

## Contribution of Organization Development and Change projects to Justice and Sustainability.

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When reading the title “Justice and Sustainability”, one may wonder whether it can be interpreted as Justice or Sustainability, Justice versus Sustainability? Indeed, reconciling these tenets is often considered as an up-hill task. Like with Cicero’s principle “*summum jus, summa injuria*”, one can observe that most organizations inspired by Weber’s rational-legal bureaucratic principles are not sustainable and don’t promote justice, even though these widespread managerial principles were designed to seek justice in order to avoid chaos.

Could one sure-fire method be reintroducing the individual in the center of the organizational picture, as in ODC, contrary to what happens with Thomas Hobbes’ Leviathan where individuals abandon their prerogatives and their freedom to the Leviathan in exchange for peace, safety and some kind of sustainability?

Theories such as Organization Theatrics ( Boje, 2002, Savall, Péron, Boje, 2008) demonstrate the problems encountered when trying to balance justice and sustainability in conflicting situations: In particular, lack of justice results in dysfunctions, malpractice and value destruction.

- Walk-on parts are frustrated because they realize that their role is a dead-end, and denigrate their company, or even eventually strive to scuttle it.
- High-flyers who create value tend to become disillusioned because they are not duly rewarded according to their merits and finally quit the stage.
- Stowaways, so to speak, jump in the band wagon in the acting of the stage and profit from other actors’s efforts in the organization, resulting in problems maintaining status quo.
- The stage manager (i.e. the C.E.O.) is perpetually facing a dilemma between the respect of ethical principles and the necessity of ensuring the sustainability of the overall performance so as not to disappoint the public (i.e. stakeholders).

How ODC, when revisited, may avoid organizational drift ( Pesqueux, 2004) and contribute to overcome these difficulties ? Do ODC processes put at the disposal of the stage manager and actors another script by rebuilding new rules of the game of the performance, enhancing justice, sustainability and improved performance for the benefit of all the stakeholders? Are hidden conflicts brought to light, e.g. in the case of mirror effect? How actors can discover the requirements for rendering compatible the different projects and roles? How can actors be made to feel they are better taken into consideration and rewarded, and their self-esteem is restored at the same time. As a result of this innovative process, the casting is more efficient, just and sustainable, and everybody in the “company” feel empowered.