UNIVERSITY OF
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Saïd
Business
School
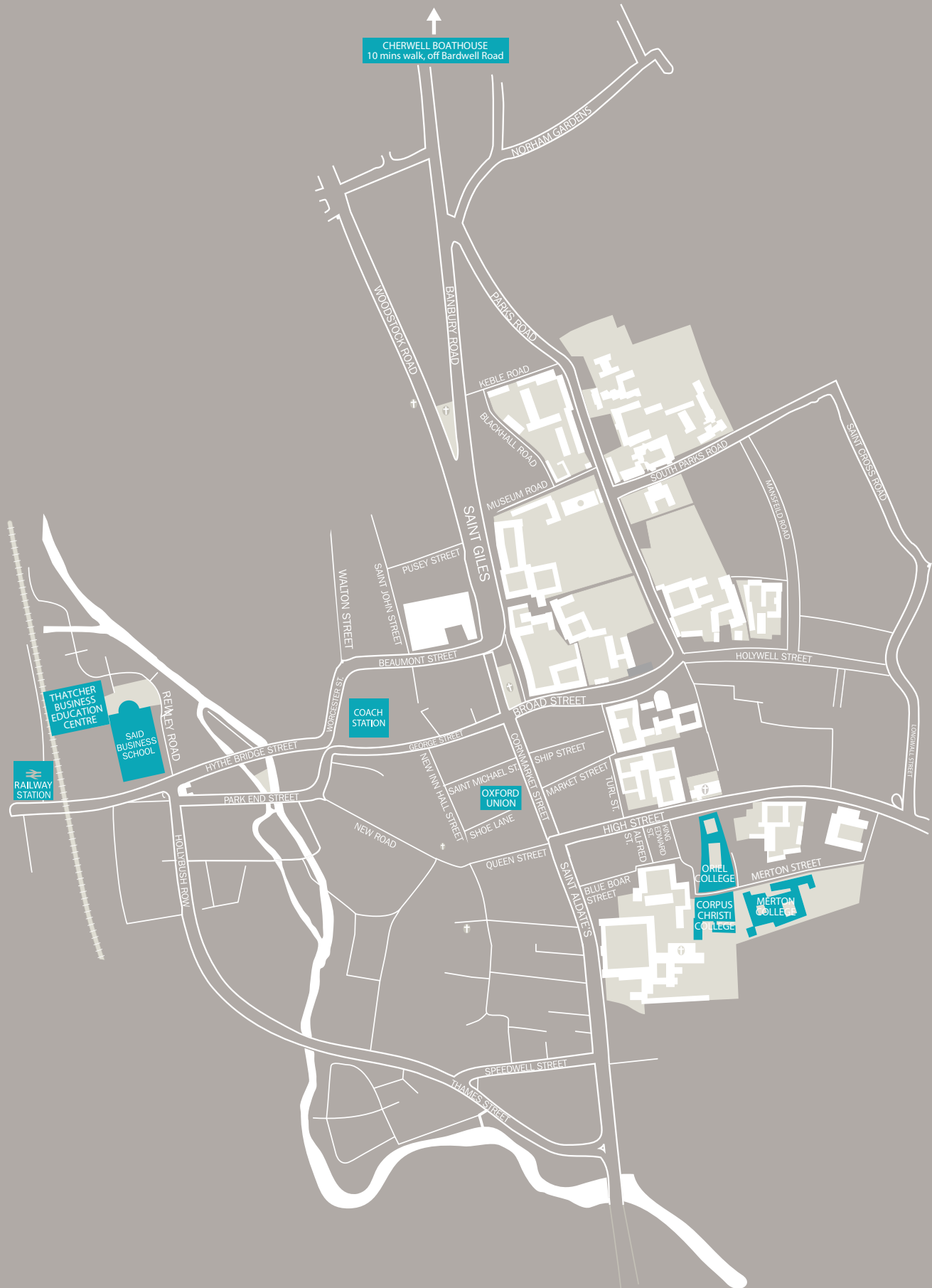
Centre for
Corporate Reputation

REPUTATION SYMPOSIUM
2023

LOCATION MAP

The walk from Oxford railway station to Merton College takes about 20 minutes. Taxis are available outside the railway station and from beside the coach station at Gloucester Green.

CHERWELL BOATHOUSE
10 mins walk, off Bardwell Road

NORHAM GARDENS

WOODSTOCK ROAD

BANBURY ROAD

PARKS ROAD

KEBLE ROAD

BLACKHALL ROAD

SAINT CROSS ROAD

SOUTH PARKS ROAD

MANSFIELD ROAD

MUSEUM ROAD

SAINT GILES

PUSEY STREET

WALTON STREET

SAINT JOHN STREET

BEAUMONT STREET

HOLYWELL STREET

THATCHER BUSINESS EDUCATION CENTRE

SAID BUSINESS SCHOOL

REWLEY ROAD

WORCESTER ST.

COACH STATION

BROAD STREET

CORNMARKET STREET

SHIP STREET

CORNWALL STREET

GEORGE STREET

RAILWAY STATION

HYTHE BRIDGE STREET

PARK END STREET

NEW INN HALL STREET

SAINT MICHAEL ST.

OXFORD UNION

MARKET STREET

TURL ST.

HOLLYBUSH ROW

NEW ROAD

SHOE LANE

HIGH STREET

KING EDWARD ST.

ALFRED ST.

ORIEL COLLEGE

MERTON STREET

QUEEN STREET

SAINT ALDATE'S

BLUE BOAR STREET

CORPUS CHRISTI COLLEGE

MERTON COLLEGE

SPEEDWELL STREET

THAMES STREET

CONTENTS

Wi-Fi

If you would like to use Wi-Fi during the symposium, please connect to SBS-Conf, for which there is no password required.

WELCOME

Rupert Younger

Director, Oxford University Centre for Corporate Reputation

Welcome once again, friends and colleagues, to an event that is certainly my favourite of the year, and I know is also much valued by our wider community. For both our regular attendees, who have contributed so much to our progress over the past 15 years, and to those joining us for the first time, it is worth taking a moment to consider why this is the case, and what we hope the symposium is and will be for all those who attend.

First and foremost, it is meant to be the most welcoming conversation space we can conceive, creating a unique environment here in Oxford and within Saïd Business School where each of us, coming from our different academic disciplines, can interrogate common themes with contributions, challenges and inspiration in equal measure. We believe that the combination of the breadth of this interaction together with the collegiate atmosphere that we have created over the years fosters this unique openness and energy, and also provides an exceptional forum for the development of valuable new insights and ideas for new papers.

We have also decided to convene a group of many of you as authors of chapters for a new *Oxford Handbook of Organisational Social Evaluations* that reflects the outstanding research that has been undertaken in our field in recent years. This ambitious new project builds on the foundational work published in *The Oxford Handbook of Corporate Reputation* that Tim Pollock and Michael Barnett edited at the outset of the life of the Centre,

and I am very grateful to Annie Zavyalova for agreeing to co-edit this new *Handbook* with me. We hope it will become a very important and valuable reference point for future scholarship.

I am extremely grateful once again to Alan Morrision and Michael Jensen for convening such an exceptional array of speakers this year, and for Brayden King and Don Lange for organising and leading the professional development workshop (PDW – see p7) for newly emerging high-potential scholars in the field. This is such an important feature of the symposium and one that we are extremely proud to support. On that note, huge congratulations to Samuel Mortimer, our Intesa Sanpaolo Research Fellow, for winning this year's Best Dissertation award for "Work: a philosophical investigation". It is the first time our panel has made this award to someone within our Centre, but we are pleased by a parallel endorsement of that decision from this year's Academy of Management Annual Meeting, where Samuel has received two awards for Best Paper, includng for work deriving from his dissertation: "When a Job Is a Calling: The Meanings of Money for Meaningful Work"; and "Managing Irreplaceable Resources: Ethical and Strategic Considerations".

We really look forward to welcoming you all to this fantastic week in Oxford.

Rupert

THE OXFORD UNIVERSITY CENTRE FOR CORPORATE REPUTATION AND SAÏD BUSINESS SCHOOL

The Oxford University Centre for Corporate Reputation (CCR), founded in 2008, is an independent research centre within Saïd Business School. The CCR conducts and supports world-class research that furthers understanding of the role of social evaluations in business and society. In addition to our annual Reputation Symposium, the CCR hosts a number of conferences, seminars and workshops throughout the year. The CCR is fortunate to have the support of an outstanding group of International Research Fellows from academic institutions around the world, as well as many distinguished Visiting Fellows from business, the media and other organisations. We also teach courses on the school's MBA curriculum and for the school's executive education programmes.

Saïd Business School was founded in 1996, and since then has become one of the highest ranking business schools in the world, with a reputation for entrepreneurship and innovative business education. The school has two sites: Park End Street and Egrove Park. The city centre building at Park End Street was constructed on the site of the Oxford Rewley Road railway station, which dates back to 1844. It opened in 2001 as the result of a £23 million benefaction from businessman and philanthropist Wafic Saïd. The Thatcher Business Education Centre was opened in 2012. It was formally inaugurated by His Royal Highness the Prince of Wales on 4 February 2013.
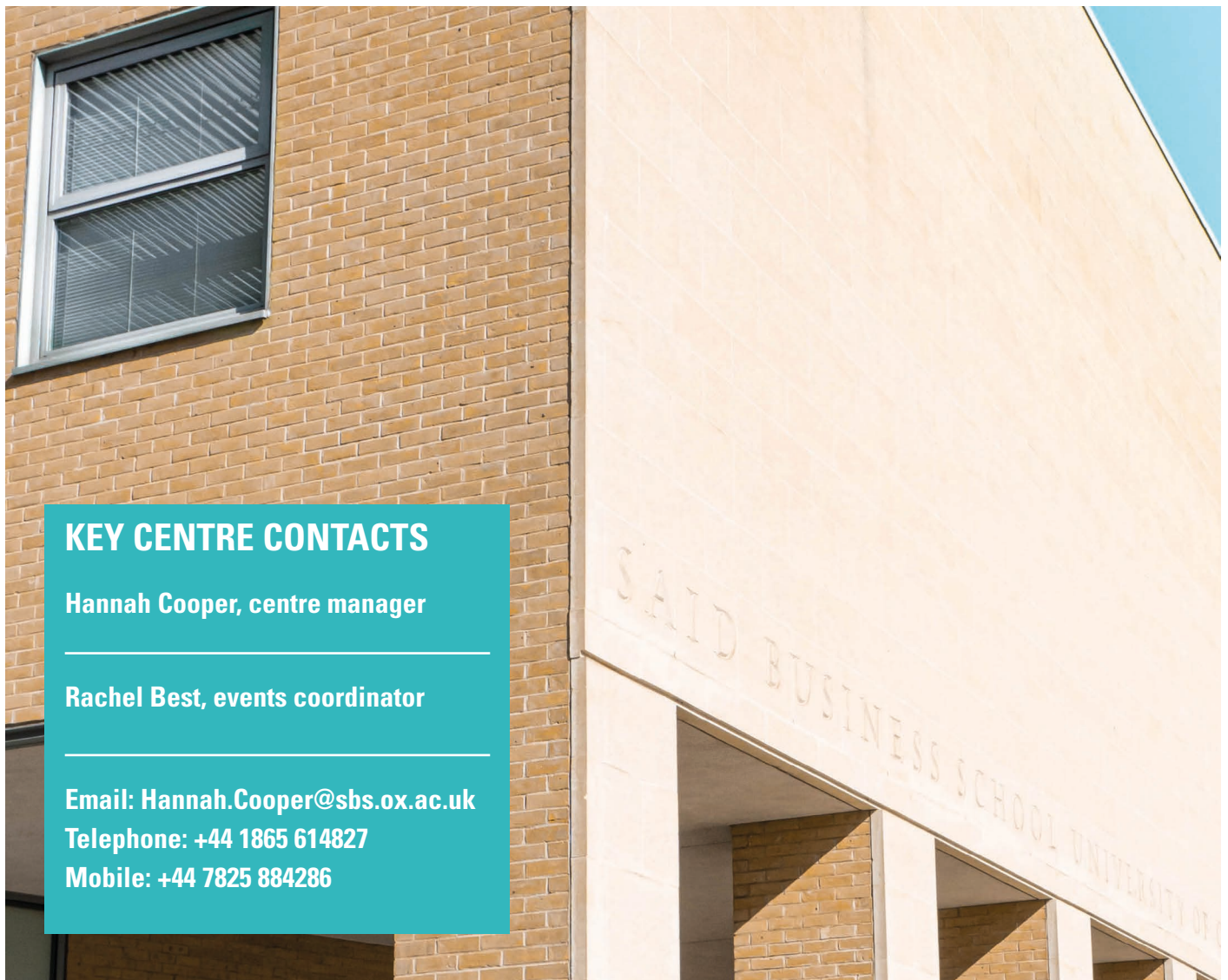
KEY CENTRE CONTACTS

