THE UNIVERSITY OF
SYDNEY
Business School

Organizational Discourse, Strategy and Change Group

2016 Annual Report

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Contents

ICRODSC

The Organizational Discourse, Strategy and Change (ODSC) Group is comprised of a cluster of researchers at the University of Sydney Business School. The Group is associated with the International Centre for Research in Organizational Discourse, Strategy and Change (ICRODSC).

ICRODSC links international researchers from different disciplinary backgrounds who share an interest in developing and applying discourse methods in the study of organizations. Through facilitation of cross-disciplinary research the Centre provides a banner for new research initiatives, contacts and support for doctoral students, and resources for workshops, studies and other activities. The Centre was launched in 2001 by four institutions - the University of Melbourne, the University of Sydney, King's College at the University of London, and McGill University. Since then, it has grown to include the following institutional partners:

- University of Melbourne
- University of Sydney
- Cardiff University
- City University of London
- Judge Business School, University of Cambridge
- King's College, University of London
- Lund University, Sweden
- McGill University, Canada
- Meiji University, Japan
- Queen Mary, University of London
- Texas A&M University
- University of California
- University of Colorado
- University of Leicester
- VU University, Amsterdam

ICRODSC's objectives are to:

- Establish a leading group of world class scholars in organizational discourse to facilitate research on organizational discourse, strategy and change.
- Encourage collaborative research projects among leading universities in the field of organizational discourse.
- Disseminate research findings on discourse analysis and its applications through academic publications, seminars and conferences.
- Facilitate research and teaching interchanges among scholars who work in this area.
- Increase opportunities for researchers interested in discourse analysis to interact through specific initiatives, such as workshops, conferences, etc.
- Facilitate collaborative links regarding research and postgraduate training in the field of organizational discourse.

The ODSC Group at The University of Sydney and ICRODSC hold regular workshops and exchanges that bring leading international scholars to Australia providing opportunities for members to engage with institutional partners and to contribute to an ongoing stream of collaborative research on the role of discourse in organizations.

The ODSC Group's website, detailing its activities, can be found at:

http://sydney.edu.au/business/research/odscg

Message from the Director

The year to date, 2016 has been one of consolidation. After welcoming a number of new members last year we have focused on building the cohesiveness of the group and profiling the outstanding research produced by the group.

During 2016 group members have continued to progress a number of existing projects and to develop new ones. Some highlights from 2016 are outlined below.

ODSC members have demonstrated research leadership in their fields of expertise. Highlights include:

- Helena Nguyen and Anya Johnson received the University of Sydney Business School Research Engagement Award in 2016.
- Jane Lê was awarded a University of Sydney SOAR Fellowship.
- Eric Knight was awarded Best Paper in the Strategizing Activities and Practices interest group of the Academy of Management 2016 and Best Paper in Strategic Management at the Australia and New Zealand Academy of Management 2016.
- Eric Knight and Jane Le organized the following PDW at the Academy of Management: "A practice-based perspective on paradox: studying tensions in strategy". David Oliver was an expert roundtable leader on "Paradox and Identity" in this PDW.
- Jane Lê served as Chair-Elect of the SAP interest group at the Academy of Management and EGOS Board Liaison for the Strategy as Practice research community platform.
- Catherine Hardy was the Associate Editor for the 'Sustainability and Societal Impacts of IS Track' at the International Conference Information Systems (ICS) 2016.
- Jane Andrew was awarded a Brown Fellowship from the University of Sydney.

The ODSC encourages and supports it members to achieve at the highest level in international research. In 2016 ODSC members published 24 articles in leading international journals, four book chapters, and were involved in co-editorship of special issues.

ODSC members are also active in disseminating their work through the media. In 2016 ODSC members had their work published in a number of media outlets, including: 2CC Canberra, 2GB Sydney, 2UE Sydney, ABC PM, ABC 666 Canberra, 6PR Perth, Triple J Sydney, ABC Hobart, ABC Perth, Australian Financial Review, The Age, The Australian, The Conversation, Sky Business News, The Border Mail, The Sydney Morning Herald, The West Australian, The Brisbane Times, The Epoch Times and Stuff (NZ).

In 2017 we will host two workshops:

- Paradox and Discourse Workshop in February 2017 with Marianne Lewis from Cass Business School.
- Discourse Methodology Workshop in October 2017 with Steve Maguire from HEC Montreal.

