



PUC-SP

Policy Makers and Decision-Making Process. Understanding How Sustainability Leaders Make Choices in Different Roles

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Introduction

The Role of Policy Maker as a Sustainability Leader is a very new creation in terms of social demands. As a consequence, investigating how people are dealing with this new generation of responsibilities is a relevant task. This study analyses the Decision-Making Process of Policy Makers in organizational settings regarding their approaches and designing process of SDG strategies. The qualitative method was inspired by the Role Theory (Moreno, 1997); (De Mello e Souza & Bassani, 2017) and (Wittmayer et. al., 2015).

Participants

POSITION	SECTOR	OPERATION	AGE	GENDER	R1	R2
FINANCIAL DIRECTOR	HOLDING IN FOOD INDUSTRY/RETAIL	NATIONAL	43	MALE		FATHER
INNOVATION DIRECTOR	HEALTHCARE	NATIONAL	39	MALE		PROFESSOR
SUPPLY CHAIN DIRECTOR	HOLDING IN FOOD INDUSTRY/RETAIL	NATIONAL	37	MALE		FATHER
SUSTAINABILITY DIRECTOR	FINANCIAL SERVICES	NATIONAL & INTERNATIONAL	50	FEMALE		JOURNALIST
SUSTAINABILITY DIRECTOR	FINANCIAL SERVICES	NATIONAL & INTERNATIONAL	49	FEMALE		MOTHER
SUSTAINABILITY & STRATEGIC PLANNING DIRECTOR	HOLDING IN FOOD INDUSTRY/RETAIL	NATIONAL	46	FEMALE		MOTHER
LATAM SUSTAINABILITY OFFICER	FINANCIAL AND MARKETING SERVICES	NATIONAL & INTERNATIONAL	44	FEMALE		MOTHER
CHIEF EXECUTIVE OFFICER (CEO)	CHEMICAL/COSMETICS/FOOD INDUSTRY	NATIONAL & INTERNATIONAL	59	MALE		FATHER
CHIEF EXECUTIVE OFFICER (CEO)	SOCIAL CARE / PRINTING	SP/NACIONAL	55	MALE		FATHER
OPERATIONS -VICE PRESIDENT	HOLDING AGRIBUSINESS/FOOD INDUSTRY/RETAIL	NATIONAL & INTERNATIONAL	48	MALE		FATHER
CORPORATE SOCIAL RESPONSIBILITY (CSR) OFFICER	ENERGY	NATIONAL & INTERNATIONAL	55	FEMALE		RETIRED
HR VICE PRESIDENT	HOLDING FOOD INDUSTRY/RETAIL	NATIONAL & INTERNATIONAL	49	FEMALE		MOTHER

Fig. 1 – R1 – Role in which the participant had made their first choices of their Maps, they were given this role as Policy Makers. R2 was a free choice Role of each participant. They were supposed to pick a relevant role out of their lives to repeat the procedure by this other perspective.

Twelve Business Executives holding high-level positions in different industry sectors in Brazil were invited to and selected for this study, based on their current positions as CEOs or Directors in charge of implementing sustainability policies on the Corporate Sector.

Method



Step 1 - Semi-structured interview

On the basis of Role Theory and its applied methods, Interviewer and Interviewee investigate together the process of Developing the Role of Policy Maker as a Sustainability Leader, which was experienced by the participant throughout their professional life.



Step 2 - Approximation Map

Fig. 2

Fig.3

Fig. 4

The tool Approximation Map (Figs. 2 and 3) was exclusively created for this study and its application aimed at mapping the level of connectedness the executives felt to the SDG by using a setting of numbered cards (Fig. 4). The participants plotted each card on the Approximation Map in one of the five levels. The closer the participant indicated the number of a card to word “Eu”, the more connected he/she felt to that SDG. Thoughts, feelings, criteria mentioned by each participant while deciding the layout of their maps were all registered in order that the phenomena of attribution of meaning to each SDG could be understood.



Step 3 - Changing Roles

Participant chooses another relevant role in his/her life to repeat the procedure by the second perspective. Figs. 2 and 3 show samples comparing the different choices of a same participant.

Results

The research yielded descriptive narrative data on the relationship between people holding a Policy Maker Role and their physical, cultural and social environments.

The totality of participants (Fig. 1) stated a variation in choices when changing their roles from Policy Makers to other relevant roles in their lives.

