Matters of Concern at Work:
Becoming-green-with Organisational Social Media

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At the beginning of the 21st century environmental, social and sustainable challenges have reached a scale unprecedented in human history. The rise of the rate of consumption together with population growth put immense pressures on social systems as well as on the environmental boundaries of the planet. The challenge is to achieve an outcome where basic needs such as food, healthcare and education are provided to all human beings, while at the same time solving the current environmental crisis as we create an economic system operating within the global environmental boundaries (Raworth 2018). Organisations and businesses have an important role to play in realizing required changes through collective action (Constantinides and Barrett 2015; Vaast et al. 2017).

As there is agreement on the necessity for organisations to participate in needed changes (Wright and Nyberg 2015; 2016) this requires better understanding of how collective action regarding environmental challenges is achieved, organized and enacted. While digital technologies have the potential to enable new ways of organizing through innovation (Yoo et al. 2012) and thus can be used for creating a better world (Walsham 2012) it is unclear how the process of organizing collective action using digital technologies is achieved within organizations. Nonetheless it is clear that communication about how change can be enacted and achieved is increasingly mediated through digital technologies such as social media platforms (Tufekci 2017; Vaast et al. 2017).

Composing a good common world

Drawing from Latour (2004) we argue that it is impossible to compose a better world when the question of values (the common good) is separated from the question of facts (the common world). In order to overcome this long-standing separation, we need to reconsider how *objects* become *real.* To do this more effectively we shift to a relational-processual ontology and ask how *things* become *actual* (Stengers 2000).

For Deleuze *things* and *events* become *actual* in a circuit of actualisation from the potentiality of *virtual* visions and ideas to the singularity of *actualized* events and things (Fraser 2010). In this way what we do and the things we do them with (the common world) become inseparable from what we value and what matters to us (the common good). Deleuze's distinction from virtual-actual, rather than virtual-real, renders knowledge as far more immanent and therefore implicated in action. Composition of the good common world occurs with the parliament of things, this parliament assembles peoples and things in acknowledgement of their matters of concern (Latour 2004; Latour 2017). However, the parliament of things must be immanent, it "does not belong to the future, like a utopia that would have to be realized — it is not "realizable." It belongs to the present as a vector of becoming or an "experience of thought," that is, as a "tool of diagnosis, creation, and resistance," (Stengers 2007 p. 155).

In this paper we therefore investigate how collective action is enacted by organisational members with enterprise social media (ESM) platforms. Drawing from Deleuze we understand collective action as encompassing two aspects. Firstly, the virtual where potentiality opens up possibilities for action and things. And secondly the actual where differentiation among possibilities is singularised to form an event as *action* or *thing*. This movement from virtuality to actuality creates the opportunity for a better world as possible worlds emerge through differentiation, the process of "actualization of a particular connective process, out of a field of virtuality" (Escobar and Osterweil 2010). This paper thus engages with the question: How are virtuality and actuality enacted in ESM for organizing collective action?

Actuality as an achievement of virtuality

This paper is grounded in a philosophy of immanence, otherwise described as a relational-processual metaphysics. Philosophies of immanence have a long and rich history traced back to philosophers such as Martin Heidegger, Alfred Whitehead, William James and somewhat later Gillies Deleuze and Felix Guattari. Philosophies of immanence vary in approach however share the project of placing people and things back in their worlds, where peoples and things become-with one another to make the worlds in which they inhabit. They argue against pre-given separation of possible dualities such as culture-nature, self-other, mind-matter, subject-object. Placing people and things in their worlds has the simultaneous effect of foregrounding ethical considerations in the previously held distinct fields of epistemology and ontology. To be immanent or *embodied* is ethically demanding, we are responsible to one another, those close to us and those distant (Shotwell 2016). It also means that as we together compose our world, we can affect it and it can affect us, making change inherent and possible.