Leanne Cutcher, Director.

Organizational Structure

Group Members

Members of the ODSC Group at the University of Sydney Business School include:

- Associate Professor Leanne Cutcher (Director)
- Associate Professor Jane Andrew
- Dr Max Baker
- Professor Suresh Cuganesan
- Dr Maurizio Floris
- Associate Professor Catherine Hardy
- Dr Steven Hitchcock
- Dr Eric Knight
- Dr Anya Johnson
- Dr Jane Lê
- Dr David Oliver
- Dr Jarrod Ormiston
- Dr Helena Nguyen
- Dr Helen Parker
- Professor John Roberts
- Dr Jeaney Yip
- Dr Ying (Eagle) Zhang

The ODSC Group is one of the fifteen partner institutions affiliated with international Centre for Research in Organizational Discourse, Strategy and Change (ICRODSC). A complete list of all researchers associated with ICRODSC, who are located at other partner institutions, as well as members of the University of Sydney group, can be found at the ICRODSC website:

http://icrodsc.org.au/

International Advisory Board

ICRODSC's Advisory Board consists of leading academics in the field of Organization Studies from internationally renowned universities. Current membership of the international Advisory Board is as follows:

- Mats Alvesson, Lund University
- Kevin Barge, Texas A&M University
- James Barker, Dalhousie University
- Stanley Deetz, University of Colorado
- Peter Fleming, Queen Mary, University of London
- David Grant, Griffith University
- Cynthia Hardy, University of Melbourne
- Tom Keenoy, Cardiff Business School
- Tom Lawrence, Simon Fraser University
- Steve Maguire, McGill University
- Joanne Martin, Stanford University
- Tim Morris, University of Oxford
- Kamal Munir, Judge Business School, University of Cambridge
- Cliff Oswick, Cass Business School, City University London
- Gill Palmer, RMIT, Melbourne
- Nelson Phillips, Imperial College, University of London
- Linda Putnam, University of California, Santa Barbara
- Masayasu Takashi, Meiji University
- Robyn Thomas, Cardiff Business School
- Hari Tsoukas, University of Cyprus
- Hugh Willmott, Cardiff Business School
- Sierk Ybema, VU University

Grants

The Silent Killer: Advancing Knowledge on Silence and its Impact on Errors and Safety (2016-2019)

Australian Research Council Linkage Project

ODSC Investigators: Helena Nguyen, Anya Johnson

Funding: $230,000

This project will investigate how silence emerges in teams, what sustains it, and how it affects error and safety outcomes. Employees often choose to remain silent about important issues at work, which can have devastating consequences. Although silence is a complex individual phenomenon, there is little knowledge of silence as a collective phenomenon, or how it spreads and becomes the norm in teams and organisations. This project will investigate silence using multilevel, longitudinal designs and by testing novel interventions. This research is expected to affect how teams work and communicate effectively to reduce dangerous forms of silence and improve safety.

Compassion at the heart of well-being: An inter-disciplinary study of well-being in a healthcare setting (2016-2018)

Happiness and Well-Being: Integrating Research across the Disciplines Research Project Grant

ODSC Investigators: Anya Johnson, Helena Nguyen

Funding: $315,000

This project uses multiple disciplinary perspectives to explore: a) the nature of compassion and well-being, and the ways they are related; b) the acceptability and effectiveness of interventions to enhance compassion and well-being; and c) the effects of these interventions on both the individual and those around them. The core of the project is a randomised control trial with nurses, for whom compassion and well-being are vital to the provision of quality care, but who often work in settings which produce high stress, emotional overload, overwork, and 'compassion fatigue'. The RCT compares two compassion-based interventions and a control condition using a research design which incorporates qualitative and quantitative outcome measures in participants as well as staff and patients with whom they interact. The study employs a number of objective measures such as psychophysiological markers of stress and resilience, social network analysis, and ethnographic observations. Our project aims to contribute to the best-practice design of interventions to enhance compassion and well-being.

