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Cover Feature: Meeting the Future: Promoting Sustainable Organisational Growth

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Editor Rosie McMahon

This month's edition of *Illuminations* coincides with the 8th Industrial and Organisational Psychology Conference in Sydney and the topic ***Meeting the Future: Promoting Sustainable Organisational Growth***.

As the conference approaches, we are excited about the topics we will have a chance to discuss and debate well into the next few months. Each of these topics will review current research and work being carried out to ensure sustainable business growth.

Each of our authors for this edition agree that one of the critical tenants of organisational sustainability is an enterprise wide, clearly enunciated and well understood strategic plan where initiatives are aligned. This goes beyond merely operational and tactical planning to incorporating both the tangible and intangible components of business from boardroom governance to planning change to managing talent.

Organisational Sustainability is something that a lot of organisations are talking about, but how to define and measure it differs significantly. Unfortunately, there are still pockets of corporate Australia where Corporate Social Responsibility (CSR) programs, for example, are seen as nice to do but certainly not an integral part of an organisation's obligations.

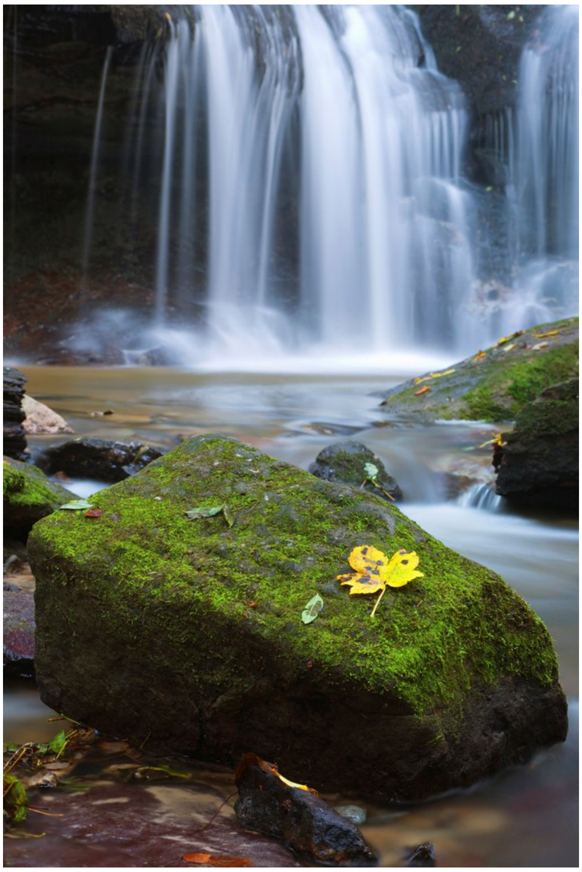
This months edition of *Illuminations* looks at organisational sustainability from 3 different perspectives... building sustainability through effective change management; through a range of CSR based initiatives that incorporate the fundamental importance of a principles-based approach; and through effective management of leadership risk and strength.

Also in this edition, we return to Part 2 of Dr. Sugumar Mariappanadar's series of articles. Part 1 of these articles (*Illuminations*, March 2009) included a brief literature review of professional identity construction, and a stakeholder framework for developing a star OP professional. In the June edition of the series, the article explores the role, issues faced and suggestions for each of these stakeholders in developing star OP professionals.

The next edition of *Illuminations* looks at ***Maximising Work Performance in the 21st Century***. This September edition will review how models of work performance have changed over the years and how organisational psychologists might be addressing work performance differently today. The bread and butter of organisational psychology, I would like to invite all our members to contribute to this fascinating topic (see page 34 for our simple publication guidelines).

I hope to see you at the conference later this month - by all accounts it promises to be an exiting event with many papers adding richly to the topic of organisational sustainability!

Making Strategy and Change Sustainable



Tom Pietkiewicz & Melinda Chin

In today's business landscape, tight marketplaces create the need for organisations to be skilful in adapting to change to remain sustainable. This skill enables corporations to gain and maintain market share; to create and sustain competitive advantage. In addition, employers must use their resources as efficiently as possible. This includes continuous improvement in products, processes and productivity, as well as procedures for compliance, risk management and accountability. This is especially true for many companies, hit hard by the current economic climate, that need to compete in an increasingly global and challenging marketplace. Many senior managers in times of difficulty have looked to invest in new processes or a technological change strategy to remain competitive and sustainable. This is not always a successful approach. Estimates suggest that nearly half of all new technology implemented in organisations fails (Aiman-Smith & Green, 2002). From an HR perspective, failed implementation can be particularly disruptive, as failures lead to cynicism about future change efforts (Reichers, Wanous & Austin, 1997).

Key Problems

A number of problems and factors can be attributed to the poor success of such strategies. In many cases of economic turmoil, companies cut costs related to leadership, and change strategies which may be far less successful in such an environment. According to Chan et al (2004), firms adopting a cost leadership strategy focus on their cost structure in competing with other firms in the industry or segmented targets. To maximise its impact, a cost leadership strategy needs to be supported by a control oriented human resource management approach. This type of HR system is typified by practices of minimal employee training and development, narrowly designed jobs, rigid and clear job descriptions and is short-term results oriented (Arthur, 1994). Following this approach, investment in new processes or technology, even if considered to align with the strategy of improving efficiency, reducing costs, and improving quality, can be doomed.

Next is the question of commitment and alignment to such improvement strategies. According to Wright et al (2003), commitment influences an employee's view of obligations, utilities and emotions in any work situation, and thus has an impact on their behaviour. Generally, alignment is an unnatural state. Human beings do not naturally turn to face in the same direction. They do not naturally support ideas with which they do not agree, at least not for long. According to Stinson, alignment is not self-sustaining, so the work of aligning employees with the company's direction must be continuously refreshed, checked for structural soundness and recreated (2006:18). Once again this often requires robust management structures for the purpose of regular commitment and re-iteration of the business strategy and vision.

A report by Stinson (2006) discovered that aligning employees to the strategy of the business is a number one employee communication goal. D'Aprix and Gay (2006) believe the bottom line is that engaging leaders in the all-important task of communicating about change is a deliberate, never ending process. The impact of not aligning the employees to the business strategy and vision can have a huge impact when technology is brought in and it is not adopted or understood correctly by workers.

Cynicism is a risk in any organisational change effort, particularly if there have been previous failures in change efforts, if communication is lacking, or if employees were not given the opportunity to participate in planning the change (Reichers et al., 1997)

Being successful in change management is contingent on creating an effective plan of action for direction and relies heavily on communication (Ventris, 2004). Plans for change management, process and workflow improvement, comprehensive training, user support and ownership are all critically important to the technology's success, but without the right people and the right team to implement the strategy, the initiative can wander and result in failure. The strategic planning needs to be devised prior to implementation and should cover off two important roles, firstly in facilitation networks to obtain key inputs and to increase commitment to the successful implementation of strategy, and secondly, in the participation of the process by providing research and analysis on key topics and challenging business assumptions to ensure objectivity in decision making (Kelleher & Cobe, 2003). A failure to do this can result in the employees not accepting the new technology and becoming stressed with the perception that the new technology would mean loss of jobs and loss of variety of work.

The employee input to the decision making process of new processes or technologies is imperative to successful implementation. Organisations should create opportunities for energetic, two-way participation and debate before making any business decisions, and setting the foundation for unambiguous support of those business decisions afterwards. As Stinson (2006) believes, share accountability with employees and think of Management as the enabler of strategic alignment rather than the architect. People are not inanimate resources, conditioned to respond in predictable ways regardless of the context in which they work. Therefore, it is essential that the development of skills, tools and measures to make the people dimensions of enterprise into something all Managers can come to grips with, to connect with the overall strategy of the business, and monitor in ways that have equal legitimacy with their more familiar financial and physical measures (Armstrong, 2005). Klein and colleagues (1997) have consistently found that stakeholders react psychologically and emotionally to new systems during the implementation phase, making assumptions about how the new system will change their role in the organisation, how they are supposed to act, and what management values most. These assumptions are based on a variety of signals available in the organisational environment, including statements by organisational leaders, training sessions offered, and rewards for learning and using new technologies.

There are many additional costs to implementing new processes and technology. In a study conducted by Aiman-Smith and Green (2002), they found that existence of formal training was related to higher user satisfaction and adoption of the new technology. Essentially, if employees are not satisfied with the training then there should be procedures or forums in place to allow employees to table their concerns. Having open communication needs to be encouraged.

In training and implementation of new strategies for sustainability, diverse cultures also need to be catered for. To communicate to the various cultures at Avaya Inc. (a leading global enterprise communications company), leaders worked with volunteer employee groups to translate the strategic framework into words and concepts that were culturally meaningful to them (Stinson 2006:20).

Possible Courses of Action for Sustainable Improvements

Customers make their buying decisions on how they value what they are offered, not on how it suits the supplier to get it to them. Delighting customers comes from the discretionary behaviour of the people working for the organisation at every level, most of whom are a long way from the head office and its ability to dictate conformance (Armstrong, 2005).

The possible courses of action that can be taken to avoid the various problems and to maintain sustainability include: strategic planning, change management, HR responsibility, and Management Responsibility and Communication.

