

Sustainable Business Forum

Leading Change: Leveling up your organization to be future ready



October 24, 2024



8:00 am - 4:30 pm



University Club



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Agenda

08:00 - 08:30

BREAKFAST & NETWORKING

08:30 - 09:00

CSB UPDATES & META ANALYSIS PRESENTATION

John Camillus, Donald R. Beall Professor of Strategic Management & CSB Faculty Director
Chris Gassman, Executive Director, Center for Sustainable Business

09:00 - 09:40

ACADEMIC KEYNOTE & FIRESIDE CHAT

Title: Embedding Purpose

Stuart L. Hart, Professor in Residence of University of Michigan's Erb Institute for Global Sustainable Enterprise
Moderator: **Ann Sokalski**, Sustainability Director, World Group.

09:40 - 09:50

BREAK & MORNING SESSION SURVEY

09:50 - 10:20

TABLE ACTIVITY: Corporate Strategy & Change Management - Case Study Discussion

Chris Gassman, Executive Director, Center for Sustainable Business

10:20 - 11:00

PANEL: The Voice of the Leader

Janel Everly, Senior Director, ESG, Sustainability & Value Creation, Gartner

Samantha Hartzman, Head of Social Impact & Chief Diversity Officer, DLC

Heidi Chappell, Senior Director – Community & Stakeholders, USS Corporation

Moderator: **Nicole Muise Kielkucki**, Director, Fourth Economy

11:00 - 11:40

BREAKOUT SESSION 1: Leadership Difficulties and Recommendations

Breakout Audiences: Cross-Sectoral Discussion

Agenda

11:40 - 12:40

LUNCH

12:40 - 01:20

● **INDUSTRY KEYNOTE SPEAKER & FIRESIDE CHAT**

Title: Creating Resilient Value

Pratik Raval, Chief Sustainability Officer, Fifth Third Bank

Moderator: **Ravi Madhavan**, Professor of Business

Administration, Organizations & Entrepreneurship Area Director, Alcoa Foundation International Faculty Fellow at the Joseph M. Katz Graduate School of Business

01:20 - 02:10

● **BREAKOUT SESSION 2: Leadership Difficulties and Recommendations**

Breakout group audience: Within SASB Industry Discussion

02:10 - 02:50

● **PANEL: The Voice of the C-Suite**

John Krolicki, Chief Administrative Sustainability Officer & Co-Leader for the UPMC Center for Sustainability, UPMC

Diane Kappas, former Vice President of Global Sustainability, PPG

Moderator: **Mackenzie Peters Skeen**, Corporate Social Responsibility Program Manager, MSA – The Safety Company

02:50 - 03:00

BREAK & AFTERNOON SESSION SURVEY

03:00 - 03:45

● **FACILITATED WORKSHOP: Change Action Plan Creation**

03:45 - 04:00

● **KEY TAKEAWAYS & COMMITMENTS**

Moderator: **Chris Gassman**, Executive Director, Center for Sustainable Business

04:00 - 06:00

● **RECEPTION**

University Club Conference Room A – 2nd Floor

All attendees are invited: hors d'oeuvres and 1 free drink ticket to all

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Important Information

Chatham House Rule

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

The Chatham House Rule is invoked at meetings to encourage openness and the sharing of information.



Location

University Club, 123 University Club Pl,
Pittsburgh, PA, 15213
Free Coat Room available on the 1st floor.
We suggest you to use it.
Bathrooms are also on each floor.

Remote attendance will be provided [here](#).



Evening reception

The University Club, 2nd Floor, Conference
Room A - 4:00pm to 6:00pm
Join us for an evening reception to celebrate
the conversations from the day. Light hors
d'oeuvre and drinks will be available



Zero-waste event

Food will be served with compostable
plates, utensils, and napkins. Compost and
recycling bins will be available, with sorting
instructions on-site. Please bring a reusable
water bottle or mug to help reduce waste!



Photography & recording

We are taking photos during the event
for the summary and website. Sessions
will be recorded for archival purposes
and shared with attendees. If you object,
please let us know. We reserve the right
to use short clips on our website or
media.



Transportation & parking

Consider using public transportation,
walking, biking, or carpooling to the
event for a sustainable option.

