

CURRICULUM VITAE



Name: Univ.-Prof. Dr. habil. Gerald Steiner

Full Professor of Organizational Communication and Innovation at Danube University Krems, Austria
[Dean of Faculty of Business and Globalization](#)
[Chair of Department for Knowledge and Communication Management](#)

Scientific Co-Lead/Founder of Transdisciplinarity Laboratories
(1) [Biodiversity-Hub Austria](#)
(2) Sustainable Mineral Resources ([SMR-Td Lab](#))
(3) Sustainable Digital Environments ([SDE-Td Lab](#))

Co-Chair and Leading Board Member of the [GovLab Austria](#)

[Associate Faculty CSH \(Complexity Science Hub Vienna, Austria\)](#)

Former J.A. Schumpeter Professor (J.A. Schumpeter Fellowship) and Visiting Scholar at Harvard University/Weatherhead Center for International Affairs (WCFIA)/USA

Privat-Dozent (PD) of Systemic and Sustainability Management at University of Graz/Austria

Lecturer on ‘Innovation Management and Entrepreneurship’ in International Industrial Management and on ‘Design and Innovation’ in Industrial Design at the University of Applied Science (FH Joanneum/Austria)

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Place of Birth: Obdach (Styria), Austria, EU

Education:

1986	BEng	Mechanical Engineering	Higher Technical School for Mechanical Engineering and Operating Technology (HTL), Wolfsberg, Carinthia, Austria
1994	Training	Training & research in Management Science & Civil Engineering	UC Berkeley, CA

1994-1995	Training	Training in Management Science & Civil Engineering	University of Oklahoma at Norman, OK
1996	Training	Training & research in air quality management	UCLA, CA
1996	MBA (Magister)	Business Administration & Management Studies	University of Graz, Austria
2004	PhD	Management Studies and Social Sciences (Organizational & Innovation Studies; Heinz Strebel, PhD, Herbert Kraus, PhD)	University of Graz, Austria
2009	Venia Legendi (Habilitation/ postdoctoral thesis)	Systemic and Sustainability Management (Profs. Scholz/ETH-Z, Mulej/Maribor, Strebel/Graz, and Krickl/Graz)	University of Graz, Austria

Academic Appointments:

1996-2004	Associated Lecturer and Researcher in Business Admin. & Management	Institute for Innovation and Environmental Management, Social and Economic Sciences	University of Graz, Austria
1998-	Associated Lecturer	School of Information, Design & Technology	FH Joanneum – University of Applied Sciences, Graz, Austria
2000-2009	Associated Lecturer	School of Information & Engineering	FH Joanneum – University of Applied Sciences, Kapfenberg (Styria), Austria
2004-2009	Assistant Professor of Business Administration	Institute of Systems Sciences, Innovation and Sustainability Research (ISIS), Economics and Social Sciences	University of Graz, Austria
2009-2011	Associate Professor of Systemic and Sustainability Management (with tenure)	Institute of Systems Sciences, Innovation and Sustainability Research (ISIS), Economics and Social Sciences	University of Graz, Austria
2009-	Associated Lecturer	School of International Industrial Management	FH Joanneum – University of Applied Sciences, Kapfenberg (Styria), Austria
2011-2012	J.A. Schumpeter Professor (fellowship)	Weatherhead Center for International Affairs	Harvard University, Boston, MA
2012-2015	Visiting Scholar	Weatherhead Center for International Affairs	Harvard University, Boston, MA
2015-	Full Professor of Organizational Communication and Innovation & Chair of Department	Department for Knowledge and Communication Management	Danube University, Krems, Austria
2015 Nov.1-	Dean	Faculty of Business and Globalization	Danube University, Krems, Austria

Appointments at Independent Research Institutions:

1995-2000	Senior Scientist (freelance)	Institute of Environmental Geology and Ecosystem Research	Joanneum Research, Graz, Austria
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2018 Oct. 16- Associate Faculty Complexity Science Hub CSH (www.csh.ac.at)
Vienna, Austria (CSH)

Other Professional Positions:

1986-1993 (part- & full-time)	Lead Civil Engineer, Tunnel Construction Engineering	Fehberger Stahlbau (Steel Construction) GmbH, Grosslobming, Styria (Austria) Constructed (among others) the 6.5-mile (10 km) long Plabutsch Tunnel (Graz, Austria), and Railway Tunnels in Dietrichshan and Fulda (Germany)
1989-1992 (winter)	Creator & Business Owner	Organizer of ski-adventure holidays in the Austrian Alps (before several years of experience as ski instructor for various Austrian ski schools)
1994-1996	Co-Creator & Director	Summer School for High School Students, Mondsee (Salzburg, Austria) Co-Created Program and Developed Curriculum
1997-2011	Business Owner, Sole Proprietorship	Consulting and Training of Businesses (e.g., BMW, Audi, AL-KO, Norkse-Skog) and Governments (e.g., Austrian Ministry of Science, Styrian State Government) in Innovation, Communication, and Future Development
1996-2009	XOHANA – A Dynamic Internet Market-Place	University Spin-off at ZAT (Center for Applied Technology)/Montanuniversitaet Leoben, Austria In this project, we developed a semantic internet-platform, which was aimed to represent the basis for mutual collaboration in science and a variety of other projects (www.xohana.com).

Major Administrative Leadership Positions:

Local

2004-2005	Faculty Search Committee, Institute of Technology and Innovation Management, University of Graz	Member
2004-2011	Student Exchange Program (ERASMUS and other International Exchange Programs), Institute of Systems Sciences, Innovation and Sustainability Research (ISIS), University of Graz	Director
2005-2006	Developed first Sustainability Report for the University of Graz	Sustainability Task Force
2006-2007	Knowledge Region Styria (Incorporated Association) Launching of the Institute of Systems Sciences, Innovation and Sustainability Research (ISIS), University of Graz	President and Co-Founder One of Four Founding Members
2007-2011	Environmental System Sciences, newly established interdisciplinary Bachelor's Program, Curriculum Development, University of Graz	Chair of Working Group
2007-2011	Environmental System Sciences, newly established interdisciplinary Master's Program, Curriculum Development, University of Graz	Chair of Working Group
2007-2011	Faculty Search Committees, Institute of Systems Sciences, Innovation and Sustainability Research (ISIS), University of Graz	Member
2007-2011	Faculty Exchange Program, School of Environmental, Regional and Educational Sciences, University of Graz	Director
2007-2009	Faculty Development Advisory Council, School of Environmental, Regional and Educational Sciences, University of Graz	Faculty Member
2007-2010	Faculty Committee, School of Environmental, Regional and Educational Sciences, University of Graz	Vice-Chairman
2008-2009	International Summer University Euro/So, University of Graz	Co-Organizer

2009-2011	Institute of Systems Sciences, Innovation and Sustainability Research (ISIS) Science Seminar, University of Graz	Organizer and Director
2015-2019	Co-chairing the PhD Program in Migration Studies at the Faculty of Business and Globalization (together with Prof. Mathias Czaika), Danube University Krems	Co-Chair and Coordination
2016-	Research Methodology Seminar of the Faculty of Business & Globalization, Danube University Krems	Director
2017-	Brown Bag Lunch Seminar of the Faculty of Business & Globalization, Danube University Krems	Director
2017-	Faculty Talks of the Faculty of Business & Globalization, Danube University Krems	Director

Committee Service:

Local

2005-2010	Habilitation Committees of Profs. Posch A. and Zotter K., as well as Dr. Schuetze J.	University of Graz, Austria	Committee Member
2005-2011	Sustainability Task Force	University of Graz, Austria	Member
2006-2011	International Student Organization for Sustainable Economics and Management, <i>OIKOS</i>	University of Graz, Austria	Advisory Board Member
2007-2010	Regional Center of Expertise on Education for Sustainable Development (RCE), Network of the United Nations University	University of Graz, Austria	Scientific Board Member
2010-2011	Strategy Group to develop a Master's Program in <i>Innovation-based Education Management</i>	University of Graz, Austria	Committee Member
2011-	Study Group of the Future of the European Union	Weatherhead Center for International Affairs (WCFIA), Harvard University, Boston, MA	Member
2011-	Transatlantic Relations Seminar	Weatherhead Center for International Affairs (WCFIA), Harvard University, Boston, MA	Member
2011-2015	Director's Faculty Seminar	WCFIA, Harvard University, Boston, MA	Member
2012-	Workshop on the Sustainability of the World's Food and Farming Systems	WCFIA, Harvard University, Boston, MA	Member
2012-	Faculty Seminar "Turkey in the Modern World"	WCFIA, Harvard University, Boston, MA	Member
2013-	Agriculture Innovation Group	Kennedy School, Harvard University, Boston, MA	Member

