

**Course Schedule, Readings, and Assignments**  
**MGT 9394: Leading Organizational Change for Sustainability**

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NOTE: BB = Blackboard

Date	Topic	Readings	Assignment for the Week
Week 1	Welcome, Introduction to Course	Kotter & Rathgeber (2017), Our Iceberg is Melting	Review syllabus and get acquainted with our Blackboard site  DB Forums (3): Due Feb. 1st 1. Introduce yourself on BB 2. Describe topics you are interested in 3. DB: Our Iceberg is Melting
Week 2	Background: Why Environmental Sustainability?	READ: Benn et al., Ch. 1, Setting the Agenda for Corporate Sustainability  BACKGROUND READING: Henderson, R. M. et al., (2017). Climate change in 2017: Implications for business. <i>Harvard Business School Background Note 317-032</i> , October 2016. (Revised July 2017.) (Click <a href="#">here</a> for a complimentary copy on the Business & Environment Initiative's site.)	DB Forum: Due Feb. 8th 1. What is your carbon footprint? (See Discussion Board document for more detail)  DB Forum: Due Feb. 11th 2. Using Benn et al.'s Phase Model of Sustainability, where does your organization fit?
Week 3	Introduction to Organizational Change and Models of Change	READ: Spector, Ch. 1, Organizational Change READ: Spector, Ch. 2, Theories of Effective Change Implementation SKIM: Spector, Ch. 3-6	DB Forum: Chapters 1 & 2 in Spector's book introduce the concept of organizational change, and in particular, Lewin's Model of Change. Why is employee motivation important to behavioral change? Why is it so difficult to motivate employees to change their behavior? How does this relate to the "unfreezing" stage of Lewin's change model?

Week 4	Forces For/Against Change	<p>READ: Benn et al., Ch. 2, The Drivers of Change</p> <p>CASE: Clarke: Transformation for Environmental Sustainability (Ivey Publishing, 2012)</p> <p>In class we will form teams for the Team Project.</p>	<p>DB Forum:</p> <p>Personal Change Project: Time to Commit! (See DB document for more detail)</p> <p>Prepare Case for Class Discussion:</p> <ol style="list-style-type: none"> <li>1. What are the forces for changing to the new sustainability business strategy at Clarke?</li> <li>2. What are the forces against changing to the new strategy?</li> <li>3. What change management approaches should be used? How can internal momentum be built?</li> </ol>
Week 5	<p>The Path Forward: Assessing Materiality</p> <p>Guest Speaker: Tim Woodall, Strategist for Sustainability &amp; CSR, Addison</p>	<p>READ: Google “materiality matrix”</p> <p>READ: <a href="https://www.greenbiz.com/article/how-make-your-materiality-assessment-worth-effort">https://www.greenbiz.com/article/how-make-your-materiality-assessment-worth-effort</a></p>	
Week 6	The Path Forward: Changing Organizations	<p>READ: Benn et al., Ch. 7, The Incremental Path</p> <p>READ: Benn et al., Ch. 8, The Transformational Path</p>	<p>DB Forum:</p> <ol style="list-style-type: none"> <li>1. What is incremental change? Describe one or two examples of incremental change from your current or former organization. Or, choose another organization that you’ve read about in the media.</li> <li>2. Hart and Milstein (p. 218, Benn et al. book) argue that today’s corporations must look</li> </ol>

			<p>beyond incremental improvements. Joseph Schumpeter argues that incremental change simply maintains the status quo. Do you agree? Is there a place for incremental change?</p> <p>3. What is transformational change? Describe an organization that has chosen (or been forced to choose) transformational change.</p>
Week 7	<p>Leading Change for Sustainability Creating a Vision</p> <p>Guest Speaker: Aman Singh, Editor in Chief, U.S., Futerra</p>	<p>READ: Spector, Ch. 7, Leading Change READ: Spector, Ch. 8, Going Green (skim) READ: Benn et al., Ch. 9, Leading towards Sustainability</p> <p>Check out <a href="https://www.wearefuterra.com/">https://www.wearefuterra.com/</a></p> <p>“Solving climate change starts with the belief that we can.”</p>	<p>DB Forum: What is your vision for yourself? For your company or organization?</p>
Week 8	<p>Resistance to Change, Climate Denial, and Other Barriers to Change</p>	<p>READ: Revisit Ch. 2 in Spector WATCH: Embracing Change, TED talk</p> <p>READ: Kotter (2007), Leading Organizational Change: Why Transformation Efforts Fail, <i>Harvard Business Review</i>, Jan.</p> <p>READ: Wright &amp; Nyberg (2017). An Inconvenient Truth: How Organizations Translate Climate Change into Business As Usual. <i>Academy of Management Journal</i>, 60 (5), 1633-1661. Note: This is a tough read but well worth your while.</p>	<p>DB Forum: According to Wright and Nyberg (2017), “corporate environmentalism” seeks to balance the competing demands of the market and the environment (p. 1634). What they call the “new corporate environmentalism” serves to focus on helping firms exceed environmental laws and regulatory compliance. Accordingly, firms approach environmental challenges through activities such as increasing eco-efficiency both internally and through the supply chain, and by creating new products and services devoted to meeting customer demands that the products and services they buy do not damage the environment. However, Wright and Nyberg’s research suggests that this is not an easy path for companies to follow. Why? What are the forces</p>

