



WBCSD Leadership Program 2018 in partnership with **Yale University**

Making sustainable development relevant, actionable & scalable



Yale SCHOOL OF
MANAGEMENT



Yale Center for Business
and the Environment

Yale SCHOOL OF FORESTRY &
ENVIRONMENTAL STUDIES



wbcsd education

Welcome to the World Business Council for Sustainable Development (WBCSD) Leadership Program. I have had the privilege to be the course director of our flagship Executive Education Program. The body of students that commit to the program every year never fails 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 the access to a faculty at the top of its game and exposure to the latest research and insights into business, leadership and policy. In addition, the facilities at Yale University are outstanding and particularly enrich the academic experience.

At the heart of the program is our experiential component that allows the students to get out of the classroom and practice new leadership skills in a safe environment, meet with CEOs, policy setters, entrepreneurs, government and civil society leaders or get

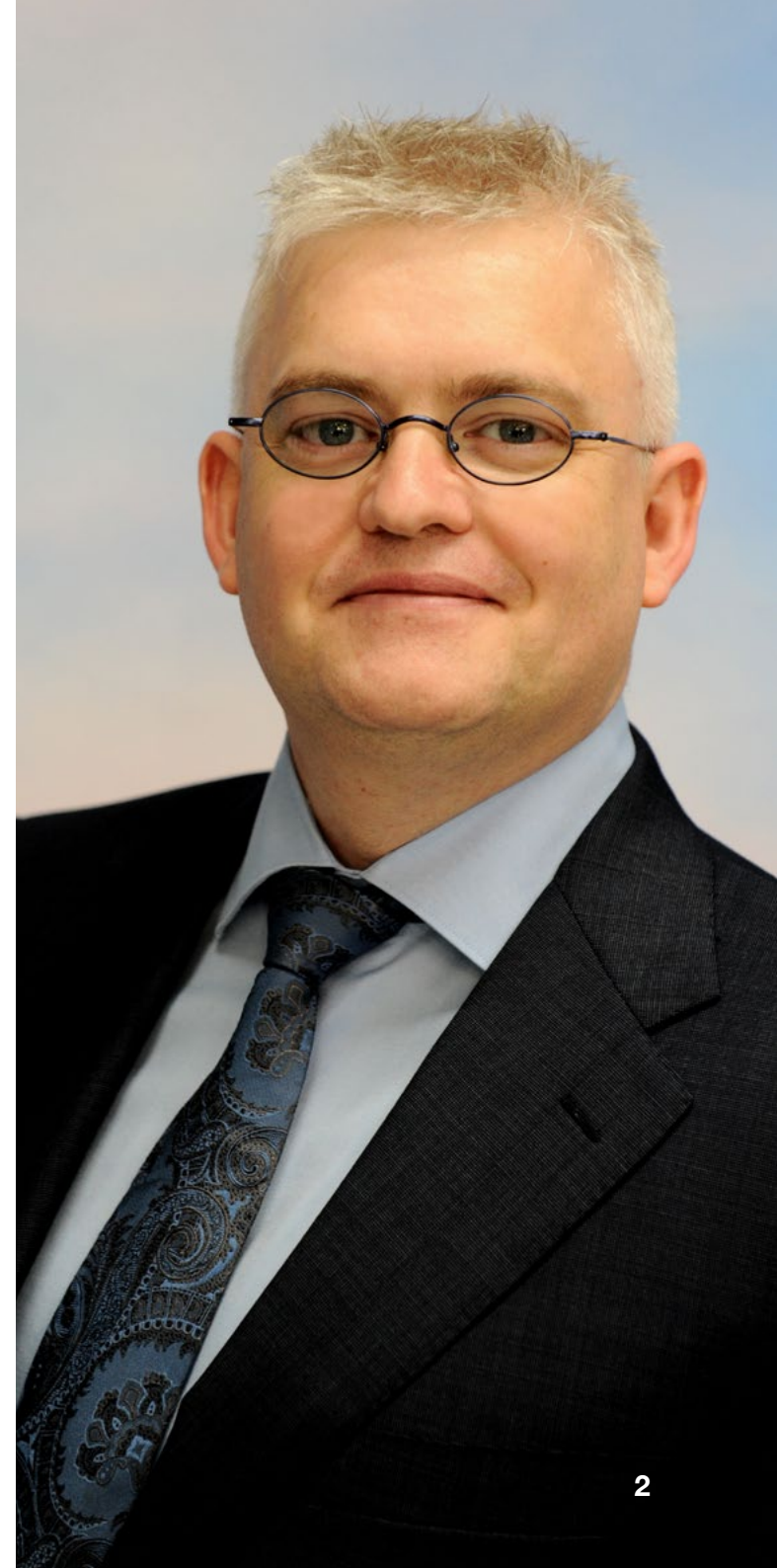
hands-on exposure to environmental and social issues. In the past few years, we have visited mines and construction sites in South Africa, looking at the friction between climate change and energy security; we have visited a nuclear power plant in China; asked tough questions at the UN headquarters in New York; discussed mobility issues in Hong Kong; celebrated social innovation in Chennai and debated decision-making with Syrian refugees who made the harrowing journey to Berlin. The WBCSD Leadership Program is a must for any prospective leader.

