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Agility in Cultural Heritage Management —Advancing Competence Within Uncertainty as a Sustainable and Resilient Adaptation to Processes of Dynamic Change


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ABSTRACT

The intense changes in our modern society and the associated challenges are constantly increasing, not least due to the meta-crisis of climate change. Yet our approach to cultural heritage is still strongly influenced by the narrative of preservation. The article aims to find solutions within the interplay of preservation and change. Based on the psychological impact on society resulting from the current challenges, it is argued that cultural heritage experts need competencies in dealing with uncertainty and tolerance of ambiguity in order to provide security of action. The article applies insights from multiple disciplines to urban environment studies and advocates for a systemic understanding of cultural heritage as a prerequisite for sustainable and resilient adaptation to current challenges. It also contributes to a body of knowledge on what skills cultural heritage professionals need to be competent and confident in their daily work. The case study provides some valuable examples from Regensburg of Germany by taking an integrated and holistic approach that views the city as a multi-layered system in cultural heritage management.

HIGHLIGHTS

- Dynamics of change in modern society are increasing due to current challenges, first and foremost climate change, which leads to a negative outlook on the future and societal uncertainty
- Shows a systemic approach to cultural heritage that is appropriate to the complex interrelations and change processes of the real world
- Cultural heritage managers need competencies in dealing with uncertainty and tolerance of ambiguity to ensure certainty of action

KEYWORDS

Cultural Heritage;
Management;
Agility;
Transformation;
Uncertainty;
Sustainability;
Resilience

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1 Context and Current Challenges

We inhabit complex systems where explicit predictions cannot be made with any assurance; they are characterized by ambiguity. Whereas change used to be more gradual, the current challenges, such as defence and security, economic and energy issues, environmental and climate problems, and demographic and structural changes[1], are intensifying the dynamics of change and the associated individual fears, in addition to collective uncertainty[2]. Fear of the future increasingly presents itself as a term in public discourse. The podcast series *Generation Zukunftsangst* (*Generation Fear of the Future*) describes Generation Z's① current attitude to life in the following aspects: climate change, diseases, and wars. In view of these major crises of our time, there are many reasons to be afraid of. Fear of poverty and society moving to the right is also widespread among young people, according to surveys.[3] At the same time, the feeling of uncertainty is a phenomenon that crosses all age groups and can be extended analogously to society[4]. For example, 59% of the people surveyed in the Psychological Baseline Study of Sentiments and Future Perspectives in Germany were rather pessimistic about the future of society[5].

The past few years have turned out to be a focal point of imponderables for our time. According to the IPCC, climate change is a catalyst to the dynamics of change in all regions of the world[6]. Due to their dense and valuable urban fabric, World Heritage Cities are significantly affected by the impact of climate change, e.g., more frequent heatwaves and other extreme weather events such as floods and storms[7]. Due to the increase in air temperature, there are also changes to the amount of precipitation, which is expected to increase slightly, especially in winter and spring. Climate projections show a large-scale decrease in summer precipitation. However, the potential for more frequent and intense heavy precipitation increases as warm air absorbs more water in summer. Heavy rainfall events are known to occur quite suddenly and locally, causing damage in a brief time[8]. However, "climate change impacts World Heritage sites not only directly by triggering shifts in habitats or through damage caused by incidents of extreme weather but also indirectly by the exacerbation of existing stresses such as unsustainable use, development pressures, and ineffective management. […] Climate change is forcing change at an unprecedented scale across economic, environmental, political, and social spectrums. It poses a severe challenge to current conservation strategies and traditional heritage policies."[9]

In the course of these changes, the importance of sustainability is growing, whereas the previously valid paradigm of (economic) growth as an ideal of progress is losing significance, leading to a shift in societal values and a reassessment of how we live together. To keep cities liveable for a diverse and plural society, it is important to make them more resilient. This requires change in our thinking, planning, and financing methods, as well as the involvement of all sectors of society[10]. In pursuance of responsible authorities being able to find solutions flexibly, we need a high degree of agility in cultural heritage management and competence toward uncertainty when dealing with dynamic transformation processes[11].

