



**September 2019 Edition – Post AOM Conference**

## **INTRODUCTION FROM THE ONE CHAIR**

Dear ONERs,



Once again, it was great to see those of you who attended this year’s annual meeting in Boston, and we missed those who were not able to be there. Thanks are due to Jonathan Pinkse for leading our division over the past year, Jeff York for managing the program and an energetic and eye-opening Plenary, and Ivan Montiel for taking the lead on PDWs. And of course, ONERs experiences at AOM are successful because of all of you – so thank you for your energy, input, and participation. In this newsletter, we will celebrate award winners and share updates of all that is happening within our division.

Increasingly, the AOM annual meeting, is a source of cognitive dissonance for ONERs. Many of us would on the one hand like to (re-)connect with colleagues, co-authors, peers, and friends. For some, this year’s meeting was their first meeting and a valuable platform to connect with others in the field. On the other hand, many of us feel “flight shame” and worry about our carbon footprints in getting to the meeting. Certainly, I have felt this way over the years, since I often travelled half way across the world to be at AOM.

I already promised during our Business Meeting (which is open to everyone by the way) and in my post-AOM message that this year that my focus will be heavily on the topic of carbon emissions and future annual meetings. Already, we’ve had a whirlwind of energy on this matter. The entire executive team has been actively involved in this issue. The greening team has a special task force on reducing the carbon footprint of the AOM annual meeting, led by Simon Pek who has been instrumental in shaping a “call to action” that we have just forwarded to the current AOM President, Jackie Coyle-Shapiro. As a fellow ONER, Jackie has already taken steps to bring our call to action to the AOM leadership team. Our hope is to make significant progress this year within AOM, and go beyond activities like paperless programs. The focus of our call is on three activities:

- (i) Implementing a carbon offset scheme – in spite of known issues that this remediation action has, many of us can’t avoid flying if we want to be at the meeting, and we are seeking the best options for offsetting;
- (ii) Video conferencing options – again, many things to be discussed here, not least the technical aspects and how the AOM would charge individuals who attend virtually; and,

- (iii) Vegetarian catering – and making divisions aware of the carbon cost of non-vegetarian options.

At the moment, I am cautious about the extent to which AOM leadership is willing to take action, but I am known for being a tireless optimist, so I'm hopeful. Regardless, at the ONE division we take the topic of carbon emission reduction very seriously and we are already discussing strategies for next year's conference to implement these three activities within ONE. It is taking a lot of coordination between the Program and PDW Chairs, the Greening Team, and the Communications Team, with support from several energetic volunteers.

What I want to convey to you most is to get ready.

- Get ready for several Twitter storms on the topic of #climateaction during #AOM2020 in Vancouver @AOM\_OrgNatEnv so that we can “be on the right side of history” (as Mike Russo, this year's Distinguished Scholar award winner advised).
- Get ready to do your own carbon offsets and maybe do some research on good offsets schemes so that we don't accidentally greenwash.
- Get ready to convince at least one ‘buddy’ in another division to do the same.

In other words, get ready to be more engaged (or even ‘activist’). This year, we are returning to our roots by ensuring that the natural environment is central to all that we do. The year is 2020. The future is now.

Judith  
[judith.walls@unisg.ch](mailto:judith.walls@unisg.ch)  
ONE Chair

### *Conference Overview from the program chair Ivan Montiel*



Next year the AOM meeting theme is **20/20: Broadening our Sight**. Broadening our sight is what us, ONE scholars, have been doing for decades by ensuring that business integrate the natural environment in all their decisions and actions. Grand societal challenges are highlighted in the call with special attention to climate change. We have an opportunity to have an impact that goes beyond our division and AOM at large but that also reaches those powers that need to take action towards addressing grand societal challenges as climate change and achieving the 2030 United Nations Sustainable Development Goals.

OUR DIVISION WELCOMES SUBMISSIONS (PAPERS, SYMPOSIA AND PDWs) AROUND THESE CRITICAL GRAND SOCIETAL CHALLENGES: RIGOROUS RESEARCH THAT IT IS ALSO RELEVANT AND ACTIONABLE.

LOOKING FORWARD TO RECEIVING YOUR WORK BY JANUARY 14 AT 5PM ET, NEW YORK TIME.

SEE YOU IN VANCOUVER IN 2020!

Ivan Montiel

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### *Conference Overview from the PDW chair Sukhbir Sandhu*



I am honored to serve as the ONE PDW Chair for the 2020 Academy of Management meeting in Vancouver. Next year's conference theme (2020: Broadening our Sight) is particularly relevant for our division.

In my work with sustainability managers (across a range of organizations) I often hear a common argument; for sustainability initiatives to get off the ground, organizations need to "broaden their sight" beyond a single-minded focus on short-term profitability. Let me share one illustrative example (from a senior manager responsible for social and environmental sustainability at a very big global business). He explains how he worked (over a period spanning more than 30 years) to get these issues *inside the radar*:

*It's about bringing these (sustainability) issues from being on the outside of the radar screen, to becoming a core part of your business...For me it is a tsunami. The operations people couldn't even see the waves...So while many of the environmental issues, traditionally, sit outside the organizational radar, I champion them through bringing them inside the business radar, despite resistance from other parts, who cannot see those risks.*

It took this committed internal activist more than 30 years of chipping away to get his organization to broaden the sight. But we now need our actions to be much more "fast and furious". For the 2020 PDW program I invite submissions that will enable us to fast track the sustainability agenda; submissions that will enable us work with practitioners in recognizing this urgency; submissions that interrogate our theories and methods so that we can broaden our sights at individual, organizational and societal levels.

As you work at developing your PDWs for the 2020 Academy of Management, let me leave you with Jane Goodall's recent call, "*each one of us must do our part in creating a better world, though the small choices we make each day – what we buy, eat, wear – may seem insignificant, (but) the cumulative effect of billions of people making ethical choices, will start to heal the natural world.*"

Let us individually and collectively work towards a truly meaningful PDW program so that, together, we can make a difference.

Sukhbir Sandhu

[Sukhbir.Sandhu@unisa.edu.au](mailto:Sukhbir.Sandhu@unisa.edu.au)

## A BIG “THANK YOU” TO OUR 2019 ONE DIVISION SPONSORS!

We would like to thank our sponsors for their generous contributions and support for our many activities at and beyond the AOM Annual Meeting 2019. Their support enables us to acknowledge the achievements of ONE scholars through our various awards and is essential for our conference activities, including our Professional Development Workshops, the ONE Plenary and our Doctoral Consortium. Finally yet importantly, sponsorship also ensures that the division can provide a great setting for networking at our social events.