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PROGRAMME OF EVENTS

DAY 1 – TUESDAY 29 AUGUST

The Oxford Union, Frewin Court, OX1 3JB

Entrance via St Michael's Street

15:00	Arrival refreshments
15:30	Keynote address: Professor Andrew Weissmann (Visiting Fellow)
16:30	Break
17:00	Union debate: "This House believes that AI should not be contributing to this – or any other – debate"
	Chair: Rupert Younger
	For the motion: A submission from ChatGPT Pinar Ozcan (Oxford) Euart Glendinning (Visiting Fellow)
	Against the motion: A submission from ChatGPT Alan Morrison (Oxford) Ashley Grice (Visiting Fellow)
18:00	Debate concludes. Walk to Merton College

Merton College, Merton St, Oxford OX1 4JD

18:30	Drinks reception
	Visiting Fellows group photograph
19:15	Dinner in the Dining Hall
	Speakers: Alan Morrison, Rupert Younger and Alan Jope (Visiting Fellow)
	Dress code: Business casual (for gentlemen, a jacket is preferred)
21:45	Dinner concludes

DAY 2 – WEDNESDAY 30 AUGUST

Thatcher Business Education Centre, Saïd Business School

	eni Lecture Theatre	Intesa Sanpaolo Lecture Theatre
08:30	Tea/coffee on arrival in Clubroom	
09:00	*Social disapproval and the firm* Scott Graffin (Chair) Maurice J. Murphy Ilaria Orlandi Eric Y. Lee	*ESG as a reputation measure* Frank Partnoy (Chair) Elizabeth Pollman Adam Badawi Alex Edmans
10:15	Session break, tea/coffee in Clubroom	
10:45	*The dynamics of multiple social evaluations* Nicole Gillespie (Chair) Alex Bitektine Michael Etter Timothy G. Pollock	*Computational approaches to social evaluation* Sameer B. Srivastava (Chair) Sanaz Mobasseri Arianna Marchetti Paul Gouvard
12:00	Lunch, Pyramid Room, Saïd Business School	
13:15	*The reputation of the United States Supreme Court* Mary Anne Case (Chair) Linda Greenhouse Stephen I. Vladeck	*Management of reputation related to environmental, social and governance (ESG) risks and opportunities* Witold Henisz (Chair) Ioannis Ioannou Fabrizio Ferraro Olga Hawn Kate Odziemkowska
14:30	Session break, tea/coffee in Clubroom	
15:00	*The impact of compliance on trust within organisations* William J. Wilhelm Jr. (Chair) Veronica Root Martinez Eugene Soltes Miriam Baer	*Corporate purpose* William Ocasio (Chair) Rodolphe Durand Marya Besharov Matthew S. Kraatz
16:15	Session break, tea/coffee in Clubroom	
16:45	End	

International Research Fellows Dinner – by invitation Corpus Christi College, Oxford

18:30	Pre-dinner drinks
19:00	Dinner is served
21:30	Dinner concludes

DAY 3 – THURSDAY 31 AUGUST

Thatcher Business Education Centre, Saïd Business School

	eni Lecture Theatre	Intesa Sanpaolo Lecture Theatre
08:30	Tea/coffee on arrival in Clubroom	
09:00	*Emerging scholars* Brayden King (Chair) Don Lange (Chair) Tan Kim Paula Kincaid Moritz Gruban Niamh Daly	
10:15	Session break, tea/coffee in Clubroom	
10:45	*Negative social evaluations: dirty work, stigma and scandals* Anastasiya Zavyalova (Chair) Madeline Toubiana Marco Clemente	*Reputation and responsibility in the age of fintech: privacy, risks, and bigtech dynamics* Di (Andrew) Wu (Chair) Gerry Tsoukalas Shumiao Ouyang John Birge
12:00	Lunch, Pyramid Room, Saïd Business School	
13:15	*Character assassination and the fragility of corporate reputation* Eric B. Shiraev (Chair) Martijn Icks Jennifer Keohane Timothy Coombs (Discussant)	
14:30	Session break, tea/coffee in Clubroom	
15:00	*Societal impact of artificial intelligence and augmented reality* Roland Rust (Chair) Ming-Hui Huang (Chair) Kalinda Ukanwa Praveen Kopalle	*Understanding and redressing gender inequality: integrating evolutionary and cultural forces* Joey Cheng (Chair) Chris von Rueden Oliver Hauser
16:15	Session break, coffee/tea in Clubroom	
16:45	*Small business perspectives on a just transition* Laura J. Spence (Chair) Dror Etzion Judy N. Muthuri Banu Özkazanç-Pan	
18:00	End	
18:05	Travel to Boathouse via coach for punting and BBQ supper – everyone is welcome! Pick-up outside Thatcher Business Education Centre Reception.	

Cherwell Boathouse, Bardwell Road, OX2 6ST

18:15	Punting
19:15	Drinks and BBQ supper
21:30	Dinner concludes (coach pick-up from Cherwell Boathouse, drop-off in central Oxford)

PROFESSIONAL DEVELOPMENT WORKSHOP

A professional development workshop (PDW) was held on the afternoon of Tuesday 29 August for a number of early career researchers (listed below). Our thanks to our International Research Fellows for facilitating: Brayden King and Don Lange for organising, with participation from Yuri Mishina, Tim Pollock, Rhonda Reger, Scott Graffin, Kisha Lashley, Annie Zavyalova, Nicole Gillespie and Jeff Lovelace.

Tan Kim, *Haslam College of Business at the University of Tennessee*

Moritz Gruban, *Cambridge Judge Business School*

Niamh Daly, *University of Queensland*

Daniel Holm, *University of Queensland*

Paula Kincaid, *University of Texas at Tyler*

Lindsey Yonish, *Mays Business School, Northeastern University*

Yun Ha Cho, *Ross School of Business, University of Michigan*

Kristen Raney, *W. P. Carey School of Business, Arizona State University*

Carson Phillips, *Kellogg School of Management, Northwestern University*

Joanna Reddick, *Terry College of Business, University of Georgia*
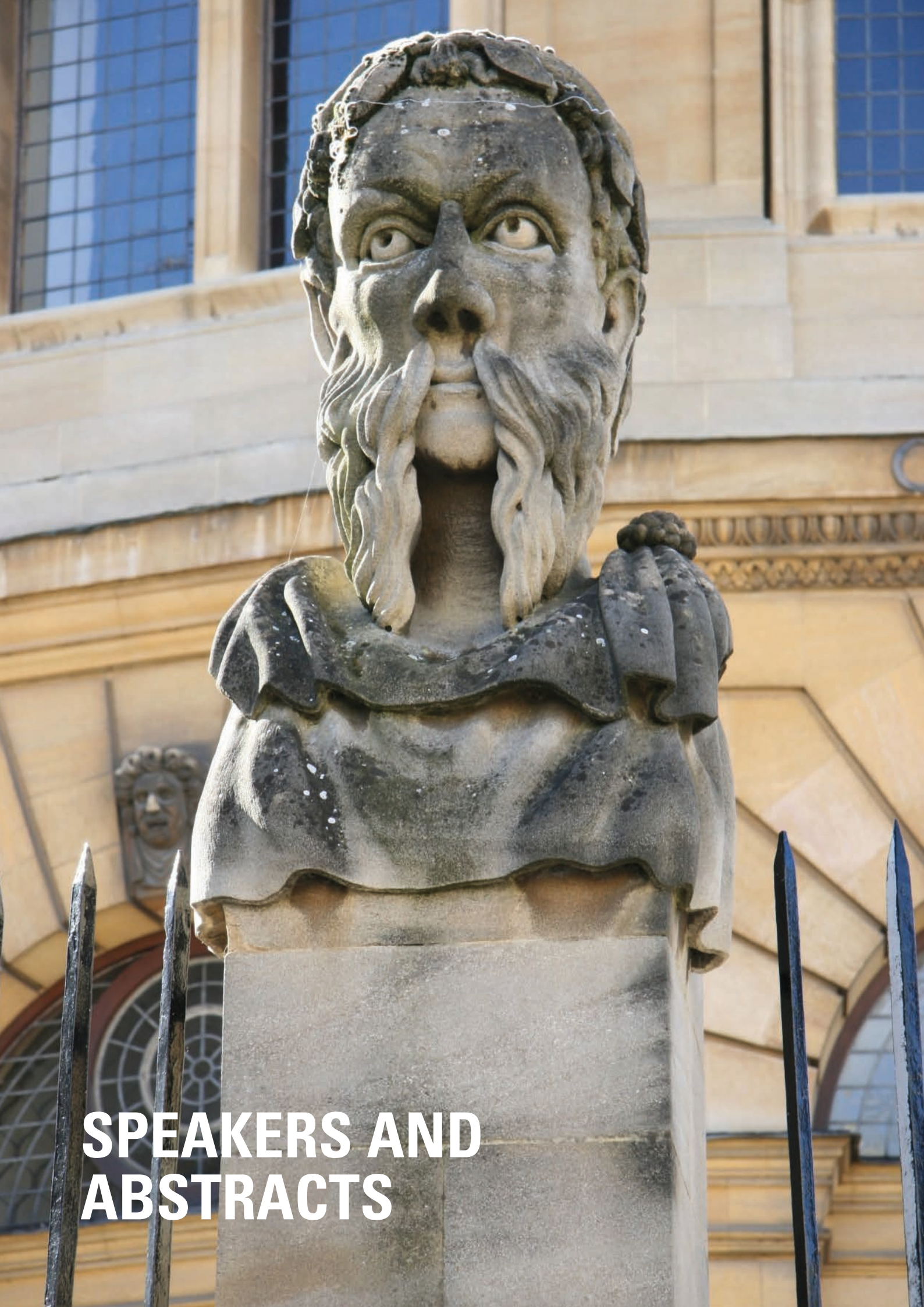
SPEAKERS AND ABSTRACTS

KEYNOTE ADDRESS

Professor Andrew Weissmann

Professor of Practice
NYU Law

Andrew Weissmann is a Professor of Practice at NYU School of Law, where he teaches criminal procedure and national security law. He served as a lead prosecutor in Robert S. Mueller's Special Counsel's Office (2017-19) and as Chief of the Fraud Section in the Department of Justice (2015-2019). He is a legal analyst for NBC and MSNBC and the co-host of the podcast Prosecuting Donald Trump.

