SUSTAINABILITY

SUSTAINABILITY

Certification

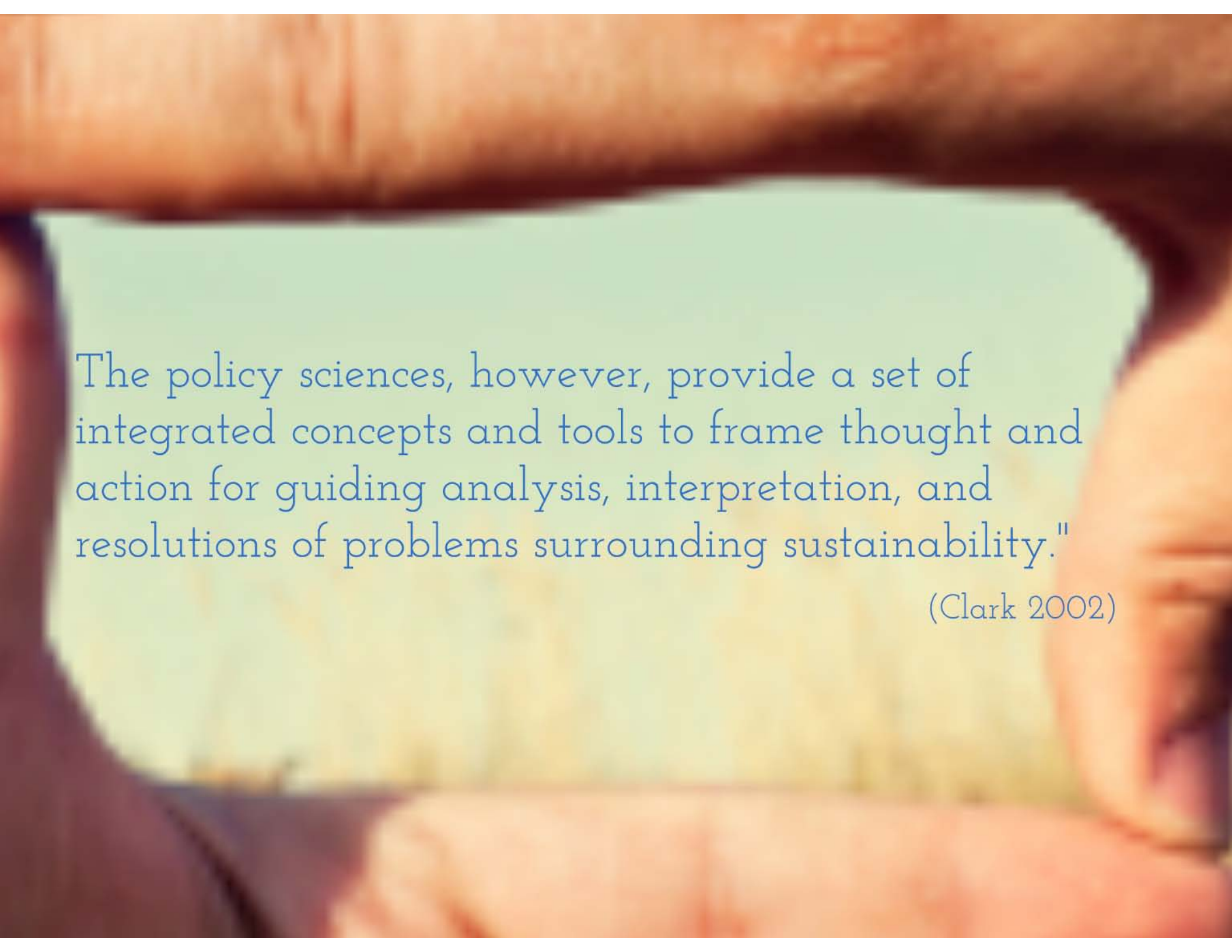How to design sustainability definitions in complex socio-technical systems?

Complexity

Sustainability &
Problem-Solving in Public Policy

"Too often problems in the management of natural resources are viewed largely within narrow conceptions of 'positivist' science, and thus can create the misperception that only, for example, biological sciences are required to solve them. . .

The policy sciences, however, provide a set of integrated concepts and tools to frame thought and action for guiding analysis, interpretation, and resolutions of problems surrounding sustainability."

(Clark 2002)

Framing concept:

Stakeholder alignment through certification

Stakeholder alignment:
The extent to which interdependent stakeholders orient and connect themselves in the policy-building process to advance their shared and separate interests.

Structural Alignment

Before knowledge sharing can occur, stakeholders must have a procedural and substantive structure to "plug" into.
- Structure creates a process in which stakeholders can identify the core elements of sustainability through communication platforms
- Without structure, you have dispersed knowledge generation and use
- Building certification standards creates structure to bring those pieces together into a system
- Effective structure (and thus alignment) depends on good governance principles

Strategic Alignment

Identifying system-level goals and values among stakeholders in light of common and competing interests, without over- or under-specifying.

Stakeholder alignment:
The extent to which interdependent stakeholders orient and connect themselves in the policy-building process to advance their shared and separate interests.

Behavioral Alignment

Communication and information sharing among multiple, geographically dispersed stakeholders can (re)shape strategic positi and the values they are based on, through

- Acquiring substantive knowledge
- Shedding light on otherwise hidden v
- Trust building

Cultural Alignment

As stakeholders engage over time in building sustainability metrics, core values may shift to the extent that a new organizational culture arises.

Cutcher-Gershenfeld (2010)

Strategic Alignment

Identifying system-level goals and values among stakeholders in light of common and competing interests, without over- or under-specifying.

Structural Alignment

Before knowledge sharing can occur, stakeholders must have a procedural and substantive structure to "plug" into.

- Structure creates a process in which stakeholders can identify the core elements of sustainability through communication platforms
- Without structure, you have dispersed knowledge generation and use
- Building certification standards creates structure to bring those pieces together into a system
- Effective structure (and thus alignment) depends on good governance principles

Co
am

Behavioral Alignment

Communication and information sharing among multiple, geographically dispersed stakeholders can (re)shape strategic positions, and the values they are based on, through:

- Acquiring substantive knowledge
- Shedding light on otherwise hidden values
- Trust building

Cultural Alignment

As stakeholders engage over time in building sustainability metrics, core values may shift to the extent that a new organizational culture arises.

Structural Alignment

Before knowledge sharing can occur, stakeholders must have a procedural and substantive structure to "plug" into.
- Structure creates a process in which stakeholders can identify the core elements of sustainability through communication platforms
- Without structure, you have dispersed knowledge generation and use
- Building certification standards creates structure to bring those pieces together into a system
- Effective structure (and thus alignment) depends on good governance principles

Strategic Alignment

g system-level goals and values
akeholders in light of
and competing interests,
ver- or under-specifying.

Stakeholder alignment
The extent to which interdependent stakeholders orient and connect themselves in the policy-building process to advance their shared and separate interests

Behavioral Alignmen

Communication and information sh
among multiple, geographically dis
stakeholders can (re)shape strategic
and the values they are based on, t
- Acquiring substantive knowled
- Shedding light on otherwise hid
- Trust building

Cultural Alignment

As stakeholders engage over time in building sustainability metrics, core values may shift to the extent that a new organizational culture arises.

Cutcher-Gershenfeld (2010)