



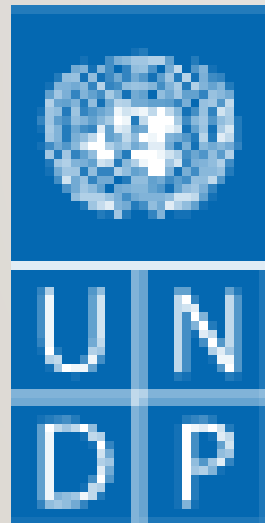
SOCIAL AND ECONOMIC RESPONSIBILITY TOWARDS A SUSTAINABLE ENVIRONMENT

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On the ground throughout the world the UNDP works to eradicate poverty while protecting the planet. They aim at developing strong policies, skills, partnerships and institutions to sustain progress.



Socio-economic SDGs



Environmental SDGs



Institutional and communicational SDGs

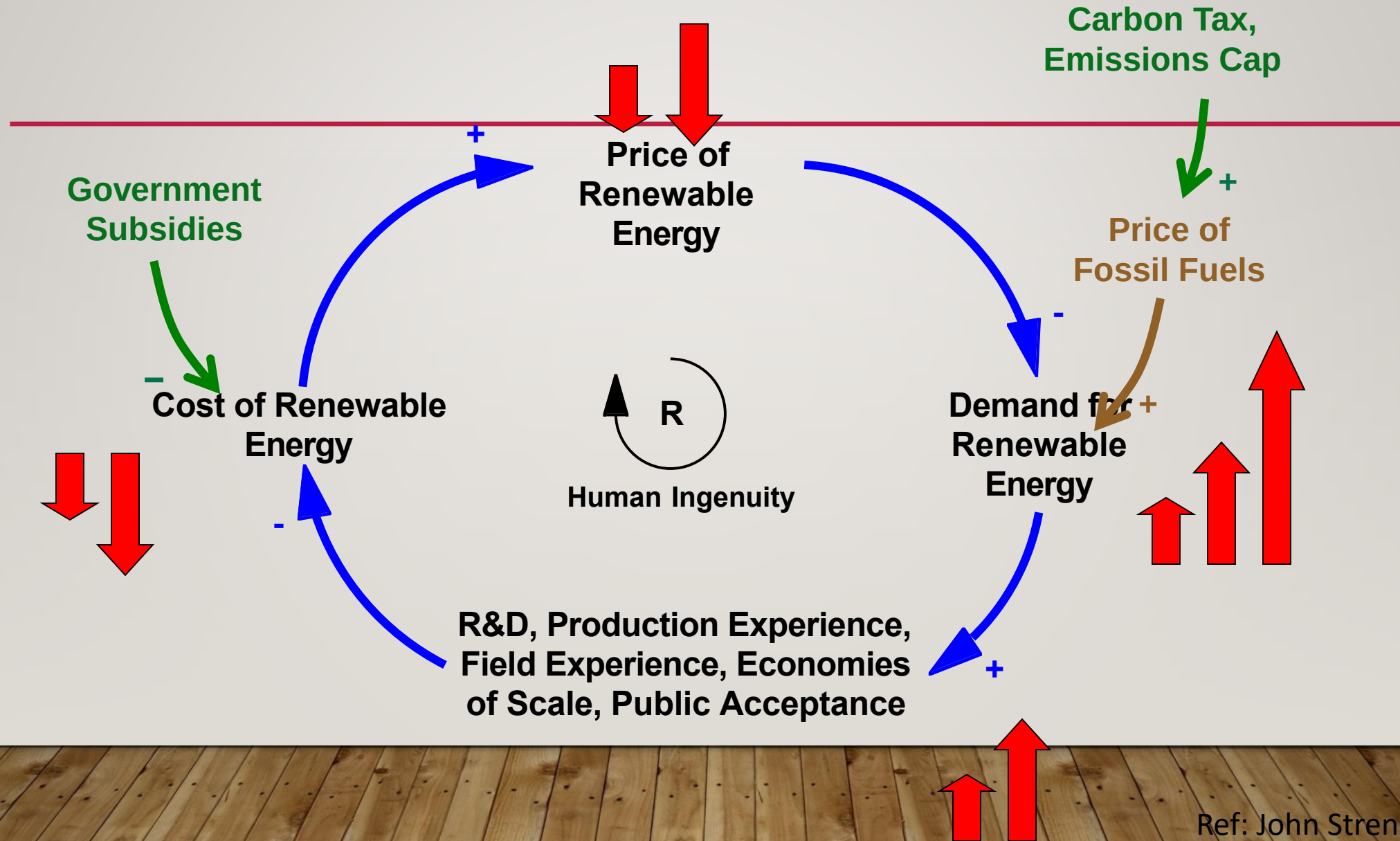
Sustainable Development Goals



