



**September 2018 Edition – Post AOM Conference**

## **INTRODUCTION FROM THE ONE CHAIR**



Hello ONERs,

It was great to see so many of you again in Chicago where we had a great program. Thanks again to everyone involved in putting it all together, especially our program chair Judith Walls and PDW chair Jeff York. I really enjoyed being part of the doctoral and junior faculty consortia and seeing so many talented people working in the field of environmental sustainability. I hope the conference has been worthwhile for everyone and that you have had the chance to meet many colleagues. For me, the Academy has always been a great place to start new collaborations. I would also like to congratulate all our Award winners. In this newsletter you can read all about their great achievements.

While you are now probably all engaged in a new term, the first activities for next year's AoM conference in Boston are starting as well. I would like to highlight a few ideas of how we could go beyond our standard academic program. While we are initiating activities, getting your help would be great.

- This year's plenary was a follow-up to last year's where we discussed how the ONE community can have more impact on the societal debate on sustainability. While it is great to put the issue of impact and engagement on the agenda, and the plenaries have been a great podium for this, now it's time to take next steps. As Gail Whiteman suggested in the plenary, it would be great to have a boot camp at next year's conference, where we literally get active. While we need not get muddy (I'm comfortable with that living in the North of England), it would be great if we could get out of the conference hotels and become active in the local community in Boston and work on having impact ourselves.
- Another issue that was raised at several occasions is the need for more inclusivity in our division. While our membership has a very international profile, most active members work in North America and Europe. Our social activities at the conference are great, but we could organize other social activities as well where we connect with colleagues from parts of the world that are less well represented such as Latin America, Africa and Asia or with others we have a shared interest with. We can use AoM Connect

([connect.aom.org/one/home](https://connect.aom.org/one/home)), our digital platform, to start organizing new activities that will take place in Boston next year or before in a different location.

- Finally, we have a Greening Team that has been very successful over the past years, for example in cutting back the number of paper programs. However, the AoM conference still does not feel like a very sustainable conference to most of us. The Greening Team will start new initiatives to for example reduce food waste, pilot carbon offsets and expand options for virtual attendance. Such initiatives need lots of planning and input though. There is a great need, therefore, to come up with new activities where we are working together to further green the Academy. How about organizing a Hackathon, where we develop specific initiatives?

Every year we talk about how we can make the conference more interesting. Here's my call for action to you. Let's see this as a crowdsourcing initiative. If you have an idea how we can make what we do as ONE more impactful, inclusive and sustainable, no matter how crazy, let me know or just throw it on AoM Connect.

I look forward to hearing from you!

Jonatan Pinkse

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ONE Chair

### *Conference Overview from the program chair Judith Walls*



This year's program centered around our ONE Plenary which discussed the 'spiral of silence' on sustainability. Expert panelists Jason Jay, Andrew Hoffman, Kira Rose, and Gail Whiteman gave provided insights into how we, as academics, can learn to engage with business practitioners and the general public, based on their own research and teaching, stakeholder engagement activities, and lessons from fictional literature. Audience members were very engaged in the topic, and it's my personal mission to follow up at next year's AOM meeting in some kind of workshop format about how to create impact from our work.

Of course, we also had many regular paper sessions and symposia. This year I tried a new format that held five papers per session. Informal feedback from participants was that this format was generally liked and they were also pleased with how the papers within each session were aligned, even though authors were required to be fast in their presentations.

During our business meeting, we had the opportunity to hand out awards for best paper, best Orthodox paper, and best reviewers. Awards will be covered elsewhere in this newsletter, but I want to take the opportunity to highlight that our very own ONE members snagged two all-Academy awards: Ryan Merrill received the William H. Newman award for best paper based on a dissertation, and co-authors Samuli Patala, Laura Albareda, and Minna Halme won the Carolyn Dexter Award (paper that best internationalizes the Academy) for their paper on polycentric

governance. As a community, I think we should be proud of their achievements which reflect on the increasing relevance of our (fairly small) division within the Academy as a whole.

Again, I want to thank everyone who volunteered their time this year to make it a successful Academy, and look forward to next year's program, led by Program Chair Jeff York.

-Judith Walls, Division Chair-Elect

### *Incoming ONE PDW Chair*

It is an honor for me to take on the role of PDW Chair for our 2019 AOM meeting in Boston. Next year's conference theme is "Understanding the Inclusive Organization". In this topic of inclusivity, ONE is known to be one of the more inclusive and international AOM Divisions. However, we are still under-represented in some areas such as Asia, Latin America and Africa. For this reason, the ONE leadership team strongly encourages PDW and paper submissions from these regions in an effort to become a truly global division. Global environmental challenges will be best addressed by truly global and inclusive organizations.

Stay tuned for the upcoming call for PDW proposals in early November and I'm looking forward to seeing you in Boston next August!

Ivan Montiel – Division Program Chair-Elect

### *ONE Doctoral Consortium 2018*

This year's ONE Doctoral Consortium was a great success. On Friday, August 10<sup>th</sup> 2018, 21 PhD students discussed with 14 ONE faculty members their dissertation projects as well as topics around their dissertation work.

After conducting a feedback survey among participants of the ONE Doctoral Consortium in 2017, this year's organizers René Bohnsack (Católica-Lisbon), and Sylvia Grewatsch (Ivey Business School, Western University) implemented a few changes. They focused on improving the following three aspects:

- *Improving feedback for PhD student.* To improve the relevance and feedback for PhD students, the organizers developed a new approach of matching PhD students with faculty members. The new matching approach focused at recruiting a broad diversity of faculty members, so that many dissertation topics can be covered. Furthermore, the new matching approach considered the seniority among faculty members. One half of the recruited faculty members were junior scholars and the other half were established senior scholars to ensure a great dynamic among all participants.
- *Fostering a sense of community among PhD students.* To create a sense of belonging among PhD students, especially important for first time attends, the PhD students were asked to prepare an introductory presentation as a group. Weeks prior to the event, students were put into thematically-fitting groups of three to prepare together a shared lightening presentation, that would explain their research topics and highlight commonalities inside the group.
- *Provide more informal opportunities for networking.* This year's ONE Doctoral Consortium was intentionally scheduled for Friday afternoon, so that the event could

finish with an ONE reception for participating PhD student and faculty members only. Having a reception after the Doctoral Consortium fostered a more informal opportunity for PhD students to network with fellows and faculty members. In the ideal case, PhD students would establish friendship for the rest of the conference and beyond.

Overall, both PhD students and faculty members were very pleased with the new organizational changes of the ONE Doctoral Consortium.

The organizers René and Sylvia would like to thank all participants for their engagement throughout the whole event, including the reception afterwards. Special thanks to the participating ONE faculty members, who gave fantastic feedback and left a great impression on the PhD students. Special thanks also to the ONE sponsors, who sponsored three PhD scholarships and further amenities during the event.

The following link shows a [video collage](#) of the event.

-René Bohnsack and Sylvia Grewatsch – Doctoral Consortium Co-Chairs

## PROFILING ONE AWARD WINNERS

Following AOM, we caught up with winners of ONE awards to learn more about them, understand their research, and glean some insights from these accomplished and promising scholars. Thank you to all the sponsors for their generous support.

Award	Sponsor	Logo
Best Paper	<u>Nanyang</u>	
Unorthodox Paper	Sage Publishing	
Best Book	SEP	
Best Dissertation	U. Vermont	
Emerging Scholar	Villanova U.	
<u>Distinguished Scholar</u>	Central Michigan U.	
NBS Practice	NBS	
Teaching	SEP, Sage Business Cases	 

### ONE Dissertation Award

Congratulations Jake Grandy!!

#### What is your current position?

Assistant Professor of Management, California State University, Long Beach

#### Can you describe your background?

I have a bit of an unusual background for a Management academic. I completed an undergraduate degree in Natural



Resources Management and a Masters in Ecology with the intention of working in international development. After working in the jungles of Costa Rica for a couple years I decided that career wasn't for me. I went back to school for another Master's degree in Environmental Economics and then enrolled in a PhD in Public Policy at USC with a focus on environmental policy and business-government relations. While at USC, I met some fantastic professors in the Marshall School of Business who sort of organically became my mentors and eventually I made the decision to transfer and pursue a PhD in Management and Organizations.

