

Integral Design Thinking for Sustainability Management: A Framework for Organizational Culture Change & Innovation

Maya Jaber, Ph.D.





Legend



Design Thinking



Communication



Community



Branding



Speaking the Same Language & Empathy



Holistic Design Thinking

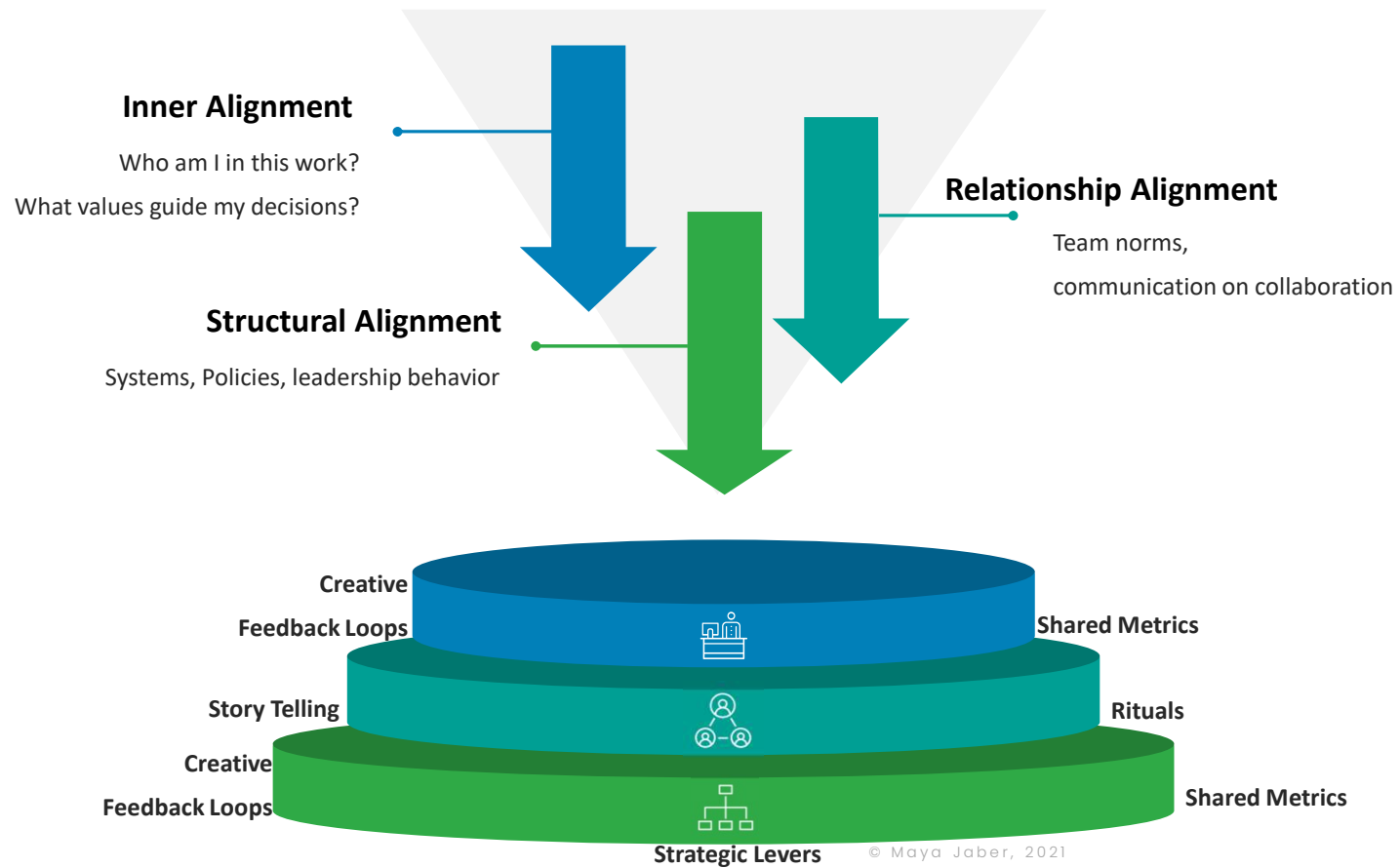
Integral Design Thinking (IDT)

ESG Management Strategy Framework

© Maya Jaber, 2021

IDT Alignment Model

How the core imperatives bring alignment



Integral Design Thinking

Core Imperative

01



Design Thinking



Intent of the imperative is to aid change agents in creating an organization that is continually learning, adapting, and innovating in a constantly evolving New World Economy. Aids in developing top-down and bottom-up management strategies.

