

Graz Model for Integrative Development

The **Graz Model for Integrative Development** (Mader, C., 2009, 2010, 2011, 2012) describes various development processes on the basis of five principles: Leadership & Vision, Social Network, Participation, Education & Learning, and Research Integration. **The model presents a tool to holistically and scientifically reflect and evaluate sustainability processes as well as to provide support in its planning and further development.** Development processes can be monitored from the vision to the implementation.

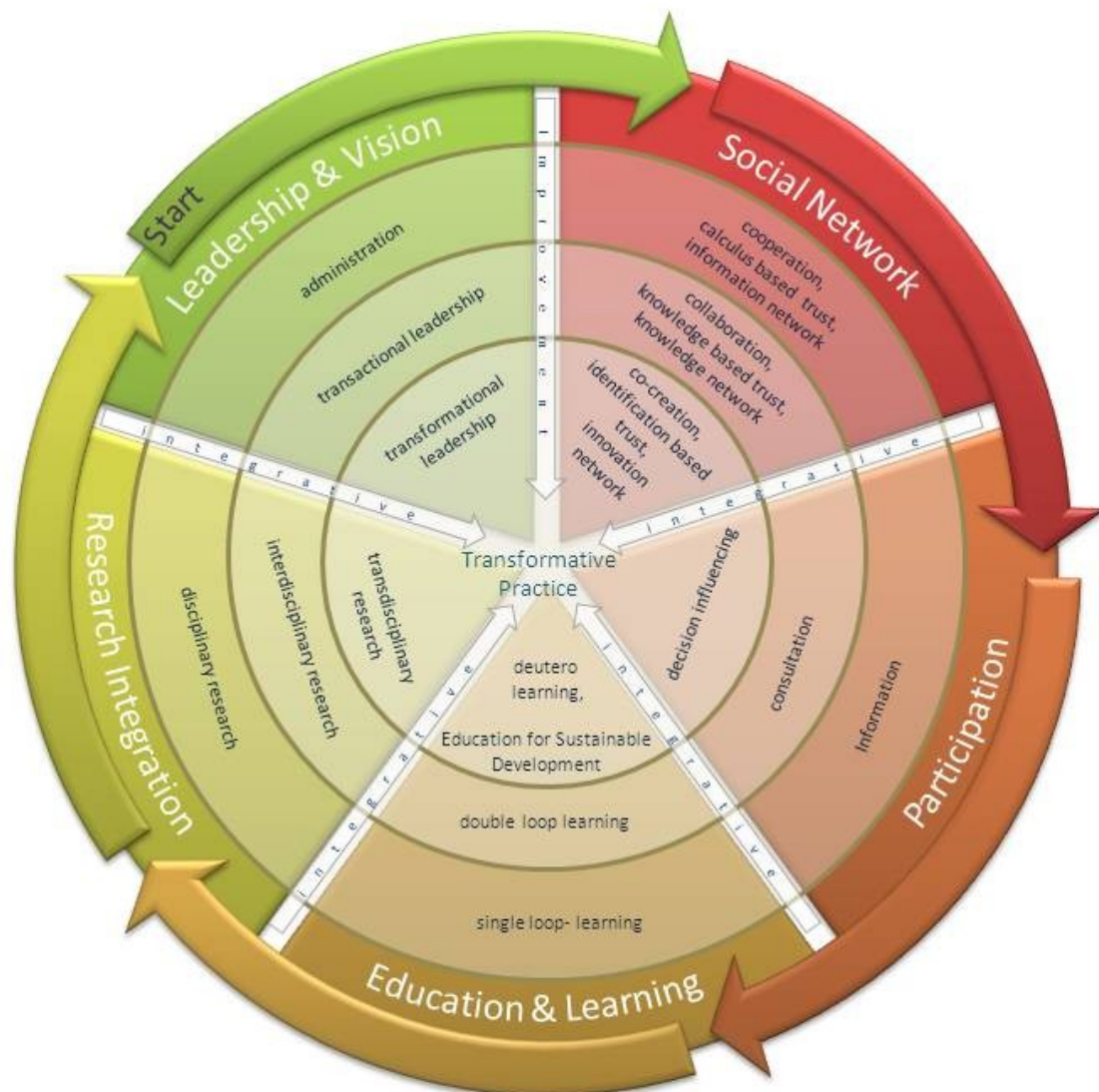


Fig.: Graz Model for Integrative Development (Mader, C., 2012)

The Graz Model combines the integrative perspective of the five principles.

1. Leadership & Vision

Forms of leadership and ways of communicating and/or sharing a vision are analyzed. Responsible leadership can be seen as a prerequisite for successful sustainability processes. Transformational leadership describes the involvement of relevant and affected people in decision-making processes as well as in the further development of a shared vision.

2. Social Network

The social network involves the active people and stakeholders concerned. Two factors define the level of the network—the form of cooperation and the intensity of trust.

3. Participation

Participation describes how people as part of a social network become involved and have the opportunity to influence the development of the process according to their needs and interests. People of the social network can for example be informed, consulted or take part in decision-making processes.

4. Education & Learning

This principle tries to find out how best to integrate education and professional training in sustainability processes. Additionally, the people involved spent some thought on how the whole process is reflected, if common learning takes place and how the vision might have to be changed.

5. Research integration

Research integration plays a fundamental role in innovation for sustainability processes. Interdisciplinarity takes different perspectives and methods (disciplines) into account; transdisciplinarity actively integrates people concerned by the research process.

Integrative development is manifested by blurring of the individual principles and its intensity increases towards 'the center' of the model (Mader et al., 2011).

Literature:

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