

# First Global Responsible Research Summit

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Toward a Responsible and Sustainable Research  
Ecosystem in Business and Management

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June 30-July 1, 2019  
Rotterdam, The Netherlands

VISION  
2030  
RRBM

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**RRS2019**

**Recap Session: 8:30 – 9:00 am**

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## **Theme: Gathering Momentum for Action**

Facilitator: Ruth Bolton  
Arizona State University



# Sharing

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- What are your take-aways or thoughts from yesterday evening?

# Expected Outcomes for RRS2019



1. What is responsible research?
  - Achieve a consensus on RR definition
  - Understand how it connects to other moments (e.g., Open Access/Science, replication)
  - Commit to changes that will achieve RR Vision 2030
2. How to achieve our goals? Who will execute these activities?
  - Define opportunities to contribute to RR
  - Identify roles for internal stakeholders of the RR ecosystem: schools, journals, associations, and senior scholars
  - Ultimately share personal commitments to achieve our goals
3. When:
  - Short term: Launch pilot schemes to advance RR at schools and journals with support from associations, senior scholar scholars and accreditation agencies.
  - Short & Long term: Define metrics that could be used by stakeholders to measure progress towards changing business practices and enhancing societal benefits

# Today's Agenda

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- Session 1: Contributing to a Better World Through Our Research
- Session 2: Visioning Business Research in 2030
- Lunch: Responsible Research Exemplars
- Session 3: Measuring Progress in Responsible Research
- Session 4: Navigating the Transition Towards Responsible Research
- Reflection: Panel - Gathering and Advancing
- Dinner: Fireside Chat - Knowledge Co-Creation

# Participation Guidelines



- Each individual's participation is valuable!
  - Everyone participates – avoid monopolizing discussion time or saying nothing!
  - Allow one person to speak at a time
- Keep an open mind—seek to understand others' viewpoints – our differences are our strengths.
- Respect time allocations and listen to the bell ring.
- No video or sound recording
- No use of electronic devices, such as laptops and smart phones, except to take notes or mark your calendar.
- No disruptive activities, such as side-conversations, surfing the web, checking email, texting, or tweeting.

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**Session 1: 9:00 – 10:30 am**



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## **Theme: Contributing to a Better World through our Research**

Facilitator and Presenter: Dave Reibstein  
The Wharton School

Co-Facilitator: Patricia Dechow  
University of Southern California

# Session 1 Outline

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- What's the problem? Why do we exist as an organization?
- What are our objectives for the Summit?
- Objective for Session 1: Identify opportunity to contribute to a better world through our research – discover both big aspirations and small wins
- Small group discussion.

# What is the Problem?

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What's the problem? Why do we exist as an organization?







# The Cost of Research

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“A Moral Dilemma of Business Research”  
Glick, Tsui, & Davis, May/June 2018



# Economic Cost Estimates



- Estimated cost of an A-journal article: \$400,000
  - >120 A\* and A business journals
  - ~ 10,000 articles 2015
  - **Over \$4 billion**
- AACSB 2017 survey of salary and related expenses
  - 449 schools and >6000 research faculty
  - 20% to 40% faculty resources to research
  - 810 AACSB schools
  - **\$1.9 to \$3.8 billion**
- Does not include non-accredited and schools in the rest of the world that also include research.

# Who Benefits?

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- Who benefit from this investment?
  - Scholars
  - Journals and publishers
  - Schools and universities
  - Students
  - Business and government
  - Society
- Is the Academy – ourselves –being served?

# 21<sup>st</sup> Century Grand Challenges



1. Globalization, emerging markets
2. Environment and global warming
3. Bottom of the pyramid economy
4. Income and social inequality
5. Global prosperity
6. Water availability
7. Opioids



## SUSTAINABLE DEVELOPMENT GOALS



# What are the Objectives (Outcomes) for the Summit?

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1. Reach a joint consensus on the “what” of Responsible Research.
2. Understand how Responsible Research relates to current themes of the “responsible turn in academia” movement.
3. Define opportunities and roles to contribute to responsible research.
4. Identify and explore responsible research metrics.
5. Discuss pilot schemes.
6. Share personal commitments to support the Responsible Research movement.
7. **Post-Summit: A communication plan that includes a document to summarize the outcomes of the Summit as a possible “roadmap” for Vision 2030, BizEd and GF articles, blogs and social media.**

# Session 1 Objectives

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- Identify opportunity to contribute to a better world through our research – discover both big aspirations and small wins.



# Session 1 Discussion Questions

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- Go into pre-assigned mixed groups. Discuss (45min):
  - a) What are the opportunities for change?
  - b) What are the anticipated barriers or resistance points?
  - c) What are ideas to overcome the strongest resistance?
- Identify both big ideas and small wins.
- Capturing your discussions.
  - a) Recorders will capture all the ideas on a Google doc.
  - b) Facilitators will summarize two key ideas for each question on ONE flip chart paper (indicate group #)
- Sharing: put the paper on the poster board and report one best idea for each question.

