

# YOUNG LEADERS FOR SUSTAINABILITY

Changemakers for a sustainable future - a qualification program for the leaders of tomorrow

Be it in international corporations, mid-sized companies, NGOs, or in government agencies, both organizations and individuals are currently facing the acute challenges of sustainability. They are also increasingly being required to confront complex global change issues by assuming leadership and taking responsibility in the field of sustainable development.

The Young Leaders for Sustainability program (YLS) of the Collective Leadership Institute, builds young professionals' and junior managers' professional expertise in the field of sustainability in a unique combination of training and practical experience. Current topics such as responsible business, sustainable development and globalization are addressed by the young leaders in their practical projects and supported by our methodology for designing dialogic change processes. A series of trainings will help young leaders' in their projects and support them in developing their leadership skills in complex situations.

## SUSTAINABLE DEVELOPMENT REQUIRES PEOPLE WHO WANT TO DO MORE THAN JUST PURSUE A CAREER!

- Are you at the beginning of your career and want to know how you can tackle global challenges such as climate change, global depletion of natural resources and globalized economic relations more constructively in your daily work?
- Are you convinced that sustainable development and fair globalization affect all of us and can only be achieved through the cooperation of different actors?

- Do you believe that innovative solutions which are economically, socially and ecologically responsible can only be found through quality dialogue?
- Do you want to jointly look for new approaches and get creatively engaged in future oriented projects with your peers by making use of collective intelligence?



## WHAT DOES „YOUNG LEADERS FOR SUSTAINABILITY“ HAVE TO OFFER?

YLS uses an integrated approach, which targets three interweaving levels of development:

- **Personal development:** emphasis is put on **building competence for sustainability**,
- **Process skills:** innovative concepts and methods are used to foster dialogue in cooperation processes for sustainability, and
- **Practical experience:** experience is gained in the hands-on implementation of a sustainability project.

Collective Leadership for Sustainability is the capacity of a group of leaders to deliver their contribution to a more sustainable future through assuming joint and flexible leadership in service of the common good. At the core of collective leadership is the human capacity to dialogue and transform differences into progress. It enables the transcendence of self-centered views, a prerequisite for successfully addressing the challenges of globalization and sustainability.



Young Leaders will work for a period of 9-12 months on a defined sustainability project in your company or institution and also take part in five distinct training modules, given by the Collective Leadership Institute, which build their expertise in sustainability – not only for their current project, but also for their future career.

The program is called “**Young Leaders for Sustainability**” because leadership not only means leading others, but also leading one’s self, leading an issue and taking responsibility for one’s own contribution to a sustainable future. Accompanying the Young Leaders’ skills development will be a team of mentors of experienced executives from business, civil society and the public sector.

#### HOW IS THE PROGRAM DESIGNED?

The „**Young Leaders for Sustainability**“ training program is based on the Collective Leadership Institute’s model of „**Collective Leadership for Sustainability**“. In a series of **five training modules**, the six core capacities of the model will be taught and developed alongside additional expertise on sustainability issues. The **network** of participants and sponsoring organizations and companies will further support the implementation of a **jointly defined sustainability project**. Putting **their skills to the test**, a public event on responsibility for issues related to sustainability will be held, where the Young Leaders will present a multi-media exhibition on their specific project.

Depending on the composition of the participants, the program will be held either in German or English.



#### Module 1: 20-25.3.2012 **GLOBAL TRENDS AND INDIVIDUAL POSSIBILITIES TO ACT**

- Introduction to the „Collective Leadership for Sustainability“ model
- Humanity and dialogue as leadership skills
- Global trends towards social responsibility, sustainable supply chains, sustainability in core business of companies
- Facilitation and presentation methods
- YLS blog and dealing with media / public relations
- Peer-to-peer coaching, leadership journaling, mentoring

#### Module 2: 13-17.6.2012 **DESIGNING THE FUTURE THROUGH ENGAGEMENT PROCESSES**

- The capacity to lead future possibilities
- Engagement processes: how to inspire and involve others
- Change management in organizations and (global) social processes
- Dealing with power and diversity
- Commodity and resource conflicts
- Democracy and Human Rights
- Methods for implementing a sustainability project
- Planning of the media presentation
- Peer-to-peer coaching, leadership journaling, mentoring

#### Module 3: 19-23.9.2012 **PROMOTING INNOVATION AND USING COLLECTIVE INTELLIGENCE**

- The capacity to identify and cultivate innovative ideas
- Dialogue and cooperation as building blocks for collective intelligence
- Joint definition of goals in change processes
- Innovative techniques, methods and instruments for designing dialogue processes
- Climate change and climate adaptation
- Follow-up on the implementation of the sustainability project
- Peer-to-peer coaching, leadership journaling, mentoring
- Planning the presentation of the sustainability project



**Module 4:** **28.11.-1.12.2012**  
**LEARNING WORKSHOP „GLOBAL SUSTAINABILITY“ – THE DEVELOPMENT DIMENSION OF SUSTAINABILITY**

- Preparatory workshop for designing the dialogue event
- Cooperation in the Global World: the development dimensions of sustainability
- Presentation of the sustainability project
- Follow-up of the event
- Peer-to-peer coaching, leadership journaling, mentoring

*includes:* **30.11.2012**

A **dialogue event** which includes all participating companies, institutions as well as the interested public. Here, the participants will present the results of their sustainability projects.

