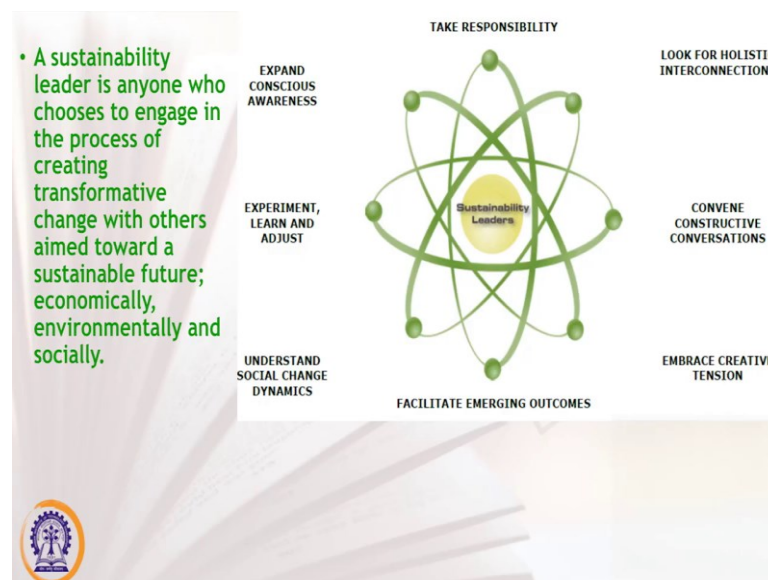


Education for Sustainable Development
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Lecture - 48
Sustainable Leadership (Contd.)

Welcome viewers, welcome back to this NPTEL course on ESD in the last class, actually we are discussing about the sustainable leaders, the leadership attributes like sustainable mindset, then systems thinking and then relationship building. So, today we will continue with this only. So, what are the other attributes and characteristics strength of Sustainable Leaders.

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As you can see, as you can see the sustainable leader is the anyone who chooses to engage in the process of creating transformative change with others aimed towards a sustainable future; economically, environmentally and socially. So, here we have already discussed that how for the sustainable leaders, sustainability leaders also or sustainable leadership also these three triple bottom line domains of sustainability paradigm is important, that like economically socio sustainable, environmentally socio sustainable and socially sustainable.

So, looking at this framework, let us explain, let us discuss what are the other, what are the job responsibilities, the task responsibilities the duties and attributes of sustainable leaders.

First thing is that they take the responsibility. He has to take the responsibility of the goal of the objective of the task at hand. So, what is the first thing is that he has to take the responsibility of the whole team, the task at hand or the organizational goals. So, look for the holistic interconnections that we have already discussed, that the sustainable leaders they are supposed to have a vision for holistic development, that is the holistic perspective that is and how each attributes what each dimensions, each aspects are interconnected, interrelated.

How the whole thing can function and at the end the outcome, learning outcome performance outcome will be more holistic and more you know viable, socio economically viable environmentally sustainable everything. So, to look for the holistic perspective and the interconnectedness in between and among all the domains of the context or the spheres of activity.

Then comes the convene the constructive conversations: and in order to come to the conclusion in order to develop a strategic plan. So, he has to, the leader has to engage every member of the team of the organization or of the committee to have the constructive conversations. So, that is to how to have the constructive conversation regarding all aspects of the project or the task or the you can say of the planning of the plan of the plan.

So, to have the constructive conversation among all the members, with all kinds of you know analysis with all kinds of the critical evaluation to; that means, to have a in depth analysis of its implications and especially the socio economic and environmental implications of these things. So, to convince so he has to arrange for the meeting, he has to arrange for the discussion, he has to arrange for the forum to convene the constructive conversations regarding the project, regarding the task or regarding the goal.

So, then embrace the creative tension again, when the members are engaged they will be engaged in different kinds of dialogue, conversation, discussion brainstorming. So, both in favour both in both against so that means, when they are engaged in critical evaluation, critical discussion, critical appraisal etcetera. So, definitely there will be

some tension. So, tensions may be related in terms of dilemma, in terms of conflicts, in terms of arguments, in terms of you know justifications viewpoints, perspectives.

