

# UNVEILING SUSTAINABILITY-DRIVEN MINDSET : AN IAT-BASED TOOL TO EVALUATE PRO-ENVIRONMENTAL CULTURE

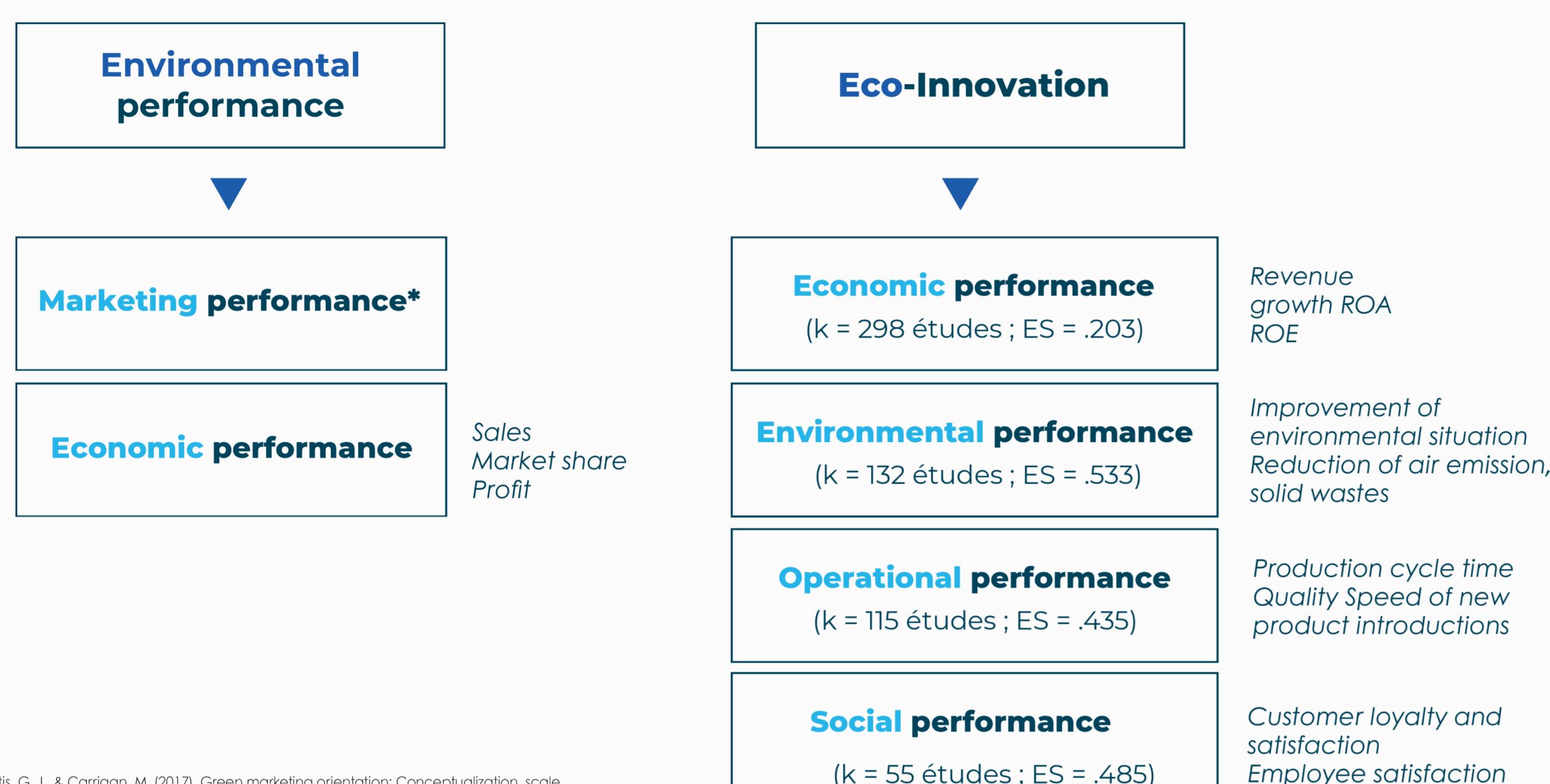


Sylvie BLANCO - Olivier TRENDEL - David GOTTELAND  
GRENOBLE ECOLE DE MANAGEMENT



01

## WHAT'S THE BIG PROBLEM?



\*Papadis, K. K., Avlonitis, G. J., & Carigan, M. (2017). Green marketing orientation: Conceptualization, scale development and validation. *Journal of Business Research*, 80, 236-246 ; Zheng, L., & Iatridis, K. (2022). Friends or foes? A systematic literature review and meta-analysis of the relationships between eco-innovation and firm performance. *Business Strategy and the Environment*, 31, 4, 1839-1855.