Australia's role in Global Financial and Production Networks (2016-2018)

Australian Research Council Discovery Grant

ODSC Investigator: Eric Knight

Funding: $236,172

The project intends to address a major deficit of knowledge about the ways financial centres develop and compete among a network of international centres. Australia's long-term economic future is closely tied to providing financial services throughout Asia. Yet very little attention has been given to analysing the structures and networks that enable internationalisation, in particular the performance of Sydney and Melbourne as competitive financial centres within a network of financial centres in East and South-East Asia. Using specialist industry databases and intensive case study methods, this project plans to examine the processes underpinning the growth of this network, map scenarios for the next two decades, and advise on policy implications arising from the 2013–14 Financial System Inquiry.

The Human Side of Energy Security (2016-2018)

Australian Research Council Discovery Grant

ODSC Investigator: Jane Lê

Funding: $228,000

This project plans to develop a decision enactment model to guide industry and policy makers in producing more effective energy decisions. Managing our energy supply to ensure access to reliable, affordable and sustainable energy is vital to Australian economic growth and quality of life. However, energy security is continually under threat from manipulation of supply, ageing infrastructure and natural disasters. Solutions from economic and engineering perspectives only partially address these issues because they overlook critical human factors that underpin energy security. The project plans to use a practice-based approach to examine energy-related firms and agencies to explain how decisions and actions that take place within these contexts shape our energy future.

An investigation into the use of performance measures in private prisons: A national review (2016 - 2017)

Research Grant

ODSC Investigators: Max Baker, Jane Andrew

Funding: $20,000

The project investigates the use of financial and non-financial performance measurement systems in private prisons. We examine the impact of these systems on prison performance, including their direct and indirect effects on public accountability, cost effectiveness and the efficiency within the sector. In addition, our work will consider whether or not the lived experience of the prison can be accurately captured in the reporting process.

Indigenous Enterprise: Navigating multiple logics, enacting hybrid practices and creating jobs (2016)

Wingara Mura Bunga Barrabugu Scheme

ODSC Investigators: Leanne Cutcher and Jarrod Ormiston

Funding: $14,991

This project explores the scope of Indigenous enterprise in Australia, what constitutes success, and the challenges faced in managing competing economic, social and cultural obligations. Drawing on institutional theory, we characterise these competing goals as institutional logics and explore how Indigenous enterprises navigate the associated tensions in practice. To understand practice, we will develop a database of Australian Indigenous enterprises, mapping key characteristics and indicators of success. The research will contribute to Indigenous policy debates, evidencing the factors that determine success for Indigenous enterprises.
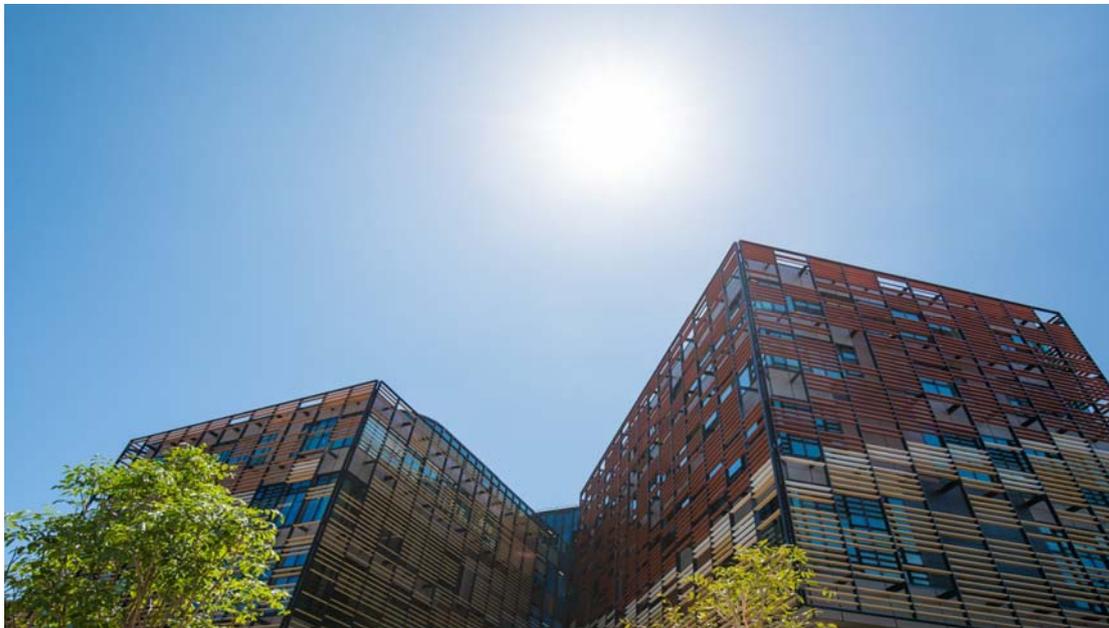
Compassion at the Heart of Health Care at Sydney Local Health District (2015-2017)

