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.
**Strategic Alignment**

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

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**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 create structure to bring those pieces together into a system.
- Effective structure (and thus alignment) depends on good governance principles.

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**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
- sheds light on otherwise hidden
- Trust building

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**Cultural Alignment**

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

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*Cutter-Gershenfeld (2010)*
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Identifying system-level goals and values among stakeholders in light of common and competing interests, without over- or under-specifying.
Structural Alignment

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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.
Strategic Alignment

Aligning system-level goals and values and competing interests, over- or under-specifying stakeholders in light of.

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.
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Behavioral Alignment

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

- Acquiring substantive knowledge.
- Sheding light on otherwise hidden issues.
- 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)
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