

The 11<sup>th</sup> International Conference on the Socio-Economic Approach to Management  
**Putting Theory into Practice**

**DAY 1**

**Thursday, May 25, 2023**

9:00 am to 1:00 pm US CDT

9:00 am	Welcome and Announcements Technology input – Eric Nordgren, <i>College of St. Scholastica</i>	
<b>Session 1</b>		
9:10 am	<p><b><i>The evolution of theory and practice</i></b></p> <ul style="list-style-type: none"> <li>• John Conbere, Alla Heorhiadi</li> </ul> <p><b><i>The contribution of the concept of Ego-Altruism to SEAM theory</i></b></p> <ul style="list-style-type: none"> <li>• Henri Savall, Veronique Zardet</li> </ul> <p><b><i>Abduction not abdication: on the difficulty of wearing two hats</i></b></p> <ul style="list-style-type: none"> <li>• Pierre El Haddad</li> </ul>	<p>Panel discussion with experts</p> <p>Sarah Skillman &amp; Eric Sanders</p>
10:15 am	<p><b><i>Practice makes students appreciate theory</i></b></p> <ul style="list-style-type: none"> <li>• Catherine Glee-Vermande</li> </ul> <p><b><i>Humanizing work organization in industry 5.0 projects: a prospective approach to robotization and Artificial Intelligence</i></b></p> <ul style="list-style-type: none"> <li>• Marc Bonnet</li> </ul> <p><b><i>Parallels between improv comedy and SEAM</i></b></p> <ul style="list-style-type: none"> <li>• Marilou Canon</li> </ul>	<p>Panel discussion with experts</p> <p>Sarah Skillman &amp; Eric Sanders</p>
11:00 am	Break	
<b>Session 2</b>		
11:15 am	<p><b><i>Lessons from the war: A case study of Ukrainian leaders and business owners</i></b></p> <ul style="list-style-type: none"> <li>• Sophia Opatska</li> </ul> <p><b><i>SEAM values and how Ukrainians conduct the war</i></b></p> <ul style="list-style-type: none"> <li>• Sergiy Ivakhnenkov</li> </ul> <p><b><i>Organizational resilience in the face of the war in Ukraine</i></b></p> <ul style="list-style-type: none"> <li>• Nataliya Lagotska</li> </ul>	<p>Panel discussion with experts</p> <p>Sue Quint &amp; Dave Swenson</p>
12:00 pm	<p><b><i>Social return on investment (SROI) and SDG implementation</i></b></p> <ul style="list-style-type: none"> <li>• Raymond Saner, Lichia Yiu</li> </ul> <p><b><i>Social entrepreneurship ecosystem: Operating on multiple levels</i></b></p> <ul style="list-style-type: none"> <li>• Artem Kornetsky</li> </ul> <p><b><i>The hidden performance of associations</i></b></p> <ul style="list-style-type: none"> <li>• Thibaut Dubois</li> </ul>	<p>Panel discussion with experts</p> <p>Sue Quint &amp; Dave Swenson</p>
1:00 pm	End of Day 1	

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**DAY 2**

**Friday, May 26, 2023**

9:00 am to 1:00 pm US CDT

9:00 am	Welcome and Announcements	
<b>Session 3</b>		
9:05 am	<p><i>Flow and the new work environment</i></p> <ul style="list-style-type: none"> <li>• Toccara Stark</li> </ul> <p><i>Management philosophy of SEAM in France and JUSE in Japan: A comparative study</i></p> <ul style="list-style-type: none"> <li>• Ken Nishikawa</li> </ul> <p><i>Contribution of socio-economic theory to strategic quality management</i></p> <ul style="list-style-type: none"> <li>• Luis Bueno</li> </ul> <p><i>Why SEAM approach matters to the sustainable performance of Chinese LEAN companies</i></p> <ul style="list-style-type: none"> <li>• Ziyuan Tang</li> </ul>	<p>Panel discussion with experts</p> <p>Mary Paulson &amp; John Conbere</p>
9:55 am	<p><i>When practice doesn't match theory - failing successfully in OD</i></p> <ul style="list-style-type: none"> <li>• Dave Swenson</li> </ul> <p><i>The cost of organizational intrusions into employees' lives: A case study of Lebanese insurance company</i></p> <ul style="list-style-type: none"> <li>• Sajida El Othman</li> </ul> <p><i>Using SEAM tools for steering: Reflections of the college president</i></p> <ul style="list-style-type: none"> <li>• Chato Hazelbaker</li> </ul>	<p>Panel discussion with experts</p> <p>Mary Paulson &amp; John Conbere</p>
10:45 am	Break	
<b>Session 4</b>		
11:00 am	<p><i>Is training people the most profitable investment?</i></p> <ul style="list-style-type: none"> <li>• Carole Bousquet</li> </ul> <p><i>Value destruction in intermunicipal-cooperation: Using SEAM to create public value knowledge</i></p> <ul style="list-style-type: none"> <li>• Edgar Rebolledo-Toro</li> </ul> <p><i>Lessons of organizational resilience of the business organizations in Ukraine during war</i></p> <ul style="list-style-type: none"> <li>• Andriy Rozhdestvensky</li> </ul> <p><i>Acting, reflecting, and creating new knowledge: Action research in a Ukrainian company</i></p> <ul style="list-style-type: none"> <li>• Valeria Kozlova, Olena Trevoho</li> </ul>	<p>Panel discussion with experts</p> <p>Brenda Norman &amp; Pierre El Haddad</p>
11:50 am	<p><i>Involving employees in strategic practices in small and medium-sized companies</i></p> <ul style="list-style-type: none"> <li>• Mélanie Giraudet</li> </ul> <p><i>How a socially responsible approach to doing business helped an artisanal repair shop become a sustainable and successful company</i></p> <ul style="list-style-type: none"> <li>• Natalia Oboznenko</li> </ul> <p><i>SEAM and COVID both tell us to put workers first!</i></p> <ul style="list-style-type: none"> <li>• Eric Sanders</li> </ul>	<p>Panel discussion with experts</p> <p>Brenda Norman &amp; Pierre El Haddad</p>
12:45 pm	Wrap Up	
1:00 pm	<b>End of Conference</b>	
	Networking, Zoom chat rooms	