For parking, the closest option is
Soldiers and Sailors Garage (4390
Bigelow Blvd.). Check ParkMobile to view
other options.

If you registered in time to receive free
parking at Soldiers and Sailors, please go
to the Registration Table upon arrival for
your parking validation card.

Pre-Work Material



We recognize that many of you will not have enough time to read extensively before the meeting. As such, we have carefully selected material to help you prepare for our discussions, keeping in mind the need to balance substantive contribution, readability, and technical expertise.

Change management requires a change mindset

By April Rinne

This article discusses how to integrate scenario mapping into your strategic planning process to boost your “flux capacity” (your tolerance for change) and contribute to the kinds of futures you’d like to see.

The article presents “surround sound,” a new communication strategy for navigating rapid change, emphasizing a mix of top-down, peer-to-peer, and bottom-up communication. This approach taps into the brain’s “Thrive Channel” to encourage collaboration and sustained performance in a fast-evolving environment.

Change management strategies aren't keeping up with the pace of change

By Rick Western

Strategy as a wicked problem

By John C. Camillus

Companies today face “wicked” strategy problems—complex, evolving issues without clear solutions. Traditional approaches fall short, so organizations must continuously engage stakeholders, collaborate across departments, and rely on a strong corporate identity to navigate these challenges.

Breakfast & Networking



8:00 a.m. - 8:30 a.m.

WORKSHOP PREP & CONTEXT FOR THE DAY:

Today, you'll explore how to lead change through uncertainty by hearing from various perspectives that shed light on navigating challenges during unpredictable times. The sessions will guide you through key strategies on why embracing uncertainty can not only create a stronger foundation for your organization but also spark transformation in your leadership and the broader community around you.

Prior to the SBF, we suggest you reflect on how you or your firm has managed change and navigated strategically through uncertainty. The good, the bad, and the complex. Use those experiences to provide your a way to engage thoughtfully in the conversation amongst your fellow attendees.

During the SBF, we have woven into the Interactive Sessions tools and methodologies for how to approach integrating resilience thinking and change management into your corporate strategy. We encourage you to consistently reflect on your real strategy and change management issues so the tools we share can have immediate applicability to your material issues. To prompt your thoughts, here are two questions:

Question 1:

Think of a time when you successfully led a team or organization through a period of uncertainty. What were the three most important strategies or actions that helped guide the team toward resilience?

Question 2:

Reflect on a time when you faced uncertainty and struggled to navigate through it. What were the three main obstacles that hindered your ability to lead effectively, and what lessons did you learn from that experience?

CSB Updates & Meta Analysis Presentation

08:30 a.m. - 09:00 a.m.



John Camillus, *University of Pittsburgh, Pitt Business*



Chris Gassman, *Center for Sustainable Business*

(see page 26-27 for full bios)

PURPOSE

The CSB partners with companies to innovate and implement resilient, responsible, and profitable business strategies that overcome societal, technological, environmental, and economic disruptions

MISSION

We identify and innovate best practices

We synergize economic value with social benefit through cutting-edge research and practical solutions

We cultivate a dynamic Community of Practice

We bring together businesses, academics, policymakers, and community leaders to solve problems collaboratively and build resilience strategies

We access and apply collective wisdom

We pool the deep and diverse knowledge of the community and research organizations, as well as the research capabilities of the University of Pittsburgh

Embedding Purpose

09:00 a.m. - 09:40 a.m.

Academic
Keynote
Speaker:



Stuart Hart,
University of Michigan

Moderator:



Ann Sokalski,
World Group

(see page 21 for full bios)

Description:

As a leading authority on the implications of environment and poverty for business strategy, Stuart L. Hart brings his extensive academic and consulting experience in supporting businesses to develop strategies for sustainable value creation. In his most recent impactful work, Prof. Hart argues we are at an inflection point in our current understanding of capitalism that offers the opportunity to create a radically sustainable and just capitalism with purpose and sustainability embedded within its structure.

Notes:

Table Activity: Corporate Strategy & Change Management - Case Study Discussion

09:50 a.m. - 10:20 a.m.



