

QUASI Seminar Series: January 14, 2022, Chat Transcript

Topic: **Should Management Scholarship Address and Inform Societal Grand Challenges?**

Yes: Stephanie Bertels; No: Timothy Devinney; It Depends: Jonathon Doh; In Practice: Gail Whiteman

- 11:25:17 From Dodd to Everyone: Hi everyone, my name is Tracey Dodd. I am from the University of Adelaide. It is 3am here in Australia. I am recording this session from my phone so I can watch it first thing in the morning my time. This is a wonderful topic. Thank you for organising the session. I look forward to connecting with everyone live at another time. Warm regards, Tracey
- 11:25:34 From Mike Barnett to Everyone: Welcome!
- 11:26:17 From Dodd to Everyone: Thanks, Mike.
- 11:37:12 From Mike Barnett to Everyone: Hi everyone! Welcome! Please post your comments and questions here. And please do mute and stay muted unless you're actively called upon.
- 11:43:51 From Mike Barnett to Everyone: I wish we could turn lead into gold . . . not sure we beat alchemy
- 11:44:27 From Sushant Bhargava to Everyone: Why should the solution to grand challenges be scientific? (To Timothy)
- 11:46:32 From Sandra Waddock (she/her) Wampanoag/Nipmuc Lands to Everyone: Maybe the lack of impact has to do with the fact that most of what is being researched isn't particularly interesting or useful.
- 11:47:46 From Ali Aslan Gümüşay to Everyone: We still (de-)legitimise ideas then - which has an impact
- 11:48:18 From Mike Barnett to Everyone: I think the rigor-relevance tradeoff might be worth addressing, too -- assuming we were to conclude that we do rigorous research.
- 11:48:35 From Sushant Bhargava to Everyone: In the scheme of grand challenges, the most important thing promoting (in)action is business sense (or profits). So, why the scepticism about impact?
- 11:48:49 From Ali Aslan Gümüşay to Everyone: And that management scholars are not part of government boards may be, because 1. we are not strategic enough and 2. we sit on company boards - which also has an impact
- 11:49:14 From Cynthia Clark to Everyone: Also, the painfully slow publication process relegates us to followers too
- 11:50:32 From Charles H. Cho to Everyone: While obviously not paid to research possible cures for cancer (or Covid), that looks like a pretty demeaning, discouraging... and meaningless depiction of management scholars. We are social scientists who (should) have an obligation to address societal issues and challenges maybe?
- 11:50:43 From Vic Woo to Everyone: While academics may be a 'lagging indicator' of the forefront of practitioners, some of us actually have a foot in both worlds. As an educator, we can

influence the next generation of entrepreneurs based on our research and quasi science.

- 11:50:57 From Mike Barnett to Everyone: There's a value chain here, where we might be considered at the basic science end, with consultants the ones who translate -- and so we have the greatest impact by doing rigorous basic research. Of course, any given scholar can forward integrate and also become a consultant.
- 11:51:59 From Sushant Bhargava to Everyone: IMO any science has nothing to do with solution to grand challenges directly. Any science informs action same as management scholarship
- 11:52:10 From Stephanie Bertels to Everyone: I think to equate impact with consultancy is a mistake. There is a big difference between consultancy and thought partnership in the development of knowledge.
- 11:52:42 From Ignas Bruder to Everyone: Even though Timothy has a good argument that business scholarship might not be the discipline to provide the most cutting edge solutions to grand challenges, I'd argue that business scholarship has contributed over decades to exacerbating these challenges. Thus the main point, in my opinion, is challenging the dogmas and normative underpinnings of our discipline (e.g., profit maximization) that our research output has been based upon and stop propagating those theories and approaches that most significantly contributed to exacerbating those grand challenges. And this is not a question of personal preference, but of moral obligation after having taught managers for decades that all they need to care about is shareholder value.
- 11:53:04 From Stephanie Bertels to Everyone: I agree sushant, but we need not equate scholarship with science. There are many knowledge systems that can be incorporated.
- 11:53:17 From Dror Etzion to Everyone: A big telescope (or the moon landing) is not a grand challenge for a multitude of reasons.
- 11:53:30 From Simon Meert to Everyone: What about action-research in management? Does not that have a big impact?
- 11:53:33 From Sarah Ku to Everyone: Why do we assume that we can't conduct rigorous AND relevant research? Doesn't have to be a tradeoff— It depends more on the gatekeepers rather than the abilities of what we can do.
- 11:56:08 From Ali Aslan Gümüşay to Everyone: we are “stuck” in the middle - or “perfectly positioned” in the middle ;)
- 11:56:40 From Charles H. Cho to Everyone: Maybe not totally 'give up' our publications (because we know how much they are read and how much impact they have... #sarcasm) but maybe rebalance/reduce these and give priority to do things to address grand challenges or thelike... If not, publishing in AMR, AMJ or ASQ becomes the ultimate career (or life) goal? Not sure about the societal impact of that only...
- 11:56:44 From Sarah Ku to Everyone: Agreed, @Ali, every problem is an opportunity!
- 11:56:51 From Sushant Bhargava to Everyone: :) @Ali