# Roles of Small Group Discussion Facilitators

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- Provide clarity on the task and the questions.
- Ensure contribution by all table participants (everyone has come prepared).
- Keep time and stay on task, bring group back if discussion detours.
- Moderate long presentations (some are eager to share their ideas).
- Record key ideas on a flip chart.



Responsible Research: produces knowledge that is both credible and useful.

# Next: Session 2

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- 20 minute break (10:30 – 10:50)
  - Go around to read the ideas by other groups during the break.
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- Facilitators of session 2: Anne Tsui and Maurizio Zollo

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**Session 2: 10:50 – 12:00 pm**



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## **Theme: Visioning Business Research in 2030**

Facilitator: Anne S. Tsui  
University of Notre Dame

Co-facilitator: Maurizio Zollo  
Imperial College London

# Business Research in 2030

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We all have a Vision for the future

# Session 2 Discussion Questions

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In your pre-assigned group, discuss (30 min):

“Imagine” in 2030,

1. What type of research is being published in your school, in your journal, or discussed in the conferences?
2. How are scholarly contributions being measured and rewarded?
3. What kind of research success is being celebrated?

Generate ideas freely, no discussion, no criticism; summarize two most interesting ideas for each question on ONE flipchart paper.

Sharing (30 min): Put the flipchart paper on the poster board. Walk around to view, and identify a few most innovative or interesting ideas.



# Next: Lunch Session

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- Follow Wilfred and JAS to the lunch room.
- Find your table at the back of your name card.
- Facilitators: Wilfred Mijnhardt and Jean-Alexis Spitz

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## Session 3: 1:30 – 3:00 pm

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## Theme: Measuring Progress in Responsible Research

Facilitator and Presenter: Richard Lyons  
University of California, Berkeley

Co-Facilitator: Tony Travaglione  
University of Newcastle, Australia

# Session 3 Outline

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- Tenure case 2030
- Google pledge
- Managing metrics change

# The Tenure Case 2030

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## New Elements (Examples):

- Faculty statement of research values
- Peer comparison vis-à-vis impact
- 2nd order impact: Impact of those you impact
- Echo-chamber index
- Leadership in a "scholarly impact community"

# Google Pledge

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- I am pledging within a month of today to send a letter to Google making the case that they should code and calculate a new category of "impact metrics" for posting on the Google Scholar site, at least 5 examples of which I will draw from our conversations today.

# Managing Metrics Change



Specifically with new metrics in mind:

- 1) Dean/Faculty relationship key
  - buy-in vs co-creation
  - impact entrepreneurs among senior faculty
- 2) What we've learned elsewhere
  - open science
  - promotion based on impact measures for cases
  - other
- 3) Rational Resistance
  - tools for leading change in the face of rational objections

# Session 3 Discussion Questions

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In your pre-assigned stakeholder group, discuss two questions (45 min):

1. **Responsible research metrics:** What are the 3-5 best metrics already in use? What could be developed over the short term, e.g., 1-2 years, and what would that development take?
2. **Societal impact metrics:** Thinking longer term, what kinds of metrics can we imagine becoming feasible by, say, 2030, and what dimensions of wider societal impact are among the most important under-covered ones?

Sharing (30 min): Put the flipchart paper with two best ideas for each question on the poster board. Each group report and share one best idea per question.



# Next: Session 4

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- Break (30 minutes)
- Read the ideas in other groups during the break
- Facilitators: Michael Toffel and Zhixue Zhang

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## Session 4: 3:30 – 5:00 pm

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# Theme: Navigating the Transition toward Responsible Research

Facilitator: Michael Toffel  
Harvard Business School

Co-Facilitator: Zhixue Zhang  
Peking University

Presenter: Pursey Heugens  
Rotterdam School of Management

# Session 4 Objectives

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- To share a successful story in business school research transformation.
- To identify concrete and actionable ideas for transforming business research.
- To make and share personal commitment to lead the change.

# RSM's Successful Transitions

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Navigating the transition toward  
responsible research:  
The case (and experiment) of RSM

Pursey Heugens

# Example 1: Logistics, IS, and Supply Chains



- RSM researchers are involved in groundbreaking, industry-backed research into truck platooning:
  - Platooning contributes to more sustainable transportation by saving 10% fuel;
  - Traffic safety is improved by reducing effects of driver fatigue;
  - Since platooning truck travel at constant speed and use less space, they lead to less congestion.



# Example 2: OB, OT, and Value-Based Organizing



- RSM researchers have teamed up with TUD and Leiden U., to start important impact initiatives with African countries:
  - Center for Frugal Innovation;
  - 2scale incubator, focused food-water-energy nexus.
- These initiatives have lead to successful innovation projects in several sub-Saharan nations:
  - Burkina Faso, Ethiopia, Ghana, Ivory Coast, Kenya, Mali, Nigeria, Niger, South Sudan.



