



Leadership for Sustainability

Three-day program

October, 2010

I Introduction

This document outlines how the Forum for the Future & IED will run the three-day program entitled Leadership for Sustainability.

II Guiding principles

The following principles inform our approach:

- We will specify pre-work in order to maximise participants' time on the course.
- We will use a range of different learning styles and aim to maximise enjoyment, as we believe it helps people learn. Specifically, we would use a combination of presentations, facilitated discussion and working sessions
- The course will help delegates to prioritise and apply sustainability issues to their everyday work
- The course will inspire delegates to become more active champions of sustainable business practices and enable the inclusion of sustainability principles into product design and innovation.
- We will design the program with an international perspective in mind using international case studies, with a particular focus on relevant emerging economies
- We will use Blackboard 9.1 to host the course on Abu Dhabi University VLE. This will allow delegates to access info 24/7, communicate with other delegates and collaborate on group projects. The VLE has other features such as surveys, web 2.0 tools, and drop boxes that will extend and enrich the f2f interactions.



Learning objectives:

- To know the global trends that drive sustainable practices
- To understand how and why leading organizations are becoming more sustainable
- To explore the role innovation plays in creating sustainable products and services
- To be able to identify and begin to build the leadership capabilities required to lead on sustainability
- To be able to understand the critical success factors to becoming a more sustainable organisation
- Gain insights from best practice and the experience of leading organizations
- Apply innovative thinking to your own businesses
- Share experiences, network and learn from peers with a similar interest in sustainability.
- Learn how to use a Virtual Learning environment to share, communicate and debate SD best practices.
- Use e-learning platform to connect to others, collaborate and solve problems related to SD.

Preparation or delegates

Delegates are invited to bring a product with them that they particularly like from a sustainability perspective. All Delegates will be required to bring in their laptops with wireless capabilities.

Entry Requirements

The program is designed for managers and leaders with responsibility for, or an interest in, sustainability, corporate social responsibility and climate change and what these factors mean the immediate future success of the business.



III Program outline

Day one

Time	Session
9.00 – 9.30 (30)	1. Introduction <i>Presentation:</i> <ul style="list-style-type: none">• Welcome and learning objectives• Overview of the module• Electronic Survey• Orientation to Blackboard 9.1
9.30 – 11.00 (90)	2. The Big Picture <i>Presentation & structured Q&A</i> <ul style="list-style-type: none">• Rising population• Reduced natural resources• Environmental overshoot and implications• Definition of sustainable development <p>Delegates invited to ‘show and tell’ their sustainable products and explain why they like them. What capabilities do they display? How do they link to their personal values?</p>
11:00-11:20	Break
11:20-12:20 (60)	3. The regional & local context <i>Presentation & structured Q&A:</i> <ul style="list-style-type: none">• People, Planet and Profit• Sustainability issues for UAE• Case study of good practice
12:20-1:20	LUNCH
1:20 – 3.20 (120)	4. The business response <i>Presentation & structured Q&A:</i> <ul style="list-style-type: none">• The business case for sustainability• Profile leading businesses• Best practice for companies framework: [http://www.forumforthefuture.org/projects/leader-business-strategies]
3:20-4:20 (60)	5. What does this mean for your business? <i>Exercise:</i> <ul style="list-style-type: none">• Delegates assess their own company• Identify risks and opportunities for the business
4:20-5.00 (40)	6. Review of day 1 Reflections and review of key learning and insights