Remember all imperatives work together and are connected



Things to consider / develop:

- Educational workshops so all stakeholders at every level understand what Design Thinking methodology is and how it will be of benefit to the organization
- Multidisciplinary collaborative teams – involving stakeholders from every level to develop any intended initiative that would affect them and their work, this includes internal and external players.
- Create ideas / solutions that take into consideration all effected parties
- Prototype – create small, segmented testing opportunities for developed solutions
- Test designed solutions, review with collaborative team, revise or redesign if needed
 - o Expand on collaborative team if others are needed
- Design larger implementation plan with collaborative team, give ownership to sections solutions and work collaboratively implementation

© Maya Jaber, 2021

Integral Design Thinking

Core Imperative

02



Communication



Intent of the imperative is for change agents to discover and understand communication flow in the organization to be able to reform, utilize and influence through these channels.

Remember all imperatives work together and are connected

Things to consider / develop:

- Opening Communication channels and improving process as the lack of communication between individuals, departments, and external partners hindered the ability to implement initiatives properly.
- Need to involve stakeholders at all levels and give them ownership so genuine behavior change can occur.
- Making sure messaging is understood at all levels and stakeholders understand how to speak the same language to each other at all levels.
- Breakdown existing silo's by building collaborative teams and opening communication channels.
- Build internal champions from all parts of the organization- developing collaborative teams that will help communicate messaging and the how and why to others in their circle, examples, green teams, committees, and volunteer groups.
- Develop a communication strategy for messaging for internal and external stakeholders.

© Maya Jaber, 2021



Integral Design Thinking

Core Imperative

03



Community



Intent of the imperative is for change agents to discover and understand community of an organization, if it exists / evolve / develop as this will build trust, allow for shared knowledge and support as well as build a feeling of fellowship in the organization.

Remember all imperatives work together and are connected

Things to consider / develop:

- Build internal champions from all parts of the organization- developing collaborative teams that will help cultivate ideas, take ownership, and help evolve processes, examples, green teams, committees, and volunteer groups.
- Build trust with a shared common attitude, interest, and goals.
- Create avenues of sharing information, values, knowledge and best practices, example mentor programs, best practices database, collaborative cross disciplinary teams, etc.
- Find tools and strategies that support community and engagement.
- Develop incentives and reward programs that align with identity and values.
- Create networking opportunity for cross disciplinary engagement and collaboration.

© Maya Jaber, 2021



Integral Design Thinking

Core Imperative

04



Branding



Intent of the imperative is for change agents to align messaging with mission and vision of the organization and make sure messaging is translated to all internal and external stakeholders.

Remember all imperatives work together and are connected



Things to consider / develop:

- Build language into mission and vision statements.
- Define Sustainability/ESG for the organization to be in line with organizational values, ethics, and mission.
- Develop organizational pledge for the organization that is aligned with Sustainability/ESG definition as well as other sustainability goals effecting industry – such as but not limited to UN Sustainable Development Goals, Carbon Disclosure Project (CDP), Global Reporting Initiative (GRI) goals, etc. See if it can be developed to encompass multi-level programs in design.
- Develop online presence and transparency through, website, reporting, social media, etc.
- Develop targeted messaging both for internal and external stakeholders.
- Develop targeted educational material for both internal and external stakeholders.

© Maya Jaber, 2021

Integral Design Thinking

Core Imperative

05



**Speaking the
Same Language &
Empathy**



Intent of the imperative is for change agents to build purpose, care and understanding into the organizational behavior and culture.

Remember all imperatives work together and are connected



Things to consider / develop:

- Build understanding of stakeholders work and challenges.
- Build messaging that is targeted to specific stakeholder groups internally and externally.
- Build environments where listening, empathy and curiosity exist.
- Build environments where creativity and innovation exist.
- Build environments where learning is constant and encouraged.
- Build environments that are safe to give and receive feedback.