**Could you please tell us about the ONE award you recently won?**

I received the Best Doctoral Dissertation Award 2018 from the ONE Division of the Academy of Management which recognizes recent doctoral work in the area of organizations and the natural environment.

**Can you describe the research or body of work for which you won this award?**

My dissertation examines entrepreneurship in regulated markets in a series of essays. The types of regulated markets I'm generally interested in surround energy, agriculture, water and others that have significant environmental impacts; in my dissertation, I examine the renewable energy sector. Specifically, I explore how institutional factors affect entry into regulated markets. Although barriers to entry in regulated markets are frequently thought of as static features that must be removed or overcome if firms are to successfully enter, the differences between the various institutional actors that regulate markets (such as elected officials and regulatory agencies) may render these barriers more malleable than previously believed. Using data on regulatory approval of hydroelectric facilities in the United States from 1978 to 2014, I examine how regulatory discretion—that is, the flexibility that regulatory agencies have to interpret and implement public policies created by elected officials—affects outcomes for new ventures.

A consistent theme throughout the essays is that, in regulated industries, the institutional structure and relationship between institutional actors plays a significant role in influencing firm outcomes and firm behavior. Specifically, the various characteristics of the institutional environment can create political opportunity structures that strongly influence firms but may be malleable in nature. Although the literature on political opportunity structures emphasizes how they create constraints, possibilities and threats for social movement activity, this dissertation illustrates that these structures may be equally relevant for entrepreneurial firms as they seek to enter regulated markets. New ventures may benefit from opportunity structures derived from greater regulatory discretion and may be harmed when antagonistic external stakeholders use discretion to shape new structures that hinder market entry. The political opportunity structures that firms face may also affect firms' entry and regulatory engagement strategies. Thus, attention to institutional structures and the relationships between institutional actors are important considerations for future scholarship at the intersection of institutions and entrepreneurship.

**Where is this research going? What are its future directions?**

The obvious next step is to convert my dissertation essays into manuscripts for journal submission. In terms of future directions, I'm exploring other ways in which regulatory

discretion or regulatory agencies affect both new and established firms. For instance, I'm looking at how regulatory agency discretion affects investment in technological innovations in the renewable energy sector. I'm also working on a conceptual paper that explores how regulatory agency capacity and discretion affect firm strategies in regulated markets.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

First, study things you're passionate about. For me at least, the distance between the germ of an idea to publication is a long journey. Losing interest or enthusiasm for that idea along the way inevitably affects the quality of the final product. I find it easier to maintain interest and enthusiasm when I'm passionate about the subject.

Second, realize that creating quality work is a team sport. By that I don't necessarily mean finding co-authors, although that can help. I mean sharing your ideas at different stages with peers, mentors, taking every opportunity to present at workshops or conferences and welcoming the criticism that follows. While sometimes difficult to take, this helps clarify your thinking, strengthen your arguments, and sometimes stimulates new ideas and new directions for your research.

**How do you get (and stay) inspired?**

I read the news. There's so much going on in the world to get angry or excited about. We're fortunate to be in a field where our research can have very practical implications, so we can direct that anger or excitement towards addressing some really interesting issues.

**ONE Best Paper Award**

Congratulations Frederik Dahlmann and Johanne Grosvold

**What is your current position?**

Fred Dahlmann is Associate Professor of Strategy and Sustainability at Warwick Business School, University of Warwick in the U.K. Johanne Grosvold is an Associate Professor of Corporate Governance and CSR at the School of Management, University of Bath, U.K.



**Can you describe your background?**

Fred originally joined WBS as Assistant Professor of Global Energy in October 2012 but recently changed his title to reflect his broader interest in understanding how companies respond to and integrate global sustainability challenges into their business strategies,



management practices and corporate governance systems. He is a member of the Strategy and International Business group at WBS. Fred has a BSc from Loughborough University, and an MSc and a PhD from the University of Bath. He also gained professional experience in the construction sector and from working as an energy analyst in London.

Before completing her PhD in 2009 Johanne held various roles in banking and media in London. She started working at the School of Management University of Bath as full time faculty in January 2010. She is the Deputy Director of the Center for Business Organizations and Society (CBOS).

**Could you please tell us about the ONE award you recently won?**

We received the ONE Best Paper Award for our paper on “Ambidextrous Environmental Managers: Trading off the Natural Environment”. Having joined the ONE division early on during our PhDs, this year’s award was a nice surprise for both of us.

**Can you describe the research or body of work for which you won this award?**

Johanne and I have long-standing interest in the role of individuals, particularly environmental managers, in responding to the challenges and tensions from environmental concerns in their companies. We believe studying the role of key individuals provides fundamental insights into how companies ultimately deal with, both positively and negatively, the various risks and opportunities involved. Drawing on large panels of interviews with respondents from a range of UK companies, we found that these individuals may ultimately be responsible for changing their companies more broadly. Specifically, we found that some environmental managers acted as critical change agents who used capabilities of systematizing, assimilation and diffusion of practice to overcome both ethical and instrumental tensions. As a result, managers successfully integrated the environment by supporting the development of organizational ambidexterity. This understanding allows us to contribute new insights into the interpretation of the need for managing simultaneous trade-offs underlying the concept of organizational ambidexterity.

**Where is this research going? What are its future directions?**

We hope that our research can lay the foundations for us and others to examine in further detail the role that complex, peripheral and often ethical issues play in supporting the development of organizational capabilities, changes in organizational structures, competences and routines that strengthen firms’ ability to respond to a variety of challenges to both performance and long-term viability. We think there is scope to do this both through quantitative surveys as well as long-term observational methods.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

We think that the best, or most insightful research opportunities and contributions are likely to be pursued by being open-minded to a variety of theoretical backgrounds and concepts. We also found it useful to be willing to challenge underlying theoretical assumptions and perhaps start by



asking “what if...” to develop our research. As ONE scholars, we have a particular duty to critique some of the widely-held beliefs underpinning existing theory to support a wider sustainability transition.

### **How do you get (and stay) inspired?**

For Fred, this is about reading widely from a range of scientific inquiries, and following reports and insights from industry and practice as well. Ultimately, my two young daughters provide me with enduring inspiration to ensure we look after future generations. Much like Fred, Johanne has a young family and reads widely, but is also inspired by the process of academic research, and the intellectual stimulation that comes from taking an academic approach to help solve real world problems.

### **ONE – NBS Impact on Practice Award**

Congratulations Tom Lawrence

### **What is your current position?**

I am a Professor of Strategy in the Saïd Business School at the University of Oxford.

### **Can you describe your background?**

I did my undergraduate and PhD at the University of Alberta, with a very small window of time in between, just long enough to realize I wasn't well suited to the world outside universities. My first academic appointment was at the University of Victoria, where I was part of a start-up business school for 10 great years. I then moved to Simon Fraser University in Vancouver, where I taught strategy and ran an innovation-focused research center until 2014, when I moved to the University of Oxford.



### **Could you please tell us about the ONE award you recently won?**

I am very honored to have won the Research Impact on Practice Award from the Network for Business Sustainability and the ONE division, for my paper in the Academy of Management Journal titled “High-stakes institutional translation: Establishing North America’s first government-sanctioned supervised injection site”. The paper examines the potentially effective responses to serious social problems around that world that are left untried because those responses are politically, culturally, or morally problematic in affected communities. Based on a study of Insite, North America’s first supervised injection site for users of illegal drugs, I propose a process model of high-stakes institutional translation that involves a triggering period of public expressions of intense emotion, followed by waves of translations in which the controversial practice is constructed in discursive and material terms many times over.

**Can you describe the research or body of work for which you won this award?**

The paper examines the potentially effective responses to serious social problems around that world that are left untried because those responses are politically, culturally, or morally problematic in affected communities. Based on a study of Insite, North America's first supervised injection site for users of illegal drugs, I propose a process model of high-stakes institutional translation that involves a triggering period of public expressions of intense emotion, followed by waves of translations in which the controversial practice is constructed in discursive and material terms many times over. The research involved a multi-method qualitative study based on interviews, observation, and documentary analysis covering the 15 years leading up to the establishment of Insite, as well as an extensive secondary literature on Insite and drug addiction in Vancouver.