Until now, the program has been open only to WBCSD member companies. However, from 2018 onwards we will 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 not only you but your employer, society and the environment then consider applying to join the WBCSD Leadership Program. We look forward to receiving your application.



Dr Rodney Irwin

Managing Director – Redefining Value & Education





WBCSD

Leadership Program

Business leaders need diverse skills to cope with an increasingly complex world. New complexities include a wide range of social and environmental challenges across a changing competitive and regulatory landscape. Understanding sustainability challenges and the opportunities they present is key to managing new relationships, bringing about change through innovation and planning strategically for the future.

The WBCSD Leadership Program provides business leaders with an in-depth understanding of the sustainability challenges and opportunities that feed into strategic decision making. The program is designed to help leaders, through professional and leadership development, navigate complex interdisciplinary topics and concepts that will determine the future of individuals and organizations.

Highly interactive, it uses a mixture of education styles- from traditional classroom-based work to action and experiential learning through workshop participation, involvement with WBCSD, and management of individual and group projects.

In partnership with Yale University, we had the opportunity to hear from

100%

of the participants would recommend the program

world-renowned academics, such as Prof. David Bach, Prof. Marian Chertow, Prof. Dan Esty and Prof. Bradford Gentry. After completion of the year, participants receive a [certificate of attendance from Yale School of Management](#). Throughout the duration of the program, participants engage with a range of business and sustainability experts. In previous years, our speakers have included Paul Polman (Unilever), Peter Bakker (WBCSD), Samuel A. DiPiazza (PWC/Citi), Lord Hastings (KPMG), Prof. Mervyn King (IIRC) or Karim Hajjar (Solvay).

In addition to opportunities for face-to-face interaction, the program creates a global network of dynamic business leaders, capable of acting as sustainable development ambassadors both within their companies and in society. By taking part in the program, all participants support their company's sustainability projects and initiatives, while contributing to WBCSD's goal of acting as a catalyst for change towards a sustainable future.

Why companies are sending participants to the program



“ In the Aditya Birla Group, we found the WBCSD Leadership Program to be a very valuable development opportunity. Participants have used their learnings and enhanced professional skills to help the Group build sustainable businesses by understanding the long-term risks to the businesses more broadly. We appreciate the educational mix of academics, with Yale University, and various business experts which are involved in this unique program as this contributes to helping our participants translate theory into practice and that helps us develop leaders capable of building and managing businesses capable of operating within the constraints of a two-degree world and a sustainable planet. ”

Tony Henshaw, Chief Sustainability Officer, Aditya Birla Group



“ The leadership program is helping Monsanto integrate sustainability across the company with key support from our finance team. The program is crucial to our decision-making and strategic implementation plan. ”

Gabriela Burian, Senior Director, Monsanto



“ This program produces daring leaders! The syllabus is a unique blend of values, purpose and tools, delivered in an exclusive environment of global top talents. I have seen again and again how colleagues graduate as confident leaders delivering unforeseen solutions to complex business challenges. ”

Charlotte Wolff-Bye, Vice President Sustainability, Statoil

Networking

Natural Capital

Global

Financial Capital

Sustainability

World Class

Diverse

A Unique Program

Leadership

Change



Innovative

Integrated Thinking

Academic

Social Capital

Click to watch the program video

Knowledge

Experiential Learning

What participants say about the program



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The WBCSD Leadership Program was a unique opportunity to better understand the global challenges and business responsibility in this changing the world. Even if challenging, it was fantastic to be enrolled in this very high-quality program which inspired me throughout its duration. I am now convinced that incorporating sustainability into the human resources agenda is a lever to increase employee retention, productivity and engagement.

