Revised Detailed Guide for Writing Your Literature Review

# Introduction: Building the Foundation of Your Literature Review

## Provide the Foundation

* + The foundation of your literature review is crucial because it sets the context for your research. Start by providing a brief introduction to the general topic or field of study you are working on. Make sure you convey the importance of the topic to the reader. Why does it matter? Who does it affect? Use statistics or recent developments to underline its significance and to engage the reader right from the start. Make sure this section connects directly to the research problem and presents an overarching narrative that will guide the entire review.
  + *Illustrative Quote*: "In order to effectively address pressing societal issues such as climate change, social inequality, unemployment, and ecological degradation, scholars and managers can benefit from an enhanced understanding of the dynamic interactions within and across interconnected systems (Whiteman et al., 2013).” (p. 867)

## Broad Area

* + Next, introduce the broad area of your literature review. Provide a sense of the scope of your research by defining the boundaries of the subject matter. Identify the larger context that your topic fits within. It is also important to clarify what will and will not be covered to establish realistic expectations. For example, if your literature review is on sustainable management, you could discuss how sustainability has become an essential part of business practice, especially in the face of environmental challenges like climate change.
  + *Illustrative Quote*: "Numerous management scholars have long recognized that the complexity of highly interdependent systems necessitates a systems approach, viewing social systems nested within natural systems and recognizing the dependency of business on nature (Gladwin et al., 1995; Marcus et al., 2010; Roome, 2011; Starik and Rands, 1995; Whiteman et al., 2004)." (p. 867)

## Key Concept

* + Identify and define the key concepts central to your literature review. Explain these concepts clearly to help the reader understand the theoretical and practical lenses through which you are viewing your topic. This is where you also present the terminology, critical theories, or foundational principles in the subject area. Ensure that the reader has a good grasp of the concepts before moving on, as it will make the subsequent sections more comprehensible.
  + *Illustrative Quote*: "Gray (2010, p. 48) posits, “sustainability is a systems-based concept and, environmentally at least, only begins to make any sense at the level of ecosystems and is probably difficult to really conceptualize at anything below planetary and species levels.”." (p. 867)

## Key Paper/Study

* + Highlight a key paper or study that is highly relevant to your topic and contributes significantly to the field. Describe why this particular study is important and how it has shaped your understanding of the research area. Provide context to its relevance. It could be a seminal work that everyone refers to, or it might be a recent publication that has redefined current thinking. Explain briefly how this key work relates to the themes you will explore in your literature review.
  + *Illustrative Quote*: "Gray (2010, p. 48) posits, 'sustainability is a systems-based concept and, environmentally at least, only begins to make any sense at the level of ecosystems and is probably difficult to really conceptualize at anything below planetary and species levels.'" (p. 867)

## Big Picture Overview of Prior Research

* + Provide an overview of the prior research that has been done in this area. This overview should help situate your research within the broader body of work, showing what has already been studied and identifying the general trends. Summarise key findings and observations from existing literature without going into too much detail. Use this as an opportunity to paint a “big picture” of what is known about the topic and show how these findings relate to each other.
  + *Illustrative Quote*: "Reviews on sustainability research, of course, exist. However, these tend to focus on traditional management theories, such as the resource-based view, competitive strategy or institutional theory (Bansal and Gao, 2006; Berchicci and King, 2007; Etzion, 2007; Hoffman and Georg, 2012; Russo and Minto, 2012). While valuable, the theoretical perspectives covered in these reviews do not explicitly address the interactions of firms with the social-ecological systems in which they are embedded." (p. 867)

## Observe Their Limitations

* + This section involves critically evaluating the gaps and limitations in the previous literature. It is important to discuss what prior research has not covered, the weaknesses in their methodologies, or the inconsistencies found in their conclusions. By doing this, you not only highlight the shortcomings of previous studies but also identify areas where your work will contribute. Make sure to be constructive and focus on explaining why these gaps matter for advancing the field.
  + *Illustrative Quote*: "In contrast to insights from other disciplines, the current body of literature on corporate sustainability is 'linearly focused on firm and industry effects' (Whiteman et al., 2013, p. 310) and lacks radical new insights (Bansal and Gao, 2006). Yet, an understanding of corporate actions in isolation from social-ecological systems is unlikely to address interconnected sustainability challenges." (p. 867)

