

Centre for Aboriginal Economic Policy Research  
Australian Nation University  
July 21, 2017

International Research Partnerships in Indigenous  
Business and Development:  
Context, Opportunities and Challenges, Future  
Possibilities

Robert Anderson  
Robert.Anderson@uregina.ca

# Contents

## Context: Three Paradigm Shifts:

- Recent and ongoing major shifts in global socioeconomic system to flexible production and alliance capitalism
- Focus on the area of sustainable development in pursuit of well-being: ‘The Grand Challenge’.
- Increasing recognition Indigenous Peoples rights to traditional lands and resources and to participation in economic activities ‘on own terms’ including culture, values, traditional practises, based in part of their land and other rights, etc.

## Opportunities and Challenges

- Implications of the evolving context for research
  - Indigenizing the research with respect to goals and objectives, research methods and dissemination objectives,
- and at the same time
  - Co-creation of knowledge (synthesis of Indigenous and non-Indigenous) and generalization beyond the Indigenous context to address society’s grand challenges, and
  - Increasing receptiveness by mainstream academic outlets for such work

## Future Possibilities

- Possible projects, prospective funding and effective dissemination

# Part 1: Paradigm Shifts

In recent decades, there have been three simultaneous paradigm shifts affecting those who participate in, or are impacted by the global economic system.

1. increasing recognition of Indigenous rights since the final decades of the 20th century.
2. the shift from a Fordist to a **flexible production** system.
  - critical aspect is the increasing importance of local factors to the successful participation of the dominant players in the global economy, multinational corporations (MNCs).
  - Related are the rise of neo-liberalism and the resulting reduction of the role of the state in the economy accompanied by broadening of the role of private and civil sectors. This has led to a **greater reliance on alliance and network based modes of development than in the past.**
3. increasing emphasis on sustainable development, or **well-being**
  - responding to pressures from the civil sector and evidence from science.
  - becoming more amenable to quadruple (financial, natural, social and cultural) bottom-line approaches to development.

These trends is resulting in an economic system more amenable to Indigenous Peoples' worldviews and development objectives, and the work exploring these activities generalizable, offering insight into Society's grand challenges.

[Source: Anderson, Robert B, Peter W. Moroz, and Moses Gordon. \(2016\). \*Indigenous Peoples' Participation in the Global Economy: Sustainable Development on their own Terms?\* 2016 Conference of the International Association for Business and Society. Park City, Utah](#)

# Part 1: Shift 1, Indigenous Rights

- **International Labour Organization Convention 169** Article 14 calls for the recognition of Indigenous peoples' ownership rights over the lands that they have traditionally occupied and usage rights over lands to which they have traditionally had access for their subsistence and traditional activities.
- The **United Nations Declaration on the Rights of Indigenous People** recognizes
  - the importance of lands and resources to Indigenous people,
  - the right to develop in their own way,
  - that these rights are inherent to their existence as Peoples, and
  - that these rights are essential rebuilding Indigenous communities as Indigenous people wish to rebuild them.
- The **World Bank** requires that borrowers develop an Indigenous Peoples Plan, incorporating a framework for ensuring free, prior, and informed consultation during project implementation.

# Part 1: Shift 1, Indigenous Rights in Canada

- Indigenous rights are enshrined in the Canadian Constitution
- Historic treaties and modern land claim agreements covering roughly 40 percent of Canada's land mass, which have been ratified and brought into effect since the announcement of the Government of Canada's comprehensive land claims policy in 1973.
- Historic and modern treaties and the constitution recognize Indigenous rights on their traditional territories similar to those recognized by supra national bodies