Sydney Local Health District Research Agreement 2015-2017

ODSC Investigators: Anya Johnson, Helena Nguyen

Funding: $60,000

This project will investigate nurse / midwife practice of compassionate patient-centered care throughout the Sydney Local Health District. Specifically we will identify the individual- and team-level factors that facilitate and enable nurses / midwives to engage in compassionate care and that encourage compassion and well-being at work more generally? This longitudinal, multilevel project will also evaluate specific interventions designed to enhance compassion in the workplace.

The Costs, Performance, Efficiency and Accountability of Australian Private Prisons (2015-2016)

University of Sydney Business School Industry Partnerships Grant

ODSC Investigators: Jane Andrew, Max Baker

Funding: $60,000

The aim of the project is to examine the costs, performance, efficiency and accountability of Australian private prisons. The project draws on publicly available data from a range of sources which include each State government treasury budgets, annual reports from private operators, inspectors, Ombudsman and Auditor Generals as well as research, media and independent inquiries. The project has developed the following outcomes 1. A comprehensive database populated with publicly available data on private prisons within Australia. 2. A State of the Nation report which reviews the regulatory oversight and publicly available information on the costs, performance, efficiency and accountability of all private prisons on a state by state basis. The project will inform the current and future debates surrounding State Government prison policy.

Workshops

Developing Publishing Skills

March 2016

Professor David Wilson

This workshop was attended by early career researchers and doctoral scholars from Melbourne and Sydney wanting to know more about the publishing process and how it works. The workshop covered the different stages involved in publishing papers in international journals. Participants had the opportunity to practice reviewing a paper, formulating a response to reviewers, and structuring a paper effectively.

The construction of novel risks: Discourse, translation, and the ecology of risk

27 April 2016

Professor Cynthia Hardy

This workshop centred on how chemical risks are accounted for and constructed by retailers and the scientific community.

'People try to put us down: Young professionals' identification processes and sensemaking of aged and generational archetypes' Seminar

25 May 2016

Dr Steven Hitchcock

In this seminar Steven Hitchcock explored how young professionals in Sydney, Australia made sense of aged and generational archetypes in their day to day work. Scholarship and the popular press alike assert that, within the workplace and the world, there are distinct generational groups who are hallmarked by fundamental differences. Generational scholarship, undergirded by the priori assumption that generational differences must be managed, has become a well traversed field despite very little empirical evidence to substantiate the claims made about the attitudes, values, and beliefs of these purported generational cohorts. All the while, the over-simplified stereotypes are perpetuated and employed in making fundamental decisions about the lives and work of the old and the young.

Managing Complexity

17 June 2016

Professor Dave Snowden – Cognitive Edge

The ODSC in partnership with the National Disability Service (NDS) co-hosted a workshop on managing complexity with Dave Snowden from Cognitive Edge. The workshop introduced members of both the ODSC and the NDS to concepts such as Snowden's Cynefin Framework for navigating complexity in social systems. The workshop also provided ODSC members to explore the complex world of disability service providers.

Publications

Books and Book Sections

Jarzabkowski P, Le JK and Spee AP 2016 Forthcoming 'Taking a strong process approach to analysing qualitative process data' in SAGE Handbook of Process Organization Studies, ed. Ann Langley and Haridimos Tsoukas, Sage Publications, London, United Kingdom.

Knight ERW and Paroutis S 2017 Forthcoming 'Paradox as a Threshold Concept in Learning: An Approach to Learning and Teaching about Paradox' in Oxford Handbook of Organizational Paradox: Approaches to Plurality, Tensions and Contradictions, ed. P Jarzabkowski, M Lewis, W Smith, and A Langley, Oxford University Press, Oxford, United Kingdom.

