility. He contributed the chapter on Psychology applied to poverty in the International Association of Applied Psychology's "Handbook of Applied Psychology." His recent international grant awards include leading Project ADDUP, which researched dual salary systems in aid and was funded by the UK's Department for International Development (now UK Aid) and the Economic and Social Research Council (ESRC). Stuart convenes a Global Task Force on Humanitarian Work Psychology, co-edits the Journal of Pacific Rim Psychology, which focuses on development issues, and is Associate Editor for the Journal of Managerial Psychology, which has a focus on social innovation and change



Time	Coaching and Learning	Health, Safety and Wellbeing
9.00	IOP AGM	
9.30	Keynote Julia Ioane Pacific and Psychology – Through the lens of a Samoan psychologist. Are we there yet?	
10.30	Morning Tea	
11.00	Coaching Guest Speaker Gordon Spence Exploring different outcomes from coaching: Key findings from two studies examining goal ownership and “sleeper effects”.	Health, Safety and Wellbeing Guest Speaker Michael Leiter Improving Workplace Culture for Reducing Job Burnout
12.00	Keynote - Dan Murrie Towards a more reliable and less biased forensic psychology	
1.00	Lunch	
2.00	Lisa Stewart and Vito Ramkissoon How do we leverage culture to enhance giving and receiving of feedback?	Jennifer Wong Play to your strengths: Exploring profiles of character strengths and their association with work performance and wellbeing
2.20		Nilima Chowdhury The Pressures and Challenges of being a successful young professional woman in NZ: implications for wellbeing in organisations
2.40	James Athanasou A Preliminary Examination of Occupations and Interests in the Australian and New Zealand Standard Classification of Occupations	Geoff Sutton The Dark Triad in Personnel Selection.
3.00	Jonathan Black and Barbara Kennedy Thorny Coaching Challenges	Frank O'Connor How to improve mental Safety and Fitness for work in a High Risk workplaces
3.20		
3.40	Afternoon Tea	
4.00	Jason Yullproctor Coaching in Sports Psych	Jarrood Haar and Michael Leiter Incivility breeds incivility
4.20	Fleur Pawsey Stress and recovery in Sports Coaches	Api Taiapa Mana and Leadership: A Maori case study.
4.40 - 5.40	Closing Address Stuart Carr Are Living Wages any Business of Work Psychology? Linking Work Psychology to Poverty Eradication	
5.40 - 7pm	Drinks and Dinner	

## **Abstracts (In order of presenters first name)**

### **Api Taiapa, Massey University**

#### *Mana and Leadership: A Maori case study.*

Within the field of I/O psychology, the topic of leadership has captured the interest of researchers and practitioners for many years (Koppes, 2007). However, cultural perspectives of leadership within I/O psychology remain limited, and even more so when it comes to Maori leadership. Although research related to Maori leadership within the context of business and management has enjoyed a growing interest in recent years. None has yet explored the relationship between leadership and mana. An initial review of the literature (Bowden, 1979; Diamond, 2003; Katene, 2013) indicates mana is linked to many different themes which then influence leadership. Therefore, the aim of this research is to explore the role of mana in relation to leadership within a kaupapa Maori organisational context. This research will use a case study of a recently formed hapu organisation, based on the East Coast of Aotearoa New Zealand and involved in the primary industries sector. Twelve participants from all levels of the organisation will be interviewed, and their responses will be thematically analysed to identify key themes about the role of mana in leadership. Initial results will be available to present at the September Conference. This presentation will interest practitioners who work with leaders in kaupapa Maori organisations, to better understand the dimensions of effective Maori leadership and therefore organisational performance.

