



Institute  
*of*  
Organisational  
Psychology

***Conference 2018***

Abstracts and Presentations

## Conference Abstracts

### **Amy Yong Pei Chuin, Maree Roche and Anna Sutton**

PhD Student, University of Waikato

*Advancing positive resource for employees in the low-skilled occupations.*

Low-skilled occupations are commonly characterised as physically rather than mentally demanding and research in this area frequently focusses on addressing physical health rather than psychological issues and their impact on well-being and work. According to Self-determination Theory (SDT), supervisors' autonomy support (SAS) satisfies and prevents the frustration of the basic psychological needs of employees, leading to various positive outcomes such as better well-being and job performance and reduced stress (Deci & Ryan, 2000). This study investigated the effect of SAS on employee well-being, job performance and stress through needs satisfaction and frustration in the low-skilled occupations. 171 employees of four organisations in New Zealand participated in the study. The results showed SAS was positively related to the satisfaction of autonomy, competence and relatedness needs while it was negatively related to the frustration of relatedness and autonomy needs. The effect of SAS on job performance and well-being was partially mediated through needs satisfaction but not through needs frustration. In general, SAS was found to have a positive impact on job performance and well-being. Organisations should begin looking at increasing SAS to improve well-being and job performance of employees in the low-skilled occupations.

### **Anja Roemer**

University of Waikato

*Mindfulness and Psychological Capital: The key to greater well-being and better performance in the workplace?*

The objective of this research is to investigate positive psychological interventions aimed at increasing well-being and performance in the workplace. It is suggested that the positive psychological capacities of mindfulness and Psychological Capital (PsyCap) are personal resources that contribute to well-being and better performance. Previous research has found that PsyCap may mediate the relationship of mindfulness and well-being (Roche, Haar, & Luthans, 2014). It is anticipated to conduct mindfulness and PsyCap interventions with a waitlist control design in order to analyse whether there is an outcome benefit in combining interventions that target both personal resources. Both types of interventions will be conducted on line/with the use of smartphone technology to address the disadvantages of face-to-face interventions, which are usually expensive, time-consuming, conducted in unnatural settings and can only target a small sample. Moreover, a new approach to developing PsyCap is going to be tested and validated.

**Andrew Wallace**  
CEO, Binder Limited

*Leading a Cultural Revolution*

Harvard Professor Michael Porter, identified six conditions that were crucial for business success. However, in their book *Diagnosing and Changing Organisational Culture*, Kim Cameron and Robert Quinn found that the American organisations with the best financial returns over the past three decades had none of Porter's six conditions for success. Instead, what all of them had was an organisational culture that was distinctive and easily identifiable. For all of these organisations, their most important competitive advantage was their unique culture. From Coca Cola, Disney, Microsoft and Apple to SMEs and start-ups all successful organisations have cultures that their employees can clearly identify with. When an organisation nurtures a successful culture they create social order, reduce uncertainties and conflict, create continuity and develop a collective identity and purpose.

This presentation will propose a new model for putting values and culture back at the forefront of organisational management in New Zealand. This starts by understanding an organisation's values and culture. Research into a new and efficient way of undertaking cultural assessment and design will be outlined that helps organisations create cultures that are clearly identifiable, reduce conflict and ultimately nurture success.

Andrew will talk about how an organisation's leadership can effectively use technology to manage their values and culture to reduce uncertainty, create a collective identity and obtain a competitive advantage.

**Anna Sutton**  
Senior Lecturer in Organisational Psychology, University of Waikato

[How does Authenticity influence Well-being and Engagement? A meta-analysis.](#)

Well-being and engagement are outcomes of increasing interest and importance in a variety of fields (Linton, Dieppe, & Medina-Lara, 2016; Saks & Gruman, 2014), valued both as ends in themselves as well as for their positive impact on organisational outcomes. Authenticity, long considered a key contributor to these concepts in philosophy, has recently seen a resurgence of interest in the psychological literature. A meta-analysis of the relationship between authenticity and well-being / engagement is therefore timely, providing researchers with an overview of the state of the art and identifying avenues for future research. A search of the psychological and management literature identified 75 independent samples (10 for engagement and 65 for well-being), with a total N of 37,012. Results indicate that authenticity has a significant positive effect on both well-being and engagement. Moderator analysis revealed no significant effect of gender, age or nationality on these relationships. A variety of measures of the key variables were identified and this study makes recommendations for future research in this area as regards which measures are most appropriate. The findings confirm the important role of authenticity in contributing towards increased well-being and engagement, both in workplace samples and

the general community. The study also indicates that efforts aimed at encouraging employee authenticity could provide a valuable opportunity to improve these key outcomes in work organisations.

**Anthony Grant**

Director Coaching Psychology Unit, University of Sydney

[\*What is Coaching Psychology? Who are we? Where are we? Where are we going?\*](#)

In this invited keynote address Professor Anthony Grant discusses the emergence of Coaching Psychology, firstly as a specific psychological practice, and secondly as an evidence-based discipline of behavioural science. In doing so he explores what distinguishes Coaching Psychology from other domain-specific psychological practices, and from coaches who utilise non-psychological coaching approaches. He discusses the nature of evidence-based coaching and addresses potentially controversial issues such as “aspirationally-evidence-based” neuro-coaching. A key theme of the keynote is how coaching-specific research from the behavioural sciences can inform coaching practice and why coaching-specific research and Coaching Psychology are vital if the coaching industry is to continue to grow and to truly fulfil its potential.

**Api Taiapa,**

MA Student, Massey University

*Mana or Moni? What it means to be a Māori business leader?*

Research about Māori leadership has faced growing interest in recent years, particularly in the business and management literature. Despite this growing interest, it still remains somewhat under researched, so this MA thesis research, which focuses on the role of mana in leadership, makes an important contribution to examining what it means to be a Māori leader in a Māori organisational context. This research used a case study of a collectively owned hapū organisation based in the Ngāti Porou region involved in the primary industries sector. Six participants from different levels of the organisation were interviewed, and their responses thematically analysed. Three main themes emerged from the data. First, in order to become a leader in a Māori organisation you have to have the mandate, through whakapapa and mana, to lead. Second, in order to be successful as a Māori leader, you have to engage, direct, and defend the collective. Third, Māori leaders have to be guided by the correct goals, such as kaitiakitanga (guardianship) of the whenua (land), service to the people, and mana motuhake (mana through autonomy and self-determination). This presentation will interest practitioners who work with leaders in kaupapa Māori organisations, to better understand the dimensions of effective Māori leadership, and therefore organisational performance.