**Where is this research going? What are its future directions?**

The core problem that animates this paper – the problem of culturally and politically stranded responses to major social problems – is one that continues to motivate my research. This is not only a problem that applies to problems and solutions isolated geographically; it also applies to situations in which there are practices and structures made available to or used by some groups while kept from or rejected by others. My interest is in exploring the institutional work and other forms of social-symbolic work that are involved in expanding the use of effective responses to human suffering, with a particular focus on the suffering associated with urban poverty.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

I'm not sure I have great advice, but I think our best work stems from long-term commitments – to problems, theories, and methods. Everything we do in this profession is challenging and complex, and so to become good at it requires a great deal of discipline and energy over a long period of time. For me, maintaining that commitment over time has meant sticking to problems about which I really care, always drawing on theories I find interesting and powerful, and using methods that are personally meaningful and enjoyable. The decisions about what problems, theories, and methods we use are in many ways arbitrary – there are a surplus of all of these – and so sticking to a small set that really work for you personally can make the difference over the long term.

**How do you get (and stay) inspired?**

For me, inspiration comes from working with interesting, fun co-authors, and working on problems and ideas that I think matter. Sometimes the co-authors are the key; sometimes the problems and ideas. The most inspiring work always involves both.

### ONE Unorthodox Paper Award

Congratulations Samuli Patala, Laura Albareda and Minna Halme

Samuli Patala – Postdoctoral researcher in sustainability management at Aalto University Business School

Laura Albareda – Associate professor in sustainable business at School of Business and Management, Lappeenranta University of Technology



Minna Halme – Professor in sustainability management at Aalto University Business School and Director of Aalto University Sustainability Hub.

### **Can you describe your background?**

**Samuli** has done research in the area of sustainability since starting his doctoral dissertation which he defended in 2016. His work has focused on cross-sectoral collaboration in sustainability, legitimization processes in sustainability transitions and sustainable value creation. He has focused particularly in the contexts of circular economy and renewable energy. His work has been published in *Organization Studies*, *Industrial Marketing Management*, *Journal of Cleaner Production* and *Regional Studies*. He also teaches sustainability at Aalto University's Creative Sustainability Master's programme and has been involved in multiple collaborative research projects together with industrial partners. He has previously been a visiting researcher at Harvard University's Weatherhead Center for International Affairs.

**Laura** is an Associate Professor in Sustainable Business at the School of Business and Management, Lappeenranta University of Technology, Finland. Her primary areas of research interest are business sustainability, cross-sector collective action and polycentric governance. She also works on sustainability-oriented innovation, value creation and sustainable business models. She has published her work in *Journal of Business Ethics*, *Journal of Business Research*, *Business & Society* and *Journal of Cleaner Production*. She is co-author of the book: *Governments and Corporate Social Responsibility: Public Policies beyond Regulation and Voluntary Compliance* (2008). She has been post-doc at Boston College Carroll School of Management, and visiting scholar at Amsterdam Business School, Boston University and Warwick University.

**Minna** is professor of Sustainability Management at Aalto University School of Business and Director of Aalto Sustainability Hub. Her research focuses on sustainability innovations, co-creation of sustainable business models and societal impacts of CSR. She has published in several refereed journals such as *Ecological Economics*, *Journal of Management Studies*, *Journal of Business Ethics*, *Business Strategy and the Environment* and *Journal of Cleaner Production*, and authored a number of books and reports. She is one of the founders of cross-disciplinary Creative Sustainability master programme at Aalto University and teaches

sustainability management also at the Aalto Executive Education. She holds a number of positions of trust in the area of sustainability. Her work has sought to push the limits of sustainability in business field, and has won both academic and societal impact awards. (Longer bio below)

**Could you please tell us about the ONE award you recently won?**

The Organizations and the Natural Environment –division recognized our paper this year with the Unorthodox Paper Award, which is awarded to research that aims to introduce new and unconventional ways of thinking to sustainability management research.

This paper has also been awarded by the All-Academy Carolyn B. Dexter Award for Best International Paper.

**Can you describe the research or body of work for which you won this award?**

This research project is based on a comparative qualitative research analysis of circular economy in USA, Finland and Spain. Our research was inspired by Elinor Ostrom's work on polycentric governance of collective action, and our paper aims to expand the theory to management studies. While Ostrom's work focused on common-pool resources, we elaborate a new theory of polycentric governance of privately owned resources in circular economy systems. We explore how polycentric governance emerges through the processes of mutual adjustment and building collective agency and leads to new, more systemic governance arrangement among collectives of public, private and civil sector actors.

**Where is this research going? What are its future directions?**

Through this research we see how collective action and polycentric governance explain the emergence of novel governance arrangements for circular economy and sustainable resource use. We are at the moment finalizing this paper for journal submission, but we see great potential in developing the theory further in the field of sustainability management. Polycentric governance theory is a promising approach to management science, as collective action for solving sustainability challenges is becoming more common. Our work lays a starting point for theorizing polycentric governance in management studies, but there's much potential for further elaboration the concepts we introduce in our paper. We also think that there are other highly fruitful contexts where polycentric governance could be studied, such as sustainable urban mobility systems, distributed renewable energy production systems or poverty alleviation initiatives in developing countries.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

We think there is great potential in introducing novel ideas from more distant fields, e.g. environmental economics or environmental sciences, into the management field in order to further develop theories in the field corporate sustainability. The challenge is linking these ideas to existing management theories in a way that provides a clear and logical way forward. But the

opportunity for changing management thinking towards increased sustainability and responsibility is extensive.

### **How do you get (and stay) inspired?**

Samuli: I am inspired through exploring novel ways of solving the immense sustainability challenges our world today, as well as by the opportunity to teach future decision-makers about the importance of sustainability.

Laura: I get inspired by people that aim to create and pursue new ways of doing business while creating societal value and pursuing collective solutions of grand challenges today. Our students, sustainable entrepreneurs, local businesses networks and sustainable enterprises.

Minna: By doing research that focus on highly challenging sustainability questions, that have both academic and societal contribution.

### **ONE Book Award**

Congratulations Johanna Mair and Christian Seelos!!

### **What is your current position?**

CS: Distinguished Fellow, Codirector Global Innovation for Impact Lap at Stanford PACS

JM: Professor of Organization, Strategy and Leadership at the Hertie School of Governance; Codirector Global Innovation for Impact Lap at Stanford PACS; and Academic Editor Stanford Social Innovation Review

### **Can you describe your background?**

CS: Did my PhD research in molecular biology at the Baylor College of Medicine, Houston, TX. Later switched fields and did executive MBA at the University of Chicago GSB. In-between worked in private industry and international organizations and helped disarm Iraq from its bio weapons.

JM: I joined the Hertie School of Governance in 2012 and have been with Stanford PACS since 2010. Before that I served on the faculty of IESE Business School, which I joined right after earning my PhD in Management from INSEAD. I started my PhD studies after leaving behind a career in international banking.

### **Could you please tell us about the ONE award you recently won?**

Our book “Innovation and scaling for impact: How effective social enterprises do it” published by SUP was primarily targeted at a non-profit audience. This recognition means a lot to us and is highly motivating to continue this journey.



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**Can you describe the research or body of work for which you won this award?**

About 15 years ago, Johanna and I started digging deeply into the realities of social enterprises operating in developing countries. We were able to develop trusted relations with fascinating organizations that paid off in terms of depth of data but also in terms of getting to the real stories, including failures, accidents, unintended consequences...Driven by questions from NGOs and large funders, we decided to take a deeper look at how innovations unfold in social enterprises and at the range of outcomes of innovation processes for the enacting organization and the communities it serves. We wanted to help organizations and funders have a more pragmatic-realistic understanding of the uncertainties and timescales involved in innovation and to clarify what it takes to translate investments in innovation into impact. We were delighted to discover that for-profit companies also liked our diagnostic tools, such as mapping innovation pathologies.

**Where is this research going? What are its future directions?**

We intend to take this research to the level of “systems”. Like social innovation, “system change” has emerged as a dominant perspective in the philanthropic sector. Serious resources are invested in the hope of being able to change systems in intended ways. We frame system change efforts as radical innovation processes. In the next years we will be back in the field observing how system change efforts play out.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

CS: In the social sciences, lacking the luxury of precise experimental settings that I enjoyed in the natural sciences, exploring causality is a moving target. I highly recommend to engage more systematically with philosophy of science and take an explicit stance what your commitments to ontology and epistemology are. Unfortunately, this will not make the publication process any easier.