05

## STROOP'S TEST (1935)

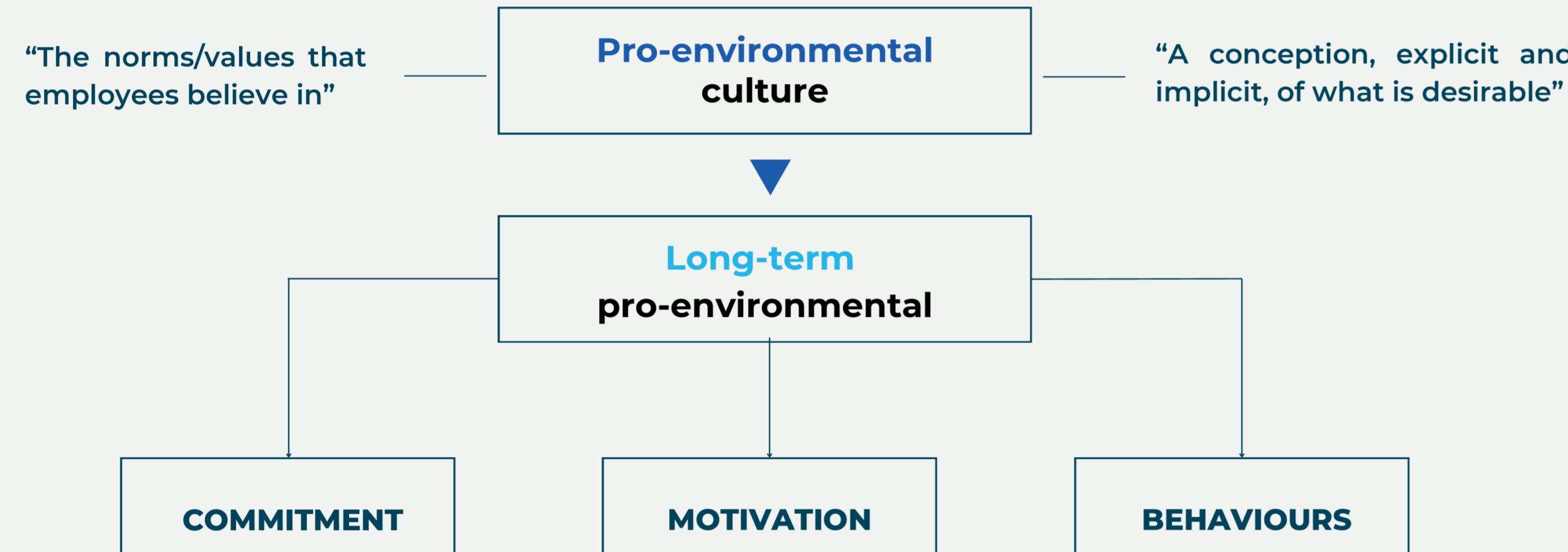
Read this list and say the color of each word, but not the word itself !

Red Green Purple  
Brown Blue Red  
Purple Red Brown  
Red Green Blue

02

## HOW TO DO IT?

"Culture eats strategy for breakfast" Peter Drucker



### A CULTURE CAN BE MEASURED AND MANAGED

Deshpande, R., & Webster, F. E. (1989). Organizational culture and marketing: Defining the research agenda. *Journal of Marketing*, 53(1), 3-15 ; Haon, C., Gotteland, D., & Nelson, R. (2023). Creating a market orientation: An empirical validation of Gebhardt, Carpenter, and Sherry's (2006) Market Orientation Development Process (MODeP). *Journal of Business Research*, 168, 114232 ; Homburg, C., & Pflesser, C. (2000). A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes. *Journal of Marketing Research*, 37(4), 449-462.