The project of thinking-with philosophies of immanence has been more recently taken up by philosophers and social theorists that have argued for and concerned themselves with the ethico-political questions of redressing the anthropologically driven changes to our common worlds. What Latour (2004) has referred to as revitalising a *politics of nature* and what Haraway (2016 has referred to as *staying with the trouble*. Latour, Haraway and Stengers (2005; Stengers 2010; Stengers 2012; Stengers 2014) all argue that in order for humanity to develop the necessary *arts for living on a damaged planet* (Tsing et al. 2017) we need to rethink what knowledge is, how it should be used and what that means for all peoples relations with the worlds they live in.

Relational-processual metaphysics have grounded a considerable number of ways to rethink organisations, their peoples and their technologies. Organisations have been recognised as

'organising processes' rather than the static, bounded, inert entities that they were considered and as such their participation as world-makers has been highlighted (Chia 1996; Chia 2003; Chia and Holt 2006). Technology, work practices and organisations viewed as emergent, multiple and dynamic sociomaterial configurations take much better account of the role of technology in organisational life (Orlikowski and Scott 2008). Sociomaterial perspectives, in agreement with relational-processual orientations emphasise embodiment, materiality and the everyday entanglement of technology and organising practices (Orlikowski 2007).

Following Whiteheadian inspired arguments on the limitations of knowledge when world, or nature, is separated from knowledge Introna (2001b; 2007; 2013) argues the necessity of moving beyond a bifurcated world of self-other in order to adequately begin to consider the ethical implications of technology use. Introna (2001a; Introna and Brigham 2007) also problematises 'thin' understandings of community and virtual communities as 'category' by drawing on a richer reading of virtuality and the 'primacy of the other'. This paper extends readings inspired by Introna and colleagues work to investigate the possibilities opened by ESMs in their becoming-with organisations and their peoples.

A virtual ethnographic investigation of a vector of becoming-green

This paper now turns to a virtual ethnographic (Hine 2008) investigation of the 'vector of becoming' of one organisations collective response to an ethico-political concern. The site is ConCo's (an Australian partnership of a large international professional services consultancy) response to climate change and surrounding environmental concerns from 2008-2012. Our sources include interviews, Enterprise Social Media (ESM) conversation data and public domain sources.

ConCo is a professional services firm providing audit, tax, consulting and financial advisory services to public and private clients. This investigation focuses on ConCo and its people's involvement with and response to environmental issues and climate change that mirror the broader public, political and global debates of the time.

Performing a Green Agenda – Tracking Carbon Emissions with GreenTracker and reporting with Enterprise Social Media

The GreenTracker, a carbon management system, was developed by ConCo in 2010 to capture and track greenhouse gas (GHG) emissions from sources such as air travel, car and taxi travel, hotel stays, electricity and paper use[1]. GreenTracker is used to measure greenhouse gases produced by a variety of ConCo's business activities. The results of this tracking are then reported back to ConCo's peoples via their ESM on a monthly basis.

GreenTracker is introduced internally to ConCo's people on their ESM. This introduction post points to challenging different groupings of the organisation eg cost centers or offices, to reduce their emissions.

[1] Deloitte Australia. (2015) Making an impact that matters Responsible Business Report 2015, Available at: https://www2.deloitte.com/content/dam/Deloitte/au/Documents/about-deloitte/deloitte-au-about-responsible-business-report-2015-160915.pdf (p.23)

Post 95297643 – Jun 06 2011 at 09:32PM

Hi everyone,

Some very exciting news - we are launching our automated carbon tracker tool - GreenTracker next week. Now we'll be able to track emissions at a firm, office, service line and cost centre level. We'll be able to compare results from month to month and all reports will be uploaded to DAIS. This will help us to think about how we can reduce our emissions in areas like electricity, taxi usage, hotel stays etc. We will be announcing some challenges for you to get involved in and become active in committing to carbon reduction so stay tuned everyone. Btw, have changed the name of the group to TheGreenGroup and given it a new look in line with our launch.

Internal reporting of GreenTracker's measurements via the ESM encourage participants to link overall firmwide results with actions of their offices, cost centers and service lines. A combination of GreenTracker measurements and reporting on the ESM encourages all participants to actively take a conscious reflective approach to the "procurement and consumption decisions made within the firm, every day of the week"[2]. The GreenTracker and the ESM become active participants in a circular process of relational movements between action and information.