JM: Try to understand phenomena in depth as only then you get a robust understanding of mechanisms at play, even if it means that the research process will be longer; do not settle on the easy questions, but probe and refine your questions as your research unfolds

**How do you get (and stay) inspired?**

CS: Having been trained in medical science, I am still hoping that some of our insights may help prevent or heal “social wounds”. It excites me to think that perhaps we can inform practice and help organizations make better decisions and not just contribute to a vague notion of “theory” that rarely needs to prove itself in the real world.

JM: By being in the field and close to the phenomena. Interact with the organizations we study, understand local realities, and borrow from and build on adjacent literatures. Revisit classic and reassess their work in light of today’s challenges and realities



### **ONE Emerging Scholar Award**

Congratulations Olga Hawn!!

#### **What is your current position?**

Assistant Professor, Strategy and Entrepreneurship  
Sustainability Distinguished Fellow  
Faculty Director, Center for Sustainable Enterprise  
UNC Kenan-Flagler Business School

#### **Can you describe your background?**

I was born in Russia, where I finished my undergraduate and graduate studies before continuing my education in the UK and then USA. I got my PhD in Strategy from Duke University, and I now teach and research sustainability strategy.



#### **Can you describe the research or body of work for which you won this award?**

My research looks at the different drivers of sustainability strategy to the different degrees of its adoption and implementation (what I call “different shades of green”) to the different outcomes. While I initially started working on proving the business case for CSR, engaging with institutional theory and strategy literature produced research along the continuum outlined above.

#### **Where is this research going? What are its future directions?**

In our polarized world where environmental, social and governance issues come and go at a click of a button, I see the need to study sustainability at the issue-firm-level of analysis. My future work will try to compare and contrast different issues within and across organizations and industries, understanding how issue salience and other factors influence organizational responses.

#### **Is there any advice you would like to give ONE members on how to pursue their best work?**

Work with people you genuinely like as some projects take a long time before they are truly completed, prepare for setbacks and learn perseverance (through yoga or other means☺)!

#### **How do you get (and stay) inspired?**

Working with co-authors that are fun, pick up their load, and relate to practice. More and more of my research ideas come from the phenomena occurring in the “real world”. Doing practically relevant research and observing evolution of the phenomenon in the news or even classroom can keep one inspired and excited to do more!



### ONE Distinguished Scholar Award

Congratulations Andy Hoffman!!

*Note, you can find the slides Andy used in his acceptance remarks [here](#).*

**What is your current position?** I am the Holcim (US) Professor of Sustainable Enterprise at the University of Michigan, a position that holds joint appointments at the Ross School of Business and the School of Environment & Sustainability.

**Can you describe your background?** I have an interdepartmental doctoral degree from MIT in both the Department of Civil & Environmental Engineering and the Sloan School of Management. I spent 2 years as a Post-Doc at the Kellogg School at Northwestern and 7 years as an Assistant Professor at the Boston University School of Management (now called Quenstrom). Before academics, I was a construction manager building large scale custom estates, and before that I was a compliance engineer for the US Environmental Protection Agency in Boston, Mass.

**Could you please tell us about the ONE award you recently won?** I was awarded the Distinguished Scholar Award. The description says it is awarded to “a prominent scholar whose contributions have been central to the development of the field of environmental management/sustainable business, and who has made a significant impact on ONE scholarship... and who have taken a leadership role in the field of ONE by opening up lines of thinking or inquiry.”

**Can you describe the research or body of work for which you won this award?** I believe this award was for the entirety of my 23 years as a scholar since receiving my PhD in 1995.



**Where is this research going? What are its future directions?** I am particularly interested in four themes: (1) the psychology and sociology behind resistance to the science of climate change, (2) the social implications of humanity's transition into the Anthropocene, what Dev Jennings and I are writing about as “Anthropocene Society,” (3) the business implications of the shift to the Anthropocene, and (4) the emergent role of the engaged scholar, and

the tools and skills for bringing scientific research into public and political discourse.



**Is there any advice you would like to give ONE members on how to pursue their best work?** Your career is a long one. In many ways, we live such privileged lives, being able to study what we care about. Use that privilege wisely, choose topics and issues thoughtfully and bring that work from the world of the academy into the world of practice. This will help you get out of bed and keep working even when the headwinds of opposition are strong and you get discouraged. I also believe that this is also what will bring you satisfaction as you advance in your career and evaluate how you have spent your time.

**How do you get (and stay) inspired?** Speaking to young people and professionals that are engaged on the issues I care about. These people give me strength that I am part of something larger and hope that setbacks are temporary, and that the long arc of history bends towards what is right (paraphrasing Martin Luther King Jr. and Theodore Parker).

### **ONE Teaching Award**

Congratulations Robert Sroufe!

**What is your current position?**

Murrin Chair of Global Competitiveness  
our MBA in Sustainable Business  
Practices at Duquesne University in  
Pittsburgh, Pennsylvania.



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**Can you describe your background?**

I have been involved in environmental research since high school with multiple degrees involving the environment, science, and law. I have worked with or been involved with environmental groups, startups, consulting, bioremediation, procurement of environmentally preferred products, and university research involving cleaning up environmental problems. My PhD work put me on a proactive trajectory to help others recognize and avoid poor decision-making, pollution, and risks to people and the environment in manufacturing firms, operations and supply chains.

**Could you please tell us about the ONE award you recently won?**

I am honored to receive the ONE Teaching award. Criteria for this inaugural award include: (1) Having demonstrated a record of teaching extensively, including developing teaching materials, on ONE domain topics; (2) Having published on teaching/education topics, preferably with an ONE orientation; (3) Having worked with practitioners and/or in entrepreneurial / experiential learning settings with students to promote environmentally - sensitive policies and practices, locally and/or internationally; (4) Having encouraged holistic, integrative and interdisciplinary ONE learning. I am fortunate to have been able to develop pedagogy linked to all of the criteria..

### **Can you describe the research or body of work for which you won this award?**

This is a culmination of work within multiple core-required courses and a globally ranked, integrated 12-month MBA curriculum. My Strategic Sustainability courses, and sequenced live consulting courses serve as a proving ground for students to apply tools from essential business disciplines by framing and solving complex problems for real-world organizations in search of Integrated Bottom Line (IBL) benefits. Over the last decade, students have completed over 190 project engagements for multinational companies, SMEs, city governments, and NGOs. These courses guide student achievement of program learning objectives aligned with the UN PRME. In the last decade, I have designed and delivered multiple courses integrating sustainability into graduate and undergraduate curriculum and worked with PhD candidates on sustainability topics in other universities. The learning outcomes assessment from these courses has uncovered needs to modify curriculum, reorder classes, and provides 360° from project clients, faculty, and students. I conduct energy management design competitions, use the business school as a living laboratory (going beyond standard building code for renovations, generate electricity from kinetic tiles students walk on, and engage occupants with live dashboards of building performance measuring energy, GHG emissions and air quality). I do this to show how we can transition existing buildings, where we spend 90% of our time, to high performance buildings that save money, and reduce impacts on the environment and occupants. On a regular basis I take students outside the business school so that our classroom is within the businesses we work with. We map university, school, and project partner performance into the UN SDGs. All of this helps feed into publications of numerous journal articles, case studies, and multiple books contribute to pedagogical and practitioner audiences to round out my scholarly contributions to the alignment of organizations, the natural environment, and management of human organizations and societies.

### **Where is this research going? What are its future directions?**

The classrooms of the future will not be about a chalk and talk lectures. Instead, students and faculty will be within multiple organizations, be part of action learning, and learn together how to disassemble complex problems into feasible and actionably opportunities for change that include environmental and social sustainability. With the caveat of shameless self-promotion, my new book [\*Integrated Management: How Sustainability Creates Value for Any Business\*](#) with Emerald Press is written for business students and sustainability practitioners. It allows readers to do their own research, to integrate environmental and social value in performance, and leverage evidence-based management from top corporations to find sustainable recommendations for a different trajectory into the future. With this approach to capital allocation decisions, we can have goals of an integrated bottom line (IBL), integrated rate of return (IntRR), and integrated future value (IntFV) while bringing payback periods down from years with a traditional approach, to months with an integrated approach.