2 Research Method

Existing research has not satisfactorily addressed how to deal with the population's crisis-related uncertainties in cultural heritage management. While much academic literature has been published on concepts such as resilience or sustainability in a wide range of scientific disciplines[12]~[15], there is too little concrete thinking on how the competencies and skills of professional site managers need to adapt to the changing environment. Marie-Theres Albert et al. discuss the conflicts and challenges for cultural heritage since the adoption of the *Convention Concerning the Protection of the World Cultural and Natural Heritage*[16] in the book *50 Years of the World Heritage Convention: Shared Responsibility—Conflict and Reconciliation*[17]. In this context, Christer Gustafsson et al. deal with urban transformation processes and related conflicts in UNESCO World Heritage Sites[18]. Claire Cave specifically addresses the multiple climate change challenges for World Heritage[9]. Matthias Ripp has explored role models and competencies of site managers[19], but not explicitly in relation to the massively increasing dynamics of change, especially in recent years. To this end, questions need to be answered: What constitutes the specific cultural heritage? What are its weak points and risks in terms of natural hazards such as fire, earthquakes, and floods (Fig. 1), not to mention systemic economic and social crises? This article aims to build awareness of the importance of reassessing current perspectives. By adopting a systemic approach to cultural heritage, it highlights the value of resilience and sustainability and explores how agile governance can facilitate and organize adaptive responses in the face of change and uncertainty.

① Generation Z is the succeeding generation of Generation Y and comprises roughly the birth years from 1997 to 2012.

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1. Inundation of the mobile flood protection in the area on the Marc-Aurel riverbank in Regensburg (taken on April 6, 2013).

On this basis, this article traces the process from the rather linear perspectives in early monument preservation and conservation to the more systemic approaches that are essential for developing new integrated management plans and strategies, as well as for dealing with the complexity of the real world in a contemporary way. At that, the systemic concept of "resilience" in historic areas developed in the Horizon Europe SHELTER Project 2020[20] is of significant use for the application to urban heritage: "Resilience of HA [historic area] refers to the ability of a historic urban or territorial system and all its social, cultural, economic, environmental dimensions across temporal and spatial scales to maintain or rapidly return to desired functions in the face of a disturbance, to adapt to change, and use it for a systemic transformation to still retain essentially the same function, structure and feedbacks, and therefore identity, that is, the capacity to adapt in order to maintain the same identity."