- 11:57:46 From Denis Simunovic to Everyone: Can be the case that probably one of the issue is also that the foundational grounding of MGMT science as it is now, partly, is the same from where grand challenges come from
- 11:58:04 From JC to Everyone: It seems Herbert Simon already said that B-school is practical discipline decades ago in his book "Administrative Behavior", the last chapter. He has great discussion about what B-school researcher's identity is and possible identity crisis, where the knowledge come from, and even how to train graduate students.
- 11:58:04 From Charles H. Cho to Everyone: #PublishOrPerish... but even if we publish, we perish :-)
- 11:58:06 From Tanja Ohlson to Everyone: If I buy fully into Timothy's argument that we can't contribute to solutions, then would this not also apply to management research in the past? How could we have exacerbated the problems if we now can't contribute to solutions any more?
- 11:58:26 From Bill Sodeman to Everyone: I walked away from university life. I'm a non-profit executive now. It took a lot to pull it off, but I'm happier now.
- 12:00:13 From Ralph Hamann to Everyone: I enjoyed Tim's provocation, but I wondered how coherent this view is with Tim's own research? E.g., Tim's recent work on populism - wasn't this motivated by and / or pertinent to addressing "grand challenges" or complex social problems... If we should just give up on making a societal impact, why would such a focus be prominent in Tim's work?
- 12:00:46 From Charles H. Cho to Everyone: To make impact, we need to engage outside the ivory tower - see A. Hoffman's recent book: <https://www.sup.org/books/title/?id=33037>
- 12:01:45 From Sarah Ku to Everyone: We can have practical, relevant impact through publishing research in outlets that value implementable research, through our teaching, by collaborating with our communities, thinking outside the box of traditional academia by involving more interdisciplinary (and non-academic) collaborations, etc. If we keep doing the same things, we will get the same results. We have to do things differently if we want actual change.
- 12:02:42 From Charles H. Cho to Everyone: "We define impact as research that influences how organisations and individuals think, behave or perform and we challenge scholars to consider all forms of impact, rather than reporting on "managerial implications" as an afterthought." We argue that management research can have five distinct forms of impact: scholarly, practical, societal, policy and educational."
- 12:02:46 From Sushant Bhargava to Everyone: @Stephanie ... Noted
- 12:02:53 From Charles H. Cho to Everyone: "For research to have widespread scholarly impact, it should be new, interesting and problem-driven. To have practical impact, it should be developed in conjunction with practitioners and leverage frameworks relevant to them. For research to have societal impact, it must begin with engagement with an important societal issue, debate or question and break that debate into actionable component parts that can then inform the broader problem. To have policy impact, it should make

explicit a policy position and leverage a policy argument. For research to have educational impact it must involve students in the process of undertaking research and inquiry."

12:03:05 From Charles H. Cho to Everyone: "We also believe that it is necessary for scholars to seek to have an impact across several of these areas and to share their findings in non-academic outlets. Through a collaborative process in which research is developed in close connection to practice, scholars can generate impact across multiple realms, speak to a diverse set of stakeholders and address pressing societal problems."