In the past years, the ONE Division has started new initiatives such as the ONE Travel Award Program for young and emerging scholars and the ONE Carbon Neutrality Initiative. These activities are only possible with the generous support of sponsors and the time that ONE members invest as volunteers.

So, a big THANK YOU from all of us at the ONE division to our generous 2019 sponsors!



## PROFILING ONE AWARD WINNERS

Following AOM, we caught up with winners of ONE awards to learn more about them, understand their research, and glean some insights from these accomplished and promising scholars.

### ONE Best Book Award

Congratulations to Magali Delmas and David Colgan!!

#### **What is your current position?**

(Magali Delmas): I am a Professor of Management at the UCLA Anderson School of Management and the Institute of the Environment & Sustainability, and David Colgan is the director of communication at the UCLA Institute of the Environment and Sustainability.



#### **Can you describe your background?**

I conduct research on corporate sustainability. I am particularly interested in studying the effectiveness of information strategies that promote sustainable behavior at the firm and individual level. These information strategies include eco-labels and sustainable responsible investing (SRI). Such information strategies are becoming increasingly prevalent; and in theory, can be very effective to help those who care about sustainability take action through their consumption or investment. However, we still have little understanding of their effectiveness.

David Colgan is a writer and creative director with a background in policy, law and politics. At UCLA he heads up the creative and technical communication team of the institute of the Environment and emphasizes fact-based reporting, transparency and optimistic storytelling with a range of written and visual media <https://www.ioes.ucla.edu/person/david-colgan/>

#### **Could you please tell us about the ONE award you recently won?**

It is an honor to receive the Academy of Management ONE division best book award. This book is a team effort, derived from research I have conducted with colleagues over the years, and co-written with David Colgan. I hope it can help close the gap between green intention and action.

I truly enjoyed the process of writing the book. It was a great experience working with David Colgan. The book greatly benefited from his communication expertise.

**Can you describe the research or body of work for which you won this award?**

This book derives most directly from empirical research I have conducted in the past decade with colleagues where I developed my reflection on the effectiveness of information strategies. In this book, we argue that successful information strategies require a holistic approach that accounts for both the altruistic and egoistic motivations of consumers. With insight from sustainable business and from behavioral economics, we describe the elements of effective information strategies that will help managers guide consumers along the difficult path from knowledge to consumption. With what we call the “green bundle”—natural or implicit co-benefits of environmental goods and services—companies can strategically appeal to both the altruistic and egoistic values of consumers. Broadly, green bundle co-benefits include the following: quality, status, health, money, and emotion. We explain how products that pair sustainability with these private benefits create a win-win for consumers.

**Where is this research going? What are its future directions?**

We still need a lot of research on how to design environmental information strategies that effectively change behavior. I hope to continue to develop new strategies and test them in practice through field experiments. For example, we recently built an air quality app to help people learn about the health effects of air pollution and enable them to take action to protect their health. Through the app, we conducted a field experiment to study people’s engagement and response to air quality information provided through the app. App users stated that they frequently shared air quality information with others and took measures to protect their health while using the app. In addition, some users acted on the information and requested companies to reduce their emissions. So, we got some results (see Delmas & Kohli, 2019).

<https://link.springer.com/article/10.1007/s10551-019-04215-7>

**Is there any advice you would like to give ONE members on how to pursue their best work?**

Research is about engaging in a conversation, so find good partners to converse. I was lucky to work with David Colgan on the Green Bundle!

ENJOY the LEARNING process and PERSEVERE!

**How do you get (and stay) inspired?**

My students have been a great inspiration. They always bring a fresh perspective on the important issues we need to tackle. I like their optimism and their sense of urgency. In the end, when we work on sustainability issues, it is for the next generations. So, what we do is really for them.

The ONE Best Book Award is kindly supported by the Sustainable Enterprise Partnership.

## ONE Best Paper Award

Congratulations to Christina Bidmon and René Bohnsack!!

### **What is your current position?**

Christina Bidmon is a PostDoc at Católica Lisbon School of Business and Economics. René Bohnsack is an Assistant Professor of Strategy and Innovation and the director of the Smart City Innovation Lab at Católica Lisbon School of Business and Economics.



### **Can you describe your background?**

Christina joined Católica Lisbon as a PostDoc in May 2019. Before, she was a PhD student at Aarhus School of Business and Social Sciences in Denmark. Originally, she is from Germany and before taking up her PhD, she has worked in corporate strategy functions and spent a few years in consulting.

René joined Católica Lisbon as an Assistant Professor of Strategy and Innovation in 2015 and founded the Smart City Innovation Lab (SCIL). SCIL is a multi-disciplinary research team that has the mission to empower businesses to create wellbeing in urban areas via digital technologies, novel business models and sustainable values. René holds a PhD degree from Amsterdam Business School and has co-founded several companies.

### **Could you please tell us about the ONE award you recently won?**

We received the ONE Best Paper Award for our paper on “When Incumbents Change Their Mind: Framing Strategic Reorientation in Emerging Fields”. We are really happy about this nice surprise, and it is great that the award helps to channel attention to this important topic.

### **Can you describe the research or body of work for which you won this award?**

In the paper, we look at how incumbent car manufacturers gradually shifted their views from opposing to supporting electric mobility. We both have done research on electric mobility and business model innovation in the automotive sector, so that is how the idea came into being. How incumbents communicate about the prospects of a novel technology is incredibly important – not only because they are powerful actors, but also because their words can guide opinions and actions of other actors. So, we looked at the German car industry, specifically 5 companies, and used public CEO interviews and shareholder letters to establish how this group communicated about the prospects of electric mobility over 25 years. Not surprisingly, it changed quite a bit. In the paper, we then unpack how this actor group juggled not only uncertainty about the technology but also the business dilemma that the replacement of the combustion by the electric engine implies for them. We find that the car manufacturers made use of several tactics to “maneuver time”, meaning quite literally that they continuously shifted between stirring expectations about

future prospects of electric driving and then tempering them again. We believe the findings of this case can help to better understand how incumbents handle the phase-out of old technologies and the phase-in of new, more sustainable, technologies in general.