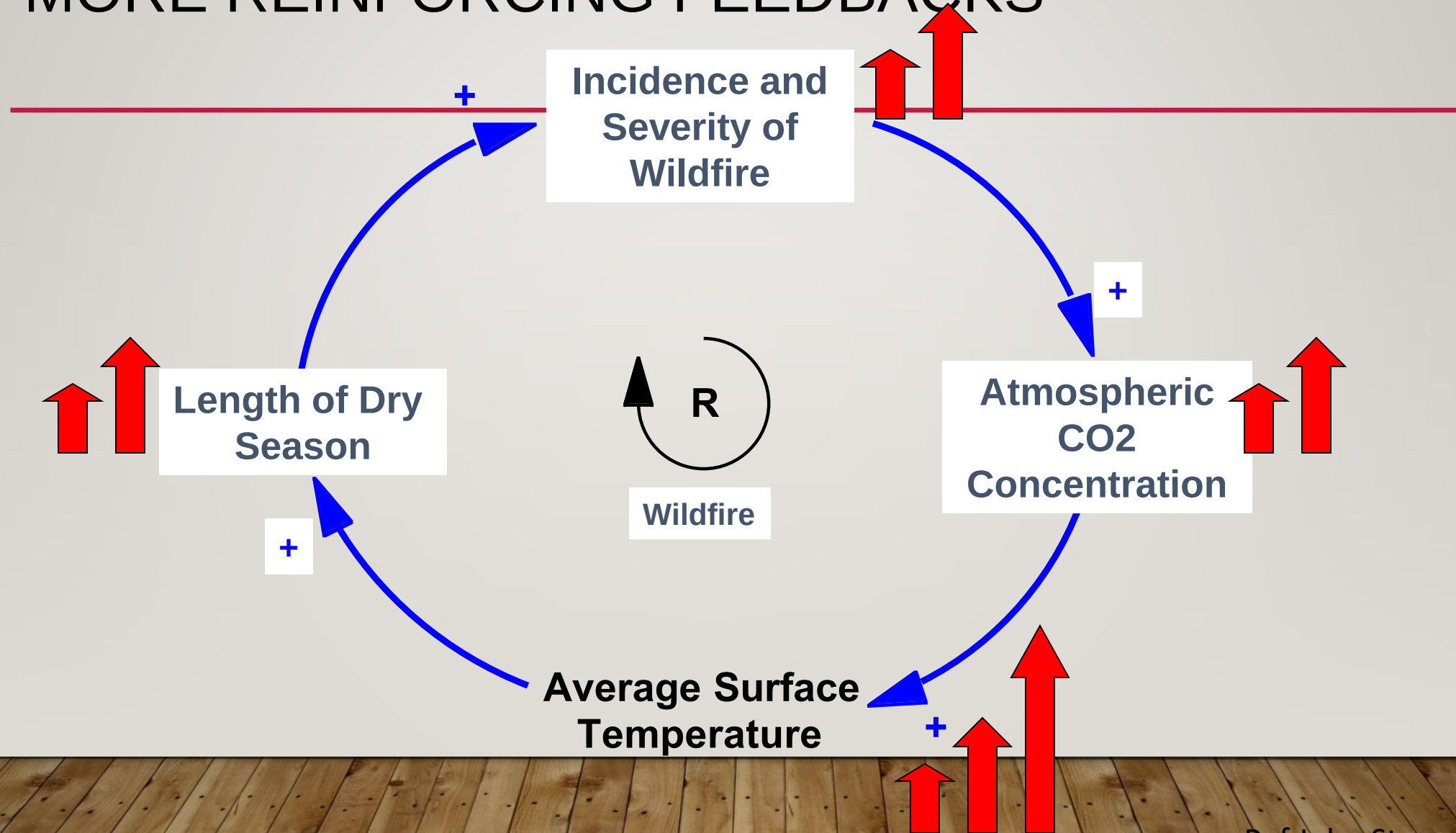
PERFORMANCE CRITERIA FOR SUSTAINABLE DEVELOPMENT GOALS

- Performance criteria to maintain stability include considerations of **environmental, economic and social factors**. From the perspective of responsibility at the very least these criteria have to consider complying positively with the UN's 17 SDGs, reducing risks and avoid tipping points to catastrophes.
- While the emphasis has been in the 17 SDGs recognising their criticality to avoid damaging the environment, the fundamental challenge is recognising their performance at the level of nations, regions and institutions.

OVER THE TIPPING POINT



MORE REINFORCING FEEDBACKS





OPERACIONAL INTERDEPENDENCIES

- While, at a conceptual level it is possible to establish their interdependencies, by for instance modelling as proposed above their **system dynamics**, the problem goes beyond recognising them conceptually, it is necessary to work out their **operational interdependencies**. I argue here that braiding the conceptual with the operational requires methodological support.