Strategic Planning

According to Stinson (2006), strategic business plans need to be detailed and comprehensive. However, for employees to find meaning in such a plan, it needs to be in a simple easily translated, easy to remember document that captures the essential goals of the organisation. A possible strategic planning process can include scenario planning. Multiple scenario planning seeks not to predict the future but to envisage alternative views of the future in the form of distinct configurations of key environmental variables (Schoemaker, 1995). Good scenarios challenge tunnel vision by instilling a deeper appreciation for the myriad factors that shape the future (Schoemaker, 1995).

Another method that organisations can utilise when devising strategic plans is Kelleher and Cobe's (2003), Strategic Management Process model. Strategic management is a cyclical process with six stages: environmental scanning, situational assessment, goal and objective setting, strategy development, strategy implementation, and evaluation of results. Once the goal and objectives are set, based on long term and short term goals, including the criteria for the measurement of future performance, the strategy development can begin. Strategy development requires strategic planning at corporate and business levels and would require the knowledge of production workers in the successful implementation of the machinery used in production. This is an area where organisations can research the advantages and disadvantages of the latest technology, i.e. the training required and the areas that need the most attention. The implementation of the strategy requires the HR function to align policies and procedures that encourage these strategic changes, which includes the organisation's structure, corporate culture, leadership, and reward system. Finally the evaluation of results should be reviewed on a regular basis ranging from monthly to annually. The measurements need to be collected and reported to management to determine progress. It is neither solely prescriptive nor solely descriptive (Mintzberg & Waters, 1985). Strategic Planning is now seen as a continuous process that redefines an organisation as its resources and core competencies change (Prahalad & Hamel, 1990). It involves a process of openness, for building direction around internal conditions, collective competencies (Mirabile 1996) and the collaborative qualities that link an organisation to the interests it serves (Mintzberg & Lampel, 1999). Organisations need to be strict in the measurement process and not ignore long-term objectives if progress is measured on a short term basis.

Strategic Planning is now seen as a continuous process that redefines an organisation as its resources and core competencies change (Prahalad & Hamel, 1990).

Change Management

The primary concern in strategic change is deciding what change would be right. This really needs to be resolved at the beginning of the process in a clear, conclusive manner (Bruch et al. 2005).

Change processes are only successful if they fit a company's current culture. Traditions, norms and shared values within a company must be included in the deliberations regarding the selection of a change program (Heracleous, 2001). Frequently, organisations experience resistance to the implementation of new systems because employees fear the loss of jobs or resent the de-skilling of their jobs (Klein & Ralls, 1997). Rogers (1995) describes the importance of compatibility of a new innovation with values and beliefs for that innovation being adopted. An innovation that runs counter to the accepted values or beliefs of a group is less likely to be adopted and more likely to create negative unintended outcomes. Klein and Sorra (1996) labelled this notion *innovation-values* fit, defined as "the extent to which targeted users perceive that use of the innovation will foster (or conversely, inhibit) the fulfilment of their values" (p1063).

Change processes are by nature complex, but they must have clear priorities in order to be manageable (Bruch et al. 2005). Organisations need to communicate each change implementation that they want to initiate and obtain feedback on the best way forward. According to Bruch et al. (2005), insufficient acceptance is often considered to be the major source of resistance and the key reason why change initiatives fail. Well thought-out acceptance management is based on an approach that integrates everyone involved in a way that promotes commitment. Organisations should involve employees by encouraging their participation in decisions, processes and routines with the knowledge that this would increase the sense of ownership and responsibility employees would have. Finally, with information flooding companies, management must assure that employees see that the change process has priority, is permanently present and that key information is not lost. So key levers of attention management include effective branding, in-depth, personal, top management communication and demonstrative, regular monitoring (Davenport & Beck, 2000).

Human Resources Management Responsibility

One key factor for implementing change is having the right people to sell, implement, and drive the new technology from start to finish. One of the reasons change processes fail is because companies underestimate the importance of the individuals involved in the change and their interaction (Kotter, 1996). Team members should be carefully selected in a rigorous application process reviewing their abilities, experience and internal standing. Similarly, with regards to staffing requirements, senior positions require leaders who have unique skills, the passion to drive change initiatives, and who are committed to the changes and see them as critical to the company's success.

The HR profession and organisational psychologists have the lead responsibility to design the policies and practices that elicit behaviour leading to sustainable success. An Organisational culture that encourages employee involvement complements a firm's efforts in promoting HR practices of two-way communication with employees and various employee participation programmes (Dessler, 1994). HR professionals need to lead on finding, growing, deploying, motivating and rewarding talent and not just advising. The HR professionals and organisational psychologists need to take a lead in training and developing the employees, including those with a responsibility for managing others. Finally, HR professionals and psychologists must take a lead on creating cultures, learning environments, psychological contracts, systems, processes and the feedback loops that measure how successfully the job is being done (Armstrong, 2005). In summary, HR professionals and psychologists need to be a source of capability and capacity by providing the evidence, demonstrating that the systematic design, application, and evaluation of strategies and practices for people are something Managers can do, making explicit the knowledge on which effective HR strategy is based as a systematically learnable, constantly renewable management discipline, and demonstrating that HR can craft the right people strategies both to support and to take forward the strategic intent of the organisation. A tool that can be used to gauge the organisation's performance is the HR Balanced Scorecard (Kaplan and Norton, 1996). The balanced scorecard incorporates evaluation of an organisations' intangible and intellectual assets and includes four perspectives: financial, customer, internal business process, and learning and growth.

Management Responsibility and Communication

Communicating Change is a leadership responsibility. It cannot be delegated and the leader needs to own the communication (D'Aprix and Gay, 2006). According to D'Aprix and Gay (2006), a communication strategy needs to have the commitment of the employees to change their behaviours to be consistent with the changing needs and goals of the organisation. The communication task is to connect the two ends of change – the marketplace need that compels the change and the strategic response to that need.

It is not uncommon for organisations in difficult times to explain to workers the changes that leadership must make inside their organisation by invoking the market forces that are threatening their futures.

HR professionals and psychologists must take a lead on creating cultures, learning environments, psychological contracts, systems, processes and the feedback loops that measure how successfully the job is being done (Armstrong, 2005).

Secondly, the change communication must be proactive, not reactive. To work, it has to be a disciplined, perpetual system, like all other organisational systems. What is required is a clear communication strategy with a clear explanation of the critical issues, appropriate tactics, defined roles and responsibilities and accountability and training, all aligned with the overall strategy (D'Aprix & Gay, 2006).

Another task of the senior Managers with regards to communication is ensuring they effectively communicate across diverse cultures. Taylor (2006) summarises effective communication across cultures to involve; the recognition of differences/prejudices; empathy and ensuring managers understand other cultures; showing respect (gestures, eye contact, symbols, etc) through presenting ideas coherently and persuasively using simple and clear language; establish common ground through connections or parallels; communicate clearly and consistently; treat people as individuals with unique qualities and attributes; forge a strong rapport through understandings and bonds; acceptance that habits or mind-sets may have to change when communicating across cultures; and finally, listen more effectively.

In addition, research shows that change is most easily processed by people if it appears to be less change than it really is. If the 90 degree change can be seen as a 30 degree change, and better yet as a modification of past actions, then it is easier for the change to be accepted by employees (Huy, 1999). If tasks are broken down and documented into simple easy to do steps then they would be more palatable for employees. As Nelson (2006) suggests, companies implementing a change strategy need to communicate the changes at an early stage, including what the change is, why it is occurring and how it will impact employees, and last of all, train employees at the point of their involvement. Training takes place at all levels and involves both "hard" technical and "soft" people skills.

