Introductions

“Sustainability, is better seen as a measure of the relationship between the community as learners and their environments, rather than an externally designed goal to be achieved.”
(Sriskandarajah et al, 1991)
1) Deep Sustainability requires a shift in values that changes the way decisions are made
2) Sustainability is change work; and change relies on an introduction of urgency as a prompt
3) To facilitate change, you need to find criteria that work for your organization, and build feedback to know that it keeps working.
Sustainability is change work.

- Our institutional processes create multiple ‘unsustainable’ impacts.
- Those processes are defined by rules and priorities on the choices we make.
- Can we re-define our processes to create ‘sustainable’ impacts?
Our decisions/choices define our impacts.

What are our decision:
- Criteria?
- Priorities?
- Value measures?
Sustainability is a value set.

We have responsibility for:

- Externalized costs
- Inter-generational impacts
- Social equity and justice
- Environmental health
- Economic viability
We have tools available.
We have reference models.
We have reference models.
## Decision Making Authority

<table>
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<tr>
<th>People who...</th>
<th>Are Responsible For...</th>
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| Recommend     | • Making a proposal on a key decision, gather input, and providing data and analysis to make a sensible choice in a timely fashion  
• Consulting with input providers – hearing and incorporating their views, and winning their buy-in |
| Agree         | • Negotiating a modified proposal with the recommender if they have concerns about the original proposal  
• Escalating unresolved issues to the decider if “A” and “R” can’t resolve differences  
• If necessary, exercise veto power |
| Perform       | • Execute the decision once it’s made |
| Input         | • Providing relevant facts to the recommender that show feasibility and practical implications |
| Decide        | Serving as the single point of accountability  
Committing the organization to implementing the decision |
Build on Your Strengths

1) There are plenty of tools to help you identify your personal strengths
   1) Gallup StrengthFinder
   2) Bonner Leadership Compass
   3) Ask your colleagues!

2) Identify the strengths of your organization. Where is innovation currently taking place?

3) Social Capital is key – never underestimate the power of a thank you note.

4) Empower those around you
Implementing Deep Sustainability

Unfreezing
1. Introduce Urgency
2. Assemble your guiding team
3. Create a common vision
4. Communicate for buy-in
5. Empower Action
6. Create Short Term Wins

Change
7. Just do it!

Refreezing
8. Build into existing structures

- John Kotter
Implementing Deep Sustainability

Who are you in this change?

Where is the change in it’s process?
Implementing Deep Sustainability

Who are you in this change?

Where is the change in it’s process?
Foster Learning

1) Deep Sustainability is vision first thinking – it’s a form of disruptive innovation that the world needs

2) “The problem is the solution”
Foster Learning

1) Build processes that will empower those working in the front lines
   1) Support groups/brown bag lunches
   2) Common processes for different projects

2) Build in Feedback loops and iterations at every point
What ‘problems’ may open a door to new understanding and commitments?
How do we climb the mountain?
To Recap

1) Deep Sustainability is “Vision First” Decision Making.
2) Sustainability is change work; and there are change management models to help.
3) To facilitate change, you need to find criteria that work for your organization, and build feedback to know that it keeps working.
Resources

National Academies Press – www.NAP.edu
  Sustainability and the U.S. EPA (2011)

WA Department of Ecology – www.ECY.WA.gov
  Pathways to Sustainability

  Guide to Climate Smart Conservation

Fostering Sustainable Behavior - www.cbsm.com
  Tools for Community Based Social Marketing
What’s on your mind?