## Identify/Construct Gap

* + Once you have provided the big picture and the limitations, clearly identify the research gap that your review aims to fill. This gap can be a question that remains unanswered, a population that has been understudied, or an emerging trend that has not yet been explored. Articulate why addressing this gap is important and how it aligns with the future needs of the research community or stakeholders. This helps to justify the relevance and originality of your study.
  + *Illustrative Quote*: "Despite these early and regular acknowledgments of the systemic character of sustainability, to date, a literature review of systems thinking as a theoretical lens to better understand sustainability management has not been conducted." (p. 867)

## Ways to Resolve the Gap

* + Introduce the specific approach you are using to address the gap in the literature. Describe the method or perspective you are taking and explain why it is suitable. This is where you indicate your research objectives, outlining what you aim to achieve through your study. This section provides an idea of how your work will make a unique contribution, positioning your research as a solution to the gap identified.
  + *Illustrative Quote*: "In this article, we present a systematic literature review addressing sustainability management from a systems thinking perspective to make sense of what is already known and provide directions for future research." (p. 867)

### Methods

**Guidelines for Writing the Methods Section of a Literature Review**

## Describe the Review Type and Purpose

* + **Detailed Instruction**: Begin by clearly defining the type of literature review you are conducting, such as systematic, scoping, or narrative. Describe why this particular review type is suitable for your research objectives. For example, if it is a systematic review, explain that the purpose is to consolidate and critically analyse fragmented knowledge in a structured manner. Highlight any frameworks or methodologies that influenced your approach, such as using guidelines from Tranfield et al. (2003) for systematic reviews.
  + *Illustrative Quote*: "We designed our methodological approach based on insights from the stages of a systematic review suggested by Tranfield et al. (2003) and from literature reviews published in peer-reviewed journals." (p. 868)
  + *Illustrative Quote adapted for thematic literature review*: “we conducted a thematic analysis. We abductively coded all articles, alternating between inductive and deductive coding. The general deductive codes included: level of analysis, contribution to what literature, empirical or conceptual, methods used and sources of data. The theoretical deductive codes derived from the literature included: conceptualization of business-society interface (Marcus et al., 2010), anthropocentrism versus ecocentrism (Purser et al., 1995) the adaptive cycle, social- ecological systems (Gunderson and Holling, 2002) and systems thinking dimensions such as feedback loops, hierarchical systems, delays, ﬂows, intervention, dynamic equilibrium and self- organization (Meadows, 2009). A list of these codes including deﬁnitions was developed by the co-authors and made available for reference during the coding.” (p. 869)

## Detail the Search Process

* + **Detailed Instruction**: Describe the search strategy comprehensively, beginning with a list of the databases used (e.g., Web of Science, Google Scholar, SSCI). Justify your choice of databases, ensuring the reader understands their relevance to your field. Provide a detailed list of the keywords and search terms used, and specify any Boolean operators (e.g., AND, OR) applied to refine the search. Discuss the inclusion of time frames, language filters, or types of literature (e.g., only peer-reviewed articles) to define the boundaries of your search.
  + *Illustrative Quote*: "We conducted an extensive search using Google Scholar and the Web of Science, Social Sciences Citation Index (SSCI)." (p. 868)
  + **Detailed Instruction (continued)**: If applicable, mention how the search strategy evolved—e.g., iteratively refined keywords based on initial search results to focus more precisely on relevant studies. Provide an estimate of the number of articles retrieved initially and how they were filtered to reach a final set of articles for full-text screening.

## Specify Inclusion and Exclusion Criteria

* + **Detailed Instruction**: Provide a detailed explanation of the criteria used to include or exclude studies. Mention specific parameters, such as research method, sample characteristics, relevance to the research question, publication date, and quality indicators (e.g., peer-review status). Be clear about why these criteria were selected—highlighting how each ensures that the articles are both relevant and of high quality. Explain how the inclusion and exclusion process aligns with the purpose of your review and ensures a balanced representation of the research field.
  + *Illustrative Quote*: "Inclusion and exclusion criteria to decide which articles would be accepted in the review were also developed in this step in discussion between the authors." (p. 869)
  + *An example Quote adapted to inclusion criteria prioritising methodological diversity*: “The inclusion criteria for this review included diverse methodological approaches. I included qualitative, quantitative and mixed-method studies to highlight the development and testing of theory in [your topic domain]. To illustrate how this criteria was implemented, here I provide an analysis of one example study included from each methodology type.”

