

Contents

| | |
|--|-----------|
| Foreword | xiii |
| Allen I. Kraut | |
| Preface | xvii |
| The Editors | xix |
| The Authors | xxi |
| Part One: The Imperative for Environmental Sustainability | 1 |
| 1 Portrait of a Slow Revolution Toward Environmental Sustainability | 3 |
| Susan E. Jackson | |
| 2 The Strategic Importance of Environmental Sustainability | 21 |
| Stefan Ambec and Paul Lanoie | |
| 3 The Role of Strategic Context in Environmental Sustainability Initiatives: Three Case Studies | 36 |
| Bruno Stoffelbach, Ernst A. Brugger, and Serafin Bähler | |
| 4 Human Resource Management Efforts for Environmental Sustainability: A Survey of Organizations | 61 |
| Mark J. Schmit, Shawn Fegley, Evren Esen, Jennifer Schramm, and Alan Tomassetti | |
| Part Two: Theoretical and Empirical Foundations to Guide Environmental Initiatives | 81 |
| 5 Employee Green Behaviors | 85 |
| Deniz S. Ones and Stephan Dilchert | |

| | | |
|--|--|------------|
| 6 | Demographic Characteristics and Employee Sustainability | 117 |
| | Rachael M. Klein, Susan D’Mello, and Brenton M. Wiernik | |
| 7 | The Role of Commitment in Bridging the Gap Between Organizational Sustainability and Environmental Sustainability | 155 |
| | Jessica Mesmer-Magnus, Chockalingam Viswesvaran, and Brenton M. Wiernik | |
| 8 | Measuring and Improving Environmental Sustainability | 187 |
| | Stephan Dilchert and Deniz S. Ones | |
| 9 | Creating and Maintaining Environmentally Sustainable Organizations: Recruitment and On-Boarding | 222 |
| | Talya N. Bauer, Berrin Erdogan, and Sully Taylor | |
| 10 | Leadership and Environmental Sustainability | 241 |
| | Ellen Van Velsor and Laura Quintan | |
| Part Three: Case Studies Illustrating the Implementation of Environmental Initiatives | | 263 |
| 11 | Environmental Sustainability and Employee Engagement at 3M | 267 |
| | Karen B. Paul and Kevin J. Nilan | |
| 12 | EcoVision at Sherwin-Williams: Leadership at All Levels | 281 |
| | Cathy L. Z. DuBois | |
| 13 | HR and Sustainability at Daimler AG | 298 |
| | Jürgen Deller, Theresa Schnieders, and Angela Titzrath | |
| 14 | HR Initiatives for Environmental Mission Alignment at Aveda Corporation | 309 |
| | Holly Johnson and Kristin Miller | |

| | | |
|-------------------------------------|--|------------|
| 15 | Environmental Sustainability Initiatives in Ugandan Light Industry | 319 |
| | Daniel Manitsky and Patrice Murphy | |
| 16 | Human Resource Development Initiatives for Managing Environmental Concerns at McDonald's UK | 341 |
| | Julie Haddock-Millar, Michael Müller-Camen, and Derek Miles | |
| 17 | Environmental Sustainability and Organization Sensing at Procter & Gamble | 362 |
| | Andrew Biga, Stephan Dilchert, A. Silke McCance, Robert E. Gibby, and Anne Doyle Oudersluys | |
| 18 | Sustainability in Coffee Sourcing and Implications for Employee Engagement at Caribou Coffee | 375 |
| | John P. Muros, Kevin Impelman, and Lewis Hollweg | |
| Part Four: Future Directions | | 405 |
| 19 | Implications for HR and OD Professionals in the Future: Can I-O Principles and Practices Contribute to the Achievement of Corporate Environmental Sustainability? | 407 |
| | Leaetta M. Hough and Robert C. Muschewske | |
| 20 | Building Empirical Foundations to Inform the Future Practice of Environmental Sustainability | 416 |
| | Susan E. Jackson | |
| | Name Index | 433 |
| | Subject Index | 444 |

<http://www.pbookshop.com>