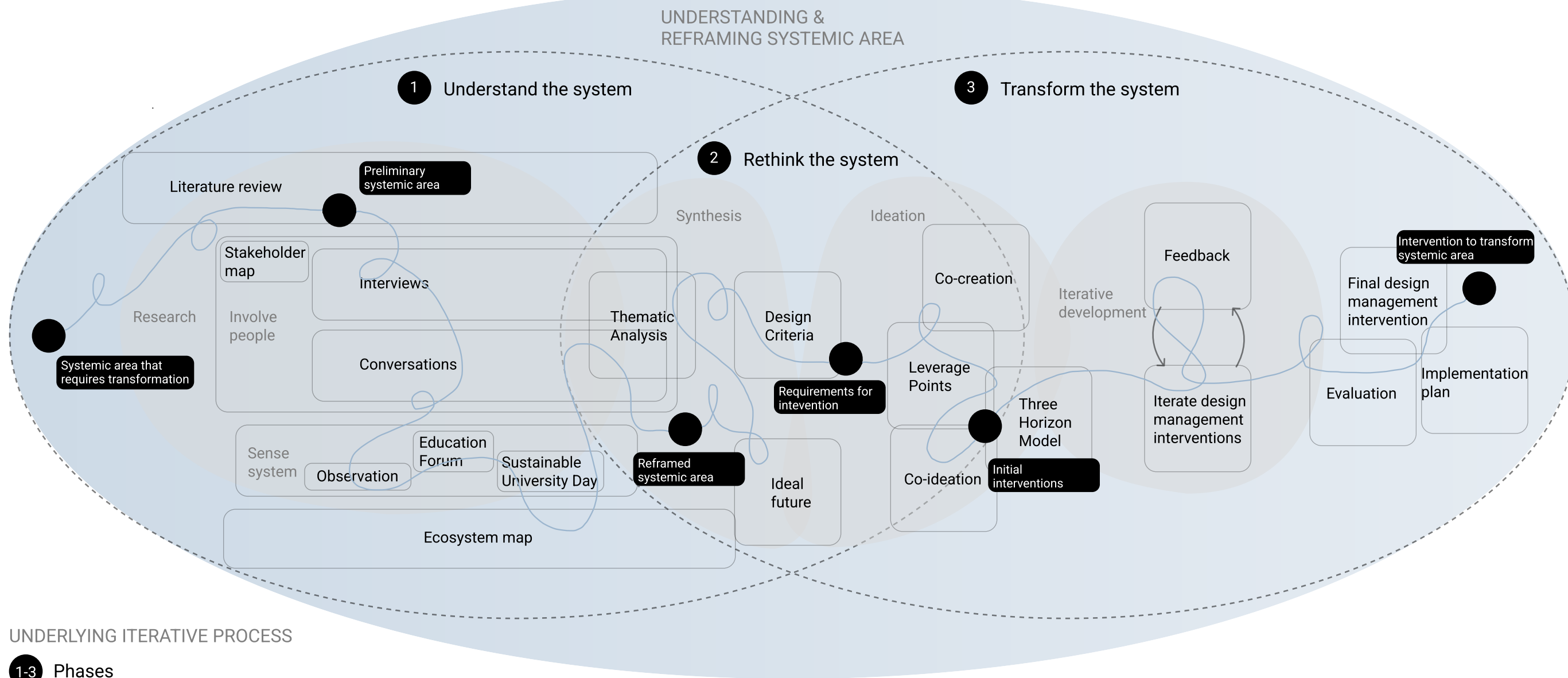


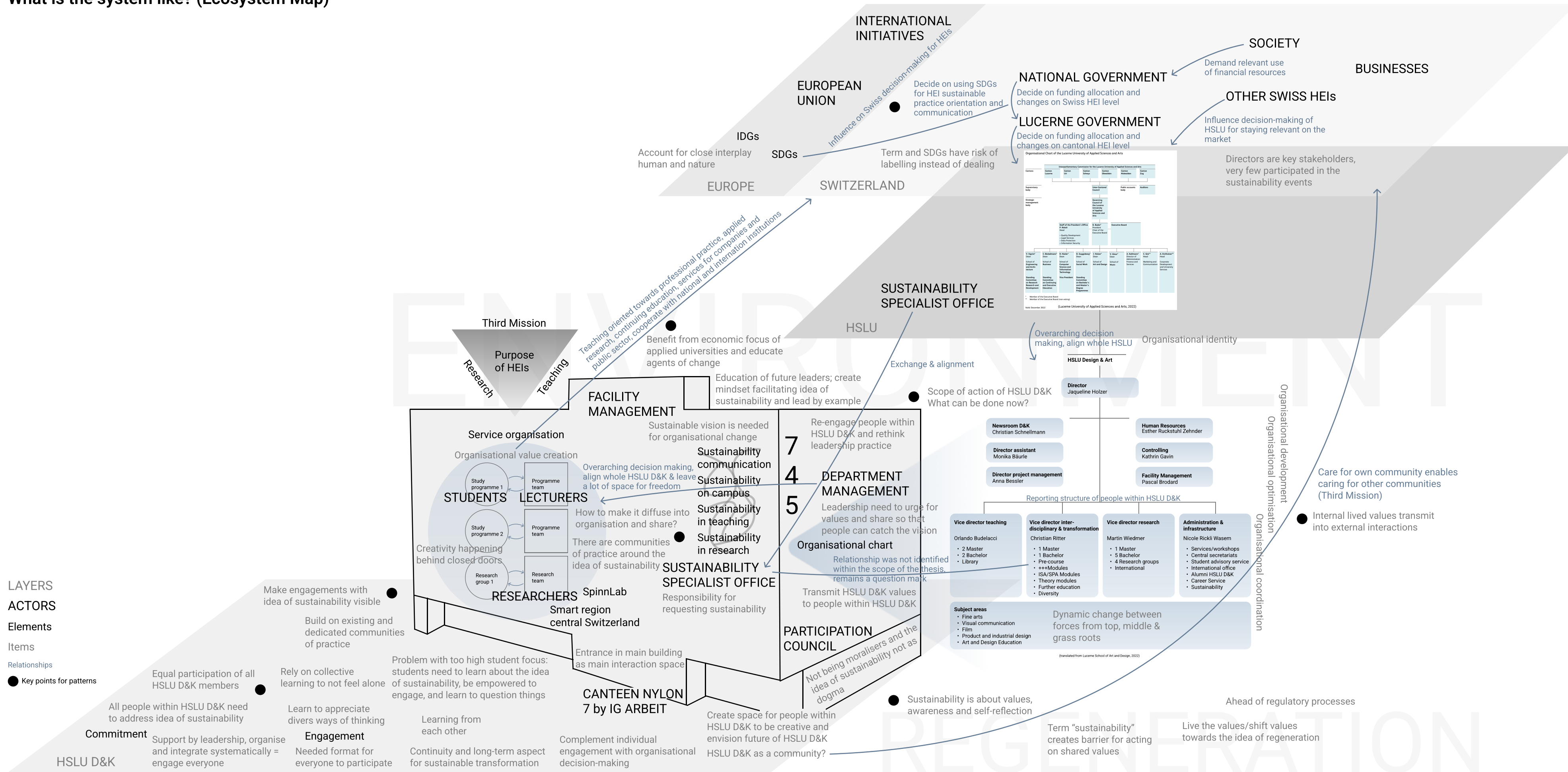
How did I work on this systemic area? (Applied Design Management Process)



UNDERLYING ITERATIVE PROCESS

- 1-3 Phases
- Methods and tools
- Transitions
- Steps

What is the system like? (Ecosystem Map)



- LAYERS**
- ACTORS**
- Elements**
- Items**
- Relationships**
- Key points for patterns

Commitment

All people within HSLU D&K need to address idea of sustainability

Support by leadership, organise and integrate systematically = engage everyone

Engagement

Rely on collective learning to not feel alone

Learn to appreciate divers ways of thinking

Needed format for everyone to participate

Problem with too high student focus: students need to learn about the idea of sustainability, be empowered to engage, and learn to question things

Learning from each other

Continuity and long-term aspect for sustainable transformation

Complement individual engagement with organisational decision-making

Create space for people within HSLU D&K to be creative and envision future of HSLU D&K as a community?

Entrance in main building as main interaction space

Not being moralisers and the idea of sustainability not as dogma

Sustainability is about values, awareness and self-reflection

Dynamic change between forces from top, middle & grass roots

Ahead of regulatory processes

Term "sustainability" creates barrier for acting on shared values

Live the values/shift values towards the idea of regeneration