Day two

Time	Session
8:30-9:00 (30)	Reflections on day one 'Quiz' style questions on the presentations from day one.
9:00-11:00 (120)	1. Sustainable Innovation project- step 1 Group work designed to apply the learning to a product group. Positioned as a transferable process. Explain why & how Forum use Futures. <i>Step 1 – Needs analysis and futures thinking</i> Set the context e.g 'in the home' coatings in 2030. Identify current needs behind a product/service area Explore the needs of 2030 using a future scenario from Forum's Climate Futures report: http://www.forumforthefuture.org/projects/climate-futures Four groups- one scenario each Capture the needs and cluster them into themes. (Includes a break)
11:00-12:30 (90)	2. Sustainable Innovation <i>Step 2A – Ideas generation and concept development</i> Group Work- remaining in four scenario groups. Radical ideas generation for 2030 building on needs identified from step 1 Criteria filtering to assess ideas. Use key areas, such as carbon management to filter down to 1 idea.
12:30-1:30	LUNCH
1:30-2:10 (40)	3. Sustainable Innovation <i>Step 2B Back-casting to incremental solutions.</i> Group Work plus briefing presentation. After picking a radical idea, each group backtracks to 2014 and builds an incremental concept
2:10-3:40 (90)	4. Sustainable Innovation <i>Step 3 – prototyping</i> Group Work. Finish prototyping the radical and incremental concepts. Include physical prototypes. Prepare communication campaign and presentation to explain concepts.
3:40-4:00	Break
4:00-5:30 (90)	6. Sustainable Innovation <i>Step 4- project presentations</i> Group Work. Groups prepare a 10 min presentation using their prototypes to pitch their concepts to the



	panel.
5.30-6.00 (30)	8. Review of day 1 Reflections and review of key learning and insights Create your own PDP

Day three

Time	Session
8:30-9:00 (30)	Reflections on day two 'Quiz' style questions on the presentations from day two.
9-10.00 (60)	1. Sustainability and organisational change <i>Presentation & Q&A:</i> <ul style="list-style-type: none"> • Implications for organisational change • The need for change agents • Principles and practice of organisational change
10:00-11:30 (90)	2. Individual leadership for sustainability Presentation: <ul style="list-style-type: none"> • Leading in the 21st century • The traits of a sustainable leader • How to become a sustainable leader <i>Personal planning exercise:</i> Individually delegates identify personal learning objectives and next steps. Reflect in the light of Forum's leadership characteristics.
11:30-12:30 (60)	3. Sustainability and communications Presentation plus Q&A: <ul style="list-style-type: none"> • Best practice communications • Good and bad examples • The Greenwash guide.
12:30-1:30	LUNCH
1:30-2.10 (40)	4. E-learning solutions for a Global Society Benefits of Web 2.0 technologies (wikis, blogs, forums, etc..). Engaging key stakeholders in CSR & Sustainability issues. Online Forum: Debate an issue from various perspectives on a Virtual Learning Environment (Blackboard)
2:10-3.40 (90)	5. Innovation and Collaboration with Technology



	Special Interest Group (SIG) Wiki Project
3:40-4:00 (20)	Break
4.00-4.40 (40)	6. Moving forward In plenary discuss how they will, as a group, support each other's learning going forward. Capstone Project
4.40-5.00 (20)	7. Course review and close Reflections, evaluation and review of key learning and insights Post Assessment Tool

Course logistics

The course is a 3-day course will run in the UAE. Two facilitators will run the modules. A strong wireless connection is required.

V Project Team Bio:

Ben Kellard, Sustainability Advisor

Role: Ben specialises in advising partners on the organisational change and leadership development aspects of sustainable development. His interest lies in enabling groups and leaders to identify and implement innovative and sustainable business solutions.

Background: Before joining the Forum, Ben worked as a consultant for an International business school where he assisted a number of European blue-chip organisations in the areas of strategy, leadership and change.

More recently Ben worked as a consultant for a large UK bank, where he collaborated with senior managers and directors to identify and deliver organisational development projects during a time of unprecedented change. He also ran their innovative in-house Masters degree, based on live strategic issues.

Education: Ben is a chartered member of the Chartered Institute of Personnel and Development; he has an MSc in Philosophy from The University of Edinburgh and a BA in Politics, Philosophy and Economics.

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Ben Tuxworth, Director, Communications



Role: Building capacity for sustainable development: communicating and embedding sustainability principles in organisations. Particular interests in procurement, health and stakeholder engagement.

Background: Ben joined Forum for the Future in 1998 to establish the program of work with local government. Previous roles include five years work in environmental communications consultancy, then leading the Environment Resource and Information Centre at the University of Westminster, where he delivered advice, training and networking services to local authority sustainability personnel, and founded eg magazine, a key source of news and comment on local sustainability.