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**Conference Presenters and Experts**

1	Marc Bonnet, PhD	ISEOR & IAE Lyon, University Jean Moulin	Lyon, France
2	Carole Bousquet, PhD	IDRAC Business School	Lyon, France
3	Luis Bueno	ISEOR & IAE Lyon, University Jean Moulin	Lyon, France
4	Marilou Canon	Dialexa, an IBM company	Texas, USA
5	John Conbere, EdD, MDiv	SEAM Institute	Minnesota, USA
6	Thibaut Dubois	ISEOR	Lyon, France
7	Mélanie Giraudet	ISEOR	Lyon, France
8	Catherine Glee-Vermande, PhD	IAE Lyon, University Jean Moulin	Lyon, France
9	Chato Hazelbaker, EdD	Northland Pioneer College	Arizona, USA
10	Pierre El Haddad, DBA	St. Joseph University	Beirut, Lebanon
11	Alla Heorhiadi, PhD, EdD	SEAM Institute	Minnesota, USA
12	Sergiy Ivakhnenkov, PhD	National University Kyiv-Mohyla Academy	Kyiv, Ukraine
13	Artem Kornetsky, PhD	Ukrainian Catholic University	Lviv, Ukraine
14	Valeria Kozlova	Ukrainian Catholic University, Business School	Lviv, Ukraine
15	Nataliya Lagotska, PhD	Ukrainian Catholic University, Business School	Lviv, Ukraine
16	Ken Nishikawa	Konan University; OD Association in Japan	Kobe City, Japan
17	Brenda Norman, EdD	Momentum Leadership	Minnesota, USA
18	Natalia Oboznenko	Lviv Business School	Lviv, Ukraine
19	Sophia Opatska, PhD	Ukrainian Catholic University	Lviv, Ukraine
20	Sajida El Othman, PhD	CARMA - Global Media Intelligence Provider	Beirut, Lebanon
21	Mary Paulson, EdD	MN DHS/College of St. Scholastica	Minnesota, USA
22	Sue Quint, EdD	DataWELL Informatics	Minnesota, USA
23	Edgar Rebolledo-Toro	ISEOR; U. of Málaga; U. Catholic of Temuco, Chili.	Malaga, Spain
24	Andrew Rozhdestvensky, PhD	Ukrainian Catholic University, Business School	Lviv, Ukraine
25	Raymond Saner, PhD	CSEND & Basel University	Basel, Switzerland
26	Eric Sanders, PhD	Organization Development Economist, LLC	Illinois, USA
27	Henri Savall, PhD	ISEOR & IAE Lyon, University Jean Moulin	Lyon, France
28	Sarah Skillman, MAA	Dialexa, an IBM company	Texas, USA
29	Toccaro Stark, EdD	3M, SEAM Institute	Minnesota, USA
30	Olena Trevocho, PhD	Ukrainian Catholic University, Business School	Lviv, Ukraine
31	David X. Swenson, PhD, LP	College of St. Scholastica	Minnesota, USA
32	Ziyuan Tang	ISEOR	Lyon, France
33	Lichia Yiu, PhD	Centre for Socio-Eco-Nomic Development	Geneva, Switzerland
34	Véronique Zardet, PhD	ISEOR & IAE Lyon, University Jean Moulin	Lyon, France

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