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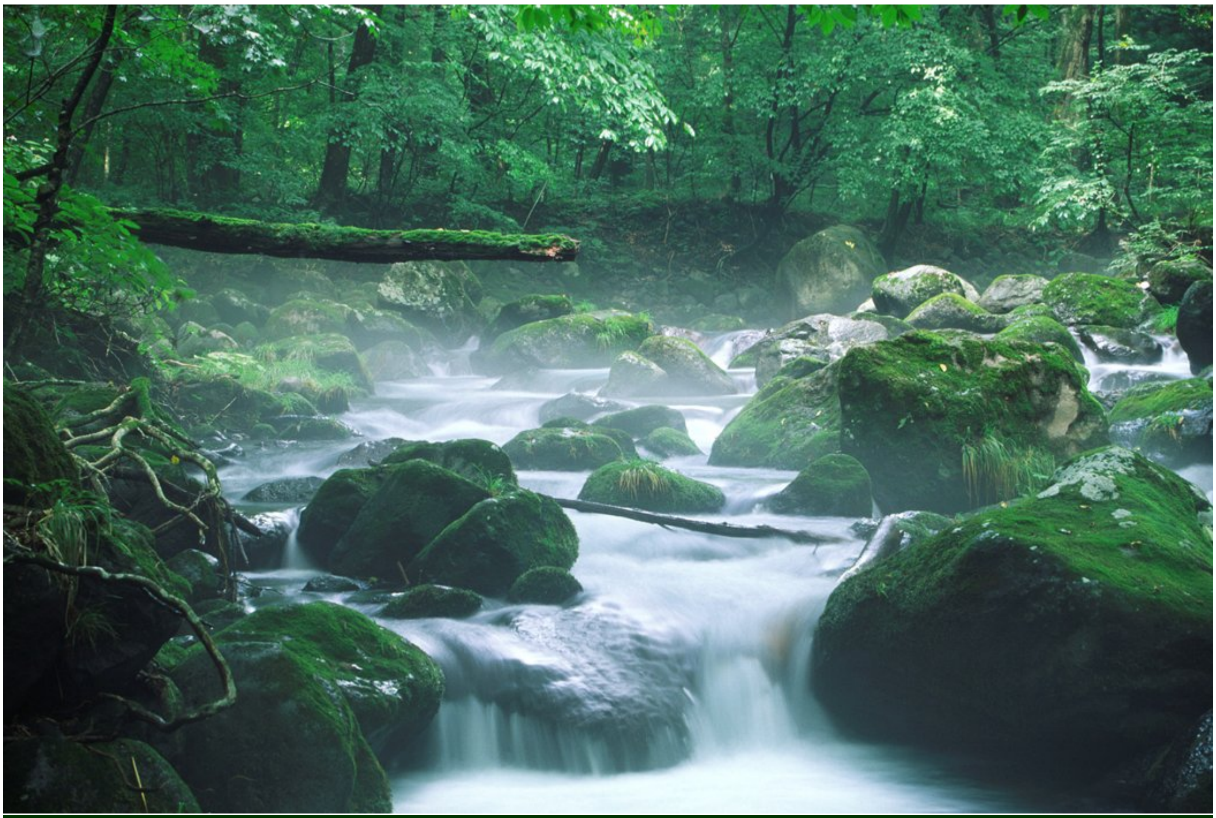

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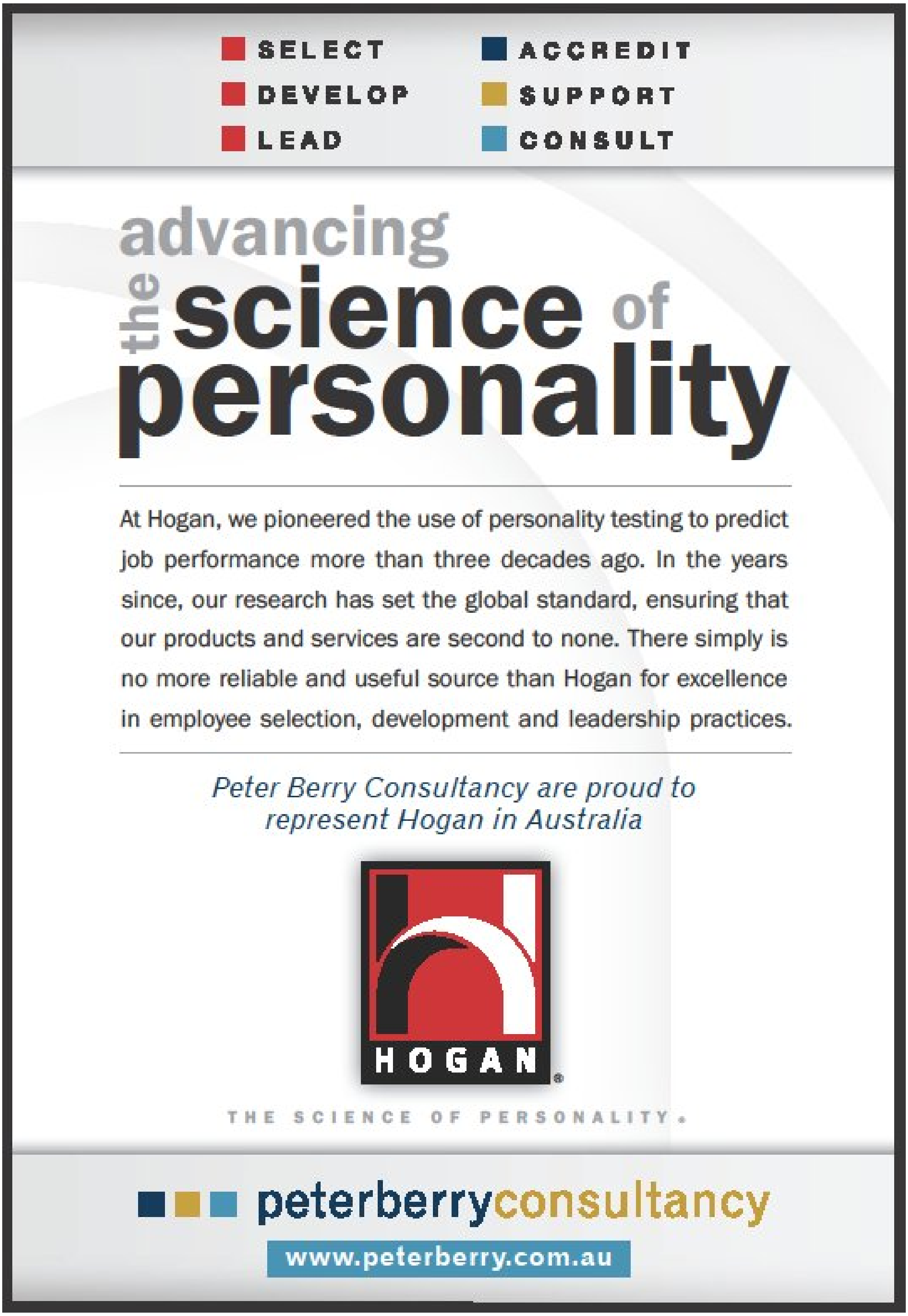
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Organisational Psychologists and Corporate Social Responsibility

In preparation for their IOP Conference workshop "Designing organisations for sustainability: Metrics used in measuring performance", **Dr Jo Earl**, Lecturer in Organisational Psychology, University of NSW and **Rosemary Sainty**, Head, Responsible Business Practice, St James Ethics Centre have prepared the following article.

What is Corporate Social Responsibility (CSR)?

A movement not a fad! CSR applies to all aspects of corporate responsibility; community, social, environmental, workplace, governance. CSR practitioners talk about corporate 'opportunity' - highlighting the opportunity/risk dimension of responsible business practice. In alignment with the terminology adopted by St James Ethics Centre, CSR is also referred to as 'responsible business practice' (RBP). Another commonly used term is 'sustainability'.

Elements of responsible business practice:

- *Environmental* - the environmental impact, direct or indirect, of an organisation's operations, products or services including those of its suppliers.

- *Community/Social* - the impact of an organisation's projects, products, services or investments on the community at a local or global level.

- *Workplace Practices* - including respectful, treatment of employees in matters related to recruitment and selection, diversity and equal opportunity, work/life balance, professional development and progression, managing redundancies and full entitlement to employment rights.

- *Marketplace & Business Conduct* – responsible behaviour in developing, purchasing, selling and marketing products and services.

- *Ethical Governance* - from board level and throughout an organisation: transparency; risk management; due diligence; effective codes of conduct and ethics.

The Role of the St James Ethics Centre

St James Ethics Centre (the Centre) recognises business' lack of certainty on how to engage with the responsible business practice (RBP) agenda, and confusion around initiatives of engagement and reporting. Transparency, trust, confidence and comparability are emerging as key themes in the new economic climate.

Using the funding provided by the Australian Federal Government (through Treasury) of two million dollars over a period of three years, the Centre is currently working to pull together key initiatives - to build a trusted "HUB" of international and local initiatives, making the way clear for businesses of all sizes and providing a national coordinated entry point. The HUB is now realised through a new website being launched by the Centre (www.thehub.ethics.org.au) which aims to be a consolidated space for engagement, interaction and connectivity to help build communities of responsible business practice in Australia.

Three leading players in this agenda share a common purpose – to advance the uptake and improvement in responsible sustainable business practices, each with a complementary function. The Centre will work to make the way clear highlighting strengths and synergies of each approach:

UN Global Compact (UNGC) - A commitment to a universal set of *principles* from which to conduct responsible business practice and connect with a global community

Global Reporting Initiative (GRI) - The international *framework* in sustainability reporting

Corporate Responsibility Index (CR Index) - Robust management and benchmarking *tool*

Each is linked to an international body, ensuring a global approach to corporate responsibility. By advancing discussions amongst these three key players in the Australian context the reporting burden borne by business (from SME to corporate) can be rationalised/harmonised and further participation encouraged.

Simultaneously the Centre is working with Australian corporate responsibility leaders (CR Index Leaders Network) and other Australian stakeholders from business, government and civil society to build a series of national resources accessible for small to medium enterprises for use in the supply-chain, sector and place (location). These resources will align with key global initiatives including the GRI, the CR Index and the UN Global Compact.

Project collaborators include: The CRI Leaders Network (ANZ, Energy Australia, Toyota and Westpac): Ernst & Young: ARIES, Macquarie University: Total Environment Centre: NetBalance: Brotherhood of St Laurence: ICLEI: Tasmanian Environment Department: Deakin University: Telstra: CPA Australia: ACI.

