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| **MONDAY 6 JUNE** | **7.30AM-2PM** |  |
| **INSTITUTE FOR SUSTAINABLE LEADERSHIP SYMPOSIA 2011 BARCELONA MONDAY 6 JUNE, 2011** |
| **AUTHORS** | **PAPER TITLE** | **THEME** |
| **Gayle Avery #120 Monday 7:30am** | **Welcome and Introduction to EABR Conference** | **Sustainable Leadership & Competitive Advantage.** |
| **SESSION 1: INSTITUTIONAL APPROACHES TO SUSTAINABLE LEADERSHIP -- Monday 8-9:30am** |
| **Chair: Professor Elizabeth More, Australian Catholic University** |
| Vik Kortian & Norma Harrison--#403 | Can high performance theories identify leading companies into the future? | This paper outlines a literature search conducted to examine the various theories of firm high performance, and the validation and comparison of various factors of high performance. |
| Peter Johnson--#401 | Organisations that apply the principles of Sustainable Leadership are more financially stable | Based on sustainable practices, 'honeybee' organisations are likely to be more financialy stable and maintain a lower risk profile than their locust competitors. |
| Harald Bergsteiner--#448 | The Global Competitiveness Report – An ideological tour de force | Global competitiveness and sustainability vary by country measures. |
| Sooksan Kantabutra & Thomas Siebenhüner  | Corporate sustainability indicators: Application of the Thai Philosophy of Sufficiency Economy | This paper adopts Kantabutra et al. (2010)’s ten “Sufficiency Economy” leadership practices to derive measures for sustainable business practices and adopts Avery (2005)as the basis of measures for corporate sustainability. A structural model expressing relationships between the two groups of measures is formed accordingly, followed by hypotheses. |
| **SESSION 2: SUSTAINABLE PEOPLE PRACTICES--Monday 9.45-11.15am** |
| **Chair: Professor Norma Harrison, MGSM, Macquarie University, Australia** |
| Robin Kramar #215 | Sustainable leadership, management and human resources: Beyond the Triple Bottom Line | A central proposition is that the relationship between HR and sustainability is informed by assumptions about the context in which the relationship operates. These assumptions will also inform the indicators appropriate for evaluating HR.  |
| Wendy Poyser #268 | Pharmacy assistant job satisfaction in Australian community pharmacies | Research shows that strategies to maintain or increase job satisfaction in community pharmacy assistants include emphasizing the pharmacy team to recognise pharmacy assistants' roles; plus creating staff incentives to increase motivation, diversity and challenge in the workplace. |
| Paul Nesbit & Elizabeth King #330 | Developing leaders through formal executive development programs: A study of the post-course learning process | This paper highlights the nature of behavioural and cognitive changes after attending a leadership development course and presents a number of critical incidents as examples of these changes. In addition to the significant role that reflection played in these managers’ learning, the paper discusses the nature of work environments that supports and hinders managers’ post-education learning.  |
| Lenore Pennington & Elizabeth More #276 | Sustaining sustainability: Determining the most effective organisational culture | Adopting more sustainable practices that minimise harm requires organisations to examine and transform the underlying values and beliefs which have driven their environmentally and socially unsustainable strategies and practices.  |
| **SESSION 3: EMPIRICAL STUDIES --Monday 11.30-12.30pm** |
| **Chair: Assoc. Professor Ruth Neumann, Macquarie University, Australia** |   |
| Peter Steane & Yvon Dufour #213 | Sustainable leadership: Lessons from the success of Casella Wines  | Sustainable leadership is differentiated at Casella Wines where a receptive context is created that emphases “acting” over “thinking”, and de-emphases formal planning and systems.  |
| Pisanu (Top) Vimolratana & Gayle Avery #322 | Sustainable leadership in a non-profit organisation | This study found relationships between six sustainable leadership practices and five performance outcomes in an Australian not-for-profit organisation. An exception was found between environmental responsibility and the organisational outcome of brand and reputation.  |
| Sooksan Kantabutra & Suparak Suriyankeitkaew #354 | Examining relationships between organic leadership and corporate sustainability: A proposed model | Are organisations adopting sustainable leadership practices more likely to run on organic leadership principles or vice versa? This paper presents a model of what this relationship could look like.  |
| **SESSION 4: SUSTAINABILITY IN THE UNIVERSITY SECTOR--Monday 12.40-1.40pm** |
| **Chair: Asst. Professor Sooksan Kantabutra, Mahidol University Thailand** |   |
| Lorne Butt, Elizabeth More & Gayle Avery #337 | Sustainable practice in universities - leading and championing change | Universities have a repsonsibilty to move to more sophisticated practice in promoting economic, environmental and social activity among their many stakeholders.  |
| Leticia Greyling--#402 | The integration of sustainability in MBA programmes - an assessment of the Rhodes Business School (South Africa) MBA curriculum. | A tailor-made sustainability assessment tool was developed for assessing the Rhodes Business School MBA's integration of sustainability within the multi-disciplinary, modular-coursework curriculum. Both enabling and constraining factors were identified in this regard.  |
| Jacqui Larkin & Ruth Neumann #191 | Universities and the aging academic workforce: Where is the leadership? | Interviews with senior management from Australian universities in relation to the pending crisis stemming from their aging academic staff show unsustainable contradictory, ambivalent and discriminatory attitudes toward older academics.  |
| **SESSION 5: WRAP UP--Monday 1.40-2.00pm** |   |
| **Peter Steane** | **Wrap up discussion** | **What are the key issues?**  |
| **LUNCH BREAK & END OF SESSION FOR TODAY** | **2.00-4.00pm** | HOTEL RESTAURANT, FOOD FROM MARKETS OR LA FONDA RESTAURANT - UNI TRAINING SCHOOL a Passatge Escudellers, 1, 08002 Barcelona, Spain.  |
| **TUESDAY 7 JUNE** | **10AM-12NOON** |  |
| **INSTITUTE FOR SUSTAINABLE LEADERSHIP SYMPOSIA 2011 BARCELONA TUESDAY 7 JUNE, 2011, 10-12noon**  |
| **Informal discussions** | **Venue to be announced** | **Future directions** |