**Barbara Kennedy**

Senior Professional Clinician, Massey University

*Ethical management of conflict: the necessity of natural justice.*

Professional codes of ethics are typically framed at the level of principles rather than at a procedural level, with the intention that the practitioner apply the principles according to situational specifics. In working with clients, psychologists develop expertise specific to the types of issues, presentations and procedures appropriate to avoiding or resolving ethical dilemmas in their field of practice. And formal ethical decision-making frameworks are invaluable for guiding procedure whether one works in addiction, education, mental health or any other field of psychological practice. However in the course of professional life, we may be called on to become involved in a much wider range of tasks, roles and functions in which, arguably, we should be no less diligent in seeking to uphold the highest ethical standards but which may in fact call for knowledge or procedures other than those we regularly use in our client work. One such instance is that of managing situations in which conflict has arisen, whether that be amongst colleagues, employees or groups. Case examples will illustrate the utility of following procedures of natural justice, the damaging outcomes that can occur when the precepts are overlooked, and argue that procedurally they constitute a necessary condition for ethical behaviour as a psychologist in situations involving conflict. Focusing first on application in relation to situations amongst colleagues, specific implications for psychologists who are managers or coaching psychologists, and for our wider social professional responsibility will also be noted.

**Brad Norris**

Director, Synergy Health

*Engage the Un-engaged*

Creating workplace wellbeing programmes that attract those employees that are already motivated by health improvement is easy. But are the employees that would benefit the most from a wellbeing programme participating in yours? Join us to find what we have learnt about tailoring programmes to engage the un-engaged! Creating this change has been a central challenge to many of our clients' wellbeing and mental health initiatives. Central to a successful and inclusive wellbeing programme is the question 'how do we motivate those who are not motivated by 'health improvement' to positively improve their health and wellbeing?' Better understanding the psychology of behaviour change, and learning how to engage this group, represents the greatest opportunity to influence organisational performance, safety and culture for our teams. Come and learn:

- Why wellbeing programmes do not typically engage those who would stand to benefit the most;
- How to structure a behaviour change programme that is tailored to meet the needs of your organisation and to maximise overall engagement;
- Understand why wellbeing programmes can be too focused on health and the affect that can have on your people and their willingness to participate.

## **Campbell Thompson**

*Super Rugby Panel Discussion. The role of psychologist in creating a performance culture and team cohesion*

Campbell Thompson will be facilitating a panel discussion with four of the five super rugby psychologists to discuss similarities and differences in their approach to supporting their teams and to explore the role of psychologist in creating a performance culture and team cohesion (and impact on results v results impact on culture and team cohesion).

## **Carsten Grimm**

Flight Lieutenant, Defence Organisational Development

*Cultivating Mindfulness Mental Skills in the NZDF in the Age of Distraction: Attention & Courage as Key Warrior Qualities*

The NZDF requires training strategies fit for purpose to meet current and future operational outputs. Senior leadership has outlined the need for “bold new thinking” around how we develop and grow personnel to continue to operate in increasingly uncertain and complex environments in the midst of platform replacements, Defence estate upgrades, emerging technologies and their associated disruptions to our BAU. All of this requires a workforce trained to thrive under uncertainty. Alongside new platform and combat hardware upgrades is the requirement for ‘cognitive enhancements’—ways of thinking and training mental skills. Mindfulness mental skills training involves learning to regulate one’s attention to stay in the present moment, despite inevitable distractions, for sustained periods of time. Mindfulness training seeks to enhance two foundational warrior qualities—attention and courage. Attention training cultivates the ability to see clearly how things are right now and then to use that information to make the most effective choice in the moment. Courage includes the ability to stay present with any experience, even an extremely difficult one, without needing for it to be different, to escape, or to turn away from it. Together, these two qualities are a pathway toward effective action in any sphere, but especially in high-stress environments.

This presentation will outline the introduction of an 8-week mindfulness mental skills training programme on basic Air Force training; both recruit course and initial officer training. Eight one-period lessons are used to introduce trainees to the basics of mindfulness, with trainees being led through increasingly longer meditation sittings over the eight weeks. Results show overwhelmingly positive uptake and endorsement of the training with evidence of increased wellbeing and self-reported situational awareness at post-test. The presentation will also cover next steps, future directions and collaboration opportunities going forward.

## **Diane Bellamy**

Principal Consultant, Positive Psychology South

[\*Adding Value to Employee Assistance Programs for all Stakeholders\*](#)

Background: Not every EAP is created equal; this presentation aims to explore practical ideas of how to get the best out of your Employee Assistance Program from the different perspectives of Employer Organisations including HR staff (Customers); EAP Psychologist Providers (Contractors) ; EAP  
*Conference 2018*

Contracting Companies (Brokers); and EAP staff/ Clients. There are various ways EAPs are used (or not) by Customer Organisations; some show genuine interest in staff well being; others do not match the 'theory with the action'; while others are interested in productivity and 'bottom line' financial concerns. Further to practical tips regarding evaluation and utilisation of EAP from different stakeholders, the presenter will provide some 'Lessons from the Field' as a Psychologist EAP Provider. Aims: This informal seminar using qualitative interviews and conclusions based on these stakeholder interviews will aim to answer three (3) questions: 1) Who Are The Players and What Do They Really Want ? ; 2) How To Add Value for each Stakeholder; and 3) What Is Really Going On Here ? Some Dos and Don'ts For Psychologists. The last question relates to the Presenter identifying potential professional and ethical dilemmas as an EAP Provider and the impacts of such dilemmas on other EAP Stakeholders. The Presentation includes providing hard copy information regarding suggestions for improvement for each Stakeholder to all participants. All Stakeholders interviewed by the Presenter will remain anonymous and are not identified. The presentation concludes with suggestions on how to measure EAP effectiveness/benefits in real terms for each Stakeholder. The presentation is relevant to HR Consultants/Organisational Psychologists and may prompt further effective feedback and communication amongst EAP Stakeholders.

