



WBCSD Leadership Program in partnership with **Yale University**

Making sustainable development relevant, actionable & scalable



Yale SCHOOL OF
MANAGEMENT



Yale SCHOOL OF FORESTRY &
ENVIRONMENTAL STUDIES



Foreword

Welcome to the World Business Council for Sustainable Development (WBCSD) Leadership Program. I've had the privilege of being the course director of this flagship Executive Education Program for the past six years. The students who commit to the program every year never fail to inspire with their motivation, creativity and determination.

Together with WBCSD's Knowledge Partner, Yale University, and in particular with [The School of Management \(SOM\)](#), [The School of Forestry and Environmental Science \(FES\)](#) and [The Center for Business and the Environment at Yale \(CBEY\)](#), we have developed an academically-rigorous program that provides participants with insights and tools to take cutting edge sustainability practices back to their day-to-day employment.

Yale University is a world-renowned and iconic seat of learning and research which complements WBCSD's own unique work. Our students greatly benefit from access to a faculty at the top of its game and exposure to the latest research and insights into business, leadership and policy.

In 2018, we also partnered with [Lancaster University's Pentland Centre for Sustainability in Business](#) to offer the opportunity for WBCSD Graduates to proceed to a postgraduate qualification (PG Cert, PG Dip or Masters) based on grades and experience. In 2018, Lancaster University was awarded the accolade of University of the Year by The Times Good University Guide.

At the heart of the program is experiential learning. Our unique approach allows students to get out of the classroom and practice new leadership skills in a safe environment. They meet with CEOs, policy setters, entrepreneurs, government and civil society leaders to get hands-on exposure to environmental and social issues.

In the past few years, we have visited mines and construction sites in South Africa, looking at the friction between climate change and energy security; we have visited a nuclear power plant in China; asked tough questions at the UN headquarters in New York; discussed mobility issues in Hong Kong; celebrated social innovation in Chennai, debated decision-making with Syrian refugees who made the harrowing journey to Berlin and experienced urban gentrification and the impact it has on the homeless in East London.

The WBCSD Leadership Program is a must for any prospective leader. Until now, the program has been open only to WBCSD member companies. However, we now offer a limited number of places for non-member participants. If you are up for the challenge of this intense, demanding, but rewarding program and are open to learning new skills that will benefit you and your employer, society and the environment then consider applying to join the WBCSD Leadership Program. Our education manager, Suzanne Feinmann, and I look forward to receiving your application.



Rodney Irwin
Prof. Dr. Rodney Irwin
Managing Director
Redefining Value
& Education

Why join?



Participants will get an in-depth understanding of sustainable development challenges and the opportunities that feed into strategic decision-making. The Program is designed to help business leaders navigate complex topics and concepts that will determine the future, enabling individuals and organizations to lead, transform and succeed.

Program strengths

Enhance leadership skills – Participants gain a better understanding of their own leadership preferences to help them become sustainability leaders.

Partnership with Yale University – We start our program at Yale University with world-renowned academics. After successful completion of the program, participants receive a **certificate from Yale School of Management**. Yale professors who have contributed in previous years include Prof. David Bach, Prof. Zoë Chance, Prof. Dan Esty and Prof. Brad Gentry.

Build a strong network – The Program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors within their companies and in society.

There are also opportunities to engage with a range of business and sustainability experts. Previous speakers included Paul Polman (Unilever), Peter Bakker (WBCSD), Samuel DiPiazza (PWC/Citi), Lord Michael Hastings (KPMG), Prof. Mervyn King (IIRC) and Karim Hajjar (Solvay).

Strengthen business skills – Participants work on individual and group projects focusing on solutions that benefit the participant's organization and the wider business community. Final group projects are presented during WBCSD's Council Meeting, where participants interact with WBCSD members at the C-Suite level.

Varied experiences – Highly interactive, the program uses a 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.

Long-term education – New: participants will be eligible to make an application for credits, at Lancaster University, based on their learning on the WBCSD Leadership Program. To find out more, go to www.lancaster.ac.uk/pentland/teaching/executive-education or email [Dr. Alison Stowell](mailto:Dr.Alison.Stowell) for details.

Here's what our member companies are saying about the Program



The WBCSD Leadership Program provides a precious opportunity - participants learn the most recent developments in sustainability and work together in a multicultural environment. This is an indispensable experience.

Yuri Itoh, Senior Manager, Hitachi, Ltd.



This program is a unique opportunity to learn from other companies across the world, sectors and departments (sustainability, HR, finance, marketing, etc.). The mix between sessions from academics, businesses, governments, as well as the group project, is a great chance to get new perspectives and bring value. It will help your company make a difference, it is an accelerator for change.

Amélie Rouvin, Circular Economy Manager, Sustainability Department, Veolia



As we work to embed sustainability throughout our business, we have a critical need for sustainability 'ambassadors' within our company who can incorporate these concepts into their respective functions at IFF. The WBCSD Leadership Program is serving this need – employees who have completed the program have developed key perspectives on the overall sustainability landscape which are now being translated into smarter, circular business decisions.

Kip Cleverley, Vice President, Global Sustainability, IFF



100 % of participants are recommending the Program.
Here's what some of them told us



Sustainability is becoming an essential theme for business. To compete, strategies need to be improvised and efficient and effective decisions need to be made for improved sustainability performance. Despite management's apparent knowledge of this, challenges persist with sustainability's embeddedness in decision-making and its implementation in practice. The WBCSD Leadership Program imparts the great knowledge and networking platform to overcome these practical challenges.