”

Anne Lefebvre, Business HR, Solvay,
WBCSD Leadership Program, Class of 2016



“

The WBCSD Leadership Program is an excellent opportunity to learn, develop and mature thinking on how to drive the integration of sustainable thinking in business strategy development. This is done through a balanced combination of lectures and discussions with academics and practitioners as well as social activities. All with a group of participants that represent a good mix of industries, geographies and professions. The additional focus on developing the participant's leadership skills makes this program unique. I have enjoyed it to the fullest.

”

Pablo Barrera, Country Manager Chile, Yara International ASA
WBCSD Leadership Program, Class of 2017

“

The WBCSD Leadership program is an inspirational experience that shifts paradigms around sustainability. Throughout the program, a wealth of insights are delivered in a wide variety of learning styles that cater for the diverse group of participants. The theme for 2017, integrating sustainability in business decision making, is of particular interest to me as it's about taking action to ensure business resilience over time. Going forward, the program's most valuable asset is the growing network of alumni, leaders in different companies and business sectors, championing sustainability, sharing best practices and instigating change.



Myriam Hammami, Business advisor, Shell
WBCSD Leadership Program, Class of 2017

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“

I started in sustainability after having held different positions in Operations and H&S. As I did not have a deep knowledge on the topic, the WBCSD Leadership Program was a great opportunity of gaining an overall view of sustainability areas, both theoretical and practical, from many different sectors and perspectives whilst meeting fantastic people from all over the world. Outstanding program overall: I have not only learned a lot about sustainability but was also truly inspired by the teachers, the speakers, and the colleagues. It is clear to me that companies can no longer only focus on traditional financial metrics but also on adding value to society and environment.



Antonio Carrillo, Head of SD Performance & Tools, LafargeHolcim
WBCSD Leadership Program, Class of 2016

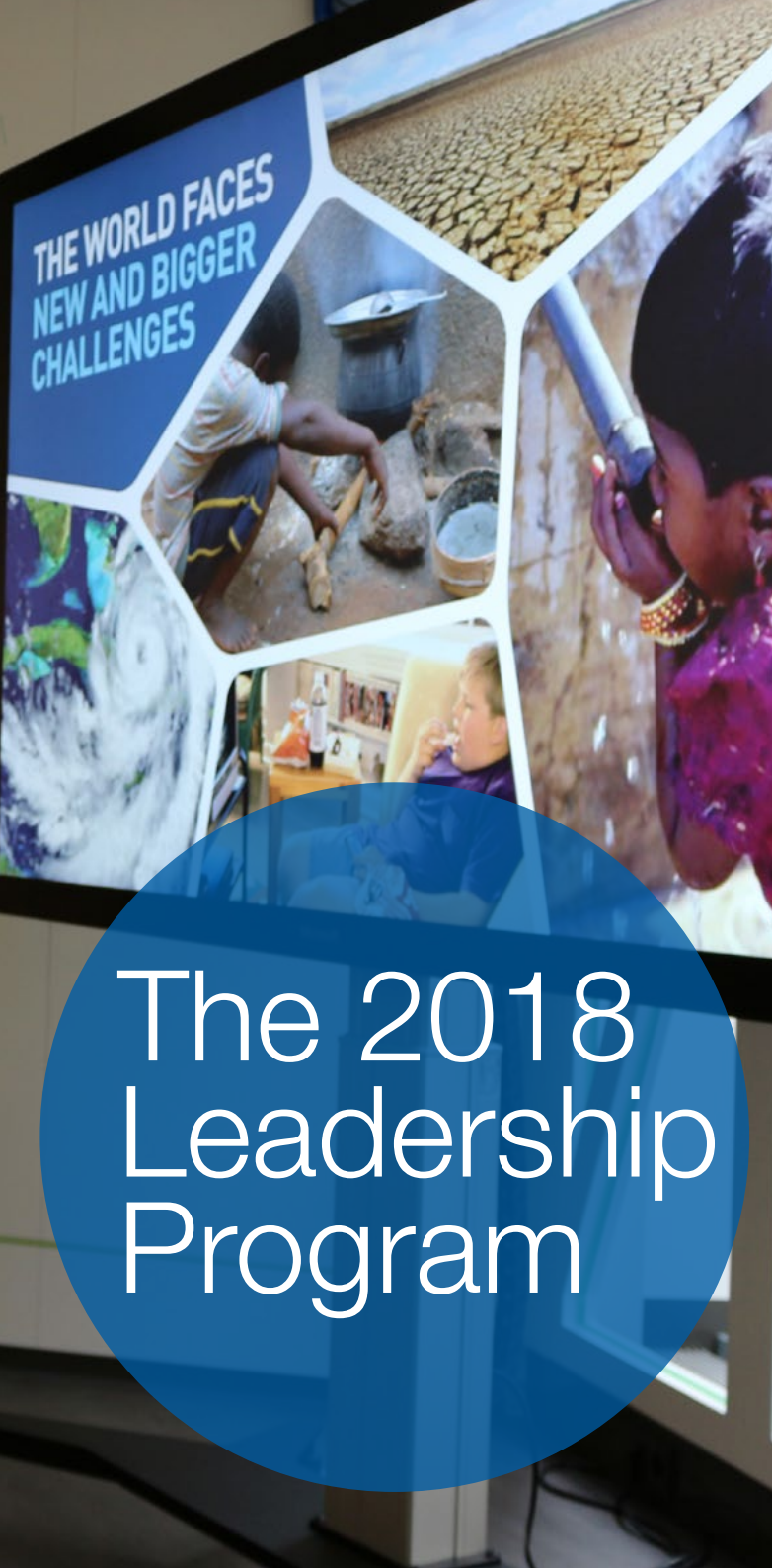
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“ Sustainability can mean different things to different stakeholders. The WBCSD Leadership Program helps participants navigate this complexity while also crystalizing what sustainability means for global businesses and why it must be foundational to their long-term success. The program is immersive and experiential; it not only develops practical leadership skills for everyday management but also provides global perspective on the expectations for business in a rapidly changing world. Participants are also afforded the pleasure of engaging with talented peers from around the world on issues of consequence — an experience that creates lasting relationships. ”

