

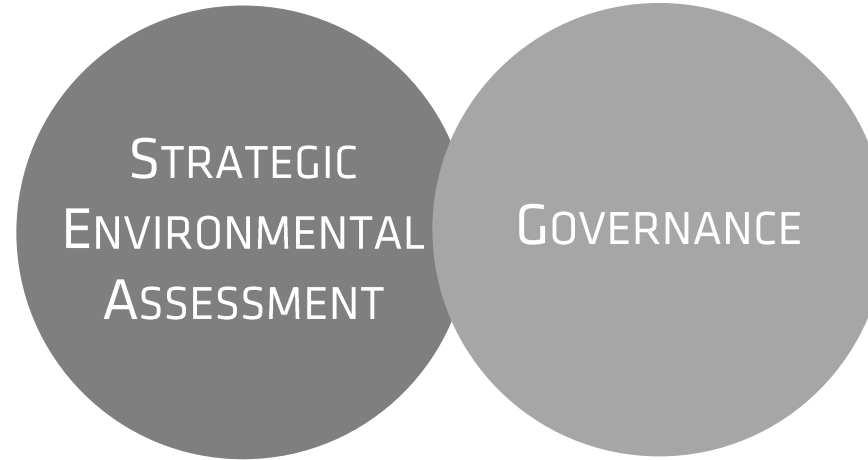
The hidden influence of governance in SEA: Organisational environments

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1. Why governance matters in SEA...?

Political support instrument with the capacity to facilitate the integration of sustainability concerns in policy-making (Tetlow and Hanusch 2012, Partidário 2015, Noble et al. 2019)



Dimension that frames certain operating patterns that underlays the construction of regulatory aspects, institutional procedures and informal practices (relational perspective)

positions SEA as an instrument of **signification** (interpret and give meaning to actions) and **legitimation** (give value to actions to validate decisions)

1. ... And why to think about organisational environments?

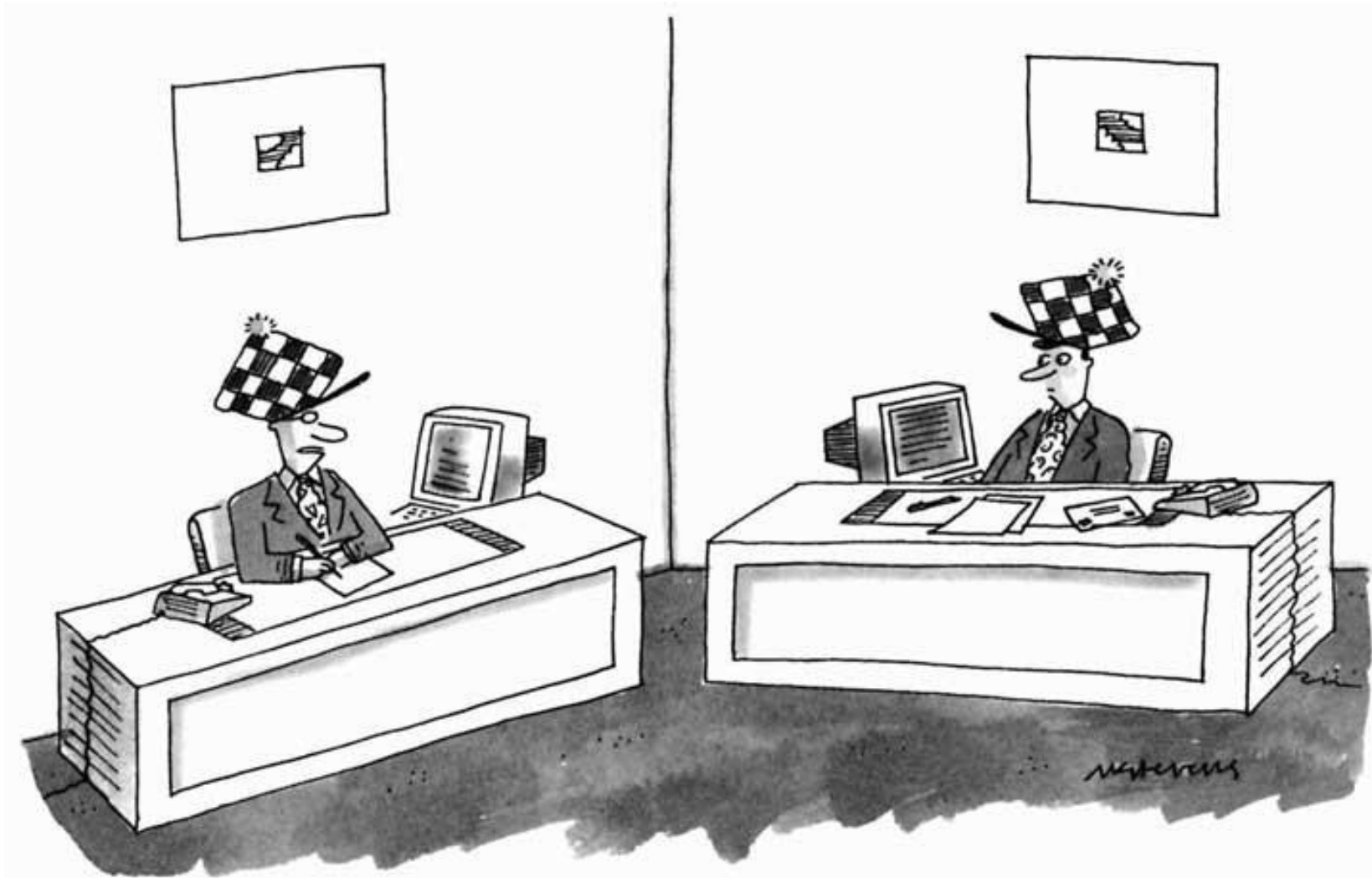
Peterson (2010): use of SEA depends on the legal regulation and guidance, but also on **administrative capacities and expertise**