But the leader they has he has to embrace all this creative tension, because whatever conflict dilemma that arise if it is related to task, if it is related to process related process of the execution, if it is related to any constructive dimensions from any kind of tension that is related to creative input, creative implications. So, that is welcome, that is welcome in the sense that the more discuss the more discussion will be held the more critical appraisal will be held on this topic.

The topic will be you can say the project will be more risk free and the you know and the plan and the strategy will be more robust,. And especially the members, so because the members they consist of the heterogeneous background heterogeneous type. So, when all the heterogeneous members and the people they discuss, they view it they analyze it from their perspective.

And that a you know that causes also different kinds of you know debates, dialogues, conversations, conflicts, dilemmas, etcetera, but leader has to welcome this kind of creative tension and try to resolve it more you know more efficiently, more sustainably more consensually so that the plan and project, plan and strategies will be more risk proof, full proof or robust kind of design.

So, here again the facilitate the emerging outcomes. So, whatever the outcome will be there, up to this conversation after getting the consensus of all the members and agreeing a agreement of all the stakeholders, so that the leader has to facilitate that emerging outcome the ultimate the result. So, whatever that decision the plans the strategies that has come up out of this discussion, then it has to be implemented.

And so the leader has to take the initiative to facilitate this emerging outcomes, then comes to understand the social change dynamics. So, after this when the plans and strategy will be implemented etcetera, there maybe it may have definitely have the some impact some impact on the society, that can bring some kind of social change, some dynamics some change in the dynamics of the people HR dynamics or within the organizations.

So, he has to better understand that social change are the dynamics among the people within the organization, in the society, in the community. So, the leader has to understand it and according act accordingly. So, then thereafter you can say the experiment learn and adjust.

So, with this social dynamics change in the dynamics and the social change after understanding it then he has to experiment with the team members to further learn maybe that, maybe that to skip some of the things, to drop some of the strategies and to adjust, to adopt this plan of action or implementation plan as per the welfare and well-being or adaptability of the society, of the community, of the or we can say the stakeholders needs.

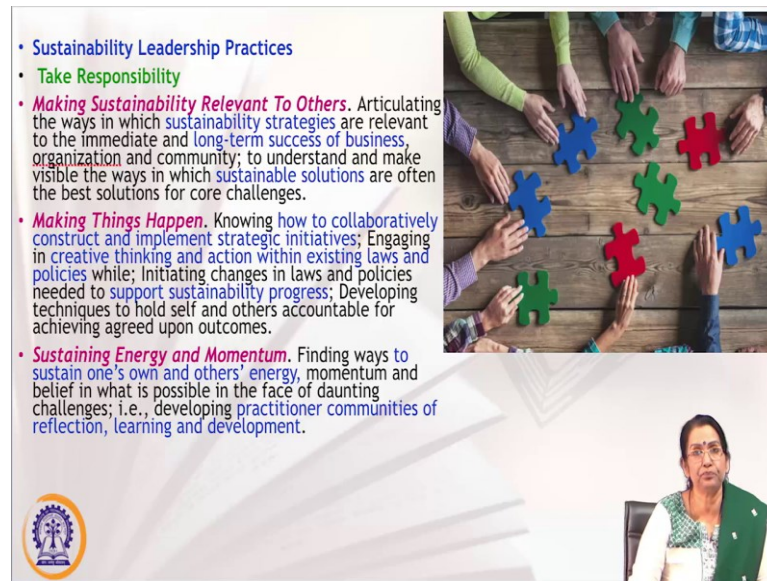
So, after this only then it can be you can say, then it can be it can be strengthened. So, it can be finalized and then it can be adopted well adopted by the organization by the society by the community.

So, experiment on the idea the strategy and the plans, to learn something and again at the same time it has to be economically cost effective, economically viable, it has to be environmentally sustainable it has to be socially, you know socially you can say conducive, socially viable, socially conducive. So, the society must accept it, environmental environmentally sustainable and also economically feasible and viable.

So, this thing with this thing again, then it can be implemented in the work process in the. So, that is that to expand the conscious awareness, with the implementation we can also the leader can also enhance and increase the horizon of awareness, conscious awareness and make it a you know part of the daily routine or daily practice of system. So, this is the cycle, this is the you know leaderships functional or operational cycle of cycle and stages of functioning in this sustainable leadership.

