

Learning to be sustainable (?)

Julian Barg
julian@jbarg.net

Ivey Business School

2021-03-02



WESTERN UNIVERSITY • CANADA

Last time around...

1. Data in search of question

Last time around...

1. Data in search of question
2. Why learning?

Last time around...

1. Data in search of question
2. Why learning?
3. Sustainability & Learning

Last time around...

1. Data in search of question
2. Why learning?
3. Sustainability & Learning
4. What data do I need?

Table of Contents

Why learning?

Sustainability & Learning

Data

Objective

What I **am** doing

- ▶ Expand on last presentation
- ▶ Show my thinking
- ▶ Test out the argumentation of my thesis

What I am **not** doing

- ▶ Traditional paper presentation

Invitation to conversation!

Table of Contents

Why learning?

Sustainability & Learning

Data

Definitions¹

1. Reliability: is the learning outcome public, stable, and shared

¹March et al. (1991)

Definitions¹

1. Reliability: is the learning outcome public, stable, and shared
2. Validity: does learning aid in understanding, prediction, and control

¹March et al. (1991)

Valid learning

Creation of quantitative/mental models that inform in advance or lead to desirable states.

- ▶ Robust climate models (Manabe & Wetherald, 1967; Forster, 2017)

vs. invalid learning

- ▶ Surprising, unpredicted arctic ice loss (Guarino et al., 2020)

Definitions¹

1. Reliability: is the learning outcome public, stable, and shared
2. Validity: does learning aid in understanding, prediction, and control

¹March et al. (1991)

Reliable learning

Developing a mental or formal model that is widely accepted.

- ▶ Collective learning process (Wright & Nyberg, 2017)
 - ▶ Bridging epistemic communities (Aronczyk & Espinoza, 2019)
- vs. unreliable learning**
- ▶ Unintentional or deliberate rejection of learning (Hermwille & Sanderink, 2019; Koontz & Thomas, 2018)
 - ▶ Persistent resistance or ignorance (Boudet et al., 2020)

What keeps valid knowledge from being reliable?

Learning & Sustainability III

Example of conflicts

- ▶ Biases (e.g., Makov & Newman, 2016)
- ▶ After building coalition, validity of knowledge in doubt (e.g., Aronczyk & Espinoza, 2019; Wright & Nyberg, 2017)
- ▶ Entrenched invalid learning (e.g., Boudet et al., 2020)
- ▶ Knowledge gap between layman and (relative) experts (e.g., Camilleri et al., 2019)
- ▶ Self-interest (Rerup & Zbaracki, 2021)

Example 1

Maguire and Hardy (2009)

1. 1950s: DDT is most used pesticide

Example 1

Maguire and Hardy (2009)

1. 1950s: DDT is most used pesticide
2. 1963: Rachel Carlson problematizes DDT adverse impacts in
Silent Spring
 - Human health
 - Environmental impact

Example 1

Maguire and Hardy (2009)

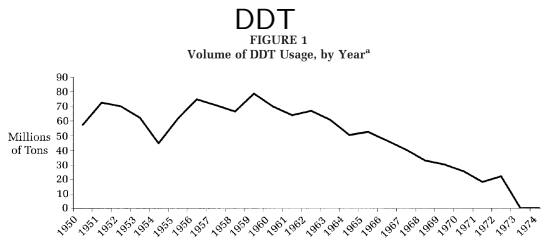
1. 1950s: DDT is most used pesticide
2. 1963: Rachel Carlson problematizes DDT adverse impacts in *Silent Spring*
 - Human health
 - Environmental impact
3. 1960s: Cost-benefit discussions in *Science*, *Ecology* etc.