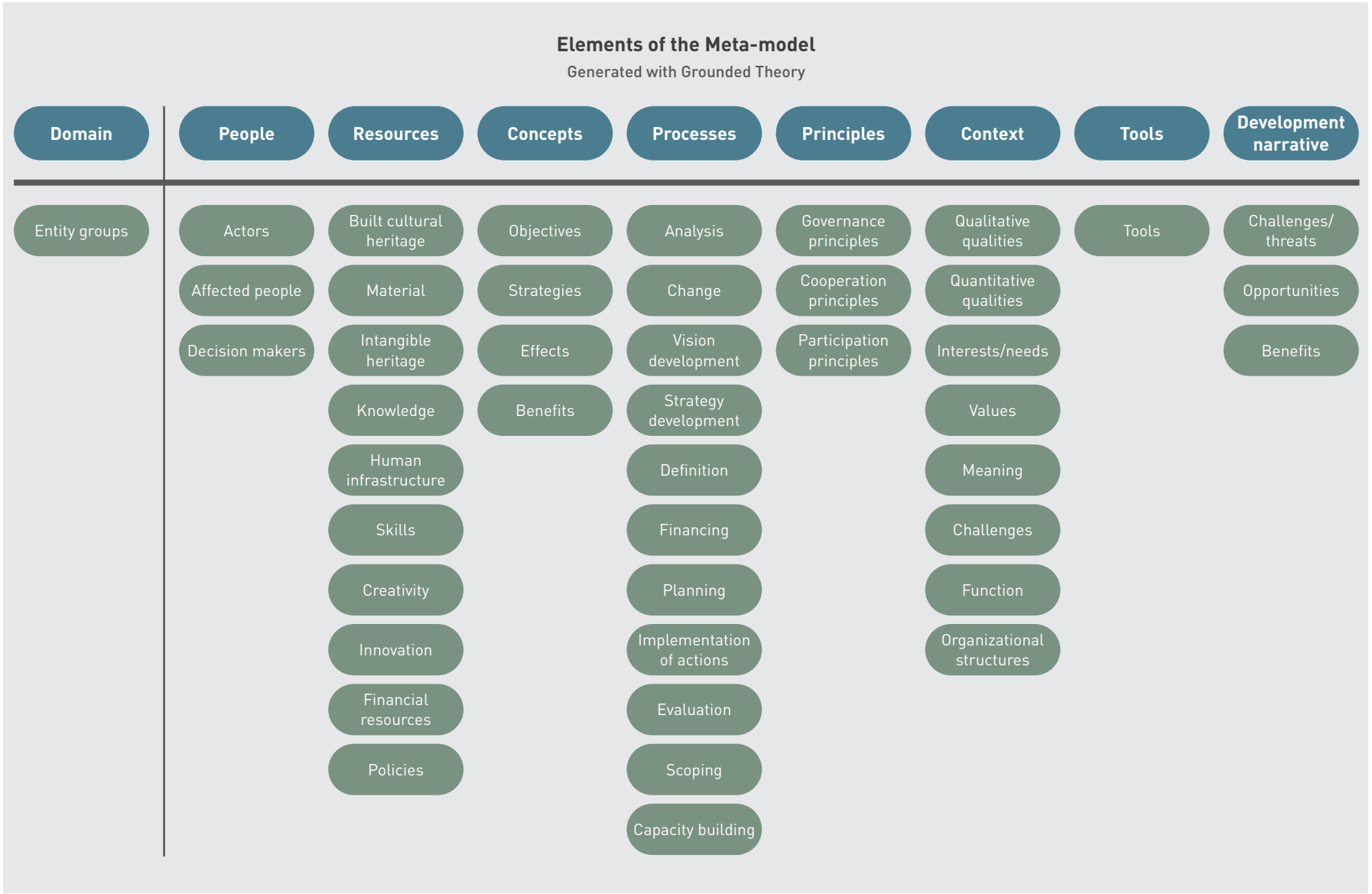
The focus on the case of Regensburg, Germany will exemplify the problems to a historic city with an extensive protected area and which has to deal with crisis-related changes and the implications for site management. This case is representative of historic urban landscapes that are undergoing change due to current challenges and their potential negative impact on people's mental health. Besides literature review, the findings are based on the analysis of the strategy and measures of the Regensburg for climate resilience[8].

3 Cultural Heritage as a System

The understanding of cultural heritage has changed considerably over time. At the end of the 19th century, Alois Riegl[21] and Georg Dehio[22] were instrumental in establishing the preservation of monuments as a concept for protecting outstanding individual buildings. Because the protective value was measured according to technological, artistic, or economic efforts made in the construction of the buildings as well as their artistic-historical significance, the focus at that time was primarily on sacred buildings, castles, and palaces. Later in the middle of the 20th century, the concept of "monument ensembles" emerged, which defined groups of buildings and quite often entire old town ensembles as worthy of protection[23]. Consequently, the spaces between building complexes and individual monuments, including squares and visual axis—which alone had little protective monument value but helped shape the townscape—also gained in significance. The scope and scale of heritage conservation was broadened. In the second half of the 20th century, the preservation of monuments in Europe became more professionalized, having been catalysed by the 1975 European Architectural Heritage Year (EAHY) under the motto of "A Future for Our Past"[24], and by the *Convention Concerning the Protection of the World Cultural and Natural Heritage* at the international level[16]. However, even with the growing developments in the field, the focus continued to be on material heritage and its structured references, as the World Heritage Convention's definition for "Cultural Heritage" proved by dividing it into "monuments," "groups of buildings," and "sites"[16]—representing heritage values associated with a materialist tradition of conservation practice.

Historic areas used to be traditionally seen by planners as a collection of monuments and buildings to be preserved as remnants of the past. Their value was considered completely independent of their everyday use and urban setting[25]. Laurajane Smith coined the term "authorized heritage discourse" (AHD), bringing attention to the pre-occupation with the material aspects of cultural heritage[26]. However, these observations were already contextualized, and the non-material components were already explicitly addressed in the Venice Charter: "Imbued with a message from the past, the historic monuments of generations of people remain to the present day as living witnesses of their age-old traditions. People are becoming more and more conscious of the unity of human values and regard ancient monuments as a common heritage. The common responsibility to safeguard them for future generations is recognized. It is our duty to hand them on in the full richness of their authenticity."[27]

