

WBCSD → *Leadership Program 2024*



Yale SCHOOL OF
THE ENVIRONMENT



Yale SCHOOL OF
MANAGEMENT



Yale Center for Business
and the Environment

Foreword

The sustainability landscape is changing rapidly, and seismic shifts are taking place across industries and sectors as the world seeks to tackle the climate emergency, the loss of nature and mounting inequality. As sustainability goes mainstream, there is a corresponding need for more talent to supply innovative solutions and undertake responsible practices for business to survive and thrive in this new operating environment.

In other words, fundamental to the shift towards a more sustainable future is people. Your people. And in the context of an ever-changing and evolving sustainability landscape, continued education is an essential catalyst for advancing the sustainability agenda within your company. It is also important to encourage individuals to cultivate curiosity, unlearn old habits, and adapt to changing circumstances. Education and learning are essential ingredients to creating profitable solutions for people and planet.

The WBCSD Leadership Program educates all business functions on sustainability challenges and opportunities that feed into strategic business decision-making. We recognize that as sustainability is not a static target but a dynamic and evolving goal, the challenges we face today require innovative thinking, interdisciplinary collaboration and a deep understanding of the interconnectedness between business and the world around us. With 20 years of excellence, the Leadership Program has provided key insights and cutting-edge research to representatives from nearly 150 companies on assessing risks, identifying opportunities, and developing strategies that reconcile growth with social and environmental stewardship. We are always inspired by the innovative ideas, concrete solutions, and lasting relationships from the fearless business leaders who participate.

WBCSD is proud to deliver this curriculum in partnership with Yale University and IMD, as well as in collaboration with our member companies, who represent the world's leading businesses working collectively to accelerate the system transformations needed for a net zero, nature-positive and more equitable future.

So, let us embark on this journey together, where knowledge becomes our most potent tool, and learning becomes the driving force behind the advancement of the sustainability agenda in your company. Together, we can create a dynamic community of business leaders to raise their ambition for a better world, deliver speed at action and scale in their operations and value chains and sharpen the accountability of their performance.

We welcome you to join us in accelerating the system transformations needed for a brighter tomorrow.



Rodney Irwin
Prof. Dr. Rodney Irwin
Chief Operating Officer



Suzanne Feinmann
Suzanne Feinmann
Director, Education

Positive impact *for companies*

Improved leadership skills:

The WBCSD Leadership Program is designed to develop the skills needed to be a sustainable development leader. Participants will learn about different leadership styles, communication, decision-making, and strategies. By improving their leadership skills, participants will be better equipped to guide and motivate their team, resulting in making informed decisions that benefit the company and improved team performance.

Increased employee engagement:

Leaders who have undergone leadership training are better equipped to inspire and engage with others. They will have a better understanding of what motivates their team and how to create a positive work environment. This can lead to higher levels of employee engagement, which can result in increased employee retention and improved business outcomes.

Enhanced partnerships:

The WBCSD Leadership Program provides opportunities for participants to network with other leaders. This can lead to sharing and learning good practices, to new partnerships, and collaborations that can benefit the company.

Elevated levels of sustainability awareness:

Participants walk away with knowledge on the latest sustainability insights and trends, with actionable learning that they can implement in their day-to-day work. This helps mainstream sustainability within the organization and supports change to move faster and further in climate, nature and equity action.

"At Holcim, we send changemakers to the WBCSD Leadership Program every year. It's a unique platform to learn from peers and world class experts, from the United Nations and financial institutions to other companies on the latest sustainability "hot topics". As an alumni, I recommend it as an opportunity to expand sustainability capabilities and leadership to accelerate the transition to a net positive future."



Nollaig Forrest

Chief Sustainability Officer,
Holcim and Alumni of WBCSD
Leadership Program, Class of 2019

Companies that have trusted *our Program*



Benefits *for participants*

Academic certification from Yale and IMD:

We conduct our Program at Yale University and IMD with world-renowned academics. Professors who have contributed include David Bach, Julia Binder, Cyril Bouquet, Peter Boyd, Zoë Chance, and Julie Zimmerman. After successful completion of the Program, participants receive *certificates from Yale School of Management and IMD*.

A strong network:

The WBCSD Leadership Program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors within their companies and in society. There are opportunities to engage with a range of business and sustainability experts. Previous speakers include Paul Polman, Peter Bakker (WBCSD), Lord Michael Hastings, Prof. Mervyn King (IIRC Chair Emeritus), Ilham Kadri (Solvay), André Hoffmann (Roche), Nadir Godrej (Godrej Industries) and S. Padmanabhan (Tata).

Varied experiences:

The Program uses a highly interactive mixture of education styles from traditional classroom-based work to action and experiential learning activities through workshop participation, case studies and presentations to help candidates to succeed in their career.

"Through the WBCSD Leadership Program, I expanded my knowledge about critical sustainable development topics and learned actionable strategies to help strengthen my leadership capabilities. At the same time, I gained a wonderful, diverse network of global professionals – their insights and partnership broadened my perspective. I highly recommend the program to any leader committed to advancing change in sustainable development."



