Seminar invitation

‘Doing justice: leader intent and follower’s perceptions of fairness’

Delivered by

Associate Professor Arran Caza

Department of International Business and Asian Studies, and WOW

Abstract:

In this talk, I'll present new findings from research that I am doing with my colleagues, Brianna Barker Caza and Allan Lind, to understand how managers' behavioural intentions influence their subordinates' responses. The importance of fairness (i.e., organisational justice) in organisations is well established. Employees who perceive their organisations and managers as fair enjoy better personal and organisational outcomes. However, while much has been learned about employee perceptions and reactions, surprisingly little research has examined managers' perspectives. In this work, we are investigating what managers are trying to do -- their behavioural intentions -- when dealing with subordinates, and reliably predict fairness ratings. Specifically, we find that managers describe their leadership intentions in varying degrees of task, relational, and change focus, and that their relative emphasis on each of these domains has implications for how fair subordinates perceive them to be. Our results further suggest that subordinates' beliefs about their manager's understanding of others and/or credibility is the mechanism by which intentions affect responses.

Speaker: Arran Caza is an Associate Professor of Management in the Department of International Business and Asian Studies at the Griffith Business School. He is currently the Program Director of the Graduate Diploma in Research Studies (Business). As an academic, he previously was affiliated with Wake Forest University, the University of Illinois at Urbana-Champaign, and the University of Auckland. He earned his PhD in management and psychology from the University of Michigan, his MA in psychology from the University of Michigan, and his BSSc in economics from the University of Ottawa. His current research is focused in two related areas: (1) leaders' mindsets -- how they think and feel, and how those thoughts and feelings influence their own and their followers' outcomes; and (2) the effects of discretion (free choice) in organisations. Arran has worked with the University of Illinois Leadership Center and the New Zealand Leadership Institute at the University of Auckland. Before becoming an academic, he spent time working in management consulting, program evaluation, health promotion, and law enforcement.

Tuesday, 21st May 2013
10am - 11:30am
Room 2.01, Building N54 (Bray Centre) videolink to Room 3.01, Building G23 (Multimedia)

Tea/coffee provided

Please RSVP by COB Thursday, 16th May Phone (07) 3735 3714 Email wow@griffith.edu.au