2014-	STS Circle (Science, Technology and Society)	Kennedy School, Harvard University, Boston, MA	Member
2015	Search Commission 'Professorship of Migration Studies & Globalization'	Danube University Krems	Committee Member
2016-	Tenure Track Committee 'Innovation Studies & International Business'	Danube University Krems	Head of Tenure Track Committee
2016	Search Commission 'Professorship of Migration Studies & Globalization'	Danube University Krems	Head of Search Commission
<i>National</i>			
2001-2002	European Rural Development (ERD), Alpine Regions Focus Group	International Institute for Applied Systems Analysis (IIASA), Laxenburg, Austria	Member
2007-	<i>Keimblatt Ökodorf</i> , a project to establish an "ecovillage" aimed at sustainability and self-development	Austria	Scientific Advisory Board Member
2009-2014	European Meeting on Cybernetics and Systems Research	Austrian Society for Cybernetics Research, Vienna, Austria	Program Committee Member and Co-Chair
2018-	GovLab Austria	Federal Ministry for the Civil Service and Sport, Austria	Member of the Leading Board and Guiding Board
2019	Austrian Biodiversity Advisory Council	Austria	Member
<i>International</i>			
2004-2008	Utrecht Network International Summer School	Utrecht, Netherlands	Program Committee Member
2007-	IRDO – International Conference on Social Responsib. & Current Challenges	Maribor, Slovenia	Program Committee Member
2013-	European Joint Programming Initiative «Connecting Climate Knowledge for Europe» (JPI Climate)	European Commission; The French National Research Agency (ANR), Paris	Panel of Experts (PoE) Member
2014-	FONA – Research for Sustainable Development; Social-Ecological Research (SOEF)	Federal Ministry of Education and Research (BMBF), Germany	Evaluator
2014-	Horizon 2020 – The Framework Program for Research and Innovation	European Commission	Evaluator
2019-	Expert Group on Resource Management (EGRM)	United Nations	Expert

Professional Societies:

1996-	Buckminster Fuller Society	Member
2002-	International Transdisciplinarity Net on Case Studies for Sustainable Development (ITdNet)	Member
2005-	International Sociological Association (ISA)	Member
2006-	Western Decision Sciences Institute	Member
2006-	International Society of Systems Sciences (ISSS)	Member
2007-	Eastern Academy of Management (EAOM)	Member
2007-	Society of Global Business & Econ. Developm.(SGBED)	Member
2012-	Academy of Management (AOM)	Member
2017-	Smithsonian National Air and Space Society	Member

Editorial Activities:*Ad hoc Reviewer*

2004-	Systems Research and Behavioral Science
2004-	Journal of Mechanical Engineering
2006-	Journal of Business and Management
2007-	International Journal of Sustainability in Higher Education
2008-	Management: Journal of Contemporary Management Issues
2009-	Journal of Cleaner Production
2012-	Academy of Management Review
2013-	Journal of the Total Environment
2014-	Baltic Journal of Management
2014-	Sustainability Science
2017-	Environment Systems Decisions
2018-	Review of Managerial Science
2018-	Climatic Change

Other Editorial Roles

2010-	Editorial Board Member	International Journal of Transitions and Innovation Systems (IJTIS)
2013-	Editorial Board Member & Associate Editor	The Journal of Global Entrepreneurship Research (JGER)
2014-2015	Guest Co-Editor	Sustainability Science Journal
2016-2018	Guest Co-Editor	Sustainability. Section Sustainable Engineering and Science (on: Phosphorus Circular Economy & Sustainable Innovation)
2016-2018	Guest Co-Editor	Sustainability. Section Sustainable Engineering and Science (ETH-Zuerich) (on: Sustainability and Digital Environment)
2020-	Editorial Board Member	Sustainability

Honors and Prizes:

1993	Research Scholarship	Rotary Club Austria	Graz-Schlossberg Research Grant for best Student Project in Styria, Austria
1994	Outstanding Student Award	University of Oklahoma, Norman, OK	GPA of 4.0 During Master's Program in Business Administration and Civil Engineering, with a Specialization in Entrepreneurship, Public Finance, Management, and Environmental Science
1994	Scholarship	Dr. Franz Josef Mayer-Gunthof-Stiftung	Support for Outstanding Students to Conduct Research at UC Berkley, CA

1994	Entrepreneurship Institute Award	University of Oklahoma, Norman, OK	Annual Award for Best Entrepreneurship Achievement of the Year from State-wide Projects Submitted
2004	GRAWE-Outstanding Dissertation Award	University of Graz, Austria	Title of thesis: A model for integrated creativity management
2005	Daimler Chrysler Alpen-Adria Research Award	Private Foundation	Support for Outstanding Research in Innovation and Creativity
2006	Best Paper Award	Western Decision Sciences Institute, Waikoloa, Hawaii	Annual Recognition of Best Published Paper in Management and Organizational Behavior
2007	Johann Puch Award	Magna Steyr Automotive Engineering	Key Lecture: <i>With Creativity and Innovation into the Future: Is this Possible, or even Desirable?</i>
2008	Sustainability Award	Austrian Government	Award for the Institute of Systems Sciences, Innovation and Sustainability Research (ISIS) in the track <i>Research</i>
2008	UNESCO Awards	UNESCO	Key Lecture: <i>With Creativity and Innovation Into a Sustainable Future?</i>
2011	J.A. Schumpeter Research Fellowship	Schumpeter Society, Harvard University	Annual Professorship at Harvard University. Only one outstanding scholar per year selected
2016	Best Paper Award 2015	Sustainability Science Journal	Best Paper Award as Outstanding Paper for ‘The real type and ideal type of transdisciplinary processes: part II—what constraints and obstacles do we meet in practice?’ in: Sustainability Science 10(4), pp. 653-671.
2017	Best Paper Award 2016	BOKU - University of Natural Resources and Life Sciences, Vienna	Best Paper Award for Provasnek, A./Schmid, E./Steiner, G. (2016). Stakeholder engagement: Keeping business legitimate in Austria’s natural mineral-water bottling industry. Journal of Business Ethics. DOI:10.1007/s10551-016-3121-y.

Report of Funded and Unfunded Projects

Funding Information:

Past

1996-1997	Recycling Network Upper-Styria Federal (Austria) and State (Styria) Government, Chamber of Commerce, Styria Co-Investigator The aim of this project was to determine how to establish an innovative recycling network in Upper-Styria.
1998	Evaluation of Start-Ups in Styria Junge Wirtschaft Steiermark („Young Economy Styria“) PI In an interview-based investigation, we evaluated which specific barriers start-ups in Styria face in their initial phases.
2000-2001	Developing and Instructing Course “Integrated Business Solutions” at University of Graz INTENTIA Austria PI This was the first of its kind course at the University Graz, which was entirely industry-sponsored and aimed at offering master’s and doctoral level students both theoretical as well as practical

knowledge in integrated business solutions. As part of the course, well-known Austrian business officials gave guest lectures.

- 2002-2003 Innovative Utilization of Secondary Resources
Future Fund Styria
Co-Investigator
This proposal aimed to examine the material and thermal reutilization and recycling modes of residual powder coating material.
- 2002-2004 Innovative Behavior of Industrial-Design Companies and Industrial Manufacturers
Österreichischen Designstiftung (Austrian Design Foundation)
PI
This project aimed to conduct a comparative analysis of the innovation peculiarities and the competitiveness of the industrial design branch in Austria and Germany
- 2002-2004 Erzherzog Johann Case-study – Sustainability through Innovation
Austrian Federal Ministry of Education and Science
Co-PI
This project, which was conducted in cooperation with the ETH Zurich (Co-PI Posch A.), examined the potential for sustainable development based on innovations, focusing on the specific case of science and culture research in Styria.
- 2003-2004 Knowledge-Region Styria
State Government Styria (Austria), Böhler-Uddeholm, and Magna International
Co-Investigator
This proposal examined regional perspectives for a knowledge-based future of Styria
- 2004-2006 Revitalization of Urban Systems: The City of Graz
City of Graz, Styria
PI (Project was financed in the form of human resources, i.e., a research assistant for two years)
In this project, sustainable urban mobility was the center of a plan to revitalize urban systems, with the specific case example of Graz.
- 2006-2008 Virtual Campus for a Sustainable Europe (VCSE)
European Commission, DG Education and Culture, Education, Audiovisual, and Culture Executive Agency (EACEA)
Co-Investigator
This project, which was funded under the eLearning 2006 program of the EC, represented a partnership between the University of Macedonia (Greece), the Open University of the Netherlands (Netherlands), the University of Graz (Austria), the University of Luneburg (Germany), and the Charles University in Prague (Czech Republic), was focused on the virtual campus, sustainability, and education.
- 2006-2009 XOHANA – A Dynamic Internet Market-Place
ZAT/MUL Leoben, Austria
Co-PI / Product Development and Strategy
In this project, we developed a semantic internet-platform, which was aimed to represent the basis for mutual collaboration in science and a variety of other projects. Further, start-up enterprise (University Spin-Off).
- 2007-2009 Improvement of Communication Structures and Creative Processes within the Automotive Cluster Styria (ACS Open University)
Automotive Cluster Styria
Co-PI
This project was conducted in collaboration with the Academy of New Media and Knowledge Transfer, University Graz, and was directed towards communication, e-/blended-learning, and creative problem solving processes within the automotive cluster in Styria.

