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Navn:	Ida Oleivsgard og Jakob Lillevik Norheim

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Jakob Lillevik Norheim

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Ida Sørum Oleivsgard

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ABSTRACT

This master thesis explores the critical role of leadership in driving sustainable engagement within a conservative industry organization. Specifically, it identifies the organizations disablers and enablers, and investigates the concept of transforming the disablers into enablers. The study aims to provide insights into how leaders can effectively navigate obstacles and foster a culture of sustainability within their respective industry. By examining relevant theories, frameworks, and empirical evidence, this research offers practical recommendations for Archer Platform Drilling seeking to promote sustainable engagement in their organizations. Through a comprehensive analysis of theory on leadership, self-efficacy and mastery orientation, and through the comparing case study on Interface, this study contributes to the existing literature on sustainability engagement. We conclude by providing specific actions for leaders to transform disablers into enablers so that contributes to the organization's sustainable future.

Keywords: leadership, sustainability, sustainability engagement, transformation, conservative industry, organizational change.

PART I – INTRODUCTION

1.1 Introduction

The pressing need for sustainable practices and environmental stewardship has become increasingly apparent in recent years (McKinsey & Company, 2022). As organizations across various industries strive to align their operations with sustainability principles, conservative industries, such as the petroleum industry, face unique challenges in embracing and integrating sustainability into their business models (Bathrinath et al., 2021). These industries often operate within long-established frameworks and face resistance to change due to deep-rooted practices and mindsets. Born in Norway, one of the largest exporters of oil and gas in Europe (Norwegianpetroleum.no, 2023), we feel responsible for helping identify ways the industry can improve and reduce its carbon footprint. The purpose of this study is to investigate how leaders can foster sustainability engagement in conservative industry organizations. In this context, the role of leadership becomes crucial in driving sustainability engagement and promoting positive change within conservative organizations (Howard-Grenville et al., 2019), as transformational leadership can inspire employees, foster a culture of sustainability, and enable organizations to navigate the complex terrain of sustainability transitions (Cui et al., 2023). Transformational leadership alone is not enough to foster engagement, as research shows the importance of self-efficacy and mastery orientation in employee engagement (Bakker et al., 2020; Du et al., 2020). Through our findings, we identify enablers and disablers of sustainability engagement within Archer Platform Drilling and observe a noticeable tension between these factors, which ultimately constrains the company's progress toward sustainable development. Furthermore, this study explores the transformation of disablers into enablers from a practice-based perspective, seeking to identify specific practices that can facilitate sustainability integration within conservative industries.

This study contributes to the existing body of literature on sustainability engagement by focusing on the unique challenges conservative industry organizations face. By examining the interplay between enablers and disablers, this research offers valuable insights into the tensions and barriers that arise during sustainability transitions in such contexts. Furthermore, by identifying specific practices that can transform disablers into enablers, this study provides practical

guidance for leaders in conservative industries seeking to drive sustainability engagement. Organizations can then make informed decisions and implement targeted interventions to accelerate their sustainability journey by understanding the factors that facilitate or hinder sustainability engagement.

The research conducted in this study employs a qualitative research methodology where we collected data through interviews with key leaders and employees involved in two different departments; Supply Chain and Operations at Archer Platform Drilling, to address their sustainability engagement. Additionally, we have used archival materials on Interface to compare their success with Archer Platform Drilling's current progress. Interface is a global leader within the carpet industry, founded by Ray Anderson in 1973. Interface started in the industry with carpets made with petroleum, and through Ray Anderson's leadership, they successfully transformed their strategy and are today carbon neutral across their whole life cycle (Anderson & Lanier, 2019).

1.2 Research Question

In the context of traditionally resistant industries, this research investigates the strategies and approaches leaders can utilize to enhance employee engagement and drive sustainable practices effectively. By examining leadership dynamics, organizational culture through mastery orientation and self-efficacy amongst employees, this study aims to offer valuable insights into fostering sustainability engagement and instigating positive transformations. Therefore, we aim to investigate the following research question:

How can leadership build sustainability engagement in a conservative industry organization?

1.3 Outline of Thesis

To address our research question, a review of existing literature will be conducted in Part II of this thesis. The literature review will focus on the relationship between transformational leadership, self-efficacy, and mastery orientation and their implications for sustainability. In Part III, we will present the methodology framework employed in this study, encompassing the research setting, research

design, data collection, data analysis, and ethical considerations. Moving on to Part IV, we will present the main findings from our data analysis. This chapter will identify key enablers and disablers observed within our selected case study. Moreover, we will compare our findings with the successful sustainable transition of Interface, another company operating within a conservative industry. Finally, Part V will provide a summary of our findings and engage in a discussion on the contributions made to the literature presented in Part II. Here we will also address the limitations of this study and provide suggestions for further research in this domain.

PART II - THEORETICAL BACKGROUND

2.1 Introduction

With the Paris Agreement's goal of limiting temperature rise to 1.5°C above pre-industrial levels, it is concerning that global temperatures have already increased by 1.1°C (United Nations, n.d.). This urgent situation highlights the importance of time, driving a deeper examination of leadership's role in organizations, as even small sustainability actions implemented by organizations can make a substantial difference, leading to long-term success in terms of sustainability (Bhattacharya, 2019). The commitment of organizations to sustainability actions often begins with a leadership commitment, which then trickles down to employees through leaders' efforts to create engagement and foster employee self-efficacy and mastery orientation. This theoretical chapter delves into the relationship between leadership and sustainability engagement, exploring key theories and concepts that explain how leadership behaviors and strategies influence sustainability initiatives within organizations. Additionally, we will examine how leaders can cultivate higher levels of self-efficacy and mastery orientation among employees, leading to enhanced agency and increased adoption of sustainable practices within the organization. By grasping the underlying theoretical foundations, researchers and practitioners can develop practical approaches that foster sustainable practices and drive positive environmental and social change.

2.2 Leadership

As the leader of an organization, one has the power to influence, direct and inspire employees to make pro-sustainable choices in order for the company to become greener. Leadership, therefore, plays a crucial role in shaping and driving sustainability engagement within organizations. "Sustainability leadership" has, in recent years, become a focus of leadership development, aiming to harness leaders towards ecologically sustainable practices (Heizmann & Liu, 2018). According to Ferdig (2007) sustainability leadership goes beyond traditional leadership approaches, as it involves a holistic and long-term perspective that considers the well-being of people, the planet, and future generations. The author imposes that it requires a shift in mindset and a willingness to challenge the status quo.

Transformational Leadership

In organizations undergoing change, effective leadership plays a critical role in mobilizing employees and promoting engagement. Different leadership styles can facilitate employee engagement during organizational transformations, and one highly valuable style for such processes is transformational leadership. As the name suggests, transformational leaders empower employees and promote flexibility (Bass, 1999). In addition, they are often perceived as more capable of establishing trusting and mutually beneficial relationships than transactional leaders (Notgrass, 2014 as referred to in Northouse, 2022). Several studies find that transformational leadership also has a positive effect on employee engagement on the individual level (Carasco-Saul et al., 2015) by increasing optimism (Tims et al., 2011, referred to in Carasco-Saul et al., 2015), responsibility, innovative behavior, and meaningfulness (Aryee & Walumbwa, 2012, referred to in Carasco-Saul et al., 2015). According to Cui et al. (2023), research suggests that transformational leadership with a focus on environmental sustainability inspires and motivates employees to adopt environmentally friendly practices, leading to organizational green learning and ultimately driving radical green innovation. The study highlights the positive impact of transformational leadership on fostering a culture of learning and innovation in sustainability. This is further supported by Ling et al. (2008), who studied the impact of transformational leadership in the top management team, and found a positive influence on corporate entrepreneurship.

Additionally, Li et al. (2019) found that transformational leadership indirectly influences innovative work behavior through trust and work engagement. Their findings demonstrate that employees of transformational leaders develop higher levels of trust and engagement, which contribute to their ability to think innovatively and generate new solutions in the workplace. These studies emphasize the importance of transformational leadership in promoting both green practices and innovative work behavior among employees. From this, employees are more dedicated to their work and are more likely to use their efforts to think in novel ways and develop new solutions in their workplace (Li et al., 2019).

Aligning Values and Vision for Sustainable Engagement

Values and vision serve as critical elements in prioritizing sustainability within organizations. When organizational management proactively establishes a culture that fosters sustainable actions based on a clear vision, it creates an environment where individuals who align with that vision can actively engage (Kennedy et al., 2015). By promoting and prioritizing sustainability as a core value and integrating it into the organizational fabric, management sets the foundation for individuals to contribute and participate in sustainable practices (Howard-Grenville et al., 2019). However, as Hoffman (2021) and Isaksen (2017) highlight, the values and vision should also align with the management's personal values. Leaders who articulate a clear vision, set challenging goals, and provide a sense of purpose can inspire and motivate individuals to think creatively and contribute to innovative solutions (Isaksen, 2017). However, it is essential to highlight that change does not simply come from management changing their values. While Interface attracts recruits today who align with their company values, this alignment did not occur the moment the company changed its values. Instead, it was achieved through the process of nurturing and developing these values internally through environmental education, as highlighted by Kennedy et al. (2015). To effectively address the urgency and take action toward sustainability engagement, organizations need to make a commitment to strategic initiatives and implement changes to their systems and structures that align with sustainability goals. This commitment involves public declarations of policies and goals, allocation of resources, and leaders aligning their personal behavior with sustainability principles, as Kane (2012) discussed.

