Sustainable Development for a Better World: Contributions of Leadership, Management and Organizations

Submission deadline: July 31, 2018
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• Jonas Haertle (Head of the U.N. Principles for Responsible Management Education, USA),
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• Andy Van de Ven (past Editor in Chief, AMD and Professor, University of Minnesota, USA).

AMD – the journal for empirical exploration in management and organizations
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A. Introduction to AMD
B. Introduction to SDGs
C. Introduction to SDG Special Issue themes
D. Published AMD papers that might fit this special issue and examples of abductive studies
E. Conclusion
A. Introduction to AMD

• Approved in 2012
• Volume 1 in 2015, volume 3 2017
• SDG special issue deadline July 2018, expect to publish it in volume 5, late 2019 or early 2020
• Where does AMD fit into the research process?
• What AMD publishes and not publishes
• AMD author guidelines
• Role of AMD special issues
Knowledge Development Process

1. AMD - Discover unusual phenomena. empirically-grounded, "first suggestions" using abductive reasoning. Aims: Surfacing phenomena or relations; Establishing criteria for down-the-road theorizing.

THEN EITHER:

2a. AMD/AMJ - empirically-grounded but theory-influenced extensions using inductive reasoning aimed at model clarification and specification. Aim: Criteria for mid-range theory and/or propositions. OR

2b. AMR -- Theoretical research grounded on criteria established by the AMD paper. Aim: Propositions

THEN:

3. AMJ -- Deductive research aimed at hypothesis generation and model testing. Aim: Hypothesis development and confirmation.
AMD Prefers Abduction Studies

• Deduction
  – Theory and hypotheses, use data to test theory
  – Belong to AMJ

• Induction
  – Use empirical observations or data to develop theory is the domain of AMJ
  – Inductive studies in AMD do not require specification of propositions. Laying out of criteria for mid-range theory and providing enriched description is sufficient.

• Abduction
  – Use data to identify the phenomenon and empirical regularity
  – Use further data to confirm regularity, test speculation of plausible explanations, and refine understanding
  – Ideal for AMD
AMD Domain

1. Unusual Phenomenon
2. Literature review
3. The empirical Study
4. Speculation/Exploratory

Implications for down the stream theorizing

Copyright Anne S. Tsui, July 24, 2011
What AMD Publishes

• Significantly new or emerging phenomena
  – Rich description,
  – Construct development,
  – Taxonomies.

• Surprising relationships
  – Empirical insights on critical anomalies, findings different from the literature or common knowledge

• Empirical basis for future theorizing
  – Preliminary speculation of explanatory mechanisms
Two Types of Papers for AMD

• Full-length papers
  – A new empirical discovery
  – Plausible explanations for the underlying mechanisms or the conditions governing them

• Discoveries in Brief
  – Stylized facts and evidence of their consistent and non-spurious nature
  – Repeated observations
AMD Author Guidelines

- Phenomenon-inspired, not theory-motivated
- Pre-theory observations and documentation
- Empirical, either quantitative or qualitative
- Implications for several research streams
- Both interesting and important phenomena

- No theory, no hypothesis, no conceptual models
Role of AMD Special Issues

Collective efforts to accelerate the understanding of...

• Crucially important and new phenomena
  – Changing nature of work (June 2017)
  – The sharing economy (in process, 2018)
  – Sustainable development for a better world ... (2019)

• Phenomena that are too complex to be captured or understood with a single disciplinary perspective or a single framework
B. Introduction to SDGs

• 17 sustainable development goals
• 3 areas of sustainability
• Business and SDG
• A few SDGs and relationship to special issue
Three Areas of Sustainability

- **Economic** – increase wealth; reduce poverty; decrease inequality; protect right to employment; decent wages and benefits
- **Social** – increase capability; improve mobility, health, and community; protect human dignity, respect human rights
- **Natural** – increase use of renewal energy; responsible use of natural resources; decrease pollution of water, air, and earth; improve health, increase quality of life

What are businesses doing to contribute to these three areas of sustainability?
Business and SDGs

SDG Compass
The guide for business action on the SDGs

Business is a vital partner in achieving the Sustainable Development Goals. Companies can contribute through their core activities, and we ask companies everywhere to assess their impact, set ambitious goals and communicate transparently about the results.