So, any leader who wants to be the sustainable leader or at least who wants to function or work in the area of sustainability, sustainable organizational, sustainability institutional, sustainability then they have to follow this kind of you know framework, this parameters and this kind of steps.

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- **Sustainability Leadership Practices**
- **Take Responsibility**
- **Making Sustainability Relevant To Others.** Articulating the ways in which sustainability strategies are relevant to the immediate and long-term success of business, organization and community; to understand and make visible the ways in which sustainable solutions are often the best solutions for core challenges.
- **Making Things Happen.** Knowing how to collaboratively construct and implement strategic initiatives; Engaging in creative thinking and action within existing laws and policies while; Initiating changes in laws and policies needed to support sustainability progress; Developing techniques to hold self and others accountable for achieving agreed upon outcomes.
- **Sustaining Energy and Momentum.** Finding ways to sustain one's own and others' energy, momentum and belief in what is possible in the face of daunting challenges; i.e., developing practitioner communities of reflection, learning and development.

So, now so let us discuss about some of these sustainability leadership practices. What are these practices? So, first thing is that definitely the leader has to take the responsibility. In taking the responsibility so he has to first of all, he has to make certain things like the making sustainability relevant to others.

So, he has to apprise, he has to educate, he has to inform all the stakeholders regarding the sustainability strategies that he is incorporating in the responsibilities in the job specification and what are its long-term success, how it can lead towards the long-term success of our business of the organizations.

How the sustainable solutions can also be the you know effective solution or best solution for not only the core challenges of our or emerging challenges, our present challenges, but it is also it is also going to help us and in restoring our resources and organizations for the future; that means, for the future of the protection of the sustainable future of the organization as well as the society.

So, he has to make the, make it that mean justify it as the sustainability strategies as to be effective and long term effective and the how these solutions are sustainable and it can ensure, it can ensure sustainable future for us. So, then making things happen, so after this collaboratively constructing and implementing different type of strategic initiatives, plans etcetera creative thinking in actions with the existing legal framework, policies, economic policies legal framework etcetera.

And after getting the support, sustainability support of the sustainability progress etcetera then actual the things also that means, they are going to be executed, they are going to be executed by the self and others. So, here when it is these strategies are going to be implemented. So, all the members, all the members, the leader himself as well as all other members are also equally accountable equally agreeable towards the outcomes.

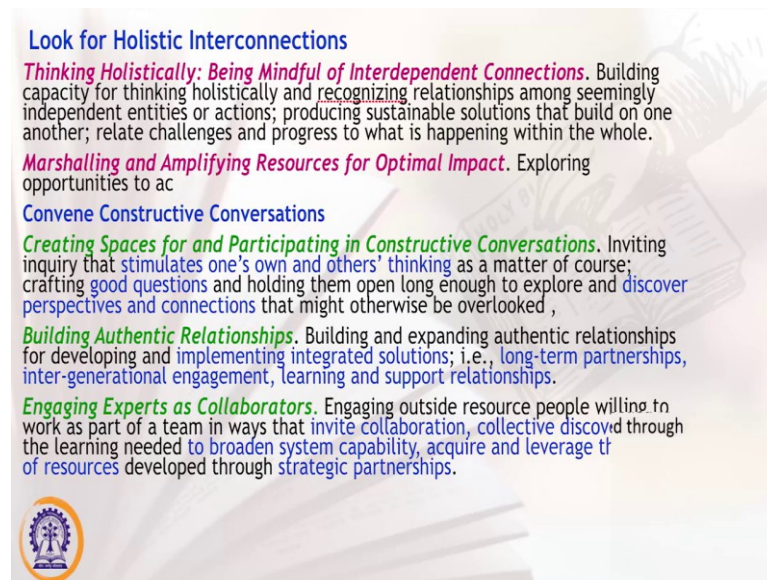
So, then sustainable energy and momentum: what is the finding the you know finding the way for sustaining one's own and other energy. So, here primarily deals with the you know manpower or other resources that is the energy, the you know energy the spirit.

The spirit you can say to you know to be an active member or the responsible stakeholder of these communities of communities or the groups, so that every practitioner of the communities of reflection learning and development they must practise, they must develop the practitioner of communities.

