AOM submission #:   10051

Title: Responsible Management Education in Action: Listening to the Community, Opening Collaboration Spaces

Primary sponsor: Management Education and Development (MED)

Additional Sponsors: Social Issues in Management (SIM); Organizations and the Natural Environment (ONE)

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Abstract:

This year's continuous PDW on *Responsible Management Education in Action* aims to involve participants by listening to the community with an Open Space Technology (OST) using a large-group dialog method, enhancing systemic discussion and practice-based interactions. OST is an organically organized conversation method based on key principles, e.g. whoever comes is the right people and whatever happens is the only thing that could have happened. OST enhances large group dialog methods fostering system-based discussions and explorations. This approach will help the guiding philosophy for this year's PDW which is focused on listening to the community to propose new responsible management education ideas and projects for education and research, and connects the AOM community. Therefore, the dialogue method will guide the dynamic of the PDW. The OST session will begin with individuals sitting in a circle, while they will be invited to identify a topic or issue they are passionate about and want to take action. These individuals will discuss and identify key topics and those in the room interested join that discussion.

In 2017, two important responsibility-focused networks achieved key milestones. First, to the delight of many AOM members, e.g. in the SIM, ONE, MSR, PNP divisions, prominent scholars and AOM board members launched the RRBMN – Responsible Research in Business and Management Network (See http://rrbm.network/). Their vision imagines a transformed future:

> In 2030, business and management schools worldwide are widely admired for their contributions to societal well-being. Business and management scholarship has been central to solving society's challenges, such as the achievement of the United Nation's Sustainable Development Goals (http://rrbm.network/executive-briefing/eb-vision-2030/).

In this vision, research is both innovative and responsive to pressing local and global challenges. Additionally business schools and researchers are:

> [C]ommitted to the principles of responsible research, which are embedded in the core curriculum of doctoral education and shape how students at all levels are educated. The results of responsible research are widely taught in the classroom, educating students as responsible leaders in their chosen professions.

In this evolved view, business schools and scholars contribute their valuable knowledge through engaged scholarship that support humanity's highest aspirations in a sustainable manner.

The second milestone in 2017 included The Principles for Responsible Management Education (PRME) celebrating its 10th Anniversary at the Global Forum in New York City, NY (USA). We take these two developments to set a more forward oriented goal for this 5th Responsible Management Education in Action PDW. After scoping available frameworks (2014), defining required competences (2015), exploring faculty development (2016), and identifying research and publication opportunities (2017), this fifth workshop aims to listen to the community by bringing interested and engaged participants together in a guided process that stimulates the emergence of new themes, project ideas and collaborations.

RELEVANCE FOR MED DIVISION AND OTHER POTENTIAL SPONSRS

This year's Conference theme, *Improving Lives*, is a theme our collective has been waiting for! The Theme in 2018 will explore such issues as whether (and why) organizations have a responsibility for improving the lives of individuals in society, organizations' obligation to "give back", the multifaceted benefits for organizations who seek to improve lives as a strategic opportunity, the ethical considerations of how organizations can play more of a role in the overall health and well-being of a society, and issues related to achieving a coordinated and sustained effort from organizations to address the grand challenges of improving the lives of everyone on the planet. These are all direct considerations found in the United Nation's Sustainable Development Goals (United Nations, 2015) and ongoing political and day-to-day conversations in most parts of the globe.

For years the **Management Education and Development** (MED) division has led the way for our academic society by sponsoring teaching and learning sessions related to all aspects of corporate social responsibility, business ethics, sustainability, social entrepreneurship, and many more. MED's leadership is well aware that business and society topics are no longer marginal electives in business schools, but increasingly fundamental and foundational for strategy in for-profit firms (Porter & Kramer, 2011). Responsibility concerns are and have been central to MEDs purpose and our session will provide a unique format to catalyze crucial conversations from those actively teaching responsibility related courses and involved in responsible management research. At the same time the flexible format will allow easy integration for those seeking to enter further into conversations about how our courses and scholarship can create shared value.

We suggest this PDW to be co-sponsored by divisions that share with our theme of *Responsible Management Education* an interest in the social (SIM) and environmental (ONE) aspects of management, aspects that are often considered in spiritual and religious views on management (MSR) and are particularly relevant at the interfaces of business, governments and civil society (PNP). The dialog promoted by the Open Space Technology (OST) designed for this PDW will help to engage participants from various backgrounds and stimulates dialogue exploring systemic issues connecting responsible management education, health and well-being of society and the natural environment and Earth ecosystems from various perspectives.

This PDW is designed for

(a) teaching faculty from all divisions and management disciplines who want to support their colleagues in developing competences necessary for teaching responsibility management topics within specialized or disciplines specific courses

(b) those who just want to get inspired for responsible management education and research, and

(c) administrators at all levels who aspire to help their faculty develop teaching and scholarship practices that bridge the theory-practice divide by bringing critical knowledge from various fields of management studies to help improve lives in the public and private sector.

WORKSHOP FORMAT

This workshop's organic and emergent structure is designed to engage a wide range of AOM communities interested in teaching, learning, and research emphasizing responsible management. The "Responsible Management Education in Action" PDW has been delivered since 2014 with changing topic foci and this year we note the special alignment with the overall conference theme of "Improving Lives." This PDW series began with an emphasis on available *frameworks* in 2014, considered *competences* for responsible management in 2015, moved onto the competences needed by educators and explored the field of *faculty development* for responsible management education in 2016, and most recently engaged the community with the topic of doing *high quality research* in 2017. In 2018, we plan to actively involve participants by *listening to the community* with Open Space Technology OST.