### **Fleur Pawsey, University of Canterbury**

#### *Stress and recovery in Sports Coaches*

Sport coaching is considered a stressful profession. There is an existing body of literature on sources of coach stress, and the prevalence and impact of coach burnout. Little attention has been given to factors which may promote recovery from day to day stress, potentially reducing the likelihood of burnout. Recovery may be challenging, as coaches typically work irregular hours and have blurred boundaries between work and non-work life. The aim of the present research was to explore the relationship between dispositional mindfulness and recovery from work stress among coaches. An online survey was distributed to a number of sporting organisations and was completed by 152 coaches from a range of different sports. Survey measures included dispositional mindfulness, perceived stress, psychological detachment, and affective rumination, as well as indicators of recovery from work stress. Analysis tested for moderated mediation, using a conditional process model. Results showed a significant indirect relationship between mindfulness and recovery, through affective rumination. Specifically, higher mindfulness levels were related to lower levels of work related rumination, and in turn to lower emotional exhaustion and lower need for recovery. As mindfulness can be enhanced through training, results suggests the potential value of mindfulness training interventions for sport coaches as well as for other professionals experiencing high stress and indistinct work/non work boundaries.

**Frank O'Connor, Bridgette Baker, and Andrea Gardner - Moa Resources, Fletcher Construction Company, and Strategic HR respectively.**

*How to improve mental safety and fitness for work in high-risk workplaces*

Background: Organisations want their people to be okay – to be mentally safe, to be fit for work. But life intervenes, directly and less so, through choices and fortune, in short and long term. Few organisations use the risk-managing approach to human capacity for work that they use for physical or financial assets. We don't assume knowledge of safety law or practices, and the approaches we look at are effective in most workplaces.

Objectives: Using approaches that build on what people at work already know and do in other contexts, we look at the common kinds of loss in functional terms. Employers want to know what keeps people safe from significant mental harm (however caused) and returns people to work after losses.

Approach: Getting accurate return to work projections is a challenge we address—the certainty and sense of control is important to all parties. We'll share what we've found to be most effective forms of using what people already know to notice someone's loss of mental capacity, quickly assess seriousness and respond. In small groups, we use a similar process covers care of self, a work mate, staff or family members. While diagnosis is important for effective treatment, few employers understand clinical terms — we are more useful to them if we can describe the expected duration of the “disruption.” We do not cover detailed differences among illnesses, addictions, forms of distress, or types of interpersonal conflict.

Usage: We cover impacts of sources of impairment, ways people typically respond and where they look first for help. We look at the difference in responsibility of peers and managers, and aspects of the particular expectations of high-risk workplaces. Most importantly, we'll workshop what works, when, for whom.

Abstract: Organisations want their people to be okay – to be mentally safe, to be fit for work. But life intervenes, directly and less so, through choices and fortune, in short and long term. Few organisations use the risk-managing approach to human capacity for work that they use for physical or financial assets. Employers want to know what keeps people safe from significant mental harm (however caused) and returns people to work after losses. We cover impacts and sources of impairment, ways people typically respond and where they look first for help. Most importantly, what works, when, for whom?

**Geoff Sutton, Dr Joana Kuntz, Dr Katharina Näswall, University of Canterbury.**

*The Dark Triad in Personnel Selection.*

The Dark Triad (DT) of personality (Machiavellianism, narcissism, and psychopathy) has a selfish and callous core that affects organisations, its leaders, and team members alike. Given the generally undesirable nature of the DT, it becomes important for organisations to identify and either select out or develop individuals exhibiting these behaviours, given their potential to cause harm. For this study, 158 candidates taking part an intensive Assessment Centre (AC) were rated on performance by experts and peers, and completed a series of self- report measures of the DT over three time points. Both self- reported and peer- reported measures of DT traits were not found to be related to performance or

success on the AC. However, the relationship between peer ratings of leadership competencies and self-report DT did appear to change over time, with an increase in relationships the longer peers observed each other. Overall, the data from this study suggests that while scores on measures of the DT may not be related to AC outcomes directly, peer ratings of leadership competencies may well be useful in identifying those with high levels of DT traits. Additionally, the length of ACs may be important factor to consider when effectively developing personnel selection systems designed to identify problematic incumbent characteristics.

