

***Developing systems
thinking as a driver for
sustainability***

开发系统思维，作为可持续发展的
驱动因素

***Workshop developed by Tianmei's
World Academy based on research
extended over 5 years.***

天美的世界学院在历时 5 年的技术上研发的
工作坊形式

Introduction Brochure

工作坊介绍手册



**Workshop format awarded Top 5
educational programs in the #WeEmerge
Solutions Competition at the Sustainable
Cities & Communities Section by The Do
School in Germany in 2020.**

本工作坊形式在 2020 年德国 Do School 举办的
“#WeEmerge 解决方案竞赛”中的可持续城市和社区部
分荣获前 5 名教育项目。

Do you represent any of the below?

- **Manufacturing companies** looking to transition to a sustainable business model,
- **Any other companies** that want to make their processes more sustainable,
- **Government organizations** that want to use the knowledge in their policy making
- **Schools** that want to promote sustainability throughout their curricula and equip teachers and students with the tools and skills developed by this workshop
- **NGOs that want to pivot to a social entrepreneurship business model** in order to become financially sustainable while creating more impact
- **Just someone interested in sustainability issues** or looking to develop multiple skills at the same time

And you would like to help your organization achieve the below Learning Objectives?

您是否代表以下任何一类别吗？

- 希望向可持续商业模式转型的制造业公司，
- 任何其他希望使其流程更具可持续性的公司，
- 希望在决策中使用可持续发展知识的政府组织
- 希望在整个课程中促进可持续性，并为教师和学生配备本次工作坊提供的工具和技能的学校
- 望转向社会创业商业模式，以便在创造更多影响的同时实现财务可持续性的非政府组织希
- 只是对可持续性问题感兴趣的人，或者同时希望发展多种技能的人

您是否希望帮助您的组织实现以下学习目标？

-
- After attending the workshops, the participants will have **acquired knowledge and learning tools that they can use to further promote sustainable behavior both at work and at home,**
 - Higher levels of self-confidence and self-esteem in own efforts towards achieving sustainability,
 - **Better communication skills and higher level of English for non-native English speakers,**
 - Deeper understanding of Environmental Psychology knowledge and the 17 SDGs, as well as how to apply these in real-life business contexts,
 - **Stronger problem solving skills,**
 - Enhanced critical and systems thinking skills
 - Ability to make more informed decisions.
- 参加工作坊后，学员将获得知识和学习工具，可用于进一步促进工作和家庭中的可持续行为，
 - 在努力实现可持续性的过程中提高自信和自尊，
 - 对于非英语母语人士来说，更好的沟通技巧和更高的英语水平，
 - 加深对环境心理学知识和 17 个可持续发展目标的理解，以及如何将这些知识应用到实际的商业环境中，
 - 较强的问题解决能力，
 - 增强的批判性和系统思维能力
 - 能够做出更明智的决定。



Why is the workshop so special?

可持续罗盘工作坊为什么这么特殊？

01 | It tackles The Global Sustainability Challenge

"Sustainability" means "able to continue." "Sustainability" "Sustainable Development" are high on the world's agenda these days, because sustainability problems are increasingly demanding the world's attention. Economic challenges, global warming and climate change, loss of species, limits to resources like water and fossil fuels, the gap between rich and poor, the migration of refugees ... these are things that cannot and should not continue. Problems like this require us to make changes. They are

01 | 应对全球可持续性挑战

“可持续性”是指“能够持续”，“可持续性”“可持续发展”是当今世界的重要议题，因为可持续性问题越来越需要全世界的关注。经济挑战、全球变暖和气候变化、物种减少、水和化石燃料等资源受限、贫富差距、难民迁移。。。这些事情不能也不应该继续下去。像这样的问题是“不可持续的”，而且其中许多挑战是联系在一起的，因此需要我们做出改变。

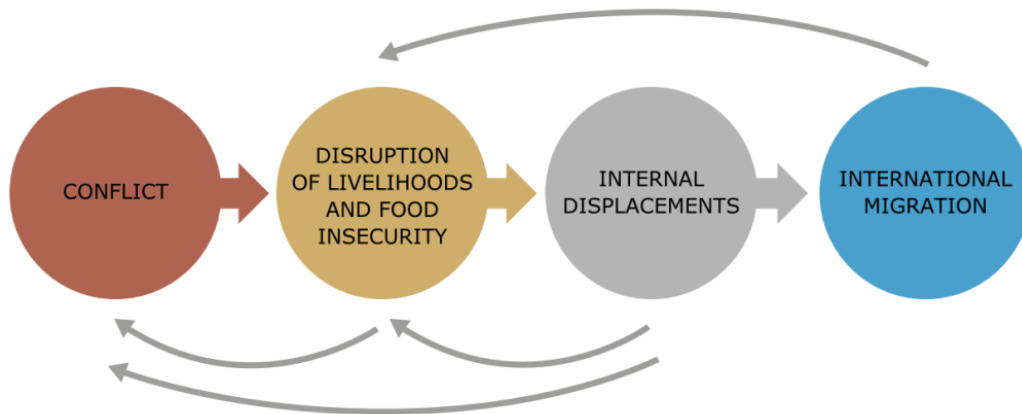
"unsustainable." Many of these challenges are linked together.



For example, the more fossil fuel we burn, the more carbon dioxide builds up in the atmosphere, and this warms up the planet. As the planet heats up, our ability to provide food and water to everyone is likely to get more difficult. That could, in turn, increase poverty, or at least make it much harder to reduce poverty, which could lead to conflict and migration. Everything appears to be linked to everything else!

例如，我们燃烧的化石燃料越多，大气中积聚的二氧化碳就越多，这就使地球变暖。随着地球变暖，我们向每个人提供食物和水的 ability 可能会变得更加困难。这反过来又可能加剧贫困，或者至少使减少贫困变得更加困难，这可能导致冲突和移民。一切似乎都与其他一切联系在一起！

Figure 4.17: The vicious cycle of conflict, poverty, food insecurity and migration



We call this the Global Sustainability Challenge. Everyone is affected by this Challenge ... and everyone can be part of the solution. Work teams, associations, school classes, government agencies, clubs ... we need everyone on the job, helping to make change and turn our common boat onto a more sustainable course.

02 | It is easy to turn solutions into actionable business plans

Even if the Sustainability Compass original workshop didn't include this part, following extensive research, "Tianmei's World" Academy founder has added an extra tool to complement the workshop outcome.

By adding the Business Model

我们称之为全球可持续性挑战。每个人都受到这个挑战的影响。。。每个人都可以成为解决方案的一部分。工作小组，社团，学校班级，政府机构，俱乐部。。。我们需要每个人都参与并做出改变，使我们共同的船走上一条更可持续的道路。

