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Sustainable Solutions Consultancy

3-10-2023

Group Model Building by Sustainable Solutions Consultancy

Dear Stakeholders,

We would like to invite you to our Group Model Building session on the 3rd of October 2023. This session will take place at EOS N -01.175 and will last from 10:30 until 12:15. We will be discussing the messy problem provided by our client, the Minister of Health. At the bottom of this invitation, you can find a brief description of the problem together with an overview of the stakeholders. Please read the content of this letter carefully to be fully prepared for the intervention session. We would like to thank you in advance for participating.

Kind Regards,

Sustainable Solution Consultancy

# Problem Description

The Dutch Minister of Health is facing the increasingly complex problem as an increasing number of citizens are suffering from nutritional deficiencies as they started to remove meat from their diets to become more sustainable (Poore & Nemecek, 2018). Not having the necessary nutritional understanding is hindering the medical sector, by taking a lot of hospital resources. Therefore, this has led to an increase in hospital intakes, which has become a problem for the Minister of Health as the costs in the healthcare sector have increased drastically. Additional problems of people getting sick is unhappiness, diminished productivity, decrease in workforce just to name a few. Therefore, it is important to adopt physical perspective of the problem as physical activity has shown to be beneficial for mental and physical health (Kandola et al., 2019). Especially, since the number of individuals that do not participate in a sufficient amount of physical activities has increased during the COVID-19 crisis (Hall et al., 2021). That is why, we at Sustainable Solutions Consultancy, want to increase the well-being of people that want to go on the healthy path by offering them guidance and see through with their goal. In order to achieve this, an intervention session with 6 stakeholders, with a broad range of perspectives on the problem, is needed to devise a strategy. After the intervention session, the roles are clear, and the plans are set for overcoming the problem. The intervention session will start off with a small introduction followed by a warm-up GMB game to stimulate the creative thinking process. In GMB, the facilitators first explain the situation of the target topic to be discussed. Then, the participants are asked to debate on what is the overarching problem of the topic by selecting from a subset of problems. When an agreement is made by every stakeholder, the main problem is written in the centre of the board. The next step is identifying causes and effects of the problem. Again, everyone speaks their mind, and the causes/effects are not written on the table until everyone agrees. The next step is drawing relationships between variables. This is a necessary step as after this step, causality and interdependence appears and a more complex overview of the situation can be seen. After the warm-up the real topic will be discussed, and the actual meeting will start. During the session, we will focus on building an elaborate model with all the possible causes, effects and solutions for the messy problem provided by the Minister of Health. One facilitator will lead the session by showing facts and gathering notes from the stakeholders, another will be in charge of drawing the model and another of writing down the main ideas of the intervention. The session will be concluded with a summary of the main findings.

# Overview of the six stakeholders

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| --- | --- | --- | --- | --- |
| Stakeholder | Activities | Objectives | Deliverables | Role assigned to: |
| Dutch Minister of Health | Share information about the available funds of the government | Set up a fund to increase eating healthy  Decrease health costs | healthier and more sustainable citizens | Nikola Beerkens  Filip Pavlovic |
| Nutritionist | Elaborate on chosen healthy nutritious diet | Share the newly developed diet | Changing citizens' eating pattern | Dries Creemers  Lisa Aalbrecht |
| Psychologists | Show why clients experience mental problems due to an unhealthy diet | Present the solution to overcome mental problems with a new diet | Decreasing the number of depressions regarding nutrition | Dylan Elens  Max Streuff |
| Hospital representatives | Share information about hospital capacity, costs, etc. | Reduce costs regarding intakes because of unhealthy nutrition | Reduce hospital intakes regarding unhealthy nutrition | Jake Bieman  Anna Lorenz |
| Affected individuals | Share negative experiences | Make people aware of the risks of an unhealthy diet | Remain a healthy diet | Jo-Anne Nwankwo  Elianne Heuer |
| Non-affected individuals | Share how they manage to eat healthy and stay healthy | Set a good example of a healthy diet | Being an example for other citizens | Pieter Dohmen  Ieve Willems |
| Sustainable Solutions Consultancy (SSC) | Oversee the intervention | Guide the intervention | To solve the ‘’messy’’ problem | Radu Milicin  Daan Berendsen  Jet van Alst |

# Facilitator tasks

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| --- | --- |
| **Facilitator name** | **Task** |
| **Radu Milicin** | Draws on the board  Helps guide the session |
| **Jet van Alst** | Keeps notes about the session  Concludes the session  Makes sure everyone has something to write with |
| **Daan Berendsen** | Leads the session  Tracks the time |

References:

* Hall, G., Laddu, D., Phillips, S. A., Lavie, C. J., & Arena, R. (2021). A tale of two pandemics: How will COVID-19 and global trends in physical inactivity and sedentary behavior affect one another? *Progress in Cardiovascular Diseases*, *64*, 108–110. https://doi.org/10.1016/j.pcad.2020.04.005
* Kandola, A., Ashdown-Franks, G., Hendrikse, J., Sabiston, C. M., & Stubbs, B. (2019). Physical activity and depression: Towards understanding the antidepressant mechanisms of physical activity. *Neuroscience & Biobehavioral Reviews*, *107*, 525–539. <https://doi.org/10.1016/j.neubiorev.2019.09.040>
* Poore, J., & Nemecek, T. (2018). Reducing food’s environmental impacts through producers and consumers. *Science*, *360*(6392), 987–992. <https://doi.org/10.1126/science.aaq0216>