Joe Monfort, Sustainability Manager, DuPont, WBCSD Leadership Program, Class of 2017



The 2018 Leadership Program

Communicating sustainable development & reporting to stakeholders

Communication plays a vital part in any sustainability strategy. If a company doesn't communicate ambition and processes internally, it may not be able to implement the change necessary to make the organization more sustainable. Employee mobilization is essential to drive change for success.

If a company doesn't communicate its strategies, activities and progress externally, to investors, customers, partners and the public, then it could be negatively impacted by an increasing number of environmentally and socially conscious investors and consumers. It could also fall foul of, increasing regulation and requirements.

During the program, we will seek to promote a better understanding of the importance of communicating sustainable development (social, natural and financial capital) to different stakeholders (internal

and external). We will explore what sustainability reporting means and how its value can be communicated to different audiences. To enrich the educational content, participants will be given access to academics, business leaders, communication experts, investors and NGOs. Participants will learn about the scientific drivers of the sustainability agenda from leading climate scientists and professors. They will understand the socio-economic barriers and drivers, and see what progressive leaders are doing to address such issues. In addition, participants will gain better understanding of their own leadership preferences to help them become sustainability leaders.

All participants will work on individual and group projects: those will strongly emphasize solutions that can benefit both the participant's organization and the wider business community. The projects are graded in collaboration with Lancaster University. The final group projects will be presented to the wider community during WBCSD's Council Meeting, thus giving participants the opportunity to engage and interact with WBCSD Council Members and Liaison Delegates.

2018 Program Overview



Timetable & Locations

MODULE 1 Sustainability in context

5-9 March
Yale University
& New York City

INDIVIDUAL PROJECT

March to May

Objectives & Activities

- Develop knowledge of sustainability business issues, drivers, tools and approaches
 - Learn from renowned academics and professors from Yale University Schools of Management and Forestry and Environmental Studies
 - 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
 - Plan for individual projects
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- 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

Timetable & Locations

MODULE 2 Sustainability in action

14-18 May
London

GROUP PROJECTS

May-October

MODULE 3 Leading sustainability

21-25 October
Location TBC

Objectives & Activities

- 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 and company visits)
 - Participate in leadership simulation exercises
 - Facilitate panel discussions
 - Start the group projects with guidance from WBCSD experts
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- 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 and a presentation on key learnings and recommendations
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- Participate in leadership workshops
 - 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 2018 participants are welcome to attend the WBCSD Liaison Delegate meeting in Montreux, Switzerland, 16-19 April 2018. Reduced participation fees of approx. CHF 1,500.