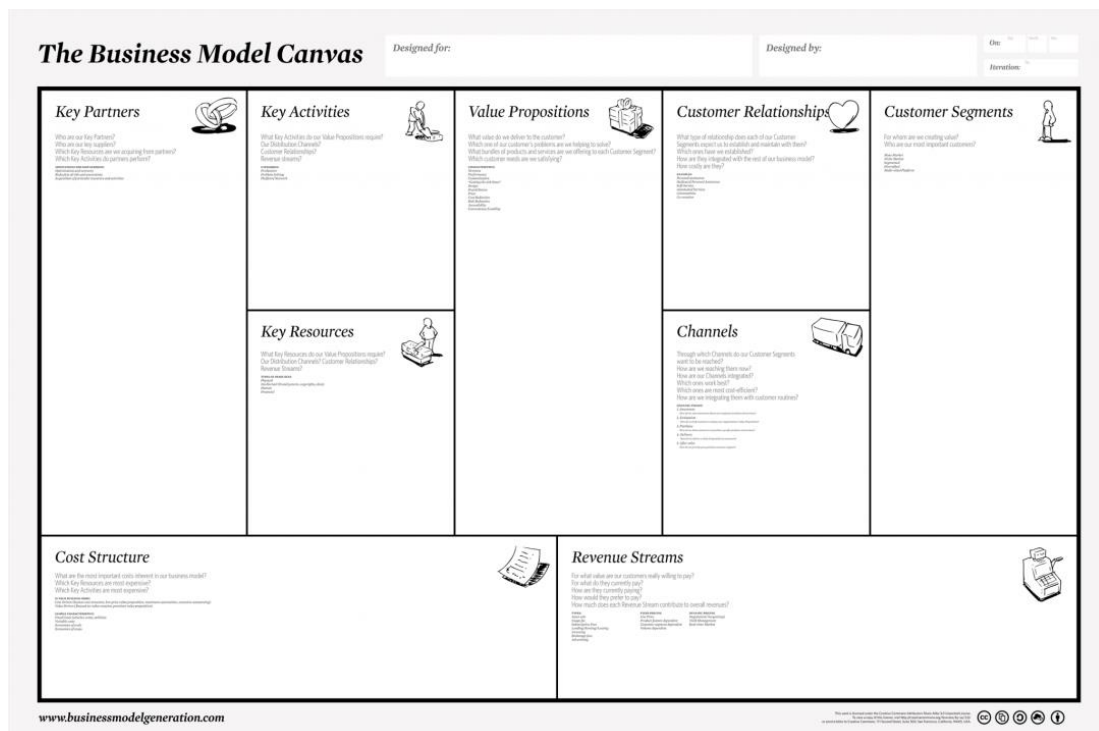
02 | 将解决方案转化为切实可行的业务计划很容易

即使最初的可持续发展罗盘工作坊没有包括这一部分，经过广泛的研究，“天美的世界”学院的创始人增加了这个额外的工具，以加强工作坊的学习成果。

通过将商业模式画布作为工作工具

Canvas as a working tool as part of the workshop, attendees have the opportunity to go through all the stages of problem solving, from identifying it to turning their solution into a viable and sustainable business plan, further prompting sustainability.

添加到工作坊中，参与者有机会经历解决问题的所有阶段，从确定问题到将解决方案转化为可行和可持续的商业计划，进一步促进可持续性。



03 | It's visual

According to the Value-Action Gap Theory (Blake, 1999), one of the reasons why people might not take actions to protect the environment even if they are aware of the sustainability challenge is because they feel that individual effort is too small to make a difference or have difficulties visualizing the

03 | 视觉效果

根据价值观-行为缺口理论 (Blake, 1999)，人们即使意识到可持续性挑战，也可能不采取行动保护环境的原因之一是，他们觉得个人的努力太小，无法发挥作用，或者难以想象个人的努力在整个系统中所起的

part that their individual effort plays in the whole system.

作用。

By building the Sustainability Pyramid, participants get to actually visualize how their individual and team work is affecting the whole system. As such, the workshop allows participants to attain a more impactful behavioral change.

通过建立可持续发展金字塔，参与者可以真正地想象他们的个人和团队工作是如何影响整个系统的。因此，工作坊允许参与者实现更有效的行为改变。



04 | It's develops multiple skills at the same time

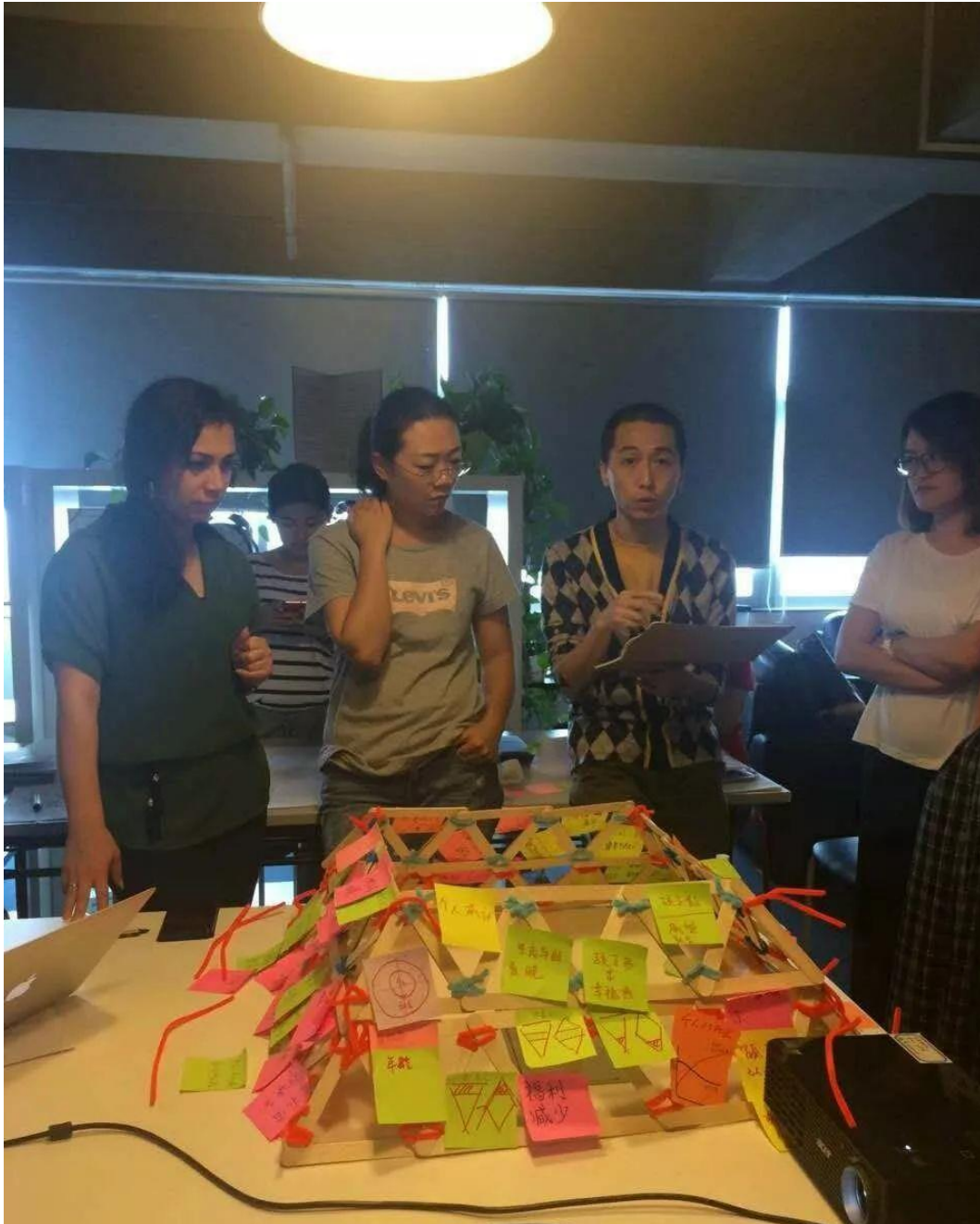
04 | 同时培养多种技能

Through its interactivity and structure, attending the workshop helps participants develop multiple skills: critical and systems thinking, team work and communication, problem

通过其互动性和结构，参加工作坊有助于学员培养多种技能：批判性和系统性思维、团队合作和沟通、解决问题、调解和不同利益

solving, mediation and empathy among different stakeholders, all while learning to take ownership of sustainability issues.