- 2008-2009 Methods to Increase Long-Term Participation
Austrian Ministry of Science and Research
Co-Investigator (PI: Brunner F.)
My role in this project, which was aimed at increasing general participation, communication and sustainable development, was to focus on, and to train participants in, effective transdisciplinary stakeholder processes.
- 2008-2010 A “Teaching Innovation” Module for Engineering Programs (TO-INNOEN)
Leonardo da Vinci, European Commission, DG Education and Culture
Co-Investigator (PI: Posch A.)
This project, which was funded under Leonardo da Vinci (EC), represented a partnership between Liverpool John Moores University (UK), Oxford Brookes University (UK), University of Graz (Austria), Ankara University (Turkey), and Inonu University (Turkey). I was responsible for processes related to product innovation, creativity, and educational strategy.
- 2008-2012 System Analysis Shared Space – The Case of Gleinstätten
State Government Styria, Austria
PI
This project was aimed at slogans like shared space, regional innovation, and system dynamics. We developed and implemented a roundabout of new dimensions for street traffic, which was, for the first time, established in Gleinstätten and subsequently received much local, national, and international media attention.
- 2009-2012 Fostering Entrepreneurship in Higher Education (FoSentHE)
Tempus IV, European Commission
PI Subcontract to University of Graz
This project, which was funded under Tempus IV (EC), represented a partnership between the University of Zagreb (Croatia), the University of Rishon Lezion (Israel), University of Graz (Austria), University de Nice – Sophia Antipolis (France), ISM University of Management and Economics (Lithuania), EFMD – the international network for excellence in management development (Belgium), University of Maribor (Slovenia), University of Split (Croatia), and the Poznan University of Economics (Poland). In my role as project leader for the University of Graz, I was responsible for conducting an empirical survey and provided supervision for the educational system.
- 2011-2013 Crisis-related Problem Solving and Competences
Weatherhead Center for International Affairs (WCFIA) and Schumpeter Society
PI
This project, which is a joint project of Harvard University and the WCFIA, explores the methodology, process design, and patterns of collaboration for crisis-related problem solving.
- 2010-2015 Global Research Project on Transdisciplinary Processes for Sustainable Phosphorus Management (GlobalTraPs)
European Commission, Industry, and National Government Support
Co-Investigator
This is a global project with broad participation from science, industry and practice and is jointly led by the Swiss Federal Institute of Technology (ETH) and the International Fertilizer Development Center (IFDC). Guiding question: „What new knowledge, technologies and policy options are needed to ensure that future phosphorus use is sustainable, improves food security and environmental quality and provides benefits for the poor?” In this project, I am responsible for directing transdisciplinary processes, conducting economic analyses, and for the analysis of innovations along the phosphorus lifecycle.
- 2012-2014 Employing Cultural Heritage as Promoter in the Economic and Social Transition of Old – Industrial Regions – Shift X
European Commission, European Regional Development Fund

Co-Investigator

My role in this project, which represents a partnership between the Technical University Mining Academy Freiberg (Germany), Association of Mining Tourism Welzow (Germany), District of Zwickau (Germany), Association Styrian Iron Route (Austria), Microregion Sokolov-East (Czech Republic), STEBO Competence Center Community Development (Belgium), City of Bydgoszcz (Poland), and University of Graz (Austria), is to consult on innovation-based transition.

- 2013-2015 Research Institutions and Think-Tanks as Innovation Engines in Crisis Resolution: A Network Analysis
Weatherhead Center for International Affairs (WCFIA)
PI
This project, which is a joint project of Harvard University and the WCFIA, explores the public policies related to global food crises.
- 2014-2018 Innovations for Sustainable Regional Soil and Energy Management (INOLA)
German Ministry for Education and Research (BMBF)
Consultant
My role in this project, which represents a partnership between Ludwig Maximilian's University Munich (Germany), University of Graz (Austria), FH Kempten (Germany), ETH Zurich (Switzerland), Leuphana University (Germany), Wuppertal Institute (Germany), and City of Munich (Germany), is the external coaching in innovation management
- 2016-2018 Sustainable Knowledge Management in the Ministry (BMLVS).
Bundesministerium für Landesverteidigung und Sport BMLVS
PI (Co-PI: Parycek P.) (100k total funding)
This research project focusses on the implications of retirement waves on explicit and implicit knowledge as part of a comprehensive knowledge management and on the design of agile organizations within resilient knowledge networks.
- 2017-2019 Collective Mind (SC16-030)
Austrian Research Promotion Agency (FFG)
Co-Investigator (300k)
This research project on a deeper understanding of the collective intelligence and mental models within collaborative problem solving processes.
- 2016-2020 Social Peace and Migration – an Interdisciplinary Research & Ph.D. Program
Asylum, Migration and Integration Fund (AMIF), European Commission
PI (Co-PI: Parycek P.) (EUR 450k)
This inter- and transdisciplinary project strongly builds on an international cohort of PhD students to contribute to the challenge of dealing with migration movements and the development of a joint European policy program.
- 2019-2020 Learning and Innovation Spaces for
Continuing Education (LIS) (internal funding by the university)
,Förderung der Etablierung von fakultäts-, department- und disziplinen-übergreifenden
Forschungsgruppen für 2019-2020', funding by Danube University Krems
Co-Investigator (EUR 100k total funding)
In line with the strategic orientation of Danube University Krems, the project Learning and Innovation Spaces for Continuing Education (LIS) is investigating multidimensional learning and innovation spaces in the field of continuing education on the basis of transdisciplinary case studies. The interfaculty research group also serves as an object of investigation in order to analyze the dimensions of physical space, social interactions and cognitive processes in the context of social effectiveness and technological developments.
- 2017-2020 Biodiversity Hub & Database (Lower) Austria
Section Science and Research of the Government of Lower Austria

PI (Co-PI: Hoeltl A.) (EUR 650k)

This research project focusses on the establishment of an overarching database and hub in the field of biodiversity and ecosystems services as part of a comprehensive sustainability strategy.

Current

- 2017-2021 Die Bedeutung außerschulischer Aktivitäten für die Integration Jugendlicher (SC16-030)
Lower Austrian Research and Education (n[FB] Science Calls)
PI (Investigator: Manfred Zentner PhD Candidate) (50% of the personnel costs of the investigator)
This PhD project investigates the role of non-school activities for the societal integration of youth.
- 2019-2021 Migrant digital entrepreneurship: migrants' startups as drivers for innovative regional development
Research, Technology, and Innovation Program (FTI Call 2017) of the Government of Lower Austria
PI (EUR 216k)
The overall aim of the project is to develop a socially robust understanding of the potential impact of migrant digital entrepreneurship on the regional socioeconomic system/the underlying innovation capacities.
- 2019-2021 Digital Transformation of Global Entrepreneurial Mindsets (DaTaGEM)
Erasmus+ (Call 2019 Round 1 KA2 - Cooperation for innovation and the exchange of good practices / KA203 - Strategic Partnerships for higher education)
Lead institution (EUR 216k total funding)
The core objective is to contribute to a transformation of mindsets of entrepreneurs in order to perform as global innovators and entrepreneurial leaders in the era of digital transformation and to promote the skills and competences needed to manage global innovation and implementation of new digital technologies.
- 2019-2022 A framework of organizational improvisation (Impro)
Bridge Program of the Austrian Research Promotion Agency (FFG)
Co-Investigator (EUR 216k total funding)
The aim of this research project is to develop a framework for organizational improvisation. In this framework, factors for the complex and multidimensional ability of people to improvise in their organizational situation will be identified and described. Based on this basic scientific research, the framework will be used to develop prototypical designs for interventions in order to practically support the improvisational ability of people in organizations.
- 2020-2022 Better Regulation in Austria
Structural Reform Support Programme (EU), REFORM/GA2020/023
Affiliated partner (PI ihs) (EUR 700k total funding)
The objectives of the Action are very much in line with the objectives of the grant program of DG REFORM: The Action falls into the reform area of "Governance and public administration" and addresses important aspects of how to implement better regulation. Better regulation in this context means devising more effective and more efficient policy measures as well as other regulatory aspects through state-of-the-art (electronic) decision aids and the incorporation of behavioral insights.
- 2020-2023 ÖKOsystemLEIsTungen als GestAltungselement in NÖ - (ÖKOLEITA)
Section Science and Research of the Government of Lower Austria
Donau Universität und Umweltbundesamt (EUR 593k total funding)
This research project focusses on the establishment of an overarching database and hub in the field of biodiversity and ecosystems services as part of a comprehensive sustainability strategy.
- 2021- Sustainability-focused data and knowledge hub for mineral resources (P-DaKH)
Global Phosphate Institute (GPI)
PI (EUR +500k person-based annual funding)

The aim of the hub is to build a state-of-the-art data and research platform is pivotal for a sustainable mineral resource management (such as phosphates). Institutionally, the hub is interrelated with the Transdisciplinarity Laboratory Sustainable Mineral Resources (SMR Td-Lab).

