

# Sustainability

## The Sustainability Diamond



Dr. Leigh Kibby – Corporate Australia’s “Dr. Leigh”

# Sustainability

**Sustainable development has been defined as a process whereby future generations receive as much capital per capita as — or more than — the current generation has available**

Serageldin 1996a, 1996b in Christiaan Grootaert *Social Capital Initiative Working Paper No. 3 SOCIAL CAPITAL: THE MISSING LINK?*

**The key question is**

**“How will we ensure that we have a tomorrow?  
How do we achieve SUSTAINABILITY?”**



# Sustainability



**The answer is in understanding what sustainability really means through key themes that link together in the SUSTAINABILITY DIAMOND – a meta-model of sustainability.**



# Sustainability Diamond



**The SUSTAINABILITY  
DIAMOND has four  
aspects.:**

- **Psychology**
- **Sociology**
- **Ecology**
- **Economical**



# Sustainability Diamond



**The following slides provide some of the ideas associated with the creation of the Sustainability Diamond Model.**



# NEEDS and Economics

**Once a person is conscious of a particular FHN (Fundamental Human Need) they will attempt to satisfy that need in some manner.**

Smith, T. (2001) Social Capital and Vet: The good and the just plain bad for NCVER Conference Centre for Research and Learning in Regional Australia (CRLRA) UNIVERSITY OF TASMANIA