# Part 1: Shift 1, Indigenous Rights in Canada

## Truth and Reconciliation Commission 2016

- the Supreme Court of Canada has highlighted at a fundamental level is that Aboriginal communities have a right to an equitable place at the table in relation to natural resource development in Canada. Their empowerment through *Tsilhqot'in* and earlier decisions has the potential to be immensely exciting as a means of further economic development in Aboriginal communities and prosperity for all
- the time is now for governments, Aboriginal communities, and resource sector companies to work together to build partnerships for the future.... We need to keep building a national consensus that responsible resource development that takes account of sustainability issues and that respects Indigenous communities, contributes positively—very positively—to Canada and its future.
- sustainable reconciliation on the land involves realizing the economic potential of Indigenous communities in a fair, just, and equitable manner that respects their right to self-determination. Economic reconciliation involves working in partnership with Indigenous peoples to ensure that lands and resources within their traditional territories are developed in culturally respectful ways that fully recognize Treaty and Aboriginal rights and title.

*Honouring the Truth, Reconciling for the Future pp 304-5*

# Part 1: Shift 2, Flexible Production System

- a powerful trend towards “theories of capitalist development which emphasize contingency ... a new emphasis on human agency and the provisional and highly skilled task of reproducing social relations” (Corbridge, 1989, pp. 633).
- this allows “for the possibility of incorporating the experience of other peoples, other perspectives and other cultures into the development discourse” (Tucker 1999, 16).
- Scott (1988, pp. 108) says that new industrial spaces result from a "very specific articulation of local social conditions with wider coordinates of capitalist development in general".
- Dicken (1992, pp. 307) emphasizes that successful participation in the global economic system "is created and sustained through a highly localized process" and that "economic structures, values, cultures, institutions and histories contribute profoundly to that success".

This suggests that participation in the global economy through business development in a manner consistent with culture, values, history, need and objectives is possible. But how?

[SEED SSHRC application excerpt.pdf](#)

# Part 1: Shift 3, Well-being, ‘The Grand Challenge’

What are Grand Societal Challenges?

*Grand challenges are “specific critical barrier(s) that, if removed, would help solve an important societal problem with a high likelihood of global impact through widespread implementation” (George, et al., 2016, p. 1881). Societal grand challenges (SCGs) include climate change, aging societies, natural resources, digital money, digital workforces, and societal risk and resilience to disasters (George, 2016; George et al., 2016). This list is not exhaustive (George, 2016).*

[From Gladstone, Joseph working paper](#)

The circumstances of the Indigenous Peoples of the world can certainly be considered a grand challenge closely related to climate change, sustainable development and well-being challenges faced by all!

# Part 1: Well-being, ‘The Grand Challenge’

Advancing Indigenous Entrepreneurship Theory for Tackling Societal Grand Challenges, [Joseph Scott Gladstone](#), New Mexico State University, working paper

- brings Peredo, Anderson, Galbraith, Honig and Dana’s developing **Indigenous Entrepreneurship Theory** (IET) (2004) into the **societal grand challenge** conversation (Stevens, 2001, in Peredo et al., 2004, p. 3).
- The IET outlines and describes influences upon entrepreneurial activity by Indigenous people while they seek to use it as a way to improve their local economies, and in turn improve the quality of life within their communities.
- **By learning from Indigenous people** through the IET, management science can **help advance** a general understanding about the **role that entrepreneurial activity** has in **addressing societal grand challenges** raised by George, Howard-Grenville, Joshi, and Tihanyi (2016).

# Part 2: Research Opportunities and Challenges

## Until Recently:

- It has been difficult to publish Indigenous development related research and what has been published is difficult to find.
- Has had little impact outside those already interested and involved
- Recent years this is changing. Mainstream research outlets and audiences are increasingly interested in Indigenous issues because of the paradigm shifts.
- Interest extends beyond the academic community to include educators, community leaders, activists, policy makers and businesses.

This growing interest is the opportunity.

**The challenge** is to do high quality Indigenous-grounded research that helps Indigenous communities in pursuit of their objectives **and** contributes to broader efforts to address ‘Society’s Grand Challenges’.

Research partnerships are the key to seizing **this opportunity** and addressing this challenge. Partnerships among Indigenous Peoples and partnerships between Indigenous AND non-Indigenous people searching for answers to ‘Society’s Grand Challenges’.