Report of Local Teaching and Training

Teaching of Students in Courses:

University of Graz, Institute for Innovation and Environmental Management

1997-1998 Bionomics in Regional Policy and Technology Policy, Course # 334.025 and 334.042
Developer and Instructor

Doctoral, master's and undergraduate students 60 hours/year

1997-2002 Environmental Economy, Course # 334.116, 334.035, 334.037, 334.053, 334.116, 334.117, 334.214, 334.216, and 334.301

Co-Developer and Instructor

Doctoral and master's students 60 hours/year

1998-2003 Introduction in Business Management, Course # 630.037 and 646.510

Co-Developer and Instructor

Doctoral and master's students 60 hours/year

1999-2009 Creativity within Innovation Processes, TIM2, Course # 404.502, 334.006, 334.083, and 334.212

Developer and Instructor

Doctoral and master's students 60 hours/year

2000-2001 Integrated Business Solutions, Industry-sponsored Course

Developer and Instructor

Doctoral and master's students 90 hours/year

2002-2004 Communication and Presentation Techniques, Course # 334.707

Developer and Instructor

Undergraduate students 60 hours/year

2003-2007 Management as Integrative Discipline, MID, Course # 334.130 and 334.106

Developer and Instructor

Undergraduate students 60 hours/year

2004-2008 Innovation and Technology Management, Course # 345.101, 334.010, 334.012, and 334.016

Co-Developer and Instructor

Doctoral and master's students 75 hours/year

University of Graz, Inter-Faculty Teaching

2003, 2005, 2007-2008 Interdisciplinary Laboratory, Taught by an inter-disciplinary team of up to 8 instructors from Academia, Industry, and Government, Course # 334.711, 001.605, and 905.061

Co-Developer and Co-Instructor

Undergraduate, master's, and doctoral students 90 hours/year

University of Graz, Institute of Systems Sciences Innovation and Sustainability Research (ISIS)

2007-2008 Environmental Management EMM1, Course # 334.103 and 334.108

Co-Developer and Instructor

Doctoral and master's students 75 hours/year

2008- Sustainability-Entrepreneurship EMM1 (Eco-entrepreneurship), Course # 404.601 and 404.603, Taught in English

Developer and Instructor

Doctoral and master's students 240 hours/year

2008- Developer and Instructor	Sustainable Product Development EMM1, Course # 404.901, Taught in English Doctoral and master's students	180 hours/year
2009-2011 Co-Developer and Instructor	Qualitative Systems Sciences, Course # 404.006 Doctoral and master's students	90 hours/year
<i>Joanneum FH, University of Applied Sciences, School of Industrial Design, Graz, Austria</i>		
1998-2009 Developer and Instructor	Innovation Management, Taught in English Master's students	60 hours/year
2000-2009 Developer and Instructor	Design Methodology, Taught in English Undergraduate students	60 hours/year
2010- Developer and Instructor	Design and Innovation, Course # 100.646401, Taught in English Undergraduate students	60 hours/year
2013- <i>Danube University Krems</i>	Sustainability Entrepreneurship for Global Food Security, Course # 100.404601, Taught in English	
2016- Developer and Instructor	Co-Creation and Co-Design (within the Master Program 'Management and IT') Master's students	
2017- Developer and Instructor	Information and Knowledge Management: Understanding and successfully shaping a complex present/future through targeted creativity and innovation management (within the MBA Program 'Communication Management') Master's students	
2019- Developer and Instructor	Outlook for the Future (future studies) (within the Master Program 'Innovation Management') Master's students	
2019- Developer and Instructor	Innovation and New Business Models (within the Professional MBA Program 'Biotech, Pharma, and MedTech Management', Taught in English) Master's students	Every year in February at the University of Florence, Italy

Formally Supervised Trainees:

1989-1990	Sigrid Fojkar , MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Analogies between biological and economic systems).		
1996-1998	Sigrid Heitzer , MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Problems encountered by young Styrian entrepreneurs at the beginning of their start-ups).		
1998-2000	Raimund Huter , MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Business plan for a sales company as exemplified by the company Austria-Alpin).		

1998-2001	Paul Becker, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Renewable energy in gastronomy and hotels in Schladming, Styria).		
1999-2000	Eva-Christina Schneider, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Conceptualization of an Accounting System for a Carpenter Business).		
2000-2001	Ute Preisitz, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Economical and ecological analysis of the recycling of power coating as a secondary resource).		
2001-2002	Klaus Hofstaetter, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: eGovernment).		
2001-2002	Hannes Schuster, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Human Capital).		
2001-2002	Martina Oberauner, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Bionics in the innovation process).		
2001-2003	Ariane Gunhold, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Bionics: incitements from nature for the generation of innovations).		
2001-2003	Birgit Beinsen, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: New public management: a portrayal of the concepts and avaluation of the status quo in Austria).		
2001-2003	Erwin Dernovsek, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Information about the willingness to cooperate between partner companies of ACStyria and their approach to instruments for creative problem solving processes).		
2003-2004	Ulrike Spitaler, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Spin-off and split off start-ups: potential, constraints, and characteristics).		
2003-2004	Birgit Traeger, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: The innovation potential for the use and recycling of powder coating as secondary resource)		
2004-2005	Daniela Huetter, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Evaluation and segmentation of the buyer behavior of consulting businesses)		
2004-2005	Karin Grasser, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: Motivating innovation: strengthening the innovation potential in the BMW-Group through motivation).		
2004-2005	Nadine Jauk, MBA	Master's Student, Social and Economic Sciences, University of Graz
Master's Thesis Advisor (Thesis Topic: The innovation potential of youth from Eisenerz, Austria, for sustainable regional development).		

2004-2005 **Stefan Rohr, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Advisor (Thesis Topic: Bionics: A model of stakeholder-influence in the control of innovation and design management).

2004-2006 **Romana Papst, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Advisor (Thesis Topic: Quality management of authorized BMW dealers).

2005-2007 **Elvis Kenik, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Advisor (Thesis Topic: Slovenian management styles in the context of culture dimensions after Hofstede).

2006-2008 **Birgit Tanzer, BSc, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Advisor (Thesis Topic: Creativity management).

2006-2008 **Katharina Fritz, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Director and advisor (Thesis Topic: Communication in innovation processes).
 Baccalaureate Thesis Director and advisor (Thesis Topic: The creative climate in companies).

2007-2009 **Thomas Wassermann, BSc, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Director and advisor (Thesis Topic: Open innovation: the integration of stakeholder innovation on the example of the hammer mechanism industry).

2007- **Elvis Kenik, MBA** Doctoral Candidate in the School of Social and Economic Sciences, ISIS, University of Graz
 Doctoral Thesis Director, School of Social and Economic Sciences. Ongoing mentoring, supervision of data collection for EC-funded project FoSentHE.

2007-2009 **Andrea Rettensteiner, BSc, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Director and advisor (Thesis Topic: Corporate social responsibility with special consideration of innovation).

2008-2009 **Falk Raffael** Baccalaureate Student, Social and Economic Sciences, University of Graz
 Baccalaureate Thesis Director and advisor (Thesis Topic: Development of a universal communication tool: concept of an innovative product development).

2008-2009 **Stefanie Ruck, BSc, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Director and advisor (Thesis Topic: Sustainable development of microfinance? Implications on the example of Morocco).

2008-2010 **Christina Neuwirth, BSc, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Director and advisor (Thesis Topic: Scenario analysis as an instrument to predict the future development of burn-out rehab clinics in Austria).

2008-2010 **Martin Heissenberger, BSc, MBA** Master's Student, Social and Economic Sciences, University of Graz
 Master's Thesis Director and advisor (Thesis Topic: Sustainability in the farming and food industry with an emphasis on production, trade, and consumption).

2009 **Claudia Enzi** Baccalaureate Student, Environmental Systems Sciences, University of Graz
 Baccalaureate Thesis Director and advisor (Thesis Topic: The creative climate in companies).

2009 **Gisela Fuchs** Baccalaureate Student, Environmental Systems Sciences,
University of Graz
Baccalaureate Thesis Director and advisor (Thesis Topic: The creative climate in companies).

2009-2010 **Cedric von der Hellen, BSc, MBA** Master's Student, Social and Economic Sciences, University of
Graz
Master's Thesis Director and advisor (Thesis Topic: Using the creative potential in the context of intrapreneurship
to deal with demographic change).

