ABSTRACT
The emerging field of ‘degrowth’ is a recent movement addressing the issues of the modern ecological crisis, arising from the industrial revolution. Degrowth strongly criticises the logics that underpin today’s economic systems and continues a long trend of drawing societal attention to the ecological limits of growth that constrain humanity’s cultural practices and activities. An explicit aim of the degrowth movement is to recreate societies that are radically different to current modern understandings of how societies should be structured and function (Latouche 2009). In doing this, Latouche argues that degrowth goes beyond modernity and challenges the spirit of capitalism. It draws on radical environmental and social discourses to challenge entrained patterns of seeing. Degrowth is a call for a radical break from traditional growth-based models. During past AoM meetings we have explored issues raised by the scholarly discourse on degrowth in particular as well as the wider notions entailed by a postgrowth perspective. The argument put forward by advocates of economies that are no longer based on growth is that the mindset of people at all levels in society and organisations needs to change from valorising growth as the measure of success to another measure of success that is in tune with the environment. There are new forms of organising in response to the disenchantment with existing organisational structures and aims. How this may unfold at the micro/meso scale in our organizational settings, as opposed to the macroeconomic scale of decision-making and design, will be at the heart of this PDW.
WHY THE PDW SHOULD BE OF INTEREST TO CMS, OMT, ONE AND SIM

The Critical Management Studies (CMS) Division is focused on systemic and contextual factors that prevent managers from fulfilling a higher mission of promoting human development and ecological balance. The ideology of unbridled growth, understood largely in terms of rampant economic expansion, is at the root of many structural institutional problems CMS scholars seek to illuminate. The Organization and Management Theory Division (OMT) aims to progress a sound theoretical understanding of organizations and processes of organizing, which we want to address with new insights for organizational and managerial theory building and practice from ‘Beyond Growth’ discourses and how these may alter current organizational concepts, approaches and models. The Organizations and the Natural Environment (ONE) Division is dedicated to the advancement of research, teaching, and service in the area of relationships between organizations and the natural environment. The ONE Division focuses its scholarly attention on the pressing issues in the co-evolutionary interrelation of organizations and their natural environment. The problem area of ‘limits to growth’ is clearly such a pressing issue. The Social Issues in Management Division (SIM) is focused on the ethical implications of culture and organizing and our PDW will explore the ethical shifts needed to organise and enact ‘Beyond Growth’ systems. This PDW will provide a platform for discussing micro dynamics as well as the macro context and will provide an opportunity to grow the network of scholars within the CMS, OMT, ONE and SIM Divisions of the Academy of Management dedicated to moving beyond conventional perspectives on growth.
APPY & DESCRIPTION OF PDW FORMAT

The design of this PDW is highly interactive at both individual and group levels. It will introduce the technique of freewriting, a creative technique, which some participants may already be familiar with. Seating for the PDW will be at tables in groups of 5 to 6 to stimulate discussion. Session participants will distribute themselves amongst the tables and as the PDW progresses, rotate amongst groups to cross-pollinate ideas. Following inputs talks to stimulate creative thinking on beyond growth barriers and enablers the participants will be asked to engage in freewriting as a process to gather their ideas and generate new insights into the PDW research questions. This will be followed by a brainstorming session to refine the themes emerging from the input talks and discussions that will be used to identify research questions/agenda items for the ‘global working group’ to progress. Discussion will then take place on possible impacts in discipline areas: business ethics, strategy, management and organization, economics, finance, accounting, human resources, marketing and stakeholder management.