03

## SYSTEM 1 & SYSTEM 2 THINKING

BOOK "Système 1, système 2 : les deux vitesses de la pensée" by Daniel Kahneman

System 1	System 2
Automatic (implicit)	Controlled (explicit)
Often unconscious	Conscious
Effortless	Requires a lot of effort
Fast processing	Slow processing
Slow change	Fast change
Ancient evolution (animal)	Recent evolution
Non-verbal	Language-related
Importance of images	Importance of words

06

## WHERE DOES THE SYSTEM 1 THINKING COME FROM?

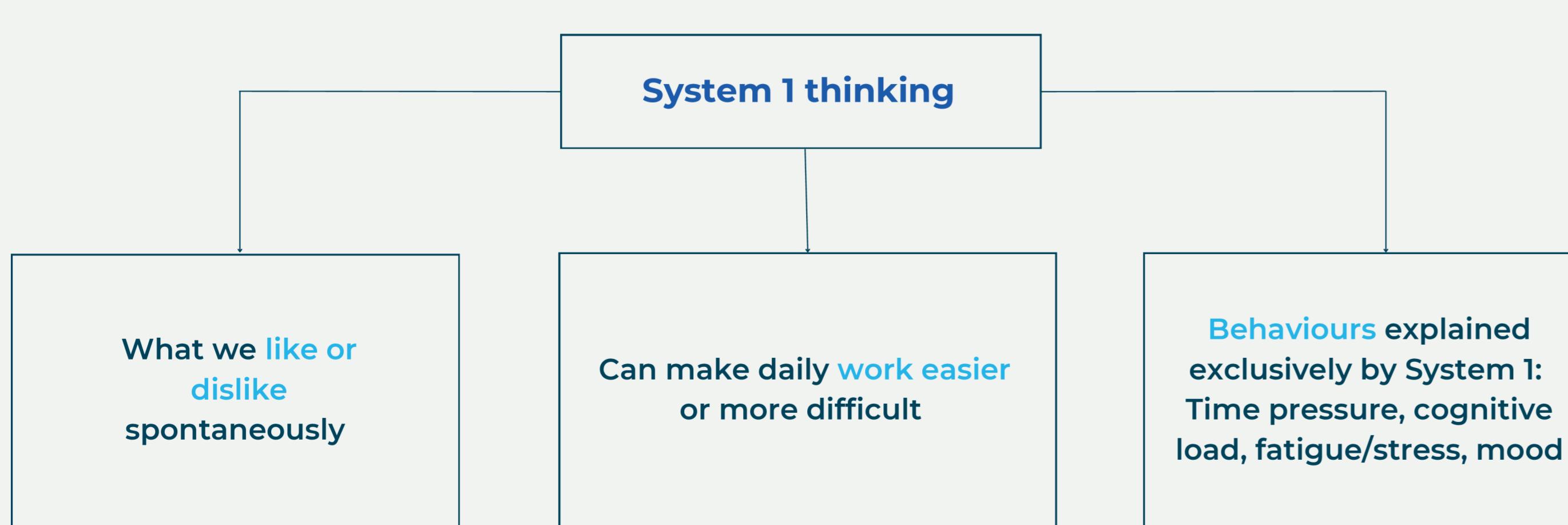
Past experiences, education, positions and organization, personality, values

= System 1 thinking

You may honestly disagree with your level of spontaneous pro-environmental orientation, BUT it will still influence you (under pressure, cognitive load, etc.)

04

## WHY SHOULD WE BE INTERESTED IN SYSTEM 1 THINKING?



> The level of effort a person must make on a daily basis to have an environmental concern

> Can help a person experience their daily work better

07

## HOW TO MEASURE PRO-ENVIRONMENTAL CULTURE?

To what extent is environmental preservation as positive as an objective as other importance business objectives (improving performance, customer loyalty, employees' satisfaction...)  
> Relative measure