They are the member of the learning communities or practitioner communities. And everybody, every member is you know has develops the reflective thinking to analyze and verify all the outcomes. And they sometimes if required they are learning, re-learning and maybe sometimes they can also unlearn certain things.

If they think that it is a relevant it is not useful. So, sustainable energy and momentum in terms of action, in terms of motivation, in terms of spirit, in terms of practice and in terms of active and reflective thinking.

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Look for Holistic Interconnections

- Thinking Holistically: Being Mindful of Interdependent Connections.** Building capacity for thinking holistically and recognizing relationships among seemingly independent entities or actions; producing sustainable solutions that build on one another; relate challenges and progress to what is happening within the whole.
- Marshalling and Amplifying Resources for Optimal Impact.** Exploring opportunities to ac
- Convene Constructive Conversations**
- Creating Spaces for and Participating in Constructive Conversations.** Inviting inquiry that stimulates one's own and others' thinking as a matter of course; crafting good questions and holding them open long enough to explore and discover perspectives and connections that might otherwise be overlooked ,
- Building Authentic Relationships.** Building and expanding authentic relationships for developing and implementing integrated solutions; i.e., long-term partnerships, inter-generational engagement, learning and support relationships.
- Engaging Experts as Collaborators.** Engaging outside resource people willing to work as part of a team in ways that invite collaboration, collective discovery through the learning needed to broaden system capability, acquire and leverage the of resources developed through strategic partnerships.

So, then look for the holistic interconnection. How the sustainable leader can you know can have a holistic perspective and he can interconnect all the aspects of the project, of the plan of the in a very you know interdisciplinary transdisciplinary way.

And can find out the you know find out the gaps and find out some of the queues also which would be relevant. So, thinking holistically, being mindful of inter in interdependent connections. So, being mindful; that means, focusing on the present, focusing on the present challenges emerging challenges, thinking holistically that means, with a holistic perspective that means, in terms of its broader scope.

Not; that means, beyond the particular context that, so which would be relevant for the future. So, being mindful for interdependent connections that means, what are the other domains, what are the other disciplines, what are the other peripheral network which are also equally relevant or equally interconnected to this whole system.

So, suppose in the suburb, in the suburb in the village remote area than any suburb area so the you know there are organizations going to you know plan going to design and start a new plant.

New plant in terms of manufacturing in terms of water plant or whatever in terms of any business. So, what any plant, if it is going to start a new plant and install a new plant in the new area, then what are the adjacent what are the cofactors that are there. And not

only in terms of the rural or the local resources, but also you know people's needs, then the environmental factors, then the economical viability, then transport then you know business opportunities.

So, all the relevant interconnected, interdependent connections even the political scenario also that is also an relevant. So, he has to explore all these things being mindful in focusing each and every issue of the current situation of the present situation.

And then have a holistic vision for for enlarging its you know you can say, in you; that means, a broader scope and implementation for the future as well. So, marshalling and amplifying the resources of for optimal impact. So, exploring the opportunity to; that means, to act in a multiple dimensions like as whatever what are the first thing is that what are the resources available. What are the skills and competences of the people available.

What are the raw materials available, what are the you know transport and communication system available. So, he has to explore everything and if it is possible sometimes he can also amplify the resources, expand the resources to have an optimal positive impact on the project on the society.

So, that is a to convene the constructive conversation, constructive conversation with creating space for participating a constructive conversation with you know with encouraging the people to actively participate in terms of raising questions, queries doubts.

And discover the different perspectives and connections and welcome their comments, feedbacks, and long-term implications its impact, long term implications for the society for the community people on their living standard, on their on the business, on their in the socio political scenario, everything.

So, that is how to create space and encourage the people to participate in the constructive conversation by engaging them in different kinds of brainstorming sessions, question hours. And then question hour sessions then queries, then the you know quizzes and also having the dialogue also, that having that dialogue. So, building authentic relationship during this period only from the beginning.

So, rapport building is also very important; that means, rapport building or expanding the leadership relationship authentic related leadership; that means, who are the other stakeholders, who are directly or indirectly available in that area, that health professionals or maybe the educational institutions or maybe the block development officers or maybe NGOs working in this area or maybe sub central government agencies.