12:03:22 From Charles H. Cho to Everyone: Christopher Wickert (Vrije Universiteit, Amsterdam, The Netherlands); Corinne Post (Lehigh University, Bethlehem, PA, US); Jonathan Doh (Villanova University, Villanova, PA, US); John Prescott (University of Pittsburgh, PA, US); Andrea Prencipe (Luiss University, Rome, Italy)

Source: Letter: A five-point agenda for business school research. Financial Times (January 31, 2021): <https://www.ft.com/content/0fe30ce5-77e3-44dd-a8fe-44845b813932#comments-anchor>

12:04:38 From Swapnil Garg to Everyone: I feel grand challenges lose their nature when they are point to consider -- they are grand in the first place... broken ..

12:08:16 From Mike Barnett to Everyone: I wonder how much of this is a result of the reality that managers listen to and amplify our research when it supports what they want to do, but when we publish about things that are critical and constraining of business, then managers are not keen to pick up on it. Thus, our audiences may not be business managers often, but those who regulate them.

12:09:07 From Stephanie Bertels to Everyone: Or do we help them to learn to overcome their biases?

12:10:13 From Mohamed Genawi to Everyone: Prof. Doh, the point on interdisciplinary 'borrowing' is an interesting one. Perhaps interdisciplinary teams are required for this to work effectively? How could scholars from neighbouring fields be incentivised to contribute to management research?

12:12:24 From Timothy Devinney to Everyone: @Michael ... policy people do not listen to management academics. In the UK the whole UK industrial policy under T. May never involved B&M academics. The question is why? Is it because B&M scholars have nothing to say — No. Is it because we don't align to their needs — in reality, we do but they don't believe we do. Is it because we don't have the capacity or organizational capital to communicate our value and demonstrating that value? I think this is the main issue. While we might do this individually, we have no collective capability.

12:12:25 From Sarah Ku to Everyone: There's a difference between criticizing managers/businesses and involving/working with them. They want to increase profits, we want them to do it in responsible, sustainable, and ethical ways. This does not have to be a tradeoff or zero-sum situation. There are many ways that economic, environmental, and social dimensions can advance through creative strategies.

- 12:13:19 From Giuliano Sansone to Everyone: Here is the link for the JMS Editorial from Prof. Doh and others: <https://doi.org/10.1111/joms.12666>
- 12:14:22 From Giuseppe Delmestri to Everyone: @Tim D. You said that passion does not make good scholarship. I doubt that if we do stuff we are not passionate about we will be good scholars either
- 12:15:36 From Ali Aslan Gümüşay to Everyone: planetary KPIs indeed
- 12:16:37 From Charles H. Cho to Everyone: @Tim... maybe it is the way we are (not) trained to communicate to non-academic audiences... but we can learn, there are (and will be) resources out there such as <https://www.impactscholarcommunity.com/> or <https://researchimpact.ca/> ... It is a mindset and attitude issue - need to speak the language to engage with practice and/or policy, and stop obsessing with top publications.
- 12:16:38 From Stephanie Bertels to Everyone: This mashing together is not a deficit - it is a skill.
- 12:17:06 From Vic Woo to Everyone: @stephanie - agreed
- 12:17:39 From Charles H. Cho to Everyone: @Giuseppe: 100%
- 12:20:08 From Mike Barnett to Everyone: Sounds like our value is in organizing and managing . . . seems correct!
- 12:20:38 From Sarah Ku to Everyone: @Giuseppe @Charles @Stephanie 🎯👏
- 12:21:44 From Ralph Hamann to Everyone: Gail is exemplary in making herself impactful among high-level decision-makers. But there are also humbler examples of organization scholars being asked to contribute to grand challenge issues. In other words, some of the impactful scientists foregrounded by Tim and Gail are beginning to see a potentially important role for organization scholars. An example is me being invited to contribute to a chapter of the most recent IPCC report on adaptation.
- 12:21:50 From Timothy Devinney to Everyone: @Charles ... many academics are very good at translating and communicating. I view that as a straw man argument. The problem is that this operates at an individual level. Other associations and academic groupings have real infrastructure that does this all the time. Look at the National Academies of Sciences as one example (the AMA, APA and many others do this as well). We have absolutely nothing. And groups like HBR capture the value for their institutions.
- 12:22:23 From Giuseppe Delmestri to Everyone: Should we convince these high carbon-polluting firms to incrementally become „better“ or should we support Extinction Rebellion to pressure them to go out of business?
- 12:22:55 From Ali Aslan Gümüşay to Everyone: there are no 4 star journals on a 3 degree warmer planet - tweetable quote 😊
- 12:22:57 From Sarah Ku to Everyone: Yes, @Gail!! What good is any journal or publication or discipline if we don't have a habitable planet