Guiding principles of the overall project include:

- Acknowledge excellent initiatives already underway in Australia, avoiding duplication
- Draw together key stakeholders and innovators to facilitate the flourishing of national networks and laboratories of best practice
- The project will be characterised by inclusivity and creativity culminating in the building of a national hub – a collaborative 'neutral' entity

CSR as a predictor of organisational success

A recent study published by the Beaton Consulting Group and St James Ethics Centre (2009) finds a compelling link between an employer's approach to ethics, and productivity of employees.

The study, based on the responses of some 15,000 participants (as part of the in the 'Annual Business and Professions Study' conducted by Beaton Consulting) clearly demonstrates that ethical issues, attitudes, and dilemmas make up part of the everyday working life of employees Australia wide, and significantly impact on both discretionary effort and retention rates of the employee. These central findings hold true across all demographic segments tested in the survey: organisations large and small, across professions and industries, geographic location, age groups and position within an organisation.

> "*The obligations of businesses and other organisations are no longer seen in isolation from the communities in which they operate, the employees they depend upon, the environment from which they draw their resources and the marketplace in which they participate.*"
>
> *Rosemary Sainty (2009)*

An examination of attitudes towards the ethical obligations of organisations reveals a commonly held belief that these are both wide and deep, and range from treating employees well, to benefiting the community and being environmentally responsible. A convincing 89% of respondents believe that acting with integrity towards those individuals the organisation serves (e.g. clients, stakeholders) is an ethical obligation for businesses and other organisations. Less than 1% of over 15,000 respondents believe that businesses have no ethical obligations and a mere forty respondents of the total sample see legal compliance as the only ethical obligation for businesses and other organisations.

Key themes to emerge include the fundamental importance of a principles-based approach including trust, integrity, respect, responsibility, consistency, values, human rights and the importance of a multi-stakeholder approach to responsible business practice beyond just the shareholder or owner – to include clients and other stakeholders, employees, the environment, the communities within which business operates and the global community.

On an individual level, discretionary effort is linked to ethical performance with 80% of respondents agreeing with the statement: 'I am willing to put in extra effort if I know my organisation is run ethically' . Further, staff turnover is also likely to be linked with ethical performance, as most employees say they would change careers if they felt overly compromised by their profession (82%) or quit their job if they felt the organisation was acting in a way that contradicted their core principles (77%). These findings serve to reinforce one of the central planks of the business case for responsible business practice or corporate social responsibility: employee satisfaction – leading to improved management performance, productivity and capacity to attract, retain and motivate talented staff; an increase in innovation and productivity; and reduced hiring and retention costs.

To this end individuals believe that organisations should make a formal commitment to their ethical obligations and be required to have a code of ethics, from which to develop responsible business practices, which should then be measured, managed and reported on.

Evidence of financial success

A relatively recent industry of 'ESG' (environment, social and governance) research to serve the financial investment community is investigating the link between an organisation's responsible business practices and their financial performance, as are management consultancies. Academic research is also underway.

In a study conducted by Orlitzky, Schmidt & Rynes (2003), on the basis of 52 studies yielding a total sample size of 33,878 observations, CSR and CFP (Corporate Financial Performance) were highly correlated. They concluded that CSR strategies appeared to pay off. Is there a matching increase in investor interest? This is not entirely clear cut, but with the effects of the global financial crisis being felt, interest appears to be growing.

A series of research papers on graduate preferences for employers (Greening, D.W., & Turban, D.B. (2000), Turban, D.B., & Greening, D.W. (1997) & Sainty (2008) consistently show that employees take into consideration an organisations stance on CSR when making employment decisions.

Svensen, Neset and Eriksen (2007) found that an organisation's perceived involvement in CSR initiatives predicted positive attitudes to organisational change.

Aguilera, Rupp, Williams & Ganapathi (2007) propose that employees judge the 'S' in CSR by evaluating employer's actions (procedural CSR), outcomes from these actions (distributive CSR), and how individuals internal and external to the company are treated while these actions are carried out (interactional CSR).

The role of Organisational Psychologists in CSR

Interestingly, attitudinal and behavioural change is often quoted as key in implementing successful responsible business practices and long term sustainability, yet psychology as a profession has until now remained largely disengaged from this agenda.

Uzzell and Rathzel (in press), and Steg & Vlek (in press) promote the importance of context in promoting pro-environmental behaviours. Uzzell & Rathzel observe that "Psychology – even social psychology- has largely developed individualistic and reductionist models of behaviour which have rarely positioned behaviour within its larger social, economic and political context "(p.3).

It is this criticism that makes Organisational Psychologists uniquely placed to contribute to the implementation of CSR strategies. Everything Organisational Psychologists do operates within the social, economic and political context of organisations – a microcosm of our larger environment, and an important role now awaits our profession.

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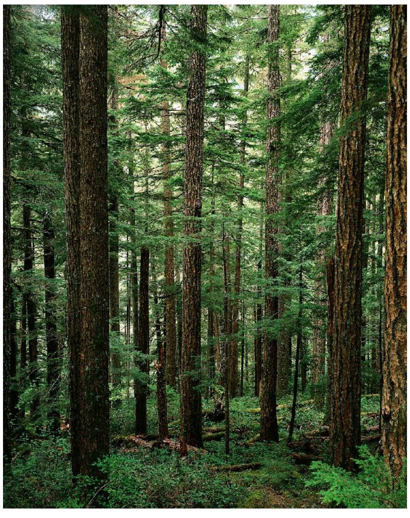

Assessing the extent capability is aligned to strategy assists with minimizing the leadership risk and achieving the strategic imperatives of transformation and growth.

Achieving strategic imperatives by aligning capability to strategy

Isabel Smit

For organisations to effectively grow, its workforce capability needs to be aligned to strategy (Gandossy & Robin, 2008). There are several steps to be able to achieve this alignment, which include defining: (1) the enterprise strategy, (2) the capability and competencies required to deliver on the strategy (3) the best assessment methods to use (Soonhee, 2003) and (4) clear talent and succession processes to facilitate the identification and visibility of talent across the business. However, many organisations fail to effectively accomplish all of these steps, typically because information is not centralized and business units act in silos and have independent talent and succession processes. An integrated enterprise wide talent process and metrics may not be available, which makes it challenging to evaluate the extent the organisation's capability is aligned to its enterprise strategy now and in the future (known as alignment risk).

A central technology database that stores talent and succession information may be the key to support an integrated enterprise wide talent and succession process (Nunes, Firstbrook & Ellis, 2009). This type of database enables organisations to report on the leadership risk across the business and enables the leadership team and HR community to review the overall strength of their talent pipelines and portfolios. This way organisations can implement strategies to minimize any leadership risk by applying development, acquisition or re-deployment initiatives where needed to ensure there is appropriate capability to fulfill business imperatives (Bernthal & Wellins, 2007).

A technology solution that supports an enterprise wide talent and succession process is clearly desirable, but implementing such a solution in the current economic climate may be difficult for several reasons. Firstly, investment in technology is usually the first item cut on the budget during an economic downturn, particularly if IT projects have not been successful in the past (Spang, 2009). Secondly, organisations tend to dismiss talent management as a short term and tactical problem rather than an integral part of the business strategy requiring the attention of top level management and substantial resources (Gandossy & Guarnieri, 2008; Ready & Conger, 2007; Bersin, 2007, Hanson, 2008).

This article will draw on the journey taken by an iconic Australia Brand to achieve its strategic imperatives, by customizing an integrated talent technology system to determine the extent its capability is aligned to strategy and be able to assess the talent pipelines and leadership risk for critical enterprise roles. The following sections will highlight the situation, the response by the business and the lessons learnt throughout the journey to-date.

The Situation

The organisation under discussion has a long history of being a big employer and playing an integral role within the Australian community through the provision of one service. However the organisation is going through a transformation with the aim to grow into different business areas. To be able to transition effectively the organisation needs to evaluate if existing capability can deliver on current service levels as well as grow the desired business areas. Coupled with an aging workforce, low turnover and the longevity of the executive team there were several emerging risks across the workforce. Specifically,

- The high likelihood of executive team departing (high vacancy risk)
- The questionable alignment of the leadership team and nominated successors against the desired business strategy (alignment risk)
- The limited knowledge of how the current leadership team and internal successors compares or rate in the market
- The limited knowledge of top talent, particularly non-nominated successors, which makes it difficult to assess capability gaps across different levels of the business.
- Although there are identified successors, the identification is based on nominations and not validated data. As such, there was limited visibility of identified successors' strength, readiness, likelihood to depart and transition effectively if appointed to target role (vacancy, readiness and integration risk).
- The organisation had inflexible legacy systems and manual succession and talent management applications and processes with no central repository to store talent data.

The Response

As a result of the emerging risks across the business, the Board put talent management high on the agenda to be able to ensure the successful attainment of their strategic imperatives such as transformation and growth.

The corporate HR team with the mandate from the Board began designing, planning and executing initiatives to enhance their talent management processes and succession strength, with the aim to assess the extent its capability aligned to its strategy. Some of the key focus areas include:

- developing clear individual requirements (including competencies) for enterprise critical roles and executive roles,
- distinct individual assessment methods and validation from the business,
- a clear succession mapping process,
- a clear Employee Value Proposition
- analysis on competitors.