### **Dr Gordon Spence, Sydney Business School**

*The exploration of coaching outcomes: Key findings from two studies examining goal ownership and “sleeper effects”.*

Coaching is often commercially promoted as a workplace intervention that can boost effectiveness by helping employees to clarify and strive towards important goals. This popular claim is also usually accompanied by the further claim that the coaching process helps people to ‘connect with themselves’, such that they feel more congruent and engaged. Whilst some data has been reported on the first of these claims, very little empirical work has been reported on the latter. In this talk, two related studies will be described. In study 1, self-determination theory (SDT) was used to test a central hypothesis that coaching for the support of basic psychological needs would facilitate employee engagement through the need satisfaction and autonomous work motivation. Using a quasi-experimental, repeated-measures design, 107 managers (50 coaching; 57 control) took part in a 10-week (5 session) coaching trial. As hypothesised, basic psychological need support and need satisfaction were closely related to work engagement. In line a key prediction of SDT, need supportive coaching facilitated the internalisation of important work goals, and was related to improvements in work and wellbeing outcomes. In Study 2, an opportunity was taken to study a hitherto unexplored outcome of coaching; namely the existence of delayed (or “sleeper”) effects that emerge from coaching. In this pilot study, 15 coachees from Study 1 were followed-up after 12-months and invited to participate in a semi-structured interviews about their coaching experience and its short and longer term effects. Each story was subject to a coded structural analysis and examined for key themes. Analysis of the data revealed several effects from coaching that appeared to have an enduring or a continuously developing quality. Key themes related to how participants had been (i) applying different communication styles, (ii) building firmer career foundations, (iii) becoming clearer about their career direction, (iv) developing confidence, and (v) being more self-reflective. However, on the whole, the evidence appeared to hint at the presence of sleeper effects without conclusively identifying them and has pointed to the need for some methodological adjustments for exploring sleeper effects. The paper will conclude with a set of recommendations for future research.

### **Dr James Athanasou, The University of Sydney**

*A Preliminary Examination of Occupations and Interests in the Australian and New Zealand Standard Classification of Occupations*

This paper analyses the interest content of 1016 occupations from the Australian and New Zealand Standard Classification of Occupations. The focus of this paper is to provide a description of occupations, using vocational interests as a focus. Occupations were classified according to vocational interests (outdoor, practical, scientific, creative, business, office, people contact, health, community, and computing), educational qualifications, and skill level, as well as in terms of the six Holland (RIASEC) types. Just over half of all occupations involved a practical interest. Creative interest was the least common occupational interest (9.2% of occupations). Some 80% of occupations covered more than one interest content, and in four instances, as many as six interests. Practical and people contact interests were negatively correlated ( $r = -.50$ ).

Occupational interest categories were consistent with the Holland types except that outdoor and practical interests did not correlate meaningfully with the Holland realistic category. Occupational interests were related to educational requirements and skill levels. Outdoor and practical occupations were focused at the lower skill levels. Scientific and computing included the highest skill levels. It is argued that vocational psychology requires a valid description of occupations.

### **Dr Jarrod Haar and Dr Michael Leiter, AUT and Deacon University**

#### *Incivility breeds incivility*

Background: incivility is defined as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect.

Aims: building on the work of Leiter and colleagues around the three forms of incivility (supervisors, peers and personal/instigated) we aim to explore whether supervisor and peer incivility reflect a climate of incivility that will predict instigated incivility. In this regard employees experiencing incivility from their supervisor and peers might view instigating incivility as ‘a right’, ‘the only way to survive’, or ‘give as good as one gets’. In this regard, we hypothesise both supervisor and peer incivility will predict instigated incivility and interact together to exert a stronger pressure on employees to instigate incivility.