The reactive impact after procedure was reported by participants as a meaningful and valuable insight. It was also realized as a support tool when communicating with different stakeholders and to enhance the decision-making process while it is moving ahead.

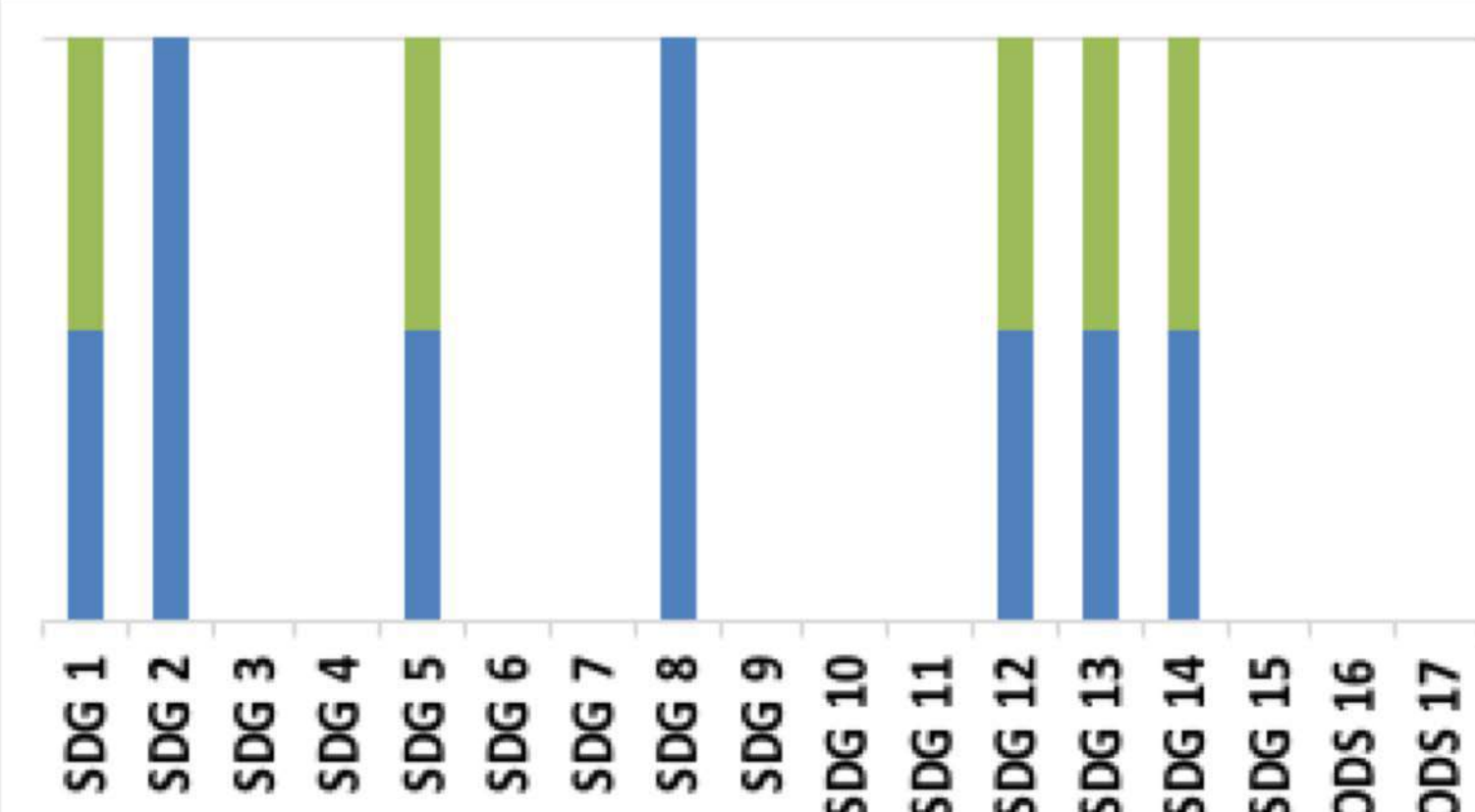


Fig 5: Sample comparing choices between R1 and R2 of a participant. In this case, Cards 2 and 8 were chosen in a different way.

Conclusion

The study indicates that exploring narratives under the perspective of multiples roles experienced by people may contribute to a wider point of view, which is positive in creating, developing and evaluating policies and practices towards the sustainable development goals.

References:

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