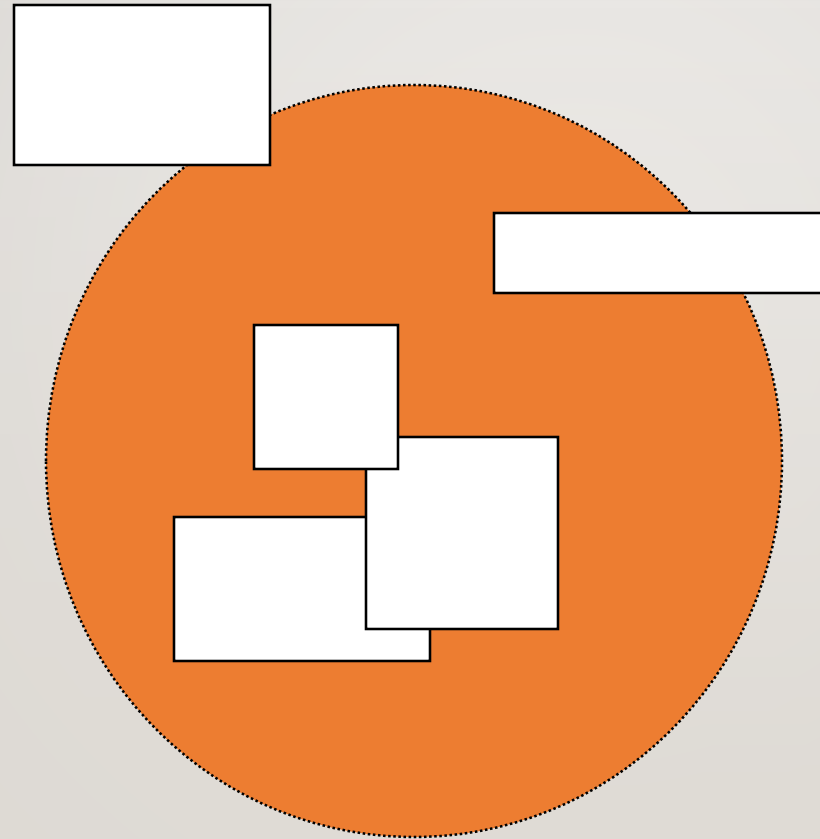


FROM CONCEPTUAL TO OPERATIONAL INTERDEPENDENCIES

How to go from conceptual to operational interdependencies? This is a **methodological challenge** aimed at embodying what may appear as clear conceptual interdependencies into *constrained interactions* in the operational domains of the actors, from the local to the global. Which are the organisational structure requirements to transform policy statements about SDGs into resources and relationships that provide to each of the actors, whether individuals or organisations, **carrying capacity in their environments**, or in other words, how to embody SDGs in communication and regulatory mechanisms that support individual and organisational viability.



FRAGMENTATION OF SDGS HAS CYBER-SYSTEMIC IMPLICATIONS



Fragmentation makes it more difficult 'to see' what actors and agents produce their systemic interactions.

Fragmentation obstructs communications and interactions that are necessary to achieve good cybernetics



SYSTEMIC THINKING; CONCEPTUAL OR OPERATIONAL

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- Actors are looking for their viability through **homeostatic relations** with agents in their environments. Individually they will recognise the most significant SDGs for their long term viability. They need to develop a systemic structure for viability in their hosting environments, and that will require building up relationships that go far beyond their local organisation.
