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Can we design for a flourishing society? A practice of cultural futures

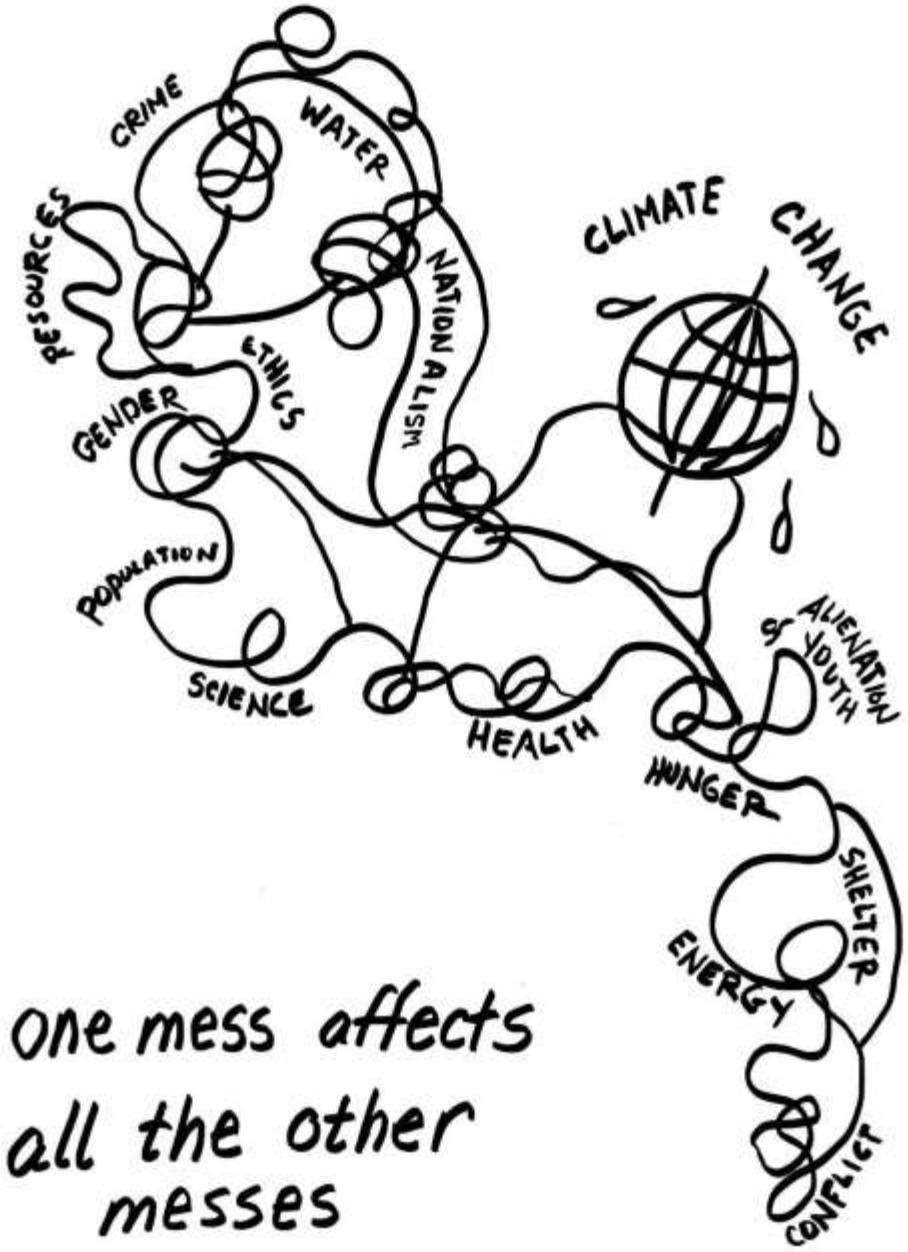
Peter Jones, PhD

OCAD University, Toronto

Dialogic Design International

Relating Systems Thinking to Design 4, Banff Sept 2

Flourishing in the long crisis of the Anthropocene



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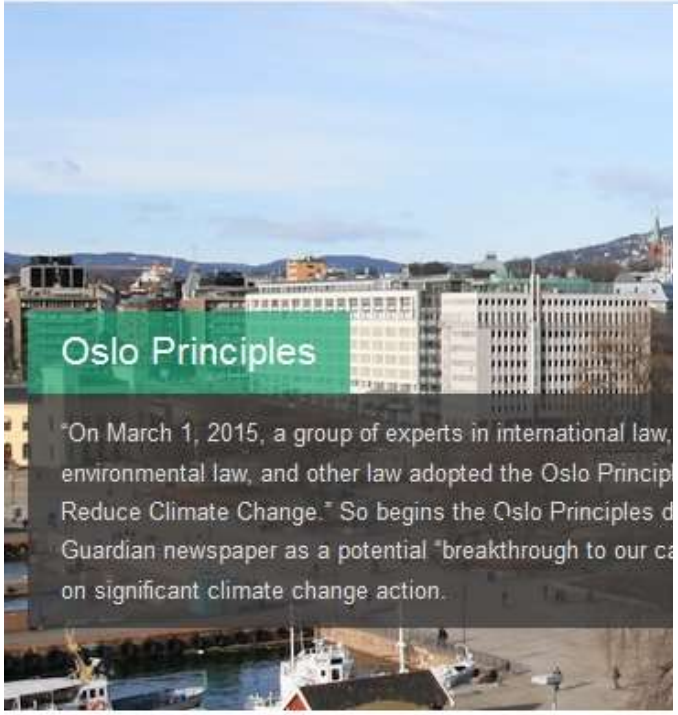

Principles

2015-04-06 Uncategorized

OSLO PRINCIPLES ON GLOBAL CLIMATE CHANGE OBLIGATIONS On t
human rights law, environmental law, and other law adopted the
Climate Change. The experts came from universities, national an
every region of the world. Based [...]

Clive Hamilton

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You are here : Home » Crimes Against Nature: The Banality of Ethics in the Anthropocene

Crimes Against Nature: The Banality of Ethics in the Anthropocene

at 17 JULY 2015 *medium* OPINION *in* ANTHROPOCENE, PHILOSOPHY

Among the great crimes of the twentieth century, the most enduring will surely prove to be human disruption of the Earth's climate.

The effects of human-induced climate change are apparent now and will become severe this century, but the warming is expected to last thousands of years. That is so because extra carbon dioxide persists in the atmosphere for a very long time, but also because changes in the climate are triggering changes in the Earth System as a whole – changes that cannot be undone.

If it is a crime to transform the Earth into a hot and less habitable place, what are the offences committed by those responsible? A panel of eminent jurists this year published some principles to guide us. The *Oslo Principles* note that "all States and enterprises have an immediate moral and legal duty to prevent the deleterious effects of climate change."

Flourishing – Is this too audacious?

What do we want from sustainability?
"The *possibility* that human & other life will flourish on this planet forever"

John Ehrenfeld, MIT

What is it that sustainability sustains over time, and why?