### System 1: Implicit Association Test (IAT)

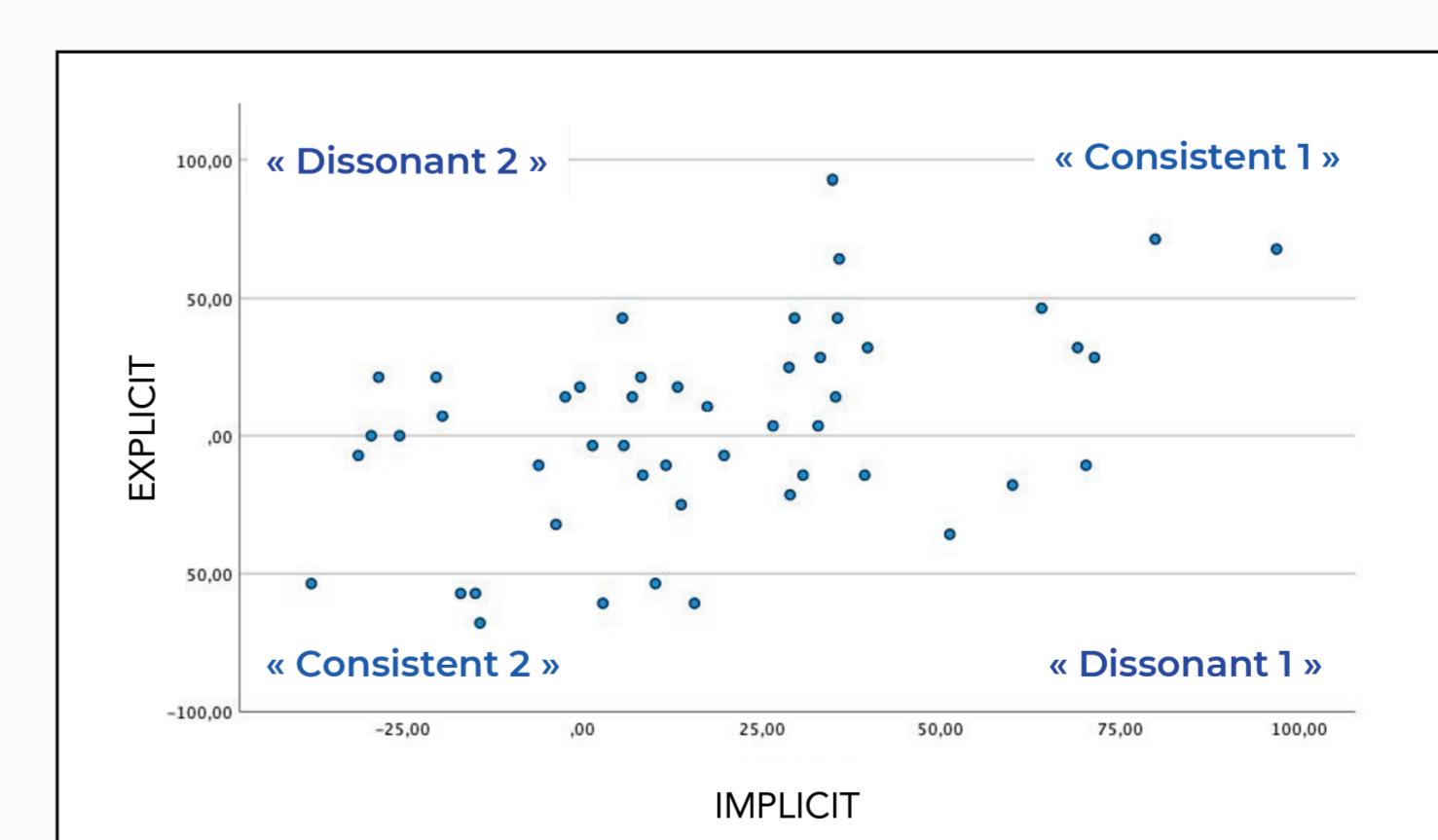
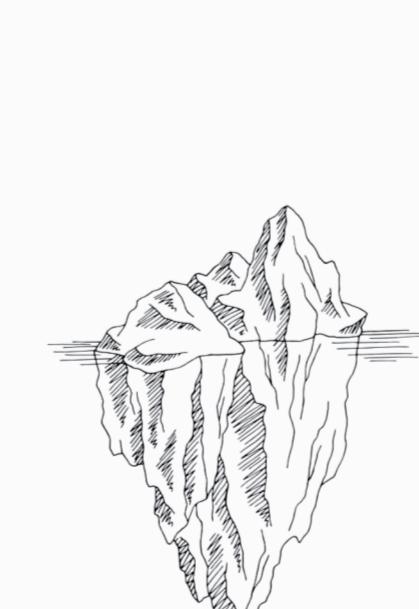
> Performing multiple computer-based tasks measured by response speed

### System 2: Questionnaire

Employees' perception of their organization's pro-environmental culture (at both strategic and operational levels)

08

## OUTPUT : AGGREGATED MEASURE OF PRO-ENVIRONMENTAL ORIENTATION



> **Consistent 1** : People have a consistent pro-environmental orientation both spontaneously and upon reflection.

> They are **ambassadors** of pro-environmental culture.

> **Dissonant 1** : People have a low pro-environmental orientation upon reflection, but a strong one spontaneously.

> They are **potential ambassadors** of pro-environmental culture, who, however, do not reveal their pro-environmental orientation spontaneously.