So, the sustainable leader has to look for look forward for the for building the authentic relationship for developing developing and implementing this integrated solution. So, to have its long-term partnership inter intergenerational and engagement it is; that means, beyond the time, then learning and support the relationship and its long-term implication for the social benefit and the community well-being.

So, that is authentic relationship, third is that engaging the experts at the collaborator. Sometimes he has to invite some experts and the some you know mentors to and invite their collaboration and also engage them in you know guiding giving the you know suggestions. And that way the collective discovery of the learning needed to broaden the system capability.

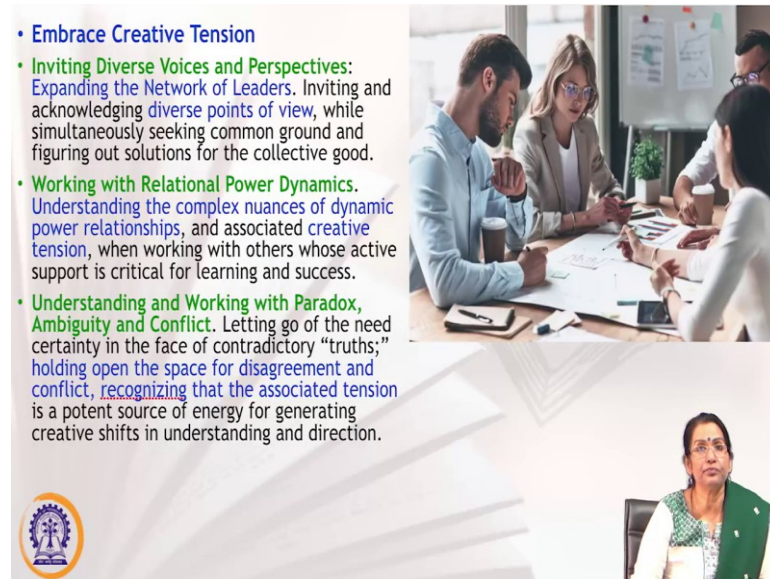
Maybe that the experts, the experienced persons they can also give us the suggestions and like you know what could be the possible risk factors, what could be the possible hazards what could be the possible consequences.

And so how to you know how to be proactive in being better prepared to deal with that kind of emergencies maybe. So, how to acquire and leverage the impact of resources already available.

And how to leverage the strategic partnerships. So, here authentic relationship building and the same at the same time engaging the outside resource people, those who are willing to work, willing to help the team, willing to collaborate, willing to work in the collective discovery or broadening the system of capacity capability and so that we can also leverage the maximum impact of the resources and from that strategic partnerships.

So, these are the; that means interconnections, holistic interconnections and the capabilities and the you can say skills and competences of the sustainable leaders.

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- **Embrace Creative Tension**
- **Inviting Diverse Voices and Perspectives:** Expanding the Network of Leaders. Inviting and acknowledging diverse points of view, while simultaneously seeking common ground and figuring out solutions for the collective good.
- **Working with Relational Power Dynamics.** Understanding the complex nuances of dynamic power relationships, and associated creative tension, when working with others whose active support is critical for learning and success.
- **Understanding and Working with Paradox, Ambiguity and Conflict.** Letting go of the need for certainty in the face of contradictory "truths;" holding open the space for disagreement and conflict, recognizing that the associated tension is a potent source of energy for generating creative shifts in understanding and direction.

Then embrace the creative tension: creative tension when definitely for a number of people they will be engaged in debate discussion etcetera. So, and when you are expanding the network of leaders, definitely different people they have the diverse point of view.

But we have to simultaneously look into that their perspective, their viewpoints and figuring out what could be its effect, what could be the possible solutions for the collective goods. So, how to draw a consensus and how to design and develop a plan which will be more effective, efficient, risk free and hazard free, hazard less hazardous and sustainable for the future generation as well.

So, working with the relations, relational power dynamics. Again, here we have to also understand the complex nuances of dynamic power relationships, like within the member among the, within the team members within the group. So, how this associative associated creative tension can work for others and how to you know, how to normalize how to you can say how to normalize how to deal with this equations, the power equations..

To get the maximum support active support of each and every member active member. So, and how this when working with others also whose active support is very much critical for the learning process and success. Maybe that some of some key members,

some key technical members some key experts or some key mentors support is very much you can say inevitable.