 - **Responsible sustainability** requires building up the relationships of a **Viable System** in a complex environment, and that makes it more than working out conceptual interdependencies.



BUILDING UP OPERATIONAL INTERDEPENDENCIES

From the perspective of sustainability, considering that there are myriad of units, enterprises, local organisations and so forth, not to mention of government institutions related to SDGs, the methodological challenge is offering a heuristic to support the self-organisation of **systemic organisations**. **The heuristic proposed here is the VSM (Beer, 1979)**, which is a framework to support with operational connectivity the multiple actors. Networks of actors should enable the emergence of necessary relationships. There is no attempt to force a VSM onto actors but to speed up the formation of desirable relationship with reference to the VSM.



HEURISTIC FOR DESIRABLE SYSTEMIC RELATIONSHIPS

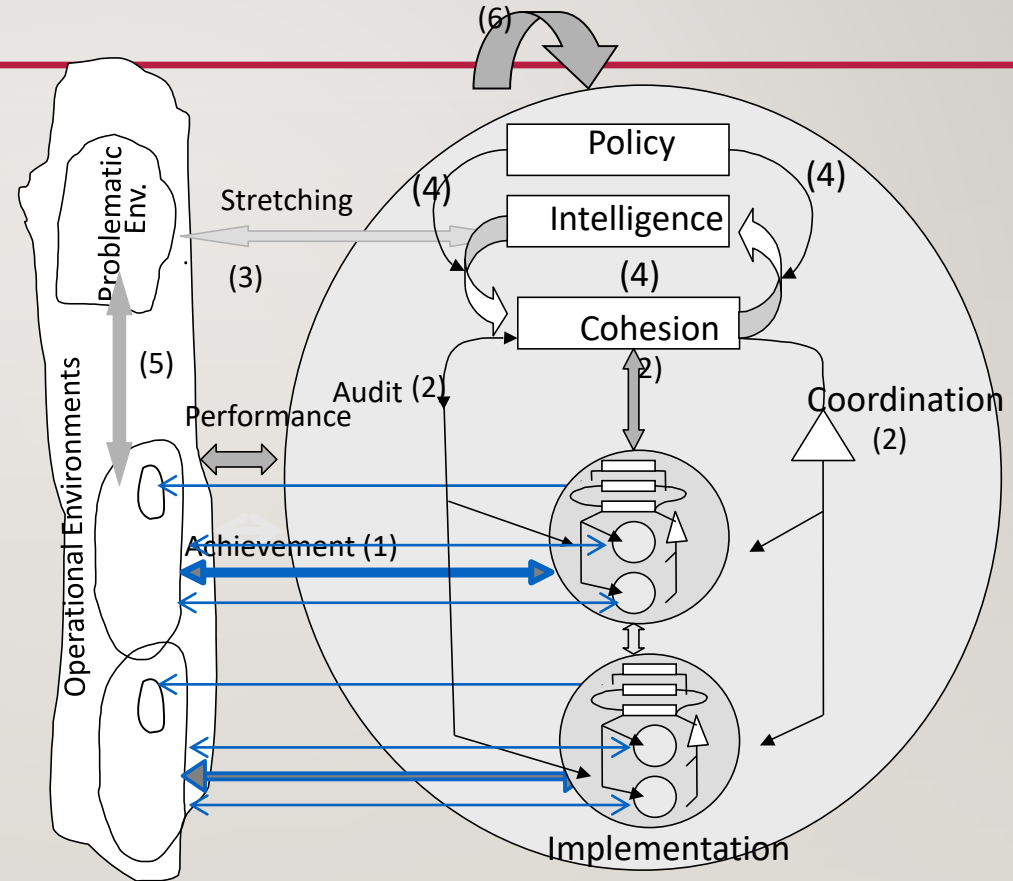
The model is used as a heuristic to connect SDGs supported by resources and relations, between the multiple actors. The VSM guides relationships of **achievement, cohesion, stretching, policy-making, inclusion and citizenship** to build sustainable development. The VSM is proposed as a background systemic model, to strengthen sustainability.