相关者之间的同理心，同时学习掌握可持续性问题。



Benefits for joining the workshop

参加工作坊的好处

- No matter what identity you have, sustainability is something that impacts everyone's lives. By attending this workshop you have the opportunity to learn first hand what part you can play in making the world a more sustainable place.
- Even if you are not an entrepreneur, learning how to think like an entrepreneur will help you have clearer goals for yourself. It will also help you expand your horizons and become more creative.
- If you are someone passionate about climate change and want to learn more about the things that you can do to make a difference, then this workshop will definitely help you achieve that.
- If you were looking for a way to improve many skills at the same time, but had difficulties finding the way that is most suitable for you, then the Sustainability
- 无论您有什么身份,可持续性都会影响每个人的生活。通过参加本次工作坊,您将有机会直接了解您在使世界成为一个更具可持续性的地方方面可以发挥的作用。
- 即使您不是一个企业家,学习如何像企业家一样思考也会帮助您在生活中为自己制定更清晰的目标。
- 它也会帮助您拓展视野,变得更有创造力。
- 如果您是一个对气候变化充满热情的人,并且想更多地了解您能做些什么来改变现状,那么这个工作坊肯定会帮助您实现这一目标。
- 如果您正在寻找一种同时提高许多技能的学习方法,但很难找到最适合您的方法,那么可持续发展罗盘是实现这一目标的最佳方法。

Compass is the best way to achieve that.

Beyond climate change and sustainability

超越气候变化和可持续性

With economic development, an increasing number of people will strive for personal development, as such they will start looking into disciplines like design thinking, product thinking, entrepreneurial thinking and so on.

In a pursuit for higher incomes and more career opportunities, many young people want to access enriched knowledge and tools, but time and finances are limited resources.

Nonetheless, according to some of the latest research in psychology, having too many choices will make people feel overwhelmed and stop choosing overall.

Such psychological state is very important as it will make people spend more time on deciding what they want to learn limiting their learning

随着经济的发展，越来越多的人将致力于个人发展，因此他们将开始研究设计思维、产品思维、创业思维等思维模式。

为了追求更高的收入和更多的职业机会，许多年轻人希望获得丰富的知识和工具，但时间和财力是有限的资源。

尽管如此，根据心理学的一些最新研究，有太多的选择会让人感到不知所措，导致提高焦虑心态。

这种心理状态是非常重要的，因为它会使人们花更多的时间决定他们想学什么，从而限制他们的进步。

efficiency.



So, if we were to choose one skill to acquire in this ever changing world, what should that be?

那么，如果我们要在这个不断变化的世界中选择一种技能来获得，那应该是什么呢？

Given the complexity of the world we are living in, the one type of thinking that can help us make sense of it is systems thinking.

考虑到我们生活的世界的复杂性，有一种思维方式可以帮助我们理解它，那就是系统思维。

In the information era, what people are missing is not

在信息时代，人们缺少的不是信息，而是最适合自己的信息过滤意识和

information, but the awareness and the tools to filter the information most suitable for the self.

At the same time, very often we talk about the same concepts across industries, but we use a lot of industry specific jargon, thus creating the illusion of differences and increasing the risk of misunderstandings or even conflict.

This complication adds up to the information that we have to filter and select from, making the task even more difficult.

工具。

同时，我们经常在不同行业谈论相同的概念，但我们使用了许多特定行业的行话，从而产生了分歧的假象，增加了误解甚至冲突的风险。

这种复杂性增加了我们必须过滤和选择的信息，使任务更加困难。



In order to solve this problem, developing systems thinking skills is very important, as it allows

为了解决这个问题，训练系统思维能力是非常重要的，因为它使我们能够理解不同的联系，并退一步看

us to make sense of different connections and take a step back to see how different pieces of a whole come together.

一个整体的不同部分是如何结合在一起。



How can developing systems thinking help us in daily life?

发展系统思维如何帮助我们在日常生活中?

01 | Personal life

It can help us better understand ourselves, make better decisions, but it can also help us understand where we can create more impact within the system we live in by harnessing our individual potential. At the same time it can help us enhance our levels

01 | 个人生活

它可以帮助我们更好地了解自己、做出更好的决定，但它也可以帮助我们了解，通过利用个人潜力，我们如何在我们所处的系统内产生更大的影响。同时它可以帮助我们增强自信心。

of self-confidence.

02 | At work

It can help us better understand how the whole company functions as a system and the role we are playing within it so that we can create more value.

03 | Leadership

It can help us better understand how to manage a team, understand the needs of customers and listen to their suggestions when developing the business; it can help us make more intelligent business decisions to achieve success.

04 | Within a company

It can help team members improve communication skills and improve the quality of team work. It can also help them better understand customers, especially in the international work environment, but also help them understand how to maximize productivity, so as to ensure faster professional and economic growth for the company. The success of any company lies in the team, not in the service or brand. As a

02 | 在工作中

它可以帮助我们更好地理解整个公司是如何作为一个系统运作的，以及我们在它里面扮演的角色是什么，以便我们能够创造更多的价值。

03 | 领导力

它可以帮助我们更好地、更系统地了解如何管理团队，了解客户的需求，并在发展业务时听取他利益先关着的意见；同时它可以帮助我们做出更明智的商业决策以取得成功。

04 | 公司内部

它可以帮助团队成员提高沟通技巧，提高团队工作的质量和效率。它还可以帮助团队更好地了解客户，特别是在国际化的工作环境中，也可以帮助他们了解如何最大限度地提高生产力，从而确保公司更可持续的经济增长。任何公司的成功都在于自己团队温和配合上，而不是服务或品牌。作为回报，对这些技能的投资也可以帮助公司减少员工辞

reward, investing in these skills can help companies improve employee retention as well. 职率。

Stand out from the crowd!



What is the benefit of using this tool?

使用这个工具有什么好处？

The Sustainability Compass can help participants practice their critical thinking skills, better understand sustainability issues and how to take more sustainable actions.

可持续发展罗盘可以帮助参与者练习他们的批判性思维技能，更好地理解可持续发展问题以及如何采取更可持续的行动。

Why should individuals and companies care about sustainable development

为什么个人和公司要关心可持续发展和行为？

and behavior?

01 | Individuals

We always say that our quality of life is in our hands, but in fact, some environmental factors may have a negative impact on the scope of our choices and decisions.

Food, clean water, pollination and natural disaster protection are all basic goods and services that support our economic development and our well-being.

To make better decisions and ensure the well-being of us and others, we need to understand how our actions and opinions are affected by different environmental factors, namely, the people or spaces around us.

02 | Companies

Sustainable development is the main driving force of enterprise strategy and competitiveness, and has many advantages:

1. **Save costs** by learning how to maximize the use of resources
2. **Customer needs** - green

01 | 个人

我们总是说我们的生活质量掌握在我们手中，但事实上，一些环境因素可能会对我们的选择和决定范围产生负面影响。

粮食、清洁用水、授粉和自然灾害保护都是支持我们经济发展和福祉的基本商品和服务。

为了做出更好的决定，确保我们和其他人的福祉，我们需要了解我们的行动和观点是如何受到不同环境因素的影响的，即我们周围的人或空间。

02 | 企业

可持续发展是企业战略和竞争力的主要驱动力，具有诸多优势：

1. 通过学习如何最大限度地利用资源来节约成本
2. **客户需求**——绿色环保不仅可

environmental protection can not only save money, but also create new revenue by attracting customers who care about the company's environmental footprint.

3. Risk mitigation - as energy costs rise and resource supply is uncertain, it is important that companies rethink how to get and use inputs to get their output.

4. Leadership - leading companies are embracing the concept of sustainable development in order to be part of the environmental policy dialogue and to align with the United Nations sustainable development goals.

5. Tax incentives - local governments increasingly provide a series of financial incentives for environmental responsibility activities.