Laura Cococcia

Class of 2023, Head of HR Strategy, Talent, and Culture, GE

WBCSD Leadership Program overview

<i>Timeline and locations*</i>	<i>Learning objectives</i>
MODULE 1 Sustainable development in context 18-22 March IMD, Lausanne, Switzerland	<ul style="list-style-type: none"> → Develop knowledge of sustainability business issues, drivers, tools, and approaches. → Learn from professors from IMD and leadership simulation exercises. → Connect and interact with WBCSD representatives and sustainability experts. → Extend leadership skills for sustainable development and reflective practice. → Create a large network of business leaders and share good practices.
INDIVIDUAL PROJECT March to June	<ul style="list-style-type: none"> → Develop a case review that explores the sustainability challenges and opportunities related to participants' companies. → Combine learnings from Module 1 to develop recommendations to solve practical sustainability challenges faced by the company.
MODULE 2 Leading Sustainable Development 24-28 June Yale University and New York City, USA	<ul style="list-style-type: none"> → Explore concepts and tools relevant for participants' practice. → Gain new insights into the business context through sharing with other participants' personal and professional knowledge and experiences. → Learn from renowned academics from Yale University and leadership experiential learning activities. → Critically interact and debate with professors, company representatives, leaders, and sustainability experts to develop one's own opinion.
GROUP PROJECTS June-November	<ul style="list-style-type: none"> → Design and execute group projects. → Develop skills in group project management, engagement, and collaboration with internal and external stakeholders. → Extend leadership skills for sustainable development and reflective practice.
MODULE 3 Sustainable development in action 4-7 November Kuala Lumpur, Malaysia	<ul style="list-style-type: none"> → Learn from academics and leadership experiential learning activities. → Connect and interact with WBCSD representatives and sustainability experts. → Consolidate projects, activities, and introduction of learnings into companies. → Plan for future actions.

*Pending country restrictions, WBCSD may have to postpone the modules or to move to online trainings. Safety restrictions from hosting Universities and local partners will have to be followed by all participants when attending in-person meetings.
 Optional: WBCSD Leadership Program 2024 participants are welcome to attend the WBCSD Liaison Delegate meeting in Montreux, Switzerland, 23-25 April 2024. Reduced participation fees are available to current year's Leadership Program participants.

Application and participation requirements

- **Candidates must have:**

- More than 5 years of working experience
- Demonstrated leadership qualities within their company
- Excellent English proficiency (written and verbal)

- **Participants can come from any business or unit function but should not be sustainable development experts.**

- **To obtain the certificates from the WBCSD Leadership Program, Yale and IMD, participants must:**

- attend the three one-week meetings; and
- deliver an individual and a group project.

A participant may be required to withdraw from the Program if failing to meet any of these requirements.

- **All companies must confirm that they fully support their participant's contribution to the Program and help to ensure their participants have time to fulfill the above requirements.**

Nomination process:

- Please send the [registration form](#) to Suzanne Feinmann at feinmann@wbcSD.org by no later than **Monday 22 January 2024**. The form will be considered as a commitment for sending participants.
- Places in the Program are limited and granted on a first come, first served basis, provided all the terms of application are met.
- WBCSD Council Members or Liaison Delegates can nominate their companies' participant(s).
- For non-WBCSD members, the candidates' manager(s) should sign a letter confirming support and budget for the Program.
- Decision for admission/non-admission will be made by WBCSD.
- Training spot will be reserved until 30 days in advance of the start of the Leadership Program.

Cancellation policy:

1. Up to six weeks before Program start on **Tuesday 27 February 2024** (Kick-off call): companies receive a full refund of the fee.
2. From six weeks to up to 2 weeks before Program start: companies incur a 60% cancellation fee.
3. Within 2 weeks before Program start: companies incur a 100% cancellation fee.

If a participant is unable to attend the Program, the reservation can be transferred to another colleague (if all requirements are met)- the notice must be made no later than 2 weeks before the start of the Leadership Program. Afterwards the cancellation policy will be applicable.

About WBCSD

The World Business Council for Sustainable Development (WBCSD) is a global community of over 225 of the world's leading businesses driving systems transformation for a better world in which 9+ billion people can live well, within planetary boundaries, by mid-century. Together, we transform the systems we work in to limit the impact of the climate crisis, restore nature and tackle inequality.

We accelerate value chain transformation across key sectors and reshape the financial system to reward sustainable leadership and action through a lower cost of capital. Through the exchange of best practices, improving performance, accessing education, forming partnerships, and shaping the policy agenda, we drive progress in businesses and sharpen the accountability of their performance.

www.wbcSD.org

Follow us on [X](#) and [LinkedIn](#)



Contact

Suzanne Feinmann

Director, Education

T: +41 (0)79 649 30 42
feinmann@wbcsd.org



Geneva | Amsterdam | London | New York City | Singapore