2009-2011 **Martin Kieslinger, BSc, MSc** Master's Student, Natural Sciences, University of Graz
Master's Thesis Director and advisor (Thesis Topic: Shared space to improve within-regional quality of location).

2009-2011 **Rudolf Jonas, BSc, MBA** Master's Student, Social and Economic Sciences, University of
Graz
Master's Thesis Director and advisor (Thesis Topic: Leadership for promoting innovation: A case investigation on
leadership and work climate at an Austrian beverage manufacturer).

2009-2011 **Stephan Ribitsch, BSc, MBA** Master's Student, Social and Economic Sciences, University of
Graz
Master's Thesis Director and advisor (Thesis Topic: A business plan for an Austrian handicrafts enterprise using a
trend analysis).

2010-2011 **Andreas Eder, BSc, MBA** Master's Student, Management and International Business,
University of Graz
Master's Thesis Director and advisor (Thesis Topic: Market launch from ecological product innovations using the
example of Core Beer).

2010-2012 **Michael Kuegler, BSc, MBA** Master's Student, Social and Economic Sciences, University of
Graz
Master's Thesis Director and advisor (Thesis Topic: Future environmental technologies: based on a research of
science fiction literature).

2011 **Sylvia Balloch, BSc, MBA** Master's Student, Environmental Systems Sciences,
University of Graz
Master's Thesis Director and advisor (Thesis Topic: The influence of the subprime crisis on corporate social
responsibility in Styrian companies).

2011-2013 **Mitja Grusovnik, BSc** Master's Student, Social and Economic Sciences, University of
Graz
Master's Thesis Director and advisor (Thesis Topic: Gender-specific buying behavior).

2013 **Armin Kaufmann & Andreas Schloegl, MBA** Masters' Student, Environmental Systems Sciences,
University of Graz
Joint Master's Thesis Director and advisor (Thesis Topic: Protected designations of origin: Between branding and
regional development - The impact of the "Protected geographical indication" on the example of "Styrian Pumpkin
Seed Oil").

2013-2014 **Bernhard Geissler, Ing. BSc. BSc. MSc** Master's Student, Social and Economic Sciences &
Environmental Systems Sciences, University of Graz
Master's Thesis Director and advisor (Thesis Topic: Sustainable Phosphorus Mining: Actors, Sustainability
Standards and Performance Evaluation of a Business Case).

2012-2016 **Anna Provasnek, MSc Dr.** Doctor rer. soc. oec. at the University of Natural Resources
and Life Sciences, Vienna
Doctoral Thesis Advisor, co-mentoring and co-supervision together with Professor Erwin Schmid (Thesis Topic:
Entrepreneurial Responsibility and Social Acceptance toward Sustainability-Oriented Innovations).

2014-2019 **Bernhard Geissler, Ing. BSc. BSc. MSc MBA Dr.** Doctor rer. nat (summa cum laude) at University of Resources
TU Bergakademie Freiberg, Geoengineering and Mining,
Germany
Doctoral Thesis Advisor, co-mentoring and co-supervision together with Professor Jörg Matschullat (Thesis
Topic: Sustainable Mineral Economics in the Field of Phosphate Rock Mining).

- 2017- **Manfred Zentner, Mag.** Doctor Cand. at Danube University Krems, PhD Program 'Migration Studies', Austria
 Doctoral Thesis Advisor, co-mentoring and co-supervision together with Professor Gudrun Biffl (Thesis Topic: Youth Work and Migration).
- 2019- **Romana Bates, Mag.** Doctor Cand. at the University of Natural Resources and Life Sciences, Vienna
 Doctoral Thesis Advisor, co-mentoring and co-supervision together with Professors Erwin Schmid, Stefan Vogl (both BOKU) and Barbara Brenner (DUK) (Thesis Topic: Competences for Complex Real-World Problems: Sustainable Development).

Local Invited Presentations:

No presentations below were sponsored by outside entities.

- 1997 The Potential of Networks Invited presenter
 International Symposium on Innovative Recycling Networks, Graz, Austria
- 2006 Innovation tools as high potentials for the communication process within sustainable regional development Invited Presenter, International Conference on Good (Best) Practice Cases in Regional Development after Mining and Industry
 Institute of Geography and Regional Science, University of Graz, Austria
- 2011 The Future of the European Union – a Business Perspective (Featuring Dr. Christoph Leitl, President of the Austrian Federal Economic Chamber) Organizer and Host, Workshop
 Harvard University and Weather Head Center for International Affairs, Cambridge, MA, USA
- 2011 The Application of Collaborative Systems of Innovation to Diabetic Treatment Worldwide: How fit are we for the future? Invited Presenter
 Austrian Scientists in North America (ASCINA), Harvard University, Boston, MA USA

Report of National Teaching and Training

Teaching of Students in Courses:

FH Kufstein, University of Applied Sciences, Institute of International Management, Kufstein, Tyrol (Austria)

2000

Guest Lecturer Quality Management Master's students 90 hours/year

Joanneum FH, University of Applied Sciences, School of International Management, Kapfenberg, Styria (Austria)

2000-2009

Developer and Instructor Theory of Organization and Entrepreneurship in Industrial Electronics Master's students 60 hours/year

2009-2010

Developer and Instructor Scenario Planning for the Future Master's students 60 hours/year

2012- Developer and Co- Instructor	Sustainable Development, Innovation and Risk Management, Course # 110590304 and 110590309 Master's students	60 hours/year
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Report of International Teaching and Training

Teaching of Students in Courses:

University of Ljubljana (Slovenia), Utrecht Network International Summer School: „Environmental Management“
2004-2007

Visiting Professor, Guest Lecturer	Tools for Sustainability in Theory and Practice Master's students	40 hours/year
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University of Maribor (Slovenia), School of Economics and Business
1999-2008

Visiting Professor, Guest Lecturer	Creative Problem Solving for Innovation Master's students, MBA Executive Program	60 hours/year
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Report of Regional, National and International Presentations

Those presentations below sponsored by outside entities are so noted and the sponsor(s) is (are) identified*.

Regional:

1997	The Potential of Networks	Invited presenter
International Symposium on Innovative Recycling Networks, Graz, Austria		
2003	A Core Project and a Set of Disciplinary Additives: A new way of organizing large-scale transdisciplinary case studies	Invited lecture
2 nd ITdNet-Meeting, Graz, Austria		Meeting Organizers
2003	Creativity Management in Sustainability Networks	Invited lecture
5 th International Summer Academy on Technology Studies, Deutschlandsberg, Styria, Austria		Organizers

National:

1997	Holistic Socioeconomic Transformation: A Case Study of the Eisenerz Region	Invited lecture
SASE – 10 th International World Conference on Socio-Economics, United Nations, Vienna, Austria		Conference Organizers
1999	Enterprise Resource Planning – Experience from Practice as Part of Academic Training	Keynote lecture
EXPONET 1999 – 6 th International Conference for Internetworking Enterprise Computing Telecommunications, Vienna, Austria		Conference Organizers
2002	GPRS Users's Expectations about UMTS	Invited lecture
International Conference on Operations Research, Klagenfurt, Carinthia, Austria		Conference Organizers
2005	Organizational Creativity Management	Invited lecture
3 rd Meeting on Entrepreneurship in Theory and Practice: Integrated Management of Ideas, Klagenfurt, Carinthia, Austria		Meeting Organizers
2008	Stakeholders Matter: How Stakeholders can Contribute to Sustainable Innovation	Invited lecture

19 th European Meeting on Cybernetics and Systems Research (EMCSR), Vienna, Austria	Meeting Organizers
2008 Symposium “Management, Organizational Change, and Innovation”	Co-Chair
19 th European Meeting on Cybernetics and Systems Research” (EMCSR), Vienna, Austria	Meeting Organizers
2010 Creative communication management within complex entrepreneurial innovation processes: a transdisciplinary systems approach	Invited lecture with Dr. Risopoulos
20 th European Meeting on Cybernetics and Systems Research (EMCSR), Vienna, Austria	Meeting Organizers
2010 Actors and Interactions: Stakeholders and Innovation	Invited presenter
8 th Annual Meeting of the International Transdisciplinarity Net on Case Studies for Sustainable Development (ITdNet), Vienna, Austria	Meeting Organizers
2010 Td Teaching & Research Projects – a brief report from Graz. Vienna, Austria	Invited presenter, with Drs. Binder and Posch
8 th Annual Meeting of the International Transdisciplinarity Net on Case Studies for Sustainable Development (ITdNet), Vienna, Austria	Meeting Organizers
International:	
1997 Models of Innovation in Regional Development PODIM – Innovation and Regional Development, Maribor, Slovenia	Plenary talk Symposium Organizers
2000 An Inter- and Transdisciplinary Evaluation Model as an Instrument for Strategic Planning	Plenary presenter
5 th International Conference on Linking Systems Thinking, Innovation, Quality, Entrepreneurship and Environment, Maribor, Slovenia	Conference Organizers
2001 Creativity Management for Business Start-Ups International CIC-Europe (Creativity and Innovation Center Europe), Seminar on Creativity & Innovation beyond all Boundaries, Brussels, Belgium	Keynote lecture Conference Organizers
2002 Sustainable Development of a Less Developed Region ETH Zurich, Zurich, Switzerland	Invited lecture ETH Zurich
2002 Dynamic Creativity Management as a Tool for Sustainability. A Constructivist Point of View	Invited lecture
6 th International Conference on Linking Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE), Maribor, Slovenia	Conference Organizers
2002 The Erzherzog Johann Case Study – Sustainability in the Context of Innovation	Invited lecture
3 rd ITdNet-Meeting, ETH-Zurich, Zurich, Switzerland	ETH Zurich
2002 Transdisciplinary Change Processes: Urban and Regional Experiences from Austria	Workshop Organizer and Presenter
International Workshop on Transdisciplinarity, ETH Zurich, Zurich, Switzerland	ETH Zurich