Selling Sustainability in the Organization

Prior studies (Wickert & De Bakker, 2018) suggest multiple important strategies to build engagement, one of which is being “issue sellers”. We can look at leadership as social-issue sellers in the organization, where they, in our case, are trying to sell an issue to a resistant "buyer" (Wickert & De Bakker, 2018). The first is accumulating internal influence, gaining allies in the organization, and taking small victories in the process. The second strategy is "establishing proximity" (p. 63) to make the issues more relatable to the buyers, considering both their emotional connection and real-life implications within the workplace. The third strategy is adapting to the buyer's worldviews, where it is central to realize that buyers look at

the world in different ways and express the issue and their visions in ways that are fully comprehensible by the buyers (Kane, 2012; Wickert & De Bakker, 2018). This is corroborated by Wright & Nyberg (2017), who highlights how organizations often translate climate change into familiar terms to the employees. However, they also argue that in the translation, it becomes a disconnect between the actions that need to be taken and the urgency of the issue. Stoknes (2014) argues that despite increasing scientific evidence and awareness of climate change, public concern and engagement often remain low. This paradox arises due to various psychological barriers that hinder effective communication and engagement with climate change issues. Therefore, an organization's leadership should shape the messaging of climate communications. Stoknes (2014) discusses how messaging about climate change needs rethinking from the traditional approach to new strategies like reframing with supportive frames, nudging, using stories to give inspiration, and using new metrics like EcoMetrics in Interface (Kennedy et al., 2015) to measure progress in sustainability work (Stoknes, 2014). Therefore, rethinking communication should be considered when trying to sell issues concerning sustainability.

Education as a Factor in Sustainability Engagement

Furthermore, Baldassarre et al. (2020) emphasize the significance of education and training in promoting sustainability. They propose the integration of sustainable principles into business curricula and the development of interdisciplinary programs. Aligning with the approach taken by Interface, which has implemented an educational scheme aimed at fostering a culture of Workplace Pro-Environmental Behavior (WPEB) (Kennedy et al., 2015). By prioritizing education and training, organizations can cultivate a deeper understanding of sustainability principles and encourage employees to adopt environmentally conscious practices. In addition to the points raised by Baldassare et al. (2020), the significance of knowledge sharing among stakeholders, including designers, managers, and policymakers, is emphasized. This collaborative exchange of knowledge and insights is crucial for driving the adoption and implementation of sustainable practices. Expanding on this idea, leaders should establish a system of regular feedback on environmental performance, accompanied by incentives and rewards. Such measures create opportunities for employee participation and involvement,

encouraging a sense of ownership and engagement in sustainability initiatives (Kennedy et al., 2015).

Additionally, Howard-Grenville et al. (2019) have also conducted studies that highlight the contributions of leadership to sustainable development, further reinforcing the importance of feedback on environmental performance to increase ownership and engagement. Kennedy et al. (2015) found from researching Interfaces that having pro-environmental behavior in the workplace has positive effects on employee well-being, job satisfaction, and organizational reputation. Moreover, a study by Usman et al. (2023) demonstrates that green training initiatives implemented in the workplace have a spill-over effect, influencing employees' eco-friendly behavior beyond the confines of their work environment. This highlights the potential for workplace interventions to promote sustainable practices that extend into individuals' personal lives.

In conclusion, transformational leadership has been identified as an effective approach, particularly during organizational transitions toward sustainability. However, leadership goes beyond style, as it must be rooted in ethical and genuine company values that form the foundation of the organization's vision. It is crucial for leaders to genuinely believe in and embody these values both at work and in their personal lives. Furthermore, effectively communicating the importance of climate challenges is vital, and leaders must prioritize education and communication to avoid the climate paradox (Stoknes, 2014). Finally, regular feedback and incentivizing engagement are essential elements that leaders need to provide to foster sustainability engagement within the organization (Baldassarre et al., 2020). By integrating these principles into their leadership practices, leaders can inspire and drive sustainable actions among employees, ultimately creating positive environmental and social impacts.

2.3 Self-Efficacy & Mastery Orientation

The pursuit of creating sustainability engagement requires individuals to actively engage in sustainable behaviors, contribute to collective efforts, and be capable of addressing complex environmental and social challenges. In this chapter, we explore the concepts of self-efficacy and mastery orientation and their implications for sustainability engagement. We explore how self-efficacy and mastery

orientation can influence individuals' attitudes, motivations, and actions toward sustainability. The theory will be supported by studies done at Interface by looking at their approach to building mastery (Anderson & Lanier, 2019). By understanding the role of these psychological factors, leaders can build pathways of self-efficacy and mastery orientation, which may promote sustainable behaviors and foster a sense of empowerment and competence within sustainability for employees in a conservative industry.

Self-Efficacy & Sustainability

As defined by Bandura (2007), self-efficacy is the belief in one's capability to execute a specific task or behavior successfully. People with low self-efficacy tend to avoid having the desire to take upon new challenges, as they already visualize the failure, and as a result, would avoid seeking new challenges, such as a sustainability challenge. Regarding sustainability engagement, research shows a positive correlation between managers' self-efficacy and their commitment to green sustainable practices, indicating that a strong sense of responsibility leads to greater involvement in environmentally friendly initiatives (Guo et al., 2019). According to Chen et al. (2015), research has shown that cultivating green mindfulness can enhance individuals' self-efficacy in pro-environmental behavior. This implies that individuals who are more mindful of environmental issues are more likely to have greater confidence in their ability to contribute to green initiatives.

However, fostering green mindfulness among employees can be challenging for managers as traditional approaches to climate change communication heavily rely on providing scientific facts and alarming messages (Stoknes, 2014). Stoknes (2014) looked at the physiological barriers that often lie in how we communicate climate change challenges. The task communicated as needed to solve climate change becomes so overwhelming for one individual that it creates physiological barriers. This may result in lower self-efficacy on the issue of taking on sustainability-related tasks. When individuals perceive themselves as competent and capable of positively impacting sustainability, they are more likely to take action. Being a contribution to a positive sustainability impact results in one feeling their work is meaningful, as when individuals approach life with a mindset of contribution, they become catalysts for positive change and create opportunities for growth and connection (Zander & Zander, 2000). Working with the notion of one's

work feeling meaningful contributes to a higher self-efficacy, and managers are responsible for making one's work feel meaningful.

Research conducted by Amabilie and Kramer (2011) shows that effective managers have the ability to show their employees how their work contribution is meaningful. One of the strategies managers can use to create meaningful work is to connect individual tasks to a larger purpose (Carton, 2018). Fostering a sense of greater purpose among employees is identified as a powerful catalyst for promoting both mastery orientation and self-efficacy. When employees feel a stronger connection to the organization's purpose, their sense of ownership and meaning in life is enhanced, leading to increased motivation and effectiveness (Bhattacharya et al., 2023). As seen being done by the leaders at NASA, where they emphasized how each task, no matter how small or seemingly insignificant, contributed to the overall mission of putting a man on the moon. This connection between individual work and the greater purpose helped employees see the significance of their contributions. NASA's management also prompts collaboration and teamwork to emphasize interdependence in their work, creating a sense of meaningfulness through their tasks being a part of a collective effort (Carton, 2018). The benefits of a collaborative work environment are supported by Grant and Shandell (2022), as it creates a social motivation to do better. Grant and Shandell also argue that the desire to outperform others creates motivation, and those who believe they can surpass their colleagues often have a high self-efficacy. Individuals with high self-efficacy are more likely to view sustainable behaviors as attainable and believe their actions can contribute to broader sustainability accomplishments. On the lower self-efficacy scale, people may also benefit from competition, as research shows that seeing the same skilled-level people achieve greater results can help increase self-efficacy, as Bandura (2007) calls this social modelling. Higher levels of self-efficacy in sustainability can lead to increased motivation, perseverance, and resilience in the face of challenges.

Mastery Orientation & Sustainability

Mastery, or mastery orientation, is an individual's mindset or orientation toward learning and skills development. People with a mastery orientation do not blame their failures on their lack of ability but rather on their lack of effort. People with a mastery orientation are looking to improve their skills regardless of the performance

of others (Kumar et al., 2022). Individuals with a learning goal orientation (mastery orientation), focused on developing new skills and knowledge, show a stronger positive relationship between proactive management and work engagement compared to individuals with a performance goal orientation, who are more focused on achieving favorable outcomes and avoiding failure (Bakker et al., 2020; Du et al., 2020). By involving individuals in collective action and acknowledging progress in joint endeavors, organizations can establish pathways to mastery that enhance both creativity and self-efficacy. This approach helps to safeguard against setbacks and maintain motivation within the organization (Carlsen & Sandelands, 2023).

Self-Efficacy & Mastery Orientation

Self-efficacy and mastery orientation are interconnected and mutually reinforcing. Individuals with high self-efficacy are more likely to adopt a mastery orientation (Du et al., 2020). As individuals believe in their capabilities to positively impact sustainability (self-efficacy), they are motivated to develop their knowledge and skills (mastery orientation) to address sustainability challenges effectively. Contrarily, a mastery orientation can strengthen self-efficacy by providing individuals with a sense of competence, accomplishment, and agency in sustainability-related initiatives. Ray Anderson was a well-renowned leader who successfully brought Interface to achieve “Mission Zero”, which was enabled through employee mastery, that enables the success of the seven fronts (Carlsen & Sandelands, 2023); creating zero waste, generating zero harmful emissions, operate entirely on renewable energy, operate a closed-loop, circular manufacturing system, transportation efficiency, sensitize stakeholders, and redesign commerce (Anderson & Lanier, 2019). As a result of the seven fronts came a series of efforts that increased self-efficacy and mastery orientation through mandatory internal training, continued updates on targets to all employees, and an effort to define and celebrate sustainability ambassadors within the company (Carlsen & Sandelands, 2023).