We can say these some of the pre-requisites required for you know for the for completion of that project or the task. So, how to deal with these power dynamics, relational power dynamics and to engage everybody with their consensus and support. Then understanding and working with the paradoxes, ambiguity and conflict and while working there may be so many situation, contexts may arise which are you know contradictory to each other.

Which are conflict oriented, which are you know not very clear and sometimes so we have to face ambiguity also. So, sometimes some truths are contradictory. So, how to hold on the space for this disagreement? How to deal with the conflict? How to manage the conflict? How to resolve the conflict and recognizing that the associated tension is you know is a potent source of energy.

Like tension or the conflict related to the process of process of the task or the you know design of the task; how to conduct it? How to solve it? The it is, if it is related to task and the process of work then these creative tensions are very positive are or we can say it can bring the creative shift in the understanding and direction of the work. So, this all the disagreements, conflicts, chaos, the dilemmas related to related to task at hand, how to resolve the task resolve the problem and process related then these are all considered to be constructive.

If it is, it is not relationship; that means, if there is no ego class, there is no superiority or inferiority complex or there is no kind of you know power you know imbalance, power imbalance like you know hierarchical or autocracy. So, then otherwise the all kinds of other kinds of conflicts are welcome or so how to deal with these paradoxes, how to deal with contradictory truths. So, it has to be encouraged.


So, conflict always related to the, related to the task related to the work processes related to the targets and goals and achievements are very much constructive. Because it deals because it is everybody's effort that how to perform it, how to complete it in a very successful way that so that it will be 100 percent, 300 degrees, 60; 360 degree risk proof risk free and more sustainable.

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• **Facilitate Emerging Outcomes**

- **Continually Assessing Opportunities and Risks.** Assessing risks/opportunities associated with **sustainability strategies** (which may not be immediately visible) as outcomes unfold over time. Assessing risk of **not** employing sustainability strategies. Supporting an environment in which **calculated risks** are encouraged.
- **Understanding and Working with Paradox and Ambiguity.** Letting go of control, **certainty** and the **need to predict outcomes**; instead, engaging with others to find solutions in the face of uncertainty and contradictions.
- **Making Things Happen.** Achieving concrete results with and through others by **co-creating and abiding by agreed-upon "rules of the game"** within a **flexible strategic framework**. Structuring **tangible processes and agreements** for timely execution of actions and joint monitoring of accountability.

decision strategy
ethic vision integrity
Leadership
contribution communication
motivation influence



So, now; so then again the same thing that facilitating the emerging outcomes, that continually assessing the opportunities and the risks. So, from the argument onwards when you we step into the action plan, then all the time every time you have to have the continuous assessment evaluation, not only of the risk, but also opportunity.

So, here from time to time we have to do the SWOT analysis, SWOT analysis at every step and competency mapping, evaluation so that we can also explore the that, what are the opportunities really available for the sustainable strategies. And what are the calculated risks are there, how much a risk we can take, how to employ the sustainability strategies and from time to time they need to do the SWOT analysis to evaluate the strengths, weaknesses opportunities and threats and accordingly move forward.

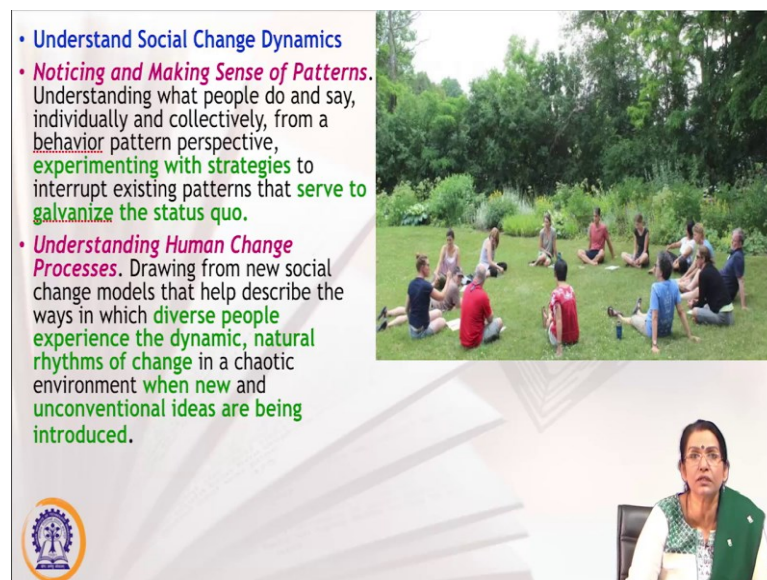
So, understanding the working with the paradox of ambiguity that we have to deal with, like need to predict certainty and how it is the possibility of you know certain certainty and the need to predict the outcome sometimes engaging with others to find the solutions in similarly making things happen.