© Maya Jaber, 2021

Integral Design Thinking

Core Imperative

06



Holistic Design Thinking Methodology



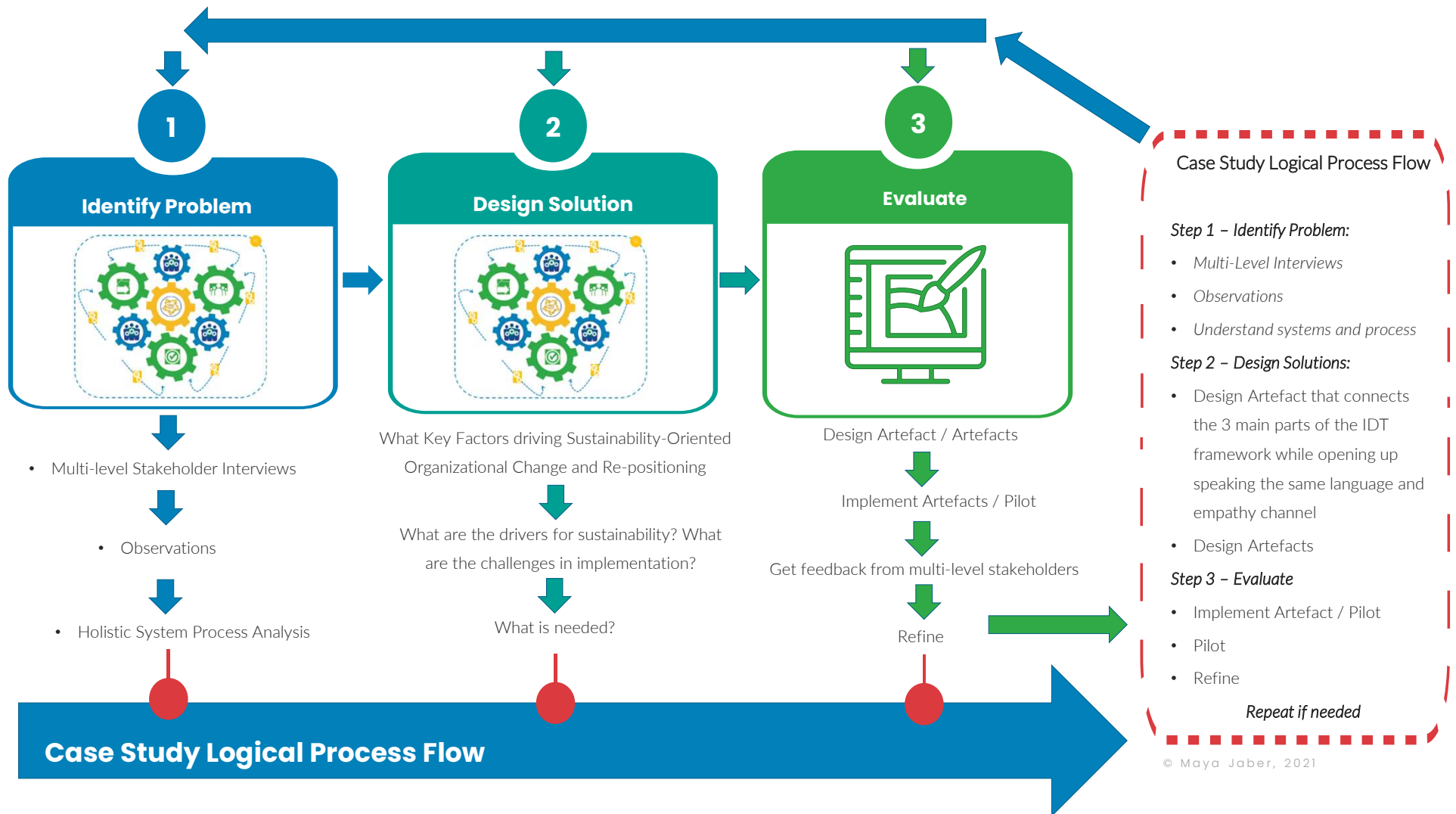
Intent of the imperative is for change agents to understand existing holistic organizational systems and human-centered activities and be able to find areas where improvement needs to occur, be modified and evolve for Sustainability/ESG implementation.