Fostering Self-Efficacy & Mastery Orientation

Understanding the role of self-efficacy and mastery in sustainability has practical implications for sustainability education and organizational initiatives. Research shows a link between self-efficacy and WPEB (Kennedy et al., 2015). To promote sustainable behaviors, it is essential to foster self-efficacy by providing individuals

with opportunities for success, building their confidence through social modelling and persuasion, and offering support and resources (Bandura, 2007). In order to foster a sustainability engagement, managers have to design learning experiences that facilitate mastery and skill development through hands-on projects, experiential learning, and collaboration with all stakeholders (Moratis & Melissen, 2022). This is supported by Kolb & Kolb (2009), who emphasizes the importance of integrating hands-on experience, reflection, conceptual understanding, and active experimentation to facilitate deep learning and the application of knowledge in real-world contexts. However, Hansen (2018) argues that simply accumulating knowledge and skills is not enough to excel at work; individuals need to engage in a feedback loop of learning and actively improving. Thus having self-efficacy and a mastery orientation will be beneficial traits as these are more likely to seek feedback and make adjustments based on feedback.

Additionally, managers have to approach the learning experiences with positive issue selling by framing the issues in a compelling way (Howard-Grenville, 2007), as climate communications are already linked to five psychological barriers; distance, doom, dissonance, denial, and identity (Stoknes, 2014). Managers can foster a higher self-efficacy and mastery of sustainability by emphasizing positive actions and appealing to people's values, aspirations, and social identities (Stoknes, 2014). By doing so, organizations can improve and enhance individuals' engagement and commitment to sustainability.

To conclude, self-efficacy and mastery are important psychological factors influencing individuals' attitudes, motivations, and actions toward sustainability. By promoting self-efficacy and fostering a mastery orientation, individuals can be empowered to take meaningful and effective action to pursue sustainability goals. In addition, organizations and managers understanding and leveraging these psychological factors can help set up effective educational programs and organizational practices that promote sustainable behaviors and, as a result, will contribute to a more sustainable future.

PART III – METHODOLOGY

3.1 Introduction

In the previous chapters, we explored the background and theoretical framework that underpin our research. Now, we delve into the heart of our study, describing the methodology employed to investigate our research question. The primary aim of this chapter is to provide a comprehensive overview of our research approach, allowing readers to understand how we systematically approached our study and ensuring transparency and reproducibility. First, we present an overview of the research setting, a case study of Archer Platform Drilling with inputs from archived materials of Interface. Interface has successfully turned its business model in the petroleum industry through its "Mission Zero" and has, through its WPEB program, been able to build an employee culture with a sustainability engagement at its core (Kennedy et al., 2015). However, research has yet to be conducted on the interrelationship between the two companies, but it represents the practices Archer Platform Drilling does to build a sustainability engagement.

Further, we present our research design and data collection, which outline the overall structure and framework for the study. We then present our qualitative research approach by conducting interviews at Archer Platform Drilling and finding material from Interface. We thoroughly explain the data collection process, highlighting the measures taken to ensure the quality of our research. Moreover, ethical considerations play a crucial role in any research study, and we dedicate a section to discussing the ethical aspects of our research. This includes a description of the ethical guidelines followed, steps taken to protect participant confidentiality and privacy, and any potential biases or limitations that may have influenced the study. Lastly, we reflect on the limitations of our methodology, acknowledging the potential constraints and challenges encountered during the research process, and offer suggestions for future studies to overcome these weaknesses.

3.2 Research Setting

Our research has been conducted on Archer AS and their Platform Drilling division, with a focus on the impact of their leadership on employee sustainability engagement. We will further compare our findings to archive material on Interface. At Archer Platform Drilling, we have had access to internal practices, employee

interviews, and manager insights, while we relied on publicly available information on Interface.

Archer AS is an international oil service company that operates in countries on all continents, with its headquarters based in Stavanger, Norway. The company works with many of the largest oil and gas producers in both Norway and abroad. The mother company Archer AS has multiple divisions, spanning from drilling services in the Platform Drilling division to "well intervention", "plug & abandonment", and "decommissioning services" in their other divisions. Archer AS has started working on a sustainable shift in the company and is embracing the shift towards lower emissions and a low carbon footprint (Archer AS, n.d.). Archer AS reached its goal of having carbon-neutral operations in all areas outside of Argentina in 2022 (Archer AS, 2023). It has developed a roadmap and committed to being net-zero on carbon emissions by 2050 (Archer AS, 2023). What makes this case extraordinarily interesting is the juxtaposition of a company operating in what we refer to as a "dirty" business in oil & gas exploitation, making green and sustainable choices in their business.

Our research focuses on the Platform Drilling division of the company, as that is the largest division operating on the Norwegian continental shelf. We have been provided access to the Norwegian part of the division through contact with the Country Manager for Archer Platform Drilling. Within the division, we have studied two departments; Operations and Supply Chain Management. Operations, which runs the offshore drilling operations on the multiple rigs that Archer Platform Drilling operates in Norway. This department is structured with multiple rig managers who run one rig each, all managed by the head of Operations, that reports to the Country Manager. The second department we studied was Supply Chain management for Archer Platform Drilling. This department is responsible for procuring goods and services for all the rigs where Operations work. The department consists of a team of buyers that report to the Supply Chain Manager, who reports to the Country Manager in Norway. Within the Platform Drilling division, we will show our findings on sustainability engagement and supplement them with material on Interface.

Interface is used as a supplemental case due to its similarities to the setting of our case study on Archer Platform Drilling. Before Ray Anderson, the late CEO of Interface, had his epiphany about how much resources Interface wasted, much of their material use was based on petroleum (Anderson & Lanier, 2019). The journey of Interface is a relevant supplement to our case due to the success they have had on "Mission Zero" and the practices Interface has used in their transformation (Kennedy et al., 2015).

As explained to us when approaching Archer Platform Drilling for this thesis, many of the employees working "on the floor" in the company are not yet on the bandwagon when it comes to making green business choices. The work being done by the top management at the company to increase awareness and performance and engagement concerning sustainability is extensive, and how employees are given ownership and agency over the shift is what interested us about this case. To understand the workings of this company, we will study how leadership contributes to employee engagement and how the leadership can improve based on our findings.

3.3 Research Design and Data Collection

To study how leadership builds sustainability engagement in Archer Platform Drilling, we used a qualitative research approach through a case study to allow us a rich picture of Archer Platform Drillings sustainability engagement. The data collection process involved conducting in-depth interviews with employees from different levels of the organization. Prior to conducting the interview, we asked the managers to provide us with interview objectives that are both proactive and conservative in the sustainability efforts in order to observe a fuller picture of the organization (Patton, 2015). This gives us a fixed a priori purposive sample that is designed to give answers to our research question (Bell, 2019). The sample did not evolve as we proceeded through our research. Qualitative research aims to explore and understand people's experiences, perspectives, and motivations and is additionally used to incorporate individuals' attitudes, beliefs, and behaviors (Bell, 2019). Additionally, we have observed the decision-making processes related to sustainability within the organization to understand how employees are involved in these processes and the extent of their agency in these discussions.

We have conducted face-to-face interviews wherever possible to build a better relationship with the interviewees. Where face-to-face interviews were impossible, we used an online communication tool, Microsoft Teams. The interviews were conducted in Norwegian and translated to English after the fact to ensure that the meaning behind the interviewees' comments was not lost because of lacking English skills. We were conscious of word choices in our interviews. We had instructions to speak in layman's terms and to avoid academic or more advanced wording in order for our interviewees to have the best chance of comprehending our questions and supplying us with informative answers. The interviews were conducted as semi-structured interviews where we had an interview protocol that we followed, but at the same time, leaving us free to add further inquiries based on the interview flow (Klenke, 2016). Semi-structured interviews are more difficult to complete as we needed to formulate questions on the go (Klenke, 2016). However, the additional information it allowed us to collect is valuable to our research.

With consent from all the interviewees, we recorded audio of the interviews in order to recall the comments made when analyzing the interviews more accurately. In addition to recording the interviews, one of us took short notes during the interviews. This helped us briefly discuss what we observed from the interviews after the interaction concluded. By splitting responsibilities during the interview, one of us could commit our full attention to the interview while the other made up thoughts and comments about the answers in real-time.

In addition to data collected from interviews, we have made our own observations about Archer AS both through our visit to their offices during our visit for the interviews and as one of the authors is employed in one of the other divisions, personal observations and information regarding the company was available.
Due to our choice of having face-to-face interactions in our interviews, all but one interview was conducted during a two-day visit to Archer AS's headquarters in Stavanger. Because of the limited time there, we did not make changes to the interview guide between interviews. Each interview had a duration of 30-60 minutes and was done mostly at the Archer headquarters.

Once we had the data collected, we coded and analyzed it to identify patterns and themes across interviews and departments. Further, we will draw conclusions about

the relationship between leadership and employee engagement concerning sustainability together with literature and information from Interface.

3.4 Interview Guide

The interview guide was designed to facilitate semi-structured interviews and ensure comprehensive coverage of relevant topics. The interviews involved individuals from the company's Supply Chain and Operations departments, aiming to explore the influence of leadership on employee engagement in sustainability. All the questions were designed to allow truly open-ended answers so the interviewees could respond in the direction they felt was most meaningful (Patton, 2015). The guide consists of four distinct categories of questions. The first section focuses on establishing a friendly and trustworthy atmosphere through ice-breaking questions. In the second section, we ask open-ended questions to encourage participants to share their perspectives on various subjects and provide examples of different scenarios. The main focus of this section is to build a picture of where the organization is on its journey toward sustainability and how the employees feel like they are contributing to the journey. These questions were designed to provide stories rather than short answers. The third section comprises more specific and direct questions aimed at gaining deeper insights into participants' feelings and perceptions about the leadership. This section allowed us to get a perception of how employees see their leaders and how the leadership allows for creativity in their work. Finally, the fourth section is only for the leaders to try to uncover how they perceive the future of their sustainability work and the organization. This section gave us insight into what the leaders think might be missing in their transition and where they expect the organization to be in the future. At the end of each interview, we asked for additional comments from the interviewee in case they felt that important information was omitted in the interview, as recommended by Morgan (2012, as referred to in Patton, 2015).