### **Where is this research going? What are its future directions?**

Because Christina just moved to Portugal and we now work in the same place, future prospects aren't too bad! We will definitely continue working on this topic, and we continue to follow the developments in this industry very closely. More than anything, we hope that our research can also spark others to investigate incumbent behavior in sustainability transitions. There is certainly a lot of research on corporate responses and adaptation, but we think there is still room to explore how such actors try to strike a balance between trying to lead change and adapting to it, how they 'find' the right timing for their moves, and how they frame their actions and behavior in the public. In this paper, we have also worked with an extensive archival data set. This is a data source that many more researchers can leverage on to capture viewpoints and opinions contemporaneously, yet over a longer time span.

### **Is there any advice you would like to give ONE members on how to pursue their best work?**

From our perspective, this would be to pursue opportunities for collaboration. This paper came into being when Christina first visited Católica Lisbon as a visiting PhD. She had seen that René and the team at the Smart City Innovation Lab work on very similar things, and took the initiative to reach out. We would also advise to share research early and discuss it at conferences. We have always benefitted from the discussions in the ONE division; this paper, for example, was discussed in a great PDW 2017, Christina took it to a Doctoral Consortium, we received great reviewer comments for the full paper submission. And, coming to the next point, it is also just so much more fun when you go out and talk with like-minded scholars about your work.

### **How do you get (and stay) inspired?**

One big part is the exchange with the scholarly community. We have both joined the ONE Division early on in our PhDs, feel very much at home there. It is always a big motivation booster to exchange with so many people that are interested in similar topics. Next year, we will host GRONEN 2020 here in Lisbon and we can't wait to hear about the new work that is currently being developed!

Another part certainly is the look at the actual business world and working with companies. This particular paper is based on archival data, but still it wasn't boring at all to read 400 CEO interviews! So much is changing for corporations right now, it is exciting to follow the problems they face when it comes to innovation for sustainability and keeping up with the digital transformation. It always sparks new ideas. So, we both share this curiosity to look 'out there'.

The ONE Best Paper Award is sponsored by the Institute for Economy and the Environment at the University of St. Gallen.

### *ONE NBS Impact on Practice Award*

Congratulations to Sukhbir Sandhu and Carol Kulik!!

#### **What is your current position?**

(Sukhbir): I am a senior lecturer in sustainability and ethics at the University of South Australia Business School.

(Carol): I am a research professor in human resource management at the University of South Australia Business School.



#### **Can you describe your background?**

(Sukhbir): My undergraduate degree is in molecular biology and biochemistry (hons). After doing an MBA, I worked with Coca Cola. But I realized quite early on that there has to be more to life than ensuring access to Coca Cola! It horrified me to see the amount of water that went into making one litre of Coca Cola (and the devastating social and environmental consequences of the resulting aquifer depletion for local farmers in India).

Coming from a farming family and working with a big corporation helped me understand both sides of the story. This motivated my PhD in how businesses could (and should) factor in environmental and social responsibilities (and not just have a single-minded focus on profitability).

(Carol): I have a psychology undergraduate degree and a PhD in business administration. The psychology courses that interested me the most were the ones that focused on the workplace. The average person spends more than 90,000 hours at work over their lifetime! I wanted to understand how work (and the workplace) could be designed so that people benefit from the time they spend in and at work. I was launching my research career in the late 1980s, a time when dramatic demographic changes were happening in the labor force, so employee diversity (and how workplaces respond to it) had a central place in my research agenda.

#### **Could you please tell us about the ONE award you recently won?**

(Sukhbir and Carol): We are thrilled to have received the Research Impact on Practice Award from the Network for Business Sustainability and the ONE division. This award was for our article, "Shaping and being shaped: How organizational structure and managerial discretion co-evolve in new managerial roles", published in the Administrative Science Quarterly.

### **Can you describe the research or body of work for which you won this award?**

(Sukhbir and Carol): The research represented by the award examines the role of sustainability managers. Organizations are increasingly hiring people into these positions, but often struggle to support these roles. These new roles do not come with a blueprint, nor can they be copied from other organizations. They have to be built from scratch. Too much structure will stifle creativity and innovation. Too much freedom will lead to ambiguity and chaos.

In our research we examined the tension between control and freedom in these new sustainability roles. We analyzed more than 4000 pages of interview data, company documents, and media reports from 21 organizations that recently established a sustainability manager position and appointed someone to the role. Our research found that organizations vary in how tightly they structure these positions, but almost all fall into one of three configurations: too tight, too loose, or just right. Only the last group of organizations found the Goldilocks fit between structural controls and employee freedom.

Sustainability roles in the other configurations, however, do not have to be static. With the maturation of organizational programs and active championing by managers, the structuring of organizational functions and managerial roles can co-evolve. Within the article we describe how this process can be fast tracked using “structural overlays”.

### **Where is this research going? What are its future directions?**

(Sukhbir and Carol): As a continuation of this research we are now more closely interweaving our research interests (Sukhbir’s emphasis on sustainability and Carol’s emphasis on diversity). In this new project (Sustainability and Diversity: Does one good thing lead to another?) we explore whether organizations that are good in sustainability are also likely to be good in managing diversity (and vice versa). Success in either domain requires a long-term focus and a perspective on value beyond organizational profits – so perhaps organizations can apply lessons learned in one domain to their activities in the other.

### **Is there any advice you would like to give ONE members on how to pursue their best work?**

(Sukhbir): I think my best work comes from a long-term commitment to an issue (in my case social and environmental sustainability). If you care deeply about the issue you are likely to be willing to work night after night, year after year...External measures of success (and failure), while they remain important, lose their primacy as the sole determinants of commitment to your chosen course.

(Carol): When Sukhbir and I first started working together, I saw our research interests as separate and distinct. Plus, we usually worked at different levels of analysis. But as our collaboration continued, I was able to see that Sukhbir and I were interested in the same fundamental problems of social change but coming at them from different directions. That was exciting! So, my advice

to a ONE member (really, to any researcher in any area) is to deliberately “play” at the edges of your disciplinary training and collaborate with people at the boundaries of your interests. In my experience, the best opportunities for insights and impact appear at those boundaries.