# Part 2: Opportunity Example, SSHRC Indigenous Research

## Guidelines for the Merit Review of Aboriginal Research

- by and with Aboriginal Peoples,
- ensure that Aboriginal research incorporating Aboriginal knowledge systems (including ontologies, epistemologies and methodologies) is recognized as a scholarly contribution
- research be conducted with sensitivity, and only after consideration about who conducts the research and why and how it is conducted.
- traditional knowledge “is usually described by Aboriginal Peoples as holistic, involving body, mind, feelings and spirit” ... rarely acquired through written documents ... rather, a worldview adopted through living, listening and learning in the ancestral languages and within the contexts of living on the land.
- Engagement with elders and other knowledge holders is valued and vital
- Reciprocity is an important value in Aboriginal ways of knowing ... emphasizes the mutuality of knowledge giving and receiving ... the emphasis on a co-creation model should result in partnerships and collaborative.

[Guidelines for merit Review of Indigenous Research.pdf](#)

# Part 2: Opportunity Example, Academy of Management Discoveries Special Issue

## “Sustainable Development of a Better World”

- the United Nations adopted a set of 17 “Sustainable Development Goals (SDGs)” to end poverty, protect the planet, and ensure prosperity for all as part of their new global “Agenda 2030”.
- require the concerted efforts of governments, the business sector, society, and individual citizens.
- Business organizations will need to aspire to and imagine much bolder approaches. What will these look like?
- How can management research contribute to this aspirational agenda?

[AoM Discoveries Sustainable Development.pdf](#)

# Part 2: Opportunity Example, Journal of Business Venturing Special Issue

## “Entrepreneurship and Well-being”

- As a process of self-organizing, entrepreneurship is closely associated with wellbeing (Shir, 2015). Despite this realization, we still know very little about the relationship between entrepreneurship and wellbeing (Uy, Foo & Song, 2013).
- Wellbeing is a multidimensional concept that covers a variety of human experiences and conditions (e.g., life satisfaction, positive affect, subjective vitality, meaning, purpose, self-esteem, optimism, and positive engagement).
- Most attempts to examine and conceptualize the link between entrepreneurship and wellbeing fall short of capturing many aspects of the good, flourishing life.
- The goal of this special issue is to encourage new interdisciplinary research between these two emerging fields. What can entrepreneurship researchers learn from wellbeing scholars and what can wellbeing scholars learn from the entrepreneurship literature?

[JBV Entrepreneurship and Well-being.pdf](#)

# Part 2: Opportunity Example, AoM 2017 Caucus

Indigenous Meaning in Organizations: The Native, Aboriginal, & Indigenous People's Caucus  
Abstract

This year's Native and Indigenous People's Caucus summarizes conference sessions relevant to and/or presented by Native and Indigenous scholars that offer unique views valuable to management scholarship in general. The Caucus integrates earlier sessions discussing Native and Indigenous from Indigenous peoples.

[AoM Indigenous Caucus.pdf](#)

# Part 2: Opportunity Example, AoM 2017 Critical Management Studies Division

QUARTERLY NEWSLETTER  
JUNE 2017



## Highlights from the Division's Main Program in Atlanta

Mark Learmonth, *Main Scholarly Program Chair, Durham University, UK*



Our **and critical perspectives including on: business schools and universities; identities; indigenous world views; development; leadership; ethics; organizational history; and research.** We also have a session on our long running Dark Side Case Competition (Monday 3:00, MAR Marquis M103). In addition to paper sessions, we are co-sponsoring 10 symposia, including our Showcase Symposium Organizing in/for the Anthropocene: Radical Transdisciplinary Thinking (Monday 11:30, MAR Marquis M101).