2002	The Role of Creative Problem Solving within Sustainable Development	Invited Presenter
54 th	International Atlantic Economic Conference, Washington DC, USA	Conference Organizers
2004	Creative Problem Solving in Transdisciplinary Case Studies for Sustainable Development	Invited Lecturer
ENCOS 2004-1 st	European Networks Conference in Sustainability: Communication and Management of Environmental Knowledge in Europe – Requirements on a New European Level for Capacity Building	Conference Organizers
2004	Transdisciplinary Creation of a Shared Vision for Sustainable Development	Invited Presenter
7 th	International Conference on Linking Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE), Maribor, Slovenia	Conference Organizers
2004	Methodological and Didactical Aspects of Case Studies	Keynote Lecture
3 rd	ITdNet-Meeting, Gotheborg, Sweden	Organizers
2005	Communication and Social Competences in Transdisciplinary Case Studies: Graz Mobility Case Study	Invited Presentation, with Drs. Risopoulos and Posch
11 th	Annual International Sustainable Development Research Conference, Helsinki, Finland	Organizers
2005	The Planetary Model as a Framework for Organizing Innovation	Invited Presentation
6 th	International Conference of Sociocybernetics, International Sociological Association (ISA): Sociocybernetics and Innovation, Maribor, Slovenia	Conference Organizers
2005	Innovation and Creativity from the Viewpoint of Systems Thinking and Chaos Theory	Invited Presentation
The First International World Congress of the International Federation for Systems Research, JAIST, Kobe, Japan	Conference Organizers	
2006	Transdisciplinary Creation of a Shared Vision for Sustainable Development	Invited Presentation, with Dr. Risopoulos
Western Decision Sciences Institute Conference (WDSI), Waikaloa, Hawaii, USA	Conference Organizers	
2006	Stakeholder-Management for Indigenous Innovation by Social Responsibility	Invited Lecturer
1 st	Conference on Social Responsibility and Current Challenges, Maribor, Slovenia	Conference Organizers
2006	How to support the enterprise's capability to generate radical innovation: What can be learned from the U.S.'s most innovative company IDEO	Invited Lecturer
8 th	International Conference on Linking Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE), Maribor, Slovenia	Conference Organizers
2006	Innovation as a Two-sided Coin with Special Consideration of Analogies	Invited Presenter
50 th	Annual Conference of the International Society for the Systems Sciences (ISSS), Sonoma, CA, USA	Conference Organizers
2006	Innovative Performance of Organizations as a Result of their Physical Environment	Invited Presenter

16 th World Congress on Sociology: The Quality of Social Existence in a Globalistic World, Durban, South Africa	Congress Organizers
2006 Transdisciplinary Case Studies at the University of Graz – What has been achieved; what will come up? ETH Zurich, Natural and Social Science Interface (NSSI) and Institute for Environmental Decisions (IED), Zurich, Switzerland	Invited Lecturer ETH Zurich
2007 Sustainability Learning – a mutual process between science and society International Advanced Research Workshop on Higher Education and Sustainable Development (HESD), Maribor, Slovenia	Invited Lecturer Organizers
2007 Dealing with a Complex Future: Stakeholder communication as basis for sustainable innovations 2 nd International Conference “Social Responsibility & Current Challenges 2007 - Mangers’ role at social responsibility development in profitable and non-profitable organizations”, IRDO 2007, Maribor, Slovenia	Invited Presenter Conference Organizers
2007 Towards Sustainability on Higher Education Institutions International Conference on Managing in a Global Economy XII: Culture: Integration and Innovation, Amsterdam, Netherlands	Invited Presenter Eastern Academy of Management
2008 Strategies for dealing with poverty in South America’s agriculture: the Heissenberger case as an Austrian CSR initiative 3 rd International Conference “Social Responsibility and Current Challenges 2008 – Social responsibility as contribution to stakeholders’ long term success in market”, IRDO 2008, Maribor, Slovenia	Invited Presenter Conference Organizers
2008 Innovation and Creativity: A Chaos Theory Perspective 9 th International Conference on Linking Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE), Maribor, Slovenia	Invited Presenter Conference Organizers
2009 Entrepreneurship: Transdisciplinary Case-Study Teaching supported by a Moodle-Online-Learning Platform Tempus European Union project “Fostering Entrepreneurship in Higher Education” (FoSentHE), Split, Croatia	Invited Presenter Workshop Organizers
2009 From Corporate Social Responsibility to Corporate Social Innovation? 4 th International Conference “Social Responsibility and Current Challenges 2009: Work – a Bridge to Cooperation: Relations with Coworkers and Different Age Generations”, IRDO 2009, Maribor, Slovenia	Invited Presenter, with Dr. Risopoulos Conference Organizers
2009 Transdisciplinary Case Study Teaching: Physical and Virtual Networking EU- Lifelong Learning Program Leonardo da Vinci “A Teaching on Innovation Module for Engineering Programs” (TO-INNOEN), Malatya, Turkey	Presenter with Dr. Sindler Workshop Organizers
2009 Start-up Projects Fostering the Integration of “Forgotten” Parts of Society	Invited Presenter

International Conference “Entrepreneurship without Borders”, Rishon Lezion, Israel	Conference Organizers
2009 7 th Annual Meeting of the International Transdisciplinarity Net on Case Studies for Sustainable Development (ITdNet), Berlin, Germany	Invited Presenter Meeting Organizers
2010 5 th International Conference “Social Responsibility and Current Challenges 2010 – nature and humans »human being = dangerous for nature and humans!«”, IRDO 2010, Maribor, Slovenia	Invited Lecturer with Dr. Risopoulos Conference Organizers
2010 International Conference on Sustainability Driven Innovation (BMRA), Vilnius Lithuania	Invited Presenter Conference Organizers
2010 International Conference on Sustainability Driven Innovation, Vilnius Lithuania	Invited Presenter Baltic Management Research Academy (BMRA)
2010 International Conference on Sustainability Driven Innovation, Vilnius Lithuania	Chair Baltic Management Research Academy (BMRA)
2011 6 th International Conference Social Responsibility and Current Challenges 2011 – Youth in Focus of World Changes, IRDO 2011, Maribor, Slovenia	Keynote Lecture Conference Organizers
2012 7 th International Conference Social Responsibility and Current Challenges 2012 – Innovation of culture toward more social responsibility – the way out of socio-cultural crisis, IRDO 2012, Maribor, Slovenia	Invited Lecturer with Dr. Risopoulos Conference Organizers
2012 Global TraPs Workshop, El-Jadida, Morocco	Co-Chair Workshop Organizers
2012 International Conference on Old Industrial Heritage – a new determinant of local and regional culture, Bydgozcz, Poland	Invited Presenter Organizers
2013 8 th International Conference Social Responsibility and Current Challenges 2013 – Education and Communication for More Sustainable, IRDO 2013, Maribor, Slovenia	Keynote Lecture Conference Organizers
2013 The Weatherhead Initiative on Global History (WIGH), Harvard University, Cambridge, MA, USA	Commentator and Chair Conference Organizers