A milestone leading the way to a holistic understanding of cultural heritage, as well as to the inclusion of communities, was the Framework Convention on the Value of Cultural Heritage



2. Elements of the cultural heritage system represented in a metamodel for heritage-based urban development by using Grounded Theory Methodology (Source: Ref. [29]).

for Society by the Council of Europe (Faro Convention)[28]. By the framework convention, the preservation of cultural heritage and its sustainable use are aimed at human development and quality of life. As such, in consideration of the continual developments within society, the framework convention refers to the need to place people and their values at the center of the broad definition of cultural heritage, and involves all societal entities in cultural heritage management and their connected processes of negotiation[28]. The *Recommendation to the Historic Urban Landscapes* by the United Nations Educational, Scientific and Cultural Organization[29] acknowledged functions and values as crucial aspects to urban landscapes for the first time.

It becomes evident that different entities are part of the processes of change, such as in the context of sustainable urban development. In addition to objects (e.g., buildings) and subjects (e.g., people), processes, values, context, and resources are also relevant and systemic components[30]. Having an approach merely reduced to material aspects often leads to a linear and rather simplified attempt to address the growing dynamics of change, which is no longer adequate because of the complexity of current unprecedented global challenges[18]. Conceptualizing cultural heritage systemically, in contrast, allows for holistic access to analyzing and managing transformation processes. For instance, Figure 2 depicts the categories of entities that are relevant to

the processes of change in heritage-based sustainable urban development[31].

The logical link among the modern systemic heritage approach, urban resilience approach, and sustainability approach is that they all follow a systems-based approach. In contrast to processes that rely on identification and compartmentalization, and focus on (seemingly) defined and delimited sectors, a systemic approach emphasizes the interconnections between different processes, entities, etc. A systemic world view considers their interdependencies, changes, and connections, and implements a far more complex and realistic view of phenomena. The interrelationships and complex nature of cultural heritage—community-oriented, dynamic, and systemic—call for new types of management systems. From this perspective, there are not only linear relations between different entities but also dynamic and complex relations and interactions[2][32]. The systemic approach takes the complexity of the real world much better into account by representing the variable and intricate connections and interdependencies between the different elements of the societal system[33].

4 Finding Solutions Between Sustainability and Resilience

In past years, not only the concept of sustainability but also resilience has become increasingly mainstream in both urban studies and cultural heritage. In order to apply both concepts in a differentiated manner, it is initially critical to comprehend their semantic development. Whereas sustainability targets the preservation of resources and follows a rather linear logic with a limited number of parameters and uncertainties; resilience approaches matter systemically, addressing complex systems with a high degree of uncertainty (Table 1)[13][14][34]~[36].

This understanding is of significant importance for the application of sustainability and resilience concepts to urban heritage. The integration of both concepts is the task that cities with significant urban heritage are struggling with today. To promote urban resilience for cultural heritage, the scope of the processes needs to be enlarged and includes a larger number of actors, parameters, and future scenarios[37], where (but not only here) uncertainty becomes relevant.

Resilience has often been defined in a general way. For instance, Peter Newman et al. define the concept as the ability of cities to respond to the impending effects and negative outcomes of global challenges (e.g., climate change, increasing resource scarcity) through innovative problem solving[15]. By contrast, the concept of resilience developed in the SHELTER project is more precise and identifies distinct phases before, during, and after a crisis[20].

The role of cultural heritage—at World Heritage Sites and the other urban structures—changes in the distinct phases of resilience (Table 2). In the Prevention Phase, the cultural heritage provides the framework for which prevention considerations must be integrated. In the Preparedness Phase, cultural heritage functions as an object of protection. The Response Phase starts immediately after a crisis or disaster has occurred. When responding to a disaster or a crisis, the qualities of cultural heritage as a steadfast resource becomes important. This particularly concerns the attributes that protect the population (not the cultural heritage) and the concepts of adaptability, resilience, etc. In the Recovery and Build Back Better (BBB) Phase, cultural heritage becomes the starting point for regeneration, urban renewal, and sustainable urban development in general.

