

Sustainable Development requires Sustainable Skills – What AI has to do with it

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Section 2: Higher Education in the Context of Sustainable Development Goals: Challenges and Expectations

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Management Paradigm Differences

Strategic Management Model

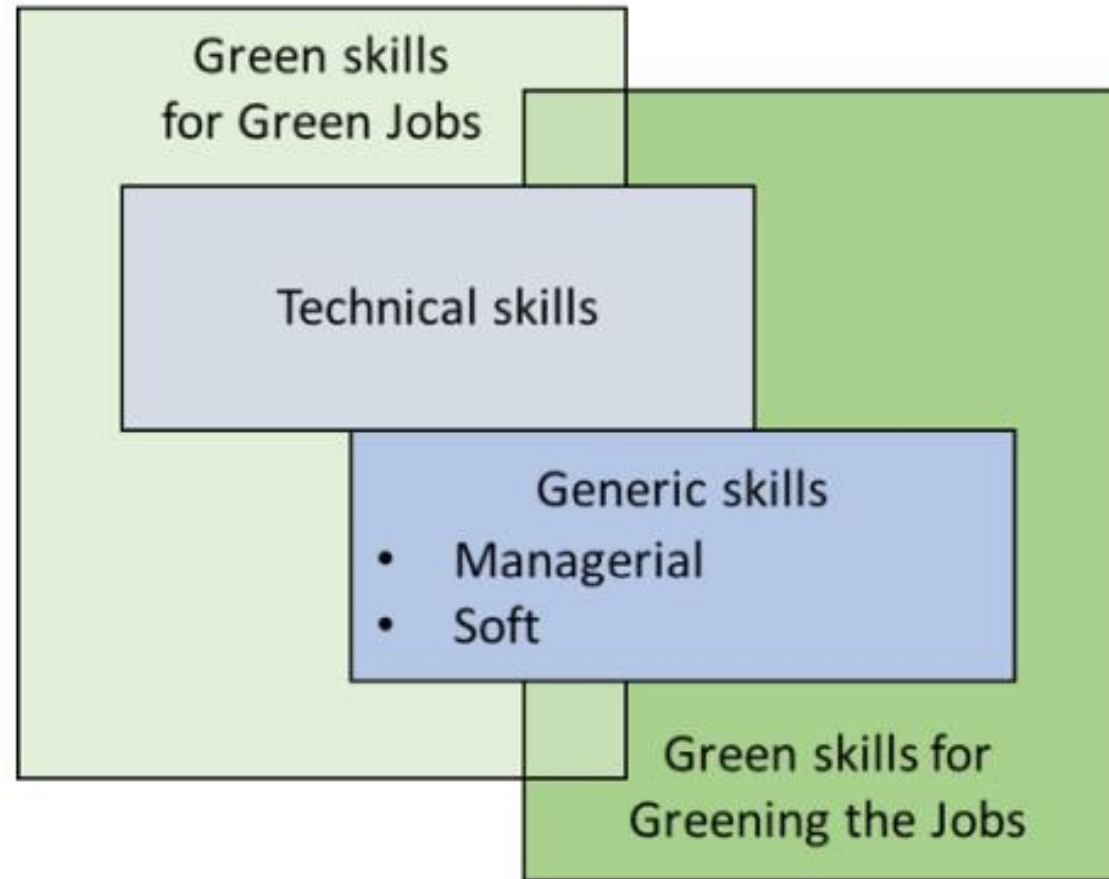
- ▶ Static view of “what is”
- ▶ Adaptive learning
- ▶ Well defined industry boundaries without much consideration of context
- ▶ Competition is directly between competitors/products within defined segments
- ▶ Traditional fragmented or consolidated industry structures
- ▶ Cooperation is limited to direct suppliers and customers
- ▶ Performance based on economic value creation
- ▶ Planning processes of formulation and implementation are separate
- ▶ Incremental change

Sustainable Strategic Management Model

- ▶ Coevolutionary view of “what can be”
- ▶ Generative learning
- ▶ Industry boundaries are blurred and a matter of choice; rewriting of industry rules
- ▶ Coopetition – competition between networks of firms that are coevolving, symbiotic and self-reinforcing
- ▶ Ecosystem industry structure
- ▶ Multi-stakeholder, multi-sector partnerships
- ▶ Performance is based on Triple Bottom Line Value Creation
- ▶ Planning Processes are open and represent the collective wisdom of the firm
- ▶ Transformational change
- ▶ Open Strategy and open Innovation



