

Sandra Waddock

Dr. Waddock's current research interests are in the area of system transformation, memes and narrative, intellectual shamanism, stewardship of the future, wisdom, corporate responsibility, management education, and multi-sector collaboration, among others. Her papers have appeared in *Sustainability*, *Organization & Environment*, *Academy of Management Journal*, *Academy of Management Learning & Education*, *Academy of Management Executive*, *Strategic Management Journal*, *Business & Society*, *Management Learning*, and *The Journal of Corporate Citizenship*, among numerous other outlets.

We Are All Stakeholders of Gaia: A Normative Perspective on Stakeholder Thinking (Sandra Waddock)

This essay takes the normative perspective that we, including humans, institutions and enterprises, other living beings, and ecological systems, are all stakeholders of a core focal entity—the Earth conceived as the living system Gaia. The argument is that for the purposes of considering the long-term health and well-being of humanity, Gaia rightly should be conceived as the ultimate focal entity with a huge variety of other living beings, systems, and future generations, whose well-being is also at stake in the relationship. This perspective highlights the ways in which Gaia affects and is affected by her various stakeholders. It incorporates a rationale for such thinking that relies on recognizing the normative elements of stakeholder theory, particularly those that derive from interactions of stakeholders and planetary elements. It presents a framework of mutual influence and interdependence, with implications for the ways in which humanity needs to act with respect to Gaia.

Waddock, S. (2011). We are all stakeholders of Gaia: A normative perspective on stakeholder thinking. [Organization & Environment](#), 24(2), 192–212.