



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

Making sustainable development relevant, actionable and scalable



Yale SCHOOL OF
MANAGEMENT



Yale SCHOOL OF FORESTRY &
ENVIRONMENTAL STUDIES



Foreword

I've had the privilege of being the course director of WBCSD's flagship Executive Education Program for the past seven years. The students who commit to the program every year never fail to inspire with their motivation, creativity and determination.

Together with Yale University, our Knowledge Partner, 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), the team has 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.

As the world continues to change at a rapid pace, businesses face increasing risks and opportunities related to sustainability challenges – from governance to resilience and beyond. The WBCSD Leadership Program works to prepare promising business professionals for this change and is a must-have for any prospective leader. 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.

We have visited mines and construction sites in South Africa; nuclear power plants 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; gained inspiration from innovations across under-developed regions in India; and made the network connections of a lifetime.

The 2020 curriculum will focus on **"Strategy and innovation for sustainable development."** Our goal will be to help participants to understand how cutting-edge companies are using innovation to develop value creating solutions that address sustainability issues and opportunities. Together, program participants will explore

how companies are integrating new considerations – from technological advances to environmental realities – into the core of their business strategies and across day-to-day decision-making.

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.

We look forward to hearing from you.



Rodney Irwin
Prof. Dr. Rodney Irwin
Managing Director and
Senior Management
Team

Why join?

A woman with long brown hair, wearing a white blazer over a grey top, is speaking into a microphone at a conference table. She is looking towards the camera. In the background, two other women are seated at the table, looking towards the speaker. The setting is a bright room with large windows.

Education is central for improving the lives of people globally. The 2030 development agenda recognizes that education is essential for the success of sustainable development as a whole. Sustainable Development Goal 4 focuses specifically on education.

As the world continues to change, sustainable businesses will grow to be the most successful. This is why it's critical for the next generation of leaders to understand the importance of sustainability and integrate related challenges and opportunities into their core business strategy.

The WBCSD Leadership Program helps representatives from our member companies gain an in-depth understanding of sustainable development challenges and the opportunities that feed into strategic business 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.

What participants gain by joining

Enhanced 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 include Paul Polman, Peter Bakker (WBCSD), Samuel DiPiazza (PWC/Citi), Lord Michael Hastings, Prof. Mervyn King (IIRC), Karim Hajjar (Solvay), Nadir Godrej (Godrej Industries) and S. Padmanabhan (Tata).

Strengthen business skills –

Participants work on individual and group projects focusing on solutions that benefit the participant's company 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 careers.

Long-term education – Participants are eligible to apply for credits at Lancaster University based on their learning through the WBCSD Leadership Program. To find out more, email Dr Alison Stowell for details.



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



The Leadership Program stimulates participants to develop their potential abilities. They can learn how to embody “Innovation and Strategy” to their organizations with variety of participants. I believe their experience through this unique program will form their basis as leaders with energetic work.

Yukio Tsuda, Taiheiyo Cement Corporation



Addressing global issues and merging multicultural views, the WBCSD Leadership Program has become a reference and a groundbreaking lab for empowering leaders to address sustainability challenges in day-to-day management. In this setting, companies learn from one-another, overcome individual prospects and consolidate a collective view of existing challenges and solutions.

Leonor Sottomayor, Sonae



The next generation of leaders will have to create more than financial value. Making strategies more robust by considering the mid- and long-term perspective through the lens of sustainability is common sense. Allocating money in innovation projects that do not match unmet market needs is a mistake. Businesses can get superior financial return when adding sustainability criteria in decision making. These are all good reasons to get our next generation of leaders involved in the WBCSD Leadership Program.

Pascal Chalvon Demersay, Solvay



100% of participants recommend the Program.

Here's what some of them, from the Class of 2019, told us



The WBCSD Leadership Program is offering a unique opportunity to develop great leaders who will successfully shape our future and drive sustainability within their companies. The modules and projects empowered me to get a deeper understanding of sustainable development and further enhance business and leadership skills while building a strong network across different fields and nations.

Ana Kovacevic, Novartis



Current practices for corporate strategy-setting and execution are unsustainable. How do we create the transformation necessary to ensure all stakeholders are protected? I've loved how the Leadership Program has helped me frame and visualize macro problems like this and inspired us collectively as leaders to challenge the status quo.

Andrew Jenkins, BT



[Read more stories](#)

WBCSD Leadership Program 2020:

Strategy and innovation for sustainable development

Many companies say they're integrating the SDGs into their corporate strategy. When developing such a strategy, innovation is key for future-proofing and adapting business models and/or product service offerings.

In other words, innovation is critical for building a sustainable world.

New technologies are unlocking unprecedented possibilities. However, new technology can also come with new challenges – especially in relation to human and social capital and the future of work.

The 2020 WBCSD Leadership Program will explore how companies are integrating human and social capital into their core business strategies and day to day decision-making. It will help participants to understand how cutting-edge companies use innovation to develop value creating solutions that address sustainability issues and opportunities.

Participants will participate in panel discussions with academics and business leaders, investors and NGOs, as well as onsite visits and practical workshops.



2020 Program overview

Timeline and locations	Objectives and projects
<p>MODULE 1</p> <p>Sustainable development in context</p> <p>2-6 March, Yale University and New York City</p>	<ul style="list-style-type: none">• 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
<p>INDIVIDUAL PROJECT</p> <p>March to May</p>	<ul style="list-style-type: none">• Apply the learnings of Module 1• Develop a case review that explores the sustainability challenges and opportunities related to participants' companies• Prepare a written report
<p>MODULE 2</p> <p>Sustainable development in action</p> <p>11-15 May, Berlin, Germany</p>	<ul style="list-style-type: none">• 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 advisors

Timeline and 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 and external)
- Develop knowledge of sustainability and business issues, drivers, tools and approaches
- Prepare a written report, a summary for WBCSD's webpage and a presentation on key learnings and recommendations

MODULE 3

Leading Sustainable Development

Mid-October,
Tokyo, Japan

- 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 2020 participants are welcome to attend the WBCSD Liaison Delegate meeting in Montreux, Switzerland, 20-23 April 2020.

Reduced participation fees of approx. 1,500 CHF 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 or unit function, **but they should not be sustainable development experts.**
- Excellent English proficiency (written and verbal) **is mandatory.**
- To obtain the WBCSD Leadership Program and the Yale certificates, participants must commit to: 15 days for three one-week meetings; and to deliver an individual and group project.
- 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 - 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 this [recommendation form](#) to Suzanne Feinmann at feinmann@wbcSD.org **by no later than Monday 18 November 2019.** 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.

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 is due before the start of the Program.
- Companies must 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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**World Business Council
for Sustainable Development**

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