Consequently the organisation began having discussions with Talent Intelligence about opportunities to support their talent management process by customizing a technology solution. Talent Intelligence and the organisation partnered to identify the required solution that matched the organisation's context and needs. Similar to Taleo's (2008) 4 level model of technology maturity, Talent Intelligence identified 3 types of technology systems, including:

1. A Repository: Central Talent Management Database that is a simple repository of data on the individual, role and organisation. This database automates basic talent management and/or succession reporting that support business processes, which minimize costs and increase productivity for HR resources. It also ensures there is consistency and visibility of data across the enterprise.
2. Integrated: Central Talent Management Database that has all of the elements of level 1, but integrates internal and external talent management as well as the functionality to identify and differentiate talent based on critical criteria. This way organisations use validated data to make succession or replacement decisions. Organisations typically focus on detailed data for the top management roles and if required, simple data for lower levels of the organisation.
3. Predictive: Central Talent Management Database that incorporates all elements of 1 &2, but is fully integrated and unified with other systems to be able to perform predictive analysis on the entire workforce. At this level the entire enterprise has talent data stored in the database and the system is being used by

It was identified that solution 2, an integrated system, would be the best solution to meet the organisation's requirements, including:

- A central data repository for the top talent pool, with the ability to produce a range of standard and customized reports on 1) the individual 2) the role and 3) succession for different groups such as the Executive, Talent & HR community and the Board.
- Ability to capture individual data fields required to select people into succession pools. For example 1) work information 2) potential 3) competencies 4) performance and potential manager validation of self-reported skills/experiences and 5) information on development and aspiration conversations with the individuals.
- Differentiating and comparing internal and external employees to 1) develop succession pools for enterprise critical roles and 2) identify top talent when a enterprise critical vacancy arises.
- Ability to capture and report on information about competitor organisation structure, strategy and talent.

Both parties then continued to scope, design and implement a system to meet the organisation's identified needs.

Key Lessons Learnt

Talent Intelligence worked with the organisation to overcome some key challenges to ensure the integrated talent management solution met the requirements. The key lessons were in terms of design content, project management and stakeholder relationships.

Design Content

- A holistic and integrated talent management solution needs to include: (1) differentiation and identification of successors based on validated data for external and internal talent (2) identification and monitoring of leadership risk. Specifically, identifying readiness of successors (readiness risk) and the extent they will transition into the target role if ever appointed (integration risk), as well as the likelihood that the incumbent will leave and the potential impact on the business (vacancy risk).
- It is important to identify the type of system appropriate to the organisation's level of technological maturity as well as its key goals, process and strategy.
- A process and functionality map needs to be developed to show the features of the system as well as identify the source data and flow of data across the system. The system also needs to have flexibility to be integrated with SAP or other software in the future to ensure it can interacts appropriately with existing applications and software to avoid the system becoming obsolete.
- When designing the software not only the goals of the business need to be considered but also the end user. Who are they? What do they expect? Is the system user friendly? What are the different levels of access and why are they important?

Project Management

- A customized technology solution can be implemented and designed across many phases so it is critical to have strong project management capability with clear milestones, deliverables, timelines, tasks and responsibilities within both the vendor and client team.
- Measures of success to show ROI needs to be clearly defined at the onset of the project and monitored throughout.

Stakeholder Relationships

- Spending time building a partnership is the key because it takes time and money to design a new and flexible solution to fit the organisation's context, strategy and goals. A strong partnership will facilitate an open and constructive approach when tackling challenges.
- Top management needs to value integrated and automated technology applications. Stakeholders and users need to be involved in the discussion of what is required to achieve business goals and how a technology solution can support the existing process rather than the technology dictating the process.
- Stakeholders need to be responsible for developing a clear scope and business requirements documentation before design work can begin. This way all customization is aligned to the goals of the business and deliverables are clearly defined.
- It is important to understand the client's internal capability to use software and understand conceptually the structure of a database, therefore on-going support and training with users is critical.

Conclusion

The next step of the journey for this iconic Australian brand is integrating the technology solution with other systems and processes across the business to be able to perform predictive analytics on their workforce. For example, to predict gaps in capability not only now, but also in the future (1-5 years). Actioning the key lessons learnt to-date will facilitate the achievement of this goal in the future.

Organisational psychologists can contribute to the development and implementation of an integrated talent management solution by applying content knowledge in talent identification and assessment, applying a process and systemic perspective as well as a methodological and analytical approach to solution development.

Overall a customized and integrated technology system will help the iconic Australian brand to determine if there is talent/capability in the organisation and "on the bench" that is aligned to strategy, both now and in the future. By assessing the extent its capability is aligned to strategy assists with minimizing the leadership risk and achieving its strategic imperatives of transformation and growth.

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Talent Intelligence advises the Board, CEO and senior HR executives of leading global and local companies on how to achieve best practice leadership risk management through the deployment and application of integrated talent intelligence solutions.

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Novice to Professional Organisational Psychologists: A Stakeholder Framework (Part 2)

Dr. Sugumar Mariappanadar

In the first part of this series of articles (see Part 1 in the March edition of *Illuminations*) a brief literature review of professional identity construction, and a stakeholder framework for developing a star OP professional was discussed. In this part of the series, the article explores the role, issues faced and suggestions for each of these stakeholders in developing star OP professionals.

The knowledge-provider stakeholder – Universities

One of the significant roles of the knowledge-provider stakeholder (university) in developing graduate attributes and construct organisational psychologists' professional identity is by providing scientific knowledge or pedantic science (Anderson, Herriot & Hodgkinson, 2001). This section explores the relevance of pedantic science in constructing professional identity of OPs, and suggestions are made to widen the course offerings beyond organisational psychology to equip knowledge-receivers of organisation psychology to become more 'work ready'.

Universities as knowledge-providers of organisational psychology professionals play a significant role in preparing and socializing students or knowledge-receivers for constructing professional identity. The career development literature supports the development of a professional identity training program within tertiary courses (Lewis & Gilhousen, 1981; Thompson, 1976). Therefore as a student of organisational psychology in a university, he/she learns the scientific rigour of the discipline or the pedantic science.

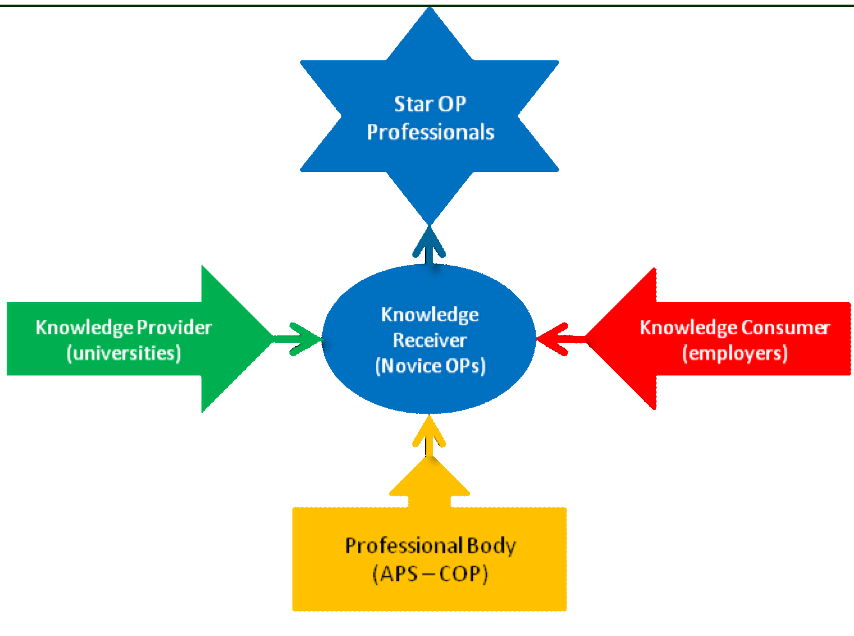


Figure 1 – A stakeholder framework for star organisational psychologist (OP) professionals

When the new university graduates are employed in an organisation they not only expected by the employer to use their scientific knowledge to manage their core function of their employment but also relate it to the bottom-line of the company. For example, if an OP is employed in a Recruitment and Selection (R & S) consultancy company, they have to manage the psychological assessments for a client, for which they are well trained by the university. However, many employers have expressed their concerns that the new university graduates have a very limited appreciation of how their role in a company affects the bottom-line. Hence, if the OP is also educated with a few business or management subjects in their organisational psychology course, as per the example provided, then he/she can add value to the client's and align the R & S process to the client's strategic needs of the business.

A qualitative analysis of the handbook entry of postgraduate organisational psychology courses offered by different universities revealed that the course offerings do not include any business or management subjects. OPs with a little business and management knowledge will also have limited understanding of how their services to the client can help improve the client's business bottom-line or tangible benefits. Now, let me explore what can be done by the knowledge-providers to develop star OPs professionals.