**Economics is a label for the arrangements and actions between human beings to mutually fulfill these FHN needs.**



# NEEDS and Economy

Hence, one aspect of the  
Sustainability diamond  
is Economical



# Needs and Sociology i.e. Social Capital

**"a variety of different entities, with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors — whether personal or corporate actors — within the structure"**

(Coleman 1988 p. 598). Coleman, J. 1988. "Social Capital in the Creation of Human Capital." *American Journal of Sociology*. 94 (Supplement) S95-S120.

**This is the sociology of groups.**





# Needs and Sociology i.e. Social Capital

**Social capital [the sociology of group cohesion and connection between people in society] is an enabler of co-operation, a facilitator of interaction between group members in pursuit of common goals or outcomes**

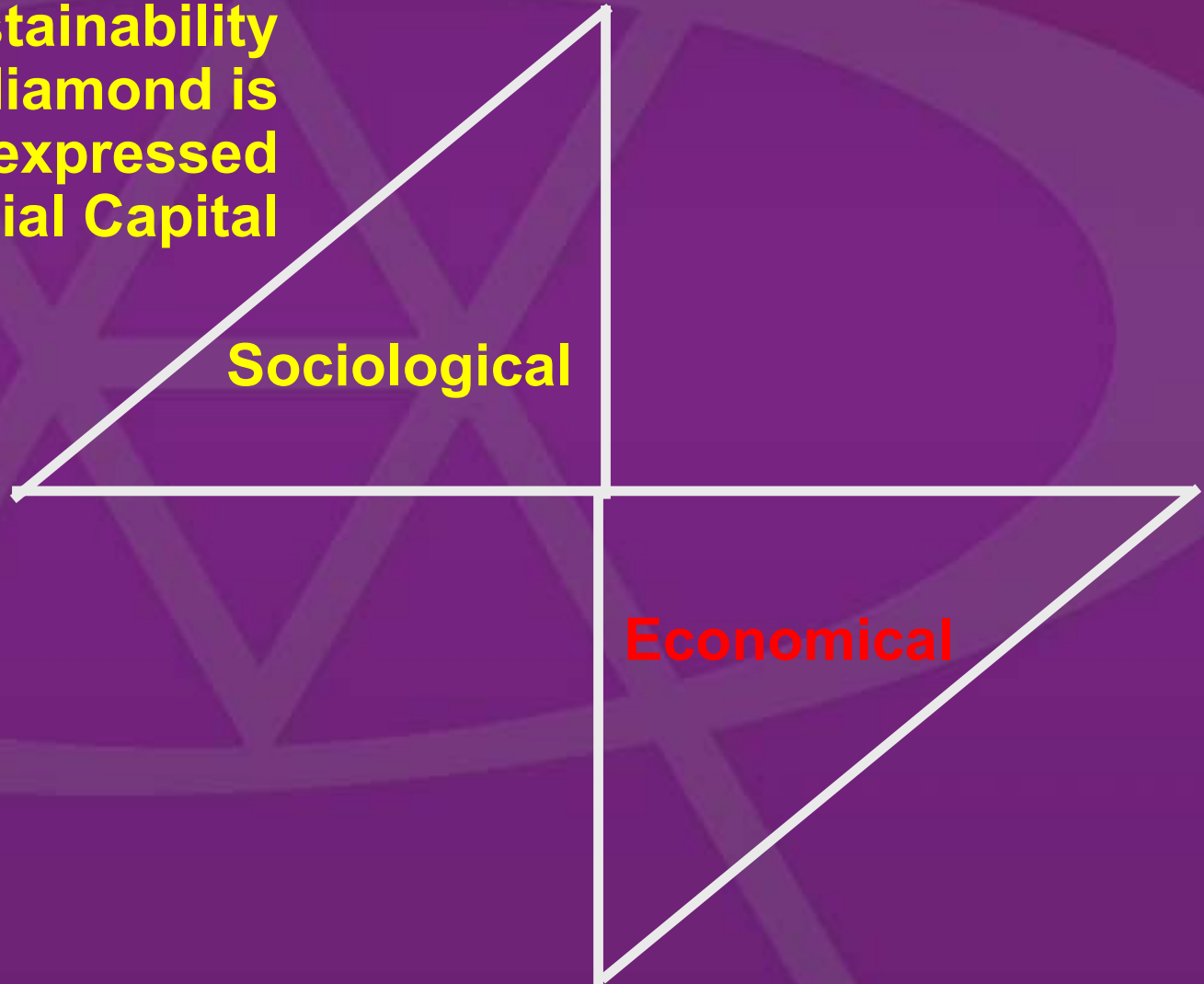
**Putnam, R. 1993. "The Prosperous Community-Social Capital and Public Life." *American Prospect* (13): 35-42.**