Requirements for Flourishing – A Culture Map

❶ Clean air & water
❷ Vibrant soil for food
❸ **Healthy eco-systems** creating materials for us & rendering our wastes harmless

Macro: Natural Sciences

Trusting relationships focused on well-being with all our fellow citizens (neighbours, communities, cities, regions & countries)

Macro: Cities, Places, Social Systems

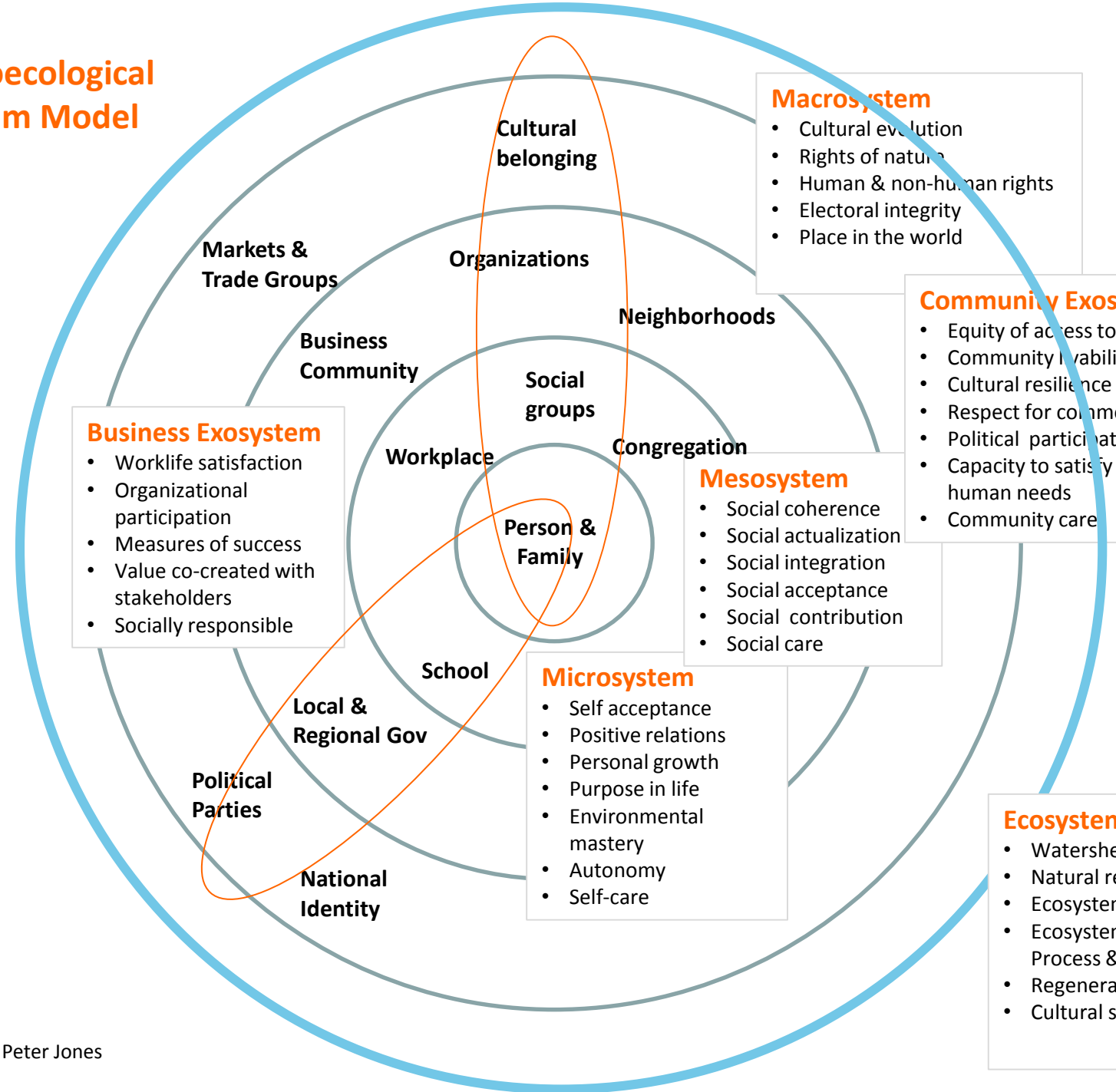
Organizations co-operate, collaborate & compete to best meet our needs today & in future, while creating the wealth to meet shared needs (education, infrastructure, etc.)

Meso: Businesses, Organizations, etc.

Individuals choosing to flourish emotionally, spiritually, physically, practically, artistically & economically

Micro: Physiology, Psychology, etc.

Socioecological System Model



Macrosystem

- Cultural evolution
- Rights of nature
- Human & non-human rights
- Electoral integrity
- Place in the world

Community Exosystem

- Equity of access to services
- Community livability
- Cultural resilience
- Respect for commons, law
- Political participation
- Capacity to satisfy essential human needs
- Community care

Business Exosystem

- Worklife satisfaction
- Organizational participation
- Measures of success
- Value co-created with stakeholders
- Socially responsible

Mesosystem

- Social coherence
- Social actualization
- Social integration
- Social acceptance
- Social contribution
- Social care

Microsystem

- Self acceptance
- Positive relations
- Personal growth
- Purpose in life
- Environmental mastery
- Autonomy
- Self-care

Ecosystem

- Watershed & bioregion
- Natural resource stocks
- Ecosystem actors
- Ecosystem services: Process & use flows
- Regeneration flows
- Cultural services

