



Sustainability challenges us to make decisions of a different nature, and think in different ways about how we make decisions and who we should involve in decision making.

THE CSE SUSTAINABILITY LENSES

Sustainability challenges us to:

- make decisions of a different nature;
- think in different ways about how we make decisions; and who we should involve in decision making.

Sustainability is thought of both in terms of:

- achieving better outcomes in relation to how we live in, and make a living from the natural world - which responds to challenges of a technical and scientific nature about understanding ecosystems and how they respond to human activity, and the management of our resources intergenerationally; and
- the process of decision making through which we try to reach those outcomes - including the structures in which we work within, between, and among organizations and groups, and the competencies (i.e., skills and tools) to do so.

Sustainability requires us to think in different ways which:

- expands the scope;
- extends timelines;
- integrates across boundaries

in relation to both the challenges and the processes through which we respond to them.

Sustainability is a "value" which:

- establishes a basis for action;
- guides the way we make the decisions that underlie our actions;
- creates additional responsibilities - and requires specific concepts, tools, and skills through which to discharge them.

Sustainability requires us to:

- create new approaches within which to make decisions across conventional boundaries and hierarchical lines, outside but alongside traditional authority structures, and between and among diverse values;
- build processes internally and externally to fit the challenge, not "force fit" the challenge to suit existing processes;
- create the "platforms" on which to work and to make decisions - within the organization and beyond it - that allow us to deal with interactions among multiple players and perspectives, and diverse interests and values.

THE CSE SUSTAINABILITY LENSES (cont'd)

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Key building blocks include:

- seeing relationships as an asset - to be established, managed, repaired, and employed to build the "relationship account";
- creating context is critical to managing relationships - reaching common ground on "why and how to do business" before doing business;
- understanding the dynamic - moving beyond analyzing the organization in static terms of organizational charts and products and programs to the fabric of networks and relationships through which the organization really works;
- creating continuing systems and linkages with the organization between and among their networks and relationships, and extending them beyond to the stakeholder interests, and the capacity to anticipate issues and responsive structures to deal with disputes when they arise;
- developing the concepts, tools, and skills, to get the job done.