His current responsibilities include the overall management of Green Futures magazine; oversight of a new program of futures work, and a range of stakeholder engagement work with organisations recently including InterfaceFlor, the new UK Green Building Council, Groundwork, and the Isle of Man Government.

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Hugh Knowles, Principal Sustainability Advisor

Role: Assisting Forum's partners in the private and public sectors to build capacity for sustainable development, focusing in particular on the role of futures thinking and innovation.

Background: Hugh joined Forum from the UK Centre for Economic and Environmental Development where he worked on the social and environmental impacts of technology. This led him to dream up the WEEEman - a 3 tonne electronic waste sculpture that highlights our individual contributions to electronic waste. The sculpture can now be seen at the Eden Project following a spell on the South Bank in London.

Education: Hugh has a BSc (Hons) in Biological Sciences from Edinburgh University

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DR. GENE CROZIER, PhD – Advisor to the Chairman, Abu Dhabi University

Dr Gene is currently the Advisor to the Chairman of Abu Dhabi University, HE Ali bin Harmal Al Dhaheri and the founder director of IED. With over twenty years experience in the management development field, Dr Gene brings a wealth of expertise to this project.

Dr Gene is credited with having launched the world's first competence-based professional program for managers in 1990 with the British Institute of Management (BIM) working with the UK's Open University. He is also the architect behind the EQUIS accreditation scheme for top international business schools and was a director of the EuroArab Management School (EAMS) in Granada, Spain (1999-2003). His work in the competency field has involved personal responsibility for the assessment of over 500,000 managers from all sectors across the world. He has worked in the Arab world for ten years, first through EAMS, then the Doha Asian Games (Qatar) and the EuroJordanian Advanced Business Institute (EJABI) in Amman, followed by his work for ADU over the last four years.



In the public sector, he has worked closely with Government on the development of standards for leadership, research into the effectiveness of management development practices and closely with key Government departments to develop national schemes and qualifications. These include participation in the development of national schemes for the Ministry of Defence, the Office of Government Commerce, The Prime Minister's Cabinet Office, the Police Senior Staff Training College, teachers and lecturers and the National Health System. He was also Chief Examiner for the Chartered Manager award for the Chartered Management Institute, which was targeted at many talented leaders in the public sector and linked to business awards in Singapore.

In the assessment field, Dr Gene has been instrumental in the development of competency frameworks used by public sector organisations as well as blue-chip companies such as the Financial Times Group, hsbc, SABME and Standard Charter. He has developed a number of psychometric tests and developed assessment centres for top organizations across Europe as the director of MEANS, a European network for the design of assessment centres for top executives.

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Myra Khattab, M.S Educational Technology

Myra is the Program Director at IED and began her career in 1993 as a Physics and Chemistry instructor in K-12 schools. As a Tech-Integration and Sustainable Education Specialist at Cairo American College, she coached faculty and staff in infusing technology and environmental education (EE) into their curricula. As a member of several science and technology committees, she has gained extensive leadership and administrative experience in developing curricula and professional development opportunities for teachers and administrators using an eclectic learning approach, sharing expertise through collaboration and innovating through pedagogical research and classroom best practices.

In 2008, she joined Michigan State University in Dubai to manage the graduate Educational Technology Program. She has worked closely with local authorities and principals providing support and vision to schools on transforming the teaching & learning process through the effective use of cutting edge technologies. The program offered various ICT related education courses to parents, teachers and administrators. She developed and designed “Parents in the Digital Era”, “ICT for Arabic & Islamic Studies Teachers”, and “Leadership in the 21st Century” courses, which were delivered on site of private and public schools.

She has lived between the Arabian Gulf, Lebanon, USA, and Egypt. She obtained a B.S. in Chemistry, her Teaching Credentials for Secondary Science Education and a Master's degree in Educational Technology. She is currently working on her PhD through the College of Education at Michigan State University. Her research interests include adult learning, corporate social responsibility, sustainable development, international education, gender equity, cross cultural communication, and professional development.

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