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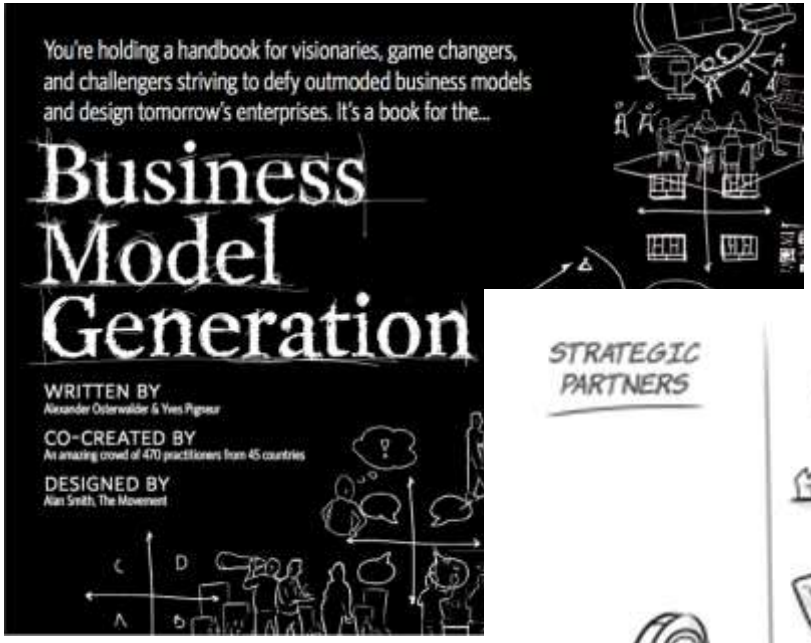
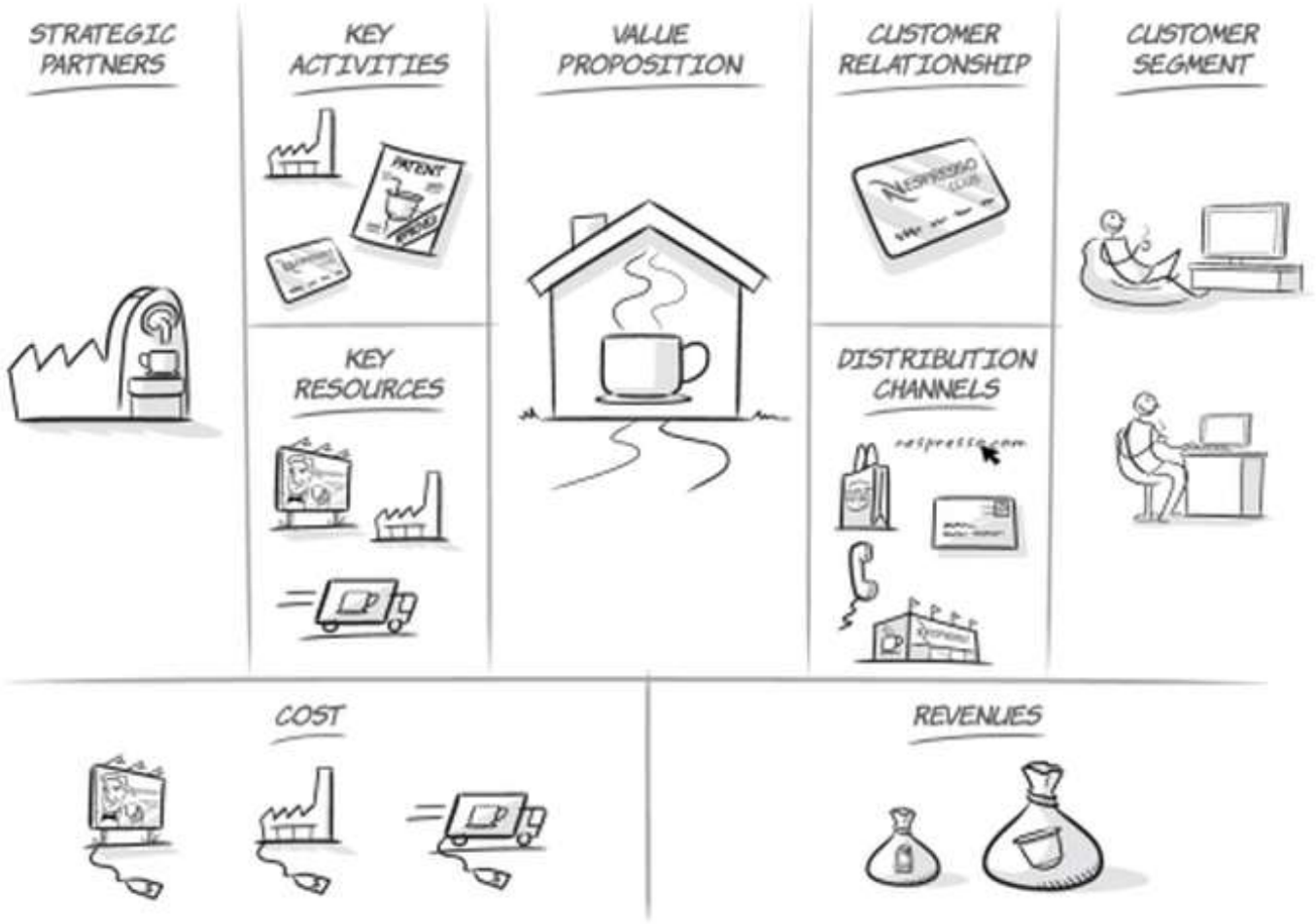
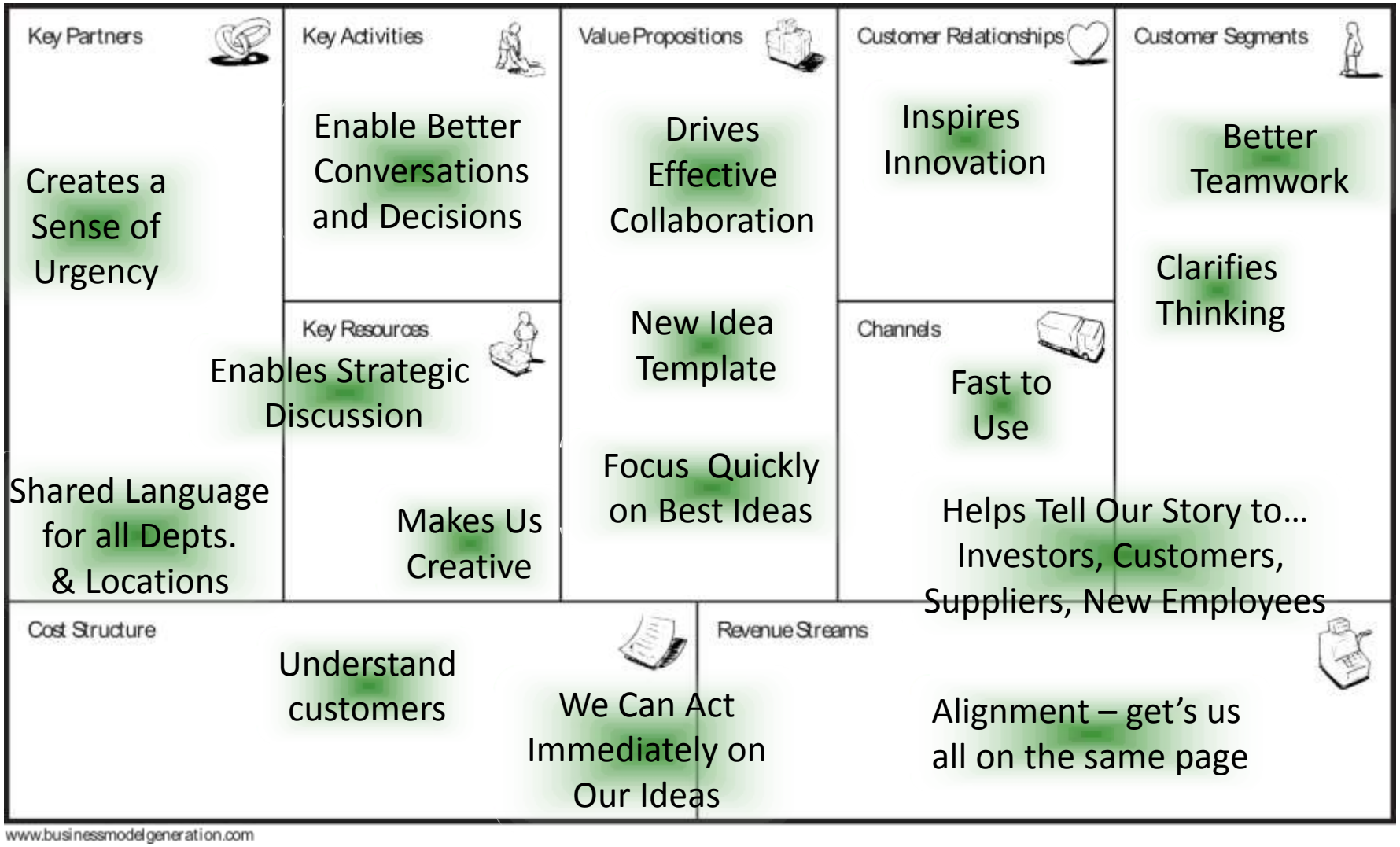
The Business Model as Design Planning







