

# **Collaborating Across Organizational Boundaries: Co-Creating a more Just and Thriving Society**

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Panel Symposium #16118

Sponsoring Divisions

- Organization Development and Change
  - Social Issues in Management
- Organizations and the Natural Environment

# The Purpose

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The aim of this panel symposium is to explore how organizations, collaborating across organizational boundaries, can create a more just, resilient, and thriving society. We believe that there are examples that have come from the responses to the COVID-19 pandemic and that management sciences can inform what role inter-organizational collaboration can play to help bring forth a more sustainable future.

We also have a special issue call for JABS – submissions due at the end of October, directed at the same topic. This panel hopes to provide a “preview” of what is possible.

# Presenters

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## **Barbara Gray, Ph.D.** **Smeal College, Penn State**

Revisiting the historical (socio-technical) origins of research on what she calls “multisector partnerships” (MSPs), to then argue the critical importance of such organizing processes for overcoming the complex and contested “wicked problems” of our times.

## **Chris Worley, Ph.D.** **Graziadio Business School, Pepperdine University**

Discusses collaborative relationships in ecosystems as multi-stakeholder settings. He argues that the organizational pursuing of both PPP (people, planet, profit) and ESG (environmental, social, and governance) objectives create a level of interdependence which necessitates collaboration. He critiques the field of OD (organizational development) in ignoring the issues of power, hierarchy and control that need to be addressed in collaborative efforts to achieve solutions for the “grand challenges” facing organizations and societies today.

## **Matt Mayer, CEO** **Arete Initiative**

Discusses how stakeholders can be successful in collaborating around issues of mutual importance. He brings in an example of “social innovation labs,” a collaborative-action model for systems change that he anchors in the multi-level perspective model by sharing his experience as facilitator of the Energy Futures Lab (EFL) in Alberta, Canada.

# Presenters, Chair

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## **Francisco Valenzuela, Ph.D.** **Universidad de Chile**

Discusses the affective-relational underpinnings of organizational resilience, and how the latter enables the process of creating hope and task-orientation among actors most impacted by crisis—who often have the greatest opportunity to work together and realize chances of survival and recovery.

## **Ron Fry, Ph.D.** **Case Western Reserve**

Suggests that we embrace “organizings” as complex responsive processes where continual emergence is anticipated, valued, and treated as “normal.” Organizing emerges as the consequence of numerous, simultaneous conversations that result in aligned, or conflicting, meanings and actions.

## **Ann E. Feyerherm, Ph.D.** **Graziadio Business School, Pepperdine University**

Chairing the Panel  
Symposium

# Moderator, Discussants

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**Danielle Zandee, Ph.D.**  
*Nyenrode Business Universiteit*

Panel Moderator

**Ignacio Pavez, Ph.D.**  
*Universidad del Desarrollo*

Discussant

**Alison Stowell, Ph.D.**  
*Lancaster University*

Discussant

# Flow



## 90 Minute session – Live online!

Introductions

Panelists (7-8 minutes each)

Moderated discussion among panelists

Discussants

Engagement with questions from the audience