Table 1. Questions asked during interviews

Questions	Managers	Employees
Q1	Please give us a short introduction to your professional background.	Please give us a short introduction to your professional background.
Q1.1	How long have you worked with the company?	How long have you worked with the company?
Q2	What qualities do you value most about yourself (at work, or outside work)?	What qualities do you value most about yourself (at work, or outside work)?
Q3	What does sustainability mean to you?	What does sustainability mean to you?
Q4	(Show the Organizational Maturity Model (Kane, 2012)) and ask them to point where they believe their company is today.	(Show the Organizational Maturity Model (Kane, 2012)) and ask them to point where they believe their company is today.
Q4.1	Can you tell us key moment on how you have reached this point (referring to the diagram)?	Can you tell us key moment on how you have reached this point (referring to the diagram)?
Q4.2	Can you tell us how you as a leader facilitated for your team to perform in this moment? How was your role in this key moment and what do you feel like you achieved from the situation?	How was your role in this key moment?
Q4.3	N/A	How did you perceive your manager in this specific situation?
Q4.4	N/A	Can you tell us how your manager facilitated an environment where you could contribute to the situation?
Q5	When the company makes a step forward in sustainabilit work, to what extent do you believe your team feels ownership of the achievment?	When the company makes a step forward in sustainability work, to what extent do you feel ownership of the achievement?
Q5.1	Could you give us an example of when they displayed ownership?	Could you give us an example of when you feel ownership?
Q6	To what extent do you feel that your team has the ability to work independently to come up with new creative solutions?	To what extent do you feel that you have the ability to work independently to come up with new creative solutions?
Q7	Can you give us an example of when one or more of your team members presented a new sustainability action/solution to you as a manager?	Can you give us an example of when you and/or your colleagues presented a new sustainability action/solution?
Q8	How do you encourage your employees to work independently and inspire innovation?	Do you see your leader as a role model in your work? Why/Why not?
Q9	How do you describe your employees sustainability focus/engagement?	What inspires you to perform and work towards the company's shared vision?
Q10	How do you percieve your employees freedom to work independently on all matters?	Can you tell us a story from when you felt you manager's support and encouragement for individual growth?
Q13	What do you believe are the remaining steps for your employees to independently act on sustainability?	N/A
Q14	Where do you see the company in five years in regards reaching sustainability goals?	N/A

3.5 Participants

In our study at Archer Platform Drilling, nine participants where six employees, and three managers were interviewed. The participants were evenly distributed, with three employees from the Supply Chain department, three employees from the Operations department, and their respective managers. Additionally, we conducted an interview with the Country Manager, who directly oversees the managers responsible for the Supply Chain and Operations. The small number of participants (n=9) allowed us to spend more time analyzing the responses we got from each participant. Our selection aimed to provide a broader perspective on how leadership interacts with the company's sustainability engagement and strategy. We intentionally sought out participants with positive and negative views towards the company's sustainability focus and strategy, as this would allow us to obtain a more accurate understanding of employee engagement. The employee participants were chosen by the leadership in the organization, who knew more about each interviewee's engagement level. Most of the participants had spent their entire careers in the oil and gas industry, with ages ranging from 29 years old to close to retirement age. Despite conducting the interviews in Norwegian, we encountered difficulties in our use of academic terminology with some of the older participants, despite our efforts to communicate in their preference for terminology. The following table shows the organizational structure of the participants in this case study.

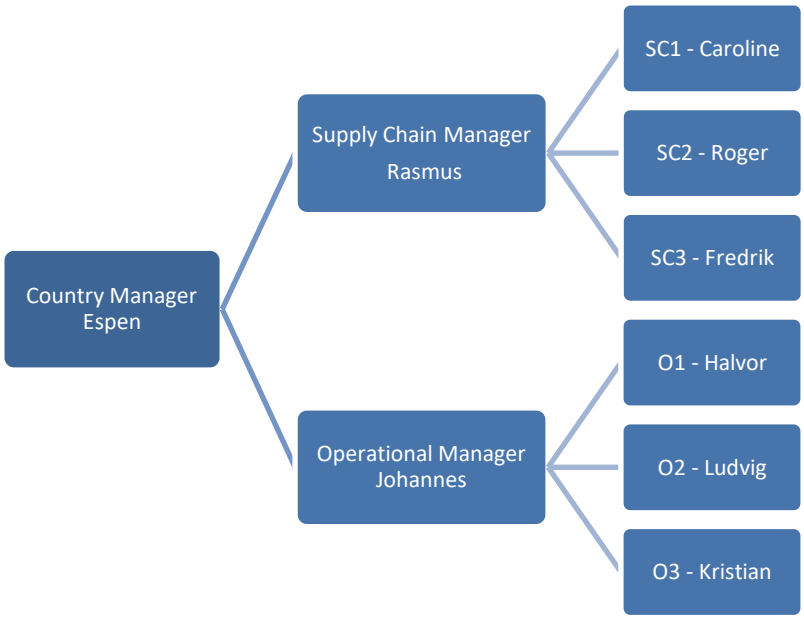

Figure 1

3.6 Data Analysis

After conducting the interviews with all nine participants, we worked on transcribing the interviews. Transcribing the interviews allows for more convenient data analysis when going into the coding portion of our analysis (Bell, 2019). We applied an abductive approach to our data. Through abductive reasoning, we arrive at a result that we deem most likely based on the data we gained (Saldaña, 2011). Due to the limitations in data and the fact that we only investigated one case, being confident in a single, true conclusion is not realistic.

The coding process was a variation of descriptive coding (Saldaña, 2011), where we used keywords to sort the answers from our interviews and categorized them into themes. From the themes we found, our answers of interest in the interviews were color-coded and collected in a table for easy access when analyzing the patterns and themes.

Once the data was thoroughly coded, we promptly started looking for the patterns in the data. We identified factors in Archer Platform Drilling that seemed to increase sustainability engagement and factors that looked to reduce engagement. From these initial observations, we grouped our findings into these two categories and placed the organization on Kane's (Kane, 2012) organizational maturity model based on the answers employees gave us, as presented in our findings. Our enablers and disablers were compared to practices in our reference case of Interface (Anderson & Lanier, 2019; Kennedy et al., 2015) in order to underbuild our findings. After deliberate and repeated analysis of our findings, we came up with a grounded theory (Saldaña, 2011) presented at the end of our thesis.

3.7 Ethical Considerations

In business research, ethical considerations play a crucial role. Our study aims to gather information from participants in a way that recognizes their ethical vulnerability. Participation in the study was entirely voluntary, and we took necessary steps to maintain anonymity for participants by changing their names and not reporting their job titles or any other personal data. Before conducting interviews, we obtained consent from participants to record the meetings and use quotes and other findings in our final thesis (Crow et al., 2006). Additionally, we allowed participants to review and approve any information extracted from their

interviews, with the option to make changes, clarify, or withdraw their participation at any time. We also ensured that participants were fully informed about the purpose of the study by including information about it in the consent forms. We obtained informed consent, in which the participants were "carefully and truthfully informed about the nature of the research" (Klenke, 2016, p. 148). When the thesis was completed, all interview data was deleted securely.

PART IV – FINDINGS

4.1 Introduction

As Archer AS and the Platform Drilling division have clear goals of becoming more sustainable and reducing their impact on the environment around them (Archer AS, 2023), having employees engaged in the sustainability strategy is vital. Through our interviews, we found that Archer Platform Drilling has got a good start in their efforts and seems to place around the center of Kane's maturity model (Kane, 2012). Management in the company is doing some things right; these facilitating factors we have called enablers. These enablers include Engaging Enthusiasts, Low Carbon Moments, and Unlocking Sustainable Innovation, which we introduce and compare to a known success story in Interface. We also observed some actions and non-actions that appear to disable sustainability engagement in the company. These are Communicating with Distance, Missing Structures, and Inconsistency in Role Modelling. These disablers are also presented with evidence from interviews and compared to Interface's practices to show how improving these factors could lift sustainability engagement.

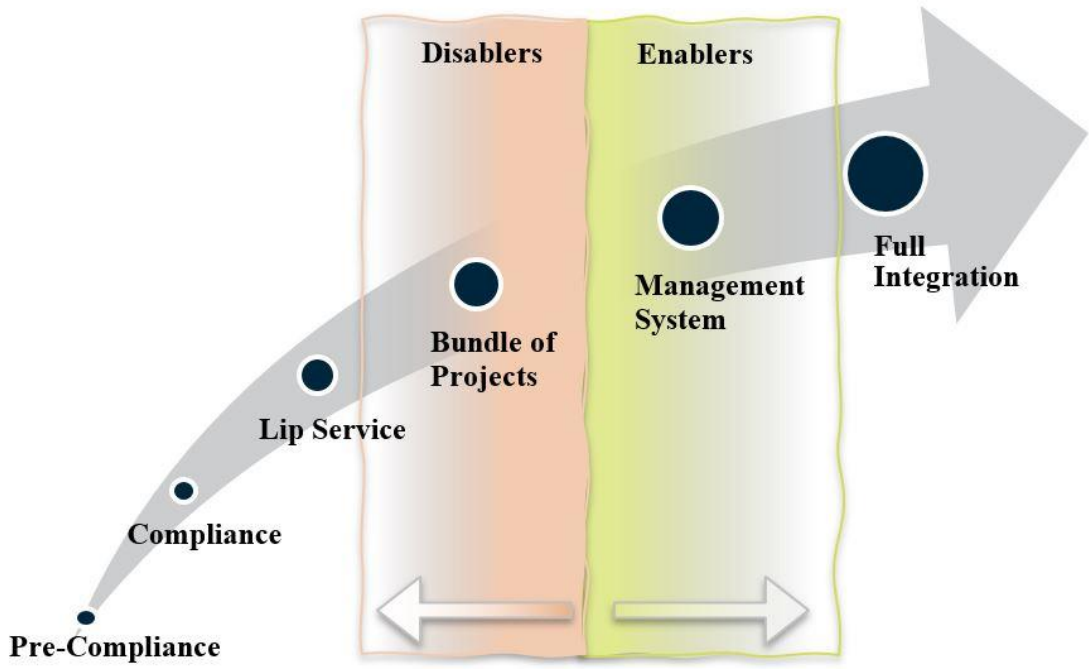

Figure 2

(Kane, 2012, p. 172)

4.2 Placing Archer Platform Drilling's Sustainable Maturity

All participants were presented with Kane's (2012) organizational maturity model during the interviews. The model consists of six stages; (1) Pre-Compliance, (2) Compliance, (3) Lip-Service, (4) Bundle of Projects, (5) Management System, and (6) Full Integration. The model aims to get companies into (6) Full Integration, meaning having sustainability in every part of the business (Kane, 2012). The model is not meant to be followed sequentially but rather to figure out the company's position, and as a result, be able to come up with a strategy to reach (6) full integration (Kane, 2012). As a result, we have used this model to map where different parts of the organization believe they are located on the model.