From 2011 to 2013, Weissmann served as the General Counsel for the Federal Bureau of Investigation. He previously served as special counsel to then-Director Mueller in 2005, after which he was a partner at Jenner & Block in New York City. From 2002-2005, he served as the Deputy and then the Director of the Enron Task Force in Washington, D.C., where he supervised the prosecution of more than 30 individuals in connection with the company's collapse. Weissmann was a federal prosecutor for 15 years in the Eastern District of New York, where he served as the Chief of the Criminal Division. He prosecuted numerous members of the Colombo, Gambino and Genovese families, including the bosses of the Colombo and Genovese families.

He holds a Juris Doctor degree from Columbia Law School. He has a Bachelor of Arts degree from Princeton University and attended the University of Geneva on a Fulbright Fellowship.

In the chamber: Bill Browder (Visiting Fellow) makes his keynote address at the Oxford Union in 2022

THE OXFORD UNION

We feel hugely privileged to once again be hosting the opening of our Reputation Symposium in the Oxford Union, which is celebrating its bicentenary this year. Since its foundation in 1823 it has been an unstinting champion of free speech and debate, making history itself along the way:

"In the early part of the 19th century, student members of the University of Oxford were restricted in the matters they could discuss and the opinions they could air. Tired of the curtailment of their freedom of speech, 25 young men met near the end of 1822 and established a set of Rules that would govern a new Society, and in March 1823 the 'United Debating Society' was born. Its first-ever debate, held on 5 April, would be on the State, the monarchy and democracy, subjects which would be debated time and again across the next two centuries… By the Union's centenary in 1923, it was an active and important part of University life. The passage of Union men into the Church, the Bar and the Houses of Parliament was not only regular, but common… During its second century the Union saw some of its most famous moments, and underwent some of its greatest changes. It saw national attention in 1933 when the House voted for the motion, 'This House Would Under No Circumstances Fight for its King and its Country'."

The above is taken from *https://oxford-union.org/pages/our-history*, where you can find more information about the Oxford Union and links to its bicentenary appeal.

SOCIAL DISAPPROVAL AND THE FIRM

The session will focus on how social disapproval can influence managerial actions and firm outcomes. Each of the proposed papers examines how negative evaluations, or the potential for them, can impact firms and the decisions their managers can make.

Chair

Scott D. Graffin

Synovus Chair in Servant Leadership & Professor of Strategic Management, University of Georgia's Terry College of Business

Scott D. Graffin received his PhD from the University of Wisconsin, Madison. His research interests include corporate governance, as well as the impact of reputation, status and organisational impression management activities on organisational outcomes.

Why do firms engage in activism despite the risks? Corporate sociopolitical activism as a signal to inventors

Maurice J. Murphy

Assistant Professor, University of Georgia

Recently, we have witnessed a substantial increase in corporate sociopolitical activism (CSA) amongst firms. But why would companies increasingly take public stances on controversial issues within society when doing so could alienate important stakeholders, like investors? While the nascent CSA literature has shown that investors react negatively to CSA, anecdotal evidence has demonstrated that investors also respond positively. Given this divergence, we theorise the conditions leading investors to react positively and negatively to CSA. Specifically, we explore the role of firm-level factors (i.e., firms' prosocial reputations and their stage within the business life-cycle) in influencing investors' reactions to CSA. In so doing, we focus on three types of firms: incumbents with high prosocial reputations, incumbents with low prosocial reputations, and new ventures with no prosocial reputations. Drawing upon the signalling, reputation, and impression management literatures, we elucidate the relationship between CSA and investor reactions in terms of asymmetry, intensity, and consistency.

CO-AUTHORS

Joanna Reddick and Mike Pfarrer

Hanging by a thread while at the zenith? The effect of stigma and social capital on directors' career success

Ilaria Orlandi

Assistant Professor,
Department of Strategy and Innovation, Copenhagen
Business School

How does stigma impact directors' career success? I integrate insights from the stigma literature and career theory in the director labour market to explain how directors serving on supervisory boards might be penalised in the labour market after being affiliated with firms operating in stigmatised domains like alcohol, gambling, or tobacco. I theorise that stigmatised directors are penalised in the director labour market and that their social capital can help them overcome the reputational penalty from stigma and achieve career success. I test the proposed conceptual model using coarsened exact matching on a sample of directors between 2003 and 2018. I find that stigma has a negative effect on directors' career success, yet directors' social capital shows theoretical inconsistencies by not always attenuating this effect. I discuss the implications for the director labour market, stigma, and career theory literature.

Exploring managerial inaction: the internal spillover effect of potential negative media coverage

Eric Y. Lee

Assistant Professor of Management and Organization,
Smeal College of Business, Pennsylvania State University

Managers may often choose not to pursue performance-enhancing actions despite the potential benefits. We explore this phenomenon by theorising that one deterrent may be the potential negative media coverage of stigmatised firm actions that are associated with the focal action. In other words, there may be an internal spillover effect, from one firm action to another, of potential negative media coverage. We find support for our hypotheses that performance-enhancing (both financially and socially) actions may indirectly attract negative media coverage, but that taking steps to minimise associated stigmatised actions can reduce this effect. Our findings extend our understanding of the media's effect on firms' strategic decisions by suggesting that spillover effects may not exclusively be an external phenomenon.

ESG AS A REPUTATION MEASURE

This session examines the history of ESG and its use as a metric, and seeks to advance our understanding of ESG as a measure of corporate reputation. Elizabeth Pollman has a very interesting new paper that definitively traces the origin of the concept and its evolution. Her compelling evidence suggests that we should think more carefully about the making and meaning of the term. Adam Badawi from Berkeley has a paper (with Frank Partnoy) that finds a relationship between one ESG metric and securities litigation, basically that "good" companies are sued less and have more favourable outcomes in lawsuits. He is expanding that result to other metrics and could present whatever that analysis shows. Alex Edmans from LBS has a paper critiquing various uses of ESG and discussing how they relate to other measures of intangible value and value drivers. His central point is that ESG is both important to long-term value, but also nothing special, because ESG metrics are no better or worse than other metrics.

Chair

Frank Partnoy

Professor, researcher and author, George Mason University

Frank Partnoy was previously a George E. Barrett Professor of Law and Finance and the founding director of the Center on Corporate and Securities Law at the University of San Diego, where he taught for 21 years. He is a scholar of the complexities of modern finance and financial market regulation. He worked as a derivatives specialist at Morgan Stanley and CS First Boston during the mid-1990s and wrote *F.I.A.S.C.O.: Blood in the Water on Wall Street*, a book about his experiences there.

The making and meaning of ESG

Elizabeth Pollman

Professor of Law, University of Pennsylvania Carey Law School

ESG is one of the most notable trends in corporate governance, management and investment of the past two decades. It is at the centre of the largest and most contentious debates in contemporary corporate and securities law. Yet few observers know where the term comes from, who coined it, and what it was originally aimed to mean and achieve. As trillions of dollars have flowed into ESG-labelled investment products, and companies and regulators have grappled with ESG policies, a variety of usages of the term have developed that range from seemingly neutral concepts of integrating environmental, social, and governance issues into investment analysis, to value-laden notions of corporate social responsibility or preferences for what some have characterised as "conscious" or "woke" capitalism.

This article makes three contributions. First, it provides a history of the term ESG that was coined without precise definition in a collaboration between the United Nations and major players in the financial industry to pursue wide-ranging goals. Second, it identifies and examines the main usages of the term ESG that have developed since its origins. Third, it offers an analytical critique of the term ESG and its consequences. It argues that the combination of E, S and G into one term has provided a highly flexible moniker that can vary widely by context, evolve over time, and collectively appeal to a broad range of investors and stakeholders. These features both help to account for its success, but also its challenges such as the difficulty of empirically showing a causal relationship between ESG and financial performance, a proliferation of ratings that can seem at odds with understood purposes of the term ESG or enable "sustainability arbitrage", and trade-offs between issues such as carbon emissions and labour interests that cannot be reconciled on their own terms. These challenges give fodder to critics who assert that ESG engenders confusion, unrealistic expectations, and greenwashing that could inhibit corporate accountability or crowd out other solutions to pressing environmental and social issues. These critiques are not necessarily fatal, but are intertwined with the characteristic flexibility and unfixed definition of ESG that was present from the beginning, and ultimately shed light on obstacles for the future of the ESG movement and regulatory reform.

ESG metrics and litigation risk

Adam Badawi

Professor of Law,
University of California, Berkeley

This paper examines whether there is a link between ESG performance and securities litigation risk. We develop theories about what this relationship might be and we then evaluate whether there is empirical support for those theories. We show that firms with poor ESG scores are substantially more likely to be sued and to settle cases. We also show that being sued harms a firm's ESG reputation, but that settling a case stops the decline. We discuss the mechanisms that might account for these relationships, along with their implications for law and policy. We explore interpretations that are based on the behaviour of firms, plaintiffs' lawyers, and regulators, and we discuss how these interpretations relate to recent legal changes.

The end of ESG

Alex Edmans

Professor of Finance,
London Business School

ESG is both extremely important and nothing special. It's extremely important because it's critical to long-term value, and so any academic or practitioner should take it seriously, not just those with "ESG" in their research interests or job title. Thus, ESG doesn't need a specialised term, as that implies it's niche – considering long-term factors isn't ESG investing; it's investing. It's nothing special since it's no better or worse than other intangible assets that create long-term financial and social returns, such as management quality, corporate culture, and innovative capability. Companies shouldn't be praised more for improving their ESG performance than these other intangibles; investor engagement on ESG factors shouldn't be put on a pedestal compared to engagement on other value drivers. We want great companies, not just companies that are great at ESG.

THE DYNAMICS OF MULTIPLE SOCIAL EVALUATIONS

This session brings together three papers that seek to advance social evaluation theory by exploring the dynamics, interrelationships and distinctions among various types of social judgment concepts. Collectively, the papers examine the connections and differences among reputation, legitimacy, status, trust, celebrity and authenticity, complementing each other through a diversity of theoretical perspectives and methods. The dynamics examined include judgment polarisation, firm scandalisation, and judgment formation. Each paper contributes a deeper understanding of how evaluators form social judgments individually or as a community of interacting actors. The first paper focuses primarily on why individual evaluators need different kinds of social judgments and how they use them to meet their functional needs. It highlights how different types of social judgments are interconnected and how this helps evaluators make their judgments more robust. In contrast, the second paper adopts a multi-level approach to examine how judgments become more polarised in society and describes cross-level mechanisms leading to this outcome. It further explains how reputation, legitimacy, and status differ in their polarisation dynamics. Finally, the third paper contrasts how reputation and celebrity differentially influence the scandalisation of firm misconduct and explains this through differences in the processing modes they evoke.