Peterson and Vahtrus (2019): decision-makers should be better informed about **what the SEA is meant to do and what not**

Partidário and Monteiro (2018): public organisations in Portugal are **not ready to 'think SEA'**

Bond et al. (2016): **organisational legitimacy** (openness and transparency) and **knowledge legitimacy** (knowledge or facts used)

1. ... And why to think about organisational environments?



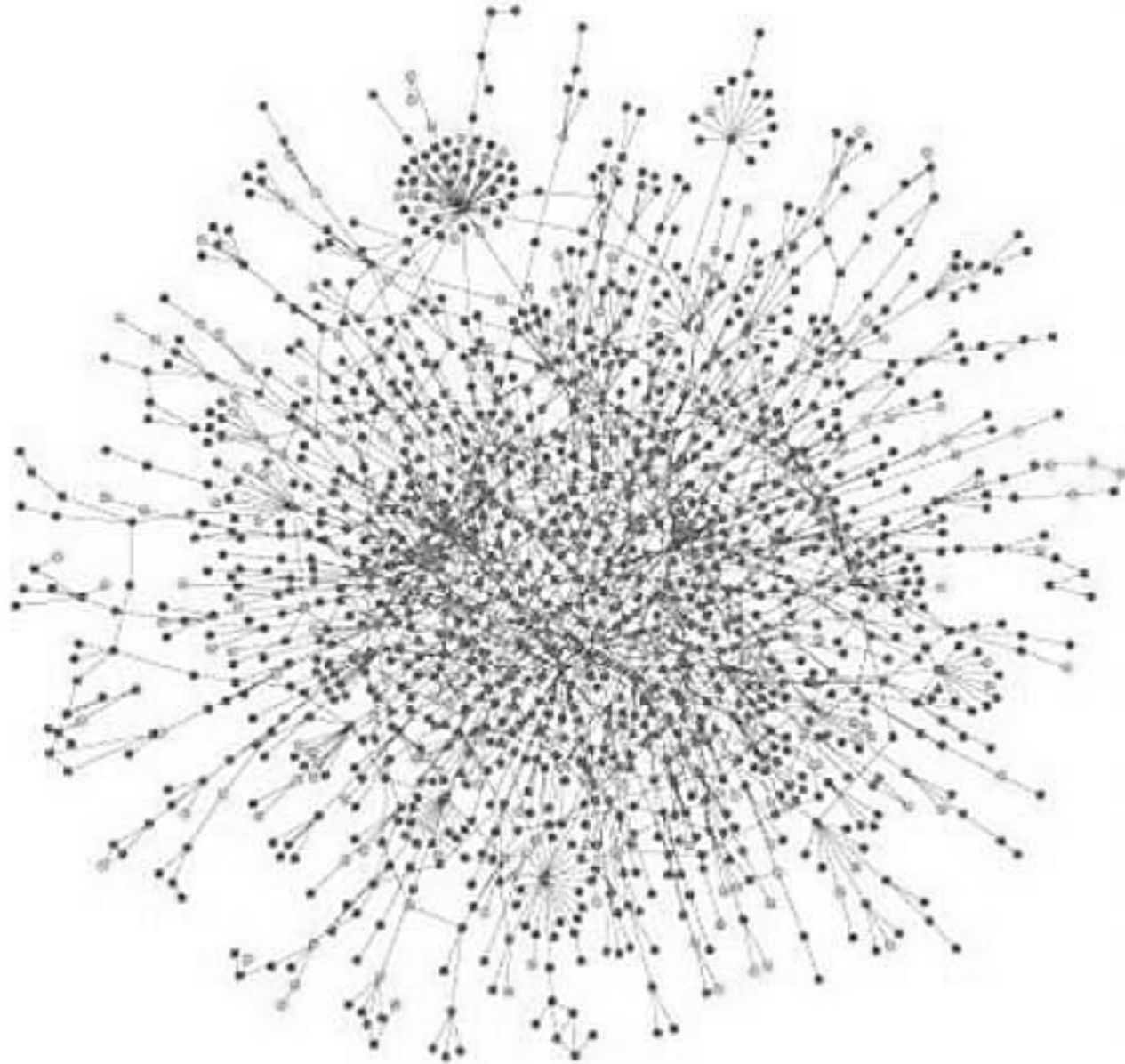
"I don't know how it started, either. All I know is that it's part of our corporate culture."