Suggestions to improve knowledge-provider services

My intention here is not to suggest to the universities offering postgraduate organisational psychology courses to convert into another management or business course. However, by including core or elective subjects such as general management, strategic human resource management, strategic management and marketing management in the Master of Organisational Psychology will help students appreciate the link between their specialisation and business bottom-line. Most OPs provide their professional services to HR functions of companies and sometimes to the line managers or business operative managers. A broad understanding of management knowledge within the organisational psychology course will help graduates have a better appreciation of comprehensive business activities, and how their professional specialisation fits into the larger business picture. For example, if a company is in the 'matured' market (limited growth in market share) and their business strategy is cost-cutting then their HR strategic objectives are going to be different and so their R & S processes as HR activities compared to a company in a 'growth' market. Hence, it is important for universities to include a few core or elective management or business subjects in the Master of Organisational psychology courses.

The knowledge-receiver stakeholder (prospective new graduate recruit)

To develop professional identity as organisational psychologists, students' 'engagement' has a profound effect on the quality of their learning (Richardson, Long, & Woodley, 2003). Engagement refers to "the quality of effort students themselves devote to educational purposeful activities that contributes directly to desired outcomes" (Hu & Kuh 2002: 555). Professional expectations and values influence the ways that students engage with their learning. One of the important learning tools for psychology students is the problem-based learning (Reid, Dahlgren, Petocz & Dahlgren, 2008). In this pedagogical approach, the focus is on the co-construction of knowledge and solution – reflecting the way decisions are made in the workplace developing professional expectations, values and identity.

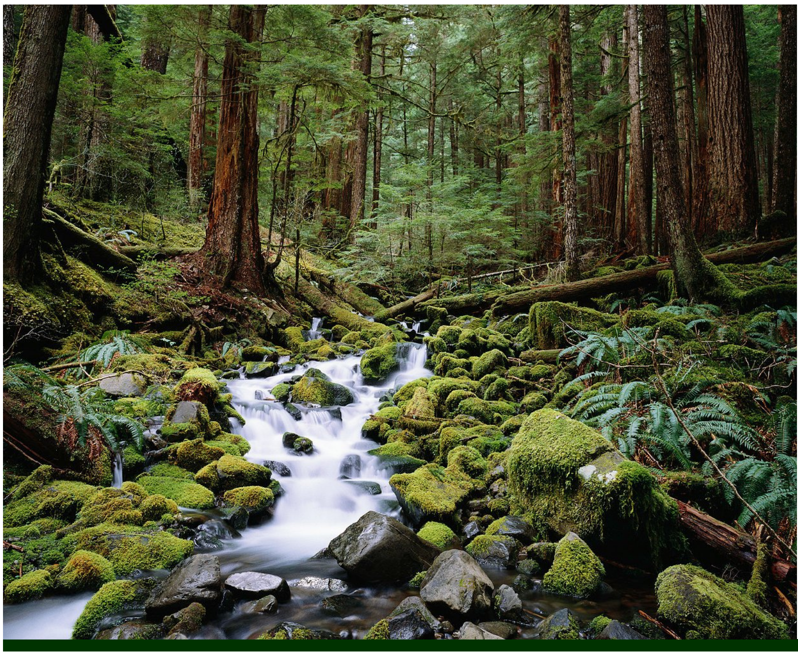
What more can knowledge-receivers do to become star OP professionals?

Some of the philosophies of education analysed by Mariappanadar (2003) and Phenix (1967) suggest what learning approaches that students should use to be engaged in developing organisational psychologist professional identity and also become work ready. An experimentalist view suggests that students learn from direct experience and they deal with real problems, which they might face as employed. The classical realist believes that students should try to form the habits of acquiring, using and enjoying knowledge. Further, education for life adjustment helps students to develop the knowledge, skills and attitudes necessary to cope with the immediate situations of everyday living and dealing with social and political forces. Apart from these learning approaches, the knowledge-receivers (students) must work hard and be committed to repeated practice of the acquired professional knowledge in problem-based learning contexts over a period of time to become work ready. Once after a brilliant concert, Beethoven, the great classical musician, was amidst congratulating admirers who praised his piano magic. One of the admirer's exclaimed: "Oh, sir, if only God has given me this gift of your genius"! – "It is not genius, replied Beethoven, "Nor magic". All you have to do is to practice on your piano eight hours a day for forty years and you will be as good as I am". So, more frequent practice of acquired pedantic organisational psychology knowledge is the key for developing professional identity to become a star OP professional. Furthermore, along with practice of organisational psychology knowledge, Barrie (2004) suggests that scholarship, lifelong learning and global citizenship are also equally important in professional identity formation.

The knowledge-consumer stakeholder (employers)

Employers consume the pedantic knowledge of new graduate OPs by providing a position or role in their institutional social structure to achieve their organisational goals. Scott (2001) writing from an institutional standpoint indicates that different professional values and norms are applicable to varied types of positions and professional identities. Hence, in this section, I would like to discuss institutional socialization to explain how the professional identity of OPs is customized to integrate the work at hand. The institutional socialization focuses on actively engaging in shaping the knowledge-receiver's professional identity as an OP as well as about the work they need to accomplish for the organisation.

It is clear in people's professional careers; learning about work is intimately associated with learning about identity (Pratt, Rockmann & Kaufmann, 2006). Hence, identity customization denotes that identity is tailored to fit the work at hand using institutional socialization. Pratt et al., suggest three different types of customization among medical residents, and I have attempted to use their research findings in the OP context. 1) enriching – an OP on-the-job gets a deeper understanding of the pedantic knowledge acquired while still at university, and because of this experience his/her professional identity becomes deeper and nuanced. 2) Patching – based on work requirements, an OP might have to take on a different identity, such as HR specialist, to patch up "holes" in their understandings stemming from the tasks they perform at work. 3) Splinting – an OP gains professional identity by starting work on probation, during probation period on the job he/she continues to have the student or trainee identity as a splint, protecting their fragile professional OP identity. Hence, the knowledge-consumers' (employers) have responsibility as a stakeholder in providing opportunities and training for the knowledge-receivers (new recruits) to learn on-the-job to customize their identity to become star OP professionals.



How can knowledge-consumers facilitate identity customisation of OPs?

Institutional socialization includes company HR policies and practices, job design, performance management, training and development. No new graduate from university is going to be a star OP professional without supportive institutional socialization. For example, the employer or knowledge-consumer should provide role models or mentors for the new OP recruits to facilitate 'patching' as customization of professional identities (Ashforth, 2001). Also, customize or design jobs using job rotation to introduce new OP recruits to 'splinting' their professional identity (Pratt et al 2006). That is, as OPs they begin carry out different tasks of their speciality while on learning or training mode so that this identity customization protects their fragile OP professional identity. Furthermore, employers need to be risk-tolerant to allow a new OP recruit to try different roles within the organisation to learn on-the-job by making mistakes so as to learn, integrate and engage with the work at hand. Hence, it is important for knowledge-consumers (employers) to accept that they have a significant role in shaping OP professional identity along with the knowledge- providers and receivers.

The knowledge-facilitator stakeholder (professional association)

A professional association is fundamental to increasing occupational identity, status, standards and control (Lounsbury, 2002). Thus, professional bodies have three important roles in the professionalization process, such as selection and socialization of new recruits and the conditions for holding a position (Greenwood, Suddaby & Hinings, 2002); the gatekeeper role to reduce unrealistic expectations, and produce dependency between organisations and professionals. Finally, the association should influence an occupation in such a way to provide economic advantage and social recognition for professionals through the restriction of the supply of practitioners (Farndale & Brewster, 2005).

As discussed earlier in this article, it is unrealistic to expect that the responsibilities of knowledge-provider are more important than other stakeholders in shaping star OP professionals. This unrealistic expectation of stakeholders is popularly discussed in the literature as 'science and practice gap' or 'practitioner-researcher divide' (Anderson, Herriot & Hodgkinson, 2001). In this context, the professional bodies have a significant role in moderating the tension between different stakeholders in maintaining the optimum gap between 'science (pedantic science) and practice (popular science) in shaping star OP professionals. This tension is an integral part of any organisational life (Whittle, 2005; Trethewey & Ashcraft, 2004) and hence it is the role of professional body like COP to 'bridge' the gap between science and practice rather than attempt to 'reduce' the gap. COP has initiated different strategic initiatives to bridge the gap between science and practice, and one such initiative is the 'Academic Practitioner Initiative Team . This team has recently implemented a new initiative to collect information about organisational psychology research activities (OPRA) from universities, and publish a national OPRA database so that the practitioners will have access to specialised Australian based information to provide competitive advantage for OPs in their practice.

Bridging the gap between science and practice

In this section, I have attempted to probe how the OPRA database initiative by the National committee can bridge the gap between science and practice and help shape professional identity of OPs to become star professionals. To achieve this, I have explained initially how the roles OPs are different from the HR professionals, and subsequently how the OPRA database can provide OPs the competitive advantage over HR professionals.

In the market, it is important for OPs to differentiate the competencies and services provided from that of the HR professionals. Organisational psychology knowledge is the 'science' for HR practices, and hence when OPs compete with HR professionals in either selling organisational psychology products or providing services, one of the competitive advantages the OPs have is their understanding and access to the available pedantic knowledge of organisational psychology. Therefore, having better understanding and access to scientific knowledge of organisational psychology will help novice OPs to develop a different professional identity to that of the HR professionals.

