

Making A Difference:

Purpose-Inspired Leadership for Corporate Sustainability and Responsibility (CSR)

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~ 8 A TYPOLOGY OF MEANING ~

The previous two chapters looked at generic sources of meaning in life and meaning related to work in sustainability. This chapter considers how these findings might translate into management application through the construction of a typology.

Chapter Objectives

1. To define what is meant by “typology of meaning”;
2. To introduce a typology of meaning for sustainability managers, including its four proposed types and key features;
3. To use the interview data to illustrate the applicability and workings of the typology; and
4. To conclude with a summary of the possible management implications of the typology of meaning for sustainability managers.

Defining “Typology of Meaning”

Bailey (1994) suggests “typology” as another term for classification, but claims it is distinguished from generic classifications by being multidimensional and conceptual. He claims that typologies are useful as a way to aid description, reduce complexity, identify similarities, highlight differences, capture several dimensions, allow comparison of types, facilitate categorisation of analysis, study relationships, provide criteria for measurement and introduce versatility.

Despite these strengths, Bailey (1994) also admits to several disadvantages of typologies. In particular, they tend to be descriptive, pre-explanatory, or non-explanatory, can result in misplaced reification, tend to be static, rather than dynamic, present difficulties of selecting dimensions and finding cases for classification, may become unmanageable if too large or complex and rely on the logic of classes, rather than

continuous data. More ambiguously, Bailey (1994) notes that the greatest strength of the tool, namely simplification, is also its greatest weakness.

Notwithstanding these weaknesses, typologies are an extremely popular analysis and presentation technique used by scholars, not only in the general management literature (Borgatti & Foster, 2003; Griffin & Lopez, 2005), but also in the corporate sustainability literature, including for example in papers on business ethics (Steenhaut & Van Kenhove, 2006), corporate citizenship (Gardberg et al., 2006), corporate social responsibility (Arthaud-Day, 2005), environmental governance (Davidson & Frickel, 2004), socially responsible investment (Mattingly & Berman, 2006), social reporting (Gond & Herrbach, 2006), stakeholder theory (Green et al., 2003) and sustainable development (Steurer, Langer, Konrad, & Martinuzzi, 2005). Typologies are less common in existential psychology research, but are nevertheless found in the spirituality in the workplace literature (Cunha, Rego, & D'Oliveira, 2006; Sheep, 2006).

For the purposes of my research, "typology of meaning" refers to the classification of typical sources of meaning derived by sustainability managers in their work into four types, each associated with distinctive roles within the organisation.

Introducing the Typology

The typology grew out of a realisation that four of the six sources of meaning in the work of sustainability managers were strongly related to organisational roles. The typology was included in the Sustainability Managers Research Model (Figure 4.1) that was presented to participants in the Phase 3 follow up interviews and received positive feedback. This section will introduce the four types that I identified, as well as the dynamics of the model.

The Four Types

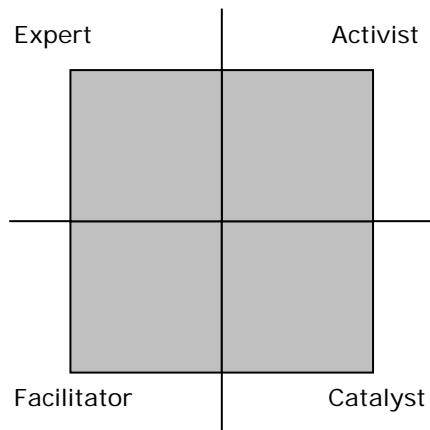
Figure 8.1 simply identifies the four types: Expert, Facilitator, Catalyst and Activist. Each type represents a constellation of meaning. It is expected that any individual sustainability manager will embody elements of all of these types, but that the relative influence of each category will differ per individual. Hence, the dominant type can be thought of as a centre of gravity for meaning in the sustainability managers' work, i.e. the mode of operating in which they feel most comfortable, fulfilled or satisfied.