Ban Ki-moon, United Nations Secretary-General
SDG Compass for Business

• SDG Compass provides good guidance on the goals as related to business:
  https://sdgcompass.org/sdgs/

• Indicators suitable for research:
  https://sdgcompass.org/business-indicators/

• Below are a few SDGs to illustrate what is relevant for the AMD special issue on the SDGs
Goal 1: End poverty in all its forms everywhere

• Poverty in society: billion people $1.25 per day
  – How entrepreneurship reduces poverty
  – Why do some organizations invest in communities

• Poverty in organizations
  – Below living wage
  – Uneven opportunity for mobility or skill-training
  – Social poverty: Lack of respect, indecent treatment, all forms of discrimination, harassment

How and why do some organizations or communities work to end or reduce poverty, economically or socially?
Goal 3: Healthy lives and well-being for all at all ages

- Physical health
  - Access to healthcare through insurance and clinics
  - Safe work environment
  - Special care for the physically challenged

- Psychological health
  - Emotional wellbeing programs
  - Special arrangements for mental health
  - Services to reduce or manage work stress

What innovative programs do some organizations have in some of these areas?
Goal 8: Inclusive and sustainable economic growth, employment and decent work for all

- Job creation and protection
  - Employment security
- Capability building and full employment
  - On the job training and job rotation
  - Retraining and career development
- Labor right protection
  - Women, children, migrant workers
  - Union or worker associations

What are some innovative practices to create jobs, build capabilities, and protect labor rights?
Goal 10: Reduce inequality within and among countries

• Equality in pay and opportunities
  – Special attention to traditionally disadvantaged groups: women, minority, migrant, other groups
  – Relationship with suppliers and customers

• Attention to wealth distribution inside the company
  – Executive pay relative to average employee pay
  – Profit and wealth sharing among all employees
  – Pay policy to encourage motivation and creativity and elevate social status

• Transparency in economic decisions
  – Pay policies for different positions and ranks
  – Transparent reporting of pay practices and outcomes
Goal 16: Justice for all; effective, accountable and inclusive institutions at all levels

• Strong governance
  – To ensure transparency and accountability
  – To promote justice for all stakeholders

• Strong ethics
  – Systems to prevent corruption
  – Support the rule of law
  – Participative, inclusive and transparent decision making

• Impact assessment and reporting
  – Assess and document the effect of LMG practices on economic, social and environmental sustainability
C. Introduction to SDG special issue

- Call for submissions
- Five cross-SDG themes
- Papers suitable for this special issue
SPECIAL ISSUE CALL FOR SUBMISSIONS

SUSTAINABLE DEVELOPMENT FOR A BETTER WORLD:
CONTRIBUTIONS OF LEADERSHIP, MANAGEMENT AND
ORGANIZATIONS

Submission deadline: July 1 to July 30, 2018

Guest Editors: Jennifer Howard-Grenville (U. of Cambridge, UK), Jerry Davis (U. of Michigan, USA), Thomas Dyllick (U. of St. Gallen, Switzerland, CH), Aparna Joshi (Pennsylvania State U., USA), Chet Miller (U. of Houston, USA), Stefan Thau (INSEAD, Singapore) Anne S. Tsui (U. of Notre Dame, USA)

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Five cross-SDG Themes

1. Innovation in technological, social, and business models
2. Business for decent work, decent pay, and decent treatment
3. Health, wellbeing, and business
4. Diversity, inclusion, and equality
5. Sharing best practices and leading SDG efforts
Theme 1: Innovation in social, technological, and business models

Breakthrough innovations in technology, social, and business models that can spur the achievement of the SDGs (economic, social, and environment).

• What leadership or business models spur groundbreaking innovations for economic, environmental, and social sustainability?

• How do incentive systems or other employment practices foster innovative capabilities and release human potential among employees?
Theme 2: Business for decent work, decent pay and decent treatment

Respecting workers’ rights and empowering workers, paying a living wage, ending the labor trafficking and all forms of child labor.

- What business organizations and supply chains end forced labor and/or child labor, or protect human rights and advance human conditions?
- How do organizational practices end poverty and worker exploitation?
- How does paying beyond a living wage shape employee attitudes and organizational performance?
Curb the growing healthcare costs that employers and governments face in many countries due to non-sustainable lifestyles.

• What types of institutional and cultural factors serve as barriers or facilitators of business contribution to health and wellbeing of citizens?

• How are employer investments in health and wellbeing linked to employee health, sustainable lifestyle choices, economically viable organizations, and sustainable communities?
Inclusive practices within organizations could potentially set the stage for changes in the communities in which businesses are embedded.

• How can management practices and leader behaviors improve employee wellbeing and organizational effectiveness in face of ethnic and racial conflicts?

• How does a climate of inclusion and equality within organizations and in the communities that these organizations serve relate to social and economic sustainability?
Sharing of best practices and the use of metrics to raise the level of adoption and implementation of SDGs across businesses.