Care for own community enables caring for other communities (Third Mission)

Internal lived values transmit into external interactions

What are layers of the systemic challenge?

INVOLVE AND COMMIT PEOPLE WITHIN HSLU D&K (STUDENTS AND EMPLOYEES)

BUILD ON EXISTING COMMUNITIES OF PRACTICE

TRANSMIT ORGANISATIONAL VALUES TO EVERYONE WITHIN HSLU D&K

Sustainability is a highly discussed topic among Swiss HEIs and a lot is going on in terms of defining and deciding on sustainable measures (top down influencing HSLU D&K)

HSLU D&K invests and acts on infrastructure and service offerings to address sustainability
Sustainable activities/projects are collected within HSLU D&K and somehow communicated to HSLU

EVENTS What is happening?

Hesitant voices for long-term transformation, as it depends on funding put into sustainability

Sustainability is addressed and worked on in a separate parts

Theme 6: People have designated responsibility for requesting topics at HSLU D&K.

Expectations for HEIs' responsibility are rising by Swiss government and international instances
Stop talking and start doing attitude: What is the HSLU D&K scope of action to do something right now?

Interest for transformation is expressed and demanded, also moving beyond measures of higher instances
Theme 1: Term "sustainability" creates barrier for acting on shared values.

Students use HSLU D&K service for max. five years and are a changing stakeholder part of the HSLU D&K community

PATTERNS OF BEHAVIOUR What trends are there over time?