Remember all imperatives work together and are connected

Things to consider / develop:

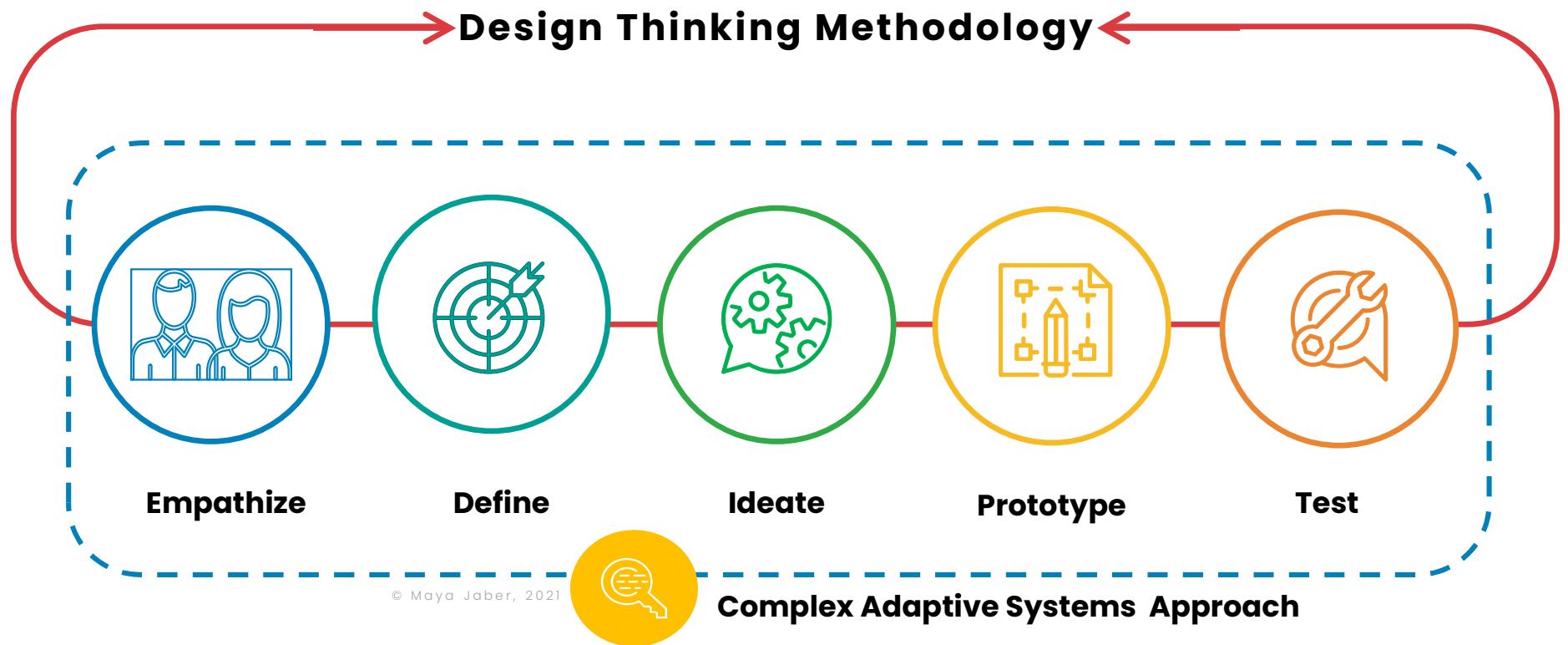
- Understand how operation systems work in the organization.
- Understand existing technology and tools available in the organization.
- Understand new technology and tools that would support sustainability initiatives for the organization.
- Understand how people work and interact with each other.
- Understand what groups work and interact together to get work done.
- Analyze where change needs to occur in current environment to streamline adoption.
- Design changes through collaborative efforts and buy-in.