**Specific Examples from Each Methodology Type**

**Quantitative Research Article**

* **Research Type, Design, and Methods:**
  + **Instruction:** Describe the quantitative study included, focusing on its research type, design, and methods. Justify why you selected this article, emphasizing the strengths of its research design in contributing reliable and valid findings.
  + **Illustrative Quote:** "An example of a quantitative study included is Cheng et al. (2014), which examined the relationship between sustainable process, product, and organizational innovation and business performance. The study employed a survey-based research design, utilizing structured questionnaires to collect data from a large sample of manufacturing firms. This cross-sectional study was selected for its rigorous methodology and its contribution to understanding how different types of innovation impact business performance."
* **Sampling Methods and Participants:**
  + **Instruction:** Highlight the sampling method used and describe the participants. Justify the inclusion based on the reliability of the sampling strategy and the generalizability of the findings.
  + **Illustrative Quote:** "Cheng et al. (2014) used random sampling to select participants from a comprehensive database of manufacturing firms, resulting in a substantial and representative sample size. The inclusion of this study was justified by its robust sampling method, which enhances the generalizability of the findings across the industry."
* **Data Analysis Methods:**
  + **Instruction:** Discuss the data analysis techniques used and explain why they add credibility to the findings.
  + **Illustrative Quote:** "The study utilized advanced statistical analyses, including multiple regression models, to examine the relationships between variables. The rigorous data analysis methods employed by Cheng et al. (2014) contribute to the reliability and validity of the results, justifying its inclusion in the review."

**2. Qualitative Research Article**

* **Research Type, Design, and Methods:**
  + **Instruction:** Describe the qualitative study included, focusing on its research type, design, and methods. Justify why you selected this article based on the trustworthiness of its methods and depth of exploration.
  + **Illustrative Quote:** "Canal Vieira et al. (2024) conducted a qualitative content analysis to explore how time, sense of place, and organizational boundaries shape companies' decarbonization strategies. The study analyzed self-reported and tertiary data from 45 European manufacturing companies rated as leaders in climate action. This article was selected for its in-depth analysis and novel tri-dimensional framework, which provides rich insights into companies' approaches to decarbonization."
* **Sampling Methods and Participants:**
  + **Instruction:** Explain the sampling method and describe the participants. Justify the inclusion based on the depth and richness of the data obtained.
  + **Illustrative Quote:** "The researchers used purposive sampling to select companies with an 'A' score in the CDP classification, focusing on European manufacturing firms to ensure a homogeneous external context. This approach allowed for the selection of companies that articulate the best decarbonization strategies, providing valuable insights into leading practices."
* **Data Analysis Methods:**
  + **Instruction:** Discuss the data analysis methods used and how they contribute to the rigor of the research findings.
  + **Illustrative Quote:** "The data analysis followed a two-stage process involving deductive and inductive approaches. In the first stage, a structured coding protocol was applied, while the second stage involved iterative processes to articulate how companies approach time, sense of place, and organizational boundaries. This rigorous analysis enhances the credibility of the findings, justifying the study's inclusion."

**3. Mixed-Methods Research Article**

* **Qualitative and Quantitative Components:**
  + **Instruction:** Describe the mixed-methods study included, outlining both the qualitative and quantitative components. Justify its inclusion based on how the combination of methods contributes to a holistic understanding of the research topic.
  + **Illustrative Quote:** "Sánchez-García et al. (2023) conducted a mixed-methods study to model organizational resilience in SMEs using a system dynamics approach. The study first used social network analysis (SNA) to review organizational resilience in the SME literature and identify key components. It then developed a conceptual model via causal loop diagrams and simulated scenarios using system dynamics. This study was included for its innovative integration of qualitative and quantitative methods, providing a comprehensive understanding of organizational resilience."
* **Justification of Inclusion:**
  + **Instruction:** Explain how the mixed-methods approach enhances the validity of the findings and contributes to the review's objectives.
  + **Illustrative Quote:** "By combining SNA and system dynamics modeling, the study offers both qualitative insights into the relationships between organizational factors and quantitative simulations of resilience scenarios. The methodological triangulation strengthens the validity of the findings and aligns with the review's goal of highlighting theory development and testing through diverse methodologies."