**Module 5:** **6.-10.2.2013**  
**SUSTAINABILITY AS A GUIDE FOR OUR PROFESSIONAL LIVES**

- The capacity to understand the bigger picture
- Entrepreneurial and institutional action being led by a greater, global responsibility
- Leadership as a catalyst for sustainability
- Capitalizing on multipliers
- Campaigning as an instrument for change
- Social networks as a change strategy
- Peer-to-peer coaching, leadership journaling, mentoring

**WHAT ARE THE PREREQUISITES FOR PARTICIPATION?**

- You are interested in the practical implementation of sustainability!
- You can communicate well in English

Collective Leadership for Sustainability has more impact when it is embedded in a parallel process of inner transformation. Outer action and inner development need one another and have a reciprocal effect – if one is missing, the other is lost or falls short of its potential. We are convinced that in order to successfully tackle the challenges of sustainable development, an inner growth process must be accompanied by the development of competencies for cooperation, shared commitment and innovation which are mirrored in our actions, thus creating new opportunities for the future. This should be a joint endeavor with others who are also willing to take responsibility for a sustainable future.

- You are between the age of 24 and 34, have an academic degree (either a university graduate or are currently employed by a company or institution)
- You are prepared to work with your company or institution to define a sustainability project, which will be implemented over a 9-12 month period and have a concrete outcome (projects can either be part of the organization or company's core business or be a newly defined project. It is important that the project be clearly described and can be presented to the public at the final event) \*
- You can actively participate in all five training modules
- You are prepared to present the results of your sustainability project at a public dialogue event (Learning Workshop „Global Sustainability“) on 30 November 2012
- You are prepared to create a multi-media presentation (either individually or as a team) on your experience as a Young Leader and share your project with a self- chosen audience \*\*





## HOW MUCH DOES THE PROGRAM COST?

The participation fees for the Young Leaders program will amount to 6,000,- € \*\*\*. This amount includes the cost for all five training modules (accommodation and meals during the trainings must be paid separately).

## WHAT WE WANT TO ACHIEVE

**Young Leaders for Sustainability** aims at building a **network of future change makers**, by connecting ambitious young people who want to promote and practice sustainability with practitioners at companies and institutions from around the world. Young Leaders for Sustainability comes from our recognition that **sustainability requires strong leadership**: innovative, dialogic, and practical.

*“The Young Leaders for Sustainability program creates a win-win situation for everyone involved: As a company we are able to support the education of our young managers in terms of helping them to think and act with a new approach to sustainability. At the same time our work also benefits from the resourcefulness, commitment and creativity of the young leaders.”*

**Nanda Bergstein, Senior CSR Manager,  
Non-Food, Tchibo (YLS Partner 2009).**

Those individuals that will help lead us toward a more sustainable future are those who recognize that the world can still be changed for the better: they are determined to provide new opportunities for development, which would otherwise not be considered. These individuals are **visionaries**, because they are willing to take the road less traveled – even if it means personal risk – and delve into unknown territory. They know that the only real path to finding **creative and constructive solutions** is to remain in **dialogue** despite potential differences. Hence, they convince others that solutions to complex problems require multiple perspectives and respect for diversity. They are convinced, that only in this manner can leaders pave the way for consensus-building and joint-action. They are **creative** because they promote ideas some consider to be unrealistic. They are perseverant, because they believe that **collective intelligence** will ultimately prevail.

They are foresightful, because they are able to keep the **whole picture in mind but are also ready to consider completely new possibilities**. They inspire people for the future.

## WHAT ARE THE BENEFITS FOR COMPANIES AND INSTITUTIONS BY BECOMING A YLS PARTNER?

Sustainable business and sustainable development are the challenges of the 21st century: more and more graduates and young professionals are taking this into account in their choice of careers. „Young Leaders for Sustainability“ is one way to take this commitment to sustainability seriously, by using it as a building block for taking management potential and personal development to the next level and to showing it to the public.

This is what's in it for you:

- The chance to showcase your company's sustainability effort
- Visibility for your company's commitment to sustainability in the media and at a public event
- A chance for interdisciplinary and cross-sector networking on sustainability issues with partners from other companies and institutions
- The development of leadership skills for sustainability among young employees



**FACULTY:**

The five training modules will be taught by the Collective Leadership Institute's faculty of experienced facilitators. Additionally, lecturers from the program's network of private sector, public sector and civil society organizations and companies will guest lecture in each of the modules, providing practical experience in implementing sustainability to the participants. The Collective Leadership Institute is working with mentors from companies and institutions who will help the „Young Leaders“ build their competence for sustainability.



