



Sustainable Leadership Training Programme

sustainableleaders.eu



Timetable

25 March 2021 (4pm CET)

1. Webinar: Leading the Transition

- Leadership models
- Sustainability frameworks
- Our leadership journey

On-site training in late summer 2021

Three day training with company visit

Group A: Ljubljana, Slovenia: 8-10 September

Group B: Silkeborg, Denmark: 20-22 September

Group C: Mannheim, Germany: 29 Sep. -1 Oct.

November 2021

Sustainable Leaders Summit
Final Conference

Follow-up
Peer-learning activities
Sustainable Leaders Community

22 April 2021 (4pm CET)

2. Webinar: Managerial Practices for the Transition

- Best practices
- Measuring impact
- Standards and regulations

20 May 2021 (4pm CET)

**3. Webinar:
Leading change in organisations**

- Dynamics of change
- Mainstreaming the transition
- The power of narratives

Please inform us, should you not be able to participate to one of these programme modules: info@cec-managers.org. Please note that the programme design is subject to change in response to public health constraints.

The Sustainable Leadership Project

The Sustainable Leadership Project aims at providing managers in Europe with the right resources to succeed in the green and fair transition. CEC European Managers and its project partners, who represent together more than 7 million managers in Europe, have conducted the « Sustainable Leadership in Europe » study to assess the level of preparedness and adaptation of European managers for the transition by analysing values, strategies, skills and behaviours.

On the basis of its empirical findings, the Sustainable Leadership Pilot Training Programme has been designed to respond to the needs of managers in this transition. The project will also engage stakeholders like social partners and policy-makers to improve the access to excellent and adequate Sustainable Leadership trainings in Europe.

The EU project is co-funded by DG Employment of the European Commission.

A Leadership Challenge

Managers need help in overcoming obstacles and hurdles to make their **organisations more sustainable**

Managers need to participate in **strategy development and employee learning** with the goal of company alignment

Managers have a responsibility to **ensure workers' participation in the fair & green transition**

What



Making organisations' **sustainability strategy** more **systemic** and **purposeful**

Who



European managers in business and the public sector

How

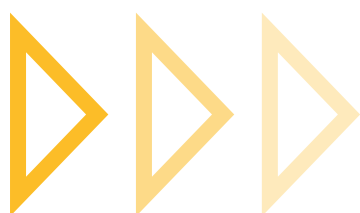


Strengthen the managers' role as **bridge-builders**, combining the right **leadership tools** with the **skills and practices** to create and maintain a **sustainable organisation**

Outcome



Sustainable leadership competencies and practices enter the management mainstream, supporting better 'triple bottom line' performance and a fair & green economy



Putting purpose and leadership at the heart of European management

The Training Programme

The training programme is organised in three consecutive phases which are designed to equip managers with relevant resources for their learning and action journey.

1. Preparatory phase

During this phase of the programme, you will acquire relevant **knowledge** about sustainability concepts, frameworks and management tools. This phase consists of online webinars, as well as self-learning modules. You will be invited to learn more about cutting edge approaches to leading the transition and concrete tools such as sustainability reporting or materiality assessments. It's also the time to get to know your peer-group of around twenty managers, who will be part of your programme experience.

2. Core phase: training seminar

The training seminar in one of the three training locations is the start of your own leadership journey. The three days are designed to equip you with **skills** needed to lead change from within your company, professional network and social dialogue. The training is conducted in a multi-cultural setting focussed on action learning. Under the reserve of the development of the pandemic, the trainings will be organised in Mannheim (Germany), Ljubljana (Slovenia) and Silkeborg (Denmark).



3. Growth phase: putting leadership into practice

During the follow-up period, you will be able to **put your learning into practice** in your company. As part of the Sustainable Leaders community, you will regularly exchange with your peer-group on the challenges you may be facing. To consolidate your knowledge in specific areas, you will be supported by online learning tools. As a pioneering manager that has completed the Sustainable Leadership Training Programme, you will be able to act as an ambassador for Sustainable Leadership. This includes the opportunity to engage with relevant stakeholders in politics, business and social dialogue.

Why Participate in the Training Programme?

Participating in the pilot training programme for managers in Europe has following key advantages:

- The training programme empowers you to become a Sustainable Leader through relevant and comprehensive leadership tools, knowledge and skills
- You will become part of a community of Sustainable Leaders, supporting you on your journey
- You will understand key European institutions, legislation, norms and standards supporting the transition
- The EU-funded programme is based on independent expertise, scientific evidence and highest training standards in leadership development
- During the course of the programme, you will be able to engage with stakeholders, such as policy-makers, manager organisations and social partners
- You will embark on a personal development journey connecting you to your own motivation and vision
- You will gain access to best practices in Sustainable Leadership and learn from the experience of pioneering managers
- You will get access to online resources and sustainability databases

Training Objectives

- Provide access to key knowledge and frameworks about environmental and social sustainability and stakeholder impacts
- Reinforce each participant's awareness, values and mindset essential for leading organisations towards a fair and green future
- Highlight management practices and leadership competences which favour the transition, raise awareness of those that hinder
- Give participants self-confidence in their own resources to lead the transition, each in the context of their own ecosystem
- Encourage sharing of learning and mutual support in a community of practice as transition pioneers

Learning Process

- Reflective, autonomous learning environment, where the individual and the group take responsibility for their own learning
- Frequent opportunities for discussion and debate in sub-groups and plenary
- A maximum of interactive learning via exercises and discussions, with a minimum of lecture-style inputs
- Cases and examples of relevant leadership behaviours, including a visit outside the seminar room
- animated by facilitators experienced in leadership development training for business and public sector managers

The trainers

Jacob Mayne



- Managing partner of New Angles
- UK national, based in Paris
- 20 years with Unilever in HR, brand strategy, business development and innovation, including 13 years in Asia Pacific
- 5 years as museums sector CEO and consultant with Australian and French culture ministries
- Founded New Angles, EU sustainability strategy and change leadership consultancy, in 2008
- 15 years' experience of sustainability change consultancy, leadership development and coaching
- 15 years' exed teaching and programme design for European business schools
- Co-founded the Change Leaders community of practice in 2005 (for alumni of HEC Paris and Saïd Business School Oxford)

Gabriela Buettner



- Senior consultant at New Angles
- Swiss national based in Paris
- 10 years of management, project management and election observation experience in international organizations (UNDP, OSCE, EU, OEA, ODIHR) in Central Asia, the Caucasus, Latin America and South Asia
- 15 years' experience as a management trainer, facilitator and certified coach in business and international NGOs
- Specialized in individual coaching and team processes, both face to face and online
- President of the Paris section of International Coaching Federation ICF for 2 years
- Fluent in German, English, French, Spanish and Russian



Emmanuelle Badouix

- Senior consultant at New Angles
- French national based in Paris
- 24 years of experience in business development, managing transformation projects, and leading change within an international company in the food industry
- Led CSR wide projects on the circular economy, working with the recycling industry and its eco-system, focusing on consumer behaviour change and education for the young generation on sustainability
- Teaches CSR at MBA Lebel on ISG business school since 2017
- Certified coach and Gestalt-therapist, she supports individuals and companies in their personal and collective transformation
- Administrator at the foundation Sharing My Planet

Project Leader



EUROPEAN MANAGERS

Project Partners

LEDERNE



United Leaders
Association



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This document reflects only the author's view and the European Commission is not responsible for any use that may be made of the information it contains.