The results varied, ranging from (3) Lip-Service to (5) Management System. Employees from both departments who had worked for the company for 10+ years placed Archer Platform Drilling in the (5) Management System category, and those who have recently joined the company placed Archer Platform Drilling in a (4) Bundle of Projects. Through our interviews and observations, we find that Archer Platform Drilling is currently in the (4) Bundle of Projects stage. An interesting observation regarding the placement on the model is that employees that gave evidence of the disablers in the organization, placed themselves higher on the scale compared to participants who contributes to enablers. We will further present our observations.

"It comes up on top of everything else"

Halvor started in Archer Platform Drilling while finishing his master's in 2019. To him, sustainability means not overusing and letting the carbon footprint reach zero in everyday life and at work. His current initiative focuses on combining shipments to the oil rigs instead of shipping multiple transportations simultaneously. However, a couple of years back, Halvor says that he and a few others started a "low carbon group" whose primary purpose was to increase the sustainability focus. However, they eventually ended the group due to insufficient resources being allocated.

> "It comes up on top of everything else. So then, yes, it's back to the fact that we may not have enough resources for that particular initiative. Because if you're going to do something properly, you have to commit to it, and then it's difficult if you have 120-130% normal work position in addition." [Halvor]

As Halvor contributes to our observations, the management has wanted its employees to work towards becoming more sustainable. It encourages people to start acting, but as we can see from Halvor's example, resources limit most projects, and the strategy is yet to be finalized and incorporated into the everyday work routine. As Country Manager, Espen confirms, the sustainability strategy has taken six months to finalize, and he hopes that from the new strategy and education, employees will present more projects on their own initiatives.

> "One of the pillars in our strategy is to create drive, initiative, and interest, and it depends on education and understanding what this is. Because if you don't get the rough-neck on board with the strategy, there will probably be initiatives that would feel forced on him/her (…) I hope that we create the drive that the projects are then invented by the different people themselves because then the employees have ownership." [Espen]

To conclude the organizational maturity model, based on observations, we can conclude that Archer Platform Drilling is currently placed in the "Bundle of Projects" category, as they are currently limited on resources, a few enthusiasts drive initiatives, and no clear strategy is presented to the employees.

Table 2. Summary of findings

Category	Definition	Example	Reference to Interface
Organizational Maturity Model	Describes where Archer Platform Drilling is on their path to a fully integrated sustainable strategy. All study participants were asked to indicate where Archer Platform Drilling was on the Organization Maturity model (Kane, 2012) at the time of our interviews.	Archer Platform Drilling is currently placed in the "Bundle of Projects" category, as they are limited time and human resources, a few enthusiasts drive initiatives, and no clear strategy is presented to the employees.	Since 1994 Interface has continuously worked to reach its goal of Mission Zero, and along with their dedication Interface reached full integrations in Kane's model as they have a clear commitment and leadership, a strong strategy, and long-term goals where all systems are aligned to the strategy with a closed loop.
Enablers in an industry that is under a black carpet			
The Engaging Enthusiasts	Describes how sustainability engagement is dependent on a few enthusiastic people.	Archer Platform Drilling depends on a few enthusiastic people with self-efficacy to increase sustainability engagement. The enthusiasts have a positive outlook on the problem they need to solve; become more sustainable.	At Interface, it started with Ray Anderson's enthusiasm for changing the way Interface operates, which has, over time, rippled to every employee working for Interface. Ray Anderson continues to be a role model for its employees, which drives Interface towards an even greener business.
Having a Low Carbon Moment	Describes how leaders in Archer Platform Drilling expose their employees to new ideas and perspectives.	To sensitize its employees to become more sustainability engaged, Archer Platform Drilling has introduced a "Low carbon moment" in every meeting, which aims to increase engagement by connecting sustainability to relatable topics.	Interface uses a mandatory educational program to educate its employees about sustainability. Depending on the level of employment, different educational programs are required. The higher manager positions in most mandatory programs are required.
Unlocking Sustainable Innovation	Describes the process of unleashing and facilitating creative thinking and problem-solving within an organization.	Asking open-ended questions, having a low threshold for ideas, and using software systems for employees to submit their ideas are ways Archer Platform Drilling uses to unluck sustainable innovation.	Interface thrives at having its employees work from a pro-social behavior over self-interest to increase innovation. Interface also allows time and resources to be allocated to problems that must be solved.

Unmasking the Disablers			
Communicating with Distance	Describes facets where Archer Platform Drilling is lacking in regards to their employees' understanding and perspective on sustainability.	Archer Platform Drilling's leadership fails to communicate effectively with their employees about sustainability, which is evident from their employees' expressions of overly complicated and difficult language in messaging about the matter. Employees spend energy understanding the words rather than the message.	Interface communicated sustainability issues in a grounded and relevant way for their employees in order to build understanding and engagement.
Missing the Structures	Describes how leadership in Archer Platform Drilling is failing in making infrastructure to support a sustainability effort.	Employees discuss their focus on QHSE and the infrastructure that creates engagement in improving safety. They are missing the same infrastructure around sustainability engagement as of today.	Interface has a sustainability education scheme that all employees are required to complete in order to keep knowledge and engagement high in the organization.
Inconsistency in the Role Modelling	Describes how employees in Archer Platform Drilling do not see some of their leaders as idols when considering sustainability.	Some managers in Archer Platform Drilling do not practice the same sustainability values in their private lives. As a result, it causes some employees to lose trust and engagement in sustainability.	Interface's Ray Anderson is seen as an idol even after his death. Many employees there mention and quote him when talking about sustainability showing how he was genuine about his goals.

4.3 Enablers in an Industry that is Under a “Black Carpet”

In today's swiftly evolving corporate landscape, businesses are confronted with growing demands to adopt sustainable and eco-friendly practices. Encouraging engagement in sustainability can be particularly difficult in the petroleum industry, given its unpredictable future. Despite these challenges, there is a necessity for these companies to modify their operational methods. We were positively surprised by the engagement and enthusiasts working on improving their reputation and strategy.

> "We work in a demanding industry, which has a bit of a black carpet over it, right? Oil and gas? But I think that if more people saw how energy efficient we really are, compared to other places in the world, then what we do is a bit fantastic." [Johannes]

While some employees may believe they have already achieved a very high energy efficiency, realists and enthusiasts drive the organization's continuous improvement and sustainability focus. Organizations can leverage their workforce's collective knowledge and creativity by fostering a culture that values curiosity, experimentation, and collaboration. In addition, this approach identifies new opportunities and process enhancements, contributing to a more motivated and engaged workplace. This chapter will examine the key enablers identified within Archer Platform Drilling.

The Engaging Enthusiasts

When we reached out to Archer Platform Drilling and presented ourselves and our thesis, from the first response, we were met with a warm welcome, complete transparency, and a great interest in finding room for improvement. The project was first presented to Espen, the Country Manager of Archer Platform Drilling. He has spent his entire career in the industry and has worked at Archer Platform Drilling for the past three years. His body language and attitude towards the topic are oozing with enthusiasm. When asked when his engagement with sustainability started, Espen stated that he has always been passionate about the environment but was particularly inspired when he heard Anders Opedal (CEO of Equinor) say, "Sustainability is Norway's new industrial adventure." which contrasted the negative image often portrayed by the media. One could draw a parallel to the time

Ray Anderson (CEO of Interface) read the book *Ecology of Commerce* by Paul Hawken, which became a pivot point in Anderson's vision for Interface (Van Koert et al., 2019). Both Anderson and Espen experienced an influencing moment that made them change their view on sustainability, Ray in the direction he was bringing Interface, and Espens way of looking at sustainability as a positive and a business opportunity rather than a company's death sentence. One of Espen's mission pillars is to influence other people in the organization to become enthusiasts towards becoming more sustainable, and here one could look to Anderson for inspiration as he has become a role model and figure that the employees do not want to disappoint. As we have observed through interviews with colleagues of Espen, we can tell that Espen's enthusiasm is dripping over to other close employees of the company. "Espen, who is a real enthusiast, pushes his engagement, which then pushes me further in the organization" [Rasmus].

"Choose to see things in a positive way"

We can confidently see that Espen's enthusiasm positively affects Rasmus, the newly appointed Supply Chain Manager who reports to Espen. With a background spanning multiple domains such as the military, procurement, contracts, logistics, IT, and HR, Rasmus brings diverse skills to the role. Over the last six months, he has focused on building a dynamic team. In addition, he is passionate about promoting sustainability through a balanced approach, as he believes that one should only take resources needed from nature. As a Supply Chain Manager, Rasmus carriers a critical role, as he is able to influence his team in how they feel responsible in seeking to make the most sustainable buy-ins and logistics solutions; in Interface, they call this "Mount Sustainability," where they feel the urgency to act on every level of the Supply Chain, rather than waiting on legislation (Kennedy et al., 2015). As Rasmus also experiences, procurement is demanding and essential in his department, and he experiences the challenges of proactive engagement of his employees.

