

**Invitation and programme:**

**Organisational Responses to Social-Ecological Complexity**

**12 February 2015, UCT Graduate School of Business**

You are invited to a discussion hosted by the African Climate and Development Initiative (ACDI) Chair on organisational innovation and intermediation in social-ecological systems. We seek a better theoretical and practically relevant understanding of why and how organisations – including in particular corporations and intermediaries – proactively respond to complex social and environmental problems. Researchers in the ACDI Chair will provide brief overviews of their analyses as a platform for discussion among researchers and practitioners. Kindly RSVP by 31 January 2015 to Lindie Botha at [lindie@odyssey.net](mailto:lindie@odyssey.net).

Time	Session focus and presenters
8:30-9:00	Tea and coffee
9:00-9:30	<b>Introduction and overview of key themes:</b> Mark New & Ralph Hamann
9:30-10:45	<p><b>Organisational culture and sustainability</b> (led by Warren Nilsson, tbc)</p> <p>A growing number of organisational leaders recognise the need to respond to social-ecological problems, yet challenges remain in embedding sustainability within organisational culture. We focus on how companies address such challenges, which practices are effective, and how their impacts can be measured.</p> <ul style="list-style-type: none"> <li>- Strategies for embedding sustainability into organisational culture: Jess Schulschenk (10)</li> <li>- Measuring efficacy for sustainability: Andrea Ferry (10)</li> <li>- Responses: Farai Kapfudzaruwa, Vanessa Otto-Mentz (5 each)</li> <li>- Discussion (40)</li> </ul>
10:45-11:15	Tea and coffee
11:15-12:45	<p><b>Social-ecological uncertainty and collaboration</b> (led by Oonsie Biggs)</p> <p>Traditional management theories provide little guidance on how to make sense of and deal with social-ecological dynamics and resulting uncertainty. Our work focuses on these sensemaking processes, collaborative approaches to systemic risks, and intermediation between different forms of knowledge.</p> <ul style="list-style-type: none"> <li>- Attention to and making sense of uncertainty: Kristy Facer (10)</li> <li>- Responding to uncertainty and the role of collaboration: Verena Bitzer (10)</li> <li>- Intermediaries between science and practice for climate adaptation: Lindie Botha (10)</li> <li>- Responses: Tom McLaughlin, Morakane Pheko, Gina Ziervogel (5 each)</li> <li>- Discussion (40)</li> </ul>
12:45-14:00	<p><b>Lunch and launch: <i>The Business of Social and Environmental Innovation</i> (Springer Press and UCT Press)</b></p> <div style="text-align: center;">  </div>