## **Is there any advice you would like to give ONE members on how to pursue their best work?**

Four things are top of mind and include courses, cases, competitions, and partnerships. Develop new sustainability courses designed to deliver experiences students will not forget for decades, are options to traditional schools of thought, and change the way they think about business. Next, we need good cases showing evidence of change, integration of ESG performance into decision-making and the value it brings to any enterprise. Find ways to get students to get involved in competitions that solve interesting problems and engage their thinking in new ways. This can provide new avenues for faculty research, teaching, and gives students another line item on their resume to show they engage in extracurricular activities. Finally, bring businesses into classroom and take teams of students out of the business school for live problem solving. Cultivate partnerships with organizations where students and faculty provide a shared value is a full contact sport that provides many benefits while also being a fun way to continuously learn about emerging trends.

## **How do you get (and stay) inspired?**

Not by watching the news. Instead, by finding new TED talks, AoM ONE Division sessions before the start of a new year, and through cultivating live consulting projects with MBA students and project partners as I get to learn about the sustainability problems keeping business managers up at night.

### **ONE Outstanding Service Award**

Glen Dowell received the ONE Outstanding Service Award for his efforts on the ONE Executive over the last four years. Glen has provided strong leadership within the ONE division over a number of years. We are grateful for his dedication.

## **NEW PUBLICATIONS**

### **New Journal Articles**

Bai, C., & Sarkis, J. 2018. Evaluating complex decision and predictive environments: the case of green supply chain flexibility. *Technological and Economic Development of Economy*, 24(4): 1630-1658.

Bai, C., Satir, A., & Sarkis, J. 2018. Investing in lean manufacturing practices: an environmental and operational perspective. *International Journal of Production Research*: 1-15.

Bai, C., Shah, P., Zhu, Q., & Sarkis, J. 2018. Green product deletion decisions: An integrated sustainable production and consumption approach. *Industrial Management & Data Systems*, 118(2): 349-389.

Bergendahl, J. A., Sarkis, J., & Timko, M. T. 2018. Transdisciplinarity and the food energy and water nexus: Ecological modernization and supply chain sustainability perspectives. *Resources, Conservation and Recycling*, 133: 309-319.

Bocken, N., Mugge, R., Bom, C., Lemstra, H. 2018. Pay-per-use business models as a driver for sustainable consumption: evidence from the case of HOMIE. *Journal of Cleaner Production*. 198, 498-510.

Bocken, N., Schuit, C., Kraaijenhagen, K. 2018. Experimenting with a circular business model: Lessons from eight cases. *Environmental innovation and societal transitions* (in press).

Bocken, N.M.P., Weissbrod, I., Miller, K., Holgado, M., Evans, S. 2018. Business Model Experimentation for Circularity: Driving sustainability in a large international clothing retailer. *Economics and Policy of Energy and Environment (EPEE)* (in press).

Bogdan-Vasi, Ion, Sunasir Dutta, and Hayagreeva Rao. Plug Power: Social Movements and Electric Vehicle Charging Stations in California, 1995-2012. ***Research in the Sociology of Organizations***, (Forthcoming)

Boons, F., & Bocken, N. (2018). **Towards a sharing economy–Innovating ecologies of business models**. *Technological Forecasting and Social Change* (in press)

Briscoe, F., King, B., and Leitzinger, J. co-edited a volume of *Research in the Sociology of Organizations* entitled Social Movements, Stakeholders, and Non-market Strategy. The link to the volume is: <https://www.emeraldinsight.com/doi/book/10.1108/S0733-558X201856#>

Cai, B., Lou, Z., Wang, J., Geng, Y., Sarkis, J., Liu, J., & Gao, Q. 2018. CH<sub>4</sub> mitigation potentials from China landfills and related environmental co-benefits. ***Science advances***, 4(7): eaar8400.

Carlos, W.C., Sine, W.D., Lee, B.H., Haveman, H.A. 2018. Gone with the Wind: The Evolving Influence of Social Movements and Counter Movements on Entrepreneurial Activity in the US Wind Industry. *Advances in Strategic Management*. 38:339-364

Darnall N, Ji H & Vazquez-Brust D. 2018. Third-party certification, sponsorship, and consumers' ecolabel use. *Journal of Business Ethics* 150(4), 953-969. DOI: 10.1007/s10551-016-3138-2

Darnall N, Hsueh L, Stritch J, Bretschneider S. 2018. Environmental purchasing in the City of Phoenix. Garren SJ, Brinkman R. (eds.) *Handbook of Sustainability: Case Studies and Practical Solutions*. London: Palgrave Macmillan. Ch. 26, 485-502. DOI: 10.1007/978-3-319-71389-2.

Dhavale, D. G., & Sarkis, J. 2018. Stochastic internal rate of return on investments in sustainable assets generating carbon credits. ***Computers & Operations Research***, 89: 324-336.

Dou, Y., Zhu, Q., & Sarkis, J. 2018. Green multi-tier supply chain management: An enabler investigation. ***Journal of Purchasing and Supply Management***, 24(2): 95-107.

Duanmu, Jing-Lin and Bu, Maoliang and Pittman, Russell W., Does Market Competition Dampen Environmental Performance: Evidence from China. ***Strategic Management Journal***, <https://doi.org/10.1002/smj.2948>



Groening, C., Sarkis, J., & Zhu, Q. 2018. Green marketing consumer-level theory review: A compendium of applied theories and further research directions. *Journal of Cleaner Production*, 172: 1848-1866.

Hoffman, A. and P.D. Jennings (2018) **Re-engaging with Sustainability in the Anthropocene Era: An Institutional Approach** (Cambridge, UK: Cambridge University Press). Currently available free for e-download at <https://www.cambridge.org/core/elements/reengaging-with-sustainability-in-the-anthropocene-era/5E251D8F3C54AFD85ED7BCB41BE4A145>

Ji H & Darnall N. 2018. All are not created equal: assessing the design features of local sustainability programs. *Public Management Review* 20(1), 154-175. DOI: 10.1080/14719037.2017.1293147

Kiefhaber, E./Pavlovich, K./Spraul, K. (2018): Sustainability-Related Identities and the Institutional Environment. The Case of New Zealand Owner–Managers of Small- and Medium-Sized Hospitality Businesses, In: *Journal of Business Ethics*, <https://doi.org/10.1007/s10551-018-3990-3> <https://rdcu.be/47fn>

Rehbein, K., den Hond, F., & de Bakker, F.G.A. 2018. Aligning adverse activities? Corporate social responsibility and political activity. In J. Weber & D.M. Wasieleski (eds.). *Corporate Social Responsibility. Business and Society 360 - Volume 2*. Bingley, Emerald: 295-324.

Saberi, S., Cruz, J. M., Sarkis, J., & Nagurney, A. 2018. A competitive multiperiod supply chain network model with freight carriers and green technology investment option. *European Journal of Operational Research*, 266(3): 934-949.

Saberi, S., Kouhizadeh, M., & Sarkis, J. 2018. Blockchain technology: A panacea or pariah for resources conservation and recycling? *Resources, Conservation and Recycling*, 130: 80-81.

Sarkis, J., & Zhu, Q. 2018. Environmental sustainability and production: taking the road less travelled. *International Journal of Production Research*, 56(1-2): 743-759.

Sarti S, Darnall N, Testa F. 2018. Market segmentation of consumers based on their actual sustainability and health-related purchases. *Journal of Cleaner Production* 192, 270-280. DOI: 10.1016/j.jclepro.2018.04.188

Stritch, JM, Darnall N, Bretschneider S, Hsueh L. 2018. Green technology firms and sustainable public purchasing. *IEEE Engineering Management Review* 46(1), 128-131. DOI: 10.1109/EMR.2018.2810080

van Hille, I., de Bakker, F.G.A., Ferguson, J.E., & Groenewegen, P. 2019. Navigating tensions in a cross-sector social partnership: How a convener drives change for sustainability. *Corporate Social Responsibility & Environmental Management*. Accepted for publication.

van Wijk, J., Zietsma, C., Dorado, S., de Bakker, F.G.A., & Martí, I. 2018. Social innovation: Integrating micro, meso and macro level insights from institutional theory. *Business & Society*. Accepted for publication. doi 10.1177/0007650318789104

Walls, J.L. 2018. The power of one: Leadership and corporate greening. *European Business Review*. September/October edition, forthcoming.