**Putnam, R., with R. Leonardi, and R. Nanetti. 1993. *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton: Princeton University Press.**



# NEEDS and Sociology

And so, another aspect of  
the sustainability  
diamond is  
Sociological expressed  
as Social Capital



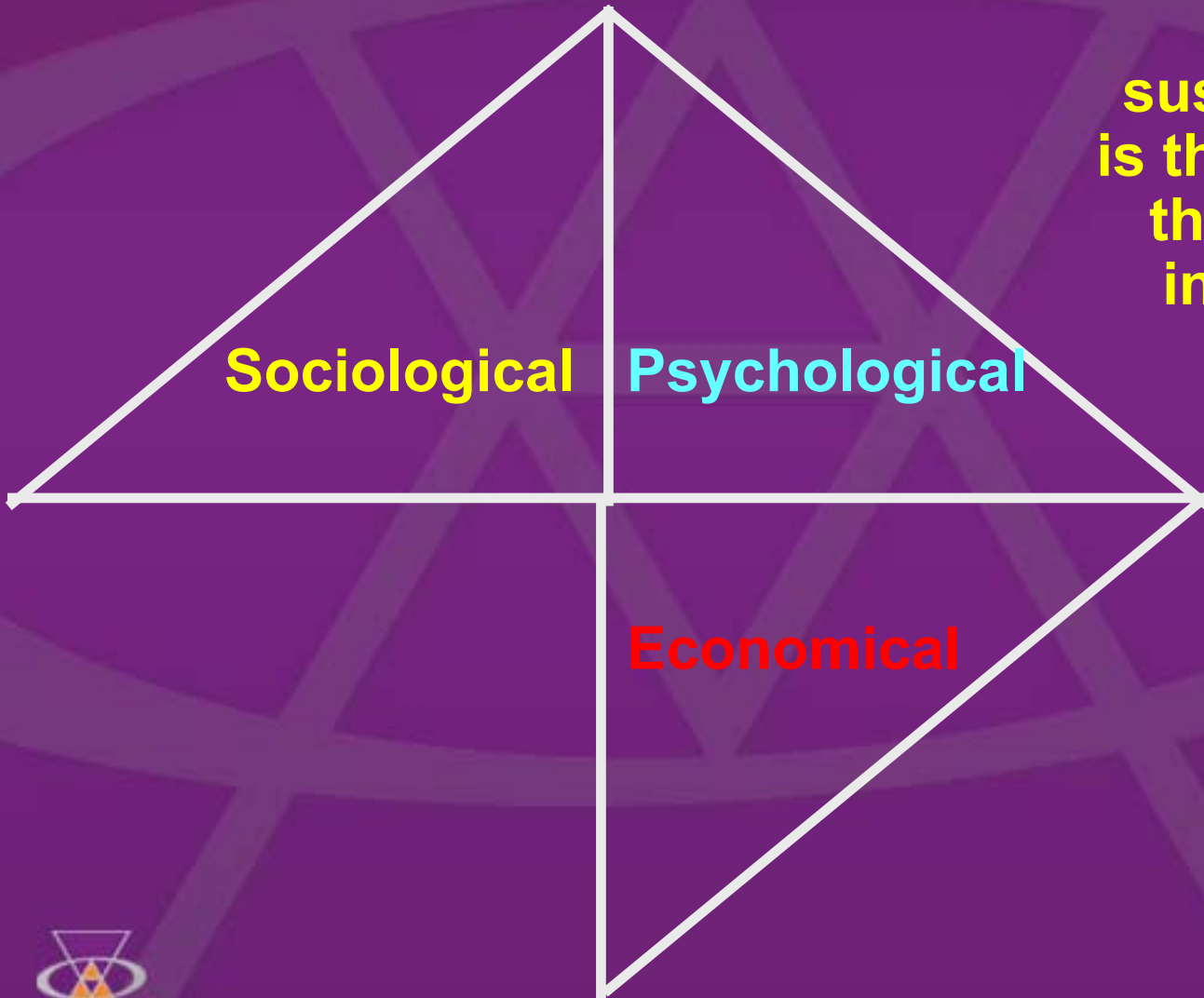
# Needs and Psychology

**Each individual's meaning base [Psychology] is culturally, historically and environmentally constructed during an activity, as established consciousness and values are engaged concerning particular FHN satisfying activities. Personal values determine which mediating artifacts can or cannot be used in the needs-satisfying activity. As the needs-satisfying activity progresses, it leads to the development and synthesis of sense and meaning in regard to the intentions of changing the object of the activity, and the resultant outcome.**

Smith, T. (2001) Social Capital and Vet: The good and the just plain bad for  
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# NEEDS and Psychology



**This means another aspect of the sustainability diamond is the Psychological i.e. the Psychology of the individual, expressed as Meaning and Purpose**