6. Retaining employees - there are a lot of psychological studies showing that employees work not only for money, but also for the meaning and satisfaction they get in the workplace. If sustainability is integrated into corporate culture, it is the key to attracting

以省钱, 还可以通过吸引关心公司环境足迹的客户创造新的收入。

3. 风险缓解——随着能源成本的上升和资源供应的不确定性, 企业必须重新考虑如何获取和使用投入以获得产出。

4. 领导力——领先的公司正在接受可持续发展的概念, 以便成为环境政策对话的一部分, 并与联合国可持续发展目标保持一致。

5. 税收激励——地方政府越来越多地为环境责任活动提供一系列财政激励。

6. 留住员工——有很多心理学研究表明, 员工工作不仅是为了高的工资, 更是为了工作中得到的意义和满足感。如果将可持续性融入企业文化, 这是吸引和留住员工的关键。

7. 品牌声誉和宣传——通过可持续发展计划促进积极的消费者关系可以产生品牌价值和改善公司形象。

and retaining employees.

7. Brand reputation and publicity - promoting positive consumer relationships through sustainable development initiatives can generate brand value and improve the image of the company.

8. Resource constraints - natural resources such as fossil fuels and water are limited. As scarcity increases, the cost will increase. Companies need to be prepared to learn how to better use these resources to maintain the quality of their products and services and to remain competitive.

9. New revenue opportunities - companies like DuPont, Nike and IBM are looking to see how natural resources, climate change and energy drive innovation and inspire new business models, products and services.

10. Better financial performance - companies that actively manage and plan climate change receive 18 percent higher ROI than companies that do not take these measures, and 67 percent higher than companies that

8. 资源限制——自然资源，如化石燃料和水是有限的。随着稀缺性的增加，成本也会增加。公司需要准备学习如何更好地利用这些资源来保持产品和服务的质量，并保持竞争力。

9. 新的收入途径——像杜邦、耐克和 IBM 这样的公司正在寻找自然资源、气候变化和能源如何推动创新，激发新的商业模式、产品和服务。

10. 更好的财务业绩——积极管理和规划气候变化的公司比不采取这些措施的公司获得 18% 的投资回报率，比拒绝披露排放量的公司高 67%。

refuse to disclose emissions.

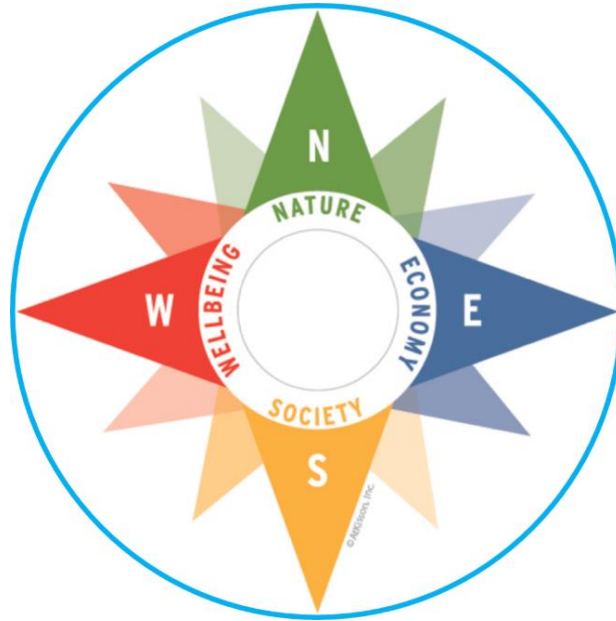
Institutions around the world use these tools

全世界在用可持续发展罗盘工具的机构



Introduction to the Sustainability Compass

可持续发展罗盘简介



The Sustainability Compass is almost self-explanatory. A compass helps us to map the territory, and find our direction. The idea of a compass is also about being inclusive: when we need to understand the whole picture, we "gather people from all points of the compass."

The Sustainability Compass takes the ordinary English-language directions — North, East, South, West — and renames them, keeping the

可持续发展罗盘几乎不解自明。它帮助我们划分领域，找到方向。罗盘的思想也是包容性的：当我们需要明白整个图画的时候，我们“聚集来自罗盘各个方向的人”。

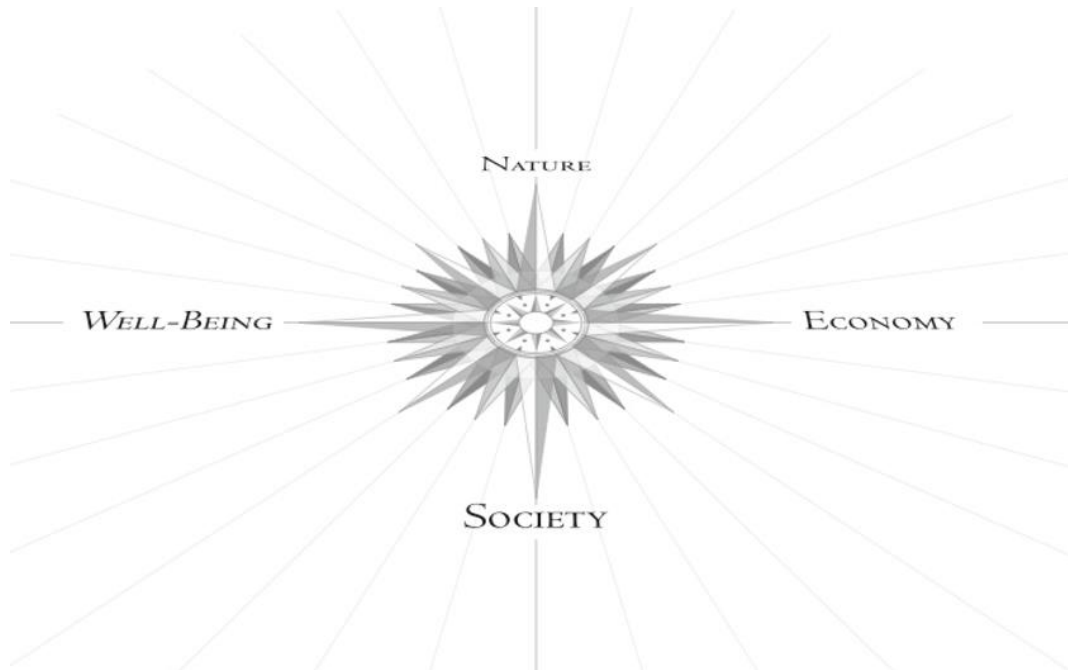
可持续发展罗盘提取了最初的英文语言的方向词—北（North），东（East），南（South），西（West）—重新命名，保留原来众所周知的首字母：N, E, S, W。

方向表示的新名字—自然（N），经济（E），社会（S），幸福（W）—对应着可持续发展的四个必要维度。对于一所学校、组织、公司或社区要可

same well-known first letters,
N, E, S, W.

The new names for the directions — **Nature, Economy, Society, and Wellbeing** — correspond to the four essential dimensions of sustainability. For a school, organization, company or community to be sustainable, it needs to be thinking about, and taking care of, all four directions, all at the same time.

持续发展，需要同时考虑和关心所有四个方向。



N is for Nature - "Nature" refers to our natural ecological systems and environmental concerns, from ecosystem

N 是指自然 —“自然”是指我们的自然生态系统和环境考虑，从生态健康到资源消耗和浪费。

health to resource consumption and waste.

E is for Economy - "Economy" means all the ways we use resources, our own work, and our ideas and technologies, and turn them into goods, services, money and jobs.

S is for Society - "Society" refers to all the social institutions, cultures, and values that organize our collective life as human beings, from government agencies to school clubs, from human rights to the rule of law.