Business Model Canvas – the Language of Profit Prioritizing Business

*From "The business model canvas – why and how organizations around the world adopt it – a Field Report"
http://blog.strategyzer.com/posts/2015/2/9/why-and-how-organizations-around-the-world-apply-the-business-model-canvas

"A business model is a description of how an organization defines and achieves success over time."

Emerging mode of co-creative planning & design

- **Adapting business design artifacts toward flourishing outcomes**
- **Consistent with systems & social thinkers (Ulrich, Law, Beck, Giddens, Ozbekhan)**
- **Every stakeholder has perspective, values, relations And opportunity to contribute to *evolutionary design***

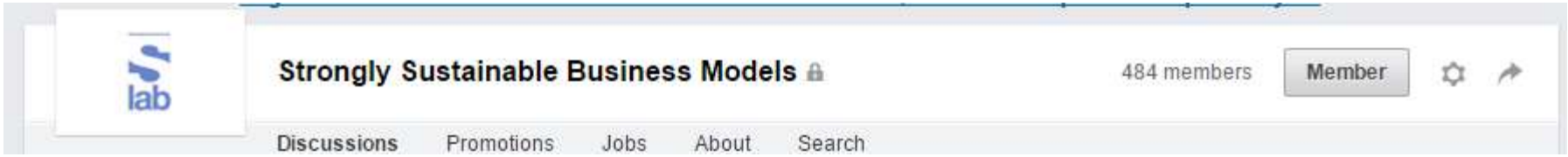
- **Creates "tri-impact" by being *tri-profitable***
  - Financially rewarding
  - Socially beneficial
  - Environmentally regenerative

Flourishing Business Canvas℠

- A common language to collaboratively sketch, prototype, design, share, measure, diagnose & tell stories about a flourishing business model

- Based on 3 years of graduate research + 3 years of practice community R&D.

- Ontology & visual canvas – Extending Osterwalder's successful Business Model Canvas & PhD



Strongly Sustainable Business Model Research Group

International Practice Community

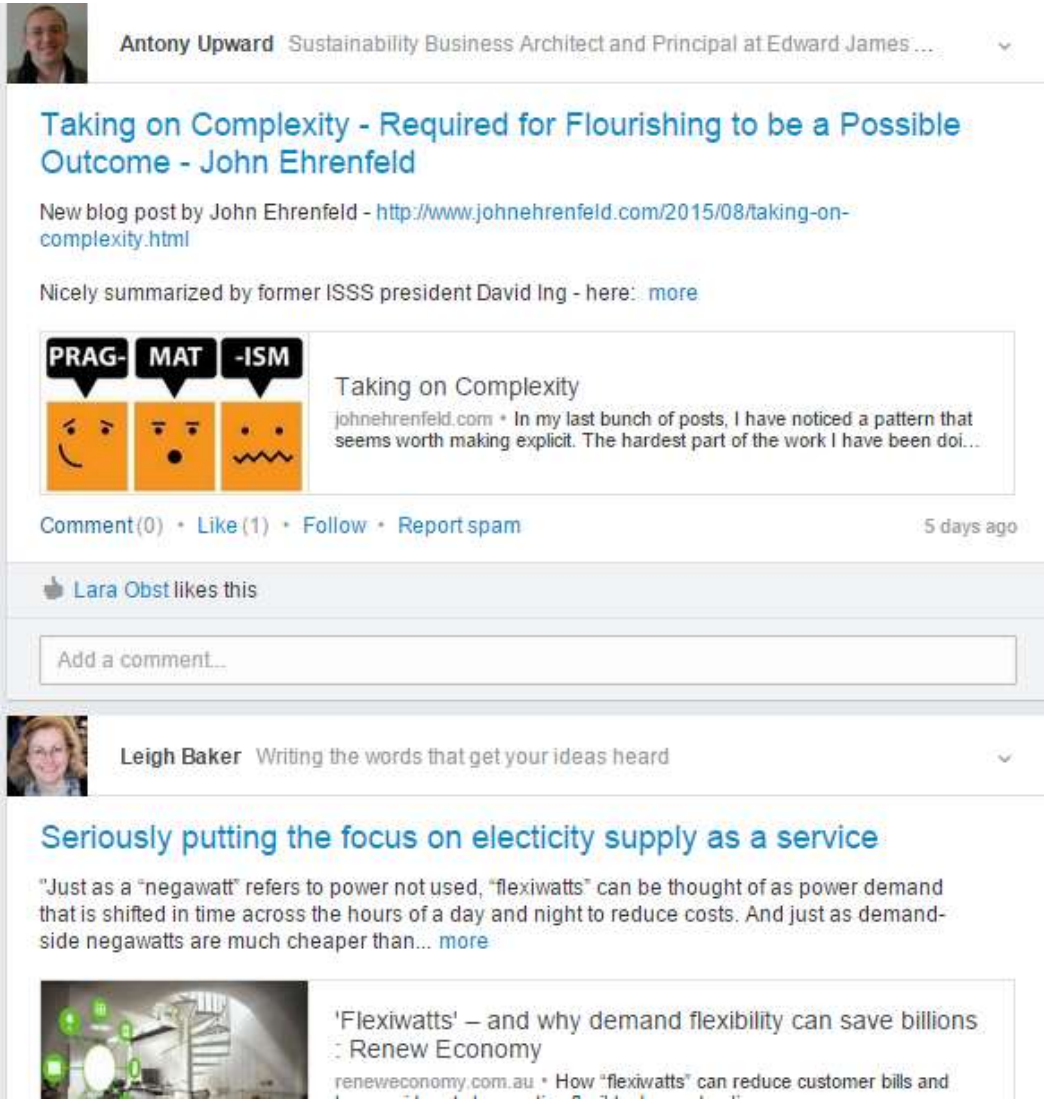
Monthly presentations (2nd Tues)