Chris Gassman, *Center for Sustainable Business*

(see page 27 for full bio)

Description:

Corporate Strategy & Change Management are invariably linked in the effort of positioning your business to be resilient in the context of the unprecedented and unpredictable changes in the 21st Century. During this interactive session, practitioners will discuss the relationship between Corporate Strategy and Change Management and provide each table the opportunity to work together to evaluate and reflect on one Case Study.

Notes:

Panel: The Voice of the Leader

10:20 a.m. - 11:00 a.m.

Panelists:



Janel Everly,
Gartner



Samantha Hartzman,
DLC



Heidi Chappell,
USS Corporation

Moderator:



Nicole Muise Kielkucki,
Fourth Economy

(see pages 22-23 for full bios)

Description:

Change is led in a multitude of different ways, big and small. In this Panel, Speakers and Attendees will engage in a discussion around how to lead change as a Practitioner no matter the seniority level.

Notes:

Breakout Session 1: Leadership Difficulties and Recommendations

11:00 a.m. - 11:40 a.m.

Description:

The audience will be split up and grouped into Cross-Sectoral Groups to discuss real-world issues experienced when attempting to lead change. Through prompting questions and a provided list of potential issues, Groups will look towards identifying differences and similarities between how issues impact their different industries. The goal will be to learn how practitioners approach issues in different sectors.

Breakout Audiences: Cross-Sectoral Discussion

Notes:

Creating Resilient Value

12:40 p.m. - 01:20 p.m.

*Industry
Keynote
Speaker:*



Pratik Raval,
Fifth Third Bank

Moderator:



Ravi Madhavan,
University of Pittsburgh

(see pages 24 for full bios)

Description:

With the lens of corporate sustainability as a business strategy, Pratik Raval will provide insight into how to navigate the rapid change in the market, how to lead change from different levels of management, and ultimately how sustainability as a strategy can lead to firm growth.

Notes:

Breakout Session 2: Leadership Difficulties and Recommendations

01:20 p.m. - 02:10 p.m.

Description:

The audience will be divided into groups within the same or similar SASB Industries. Participants will learn from peers who experience similar restrictions, regulatory pressures, and general industry norms. Discussion topics will follow the same format as Breakout 1, but Breakout 2 Groups are invited to drive the conversation where it may allow them to connect with their industry colleagues and learn how to - or how not to - effectively lead change.

Breakout Group Audiences: SASB Industry

Notes:

Panel: The Voice of the C-Suite

02:10 p.m. - 02:50 p.m.

Panelists:



John Krolicki,
UPMC



Diane Kappas,
formerly PPG (retired)

Moderator:



Mackenzie Peters Skeen,
MSA

(see pages 25-26 for full bios)

Description:

In this Session, attendees will hear from and interact with current and former C-Suite members to learn how to manage change and strategy implementation across large corporate entities. Ample time will be given to discussing specific strategies, leadership skills, and consistent practices to ensure the leaders at the top of the corporate ladder can be prepared to take on the 21st century's most difficult challenges and to inform Rising Stars and other organizational leaders of the resources to support their C-Suite.

Notes:

Facilitated Workshop: Change Action Plan Creation

03:00 p.m. - 03:45 p.m.

Description:

This session is a culmination of the day's programming to allow each attendee the time and space to synthesize their thoughts and create a Change Action Plan to bring into the office on Monday morning.

Notes:

Survey & Contact Info

Interested in partnering with us?



Event Survey



linktr.ee/PittCSB



csb@pitt.katz.edu



+ 1412-383-0795



linkedin.com/company/pittcsb

Join us for an evening reception



Conference Room A
at the University
Club, 3rd floor

Elevators and stairs
available

4:00 p.m. to
6:00 p.m.



A P P E N D I X



Speakers



Stuart L. Hart

*Professor in Residence,
University of Michigan*

Stuart L. Hart, a leading authority on sustainable business strategy, is Professor in Residence at the University of Michigan's Erb Institute for Global Sustainable Enterprise. He has held key academic positions at several universities and co-founded sustainable business programs, including Vermont's Sustainable Innovation MBA. Hart has authored over 100 papers, nine books, and influential articles like "The Fortune at the Bottom of the Pyramid" and "Beyond Greening: Strategies for a Sustainable World." His latest book, *Beyond Shareholder Primacy: Remaking Capitalism for a Sustainable Future*, was published in 2024.