W is for Well-being - "Well-being" refers to individual health, happiness, and quality of life, which also includes the health and happiness of our families and others close to us, and our relationships to them.

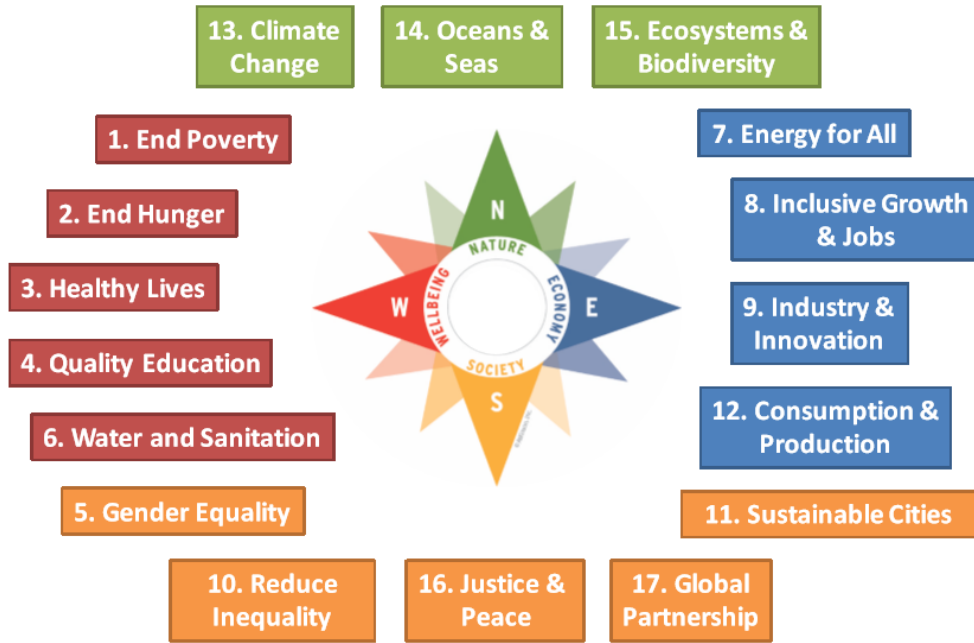
E 是指经济 —“经济”是指我们使用资源的所有方式，我们自己的工作，我们的想法和科技，并且把它们转化为产品、服务、金钱和工作。

S 是指社会 —“社会”是组成我们人类集体生活的所有社会机构、文化和价值观，从政府机构到学校俱乐部，从人权到法则。

W 是指幸福 —“幸福”是指个人健康、快乐和生活质量，也包括我们家人和亲近朋友的健康和快乐，以及我们与他们间的关系。

The Sustainability Compass and the SDGs

可持续发展指南针和可持续发展目标



W - Wellbeing

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Goal 6: Ensure access to water and sanitation for all

S - Society

Goal 5: Achieve gender equality and empower all women and girls

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities inclusive, safe, resilient and sustainable

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable

W - 幸福

目标 1: 在全世界消除一切形式的贫困

目标 2: 消除饥饿, 实现粮食安全, 改善营养状况和促进可持续农业

目标 3: 确保健康的生活方式, 促进各年龄段人群的福祉

目标 4: 确保包容和公平的优质教育, 让全民终身享有学习机会

目标 6: 为所有人提供水和环境卫生并对其进行可持续管理

S - 社会

目标 5: 实现性别平等, 增强所有妇女和女童的权能

目标 10: 减少国家内部和国家之间的不平等

目标 11: 建设包容、安全、有抵御灾害能力和可持续的城市和人类住区

目标 16: 创建和平、包容的社会以促进可持续发展, 让所有人都能诉诸司法, 在各级建立有效、负责和包容的机构

development

目标 17: 加强执行手段, 重振可持续发展全球伙伴关系

E - Economy

E - 经济

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

目标 7: 确保人人获得负担得起的、可靠和可持续的现代能源

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

目标 8: 促进持久、包容和可持续的经济增长, 促进充分的生产性就业和人人获得体面工作

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

目标 9: 建造具备抵御灾害能力的基础设施, 促进具有包容性的可持续工业化, 推动创新

Goal 12: Ensure sustainable consumption and production patterns

目标 12: 采用可持续的消费和生产模式

N - Nature

N - 自然

Goal 13: Take urgent action to combat climate change and its impacts

目标 13: 采取紧急行动应对气候变化及其影响

Goal 14: Conserve and sustainably use the oceans, seas and marine resources

目标 14: 保护和可持续利用海洋和海洋资源以促进可持续发展

Goal 15: Sustainably manage

目标 15: 保护、恢复和促进可持续利用陆地生态系统, 可持续管理森林, 防治荒漠化, 制止和扭转土地退

forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.

化，遏制生物多样性的丧失



Preparing to Build a Pyramid

准备建一座金字塔

"Building the Pyramid" is a fun, engaging group activity that results in new ideas for sustainable development — and the possibility that those ideas will turn into sustainability goals, plans, projects,

“建一座金字塔”是一种有趣的、吸引人的、能够为可持续发展产生新想法的活动。一是那些想法将会转化为可持续发展的目标、计划、项目、策略、倡议和成就的可能性。

strategies, initiatives, and accomplishments.

"Sustainability" means environmental, economic, social, and human health in our communities, our organizations, and our whole world. A sustainable world is a world that's built to last — just as the original pyramids of ancient times were built to last.

“可持续发展”意味着在我们的社区、组织和整个世界中的环境、经济、社会和人类健康。一个可持续发展的世界是一个建来持续不断的世界 — 就像是古时候最初的金字塔的建来能够持久。



A Quick Intro to Sustainability

可持续发展的快速入门

More and more people are using the word "sustainability" these days. But what is "sustainability"?

现如今越来越多的人在使用“可持续发展”这个词。但是什么是“可持续发展”？

This "quick intro" is intended to bring you and your group up to speed on sustainability, and on why it's so important. Share this with your group, and use it as your frame of reference for your Pyramid workshop.

这一“快速入门”旨在带着你们和你们的朋友圈明白可持续发展和为什么它如此重要、将此分享到你们的朋友圈子，并把它作为你们金字塔工作坊的架构。

1970's and 1980's: Defining the Sustainability Challenge

1970 和 1980 年代: 定义可持续发展的挑战

In the 1970s, scientists began to sound the alarm that humanity was on a collision course with the limits of our tiny, living planet. Some resources would eventually run out. Pollution was increasing rapidly. A growing population was filling up the available

在二十世纪七十年代，科学家开始听到警钟：人类正走在与我们微小而赖以生存的星球的局限性发生冲突的路上。一些资源将最终耗尽。污染正快速蔓延。不断增长的人口正充斥着可以利用的空间。这样的趋势曾是不

space. Trends like these were physically unsustainable. Eventually, many things would have to change, if we were to avoid a real crash. Not many heard this message, back in the 1970s ... but some people did, and began to take action. This was the start of the modern sustainability movement.

Then in 1987, a United Nations initiative called the World Commission on Environment and Development (more commonly known as "The Brundtland Commission") created what became the most widely used definition of "sustainable development," which it described as changes in our global way of life that "meet the needs of the present without compromising the ability of future generations to meet their own needs."

For the first time, the wellbeing of nature and people, and their

可持续发展的。最终，如果我们要避免真正的崩溃，许多事情将不得不发生改变。回溯到 1970 年代，不多人听过这条讯息...但是一些人确实，并且开始采取行动。这就是现代可持续运动的开始。

后来在 1987 年，一项叫做世界环境与发展委员会（更被大众熟知为“布伦特兰委员会”）的联合国倡议创造了后来最被广泛使用的定义“可持续发展”。它描述了全球生活方式的变化，“在不损害后代子孙满足他们自己需求的情况下满足现在的需求。”

自然和人们的幸福，以及他们的长期健康开始紧密地联系在一起。确保给人与自然一个更好的未来成为了全球性可持续发展挑战的本质。

health in the long term, were strongly linked together. Working to ensure a better future for both people and nature became the essence of the Global Sustainability Challenge.