Example 1

Maguire and Hardy (2009)

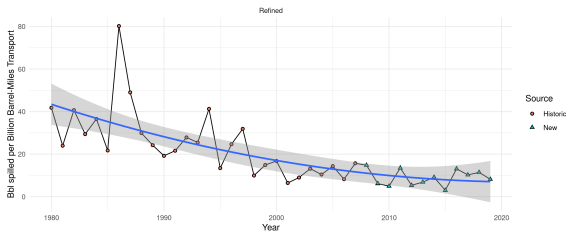
1. 1950s: DDT is most used pesticide
2. 1963: Rachel Carlson problematizes DDT adverse impacts in *Silent Spring*
 - Human health
 - Environmental impact
3. 1960s: Cost-benefit discussions in *Science*, *Ecology* etc.
4. 1972: EPA investigates, bans DDT nationwide
 - DDT use already down 67%

Examples



^a Source: EPA (1975), page 149.

vs. Pipeline spills



Blue line:

Quadratic curve of best fit, with confidence interval.

Source (new):

<https://github.com/julianbargolddata>

Source (historic): <http://www.epa.gov/environment-health-and-safety/clean-water/oil-spill-prevention-and-response/~media/93371EDFB94C4B4D9C6B8C766F0C4A40.ashx>, p. 38



WESTERN UNIVERSITY • CANADA

Definitions¹

1. Reliability: is the learning outcome public, stable, and shared
2. Validity: does learning aid in understanding, prediction, and control

¹March et al. (1991)

Example 2

Pipeline industry²

1. Mid-century enthusiasm for oil & pipelines
Consensus—engineering epistemology reliable & valid

Example 2

Pipeline industry²

1. Mid-century enthusiasm for oil & pipelines
Consensus—engineering epistemology reliable & valid
2. Problematization
Prominent spills (e.g., Exxon Valdez)
Environmental movement

²Estes (2019)

Example 2

Pipeline industry²

1. Mid-century enthusiasm for oil & pipelines
Consensus—engineering epistemology reliable & valid
2. Problematization
Prominent spills (e.g., Exxon Valdez)
Environmental movement
3. Industry offers partial response
Pipeline safety technology
Advertisement & lobbying

²Estes (2019)

Example 2

Pipeline industry²

1. Mid-century enthusiasm for oil & pipelines
Consensus—engineering epistemology reliable & valid
2. Problematization
Prominent spills (e.g., Exxon Valdez)
Environmental movement
3. Industry offers partial response
Pipeline safety technology
Advertisement & lobbying
4. Tension persists
Coexistence of two epistemic communities
Limited communication

²Estes (2019)

Table of Contents

Why learning?

Sustainability & Learning

Data

Why should we (sustainability researchers) care about reliability & validity?

Sustainability theory I

Validity– Environmental management

1. Organizational level narratives

Reliability– Ecocentrism

1. Organizational level and above

3

³For now borrowing terminology from Purser et al. (1995).

Sustainability theory I

Validity– Environmental management

1. Organizational level narratives
2. Technology & clean-up

Reliability– Ecocentrism

1. Organizational level and above
2. Greenwashing & pollution

3

³For now borrowing terminology from Purser et al. (1995).

Sustainability theory I

Validity– Environmental management

1. Organizational level narratives
2. Technology & clean-up
3. Rationality & bounded rationality

Reliability– Ecocentrism

1. Organizational level and above
2. Greenwashing & pollution
3. Social constructivism

3

³For now borrowing terminology from Purser et al. (1995).

Sustainability theory I

Validity– Environmental management

1. Organizational level narratives
2. Technology & clean-up
3. Rationality & bounded rationality
4. Learning diffuses horizontally

Reliability– Ecocentrism

1. Organizational level and above
2. Greenwashing & pollution
3. Social constructivism
4. Learning meets counterforce

3

³For now borrowing terminology from Purser et al. (1995).

Sustainability theory I

Validity– Environmental management

1. Organizational level narratives
2. Technology & clean-up
3. Rationality & bounded rationality
4. Learning diffuses horizontally

Reliability– Ecocentrism

1. Organizational level and above
2. Greenwashing & pollution
3. Social constructivism
4. Learning meets counterforce

3

⇒ Underlying models of change & collective learning

³For now borrowing terminology from Purser et al. (1995).

Table of Contents

Why learning?

Sustainability & Learning

Data

Exemplary phenomena

1. Industry-driven deregulation in Texas/Louisiana

Exemplary phenomena

1. Industry-driven deregulation in Texas/Louisiana
2. Pipeline spill into Houston River 94'

Exemplary phenomena

1. Industry-driven deregulation in Texas/Louisiana
2. Pipeline spill into Houston River 94'
3. Public/private differences

Thanks!