Post 100221178 – Jul 04 2011 at 03:34AM

Green Track

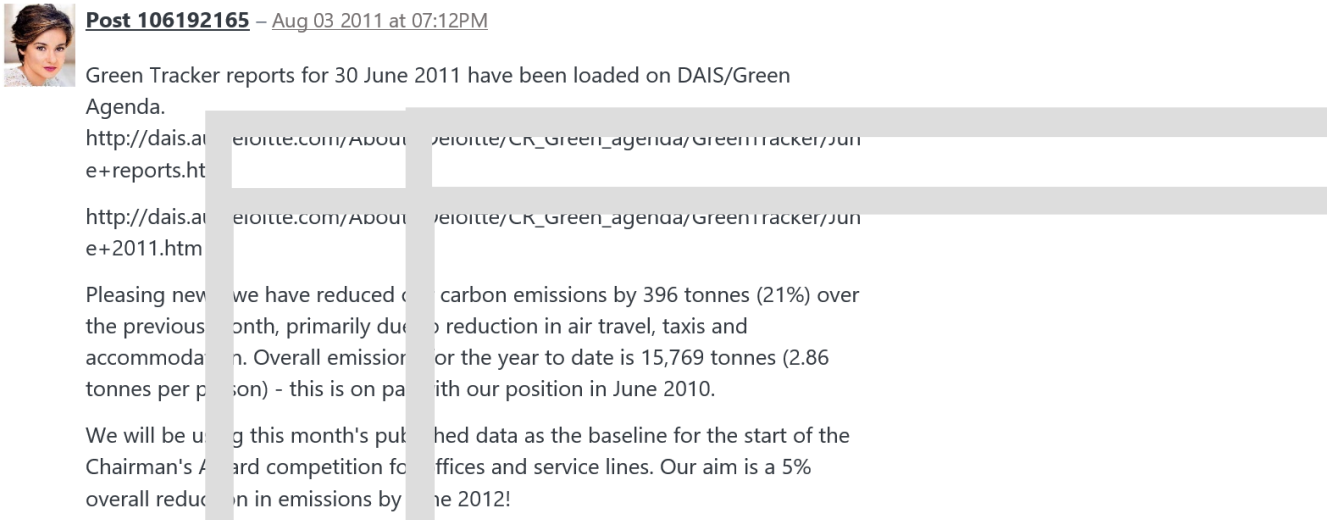
http://dais.a deloitte.com/About eloitte/CR_Green_agenda/GreenTracker/Ma

http://dais.a deloitte.com/Abou eloitte/CR_Green_agenda/GreenTracker/Lat
est+Reports May+2011.htm

As a firm we e up by approx 45 on our emissions for the month of May (1,753t) fron ur position at the of April (1,209t). Major contributors to this month's resu s are: flights (up 58 and taxis (up 77%). Overall, this is an increment o 1% from our carbo osition for May 2010.

GreenTracker is used to courage chang in ConCo's carbon usage behaviour:

[2] Deloitte Digital. "DrivenxDe gn: Champions f a Better Future." DRIVENxDESIGN. Accessed June 17, 2019. https://drivenxdesign.com/ 00/project.asp? =11080.



Post 106192165 – Aug 03 2011 at 07:12PM

Green Tracker reports for 30 June 2011 have been loaded on DAIS/Green Agenda.
http://dais.a eloitte.com/About eloitte/CR_Green_agenda/GreenTracker/Jun e+reports.ht

http://dais.a eloitte.com/About eloitte/CR_Green_agenda/GreenTracker/Jun e+2011.htm

Pleasing new we have reduced carbon emissions by 396 tonnes (21%) over the previous onth, primarily due reduction in air travel, taxis and accommoda n. Overall emissio or the year to date is 15,769 tonnes (2.86 tonnes per p son) - this is on pa ith our position in June 2010.

We will be u g this month's pub hed data as the baseline for the start of the Chairman's A ard competition fo ffices and service lines. Our aim is a 5% overall reduc n in emissions by e 2012!