Figure 8.1: Four Types of Sustainability Manager

| | |
|-------------|----------|
| Expert | Activist |
| Facilitator | Catalyst |

Figure 8.2 visually represents the idea that people derive meaning from a variety of sources by showing the types as boxes in four quadrants. The relative size of the shaded boxes simply indicates how much meaning the individual derives from each type. Hence, in the case depicted, the individual is perfectly balanced, showing equal preference for each of the types.

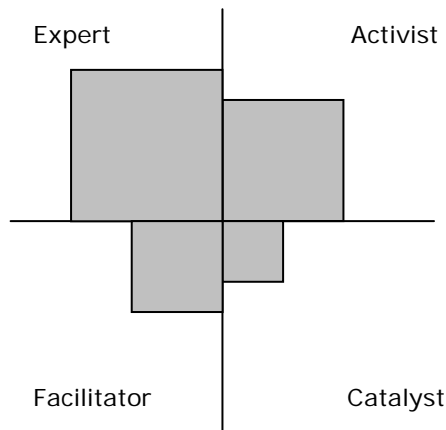
Figure 8.2: Example of a Balanced Sustainability Manager



Each of the types will now be explored in turn.

Expert

Figure 8.3: Example of an Expert Type Sustainability Manager



As Figure 8.3 suggests, an Expert derives relatively more meaning from the constellation of characteristics associated with this type.

There is considerable overlap between the Expert type and specialist input as a source of meaning in work (Chapter 6). Therefore, rather than repeat the illustrative quotations from the interviews in full, Table 8.1 presents typical statements and phrases indicative of Expert type sustainability managers.

These quotes illustrate some of the themes that characterise the way Experts find their meaning, namely by engaging with projects or systems, giving expert input, focusing on technical excellence, seeking uniqueness through specialisation, and pride in problem solving abilities.

Characteristics of the Expert

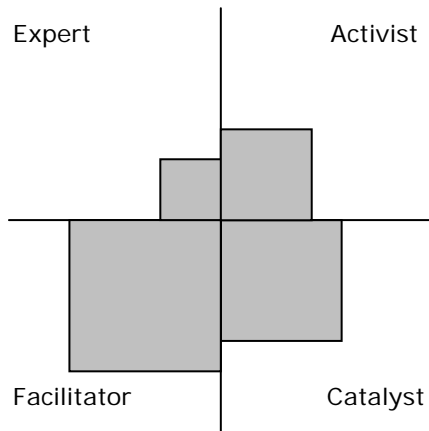
- Aligned to specialist input as a source of meaning;
- Concerned mainly with the individual level;
- Focuses on personal development;
- Derives satisfaction from delivering quality through their work;
- Skills are mainly technical in nature;
- Emphasise specialist knowledge; and
- The legacy they wish to leave behind is successful work projects.

Table 8.1: Expert Type Statements and Phrases

| <i>Source</i> | <i>Illustrative statements and phrases</i> |
|---------------|---|
| Bill | There were a couple of projects that I did find very exciting ... It was very exciting to get all the bits and pieces in place, then commission them and see them starting to work. I'd be very agitated if I was missing milestones on a project. I've seen a lot of systems go in that we never had before. |
| Evelyn | I am just really working so hard to have systems in place and controls ... |
| Jeremy | ... that's what's leading me back into the performance improvement and the systems work we can fix this place, we can get back on track. I'd like to get to that point where I have made a major improvement to the way something works. |
| Magomu | I'd rather be writing the reports than checking up on things or managing the whole process. I ... give really good input. What inspires me right now ... it's been analysing other businesses ... |
| Martin | You can actually be unique in a certain field, so that's good. |
| Milton | ... it's always been, well, let's solve this problem ... |
| Nabil | ... trying to come up with world class solutions, best practice pushed by excellence ... and one tends to have a very narrow focus ... |
| Neil | I can implement things; I can do good project management. |
| Paula | You can always find something that could be done much better implementing a system, getting a system in place to improve performance ... |
| Pemba | By getting into it at a corporate level ... it was a way of divorcing myself from having to interact with people. |
| Porter | I'm quite analytical or intellectual, cognitive, so I try to work things out in my mind; understanding is an important driver. |
| Ronald | I actually found a niche as an environmental scientist. |
| Shivani | I made an extra special attempt of being good at whatever I did in that job... I think I picked up about 3 awards ... |