**Dianne Gardner, Maree Roche, Tim Bentley, Bevan Catley, and Helena Cooper-Thomas**  
Senior Lecturer, Massey University

[\*The gendered nature of workplace bullying in New Zealand\*](#)

Background and aims. Workplace bullying involves a power imbalance and despite laws in New Zealand which prohibit discrimination on the grounds of gender, women remain under-represented in top-level roles. The aim of the study was to examine whether gender and role (managerial/non-managerial) were related to the bullying experienced by women and men.

Method. An online survey collected data from 477 women (58%) and 348 men (42%). Participants were asked to indicate how often they had experienced each of 22 negative acts at work, then they were given a definition of bullying and asked whether they had been bullied at work and if so, the gender and role of the perpetrator.

Results. Women were more likely than men to identify as having been bullied but there was no interaction between gender and role. Respondents who had been targeted reported that male employers and senior managers bullied men and women about equally, but female employers and senior managers almost never bullied men, only women. Male middle managers and supervisors mostly bullied male subordinates while female middle managers and supervisors almost always bullied women. The largest group of bullies of women were female peers, who rarely bullied male peers, while male peers bullied both genders. Female clients bullied female staff but not male staff; male clients bullied both men and women but the numbers were small.

Conclusions. While men and women may differ in how often they recognise or admit to having been bullied, the gendered nature of power in the workplace has been established in a number of studies. Leaders act as role models for their organisations and our findings suggest that the behaviour of at least some of those at the top of NZ organisations has room for improvement.

**Fleur Pawsey**

PhD Student, University of Canterbury

*Mindfulness, stress and wellbeing: daily diaries of sport coaches*

Sport coaching can be a demanding and sometimes stressful profession. Coach stress literature covers sources and consequences of stress, but there is little research on how to promote coach wellbeing in the face of demands inherent to the profession. Addressing this gap, the present study considers the state of mindfulness amongst sport coaches, as a potential predictor of wellbeing. We explore relationships between daily mindfulness, coaches' perceived day to day stressors, and coaches' ability to observe and acknowledge positive daily events. 47 New Zealand based sport coaches, both full time and part time from a range of different sports, completed daily surveys over a period of 28 consecutive days. Each survey measured state mindfulness during the day, asked coaches to record the presence and sources of stress during the day, and asked coaches to briefly describe the highlight of their day. Preliminary data coding has been completed, categorizing stressors into either daily hassles or moderate to major stressors, and categorizing highlights as being either ego/results related, or savouring/appreciation related. Based on mindfulness literature, particularly Mindfulness to Meaning theory, we hypothesize that coaches with higher mindfulness across the month will have reported fewer daily hassles as stressors, more savouring/appreciation related highlights. Further, at the within person level we hypothesize that daily fluctuations in mindfulness will predict reporting of daily hassles as stressors, the likelihood of highlights being observed, and the quality of those highlights. This research has practical application, as mindfulness is a state which can be more frequently experienced through education and training. The presentation will appeal to sport psychologists, as well as academics and practitioners with an interest in mindfulness and its role in promoting wellbeing.

**Frank O'Connor**

Organisational Consultant, Instep &amp; Moa Resources

[\*Helping when mental capacity for work wanes\*](#)

People at work often lose capacity to do mental parts of their work. Sometimes it's only temporary, and past productivity can be regained in the future. Many causes contribute, sometimes in the distant past combining with the present, with varied short and long term effects. The range of outcomes for workers is as varied as the range of causes, and organisations also respond variously. In the past, when mental woes became severe, people often left work. In the present, many try to stay on but it's often hard for them and others. In the future, more barriers will arise and we'll need pathways to help those who can work do so. We'll look at pathways that are open or opening, for whom they work and why. We close with a review of decision points which provide options which organisations sometimes miss. In particular, we'll look at a coaching approach that helps these options succeed. Throughout, we'll look at real examples, with real constraints - the way that those working with organisations must, to ensure the outcome is acceptable to both worker and organisation.

**Hannah Livingston and Joana Kuntz**  
Masters Student, University of Canterbury

*Women In Leadership: Factors Influencing their Rise to the Top*

Gender Diversity in the workplace offers significant benefits to organisations, including increased financial performance, a broader span of skills and management styles, and improved corporate reputation (Cook & Glass, 2014; Dahlin, Weingart & Hinds, 2005; Shropshire, 2010). Yet gender parity in leadership positions within NZ organisations is still substantially low (Westpac NZ Diversity Dividend Report, 2017). Whilst company culture is often cited as the reason for the disparity, little research has focused on organisational practices that facilitate or hinder women's rise to and success in key leadership positions. Preliminary research suggests that networking, mentorship, and female-oriented leadership programs may contribute to women reaching leadership positions, and displaying effectiveness in role (Harris & Lieberman, 2012). Yet, evidence to support these claims is scarce. The purpose of the present study is to empirically examine whether and to what extent networking, sponsorship, mentorship and leadership development influence women's attainment of key leadership positions, as well as the women leaders' feelings of self-efficacy in the role. The research aims to involve 150 current female leaders (CEO, board members, and executive positions) who will complete an online questionnaire. Participants will be rating the level of influence they believe each factor has played in their career trajectory, as well as in their leadership self-efficacy. Open-ended fields are also included to further explore the factors that influence leadership perceptions and outcomes for women. The study is currently in progress, with results being available to be presented at the time of the conference. The research seeks to contribute to the leadership literature and practically assist organisations in ensuring the factors identified in the results can be used to support female leaders.