24+ Workshops since RSD3

Design science approach to iterative development & evaluation of methodology

Publication of supporting ontology & framework

First Explorers using Canvas



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Organization & Environment

2014 SJR (SCImago Journal Rank) Score: 1.04 | 38/253 Environmental Science | 27/154 Organizational Behavior and Human Resource Management (Scopus®)

An Ontology for Strongly Sustainable Business Models

Defining an Enterprise Framework Compatible With Natural and Social Science

Antony Upward[1]
Peter Jones[1]

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Abstract

Business is increasingly employing sustainability practices, aiming to improve environmental and social responsibility while maintaining and improving profitability. For many organizations, profit-oriented business models are a major constraint impeding progress in sustainability. A formally defined ontology, a model definition, for profit-oriented business models has been employed globally for several years. However, no

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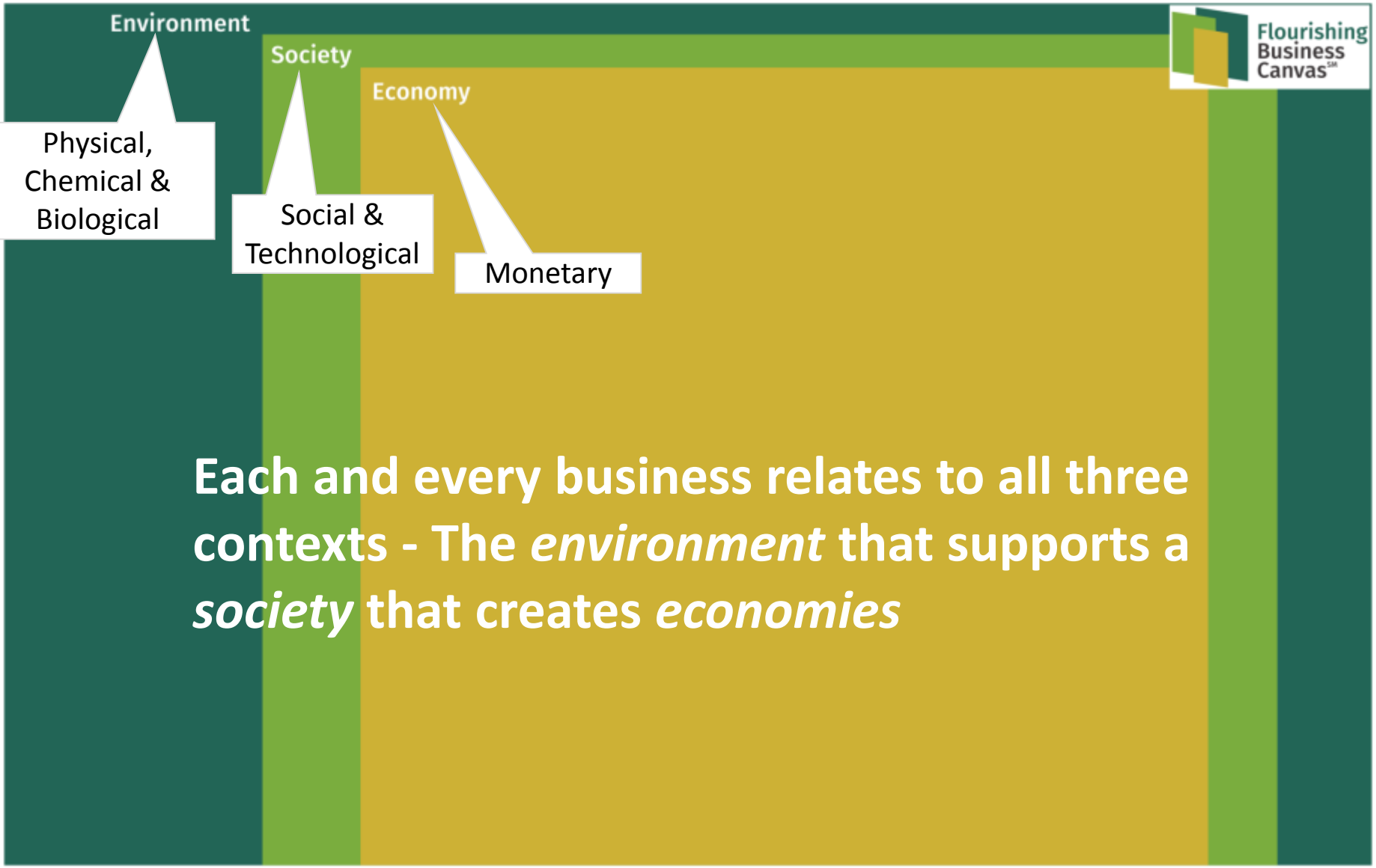
Three Contexts for Business – And Societies?



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V2.0

Perspectives on a Business Model

Flourishing Business Canvas℠

What does a business do now and in the future?

How, where & with what does the business do it?

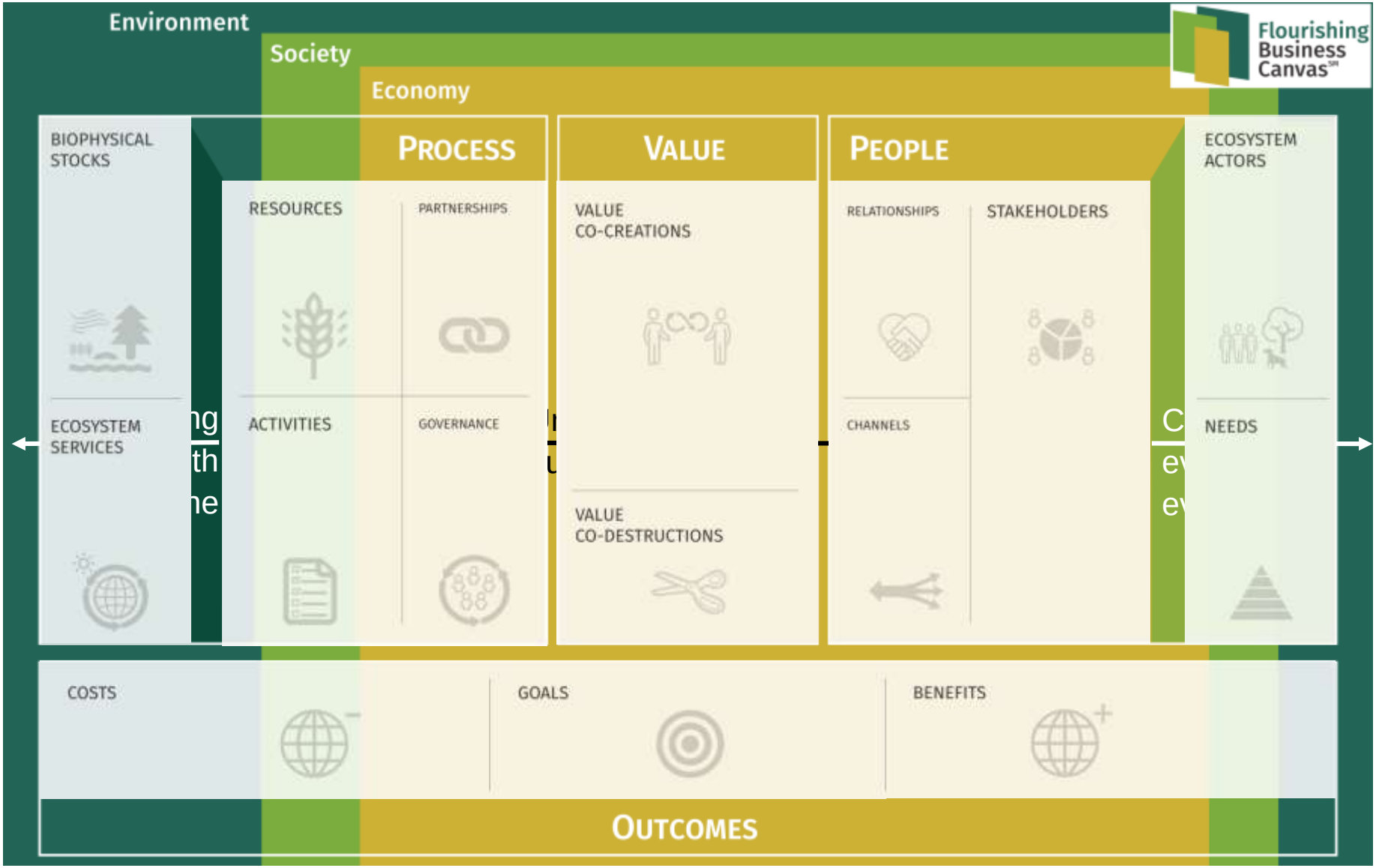
Who does a business do it to, for and with?