In January 2018, Europe's Ministers of Culture adopted the Davos Declaration "recognizing the crucial contribution that a high-quality built environment makes to achieving a sustainable society, characterised by a high quality of life, cultural diversity, individual and collective well-being, social justice and cohesion, and economic efficiency"[38]. High-quality *Baukultur* (architectural culture, as defined in the Davos Declaration) requires "a new, adaptive approach to shaping our built environment; one that is rooted in culture, actively builds social cohesion, ensures environmental sustainability, and contributes to the health and well-being of all."[38] By designing a perceivably liveable environment, the social resilience of a society can be strengthened. In the spirit of *genius loci*, the essence of a place—its ecological, economic, social, emotional, and aesthetic dimensions, in addition to how one respectively values these aspects—must be considered. This includes the resulting conflicts of interest of the systemic entities[39].

5 Adapting to Change Through Agile Governance

Not only are the dynamics of change increasing, but also is its intensity. Change has become the norm and is no longer just an intermittent phenomenon. To some degree, our perceptions are adjusting to this trend[40]. Historically, there have always been processes of change. The perception of stable conditions is context-dependent and has been characterized in central Europe by a comparatively long phase of peace and growth in prosperity, albeit to some extent interrupted by the outbreak of COVID-19

Table 1: A comparison of "sustainability" and "resilience" concepts

Concept	Sustainability	Resilience
Background	Forest management, especially in the 18th-century Germany (source: Ref. [34])	From Psychological Resilience that focuses on the ability to bounce back from a stressful or adverse situation; its theoretical basis developed in the USA in the 1950s (source: Ref. [13])
Objective	Maintain the overall natural resource base	Make systems flexible enough to deal with changes without changing their principal characteristics
Definition	Premise: everything that we need for our survival and well-being depends, either directly or indirectly, on the natural environment Process: to create and maintain the conditions under which humans and nature can exist in productive harmony, thereby enabling the fulfilment of the environmental, social, and economic requirements of present and future generations (source: Refs. [35][36])	A measure of the persistence of systems and of their ability to absorb change and disturbance and still maintain the same relationships between population or state variables (source: Ref. [14])
Type	Primarily linear	Dynamic system
Trend	To enable economic development without damaging the natural resource base	Stimulate flexibility, adaptability, and risk-preparedness to deal with sudden or long-term changes
Complexity of described concept	Fair	High
Level of integrity	Semi-integrated	Integrated
Number of parameters involved	Limited number	Large number
Implementation in (urban) heritage management	Management and development plans, management mechanisms, etc.	New governance models; change of attitude and values; empowering communities; prioritisation of cross-cutting topics, initiatives, and developments

Table 2: Considerations of each phase of the concept "resilience" developed by the SHELTER project

Phase	Potential objectives	Potential role of cultural heritage
Prevention	Avoid disaster/crisis	Context/element of the scoping phase
Preparedness	Enhance preparation for potential disaster/crisis	Object to be protected
Response	Emergency reactions	Resource
Recovery and BBB	Increase the quality of life for local communities	Resource

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3. Recommendations for cultural heritage managers in dealing with change and uncertainty.

pandemic and the war in Ukraine. This is interconnected with new discussions around values: "As societies around the globe, and at all scales, continue to change and transform, and heritage places take on even more prominence in contemporary life, values-based conservation has been challenged with rising to these new complexities."[41] The issues related to cultural appropriation, restitution, ownership, and stronger public participation stand for nothing more than the call to question the static concepts of cultural heritage. Preserving a monument as it once was in centuries past is a difficult undertaking in dynamically changing communities, which are becoming increasingly diverse and colourful through migration[42]. So, what are the implications for cultural heritage management? The guidelines for cultural heritage managers in dealing with change and uncertainty are proposed (Fig. 3).

5.1 Step One: Accept Change and Uncertainty

First and foremost, it is about accepting change and uncertainty as a basic premise of our present and future life. It is of no use to return, wishfully, to former circumstances. Fundamentally it is more important to be competent in processing change and uncertainty by accepting current framework conditions as well as the complexity of the globalized world. Moreover, it is important to be deeply aware that upheavals will always be encountered. Change is a constant of human experience. Realizing this is prerequisite for mediating tolerance of ambiguity and for having the mindset to successfully deal with indefiniteness and uncertainty[43]. In the field of heritage management, a high degree of tolerance for ambiguity helps endure change in a productive way and see it as an opportunity. In dynamic change processes, trying to counteract change from single-sector motivations is highly destructive. Acceptance of the fact that change is not abnormal, but a basic principle of existence enables cross-sectoral, integrated cooperation of competent bodies in cultural heritage management. In terms of change management, the acceptance of change and uncertainty also means rethinking the assessment of cultural monuments.