1990's and 2000's: Sustainability Awareness Keeps Growing

1990 和 2000 年代: 可持续意识持续增长

In 1992, the Brazilian city of Rio de Janeiro hosted what was then the world's largest-ever gathering of Presidents, Prime Ministers, and other heads of state. The "Earth Summit" resulted in a set of voluntary global agreements to make sustainable development a reality. Actual progress was still slow ... but more and more cities, companies, schools and other groups, all around the world, began to take on real projects and initiatives to save energy, conserve nature, improve the wellbeing of the poor, and other projects.

在 1992 年, 巴西的里约热内卢市举办了后来成为世界上最多总统、首相和其它首脑参加的会议。“地球会议”产生了一系列的自愿要使可持续发展成为现实的全球协议。真正的进展仍然缓慢...但是在全世界范围内, 越来越多的城市、公司、学校和其它团体开始采取真正的项目和倡议去节约能源、保护自然、改善贫困人民的福祉和其它项目。

后来在 2000 年, 联合国采纳了一系列的实际目标“千年发展计划”。结合其它全球协议和报道 — 关于全球

Then in the year 2000, the United Nations adopted a set of concrete goals, the "Millennium Development Goals." These combined with other global agreements as well global reports — on topics like global warming, ecosystem health, and the world's progress on human wellbeing — to fuel a real surge in the sustainability movement, at every level, from nations to large corporations to small communities, and everything in between.

During this period, the awarding of Nobel Peace Prizes to people like Wangari Maathai for her work to empower women and plant trees in Africa, and to Al Gore and the Intergovernmental Panel on Climate Change for their efforts to raise the alarm on global warming, were just the most visible evidence that the world's awareness about the Global

变暖、生态健康和人类幸福的世界进程 — 在不同层面上, 从国家到大企业再到小的社区和所有其它增加可持续发展运动。

在这段期间, 诺贝尔和平奖颁给了因为支持妇女和在非洲种树的工作的旺加里 . 马塔伊, 以及在气候变化问题上努力敲响全球变暖警钟的艾伯特·戈尔和政府间委员会, 就是世界关于全球可持续发展挑战迅速加强的最明显的证据。

但是有许多工作要去落实, 将大规模的意识转化为行动。

Sustainability Challenge was growing rapidly.

But there was a lot of work to do, to turn large-scale awareness into large-scale action.

2010's and Beyond: The Sustainability Transformation

2010 年代及往后：可持续发展的转变

These days, change is in the air, all over the world. The financial crisis that began in 2008 has, paradoxically, underscored that the risks of not doing enough on sustainability are real: If economic systems can collapse, so can other systems. And if economic systems can be reinvented, so can energy systems, transport systems, and many other aspects of our way of life that are inherently unsustainable.

The decade of the 2010s marks, we believe, a real

这些天，全世界都在发生着变化。自相矛盾的是，始于 2008 年的金融危机说明在可持续发展方面做得不够的危机：如果经济体制可以崩溃，那么其它体制也可以崩溃。如果经济体制可以被彻底改造，那么能源体系、交通体系和许多我们固有的不可持续的生活方式的其它方面也是可以被重新塑造的。

我们认为，2010 年代的十年标志着一次创造转折点的真正机会。已经有了大量的可持续发展势头。2012 年六月的里约+20 峰会发行了一份叫

opportunity to create a turning point. There is already a lot of momentum on sustainability. The Rio+20 conference in June 2012 released a new guiding document called The Future We Want, which was endorsed by all the member states of the United Nations, and put new wind into the sails of sustainable development. The world's nations agreed to create a new set of Sustainable Development Goals (or "SDGs"), by the end of 2015. The new SDGs are replacing the Millennium Development Goals ("MDGs") and will guide the world from 2016 through 2030. The document that the national governments created, when they agreed to the new SDGs, is called "Transforming our World: The 2030 Agenda for Sustainable Development."

Clearly the world wants a sustainable future. We just have to create it!

做“我们想要的未来”的新的指导文件, 后来被联合国的所有成员国改善, 为可持续发展的航行注入了新的风力。到 2015 年底, 世界国家同意创建一系列可持续发展目标 (“SDGs”)。新的可持续发展目标正在取代千年发展目标 (“MDGs”), 并且引导从 2016 年到 2030 年的世界发展。当联合国同意通过新的可持续发展目标, 起草了这份文件: “转变我们的世界: 可持续发展的 2030 议程”。

明显地, 世界想要一个可持续的未来。我们就不得不创造它!

我们买什么消费什么, 我们如何选择解决问题, 我们如何管理自己的公司和机构, 甚至我们要求政府采取什么样的行动... 作为个体或者是在集体中, 我们可以做很多事情改变现状。

What we buy and consume, how we choose to get around, how we manage our companies and institutions, even what kinds of action we demand from our governments ... there is so much we can do, as individuals and in groups, to make change happen. A sustainable future is within reach. We just have to set our course, and go there.

可持续的未来能够到达。我们仅需要设定航线并驶向那里。

Sustainability: The Critical Global Challenges

可持续发展：关键性的全球挑战

If the world were on a good course, we would not need a global sustainability movement, or a set of Sustainable Development Goals. But unfortunately, the world is not on a sustainable course. Here is a short, starter list of the critical global challenges we face, as a world, on our voyage to a more a sustainable future. These

如果世界处在一个好的航线上，我们将不需要一个全球性的可持续发展运动，或一系列的可持续发展目标。但是，现在世界不在可持续发展的道路上。这儿给出一份通往更加可持续的未来时，我们所面临的主要的全球挑战的首发列表。这些全球性的问题可以帮助你们选择一个当地的项目，为实现未来做出贡献。

global issues can help you choose a local project, to contribute to making that future a reality.

Global warming and climate change:

全球变暖和气候变化:

The world's burning of fossil fuels, clearing of forests, and other activities are resulting in a thicker blanket of "greenhouse gases" in our atmosphere. And these, in turn, are warming up our world. Stopping the process of global warming is essential to our world's long-term wellbeing. That means changing a great deal about our way of using energy and managing the land.

全世界化石燃料的燃烧、森林的消失和其它的活动正为我们的大气层铺上一层更厚的“温室气体”地毯。同时反过来，这些气体加热了我们的世界。为了世界的长期福祉，我们必须停止全球变暖的进程。那就意味着大大改变我们使用能源和管理土地的方式。

Nature conservation:

自然保护:

We depend for our food, health, and general happiness on the integrity of the world's natural

我们的食品、健康和整体的幸福依赖于世界自然生态系统的完整。干净的

ecosystems. Clean water, healthy soil, and a great diversity of species are all essential to the fabric of life — including the fabric of our life. Preserving nature just as it is — including its capacity to renew and sustain itself — is central to the sustainability of our human civilization as well.