### **How do you get (and stay) inspired?**

(Sukhbir): Carol once told me that “re-search” can often be viewed as “me-search”. And this reframing really works for me in getting (and staying inspired). My me-search projects involve three things: 1) researching topics that I care deeply about; 2) using methods that I enjoy; 3) and working with co-authors who I care about and respect deeply. For me, when the me-search stars align, it is a truly amazing and inspirational experience. (When I find my me-search projects I cannot let any of the three down—the topic, the methods, the people—and am willing to give it all I have and then some more!)

(Carol): I get inspired by talking (and writing) about my work to non-academic audiences. Sukhbir and I have been able to share our joint work in a wide range of outlets that target non-academic audiences. When I write for those outlets, I need to think hard about how individual people, and individual organizations, can use our work to create positive change in their own contexts. I love seeing the “big picture” results get transformed into straightforward “first steps.” It’s even better when we present our joint work “live” to practitioner audiences. The questions that practitioners ask about the work always force me to think hard about application and impact, and that in turn motivates me to do the next piece of research!

The ONE NBS Impact on Practice Award is awarded by the ONE division in collaboration with the Network for Business Sustainability.

### **ONE Teaching Award**

Congratulations to Ivan Montiel!!

### **What is your current position?**

I am currently an Associate Professor of Management at the Zicklin School of Business, Baruch College, City University of New York. I previously taught at Loyola Marymount University and California State University in Los Angeles, and The University of Texas, Pan American.



### **Can you describe your background?**

I see myself as 100% ONE scholar. Before moving to the US, I studied Environmental Sciences at the University Autonomus of Barcelona. After working as environmental consultant for a few months, I moved to California to pursue my PhD studies in Environmental Science and

Management at the University of California, Santa Barbara with Magali Delmas and Cathie Ramus.

**Could you please tell us about the ONE award you recently won?**

Upon graduation from UC Santa Barbara I realized that I could have a bigger impact in education if I joined a business school than public policy or environmental science schools. I had already attended AOM twice and interacted with ONE and SIM members who pointed me out to the business academics job market.

At that time, my profile was not that sexy for most business schools as I did not have a degree in Business but I did apply to dozens of business schools and was able to land my first academic job at The University of Texas Rio Grande Valley (formerly, UT Panam). I taught both Strategy and CSR courses there and after a couple of years I moved back to California where I continued to teach in the same areas. During my first ten years as faculty I taught a lot as my institutions were teaching-focused. It made sense to devote part of my research efforts to management education and explore novel ways to educate business students about the issues for which I care: environmental sustainability and corporate social responsibility. I suppose that my efforts on this front are the ones recognized with this 2019 ONE Teaching Award.

**Can you describe the research or body of work for which you won this award?**

One of my research streams deals with management education in CSR and sustainability. For the past several years I have worked with other ONERs including Raquel-Antolin Lopez, Peter Gallo, Javier Delgado-Ceballos and Natalia Ortiz-de-Mandojana to improve our impact when we teach about grand societal challenges to business scholars. I should share this award with them!

I can briefly mention two research outcomes. In one project, we explored the potential of using new technology to more effectively teach ethics, CSR and sustainability issues in business schools. In this area we recently published a review piece at the Academy of Management Learning & Education (AMLE) “Mobile Apps for Sustainability Management Education” and edited a Journal of Business Ethics Special Issue on “New Ways of Teaching: Using Technologies and Mobile Apps to Education on Grand Societal Challenges” available on OnlineFirst and forthcoming in 2020.

Simultaneously, we worked on a project exploring the potential of eliciting emotions to more effectively educate students about sustainability challenge. We developed a conceptual framework based on literary criticism to classify sustainability case studies in six different genres able to elicit different emotions in our students and to increase their likelihood to take action working towards alleviating grand societal challenges. We published the 2018 AMLE article entitled “Emotions & Sustainability: A Literary Genre-Based Framework for Environmental

Sustainability Management Education” and Peter Gallo filmed a short video to illustrate the potential of our proposed framework.

**Where is this research going? What are its future directions?**

We hope that these studies will help business scholars more effectively integrate ONE topics at their schools to motivate future leaders to always act with responsibility through the lens of sustainable business. We need to explore new teaching methods for younger generations who will also play a pivotal role on alleviating grand societal challenges such poverty and climate change.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

We spend so much time conducting research, so research what you are most passionate about.

**How do you get (and stay) inspired?**

I enjoy working in teams with co-authors who have similar interests, make me laugh, and keep me motivated but are who are also able to constantly receive and provide criticism. Oh...and co-authors who can deal with my hyper-activity moments and be WhatsApp responsive!

The ONE Teaching Award is kindly supported by the Sustainable Enterprise Partnership.

**ONE Best Dissertation Award**

Congratulations to Eduardo Ordonez-Ponce!!

**What is your current position?**

I am an Assistant Professor of strategic management and ethical decision making at Athabasca University Faculty of Business in Alberta, Canada.



**Can you describe your background?**

Before doing my Ph.D. and deciding to shift my career to the academia I was what I call a socio-environmental engineer working with multinationals first on environmental projects and then on sustainability issues. That experience of about 10 years certainly informed my Ph.D. research on organizations and sustainability partnerships, and my current research on multinationals and the role they play in sustainable development.

**Could you please tell us about the ONE award you recently won?**

I am very honoured to have received this award from ONE. The purpose of my dissertation is contributing to the understanding of organizations from across sectors partnering for the sustainability of cities, through which I not only hope to contribute to their academic understanding but also to leverage the impacts that their actions can have on the sustainability of

cities and people. I am very grateful to my supervisor Dr. Amelia Clarke from the University of Waterloo, the members of my committee, the partnerships I worked with for my research, and ICLEI Canada.

**Can you describe the research or body of work for which you won this award?**

The focus of my research is the strategic engagement of organizations from across sectors in the sustainability of cities. To achieve the goals of my research I based my dissertation on strategic management, cross-sector partnerships, RBV and contingency theory as main bodies of literature. I collected data from more than 200 organizations from the private, public, and civil society sectors that are partnering for the sustainability of Barcelona (Spain), Bristol (UK), Gwangju (South Korea), and Montreal (Canada). I used quantitative methods for my first two papers and mixed methods for the third. My main results are how strategic are partnerships for organizations, that societal, organizational and human resources are the main drivers for organizations to partner and the outcomes they achieve from partnering, and that organizations structure in an informal or natural manner when facing sustainability challenges. Finally, I also studied the relationships between business drivers and outcomes with the SDGs, finding that through local engagement, business can contribute to the global goals and to the achievement of their own strategic goals.