A quick access to scientific information for decision making is critical for many OPs' success because in business they have a very short lead time during decision making. Hence, the OPRA database provides the highly needed quick access to incorporate the latest Australian based scientific developments in the field of organisational psychology in their services to their clients. Also, when the OPs are unsure of the scientific evidence for the services they provide to their clients, they can discuss with researcher(s) published in the database to explore and discuss the scientific validity of their practices. If the COP can promote and encourage the use of this national database of OPRA among its members, and in particular to novice OPs, then it will help develop OP professional identity underpinning 'evidence based practices'. Access to this valuable information through the database is restricted only to the COP members and hence the scientific evidence based organisational practices will provide competitive advantages to the OPs over HR professionals in the business world.

In summary, the COP as a professional body for OPs in Australia has three roles to develop novice OPs to star professionals. These roles are: socialising the novice OPs to understand the importance of 'evidence based practice', act as a gatekeeper to moderate and bridge the gap between pedantic and popular science, and influence the organisational activities to differentiate from HR professionals.

Conclusion

To believe that the universities (knowledge-providers) have an exclusive role in the supply of employment ready OPs is a myth. The focus of this article is to highlight the complementary role played by different stakeholders, such as knowledge- provider, receiver, consumer and facilitator, in developing professional identity for novice OPs and make them employment ready. The discussion has outlined how the knowledge-providers' imbibe pedantic scientific knowledge of organisational psychology, the knowledge-receivers' engagement on learning, and the knowledge-consumers' institutional socialization are all complementary in constructing professional identity of OPs (among knowledge-receivers) to become work ready. Furthermore, the COP-APS (the organisational psychology professional body) initiative of OPRA database contributes to knowledge-receiver's 'sense of being'. This initiative helps novice OPs to use the acquired professional knowledge meaningfully in bridging the science and practice gap to have competitive advantage over the HR professionals to become star OP professionals.

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Our History

Over 2009, we will be providing a new four part series focused on the history of Organisational Psychology in Australia. Our second segment looks at the life of Elton Mayo. The Elton Mayo awards are conferred by the Australian Psychological Society's College of Organisational Psychology in recognition of significant and enduring contribution to the profession of Organisational Psychology in Australia and conspicuous career achievement in the fields of Research and Teaching, and Professional Practice.

But why are the awards named in honour of Elton Mayo?

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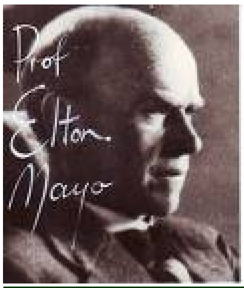

Elton Mayo Key Points

- Australian Industrial Psychologist who earned international fame between 1922 and 1947.
- In his early work he linked psychoanalytic approaches to the understanding and enhancement of employee motivation, satisfaction and hence productivity.
- Invited to travel to US to consult to key industry and hold tenure at Harvard University.
- Developed a social theory of work productivity in opposition to prevailing mechanistic and paleotechnic approaches of the early 1900s.
- Made significant contributions through the Human Relations movement to management practices that remain in place today.
- Developed an important link between Industrial Psychology and Industrial Sociology.

George Elton Mayo (1880 –1949) was born in Adelaide. After discontinuing studies in medicine both in Australia and then Edinburgh and London, Mayo returned to tertiary studies in Australia where he studied Philosophy and Psychology at the University of Adelaide. In 1911 he became foundation lecturer in Mental and Moral Philosophy at the new University of Queensland, where he held the first Chair of Philosophy between 1919 and 1922. Here Mayo began to develop his ideas of social harmony.

Mayo's early influences were the works of Freud, Jung and Janet, and his early studies in medicine. His interest in psychoanalysis, in conjunction with his observations of industrial unrest and political conflict in Australia, and the impacts of Word War 1 on soldiers, led him to form an analogy between war neuroses and the psychological causes of worker disenchantment and low productivity. While researching the psychoanalytic treatment of shell shock with Brisbane physician Dr. T.H. Mathewson, Mayo published extensively on the social problems of an industrialised society, and connected the 2 phenomenon in his applied approaches to understanding industrial efficiency.

Mayo's expertise in the analysis employee productivity led in 1922 to an invitation to work in the US as a recipient of a Rockefeller Foundation grant. Mayo was subsequently appointed head of the Department of Industrial Research at Harvard in 1926. He remained in this role until his retirement in 1947. It was during this time that he produced his most famous and controversial works.

Let us take a moment to review the perception the worker in the prevailing industrial climate of the first and second decade of the 1900s, leading up to the time of Mayo's work. In industrial settings, for example manufacturing sites, the factory employee was viewed by American industrial engineers such as Frederick Taylor as an isolated unit whose efficiency could be scientifically estimated as a function of tangible factors such as features of the physical environment. This view formed the basis of what is now known variously at Taylorism, or the mechanistic approach to improving employee productivity and resulted, among other things, in what is now known as Time and Motion studies. At the same time industrial psychologists studied problems of the individual at work, at a granular level such as fatigue, or devised selection tests for vocational guidance. Variables studied by these engineers and industrial psychologists included the efficiency of work related movement, the effect of rest periods, defects in the physical environment e.g. poor lighting, excessive heat/cold. The main dependent variable measured was usually individual employee output, or length of tenure.

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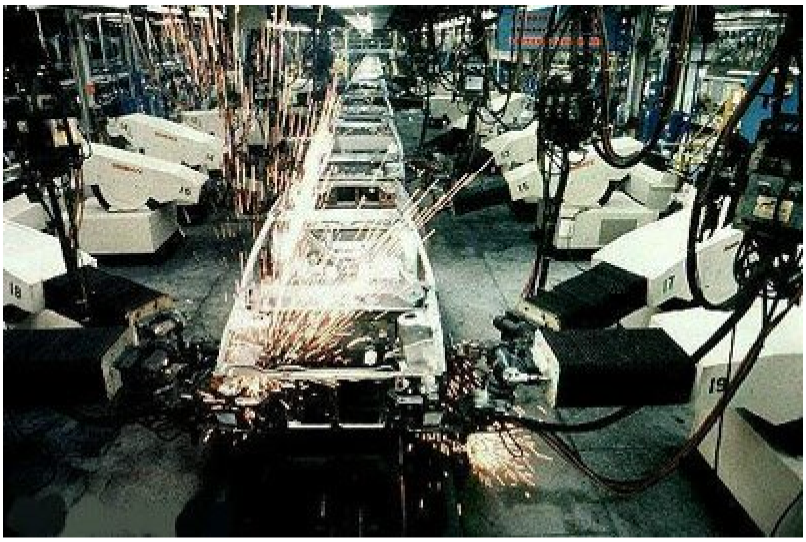

Mayo argued that a workers mental health and morale, and therefore his/her output, depended more on the perception of the social aspects of their work than on the physical working conditions.

Understandably, this approach was often viewed antagonistically by the employees themselves, who saw that their managers were planning to get as much output from them as they could with little in return. In Australia for example, Taylorism is said to not only prompt the Great Rail Strike of 1916 (noting that the Railways were Australia's largest employer at the time), but spread in subsequent years to severe industrial unrest in other Australian industry sectors (See Bollard, Robert, Radical Australia's Hidden History – the general strike of 1917. Socialist Alternative, Edition 116, May 2007). As a further reflection of the economic and political influence of the times, the construct of "work satisfaction" was viewed in terms only of earning money to put bread on the table, and employee "discomfort" manifested as fear of job loss and starvation.

Mayo's was most famous for his interpretation of the outcomes of a series of experiments at the Hawthorne factory of the Western Electric Company in Chicago, conducted between 1924 and 1927 by his colleagues Roethlisberger and Dickson. In keeping with prevailing ideologies of Taylorism, the early series of these studies examined the impact of physical working conditions such as lighting, rest periods, temperature on employee productivity. However, Mayo made a finding of significant interest that was to change the face of Industrial Psychology: no matter how the physical working conditions were manipulated, worker productivity either remained the same or improved. More specifically, during these experiments productivity improved even in conditions when the quality of physical working conditions decreased. This finding was counter to the proposed hypotheses, and it is Mayo's interpretation of these findings that are of significance to the world of work today.

Mayo argued that a workers mental health and morale, and therefore his/her output, depended more on the perception of the social aspects of their work than on the physical working conditions. Mayo saw that employees could be better motivated by having their social needs met while at work, and Taylor and colleagues had ignored this. Mayo saw that recognition, team membership, the quality of work relationships, motivation for the job and a sense of belonging to a social fabric of the organisation were key criteria in terms of productivity and also tenure.

"One friend, one person who is truly understanding, who takes the trouble to listen to us as we consider our problems, can change our whole outlook on work". Elton Mayo

Through these observations grew the Human Relations movement and Mayo went on to introduce the Human Relations School of thought, which focused on:

- managers taking interest in workers not only for their productive capabilities, but also valuing their opinions, involving them in decisions, and appreciating that workers benefited from interacting with each other and being part of a social network
- employees reciprocating and for the first time taking an in active interest management

The key conclusions of Mayo's work are summarised below (Brown, 1954, page 85). It is of great interest to read these conclusions, many of which were drawn on research conducted 80 years ago, in light of our knowledge of what makes an effective worker today.