After all this planning, strategic planning, resource management, everything etcetera. Now, how to the, how to actually make it has really happen? Like by; that means, achieving the concrete results through others by co-creating and abiding by the agreed upon rules of the game, with a flexible strategic framework and structuring the tangible processes and agreement.

So, before beginning of the execution then we have to have go through a, if when the members large members are involved then we have to follow certain rules guidelines of the agreement etcetera. And strategic framework in terms of distribution of work, in terms of tangible outcomes, tangible agreements, norms rules processes and you know timely execution of the actions and responsibility and the joint monitoring of accountability and transparency.

So, these things are to be actually you know a when actually this will be executed, this will be implemented, it has to be monitored regularly with the with different types of stakeholder group taking the responsibility of this task.

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- **Understand Social Change Dynamics**
- **Noticing and Making Sense of Patterns.** Understanding what people do and say, individually and collectively, from a behavior pattern perspective, **experimenting with strategies** to interrupt existing patterns that **serve to galvanize the status quo.**
- **Understanding Human Change Processes.** Drawing from new social change models that help describe the ways in which **diverse people experience the dynamic, natural rhythms of change** in a chaotic environment **when new and unconventional ideas are being introduced.**

So, now then again understand the social change dynamics, because suppose this is the large number, it is a large number member is a large member group. So, a team large team having a large number of members.

So, again so their social cohesiveness, their social you know relationship their you know their you can say their orientation towards the goal, their commitment their motivation and their willingness to work together. And you know their dedication, their effort everything is very important everything is very important. So, how to you know, how to mobilize them how to motivate them.

So, that is a noticing and making the sense of pattern, what is that pattern? Experimenting with these strategies to interrupt existing pattern, to serve to galvanize the status quo. So, suppose the leader is a leader wants to bring some kind of change, innovative change in the work process or maybe that to introduce a new product or whatever new things innovative idea.

So, he has to first of all apprise it, inform it, to everybody in the for both in the formal way in for informal way. Then to you the he has to seek their in their feedbacks, their views, their viewpoints, their feedback there he has to understand their perspectives then discuss on. So, it is a long process for communicating, for educating, for getting the feedback, for working on the feedback.

So, it requires a lot of time, lot of process, then only the people will be agreeing to work together and the building a building of trust is very important. Trust and cohesiveness that will be built up in the long process. So, if you want to bring any change in the status quo, existing pattern, existing habits and practices then we have to it has to be introduced, it has to be to introduced to every member of the group.

The organization in a very in a very slow and you know slow and you know very communication oriented and then effective way so that every member will think that yes it is really effective, it is really going to help organization help him or you know enhance the work effectiveness or the, it can bring sustainable change. So, that is the things and understanding the human change process also.

So, as human beings we cannot equate the human resource with other technical resources or financial resources or the material resources. So, human beings are liable to change they their minds. You know their minds are not; that means, they are bound to change. So, they are we they are not; that means, living organizations or the human beings mind we cannot say that these are very much fixed, they have the liberty, flexibility, dynamism and you know you know moods.

Um. So, moods, then they have the personality traits all kinds of the flexibilities and their dynamism are there. So, in order to so maybe that they are they are also you know; that means, they are also mean bound to change in the sense that we cannot predict. That means, they cannot be they cannot be you can say taken for granted, we can say that the once they have said yes means they are committed completely committed.

This they can change their mindset their viewpoints. So, they are very much flexible. So, that kind of liberty and freedoms should also be given to all the members to come to the to come to the consensus. So, here understanding human change process, their personal needs, emotional needs, psychosocial needs.

So, and having the diverse experience, diverse people experience in the dynamics from natural rhythms of change and the chaotic environment, with cultural differences backgrounds. Or, sometimes with the new and unconventional ideas are also being introduced. So, with this all we have to make us familiar with all these kind of human change, process mechanisms. So, understanding this social dynamic social change dynamic, human dynamics, HR dynamics is also equally important.