5.2 Step Two: Adapt New Skills for New Challenges

To respond to change agilely and flexibly, officials (with political authority, and/or urban planning, etc.) require different competencies as well as a broader knowledge base than before[19]. They need not only expertise but also presentation and communication skills, leadership skills, specific knowledge in world heritage mediation, and empathy. These competencies are necessary for understanding one's own role in adapting to an ever-changing environment. In finding solutions, having project management abilities and language skills, and expertise in project financing are essential. Competent skills in innovation and presentation, for example, are becoming increasingly important in daily work and strategic assignments[11]. A 2017 report by Voices of Culture addressed the question of an integrated approach to cultural heritages in Europe and the skills needed for professional activities in cultural heritage. A range of competences were identified, including linguistic, technical, digital, learning, and social competences. Crucially, these skills are changeable in view of transformation processes such as modernization, or in the face of current challenges[44]. It was thus recognized that new skills and knowledge are needed for new challenges, such as "the ability of heritage to navigate human messiness makes it an essential component of any solution to one of the ultimate 'wicked problems' of the climate crises"[2], implying that human actions being not subject to logical stringency must be considered in world heritage management.

5.3 Step Three: Learn to Dance Instead of Struggling

Many people immediately react to change with resistance, which can be a learned reflex. This usually means the positive sides of an upheaval are not considered and it becomes next to impossible to move into a meta-view (reframing) or to approach changes

without certain anxieties—that is, without feeling one's own role being attacked. As such, novel and unconventional solutions remain dormant. As with dancing, a certain ease in dealing with the unknown is helpful for keeping oneself open to potential opportunities.

5.4 Step Four: Keep an Open Mind

Apart from being at ease at a personal level, there are other helpful strategies and methods in dealing with unknowns, such as having 1) genuine participation, i.e., the mindset that people who are involved can really make a difference; 2) transparent and open communication especially within areas that are problematic, conflict-ridden, and/or encumbered with obstacles; and 3) an open mind to specialist assessments, for instance, collective decisions supported by a team with different backgrounds or involving communities. "Rather than relying on top-down policies, engagement at the community level offers the opportunity for bottom-up commitment, to support and raise awareness of the deep and rapid shifts in human behaviour needed to address climate change."[9]

5.5 Step Five: Think Short-term AND Long-term

Of course, the dynamics of change have increased over time. Consequently, what this means for cultural heritage is that plans—whether in management, urban development, etc.—targeted in 20 years are no longer adequate. In addition to long-term meta-goals, short-term ones and flexible responses are needed. In practice, this has numerous implications for how work is organized and decisions are made, and these processes (from experience) have been proven particularly difficult for administrative structures.

5.6 Step Six: Constantly Reflect on Your Own Role

If one's own role is intricately linked and structured with the narrative, "cultural heritage must be preserved" (shaped by one's education, learned values, and external expectations, etc.), any endangerment, uncertainty, or questioning of this narrative will be perceived as a threat to one's identity. If, on the other hand, one's mindset is informed by the idea that heritage management always serves the good of people, one can handle change and uncertainty competently. Therefore, constant self-reflection is needed to become aware of one's own role, to question it and to adapt it if necessary. This permanent self-evaluation enables people to accept criticism or critical statements on a professional level, detached from their own personal identity and thus facilitates cross-sectoral exchange.

5.7 Summary

These steps have no absolute order. They influence each other, often run in parallel or repeat themselves several times. However, acceptance of the change is always at the top of the chain as the triggering momentum. Because without it as a given, there can be no productive adaptation to the new situation. This is why it is so important that those responsible for heritage management develop a high tolerance for ambiguity and uncertainty.