- 12:22:59 From Garima Sharma to Everyone: It is interesting that Gail is invited to bring the practice perspective. She is certainly doing that brilliantly but she is also a rockstar scholar. So is Steph and many others in this space and outside. Steph, Gail and others show us that the dichotomy between impact and scholarship is a false one.
- 12:23:01 From Jonathan Doh to Everyone: @ Ralph. To be clear, I view you, Dror, and a number of others on the call here as exemplars of "toiling in the fields" of grand challenges.
- 12:23:31 From Olav to Everyone: Very inspiring and insightful, Gail!
- 12:23:57 From Charles H. Cho to Everyone: @Tim - I am from accounting and I can tell you that we are WAY behind on this (and I am working on addressing this issue for the community). But to your point, yes, no institutional support but initiatives like <https://www.impactscholarcommunity.com/> is a start
- 12:23:59 From Vic Woo to Everyone: @gail awesome
- 12:24:21 From Charles H. Cho to Everyone: If we wait for 'it' to happen, we can wait a long time
- 12:24:54 From Charles H. Cho to Everyone: @Gail - 100%
- 12:25:51 From Garima Sharma to Everyone: Yes!!!
- 12:26:34 From Ali Aslan Gümüşay to Everyone: yes, yes! 😊
- 12:27:33 From Frank de Bakker to Everyone: @Stephanie - agree!
- 12:28:41 From Sandra Waddock (she/her) Wampanoag/Nipmuc Lands to Everyone: @Stephanie, yes!
- 12:28:59 From Denis Simunovic to Everyone: Fascinating metaphor
- 12:29:20 From Sarah Ku to Everyone: Preach, @Stephanie!
- 12:30:44 From Charles H. Cho to Everyone: Well said Stephanie! And no surprise that Andy did this (consistent with this book challenging (the status quo of) our profession)
- 12:31:44 From Sushant Bhargava to Everyone: Ontological inclusivity would be a good starting point for mature scholarship and probably for finding that elusive 'impact'
- 12:32:11 From Dror Etzion to Everyone: I am very supportive of all this, yet at the same time, to the extent that we criticize governments and corporations for acting in ways that are likely not moving the needle, can/should we hold ourselves accountable to actual progress? Let's take the Hoffman conference of religious leaders just as an example. It sounds amazing, but has it done anything? Compare to a company announcing that it is recycling straws and which we justifiably mock.
- 12:32:21 From Jonathan Doh to Everyone: @Charles, thanks for the shout-out to our JMS editorial and the short summary in FT. Two other initiatives at JMS to contribute more broadly:
<https://managementstudiesinsights.com/>
<https://www.youtube.com/channel/UCJW3GgOtlodby7BpVw7yJcA>