**Alignment with Review Purpose**

* **Instruction:** Ensure that your inclusion of these examples aligns with the purpose of your literature review, contributing to a balanced representation of research within your field.
* **Illustrative Quote:** "Including studies like Cheng et al. (2014), Canal Vieira et al. (2024), and Sánchez-García et al. (2023) demonstrates the methodological diversity essential for a comprehensive understanding of sustainability management. These examples illustrate how quantitative data, qualitative insights, and mixed-methods approaches collectively advance theory development and practical applications in the field."

**Justification of Criteria Selection**

* **Instruction:** Justify why these criteria and examples were selected, emphasizing their relevance and quality.
* **Illustrative Quote:** "The selected studies met the inclusion criteria by providing high-quality research through rigorous methodologies, relevant sampling strategies, and credible data analysis methods. By incorporating diverse methodological approaches, the review captures a holistic view of the current state of research in sustainability management."

**Summary**

* **Instruction:** Summarize how the inclusion of these specific examples demonstrates the implementation of your criteria and enhances the quality of your literature review.
* **Illustrative Quote:** "By carefully selecting studies that exemplify quantitative, qualitative, and mixed-methods research, the review ensures a balanced and thorough examination of sustainability management.

**References for the Example Articles Included in the above illustrative quotes**

1. **Quantitative Research Article**
   * **Cheng, C. C. J., Yang, C. L., & Sheu, C. (2014).** The link between eco-innovation and business performance: Evidence from the manufacturing sector. *International Journal of Production Economics*, **144**(1), 79-91.
2. **Qualitative Research Article**
   * **Canal Vieira, L., Longo, M., & Mura, M. (2024).** Responding to a Wicked Problem: How Time, Sense of Place, and Organisational Boundaries Shape Companies’ Decarbonisation Strategies. *Organization & Environment*, **37**(1), 6–31. <https://doi.org/10.1177/10860266241229226>
3. **Mixed-Methods Research Article**
   * **Sánchez-García, J. Y., Núñez-Ríos, J. E., López-Hernández, C., & Rodríguez-Magaña, A. (2023).** Modeling Organizational Resilience in SMEs: A System Dynamics Approach. *Global Journal of Flexible Systems Management*, **24**(1), 29–50. <https://doi.org/10.1007/s40171-022-00322-z>

## Describe the Screening and Selection Process

* + **Detailed Instruction**: Describe in detail how articles were screened to ensure only the most relevant and high-quality studies were included. Explain each stage of screening, starting with title and abstract screening, followed by a full-text review. Discuss how reviewers collaborated—mention any blinding processes used to avoid bias. Mention any tools used for managing references, such as EndNote or Covidence. Clearly indicate how discrepancies between reviewers were resolved (e.g., through discussion or consensus meetings).
  + *Illustrative Quote*: "To ensure reliability of the review, 3 co-authors were involved in the screening of the articles. Two authors reviewed the title and abstract of each article coding either 'accept,' 'reject,' or 'further review' based on the inclusion criteria." (p. 869)
  + **Detailed Instruction (continued)**: Provide a flow diagram that visually represents the screening process, detailing the number of articles at each stage (e.g., number of articles after initial search, number after exclusion, and final number included). This provides transparency and allows others to understand the narrowing process of your literature base.

## Explain the Data Extraction and Analysis Process

* + **Detailed Instruction**: Clearly explain how data was extracted from the selected articles. Describe how you used a standardized form to collect essential information, including the research aim, methods, sample size, findings, and limitations. Mention who was involved in the data extraction process and how consistency was maintained. Then, explain how you analysed this data. If you used qualitative approaches (e.g., thematic analysis), describe how themes emerged and were validated. If quantitative synthesis was used (e.g., meta-analysis), explain the statistical techniques employed and the rationale behind them.
  + *Illustrative Quote*: "Our analysis included identifying key themes that emerged from the literature and categorizing articles according to their contribution to the understanding of systems thinking in sustainability." (p. 869)

## State Limitations of the Methodology

* + **Detailed Instruction**: Conclude the methods section by stating the limitations of the methodology used. Be transparent about the constraints and potential biases that may affect the comprehensiveness and reliability of your findings. Examples include language restrictions, limited database access, or the potential bias in article selection due to reviewer judgments. Suggest ways in which future research could address these limitations to strengthen the methodology.

