

ABSTRACTS

CLOSING THE WASTE GAP IN EMERGING ECONOMIES MEANS OVERCOMING BARRIERS, OPENING MINDS

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Cross-sector collaborations and sustainable commercial business models are both critical to meet the growing demand from governments, non-governmental organizations (NGOs), development agencies, scientists and the general public to address industrial waste-management-related climate change issues. In developing economies, where specialized solutions for certain industrial waste streams are not readily available, the cross-sector, multistakeholder approach may be the enabler to close this waste management gap.

This paper highlights one such success story where a cross-sector, multi-stakeholder approach enabled the establishment of the first ozone depleting substances (ODS) treatment facility in Southeast Asia. In this cross-sector approach, a cement plant in Indonesia is now providing a safe and sustainable disposal solution for ODS substances for a number of companies from various sectors. Meeting the chlorofluorocarbon (CFC) and hydrochlorofluorocarbon (HCFC) phaseout obligations under the Montreal Protocol, the Ministry of Environment in Indonesia partnered with a cement company to receive foreign technical transfer assistance. This then led to further multi-stakeholder and cross-sector collaborations (including training regimes) to encourage and enable responsible industry players to opt for the safe treatment of refrigerants, thereby saving the ozone layer and avoiding significant amounts of global warming gases from being released into the atmosphere.

MENDING BROKEN FENCES POLICING: DEVELOPING THE INTELLIGENCE-LED/COMMUNITY-BASED POLICING MODEL (IP-CP) AND QUALITY/QUANTITY/CRIME (QQC) MODEL

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Despite enormous strides made during the past decade, particularly with the adoption and expansion of community policing, there remains much that police leaders can do to improve police-public relations. While countries like Canada, Australia, Britain, France, and the United States serve as good examples of societies that apply universally accepted norms of inclusivity and sustainable civil processes based on social justice, even these jurisdictions are struggling with the influences of globalization, nationalism, and sectarian conflicts across the globe, all of which have direct impact on security services and how they respond in mitigating influences that work to disrupt processes of sustainable civil society and sustainable leadership, innovation and the capacity for long-term thinking.

The decision on which one policing strategy is chosen over another, how many resources are allocated, and how strenuously the policy is applied resides primarily with the police and the units and subunits tasked with its enforcement. The scope and opportunity for police officers in impacting social attitudes and social policy are important elements that cannot be overstated. How do police leaders, for instance, decide when to apply one strategy—say community-based policing—over another, like intelligence-led policing? How do police leaders measure performance and success? Should these measures be based on quantitative preferences over qualitative, or should the preference be based on some other criteria? And how do police leaders define, allow, and control discretionary decision-making?

Mending Broken Fences Policing provides police and security services leaders with a model based on social cohesion, that incorporates intelligence-led and community policing (IP-CP), supplemented by a quality/quantity/crime (QQC) framework to provide a four-step process for the articulable application of police intervention, performance measurement, and application of discretion.

WAY BEYOND WEIGHT

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In 2016, we have surpassed the population landmark of 7 billion, and yesterday's global crisis of under-nutrition in poorer nations is now accompanied by a journey into overweight and obesity. While clearly an issue associated with developed economies, obesity is becoming a worldwide problem and a threat to multiple sustainability initiatives. Consequently, there is a need for leadership that focuses on arresting the overweight and obesity pandemic in order to significantly contribute to a more sustainable future for all nations. We take the position that rather than continuing to focus on the pathology and disease of this phenomenon, we should focus on the health and resilience of those who resist choices that lead to overweight and obesity. Therefore, we take a consumer-centric perspective and report qualitative research conducted in New Zealand with 31 young people (ages 17-26) who have been resistant to weight gain in an increasingly obesogenic environment. We look at this type of consumer resistance in order to better understand how to develop community leadership and build more obesogenically resilient societies. We report findings from these interviews which are used to inform a larger survey, and also contribute to our understanding of how interventions can best be successfully targeted.

ORGANISATIONAL SUSTAINABILITY – WHY THE NEED FOR GREEN HRM?

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The project reported in this paper investigated the impact of sustainability initiatives on organizational performance indicators. An employee survey related to a company's sustainability program and change process was conducted within a large professional services company. The results showed that while employee involvement, accountability, leadership support and commitment are important drivers of sustainability initiatives, they were perceived as lacking in this organisation.

Moreover, teams lacked the ability to change business practices and there was a lack of recognition and reward related to any sustainability improvements. Overall, these factors indicate a lack of any sustainable leadership practices which it is proposed may be addressed through implementing a Green HRM framework among other strategies.

WINDTUNNELING A TOOL TO UTILISE AND NURTURE SOCIAL CAPITAL FOR SUSTAINABLE DEVELOPMENT

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Over the past two decades two critical changes have been occurring that impact on the nurturing of social capital and its role in sustainable community outcomes. First is the absence of an overall community plan based on long-term community sustainability results in development approvals being based on ad hoc criteria.

The second is the impact of the internet and social media to invite, shape and drive change in how people think and contribute to community. However, social media has yet to realise its potential when local communities are facing complex planning issues. Most decisions are made without any reference to consequences outside the immediate situation. Hence many stakeholders are seeing their hopes and aspirations of a sustainable environment and quality of life destroyed.

A community development plan that engages all parties and their ideas through accessing the potential of some form of social media, creating an outcome that can be accepted by most and utilises a process that enhances social capital, is urgently required in many Australian communities that interface with the natural environment.