Freewriting

This is a writer’s technique often used to break through writer’s block and it is also useful as a creative tool to address insights and knowledge that is to all intents considered to be forming or held in the sub-conscious. Another term for it is stream of consciousness writing. The idea behind stream of consciousness writing is to shift from logical thinking to intuitive thinking. The process is to sit down for five to ten minutes and write down everything you can think of about your topic. The object is to write without stopping for the whole five to ten minutes, and if you can't think of anything to say, write "blah, blah, blah" over and over. Once you begins to write, you should not stop to read what is being written. You should let the writing continue and should not stop to correct mistakes or senseless statements. If apparently unrelated ideas occur then these should also be recorded as these distractions may be part of what is keeping you blocked or provide the creative insights needed to progress your work. Freewriting is good for uncovering ideas--it's a good way to nudge "inspiration."
<table>
<thead>
<tr>
<th>Who</th>
<th>Time</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>André Reichel</td>
<td>10min</td>
<td>Introducing main theme of the PDW &amp; the history of postgrowth/degrowth discussions at past AoM meetings</td>
</tr>
<tr>
<td>John Jermier</td>
<td>10min</td>
<td>Presentation of creative possibilities for remodeling organization and management theory for beyond growth paradigm</td>
</tr>
<tr>
<td>Robert Perey</td>
<td>5min</td>
<td>Outline process for PDW and initiate workshop</td>
</tr>
<tr>
<td></td>
<td>5min</td>
<td>Freewriting - Stream of consciousness writing – the question to ponder will be: To support the paradigm shift to beyond growth, what changes to organization and management theory will be needed?</td>
</tr>
<tr>
<td></td>
<td>10min</td>
<td>Sharing of writing and exchange of ideas</td>
</tr>
<tr>
<td>Anna-Maria Paredo</td>
<td>5min</td>
<td>Outline of the “Buen Vivir’ movement in Latin America and implications for organization and society.</td>
</tr>
<tr>
<td></td>
<td>10min</td>
<td>Brainstorming – dominant themes in texts – mapping these into a conceptual framework for further discussion</td>
</tr>
<tr>
<td>PDW Participants</td>
<td>10min</td>
<td>PDW participants summarise discussions at each table</td>
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<tr>
<td></td>
<td>10min</td>
<td>Identification of research topics for possible inclusion in special edition and ongoing academy programs</td>
</tr>
<tr>
<td>All – brief reflections</td>
<td>20min</td>
<td>Organize collaborations and outline agenda for next few years</td>
</tr>
<tr>
<td>André Reichel</td>
<td>5min</td>
<td>Summary and close</td>
</tr>
</tbody>
</table>
OVERVIEW
Criticism of the pursuit of growth has gathered momentum since the publication of ‘Limits to Growth’ (Meadows et al 1972) some 40 odd years ago by the Club of Rome. Herman Daly’s Steady State Economic Model (1991, 1996) is the foundation for an active worldwide organisation (CASSE) advocating societal and organisational transformation to an economy that functions in equilibrium with the demands of the natural environment. The foundations of ecological economics (Georgescu Roegen 1971) also put in place in the 1970s influenced Daly and argues that human enterprise must change its ways if it is to avoid a resources crisis with nature. Since the emergence of the discourse field of ‘Degrowth’ from 2004 onwards – first introduced by Serge Latouche as a mot obus, a ‘word grenade’ –, new forms of growth critique have started to proliferate in academic circles. Tim Jackson’s (2009) publication of ‘Prosperity without Growth’ moved the debate forward in the English-speaking world, with a focus on macroeconomic decision-making. Today, there are numerous scholarly publications dealing with ‘Degrowth’ and ‘Postgrowth’ Economies, spanning the discursive arena of what we can call an emerging consensus over the necessity of ‘Beyond Growth’ paradigms and narratives (Dietz & O’Neill, 2013; Demaria, Schneider, Sekulova, & Martinez-Alier, 2013; Kallis, Kerschner, & Martinez-Alier, 2012; Reichel, 2014; Sekulova, Kallis, Rodriguez-Labajos, & Schneider, 2013). However, most of the research and publications omit the organizational and managerial focus. Probably due to the strong anti-capitalist and anti-establishment language in more radical parts within the Degrowth movement, focusing on more microeconomic actors and their role remains scant to this day with few exceptions (Bjerg, Johnsen, Sørensen, & Olaison, 2017; Reichel & Seeberg, 2011; Roth, 2016).

The argument put forward by advocates of economies that are no longer based on growth is that the mindset of people at all levels in society and organisations needs to change from valorising growth as the measure of success to another measure of success that is in tune with the environment. There is an abundance of calls for us to recognise the problem and to change our ways. Examples of such calls are Paul Gilding’s ‘The Great Disruption’ (2011) and Naomi Klein’s (2013) call to ‘revolt’ against current economic orthodoxy, which are passionate provocations for change, however, they do not offer possible solutions for adoption or experimentation. The gap here is for research to be undertaken the findings of which can form the foundations for change – they can provide the basis for designing and implementing solutions that steer humanity away from the brink of crisis and into the emergence of a post growth economy.
There are new forms of organising in response to the disenchantment with existing organisational structures and aims. Frederick Laloux (2014) describes some of these new structures and provides a conceptual framework from integral theory to explain why this is happening. In addition, the Postgrowth Institute has done extensive research on the rise of Non-Profit Organizations (NPO) and NPO management that might provide insights into how organizations beyond the growth paradigm could flourish (Maclurcan, 2016).

