



International Project Week 2017 - Metropolia University of Applied Sciences  
 METROPOLIA BUSINESS SCHOOL "Business Ethics & Sustainability"  
 May 14<sup>th</sup> – 19<sup>th</sup>, 2017 - Helsinki (Finland)



## DPOBE MODEL: A TOOL TO MEASURE ORGANIZATIONAL SUSTAINABILITY STRENGTH

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### Some Notes <sup>(1)</sup>

- Studies and theories focus essentially in "*how to measure*" the organizations sustainability and "*how to translate*" these measures in to understandable, suitable and instructive information for the several stakeholders (TBL approach);
- Existing methods (DJSI, GRI, AA 1000, ...) focus essentially in "how" to measure the organizations sustainability and "how" to translate these measures in to understandable information for stakeholders;
- There are some pillars which seem fundamental and under which the management has to develop competencies to grant the organizations sustainability; (Gisbert López *et al.*, 2010; 2011)



### Some Notes <sup>(2)</sup>

- **Financial, social and environmental information claimed by organizations often reveal a lack of transparency, changing the same according to the impact of their activities on each context and often reflecting interests of individuals, groups and corporations;** (Santos, 2012)
- **Measuring, analyzing and reporting simultaneously the social, economic and environmental performances according to a TBL approach is not enough to grant organizations sustainability, as well as enterprise's efficiency is not necessarily the result of a proper and efficient management;** (Svirina, 2009)



### Some Notes <sup>(3)</sup>

- **Good short-term performance of organizations evaluated mainly on accounting figures and other annual information may "cover" difficulties to grant their medium and long term sustainability;** (Baumgartner and Ebner, 2010)
- ...

## Some Questions

- *The sustainability reports reveal the true organizations sustainability?*
- *How to see sustainability in the context of information society?*
- *How to be a fair and strong sustainable organization?*
- *Which are the main features to grant organizations sustainability?*
- *Which are the competences and dimensions that organizations and managers should take in care to achieve sustainability?*

## The DPOBE Model of Organizational Sustainability <sup>(1)</sup>

- **The pillars that seem the most important in the frame of the organizational sustainability, in which managers should have in mind while they develop abilities, are the following:** (Gisbert López *et al.*, 2010; Santos, 2012):

**D**irection (*Vision and Strategy*)  
**P**osture (*Ethics and Social Responsibility*)  
**O**rganization (*Organizational Urbanization*)  
**B**ehavior (*Quality and Clients*)  
**E**valuation (*Vigilance and Performance*)

## The DPOBE Model of Organizational Sustainability <sup>(2)</sup>



## The DPOBE Model of Organizational Sustainability <sup>(3)</sup>

- Four levels in organizations to be analyzed:
  - **Strategic Level**;
  - **Operational Level** (including short and long term planning and organizational and functional planning);
  - **Top Management Level** (including resolutions and administration written records);
  - **Activity Reports** (including sustainability and official accounting, revision and management reports).



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### The DPOBE Model of Organizational Sustainability <sup>(4)</sup>

- For each level, two dimensions to be evaluated in the same scale:
  - **Objectivity** (concerning the way each parameter and competence is defined or formally declared);
  - **Scope and Knowledge** (related with the disclosure of each parameter and competence).



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### The DPOBE Model of Organizational Sustainability <sup>(5)</sup>

- In order to measure sustainability strength of each pillar and the sustainability robustness of organizations, it is used a Likert scale with six possible values for the combined dimensions (**Objectivity** and **Scope/Knowledge**):
  - Explicitly defined and well exposed and applied (**Value 5**)
  - Explicitly defined but insufficiently exposed and applied (Value 4)
  - Implicitly defined and collectively recognized (**Value 3**)
  - Implicitly defined but individually recognized (**Value 2**)
  - Undefined or not declared/not applied (**Value 1**)
  - Don't know/don't answer/not applicable (Value 0)

### The DPOBE Model of Organizational Sustainability <sup>(6)</sup>

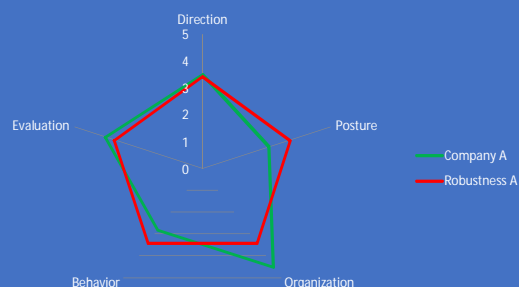
- Sustainability strength of each pillar and level of sustainability robustness of the organizations obtained by the average (or sum) of the values:
  - Extremely strength/robust (equal or more than 5/22)
  - Highly strength/robust (from 4/18 to less than 5/22)
  - Strength/robust (from 3/13 to less than 4/18)
  - Medium strength/robustness (from 2/8 to less than 3/13)
  - Low strength/robustness (from 1/4 to less than 2/8)
  - Without strength/robustness (less than 1/4)

### The DPOBE Model of Organizational Sustainability <sup>(7)</sup>

- Organizational Sustainable Robustness Index supported in the Sustainable Strength Indexes of each pillar of the organizations:

$$R_s = f(S_i)$$

$S_i$ : Sustainable Strength Index of each pillar of the DPOBE Model  
 $R_s$ : Organizational Sustainable Robustness Index



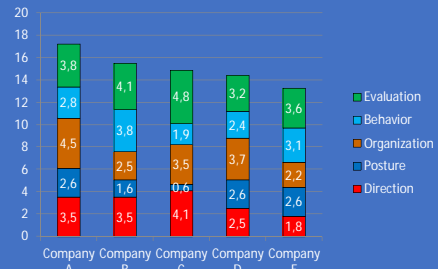
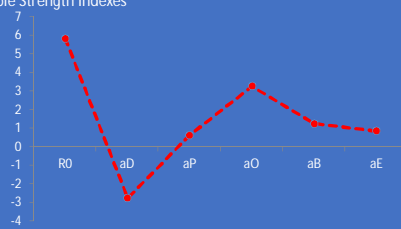


### The DPOBE Model of Organizational Sustainability <sup>(8)</sup>

- The Sustainability Robustness of a set of companies can be compared and "translated" into a linear function:

$$R_S = R_0 + a_D \times S_D + a_P \times S_P + a_O \times S_O + a_B \times S_B + a_E \times S_E$$

$R_0$ : Independent coefficient  
 $S_{D,P,O,B,E}$ : Sustainable Strength Indexes of each pillar of the DPOBE Model  
 $a_{D,P,O,B,E}$ : Coefficients of each Sustainable Strength Indexes



Comments about this evaluation model of corporate sustainability?...



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**Thanks for your attention,  
see you next lecture!**