水、健康的土壤和物种多样性对于生命结构，包括我们生活的组织结构，都是必须的。保护大自然 — 包括它自我更新和维持的能力 — 也是我们人类文明的可持续发展的核心。

Population, wealth, and poverty:

人口，财富和贫穷:

Growing numbers of people, using growing amounts of resources, are now a powerful force reshaping the face of our world. In the rich parts of our world, people consume too much and too carelessly, making it hard for the Earth to sustain our way of life. In the poor parts, lack of access to basics like water and food can lead to violent conflict, and the destruction of nature in pursuit of basic needs. We need to find a healthy balance between the

通过使用大量的资源，越来越多的人现在成为改变世界面孔的强大力量。

在我们世界的富有区域，人们大肆而又粗心消耗使得地球维持我们的生活方式更加困难。在贫困的地方，缺乏像水和食物这样的基础物品能导致暴力冲突和自然破坏。我们需要在地球的人口数量和所有人的生活方式中间找到一个健康的平衡，以至于每个人都能足够过上一个好的生活，同时剩余的也足够供应自然的需求。

numbers of people on planet earth, and how we all live, so that everyone has enough for a good life, and so that enough is also left over for nature's needs as well.

Human wellbeing:

人类幸福:

Finding that balance requires also ensuring that everyone — men and women, children and the elderly, regardless of religious belief or other kinds of difference — has the opportunity to reach their full potential, and live a fulfilling life. Working for human rights is work to create a better humanity, and increase the chances that all of us will be able to work together to solve the great challenges of our world.

There are many other challenges, and of course there are more detailed "challenges

找到那种平衡也需要确保每个人——男女老少，不论宗教信仰或其它差别——有机会发挥他们全部的潜力、过上满足的生活。争取人类权利就是为了创造更好的人性，使我们有更多的机会能够一起解决世界面临的巨大挑战。

我们也有许许多多其它的挑战。当然，正如上面描述的有更加详细的“挑战中的挑战”。要看世界如何在联合国的层面上安排这些挑战，请查看经几乎所有世界国家达成协议的新的全球性可持续发展目标 — 17 个目标和更多

within the challenges" described above. To see how the world is organizing these challenges at the level of the United Nations, please check out the new global Sustainable Development Goals — 17 goals and many detailed targets, agreed to by nearly all the world's nations. There is a global communications campaign with many resources available to learn about these goals, at <http://www.globalgoals.org/zh/>.

Choosing Your Own Central Challenge for Sustainability
The UN process of creating the global Sustainable Development Goals has covered many topics, but it cannot possibly cover all of them. You may have a very special and specific challenge that is meaningful for your community or organization. That's great! Use that to

详细的目的。关于这些目标，一个全球性的交流运动带有可以利用的资源：

<http://www.globalgoals.org/zh/>。

选择对于可持续发展的主要挑战创造全球可持续发展目标的联合国进程已经包含了许多话题，但是它不可能包含全部。你们可能会有一个对社区或组织有意义的非常特别和具体的挑战。太棒了！运用这次挑战去探索可持续发展的宏图...并静观其变。因为最终可持续发展教给我们的一件事是万物都是联系在一起的。

explore the big picture of sustainability ... and watch what happens. Because in the end, one of the things that sustainability teaches us is that everything is connected.

Further Reading

阅读更多

中文: <http://www.un.org/sustainabledevelopment/zh/>

英文: <https://sustainabledevelopment.un.org/>

Example of workshop agenda

工作坊议程示例

Please remember that each company is facing specific issues, as such the content will be tailored according to the goal that the company wants to achieve. The below schedule is only for reference purpose.

需要记住的是，每家公司都面临着特定的问题，因此工作坊内容将根据每家公司想要实现的目标进行定制化。以下时间安排只为参考的作用。

Offline Workshop schedule: 09:00 – 18:00

线下工作坊议程

09:00 -09:40

Warm-up / Group Formation / Pick Challenge

09:40 -10:40

Group Discussion "What is current situation?" (includes 10 mins debriefing between groups)

10:40 -10:50

Refreshments Break

10:50 -11:50

Group Discussion "Why is the current situation as it is?" (includes 10 mins debriefing between groups)

11:50 -13:00

Lunch Break

13:00 -14:00

Group Discussions "What can be done?" (includes 10 mins debriefing between groups)

14:00 -14:10

Refreshments Break (optional)

14:10-15:10

Group Discussions "What resources do I need?" (includes 10 mins debriefing between groups)

15:10 -15:20

Introduce the Business Model Canvas (BMC) as a working tool

15:20 -16:20

Based on BMC, create business ideas for the solutions found

16:20 -16:30

Refreshments Break

16:30 -17:00

Group Presentations about the projects they have done

17:00 -17:30

Discussion about the challenges faced during the day + Facilitator's Feedback

17:30 -17:45

Self-reflection: "What do you think you have learned today?"

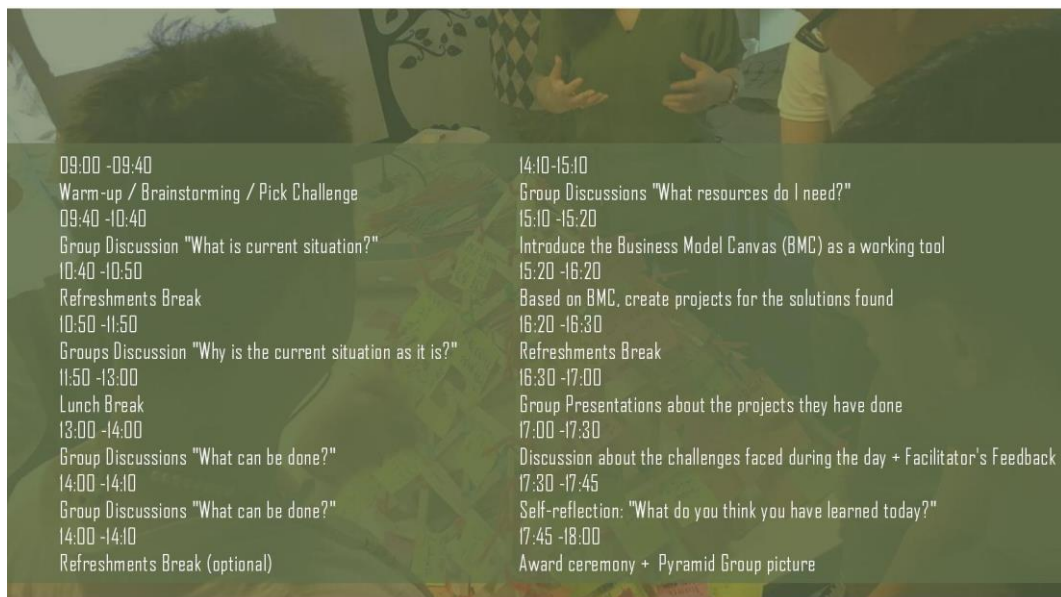
17:45 -18:00

Award ceremony + Pyramid Group picture

All participants are encouraged to go together for dinner (AA) after the workshop is finished in order to continue the discussions.

Steps in building the pyramid

建造金字塔步骤



Background

Using the pyramid:

- Gives a broader perspective about the correlations between different aspects of sustainability
- Helps people get a hands-on experience in relation to sustainable development and develop critical/systems thinking



What is Sustainable Development?