Ann Sokalski

*Sustainability Director,
World Group*

Ann Sokalski is currently the Director of Sustainability at World Group. She is leading the development and implementation of World Group's Sustainability program. Ann Sokalski is an experienced supply chain global consultant with a sixteen-year tenure within the transportation industry. Throughout her career, she has been instrumental in strategic network design, focusing on optimizing costs, enhancing service quality, and minimizing carbon emission impacts. Ann resides in Pittsburgh, PA where she lives with her husband, Vincent, and their four children. She has earned a Bachelor of Science degree in Industrial Engineering from the University of Pittsburgh.

Speakers



Janel Everly

*Senior Director, ESG,
Sustainability & Value
Creation, Gartner*

Janel Everly specializes in ESG, Sustainability, CFO Personal Effectiveness, and Future of Work. She leads global sustainability initiatives, collaborating with CFOs and Controllers to enhance business outcomes through ESG programs, focusing on cost reduction and revenue growth. Janel's prior roles involved aligning ESG programs with corporate strategies, managing environmental disclosures like CDP and TCFD reports, and developing GHG Inventory Management Plans.

She holds a B.S. in Interior Architecture from the University of North Carolina at Greensboro and Parsons School of Design.



Samantha Hartzman

*Head of Social Impact &
Chief Diversity Officer,
DLC*

Throughout her career, Samantha (Sam) has been dedicated to driving impact within the organizations she has worked as well as in the communities they serve.

She designed and executed DLC's Community Impact Grant program which awards micro grants to grassroots nonprofits focused on education, environmental justice, and social equity.

She also stood up the company's ESG strategy which led to the release of their inaugural ESG report in 2023. In her current role, Sam is focused on delivering on DLC's vision of a Larger than Light Clean Energy Future for All by ensuring our diversity, equity, inclusion strategy is well represented and connected to our efforts in the marketplace, workplace, and community.

Speakers



Heidi Chappell

Senior Director – Community & Stakeholders, USS Corporation

Heidi leads USS Corporation's community initiatives and ResponsibleSteel™ relations, focusing on strategic communications. With over 25 years spanning strategy, engineering, and human resources at U.S. Steel's Pittsburgh locations, Heidi has effectively driven change and improved processes. She has modernized compensation programs, spearheaded wellness initiatives, and managed capital efficiently. Notably, Heidi led the Big River Steel integration, securing the first ResponsibleSteel™ certification in the USA. She holds a BS in Industrial Engineering from Pennsylvania State University and an MBA from Duquesne University, and is an SPHR-certified professional through 2027.



Nicole Muise

Director, Fourth Economy

Nicole leads strategic planning projects to develop sustainable, resilient, and equitable local economies by leveraging clients' financial, natural, and human capital. With over a decade of experience in economic development, she employs a systems approach to strategy development and thrives in dynamic, entrepreneurial settings. Previously, Nicole spearheaded social enterprise and impact investing initiatives at Idea Foundry. She holds a Master's Degree in Food Studies from Chatham University's Falk School of Sustainability and a Bachelor's in Politics and Philosophy from the University of Pittsburgh. An avid outdoor enthusiast and arts supporter, Nicole is actively involved with local environmental non-profits and serves on the board of the Union Project.

Speakers



Pratik Raval

*Chief Sustainability
Officer, Fifth Third Bank*

Pratik Raval is the CSO at Fifth Third Bank, where he oversees a \$100 billion sustainability strategy that includes finance and stewardship, product incubation, community solutions, and climate risk management. With over 20 years of global experience in sustainability and ESG, corporate strategy, and technology integration, Pratik previously worked at Tata Consultancy Services, American Express, Transsolar ClimateEngineering, and Mercedes Benz Group, and served as a visiting lecturer at MIT. He holds advanced degrees in computational engineering and mechanical engineering. Recognized as a top leader in sustainability by The Consulting Report, CEO Magazine Global, and the World Economic Forum.