Skills for a Sustainability Leadership





Intersection of HRM and Sustainability Practices

**Sustainability Employee
Handbook & Code of
Conduct**

**Sustainability
Education & Training**

**Sustainability
Credentialing
& Screening**

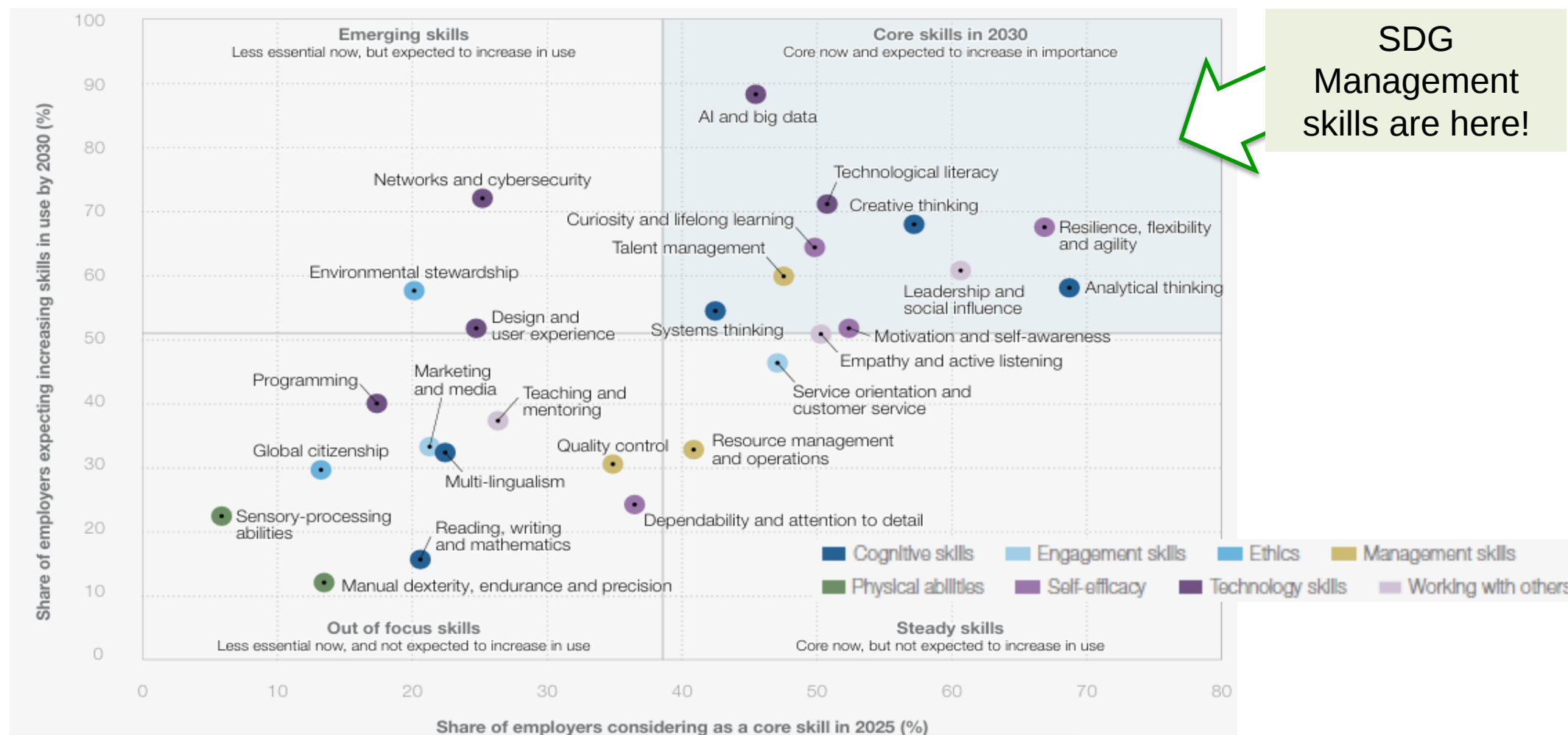
**Sustainability
Policies and Procedures**

**Ongoing Sustainability
Monitoring and Auditing**

**Sustainability
Communication**



Core Skills in 2030





What does the EU Taxonomy Compass say about IT & digitalization?



EU Taxonomy Compass

Home EU Taxonomy Compass Activities by sector

Home > Sectors > Information and communication

Information and communication

Data processing, hosting and related activities

Storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centres(306)Data centres include the following equipment: ICT equ...

Data-driven solutions for GHG emissions reductions

Development or use of ICT solutions that are aimed at collecting, transmitting, storing data and at its modelling and use where those activities are predominantly aimed at the provision of data and an...

Computer programming, consultancy and related activities

Providing expertise in the field of information technologies: writing, modifying, testing and supporting software; planning and designing computer systems that integrate computer hardware, software an...