GreenTracker measurem ts are reporte nternally on the ESM. They also form the basis of external reporting of emi ions, for exam le in corporate social responsibility reports (CSR) from October 2009[3] and ported back to mployees via the ESM. The CSR reports are then reported back to ConCo's eoples via the SM.

Post 2 65421 – Oct 27 2 at 07:08PM

In First SR Repor Deloit Shows 1.3 Metric Tons of Emissions Per Employee.

ConCo's become particip nts in th deve pment of the GreenTracker through providing feedback and usability su gestion n the SM.

Post 9 45407 – n 28 2 1 at 09:53PM

We hav had a ve posit response to our Green Tracker launch from all levels i he firm e the st 2 weeks - so thanks for your support and comme s everyo . Carl n measurement, reporting and ongoing manag ent is a ry im rtant step forward in our Green Agenda program. I'd be i erested i ny fe lback you might have more specifically on our new Green T cker rep ts - fo nats and usability - ahead of next months reporti cycle. A inte sted in your good ideas to reduce carbon in our offices service l es. W ave had 20 great initiatives posted so far on Green Z e - che them ut and cast your votes!

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[3] Nastu, Paul. "In First CSR R ort, Del e Sho s 1.3 Metric Tons of Emissions Per Employee." *Environmental Leader* (blog), October 27, 20 9. https:/ www. vironmentalleader.com/2009/10/in-first-csr-report-deloitte-shows-1-3-metric-tons-of-e ssions-p -emp yee/.

Emissions produced from ConCo's business activities can be seen to be modified when ConCo's peoples are exposed to the reporting on measurements of their emissions activities from GreenTracker via the ESM. The GreenTracker is also modified with feedback from participants.

GreenTracker is still in use by the company 5 years later.

> *Now in its fifth year, Green Tracker is ConCo's carbon management system that captures our GHG emissions on sources such as air travel, electricity, taxi and car travel, hotel stays and paper use.*[4]

Internationally through a partnership with Access Economics, ConCo build a growing business in carbon measurement and tracking, including Australia's carbon footprint in the G20.[5] The beginnings of which can be traced in the ESM with the early internal use of GreenTracker.

This section exposes how the ESM is in becoming-with the GreenTracker. The following section begins to expose how the GreenTracker is in becoming-with the ESM.

Performing a Green Agenda – ConCo and its peoples becoming-green with their ESM

The GreenTracker and the ESM are in mutual becoming-with ConCo's becoming-green. The ESM communicates the results of the GreenTracker internally as well as how these results are communicated externally via reports.

The ESM forms an internally facing public space where a common ground can be developed and ConCo's peoples encouraged to engage with emissions reductions personally at work and at home.

> *We recently launched our new GreenTracker carbon management system that captures all emissions data and calculates our carbon footprint. In that way, we encourage our people to be environmental leaders, taking personal ownership of their impact at work and at home.*[6]

Three groups in the ESM exemplify the internally orientated forms of ConCo's Green agenda, TheGreenGroup, GreenChamps and the Be Green photo competition. These groups encourage green activities such as waste reduction and low emissions transportation options.

TheGreenGroup began as TheGreenRoom and was intended to be a space for people to register ideas for *making our office greener and maximise reduce, reuse and recycle opportunities*

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[4] Deloitte Australia. (2015) Making an impact that matters Responsible Business Report 2015, Available at: https://www2.deloitte.com/content/dam/Deloitte/au/Documents/about-deloitte/deloitte-au-about-responsible-business-report-2015-160915.pdf (p.23)

[5] "A New Way to Measure Emissions | Deloitte Australia | Deloitte Access Economics." Deloitte Australia. Accessed February 20, 2019. https://www2.deloitte.com/au/en/pages/economics/articles/a-new-way-to-measure-emissions.html.

[6] Deloitte Digital. "DrivenxDesign: Champions for a Better Future." DRIVENxDESIGN. Accessed June 17, 2019. https://drivenxdesign.com/d100/project.asp?ID=11080.