**Iain McCormick**  
Director, Executive Coaching Centre

[\*From GROW to Gestalt\*](#)

The GROW model of coaching, developed by Sir John Whitmore in 2002, has become a very commonly used approach. It advocates a four-stage questioning process: Goals e.g. what does the client want to get out of this session? Reality e.g. what is stopping the client currently? Options e.g. what can the client do as a first step? Will e.g. what will the client achieve before the next session? The GROW model is a simple, clear, practical way to start coaching. However, it presents a narrow view of the world being past and future focused and not encouraging the client to experience what is going on in the now. It also encourages the coach to ask neutral questions but not to interact authentically, for example there is little opportunity to challenge the client's view of reality. By contrast, Gestalt Therapy helps clients focus on the present moment and understand what is really happening in their lives at this time, rather than seeing their world through the lens of past experience. Clients are encouraged to experience the present moment by, for example, talking directly to their inner critic and inner coach rather than talking about past situations. Using the gestalt process in coaching, clients can learn to see how their own focus of perception, thought patterns and behaviours are blocking their ability to live a rich and meaningful life. Two case studies using this approach in executive coaching will be presenting: one involving a military officer and the second a partner from a large professional services firm. Both clients made considerable progress by better understanding how their well-entrenched perceptions and thought

patterns had created unhappiness and dysfunction in their lives. The gestalt approach to executive coaching offers an alternative, more present-moment approach that can be used once coaches have mastered the GROW model.

**James Athanasou**

Associate Professor, University of Sydney

*The Impact of Holland's Vocational Interest Types on Job Choices after an Injury*

While more than 20 theories exist within the field of career development, Holland's theory of six personality types (realistic, investigative, artistic, social, enterprising and conventional) consistently ranks amongst the big five. The purpose of this paper is to examine the extent to which the six vocational types are capable of accounting for a person's occupational preferences. Five idiographic studies (N=1) were conducted. The participants were clients who attended for vocational assessment following a personal injury (e.g., motor vehicle accident, general or work injury). Participants indicated their preferences (like = 1 or dislike = 0) for 77 occupations. Each occupation was rated on the importance of the six vocational types from 0 to 100. The six interest ratings were derived from the official O\*NET database of the US Employment Service. For instance screen writer was rated as 11 realistic, 67 investigative, 100 artistic, 22 social, 45 enterprising and 17 conventional. Participants made from 5 to 27 choices and a logistic regression between occupational choice and the six vocational interests was conducted for each person. The overall R-squared values ranged from .128 to .488. The proposition that all six vocational interest types contributed to occupational choices was not supported in this study. The decision-making policy was idiosyncratic and it was concluded that vocational choices relied partly upon a select interest or dislike. This has implications for the vocational assessment of interests in rehabilitation psychology and vocational psychology.

**Jannette Rosanowski**

Director Talent and Development, Fonterra

*Leadership and the future of work; opportunities and challenges for businesses and where IO community can significantly contribute.*

The nature of work is changing at an increasingly fast pace due to new technologies as well as demographic, social and economic trends. These forces are reshaping how work gets done, who does it and even what work looks like, which creates significant opportunities and challenges for businesses. The session will cover some examples and key areas where the IO communities can significantly contribute to assisting businesses, especially in the areas of leadership development and talent management, to best prepare for the future of work.

**Jarrood Haar**

Professor of Human Resource Management, Auckland University of Technology

*Exploring Māori Employee Wellbeing: Testing a Kaupapa Māori Model*

Current understandings of the wellbeing of working Māori are inadequate. Statistics New Zealand have trialled a new model of wellbeing with modest results. The present study tests the Personal Wellbeing Index (PWI) amongst working Māori and extends this framework by adding aspects suggested by Durie around important cultural factors, to better understand Māori. Using data from 521 Māori employees, the wellbeing levels of are compared across those who value their cultural identity [n=350] and those who did not [n=171]. It was expected that Māori who value their cultural identity would report additional predictors to their life satisfaction and also greater wellbeing. This was supported with Māori valuing their cultural identity reporting significantly higher life satisfaction, and satisfaction with personal relationships, safety, community, spirituality, whanau, being a stronger Māori person, and participating in employment that supports Māori Cultural development. Aligned with PWI, regression models were used to explore which of these factors were predictive of life satisfaction and extremely robust models were found (66%/76% variance), but only two factors were universally important: satisfaction with standard of living and life achievement. For the non-valued cultural identity group, satisfaction with spirituality was also significant, while for the valued cultural identity group, satisfaction with health, sense of community, and participating in employment that supports Māori Cultural development were significant. Overall, the models account for a large proportion of wellbeing for working Māori and also shows there are nuanced differences which align with Durie's assertions. The findings highlight the disconnection between Māori cultural identity may be a strong driver in understanding Māori wellbeing, and the implications of this will be discussed.

**Jarrood Haar**

Professor of Human Resource Management, Auckland University of Technology

*What can we learn from Maori Leaders?*

Leadership is such a heavily debated topic, with much research and many approaches. However, the majority (almost all!) is based on western leaders and western approaches. In response, there have been calls for further examination of leadership models, particularly indigenous leadership models. In some respects, this aligns with indigenous approaches providing unique insights.

This presentation will respond to these calls and suggests Māori leaders' values add insights into enhancing our understanding of positive leadership. Professor Haar will share details and results of three studies that establish and confirm the role of Māori values and their influence on leadership styles and follower outcomes. Study one, based on kaupapa Māori research methods, is an exploratory 22-interview study of Māori leaders and identifies five values, (humility, altruism, long-term orientation, collectivism and cultural authenticity) as common to successful indigenous leaders. In study two, 249 employees rate their leaders on these five dimensions in relation to the positive leadership styles and exchange relationships. Structural equation modelling shows strong support for the distinct nature of the five values and their positive influence on leadership perceptions and quality exchange relationships (LMX). Study three, on 122 employees, reinforces the findings of study two—and demonstrates that LMX predicts job outcomes both indirectly and directly, with humility and collectivism also directly predicting outcomes.

The findings suggest that indigenous leaders' values enhance perceptions and outcomes of leadership styles for employees. The implications for how adopting these styles in leader development and leader recruitment are addressed.