Facilitator

Figure 8.4: Example of a Facilitator Type Sustainability Manager



Characteristics of the Facilitator

- Aligned to people empowerment as a source of meaning;
- Concerned mainly with the group or team level;
- Focused on staff development;
- Derive satisfaction from effective facilitation through their work;
- Skills are mainly managerial in nature;
- Emphasises generalist knowledge; and
- The legacy they wish to leave behind is the extent of their staff or team’s achievements.

Table 8.2 gives illustrative statements and phrases taken from the participant interviews.

Table 8.2: Facilitator Type Statements and Phrases

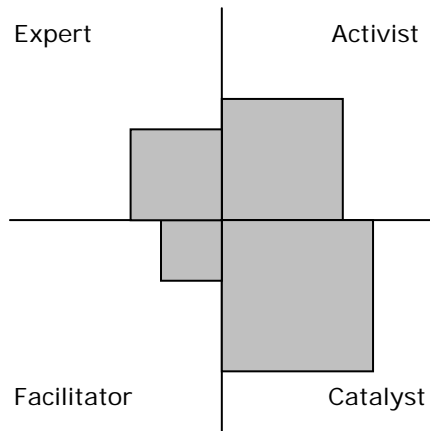
| Source | Illustrative statements and phrases |
|---------|---|
| Andries | ... if you align people along some business principles, in terms of ethics and values, it's a wonderful tool to actually empower people. |
| Clyde | ... the most important thing for me again is working with people. If you enjoy working with people, this is a sort of functional role that you have direct interaction, you can see people being empowered, having increased knowledge, and you can see what that eventually leads to. I think that creates a great deal of sense of purpose. ... we're really looking in this area and seeing how we can assist our employees. |
| Colette | I love working with the staff; it's one of the things that gives meaning. |
| David | ... the part of my work that I've enjoyed most has been the training part, where I get the opportunity to work with a group of people that gives you the opportunity to interact with people at a very sort of personal level you can see how things start to get clear for them, in terms of understanding issues and seeing how that applies to what they do. |

| | |
|----------|--|
| Fritz | I've always had a very high consideration for other people. I've tried to play the role of facilitating the opportunities for other people to grow. I saw in that an opportunity to really become part of a team, not as an individual ... |
| Jeremy | I'm a lot more people orientated than I realised. I've got a lot of meaning out of the training that we've done, and some of the concepts that I've taught these groups. |
| Jordan | ... the teaching bit is good, getting people to think through things differently. Seeing people come in with one set of views and leaving with different set of views contributing to the understanding among some students has been rewarding ... |
| Kwame | I like to see someone [develop] from nothing to something. I like encouraging people to pursue their talent. I like working with young enthusiastic people ... |
| Nabil | I had an opportunity of working with good people and developing very, very good people the difference one has made to people's careers, people's lives. ... it's how you touch people along the way and how one breaks the boundary between the personal and the professional what I found much more lasting is the people that you've impacted on. ... its about making a difference in people. |
| Philip | The main purpose and source of satisfaction in my life is playing a role in guiding another to realise what they are capable of achieving, getting a sense of how good they can be and how much they can endure or withstand - how strong they can be. I enjoy making space for people to work. ... playing a role in bringing the right people together and helping them see opportunities and watching it grow. |
| Reginald | We've got to fight like mad for our black staff to have a place in the sun - job advancement, housing, fighting pass laws ... |
| Ronald | ... teaching and interacting with people, you can actually shape the mind ... so they take you as a role model, and you've got the power to influence. |
| Shivani | I'm not just responsible for myself any longer; I'm responsible now for 8 other people as well. ... to make sure that that this works, not just for me but for the people in this unit as well. |
| Zelda | When I'm mentoring somebody ... giving them some positive energy, sufficiently for them to change their paradigm ... |

As the quotations show, common themes among Facilitators are the derivation of meaning from transferring knowledge and skills, focusing on people development, creating opportunities for staff, changing the attitudes or perceptions of individuals, and paying attention to team building.