- What role do management standards and metrics play in encouraging and disseminating SDG oriented business practices?
- How can these metrics be designed to enhance transparency and sustainability?
- How do SDG champions differ from SDG followers and SDG resisters? Why do some organizations or leaders embrace the SDGs and others do not?
Papers Suitable for this Special Issue – General Guidelines

- Papers that empirically examine how business firms and other types of organizations are contributing to the three types of sustainability.
- Papers that adopt a multi-disciplinary approach and engage a mixture of economic, social, and environmental concerns.
- Papers that emphasize at least two if not all three of the economic, social, and environmental dimensions of sustainability.
Papers Suitable for this Special Issue – Specific Guidelines

• Unusual leadership and management approaches and their relationship to two or three types of sustainability.
• Leadership and management are independent variables; types of sustainability are the dependent variables.
• Taxonomic work on both the IVs and the DVs.
• Contingent factors may be considered if discovered.
• Mediating factors may be explored if discovered.
• Keep in mind: We want “discoveries” from the real world.
C. Sample AMD Papers that Might Fit SDG special issue

   How to Save a Leaky Ship: Capability Traps and the Failure of Win-Win Investments in Sustainability and Social Responsibility. 2(1), 7-32.

   Is the Public Sector a Fairer Employer? Ethnic Employment Discrimination in the Public and Private sectors, in press.

3. Pfeffer, Jeffrey and Carney, Dana.
   The Economic Evaluation of Time Can Cause Stress, in press.

4. Wickert, Christopher and de Bakker, Frank.
   Pitching for Social Change: Towards a Relational Approach to Selling and Buying Social Issues, in press.
Puzzle: Despite large endowment and pro-social mission, the university failed to implement many programs offering both large environmental and financial benefits.

Key question: Can managers enhance social responsibility while also improving profitability?

Research: Using ethnographic field study and panel regression, authors developed a novel simulation model integrating energy use, maintenance, and facility renewal.

Results: Organization inadvertently fell into a capability trap in which poor performance prevented investments in win-win opportunities and the capabilities needed to realize them, perpetuating poor performance. Escaping the trap requires investments large enough and sustained long enough to cross tipping thresholds that convert the vicious cycle into a virtuous cycle of better performance, greater investment, and still better performance.
Phenomenon: Increasing immigrants makes employment discrimination a core issue.

Key question: Are public employers (government) less likely to discriminate than private employers? Theories say that they should.

Research: Denmark, study 1 is a field experiment and study 2 uses employment archival data.

Results: No difference between public and private in recruitment practices (hiring decisions), but some differences in proportions of immigrants in the work force and their wages. Authors propose a framework of sector and context interaction to explain organizational differences in ethnic discrimination.

SDG implication: Inequality
Puzzle: How do people sell social issues to buyers who are not sensitive to the normative value of the issues?

Key question: How do issue sellers perceive their role and what strategies do they use to win over skeptics?

Research: Interviews of 45 CSR managers in German MNCs with site visits.

Results: Content analysis identified five themes: two on self-perception (motivation and self-perception, tempered aspiration) and three on relational strategies (accumulate internal influence, establish proximity, and adapt to issue buyer’s worldview).
**Example 1:** Barley, S. 215. Why the internet makes buying a car less “loathsome”: How technologies change role relations. AMD. 1(1), 5-35.

- How an intended qualitative study on one particular topic led to the identification of an anomaly, and a complete shift in exploring that new, data-driven question.
- Phenomenological abduction at its best.

• Five experiments to establish a link between favors and reciprocity in organizational and personal contexts, and narrow the range of plausible explanations.
E. Summary

• **Global compact companies in China**
• Aspirations for this special issue
• Conclusion
Aspiration for This Special Issue
– p 1

1. To engage in meaningful research that may advance our society, protect humanity and improve wellbeing for all.

2. To discover important phenomena in business firms and other kinds of organizations (government, NGOs, businesses) that are contributing to the implementation of the SDGs.

3. To provide knowledge of whether, how, and why these SDG efforts are successful or not successful.
4. Possibility of field experiments, in-depth field studies, and especially the ‘co-creation’ of knowledge through partnership with practitioners.

5. A promising response to the aspiration that social science research in business schools - both its quality and relevance – can be much improved.

6. By discovering new phenomena, our studies will stimulate new research – theory building and further exploration by others.
Conclusion

- Final summary: an AMD paper is to discover
  - New and unusual phenomenon or practices not explainable by existing theories
  - Phenomena contrary to theory
  - New practices and new social categories
  - Practices that relate to the SDGs
- Be creative, be bold, be curious.
- Submission deadline: July 31, 2018
Thank you!
Best Wishes!!
Look forward to your submissions!!!
July 1 – July 31, 2018

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