Chair

Nicole Gillespie

KPMG Chair in Organizational Trust and Professor of Management, University of Queensland Business School

Nicole Gillespie co-leads the Trust Ethics and Governance Alliance at The University of Queensland. Nicole's research over the past 20 years has focused on developing, preserving and repairing trust in organisations, particularly in contexts where trust is challenged (e.g., after a trust failure or scandal, during digital disruption, in emerging technology and virtual healthcare, in complex stakeholder environments and cross-cultural relations). Her recent research also explores legitimacy, vulnerability and social evaluation theory.

From the evaluator's perspective: a socio-functional approach to social evaluations

Alex Bitektine

Associate Professor, Management, Concordia University

The fragmented and siloed literature on social evaluations has long struggled with understanding the commonalities and distinctions among types of social judgments, with no systematic examination of the functional utility social evaluations provide for evaluators. We argue that individual evaluators form a variety of social judgments to overcome adaptive challenges in their relationship with organisations. We propose a framework that explains how the diversity of social judgments reflects evaluators' diverse functional needs and offer multiple ways to address these needs. To answer a functional question, we propose evaluators can source three distinct forms of judgment information about an organisation: 1) "elaborated" information based on the evaluator's interactions and knowledge; 2) "borrowed" information based on the judgments of others; and 3) "taken for granted" information based on the evaluator's socialisation. We explain the benefits and limitations each form generates for evaluators and organisations being evaluated. Our framework explains how common social judgments – including legitimacy, trustworthiness, reputation, status, and authenticity – form a robust and functional system of interrelated judgments and reveals systematic similarities and differences among them.

CO-AUTHOR

Nicole Gillespie

The polarisation of social evaluations: how judgment disagreements about organisations escalate

Michael Etter

Reader in Entrepreneurship and Digitalization, King's College London

Over recent years, judgments about organisations have increasingly become divided and even polarised. I argue that this trend is rooted in the loss of cohesion and trust in traditional judgment authorities, the rise of alternative evaluation networks, and the fragmentation of social evaluation arenas, which has created favourable conditions for fundamental judgment disagreements. Accordingly, I challenge the prevailing focus on judgment agreement in the literature on social evaluations. Instead, I present a framework that explains how judgment disagreements are triggered through controversial events, for example, when organisations take a socio-political stance, challenge existing categories, or become subject to hype. By drawing on socio-cognitive theories and insights from opinion polarisation, I develop a model that explains how judgment disagreements escalate through mechanisms that drive the polarisation of opposing judgment positions at individual, intra-group, and inter-group levels. I then apply this novel multi-level framework on prominent social evaluation constructs, namely reputation, legitimacy, and status, and propose how they differ in their polarisation due to their normative, rational and emotional aspects.

Public enemies? The differential effects of reputation and celebrity on corporate misconduct scandalisation

Timothy G. Pollock

Haslam Chair in Business, Distinguished Professor of Entrepreneurship, and Kinney Family Faculty Research Fellow, Haslam College of Business, University of Tennessee, Knoxville

In this study we focus on how reputation and celebrity influence whether a firm's misconduct is scandalised. We argue that the analytical processing mode high reputation stimulates will increase the likelihood misconduct is scandalised when the misconduct is severe, and reputation's constant updating will reduce the duration of reputation's influence on scandalisation. In contrast, the affective processing mode celebrity evokes enhances the likelihood that less severe misconduct is scandalised, and celebrities' newsworthiness leads to no diminishment in celebrity's influence over time. Our findings based on corporate data breaches support our theory. We contribute to the social evaluations and organisational misconduct literatures by suggesting differences in social approval assets' sociocognitive content is an important yet overlooked antecedent of scandals.

CO-AUTHORS

Jung-Hoon Han, Srikanth Paruchuri

COMPUTATIONAL APPROACHES TO SOCIAL EVALUATION

This panel includes three papers that use computational methods to assess different facets of social evaluation at the individual, organisational and community levels of analysis.

Chair

Sameer B. Srivastava

Ewald T. Grether Professor of Business Administration and Public Policy,
Haas School of Business,
University of California, Berkeley

Sameer B. Srivastava is also affiliated with UC Berkeley Sociology. His research uses computational methods to: (1) unpack the complex interrelationships between group culture, individual cognition, and interpersonal networks; and (2) examine how they jointly relate to individual attainment and organisational performance. He currently serves as Organizations Department Editor at *Management Science* and was previously a Senior Editor at *Organization Science*. Sameer co-founded and co-directs the Berkeley Culture Center and the Berkeley-Stanford Computational Culture Lab.

Organisational culture, firm-specific human capital, and employee turnover: evidence from a large-scale study of employer reviews and online resumes

Arianna Marchetti

Assistant Professor of Strategy and Entrepreneurship, London Business School

Extensive literature documents the central role that firm-specific human capital plays in employee turnover. However, the questions of how workers develop firm-specific human capital and why they do so despite the potential limitations on subsequent employment opportunities continue to be debated. We attempt to address both questions by proposing a novel mechanism through which workers may develop firm-specific skills: socialisation in strong cultures. Building on prior work on human capital and organisational culture, we argue that working in strong cultures may lead workers to acquire knowledge of specific cultural elements and develop informal relationships with colleagues that are challenging to transfer across organisations. We test these predictions on a sample of 16,668,259 employees working for 4,396 firms in the US between 2013 and 2018. We measure organisational turnover using online employee profiles and cultural strength using 640,783 employees' company reviews on Glassdoor. We rely on an exogenous shock to the enforceability of formal employment contracts – a 2015 Pennsylvania Supreme Court ruling that weakened barriers to employee mobility – and explore its impact on organisations with stronger and weaker cultures. Using a difference-in-differences design, we find that following the shock, turnover increased significantly in organisations with weaker cultures but remained constant in organisations with stronger cultures. We further find that conditional on mobility, workers departing organisations with stronger cultures experienced lower increases in salary and seniority in their next role than employees departing organisations with weaker cultures. Finally, both results are driven by organisations requiring more informal integration of effort.

CO-AUTHORS

Sukti Ghoshsamaddar and Zanele Munyikwa

A computational text analysis of the positive effect of cultural misalignment on the obtention of social benefits

Paul Gouvard

Assistant Professor of Organisation Theory,
University of Lugano

The effects of audience-organisation cultural alignment on organisational- and audience-level outcomes are not very well known relative to those of within- and between-organisations cultural alignment. We seek to fill this knowledge gap using the complete corpus of emails exchanged between CAF 93, a French administration providing social benefits in the department of Seine-Saint-Denis (north of Paris), and its beneficiaries in 2021 (nearly 400,000 emails) and background data on beneficiaries (over 5,000,000 monthly observations in total). After training two separate topic models, one on emails sent by CAF 93 beneficiaries and one on emails sent by CAF 93 officers, we find that beneficiaries and CAF 93 officers structure their emails along related but different semantic dimensions, with beneficiaries relying on more fine-grained and varied dimensions than CAF 93 officers. We then measure beneficiary-CAF semantic alignment based on beneficiaries' propensity to structure their emails along semantic dimensions which have close equivalent among those used by CAF 93 officers to structure their own emails. Contrary to expectations informed by prior literature on cultural alignment, we find that beneficiaries with low levels of semantic alignment with CAF 93 officers tend to receive more, not less, benefits three months later. Adopting an abductive approach, we generate a plausible explanation of our surprising finding: CAF 93 officers perceive senders of semantically misaligned emails as being in particular need of help, which attracts officers' attention and results in an increased likelihood that senders' demands will be addressed. We inductively test this proposition at the email level and find that semantically misaligned emails are more likely to get an answer and tend to receive it quicker. This lends further plausibility to our proposition. Overall, our results suggest that cultural misalignment may play an important role in helping, not hampering, beneficiaries' access to social benefits.

CO-AUTHOR

Marieke Huysentruyt

Cracking the coding interview

Sanaz Mobasseri

Assistant Professor of Management and Organizations, Boston University

In a job interview, does what you do matter more than how you do it? This paper uses the case of coding interviews for software engineering jobs – a standardised, scalable, and widely-touted meritocratic technical interview process – to theorise how interviewees and interviewers dynamically co-construct merit in live, synchronous evaluations. Using a computational grounded theory framework, we analyse audio, transcript and post-interview evaluations from over 20,000 interviews hosted on a large online platform for technical software engineering interviews. We investigate which interactional features of the job interview and interviewers' and interviewees' characteristics are associated with advancement to the next hiring round.

CO-AUTHORS

David Holtz, Zanele Munyikwa, Janet Xu

THE REPUTATION OF THE UNITED STATES SUPREME COURT

In recent years, the reputation of the US Supreme Court has appeared to be in something like free fall. As of last September, a Gallup poll showed only 7% of the American public had "a great deal… of trust and confidence" in the Court. That a majority of the US population disapproved of the way the Court was doing its job could only partially be explained by the unpopularity of decisions such as that overturning a constitutional right to abortion. The Court is also increasingly viewed as a political institution, as one which lacks accountability, and, after a cascade of revelations over recent months about the acceptance by a number of justices of lavish previously undisclosed financial benefits from persons with an interest in cases before them, as an ethically compromised one. This panel will consider not only the myriad sources of the Court's current reputational difficulties, but also why and for whom the reputation of the Court matters.

Chair

Mary Anne Case

Arnold I. Shure Professor of Law, University of Chicago Law School

A graduate of Yale College and the Harvard Law School, Mary Anne Case studied at the University of Munich; litigated for Paul, Weiss, Rifkind, Wharton & Garrison; and was Professor of Law and Class of 1966 Research Professor at the University of Virginia before joining the Law School faculty.

Subjects Case has taught include feminist jurisprudence, constitutional law, regulation of sexuality, marriage, family law, sex discrimination, religious freedom, and European legal systems. She is the convener of the Workshop on Regulating Family, Sex, and board member of the Center for the Study of Gender and Sexuality. While diverse research interests include German contract law, theological anthropology, and the First Amendment, her scholarship to date has concentrated on the regulation of sex, gender, sexuality, religion and family; and the early history of feminism.

How the Supreme Court lost the public

Linda Greenhouse

Senior Research Scholar,
Yale Law School. Contributor of commentary on the US Supreme Court for the New York Times *and other publications*

Public esteem for the US Supreme Court is currently as low as poll takers and political scientists have ever seen it. Fewer than half of Americans express confidence in the court. Some of the reasons are obvious: the court's eradication of a constitutional right to abortion that more than two-thirds of Americans support; the ugly politicisation of the nomination and confirmation process; serious questions about the ethics of some members of the court, and the court's unwillingness or inability to enforce rules of the sort that bind other high government officials. Yet the plunge in public esteem raises deeper questions as well, about the court's role that many have come to see as outsized and fundamentally undemocratic. The loss of faith in the court, in other words, transcends any particular reason or set of reasons. One interesting question is why it didn't happen sooner.