**Jarrood Haar, Darrin Hodgetts, Stu Carr, Jane Parker, Jim Arrowsmith, and Siautu Alefaio**

Professor of Human Resource Management, Auckland University of Technology

*Working Poor and Wellbeing: The Poorest Doing It Toughest!*

Current understandings of the working poor are inadequate. Data limitations compound our understandings of the relationship between income and wellbeing. The present study tests the Personal Wellbeing Index (PWI) amongst the working poor to better understand this group. Using a recent New Zealand survey, we compare the wellbeing levels of 1011 employees across three income bands up to \$60,000 per annum. We find that across the broad range of PWI factors (e.g., life satisfaction, living standards, community connections) the lowest income group reports significantly lower wellbeing. Even when they report non-significant differences the lowest income group reported the lowest-levels consistently. Compared with the broad PWI literature, the wellbeing levels found here are low. Aligned with PWI, regression models were used to explore which other factors were predictive of life satisfaction. All models were extremely robust (67-70% variance), with some factors universally important: satisfaction with standard of living, life achievement and personal relationships. Satisfaction with personal health was significant for the middle and top groups, but not the poorest group. Satisfaction with how safe you feel was significant for the lowest and middle group only. Satisfaction with community and spirituality/religion was significant only for the top income group. These findings suggest that certain wellbeing factors become important once a minimum threshold is reached, such as health and community connections. We argue this highlights that the poorest working group (up to \$20,000) might spend so much energy focused on only a core number of factors, leaving personal health and community roles as something to consider when their situation improves. The findings provide useful insights into the working poor and highlight that even within these groups, the poorest employees appear to suffer the most. We discuss the scope for complex links between income and human rights.

**Jennifer Wong and Katharina Näswall**

Post Doctoral Fellow, University of Canterbury

*Candid and genuine: How valuing honesty character strength and being authentic on the job relate to work outcomes*

Character strengths are positive human qualities (Peterson & Seligman, 2004) that are linked to better well-being, job meaning, and passion for work (Bakker & van Woerkom, 2017; Forest et al., 2012; Harzer & Ruch, 2015). Although strengths are evaluated on an individual basis, being able to use strengths at work depends on factors outside of the individual's control (e.g., level of autonomy over job tasks, the culture of support for strengths use; van Woerkom, Mostert, Els, Bakker, de Beer & Rothmann Jr., 2016). The purpose of this study is to examine how the discrepancy between valuing the honesty strength and opportunities to be authentic at work relates to work-related motivation. We collected 157 survey responses online using convenient sampling advertised through social media platforms. Peterson and Seligman's (2004) Values in Action Survey of Character Strengths was

used to assess the honesty character strength. Work-related motivation was measured using the Multidimensional Work Motivation Scale (Gagné et al., 2015). We created a single-item measure of opportunity to be authentic at work. Polynomial regressions and surface response mapping revealed that misfit between the honesty strength and opportunities to be authentic at work negatively effects identified work motivation. This finding adds to the budding evidence that authenticity of self is important for work and wellbeing outcomes (e.g., van den Bosch & Taris, 2014).

### **Joana Kuntz**

Senior Lecturer, University of Canterbury

#### *Navigating contradictions toward organisational development*

Staying ahead of the competition while maintaining a collaborative stance, aligning people to a common set of values while highlighting and capitalising on diversity, and holding a transformational perspective while striving for a sense of coherence and stability represent some of the key challenges in contemporary organisations. This session relies on current paradox research to argue that successfully navigating these challenges requires that organisations develop paradoxical thinking. Some of the main questions addressed in the session include: 1) what constitutes an organisational paradox?, 2) what is paradoxical thinking, and which intrapersonal, relational, and contextual factors shape it?, 3) how can organisations foster paradoxical thinking toward individual and organisational development?

This presentation should appeal primarily to I/O practitioners and researchers, but may also be of interest to psychologists in other areas.

### **Jodie Black and Richard Greatbanks**

Lecturer, Otago Polytechnic

#### *The Leaning of Mental Health*

In its final report, Blueprint II, the Mental Health Commission (MHC) set a number of goals including a strengthened person-centred approach while delivering the best value from public resources (MHC, 2012a). Lean was proposed as a way to realise this (MHC, 2012b). Lean evolved in the manufacturing sector and has been deemed to revolutionise industry and service sectors (Samuel, et al, 2015). In healthcare, it is defined as a philosophy, management system and set of tools where interconnecting elements achieve the outcomes of reducing waste and achieving value for the customer (Graban, 2008). Lean is often recognised by its tools including 'process mapping, standardisation of tasks and use of visual signals (Malmbrandt et al. 2013).

Lean in service industries, has become widespread with lean practices accounting for 51% of publications (Radnor et al. 2012) and is continuing to increase in its use (Costa et al. 2016). Outcomes such as reductions in wait time, cost, length of stay and increases in service capacity have been attributed to lean (Brandão, 2009). Critics from mental health and addictions (MH&A) reported concern regarding the limited application of a manufacturing tool an industry that relies more on human relationships (Lindskog et al, 2016) and is deemed not to be easily standardised (Hayward, 2012) when compared to other areas of health. Currently there are numerous lean adaptations being applied to MH&A.

The aim of this research was to understand the experience of staff in the MH&A adopting lean, in particular do they see that lean approaches are

improving person centred care?

This research uses qualitative methods to examine the experience of staff in MH&A in one DHB. A thematic analysis was completed from the transcribed semi structured interviews.

Results indicate mixed experiences. While most participants claimed the patient was at the heart of the lean project, mixed levels of consumer involvement existed. Recommendations will be presented

### *Lean in the Service Sector a Psychologist's Friend or Foe?*

In the public sector we continue to hear the mantra of “doing more with less”. One of the predominant methods to assist in this goal has been developed in the car manufacturing industry. The Toyota Production System (TPS) or Lean thinking has been described as the “machine that changes the world” due to the impact it has had on industry (Womack, Jones, & Roos, 1990). Lean thinking has been growing in popularity in the public and private sector over the last 20 years with lean practices accounting for 51 percent of publications relating to quality management processes in service industries (Radnor, Holweg, & Waring, 2012) and evidence that its application in service industries is continuing to increase (Costa & Godinho Filho, 2016). But what is lean thinking? How well does a manufacturing improvement process translate to service related industries? And what does this have to do with Psychologists?