- 12:33:28 From Ali Aslan Gümüşay to Everyone: ..but we read JMS a bit more thoroughly than the FT ;)
- 12:33:52 From Charles H. Cho to Everyone: @Dror - it might have done more than some academic publications buried (and that will continue to be) in paywalled journals. One 'top' journal article costs about \$400,000...
- 12:34:01 From Mike Barnett to Everyone: We have a long list of mostly comments and critiques, mixed in with a few questions. Too hard to sort through. Can you please use the "raise hand" button within Reactions to indicate if you have a question to ask, after the panelists finish their responses? I'll call on you after that.
- 12:34:16 From Giuseppe Delmestri to Everyone: And who reads the Lancet? More than JMS but much less than FT. Academic Journals are mainly for academics
- 12:34:31 From Sarah Ku to Everyone: So we should all push our ideas on TikTok! ;)
- 12:34:35 From Ziko Konwar to Everyone: That needed to be "said" and "heard"....@Tim. Overall, a great conversation.
- 12:34:44 From Stephanie Bertels to Everyone: So create different outputs then:
www.embeddingproject.org
- 12:34:52 From Sandra Waddock (she/her) Wampanoag/Nipmuc Lands to Everyone: That means that the translation function that Stephanie and Gail talked about is so important.
- 12:35:27 From JC to Everyone: Great thinkers like Herbert Simon shared their thoughts and suggestions but after decades people want to develop new or just reiterate old ideas, but perhaps very few really are interested in implementing their suggestions. Think of project managers in firms. They don't have to do R&D and have a big plan for the firm, but they offer managerial service.
- 12:35:32 From Charles H. Cho to Everyone: Exactly - publish but translate and get the research to the wider audience (and make it understandable, readable, accessible)
- 12:36:17 From Mike Barnett to Everyone: How do we get incentives right? Or do we ignore the misalignment and just hope they'll do it?
- 12:36:43 From Stephanie Bertels to Everyone: Influence comes from relationship. We need to be in relationship with broader society.
- 12:37:06 From Sarah Ku to Everyone: We teach business students, many of whom will eventually become managers. We have captive audiences right in front of us to influence change.
- 12:37:09 From Charles H. Cho to Everyone: Yes, and to establish relationships, we need a common language
- 12:37:36 From Dror Etzion to Everyone: But at the same time, I worry about Tim's approach - if we do get our collective act together, I am not sure that the influence that we will have will actually be a force for good. Not everyone in AoM is as progressive as this group here on the call. David Chandler blogs about this all the time in the context of encouraging CEOs to take value positions- careful what you wish for!

- 12:38:18 From Stephanie Bertels to Everyone: We can build our own infrastructure - I did.
- 12:39:36 From Stephanie Bertels to Everyone: The key is in supporting each other, amplifying each other. Academics are not great at taking the time to amplify each other's work.
- 12:39:58 From Giuseppe Delmestri to Everyone: We need double loop learning questions: Is the actual form assumed by corporate capitalism adequate or should we advocate for different forms of capitalism or even other economic forms?
- 12:40:12 From Sushant Bhargava to Everyone: Completely agree @Stephanie... Not so good at connecting, us
- 12:40:50 From Olav to Everyone: "Perhaps we have to change what the role of business and management should be in society?" Very interesting question
- 12:40:57 From Ali Aslan Gümüşay to Everyone: thank you so much for organizing this event! we need much more such formats of engagement & reflection. / here is a forthcoming volume on grand challenges that also includes pieces about our profession and our role(s) <https://books.emeraldinsight.com/page/detail/organizing-for-societal-grand-challenges/?k=9781839098291> happy to share articles from this volume in advance for those who are interested. so that not only 1000 people will read them 😊
- 12:42:11 From Stephanie Bertels to Everyone: Absolutely we do! The role of business management needs to be helping navigate the urgent and rapid transition we need towards regenerative and inclusive economies.
- 12:42:57 From Charlie Wall-Andrews (she) to Everyone: Thank you for such a wonderful conversation. I'm feeling inspired and motivated to be among scholars that care about this topic.
- 12:43:10 From Stephanie Bertels to Everyone: By the way ...lots of resources that you could be using in your courses at <https://www.embeddingproject.org/resources/>
- 12:43:20 From Charles H. Cho to Everyone: @jonathan - you're welcome. We are citing the FT piece in a current paper :-)
- 12:43:24 From Sarah Ku to Everyone: Lots of ripples can make huge impact. It's not an all or nothing situation
- 12:46:14 From Frank de Bakker to Everyone: At Business & Society we introduced a new format, Commentary. Those Commentaries are expected to generate debate on an issue of wide importance, direct attention to a new, emerging or overlooked phenomenon, challenge existing norms and rules, and generally invigorate the mind of the reader. A series of them on Impact is available at https://journals.sagepub.com/topic/collections-bas/bas-1-business_society_commentary/bas
- 12:46:50 From Timothy Devinney to Everyone: Actually, I gave two FT articles that I wrote (of which there are many more) as part of the reading list. I always find it funny that where a lot of my external activity started was via newspapers, magazines, groups like Clubhouse, etc. plus executive teaching. But that is an individual level activity. When it comes to

impact and influence we are competing with groups like McKinsey, KPMG, WEF, etc. who are way ahead of us and have massive investments in how they communicate.