© Maya Jaber, 2021



Holistic Design Thinking Methodology

Multimethod research approach of Design Thinking and Systems Thinking

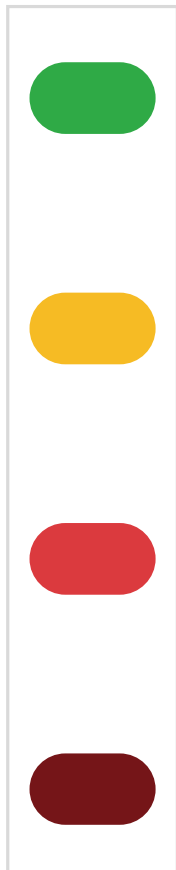


IDT Interactions Matrix Step 1

	INTERNAL DEPARTMENT					INTERNAL COMPANY				
	Rare	4TH Level	3RD Level	2ND Level	1ST Level	1ST Level	2nd Level	3rd Level	4th Level	Rare
Rare	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW
4th Level	LOW	LOW	LOW	MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW	LOW	LOW
3rd Level	LOW	LOW	MEDIUM	MEDIUM	MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
2nd Level	LOW	MEDIUM	MEDIUM	HIGH	HIGH	HIGH	HIGH	MEDIUM	MEDIUM	LOW
1st Level	LOW	MEDIUM	MEDIUM	HIGH	EXTREME	EXTREME	HIGH	MEDIUM	MEDIUM	LOW
1ST Level	LOW	MEDIUM	MEDIUM	HIGH	EXTREME	EXTREME	HIGH	MEDIUM	MEDIUM	LOW
2nd Level	LOW	MEDIUM	MEDIUM	HIGH	HIGH	HIGH	HIGH	MEDIUM	MEDIUM	LOW
3rd Level	LOW	LOW	MEDIUM	MEDIUM	MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
4th Level	LOW	LOW	LOW	MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW	LOW	LOW
Rare	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW
	EXTRNAL PARTNERS					EXTERNAL COMMUNITY				

IDT – Interactions Matrix – Step 1

Adapted from Wilber's (2001) integral vision represented by all quadrants, all levels (AQAL)



Fourth level

Next Step Contacts Connections.

Third Level

Next Step Contacts Connections.

Second Level

Next Step Contacts Connections.

First Level

Closest Contacts / Connections.

	Rare	Fourth Level	Third Level	Second Level	First Level
Rare	LOW	LOW	LOW	LOW	LOW
Fourth Level	LOW	LOW	LOW	MEDIUM	MEDIUM
Third Level	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
Second Level	LOW	MEDIUM	MEDIUM	HIGH	HIGH
First Level	LOW	MEDIUM	MEDIUM	HIGH	EXTREME

© Maya Jaber, 2021

Step 1 Building Purpose

Adapted from Scharmer Theory U: Seven Ways of Attending and Co-Shaping



Open Mind

Set aside a voice of judgment, understand others needs and do not prejudice situations. Connecting to Empathy and Speaking the Same Language



Open Heart

Having compassion for others and letting others in. Connecting to Community.



Presencing

Understanding the web of connections and their influence on oneself and others. Connected to communication.