1. ... And why to think about organisational environments?

WHO WE ARE?

2.

Organisational environments



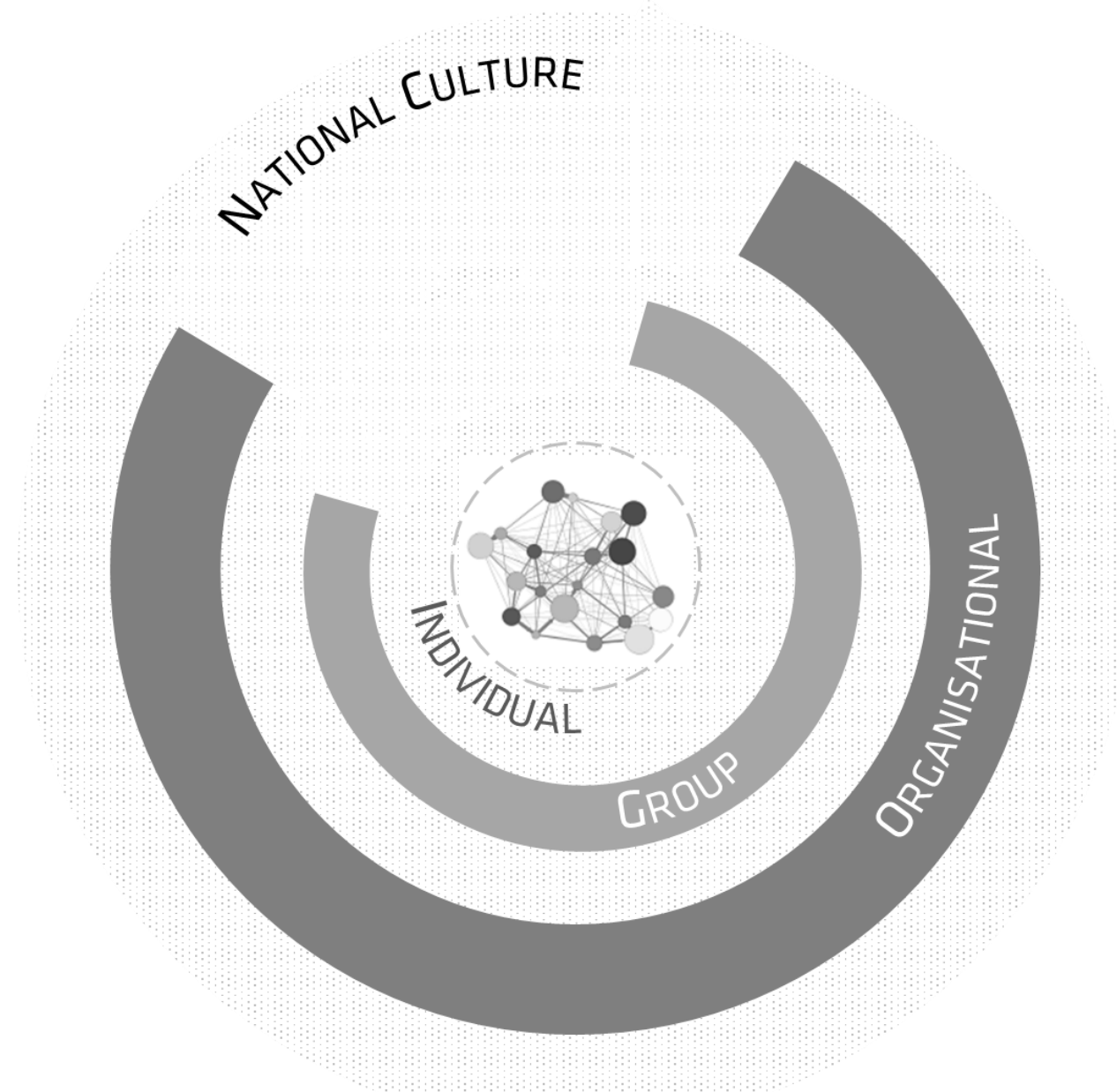
2.