- 12:47:40 From Charles H. Cho to Everyone: @Frank - yes, and I saw the peice by D. Lindebaum on reflecting on the value of essays (I even retweeted it this morning :-))
- 12:48:32 From Sarah Ku to Everyone: @Tim, can't we use our individual activity to target employees, managers, and executives at McKinsey, KPMG, WED, etc.?
- 12:50:14 From Giuseppe Delmestri to Everyone: RQ: How to make social movement organizations more effective in targeting carbon-polluting companies
- 12:50:32 From Dror Etzion to Everyone: My new year's resolution, thanks to Steph: "supporting each other, amplifying each other"
- 12:52:03 From Garima Sharma to Everyone: Relevance/impact is not a reified characteristic of the question, I think. Problem framing is a process, which must involve those facing the problem
- 12:52:09 From Frank de Bakker to Everyone: @Giuseppe - yes, and looking at internal activists as well
- 12:52:36 From Stephanie Bertels to Everyone: @Garima YES!
- 12:52:49 From Ali Aslan Gümüşay to Everyone: exactly, Stephanie! we need to develop theory for desirable futures, not only for non-desirable presents
- 12:53:11 From Nate Hill to Everyone: If incremental theory contribution is one of the problems, this highlights the issue with publishing in journal where the main feedback given when rejected is "this doesn't make a big enough theoretical contribution." The obsession with that will always hold back someone interested in researching the phenomenon itself.
- 12:53:15 From Stephanie Bertels to Everyone: Tim what does it mean to be unbiased? We are all biased. Western rationalism is a HUGE and destructive bias!
- 12:53:15 From Sarah Ku to Everyone: Yes, @Garima and @Stephanie!
- 12:54:25 From Peter Walgenbach to Everyone: Be unbiased as much as you can! Otherwise we produce ideologies.
- 12:55:01 From Mike Barnett to Everyone: If we are primarily activists, aiming to support a view, then is our work going to be believable and so have the potential to have impact?
- 12:55:13 From Whiteman, Gail to Everyone: This is why AMD was set up
- 12:55:40 From Stephanie Bertels to Everyone: Impact does not equal activism!!!
- 12:55:55 From Giuseppe Delmestri to Everyone: @mike: can we be non-activists? Do you know a study which has no activist agenda?
- 12:56:16 From Mike Barnett to Everyone: Studies should have implications, yes.

- 12:56:30 From Charles H. Cho to Everyone: All academics should be public, engaged, activist scholars
- 12:56:45 From Mike Barnett to Everyone: But the impact is in rigorously investigating questions. Our activism is in choosing the topics/questions.
- 12:56:56 From Dror Etzion to Everyone: You are right Giuseppe! I think architects professors for example are absolutely activists, and very much ideological
- 12:57:00 From Whiteman, Gail to Everyone: We don't compete with WEF. We just need to contribute to WEF and others
- 12:57:25 From Timothy Devinney to Everyone: @Sarah ... sure ... but we have to recognise that that is an individual activity for which the impact is virtually impossible to measure. You do it because you view it as the right thing to do and you do it despite
- 12:57:44 From Andrea Marquez to Everyone: I couldn't agree more that we have a pathway to impact through our teaching. But it's alarming/disheartening to me that most of the seniors I teach (in a capstone Strategy class) have almost made it through their entire undergrad experience without ever hearing of B-Corps/ESG/SDGs/etc. and/or reflecting on what it means to be a "responsible" business person. To Tim's point, our schools (collectively) churn out SO MANY business people every year, and I fear that many fundamentally lack the basic knowledge (about responsible business, about themselves) to go be agents of change. That's such a missed opportunity!! How can we ourselves be agents of change in our departments/college, to make this more of a priority?
- 12:57:44 From Dror Etzion to Everyone: Agree with Gail - it is neither wise nor doable to compete with consultants and think tanks.
- 12:57:47 From Sandra Waddock (she/her) Wampanoag/Nipmuc Lands to Everyone: Maybe it's about collaborating with others, not trying to do everything independently.
- 12:58:39 From Ali Aslan Gümüşay to Everyone: yes, collaborate, complement, critically engage with consultants and so on
- 12:58:47 From Stephanie Bertels to Everyone: This isn't about navel gazing by writing articles about grand challenges ...it's about directing our research effort in inclusive ways to help contribute thoughtful, well researched work that helps shift the system instead of continue to reinforce it.
- 12:59:30 From Dror Etzion to Everyone: Excellent summary Steph!
- 12:59:36 From Giuseppe Delmestri to Everyone: @Stephaine: please tweet that sentence so I can retweet it :-)
- 12:59:45 From Charles H. Cho to Everyone: But a defeating attitude ("we cannot compete so Let's give up on this") is not super helpful... we miss 100% of the shots we don't take. We don't compete with 'them' anyways
- 13:00:30 From Sarah Ku to Everyone: @Andrea, you can talk about these things in your courses! These can be incorporated into any business curricula. And even if it's just superficial sharing