PROCESS | **VALUE** | **PEOPLE**

OUTCOMES

Why: How does a business define & measure success? (in Environmental, Social & Monetary units)

Describe What's Unique… & Shared



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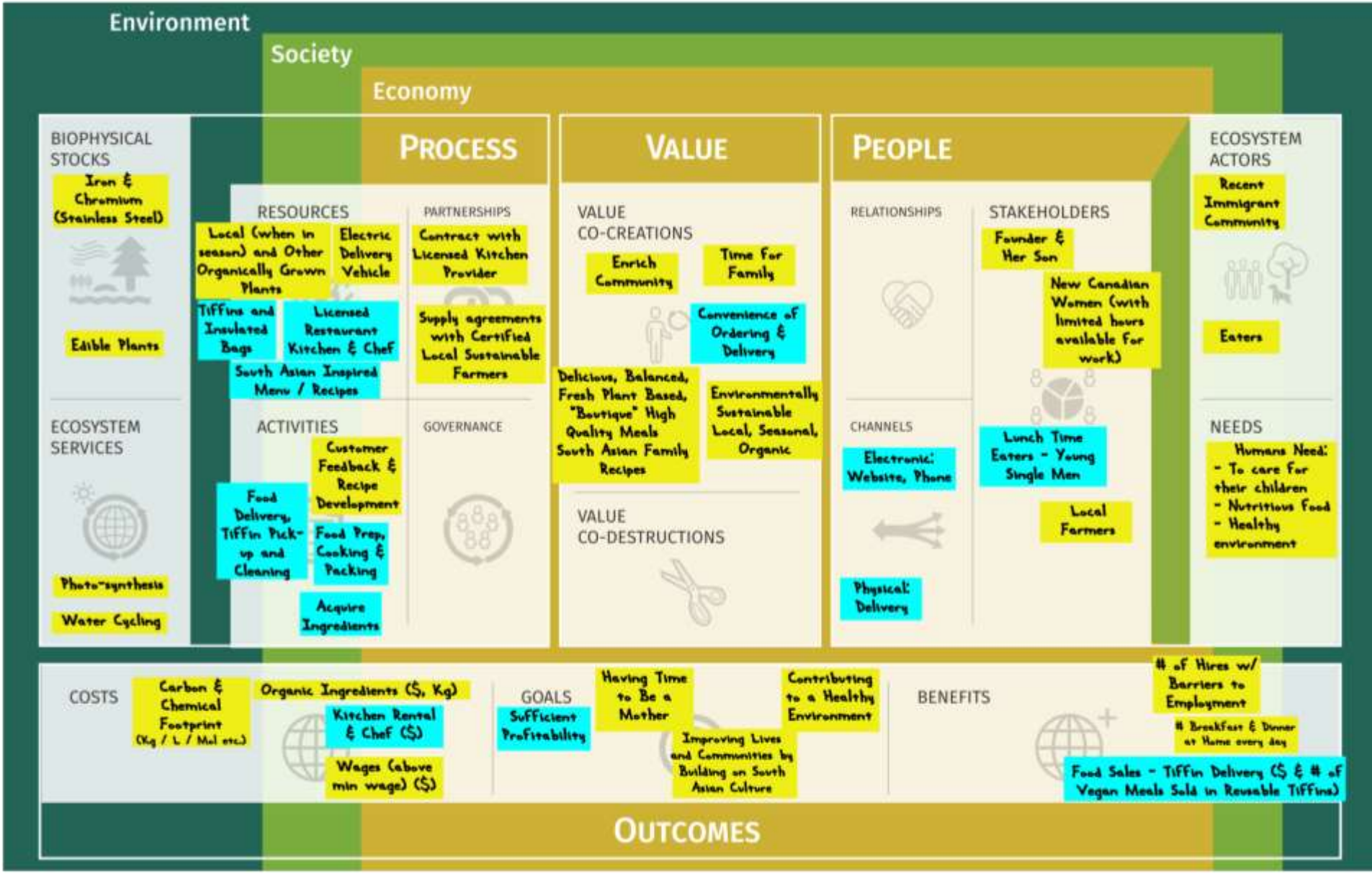
Tiffinday Business Model



V3.40 on FBC v2.0

Narayana Health

Environment

Society

Economy

PHYSICAL STOCKS

ECOSYSTEM SERVICES

PROCESS

How, where and with what does this business co-create its value to achieve its Goals?

RESOURCES

What tangible and intangible resources are required in order to execute this business's Act vit es and so achieve its Goals?

- 44. Healthcare Resources
- 45. Private Sector Resources
- 46. Government Support
- 47. Natural Resources
- 48. Public Support

PARTNERSHIPS

Which Stakeholders are formal partners of this business?

To which Resources do these partners enable this business to gain preferred access?

Which Act vit es do these partners undertake for this business?

- 34. Government
- 35. Investors and Donors
- 36. Board of Directors
- 37. ISRO

ACTIVITIES

What value adding work, organized into business processes, is required to achieve this business's Goals?