Le JK and Bednarek R 2016 Forthcoming 'Paradox in everyday practice' in Oxford Handbook of Organizational Paradox: Approaches to Plurality, Tensions and Contradictions, ed. Paula Jarzabkowski, Marianne Lewis, Wendy Smith, and Ann Langley, Oxford University Press, Oxford, United Kingdom.

Le JK 2016 'Qualitative Analytic Software' in The SAGE Encyclopedia of Industrial and Organizational Psychology, 2nd edition, ed. Steven Rogelberg, Sage, Oxford, United Kingdom.

Journal Articles

Andrew J and Cahill D 2017 Forthcoming 'Rationalising and Resisting Neoliberalism: The Uneven Geography of Costs', *Critical Perspectives on Accounting*.

Cuganesan S 2016 Forthcoming 'The Design of Performance Budgeting Processes and Managerial Accountability Relationships', *Public Management Review*.

Cuganesan S 2016 Forthcoming 'Identity Paradoxes: How Senior Managers and Employees Negotiate Similarity and Distinctiveness Tensions over Time', *Organization Studies*.

Cuganesan S, Hart A and Steele C 2016 Forthcoming 'Managing information sharing and stewardship for public-sector collaboration: a management control approach', *Public Management Review*.

Cutcher L and Achtel P 2017 Forthcoming ''Doing the Brand': Aesthetic labour as situated, relational performance in fashion retail', *Work, Employment and Society*.

Cutcher L, Dale K, Hancock P and Tyler M 2016 'Spaces and places of remembering and commemoration', *Organization*, vol.23:1, pp. 3-9.

Cutcher-Gershenfeld J, **Knight ERW** and et al 2016 'Build It, But Will They Come? A Geoscience Cyberinfrastructure Baseline Analysis', *Data Science Journal*, vol.15:8, pp. 1-14.

Fortin I and **Oliver D** 2016 'To imitate or differentiate: Cross-level identity work in an innovation network', *Scandinavian Journal of Management*, vol.32:4, pp. 197-20.

Harvey W, Tourky M, **Knight ERW** and Kitchen P 2017 Forthcoming 'Lens or Prism? How organisations sustain multiple and competing reputations', *European Journal of Marketing*.

Jarzabkowski PA and **Le JK** 2016 Forthcoming 'We have to do this and that? You must be joking: Constructing and responding to paradox through humor', *Organization Studies*.

Johnson A, **Nguyen H**, Groth M, Wang K and Ng JL 2016 'Time to change: a review of organisational culture change in health care organisations', *Journal of Organizational Effectiveness: People and Performance*, vol.3:3, pp. 265-88.

Jones S, **Baker M** and Forrest B 2016 Forthcoming 'The Relationship between CSR and Tax Avoidance: An International Perspective', *Australian Tax Forum*.

Knight ERW and Paroutis S 2016 Forthcoming 'Becoming Salient: The TMT Leader's Role in Shaping the Interpretive Context of Paradoxical Tensions', *Organization Studies*.

Knight ERW and Sharma R 2016 'Infrastructure as a traded product: A relational approach to finance in practice', *Journal of Economic Geography*, vol.16:4, pp. 897-916.

Knight ERW and Wojcik D 2017 Forthcoming 'Geographical linkages in the financial services industry: a dialogue with organizational studies', *Regional Studies*.

Nguyen H, Groth M and **Johnson A** 2016 'When the Going Gets Tough, the Tough Keep Working: Impact of Emotional Labor on Absenteeism', *Journal of Management*, vol.42:3, pp. 615-43.

Nguyen H, **Johnson A**, Collins C and Parker S 2016 Forthcoming 'Confidence matters: Self-efficacy moderates the credit that supervisors give to adaptive and proactive role behaviours', *British Journal of Management*.

Lui H, **Cutcher L** and Grant D 2016 Forthcoming 'Authentic leadership in context: An analysis of banking CEO narratives during the global financial crisis', *Human Relations*.

Sharma R and **Knight ERW** 2016 Forthcoming 'The Role of Information Density in Infrastructure Investment', *Growth and Change*.

Statler M and **Oliver D** 2016 'The Moral of the Story: Re-framing Ethical Codes of Conduct as Narrative Processes', *Journal of Business Ethics*, vol.136:1, pp. 89-100.