Ravi Madhavan

*Professor of Business
Administration, Joseph M. Katz
Graduate School of Business*

Ravi Madhavan is a Professor of Business Administration and Alcoa Foundation International Faculty Fellow at the Joseph M. Katz Graduate School of Business, University of Pittsburgh. His expertise in strategic management is reflected in his focus on networks and complex capabilities within high-stakes industries like nuclear power and commercial aircraft. Ravi's significant contributions include his research on strategic alliances, M&A, and venture capital, which has been published in leading journals. He holds a PhD from the University of Pittsburgh, an MBA from IIM Calcutta, and a BComm from Calicut University, India. Ravi is also a recognized educator, having received multiple teaching awards.

Speakers



John Krolicki

*Chief Administrative
Sustainability Officer, UPMC*

John Krolicki has been working for UPMC for over 16 years. He holds dual roles as VP of Facilities and Support Services for UPMC Presbyterian Shadyside and VP of Public Safety Operations. His responsibilities include leading the UPMC Center for Sustainability, focusing on reducing greenhouse emissions and enhancing climate resilience across 40 hospitals. Additionally, he manages safety, environmental health, and construction programs at major UPMC facilities. Krolicki has over 37 years of experience in healthcare administration. He earned his BBA from Eastern Michigan University and an MS in Healthcare Administration from Central Michigan University. John also contributes as a board member to several community organizations in Western Pennsylvania.



Diane Kappas

*Former Vice President of
Global Sustainability, PPG*

Diane Kappas recently retired from PPG after 39 years of service. Diane held various executive business and functional positions, completing her career in the role of vice president, global sustainability. In this role, Diane was responsible for developing a new corporate sustainability function and leading the company's efforts to integrate positive ESG strategy into core business strategy. A native of Pittsburgh, Diane earned a Bachelor of Science in chemical engineering from the University of Pittsburgh and a M.B.A. from Duquesne University.

Speakers



Mackenzie Peters Skeen

*Corporate Social Responsibility
Program Manager, MSA*

Mackenzie is an accomplished marketing and ESG leader with extensive experience serving in strategically important roles to inspire cross-functional teams to create, market, and innovate. She is the Corporate Social Responsibility Program Manager with MSA Safety. She has served MSA in several pivotal roles, first as assistant product line manager for industrial products, then up through product line management roles to Global Product Group Manager for Industrial Head Protection. Mackenzie received her master's degree in business administration from the Katz Graduate School of Business, an executive certificate in leadership and negotiation from the Tepper School of Business and a business degree from John Carroll University.



John Camillus

*Donald R. Beall Professor of
Strategic Management &
CSB Faculty Director*

John C. Camillus has held the Donald R. Beall Endowed Chair in Strategic Management at the University of Pittsburgh since 1991, with earlier academic roles at the Indian Institute of Management, Ahmedabad. He has a rich history of teaching in MBA and doctoral programs, and leading executive education internationally. Camillus has published extensively in renowned journals and served as a consultant to over 100 global organizations. His achievements include multiple teaching awards and significant public service recognitions, including awards from the Senate of Pennsylvania.



Chris Gassman
*Executive Director,
Center for Sustainable
Business*

Chris Gassman is an innovator with a decade of experience in sustainable growth, His work spans significant roles with UN agencies, startups, and Fortune 500s, including creating a lasting climate action plan for a major U.S. foodservice company and initiating multiple entrepreneurship incubators. Chris holds an MBA/JD from Carnegie Mellon University and the University of Pittsburgh School of Law, and a BA from the University of Colorado at Boulder. His areas of expertise include change management, commercialization, and servant leadership, backed by notable awards for his volunteerism and leadership.

CSB Team



Dr. John Camillus,
Faculty Director
camillus@pitt.edu
Role: Strategic Direction



Chris Gassman,
Executive Director
chris.gassman@pitt.edu
Role: Staff Lead



Terri Fitzgerald,
Faculty Advisor
tgf10@pitt.edu
Role: Research & Educational
Guidance



Dan Lampmann,
Program Manager, Partner Community
dlampmann@pitt.edu
Role: Strategic Partnerships



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Muhammad Qasem Jami
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Role: Workforce Development

CSB Team



Ana Cecilia Reyes
Marketing
Center Associate



Sambhavi Bhayana
Marketing
Center Associate



Aishwarya Narayanan
Strategic Projects
Center Associate



Ghassan Salah
Strategic Partnerships
Center Associate



Abby Bonilla
Workforce
Center Associate



Amelia Besterman
DMA
Center Associate



Tingting Yu
ESG Literacy
Center Associate

Research Collaborations

AY 2024/2025 FELLOWSHIP DETAILS

DETAILS:

In addition to benchmark analysis and strategy recommendations on ESG opportunities; each Gold Member had their own tailored foci.