*Illustrative Quote*: "This review is limited to English-language articles, which may have excluded relevant studies published in other languages, potentially affecting the comprehensiveness of the review." (p. 869)

### Body: Organising and Synthesising the Literature

## Choose a Structure

* + **Detailed Instruction**: The structure of your literature review is crucial for presenting a coherent story of your field. Decide whether to use a thematic, methodological, or chronological structure. A thematic structure is often effective because it allows for the clustering of related studies and provides an in-depth exploration of the major themes or concepts in your topic. Clearly indicate your chosen structure in your introduction and make sure to maintain consistency throughout.
  + *Illustrative Quote*: "First, we present the systematic review methodology. Second, we provide a descriptive analysis of the articles found in the review. Third, we give an overview of the core concepts and research themes. Fourth, we present an integrated framework of systems thinking and sustainability management. Finally, we discuss the implications for management research and provide directions for future research.” (p. 867)

## Create an Outline

* + **Detailed Instruction**: Develop a clear outline of the main sections that your literature review will cover. Outlining helps guide your writing and ensures that each section of your review is logically connected to the next. The outline should be presented early in the review, providing a roadmap for readers. For instance, you may outline sections such as a background review, critical analysis, and future research directions.
  + *Illustrative Quote*: " First, we present the systematic review methodology. Second, we provide a descriptive analysis of the articles found in the review. Third, we give an overview of the core concepts and research themes. Fourth, we present an integrated framework of systems thinking and sustainability management. Finally, we discuss the implications for management research and provide directions for future research.” (p. 874)

## Theme 1: Behavioural Change

**17.1 Define the Core Idea**

* **Detailed Instruction:** Begin this theme by defining the core concept of behavioural change as it relates to your research. Explain its significance and relevance within the context of sustainability or your specific topic.
* **Illustrative Quote:** "Scholars argue behavioral change and a revolution of mindsets is crucial to transforming business and society, taking concrete action... and driving systemic change..." (p. 873)

**17.2 Explore Key Influencing Factors**

* **Detailed Instruction:** Discuss the main factors that influence behavioural change. Examine theoretical perspectives, such as cognitive framing, and how they contribute to understanding behavioural shifts in your field.
* **Illustrative Quote:** "Scholars have used a cognitive framing lens to explore an integrative perspective of managerial processes that accounts for temporal and spatial dimensions of sustainability across multiple scales..." (p. 873)

**17.3 Present an Example**

* **Detailed Instruction:** Provide specific examples or case studies that illustrate behavioural change in practice. Use these examples to highlight how theoretical concepts are applied in real-world situations.
* **Illustrative Quote:** "Studies at the local community level give insight into how individuals can be collectively engaged and how their behavior can be influenced based on their personal connection to local conditions..." (p. 873)

**17.4 Highlight Challenges and Opportunities**

* **Detailed Instruction:** Identify the challenges associated with achieving behavioural change and discuss potential opportunities or strategies to overcome them. Address complexities like shifting consumption patterns and embedding behaviours in societal systems.
* **Illustrative Quote:** "Sustainable consumption patterns are dependent on the values and decisions of individual citizens... but current attempts are failing... Behavioral incentives that may drive sustainable consumption remain fuzzy..." (p. 873)

**17.5 Compare and Contrast within Behavioural Change**

* **Detailed Instruction:** Compare different studies or viewpoints on behavioural change, highlighting similarities and differences. This comparison enriches your analysis and demonstrates a critical understanding of the literature.
* **Illustrative Quote:** "Extant research has yet to give due consideration to how consumption patterns are embedded in social-cultural and technological systems..." (p. 873)

**17.6 Evaluate Methodologies in Behavioural Change Research**

* **Detailed Instruction:** Critically evaluate the research methods used in the studies you've discussed. Assess the strengths and limitations of these methodologies to understand the reliability and validity of the findings.
* **Illustrative Quote:** "The empirical articles used a variety of methods. Notably, 47 percent of the empirical articles used case study methodology..." (p. 875)