- 57. Creating collaborative networks to find innovative ways to deliver healthcare
- 58. Patient-centered business strategy
- 59. Reinvestme of accruals
- 60. Practicing healthcare on a mass scale with quality and efficiency
- 61. Medical CSR for NGOs
- 62. Collaborations with Governments. For ex. Use their land and in-exchange to help them keep their healthcare premises so the public
- 63. Professional excellence and social transformation
- 64. Medical Education
- 65. Collaborations with other hospitals
- 66. Research Activities
- 67. Collaborative Treatment Planning to ensure quality services
- 68. Transparent itemized billing discipline enhances patient comfort
- 69. Leveraging Technology

GOVERNANCE

Which Stakeholders get to make decisions about: who is a legit mate Stakeholder, the Goals of this business, its value proposit ons and its Processes?

What are the Governance arrangements for this business?

- Board of Directors
- 71. Institutionalized audit system
- 72. Private Sector (other hospitals and clinics)
- 73. Government

VALUE

What value is co-created and co-destroyed now and / or in the future between this business and all the Stakeholders involved?

VALUE CO-CREATIONS

What are the (posit ve) value proposit ons of this business?

What value is co-created with each Stakeholder, sat sfying the Needs of the associated Eco-System Actor, from their perspect ve (world-view), now and / or in the future?

- 1. Global pioneer in a new model of healthcare
- 2. High Quality Healthcare with care and compassion at an affordable cost on a large scale and making it accessible
- 3. Creating healthy societies
- 4. Innovation and efficiency – to continuously reduce cost of delivery of high quality health care and improve reach
- 5. Compassionate Care – is providing accessible care that makes a difference to patients
- 6. Accountability – to honour commitments with integrity and transparency to patients, employees and investors
- 7. Respect for all – recognize the contribution of every employee and respect rights and dignity of every patient and employee
- 8. Excellence – create a culture of individually excelling to collectively ensuring highest quality of completion, reliable service to patients and sustainable value to all stakeholders
- 9. Collaborations with Government for the masses
- 10. No one is refused treatment due to lack of funds- Open to Everyone

VALUE CO-DESTRUCTIONS

What are the (negat ve) value proposit ons of this business?

What value is co-destroyed for each Stakeholder, hindering the sat sfact on of the Needs of the associated Eco-System Actor, from their perspect ve (world-view), now and / or in the future?

- 94. Challenge of constantly being innovative- creating high standards
- 95. Challenging the status quo- public and private sectors
- 96. Bringing stakeholders with different with agendas together
- 97. Retaining the culture beyond Devi Shetty

PEOPLE

Who are all the people involved in this business: the people this business does it to, for and with?

RELATIONSHIPS

What Relat onships with each Stakeholder must be established, cult vated and maintained by this business via its Channels?

What is the funct on of each Relat onship in each Value co-Creat on or Value Co-destruct on relevant for each Stakeholder?

- 23. Long-term and active patient and family relationships
- 24. Long-term and collaborative relationship with the Government
- 25. Long- term and collaborative relationship with Donors
- 26. Vision and mission alignment with the board of directors

STAKEHOLDERS

How is each Eco-System Actor involved in this business? What roles does each eco-system actor take?

Examples: customer, employee, investor, supplier, community, regulator, financier

- 11. Patients- National and International
- 12. Healthcare Providers
- 13. Investors and Donors
- 14. Government
- 15. Economically Weaker Sections of Society
- 16. General Public

CHANNELS

What Channels will be used by this firm to communicate and develop Relat onships with each Stakeholder (and vice versa)?

Examples: Retail, Face-to-Face, Internet, Phone, Mail, Transport

- 17. Hospitals (National and International presence)
- 18. Dr. Devi Shetty- talks, articles, interviews
- 19. Awards and Recognition of Work
- 20. CSR Initiatives- Care Companion, Telemedicine etc.
- 21. Word of Mouth
- 22. Government

COSTS

How does this business choose to measure the Costs incurred by its business model (Environmentally, Socially, Economically)?

- 75. Training methods
- 76. Investment is CSR
- 78. Collaborations with Government. For ex. Use their land and in-exchange to help them keep their
- 79. Buying Bulk Equipment to reduce costs
- 80. Investment in creating transparency and

GOALS

What are the Goals of this business that its Stakeholders have agreed?

What is this business's definit on of success: environmentally, socially and economically?

- 81. Provide affordable and compassionate healthcare on a global scale
- 82. Health and Wellness in Individuals and Societies
- 83. Investment towards the expansion of business model
- 84. Transparency
- 85. Collaborations
- 86. CSR

BENEFITS

How does this business choose to measure the Benefits that result from its business model (Environmentally, Socially, Economically)?

- 87. Uplifting the rural masses
- 88. Healthy Society
- 89. Patient Centered care
- 90. Low Cost Surgical Hospital Model

OUTCOMES

Value outcomes demonstrate whether this business has achieved its Goals, achieving its Stakeholder's definit on of success over t me?

How does this business measure the benefits and costs to determine whether or not these outcomes are achieved?

A *Societal* Business Model?

- Can we create a process for participatory systemic civil planning ?
- Can we adapt the FBC as a planning tool?
- Would a canvas be sensitive to capturing stakeholders & community proposals?
- Do the *Flourishing* distinctions provide guidance for a sustainability case?

Flourishing Community as a Business Model

Strongly Sustainable Business Model adapted to future design of “Flourishing Cities”