(ID67531952 - 2010-10-28T18:35). TheGreenRoom's name is changed to TheGreenGroup when the GreenTracker is launched (ID95297643 - 2011-06-06T21:32). TheGreenGroup is orientated toward improving ConCo's carbon footprint and other sustainability activities through the actions of its people. Sustainability activities move quite fluidly between home and work in TheGreenGroup, revealing a relationality between work-life and home-life in employees becoming-green activities.

Post 68840634 – Nov 10 2010 at 08:00PM

Where doe[illegible]eloitte's e-waste end up? Check out The Story of Stuff 2.0: An E-Waste Seq[illegible] [Link] and make sure we aren't adding to the toxic stockpile. We could even[illegible]range a weekend collection for all Deloitte employees to bring in old equipm[illegible]t from home. I for one know I have a computer and a TV to dispose of.

TheGreenGroup is used t[illegible]raise awareness on a variety of issues that span the workplace and home. Post 69690200 sug[illegible]ests using Bokashi bins in ConCo's kitchens to avoid methane production. Though the f[illegible]lowing idea was not implemented due to building management conditions, all suggestion[illegible]to TheGreenGroup get considered by green champions and responded to as proposals.

Post 69[illegible]0200 – Nov 18 2010 at 02:48PM

Treating[illegible]iodegradable waste before it enters a landfill reduces global warmin[illegible]rom fugitive methane; untreated waste breaks down anaerobically in a lan[illegible]ll, producing[illegible] greenho[illegible]se gas. Woul[illegible]eloitte consider using bokashi bins in our kitchens? And per[illegible]aps mini indo[illegible] gardens areas? Bokashi composting our food scraps would h[illegible]o cut down c[illegible]greenhouse gas, the garden areas will add more relaxing[illegible]reen to our c[illegible]ce environment and, by leading by example, Deloitte can enc[illegible]rage staff to[illegible]ke up similar practices at home.

At times TheGreenGroup[illegible]hares info[illegible]ation that has a broader impact and relationality with national and global issue[illegible]

Post 9778[illegible]876 – Jun 20[illegible]11 at 07:27PM

The CSIRO[illegible]as launched[illegible]website that allows people to see the raw data of greenhou[illegible] gases for th[illegible]selves, as debate continues to rage over the merits of climate ch[illegible]nge science.[illegible]e website will report un-modelled, raw measurements directly to[illegible]he public.

http://ww[illegible]csiro.au/scie[illegible]e/Climate-Change.html

With the introduction of t[illegible]e GreenTr[illegible]ker the TheGreenGroup takes on more of a gamification approach (ID95297643 -[illegible]011-06-06[illegible]1:32). The Be Green photo competition can be seen below as an example of t[illegible]s approach[illegible]The Be Green photo competition encourages ConCo

people to take photos of themselves doing greening activities or being green. Examples include cycling to work (ID172856083), installing a residential water tank (ID173562503), growing vegetables (ID172856501), growing native plants (ID174848541) and going paperless (ID178753622). These greening activities would not all be included in the emissions results reported by The GreenTracker they are building an awareness of greening activities. They encourage a shift in orientation from people who are unaware of their impact on the environment to those that are and who are supported to do so by their corporate community. In this way a common ground of becoming-green emerges amongst at least these group participants.

TheGreenGroup and the Be Green photo competition fosters a common ground of becoming-green by encouraging participants to share their green activities with their colleagues and by inciting friendly competition among them. The common ground fostered spans home and work lives for these participants linking personal, organizational and cosmopolitical practices.

Encouraging engagement with global issues and fostering cosmopolitical practices of taking ownership of greening activities is revealed in awareness raising and education. As an example Post178773998 includes facts and figures on going vegetarian and its implications for GHG emissions reductions.

Post 178773998 – May 30 2012 at 05:24PM

After learning about the environmental impact of livestock production on our environment, I became a vegetarian. Livestock production contributes 18% of total greenhouse gas emissions, which is more than the entire transport industry combined (16%), that's including cars, planes, trains, boats, buses, etc. If everyone in Australia chose to eat vegetarian for 1 day a week, that would have the same environmental impact as taking 500,000 cars off the road permanently.