Organisational environments



2.

Organisational environments

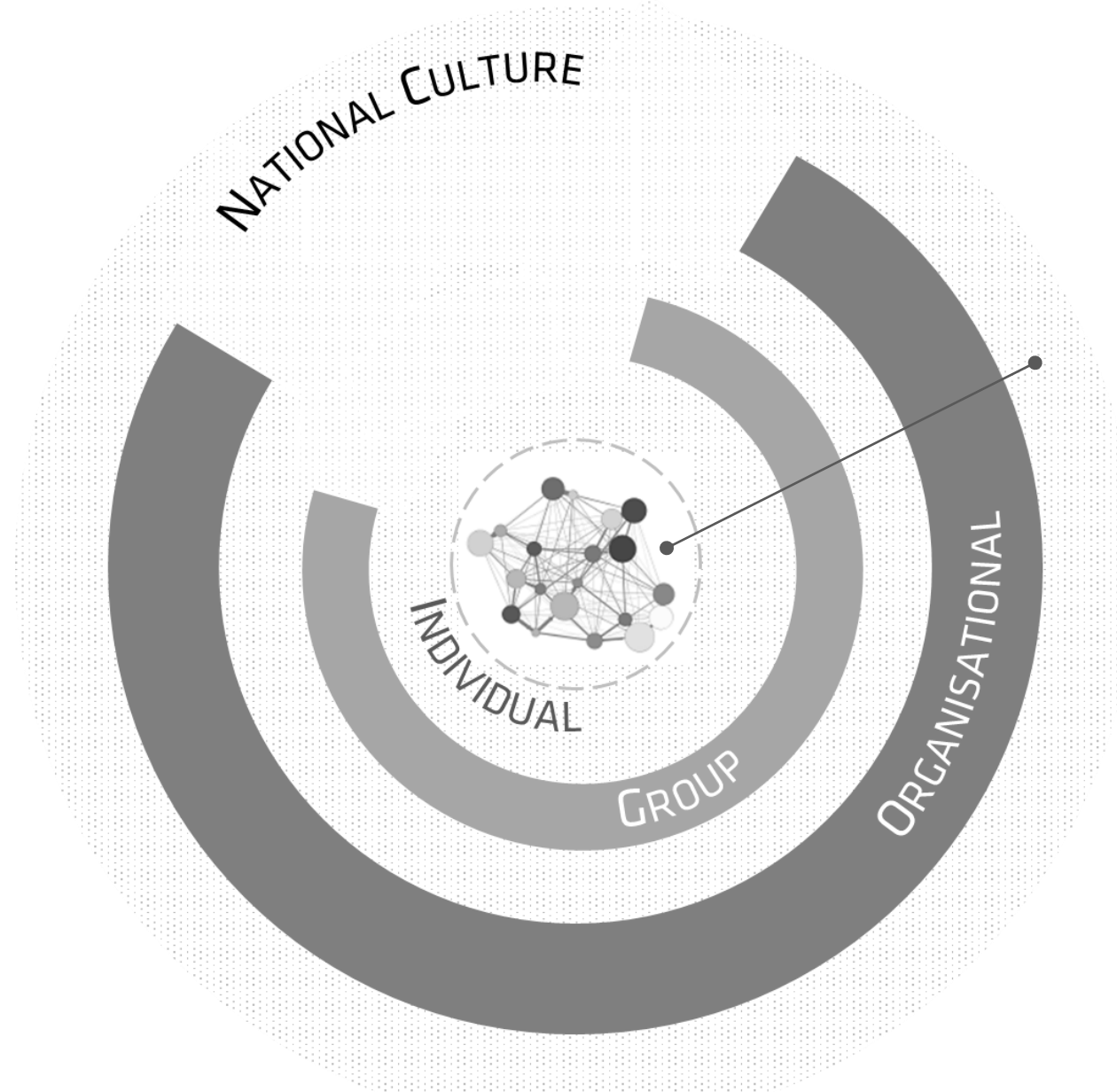


2.

Organisational environments

ACTORS WITH
INTERPRETATIVE
FUNCTIONS

SYSTEMS OF
VALUES, RULES &
KNOWLEDGE



LEGITIMATION
STRATEGIES

INTERACTION
CULTURE AND
STRUCTURE

2.

