

# Future Leaders Programme

The CSEM Leadership for Future Business Scholarship Programme makes places available on the CSEM MA/MSc in Integrated Sustainable Management for Business for young fee paying students.

CSEM Leadership for Future Business Scholarship Programme  
The CSEM Diploma and Masters Programme in Integrated Sustainable Management for Business

'Sustainable development is a dynamic process that enables all people to realise their potential and improve their quality of life in ways which simultaneously protect the Earth's life support systems.'

CSEM does not currently offer full Scholarships. CSEM Leadership Scholars receive a bursary to make the corporate Programme more accessible by an individual.

The new CSEM Diploma and Masters degree is validated by a UK University which also validated Forum for the Future's Scholarship Programme, which was the inspiration for formalising our own Scholarship Programme.

Transition to a genuinely sustainable way of life is probably the most important and urgent issue for the international community, even compared with the other crises gaining the headlines. In a sense, it is of a different order, and dealing with it will involve imagination, many practical changes, hearts and minds and a long haul - in short, a need for extraordinary capability and leadership. Employers have been asking for a decade for relevant knowledge and skills to enable them to meet their varying commitments in this direction. The main CSEM focus is management and leadership development for sustainable business. The majority of participants on our Programme are already senior managers, directors and advisors with considerable leadership and management experience to share.

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## Introduction

The aim of the CSEM Leadership for Future Business Scholarship Programme (Future Leaders Programme 'FLP ') is to support more recent post-graduates developing such leadership capability, at an earlier stage, and therefore developing the possibility of greater lifetime service and contribution.

The CSEM Future Leaders Programme has a number of unique aspects. It gives access to twelve years' experience of the first training programme in Europe in sustainable business for senior and functional directors, managers and advisers, with some 1700 graduates of the seminars training and 40 through the related masters programme. Other unique aspects are set out below.

Previous graduates of the Centre and its parent Brunel Management Programme are in positions of influence throughout the UK and Europe.

## Programme Overview

The programme is for a rich, stimulating, rigorous, two-year process of learning cycles, with intensive seminars training, input from many leading practitioners and pioneers of integrated sustainable and environmental management. There is repeated hands-on implementation experience and then review and reflective learning. It aims to prepare post-graduates for business, sectoral and wider roles, facilitating and leading the transition to sustainability.

It includes highly designed seminar and workshop training in sustainable and environmental management. These focus initially and holistically on the needs of each business function and level and then on integration into (and of) day-to-day activity, leadership and change management, environmental science and professional skills and development. A week-long module is followed by seven weeks' organisational review and implementation experience before rejoining your Learning Group. The first day of each new module provides an ongoing learning process. This includes reflection on the previous seven weeks practice, followed by sessions on professional and research skills and integration and, finally, a course-long facilitated dialogue on problems and resistance, values and sustainable development. A range of specialist options allow you to include, for example, climate change, the Kyoto process and emissions trading. Current case studies are presented by senior management practitioners throughout the training weeks.

A wide range of executive training processes, including group work and reflection, are facilitated throughout and are seen as a vital condition for the depth and breadth of learning required. If a Scholar is not employed, she/he needs to organise a placement to provide the grist for the mill, the experience of putting learning into practice between each module. We will provide assistance.

Successful completion leads to a CSEM Diploma and a Masters degree in Integrated Sustainable Management for Business.

## Benefits

Why do the course? And why do this one?

For a recent post-graduate, committed to a career in sustainable development, the course provides a unique opportunity

for self-development. It combines, as Philip Sadler, the former head of Ashridge Management College (now Ashridge Business School), has recently said, 'long roots' (in the Brunel Management Programme (BMP) and BIOSS ) with unique experience from pioneering corporate sustainable and environmental management training in Europe since 1990. Facing up to the difficult issues, the Programme is designed to discover and facilitate new, powerful, advantageous ways through. It includes input from many innovators and pioneers in the field, and close participation with senior corporate practitioners in action.

Why do this particular course? What makes it worth its weight? There are now many with very similar names, featuring distinguished speakers and much development. The answer is along the following lines. There is a constellation of:

- Origin and orientation in ground-breaking BMP corporate / industrial management development ("if it works in industry and business it will work anywhere else"),
- Long international experience and reputation,
- Focus on facilitating the step beyond improving things to real operational sustainability,
- Module staffing by leading national practitioners,
- Commitment to global perspective, with inputs and case studies from leading international practitioners,
- Transformational design - combining executive, MBA , open and sandwich programme formats,
- Focus on application and successive (10) learning cycles with one client organisation, building practitioner knowledge, diagnostic and change management skills. This allows depth. It avoids the 'Cooks tour' downside, of not learning to work with and motivate the 'guys on the ground',
- Excellent environmental science from the University of East Anglia,
- What happens with participants - feed-back of feeling able to see clearly, motivated and that 'something is happening'.

#### The Course

What is the course about?

The course is about managing and leading the transition and transformation of business and organisation to be part of the answer. While environmental management and corporate social responsibility to date have developed to where they can help with continuous improvement, there is still a gap between this and what is really needed, demonstrable management for genuine sustainability at the level of the organisation (sector, economy...). The course is about not just environmental management and corporate social responsibility, but closing this gap in practice - generating sustainable management.