CNX - Abhishek Kulshrestha: This involves a deep dive into feedstock supply chains, operational efficiencies, and cutting-edge sustainability technologies. This partnership is part of our broader commitment to advancing sustainable solutions and shaping the future of energy.



Columbia Gas - Emmanuel Manu: Strategic research project focused on evaluating gas heat pump technology to reduce emissions. The project aims to develop a pilot program, collect and analyze data, and provide recommendations for future energy solutions. Key outcomes will include a final presentation, an internal report for Columbia Gas, and a publicly shareable case study by CSB.



CONSOL - Devesh Udasi: Strategic Research for Consol's heat exchanger technology in the Concentrated Solar Power (CSP) and desalination markets. The project will conduct market and technology analysis, assess heat exchanger feasibility, and develop a strategy for the product's market entry.



People's Gas - Priyam Somani: Comprehensive Strategy Research People's Gas, a subsidiary of Essential Utilities, to develop a robust Sustainability Strategy. This project encompasses various facets of the company's operations, focusing on enhancing sustainability, navigating regulatory challenges, and integrating innovative energy solutions, including hydrogen distribution.



PITT OHIO - Ngoc (Frances) Phan: Employee engagement Strategy for PITT OHIO's sustainability initiatives. Key activities include meeting with employees, creating engagement questionnaires, evaluating employee understanding around sustainability initiatives, and creating shift meeting collateral around sustainability.



S&B USA - Jemima Ohwobete: Strategies to catalyze mutually beneficial and scalable public-private partnerships (P3) among infrastructure agencies in the region and an employee engagement strategy.



World Group - Bavan Hoston: Developing a Supplier Code of Conduct for World Group, aimed at establishing clear, comprehensive expectations for suppliers. The code will outline critical ethical standards, including respect for human rights, fair labor practices, and a strong commitment to environmental sustainability.

Compendium of Papers & Courses

There are still many, many things we do not know about how taking a more sustainable approach to business can lead to better financial, social, and environmental outcomes for a wider range of stakeholders. We aspire to make the Center for Sustainable Business a world-renowned hub for research in sustainable business models.

The **Center** solicited submissions from around the globe to recognize the best sustainable business practices within any institute. This compendium will be shared with senior leaders attending our Fall Sustainable Business Forum and published via the Center.

Where we solicited from

- University of Pittsburgh
- ClimateCAP Network
- NBS SCC (Network for Business Sustainability - Sustainability Centres Community)
- UN SDSN (United Nations Sustainable Development Solutions Network)

Criteria for inclusion

- Date range after January 2023
- Courses OR Research Papers / Working Papers / Other Academic Contributions
- Related to the examinations of resiliency, sustainability, strategy, change management

Scholars included (let us know if you'd like to get in touch with any):

06 courses submitted
13 research submitted

- Baylor University
- Cranfield University
- Fordham University
- LUT Business School
- Monash University
- Norwegian Schools of Economics
- Rowan University
- São Paulo School of Administration - Serenas
- St. John's University
- Stern School of Business - New York University
- Texas A&M University
- University of Alberta
- University of Maryland
- University of Paraná
- University of Pittsburgh
- University of Strathclyde
- University of Warwick

Compendium of Papers & Courses

Report: "Embedded Sustainability Practitioners' Guide"

Chisara Ehiemere, NYU Stern, Tensie Whelan, NYU Stern

This article advances sustainability towards a new logic that favors the flourishing of Sustainable Development Goals (SDGs) and well-being from North to South. It presents a Global Dual-Perspective (GDP) and a Dynamic Equilibrium Framework (DEF) that inform sustainability, management, and international business with a paradoxical view of the SDGs and a strengthened analysis that outlines the role of multinational enterprises (MNEs) in addressing the SDGs within and across the North-South.