This workshop will take you through an overview of lean thinking as a set of tools, a philosophy and a management style (Grabau, 2008) in the context of how it has been adapted to assist service organisations. A review of the current literature will provide further context on the perceived fit of lean in service industries, and particularly health care (Liker, 2017). Then, finally a critical discussion into the role of Psychologists, both within organisations and as consultants to organisations, in implementing lean, will be provided. As experts in behaviour change we have a significant potential to facilitate and influence quality improvement approaches in services, but what are the risks and gains for lean thinking, our profession and our clients?

This workshop may be of interest to organisational and coaching psychologists, psychologists within with in organisations and those involved in service planning and quality improvement roles.

### **Joel Majer and Chris Liddell**

Defence Organisational Development

### *High Performance Coaching in the New Zealand Defence Force (NZDF) – A Tale of Two Case Studies*

The roles of service people are varied, demanding, and characterised by ever increasing complexity. The NZDF has identified that success today and in the future will rely as much on individual's cognitive characteristics as it does on their physical attributes. To this end, NZDF psychologists have been working to embed what we know about the psychology of performance into the ‘business as usual’ activities of our soldiers, sailors, and air personnel. This presentation takes a case study approach in discussing the implementation of two high performance coaching initiatives applied by NZDF psychologists. Case study one focuses on the introduction of mental skills coaching into unit based physical training programmes. Case study

*Conference 2018*

*Institute of Organisational Psychology*

two explores the use of personality feedback, applied mental skills training, and team goal setting to improve individual and team performance during strenuous military activities. Join Joel and Chris as they take you through their 'high performance' journey. Relive with them the wins, losses, challenges, and reflection points associated with promoting and coaching the psychological aspects of high performance in a military population.

**Kathryn Jackson**

Director, Career Balance Ltd

[\*Reimagining Resilience: A toolkit for the growing discussion about thriving at work\*](#)

Christchurch, New Zealand has learned first-hand about the strength of having a resilient approach after a series of devastating earthquakes completely changed the landscape of business, home and work. Since 2010, employees have had to navigate extreme uncertainty in both their work and their personal lives simultaneously, and researchers have been right beside them to explore what it takes to not only survive but thrive in uncertainty. Their findings about resilience at work have been fascinating; highlighting the importance of a four-pronged approach which can be tailored personally for long lasting impact and challenging the popular perception that being resilient is simply about "bouncing back".

Kathryn Jackson has worked as a Learning & Development coach in this environment, exploring how the research might be used by every day people who want to become stronger at work. This practical workshop aims to bring to life what she has learned; the importance of emotional honesty as a foundation for true resilience, how your levels of self-care influence your ability to re-energize and stay strong, how your connections play a part in your ability to flourish and whether you have been learning (and changing) along your journey. Her work is being published by Routledge during 2018 and she is supporting the launch of the New Zealand Institute of Wellbeing and Resilience.

**Keith McGregor and Jonathan Black**

Personnel Psychology NZ Ltd

[\*Here be Dragons – the Wild West of Employment Investigations\*](#)

An activity IO Psychologists can find themselves involved with are employment investigations. These are not for the faint hearted. There are legal and ethical ramifications not to mention the organisational politics and the ever present mine-field of personality disorders. In this professional development presentation Jonathan Black and Keith McGregor share some of their positive and not so positive experiences in this area and their thoughts on due process together with suggestions on staying safe and achieving effective outcomes.

**Keith McGregor**

Personnel Psychology NZ Ltd

*Behavioural Event Interviews – Are they ethically safe?*

There is an extensive body of literature supporting the use of structure as a means of increasing the validity of employment interviews (Campion et al, 1997). This has translated into the widespread use of competency-based questions designed to elicit examples of relevant behavioural events. In this presentation two case studies are described which raise serious methodological and ethical questions concerning the use of such conventionally structured and semi-structured interview formats. The first describes a situation in which a GMHR was forced to abandon a selection process when he observed a highly dysfunctional candidate score exceedingly well while the second relates to the destruction of the self-esteem of a vulnerable job seeker. In reflecting on these two events, coupled with a review of the literature on the utilisation of behaviourally-oriented questions, it became apparent that while the use of structure in interviews is essential, it is the form of that structure which needs to be carefully considered.

**Kylie Wilson**

Head of Performance Psychology, High Performance Sport New Zealand

*Learnings from Commonwealth Games and building to Tokyo 2020*

A multi-sport pinnacle event is truly like no other, filled with unique opportunities and challenges while for some it is just another event. For the 2018 Gold Coast Commonwealth Games, a psychology team approach was taken, adding value through the varied training, qualifications and experiences across the three providers. Reflections from those delivering psychology support throughout the games identified key causes/symptoms emerging from 'clients' (NZOC leadership and staff, sports, coaches and athletes) and the common interventions and therapeutic approaches applied. In addition, several processes were identified as influencing effectiveness (e.g., daily case reviews, external supervision). These reflection have informed initial recommendations for psychology provision in Tokyo 2020. This session will aim to outline the team approach and personnel, give insight into what was learnt about clients and interventions, share key processes that influenced effectiveness of delivery and outline recommendations for Tokyo 2020. This session would most benefit those who would like to learn about applied practice in an unusual context, those who are interested in moving into the sport context, those already in the sport psychology field who would like to grow their understanding of applying their skills in an unusual context and those who have had experience of multi-sport pinnacle event delivery and would like to offer their insights during the interactive part of the session.

**Leanne Markus**

Managing Director, Performance Group International Ltd, Centranum Group

*Functional Competency Development - an essential tool in I/O Psychology*

In 2005 I along with other authors published a paper in the NZ Journal of Psychology entitled 'Confounded by Competencies? An Evaluation of the Evolution and Use of Competency Models.' The findings in that paper were that the predominant NZ competency models address citizenship type behaviours or very broad competencies, such as 'Problem Solving' that apply to all jobs. Little has changed since then despite it being well established that specific job knowledge and skills are a strong predictor of successful performance and that in the modern economy the development of workforce skills and productivity are vital.

In this presentation I will share knowledge gained since then from my involvement in the implementation of functional (job specific) competency frameworks using examples from healthcare and engineering organisations overseas. The presentation will cover the rationale for their introduction, the various framework structures and how they have evolved over time, along with the various assessment methods in use. It will cover the kind of information obtained from these initiatives and how it is used.