Organisational environments

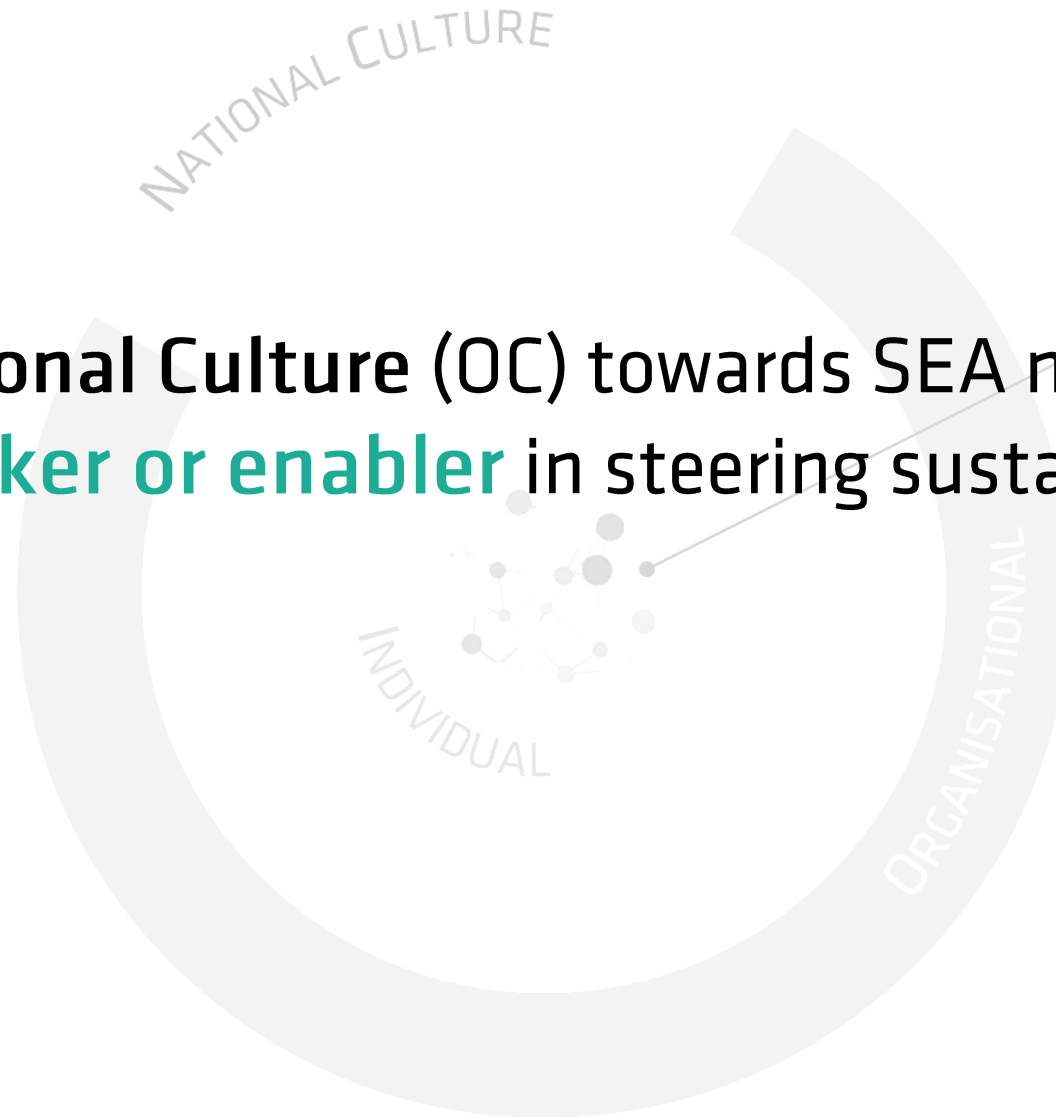
ACTORS WITH
INTERPRETATIVE
FUNCTIONS

SYSTEMS OF
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KNOWLEDGE

**Organisational Culture (OC) towards SEA may function
as **blocker or enabler** in steering sustainability**

LEGITIMATION
STRATEGIES

INTERACTION
CULTURE AND
STRUCTURE

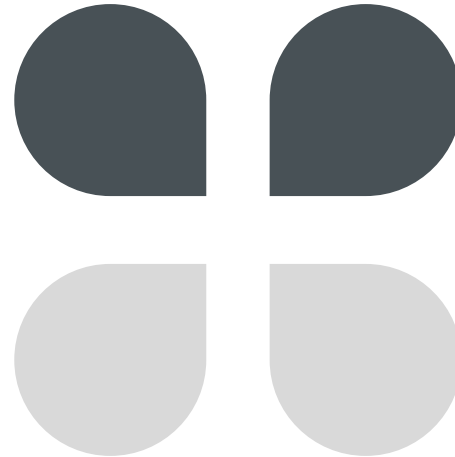


3. Organisational culture: exploratory features

Exploring the type of culture within an organisation can support the understanding of the **organisational commitment** towards SEA, and ultimately on how learning organisational change can be **implemented successfully for sustainability**.

3. Organisational culture: exploratory features

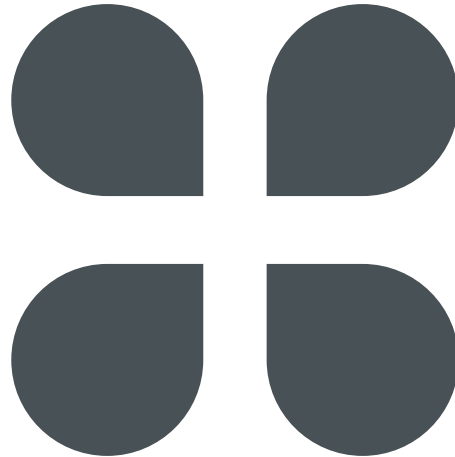
Contextual patterns
Structural configurations
Strategy



Leadership & power
Communication & perception
Decision culture

3. Organisational culture: exploratory features

Contextual patterns
Structural configurations
Strategy



Abilities & skills
Absorptive capacity

Leadership & power
Communication & perception
Decision culture

Motivations & expectations
Values

5. Final thoughts

There are no effective or ineffective cultures: an organization **is** its culture

Asymmetry of interests

OC as influential: **mediator in the agency ability** for innovation towards SEA

Level of **preparedness** of organisations and their ability to deal with SEA becomes a crucial aspect to be considered: capacity for SEA

Commitments towards SEA: **change in SEA agency?**



Thank you!