**Petra Kuenkel**, Founder and Director of the Collective Leadership Institute, has gained extensive experience in consulting complex change management internationally and in building cross-sector partnerships for sustainable development. She is a senior consultant for systemic change management since 1995, serving private companies as well as public and development cooperation institutions. As a senior faculty member of international executive education programs, she has taught leadership development for High Potentials from Multinational Companies in the US, UK and South Africa, e.g. for BP, Shell, Unilever and Motorola. Before that, she worked in international development cooperation in the area of institutional development. She holds trainings in Stakeholder Dialogues and strategic partnerships between development cooperation and the private sector. Her passion lies in helping leaders to become a committed force for good.



**Dave Bond**, Director Leadership Development of the Collective Leadership Institute, has been working since twenty years in the context of change management in the private sector in the UK, the Netherlands, South Africa and South-East Asia. As an international facilitator and personal leadership coach he usually works in contexts characterized by complexity, diversity and change - where dialogue facilitation, multi-stakeholder engagement and personal leadership are crucial. During

his time as Director of the Leadership Centre of the Ashridge Business School he consulted top management staff in change processes, e.g. for Shell, Philips, Unilever, Johnson & Johnson, Heineken, international youth organizations and the United Nations. He has a special interest in working with creativity and innovation in change processes. Dave is visiting lecturer at the Graduate School of Business in Cape Town (South Africa) and the RSM Erasmus University in Rotterdam/ The Netherlands.



**Nahide Pooya**, is Project Manager at the Collective Leadership Institute. She coordinates the “Young Leaders for Sustainability“- Program and is a faculty member of the international CLI educational programs. She is an organizational psychologist and certified communications and behavioral trainer as well as alumna of the postgraduate study program “International Cooperation” of SLE Berlin/Humboldt University. Her main focus lies on interactive seminar tools and methods that foster responsibility and commitment. Nahide has extensive experience in trainings on sustainable development and international cooperation.



**Andrew Aitken**, Project Manager at the Collective Leadership Institute, is responsible for communications and social media. His focus is on the strategic development of the CLI's international educational program in the area of partnerships, cross-sector cooperation and Stakeholder Dialogues. Andrew has consulted also international cooperation projects between the private sector and development agencies (e.g., Bill and Melinda Gates Foundation, German development agencies, Kraft Foods), giving him a unique perspective on sustainable development issues in cross-sector cooperation. He has a special interest in monitoring change processes. Andrew has a master's degree in communications from the Berlin Institute of Technology.

\* The project can also be defined in collaboration with the Collective Leadership Institute (CLI), if you have just finished university and are not yet employed. Some institutions or companies are looking for graduates in order to implement a sustainability project. These places will be publicly advertised and you can apply it when you have a matching profile.

\*\* The multi-media project can range from blogs, videos, music, theater, lectures, small events, small dialogue sessions or interactive workshops - creativity knows no limits!

\*\*\* A limited number of places will be offered at a reduced cost to self-paying participants and participants from NGOs or very small companies. If participants apply as a university graduate to one of the advertised projects, the cost for all five training modules will be covered by one of the YLS partner institutions.

# REGISTRATION FORM

## Young Leaders for Sustainability

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### Participant

Name:  First Name:

Organization:  Position:

Address:

Country:

Phone:  Fax:

Email:  Website:

Sustainability

Project\*:

### Recipient of Invoice

First Name:

Name:

Address:

Land:

Telefon:  Website:

Email:

\* Please contact the CLI in case you have not a concrete sustainability project. We will gladly support you to develop your own sustainability project for the YLS program. Contact person: Nahide Pooya, [nahide.pooya@collectiveleadership.com](mailto:nahide.pooya@collectiveleadership.com).

**Registration: Please send the complete form as pdf-document to [germany@collectiveleadership.com](mailto:germany@collectiveleadership.com) or via fax to +49 331 5058863.**

Mode of payment: After the formal registration we will send you the invoice about the agreed tuition fee (€ 6000,- plus 7% VAT). The amount will be due 10 days after receipt of the invoice.

Cancellation fees: up to 8 weeks prior to the course 30%, up to 4 weeks prior to the course 50%, after this 100%. Cancellation fees do not apply, if participants are replaced. Please see our website for the full general terms and conditions of our educational programs.

I hereby consent to the terms and conditions of the Collective Leadership Institute and confirm the participation in the program including all 5 modules (20-25 March 2012, 13-17 June 2012, 19-23 September 2012, 28 Nov.-1 Dec. 2012, 6-10 Februar 2013).

Date

Signature