**Where is this research going? What are its future directions?**

While still having been able to use all the data I collected from my research, which should lead to new publications around organizational structures for sustainability, and the strategic importance of societal resources, different avenues have emerged from this research. First is a research on multinationals' sustainability strategies and their impact on the sustainable development of developing countries, which I have already started working on with funding from Athabasca University. Second is about assessing the B Corp movement as a governance model for sustainability, a stream I have also started researching thanks to a project funded by ARCS and HEC Paris. Then, I want to keep exploring partnerships such as the World Business Council for Sustainable Development and its global network, where about 5,000 companies partner with the aim of contributing to local and global sustainability challenges such as water scarcity, sustainable production and climate change. I also want to keep exploring sustainable cities but that may take a bit longer considering all these ideas.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

I am not sure if I can give any advice to be honest. What I can do is share my experience, which I hope will work for me and would help someone who may want to take it as advice. I try to have a balanced work and life. Focus and be strategic in order to get things done, but always towards the best possible quality and on time. Ask for help, be always open to learning from others who know more and take their advice. Be passionate about what you do because then you will be able to carry on and do your best. Do not stop to complain, learn from the problems, face them and

deal with them. And never forget that we are privileged and that hopefully our work will help others to live better.

**How do you get (and stay) inspired?**

Seeing progress and real actions, change and improvement. Looking at people who dedicate to others even with limited resources. When I see good in people it is when I feel that I must do something and get back to work.

The ONE Best Dissertation Award is sponsored by the University of Vermont, Grossmann School of Business.

**ONE Emerging Scholar Award**

Congratulations to Chad Carlos!!

**What is your current position?**

Assistant Professor of Entrepreneurship, Brigham Young University  
Marriott School of Business



**Can you describe your background?**

In my former life, I was a consultant with KPMG in their Silicon Valley office. Although it was a great learning experience, I couldn't see myself doing that for the rest of my career. So, after contemplating several different options, I eventually decided to pursue a PhD. I ended up going to Cornell where I was fortunate to work with great mentors and was part of a vibrant community of scholars interested in issues related to sustainability.

**Could you please tell us about the ONE award you recently won?**

I received the Emerging Scholar Award. The description says that this award “recognizes early career academics who have already made outstanding research contributions in the area of organizations and the natural environment, and who appear to have a strong potential to continue making such contributions in the near future.”

**Can you describe the research or body of work for which you won this award?**

Some of my research looks at how different stakeholders, such as social movement organizations, industry groups, or regulators shape innovation and entrepreneurship in sustainable markets like wind power and biodiesel. More recently, I have been interested in how firms respond to social evaluations like certifications and rating systems that are intended to promote socially responsible behaviors.

**Where is this research going? What are its future directions?**

My co-author Ben Lewis and I just had a paper accepted at SMJ where we found that firms that just barely made the cut for inclusion in the 100 Best Corporate Citizens ranking actually experienced a significant decrease in firm value compared to those that just missed the cut. We're working on some extensions to this study to explore other types of rankings and settings in order to better understand the scope and limits of these findings.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

I have definitely experienced more failures than success in this career. It took several years of work with nothing but rejection before my first paper was published. In hindsight, I can see that although painful, those early failures helped me to learn and grow as a scholar. So, my advice is to be persistent and find good people to work with. I think research really is a team sport and identifying co-authors who have complementary skills not only improves the quality of your work, but also makes the process much more enjoyable. Any success that I have had in this career is only because I have been fortunate to work with great mentors and co-authors.

**How do you get (and stay) inspired?**

In terms of inspiration for new ideas, I find that I am the most creative when I get out of the office and talk to people and observe things in the real world. I also feel like my ability to gain inspiration is enhanced when I don't let work completely dominate my life. Making time to exercise, meditate, engage with my family, serve in the community, and read outside of my core research area helps to avoid burnout and also provides opportunities for creative ideas to emerge.

The ONE Emerging Scholar Award is kindly supported by Villanova School of Business at Villanova University.

**ONE Distinguished Scholar Award**

Congratulations to Michael Russo!!

**What is your current position?**

I am the Lundquist Professor of Sustainable Management at the University of Oregon, where I also serve as the Academic Director of the Center for Sustainable Business Practices.

**Can you describe your background?**

I am a first-generation college student that was born and raised in San Francisco. I studied civil engineering through the masters level, and then spent three fascinating years commercializing wind and solar energy in the early 1980s. Following this professional period, I returned to school

and received my PhD from the University of California, Berkeley, in 1983. I have been at the University of Oregon since 1989.

**Could you please tell us about the ONE award you recently won?**

I was honored to receive the 2019 ONE Distinguished Scholar Award

**Can you describe the research or body of work for which you won this award?**

My most widely cited work concerns economic returns to environmental stewardship, but I also authored and co-authored formative studies that have focused on the geographic dimension in sustainability. My most recent focus has been on environmentally-oriented entrepreneurship. My research has been recognized with a number of awards, including the Moskowitz Prize for Social Investing and the ONE Best Book Award, and it has been supported by several research grants from the National Science Foundation and other leading grant-providing agencies. In addition, I have contributed to pedagogy by co-authoring several award-winning teaching cases and the first readings and case textbook in this field.

**Where is this research going? What are its future directions?**

I sense a dramatic underappreciation for geography and the notion of “place” in our work. This is the result of decades of work that has stressed globalization, which has elicited research that questions that trend with studies at the same level of analysis. I believe that we must focus more aggressively on what it means to be part of a community and how the vitality of local social networks can create a better, more sustainable life for its members. In pursuing this research, we will benefit from a more nuanced approach to sustainability that recognizes its many strands and how they can be woven into rich, diverse composition that supports the long run sustenance of our planet and humankind.

**Is there any advice you would like to give ONE members on how to pursue their best work?**

Study what you are passionate about, because that passion will sustain you through the challenges and frustrations of the publication process. Don't be afraid to grieve over setbacks; this is not a sign of weakness but rather will offer you the perspective to regain your strength and spirit. Read widely, because many of the most creative ideas are imported from other fields and other disciplines. Invest in your teaching! Never forget that students want you to succeed. Prioritize outside interests. An afternoon in the wilderness or an evening at the theatre can do wonders for your frame of mind.