Ajay Sardana, Chief Sustainability Officer & Jt President, Aditya Birla Group, *Leadership Program participant, Class of 2018*



I had high expectations about the WBCSD Leadership Program, but it exceeded my expectations in every single way, bringing a fantastic balance between academic content, experts' shared practices and leadership skills development. A great opportunity to connect with a rich network of professionals to learn from and share experiences with.

Juliana Xavier, Brand & Communications Manager, Yara, *Leadership Program participant, Class of 2018*



[Read more stories](#)

The 2019 Leadership Program:

Leading change:
Embedding
sustainable
development
in business
decision-making

Businesses are taking the lead in accelerating the transition to a sustainable world. By navigating risks and capturing transformative opportunities, sustainable companies are finding new growth, lowering their cost of capital and are becoming more successful. It's critical for the next generation of leaders to understand the importance of sustainable development, integrating associated opportunities and risks into their core business strategy and decision-making.

In 2019, we will discuss the challenges associated with leading change alongside the opportunities for business.

During the year, we will explore how materiality and the valuation of externalities enables companies to focus their transparency efforts and leverage the value of sustainability reporting. We will also discuss how to improve decision-making; the challenges of communicating to stakeholders and the importance of ethics.

Participants will leave the Program with a better understanding of the socio-economic barriers and drivers that lead to poverty, conflict and abuses of human rights. They will also see and learn from case studies what progressive leaders are doing to address such issues. To enrich the educational content, participants will be given access to academics and business leaders, investors and NGOs.



2019 Program Overview

Timeline & locations

Objectives and projects

MODULE 1

Sustainable development in context

4-8 March,
Yale University
& New York City

- Develop knowledge of sustainability business issues, drivers, tools and approaches
- Learn from renowned academics and professors from Yale University
- Engage and interact with WBCSD representatives and sustainability experts
- Participate in leadership simulation exercises and workshops
- Create a large network of business leaders and share best practices

INDIVIDUAL PROJECT

March to May

- Apply the learnings of Module 1
- Develop a strategy paper, a case review that explores the sustainability challenges and opportunities related to participants' companies
- Prepare a written report and a presentation on key learnings and recommendations

MODULE 2

Sustainable development in action

13-17 May,
India

- Share findings and learnings from the individual project
- Gain new insights into the business context through other participants' personal and professional knowledge and experiences
- Walk-the-talk through experiential learning (field trips, company visits)
- Participate in leadership simulation exercise
- Facilitate panel discussions
- Start the group projects with guidance from WBCSD subject matter experts

Timeline & locations

Objectives and projects

GROUP PROJECTS

May-October

- Design and execute group projects
- Develop skills in group project management, in engagement and collaboration with organizations and various stakeholders (internal & external)
- Develop knowledge of sustainability and business issues, drivers, tools and approaches
- Prepare a written report and a presentation on key learnings and recommendations

MODULE 3

Leading Sustainable Development

13-17 October
Lisbon, Portugal

- Participate in leadership workshop
- Present the outcome of group projects and develop the ability to communicate effectively with various audiences
- Participate in plenary sessions and working group meetings during the WBCSD Council Meeting and engage with WBCSD representatives and sustainability experts
- Consolidate group projects and activities, and identify learnings
- Plan for future action and the introduction of learnings into companies

Optional: WBCSD Leadership Program 2019 participants are welcome to attend the WBCSD Liaison Delegate meeting in Montreux, Switzerland, 1-4 April 2019. Reduced participation fees of approximately CHF 1,500 are available to current year Leadership Program participants.



Application and participation requirements

- 5 - 10 years of working experience.
- Ability to demonstrate leadership qualities within their company.
- Candidates can come from any business/unit function, they should not be sustainable development experts.
- Excellent English proficiency (written and verbal) is mandatory.
- To obtain the WBCSD Leadership Program Certificate and the Yale Certificate, participants must commit to: 15 days to participate in the three, one-week meetings; and approximately 15 days to deliver an individual and a group project.
- All companies must confirm that they fully support allocating 25 days for their participant to complete the Program by completing a learning agreement ahead of Module 1.

A participant may be required to withdraw from the program if he/she fails to meet any of these requirements.

Nomination process

- Please send the [recommendation form](#) along with the nominee's CV to Suzanne Feinmann at feinmann@wbcسد.org
- **Nominations are due on Monday 12 November 2018.** Places in the Program are limited and attributed 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.

Investment

- For WBCSD member companies, the fees are CHF 10,000 per participant - with a fee reduction of 10% for additional candidates.
- For non-WBCSD member companies, the fees are of CHF 20,000 of which 50% would be refundable if the company joins WBCSD in the following year (by October 2020). Payment will be requested before the start of the Program.
- Companies have to cover travel and accommodation costs for three meetings.



The companies who have trusted our program



About WBCSD

WBCSD is a global, CEO-led organization of over 200 leading businesses and partners working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

Our member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. WBCSD is uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability: united by our vision of a world where more than 9 billion people are all living well and within the boundaries of our planet, by 2050.

www.wbcd.org

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Contact us



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for Sustainable Development**

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