"development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
(UN, "The Brundtland Report", 1987)

Creating "The Future We Want" for both people and the natural world (UN, 2012)

It is also about creating and maintaining a good quality of life ... for everyone



The Sustainability Compass and the SDGs



The Purpose of Today's Workshop

Choose a Challenge

E.g. Global warming and climate change

Nature conservation

Population, wealth and poverty

Human wellbeing

Or maybe you want to use a Central Challenge at the local level



The Process - 5 Steps, 5 Levels

Note that the process has 5 steps, one for each level of the Pyramid:

1. Share **information** about the issue
2. Think about the **causes**
3. Brainstorm **ideas**: ways to address and improve the issue
4. Make a **plan** about how to implement your ideas
5. To cap it off ... make a **commitment** to *do it!*



The Process - 5 Steps, 5 Levels

- **N is for Nature:**
 - Healthy air and water quality, sustainable resource use, sufficient habitat (especially for endangered species), the preservation of scenic beauty;
- **E is for Economy:**
 - Vital businesses, good infrastructure, the sufficient production of goods and services, a solid financial sector, and good jobs or people at good wages;
- **S is for Society:**
 - The health of our communities, institutions, schools, cultural traditions, and the arts, and the organizational structures and legal frameworks that protect equality and opportunity for all;
- **W is for Well-Being:**
 - Our *individual* health, happiness, education, satisfaction, and fulfillment, as well as the health of our families and primary relationships, and the quality of our living and working environments;



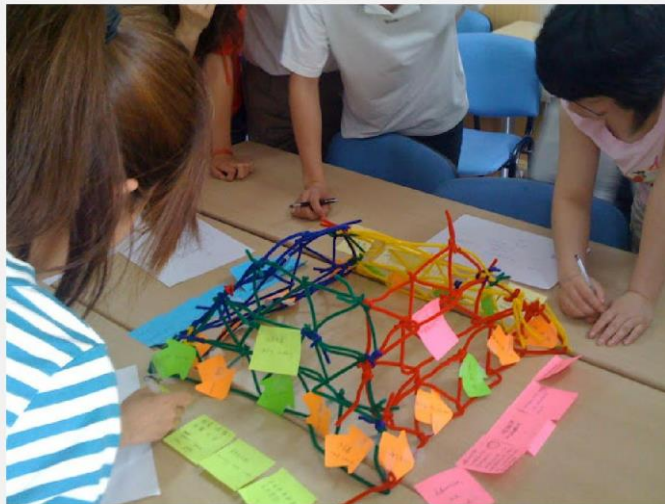
Divide in teams

- **N is for Nature:**
- **E is for Economy:**
- **S is for Society:**
- **W is for Well-Being:**

Pick a card and identify the team that you are in.



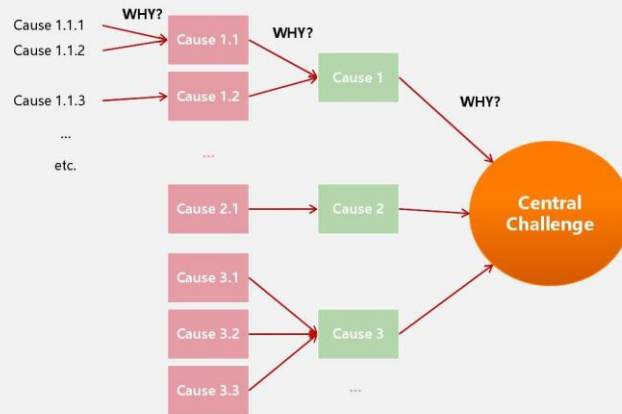
Let's Build the Pyramid!



Level 1. What is happening?(group work)

- What are some of the things that are happening, that we know about, in connection with that Central Challenge?
- What are the likely trends?
- What is likely to happen in the future — especially if no action is taken to make things better?

Level 2. Why is it happening?(group work)



Level 3. What can we do?(group work)

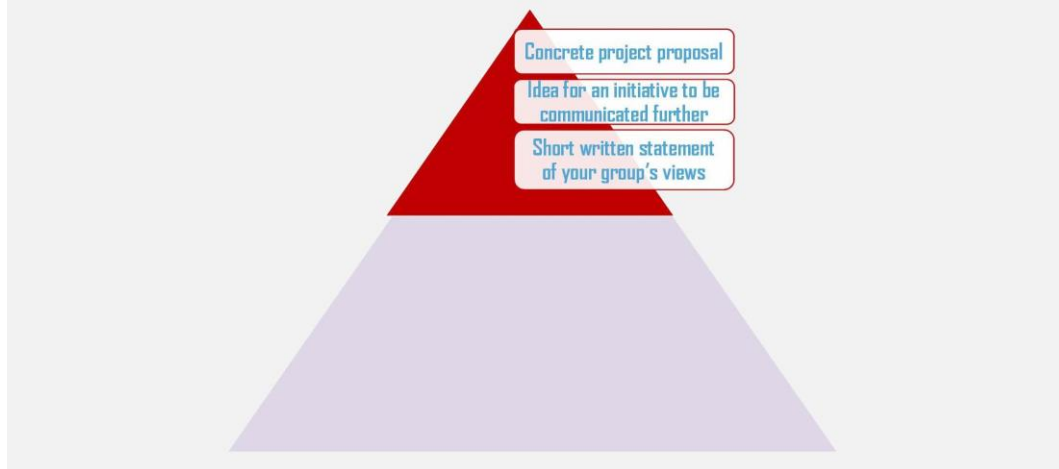


Level 4. How can we do it?(group work)

Do a "to-do list" for making the idea happen



Level 5. The Capstone Agreement (group work)



The Business Model Canvas

The Business Model Canvas

assigned for: _____ assigned to: _____ user: _____ version: _____

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

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About the facilitator

关于导师



Founder 创始人简介

邱天美 Adina

环境心理学研究员
“天美的世界”学院创始人

Environmental Psychology Researcher
“Tianmei's World” Academy Founder

OTHER HATS 她其他身份

Adina Deacu 邱天美 is an Environmental Psychology Researcher studying different learning, working and living environments as context of behavior, as well as the influence that human behavior has in return on the environment as a whole. Through all the projects that she works on, she considers both the physical environments (interior/exterior design), as well as the social ones (human interaction design). Through her work she helps individuals and companies create better learning and working environments with a focus to maximize individual potential, while enhancing cooperation, productivity, levels of wellbeing, but also creating behavioral change.

Additional hats she wears: BA + MA Urban Planning | MSc Environmental Psychology | Entrepreneur | 3 x TEDx speaker | Cross-cultural Educator | Systems Thinking Trainer | Sustainability Compass Licensed Trainer | NGO to Social Enterprise Pivoting Mentor | Entrepreneurship Mentor & Start-up Competitions Judge

邱天美是一位环境心理学研究者，研究不同的学习、工作和生活环境作为行为的背景，以及人类行为对整个环境的影响。在她从事的所有项目中，她既关注物理环境（室内/室外设计），也关注社会环境（人机交互设计）。通过她的工作，她帮助个人和公司创造更好的学习和工作环境，重点是最大限度地发挥个人潜力，同时加强合作，提高生产力和幸福感。她还通过环境设计引导行为改变，目的为鼓励好习惯的产生。

她其他身份：城市规划本科和硕士学位 | 环境心理学硕士 | “天美的世界”学院创始人 | 创业者 | 3 x TED x 讲者 | 跨文化教育工作者 | 系统性思维导师 | 可持续发展罗盘工作坊认证导师 | 创业导师 | 创业路演评委

For more about the facilitator and list of other workshops/lectures,
please access the website:

如需了解有关导师和她提供的其他工作坊/讲座列表的更多信息，请访问以下网

站: <https://www.tianmeisworldacademy.com/about-the-founder>

Offline workshop atmosphere

线下工作坊气氛





What humanity is facing right now is not lack of information, but information overload. Continue to follow this WeChat Account to receive tools, knowledge, reflections to help you harness the power of environmental psychology wisdom and create better learning environments for yourself, build self-confidence and independent thinking skills.

人类现在面临的不是信息匮乏，而是信息过载。欢迎你继续关注本公众号，获取工具、知识、反思，帮助你驾驭环境心理学智慧的力量，为自己创造更好的学习环境，建立自信和独立思考能力。

“Talent is not related to personal ability. It can be developed through the creation of nurturing learning environments.”

“天赋与个人能力关系不大。它是通过创造有养育的学习环境来培养的。”

天美的世界学院
Tianmei's World Academy

—— Adina 邱天美 | 天美的世界学院创始人



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