**How do you get (and stay) inspired?**

One source of inspiration is having the advantage of retrospect. Seeing that in the 1980s, although our vigorous and unrelenting advocacy for clean energy was often met with opposition and derision, it was we who were right. Here and in so many other areas, we in ONE are on the right

side of history. I draw strength and inspiration from that fact every day, and sharing that passion is at my core.

The ONE Distinguished Scholar Award is kindly supported by Central Michigan University, College of Business Administration.

### *ONE Outstanding Service Award*

Congratulations to Jonatan Pinkse!!

Jonatan Pinkse received the ONE Outstanding Service Award for his efforts on the ONE Executive over the last years. Jonatan has provided strong leadership within the ONE division over a number of years. We are grateful for his dedication.



## **NEW PUBLICATIONS**

### *New Journal Articles*

Antolin-Lopez, R., Martinez-del-Rio, J., & Cespedes-Lorente, J. J. (forthcoming). Environmental entrepreneurship as a multi-component and dynamic construct: Duality of goals, environmental agency, and environmental value creation. *Business Ethics: A European Review*.

Asensio, O.I. 2019. Correcting consumer misperception. *Nature Energy*, DOI: 10.1038/s41560-019-0472-5

Ashraf, N., Pinkse, J., Ahmadsimab, A., Ul-Haq, S., & Badar, K. (2019). Divide and rule: The effects of diversity and network structure on a firm's sustainability performance. *Long Range Planning*. In press.

Bu M, Li S, & Jiang L. 2019. Foreign direct investment and energy intensity in China: Firm-level evidence. *Energy Economics*, 80: 366-376.

Busch, T. (2019). Markets must back climate mitigation. *Nature* 571, 36

Busch, T. (2019). Industrial ecology, climate adaptation, and financial risk. *Journal of Industrial Ecology*. In press.

Ciulli, F., Kolk, A. & Boe-Lillegraven, S. (2019). Circularity brokers: Digital platform organizations and waste recovery in food supply chains. *Journal of Business Ethics* (open access at <https://link.springer.com/article/10.1007/s10551-019-04160-5>)

Clarke, A. & Crane, A. (2018). Cross-Sector Partnerships for Systemic Change: Systematized Literature Review and Agenda for Further Research. *Journal of Business Ethics*. 150(2): 303–313. DOI: <https://doi.org/10.1007/s10551-018-3922-2>

Clarke, A. & MacDonald, A. (2019). Outcomes to Partners in Multi-Stakeholder Cross-Sector Partnerships: A Resource-Based View. *Business & Society* 58(2): 298-332. DOI: <https://doi.org/10.1177/0007650316660534>

Clarke, A., MacDonald, A. & Ordonez-Ponce, E. (2019). Implementing Community Sustainability Strategies through Cross-Sector Partnerships: Value Creation for and by Businesses (pp. 402 – 416). In: Borland, H., Lindgreen, A., Manon, F., Vanhamme, J., Ambrosini, V. & Palacios Florencio, B. *Business Strategies for Sustainability: A Research Anthology*. London, UK: Routledge.

Dahlmann, F.; Stubbs, W.; Griggs, D. and Morrell, K. (2019). Corporate actors, the UN Sustainable Development Goals and Earth System Governance: A research agenda. *The Anthropocene Review*, forthcoming. <https://doi.org/10.1177/2053019619848217>

Del Mar Martínez-Bravo, M., Martínez-del-Río, J., & Antolín-López, R. (2019). Trade-offs among urban sustainability, pollution and livability in European cities. *Journal of Cleaner Production*, 224, 651-660.

Garcés-Ayerbe, C., Rivera-Torres, P., Suárez-Perales, I., Leyva-de la Hiz, D.I. (2019). Is It Possible to Change from a Linear to a Circular Economy? An Overview of Opportunities and Barriers for European Small and Medium-Sized Enterprise Companies. *International Journal of Environmental Research and Public Health*, 16, 851. <https://doi.org/10.3390/ijerph16050851>

Georgallis, P., & Lee, B. (2019) Toward a theory of entry in moral markets: The role of social movements and organizational identity. *Strategic Organization* (open access at <https://journals.sagepub.com/doi/full/10.1177/1476127019827474>)

Hoppmann J., Naegele F., Girod B. (2018): "Boards as a Source of Inertia: Examining the Internal Challenges and Dynamics of Boards of Directors in Times of Environmental Discontinuities", *Academy of Management Journal* 62(2): 437-468. <https://doi.org/10.5465/amj.2016.1091>

Huang, L., Clarke, A., Heldsinger, N., & Tian, W. (forthcoming). The Communication Role of Social Media in Social Marketing: A Study of Community Sustainability Knowledge Dissemination on LinkedIn and Twitter. *Journal of Marketing Analytics*.

Kölbel, J.F., Busch, T. (2019). Signaling legitimacy across institutional contexts – The intermediary role of corporate social responsibility rating agencies. *Global Strategy Journal*. I in press.

Louche, C., Busch, T., Crifo, P., Marcus, A. (2019). Financial markets and the transition to a low-carbon economy: challenging the dominant logics. *Organization & Environment* 32 (1): 3-17.

MacDonald, A., Clarke, A. & Huang, L. (online first in 2018). Multi-Stakeholder Partnerships for Sustainability: Designing Decision Making Processes for Partnership Capacity. *Journal of Business Ethics*. DOI: <https://doi.org/10.1007/s10551-018-3885-3>

MacDonald, A., Clarke, A., Huang, L. & Seitanidi, M.M. (2019). Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Implementation Structure to Outcomes. *Sustainability*, 11(3), 557. DOI: <https://doi.org/10.3390/su11030557>

Olkkonen, L., & Quarshie, A. (2019). Corporate Social Responsibility in Finland: Origins, Characteristics, and Trends. Palgrave Pivot. DOI: <https://doi.org/10.1007/978-3-030-17435-4>

Ossenbrink J.\*, Hoppmann J.\*, Hoffmann V.H. (2018): "Hybrid Ambidexterity: How the Environment Shapes Incumbents' Use of Structural and Contextual Approaches", *Organization Science*, in press. \* Authors contributed equally

Quarshie, A., Salmi, A., & Wu, Z. (2019). From Equivocality to Reflexivity in Biodiversity Protection. *Organization & Environment*, DOI: <https://doi.org/1086026619837122>

Sharma, G. and Bansal, P. (In press). Cocreating rigorous and relevant knowledge. *Academy of Management Journal*. doi: <https://doi.org/10.5465/amj.2016.0487>