The unaccountable Supreme Court

Stephen I. Vladeck

Charles Alan Wright Chair in Federal Courts, University of Texas School of Law

The US Supreme Court's growing unpopularity and eroding public support are typically traced to dissatisfaction with the substance of the Court's rulings – on everything from abortion and affirmative action to elections and executions, religious liberty and redistricting. The historical reality, though, is that the Court has a fairly consistent track record of handing down rulings that were, in their contexts, conservative relative to the direction of public opinion. Instead, what makes the current Court unique is not the substance of its decisionmaking, but the extent to which the Court is not – and believes that it ought not to be – remotely accountable to the political branches. In marked contrast to the first 200 years of the Court's history, in which Congress regularly used an array of tools to exert leverage over the Court, Congress today has left the Justices entirely to their own devices – leaving the Court in complete control over its docket; its budget; its ethics rules and standards; its building; and everything in between. Put into proper historical context, the common critiques of the current Court are more about the symptoms than the underlying disease, and those invested in reforming the Court ought to be focused on restoring the healthier interbranch dynamic that characterised the Court's first two centuries.

Reputation management by and for individual US Supreme Court Justices

Mary Anne Case

(See left)

"Whoopty Damn do. Where do I get my reputation back?" These were the first words reported to have been said by Clarence Thomas at the moment his wife Virginia told him that the Senate had just voted to confirm his appointment to the US Supreme Court, notwithstanding Anita Hill's testimony against him. The same question might now be asked of the entire Court on which he sits. But how does the reputation of an individual justice (or a faction or voting block of them) relate to the reputation of the Court as a whole? How do the justices contribute to their own and the Court's reputation management (for better and for worse)? And what is the end effect of pre-appointment attempts at reputation cultivation, both by judges themselves and by the millions in dark money spent on their appointment process?

MANAGEMENT OF REPUTATION RELATED TO ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) RISKS AND OPPORTUNITIES

Four leading scholars will share their empirical work examining how, when and to what effect firms engage on ESG issues that present reputational risks and opportunities to the firm's reputation with stakeholders. Together the papers help to demonstrate that reputation management on ESG issues is a system-level phenomenon in which a new range of issues related to non-traditional ESG factors have simultaneously emerged on the front pages, earnings calls and social media.

Chair

Witold J. Henisz

Vice Dean and Faculty Director of the ESG Initiative and Deloitte & Touche Professor of Management in Honor of Russell E. Palmer, former Managing Partner, the Wharton School, University of Pennsylvania

Witold Henisz received his PhD in Business and Public Policy from the Haas School of Business at University of California, Berkeley, and previously received his MA in International Relations from the Johns Hopkins School of Advanced International Studies.

His research examines the impact of political hazards – as well as environmental, social and governance factors more broadly – on the strategy and valuation of global corporations.

The issue is not the issue: stakeholder pressures on environmental, social, and governance issues and firm actions

Ioannis Ioannou

Associate Professor of Strategy and Entrepreneurship, London Business School

Firms face mounting pressure from stakeholders to respond to a wide range of ESG issues. However, with limited resources, they cannot address all issues at once. While current literature primarily examines the impact of stakeholder pressure on a single ESG issue, our study explores firms' actions with respect to an entire portfolio of ESG issues. As a result, we present an integrated theory, encompassing four types of stakeholder pressure and a variety of ESG issues, highlighting the cost-benefit calculus firms employ when strategically deciding which issues to address and to what extent. Using a dataset of 3,037 public firms and four types of stakeholder pressure

on 20 ESG issues, we discover that firms take more action on any particular ESG issue when (a) a greater number of their peers face criticism for the same issue, (b) they are concurrently criticised on a greater number of other ESG issues, and (c) their peers face increasing criticism on other ESG issues at the same time. Interestingly, our results show that direct pressure on any particular ESG issue is insufficient to prompt action, as firms consider a portfolio of ESG issues, while resource availability and issue materiality strengthen or weaken the influence of stakeholder pressure on firms' actions. Our study contributes to corporate social responsibility strategy literature and institutional research on heterogeneous organisational responses.

CO-AUTHORS

Olga Hawn, Rodolphe Durand

Organisational purpose, ideology and carbon emissions

Fabrizio Ferraro

Professor of Strategic Management (Dept. Chair), Academic Director, Sustainable Leadership Initiative, IESE Business School

Carbon neutrality will require drastic technological and organisational change, and it has been suggested that organisations with a clear purpose might be more likely to achieve this challenging goal. Nevertheless, we do not know much about the conditions under which purpose can actually lead to effective action. In this paper, building on the organisations as polities literature, we propose that the political ideology of the organisation will moderate this relationship. Furthermore, we also suggest that polarisation in climate change beliefs in the community where the firm operates also affect this relationship. We gathered data from Glassdoor reviews to measure the employees' perceptions of the organisation's purpose, the Federal Election Commission (FEC), which provides individual contributions to political parties, and the Yale Climate Opinion Survey to measure community beliefs on climate change issues. The results show that organisational purpose and their political ideology (i.e., liberal vs. conservative firms) alone do not explain significant differences in CO_2 reductions. However, when purpose is mediated by organisational liberalism, we

Firms must make complex and difficult choices as to how to respond to stakeholder grievances but do so with reference to the opinion of stakeholders towards them and their peers on other ESG issues, their organisation's corporate purpose and the degree of social polarisation on the issue in different locations.

find that higher employee perception of purpose in liberal-leaning organisations are associated with a reduction in carbon emissions. Finally, Liberal organisations with high purpose headquartered in communities characterised by heightened polarisation on climate change exhibit a lower reduction of emission.

CO-AUTHOR

Andrea Cavicchini

To speak or not to speak? Corporate America and George Floyd

Olga Hawn

Associate Professor, Strategy and Entrepreneurship Sustainability Distinguished Fellow Faculty Director,

Ackerman Center for Excellence in Sustainability, UNC Kenan-Flagler Business School

Corporations and CEOs are increasingly expected to speak up and speak out on socially contentious issues. We examine investor and public reactions to corporate statements made in the aftermath of George Floyd's death. We conduct content analysis of these statements and assess which Fortune 500 companies issued the statements, how long it took to publish them and through which channel, what sentiment the statements contained, and ultimately, how investors and the public reacted to them. Results show significant variation in how companies responded to George Floyd's death and in how stakeholders reacted. Almost half of Fortune 500 issued statements and 99 made a pledge. Yet investors, on average, reacted negatively to these statements; and even more negatively if companies made a pledge. Surprisingly, they reacted more positively to statements with more positive and negative emotion. The public reaction on Twitter, on the other hand, resulted in more negative emotion and anger in response to tweets of companies with more conservative CEOs. The longer it took to issue the statement, the fewer replies and words in these replies the public used. Domestic firms generated more negative emotion and swearing in replies to their tweet. Other elements of tweets generated other public reactions. Our study sheds light on

the trade-offs involved in organisational decision-making regarding social issues and the subsequent evaluations by different stakeholders.

CO-AUTHOR

Stephanie Mahin

Threading the needle: how firms frame their stances on polarising social issues

Kate Odziemkowska

Assistant Professor of Strategic Management,

Rotman School of Management, University of Toronto

Corporate activism, or the active involvement of business in contested social and political issues, presents strategic challenges for organisations. Companies that speak out on socially contested issues may face backlash from stakeholders who disagree, leading to reduced stakeholder support or even mobilisation against the firm. Despite these risks, corporate activism is on the rise. While existing work seeks to explain this quandary by identifying predictors of the decision to speak out, we suggest that part of the answer may lie in how firms speak out on polarising social issues to minimise these risks. We leverage press releases and Twitter accounts of Fortune 500 companies that expressed a stance on LGBTQ rights between 1999 and 2019, as same-sex marriage progressively became legal across the United States. We find that prior to same-sex marriage being legalised in their home state, firms default to touting their track record on LGBTQ rights, without wading into contentious debates. Once marriage equality comes to pass, however, firms tend to shift their stances towards activism, advocating for broader societal change. Further, we find this general trend to be moderated by firm-level and stakeholder characteristics. Our findings thus point to an irony: corporate "activism" in the pursuit of broader social change often takes place only after polarising social issues have been settled.

CO-AUTHORS

Sung Hun (Brian) Chung, Alessandro Piazza

THE IMPACT OF COMPLIANCE ON TRUST WITHIN ORGANISATIONS

This session will discuss the ways in which compliance interventions can increase legal compliance and legitimacy within firms and other organisational structures. In particular, this session will focus on papers that apply insights from the field of compliance to questions of trust and legitimacy within the U.S. as well as with multinational firms' initiatives aimed at creating and implementing effective ethics and compliance initiatives. Each participant will present their own work and comment on the work of other presenters.

Chair

William J. Wilhelm Jr.

William G. Shenkir Eminent Professor of Commerce, McIntire School of Commerce, University of Virginia

Professor Wilhelm is an investment banking specialist. His research focuses on the investment banking industry, and he has written extensively on how economic and (extra-) legal functions of investment banks have evolved through time in response to changes in their operating environment. Professor Wilhelm began his academic career in 1988 at the Wallace E. Carroll School of Management at Boston College. Before joining McIntire, Professor Wilhelm held the American Standard Companies Chair in Management Studies at the Saïd Business School and was a Professorial Fellow of St Edmund Hall, University of Oxford, where he began serving as a Visiting Fellow in 1998.

Corporate monitorships: history, process, and policy considerations

Eugene Soltes

McLean Family Professor of Business Administration, Harvard Business School

Corporate monitorships are an increasingly common tool deployed by regulatory and enforcement agencies globally. In this chapter, we discuss the history, use, goals, and outstanding questions associated with the use of monitorships.

Polarised networks

Miriam Baer

*Vice Dean and Centennial Professor of Law,
Brooklyn Law School*

Polarisation has swiftly become the norm in American politics. Political parties are far more homogeneous and take more extreme positions compared to even three or decades ago.

These ideological changes have wrought social and psychological changes in the American public. Decision-makers perceive facts differently depending on who the relevant actors are and whether they belong to an in-group or outgroup. Although it has political roots, this bias, commonly known as "affective polarisation," is as far-reaching as it is absolute; it touches everything from our chosen life-partners to where we work and reside.

This Article considers polarisation's impact on corporate compliance, the quasi-private framework that enables the government to enforce the law. Compliance makes good on its promises by modifying behaviour and constructing a network that accelerates the flow of useful information. Although far from perfect, the network has, until now, thrived under a regulatory regime that encourages outsourcing and public-private relationships.

Polarisation imposes an existential threat on compliance's success and future. Polarised decision-making inherently under- and overstates risks. Polarised networks truncate deliberation and encourage out-group members to self-censor and exit. Misconduct increases while the public's faith in institutions wanes.

Fortunately, the compliance network has protective tools at its disposal. To identify those tools, the network must first recognise the problem. To that end, this Article theorises polarisation's negative impact on the compliance network, and then considers the strategies that are most apt to shield the network from permanent disrepair.

Perfect compliance

Veronica Root Martinez

*Professor of Law,
Duke University School of Law*

This Article engages in a theoretical exploration that examines whether tolerating imperfect compliance at corporate firms may actually serve to circumvent the effort to tamp down corporate misconduct. When one accepts that misconduct will occur, it lowers the expectations placed on a firm's agents. For purposes of the compliance effort, a consequence of these lower expectations is that some level of misconduct appears acceptable. When improper behaviour is accepted it becomes normalised, which actually begets further misconduct. In short, when the legal and theoretical foundations of modern compliance efforts accepted imperfect compliance as an acceptable reality, they may have inhibited the attainment of successful compliance within corporate firms today. If this theoretical framework is in fact true, it suggests that actors involved in incentivising strong compliance programs should adjust explicitly the expectations of firms to a level that is much closer to "Perfect Compliance" than the status quo.