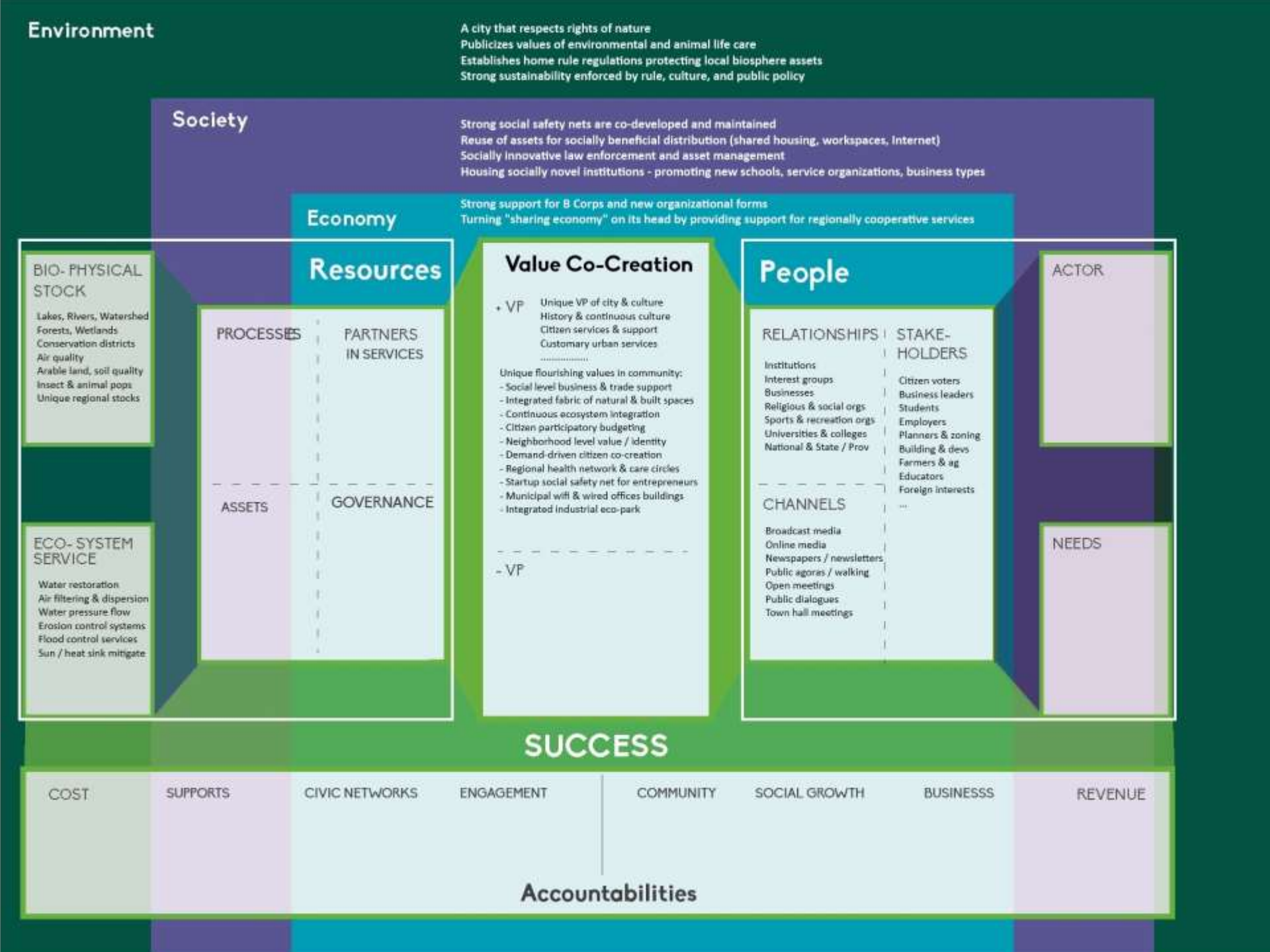
Urban Ecologies 2015 Conference

Canvas + Generative workshop

- Ontological Design
- Convergent & redirective
- Foresight (Anticipatory)
- Boundary Critique
- Rich Picture Models

Both canvases ask 20 Questions:

SSBM Ontology	Flourishing Society Ontology
1. Actor	
2. Needs	
3. Stakeholders	**Citizens & community participants**
4. Relationships	
5. Channels	
6. Value Propositions	**Value Co-Creation /Co-Destruction**
7. Organization	**Institutions & organizations**
8. Decisions	***Governance***
9. Partnerships	**Partners in Services**
10. Resources	**Processes**
11. *Biophysical Stocks*	
12. Activities	
13. *Ecosystem Services*	
14. Success	**Accountabilities**
15. Tri-profit	"
16. Valuation method	"
17. Processes	
18. Costs	
19. Revenues	
20. Assets	


Environment
A city that respects rights of nature
Publicizes values of environmental and animal life care
Establishes home rule regulations protecting local biosphere assets
Strong sustainability enforced by rule, culture, and public policy
Society
Strong social safety nets are co-developed and maintained
Reuse of assets for socially beneficial distribution (shared housing, workspaces, Internet)
Socially innovative law enforcement and asset management
Housing socially novel institutions - promoting new schools, service organizations, business types
Economy
Strong support for B Corps and new organizational forms
Turning "sharing economy" on its head by providing support for regionally cooperative services
BIO- PHYSICAL STOCK
Lakes, Rivers, Watershed
Forests, Wetlands
Conservation districts
Air quality
Arable land, soil quality
Insect & animal pops
Unique regional stocks
ECO- SYSTEM SERVICE
Water restoration
Air filtering & dispersion
Water pressure flow
Erosion control systems
Flood control services
Sun / heat sink mitigate
Resources
PROCESSES
PARTNERS IN SERVICES
ASSETS
GOVERNANCE
Value Co-Creation
+ VP
Unique VP of city & culture
History & continuous culture
Citizen services & support
Customary urban services
Unique flourishing values in community:
- Social level business & trade support
- Integrated fabric of natural & built spaces
- Continuous ecosystem integration
- Citizen participatory budgeting
- Neighborhood level value / identity
- Demand-driven citizen co-creation
- Regional health network & care circles
- Startup social safety net for entrepreneurs
- Municipal wifi & wired offices buildings
- Integrated industrial eco-park
- VP
People
RELATIONSHIPS
Institutions
Interest groups
Businesses
Religious & social orgs
Sports & recreation orgs
Universities & colleges
National & State / Prov
CHANNELS
Broadcast media
Online media
Newspapers / newsletters
Public agoras / walking
Open meetings
Public dialogues
Town hall meetings
STAKE-HOLDERS
Citizen voters
Business leaders
Students
Employers
Planners & zoning
Building & devs
Farmers & ag
Educators
Foreign interests
...
ACTOR
NEEDS
SUCCESS
COST
SUPPORTS
CIVIC NETWORKS
ENGAGEMENT
COMMUNITY
SOCIAL GROWTH
BUSINESSS
REVENUE
Accountabilities

A city that respects rights of nature
Publicizes values of environmental and animal life care
Establishes home rule regulations protecting local biosphere assets
Strong sustainability enforced by rule, culture, and public policy

BIO- PHYSICAL STOCK

Lakes, Rivers, Watershed
Forests, Wetlands
Conservation districts
Air quality
Arable land, soil quality
Insect & animal pops
Unique regional stocks

ECO- SYSTEM SERVICE

Water restoration
Air filtering & dispersion
Water pressure flow
Erosion control systems
Flood control services
Sun / heat sink mitigate

Value Co-Creation

+ VP
  - Unique VP of city & culture
  - History & continuous culture
  - Citizen services & support
  - Customary urban services
  - .....

Unique flourishing values in community:

- Social level business & trade support
- Integrated fabric of natural & built spaces
- Continuous ecosystem integration
- Citizen participatory budgeting
- Neighborhood level value / identity
- Demand-driven citizen co-creation
- Regional health network & care circles
- Startup social safety net for entrepreneurs
- Municipal wifi & wired offices buildings
- Integrated industrial eco-park

People

RELATIONSHIPS

Institutions
Interest groups
Businesses
Religious & social orgs
Sports & recreation orgs
Universities & colleges
National & State / Prov

CHANNELS

Broadcast media
Online media
Newspapers / newsletters
Public agoras / walking
Open meetings
Public dialogues
Town hall meetings

STAKE-HOLDERS

Citizen voters
Business leaders
Students
Employers
Planners & zoning
Building & devs
Farmers & ag
Educators
Foreign interests
...

Concluding Questions

- How might this model enable conversations for Flourishing?
- What are the relationships between business & social ecologies in a *place*?
- How might we adapt this approach in policy debates?
- How could this become a practical, useful model for civic engagement in policy making?
- How might we adapt the design process to include the dynamic feedback in an ecosystem model?