Varsei, M 2019, 'Sustainable Supply Chain Design', in J Sarkis (ed.), *Handbook on the Sustainable Supply Chain*, Edward Elgar Publishing, Massachusetts, Chapter 15, pp. 242–260. DOI: <https://doi.org/10.4337/9781786434272>

Williams, A., Whiteman, G., & Kennedy, S. (2019). Cross-Scale Systemic Resilience: Implications for Organization Studies. *Business & Society*. <https://doi.org/10.1177/0007650319825870>

### *New Research grants*

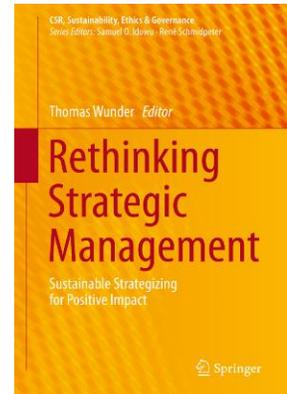
Omar I. Asensio received a grant from the National Science Foundation for a project on electric vehicle analytics, "Dynamic pricing for optimal design of sustainable transportation systems." (with Sam Coogan and Emily Grubert) Amount: \$1,018,602 USD, 2019-2022

Omar I. Asensio received a grant from the Environmental Systems Research Institute (ESRI), Inc. for a project on housing analytics and electric utility consumption, "Albany Hub" Amount: \$378,000 USD, 2019-2021

## NEW BOOKS AND JOURNAL ISSUES

### **Rethinking Strategic Management. Sustainable Strategizing for Positive Impact**

With contributions from Henry Mintzberg, Jean and Edward Stead, The Boston Consulting Group, The Club of Rome, The Natural Step, Interface, Siemens, Vaude and many others, this book offers innovative ideas and frameworks for sustainable strategizing to advance business by scaling-up its positive impact, which is so urgently needed at this time in the 21st century. It shows practitioners how to effectively deal with socio-ecological systems' disruptions to their operating environments and play an active role in transforming markets toward a sustainable future.



In short, the book demonstrates how to make business sense of sustainability, highlighting new approaches and examples that translate sustainability into strategy and action. The ultimate goal is to provide a path toward a thriving future for both business and society.

This book was written for strategy practitioners and decision makers who want to understand why sustainable strategizing is important in today's business world and are seeking actionable business knowledge they can apply in their companies. It was also written for students of management and can be used as a supplemental text to support traditional graduate and undergraduate management courses.

**Cite as:** Wunder, T. (ed., 2019). Rethinking Strategic Management. Sustainable Strategizing for Positive Impact. Springer International Publishing

## CALLS FOR PAPERS

### **Special Issue in *Sustainability*: "Climate Change Mitigation and Urban Sustainable Development"**

Deadline for submission: July 31, 2020.

This Special Issue examines how urban sustainable development incorporates climate change mitigation strategies and innovations. Sustainable development is defined in accordance with Our Common Future (1987)<sup>1</sup>: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Therefore, this issue considers how cities are mitigating climate change as part of their sustainable development. The [United Nations Sustainable Development Goals](#) are helpful guidance as a holistic set of goals for cities' sustainable development. Focusing on climate change is crucial for cities, as they are responsible for generating a large percentage of the earth's total greenhouse

gases. Our centers of rapidly growing populations need leadership to make innovative infrastructure investments and use change management techniques ultimately to reduce emissions for the sake of the planet. While this issue invites academic research from a variety of areas such as management and business, economics, political science and international relations, sociology, urban studies, public administration, natural sciences, engineering, architectural and building sciences, etc., empirical research focusing on the aforementioned topic is encouraged. Rigorous quantitative and/or qualitative studies should support well-developed theoretical propositions, incorporating evidence from previous academic research and innovative thinking. This academic research will inform policy and industry for mitigating climate change in cities.

<sup>1</sup> Our Common Future. World Commission on Environment and Development. Oxford University Press, Oxford (1987).

See [here](#) for more information.

## UPCOMING CONFERENCES

### **2020 Academy of International Business- Latin America and Caribbean Chapter (AIB-LAC).**

Deadline: October 10, 2019

Sustainability and CSR Track Chairs: Peter Gallo (Creighton University) and Ivan Montiel (Baruch College)

Our planet faces critical societal grand challenges as the United Nations states in its ambitious 2030 Sustainable Development Goals. Latin America and the Caribbean will play a critical role in tackling social challenges such as poverty, inequality, and conflict as well as imminent environmental challenges such as climate change and biodiversity loss. Obvious examples of this include the effects of climate disruption already impacting Caribbean nations and Latin America having the largest “lung” of the planet, the Amazon, that is threatened by wildfires, deforestation, and loss of biodiversity.

International Business as an academic discipline and MNEs have a responsibility to move away from being part of the problem and work together to alleviate grand societal challenges. AIB-LAC 2020 welcomes academic work on CSR, Sustainability and Societal Grand Challenges and their connections to business from both a LAC and global “planetary” perspective.

More information available here: <https://lac.aib.world/2019/07/11/aib-lac-2020-trinidad-tobago/>

## **EGOS Sub-theme: Combating Climate Change through Entrepreneurship**

Are you interested in the role of entrepreneurship in addressing the grand challenge of climate change? Then consider applying to sub-theme 20 of the EGOS 2020 conference, taking place from July 2-4, 2020 at the University of Hamburg, Germany. Building on research on social and environmental entrepreneurship, moral markets, and traditional theories of strategy and entrepreneurship, this EGOS sub-theme aims to bring together a diverse range of organization scholars to understand entrepreneurial activity that contributes to the mitigation of, or adaptation to, climate change. The goal is to advance scholarly dialogue and help build more unified theory and a stronger empirical knowledge base on this important topic.

See here for further information and details on how to apply:

[https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1564449184268&subtheme\\_id=1542700475086](https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1564449184268&subtheme_id=1542700475086)

## **GRONEN Conference 2020**

Get your papers ready for GRONEN 2020!

For the GRONEN Conference 2020, we invite submissions in all areas of sustainability research. In line with this year's conference theme, we particularly encourage submissions on the possibilities and perils of the digital economy for sustainability.