Yip J and Ainsworth S 2016 '"Whatever works": the marketplace mission of Singapore's City Harvest Church', *Journal of Macromarketing*, vol.36:4, pp. 443-456.

Yip J and Hoon C 2016 Forthcoming "To build a generation of stars': Megachurch identity, religion and modernity in Indonesia', *South East Asia Research*.

Zhang Y and **Andrew J** 2016 'Rethinking China: Discourse, Convergence and Fair Value Accounting', *Critical Perspectives on Accounting*, vol.36, pp. 1-2.

Media Articles & Interviews

Cutcher, L. (2016). 'Japan encouraging older people into the workforce', 936 Hobart, 29 August 2016.

Cutcher, L. (2016). 'Older Makes working in the pharmaceutical industry', The Sydney Morning Herald, Saturday Age, Stuff (NZ), The Border Mail, 02 July 2016.

Cutcher, L. (2016). 'Treat Older workers with respect, it makes sound business sense', The Australian, 18 June 2016.

Cutcher, L. (2016). 'NSW residents living past 100 to increase tenfold by 2056', ABC PM, ABC 666 Canberra, 26 May 2016.

Cutcher, L. (2016). 'Age discrimination in the workplace', 6PR Perth, 27 April 2016.

Cutcher, L. (2016). 'Age discrimination in the workplace', 2CC Canberra, 2GB Sydney, 2UE Sydney, 22 April 2016.

Cutcher, L. (2016). 'Research confirms old dogs still do have tricks', The Sydney Morning Herald, The Age, 21 April 2016.

Hitchcock, S. (2016). Millennials at work don't see themselves as millennials, The Conversation, The Epoch Times, The World Economic Forum, 18 May 2016.

Hitchcock, S. (2016). Why do the old criticize the young?, 6PR Drive, 19 May 2016.

Hitchcock, S. (2016). Young professionals reluctant to see themselves in terms of generational differences, 666ABC, Triple J Sydney, 14 Jun 2016.

Hitchcock, S. (2016). Gen Y overconfident, lazy? It's no contest. The Sydney Morning Herald, The Border Mail, Ballarat Courier, New Castle Herald, Illawarra Mercury, Bendigo Advertiser, Warrnambool Standard, The Age, Brisbane Times, WA Today, Tenterfield Star, The Epoch Times, 14 June 2016.

Johnson, A. (2016) 'Strategies to keep employees motivated at work', Sky Business News, 15 February 2016.

Knight, E. (2016) 'The MBA Students who work with CEOS, Australian Financial Review, 26 June 2016.

Lê, J. (2016) 'Laughing at work can have serious benefits', The West Australian, 05 January 2016.

Lê, J. (2016) 'Joking your way to the top: why laughter is the best medicine for stressed executives', The Conversation, 04 January 2016.

Journal Editorships

ODSC group members are editors, associate editors or members of the editorial boards of the following academic journals:

- Abacus
- Accounting, Auditing and Accountability Journal
- Advances in Public Interest Accounting
- Critical Perspectives on Accounting
- M@n@gement
- Management International
- Organization
- Organizational Research Methods
- Organization Studies
- The Australasian Accounting, Business and Finance Journal
- The Journal of Consumer Behaviour
- Young Consumers

Research Students

Since 2004, eighteen PhD students who have been supervised by the ODSC Group members and whose work has been closely associated with the research focus of the Group have graduated. Currently, another three PhD students and one MPhil student are engaged in research that directly draws on expertise from within the ODSC Group. These students are active participants in the Group's activities.

PhD Candidates

Stephanie Dunk

Producing 'Ethical Food'

Supervisors: Leanne Cutcher and Richard Seymour

Food has never just been for eating, but in our own time food-based cultural practices have come to the fore in a range of areas – the co-option of food into the reality TV behemoth, changing coffee and café food preferences, and the formation of online sub communities united by special diets. At the same time, an increasing number of consumers in developed countries are wanting the option to make what they perceive to be 'ethical choices' when they purchase products. The increased cultural attention on food, and the increased consumer desire for ethical products have together produced 'ethical food'. Ethical food production does not only happen physically on organic farms. It is also produced discursively when, for instance, cafes advertise fair trade coffee beans. Stephanie's research uses discourse analysis to examine the ethical purchasing practices of residents of the Blue Mountains. By using the complex food industry and a geographic focus, she hopes that her work will contribute to the understanding of the relationships between different actors and the way that they produce 'ethical food' in the context of their relationships.