CORPORATE PURPOSE

In recent years, corporate purpose has assumed an increasingly prominent place in the management discourse, capturing the attention of practitioners and academics alike. Both the changing purpose of the corporation as an institution, and the purpose of an individual corporation have been part of the conversation and the movement that sustains it. Yet the implication of this increased focus on purpose on corporate reputation remains mostly unexamined. The panel has two objectives. The first is to share some basic insights about the nature of corporate purpose, in theory and practice, and the emerging movement that has brought it to the foreground. Each panellist will bring their own research and theoretical perspective on the topic. The second is to discuss the panellists views on the implications of the increasing emphasis on purpose for corporation reputation, both in research and in practice.

Chair

William Ocasio

James F. Towey Professor of Business and Leadership and Director of the Illinois Strategic Organizations Initiative,
Gies College of Business, University of Illinois at Urbana-Champaign

William's research links organisational politics, cognition and culture with the study of strategic processes, corporate governance, and organisational and institutional change. His varied research interests are brought together by a focus on explaining both the determinants of organisational and industry attention and its consequences for stability and change in organisations and institutions. Currently he is studying the determinants and consequences of attention through a variety of mechanisms including specialised vocabularies of organising, decision-making structures and processes, and the development and deployment of political capital by organisational executives.

Does team commitment increase with a stronger communication of firm's purpose? A leader-member exchange perspective

Rodolphe Durand

Joly Family Professor of Purposeful Leadership & Founder and Academic Director of Society and Organizations (S&O) Institute at HEC Paris

Corporate purpose needs incarnation and communication within a firm. In this paper, we hypothesise that the information consistency of team leaders' purpose communication enhances team commitment, a crucial outcome for performance. We also investigate whether leader-member exchanges' quality moderates the relationship between purpose-based communication and team commitment. Using data coming from 461 firms and 15,121 team-level observations and various tests (OLS, CEM, and robustness checks), our findings corroborate our expectations: there is a substantive positive association between leader purpose communication and team commitment, and leader-member exchange quality tends to reinforce this relationship while leader-member exchange variation in quality weakens it. This study contributes to the vibrant research stream on corporate purpose and on leader-membership exchange theory.

CO-AUTHOR

Pauline Asmar

The multiple facets of corporate purpose

Marya Besharov

Professor of Organisations and Impact, Saïd Business School, University of Oxford

As firms increasingly adopt a corporate purpose, there is substantial variation in what this turn to purpose actually entails and divergent views about whether and how firms can realise their purpose aspirations. To capture this variation and analyse its implications for enacting purpose, we leverage three existing bodies of research in organisation and management theory: early organisation theory illuminates uses of purpose to convey an organisation's overarching reason for being, organisational hybridity sheds light on purpose as an alternative organisational objective to profit maximisation, and systems perspectives offer tools for explaining purpose as a catalyst of systemic change beyond the boundaries of the firm. The typology that we develop based on these three bodies of research provides analytical clarity about distinct facets of the corporate purpose phenomenon and surfaces complementary insights into challenges and opportunities associated with purpose enactment.

CO-AUTHOR

Björn Mitzinneck

Making sense of corporate purpose

Matthew S. Kraatz

Professor of Business Administration, Gies College of Business, University of Illinois Urbana-Champaign

Contemporary discussions of corporate purpose frequently conflate two distinct phenomena. Purpose is widely understood as a long-term, superordinate goal that defines an organisation's reason for being and unites its various constituencies. When present, this aspirational meta-goal can provide meaning and identity, create trust, and facilitate cooperation. But the business corporation is also a distinctive institution with its own logic, imbued with a purpose in its own right. Its institutional logic emanates historically from macro-societal forces – legal, cultural, economic, and technological. We provide an analysis of these two parallel institutional phenomena and craft an integrative definition that brings them together. The purposeful corporation provides an (incompletely) institutionalised ideal. An emerging institutional logic increasingly expects firms to formulate and implement a distinctive and meaningful purpose that enhances the lives of people while facilitating relational contracts with stakeholders. We discuss the promise and limits of this ongoing conversation.

CO-AUTHORS

William Ocasio, David Chandler

EMERGING SCHOLARS

A session featuring presentations by four scholars from this year's professional development workshop.

Chairs

Brayden King

Max McGraw Chair of Management and the Environment,
Kellogg School of Management, Northwestern University

Brayden King's research focuses on how social movement activists influence corporate social responsibility, organisational change, and legislative policymaking. He also studies the ways in which the reputations and identities of businesses and social movement organisations emerge and change.

Don Lange

Lincoln Professor of Management Ethics, Arizona State University

Donald Lange joined the W. P. Carey School of Business in 2006 after receiving his PhD in Management from the McCombs School of Business at the University of Texas at Austin. Professor Lange's research interests include bad behaviour within organisations, corporate social (ir)responsibility, organisational reputation, and stakeholder strategy. His published work appears in top academic management journals including *Academy of Management Review, Academy of Management Journal, Organization Science* and *Personnel Psychology*. Professor Lange is a past associate editor at *Academy of Management Review*. His most recent article (with E.T. Paik, T.G. Pollock, S. Boivie, and P.M. Lee), titled "A Star Is Born: The Relationship Between Performance and Achieving Status Through Certification Contests in the Context of Equity Analysts", is forthcoming in *Organization Science*.

The American Idol next door: conforming behaviour, media attention, and achieving celebrity

Tan Kim

PhD Candidate, University of Tennessee, Knoxville

We explore how previously unknown individuals' conforming and nonconforming behaviours affect their ability to become celebrities, how the media's attention influences this relationship, and how these relationships change over time. We argue that, in contrast to prior research emphasising nonconformity, unknown actors who more consistently conform with an identifiable category are more likely to become celebrities. We also argue that greater media attention will weaken the positive relationship between conformity and the actor's degree of celebrity, and audiences' experience with the actor reduces both the importance of conforming to their initial category referent and the media's influence on this relationship.

CO-AUTHOR

Timothy G. Pollock

How the corporate environment primes gaslighting, allowing misconduct to persist over time in organisations

Paula Kincaid

Assistant Professor of Management, University of Texas at Tyler

Persistent misconduct over time in organisations remains a major concern for management scholars and practitioners. We theorise gaslighting – a systematic approach to manipulate another person into questioning their perception

of reality – is an important social mechanism that explains how individuals in organisations conceal their misconduct and we extend gaslighting theory to explain how and why misconduct persists over time in organisations. In this paper, we take a case-based approach and use abductive theorising with grounded theory methods to explore the persistent and harmful misconduct perpetrated by Larry Nassar over the span of three decades. While we find evidence to suggest that individuals use gaslighting to conceal their misconduct, we also uncover specific elements of the corporate culture that prime individuals' gaslighting efforts in organisations. Most interestingly and unexpectedly, we find that organisations use gaslighting as a strategy to offset reputational damage that may arise from the potential scandalisation of the persistent misconduct.

CO-AUTHORS

Rhonda Reger, Virginie Lopez-Kidwell, Craig Neumann

Red Bull versus Rasenball: identity struggles at RB Leipzig

Moritz Gruban

*SNSF Postdoctoral Researcher,
University of Cambridge Judge Business
School*

In 2009, Red Bull founded the soccer club RasenBallsport (RB) Leipzig and gave the club a "Red Bull identity". Despite being stigmatised as a marketing tool, RB Leipzig has developed an active fan base. Over time, however, fans began to decouple the club's identity from the Red Bull brand. Conflicting visions of the club's identity have led to identity struggles. Drawing on the literature on identity work, we examine how the club administration and active fans negotiate the club's identity and how they reach settlements. We analysed fan manifestos, chants, choreographies and banners. We also collected more than 30,000 posts in fan forums. We complement the digital data with ethnographic work and interviews.

CO-AUTHORS

Aurélien Feix and Thomas Roulet

'From an ordinary mum to Ireland's most important woman': the role of victim identification in collective sensemaking of trust violations

Niamh Daly

*PhD Candidate,
University of Queensland*

There is a consensus that the way people make sense of organisational trust violations impacts the severity of damage to trust and what is required to repair trust in the organisation. However, our understanding of the sensemaking process is primarily at the individual level, even though sensemaking is often a collective process. In this presentation, I use a high-profile medical negligence case to explore the role of victim identification in how people collectively make sense of organisational trust violations. In doing so, I will articulate how identification relates to issue blurring, trust in the organisation and collective action post-violation.

CO-AUTHORS

Nicole Gillespie, Matthew Hornsey, Lisa Van der Werff

NEGATIVE SOCIAL EVALUATIONS: DIRTY WORK, STIGMA, AND SCANDALS

In order to succeed, social actors have to actively manage negative evaluations by their key stakeholders. In this session, the authors will discuss crafting as a destigmatisation pathway, processes of stigma emergence, and status-related consequences of scandals.

Chair

Anastasiya Zavyalova

Associate Professor of Strategic Management,

Jesse H. Jones Graduate School of Business, Rice University

Anastasiya Zavyalova received her PhD in strategic management from the University of Maryland, Robert H. Smith School of Business. Her research focuses on socially responsible and irresponsible organisational actions that build, damage and restore social approval assets, such as reputation and celebrity.

Sexy work not sex work: transforming the striptease from dirty work to craft

Madeline Toubiana

Associate Professor, University of Ottawa

Dirty work is in stark contrast to the rising phenomenon of craft work – work that is associated with mastery, dedication, skill (Bell, Dacin, & Toraldo, 2021; Kroezen, Ravasi, Sasaki, Żebrowska, & Suddaby, forthcoming; Kroezen & Heugens, 2019). While craft work has most often been explained as a shift away from industrialisation, its potential to bring meaning and value into work raises the question of whether "crafting" is a productive pathway out of stigma. The literature on craft has clearly demonstrated the ways in which it can drive institutional change (Kroezen & Heugens, 2019) – and indeed crafting and craftivism seem to be forms of social-symbolic work that can "expose the questionable assumptions of totalising progress inherent in post-Enlightenment claims of inexorable rationality" (Suddaby et al., 2017: 291) and provide opportunities for innovation, inclusivity and disruption (Bell et al., 2021). Yet, despite the possibilities of transformation through craft, most studies have focused on craft work emergent from industries or work that were not highly stigmatised, such as wine-making and beer brewing (Hills et al., 2013; Lamertz et al., 2015). However, can craft be constructed out of the dirty, morally repugnant and condemned? If so, would such a reconstruction aid in the destigmatisation of the work? This qualitative study on burlesque performers, who do the work of striptease, examines how these individuals have been able to change meanings and evaluations of their work through craft creation. Based on these finding we have developed a process model of crafting from dirty work.