Finally I will note some of the trends in competency management that we are seeing now, and outline why I believe competency management is an area that I/O Psychologists should make their own.

**Lisa Harris, Helena Cooper-Thomas and Peter Smith**

PhD Student, University of Auckland

*Organisational socialisation: Social resources and key outcomes*

Background: Newcomer socialisation is the process by which a newcomer transitions from being an “outsider to integrated and effective insider” (Cooper-Thomas & Anderson, 2006, p. 492), occurring whenever an employee crosses an organizational boundary, such as starting in a new organization, getting promoted, or moving sideways in the same organization. This project is the third to be undertaken as part of Lisa Harris’s PhD research into the socialisation of organisational newcomers.

Aim: Saks and Gruman (2012) developed a resources theory of socialisation, based on the job demands-resources model (Bakker & Demerouti, 2007, 2017) adapted to the socialisation context. This research focuses on “social resources” – other people employed in the newcomer’s organisation who enable their onboarding and adjustment. This study will test newly developed items to measure these resources, and also measure what these practices or resources achieve, that is outcomes of socialisation. These outcomes include whether the newcomer feels welcomed by colleagues, and experiences of work engagement, job satisfaction, social integration, and organizational commitment.

Methods: There are two samples in this research. The first sample comes through an online database of participants, provided by Qualtrics, an online survey panel company. The second sample will be accessed via Enboarder, an online onboarding and engagement company.

Results: This is a work in progress. We will assess the reliability and validity of the items that have been developed and adapted for this research. As

we are capturing detailed demographic data, we will be able to compare the socialisation experience of newcomers with regards to resources and outcomes across a wide range of new employees. We predict there will be stronger patterns of associations over time between the resources provided and the outcomes achieved, with different resources available and important at different time points.

### **Madeleine Stapleton**

PhD Student, University of Waikato

#### *The consequences of working under a supervisor possessing psychopathic personality traits*

I am in the planning phase of conducting research that focuses on employees' perceptions of psychopathic personality traits in their supervisors. I am conducting research on this topic because those who possess psychopathic personality traits are known to lack emotion, remorse, and empathy for other people. Those who possess such personality traits are also known to focus on themselves and their interests first, and be very impulsive and manipulative. Thus, they should not be in supervisory (leadership) positions in organisations. Ultimately, the aim of my research is to determine whether the presence of psychopathic personality traits in supervisors impacts employee job performance, job satisfaction, and turnover intentions. I also aim to determine whether the presence of psychopathic personality traits in supervisors impacts the occurrence of bullying behaviour and counterproductive work behaviour in the workplace. What I propose to research is important, as there are a limited number of studies that have investigated the presence of psychopathic personality traits in supervisors and the impact that such can have on employees. This is because, until recently, the presence of psychopathic personality traits could only be assessed by trained professionals (e.g., clinical psychologists). As such, these traits were rarely screened for in the selection process. This meant that job applicants with psychopathic personality traits could easily enter organisations and work their way into supervisory (leadership) positions. Recent research however, suggests that persons other than trained professionals (e.g., employees) can now accurately rate the presence of psychopathic personality traits in their supervisors.

### **Maree Roche**

Senior Lecturer, University of Waikato

#### *Leadership, well being and influence*

Leadership is a demanding role. Leaders are expected to be a positive influence on employees, work to gain consensus and motivation for projects, and gain desirable outcomes, in an environment of reduced resourcing. Mounting evidence suggest that this pressured environment is impacting on leaders ability to psychologically cope, and the depleted leader is unable to engage in positive leadership behaviours at work (i.e. Byrne et al., 2014; Kouchaki & Desai, 2015). While increasingly pressured at work, paradoxically leaders are also one of the main influences of employee job satisfaction and wellbeing. As such, this presentation examines the importance of leaders wellbeing; this not only supports leaders at work, but aids leaders ability to positively influence, support and enable positive employee and organisation outcomes. In this invited presentation, Maree will draw on three areas of research that investigate leaders wellbeing - Self Determination Theory, Psychological Capital and Mindfulness. All three areas offer unique insights into the development, and outcomes, of wellbeing. While research finds that each are salient personal psychological resources that facilitate the

wellbeing of organisational leaders, this presentation focusses on how participants can use these resources as interventions, and the implications of this for leaders, employees and organisations.

**Mary Buckley**

Managing Director, Culture by Design

*Thinking Intelligently about Workplace Culture & Leadership Capability*

Most organisations spend considerable time thinking about and developing strategies for a successful future. This typically covers areas such as financial management, customers and markets, innovation, stakeholder management etc. However, despite the myriad of research signifying workplace culture as integral to an organisation's success, many organisations still leave their workplace culture largely to chance.

Mary Buckley will discuss the practical merits of taking a proactive approach to both workplace culture and leadership capability within any organisation, and how this can significantly support future sustainable success.

Mary will look at the stages of organisational growth and use a case study to examine what can happen from a commercial and retention perspective when organisations actively drive workplace culture development and leadership capability. She will also provide some practical ideas for where to start and how to create your own workplace culture journey.

**Rob Corban**

Senior Psychologist, High Performance Sport New Zealand

*The evolution of psychology in High Performance Sport*

The use of psychology within a high performance sporting context has grown immensely over the past 5-10 years. There are numerous media releases about the importance of the mental aspect of performing across a number of our successful sporting campaigns from the All Blacks through to our highly successful Olympic and Paralympic campaigns. However, there has never been a formal pathway for psychologists to develop their competence in this area. This talk will outline a bit of a story on my own development as a practitioner as a picture of the bad old days of sport psychology delivery through to the current pathway for individuals wanting to develop competency in the area of performance psychology and the importance of peer supervision in the process of development. This session will also involve a panel discussion with three individuals who have come through different paths in their development as high performance psychology practitioners.