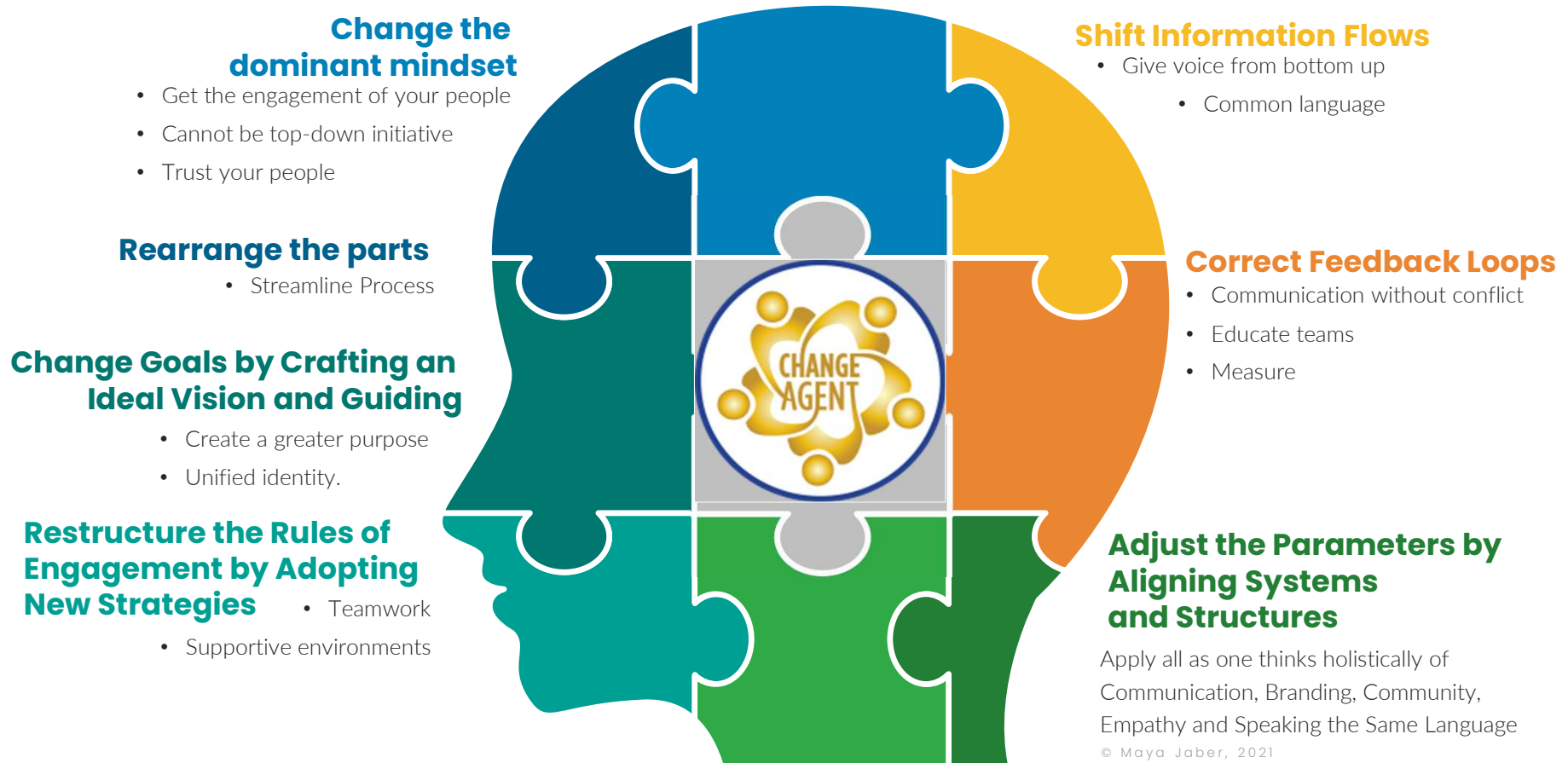
Crystallizing

Sustaining connections made through presencing and beginning to operate from them. Connected to Branding.