> "I work with what is the most demanding because everything you procure has carbon challenges (…). Some [colleagues in Supply Chain] are more proactive than others, but I firmly believe that the concept of low carbon is still a bit foreign, even though we do implement a number of measures." [Rasmus]

We asked Rasmus what he values the most about himself, and Rasmus highlighted his outlook on problem-solving, which is a skill that will be valued in the challenges Archer Platform Drilling has ahead. "You can always choose to see things in a negative or positive way. It often helps to be positive, even if your starting point is not a positive starting point." [Rasmus] From all three managers (Espen, Rasmus, and Johannes), we see a commanding theme: their positive outlook on how they will inspire their employees; as some employees are more challenging to influence than others, they face a challenge.

"We stick a few toes into the water, but we don't quite dare to jump"

Looking at the positive, it is not only the leaders that are showing enthusiasm and optimism; we see the young employee, Halvor, taking an active part in the process and encouraging others to send in suggestions of new ways to operate or new ideas in general; he shows great skills to reflect around the subject, and he believes the company has a long road ahead to achieve full integration. "I feel we are in a starting phase, where we stick a few toes into the water, but we don't quite dare to jump" [Halvor]. Throughout his career at Archer Platform Drilling, he has tried to initiate and be a part of a few bundles of projects within sustainability but has been stopped by the lack of resources. In correlation to the Interface case, where they looked upon the "role of champions", and how Interface celebrated environmental champions (Kennedy et al., 2015). Based on interviews, Halvor shows the active skills of a champion that may have the ability to attract attention from top management. As previously mentioned, Halvor's current initiative focuses on combining shipments to the oil rigs instead of shipping multiple transportations simultaneously, which we also see as one of seven pillars in Interface's "Mission Zero" which they call "Resource Efficient Transportation." Anderson's vision with "Mission Zero" vision was to "Operate our petroleum-intensive company in such a way as to take from the earth only what can be renewed by the earth - naturally and rapidly - not another fresh drop of oil - and do no harm to the biosphere" (Van Koert et al., 2019, p. 6). Even though Archer Platform Drilling is directly connected to fresh drops of oil, Halvor shares the same mindset in working sustainably by not overusing and letting the carbon footprint reach zero in his everyday life and at work.

Having a Low Carbon Moment

How do you turn an organization under a “black carpet” with employees who have worked for the oil industry for decades? The enthusiasts have their work cut out for them. As we previously saw, Anders Opedal's view of sustainability switched Espen's mindset from looking at sustainability as a positive rather than turning it into something negative. Espen is frustrated with the media and how they make us feel hopeless.

> "They [the media] don't understand that you can't sell something that's just depressing, no one will buy it, and therefore, when you talk about sustainability to people, it's not something people want to take part in because the only thing they think of when they hear about sustainability is the climate and images of the earth as if under." [Espen]

As a response to the media's inefficient strategy, Espen has introduced a "low carbon moment" in every meeting of a greater scale (usually once a week). The low carbon moment is meant to change the mindset of what we associate with the message the media portray to what we actually can do. "(...) we had the significance of deleting one's own inbox in the number of emails" [Johannes]. Even though deleting one's inbox does not make up for the carbon it lets out, it helps people look at the small initiatives they can control and do right away, and it does not make them feel like they are drowning in hopeless projects. We could draw a comparison to Interfaces' way of sensitizing its stakeholders and how they enlightened their employees on the sustainability topic. However, compared to Interface, Archer Platform Drilling must increase their awareness initiatives, which we will address in one of the unmasked disablers.

Unlocking Sustainable Innovation

“What can we do differently?”

Another enabler that Archer Platform Drilling uses to build a sustainability engagement is the different platforms that the employees can send in their ideas. These could be efficiency ideas and sustainability initiatives. For example, in the management team, the Country Manager, Espen, asks questions that generate discussions and innovative thinking, such as "What can we do differently?". This question was posed by Espen to the Operations Manager, Johannes, leading to an

engaging brainstorming session. The outcome of this session resulted in the transformation of one of Archer Platform Drilling's offshore rigs to operate like an onshore rig. This change led to increased efficiency and, at the same time, reduced rig hours on the offshore rig.

"Didnt have to be good proposals"

In the Supply Chain department, Rasmus initiated a low threshold for people to develop new sustainable strategies by welcoming all bad and good proposals.

> "My team had one requirement before Christmas, which was that the team had to deliver 50 low-carbon proposals, and they didn't have to be good proposals. It was supposed to be a low carbon proposal then, and we got that delivered, so I got the team involved, and the team got a little excited" [Rasmus]

He further explains that after completing the assignment, employees would continue to send their possible solutions via links on the email or the company's software, such as Teams or Yammer. The enthusiasm that Rasmus gained from lowering the threshold of ideas is an act of pro-environmental behavior, and as Interface highlights, its importance of allowing space and time for discoveries creates self-efficiency and mastery as the facilitator of WPEB.

"Come up with good observation cards"

Unlike Supply Chain, Operations employs agile working methods with strict control over the work environment. Employees in Operations work under clear instructions and adhere to high HSE (Health, Safety, and Environment) restrictions and a 2/4 schedule (2 weeks on, 4 weeks off). Despite this more rigid work environment, we have observed that Operations personnel are open to discoveries. In addition, they utilize various software tools to submit recommendations for improvement, in contrast to Supply Chain, where suggestions are delivered through human interaction. Halvor, an Operations employee, highlights this difference by stating:

> "We also encourage those who work outside on our installations to come up with good observation cards which we use as a tool within HSE and write there what we can do to reduce our carbon footprint, for example, don't let the machines idle and use them as little as possible when we don't need it." [Halvor]

One example of how the Operations department at Archer Platform Drilling is actively engaging in improvement efforts is through the submission of employee suggestions. One such suggestion that was submitted was the removal of all plastic around the "white suits" packaging. These suits are worn by employees when working in messy areas of production. This suggestion was submitted through the company's system and was promptly taken into consideration by leadership. As a result, the supplier was instructed to remove all plastic from the suits. Although this change may not have a significant impact on reducing carbon emissions, the suggestion show how employees can make efforts.

This example highlights the importance of employee engagement and the leadership's willingness to consider and act on new ideas. By creating a culture where employees feel heard and valued, Archer Platform Drilling is able to continuously improve its operations and adapt to changing market conditions. The result of creating this type of environment can be seen at Interface, as all employees feel the responsibility and are enthusiastic about reaching their goals. Research on Interface also shows that their employees appeared to be driven by pro-social behavior rather than self-interest. Regarding self-interest, Archer Platform Drilling's manager's team has their work cut out for them as through interviews; we see that employees' motivations are self-interest.

> "You have to stay focused all the way and deliver and deliver, and here these big consequences for us and especially in Supply Chain where I am working (...) And deliver all the way because that's where our workplace is. A lifestyle we have that allows me to have a good time with the family, and with all respect, as soon as the economy goes to hell, everything goes to hell both at home and everywhere." [Roger]

As Roger addresses, the far most important is to comply with work requirements as that determines his personal finances, meaning inner motivation to work towards sustainability is self-interest.

4.4 Unmasking the Disablers

Communicating with Distance

"It is hard to feel ownership of things one does not understand"

Through our interviews and general observation of Archer Platform Drilling, communication barriers clearly stick out as something that holds the organization back. As communication about sustainability, and especially about "'low carbon" actions and ecological sustainability, tend to be made in English with a high frequency of academic and advanced terms, several employees expressed that they struggle to understand exactly what they are being told. "It's difficult to comprehend, and it's often in English, and there are difficult words in English" [Caroline]. This issue might stem from the education level of the employees. We are made aware of how this issue holds back on sustainability engagement, with answers from both the leadership in Archer Platform Drilling and some of the employees, which helps us see a more complete picture of what is actually going on in the organization. "It is hard to find ownership in something that one does not understand 100% (...)" [Caroline].

As this employee expresses, the vocabulary and understanding might be entirely natural for the leadership and the ones communicating about sustainability and low-carbon engagement. However, many employees have primarily used basic Norwegian to communicate for their entire lives. When Espen gave us instructions for approaching employees for interviews, it was clear that the interviews had to be conducted in Norwegian, and we had clear instructions to "dumb down" our vocabulary so that everyone could understand what we were talking about. Additionally, as the Country Manager, Espen expresses frustration over how things like "low carbon" are communicated in society today. Most of the communication is negatively loaded and vague. An example he gave us was about people communicating with tons of CO2 and how a regular person can not relate to the concept of that. For Caroline, throughout her career, a lot of the information has been delivered in English, and they spent significant time translating and making it understandable for herself. This seems to have a negative impact on their engagement around the topic. Caroline further expresses, "(...)They [people who want to implement sustainability practices] are often from east Norway, and they

approach us with pretty words, nice posters and are selling it as a huge deal" [Caroline].

There might also be some distance from the people communicating about sustainability and "low carbon" to the employees when they holding presentations and courses. This seems to contribute to further the distance of what is being said from what the employees experience in their day-to-day work. As the company is based in Rogaland, and many employees are from there, the fact that someone from the "outside" coming to lecture them on "low carbon" maybe does not hit home as well as if one of their own presented the material.

"Hard organization to turn around"

We are also made aware of the implications of the 2/4 schedule of their offshore workers impacting communications. This makes it so management can only expose them to their vision and strategy for a third of their time. "It's a lot of things, but because of the schedule, we work with 2/4, and education levels for our employees, it is a hard organization to turn around" [Espen]. The Country Manager admits that the organization is brutal to turn around, and work scheduling and education levels contribute to this. By making communication feel more accessible, more present when off duty, and more similar to the language they use in their day-to-day conversations, leadership might develop more engagement in their sustainability efforts. Communication about sustainability to some employees who do not have sufficient exposure to the matter seems to be too advanced. We observe that the leadership at Archer Platform Drilling should either strive to bring communication down to a more familiar level or spend time and resources educating their employees further. It might be that the onshore part of the organization is more accessible to turn around due to them being present in the offices, though, which the leadership team should emphasize. Relating this to Interface, we see how Anderson tried to bring the issue of sustainability down to a more familiar level for the employees. By adjusting measurements and information about the issues to be made more understandable and relevant. (Anderson & Lanier, 2019).

