

Towards a sustainable world and a future worth living

Main objective of the program:

To inspire and train change agents with a broad understanding in global sustainability and provide them with practical skills to develop and implement solutions for sustainability issues in organizations.

This innovative program provides you with a unique opportunity to reflect on the major challenges our planet, society and businesses are facing in the coming decades. You will evaluate how companies can adapt their strategy and operations to embrace the sustainability challenges and to manage the risks and opportunities in a responsible way. Rather than writing a thesis, you will work in a small team to apply these insights to a real-life project thereby applying directly what you learn.

The program is designed around the creation of a strong network and a learning-platform. The interactive program combines classroom experiences with in-company encounters, sessions in nature and in exchange with NGOs, civil society and thought leaders. Graduates will be equipped with project management and leadership skills to lead change effectively.

The 3 perspectives

Rather than looking at sustainability from the business perspective alone, the program approaches sustainability from three different perspectives:

- 1. Global Challenges** – understanding the sustainability challenges we, as a global community are facing today and in the coming decades
- 2. Strategic Implications** – evaluating how business can contribute to resolve them through innovative strategies
- 3. Business Impact** – translating sustainability strategies across business functions

To maximize learning, the modules are designed to touch upon these three perspectives in three action learning rounds. This enables participants to deepen their understanding of each perspective with every round (see diagram below).

The 3 Perspectives across the three action learning rounds



A new way of learning...

This program is for you if you are looking for a high-impact, transformational experience.

We seek to open up new avenues of possibilities, preparing participants for a future that is emerging.

An experience to help you bring about the change you want to see happening in the world. Both from a professional as well as personal perspective.

The program is innovative in its approach as it is built with and around multiple actors in sustainability. More than 50% of the program is taught outside the classroom involving multiple stakeholders.



The 3 learning dimensions

1. Subject competence

Exposure to the best current knowledge in the global and business sustainability fields provides the foundation for understanding and managing the sustainability challenges.

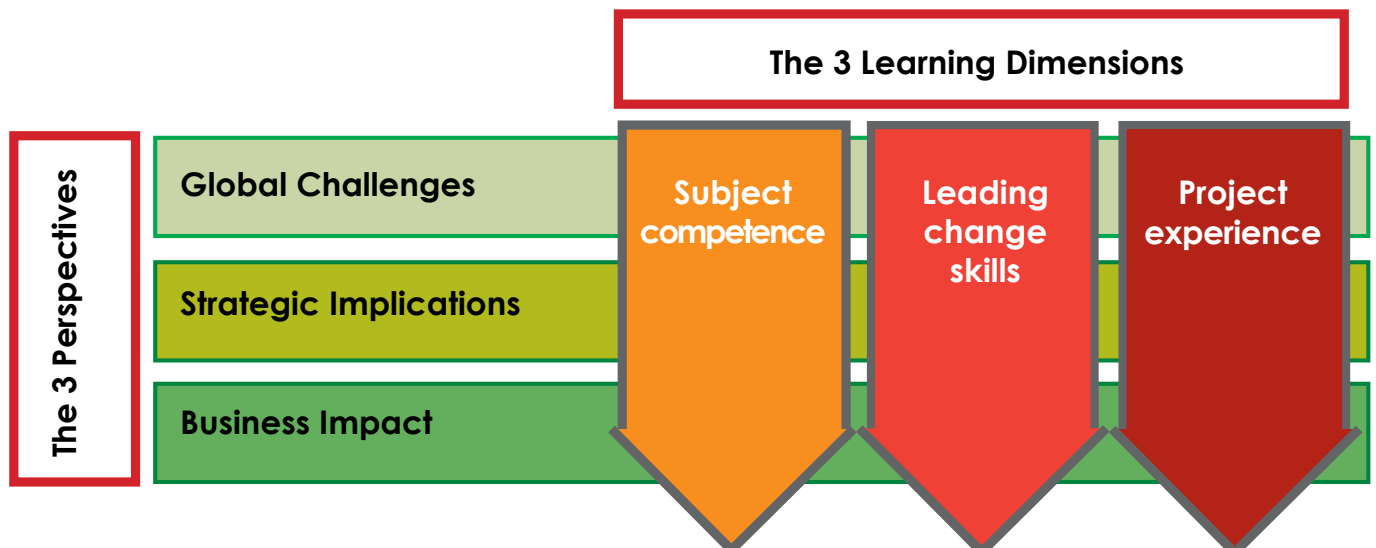
2. Leading change skills

Implementation and change management skills are critical to bring sustainability to business. To ensure this, the “Leading Change” dimension forms an integral part of every session.