Entry requirements

- Participants should have 5 - 10 years of business experience and be able to demonstrate leadership qualities within their company.
- Candidates can come from any business unit/function. They should have an interest in sustainable development, but no significant experience in the field.
- Excellent English proficiency (written and verbal) is mandatory.

To graduate from the program and obtain the WBCSD Leadership Program Certificate and the Yale Certificate, each participant must commit to 25 days: 15 days to participate in the three one-week meetings; and 10 days to deliver one individual and one group project. A participant may be required to withdraw from the program if he/she fails to meet any of these requirements.

How to participate

WBCSD Council Members or Liaison Delegates (LDs) must nominate their companies' participant(s) by sending the filled recommendation form ([available on click](#)) along with the nominee's CV to Suzanne Feinmann at; feinmann@wbcسد.org

Investment

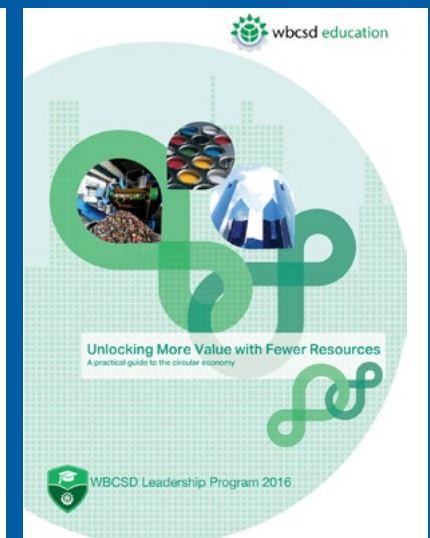
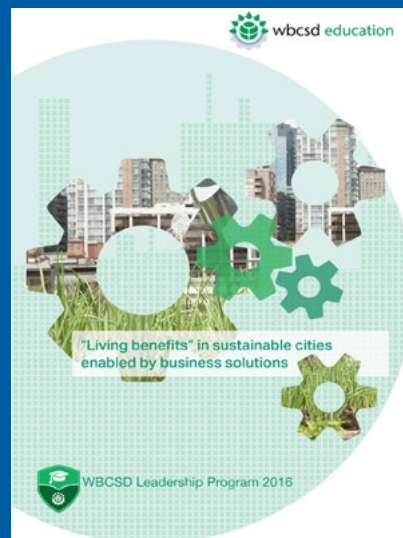
For WBCSD member companies the fees are CHF 10,000 per participant. For member companies sending two or more participants, there will be a fee reduction of 15% for additional candidates. Companies will cover travel and accommodation costs for three meetings (Module 1-3).

New: We are opening the 2018 program to non-WBCSD member companies. The cost will be of CHF 20,000 of which 50% would be refundable if the company joins WBCSD in the following year (by October 2019).

All companies must confirm that they fully support their participant to contribute 25 days to the program. Before the first Module, for WBCSD participants, LDs and program participants should have a pre-briefing to identify learning objectives, communication opportunities and post-program support to apply learning within the company. During the year, the participant will communicate regularly with the company's LD and his/her manager. For non-WBCSD members, the candidates' management should sign a letter confirming support for the program.

**Nominations are due by
Monday 30 October 2017.**

To access previous participants' work click on the below images



The companies that have trusted our program



WBCSD and Yale

The Yale School of Management (SOM) attracts broad-minded, intellectually curious students and faculty. An integrated curriculum, close ties to Yale University, and an active connection to the Global Network for Advanced Management ensure that Yale MBAs not only acquire crucial technical skills but also develop a genuine understanding of an increasingly complex global context. Yale MBAs assimilate information and ideas from multiple sources, functional areas, and points of view to lead effectively in all regions and sectors. Yale SOM offers a full-time MBA program, as well as an MBA for Executives with focus areas in sustainability, asset management, and healthcare, Master of Advanced Management, and PhD.

