Presentation: "Five Minds for the Future": A psychological view on capacity building for sustainable development

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In 1983, Howard Gardner proposed his theory of multiple intelligences. Although it has been widely discussed and criticized by several scholars, Gardner preserved a multiform view and in later work developed his model "Five Minds for the Future" (2007) on this basis. This model outlines five key virtues (mindsets and skills, "minds") for students, teachers and future leaders:

1) Disciplined Mind
2) Synthesizing Mind
3) Creating Mind
4) Respectful Mind
5) Ethical Mind

All of these virtues as well as their interrelations are seen to be important for societal and global problem solving.

In this presentation, Gardner's work is introduced as a psychological perspective on capacity building for sustainable development. A workshop concept addressing Gardner's Five Minds for the Future is outlined (Schmitt, 2014; 2016). Practical implications for educational and HR processes are considered and further interdisciplinary research questions that arise out of Gardner's concepts will be discussed.

KEYWORDS: psychology; personality; mindsets; virtues; human resource development

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Poster: Squaring the Circle? Conceptual Parallels between Innovation and Sustainable Development Processes

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Are innovation and sustainability antagonistic values and principles? What kind of dilemma arises when we see sustainable development and innovation as either connected to or independent from one another? Which conceptual parallels can be drawn between innovation and sustainable development processes from the perspective of work and organizational psychology (cf. Laux & Schmitt, 2008; Schmitt, 2014)?

In this poster, these questions are discussed and highlighted, trying to figure out if considering innovation and sustainable development processes as fundamental similar change patterns (cf. Schmitt & Palm, 2017) is "squaring the circle". Identified conceptual parallels between innovation and sustainability processes are: 1) diffusion of responsibility; 2) the "not invented here-syndrome"; 3) opacity of benefits; 4) fuzziness of terms and notions. These are becoming challenges for applied organizational development when it comes to fostering innovation and sustainability.

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KEYWORDS: change processes; innovation; sustainable development; work and organizational psychology

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WRAP-UP HSDS 2017

TOPIC ROOM „METHODS & PERSPECTIVES FOR TRANSFORMATIONAL PROCESSES"

SLOT 6 "Five Minds for the Future: A Psychological View on Capacity Building for Sustainable Development" (Presentation) & "Squaring the Circle? Parallels between Innovation and Sustainable Development Processes" (Minutes by Leyla Azizi)

1) What were the key aspects of the discussions?

- Definition and description of the "Five Minds"

- How to use the creativity technics to find solutions to problems and dilemmas

- How you can use the model at the Higher Education Institutions

- How you can integrate the model into education

- Transdisciplinarity at Higher Education Institutions

- Relation between sustainable development and innovation

2) Were there any controversies or different viewpoints concerning these key aspects?

- Integration of the "Five Minds" into the transdisciplinary programs?

- Are innovation & sustainability contradictory?

3) How would you describe the "spirit" of the TR session?

- There was a friendly and open discussion. Some interesting insights from psychological models could be obtained.

**4) What slogan or motto could you derive from the TR sessions in sum?**

- Develop the minds and put it together.

- Try to be open for different perspectives

5) Which new insights and/or perspectives arose?

- You can use creativity techniques to solve specific problems and to find solutions to some dilemma situations
- Use innovation models in Higher Education Institutions!
- Communication about different understanding of the term sustainability is important
- There are some conceptual parallels between innovation and sustainable development processes

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SQUARING THE CIRCLE?
Conceptual Parallels between Innovation and Sustainable Development Processes

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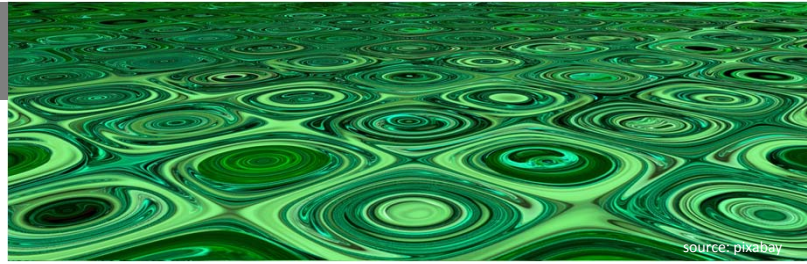
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BACKGROUND

Organisational change management for sustainability is an emerging field of reserach and application (Lozano, 2013; Ceulemans, Lozano & Alonso-Almeida, 2015); yet concepts and findings from innovation reserach haven't been sufficiently explored on their transfer potential for sustainability-oriented methods. Innovation and sustainable development processes both imply (behavior) change. Whereas the category of innovation emphasizes renewal, recency and originality, sustainability rather accentuates sufficiency , prevention, and conservation. Thus, from a psychological perspectivce, they can be seen as opposed, even antagonistic, values and actions (Schmitt, 2014). But they also might share certain process characteristics that allow for camparisons:

CONCEPTUAL PARALLELS

Some conceptual parallels that can be identified and call for further investigation concern barriers to change (cf. Schmitt & Palm, 2017). Innovation as well as sustainable development processes are prone to

- **DIFFUSION OF RESPONSIBILITY:** Both are collective challenges, not simple tasks for a special unit. To be implemented into a corporate culture, everyone needs to be engaged in it; this means to overcome a diffusion of responsibility that especially arises when dealing with common goods.

- **„NOT INVENTED HERE"-SYNDROME:** Promising solutions for certain problems are rejected because they are perceived as not being a genuine contribution of an in-group. New ideas and good practice examples to address external (stakeholder) demands are not easily adopted; every unit wants to create "own" solutions.

- **OPACITY/DELAY OF BENEFITS:** Both refer to rather long-term future outcomes and require persistence. Immediate (extrinsic) benefits are rare or intransparent and, more often than not, a delay of gratification occurs that has to be coped with. Intrinsic and extrinsic motivation and benefits may vary.

- **FUZZINESS OF TERMS AND NOTIONS:** Both notions are quite discrete and fuzzy; especially in day-to-day communication they might refer to a broad range of interpretations that are not specified, which leads to misapplication, misunderstanding and/or even conflicts.

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DISCUSSION

Is it „squaring the circle" to analyze interrelations between sustainable development and innovation procceses?
The following questions are suggested for discussion as well as further inter- and transdisciplinary reserach:

- How are innovation and sustainable development processes related to each other? What is specific for each, what do they share?

- In what way are both notions antagonisms, in what way do they complement each other?

- What does this mean for application in different fields, for examle in politics, green economy, HR and organisational development?

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