There will also be an All Academy Theme Special Session entitled "The borders of nations and of scholarship: At the interface of politi-

cal and intellectual questions" held on Sunday (10:30 HYR Embassy Hall DE). In this session, **we will debate the relationships between scholarship and political activism.** Our central question will be what new light attempts to impose arbitrary border controls by Executive Orders casts on the identity of management scholarship and that of individual scholars, particularly those who also engage through activism and political involvement. All are welcome to attend; however, if you would have attended the 2017 AOM but now feel unable to do so because of the issues raised, we can receive contributions by video so that your voice can still be heard. Please send contributions to [cmsd.aom@gmail.com](mailto:cmsd.aom@gmail.com)

# Part 2: Opportunity Example, Iberoamerican Academy of Management

The Iberoamerican Academy of Management aims to bring together people (scholars, managers, and entrepreneurs) from different countries, different cultures, and different disciplines, with the purpose of contributing to more balanced social and economic development that would preclude the isolation of some societies.

Some questions of interest:

- What are the implications of global economic changes?
- How do the relationships between developing and developed countries evolve and devolve?
- Are models that were developed primarily in western markets easily transferable to less advanced societies?
- What can developed countries learn from developing ones?

*We posit that these issues and other challenges can only be effectively resolved by collaboration, increased information, and knowledge exchange between people from different complementary backgrounds and different disciplines within management.*

[Iberoamerican Call.pdf](#)

# Part 2: Opportunity Example, JMO Special Issue

## Perspectives on Indigenous Entrepreneurship, Innovation and Enterprise

- *The imperative now is to move forward from past injustices and develop new perspectives on entrepreneurship, innovation and enterprise that realise the potential of indigenous people.*
- *The success of indigenous entrepreneurs matters because they draw upon their indigeneity as sources of inspiration and innovation, contribute to the collective wellbeing of indigenous peoples, and some represent world class exemplars of sustainable ways of doing business (Mika, 2015; 2016).*
- [Journal of Management & Organisation \(JMO\) call for papers.docx](#)

# Part 3: Upcoming SSHRC Research Project Proposal #1

- The goal of our proposed project is to examine the role that enterprise plays in Indigenous peoples' struggle for self-determination ... reframe the mainstream interpretation of enterprise via an Indigenous perspective.
- Working collaboratively with partners, our specific objectives are:
  1. discover what has happened to date from the lived experience of communities and enterprises (i.e., owners, the managers and employees, especially the Indigenous employees, communities and other stakeholders)
  2. search for and identify patterns and pathways that have allowed enterprise to contribute to self-determination, and self-determination to enterprise
  3. identify and conduct activities to co-create new knowledge through community-based action research.
  4. pursue a broad dissemination strategy making useful information available to communities, educators, practitioners, policy makers and others in order to further the effectiveness of the appropriate use of enterprise in the pursuit of self-determination, and
  5. in the process of doing the above, foster the growth an international network of communities, practitioners, policy makers and others beyond the initial partnership

[Summary of Proposal Round 2 V1.docx](#)

# Part 3: Upcoming Research Projects #2

## INDIGENOUS SELF-DETERMINATION AND SUSTAINABLE ECONOMIC DEVELOPMENT.

Call for contributions to follow

- **Section One** explores the nature of sustainable development from an Indigenous perspective.
- **Section Two** maps out the international development of Indigenous rights and the influence that this has had on Indigenous communities in asserting their sovereignty and acting on their rights to develop sustainable governance and economic development practices.
- **Section Three** examines Indigenous-led governance strategies responsive to local, regional, national and international realities for developing sustainable Indigenous economies focused on economic, environmental, social and cultural value creation ... explore the nature and role of entrepreneurship as used by Indigenous people in pursuit of such sustainable development and well-being.
- **Section Four** provides numerous examples of Indigenous communities which have successfully used entrepreneurship in the pursuit of sustainable development and well-being.

[Colbourne Anderson Sustainability Book 18-04-2017.pdf](#)

# Part 3: Upcoming Research Projects #3

- [SEED SSHRC application excerpt.pdf](#)
- [pres fund excerpts for cohort.docx](#)
- [Summary of Proposal Round 2 V1.docx](#)