Creating Sustainable Work Systems

Developing social sustainability

Second edition

Edited by Peter Docherty, Mari Kira and A.B. (Rami) Shani



g^ Taylor & Francis Croup LONDON AND NEW YORK

Contents

	List of	figures	xi
	List of tables		xii
" !	Notes on contributors		xiii
	Acknowledgements		xvii
	Foreword: I		XX
^s t	Foreword: II		xxiii
1	What the world needs nov	v is sustainable work systems	1
	PETER DOCHERTY, MARI KIR	•	
РА	RTI		
	cusing value frameworks		23
2	Organizational visions of s	sustainability	25
_	KEITH COX		
3	The Interface journey to s	ustainability: Identity dynamics	
·	within cultural incrementa	liem '*	38
	MONA AMODEO	insin ,	00
	MONA AMODEO		
PA	RT II		
Fo	cusing work and work sy	stems	51
4	Sustainability in knowledg	ge-based companies	53
	PETER BRODNER		
5	Sustainability and the agei	ing workforce: Considerations	
	with regard to the German	n car manufacturing industry	70
••.•''	. JULIA WEICHEL, MARKUS BU	JCH, DIRK URBAN, AND	
	EKKEHART FRIELING		

viii	Contents	
6	Utilizing technology to support sustainability JAMES SENA AND A.B. (RAMI) SHANI	84
	RT III	
Foc	cusing change in sustainable organizations	101
7	Creating sustainable, desired change in teams through application of intentional change and complexity theories RICHARD BOYATZIS	103
8	Sustainable heritage in a rapidly changing environment LENA WILHELMSON AND MARIANNE DOOS	117
9	Learning mechanisms in sustainable work systems design MICHAEL STEBBINS AND JUDY VALENZUELA	131
10	Financial management to support sustainability DOUG CERF AND ARLINE SAVAGE	147
PAF	RT IV	
Foc	cusing systems	165
11	A development coalition for sustainability in healthcare SVANTE LIFVERGREN, TONY HUZZARD, AND PETER DOCHERTY	167
12	Three powers of feedback for sustainable multi- organizational learning HILARY BRADBURY	186
13	Labelling and sustainability: The case of specialty coffee MIKAEL ROMAN	202
14	An initial exploration of sustainable work systems in China: An issue of imbalance between economic and social reform SHARON MOORE AND JULIE JIE WEN	217
PAI	RTV	
Fut	ure of sustainable work systems	231
15	Sustained by work: Individual and social sustainability in work organizations MARI KIRA AND FRANS M. VAN EIJNATTEN	233

16	Toward a sustainable work systems design and change methodology MICHAEL STEBBINS AND A.B. (RAMI) SHANI	247
17	Sustainable work systems: Past, present and future of social sustainability PETER DOCHERTY, MARI KIRA, AND A.B. (RAMI) SHANI	268

Index

290