The origins of stigma: Russian NGOs under the 2012 'Foreign Agents' law

Anastasiya Zavyalova

(See left)

Most organisational research on stigma focuses on preexisting stigma, leaving the question "how does stigma emerge?" largely unexplored. The few studies that have examined stigmatisation process, position transgression as its trigger and focus on the actions of external stakeholders at the expense of the agency of the stigmatised. I address these voids by explicating the process of stigmatisation of Russian NGOs after the passage of the 2012 "foreign agents" law. Through an inductive approach – by relying on archival data, online sources, and interviews – I uncover deliberate attempts of the government to stigmatise select NGOs by assigning to them a new "foreign agent" label. I present a three-phase process model of stigmatisation – label emergence, stigma enforcement and contestation, and stigma propagation – and detail the iterative manner through which the stigmatiser amended enforcement tactics as the stigmatised devised new coping strategies. The ironic outcome of this process was that the quest to exert formal control through stigmatisation led to NGOs' deformalised existence. I highlight the critical roles of power imbalance, limited action by higher authority, and low media attention during the early phase of stigmatisation. These findings may generalise to other contexts with authoritarian regimes.

How systemic scandals affect the evaluative advantages of status

Marco Clemente

*Professor of Sustainability,
ZHAW School of Management and Law*

Status effects are pervasive across organisational and market settings. In this paper, we examine whether the tendency of high-status actors to be evaluated more positively irrespective of performance – often referred to as the "Matthew effect" – is robust to the occurrence of systemic scandals that affect the field. We argue that because the benefits of status manifest in the evaluation of performance under uncertainty, and because scandals are known to induce discontinuities in evaluation and a loss of trust, Matthew-type effects accruing to high-status actors should be diminished or erased in the aftermath of such events. Building on unique observational data on media coverage of football referees in Italy before and after the 2006 Calciopoli scandal and two experiments, we find support for this account. We also find confirmation that this dynamic is driven by the generalised loss of trust within the field that systemic scandals engender. Finally, our findings support the idea that low-status newcomers to the field – who are often subjected to evaluative penalties under ordinary circumstances – experience an advantage in the aftermath of scandals as a result of their outsider status.

REPUTATION AND RESPONSIBILITY IN THE AGE OF FINTECH: PRIVACY, RISKS, AND BIGTECH DYNAMICS

This session explores the intricate relationship between corporate reputation and advancements in financial technology (fintech), encompassing the areas of blockchain, cryptocurrencies, digital payment mechanisms, and innovative credit platforms. Featuring three expert fintech researchers from diverse academic areas of Information Systems, Operations, and Finance, the session commences by mapping out the evolving fintech landscape, touching upon both recent innovations and market turmoil. Our dialogue then centres around how fintech's development both influences and is influenced by concerns of reputational risk. We discuss key reputation-related fintech advancements in privacy preservation algorithms, examining their role in amplifying transparency, especially in the context of stress testing for financial networks, including those structured on blockchain-driven Decentralised Finance (DeFi) platforms. We will also focus on using new tools such as artificial intelligence (AI) in the assessment of both tangible and reputational risks in physical networks such as the network of supply chain relationships, and examine the reputational implication of novel supplier lending and trade finance platforms. Panellists will also discuss the emergent trend of major technology firms venturing into the financial realm – coined as "BigTech finance" – and dissect its potential repercussions on reputation, financial inclusion, regulatory parameters, and competitive dynamics. Through these focal points, the session aims to provide a thorough understanding of fintech's role in shaping corporate reputation in the modern global financial landscape.

Chair

Di (Andrew) Wu

Assistant Professor of Technology and Operations and Finance, University of Michigan, Stephen M. Ross School of Business

Andrew's research focuses on the interface of technology, finance and operations management. He develops and applies new methodologies in natural language processing (NLP), text analytics and artificial intelligence (AI) to study emerging issues involving (1) new platforms and marketplaces in financial technology (fintech) and education technology (edtech) sectors, (2) new sources of supply chain risks, and (3) societal impact of operational decisions. Andrew also teaches the popular fintech Innovations on Coursera, with over 100,000 learners.

Gerry Tsoukalas

Associate Professor in the Information Systems department at Boston University, Questrom School of Business; Senior Fellow, the Wharton School

Professor Tsoulakas's research examines how to manage and design new technology platforms, particularly in the blockchain and fintech areas. His work has appeared in leading academic journals, including *Management Science, Operations Research,* and *Manufacturing & Service Operations Management (M&SOM)*. He serves on the editorial boards of *Management Science* and *M&SOM* as Associate Editor. Professor Tsoukalas works with a variety of firms and startups in the technology and financial services industries (Intelligencia, Wisdomise, PayPal, Forest Park, Indiegogo, Rabt Inc, Moody's, etc.) and on policy matters with government agencies and think tanks (Center of Planning and Economic Research [KEPE], Wharton Public Policy Initiative WPPI, etc.).

Shumiao Ouyang

Associate Professor of Finance,
Saïd Business School,
University of Oxford

Shumiao Ouyang's research
is primarily focused on fintech,
household finance, data privacy, and financial
intermediation, with a particular interest in the emerging
field of BigTech finance. As an economist, he strives to
examine the complex relationships between finance and
technology, shedding light on the far-reaching economic
consequences of our rapidly digitising world.

John Birge

Hobart W. Williams Distinguished
Service Professor of Operations
Management, University of Chicago
Booth School of Business;
Editor-in-Chief, Operations Research

Professor Birge studies mathematical modelling of systems
under uncertainty, especially for maximising operational
and financial goals using the methodologies of stochastic
programming and large-scale optimisation. He has
published widely and is the recipient of numerous research
awards. Professor Birge is also an elected Fellow of the
Institute for Operations Research and the Management
Sciences (INFORMS), the recipient of the Institute of
Industrial Engineers (IEEE) Medallion Award, and was
elected to the National Academy of Engineering.

A former Dean of the Robert R. McCormick School
of Engineering and Applied Sciences at Northwestern
University, he has worked as a consultant for a variety
of firms including the University of Michigan Hospitals,
Deutsche Bank, Allstate Insurance Company, and
Morgan Stanley.

CHARACTER ASSASSINATION AND THE FRAGILITY OF CORPORATE REPUTATION

Character assassination is the deliberate destruction of a person's reputation or credibility through character attacks, which are deliberate and public in nature. More than a decade of multi-disciplinary research conducted by The Character Assassination and Reputation Politics Research Lab (CARP) and its associates provides an opportunity to formulate a few broad yet testable hypotheses related to corporate reputation and its management.

Chair

Eric B. Shiraev

Professor, researcher and author, George Mason University

Eric B. Shiraev is author and editor of more than 20 books on international relations, political psychology, comparative politics, and cross-cultural psychology. His multi-disciplinary approach emphasises the role of culture and identity in politics and social life. His research into character assassination focuses on the use of political psychology to analyse history and international relations. His research interests also include psychological warfare and defences against it, Russian and Eurasian politics, and psychological factors to explain political leaders.

Discussant

Timothy Coombs

Professor, Texas A&M University

Editor-in-Chief, *the Journal of Contingencies and Crisis Management*

Corporate Neros: charismatic leadership and character assassination in ancient Rome and modern business

Martijn Icks

Lecturer in Ancient History, University of Amsterdam

CEOs who exhibit charismatic leadership can create a cult following, but are also vulnerable to character attacks. In ancient Rome, the high profile and charismatic authority of emperors likewise made them prime targets for character assassination. This paper explores how character attacks on Roman emperors for their extravagance, megalomania and lack of masculinity provide instructive parallels to similar attacks on CEOs in the modern business world.

'A worn-out galosh': the political psychology of personal insults as character attacks in politics and business

Eric B. Shiraev

(See left)

As a method of character attack, personal public insults are not all that different from making allegations, except that the claim is reduced to a single word or phrase that can be shouted at a target, or published in a paper, or put on a billboard, placard and bumper sticker, or multiplied in social networks – all without any further explanation, arguments or supporting evidence. Insults can create problems for the targeted individuals and political parties or corporations they represent because these individuals often do not know how to respond to jibes that appear particularly outrageous. Political psychology analyses this phenomenon and can offer valuable suggestions for specialists in corporate reputation.

Blood money: the character assassination of Elizabeth Holmes and Theranos

Jennifer Keohane

Associate Professor,
Klein Family School of Communications Design,
University of Baltimore

Journalists and authors have recently set their sights on toxic corporate cultures that stem from charismatic but aggressive tech CEOs. Eliot Brown's *The Cult of WeWork*, Mike Isaac's *Super Pumped* about Uber, and John Carreyrou's *Bad Blood* on the failed start-up Theranos all attempt to explore the characters of the confident entrepreneurs behind these companies. What's more, all of these investigations have been adapted into movies or television series, disseminating these stories, accurately or not, to broad audiences. This paper investigates the case of Elizabeth Holmes, declared the world's youngest self-made billionaire in 2014, only to be convicted of fraud in 2022 for lies in conjunction with building Theranos, her blood-testing company. From a rhetorical perspective, this paper explores both the gendered character attacks against Holmes as the female leader of a technology start-up and the way those character attacks came to reflect upon the reputation of Theranos itself.

SOCIETAL IMPACT OF ARTIFICIAL INTELLIGENCE AND AUGMENTED REALITY

Recent major advancements in artificial intelligence and related technologies have significant societal impact. This session explores several important ways that society is affected by these new technologies.

Chairs

Roland Rust

Distinguished University Professor and David Bruce Smith Chair in Marketing Organisation, Robert H. Smith School of Business at the University of Maryland

Roland T. Rust is founder and Executive Director of the Center for Excellence in Service. He is also VP of Publications for the European Marketing Academy. This summer, he will assume the role of VP of Publications for the American Marketing Association. His lifetime achievement honours include the AMA Irwin/McGraw-Hill Distinguished Marketing Educator Award, the EMAC Distinguished Marketing Scholar Award, Fellow of the INFORMS Society for Marketing Science, the Paul D. Converse Award, Fellow of the American Statistical Association, as well as the top career honours in service marketing, marketing research, marketing strategy, and advertising, and honorary doctorates in Economics from the University of Neuchatel (Switzerland) and the Norwegian School of Economics.

Ming-Hui Huang

Distinguished Professor, Dept. of Information Management, National Taiwan University

Ming-Hui Huang is the first and only Asian-based fellow of European Marketing Academy (EMAC), and a Distinguished Research Fellow of the Center for Excellence in Service, University of Maryland. Ming-Hui specialises in the strategic applications of AI in service and marketing.

Algorithmic fairness and service failures: why firms should want algorithmic accountability

Kalinda Ukanwa

Assistant Professor of Marketing, Marshall School of Business, University of Southern California

Because of growing concerns about responsible use of artificial intelligence, European and US regulators recently introduced legislation to protect consumers from bias. These policies hold firms accountable for the fairness of their algorithms while relying on consumers to report when unfairness occurs. Our research reveals an unintended consequence of these policies due to differences between how firms and consumers assess fairness. Current algorithmic fairness standards are based on group fairness criteria, which use firm data and measures of statistical parity to determine if demographic groups are being treated similarly. However, the average consumer does not have access to fairness statistics nor to firm data to assess fairness. Instead, we propose that consumers assess fairness by gathering from their social network information about their treatment by firms. We model how consumer ego-fairness assessments can trigger spread of beliefs of bias throughout a market. We show that a lack of algorithmic accountability may lead consumers to paradoxically believe that a firm's fair algorithm is unfair or that a firm with an unfair algorithm is less biased than a firm with a fair algorithm. We also demonstrate how a third-party watchdog institution may reconcile these different perceptions of fairness.