# Example 3: Finance & Accounting



- By focusing on traditional financial metrics, the field of finance has long had a troubled relationship with sustainability objectives.
- RSM researchers have teamed up with financial sector players to found the Erasmus Platform for Sustainable Value Creation.
- Sustainable finance promotes:
  - Incorporation of sustainability targets in financial reporting and decision-making;
  - Training decision makers in finance in more inclusive ways of thinking;
  - Carving out a role for the finance function in sustainability transitions.





# Example 4: Marketing

- The “Pink Ribbon” has become a universal symbol of the coalition against breast cancer.
- Many campaigns stimulate women to engage in self-testing, to stimulate early detection.
- RSM and INSEAD researchers have found, however, that highlighting the color pink is counterproductive:
  - Gives strong (feminine) identity cues;
  - Triggers denial and other defensive mechanisms in women.
- Researcher advocacy has ensured that the color pink is no longer used in breast cancer campaigns in France.





# Example 5: Strategy and Entrepreneurship



- Entrepreneurship is vital for new job creation and economic growth.
- Yet, it also perpetuates gender and demographic fault lines by appealing mostly to young, white, highly educated males.
- The Erasmus Center for Entrepreneurship is striving for greater inclusivity by:
  - Explicitly foregrounding more diverse role models;
  - Investing in social entrepreneurship;
  - Changing the narrative to go beyond stereotypical examples of entrepreneurship.



# The RSM Experiment: Culture



1. Start with a purpose (not a mission)
  - Intended impact on the lives of *others*
2. Grassroots campaign
  - 10,000+ I WILL statements
3. Adopt a compelling framework
  - SDGs help categorize and frame research
4. Public pledge
  - Declaration to conduct research responsibly
5. Celebrate impact
  - Annual impact award with real prestige



# The RSM Experiment: Infrastructure

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6. Build an integrity firewall
  - GDPR, IRBs, data stewardship, legal
7. Empower researchers
  - Lab, out-of-pocket, sci. programmers
8. Incorporate impact in tenure criteria
  - Research indicator or standalone criterion
9. Ethics training
  - Involving *all* faculty & students
10. Human-centric standards
  - Impact not on top of everything else



# Session 4 Discussion Questions

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Discuss three questions (45 min):

1. What ideas can we try (pilot) for my stakeholder group (journals, schools, associations and accreditation, senior scholars), focusing on “What I as a dean/editor, etc. can do?”
2. What approaches or methods can we use to introduce the pilot idea to my stakeholder group (faculty for schools; editorial board for journals, association leadership team; senior scholars)?
3. What are the advantages, benefits, or rewards of being “first movers” or “pioneer change leaders”?

Make sure your ideas are SMART (**S**pecific, **M**easurable, **A**ctionable, **R**ealistic and **T**imely).

When you finish, please wait for instruction from Mike Toffel.

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## **Moving Forward: 5:00 – 6:00 pm**

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## **Theme: Gathering and Advancing**

Facilitator: Bill Glick  
Rice University

Co-Facilitator: Jerry Davis  
University of Michigan

# Gathering: Reflection Panel

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- Panel: Robert Bloomfield, Luk Van Wassenhove, Linda Price, Caryn Beck-Dudley, Eli Jones, Qiao Liu, Thomas Robertson, Kjell Nyborg
- Rapid Fire Reflection on the day, what are your...
  - a) The biggest surprise
  - b) Two take-aways
- Moderator: Bill Glick, Jerry Davis

(25 minutes)

## Rapid Responses from Everyone:

- What are the next steps for people in your role before the next Summit?
- How do we support each other?

(20 minutes)

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## **Closing Dinner: 6:00 – 8:30 pm**

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**Theme: The promises and challenges of academic-practitioner collaboration in knowledge co-creation and impact-driven business research**

**Fireside Chat with Mr. André van Heemstra**

Maurizio Zollo and Franklin Allen  
Imperial College London



## **Theme: Toward Sustainable and Responsible Research through External Stakeholder Engagement**

- Objectives:
  - Explore ways of fruitful collaboration with practitioners in business, policy makers and other organizations for knowledge production.
  - Engage external partnerships in developing a stable research ecosystem that fosters high quality and high impact knowledge.
  - Form meaningful conversation with publishers and media to diffuse and enhance the impact of responsible research.
  - Develop ideas to facilitate the creation of large scale, cross-disciplinary research through partnerships with funding sources to support high impact research.

## Toward Sustainable and Responsible Research through External Stakeholder Engagement

- Tentative Agenda

- Day 1 pm: Internal stakeholder program
- Day 2 day: External stakeholder engagement
- Day 3 am: RRBM Working Board meeting

- Organizers:

Maurizio Zollo, Franklin Allen and RRBM Working Board members

# Closing Dinner Agenda

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|-------------|---|
| 6:00 – 6:45 | Social on patio<br>(weather permitting) |
| 6:45 – 7:00 | Group photo                             |
| 7:00 – 8:00 | Dinner                                  |
| 8:00 – 8:30 | Dessert and Fireside Chat               |
| 8:30 – 8:40 | Thank you and goodbye                   |

# Thank you for your contribution to the ... RRS2019...

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