VSM OPERATIONAL DESCRIPTION: FOCUS ON RELATIONSHIPS

Relationships:

1. Achievement
2. Cohesion
3. Stretching
4. Policy-making
5. Inclusion
6. Organisational Citizenship



- Performance is the synthesis of these relationships

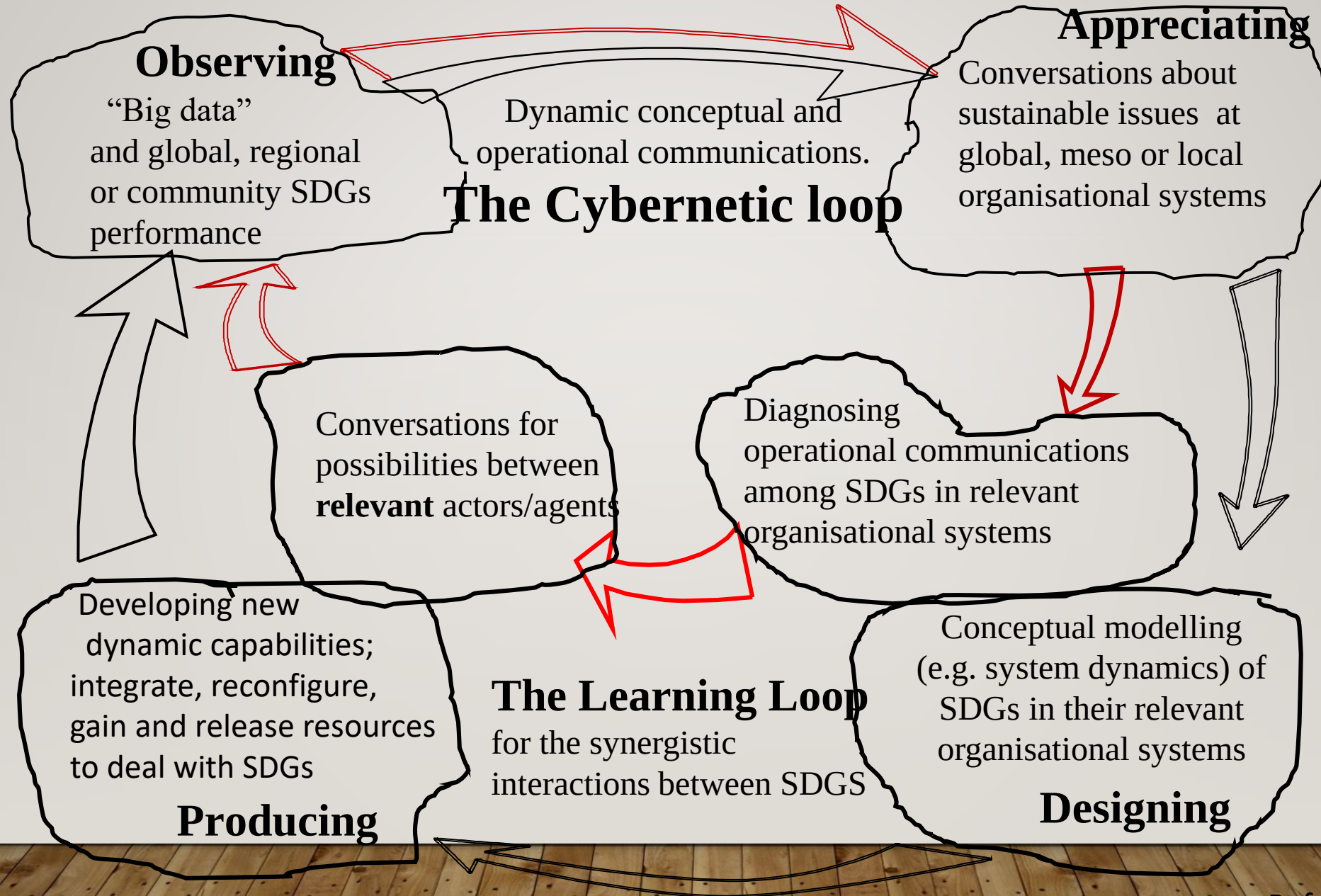


VIPLAN METHODOLOGY

- The 17 SDGs are the reference to develop a structural model for viability; I call this an organisational system. However, the complexity is too large to pretend to relate multiple actors; the **Viplan Methodology** is proposed as a means to relate their SDGs. It is a methodology to work out the necessary conversations and communications for people to be engaged in sustainability.



VIPLAN Methodology





SOCIAL RESPONSIBILITY

- While many governments have signed on to tackle the SDGs, *governments can't achieve them alone*. So the **17th goal** is a call for businesses and citizens to step up — to collectively and systemically solve the world's biggest issues.
- Actors, whether they are individuals, groups, enterprises, institutions, or parts of these, need to build up organisational capacity to integrate and coordinate the implications of their relevant SDGs with other actors, at the local, meso and global levels. Either we leave to happenstance their mutual collaboration or their mutual destruction, **or society takes responsibility for their guidance.**