**17.7 Assess the Validity of Findings in Behavioural Change**

* **Detailed Instruction:** Discuss the credibility of the findings in the literature on behavioural change. Consider factors such as sample size, research design, and potential biases that may affect the results.
* **Illustrative Quote:** "Direct and indirect impacts of climate change create an uncertain environment for managers..." (p. 875)

**17.8 Point Out Unexplored Areas in Behavioural Change**

* **Detailed Instruction:** Identify gaps or unexplored areas in the research on behavioural change. Highlight topics that require further investigation to advance understanding in the field.
* **Illustrative Quote:** "Extant research has yet to give due consideration to how consumption patterns are embedded in social-cultural and technological systems..." (p. 873)

## Theme 2: Behavioural Change

**18.1 Define Leadership in Sustainability**

* **Detailed Instruction:** Define the concept of leadership within the context of sustainability. Explain how it differs from traditional leadership models and the importance of a holistic perspective.
* **Illustrative Quote:** "Research suggests sustainability leadership presupposes extraordinary capabilities and a holistic perspective on the complexities of embedded organizations..." (p. 873)

**18.2 Examine Leadership Characteristics**

* **Detailed Instruction:** Identify and discuss the key characteristics that define effective sustainability leaders. Consider traits like long-term focus, ethical behavior, and the ability to manage complexity.
* **Illustrative Quote:** "The ability of a leader to maintain a long-term focus, incorporate different viewpoints and allow for decentralized decision making were also found to be important..." (p. 873)

**18.3 Present an Example**

* **Detailed Instruction:** Provide an example of a leader or organization exemplifying sustainability leadership. Illustrate how their approach has facilitated transformational change.
* **Illustrative Quote:** "Leadership that promotes ethical behavior may drive transformational change of sustainable production and consumption systems." (p. 873)

**18.4 Highlight Challenges and Opportunities**

* **Detailed Instruction:** Discuss the challenges leaders face in promoting sustainability, such as managing unpredictability and conflicting goals. Highlight opportunities for fostering value-driven organizations.
* **Illustrative Quote:** "Research on complex systems and leadership stresses unpredictability, emergence and resilience, and the need to integrate and reconcile multiple conflicting goals..." (p. 873)

**18.5 Compare and Contrast within Leadership**

* **Detailed Instruction:** Compare different leadership theories and models within the sustainability context. Highlight differences between traditional leadership concepts and those required for sustainable development.
* **Illustrative Quote:** "While traditional leadership theories rest on concepts of intentional influence... research on complex systems and leadership stresses unpredictability..." (p. 873)

**18.6 Evaluate Methodologies in Leadership Research**

* **Detailed Instruction:** Critically assess the research methods used in leadership studies. Discuss how these methods impact the understanding of leadership effectiveness in sustainability.
* **Illustrative Quote:** "The empirical articles used a variety of methods. Notably, 47 percent of the empirical articles used case study methodology..." (p. 875)

**18.7 Assess the Validity of Findings in Leadership**

* **Detailed Instruction:** Evaluate the credibility of findings in leadership research. Consider the robustness of the methodologies and the generalizability of the results.
* **Illustrative Quote:** "Direct and indirect impacts of climate change create an uncertain environment for managers..." (p. 875)

**18.8 Point Out Unexplored Areas in Leadership**

* **Detailed Instruction:** Identify areas within leadership research that require further exploration, such as the impact of organizations on ecological systems.
* **Illustrative Quote:** "Few studies explore the impact of firms on ecological systems and the services they provide organizations..." (p. 875)

## Theme 3: Innovation

**19.1 Define Innovation for Sustainability**

* **Detailed Instruction:** Define innovation within the context of sustainability management. Emphasize the need for radical innovation to address systemic challenges.
* **Illustrative Quote:** "To address systemic challenges and enable transformative change, scholars... posit that radical innovation in education, products, services... is needed." (p. 874)

**19.2 Identify Types of Innovation**

* **Detailed Instruction:** Discuss various types of innovation relevant to sustainability, such as product, process, and organizational innovation. Explain how they contribute to business performance.
* **Illustrative Quote:** "Extant literature shows managers must understand the relationship between sustainable process, product and organizational innovation to manage business performance." (p. 874)