Catalyst

Figure 8.5: Example of a Catalyst Type Sustainability Manager



Characteristics of the Catalyst

- Aligned to strategic input as a source of meaning;
- Concerned mainly with the organisational level;
- Focused on organisational development;
- Derive satisfaction from focusing on strategic change in their work;
- Skills are mainly visionary and political in nature;
- Emphasise synthesised knowledge and trends; and
- The legacy they wish to leave behind is the extent of their organisation or industry's transformation.

The quotations from participants in Table 8.3 give a sense of what gives meaning to Catalyst type sustainability managers.

Table 8.3: Catalyst Type Statements and Phrases

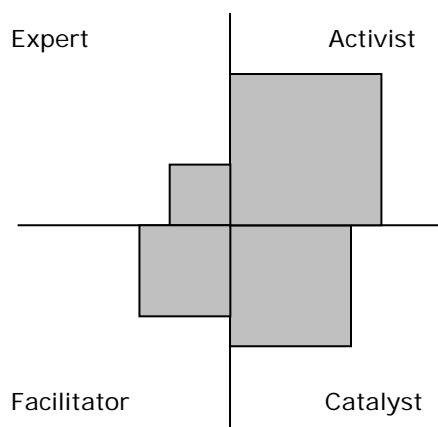
| Source | Illustrative statements and phrases |
|---------|--|
| Andries | ... the big titanic is actually shifting a few degrees. ... the biggest kick was for me to be able to influence that type of leadership. |
| Arend | ... seeing the business mindsets changing ... |
| Colette | I became fascinated by organisational theory ... |
| Frank | ... giving direction in terms of where the company is going ... to try and steer the company in a direction my role has become more of a policy directional type of influencing the company, where we should go on matters. ... the challenge then lies in trying to understand the drivers that will determine where the future's going and where what will affect the company to actually be able to make that contribution and swing the company around in that direction if I'll be remembered as someone who really pushed the company in a new direction |

| | |
|---------|---|
| | ... |
| Fritz | ... looking at the big picture and ... to then build it into a strategic focus area. ... to be able to influence the top management of an organisation ... |
| Jordan | I'm looking more at ... driving companies to change behaviour ... |
| Kathryn | ... the most rewarding part has been seeing the progression in companies in the way they think about these things and what they do and what they achieve. ... I helped create a different context for business to operate in. ... one of the better senses of reward is the ability to influence senior people and change the way they think. |
| Milton | ... getting things changed. ... my time is spent tryna influence people the real interesting thing is to try and get MDs, try and get plant managers, try and get business leaders, try and get sales guys to think differently and to change what they do ... |
| Neil | ... really change things, change the mindsets ... |
| Patrick | ... it's also about changing the mindset of the guys at the top. |
| Paula | I really moved them - a paradigm shift ... |
| Thabo | ... somebody who moved us one step forward ... |
| Theo | ... there are things in life that make me feel very good; most of them are around initiating things ... I seem to have got an idea of what the big picture is or where its aiming the big thing I would hope to leave behind is a mood, is a change in attitude. ... you can steer things better the earlier you get in. |
| Zelda | ... my life purpose is strongly linked to transformation, so I look for transformational things all the time ... |

Hence, for Catalysts, meaning is associated with initiating change, giving strategic direction, influencing leadership, tracking organisational performance, and having a big picture perspective.