Wickert, C., & de Bakker, F.G.A. 2018. Pitching for social change: Towards a relational approach to selling and buying social issues. *Academy of Management Discoveries* 4(1): 50-73. doi 10.5465/amd.2015.0009.

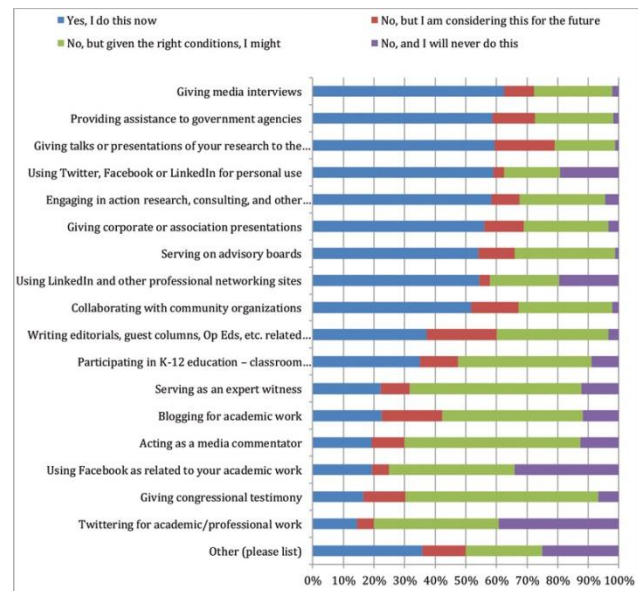
Zhu, Q., Sarkis, J., & Lai, K.-H. 2018. Regulatory Policy Awareness and Environmental Supply Chain Cooperation in China: A Regulatory-Exchange-Theoretic Perspective. *IEEE Transactions on Engineering Management*, 65(1): 46-58.

## ENGAGING PRACTICE

Academia is facing a crisis of relevance. Much of the good research being done is not influencing practice. While there are multiple reasons this is happening, one that deserves particular attention is the extent to which academic scholars do not see it as their role to engage in public and political discourse. Such engagement is unavoidable in an educational context, where research eventually permeates into classrooms. However, we need our work to engage the community of practice in almost real time, as the issues that many of us study are of increasing urgency. By engaging the community of practice, we will help to stem the attacks on the relevance of our specific research, but also the war on science more broadly. Further, there is a demographic shift in play, where young scholars are seeking impact from their work and are unwilling to wait until they are more senior and tenured. By that time, there is also the risk of being locked into a mindset that is hard to shift. In this section of the ONE newsletter, we will highlight efforts of ONE scholars to influence the community of practice, such that our research not only influences other researchers but shapes public and political discourse.

--Dr. Pratima Bansal and Dr. Andy Hoffman

For ideas on how to engage – consider the results of a survey above that Andy Hoffman administered at the University Michigan: <https://quod.lib.umich.edu/m/mm/13950883.0001.001>



### Editorials and Opinion pieces

De Lange, Deborah *Building housing on flood plains another sign of growing inequality*  
<https://theconversation.com/building-housing-on-flood-plains-another-sign-of-growing-inequality-101552>



Hyatt, David and Spicer, Andy *Walmart tried to make sustainability affordable. Here's what happened.* <https://theconversation.com/walmart-tried-to-make-sustainability-affordable-heres-what-appened-76771>

Linnenluecke, Martina *AEMO's 'cohesive' energy plan falls short because it omits two key economic facts* <https://theconversation.com/aemos-cohesive-energy-plan-falls-short-because-it-omits-two-key-economic-facts-100241>

Thomas Lyon and Magali Delmas *Talk Green while lobbying brown* <https://theconversation.com/when-corporations-take-credit-for-green-deeds-their-lobbying-may-tell-another-story-98988?platform=hootsuite>

### *Practitioner Oriented Articles*

Thomas P. Lyon, Magali A. Delmas \*, John W. Maxwell \*, Pratima (Tima) Bansal \*, Mireille Chiroleu-Assouline \*, Patricia Crifo \*, Rodolphe Durand \*, Jean-Pascal Gond \*, Andrew King \*, Michael Lenox \*, Michael Toffel \*, David Vogel \*, and Frank Wijen (2018). CSR Needs CPR: Corporate Sustainability and Politics. *California Management Review*, 0008125618778854. free download)! <http://journals.sagepub.com/doi/abs/10.1177/0008125618778854>

### *Practice Engaged Projects*

Nancy Bocken draws our attention to the H2020 project CIRCUSOL on circular business models for the solar industry launched this summer; 4-year project with live circular business model demonstrators in Europe. Website: <https://www.circusol.eu/en>

### *Podcasts*

Magali Delmas has recently launched a podcast called Planet Innovation. <https://www.planetinnovation.eco/> Planet Innovation is a podcast discussing business solutions to environmental problems. We bring inspiring conversations with scientists and entrepreneurs who are on a mission to protect our planet. This is not another doom-and-gloom sustainability podcast. Instead, we are choosing to focus on innovative solutions, from solar clothing to lab meat or wooden skyscrapers to electric scooters, to examine how science and entrepreneurship can save the earth.

Andy Hoffman appeared on a podcast to talk about the role of the engaged scholar. <https://medium.com/@worldswewant/episode-8-a-conversation-with-and-call-to-action-from-andrew-j-hoffman-bd9a7bf004d6>

### *Radio, TV and media attention*

Andy Hoff man appeared on Don Shafer's radio show <http://donshafer.com/2018/03/18/andrew-hoffman-march-18-2018>

## **ANNOUNCEMENTS, AWARDS, AND GRANTS**

### *Lunds Universitet – Post-doctoral position in Sustainable Business Models*

Consider applying for a postdoc position in Sustainable Business Models at Lunds. <https://lu.mynetworkglobal.com/en/what:job/jobID:213028/type:job/where:4/apply:1>  
Note: apply by 30 Sep 2018

### *Grant Recipients from Global Consortium for Sustainability Outcomes*

**Nicole Darnall** received a grant from the Global Consortium for Sustainability Outcomes related to “Advancing Sustainable Public Purchasing in Cities Globally” (with Profs. Stuart Bretschneider, Justin Stritch, Juliane Reineke, Johann Fortwengel, Igor Filatotchev, Toshi Arimura).

### *Pratima Bansal inducted into the Royal Society of Canada – Class of 2018*

Pratima Bansal has been awarded as a Fellow of the Royal Society of Canada (RSC) marking outstanding achievement. Election to the academies of the RSC is the highest honour a scholar can achieve in the arts, humanities and sciences in Canada.

<https://rsc-src.ca/sites/default/files/Class%20of%202018.pdf>

### *New Center - The Centre for Corporate Sustainability and Environmental Finance*

The [Centre for Corporate Sustainability and Environmental Finance \(CCSEF\)](#) is a newly established Research Centre at Macquarie University, Sydney, Australia. The Centre for Corporate Sustainability and Environmental Finance Our research focuses on the financial and business case for corporate action on pressing environmental and social problems across three major research streams:

#### *1. Corporate adaptation and resilience to climate change and global environmental change*

A first major stream of research of the CCSEF focuses on understanding the need for companies to adapt to and build resilience against climate change and global environmental change more broadly. Adaptation and resilience are particularly important for companies in developing countries that have limited technical expertise and funding.

Our research assesses the adaptation and resilience of companies and industries in various sectors, including the costs and benefits of adaptation. Recently published studies focus on adaptation in the energy industry as well as the implications of climate change for the sugarcane industry.

#### *2. Asset impairment and stranded assets*

A second major stream of research examines the impacts of environmental change on corporate assets. Risks result from resource constraints (e.g., regulatory limits to fossil fuel extraction and carbon constraints) but also changing technology landscapes and social expectations.