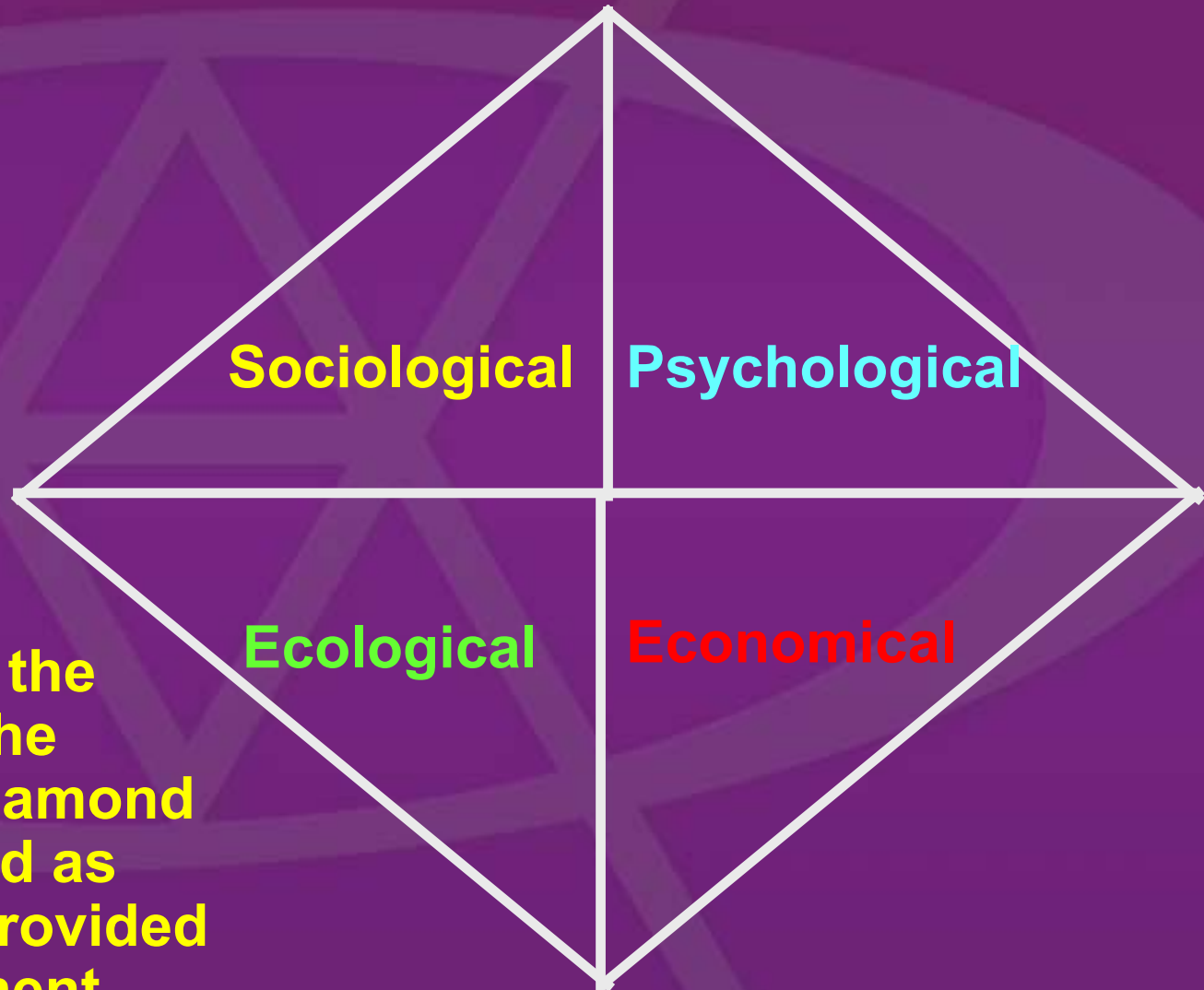
# NEEDS and Environment

**The fulfillment of basic needs is attained from the physical environment.**

**This means the ECOLOGY of our world.**



# NEEDS and Ecology



**Ecology becomes the final aspect of the sustainability diamond and is expressed as the resources provided by the environment.**



# Sustainability - Needs and Values

**FHN satisfying activity takes place within a dynamic, socially-derived and integrated process, linked with human value congruence...**

Smith, T. (2001) Social Capital and Vet: The good and the just plain bad for NCVET Conference **Centre for Research and Learning in Regional Australia (CRLRA) UNIVERSITY OF TASMANIA**



# Sustainability - Needs and Values

## **Noetics – Spirituality – involves the formation of meaning and purpose through values.**

Kibby, L. (2002). *Mentoring: Affective-Cognitive Techniques Part One*. Manual used for training GP (physicians) Mentors, Kinematic.

Kibby, L. & Härtel, C. E. J. (2002). *Intelligent Emotions Management: Insight and Strategies for Managers and Leaders*. Paper presented at the 3<sup>rd</sup> Bi-Annual Meeting of the Emotions in Organizational Life Conference. Gold Coast, Australia.

Kibby, L. & Härtel, C. E. J. (2003). *The Behaviours of Servant-Leadership: Skills That Enact the Spiritual Union of Servant-leadership and Emotional Intelligence*. Paper presented at British Academy of Management Conference, Leeds, England.

Kibby, L., Härtel, C.E.J. & Hsu, A. (2004a) *Noetic Leadership: Leadership Skills That Manage the Existential Dilemma*. Paper to be presented at Gallup Leadership Institute Conference, Nebraska, USA, June 9-12.

Kibby, L. & Härtel, C.E.J. (2004b). *Skills that enact the behaviours of Servant-Leadership*. Paper presented at the Gallup Leadership Institute Conference, New Orleans, USA, June 9-12.





# Sustainability and **Spirituality**

**In summary then, with respect to values,**

- Needs Initiate behaviour;
- Values moderate behaviour;
- Behaviours are interpreted to have meaning;
- Meaning is the core of Spirituality; and
- Meaning is formed through values.