Activist

Figure 8.6: Example of an Activist Type Sustainability Manager



Characteristics of the Activist

- Aligned to societal contribution as a source of meaning
- Concerned mainly with the societal level;
- Focuses on community development;
- Derive satisfaction from social change in their work;
- Skills are both collaboration and questioning;
- Emphasise both human stories and macro trends; and
- The legacy they wish to leave behind is a more sustainable environment and equitable society.

Table 8.4 further illustrates these characteristics.

Table 8.4: Activist Type Statements and Phrases

| <i>Source</i> | <i>Illustrative statements and phrases</i> |
|---------------|---|
| Arend | ... to contribute to the broader wellbeing ... I find great difficulty in accepting some of the inequalities in society ... |
| Clyde | I could leave a legacy behind where I actually set up a school, a kids' school ... or campus for disadvantaged people, taking street kids out and doing something ... building homes for single parents ... |
| Colette | ... there was always that thread of social activism. ... it was successful projects that we ran with community groups that won victories, you know, intangible victories. ... it was the social change, making some sort of contribution to ending apartheid that really mattered to me ... |
| David | ... the sense of commitment to do what is right and to make a change within South African society ... to help make a change in the country. |
| Jeremy | You just find the entire planet is doing the wrong things. ... you have all these natural disasters and changing weather patterns and people wake up and it's too late. |
| Jordan | ... we have a problem here, population growth, consumption patterns – this cannot be sustained. |
| Kwame | What is meaningful is if we had to use our own talents to make sure that we remove as many people out of that poverty cycle as possible. |
| Neil | I try and use the opportunities that I have to make it better for everybody ... I want to plough back. |
| Paula | I have a thing about people having houses – that it's an absolutely fundamental thing. ... one really needs to make a contribution to society, directly or indirectly, be it financially or otherwise ... It is very satisfying to be able to make a difference to people's lives. |
| Porter | ... in terms of the actual situation in the world, globally, in terms of the developmental crisis ... how they are in many places in the world, largely Africa, going the wrong way. |

| | |
|---------|--|
| Ronald | <p>... you're a member of the community ... a messenger of the community. ... if you are coming from whatever community ... there are issues you see - people dying, people getting sick ...</p> <p>... you fight the cause together, because you are making a contribution.</p> |
| Shivani | <p>... you haven't forgotten where you've come from, that the people in this area are as important to you and their health is as important to you as the people that you work for ...</p> <p>... the community has now gotten to a stage where their lives can be improved.</p> <p>... you start up a project like that [Orlando Children's Home] and you can see that whatever you did has made a huge difference to them and it's got them going on a new footing altogether ...</p> |

For Activists, therefore, purpose comes from being aware of broader social and environmental issues, feeling part of the community, making a contribution to social upliftment, fighting for a just cause, and leaving a legacy of improved conditions in society.

Features of the Typology

The typology has a number of distinctive characteristics.

| |
|--|
| <p><i>Typology Characteristics</i></p> <ul style="list-style-type: none"> • Descriptive • Compositied • Non-exclusive • Dynamic • Role-related • Evenly distributed • Contextual • Subjective • Aspirational |
|--|

Each of these features will be described briefly.

Descriptive

The typology, with its four types, seeks to describe different ways in which sustainability managers find meaning in their work. It is neither exploratory (trying to discover how sustainability managers find meaning), nor normative (suggesting how sustainability managers should find meaning).

So, for example, the typology describes Experts as typically deriving meaning from applying specialist skills to give quality input to project- or systems-oriented initiatives. Therefore, when Neil says "I think the most fulfilled I felt was at one stage [when] we implemented an EMS [environmental management system]" or Paula describes "getting a system in place to improve performance around understanding marine impacts" as "a very

nice place to be”, it is reasonable to suggest that the typology’s characterisation of an Expert accurately describes the experience of some sustainability managers.