PDW Timeline

Activity		Time allocation
A	Rolling start: Introduction to workshop format & rules (All Co-Organizers)	First 10 minutes
I. SHOWCASE		
B	Display of relevant resources (recent publications, calls for manuscripts/special issues, reports, conference announcements, etc.)	Ongoing through the Entire Session
C	Resources Offered & Resources Needed	Ongoing through the Entire Session
II. Open Space Technology Sessions		
D	Self-organized sessions	85 minutes
E	"Evening News"-Brief Group Reports	15 minutes
F	Closing remarks (Jonas Haertle) & Short Debrief (conveners)	10 minutes
	Total time	**120 minutes**

OVERVIEW OF THE WORKSHOP

Using the large-group dialog method of Open Space Technology (OST), this PDW is designed to capitalize and catalyze the energy, knowledge, and interests in the room (Owen, 1997). OST is an adaptable and scalable change method best described as, "a simple way to run productive meetings, for five to 2000+ people, and a powerful approach to leadership in any kind of organization, in everyday practice and turbulent change" (OpenSpaceWorld.org, n.d.). OST relies on the foundational assumptions that participants bring both passion and responsibility to the process. We believe this to be a strong fit with the AOM community and in particular the participants in this reoccurring PDW which historically involves between 60-100 individuals on any given year.

OST is an organically organized conversation method based on key principles and "laws". These include the following notions: Whoever comes is the right people; Whatever happens is the only thing that could have happened; When it starts is the right time; When it's over, it's over; And, the law of two feet also known as the law of personal initiative. OST as a practice originated from Harrison Owen's observation that the best parts of meetings were coffee breaks (Owen & Stadler, 1999). While decidedly grounded in practice, OST belongs to a class of large group methods (Bunker & Alban, 2006; Holman & Devane, 1999; Holman et al., 2007). OST has evolved over the last two decades and can be understood as effective based on notions from self-organization and complex adaptive systems (Wheatley, 1999). The method is robust considered useful in a wide range of organizational contexts and across sectors (Groot, 2006; Owen, 1992). This dialog approach is especially well suited for whole-system participative work, allowing for "discussion and exploration of systems issues" (Bunker & Alban, 2006, p. 16).

These perspectives fit with the guiding philosophy for this year's session which is focused on listening to the community. As mentioned earlier, the session has a consistent following and in terms of timing, we conveners will shepherd the process gently to begin and start within our time allotments. A typical OST session begins with individuals sitting in a circle and they are invited to identify a topic or issue they are passionate about and want to take action. These individuals are given wall paper (i.e. Post-It ™ large sheets) and markers to identify their topic and those in the room interested join that discussion. This process continues until all relevant topics are surfaced (Owen & Stadler, 1999, 236-237).

In our case we will expedite this process with a "rolling start" by prearranging the room with paper on the walls and chairs clustered into smaller groupings. When participants enter the room they will be greeted by the conveners, who will provide OST process rules on a sheet of paper, direct people to the Showcase area, answer questions, and provide encouragement so that individuals can join immediately. Additionally, we will pair this method with a Showcase area for all participants to display relevant academic "show and tell" such as recent publications (books, journal articles, special issues, reports, proceedings, etc.), calls for manuscripts, and other similar materials related to responsible management research and education. Our belief and experiences are that this is information people typically want to share with the community and learn about, but often aren't able due to tight time restrictions of highly structured PDWs. This Showcase area will allow for communication, acknowledgement and celebration of relevant works, a venue to spark topics, and provide a structured release for those with the need to promote their relevant work.

Another unique feature of our Showcase area will be wall charts where individuals can write out their "Resources Offered" (items from Showcase, collaboration opportunities, etc.) and

"Resources Needed" (coaching for specific RME courses, research partners, readings, etc.). Again, it is our experience that people come to PDWs for discussion, sharing and problem solving and often are not able to advocate for exactly what they need. These mechanisms will permit both person to person resource sharing and spark potential topics for the OST discussions.

Lastly, as the topics and leaders emerge the conveners will divide between the groups offering support to the discussions by scribing or other needed tasks. It is very typical that after a period of seeking understanding on a topic the self-identified groups move towards identifying opportunities for action. We will provide action sheets to the group members designed to help them move to action and support sustaining results (See Appendix A). We will share these at the end of the session during the "Evening News" debrief (an Open Space wrap-up process). This practice of publicly declaring goals is utilized in many PRME meetings.

We believe our hybrid OST approach is in alignment with AOMs desire for highly-interactive and innovative approaches. While unorthodox in many ways, we think that OST's distributive leadership, personal empowerment, and self-managed approach is well suited for those drawn to these sessions. This approach will allow us to build upon the vast knowledge in the room, respond to the emergent needs of RME affiliated members, and model for academics a highly interactive participant-led dialog using in organizations across the planet.

Preferred Timing within the Conference: Early Friday or Saturday session

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Appendix A: Action Worksheet

1. What are the main themes of your discussion?

    a.

    b.

    c.

2. What opportunities do you see in this area?

    a.

    b.

    c.

3. Who brings in what resources (knowledge, experience, funds, …)?

    a.

    b.

    c.

4. What resources are you still looking for? What do you hope to find in the room, at this conference, …?

    a.

    b.

    c.

5. What challenges are you facing with this topic?

    a.

    b.

    c.

6. What is your personal commitment to action after participating in this session?

7. What topics and sessions would be useful to keep advancing the responsible management education agenda within the Academy of Management?