			mitigating against change toward sustainability? For you, what is the main take-away from the Wright and Nyberg article?
Week 9	<p>Psychological Barriers to Change</p> <p>Guest Speaker: Dr. Mindy Engle-Friedman, Professor of Psychology; Chair of the Baruch College Sustainability Task Force, and Chair of the Baruch College Climate Change Faculty Seminar</p>	<p>READ: Mazutis &amp; Eckardt (2017), Sleepwalking into Catastrophe: Cognitive Biases and Corporate Climate Change Inertia. <i>California Management Review</i>, 59(3), 74-108.</p>	<p>To deepen and personalize your understanding of cognitive and psychological biases you have experienced or observed, please answer the following questions.</p> <p>1. Which of these types of bias have you observed in your own organization? Describe the bias and how it affects your organization's approach (or lack of) to creating a more sustainable (or less unsustainable) organization.</p> <p>2. Describe the psychological and cognitive barriers you've observed among friends, family, co-workers, and bosses. You might also want to share any barriers you've experienced as you try to change a behavior for your Personal Change Project.</p> <p>3. What are your "take-aways" from this discussion and reading?</p>
Week 10	SPRING BREAK!		
Week 11	Changing Organizational Culture	<p>READ: Bertels, S. (2010). Embedding Sustainability in Organization Culture (Executive Report) (BB)</p>	<p>Enbridge Case Questions</p> <p>1. How is the Neutral Footprint program related to</p>

		<p>READ: Bertels, et al., (2010). Embedding Sustainability in Organization Culture (Full Report) (BB)</p> <p>PREPARE CASE: Enbridge, Looking toward the Future</p>	<p>Enbridge’s overall corporate strategy? How is it related to other projects such as the Northern Gateway pipeline project?</p> <ol style="list-style-type: none"> <li>2. What risks are involved when a project is initiated by an outgoing CEO How do the employees and new CEO understand their role in making the project become an enduring part of the company?</li> <li>3. What policies, procedures, information, and communication processes are needed internally to engrain the Neutral Footprint program into Enbridge’s culture? What information and communication is needed externally?</li> <li>4. What should Paul Hunt and Colin Healy present to the new CEO to meet their objectives?</li> </ol>
Week 12	Climate Challenges	<p>PREPARE: Plan to share your research on your chosen company and how they are (or will be) affected by climate change; describe what they are doing to prepare.</p>	<p><b>DUE: Harvard Climate Change Challenge: How Climate Change Affects Business</b></p> <p>Post on BB</p>
Week 13	<p>Measuring Progress toward Sustainability</p> <p>Guest Speaker: Brian Daniel, CPA and President of Clear Sight Advisors</p>	<p>READ: SASB (Sustainability Accounting Standards Board) <a href="#">SASB 2014 Annual Report - Sustainability Accounting ...</a> <a href="http://www.sasb.org/sasb-publishes-...">www.sasb.org/sasb-publishes-...</a></p> <p>READ: EY, Value of Sustainability Reporting <a href="http://www.ey.com/US/en/Services/Specialty-Services/Climate-Change-and-Sustainability-Services/Value-of-sustainability-reporting">http://www.ey.com/US/en/Services/Specialty-Services/Climate-Change-and-Sustainability-Services/Value-of-sustainability-reporting</a></p>	<p>No DB this week.</p>

		READ: Katz (2017). Green Reporting Takes Root. In CFO.com, June 2017.	
Week 14	Sharing of Personal Change Projects	PREPARE: Share your successes (or failures!) to change your behavior; discuss what insights you gained about the difficulty of behavior change.	<b>DUE: Personal Change Project, final report</b>
Week 15	Pulling It All Together	<p>READ: Benn et al., Ch. 5, Sustainability, The Strategic Advantage</p> <p>READ: Benn et al., Ch. 6, The Sustaining Corporation</p> <p>CASE: Burt's Bees: Balancing Growth and Sustainability (HBSP, 2010)</p>	<p>Class Discussion</p> <ol style="list-style-type: none"> <li>1. How far along is Burt's Bees in their sustainability journey?</li> <li>2. Which of their 2020 goals is the most challenging? Why?</li> <li>3. Could any company do this? Is their 'Greater Good' Business model replicable?</li> <li>4. It is clear that the more a company grows, the more difficult it is to be sustainable. How has Burt's Bees balanced the tension thus far?</li> <li>5. Moving forward, what are the risks and opportunities from the Clorox acquisition?</li> </ol>
Week 16	Project Presentations (15-minute presentations, plus Q&A)		<b>DUE: Team Projects</b>
Finals Week			<b>DUE: Personal Reflection Paper</b>