of what they are, at least they'll be more aware having gone through your class. Even if a department/school doesn't prioritize sustainability topics in business courses doesn't mean you can't incorporate it at least at a minimal level

- 13:00:47 From Elena Antonacopoulou to Everyone: Partnering for impact calls for us to also change the approach to our research practice and the way we nurture the connection between science and society. There is progress in this direction in some initiatives like the one I have described here:
<https://www.linkedin.com/feed/update/urn:li:activity:6887083779467427840/>
- 13:01:06 From Olav to Everyone: Thanks for hosting :)
- 13:01:09 From JC to Everyone: Yes, collaboration, and economists, sociologists, psychologists, and others should collaborate in B-school.
- 13:01:10 From Stephanie Bertels to Everyone: Thank Tim you had a hard job!!
- 13:01:15 From Deborah Flamengo to Everyone: <https://ricsi.business.rutgers.edu>
- 13:01:26 From Andrea Marquez to Everyone: @Sarah, absolutely! I try to do this through case selection and assignment - I figure I may be their last chance! 😊
- 13:01:26 From Denis Simunovic to Everyone: Grant initiative good job!
- 13:01:26 From Giuliano Sansone to Everyone: Thank you so much!
- 13:01:27 From Rob Jansen to Everyone: I cannot stay, but very good food for thought from all speakers!
- 13:01:27 From Jonah Zraggen to Everyone: Fascinating conversation, thanks everyone!
- 13:01:31 From Frank de Bakker to Everyone: Thanks Mike
- 13:01:46 From Elisa OPERTI to Everyone: Thanks so much!
- 13:01:57 From Celine Louche to Everyone: Thank you for the great discussion and food for thought and action.
- 13:02:18 From Naomi Gardberg to Everyone: provocative
- 13:02:51 From Elaf Basri to Everyone: Thank you very much for a rich and thought provoking discussion!
- 13:10:55 From Gertjan Lucas to Everyone: Exactly this: our incentives systems put a large premium on being owner/main contributor to all aspects of research/dissemination/impact/etc
- 13:13:22 From Sarah Ku to Everyone: Thank you all so much for this session! I greatly appreciate the format and style of these discussions. It's really wonderful to have such interactive sessions. Thank you all for organizing and participating in these valuable conversations!
- 13:15:01 From Sarah Ku to Everyone: @Andrea, perhaps you could chat with professors who teach core biz classes to help them incorporate these topics at an earlier stage?

- 13:15:45 From Sandra Hamilton to Everyone: So depressing to hear of business students still graduating today without a sustainability lens
- 13:16:05 From Sarah Ku to Everyone: This would be a great opportunity/excuse to get to know other faculty as well as learn some of the institutional culture and expectations to better navigate how to approach these situations
- 13:16:07 From Whiteman, Gail to Everyone: I need to go now, but thanks so much everyone, fellow panelists and MIKE!!
- 13:16:12 From Stephanie Bertels to Everyone: Thanks all! I have another meeting and need to jump off! Thanks for the chat.
- 13:16:19 From Gertjan Lucas to Everyone: thanks all, thanks for organizing, looking forward to the next one :)
- 13:16:36 From Sarah Ku to Everyone: I need to hop off as well but this has been great, thank you all!
- 13:19:41 From JC to Everyone: Interesting. The paradigm shift becomes the power shift. :-) Thanks for organizing it.
- 13:20:09 From Andrea Marquez to Everyone: Thank you for such a great session!!
- 13:20:09 From DJ to Everyone: Thanks all for a very stimulating discussion ! Wishing everyone a good weekend and fascinating!