References I



Aronczyk, M., & Espinoza, M. I. (2019). Sustainable communication: Green PR and the export of corporate environmentalism, 1989–1997. *Environmental Sociology*, 5(3), 308–322.

<https://doi.org/10.1080/23251042.2018.1564455>



Boudet, H., Giordano, L., Zanocco, C., Satein, H., & Whitley, H. (2020). Event attribution and partisanship shape local discussion of climate change after extreme weather. *Nature Climate Change*, 10(1), 69–76.

<https://doi.org/10.1038/s41558-019-0641-3>



Camilleri, A. R., Larrick, R. P., Hossain, S., & Patino-Echeverri, D. (2019). Consumers underestimate the emissions associated with food but are aided by labels. *Nature Climate Change*, 9(1), 53–58. <https://doi.org/10.1038/s41558-018-0354-z>

References II

-  Estes, N. (2019). *Our History Is the Future: Standing Rock Versus the Dakota Access Pipeline, and the Long Tradition of Indigenous Resistance*. Verso.
-  Forster, P. (2017). Half a century of robust climate models. *Nature*, 545(7654), 296–297. <https://doi.org/10.1038/545296a>
-  Guarino, M.-V., Sime, L. C., Schröder, D., Malmierca-Vallet, I., Rosenblum, E., Ringer, M., Ridley, J., Feltham, D., Bitz, C., Steig, E. J., Wolff, E., Stroeve, J., & Sellar, A. (2020). Sea-ice-free Arctic during the Last Interglacial supports fast future loss. *Nature Climate Change*, 10(10), 928–932. <https://doi.org/10.1038/s41558-020-0865-2>
-  Hermwille, L., & Sanderink, L. (2019). Make Fossil Fuels Great Again? The Paris Agreement, Trump, and the US Fossil Fuel Industry. *Global Environmental Politics*, 19(4), 45–62. https://doi.org/10.1162/glep_a_00526

References III



Koontz, T. M., & Thomas, C. W. (2018). Use of science in collaborative environmental management: Evidence from local watershed partnerships in the Puget Sound.

Environmental Science & Policy, 88, 17–23.

<https://doi.org/10.1016/j.envsci.2018.06.007>



Maguire, S., & Hardy, C. (2009). Discourse and Deinstitutionalization: The Decline of DDT. *Academy of Management Journal*, 52(1), 148–178.

<https://doi.org/10.5465/amj.2009.36461993>



Makov, T., & Newman, G. E. (2016). Economic gains stimulate negative evaluations of corporate sustainability initiatives.

Nature Climate Change, 6(9), 844–846.

<https://doi.org/10.1038/nclimate3033>

References IV

-  Manabe, S., & Wetherald, R. T. (1967). Thermal Equilibrium of the Atmosphere with a Given Distribution of Relative Humidity. *Journal of the Atmospheric Sciences*, 24(3), 241–259. [https://doi.org/10.1175/1520-0469\(1967\)024<0241:TEOTAW>2.0.CO;2](https://doi.org/10.1175/1520-0469(1967)024<0241:TEOTAW>2.0.CO;2)
-  March, J. G., Sproull, L. S., & Tamuz, M. (1991). Learning from Samples of One or Fewer. *Organization Science*, 2(1), 1–13. <https://doi.org/10.1287/orsc.2.1.1>
-  Purser, R. E., Park, C., & Montuori, A. (1995). Limits to Anthropocentrism: Toward an Ecocentric Organization Paradigm? *Academy of Management Review*, 20(4), 1053–1089. <https://doi.org/10.5465/amr.1995.9512280035>
-  Rerup, C., & Zbaracki, M. J. (2021). The Politics of Learning from Rare Events. *Organization Science*. <https://doi.org/10.1287/orsc.2020.1424>

References V



Wright, C., & Nyberg, D. (2017). An Inconvenient Truth: How Organizations Translate Climate Change into Business as Usual. *Academy of Management Journal*, 60(5), 1633–1661. <https://doi.org/10.5465/amj.2015.0718>