The Yale School of Forestry & Environmental Studies (F&ES) is an internationally recognized graduate school that trains tomorrow's environmental leaders, and creates new knowledge to sustain and restore the long-term health of the planet and the well-being of its people. Yale F&ES provides professional training across a broad range of specializations to students from around the world, offering masters degrees in environmental management, forestry, forest science and environmental science, in addition to a PhD degree program. Yale F&ES also offers joint masters degrees with nine different schools for disciplines including law, management, public health, and architecture.



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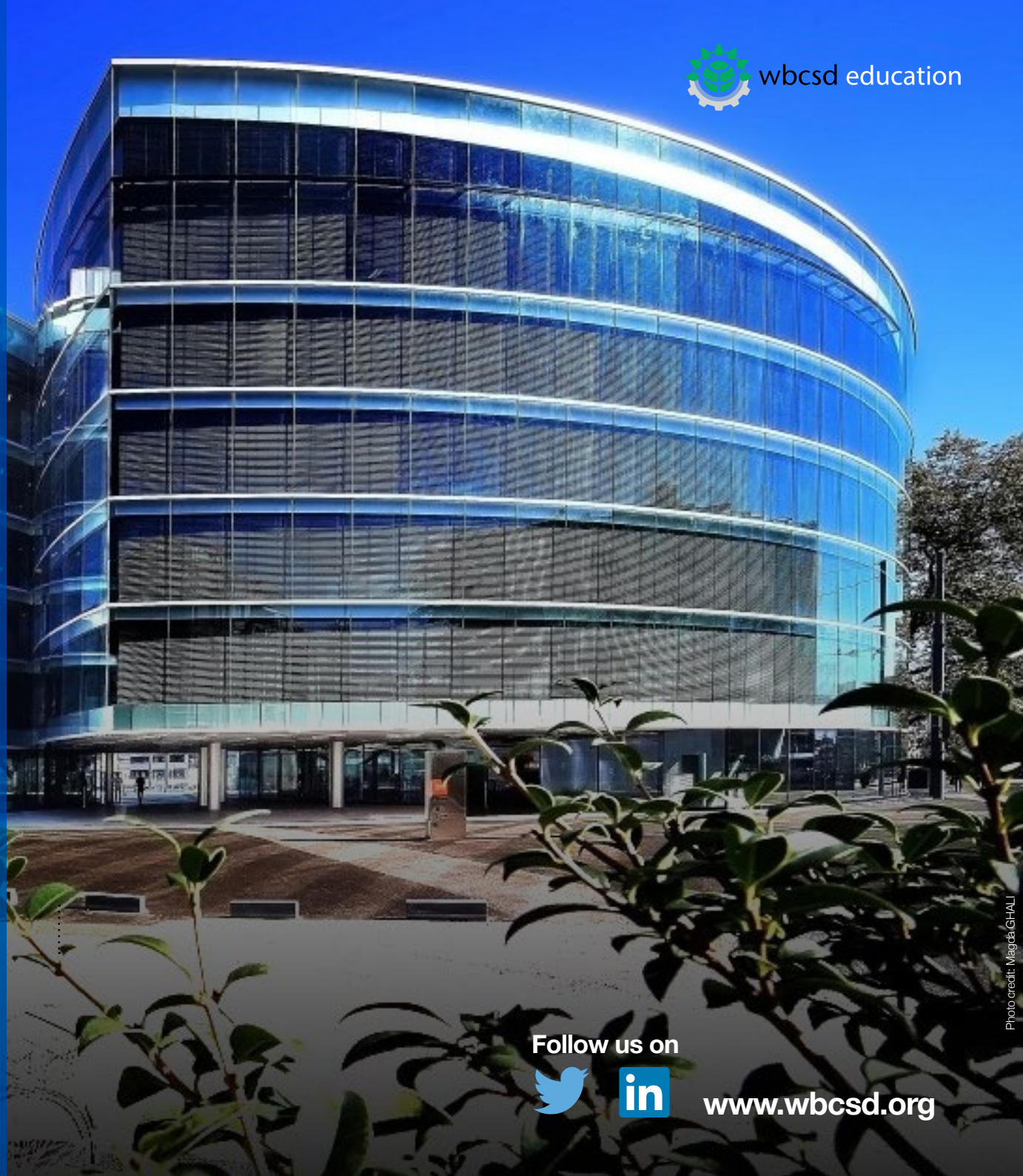


WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

Our member companies come from all business sectors and all major economies, representing a combined revenue of more than \$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.



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www.wbcSD.org