6 Outlook and Conclusions

In examining the status quo of cultural heritage, given current developments and challenges, one cannot help but adopt a modern understanding that abandons the dichotomy of tangible and intangible heritage. "The World Heritage Convention has focussed heavily on the tangible aspects of heritage, but it is essential to recognize that heritage is more than individual structures and sites. Heritage exists within a human environment supported by an intangible dimension. […] Linking intangible with cultural heritage, therefore, identifies cultural heritage as a cultural process, a product of traditions and shared beliefs and values that influence the attitudes, behaviour, and habits of people. This would indicate that heritage conservation should be understood as management of change to enable continuity in an ever-changing world."[9]

This does not mean that the categorization into tangible and intangible heritage would be valueless, but rather it is far more valuable to effectively integrate these different components into a holistic system. This systemic perspective proves itself especially when dealing with change processes. It helps extend one's vision, to better understand processes and involved parties; and, finally, to better reflect on one's own role and the skills and abilities required. Even though systems are complex and may first overwhelm many people, they, nevertheless, represent reality—a complex *qua natura*—better than when considering individual entities singularly[45]. Systems' change is a normal condition but not the exception[46]. To be able to deal with this condition, competencies in both uncertainty and change are needed. One requires a mindset that is under constant review because a rigidly imagined role will hit a wall within systems. This necessary detachment to one's role can be deliberately acquired through continuing education and training at professional or personal level. The latter can be attained through activities that promote empathy and understanding, such as job rotation. Individual feedback, communication exercises or time-

4 © Stadt Regensburg, Stefan Effenhauser

4. The environmentally friendly electric bus "Emil" of the Stadtwerke Regensburg runs on 100% green electricity and is intended to help reduce individual traffic in the Old Town area.

off, such as sabbaticals, can also strengthen one's ability to self-reflect.

In a world becoming smaller and smaller due to globalization and digitalization, where any kind of declarative knowledge is no more than a Google search, we have to re-learn again how to live with insufficient knowledge. This is in contrast to the typically fast-paced societies, which have a need for definitive answers. This longing for unambiguity is deeply human. According to Bryan Magee, most fears—including the deepest-seated ones, such as fear of the dark, of strangers, of death, of the future, and of the consequences of our actions—are ultimately forms of fear of the unknown.[47]

Because people are systemic entities and essential factors of system resilience, they must be the center of our thinking, actions, and planning. To this end, quality of life must become the teleological point in managing heritage—e.g., advancing measures such as land re-naturalization and implementing alternative mobility concepts (Fig. 4)—to maintain our cities as high-quality places to live in. We are facing an uncertain future that will constantly change our hitherto known reality, and thus exert massive psychological pressure on society. In this context, cultural heritage offers an identificatory anchor as an enduring element, though itself is exposed to the pressure of change resulting from the challenges of the present. Actors in cultural heritage management must be able to deal with uncertainties, losses, and risks with confidence, in order to preserve the highest possible quality of life and hope in volatile times through the competent implementation of appropriate adaptations.

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文化遗产管理的灵活性：如何在动态变化过程中提升应对不确定性的可持续和韧性适应能力

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摘要

现代社会的迅猛变化及随之而来的挑战与日俱增，其中最主要的问题根源正是气候变化。然而，我们对待文化遗产的方式仍然深受保护叙事的影响。当变化已成常态，文化遗产管理在文化挪用、归还、主人翁意识和公众参与等方面的问题都激发人们对静态的文化遗产概念提出质疑。本文旨在基于保护与变化的相互作用提出新的解决方案。鉴于这些挑战对当今社会造成的心理影响，本文认为，文化遗产专家需要提升应对不确定性和包容模糊性的能力，以便采取更为明智的举措。通过汲取多个学科的理念并应用到城市环境研究中，本文倡导系统理解文化遗产，并将之作为可持续和韧性适应当前挑战的先决条件。同时，本文阐释了文化遗产相关行业人士在日常工作中需要哪些知识技能才能自如胜任当前及未来的职业需要。文中所引述的德国雷根斯堡的案例研究通过一种综合的、整体性的方法，将城市视为一个多层系统进行文化遗产管理，为相关研究与实践提供了有益借鉴。最后，本文为文化遗产管理者提供了一系列应对变化和不确定性的指导方针。遗产管理必须以人们的生活品质为核心，使我们的城市成为高品质的宜居场所。

关键词

文化遗产；
管理；
灵活性；
转型；
不确定性；
可持续性；
韧性

文章亮点

- 当前，气候变化等挑战为现代社会带来的动态更迭与日俱增，导致对未来的消极展望并增加了社会不确定性
- 展现了一种文化遗产管理的系统性方法，其可以适应现实世界复杂的相互关系和变化过程
- 文化遗产管理者需要具备应对不确定性和容忍模糊性的能力，以保证行动的确定性

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