The paper explores a Community Planning initiative that used a social media method known as WindTunneling and specifically discusses why the WindTunneling method was chosen, how it was applied and the outcomes being achieved, in Vincentia, an Australian beachside village.

THE JOURNEY SO FAR IN OIKOS LEAP - A SUSTAINABLE LEADERSHIP PROGRAMME FOR YOUNG LEADERS

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oikos was founded in 1987 by students who, in consequence to the absence of sustainability in their formal educational programmes, aimed to empower young leaders to drive sustainable change (oikos, 2016). Close to thirty years later, the majority of universities still fail to integrate sustainability holistically and struggle to develop sustainability leaders, resulting in a “leadership crisis” (Myatt, 2013; Green, 2013). This paper seeks to present the methodology and evaluation of oikos’ leadership programme (oikos LEAP), created to provide young leaders with an opportunity to discover and practice sustainable leadership in their lives. In 2015, oikos LEAP, was attended by 40 young change agents, of which 17 voluntarily committed to the Advanced Track experience. Whilst oikos LEAP offers three tracks, this paper focuses on the Advanced - an online-offline experience providing formations from webinars with Robert E. Quinn (2005) to personalized coaching hours. This paper presents observations by oikos LEAP managers who discuss feedback expressed in individual and Peer2Peer reflections to imply transformation. Numerous participants claim their perspective on leadership has been revolutionized, others feel enlightened by the practice of self-discovery. Though in its early stages, oikos LEAP has, thus far, proven to fill an educational and personal gap in the lives of young change agents.

LESSONS FROM MYSTICS FOR SUSTAINABLE LEADERSHIP

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Some leaders are odd people. They don't 'fit in'. But they are noticed! Mysticism derives from the Greek $\mu\omega$, 'I conceal' and $\mu\sigma\tau\iota\kappa\acute{o}\varsigma$ 'an initiate', that is, someone with insight whose practices, experiences, and understanding were of an extraordinary nature. The word evolved into an association exclusively with religious faith and practices. But its etymology stems from a broader base.

Leaders designated as religious mystics have founded and re-founded societies, movements, congregations and churches over time spanning hundreds of years. Other mystics, in humanism, science and in the art world have shaped and formed our understanding of life and possibilities. A common metaphor in the lives of mystics is pilgrimage, signifying the journey to insight. For some, it was the luminosity of insight from aloneness that defines their leadership. Years in the wilderness of failure, rejection and isolation can shape artists, politicians, entrepreneurs and believers. It is leadership, the continuance of their charisms and legacies – in a philosophy or manifesto, in providing hospitality or building communities, or in enabling team discernment, change and innovation – that provides insight about leadership for today's world. This paper explores the insight and innovative thinking of leaders, in the quest to balance contesting priorities, opposites, and contradictions, to find a holistic focus in strategic directions and in confidence of decision. Leadership formation is heart-centred more than a cognitive activity, where the metaphor of pilgrimage and learning journey and openness to the unexplored, features strongly. These are more fundamental and sustaining skills along the journey to become leader, and in this sense, are more sustaining.

SUSTAINABLE LEADERSHIP PRACTICES DRIVING FINANCIAL PERFORMANCE: EMPIRICAL EVIDENCE FROM THAILAND

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Which leadership and management practices drive superior financial performance has become an intriguing question for managers and researchers alike. Numerous leadership concepts for enhancing organizational sustainability have emerged in recent years, but none provides an integrative approach, with the exception of Sustainable Leadership (SL) (Avery & Bergsteiner, 2010, 2011).

To respond to this important question and advance current limited knowledge, this empirical research examines the effects of various SL practices on financial performance. Using a cross-sectional survey, data stems from 439 managers in small and medium-sized enterprises (SMEs) in Thailand. Of the 23 SL practices identified by Avery & Bergsteiner (2010, 2011), 16 were significantly associated with corporate financial performance.

Four SL practices, in particular, namely amicable labor relations, valuing employees, social responsibility, plus strong and shared vision, were significant drivers, and positive predictors, of enhanced long-term firm performance.

Lastly, implications, limitations and future directions are discussed.

**INTENDED GIVING BENEFIT FROM RICE
PRODUCTION OF AGRICULTURAL
HOUSEHOLDS IN UPPER NORTHERN
THAILAND**

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intended giving benefit. Three practical indices and 21 indicators were formulated based on three main components of intended giving benefit and 54 proposed indicators. This article reveals the different degree of intended giving benefit generated from different rice production systems and also provides policy recommendations for promoting value creation of rice production.

This article presents the construction of indices and indicators of intended giving benefit from rice production and the application of these measures for empirical evidence at farm level. Intended giving benefit from rice production is defined as the happiness arising from rice farmers' acts and practices with the intention to generate a benefit to other people and also accruing to farmers themselves as the benefit giver. Intended giving benefit from rice production was compared among three rice production systems: mainstream, alternative, and subsistence farming systems. Primary data was gathered from 433 farmer households in rice growing areas in 11 sub-districts of five sub-provinces in Chiang Mai province during 2011 to 2012. This study focused on intended giving benefit from activities related to farm production. The main unit of observation was rice production process and the minor one was rice utilization process, while the unit of analysis was rice producing household. Farmers are the generator/giver of intended giving benefit, through production procedures, and they in turn will gain more happiness from their intended giving. Factor Analysis technique was applied to determine the empirical indices and indicators of