Missing the Structures

"I think we are missing the structures"

Just like every organization in the offshore industry, Archer Platform Drilling has strict rules, regulations, structures, and education schemes around Quality, Health, Safety, and Environment (QHSE) (Note: Environment in this context does not include sustainability in terms of what this thesis investigates). The employees have no choice but to adhere to these guidelines, and therefore, safety is always front of mind, and engagement is high with the employees. In our inquiry into the organization, we see that leadership has the opportunity to use the structures that already exist for sustainability too.

> "If you can make it like we do with QHSE, where we all know that we need an observation card, and the mass of observation cards make people more focused. I think we are missing the structures that are there in the health, environment, and safety part of the offshore industry." [Rasmus]

We are told about the observation cards that are filled out for every observation that could potentially be dangerous to the person working, people around, or the installation itself. Employees are mandated to fill out these cards for every single observation that is made, making the focus on QHSE very high. Even at the office, safety is implemented in all places where it is relevant. When visiting the offices by car in Stavanger, we noticed that we were mandated to reverse into parking instead of pulling in forward, and we were required to keep our hands on the railings in the stairs to reduce the possibility of an accident. These clear structures are missing from the sustainability part of the business, making the engagement less present compared to other focus areas. However, Archer Platform Drilling knows how to work with QHSE and engagement around that, so adopting the same kind of rules, education, and structures should also be possible for sustainability.

We also know that Archer Platform Drilling has clear educational structures around QHSE. Any new employee has to go through courses that ensure they know the basic rules of safety, how to be vigilant about it, and how it is okay for anyone to warn about any unsafe circumstances. This basic education is done for everyone from their engineers to finance employees. If we look at how Interface structures its education about sustainability, it reminds us of how QHSE works in Archer

Platform Drilling. Interface has a three-level education scheme to encourage sustainability engagement where all employees are required to take the first level (Kennedy et al., 2015). Since Archer has the structure to do courses in QHSE, incorporating sustainability into existing educational structures should be possible.

"It kinda became left-handed work"

We also hear that Archer Platform Drilling has set up performance organizations earlier for some of their operations.

> "Where we have achieved a lot in a short amount of time, we've had dedicated performance coaches, we've had people on the rig and encouraged to perform better on this exact thing, and there is focus on it in almost every single meeting" [Halvor]

For this particular installation, they needed to improve their operational performance and set up a structure to focus on this. We see that when the organization decides to focus on a particular KPI and puts aside resources to meet the goals, they are able to do so. This intense focus and reminders to work on performance seem to raise the engagement for the goal. If the leadership team at Archer Platform Drilling were to install the same structures to focus on sustainability and "low carbon," it is likely that they would have more engagement than they have today and better results as an outcome. "It [focus group] kinda died out because it became left-handed work" [Halvor]. When they attempted to install a focus group for "low carbon" in the past, we heard that it did not get the required focus. This employee expressed to us that the past attempt for a sustainability workgroup died out as they could only work on it as a side project in what he calls left-handed work. It is understandable that when a project on sustainability comes on top of an already packed workday, it is tough to find the drive for this too. Comparing this to the process of creating Re-Entry 2.0 at Interface, where they spent years trying and failing to find a solution for reclaiming more of their materials without cutting funding for it, we see that the truly important developments can take a long time (Kennedy et al., 2015). It is also mentioned how this project excited the engineers:

"When people are given a great challenge, they can be inspired to come up with ground-breaking solutions" (Kennedy et al., 2015, p. 366). If the leadership put

aside resources and utilized the employee's solution-seeking skills for sustainability, we think engagement would increase.

> "(...) We could be better at measuring and showing results (...), not just saying that we are working on it and trying to get better. We are trying to collaborate on this. I think it is important to have something to measure oneself up against to understand if we are getting better." [Ludvig]

From a middle manager, we hear that structures for measuring sustainability improvements. The leadership keeps pushing for improvement, but the employees do not get feedback on the results of their hard work. We can draw from Interface and their EcoMetrics (Anderson & Lanier, 2019) measurement tools. Since sustainability is difficult to measure in monetary terms, new measurements need to be found, and it might also be essential to use measures that make sense to the employees. Like with their performance pushes mentioned earlier, measurable KPIs to assist with knowing if what they do is right are helpful for the engagement of employees.

Inconsistency in the Role Modelling

"I don't see him as a role model"

How leaders show that they care about sustainability and show appreciation of their employees' work seems to be important in creating engagement in Archer Platform Drilling. How leaders behave outside of their work hours matters; how they show results and communicate progress also impacts engagement. One employee we talked to told us that his view of his closest leader as someone to look up to in regards to sustainability was more or less non-existent. "(..) As an individual, I don't see him as a role model. He has had 3 different electric cars over the last 4 years, so what kind of greenwashing that is, I don't know" [Kristian]. This shows that the employee does not think his leader goes forward as a role model for sustainable thinking when he is not at the workplace. Changing his car over and over is, of course, not very sustainable when considering the material resources needed to produce a new car, even though it is electric. We think that what the leaders do outside their work hours also impacts sustainability engagement with their employees. Overall, in the interview with this employee, we got the impression that

he felt that sustainability in the oil and gas business was mainly greenwashing in general.

Having one's leaders as role models seems to be important in a sustainability journey. When reading about Interface, for example, it is clear that the employees there look up to Ray Anderson. Even after Anderson's death, employees at Interface did not want to let down his vision (Kennedy et al., 2015). This genuine and idolizing of their leaders and their sustainability visions seem missing at some stages in Archer Platform Drilling. It is important to note that the employee quoted above looked up to his nearest leader in an operational light but had a different perception concerning sustainability. In the long run, the Ray Anderson equivalent in Archer Platform Drilling could end up being Espen, the real enthusiast today, or some other figure emerging as the company matures with its sustainability efforts.

PART V – DISCUSSION

5.1 Summary of Findings

In our qualitative study investigating how leaders can build sustainability engagement in a conservative industry organization, we uncovered six key factors enabling or disabling progress. This chapter focuses on the three identified enablers: engaging enthusiasts, having a low carbon moment, unlocking sustainable innovation, and the three identified disablers: communicating with distance, missing the structures, and inconsistency in role modelling.

As presented in our findings, engaging enthusiasts play a crucial role in driving sustainability within the organization, as their personal commitment and actions shape the company's sustainable future. Additionally, the low carbon moment, initiated by these enthusiasts, serves as a platform for knowledge sharing and encourages further engagement. Furthermore, the availability of software tools empowers employees to contribute new ideas and innovations, acting as an unlock to innovation. While these enablers have been recognized, this chapter critically examines these findings and identifies areas for improvement based on theory. By challenging and exploring these factors, we aim to uncover opportunities for the leadership to enhance sustainability engagement within the organization.

Our findings on disablers do not provide us with the ability to relate actions of leadership with increased sustainability engagement. However, we can find value in both trying to see what is missing and how theories explain that engagement is reduced due to these deficiencies, and how our reference case at Interface does things differently than what we observe and what effects that have had in their case. The disablers we have identified can be seen as low-hanging fruit due to the low complexity of changing communication and education, adapting existing infrastructure to fit the sustainability vision, and ensuring management are sustainability role models on and outside of work.

5.2 Theoretical Contributions of our Findings

Our findings reveal a notable tension between enablers and disablers. The enablers drive the organization towards increased sustainability integration, while the disablers act as obstacles, hindering Archer Platform Drilling's progress and

keeping it stuck in a "bundle of projects" phase, as described in Kane's (2012) organizational model. Therefore, our research provides valuable insights into the tensions that arise when an organization is in a "bundle of project" phase of its sustainability journey to become fully integrated. In the following sections, we will examine how our findings contributes to the existing literature on sustainability engagement.

Contribution from Enablers

Our findings reveal several enablers within Archer Platform Drilling that contribute significantly to the organization's sustainability engagement efforts. These findings align with existing literature on how to create engagement and gives insight into practical performance in a conservative industry organization.

First, Espen and Rasmus demonstrate qualities of transformational leadership, empowering and trusting their teams, which aligns with the principles outlined by Bass (1999). Drawing on a comparison from Interface, particularly Ray Anderson's leadership, Espen and Rasmus have the qualities needed in order to transform the engagement in their organization and can draw inspiration from the creation of sustainability engagement through the seven fronts and building mastery from Interface (Anderson & Lanier, 2019; Carlsen & Sandelands, 2023). Interface's successful transition in sustainability strategy underscores the importance of environmental champions (Kennedy et al., 2015). Similarly, Halvor, a young employee at Archer Platform Drilling, exhibits the active skills of a champion, actively participating in sustainability initiatives and aligning with Interface's "Mission Zero" vision, and Archer Platform Drilling should acknowledge and encourage this type of behaviour (Kennedy et al., 2015; Van Koert et al., 2019). These enthusiasts at Archer Platform Drilling are crucial in driving the organization toward positive, sustainable directions.

Additionally, we have identified another enabler called the "low carbon moment," introduced by Espen, the Country Manager. This moment challenges the negative portrayal of sustainability by the media and redirects the focus toward actionable initiatives, fostering stakeholder engagement and learning (Howard-Grenville et al., 2019). By creating a positive outlook on sustainability, employees' mastery orientations within sustainability increase, as demonstrated by Interface's approach

to building pathways of mastery (Carlsen & Sandelands, 2023), and the positive communication created in the low carbon moment is supported by Stoknes (2014).