**This means SPIRITUALITY exists through values and will be expressed in behaviour and the moderation (i.e. control) of behaviour within an individual (a person's psychology) and the group (i.e. the sociology)!**

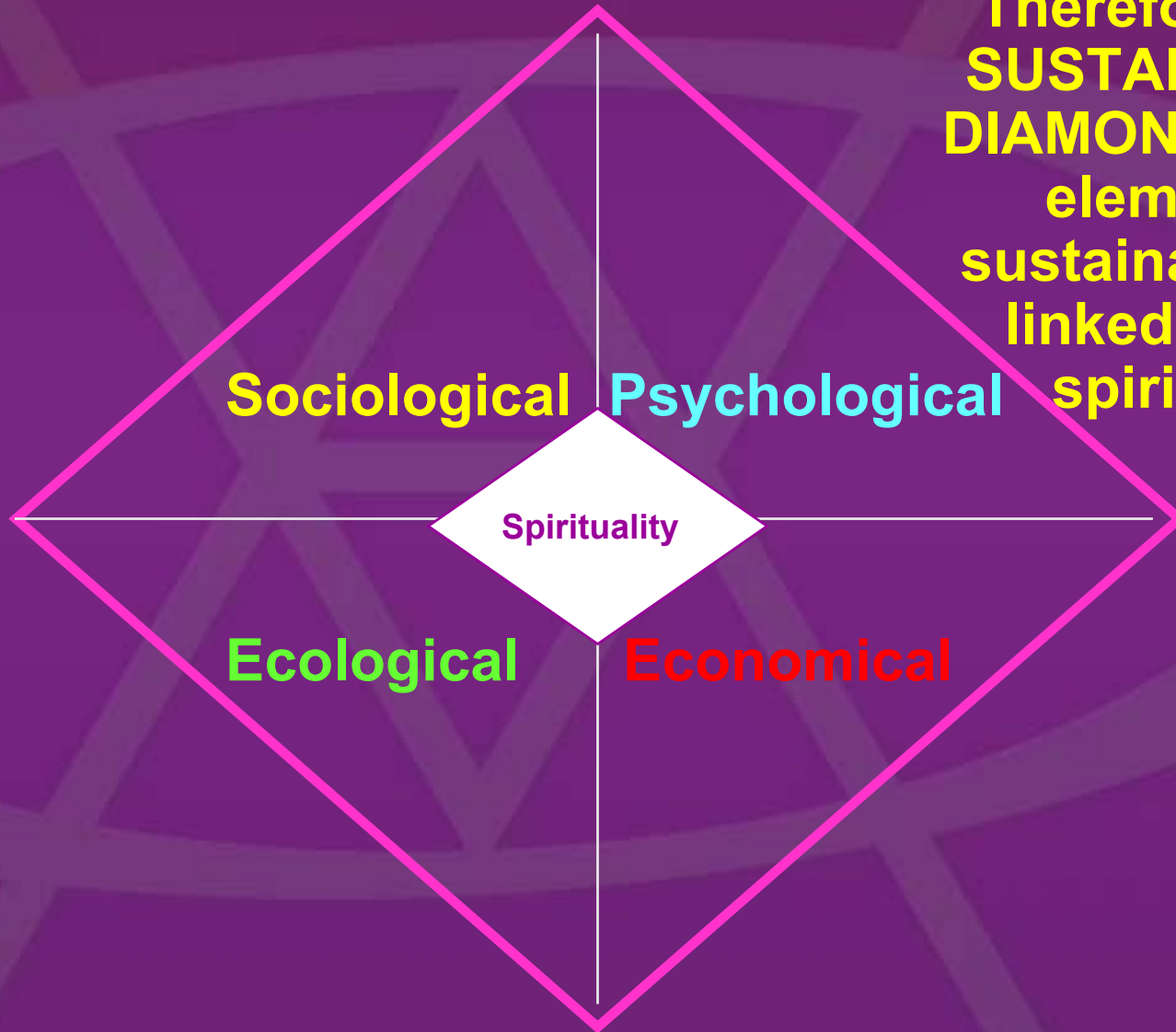
**This also means then that SPIRITUALITY links the individual and the group  
PLUS**

**the behaviour the group adopts (economic rules) for using resources (i.e. using the ecology).**



# Sustainability and Spirituality

Therefore, in the **SUSTAINABILITY DIAMOND**, the four elements of sustainability, are linked through spirituality.



# Sustainability – HOW????????????????????

**Finally then, the answer to achieving sustainability will be found in creating spiritual meaning and purpose that:**

- **Organises behaviour to meet fundamental needs (economy)**
- **Sustains individual well-being (psychology)**
- **Builds group well-being I.e. Social Capital (sociology) AND**
- **Supports longevity of resources (ecology).**



# **SUSTAINABILITY**

**I trust this material has helped clarify the concept of the  
SUSTAINABILITY TRIANGLE**

**For more information and how to create communities and  
workplaces that foster sustainability, you can contact  
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