3. Project experience

Sustainability projects are conducted in a collaborative work space and form the backbone of the program. These projects are conducted in collaboration with companies, communities or NGOs. Learning across the program is applied to these projects step-by-step. They qualify participants as professionals in sustainable business.






The inter-disciplinary Learning Concept



Module Overview

Module	Perspective	Issues & Themes
1+2	Project kick-off/ Global challenges 	Leading Change/Project kick-off The big picture of sustainability challenges <ul style="list-style-type: none"> - Decision making in the face of conflicting expectations - Managing client and team relationships effectively - The inclusiveness perspective and its relevance to business - The role of multiple actors and stakeholders for the projects - Potential conflicts arising from a multi- stakeholder perspective - Understanding the big picture of environmental, social and business challenges and opportunities in the coming decades - Evaluating key issues arising from the environmental and social challenges - Evaluating potential opportunities and challenges for business
3	Strategic implications 	Best practices in sustainability strategies <ul style="list-style-type: none"> - Evaluating best practices in sustainability strategies - Defining sustainability strategies - Developing new business models - Creating next-practice platforms - How to win support to implement innovative new projects in sustainability - Developing a strategic perspective in projects
4	Business impact 	Sustainability challenges as drivers for product & design innovation <ul style="list-style-type: none"> - Identifying and understanding sustainability challenges - Interpreting sustainability challenges as business opportunities - Reviewing relevant innovation tools - Applying systems thinking to sustainable design practice - Modern design thinking skills - Adjusting project planning & priorities to emerging realities
5+6	Project review / Global challenges 	Project review - Responsible leadership and global stakeholders <ul style="list-style-type: none"> - Clarifying the added-value contribution to the real-life projects - Undertaking a bottom-up vs. top-down approach to project review - Defining responsible leadership in various contexts - Re framing corporate governance in view of stakeholder challenges - Understanding sustainability politics, key players, and processes - Developing a historic perspective of international economics, politics, philosophy and the cross-cultural perspective of the role of business in human development - Social Entrepreneurship
7	Strategic implications 	Defining the business case for sustainability <ul style="list-style-type: none"> - Understanding sustainability as a key factor of business strategy - Evaluating sustainability driven innovations - Defining sustainability-based value propositions - Defining and defending the business case for sustainability - Resolving change-related challenges in projects - Applying innovative thinking to project challenges



Module	Perspective	Issues & Themes
8	Business Impact 	Making supply chains sustainable <ul style="list-style-type: none"> - Supply chain activities in the context of sustainability and ethical issues - Understanding sustainability challenges from a supply chain perspective - Creating sustainable value across supply chains - Managing sustainability risks and opportunities across supply chains - Translating supply-chain considerations to concrete in-company projects - Applying supply chain thinking to real-life projects
9+10	Project review / Global challenges 	Project review - Developing a sustainability framework <ul style="list-style-type: none"> - Highlighting key results and challenges in the projects and how to address them - Reviewing the big picture issues in the projects - Reaching alignment in terms of project deliverable and resource requirements for projects - Managing relationships in the face of conflicting expectations - Understanding sustainability intelligence gathered from market, public, political influences and the resulting transformations in different industries and regions - Developing a framework for key industries/markets based on sustainability opportunity and risks
11	Strategic implications 	Sustainability marketing & communications <ul style="list-style-type: none"> - Reflecting on marketing and communication activities in the context of sustainability and ethical issues - Using sustainability to create customer value - Creating private value, public value, and shared value - Marketing challenges in creating sustainable solutions - The expectations and influences of customers, NGOs and the public in the sustainability field - Communication in the sustainability field - Applying marketing and communications insights to the projects
12	Business impact 	Measuring sustainability performance <ul style="list-style-type: none"> - Understanding reporting tools & continuous project improvement - Evaluating how to assure a consistent sustainability performance - Assessing and accounting for sustainability performance - Evaluating quality assessment and certification schemes - Reviewing sustainability reporting and assurance - Applying key sustainability measures to the projects
13	Project presentations 	Project presentations, project evaluation & decision - making under pressure <ul style="list-style-type: none"> - Presentation of projects to company and NGO representatives - Comparing deliverable against expectations and highlighting key issues - Summarizing strategic implementation challenges for each project and the road ahead - Testing leadership skills in challenging situations - Evaluating decision-making skills in the face of conflicting expectations - Exchange of lessons learned in projects and across the program

Each module is two days long. Some modules are combined into 4-day sessions (modules 1+2, 5+6 and 9+10).