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- **Experiment, Learn and Adjust**
- **Adapting and Using Sustainability Frameworks for Integrated Analysis and Action.** E.g., **Five Domains of Sustainable Communities** (and related Eco-Step Model), The Natural Step System Conditions, Natural Capitalism, ISO14001 environmental management systems), and SLI Leadership Engagement Framework.
- **Learning through Experimenting.** Stretching, being **willing to learn in new ways; taking calculated risks** to test emerging ideas; reflecting on and learning from experiences of all kinds; looking for **unrealized potential** through **experimental thinking and doing** with others.
- **Sharing Information and Knowledge as it Unfolds.** Letting others know the thinking behind decisions and action; inviting others to learn with you in process of doing; **strengthening the collective practice of experimentation, adaptation and learning.**

So, experiment, learn and adjust. Experiment, learn and adjust; that means, I before introducing anything we have to experiment on it with a pilot study, with a small a sample study. So, you can say adopting and using the sustainability framework for integrating analysis of excel. So, the 5 domains of sustainable communities you know there are these are related to, you know these are related to eco step natural step system condition natural capitalism.

So, all kind this ISO 14, ISO 14001 environmental management and the sustainable leadership engagement framework. So, these are some of the guidelines are there to which we have to adopt. Using this sustainability framework whatever strategic plan we

are going to introduce or integrate in our system, it has to be integrated with the sustainable framework of integrated analysis action.

It has to or adjust, it has to be adaptable with the 5 domains of the sustainable communities. Learning through experimentation everybody should be willing to learn in new ways, taking calculated risk experimental thinking, experiential learning, learning by doing reflective thinking, critical appraisal all kinds of things should be; that means, higher order thinking process should be implemented.

And so and everybody should be encouraged to actively engage themselves and practise this kind of experimental thinking critical evaluation. Then sharing the information knowledge as it unfolds so, another thing is that knowledge; that means, information creation, information sharing the information or disseminating the information as it unfolds.

So, more we proceed, the more we explore new ideas and solution strategies it has to be shared with others. So, strengthening the collective practice of experimentation adaptation and or learning. So, that is why in the organization if any small change also takes place, it has to be immediately instantly communicated to all stakeholders. Both investors suppliers as well direct as well as the indirect stakeholders that is through the communication channel.

So, strengthening that strengthens the collective practice, collective will power, collective you know spirit of the of all the stakeholders. So, strengthening the collective practice of experimentation adaptation and learning. As you can see this is a healthy leadership for model. So, you can see strategic relationship, strategic planning, strategic thing thinking all these things are there.

From there is every time that will be positive; that means, outcome would be more a towards positive; that means, even though the conflicts and tensions are there, but ultimately the goal is to how to you know how to come to the positive consequences, positive result. Then value oriented it has to be value oriented, within the legal framework ethical and socially useful sustainable etcetera.

Then the strength focused, then we have to focus more on the strength positive aspects. So, rather than; that means, rather than pointing out pin pointing or accusing or

highlighting the weaknesses, weakness weaknesses are to be that means, are to be that means, overpowered; weakness are to be sorted out weakness are to be overcome through the different strategies.

So, and how this can be, all these aspects can be interlinked with in an interconnected way, in a interdisciplinary transdisciplinary way. Then we can say that the outcome will be more sustainable, because it is it has been verified it has been experimented. And now, it can be made a part of our daily practice a routine or even as a product or manufacturing process.

So, this is the kind of you know; so, this is the kind of the learning cycle from one step to the till the last step, that is when we can claim that yes, it is more sustainable. The process may be sustainable, the product may be sustainable, the service may be sustainable. So, here from time to time we have to evaluate it, to verify it and you know analyse it through store SWOT analysis and analyze it SWOT analysis.

And also, whether it is cost effective it is strategically more sustainable and beneficial for the community. So, it has to, always you have to look into its holistic perspective or broader perspective of social implications. So, then again expand the conscious awareness, that is a conscious awareness that we will discuss in the next class. So, I am stopping it right now here only. So, we will continue with the next class, next part in the next class.

Thank you very much.