2013	Barriers and Opportunities for Industrial Innovation Systems in Transition: Exemplified by Old Industrial Regions	Invited Presenter
	Competences for Complex Real-World Problems: Toward an Integrative Framework	Invited Presenter
	The Eastern Academy of Management 2013 Conference - Creativity and Innovation: Designs for the Future, Baltimore, MD, USA	Conference Organizers
2013	Learning-Session "Mutual Learning in Sustainable Mining"	Co-Chair, Workshop Leader
	Global TraPs 1 st World Conference, Learning from Cases & Exploring Policy Options, Beijing, China	Conference Organizers
2013	Which Factors Influence Global Phosphorus and Fertilizer Prices?	Invited Presenter with Dr. Weber (Waterloo University)
	5 th Conference of the Global Partnership on Nutrient Management (GPNM) of the United Nations (UNEP), Beijing, China	Conference Organizers
2013	Innovation Systems as Facilitators of Just Transition: A Global Perspective.	Keynote Lecture
	Large-Scale Collaborative Problem Solving Using the Example of Phosphorus as a Global Case (GlobalTraPs): a Transdisciplinary Approach (Session "Globalization, Sustainability, and Innovation Policy")	Invited Presenter
	19 th Annual International Sustainable Development Research Conference (ISDRC19) – Just Transitions: A Global Perspective, Stellenbosch, South Africa	Conference Organizers
2013	Innovation as Driver of Competitiveness and Sustainability	Opening Keynote Lecture
	1 st Stellenbosch Innovation District Conference (SID1), Cape Town, South Africa	Conference Organizers
2014	Food Security and Health as Global Challenges: Whose Responsibility?	Keynote Lecture with Prof. Schernhammer
	9 th International Conference Social Responsibility and Current Challenges 2014 – Health-Personal and/or Social Responsibility, IRDO 2014, Maribor, Slovenia	Conference Organizers
2014	Working group: Interfaces from mining and primary beneficiation processing:	Moderator & Chair of working group
	Fraunhofer Institute for Interfacial Engineering and Biotechnology (IGB), Workshop: Losses and Efficiencies in Phosphorus Management: Defining concepts, identifying tradeoffs and potentials, preparing messages, Stuttgart, Germany	Workshop Organizers
2015	Competences for the Co-design and Co-creation of Knowledge for Sustainable and Resilient Societies: a Transdisciplinary Approach	Invited Lecture
	International Conference on Sustainability Science (ICSS), United Nations University, Tokyo/Japan, January 22-23, 2015 Session 3: Co-design and Co-creation of Knowledge for Sustainability	
2015	Efficiency developments in phosphate rock mining over the last three decades	Presenter with Bernhard Geissler

AIMS 2015 (Aachen International Mining Symposia), RWTH Aachen, Germany, May 28.

2015	The Future of Higher Education in the 21st Century: free pathways, creative-cross-disciplinary programs and online resources A workshop with Prof. Dianne H.B. Welsh, Fulbright-Hall Distinguished Chair for Entrepreneurship in Central Europe at Wirtschaftsuniversität Wien, The U.S. Embassy Vienna, the Austrian Fulbright Commission and Österreichische Universitätenkonferenz. Amerika Haus, Thursday, June 25, Vienna.	Facilitator
2015	Industrial Design als Innovationsmotor: Quo Vadis? Herausforderungen fuer die Zukunft Industrial Design Show 2015, Design Talk. June 27, Graz	Keynote Lecture
2015	Foerdert die derzeitige industrielle Revolution demokratische Prozesse oder soziale Eliten? Tagung zu den Auswirkungen des technologischen Wandels auf die Gesellschaftsordnung. Krems an der Donau Juli 11.	Keynote Lecture
2015	How to deal with complex real-world challenges? A provocative call for new forms of higher education 37th EAIR Forum (The European Higher Education Society - Linking research, policy and practice): From here to there: Positioning Higher Education Institutions. Danube University Krems, August 28-September 2	Keynote Lecture
2015	Wie Innovationssysteme funktionieren: Von der kreativen Idee zum supranationalen Innovationsprogramm Alumni-Tag: Leading through Innovation! Krems an der Donau, September 26.	Keynote Lecture
2015	Durch Kreativität und Innovation in die Zukunft! Maschinenring Bundestagung, Krems an der Donau, October 1.	Keynote Lecture
2015	Industrie 4.0 als Innovationschance. Welche Kompetenzen werden in Zukunft über Erfolg oder Mißerfolg entscheiden? Best Practice Konferenz (StEPU): Industrie 4.0 – Ein praxisbezogener Blick auf das Thema „Smart Production“, Krems, Oktober 13.	Keynote Lecture
2015	Der Prozess von der Ideenfindung bis zur Umsetzung von Innovationen mit Fokus auf Co-Creation: ‚Smart = Systemic Understanding + Collaborative + Focused + Creative?‘ respACT – austrian business council for sustainable development, aspern Die Seestadt Wiens, December 4.	Lecture and Coach
2016	Co-Creation: 1 + 1 = 3? Wissen schafft Neues, 5. Wissensmanagement-Tage Krems, Danube University Krems, Krems a.d. Donau, April 19-20.	Keynote Lecture Conference Organizers

2016	Developments and efficiency Considerations in phosphate rock mining: past-present-future	Keynote Lecture with B. Geissler
	5th Sustainable Phosphorus Summit 2016, China Agricultural University of Beijing (SPS-5, 2016), Kunming, China, Aug. 16-20.	Conference Organizers
2016	Transdisciplinary development and management of cultural spaces and innovation systems	Presenter and Conference Co-Organizers
	Transformative Research and Development in Urban and Regional Environments - The Role of Science, Methods and Transdisciplinarity, Free University of Bozen-Bolzano (campus Brixen), Sept. 1-3.	
2017	Unlock Hidden Innovation Potentials: Uncertainty, Risk, & Opportunity Costs	Invited Keynote Lecture
	IFA Production and International Trade Conference, Paris, France, February 22-24.	Conference Organizers
2017	$b > \frac{1}{n} \sum_{i=1}^n x_i$	Invited Keynote Lecture
	tecnet accent Innovation Award 2017, Danube University Krems, Krems a.d. Donau, October 6.	Conference Organizers
2017	State of the Art: Science - society collaboration-transdisciplinarity at the Danube University	Invited Keynote Lecture
	4th Interdisciplinary Doctoral Kolloquium, Andrassy University Budapest, Budapest, Hungary, November 10.	
2018	Toward a circular P economy: The role of mining & The Phosphate Rock Mining – Innovation Nexus	Presenter with Bernhard Geissler
	AIMS 2018 (Aachen International Mining Symposia) – First International Conference ‘Mines of the Future’. PPS H1 – Responsible and Sustainable Mining, Aachen, Germany, 23-24 May.	Conference Organizers
2018	Does complexity require different forms of leadership? ...or different approaches in ...everything?	Keynote Lecture
	Multi-level knowledge synthesis & creation and transdisciplinarity as guiding principles within transformation processes (<i>Solution Stage: Leadership Ideas Worth Spreading</i>)	
	The 8th International Conference on Sustainability & Responsibility, Cologne, Germany, November 14-16.	Conference Organizers
2018	Effects of divergence of explicit & implicit cognition patterns on societal resilience (<i>Expert Insights: Philosophical Reflections on Sustainability Narratives & Models</i>)	Keynote Lecture
	The 8th International Conference on Sustainability & Responsibility, Cologne, Germany, November 14-16.	Conference Organizers
2018	Most recent developments in Phosphate Rock Mining: A global perspective on efficiency, circular economy, and innovation.	Invited Keynote Lecture
	U.S. Geological Survey (USGS), Washington D.C., U.S., December 7.	Conference Organizers
2019	Fake News – a Society Greedy for Extremes: Have we Lost our Moral?	Invited Keynote Lecture

17th Annual International Conference on Communication and Mass Media, Athens, Greece, May 13-16.	Conference Organizers
2019 Transdisciplinarity as 21st Century Approach for Communication & Mass Media	Lecture
17th Annual International Conference on Communication and Mass Media, Athens, Greece, May 13-16.	Conference Organizers
2019 Striving towards a Circular Economy for Phosphorus: The role of Phosphate Rock Mining & Supply Security for Import-dependent Countries.	Invited Keynote Lecture with Michael Mew, Ludwig Herman, and Bernhard Geissler
The United Nations Economic Commission for Europe (UNECE), Expert Group on Resource Management (EGRM) Tenth Session, Salle XII, Palais des Nations, Geneva, April 29-30.	Conference Organizers
2019 Competences for Dealing Innovatively with Complex Societal Challenges: Why in Future there will be an extended need for transdisciplinary Universities!	Opening Keynote Lecture
Danube Rectors' Conference (DRC) 2019, 'Consolidating the Role of Universities in Innovation Ecosystems: Challenges & Future Developments', University Politechnica of Bucharest (UPB), Bucharest, Romania, November 6-8.	Conference Organizers
2021 Why the future needs more Td research and -universities: Theories, competences, and cases from the field	Invited Keynote Lecture
Konrad Lorenz Institute for Evolution and Cognition Research (KLI), Klosterneuburg, Austria, January 14.	Conference Organizers
2021 Transdisciplinary education & research: possibilities for cooperation	Invited Keynote Lecture
Centre for Social Innovation, Vienna, Austria, Zoom, January 21.	Conference Organizers
2021 Corporate Social Empowerment (CSE) - Towards new forms of corporate-societal collaboration for enhanced adaptive capacities and sustainable transformations in the 21st century	Plenary Talk
16 th International Conference Social Responsibility and Current Challenges 2014 – Challenges and opportunities of digitalisation for sustainable future, IRDO 2021, Maribor, Slovenia, Zoom, June 10-11.	Conference Organizers
2021 Reflections on the need for transdisciplinary research and the measurement of its effectiveness	Plenary Talk
AG Impact of the Alliance of Sustainable Universities in Austria, Zoom, June 14.	Conference Organizers
2021 Digitale Transformation – versteckte Risiken und Chancen. Identifikation unbeabsichtigter positiver und negativer Auswirkungen	Plenary Talk
StEP-Up Best Practice-Conference, Zoom, September 29.	Conference Organizers
2021 System boundaries and -interrelations: the case of mineral resources and reserves	Opening Keynote Lecture
4 th Real Estate Future Day 2021, dimensions of sustainability – from large to small scale and vice versa. Danube University, Department for Building	Conference Organizers