Composited

The typology is a composite in the sense that each type is an amalgam of characteristics that have been grouped and generalised. Hence, although we might expect to find individuals with a number of the defining characteristics of a given type, it is unlikely that anyone will embody all the typical features of any one type.

For instance, although Jordan clearly exhibits some of the traits of a Facilitator when he says “the teaching bit is good - getting people to think through things differently”, he doesn’t necessarily display any appetite for working in a team environment. Similarly, while David enjoys training aspects of his work because they give him “the opportunity to work with a group of people”, his skills are fairly specialised rather than generalist and his function is more consulting than managerial.

Non-exclusive

The non-exclusive nature of the typology refers to the fact that individuals are likely to obtain their meaning from sources relating to more than one type, rather than exclusively one or another. What identifies someone as a particular type, therefore, is the relative weight of emphasis, or the strength of attraction associated with one constellation of meaning over another.

Dynamic

As with the finding that sources meaning in life can vary over the life cycle or other changing circumstances, there is ample evidence to suggest that sustainability managers’ default types can change as well.

For example, David seems to have shifted from being an Activist to a Facilitator (moving from political activism as a source of meaning to business training and lecturing), Arend from an Activist to a Catalyst (from political activism to business transformation), Frank from Expert to Catalyst (from laboratory work to strategic policy advice) and Shivani from Expert to Facilitator (from a technical scientist to a team unit manager). One of the debatable points is whether their constellation of meaning actually shifted, or just their role. For instance, Fritz believes that “in your career or in your work, the manager must be able to swing from the one type to the other.” This dynamic element seems to vary from individual to individual. However, there certainly seem to be cases in which the weight of meaning shifted from one type to another.

Role-related

For some (but not all) participants, their formal roles and their type were aligned. Hence, there is a suggestion that either people are naturally attracted to roles that fit with their types, or that their roles shape the meaning they derive as certain types, or perhaps both.

For instance, Neil and Paula who have definite Expert traits recalled that their most meaningful work was in roles that were technical (involving systems implementation);

Clyde and Philip are both typical Facilitators, which accord well with their senior management role; Frank and Kathryn have corporate policy advisory roles that are aligned with their Catalyst tendencies; and Colette and Arend both play advocacy-type roles through their non-profit institutions and are Activists at heart.

Conversely, there are participants who seem to experience dissonance between their formal roles and their natural types. Shivani's reflections on how she fits into the typology is illustrative of these complexities: "If I look at this as Catalyst and Activist, those have definitely been as a result of the role. It makes a huge difference to me at the moment to influence the way [the company] thinks ... [and] I've always placed a lot of insistence on the communities and where we've come from. ... I should be more in the Facilitator section in terms of the type of manager that I am, but it's very hard for me to leave the [Expert] role completely. I always want to have a hands-on approach - it gives me more meaning for myself, my own self esteem as well, that I can still do things and do it properly. ... If you talk about the role of Expert, it's so important for me to be recognised as an expert in my field because I feel that the only way I will be recognised is if I can prove to people out there that I am good at what I do, that I am really an expert in the field of sustainability."

Evenly Distributed

The participants were fairly evenly distributed across the four types, although there is a predominance of Catalysts. Table 8.5 illustrates my categorisation according to types after the Phase 2 interviews.

Table 8.5: Participant Distribution Across the Four Types

| 8 Experts | 5 Facilitators | 10 Catalysts | 7 Activists |
|--|--|---|---|
| Bill, Evelyn, Magomu, Martin, Paula, Pemba, Porter, Shivani | David, Jordan, Kwame, Nabil, Philip | Andries, Frank, Fritz, Jeremy, Kathryn, Milton, Neil, Patrick, Reginald, Theo | Arend, Clyde, Colette, Henry, Ronald, Thabo, Zelda |

This represents what I perceived to be each participant's dominant constellation of meaning sources, as seen through the lens of the typology. It is difficult to draw any significant conclusions from this, given the small sample size. It does suggest, however, that sustainability managers of all four types exist in companies.