**Sarah De Wattignar**

High Performance Sport New Zealand

*Ethical challenges of psychology moving from the consult room to the sports field.*

A recent transition from clinical to performance psychology has illuminated the many challenges in working ethically with an international female sports team, particularly when on tour. This presentation aims to utilise the code of ethics as a lens to view the unique issues that arise in this environment, specifically around Privacy and Confidentiality and the Structure of Relationships. The barriers that are faced to in order to continually offer a practice of a high ethical and professional standard are presented and suggestions are made around engagement in foundational strategies and decision-making processes to maintain practice to a high level, despite working in often trying and high-pressure situations.

**Sian Goodall, Joana Kuntz, and Katharina Naswall**

Masters Student, University of Canterbury

*Perceptions of workplace resources and job crafting: the moderating role of regulatory profiles.*

In an ever-changing, uncertain world of business, the role that employees play in changing their work boundaries has increasingly gained attention in the literature, particularly due to growing evidence suggesting its positive impact on a range of employee outcomes such as psychological well-being, work engagement, job satisfaction, and organisational commitment. Job design research has noted that employees may proactively define or redesign the features of their job with or without involvement of management, otherwise known as job crafting. In knowledge intensive organisations, research has suggested job crafting to function as a critical adaptive strategy to organisational change, and that employees are able to show and develop these strategies when provided with sufficient and appropriate organisational resources. Hence, the first aim of this study is to investigate managerial resources that predict job crafting behaviours, namely performance feedback and empowering leadership, due to their established associations with employee motivation, participative decision-making, and creativity.

Cumulative empirical evidence also suggests that whether and how employees use workplace resources is depends on individual perceptions of resource availability and valence This suggests that the mere provision of resources may not be sufficient to elicit favourable employee outcomes, and scholars have recently called for studies that investigate the impact of psychological processes on the extent to which employees acknowledge and utilise job resources (i.e., regulatory focus) The second and overarching aim of the study is to investigate the potential moderating influence of regulatory focus on the resources-job crafting relationship. This research will involve the completion of an online survey by approximately 200 workers from knowledge intensive organisations (i.e. IT, engineering). The study is currently in progress, and findings will be presented at the conference.

**Tamsin Dehar**

PhD Student, University of Auckland

*Refugee Transitions into Employment in New Zealand*

New Zealand has a long history of assisting refugees, resettling over 33,000 since the Second World War. Employment is one of the most important factors favouring successful resettlement, yet refugees experience greater difficulty gaining employment than other migrant groups. Limited research has examined refugee transitions into employment and employer perspectives on this topic in a New Zealand context. This qualitative study is a part of a broader research project exploring refugee and employer perspectives on the factors influencing refugee employment outcomes in New Zealand. Semi-structured, in-depth interviews were conducted with 16 adult refugees, as well as nine New Zealand employers who had experience hiring/managing refugee-background employees. An inductive thematic analysis was performed on the interview data. The results confirmed that employment is important to resettled refugees' wellbeing, yet both refugee and employer groups identified significant barriers to refugees attaining suitable employment. In addition to expected barriers, such as limited English language proficiency and a lack of New Zealand work experience, the findings also indicated the influence of discrimination and unintended negative consequences of social policies aimed to assist refugees and similar groups. The implications of these findings in terms of social policy and employer practices will be discussed.

**Teresa Callow**

Director, TC Consulting

[\*Why Organisational Purpose Matters and the Barriers to Activating It\*](#)

Globally the business community recognise the importance of a shared sense of organisational purpose in driving employee engagement, motivation and satisfaction yet executives report that less than half run their organisations in a purpose driven way. During this session we will explore the gap between theory and practice by reviewing the importance of a shared sense of purpose and the barriers organisations face in activating and embedding purpose driven functions and practices. This will be followed by a discussion (leveraging the knowledge and experience in the room) on how we, as leaders and I/O Psychologists, can help reduce the gap between theory and practice by helping create purpose driven workplaces that are more meaningful and fulfilling for employees.

**Victoria Li and Lixin Jiang**

BSc Hons Student, University of Auckland

*From workplace mistreatment to job insecurity: The moderating effect of work centrality*

Workplace mistreatment can take a variety of forms, ranging from mild acts of incivility to severe forms of bullying, harassment, and physical assault. Unfortunately, the number of victims of workplace mistreatment is staggeringly high. For example, 18% of healthcare employees in New Zealand reported being the target of workplace bullying in the past six months. Not surprisingly, these and other forms of workplace mistreatment are associated with a host of negative psychological, emotional, and physiological outcomes. However, very few studies examined job insecurity as an outcome of workplace mistreatment, despite the threats that workplace mistreatment pose to one's future job continuity. Thus, to respond to a recent call by Shoss (2017), the current study is aimed to explore whether different forms of workplace mistreatment (i.e., workplace incivility, bullying, and abusive leadership) contribute to job insecurity and whether the relationship between workplace mistreatment and job insecurity is moderated by employees' work centrality. To examine these hypotheses, two-wave cross-lagged employee survey data from the U.S. were collected from Mturk (Sample 1: N=309) and recruited by students (Sample 2: N=110). Results demonstrated that employees who were faced with workplace incivility, bullying, and abusive leadership at Time 1 felt less secure about the future continuity of their job at Time 2. Moreover, individuals whose work was more central to their sense of self reported the highest levels of job insecurity as a result of workplace incivility, bullying, and abusive leadership. Overall, this study contributed to the existing literature on job insecurity, workplace mistreatment, and work centrality. Whereas previous research largely ignored interpersonal relationships as predictors of job insecurity, this study demonstrated that workplace mistreatment indeed threatens one's job security, particularly for those high in work centrality (Organizational Psychology).

**Wayne Casio**

Distinguished Professor, University of Colorado, and Robert H. Reynolds Chair in Global Leadership

[Talent Analytics: Why Are We Not "There" Yet?](#)

"Big Data" is a hot topic, as is "Talent Analytics", yet neither is used widely in HR. It is not a new dilemma as both "push" factors (lack of a workable conceptual model) and "pull factors (the capability, opportunity, and motivation of leaders outside of HR) explain the lack of use. This presentation will describe a conceptual model - "L-A-M-P" (Logic, Analytics, Measures, and Process), along with five conditions that will make analytics appealing to decision makers. They must be timely, useful, credible, focus on pivotal issues, and "tuned" to the contexts that decision-makers face.