Article: "Unleashing Virtuous Cycles of Sustainable Development Goals and Well-Being"

Farley Simon Nobre, University of Paraná

This article advances sustainability towards a new logic that favors the flourishing of Sustainable Development Goals (SDGs) and well-being from North to South. It reveals that organizations will effectively unleash virtuous cycles of SDGs and well-being when confronting and juxtaposing environmental, health, social, economic, and law-oriented goals. Furthermore, virtuous cycles will be more successful when splitting and integrating short and long-term conflicting goals within and across the North-South to fuel systemic resilience and sustainable development.

Paper: "Social Profit Orientation: Lessons from Organizations Committed to Building a Better World"

ChLeonard L. Berry, Texas A&M University, Tracey S. Danaher, Monash University, Timothy Keiningham, St. John's University, Lerzan Aksoy, Fordham University, Tor W. Andreassen, Norwegian Schools of Economics

This study introduces the concept of social profit orientation, where organizations prioritize the common good through social and environmental initiatives. The authors distinguish social profit orientation from traditional corporate social responsibility (CSR) by emphasizing its integration into the core mission, rather than as a peripheral activity. The study provides a framework outlining the antecedents, moderators, and outcomes of social profit orientation, offering insights into how organizations can achieve both social and financial goals.

Compendium of Papers & Courses

Chapter: "In the Margins of Stakeholder Engagement: Fringe Stakeholders' Inclusion in Sustainability Transition Initiatives"

Mariana Galvão Lyra, LUT Business School, Hanna Lehtimäki, LUT Business School

This paper explores the inclusion of fringe stakeholders, marginalized and non-collaborative groups—in sustainability transition initiatives. Fringe stakeholders, such as activists and local resistance actors, often lack power, legitimacy, and strategic capabilities, but they challenge societal status quos and push for systemic change. The authors argue for a deeper understanding of fringe stakeholders in the context of sustainability transitions and propose methodological approaches to include their voices in stakeholder engagement research.

Article: "Engagement logics: How partners for sustainability-oriented innovation manage differences between organizational logics"

Rosina Watson, Cranfield University, Hugh N. Wilson, University of Warwick, Emma K. Macdonald, University of Strathclyde

Innovation partnerships often face tensions due to differences in organizational logics, particularly in sustainability-oriented projects where partners pursue varying social, environmental, and economic goals. The key finding is the emergence of a new “engagement logic,” shaped by four dimensions: value salience, instrumentality, temporality, and language. This logic helps partners create a shared framework that accommodates differing objectives.

Glossary of Terms

- **ADKAR Model:** Focuses on Awareness, Desire, Knowledge, Ability, and Reinforcement for personal change.
- **B Impact Assessment (BIA):** Framework for measuring a company's social and environmental performance.
- **Biodiversity Reporting:** Disclosures related to a company's impact on ecosystems and species, emerging alongside climate reporting.
- **Bridges' Transition Model:** Focuses on the psychological transition people experience during change.
- **Business Aspiration:** Refers to the higher-order goals and purpose that guide a company beyond mere financial profitability.
- **Business Model Innovation (BMI):** Changes one or more dimensions of a business model so that a novel configuration of the elements is created and implemented
- **Burning Platform:** A term used to describe the process of helping people see the dire consequences of not changing utilizing fear and an unknown future.
- **Cascaded / Waterfall communication:** Top-down, single channel communication approach.
- **Change Management:** A systematic approach to dealing with the transition or transformation of an organization's goals, processes, and technologies.
- **Circulate Capital Ocean Fund:** A fund that supports projects addressing plastic waste and advancing circular economies, especially in Southeast Asia.
- **Conscious Capitalism:** A philosophy that acknowledges the potential of capitalism to do good by aligning a business's strategies with a higher purpose, considering the well-being of all stakeholders and fostering an ethical, inclusive, and compassionate business environment
- **Continuous Reinvention:** Ongoing organizational adaptation to rapidly changing conditions.
- **Corporate Quest:** refers to a company's journey or pursuit of a higher, overarching purpose that goes beyond short-term financial goals or maximizing shareholder returns.
- **Deming Cycle (PDCA):** A continuous process improvement model (Plan, Do, Check, Act).
- **Disruption Drivers:** Key forces driving business change, such as Technology, Talent, and Geopolitical factors.
- **ESG Controller:** A proposed role focused on compliance and data reporting, allowing CSOs to concentrate on strategy.
- **ESG Materiality Map:** A tool that helps businesses identify the most critical environmental, social, and governance issues.
- **Feedforward:** The process of replacing positive or negative feedback with future-oriented solutions. In simple terms, it means focusing on learning from the future instead of the past.
- **Flux Capacity:** An organization's tolerance and adaptability to ongoing change.
- **Governance Dominance:** The idea that governance (G) factors play the most significant role in sustainability transformations.
- **Human-Centered Change:** Considering emotional responses and psychological aspects in managing transitions.
- **Hyper-Disrupted Reality:** The current business environment is characterized by constant, unpredictable change.
- **Kill the Company:** A proactive exercise to identify risks and disruptions through employee participation.
- **Kotter's 8-Step Model:** A step-by-step guide for large-scale organizational change.
- **Kübler-Ross Change Curve:** Describes the emotional stages of change, from denial to acceptance.