Programming and broadcasting activities

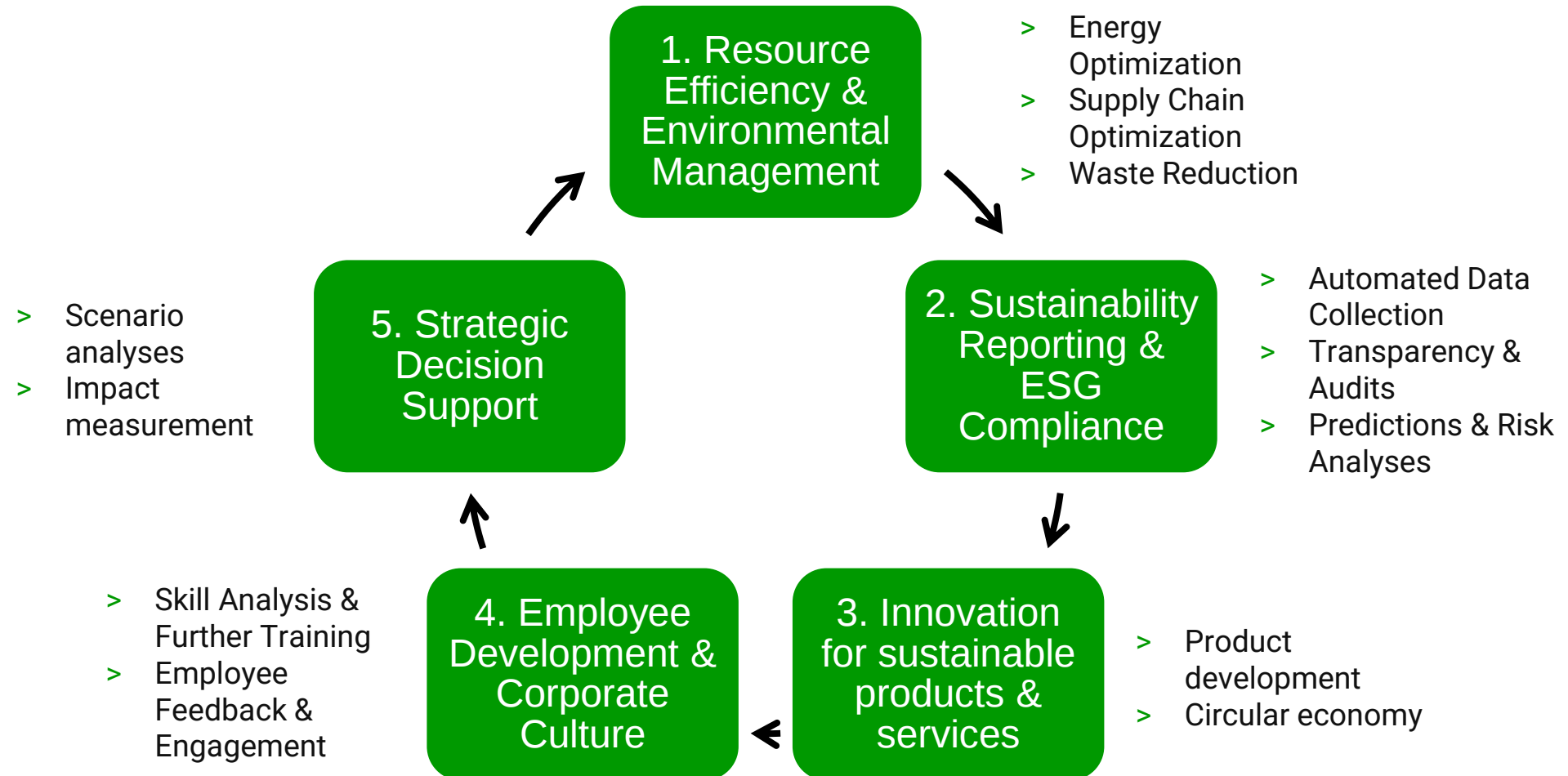
Programming and broadcasting activities include creating content or acquiring the right to distribute content and subsequently broadcasting that content, such as radio, television and data programs of...

https://ec.europa.eu/sustainable-finance-taxonomy/activities/activity_en.htm?reference=8.3

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Areas of AI Support for Sustainable Development Goals





What are promising Approaches to Teaching Sustainable Behavior ?

Simulation-based Learning and Gamification

- Experiential Learning
- Immersive Storytelling

Ethical Dilemma Discussions

- Interdisciplinary Group Discussions
- In Online Trainings

Value-based Reflection & Integrity Culture

- Company Value Workshops
- Reflection tasks

Peer Learning & Cooperative Learning

- Leadership Workshops
- Case Study Work in Teams

Storytelling & Case Studies

- Narratives
- Story-based learning modules

**AI Based
E-Learning &
Other
Technology
Support**



„Leadership is“

- > An ability of an individual, group or organizations to "lead", influence or guide other individuals, teams, or entire organizations.
- > A process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common and ethical task
- > An influential power-relationship in which the power of one party (the "leader") promotes movement/change in others (the "followers").

„A Leader is....“

- > ...someone who can craft a vision and inspire people to act collectively to make it happen, responding to whatever changes and challenges arise along the way.

„A Sustainable Leader is....“

- > ...someone who inspires and supports action towards a better world.