Call for Papers: [http://www.gronenonline.com/\\_gronen1/conference-2020/](http://www.gronenonline.com/_gronen1/conference-2020/)

January 1, 2020	Registration opens
January 20, 2020	Deadline for submissions
March 15, 2020	Notification of acceptance
May 1, 2020	Deadline for registration
June 16, 2020	Doctoral Consortium & Get together early arrivals
June 17-19, 2020	GRONEN 2020 Research Conference

### Doctoral Consortium

The conference will feature a full-day Doctoral Consortium. For more information on how to apply please visit: [http://www.gronenonline.com/\\_gronen1/conference-2020/](http://www.gronenonline.com/_gronen1/conference-2020/)

Special Issue in *Business Strategy and the Environment*:

Scholars who submit their work to the conference are also invited to submit their work to this special issue: <https://onlinelibrary.wiley.com/doi/10.1002/bse.2365>

We look forward to many exciting submissions and seeing you all in Lisbon!

René Bohnsack, Christina Bidmon, Alina Margolina, Claudia Antunes Marante

## **2020 NBS Sustainability Centres Community Workshop**

Deadline: November 15. [Now open](#).

The [Sustainability Centres Community](#) (SCC) brings together more than 150 business school sustainability research centres worldwide. The fifth biennial workshop for centre leaders will be June 24-26, 2020, in Vienna, Austria. The SCC is managed by the [Network for Business Sustainability](#).

The goal for this workshop is to leverage the community's collective wisdom. The SCC has evolved into a thriving community, generous in sharing insights and forging collaborations.

This workshop is co-hosted by the Vienna University of Economics and Business and FH Wien University of Applied Sciences for Management & Communication. We program two days on centre-related impact and one day of multi-sectoral engagement. There will be significant peer-to-peer learning and sharing, as well as some talks by topic experts. (Note that the workshop is the week before EGOS, which may help with consolidating travel.)

If your centre is not already a member of the Sustainability Centres Community, [please join](#). It's free, and we can do much more by learning from each other and building community than by working

You can find out about [2016](#) and [2018](#) workshops and the [Sustainability Centres community](#) by clicking the relevant links.

We look forward to seeing you next June.

## **AOM Specialized Conference: Responsible Leadership in Rising Economies**

Bled, Slovenia.

23-25 October 2019

This a multidisciplinary conference exploring how the scholarly management community, in collaboration with businesses, policy makers, NGOs, media, and other stakeholders, can best support the development of responsible management and sustainable innovation.

To supplement the conference theme, the ONE Division has developed the Responsible and Sustainable Innovation track, which addresses such questions as: How do responsible and sustainable innovation link up with corporate sustainability and Corporate Social Responsibility? How can principles of sustainability and responsibility be applied to innovation and innovation management, especially in the context of radical innovation? How do concepts of responsible and sustainable innovation relate to well established business approaches?

More information can be found on: <https://www.eiseverywhere.com/website/894/home/>

## OTHER ANNOUNCEMENTS

### **Community: Network for Business Sustainability**

Bridge the Research – Practice Gap: Join Our Community

The Network for Business Sustainability (NBS, [nbs.net](http://nbs.net)) is building resources to help academics co-create knowledge with practitioners.

Our premise: Intractable sustainability issues require problem solvers to come together. Practitioners and researchers can bring complementary insights to co-create knowledge for sustainability impact.

Despite its promise, knowledge co-creation with practitioners is neither easy nor incentivized. NBS seeks to help researchers navigate the path of co-creation more easily — by learning from each other and sharing challenges and advice.

Two years ago, NBS [asked](#) the academic community what resources would be helpful. Since then, we've been working to create these resources. Researchers focused on topics outside sustainability may find them useful as well.

Resources include:

- [When Researchers Affect What They Study](#). You become part of the system you study, says ethnographer Mark de Rond. Objectivity isn't the goal; act as a human first, researcher second.
- [Many Shades of Co-creation: Research Designs for Collaboration \(Part 1\)](#). When academics and practitioners work together on research, there's no standard template to follow. Two innovative projects provide models.
- [More Shades of Co-creation: Research Designs for Collaboration with Managers \(Part 2\)](#). Our series shows how academics and practitioners can collaborate on research. Projects in Austria and Canada provide models for co-creation.
- [How to Have Research Impact in a Post-Truth World](#). Co-creating research with managers can increase public confidence in findings — but requires careful balance.
- [Inside the Methods Section: Four Co-creation Processes](#). Moving away from traditional research methods can feel like entering uncharted waters. Four scholars describe what you may find.
- [How to Teach Engaged Scholarship: Andy Van de Ven](#). When does website for a research methods course get 30,000 hits? When the course shows how to make research rigorous and relevant.
- [How to be Vulnerable: Arne Carlsen on Relational Reflexivity in Research](#). When researchers treat their “subjects” as peers, greater insights result. Arne Carlsen describes how to build relationships into research.

- [How to Publish Research Co-created with Practitioners: Advice from Editors](#). Collaborations between researchers and managers can produce insight and impact, but publication can be difficult. Top editors advise on the path to print.
- [Video: Involving Practitioners as Knowledge Partners](#). Hear directly from four scholars who have worked with practitioners to co-create knowledge. They share benefits, challenges, and practical tips.
- [How to Maintain Productive Tensions](#). In this blog and video, researcher Jean Bartunek describes how the different perspectives of managers and researchers can spark learning.
- [You Said, We Listened: What Resources Can Bridge the Research-Practice Gap](#). Here's what we heard from our survey. We received 35 responses that carefully laid out the key issues and provided practical suggestions for the kind of resources needed.

See more resources here. And, we want to hear from you! Please contact us ([gsharma@nbs.net](mailto:gsharma@nbs.net)) to share your feedback, experiences, and ideas. Stay up-to-date by [subscribing](#) to our regular Researcher Updates

### **About NBS**

A non-profit established in 2005, the Network for Business Sustainability is a powerful and growing network of international academic experts and business leaders. *We operate in both English and French*. NBS produces authoritative resources on important sustainability issues – with the goal of shaping management practice and research.

### **Garima Sharma**

Assistant Professor

Anderson School of Management

University of New Mexico

<https://www.mgt.unm.edu/faculty/facultyDetails.asp?id=10660>

## **THANKS FOR YOUR CONTRIBUTIONS!**

*We hope you enjoyed the latest ONE Times, which was produced by the ONE Communications Team: Dante I. Leyva-de la Hiz, Panikos Georgallis, and Nicholas Poggioli.*

*Thank you to all the ONE members who contributed material to it.*

*Connect with us:*