Coming back to Tim Jackson (2009) as a departure point for guiding the core questions to be dealt with in this PDW, in Chapter 12 of ‘Prosperity without Growth’ he establishes a framework of a bounded economy of capabilities for flourishing. At the heart of it are ecological enterprises, connecting people and ecosystems. For the productive activities of these enterprises, Jackson identifies three operational principles:

- positive contribution to flourishing – calling for new measures of organizational success taking into account ecological and social value added and the ecological limits to economic activities
- provision of decent livelihoods – delivering meaningful and reliable work that enables economic and social inclusion in both enterprises and society
- low material and energy throughput – re-organizing value streams away from linear throughput to a circular economy in combination with a drastic dematerialization of products, but also for services that need resource-heavy infrastructure

For Jackson, these principles are not just output-related but procedural: “It’s the form and organization of our systems of provisions as well. Economic organization needs to work with the grain of community and the long-term social good, rather than against it.” (Jackson 2009, p. 196). How this may unfold at the micro/meso scale in our organizational settings, as opposed to the macroeconomic scale of decision making and design, will be at the heart of this PDW.

This PDW is thereby just the first of multiple steps for establishing an on-going discourse on organizational and management science about research and practice of ‘beyond growth’ approaches. Other steps, which are in progress, include setting up a global working group on management and organizations in a ‘beyond growth’ world as well as the preparation of a
special issue in an international highly ranked scholarly journal for which this PDW is an important stepping-stone.

**PDW QUESTIONS**

This PDW attempts to bridge the aforementioned gap between the growing discourses on ‘beyond growth’ (eg. Postgrowth, Degrowth, Steady State) with the field of management and organization science. We want to investigate

(1) what is needed to align the system of organizational and managerial practices with ‘Beyond Growth’ logic?
   - for example the impacts for business ethics, strategy, business models, innovation, accounting & performance measurement, human resources and stakeholder management;

(2) what impacts will the unfolding reality of a ‘Beyond Growth’ economy have on organizational structures and decision processes?
   – for example, systemic pressures coming from low to negative interest rates, diminishing returns on investments, changing cultural and mental awareness of increasing social and ecological pressures, participatory demands by employees and customers alike.

We are looking especially into

- conceptual models for beyond growth practice,
- how organizational and management thought will be changed,
- areas of research that are already underway and
- new areas of research that may be needed to assist the transition to a ‘Beyond Growth’ economy,

and how these will inform and stimulate new processes of organizing.

**STATEMENT OF THE SESSION ORGANIZERS**

“We have received signed statements from all participants agreeing to participate in the entire workshop. All participants are not in violation of the “Rule of Three + Three.”
CONTACT INFORMATION

Dr. Melissa Edwards
University of Technology Sydney, City Campus | PO Box 123 Broadway | NSW 2007
Tel: +61 2 95143319. E-Mail: Melissa.Edwards@uts.edu.au

Professor John Jermier
College of Business, Patel College of Global Sustainability. University of South Florida.
Tampa, Florida 33620-5500
Tel: +1 813-974-1752. E: jermier@usf.edu

Dr. Katrin Muff
Dean, Business School-Lausanne, Switzerland
Tel: +41 21 619 06 06. E-Mail: katrin.muff@bsl-lausanne.ch

Professor Lena Olaison
Copenhagen Business School, Department of Management, Politics and Philosophy
Porcelænshaven 18B, 2000 Frederiksberg, Denmark
Tel: +46 736691060. E-Mail: lo.lpf@cbs.dk

Dr. Anna-Maria Peredo
Professor, Gustavson Business School. University of Victoria,
British Columbia Canada
Tel: +250-472-4435. E-Mail: aperedo@uvic.ca

Dr. Robert Perey
UTS Business School. Sydney PO Box 123 BROADWAY. NSW 2007, Australia
Tel: +61 2 9699-9113. E-Mail: robert_perey@knowledgeindex.com.au

Professor André Reichel
Karlstochschule International University, Karlstrasse 36-39, 76133 Karlsruhe, Germany
Tel: +49-721-48095-513. E-Mail: areichel@karlshochschule.de
REFERENCES