The role of augmented reality in promoting eco-friendly transportation choices: the case of Pokémon Go

Praveen Kopalle

Signal Companies' Professor of Management and Professor of Marketing,
Dartmouth College

How to facilitate the transformation from traditional fossil fuel burning vehicles to more sustainable transportation modes is one of the biggest challenges of the century. Building on the literature of transportation modes, augmented reality, and consumer identity, the authors propose that the augmented reality reference group that consumers travel to join has a fundamental impact on their transportation mode choice. Specifically, using Pokémon Go (an augmented reality game) as a study context, this research finds that consumers tend to associate Pokémon Go players with environmental consciousness. As a result, when they travel to join a group of Pokémon Go players, they are more likely to choose more sustainable transportation modes of transportation, such as bike-sharing. We propose and show that the identity signalling motive as the underlying mechanism mediating the effect. That is, consumers who travel to join a group of Pokémon Go players want to signal that they are environmentally conscious, just like other players in the group. Furthermore, the proposed effect is mitigated when consumers are choosing between a bike-share and an electric vehicle, since both options can signal the desired identity. Across two empirical field studies and two controlled experiments, we show convergent evidence for the proposed theory. This research has important implications for boosting consumer choice of green transportation modes.

CO-AUTHORS

Xinlong Li, Huachao Gao, Shane Wang

Feeling advantage from artificial intelligence(s)

Ming-Hui Huang

(See left)

Artificial intelligence (AI), designed to mimic human intelligences, can have multiple intelligences, such as the capabilities to perform doing, thinking, and feeling jobs and tasks, as humans do. The historical evolution shows that AI is evolving from mechanical intelligence for routine task automation, to thinking intelligence for analytical decisions, to feeling intelligence for human interactions. Currently, thinking AI, ironically, is increasing the importance of feeling intelligence in the economy creating the opportunity for a "feeling advantage" for both economic sectors and workers. We empirically examine two mechanisms for the multiple AI intelligences to generate the feeling advantage: a congruence mechanism for economic productivity, and a complementarity mechanism for labour productivity. AI, as a form of capital, benefits an economy more if the intelligences of the AI and the economy are congruent. AI, as a productivity tool, benefits workers more if the intelligences of the AI and the workers complement each other. Merging longitudinal global AI investment data and economic indicators from multiple sources from 2010 to 2019, we demonstrate that mechanical AI benefits an agricultural economy more, thinking AI benefits a manufacturing economy, and feeling AI benefits a service economy more. We further find that although thinking AI investments still have the largest impact on economic productivity, feeling AI investments benefit both economic productivity and standard of living. Using gender differences in intelligence as an instance, we demonstrate that skilled female workers benefit more from thinking AI investments than skilled male workers, an indication that females' feeling intelligence may complement thinking AI. The results have important implications for investing in the right AI intelligence(s) for economic and labour outcomes, balancing the economic and labour impacts of AI investments, and reducing the gender gap in the labour market by leveraging the different intelligences of AI.

CO-AUTHORS

Roland T. Rust, Saurabh Mishra

UNDERSTANDING AND REDRESSING GENDER INEQUALITY: INTEGRATING EVOLUTIONARY AND CULTURAL FORCES

Gender inequality in power and leadership remains one of the most pressing challenges in today's society. This session explores the causes, consequences, and solutions for gender gaps while taking into account the roles of evolved gender differences and changing cultural norms and institutions.

Chair

Joey Cheng

Assistant Professor of Psychology and York Research Chair in Leadership, Collaboration, and Teams,
York University, Toronto

Joey Cheng's research focuses on the ways in which human nature and cultural factors combine to shape how humans compete and cooperate with others, the psychological processes that promote egalitarianism and effective coordination within groups and teams, and how to design successful teams and organisations. Much of this work focuses on real-world teams and organisations "in the wild", where she examines the social processes that operate in groups such as military squads, sports teams, and marching bands. Joey's work has been published in scholarly outlets such as *Proceedings of the National Academy of Sciences, Journal of Personality and Social Psychology, Psychological Science, Behavioral and Brain Sciences, Trends in Cognitive Sciences, Philosophical Transactions of the Royal Society B, The Leadership Quarterly, Organizational Behavior and Human Decision Processes*, and *Harvard Business Review*. Her research has been covered in media outlets including CNN, BBC Work Life, *Scientific American*, and *Popular Science*, and she has appeared in podcasts interviews such as BBC's Sideways with Matthew Syed, and BBC's Deeply Human series. She teaches a popular course, Power, Status, and Egalitarianism in Organizations and Society, and directs the York Leadership, Competition, and Collaboration Lab.

Redressing gender inequality requires understanding the linkages between biological and cultural evolution

Chris von Rueden

Associate Professor,
Jepson School of Leadership Studies, University of Richmond, VA

Cross-culturally, what constitutes a positive reputation is in part gender-specific: women and men tend to pursue and are judged on slightly different status criteria. Principal causes of this gender difference are (a) cultural norms associated with gendered divisions of labour, in interaction with (b) naturally-selected, sex-specific forms of cooperation and competition. In this talk, I will argue that consideration of these linkages between biological and cultural evolution can help us understand the origins of patriarchy in business, politics, and other sectors of society. Critically, this integrated framework also offers a more comprehensive toolkit for dismantling such patriarchy. I will draw on examples from diverse non-human and human societies to defend these claims.

Explaining gender inequality in leadership: evidence for different competitive strategies in men and women

Joey Cheng

(See left)

Despite decades of research across the social sciences, understanding the causes and origins of gender disparities in leadership, competitiveness, and labour market outcomes remains a key puzzle. In this talk, I will review evidence consistent with the view that these gender gaps stem not so much from gender differences in leadership or competitive motivation, but rather from men and women's deployment of different competitive strategies, which emerge early in development and cross-culturally. Drawing on gendered patterns of overt leadership behaviour in group meetings as an example, I will discuss how, despite men and women's similar desire for leadership, women tend to share (rather than dominate) the speaking floor. This more egalitarian, cooperative, and prestige-based approach to leadership by women (as revealed in their tendency to share the floor), however, can undermine status and contribute to women's lower decision-making power in group contexts. These effects are obtained even when people (and their identities) remain anonymous, and thus image or reputational concerns (such as appearing overly domineering) are largely minimised. I propose that women are not less competitive or interested in leadership than men, but navigate leadership (and competition in general) differently. Competitiveness in women reflects evolved traits and internalised norms of behaviour concerned with minimising overt competition and promoting cooperative relations.

Designing inclusive workplaces: evidence from randomised controlled trials

Oliver Hauser

Economics, University of Exeter Business School;
Faculty Affiliate, Harvard University
Turing Fellow, Alan Turing Institute

Many organisations today are interested in recruiting and promoting a diverse workforce, yet little tangible progress has been made. Stereotypes – i.e., a form of generalised, often inaccurate set of ideas and "reputations" of demographic groups, such as men and women – are often a contributing factor to lack of meaningful change. These stereotypes are the result of systematic biases fixed in our minds. In this talk, I will share some recent results from a series of large-scale randomised controlled trials aiming to decrease bias – and increase gender and ethnic diversity – in hiring and promotions into senior positions, in collaboration with some of the largest employers in the UK and around the world. These results not only show how organisations can improve diversity, inclusion and equality in the workplace, but also offer a blueprint for organisational culture change – through large-scale systematic experimentation – that provides a toolkit that practitioners can use to address their own inequalities.

SMALL BUSINESS PERSPECTIVES ON A JUST TRANSITION

Policy makers are starting to wake up to the danger of overlooking the role of small and medium sized enterprises in achieving environmentally and socially sustainable economies and societies, that is, a just transition. Focusing on smaller organisations and entrepreneurship, the panel will discuss the role and challenges for smaller organisations in a just transition, taking geo-political context and organisational type into account. The panel will combine theory, empirical work and practice perspectives from the global south and north to illuminate some of the necessary progress to enable a just transition.

Chair

Laura Spence

Professor of Business Ethics, Royal Holloway, University of London

Laura J. Spence is a Professor of Business Ethics in the Department of Human Resource Management and Organisational Studies, Royal Holloway, University of London. She has previously held the posts of Associate Dean (Research) supporting the School of Business and Management and the School of Law and Social Sciences, Director for the Centre for Research into Sustainability and School Director of Impact.

Laura's research interests relate to a wide range of management studies issues, in particular, critical corporate social responsibility, small business social responsibility, supply chain sustainability and a critique of Creating Shared Value. She uses moral and social theory in her research, favouring qualitative and conceptual studies. Laura has a particular interest in the place of gender and feminist perspectives in business ethics and corporate social responsibility research and practice. She is developing work on SMEs and climate action, particularly in relation to net zero.

Generative research for addressing societal grand challenges: the case of the PIVOT project

Dror Etzion

Steven Grossman Endowed Chair in Sustainable Business, University of Vermont

Social science has the potential to complement technological innovation and public policy as humanity attempts to avoid the most terrifying consequences of climate change. Cultural, behavioural, educational and social-psychological interventions can, in theory, be harnessed in support of a just transition. I will review the theories of change that underlie these types of interventions, their potential to be impactful, their limitations, and the social actors they overlook. Against this backdrop, I will introduce an action research project – PIVOT – designed to lead to the reduction of emissions from small and medium businesses in Canada. This project builds on the science of complex contagion, the strength of norms, and the power of storytelling and narrative. I will survey the successes and shortcomings of the PIVOT project; describe several academic studies that it has yielded; and provide some insight about the potential of partnerships between academics and non-academics to devise and conduct generative research that strives to advance scientific knowledge while having a direct and meaningful climate impact.

Crafting a just transition in the artisanal and small-scale mining sector in Kenya

Judy N. Muthuri

Professor of Sustainable Business and Development,
University of Nottingham

The artisanal and small-scale mining (ASM) sector has become an important source of livelihoods for many rural communities in sub-Saharan Africa. But the sector also grapples with serious economic, social, environmental and governance challenges that remain a barrier to a just transition for the vulnerable miners and mining communities in the Global South. We explore the nexus of just transition and sustainable artisanal mining within the Kenyan context, elucidating the multifaceted challenges and potentials inherent to this sector. Our research utilises the cultural animation technique as a participatory methodology, where stakeholders co-create an action plan for sustainable ASM in Taita Taveta, a rich gemstone resource County of Kenya. We examine how a just transition can be achieved by aligning with the principles of economic growth, social justice and equity, and environmental sustainability as indicated in the UN Sustainable Development Goals (SDGs). Given the myriad ASM-SDG interlinkages, the research posits that a just transition in the mining context necessitates an inclusive and meaningful engagement of multiple stakeholders. It calls for inclusive policies, community-led ASM formalisation, traditional and innovative collaborations, and supportive business networks to ensure micro, small and medium mining organisations are not left behind in the spirit of 2030 Agenda for Sustainable Development.

CO-AUTHOR

Mohsen Gul

Supporting just transition: challenges for start-ups and investors and policymakers

Banu Özkazanç-Pan

Barrett Hazeltine Associate Professor of the Practice of Engineering and Founding Director of the Venture Capital Inclusion Lab at Brown University

At the intersections of climate change, growing income inequality and ethical considerations around emergent technologies is a key question: is a just transition possibly in diverse societies and economies that are globally interdependent on each other? And in this context, what role do new start-ups, investors and policymakers play in supporting such a transition? This talk will focus on the multi-stakeholder and political nature of just transition processes, and adopt a gender-analysis to provide insights around the possibilities for change that do not leave behind certain groups and communities.

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