- Work is a group activity
- The social world of an adult is primarily patterned around work activity
- The need for recognition, security, sense of belonging is more important in determining a worker's morale than physical work conditions
- A complaint made by a worker can often be a symptom of an underlying concern about his/her status, and not an objective statement of fact
- A worker's attitudes and effectiveness are not only determined by social factors from inside the workplace, they are also determined by social factors outside the workplace
- Informal groups within the workplace exercise strong control over the social framework of the workplace
- Changes in prevailing social frameworks can disrupt the social organisation of the workplace in particular and industry in general.
- Group collaboration at work does not occur by accident: it must be developed to reach a cohesion in work relations that resists the disruptive effects of changes in prevailing social frameworks both within and outside the workplace.

A brief criticism of May's work from 3 perspectives, that of the Industrialist, the Social Psychologist and the Sociologist, can be found in Brown (1954) pages 85 – 96. It is important to remember when reviewing Mayo's work that he was engaged by factory owners to perform a specific practitioner role, e.g. explore the reason for high staff turnover, rather than to conduct theoretically based scientific experiments and broad social studies.

The Elton Mayo School of Management in Adelaide, at the South Australian Institute of Technology, now University of South Australia, was developed as a tribute to Elton Mayo.

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Bourke, Helen. (1986). Mayo, George Elton (1880 – 1949), Australian Dictionary of Biography Online Edition, Volume 10, Melbourne University Press, pp 465 – 466. Online.

Mayo, Elton (2007). The Socialist Problems of an Industrial Civilization. Routledge.

Miller, Delbert C.; Form, William H (1951). Industrial Sociology. Harpers, Oxford, England.

"What Elton Mayo and the Hawthorne researches were to demonstrate was there is something far more important than hours, wages or physical conditions of work – something that increased output no matter what was done about physical conditions. The problem of absenteeism, turnover, low morale and poor efficiency reduces to the problem of how groups may be solidified and collaboration increased."

Based on D.C Miller and W.H. Form, Industrial Sociology (from Brown (1954) p.70).

The 'Our History' segment will continue in August with a look at Organisational Psychology in the military. Our December edition will provide us with an overall look at the history of the college of Organisational Psychologists and how it has developed since its inception.

What are members reading?

Tim Bednall is the National Website Editor for the College of Organisational Psychologists. He recently graduated with a combined Masters / PhD from the University of New South Wales. Tim is currently working as a Research Fellow for the Australian Red Cross Blood Service.

At the present time, most of the reading that I do is related to my current work. The big book that I'm trying to get through at the moment is *The Handbook of Research Synthesis and Meta-Analysis*, which is edited by Harris Cooper, Larry Hedges and Jeffrey Valentine. It's a wonderfully comprehensive book, and contains everything a researcher would ever need – or want – to know about running a meta-analysis. I am hoping to synthesise a lot of the research that has examined the antecedents of blood donor behaviour and intentions – so watch this space!

The other book that I'm reading in my spare time is *For Whom the Bell Tolls* by Ernest Hemmingway. It's a book that I have had lying on my dresser for some time, and I have only just gotten to it. As I am currently living out in the eastern suburbs and the Red Cross is located in South Melbourne, my daily commute on the train gives me quite a bit of time to read.

Another book that I have read recently is *The Origins of Virtue* by Matt Ridley. In the book, he provides a fascinating account of how altruistic human behaviour evolved and has become part of our DNA. He also provides a good overview of some of the major findings from evolutionary psychology, such as the fact that people are very good at solving a logical reasoning task when it involves detecting "cheaters", but not so good at the same task when the "cheating" element has been removed. Very interesting, and very highly recommended!

I haven't decided what my next book will be. Maybe I will pick up a copy of *Twilight*, which seems appropriate given I work for the blood bank!

Letters to the Editor

We would be like to invite readers to participate in the development and growth of *Illuminations*.

Please share with us any issues and insights, responses to published articles, and suggestions for publication.

Please forward any of the above to the Editor Rosie McMahon at rosemark@primusonline.com.au

About the

College of Organisational Psychologists

Organisational Psychology is the science of people at work. Organisational psychologists specialise in analysing organisations and their people, and devising strategies to recruit, motivate, develop, change and inspire.

The Australian Psychological Society's College of Organisational Psychologists is the professional association for organisational psychologists in Australia. There are 460 members in the College, which operates at both a State and National level.

The College develops and safeguards the standards of practice and supervised experience, and advises and makes recommendations regarding the education and training of organisational psychologists. The College also acts as a focal point for media and general enquiries relating to organisational psychology.

The College supports organisational psychologists to achieve success through professional development and networking, access to the latest research and tools, raising the public profile of organisational psychology and representing College members on issues that matter.

The College supports organisational psychologists to achieve success by:

- Providing high quality and varied professional development programs for professionals at all career stages;
- Providing access to research, information and tools which build the credibility of our members;
- Providing national networking opportunities;
- Raising the profile of organisational psychology within the business and broader communities;
- Identifying critical professional issues and lobbying on behalf of members with Registration Boards, Government and the APS; and
- Working with universities to strengthen the link between science and practice.

The College is currently working to transform itself though a significant change program aligned to a 3-year business plan. The aim of the transformation is to change and improve the way the College operates, to lift the profile of organisational psychology and increase the value of College membership. A range of strategic initiative teams were established in 2008 to progress work in the strategic areas of Growth, Reach, Influence, Innovation and Capability.

Benefits of joining the College:

- Free subscription to the Australian and New Zealand Journal of Organisational Psychology (ANZJOP)
- Free subscription to *Illuminations* (subscriptions are $80)
- Free subscription to REACH, a members-only bi-monthly eNewsletter
- Free access to an online library of past College professional development events
- Discounted entry to professional development events
- Your membership lends weight to the College's ability to advocate on behalf of organisational psychology

Become a member of the College of Organisational Psychologists today and contact our Membership Coordinator, Kathryn von Treuer at kathryn.vontreuer@deakin.edu.au or ring her on 0409 562 311.

Gina McCredie
National Chair, College of Organisational Psychologists

Publication Guidelines

ILLUMINATIONS is a quarterly e-Magazine which publishes articles relevant to the work of organisational psychologists - for College members and related professionals (organisational psychologists, HR and business professionals). This publication is an opportunity for Organisational Psychologists to feature their work in both academic and industrial settings. Material submitted for this publication should meet the following criteria:

1. It clearly distinguishes how the work of organisational psychologists contributes to the study of human behaviour;
2. It is evidence based and outlines how organisational psychology contributes to improvement in organisational outcomes;
3. It provides learning for the wider psychological community about what organisational psychologists do;
4. It demonstrates how specialist areas of psychology have been able to work collaboratively to produce outcomes;
5. It clearly distinguishes the work of organisational psychologists from other allied professions; and
6. It provides an opportunity for professionals to debate and discuss issues relating to organisational psychology.

Submissions should be between 750 and 1500 words. They should conform to APA standards for style, referencing and layout. The following brief outline of is intended to be indicative only. The main points to be followed when preparing a manuscript are summarised below. Please provide:

- Single-line spacing of text
- Text in 9 point Tahoma typeface
- Identification of authors on the submission
- All tables, figures, statistical reporting and sub-headers in APA format
- References in APA format
- In-text quotations in APA format
- Abbreviations should be spelled out in the first instance
- Titles should be no more than 6 words in length
- Pictures/advertisements/inserts should be in jpg format
- Authors name, title, and place of work should be included

Submissions should be submitted as email attachments to the Publications Editor. Manuscripts which do not meet these guidelines will be returned to the author to resubmit.

Reference

American Psychological Association. (1999). *Publication manual of the American Psychological Association*. Washington, DC: American Psychological Association.

2009 Publication Dates, Deadline Dates and & Topics

September 2009 Issue: 28th August
Topic: Maximising Work Performance in the 21st Century

Reviews how models of work performance have changed over the years and how organisational psychologists might be addressing work performance differently today.

December 2009 Issue: 28th November
Topic: Organisational Psychology and Business Financials: Working with the profit model.

Reviews how the organisational psychologist adds value to organisations by speaking the same financial language as business managers.

Publications Editor - Queries & Submissions

Rosie McMahon at
rosemark@primusonline.com.au

Subscription Rates (AU$)

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International ($90)

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Advertising Rates (AU$)

Half Page $150

Full Page $250

Advertisements should be accompanied by all text required for the ad including the title for the ad, logos should be provided separately to the text, and the contact person for the advertisement clearly outlined along with their contact details.

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This publication is designed to show how organisational psychology adds value to organisations, with a focus on a different topic in each edition. The eMagazine is issued quarterly to both COP members and other interested parties. It is not just intended for organisational psychologists, but a wider business audience. We hope it will be read by many of our colleagues and clients in Human Resources, line management, and other business roles - so feel free to pass it on!