The GreenChamps compete with one another for better carbon reduction outcomes. GreenChamps also inspire others to become more green

Post 125960045 – Nov 07 2011 at 4:15PM

On level 7 in Sydney we are getting all of our Partners to commit to turning off their lights when they leave for the day, we are about half way there!

The GreenChamps are attempting to foster a common ground of creating the environment and GHG emissions reduction as matters of concern by bringing others with them. The attempts to reduce electricity usage highlighted in post 125960045 would contribute to GreenTracker results. In this way the ESM can be seen to be fostering the common ground of production of and response to the GreenTracker.

The GreenTracker and the ESM as a virtual-actual becoming-green

This inquiry identifies and follows three internally orientated groups that become-with ConCo's

Green Agenda, TheGreenGroup, The Be Green Photo competition and TheGreenChamps. These groups activities are revealed to be relational across what has been referred to as *the virtual* and *the actual*, in this instance translating to activities and effects that transverse that offline and online lifeways, their effects not limited to online discussion but mirrored in everyday office and home actions. Home and office lifeways are also revealed to be relational in these groups, leisure or domestic activities shared and at times celebrated within the groups.

Returning to Latour and Haraway's projects of re-worlding for common good, the activities of ConCo's peoples suggest values and activities are being re-configured, moving everyday activities, such as turning off lights, from *matters of fact* to *matters of concern*.

In her search for a response to the horrors of the Anthropocene and the Capitalocene, Haraway (2016) talks about the necessity of *staying with the trouble*, by this she means that we, as peoples of the earth, cannot expect or hope for a magical solution so we must foster continual awareness of the implications of our actions for planetary health in order to hope to live them and bring about change. ConCo's ESM participates with ConCo's other peoples to perform a micro public sphere that brings an insistence of *staying with the trouble* by introducing a permanent and evolving presence of accountability and reward.

Our investigation revealed the 'vector of becoming' of the *GreenTracker* as a collective virtual-actual becoming performed with the ESM. The *GreenTracker* is an automated carbon tracking tool developed by ConCo to allow organisations to track their emissions, the tracker was first used to track, compete and then report on ConCo's own emissions.

GreenTracker began as a virtuality, then was released as one actuality in the form of a specific tool that then fosters further vituality by opening a variety of possibilities in the way the tool changes the way participants think and act. Reports generated by *GreenTracker* are used to encourage participations to link overall firmwide results with actions, arguably revealing a circuit of becomings shift from virtuality to actuality and back.

Conclusion

We suggest that understanding collective action by organisations with their ESM's as a processual circuit of virtuality-actuality improves our ability to articulate the changes that are possible in composing good common worlds. Rather than understanding becoming-green-with ESM and the *GreenTracker* as a linear movement from the virtual to the real we suggest that the virtual-actual circuit renders visible the change in the ways people think and act during this process. In this way what is considered is how *objects* are translated to *things*, where *things* are implicated as matters of concern in composing good common worlds.

Under a reading of virtuality-actuality peoples engagement with the ESM opens the possibility of disturbing the way they think and act, which is argued to be necessary for ethical engagement and change (Introna 2001b). In this way we can demonstrate how organisations and their people become directly implicated in the ethico-political life of the socius beyond organisations traditional boundaries.

A flat ontology is revealed with a shift to virtual-actual vectors of becoming. A different logic of social organisation is rendered visible with a flat ontology and ICT's, such as ESMs, can be seen as a relational, truly dialogical space (Escobar and Osterweil 2010). ICT's provide a space that

enables micropolitics of local knowledge production that consists in large part of practices of mixing, reusing and recombining knowledge and information (Escobar and Osterweil 2010).

ESMs are participants in “expansive, heterogeneous and polycentric discursive fields of action” that configure “alternative publics in which dominant cultural-political meanings are refashioned and contested: the publics can be seen as parallel discursive arenas” (Escobar and Osterweil 2010). As such the possibilities of organisations as participating in social movements are opened beyond previous understandings of them as organising solely for capital. Organisations hold the potential to become sites for participating in composing good common worlds.

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