Gaia Grant

Organisational sustainability paradoxes? A collaborative sensemaking perspective

Supervisors: Eric Knight and Suresh Cuganesan

Rapid change and complex contemporary environments have led to inherent ambiguities and related tensions in organisations. The push towards the need for corporate responsibility and sustainability (e.g. through CSR programs) has resulted in specific tensions around the need to develop social and environmental goals while simultaneously prioritising the economic imperative to make profit. There is a clear need for companies to build capabilities to deal with paradoxes such as these, yet they are often ill-prepared for the challenges. Creative new approaches are required that will enable more flexibility and adaptability to deal with the ambiguities. This study will utilise sensemaking as a theoretical lens for understanding and interpreting sustainability paradoxes and for identifying creative new approaches to manage these paradoxes effectively. As the group is an important working unit of the organisation, the study will focus on collaborative sensemaking in the group context.

Corinna Galliano

Experiencing Paradox: A Practice Perspective on the Paradoxical Tensions

Supervisor: Eric Knight and Jane Le

Artistic organizations often find themselves facing contradictory demands: alongside the economic and social demands, they are also required to pursue artistic goal intrinsic to their business. Adopting a paradox lens, the proposed research aims to investigate the paradoxical tensions arising within artistic organizations at individual and group level, during the development of a strategic plan that brings together organizational actors belonging to different areas of the organizations, both functionally and hierarchically. While the paradox literature has provided valuable insights into the paradoxes of organizing and performing, the paradox of belonging has so far been overlooked.

The proposed study will give particular focus to how the paradox of belonging evolves. In order to better understand how people in organizations navigate these tensions, a one-year longitudinal case study will be conducted within a theatre company. In-depth qualitative data will be collected to capture interactions among organizational actors that help cast light onto the paradox of belonging. Specifically, data collection will centre on observations of meetings; these observations will be complemented by interviews and archival data. Results from the study will inform a model that extends our understanding of the individual experience of and response to paradoxes of belonging. Such understanding acquires importance when we conceive strategizing as the resultant of action and interaction of human actors within organizations; this is why the proposed research will adopt a practice-based approach.

Masters of Philosophy Candidate

Maegan Baker

A Critical Realist Perspective on Indigenous Entrepreneurship

Supervisors: Richard Seymour and Leanne Cutcher

The complex environment of Australian social policy development and implementation has contributed to the historical and ongoing marginalisation of Indigenous Australian populations. As an alternative to reliance on government initiatives, there are increasing calls to focus on the complex, intertwined social and economic issues which underlie these discrepancies. The development of Indigenous entrepreneurship has been recognised by both Indigenous and non-Indigenous stakeholders as a potential mechanism to holistically address these issues at range of organisational levels, with a range of organisational stakeholders.

However, while there is much written on the potential role for Indigenous entrepreneurship as a change mechanism, little is written from perspectives of Indigenous entrepreneurs and even less articulates Indigenous and non-Indigenous perspectives holistically. Further, different understandings of entrepreneurial practice embedded in a range of stakeholder worldviews increase the complexity surrounding Indigenous entrepreneurship. Many recommendations tend to be abstract rather than concrete, and the practical negotiation of tensions that arise in Indigenous entrepreneurship tend to be obscured. To address these concerns, this research will seek to develop an embedded, collective perspective on Indigenous entrepreneurship with a view to better understanding the array of stakeholder interactions and practice which may, or may not, contribute to the conditions Indigenous entrepreneurship requires to thrive.

Finances

ODSC Financial Report

Year ended	October 31, 2015	October 31, 2016
Funds brought forward	**$74,798**	**$55,399**
Income		
New grants		
Adjustment to carried forward fund balance	$ 0,00	$6,932
Total	**$ 74,798**	**$62,331**
Expenses		
Travel related	$10,014	$8,828
Utilities & Communication		$2,452
Printing and photocopying	$1,176	$ 877
Catering expense	$ 439	
Causal staff	$7,770	$1,716
Total	**$19,399**	**$13,873**
Funds available at year end	**$55,399**	**$48,458**