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Editor-in-Chief's Introduction

Sustainability, leadership, ethics and aesthetics usher in the Spring for *OMJ*

William P Ferris

Editor-in-Chief

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We begin the Spring issue with a new manuscript on a subject that is on the mind of most businesses as well as their stakeholders lately – how can companies contribute significantly to the sustainability efforts going on worldwide? Kent Fairfield, Joel Harmon, and Scott Behson surface some of the difficulties companies have in accomplishing sustainability efforts in “Influences on the Organizational Implementation of Sustainability: An Integrative Model.” The authors, who are associated with Fairleigh Dickinson University’s Silberman School of Business and its Institute for Sustainable Enterprise, present a model suggesting how sustainability efforts are driven in the firm, including enhancing forces as well as inhibiting forces. Then they survey over 1500 executives worldwide for confirmatory evidence of their model. Results confirm that company performance is positively associated with successful sustainability strategy on a global scale, among other important conclusions concerning inhibitors and driving forces. This is an article that is comprehensive, timely and well done. It will interest anyone who is engaged in serious consideration of how we can improve the “triple bottom line” – people, planet, and profits – to the benefit of our world.

The second part of our Spring issue is devoted to three manuscripts in our Teaching & Learning section. They are all tied together by an interest in leadership and ethics. The first two are outstanding experiential exercises that will engage and be of instrumental value to anyone teaching in those areas. The first of these, “Revisiting The Behavioral Matrix for Leadership and Team Development” by Kathleen Kane, presents an exercise that reinforces for students the necessity for effective leaders to gain and process feedback on their behavior as leaders. The second, which also won the Best Experiential Exercise award at the 2010 Eastern Academy of Management conference, is “Jenny Jan’s Dilemma: Applying the Principles of Resource Dependence Theory to Vendor Selection Negotiations” by Pamela Schwalb, Rose Leavitt, John Barbuto, Michele Millard, and Robbe Peetz; it places students in a simulated negotiation in which they learn effective leadership as well as how to reduce organizational vulnerability and leverage organizational advantage in negotiations over limited resources. The third, entitled “Business Schools: Ethics, Assurance of Learning and the Future” by Bruce Warren, Susan Sampson, and Erin McFee, is a survey of the Deans of 70 of the highest ranked business schools in the US on the increasingly important subject of ethics in their curricula. The results may surprise you; clue: it is not that simple to get this done!



Finally, our Recent Research of Note section presents two book reviews in this issue. Kathryn Toelken reviews *Understanding Corporate Life* a collection of essays edited by Philip Hancock, a book which contains essays on topics such as technology, space, time, speed, and aesthetics: Toelken suggests that "aestheticization" should be a goal of anyone in the business world who wants to engage that world completely. Lastly, Steve Taylor reviews a book with

just that proposition on a micro level, *What Poetry Brings to Business* by Claren Morgan with Kirsten Lange and Ted Buswick. Claren Morgan and her co-authors advocate reading and appreciating poetry to help leaders in the business world reflect on becoming better readers, but Taylor goes the authors one better: he suggests that good leaders should be actually creating art, for example, writing poetry so that they can sharpen their passion for great leadership.