HSLU D&K is built on economic system, financial aspect makes end decision

People within HSLU D&K form and carry the institution, sense of community is needed
Smaller communities of practice address the idea of sustainability

Theme 3: Rethink the institutional system and structures to continuously address the idea of sustainability.
Theme 7: Intransparent, separate decision-making and knowledge sharing of HSLU D&K.

Theme 5: Approach of educational institution is primarily creating economic value.

Visibility of sustainability actions/projects; people within HSLU D&K do not know

SYSTEM STRUCTURE How are the parts related? What influences the patterns?

HSLU D&K serves mainly the current job market: How to move beyond to educate agents of change?

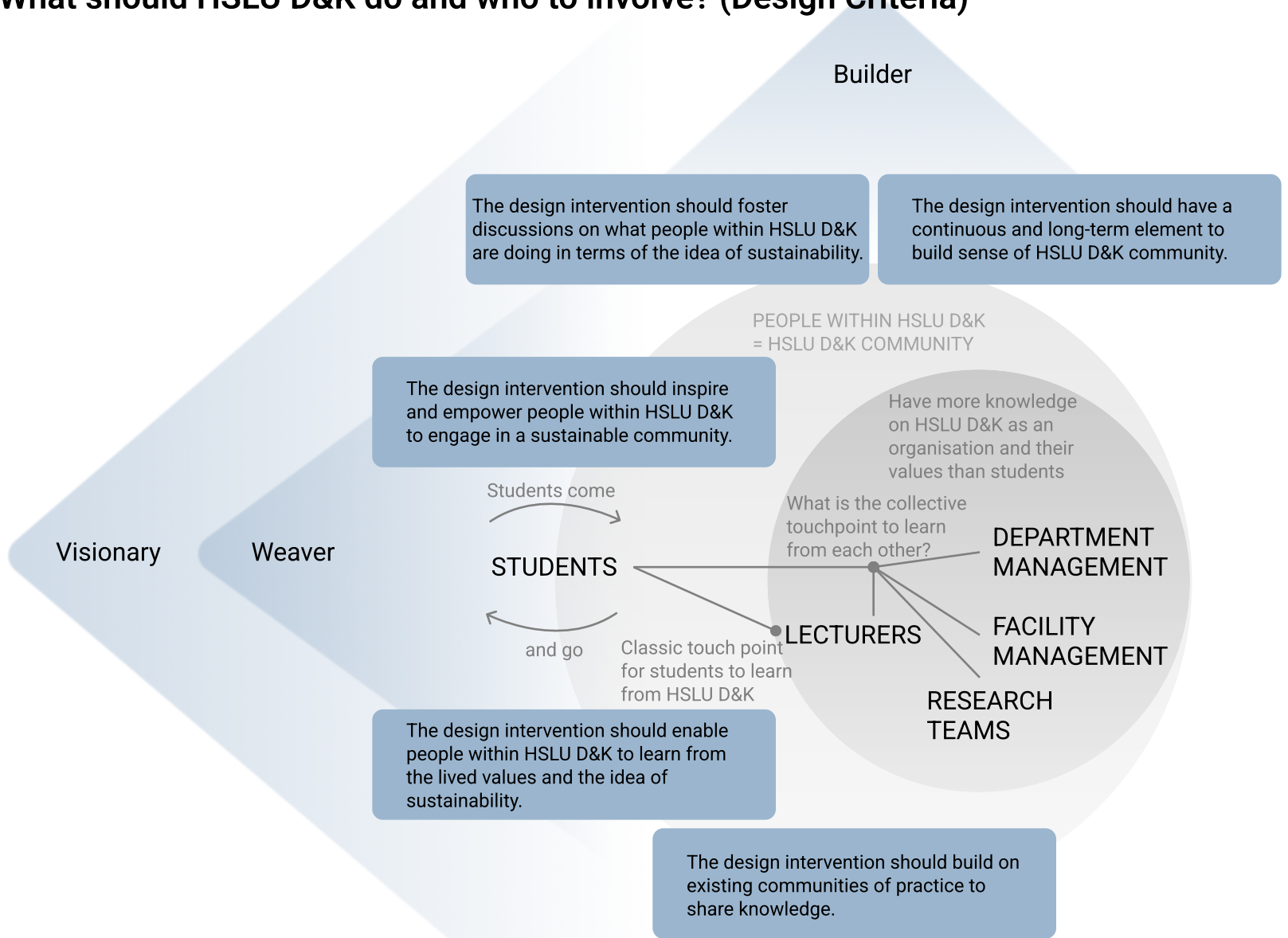
Addressing idea of sustainability as a topic makes it exchangeable

For people within HSLU D&K the idea of sustainability is about values, awareness, and self-reflection
Theme 2: Internally lived values within HSLU D&K impact people's actions also outside of the institution.

Individual parts (e.g. study programmes, research projects, measures on infrastructure etc.) make the HSLU D&K organisation sustainable
Theme 4: The idea of sustainability is addressed as an exchangeable topic in the strategy and is not integrated in the lived culture.

MENTAL MODELS What values, assumptions, and beliefs shape the system?

What should HSLU D&K do and who to involve? (Design Criteria)



Design criteria

STAKEHOLDER

Description of relationships

Social role for DM intervention (Iyer, 2020)