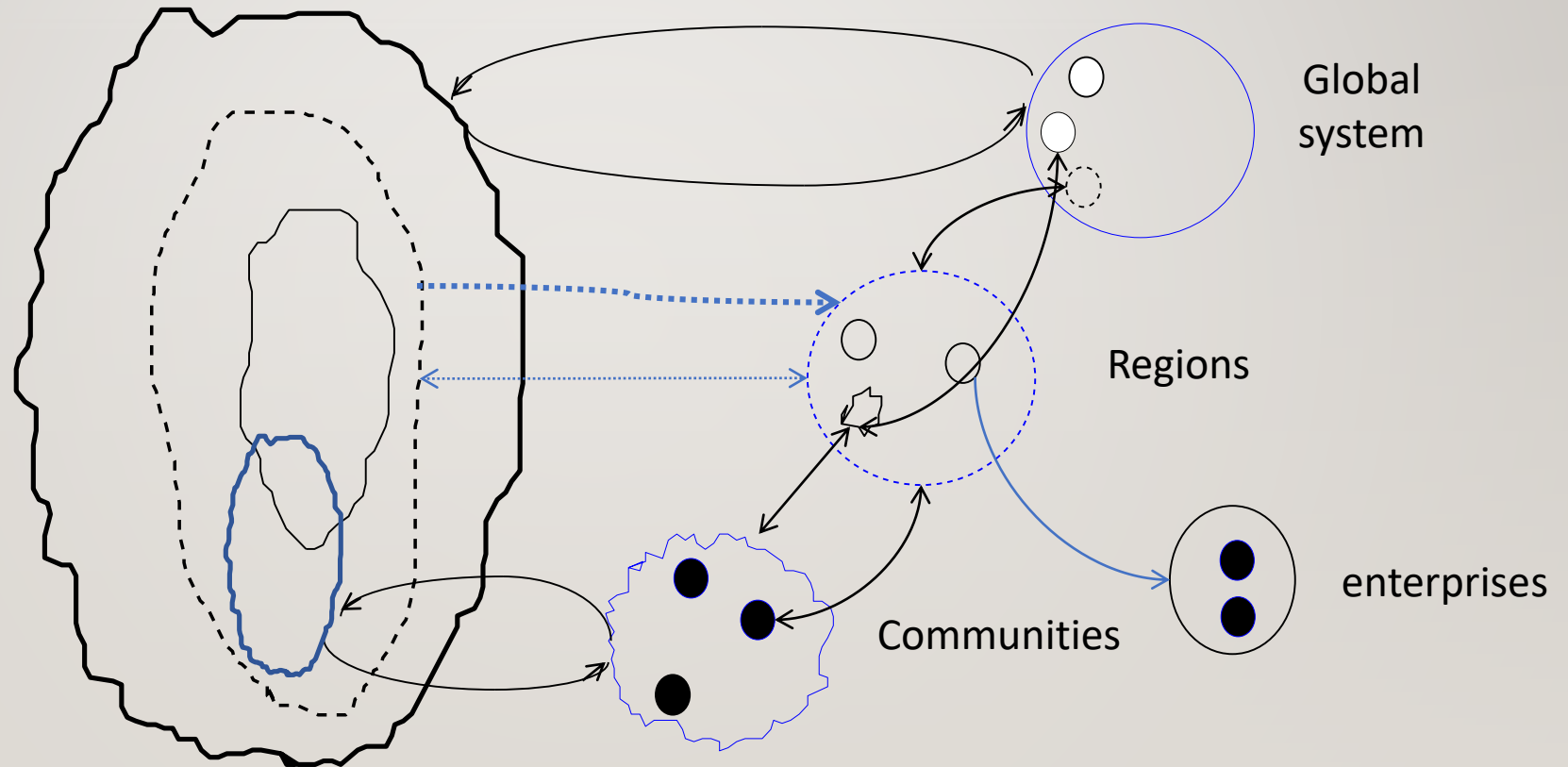


SOCIAL UNFOLDING OF COMPLEXITY

- Their integration into organisational systems, with operational closure, embodying sustainability capacity beyond them individually is necessary to develop relationships of citizenship with those providing context to their activities. These more global actors have to fight for their own SDGs.



Distributed Operational Closure in Meaning Creation for sustainability



This is a heuristic to relate SDGs, with no attempt to develop a VSM, but strictly to work out the units with operational closure aiming to achieve collectives of SDGs



A SDG: PARIS AGREEMENT ON CLIMATE CHANGE

- “It is vital that the world **temperature does not climb much more than 1.5 °C above pre- industrial levels**” yet simultaneously the agreements of the Paris Meeting of December 2015 go nowhere close to preventing such rise. The individual pledges that nations made are estimated to put the world on course for about 3 °C.
- Nations cannot force each other stopping greenhouse gases, because fossil fuels are fundamental to the way their economies work. Yet, these nations need to find ways to solve their problems and often to work together with several others.



IN SUMMARY

- Achieving the above **14 socioeconomic** SDGs is likely to exceed the carrying capacity of Earth, nations, regions, enterprises... as a consequence defeating the three environmental SDGs (SDG 13 **Climate Action**, SDG 14-**Life Below Water** and SDG 15- **Life on Land**). The methodology proposed here offers an organisational- conversational approach to deal operationally with SDGs.



Socio-economic SDGs



Environmental SDGs



Institutional and communicational SDGs