Glossary of Terms

- **Lewin's Change Management Model:** A three-step process (Unfreeze, Change, Refreeze) for organizational change.
- **McKinsey 7-S Model:** A framework that analyzes seven interdependent factors for change: Strategy, Structure, Systems, Shared Values, Style, Staff, Skills.
- **Networked Organization:** A flexible structure where teams work across traditional silos to respond quickly to change.
- **Nudge Theory:** Encourages gradual change by subtly influencing decision-making.
- **Orientation to Change:** The individual or organizational attitude toward approaching changes, either from fear or hope.
- **Perpetual Turbulence:** The ongoing state of business uncertainty requiring continuous adjustment.
- **Psychological Resilience in Change:** Managing fears and anxieties to better cope with uncertainty and transformation.
- **Radical Collaboration:** Partnerships across industries and sectors aimed at solving major sustainability challenges.
- **Satir Change Model:** Emphasizes emotional states during organizational change.
- **Sequential Sustainability Transformation:** A step-by-step process for achieving sustainability, focusing on ESG factors.
- **Stakeholder-Centric Approach:** Considering a wide array of stakeholders (customers, environment, community) in business decisions.
- **Surround Sound Communication:** Combines top-down communications with peer-to-peer and bottoms-up communications.
- **Survive Channel:** A threat-seeking mechanism that triggers fear, anxiety, and stress to prepare the body for "flight or fight." When this happens, we tend to focus entirely on eliminating any threats.
- **Sustainability-Driven Procurement:** Adapting procurement strategies to align with environmental goals, such as reducing carbon footprints.
- **Sustainability Transformation Model (STM):** A structured approach guiding businesses through sustainability transformations.
- **Sustainability Transition:** A long-term process for moving businesses from traditional models to sustainable ones.
- **Sustainable Business Model Innovation (SBMI):** A change in the way a firm operates in order to create positive impacts or to reduce negative consequences for the environment and the society.
- **Thrive Channel:** Activated by opportunities and triggers "positive" emotions such as excitement, passion, or joy. The result is a broadened mindset and a greater willingness to collaborate.
- **Transformation Leadership:** The role of senior leadership in guiding the sustainability transformation of a business.
- **Triple Sustainability:** Integration of economic, social, and environmental dimensions in business practices.
- **Uncertainty Management:** The ability to navigate unknowns effectively rather than seeking total control.
- **Value Capture in SBMI:** The process of capturing both economic and environmental/social value in a business.
- **Value Mapping Tool:** A lean manufacturing technique to analyze, design, and manage the flow of materials and information required to bring a product to a customer.
- **Wicked Problems:** A wicked problem has innumerable causes, morphs constantly, and has no correct answer. It can be tamed, however, with the right approach. Classic examples are Environment degradation and Poverty.

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Resilience Diagnostic Matrix



Resilience Diagnostic Matrix

Resilience Dimensions ↓	Organizational Architecture Elements →	STRATEGY		STRUCTURE	SYSTEMS		STAFF (Workforce)	SKILLS (Competencies)	STYLE (Leadership Culture)
		Vision	Values		Processes	Measures			
FEEDFORWARD Opportunities									
AGILITY AND AMBIDEXTERITY Opportunities									
RISK MANAGEMENT Opportunities									
SUSTAINABILITY Opportunities									
RESILIENCE INTERVENTION Opportunities									