Methods: two samples: (1) 1750 Canadian hospital workers and (2) 506 Australian employees across a broad range of professions and industries, completed a survey with valid constructs ( $\alpha > .80$ ).

Results: Overall, supervisor and peer incivility predict instigated incivility and both interact to lead to the highest levels of instigated incivility when both supervisor and peer engage in high levels of incivility. These effects are similar in both samples.

Conclusions: highlights the importance that supervisors and peers play in creating a climate of incivility and how this can influence instigated incivility. The implications for organisations and research are discussed.

### **Jason Yuill-Proctor, High Performance Sport New Zealand**

#### *Coaching Psychology in Elite Sport*

Coaching and Sport Psychologists face similar challenges in differentiating themselves from non-psychologists such as coaches or mental skills coaches. In addition, practitioners move into both fields of psychology from clinical, organisational, or directly through coaching psychology or sport psychology training; each of which has a distinct theoretical orientation. This can create confusion in how we define our practice and communicate what we do to our clients. Within Rowing NZ we have three psychologists, each from a different psychological training background; clinical, counselling, and sport psychology/coaching. This presentation will present a wellbeing and performance coaching framework developed through our work with elite rowers and which may potentially be applicable in organisational settings. This framework not only provides a contextually grounded structure for addressing the diversity of client needs but also gives us a tool to explain what we do, and what impact we may have. However the framework is not what we do; what distinguishes us as psychologists in coaching athletes or employees is how we apply the framework using our theoretically grounded, evidence-based knowledge.

### **Jennifer Wong and Dr Katharina Naswall, University of Canterbury**

*Play to your strengths: Exploring profiles of character strengths and their association with work performance and wellbeing*

Mental health now falls under the definition of occupational health in New Zealand (Health and Safety Act, 2016), calling for employers to prioritise their employees' wellbeing. Our research project explores the utility of character strength at work as a potential workplace health initiative. Character strengths are positive human qualities, and using one's best character strengths contributes to better job performance and more positive experiences at work (Littman-Ovadia, Lavy, & Boiman-Meshita, 2016; Meyers & van Woerkom, 2016). Yet, Allan (2015) have shown that certain pairs of character strengths are linked to a sense of meaning in life. This implies that character strengths are interdependent and the balance of strengths may be a better predictor than a singular strength. In the current research project, we explore if profiles of character strengths, rather than pairs of or singular strengths, are associated with desirable organisational outcomes. We will be surveying employed adults on their 24 character strengths and conducting latent profile analyses to determine if the combinations of character strengths can explain variance in work performance (task, citizenship, and counterproductive) and wellbeing (general and work-related subjective and psychological wellbeing). Our findings will inform organisational policy makers in designing workplace health initiatives by determining which profiles of character strengths are related to better work performance and wellbeing.

### **Jonathan Black and Dr Barbara Kennedy, Farsight Global Ltd and Massey University**

*Thorny Coaching Challenges*

Coaching psychology is a field distinct from organisational, educational, health and clinical fields, and yet the practitioner may usefully draw from these disparate areas of practice and their underlying theoretical and research knowledge-bases. In this mini-workshop, participants will be offered thorny coaching cases and issues along with some resources for small-group discussion. Each group will have the opportunity to explore the challenges from different perspectives. The facilitators will then seek to draw together the ideas that



emerge from the various perspectives, with reference to ethical, theoretical and practical principles.

This mini-workshop is aimed primarily at Coaching Psychologists working in organisational contexts but it will also be relevant for Coaching Psychologists with particular interests in Health Coaching or Performance Coaching; others interested in Coaching are welcome to attend.