Contextual

As with the sources of meaning on which they depend, the four types are influenced by context. One of these contexts, the job role, has already been mentioned. Another that emerged was the organisational context.

For instance, Henry makes this observation about Activists: "Organisation dynamics of corporates require conformism to the organisational culture, which to a large degree requires maintenance of the status quo. And so it is resistant to change by its nature, because it's set up to maintain its market share, or its position in a framework of other

competing organisations. So, status quo maintenance means consent, not dissent. So, by the very nature of your typology here, I think your typology does make it difficult for Activists to be in there.” Evelyn echoes this idea that Activists may struggle in a big corporate setting: “You can’t be too way out and want to change the entire world; you’ve got targets and you’ve got objectives and projects that you’re working on, so you’re tempered by the culture in the company.”

Philip raises the career stage or life cycle as another important context: “I think that one of the things that you have to bear in mind is how much individual flexibility you get in working environments. I think at an earlier stage in someone’s career, no matter what their typology might be, they don’t necessarily yet have the luxury of finding themselves in the position that gives expression to their preference.”

Subjective

It is worth noting that, although informed by what was said in the interviews and my knowledge of the participants, the classification of sustainability managers into types remains a subjective exercise. This became particularly evident when I asked participants to categorise themselves in terms of the typology. As previously mentioned, I had used the typology and my classification of sustainability managers according to type (Table 8.5) in order to obtain a good spread of participants for the Phase 3 follow-up interviews. However, my classification only concurred with participants’ self-perception in 50% of cases.

There are at least three possible explanations for this divergence: 1) participants may not have revealed sufficient information about themselves to enable me to make a classification congruent with their self-perception; 2) participants’ self-perceptions may not accord with the way they portray or express themselves publicly; in particular, their self-perception may be aspirational or self-deprecating; and 3) the typology may not be sufficiently developed and adequately described to enable a consistent interpretation by myself and others.

Aspirational

As mentioned above, it seemed that some participants related to the typology as an ideal or aspirational state. Hence, participants may internalise the expectations of their formal job role and translate this into a meaning type, or they may simply wish that they embodied more of the traits of a particular type.

For example, while Evelyn classifies herself as a Catalyst, the evidence from her interviews suggests that she derives more meaning from being an Expert. However, the expectations of her role are heavily weighted towards being a Catalyst, which may in turn make this an aspirational type for her. Similarly, David’s role is as a Specialist in his organisation and his business unit, and he has strong academic aspirations, which leads him to a self-perception as an Expert. However, the interviews suggest that he derives the most meaning from being a Facilitator. Nabil is another example. In this instance, at the time of the second phase interview, he was new in his role as a sustainability manager and

still very conscious of his previous role in leadership development. By the time of the third phase interview, however, he was far more settled in his sustainability role and was aspiring to change the organisation. His type may actually have shifted, or he may simply have been self-justifying his new role.

Management Applications

The typology was discussed with participants in the third phase interviews and was generally well received, with comments like “that seems sensible” (Arend) and “that’s quite useful” (Milton). I have also tested the typology in several public presentations to sustainability (and general) managers. Once again, the feedback has been generally positive.

The most obvious potential applications occur at an individual and team level, with benefits for sustainability managers, managers of sustainability teams and human resource managers. For sustainability managers, the typology acts as prompt for individuals to reflect on their most natural type, or mix of types. This allows them to think about what sorts of roles they derive the most satisfaction from, and to consciously compare this to their formal role. If there isn’t a natural fit between their type and their formal role, it may help to explain work frustrations or lacking motivation, as David testified: “It immediately helps me to understand some of the frustrations that I have with some of the areas.” This realisation of dissonance may in turn trigger active career management into a role more aligned with their type. Fritz also observes that “the model could play an important role in helping managers to understand the underlying drivers and values which influences some of their decisions.”