© Maya Jaber, 2021

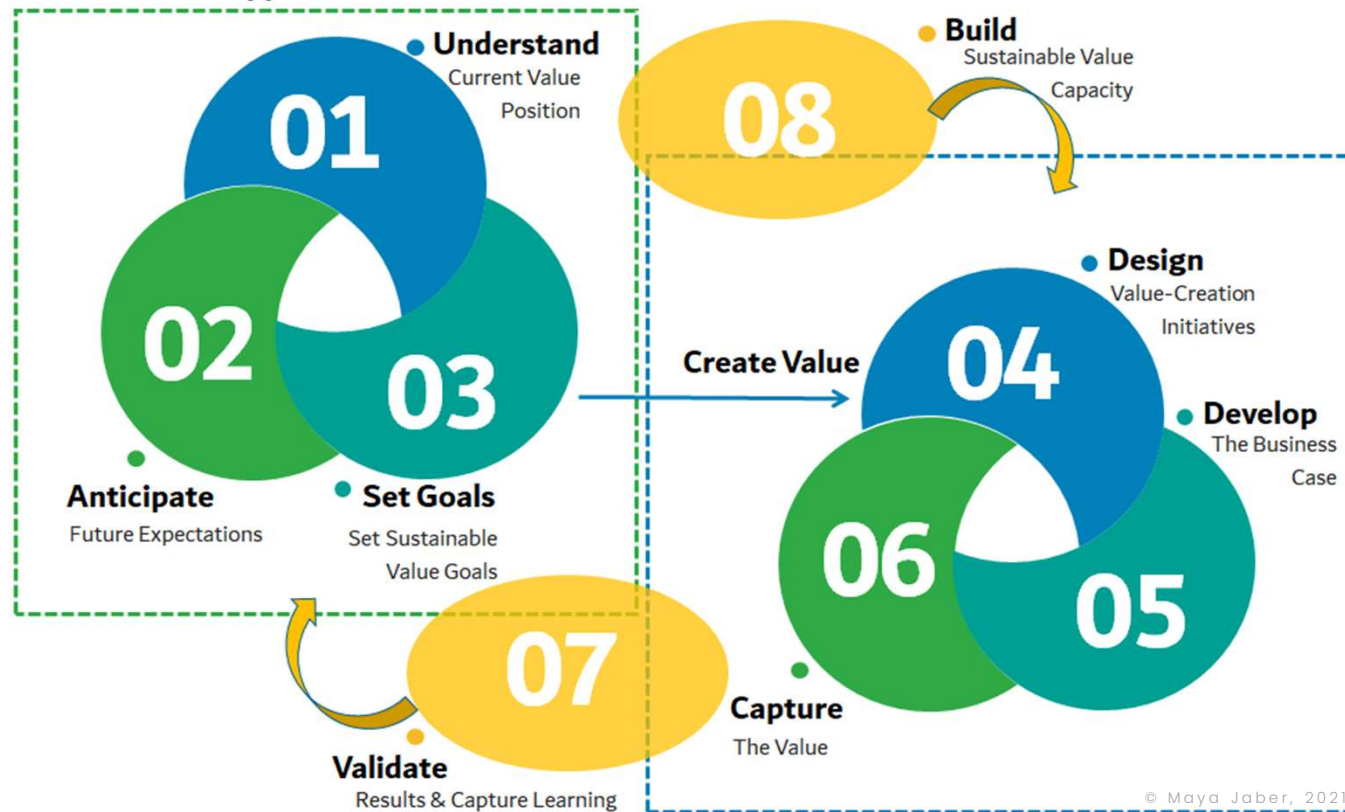
Step 2 – IDT Interventions

Adapted from Doppet's Seven Interventions of Sustainability, 2003

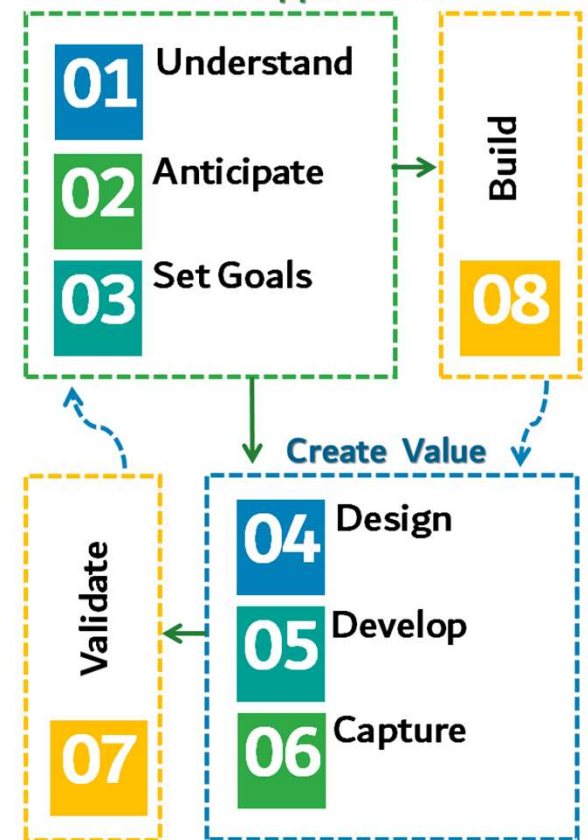


IDT – Designing Value Creation – Step 3

Discover Value Opportunities



Discover Value Opportunities



(Adapted from Source: The eight disciplines of value creation - Laszlo, 2005, p. 123)

Future Research Opportunities

Sustainability and Change Management Fields

Sustainability Management

Teaching Design Science,
Action Research to
Sustainability Management
Students .

Research Methodology

This multidisciplinary
process requires further
exploration and
development



Holistic Design Thinking Methodology

New multidisciplinary concept
and not fully developed.
Opportunity for research to be
built on and developed.

Integral Design Thinking (IDT) Artefact

Further research can be done
on each part of the framework,
as well as, teaching tool for
students in the field. Inspiration
to finding more gaps.

© Maya Jaber, 2021