Report of Scholarship: Publications

Monographs

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2. Katter, R./Steiner, G. et al. (1999): Perspektiven zur Gestaltung und Nutzung von Bergbaufolgelandschaften [German]. Graz: ÖKO.97.001-01 Joanneum Research.
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11. Steiner, G. (2021/22): Complex Problem Solving, Creativity, and Innovation for a Resilient and Sustainable Society: A Transdisciplinary Approach (working title) (Harvard University Press, in negotiation).

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1. Steiner, G./Posch, A. (2006) (eds.): Innovative Research and Education for a Sustainable Development (Innovative Forschung und Lehre für eine nachhaltige Entwicklung). Aachen: Shaker-Verlag (in German).
2. Scholz, R.W./Steiner, G. (2015) (eds.): The Reality of Transdisciplinary Processes (focusing on Science – Industry Collaborations). Special Feature in: Sustainability Science (Springer).
3. Steiner, G./ Geissler, B. (20016-2018) (eds.): Phosphorus Circular Economy: Closing loops through sustainable innovation. Special Issue in: Sustainability. Section Sustainable Engineering and Science (http://www.mdpi.com/journal/sustainability/special_issues/phosphorus_economy)

4. Scholz, R.W./ Steiner, G./ Parycek, P. (2016-2018) (eds.): Sustainability and Digital Environment. Special Issue in: Sustainability. Section Sustainable Engineering and Science (http://www.mdpi.com/journal/sustainability/special_issues/digital_environment).
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2. Steiner, G./Laws, D. (2006): How appropriate are famous concepts from higher education for solving complex real-world problems? A comparison of the Harvard and the ETH case study approach. *International Journal of Sustainability in Higher Education*, 7(3), pp. 322-340 [IF 3.6].
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8. Steiner, G. (2012): Complex Human & Environment Systems: New Conceptual Paradigms and Transdisciplinary Approaches. *Journal of Cleaner Production*, 68, pp. 279-280. DOI:10.1016/j.jclepro.2012.10.004 [IF 9.3].
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10. Steiner, G./Scherr, J. (2013): Higher Education for Complex Real-World Problems and Innovation: A Tribute to Heufler's Industrial Design Approach. *Creative Education*, 4(7A2), pp. 130-136 [IF 1.3].
11. Steiner, G./Risopoulos, F./Mulej, M. (2013): Competences for Citizen-Driven Innovation in Crisis Resolution. *Systemic Practice and Action Research*, 26(6), pp. 571-577 [IF 1.7].
12. Steiner, G./Risopoulos, F./Mulej, M. (2014): Social Responsibility and Citizen-Driven Innovation in Sustainably Mastering Global Socio-Economic Crises. *Systems Research and Behavioral Science* (2014). DOI:10.1002/sres.2255 [IF 1.8].
13. Steiner, G. (2014): Problem discovery as a collaborative, creative, and method-guided search for the "real problems" as raw diamonds of innovation. Working Paper 2014-0003, Weatherhead Center for International Affairs, Harvard University, May 2014.
14. Scholz, R. W./Steiner, G. (2015a): Transdisciplinarity at the crossroads. *Sustainability Science*, 10(4), pp. 521-526. DOI 10.1007/s11625-015-0338-0 [IF 6.4].
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Narrative Report

Gerald Steiner is Full Professor of organizational communication and innovation, Dean of the Faculty of Business and Globalization, and Chair of the Department for Knowledge and Communication Management at Danube University Krems in Austria. He also (co)founded and leads three transdisciplinary labs: (1) Austrian Biodiversity Hub; (2) Transdisciplinary Laboratory for Sustainable Mineral Resources (SMR TdLab); (3) Transdisciplinarity Laboratory Sustainable Digital Environments (SDE TdLab). Furthermore, he is the organizer and chair of the US Expert Roundtable and a co-initiator of the Asian and European Expert Roundtables on 'Sustainable Digital Environments'. Since 2018 he has been member of the Associate Faculty at the Complexity Science Hub Vienna. Gerald received his Venia Legendi in "Systemic and Sustainability Management" ("Habilitation"/postdoctoral thesis) and his PhD in management studies and social sciences (Organizational and Innovation Management) from the University of Graz, and a bachelor of science in mechanical engineering, both Austria. His training in management science, entrepreneurship, and mechanical and civil engineering was partly conducted at UC Berkeley, UCLA, and the University of Oklahoma at Norman.

He is a former Schumpeter Professor and Visiting Scholar at Harvard University's Weatherhead Center for International Affairs (WCFIA). Before, he was an Associate Professor of Systemic and Sustainability Management at the Institute of Systems Sciences, Innovation & Sustainability Research at the University of Graz (he was also one of four founding members of this institute, which was established in 2007).

Further, he teaches applied innovation processes and design thinking at the School of Industrial Design and innovation management and entrepreneurship in the International Industrial Management Program both at the University of Applied Sciences (FH Joanneum) in Styria. Over the past decades he has developed and co-directed several graduate school curricula and teaches numerous graduate-level seminars and courses both nationally and internationally.

Gerald is a *systems and sustainability scientist* and his research focuses on *multilevel innovation systems* in the context of a sustainable transition of complex coupled *human-environment-systems*. Here, he focusses on innovation niches and adaptive capacities in relation to vulnerabilities and systemic risk and applies communication approach based on *transdisciplinarity going beyond interdisciplinarity*. His current research interest is to *better understand* (1) societal grand challenges, such as sustainable resource management, pathways to global food security, environmental crises, one-health, and planetary health; (2) collaboration based innovation and entrepreneurial activities as potential system interventions (with a specific focus on vulnerabilities and unintended side-effects); (3) competences for complex problem solving; (4) transdisciplinarity for cross-boundary communication, collaboration, discourse, mutual learning, and knowledge integration. Most recently and inspired by Josiah Ober, he also focuses on knowledge integration across different periods of time (incl. integrating lessons learned from the past incl. ancient societies). Initially, his primary projects related to organizational and regional societal/innovation systems. Later, at Harvard University, his work began to focus on international affairs and crises-related innovation and collaborative problem solving processes within this context (e.g., economic crises, global food security, energy systems, sustainable resource management). Now, at Danube University with its strong transdisciplinary orientation, he connects organizational and global perspectives. He also serves as Co-Director of the PhD Program in Migration Studies.

Steiner's research uses a combination of statistical analysis, systems modelling, and most recently cognitive testing. He regularly publishes in international journals such as Sustainability Science; Sustainability; Environment Systems and Decisions; Resources, Conservation, and Recycling; Renewable and Sustainable Energy Reviews; Cleaner Production; Minerals; Science of the Total Environment; Global Sustainability; Minerals Engineering; GAIA; International Journal of Sustainability in Higher Education; Creative Education; Systemic Practice and Action Research; and Systems Research and Behavioral Science; Kybernetes; Journal of Business Ethics; Business Strategy and the Environment; Journal of Business and Management; International Journal of Innovation and Learning; Applied Sciences; International Journal of Environmental Research and Public Health; Journal of Public Health; International Journal of Management and Applied Research; Science & Diplomacy; History and Philosophy of the Life Sciences etc.. His work has received a multitude of national and international recognitions such as, e.g., Daimler Chrysler Alpen-Adria Research Award; Best Paper Awards of the Sustainability Science Journals, the Western Decision Sciences Institute, and the University of Natural Resources and Life Sciences in Vienna; J.A. Schumpeter Fellowship of Harvard University; Entrepreneurship Institute Award of the University of Oklahoma; among others.

In his freelance consulting business and as workshop leader, Gerald Steiner has also provided expert advice to SMEs, large international companies, regions, and governments in the fields of sustainable innovation, strategic management & future development, organizational communication, competence development, and team building. Prior to his academic career, Gerald Steiner has several years of professional experience as supervising engineer in tunnel construction (e.g. 10 km long Plabutsch road tunnel, Austria; Fulda railway tunnel, Germany) and special-purpose machinery manufacture and as a freelance scientist at Joanneum Research (Austria).