**Dr Lisa Stewart and Vino Ramkissoon, Massey University and Opra Consulting Group**

*How do we leverage culture to enhance giving and receiving of feedback?*

Research articles and practitioner anecdotes indicate that feedback is a hot topic area for I/O psychologists and HR practitioners. Increasingly, organisations are placing more emphasis on real-time developmental feedback mechanisms, rather than traditional performance management rating practices. In particular, we know there are cross-cultural challenges when it comes to giving and receiving feedback – whether that culture is ethnic, gendered, organisational or professional (Mayo, 2016; Molinsky, 2013; Schinkel, Dierendonck, van Vianen & Ryan, 2011; Stone-Romero & Stone, 2002).

The aim of this mini-workshop is to explore ways in which we can leverage an understanding of culture and feedback, to create opportunities for insight, and to promote growth and development. As co-facilitators, we know from our own experience with culturally diverse or culturally unique organisations, that feedback underpins the professional service we provide to clients. Nāku te rourou, nou te rourou, ka ora ait e iwi – with your basket, and our basket, the people will be fed.

This workshop will appeal to a range of practitioners who want to enhance their provision of feedback to clients and/or who want to capitalise on the value of feedback they receive as part of their ongoing professional development.

**Dr Michael P. Leiter, Deakin University**

*Improving Workplace Culture for Reducing Job Burnout*

Job burnout reflects two related processes: chronic exhaustion and frustrated aspirations. Recent research has demonstrated that the quality of collegial and supervisor relationships have implications for both processes. Respectful workplace relationships help employees to maintain an energetic participation with work while disrespect exhausts energy through emotional distress that further disrupts recovery cycles. Similarly, respectful relationships provide the means through which employees may fulfil core motives pertaining to relatedness, autonomy, and efficacy. This presentation will reflect on relevant research on these topics, especially how it informed the development of an innovative approach to improving workplace social cultures as a means of presenting and alleviating burnout.

**Nilima Chowdhury, University of Auckland**

*The Pressures and Challenges of being a successful young professional woman in NZ: implications for wellbeing in organisations*

Young women in New Zealand have increasingly been given opportunities to succeed and within public discourse they are often hailed as the most likely winners in an increasingly competitive marketplace. Yet, women remain twice as likely to experience depression and other mental health problems as men.

This presentation describes an in-depth qualitative study with young high performing women who predominantly work in professional services (e.g. corporate law, accounting). The principal aim was to explore distressing work conditions and to contribute to our understanding of the stresses faced by high achieving young women in New Zealand. Analysis of the focus group discussions led to the emergence of several key themes such as 'women bring women down', 'it's all about who you know', double standards for women/men, lack of (female) role models, 'trying to do everything', 'the pressure of being the immigrant daughter', and experiences of 'unconscious sexism'. Implications and possible strategies for enhancing the organisational wellbeing of women employees are discussed.

**Dr Stuart C. Carr, RSNZ, Massey University**

*Is Working Poverty any of our Business?*

Work psychology has been criticised for being a servant of power rather than empowering the majority of workers in the world today. Many of those workers, including in New Zealand, are trapped in working poverty. Finding more sustainable livelihoods is a core focus for the United Nations. This presentation argues it should be for work psychology too. An example of why and how is Living Wages. These claim to offer a solution to eradicating poverty, yet remain widely contested between living wage campaigns, labour groups, government Treasuries and employer groups, and so on. Project GLOW (Global Living Organisational Wage) aims to close the gaps with policy-relevant evidence and theory. An international, inter-generational network with foundations in NZ, GLOW is focused on charting links between wages-and-income on the one hand, and quality-of-life, including work life, on the other. Crucially perhaps, we are also exploring the Business case for a living wage: Are there benefits and costs to business from perceived wage (in)justice, job (dis)satisfaction, workplace (dis)empowerment, work-life (im)balance? These questions are rhetorical, of course. We know their answers. Nonetheless they appear to have been overlooked in much of the living wages debate, including in New Zealand. As a profession, we bear some of the responsibility for such oversights; for our in-visibility. The presentation concludes that we must expand our borders and embrace the United Nations Sustainable Development Goals, including the eradication of working poverty. This is very much the business of work psychology.