For managers of a sustainability team, the typology would cast light on the mix of team members, from the perspective of their different sources of meaning. This can influence the way in which individuals are managed and allocated tasks, as well as the general management style adopted. For example, if there is a predominance of Experts, incentives that recognise quality may be far more effective than for a Catalyst heavy team, where tracking of strategic goals may be more motivational. If the typology is used as a team-building exercise (i.e. where each individual’s self-classification is shared among the group) it is conceivable that mutual understanding, sensitivity and team dynamics may improve. The manager of a sustainability team may decide that there is merit in having a balance of all four types represented, which will in turn affect recruitment decisions.

Human resource managers may also use the typology to assist in recruitment, either for targeting a particular type to fit the corporate culture, or a specific role or need in the organisation, or as a way to ensure a balanced distribution of types in the organisation or the sustainability team. Such speculation about the typology’s potential application begins to suggest that it could be further developed into a psychometric-type tool, in which individuals could rate themselves against a set of phrases or statements, and obtain scores that suggest a type profile. For example, someone might score as a strong Facilitator, weak Catalyst. The tool would therefore operate much along the lines of a Myers-Briggs type assessment diagnostic. It is not the purpose of the current research to develop such a

tool, or to test its feasibility, but there certainly seems to be merit in the idea and an appetite for converting the typology into something that can be practically applied by management.

Summary and Conclusions

Table 8.6 summarises the features of the four types.

Table 8.6: Features of the Four Types of Sustainability Managers

| Feature | Types | | | |
|-----------------------------|-------------------------------------|---|--|---|
| | Expert | Facilitator | Catalyst | Activist |
| Primary source of meaning | Specialist input | People empowerment | Strategic input | Societal contribution |
| Level of concern | Individual | Group or team | Organisation | Society |
| Source of work satisfaction | Personal development, quality input | Staff development, effective facilitation | Organisational development, strategic change | Community development, social change |
| Skills | Technical, process | Managerial, facilitation | Visionary, political | Collaborative, Questioning |
| Knowledge | Specialist | Generalist | Key players, future trends | Community or macro needs |
| Legacy | Successful work projects | Staff or team's achievements | Organisation or industry transformation | Sustainable environment & equitable society |

Based on the discussion and examples of the foregoing sections, I have distilled several conclusions.

Conclusions from Chapter 8

- The typology is a useful way to pragmatise my Framework of Meaning;
- Sustainability managers' meaning in work can be characterised by four main types;
- The typology is not a simple, static model;
- The typology's subjective classification is its most significant weakness;
- The typology's role alignment is its most significant strength; and
- The typology is a potentially useful tool for management.

Brief comments on each of these will conclude the chapter.

1. *The Typology is a useful way to pragmatise the Framework of Meaning.*

Following feedback from the Phase 2 interviews, the typology was identified as the most useful way to distil key features of the Framework of Meaning in a way that may assist management understanding and practice.

2. *Sustainability managers' meaning in work can be characterised by four main types.*

The four types – Expert, Facilitator, Catalyst and Activist – serve as a model to summarise, compare and contrast the different ways in which sustainability managers derive meaning from their work.

3. The typology is not a simple, static model.

My typology has several features that suggest it is more complex and sophisticated than a simple, static model. Notably, it is descriptive, composited, non-exclusive, dynamic, role-related, evenly distributed, contextual, subjective and aspirational.

4. The typology's subjective classification is its most significant weakness.

Aside from the weaknesses of typologies as a generic technique, my typology's most significant limitation is the subjective basis of classification, and the current divergence between participant and researcher perspectives.

5. The typology's role alignment is its most significant strength.

Because the four types can be easily interpreted to align with certain kinds of work roles or functions in sustainability, my typology is intuitively easy to apply to the business or management context.

6. The typology is a potentially useful tool for management.

Feedback to date and speculation about potential applications as a management tool, a platform for team-building and a psychometric assessment technique suggest that my typology could be further developed for practical use in business.