Our research provides thought leadership on recognizing impairment events and on developing financial estimations which quantify the risk that corporate assets, especially in the oil and gas sectors, may become so-called ‘stranded assets’ – that is, assets that become subject to unanticipated or premature write-downs due to the impacts of environmental change. This research stream also focuses on quantifying opportunities for companies such as those associated with the transition to clean technology.

#### *3. Socially Responsible Investments, ESG and Investment Performance*

A third major stream of research focuses on Social Responsible Investing (SRI), ethical investing, measurement of ESG performance, and resulting consequences for investment portfolio construction and investment return performance. This research streams examines areas of fund flow, measurement of corporate ESG performance as well as the behavioral attributes and motivations of investors, and provides analytical and practical recommendations for the corporate and financial sector.

### **Best Paper Runner up at AOM Conference**

Congratulations to Ivan Montiel and Raquel Antolín on an excellent paper entitled **Entrepreneurial Collective Responses to Sustainability-related Grand Challenges**. This paper was a runner up in the best paper competition at this year's Academy of Management Conference.



Using grounded theory, this study explores the emergence of Som Energia a renewable energy cooperative that emerged in 2010 as a consequence of a citizen social movement seeking to transform the Spanish energy model to fight against energy poverty, corruption and climate change. Based on our findings, we theorize a model of pro-social organization emergence that is nourished by entrepreneurship, compassion organizing, anti-consumption, and social movement theories.

In recent years, we have witnessed the exacerbation of social and environmental problems such as climate change, natural disasters, poverty, and water scarcity, in such a magnitude that they have been included within the list of societal Grand Challenges. Therefore, we need new ways of seeing to further understand the creation of organizations that could help to address urgent grand challenges such as climate change and environmental degradation; a phenomenon that is not yet well understood. <https://journals.aom.org/doi/abs/10.5465/AMBPP.2018.83>

### **Network for Business Sustainability**

The [Network for Business Sustainability](#) is a non-profit based at Ivey Business School that supports knowledge co-creation between researchers and managers. NBS seeks to produce knowledge that is both rigorous and relevant. On our website, we provide resources on [many business sustainability topics](#), with a particular focus on [leading positive change in a time of disruptions](#). We also offer guidance on [effectively co-creating knowledge with practitioners](#). Please [get in touch](#): We are always eager for your feedback and ideas for bridging research and practice. NBS offers French-language resources through its [francophone office](#).

### **Judith Walls appointed Full Professor and Chair for Sustainability management at University of St. Gallen**

**Judith Walls**, this year's ONE Division Chair-Elect, has been appointed to serve as Full Professor and Chair for Sustainability Management at the University of St. Gallen (HSG) effective of 1 February, 2019. Judith will be taking over from Prof Dr Thomas Dyllick who co-founded the Institute for Economy and the Environment (IWÖ-HSG) in 1992, and will be joining Prof Dr Rolf Wüstenhagen as co-director of the sustainability institute. Judith will be moving to St. Gallen from Nanyang Business School, NTU Singapore. Her research focuses on the interface of governance and management of social and environmental sustainability, often taking a micro-to-macro institutional lens. This will be the third time that Judith is living in Switzerland, having spent a total of four years there when she was young. "I am truly honoured and humbled to be joining the University of St. Gallen and having the opportunity both to carry on Thomas' legacy and work together with Rolf," said Judith. Her new colleague Rolf

Wüstenhagen adds: “Thomas has done a tremendous job in creating a vibrant academic hub for business sustainability in St. Gallen. I am delighted that Judith has agreed to join us and take our efforts to the next level in the years to come. Given her rare combination of academic excellence, truly international experience and being passionate about sustainability, she is a great fit with our aspiration to inspire the next generation of responsible business leaders.”

### Update from the ONE Greening Team

The ONE Greening Team would like to update our members on our action plan for the coming year. Based on the generous feedback from ONE membership at the 2018 conference and our analysis of the results from our December 2017 survey, we think there is a very large gap between expectations and on-the-ground performance around sustainability, offering us a unique opportunity to drive major improvements in the way the conference is organized. Our team has decided to prioritize a set of short- and long-term actions for the coming year. In terms of short-term actions we will undertake in advance of the 2019 conference, we are going to prioritize:

- Reducing food waste and increasing recycling at the conference,
- Organizing more social events centered on environmental sustainability,
- Advocating for further reductions in the use of paper programs, and
- Updating and better promoting our green conference cheat sheet.

In terms of actions that have a longer-term horizon and necessitate more planning, we are going to prioritize:

- Piloting carbon offset options,
- Expanding the scope of virtual attendance options, and
- Advocating for more sustainable procurement practices when planning future conferences.

We are excited about these initiatives, and welcome participation from any members interested in helping with these tasks. If you are interested, please contact Simon Pek ([spek@uvic.ca](mailto:spek@uvic.ca)).

-Simon Pek, Yaprak Anadol, and Sylvia Grewatsch

### Sandra Waddock awarded IHMA Best Book for Pedagogy and Practice

The International Humanistic Management Association (IHMA) awarded Sandra Waddock's book *Intellectual Shamans* the 'best book for pedagogy and practice' award for 2018 at its pre-conference meeting just before AOM.

*In traditional cultures, the shaman is the healer, the connector, and the spiritual leader or sensemaker. Today in the management academy, some individuals use their intellectual gifts to perform a similar role - mediating between various disciplines, ideas and theories, as well as making sense of ideas, insights, and research for others. This book, based on the work and lives of 28 very well-known management academics, describes what it means - and what it takes - to be an intellectual shaman. It is a fascinating insight into the career paths and the sometimes maverick behaviour that has allowed these individuals to achieve success. Based on extensive*

*interviews, Intellectual Shamans provides both a roadmap to junior scholars and a critique of the current system of academic career progression.*

### **The Sustainable Enterprise Fieldbook: Building New Bridges Second Edition**

By Jeana Wirtenberg (ed.) with Linda M. Kelley, David Lipsky, & William G. Russell

With deep thought and inspiring examples, [\*The Sustainable Enterprise Fieldbook: Building New Bridges\* second edition \(Routledge, 2019\)](#) engages readers by increasing their understanding and awareness of what sustainability means conceptually, practically, personally, and professionally. It provides readers with the tools and techniques to improve the social, environmental and economic performance of their organizations in both the short and long term.

Since sustainability is not achieved in a siloed environment, everyone has a critical role to play on this journey. *The Sustainable Enterprise Fieldbook* engages today's managers and leaders of organizations, in both the private sector and civil society, who are being challenged as never before to find ways to play a proactive role in understanding and addressing the risks and opportunities of sustainability. It teaches them how to apply systems thinking to turn our most intractable problems into exciting business opportunities, and offers ground breaking frameworks in new chapters on globalization, strategy, metrics, and sustainability models for collaboration, technology, and community.

That is why this book is structured to be a fieldbook to provide practitioners the Activities, Cases and Tools that they can use to help move their enterprise through progressively higher performing stages of sustainability. Readers will also gain access to the innovative [Living Fieldbook](#): an online community forum filled with supporting materials.

We put a sustainability lens on existing and new enterprise mechanisms to help us address the diverse needs of our audience. These include the following ten chapters (478 pp.):

- *Introduction and overview*
- *Leadership for a sustainable enterprise*
- *Mental models for sustainability*
- *Developing a sustainability-aligned strategy*
- *Managing the change to a sustainable enterprise*
- *Employee engagement for a sustainable enterprise*
- *Sustainable enterprise metrics and measurement systems*
- *Sustainable globalization: the challenge and the opportunity*
- *Sustainability models for collaboration, technology, and community*
- *A path forward: building new bridges to the future*

### **Stephanie Bertels and Embedding Project wins Inaugural AOM International Impactful Collaboration Award**

Stephanie Bertels and the [Embedding Project](#) have been awarded the inaugural International Impactful Collaboration Award from the Academy of Management for its practical and scholarly impact embedding sustainability into the operations and decision-making of global companies. The award is sponsored by two all-Academy committees: The Practice Theme

Committee and the International Theme Committee and recognizes and celebrates international collaborations between academics and external stakeholders that have achieved demonstrable, external impact.