**19.3 Present an Example of Innovation**

* **Detailed Instruction:** Provide examples of sustainability-oriented innovations, highlighting how they have been successfully implemented in businesses or industries.
* **Illustrative Quote:** "Knowledge and resources for innovation can be dispersed among industry actors... their success depends on prior efforts of technical advancement..." (p. 874)

**19.4 Highlight Challenges and Opportunities**

* **Detailed Instruction:** Discuss the uncertainties and challenges associated with innovating for sustainability. Identify opportunities for enhancing innovation through systems understanding.
* **Illustrative Quote:** "Developing a systems understanding of supply chains can also provide great opportunity for sustainability-oriented innovations..." (p. 874)

**19.5 Compare and Contrast within Innovation**

* **Detailed Instruction:** Compare different approaches to innovation in the literature. Highlight how various strategies address sustainability challenges differently.
* **Illustrative Quote:** "Innovating for sustainability is a systemic, dynamic and nonlinear process that faces many uncertainties." (p. 874)

**19.6 Evaluate Methodologies in Innovation Research**

* **Detailed Instruction:** Assess the research methods used in studies on innovation. Discuss how methodological choices impact the findings and their applicability.
* **Illustrative Quote:** "The empirical articles used a variety of methods. Notably, 47 percent of the empirical articles used case study methodology..." (p. 875)

**19.7 Assess the Validity of Findings in Innovation**

* **Detailed Instruction:** Evaluate the robustness of findings in innovation research. Consider factors like sample diversity, research design, and potential biases.
* **Illustrative Quote:** "Direct and indirect impacts of climate change create an uncertain environment for managers..." (p. 875)

**19.8 Point Out Unexplored Areas in Innovation**

* **Detailed Instruction:** Identify gaps in the literature related to innovation for sustainability. Highlight areas that need further exploration.
* **Illustrative Quote:** "Few studies explore the impact of firms on ecological systems and the services they provide organizations..." (p. 875)

# Conclusion: Bringing Your Review to a Close

## Summarise Key Insights

* + **Detailed Instruction:** Begin your conclusion by summarising the key insights gained from your literature review. Highlight the major themes, trends, and concepts discussed in the body. This should be a brief synthesis of the key points without introducing new information. The goal here is to reiterate the critical findings in a concise manner.
  + *Illustrative Quote*: "Systems thinking provides a valuable framework for understanding the complex interconnections between corporate practices and socio-ecological systems." (p. 878)

## Highlight Limitations of Current Research

* + **Detailed Instruction:** Clearly articulate the limitations present in the current body of literature. Re-emphasise where the research falls short and what significant gaps still remain. This helps the reader to understand the constraints within which the current knowledge base operates.
  + *Illustrative Quote*: "Extant research is largely fragmented and marginal to the mainstream management journals." (p. 878)

## Emphasise Future Research Directions

* + **Detailed Instruction:** Revisit the future research directions you suggested in the body of the literature review. Emphasise the importance of addressing the gaps you identified and propose specific ways in which future researchers could tackle these issues. This part aims to keep the conversation going and provide inspiration for new studies.
  + *Illustrative Quote*: "Future studies should explicitly recognize social-ecological embeddedness beyond the boundaries of the firm, industry, and product/process level, as well as the interconnections across multi-level, nested social-ecological systems." (p. 878)

## State the Broader Implications

* + **Instruction:** Describe the broader implications of the literature review for the field of study. Explain how addressing the research gaps could benefit practitioners, scholars, or policy makers. By discussing the larger significance of your findings, you help to underscore the importance of the work and its relevance to real-world problems.
  + *Illustrative Quote*: "Considering the interconnectedness of social-ecological systems and determining meaningful transition pathways requires multi-disciplinary work based on systems thinking originating in both management studies and ecology." (p. 879)

## Conclude with a Call to Action

* + **Instruction:** Finally, end with a call to action that encourages further study or collaboration. Invite researchers, stakeholders, or practitioners to engage with the topic and contribute to the ongoing discourse. This is a powerful way to leave the reader with a sense of purpose and urgency regarding the topic you have covered.
  + *Illustrative Quote*: "We hope that the conceptual foundations identified in this review will encourage more scholars in the field of management to understand the complexities of sustainability with systems thinking." (p. 878)