Lastly, Archer Platform Drilling actively promotes the development of sustainable solutions by lowering the threshold for employees to propose ideas through observation cards, open-ended questions, and initiatives like Rasmus's encouragement to generate 50 new low-carbon proposals. This approach serves as a form of social modelling, aligning with Bandura's theory of self-efficacy (2007), as it enhances employees' confidence and sense of mastery in their ability to contribute to sustainability initiatives.

Our findings of enablers support existing theoretical frameworks on sustainability engagement and shed light on the enabling factors within organizations that drive them in a positive direction on their sustainability journey. These enablers provide hope for the organization's sustainable future, particularly within the petroleum industry. However, it is important to acknowledge that these enablers also face challenges from certain disablers, which we will discuss further.

Contribution of Disablers

Our observations of disablers in Archer Platform Drilling presents how the organization reacts when factors that are present in sustainability engagement theory are missing. Therefore, the identification of these disablers in our thesis supports what the literature presents.

The largest area we see holding the leadership at Archer Platform Drilling back from progressing in their employee sustainability engagement is the lack of structures and education. We find that structures around sustainability performance are absent in Archer Platform Drilling, like with their QHSE focuses. Kennedy et al. (2015) and Howard-Grenville et al. (2019) both suggest that feedback on environmental performance encourages ownership and engagement in sustainability projects. The findings also show that Archer Platform Drilling does not commit sufficient time and resources to their sustainability structures. From the Interface case (Kennedy et al., 2015), we see that they allowed as much time and resources as were needed to find their solutions, thereby allowing engagement to build and corporate entrepreneurship to flourish.

As seen in Interface, educational structures are well established in the company. Supported by Baldassarre et al. (2020), education is central to promoting sustainability, and we see from Interface as a forerunner in sustainability that their education schemes are central to their success (Kennedy et al., 2015). Further, Usman et al. (2023) suggest that sustainability education contributes to sustainable behavior even outside of the workplace. Our findings show that the lack of educational structure in Archer Platform Drilling holds back the organization's shift. Education also seems to affect how Archer Platform Drilling communicates sustainability. Education schemes can also be related to an increase in mastery orientation and self-efficacy (Carlsen & Sandelands, 2023). We find that leadership in Archer Platform Drilling's sustainability communication is not grounded enough for their employees. Wickert et al. (2018), Kane (2012), Stoknes (2014), and Wright & Nyberg (2017) all emphasize how familiar terms and adapted communication are important for sustainability engagement. By educating employees in sustainability, higher level communication around the matter can be used.

Another essential part of our observation is that not all of management are figures to look up to in regard to sustainability. Figures like Ray Anderson in Interface go forward as an idol for all employees, while we find that some of our observations indicate that this is not the case at Archer Platform Drilling. The company's vision and values should align with management's personal values (Hoffman, 2021; Isaksen, 2017), and the personal behavior of leaders should align with sustainability principles (Kane, 2012).

Our disabler findings support the theoretical frameworks that already exist in the field of sustainability engagement. Our contributions give insight into a company that has recently started its sustainability journey and has not reached the progress of more sustainably mature companies. It also gives insight into a company based in an industry that traditionally has been very reluctant to look at sustainability and "low-carbon" efforts. The disablers we have identified gives insight into how an organization might struggle to move forward in building sustainability engagement when behavior that theory presents is not fulfilled.

Enablers vs. Disablers

The forces that enablers create to bring an organization forward and the forces that hold an organization back are very present in our findings. If the enablers did not meet resistance from the disablers, Archer Platform Drilling would be able to progress in their goals more quickly. However, in their current situation, the forces resulting from the disablers hold back the organization and should be resolved to reach the sustainability goals. The tension that is present could be different in other organizations, stages, and industries. Our thesis gives insight into the snapshot of a company in a traditionally conservative industry that is early in their change process. Leaders in this and similar organizations can utilize our findings to identify pain points in their sustainability efforts and opportunities for increasing engagement.

5.3 Practical Implications for Archer Platform Drilling

We believe that the tension between enablers and disablers at Archer Platform Drilling contributes to holding back the organization from proceeding further in its sustainability journey. In practice, by turning around the forces that hold back Archer Platform Drilling through disablers, we are of the opinion that furthering the gains in sustainability and increasing engagement will be easier. Figure 3 shows the change in momentum from turning around the identified disablers

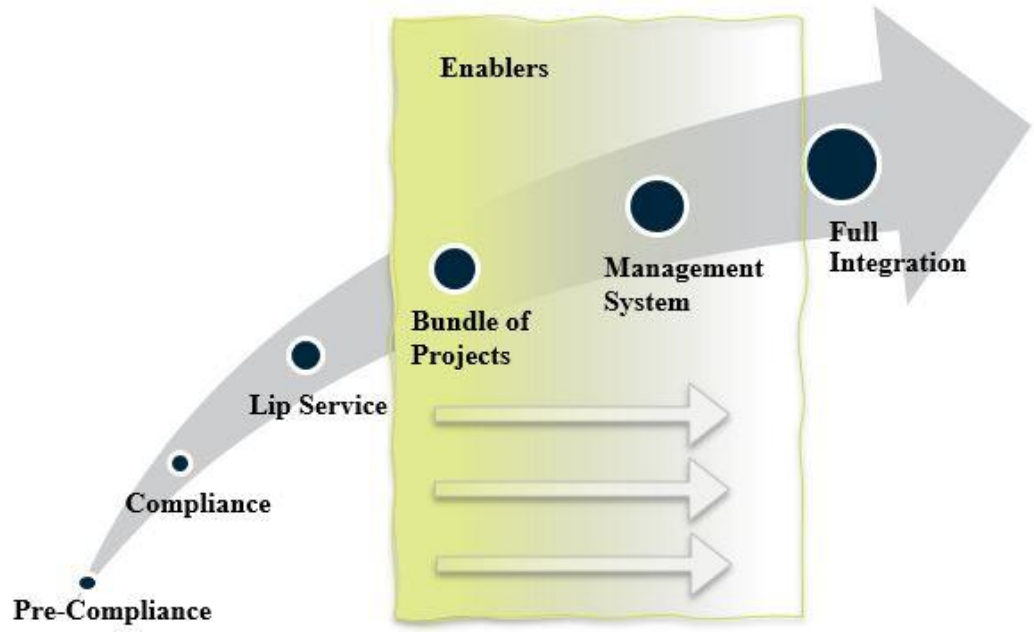

Figure 3

(Kane, 2012, p. 172)

The first disabler, Communicating with Distance, requires reimagining communications from leadership. How sustainability is communicated to employees today does not seem grounded enough to get them on the bandwagon. Practically this involves speaking about sustainability in terms that are more personal to the employees, possibly by creating metaphors for problems that have already been solved in the business or by making the rhetoric close and personal.

Secondly, Archer Platform Drilling should consider creating better and more rigid structures around sustainability. Such structures could mirror or be inspired by the existing structures in terms of performance and QHSE. This involves assigning enough time and resources to fulfill the goals of Archer AS's sustainability strategy and implementing a new type of reporting to employees that illustrates the results of sustainability work. In particular, we see that the effect of education schemes for sustainability seems to affect engagement significantly. By making structures around sustainability, awareness about what sustainability is could increase, and the issues would be more in front of mind if these structures remind employees about being sustainable often.

Thirdly, developing leaders that reflect the goals and vision of the company both at work and outside of it would likely result in higher engagement from employees. In our observations it appears that most managers are aligned with the goals and visions of the company during work hours, however we have identified at least one case where this does not translate to private settings. It seems to create a divide between what is communicated and what is really believed. If the disablers are turned around and exploited to create more sustainability engagement, we suggest that Archer Platform Drilling would gain momentum for their sustainability goals. The tension from the disabling factors would be released, and another step toward full integration could be made.

The enablers that we identified should be encouraged and further developed. This involves keeping up Low Carbon moments to sensitize employees, supporting the enthusiasts in their work, and fostering meaningful work for all employees.

5.4 Limitations and Future Research

Our research has identified enablers that hold significant value in driving sustainability engagement and pulling the organization toward a positive sustainability direction. Moreover, we have explored how organizations can transform their disablers into enablers from a practice-based perspective, resulting in the identification of three specific practices to enhance sustainability engagement efforts. However, it is essential to acknowledge the limitations of our research.

Firstly, the number of participants in our data collection could have been higher, potentially affecting the generalizability of our findings to the entire organization. Another limitation is the use of academic terminology during the interviews, which some participants found unfamiliar, potentially leading to misinterpretation and inaccurate responses. Additionally, our reliance on archival materials for the study of Interface may have limited the availability of data specifically related to our research topic. To address these limitations, future research should aim to include a more extensive and more diverse sample of participants. Conducting interviews with employees directly involved in sustainability initiatives would also be beneficial to obtain more comprehensive data.

Additionally, exploring other industries and stages of organizational maturity could provide further insights into the tension between disablers and enablers to establish if these tensions change accordingly to the different stages or industries. Interesting observations to be made would include similar organizations that have either come further or not as far in their sustainability development to see if the tensions are analogous to what we observed. Further, studying organizations in other industries that are similarly matured would give insights into whether the tensions and disablers we observe are unique to this case, or if it would be similar in different industries.

5.5 Conclusion

This thesis looks at how leadership can build sustainability engagement in a conservative industry organization that appears to be early in their transformation to a fully sustainable business. Through our interviews, observation, and references to other cases, we have found six factors that we observe can promote engagement in Archer Platform Drilling. Three enablers that are pushing the organization

forwards, and three disablers that are holding the organization back. The tension between these factors appears to keep Archer Platform Drilling from progressing at the pace they desire, and by turning the disabling factors around and releasing the tension, we hypothesize that the organization can easier move toward a fully integrated sustainable organization.

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