The Embedding Project is a global public-benefit research project that brings together researchers from seven different institutions (Stephanie Bertels, Ralph Hamann, Jennifer Howard-Grenville, Jason Jay, Eric Werker, Andy Hoffman, Joep Cornelissen, and Charlotte Cloutier), as well as over two dozen large multinational companies, industry associations and non-governmental organizations to undertake research and develop resources and tools to help companies embed environmental and social sustainability into their operations and decision making.

To learn more about the project or use its free resources in your teaching visit [www.embeddingproject.org](http://www.embeddingproject.org).

Panikos Georgallis, ONE member and Assistant Professor at the Amsterdam Business School, has received a Veni grant of €250,000 from the Netherlands Organisation for Scientific Research (NWO) to study the evolution of moral markets. Veni grants are targeted at outstanding researchers who have recently obtained their PhD and allow them to conduct independent research for a period of three years. One of only five Veni grants awarded by NWO to researchers from the fields of Economics and Business, this grant will fund Panikos' research on sectors that address societal/environmental challenges and help nurture the development of moral markets.

### **Integrated Management: How Sustainability Creates Value for Any Business**

Robert Sroufe

Duquesne University, USA

Integration has been a key theme across the general management, organizational behaviour, supply chain management, strategy, information systems and the environmental management literature for decades.

Sustainability continues to be, at the top of the agenda in the C-suite. Despite this, specialists in academia and organizations lack the peripheral vision to understand the power of a more integrated approach that will empower functional groups to become best-in-class without forcing trade-offs that pull down other groups connected to overall operations.

Integrated Management is the key driver of innovation and profitability in progressive companies. It reduces risks while pursuing new opportunities, and the checks and balances for prudent management are baked in the strategy for modern go-to-market synergy and growth. What can be done, then, by individuals, functions, organizations, value chains, and even whole cities to integrate and align sustainability? To answer this and other questions, the information in this book finds enterprises already on the path toward integrated management and strategic sustainable development. It considers the opportunity we have to enable an enterprise value proposition that includes environmental, social and governance (ESG) performance. Integrated management applies a proven strategic planning approach to uncover the tools and actions



available for change management and performance measured with an Integrated Bottom Line (IBL). Using evidence based examples from best-in-practice enterprises, proven management tenets, models and tools alongside emerging technologies, we can develop integrated solutions aligned with the UN Sustainable Development Goals (SDGs).

It's easy to say sustainability is important, yet not so easy to understand how it is part of the decisions that are made every day and how it cuts across business functions, systems, and supply chains. The information within this book, the application of systems thinking to complex problems, the development of a vision and action plan, your own research, and action learning activities are all designed to accelerate management action, value creation, and the goal of a sustainable future.

## **CALLS FOR CONFERENCES**

### **Call for Papers: 11th Annual ARCS Research Conference**

The 11th Annual ARCS Research conference will be hosted by the University of North Carolina – Chapel Hill this June 5th through 7th 2019.

<https://corporate-sustainability.org/events/11th-annual-arcs-research-conference/>

### **Call for Papers EGOS – The Challenge of Normativity**

ONE members may be interested in the EGOS Conference call for paper of Sub-theme 25: *Institutional Theory and Problem-driven Research: The Challenge of Normativity* Convenors F.Überbacher, G. Delmestri and E. Marti

[https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1534193845533&subtheme\\_id=1511424500060](https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1534193845533&subtheme_id=1511424500060)

### **GRONEN Reading Group – Amsterdam**

We would like to invite you to participate in the 13<sup>th</sup> session of the **GRONEN Reading Group (GROReG)**. GROReG is the platform of the GRONEN network (<http://gronenonline.org/gronen-reading-group>) to discuss papers that are at advanced stages in the revision process. The goal is to help scholars from the field to publish their work on sustainability-related topics in high quality academic journals.

The **next GROReG session** will be held on **Friday, 16<sup>th</sup> of November 2018** hosted by [Amsterdam Business School](#) in the Netherlands. The half-day event with about 10 participants will start with a lunch and host the discussion of 2-3 papers. After a brief presentation of the main challenges regarding the revision process of the paper by the author(s), a discussant gives her/his view before the general discussion is opened. Participants receive the papers as well as the review reports and the editorial letter before each session and are expected to have read these documents beforehand. The focus of the discussion is how to deal with reviewer and editorial comments to improve the papers and increase likelihood of acceptance of the papers. GROReG sessions are characterized by a non-competitive, constructive working atmosphere with the aim to help each other with the development and publication of papers on sustainability-related topics in high quality journals.



GROReG sessions are facilitated by a group of the following core members: Elisa Alt (Anglia Ruskin University, Cambridge, UK); Luca Berchicci (Erasmus University Rotterdam, NL); Frances Bowen (University of East Anglia, UK); Fred Dahlmann (University of Warwick, UK); Frank Figge (Kedge Business School Marseille, France); Tobias Hahn 9ESADE Business School Barcelona, Spain); Kerstin Neumann (University of Innsbruck, Austria); Jonatan Pinkse (University of Manchester, UK); Sally Russell (University of Leeds, UK).

If you have a paper at the “revise & resubmit” stage, preferably with a journal that is at least ranked 3\* in the ABS list, we would like to encourage you to participate in the first GROReG session. If you are interested please respond to this email by **contacting the reading group coordinator Fred Dahlmann** ([Frederik.dahlmann@wbs.ac.uk](mailto:Frederik.dahlmann@wbs.ac.uk)). Please send your paper as well as the decision letter including the reviewer reports. All submissions will of course be treated confidentially and only be shared with the participants of the session. Please feel free to pass on this invitation to colleagues who might be interested in participating.

We hope you will be part of this initiative and look forward to seeing you at our next session in Amsterdam!

Best regards,

Fred Dahlmann and Tobias Hahn

## **CALLS FOR JOURNAL AND BOOK SUBMISSIONS**

### **Sage Publications – Call for Sustainability Cases**

In 2019, SAGE Business Cases will be launching Sustainability, a new teaching case series within SAGE Business Cases. This rich and interdisciplinary series is edited by Professor Kathy Hipple, Bard’s MBA for Sustainability and founding partner of Noosphere Marketing. For more information see <http://sk.sagepub.com/sustainabilityseries>.

### **Call for Contributions – Environmental & Social Sustainability for Business Advantage**

ONE Division Members; (Opportunity to Publish Short Books for Your Own Courses)

Business Expert Press’s focus is on publishing concise, academically sound, applied books aimed at providing supplemental material for advanced undergraduate and MBA business education as well as for the business executive education marketplace, an underserved market segment. These short books (150 pages or less) will be used in executive education, and as supplementary material in undergraduate and MBA programs. They are useful for the professional market. The books will be supplemented, as necessary, with cases, articles, newsletters and simulations, and to this end BEP distributes its books through University Readers, Xanadu and in selected cases Harvard Business Publishing – the leading providers of cases and course packs.

As the collection editors for the Environmental & Social Sustainability for Business Advantage collection, we will review your proposal and offer you feedback on your

manuscript prior to making the approval decision. Professional copy editors will also help you with the final manuscript. Business Expert Press employs a quick, 120-day production timeline from start to printed book in-stock.

The collection is envisioned as a comprehensive set of teaching material designed primarily for the needs of executive education programs across functions and disciplines. While Sustainability, Corporate Social Responsibility, and Environmental Management are a prime focus of the collection, we see core management courses, such as accounting, finance, organizational behavior, strategy, marketing, leadership, and operations as prime targets for the content and spirit of the sustainability-related publications. To meet the needs of such a diverse audience, we have an open call for proposals and invite your submissions for book proposals for the following subject areas: sustainability, sustainable value, shared value, green marketing, change management for sustainability, extended producer responsibility, sustainable measurement/accounting and reporting, entrepreneurship, and sustainable operations. Additional subjects and focus areas, relevant for the overall goals of the collection, will also be considered.

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Converting your expertise into a short focused book for the business education market will be a valuable contribution. If you have an idea for a book that would fit this business model, please contact us via email. We look forward to discussing this opportunity with you.

Sincerely,  
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## THANKS FOR YOUR CONTRIBUTIONS!

*We hope you enjoyed the latest ONE Times, which was produced by the ONE Communications Team: Dante Leyva de la Hiz, Brent McKnight, and Panikos Georgallis. Thank you to all the ONE members who contributed material to it.*

**Connect with us:**