It is about confronting and demonstrating that real sustainable development, at the level of the corporate organisation, is possible and competitively advantageous. It is about developing advisory capability for corporate board decisions to lead and support leadership for the shift to effective corporate sustainability, providing practical support to business, function by function (from strategy to purchasing to communications) and for every level, drawing on best practice and innovation - including audit, sustainable management systems, corporate social responsibility (CSR ), governance, environmental accounting, reporting - the whole gamut. Finally, it is about helping build a growing community of leadership for corporate and societal transition to sustainability - people who can professionally demonstrate how it can be done, in the process of business as usual.

The current Masters leaflet is available for downloading.

## Programme Content

### What is in the course?

Transferable professional, leadership and personal development, including knowledge, skills and accomplishment  
 The first day of each module provides a structured process for building such skills: a) reflection and learning from hands-on experience of putting earlier input into practice, b) development of professional, research and integration skills, and c) further integration and growth through a course-long facilitated conversation re: implementation problems/ resistance, values and ethics - and sustainable development.

The modules cover conventional management as well as environmental and sustainable management, writing and communicating board level decision papers, subsequent implementation practice, value-adding outcomes - and allow professional, leadership and personal development - and building a record of accomplishment.

Tuition and live case studies from pioneering corporate practitioners, advisers, experts and 'thinkers'  
 10 intensive seminars and workshops cover:

- Current corporate environmental management and science
- Sustainable management and management integration
- Globalisation, corporate social responsibility and citizenship
- Professional knowledge + skills, org. diagnosis; ethics, values

Each module is led by a respected pioneer/ practitioner in that aspect of the field. Three to four current case studies are presented by corporate practitioners, covering most of the major sectors of an economy and society. There are also supporting inputs from other leading practitioners, advisers, experts and thinkers.

Extraordinary level of 'Hands-on', actual experience of putting everything into practice, in ten facilitated learning cycles  
 A major strength of this Programme is the design which allows 10 x eight week cycles of study (one week), followed by hands-on experience of putting into practice, followed by review & reflection - all in one large organisation. This surfaces the real practical difficulties of managing and leading real human beings, from board-level to front-line.

Developing Board decision papers for each main Board function, from Strategy to Human Resources, allows Future Leaders an unusually holistic and integrated knowledge and understanding of how any organisation works and meets new challenges.

The learning process is supported by Learning Sets, guided by skilled facilitators, and includes termly reviews and opportunities for guidance. It is also supported by assessment through submissions and related presentations.

Development of transferable knowledge and skills

The Programme includes hands-on in-company experience of review and Implementation - with many transferable skills, for example:

- Strategic review and strategy development
- Whole organisation strategy, with multiple projects
- Organisational review, diagnosis and remedial planning
- Environmental and social review
- Audit processes and technical skills
- Strategic presentations/ board decision papers
- Strategic justification of change
- Research skills: qualitative, quantitative, collaborative
- Change management
- Redesign and integration of core organisational systems
- Implementation of major change
- Project management
- Design of training, including cascades and events/ seminars;
- Design of organisational external reports
- Leadership skills: situational and qualitative
- Facilitation skills
- Team development and management
- Learning Review and reflective practice
- Time and resource management

This Programme is highly designed and includes seminars, workshops, on-site training, tutorials and a wide variety of training and learning processes and techniques.

Tuition is either at Royal & SunAlliance' central London seminar space or at Witan Hall (Gyosei International College), in Reading, UK , near a CSEM Reading office.

Summaries of each module are available with links to fuller descriptions. Future Leaders Programme scholars will be required to take our Environmental Science Foundation , Management Foundation and Regulation Foundation courses. Exemption from a foundation course may be granted to those whose previous education covers the content of the course.

#### Work Placement Requirement

How do I do this?

If you do not have a sponsor or work placement, it is primarily your responsibility to gain at least a work placement for the practical aspect of the course. How do you gain a work placement? The best opportunities often come from contacts through your circle. The value to the host/ client will be very considerable, and sometimes spectacular. You will gain your client/ placement by making a business case (example available on request).

We will require and provide a standard work-placement agreement including 'management guidelines' to support the workability of the arrangements. We will regard your initiative in finding and organising your placement as a important factor in the decision to offer a place on the Programme. CSEM does not currently operate a work-placement office. It will at present only seek to match enquiries for work-placements with suitable candidates and seek to arrange support for applicants seeking work placements in future.

#### After the Course

What can you expect after the course?

Previous graduates of our seminar programme and earlier masters programme have seen real career progression, within their corporate organisations and within major environmental consultancies, including, for example, BAT , DEFRA, ERM, RAF , Tetra Pak, TNT World-Wide, URS Dames & Moore & UNIDO. They work in a wide variety of roles, including global head of emissions-trading, head of audit practice, policy adviser, service environmental manager, principal consultant, departmental environmental policy adviser.

There is the possibility of continuation beyond a work-placement to a paid role, as has happened, for example, at Jaguar Cars.

In round terms, you are likely to be recognised for probable capability for early corporate leadership responsibility for environmental, sustainability, CSR , governance or other roles. This is a credible professional training and experience for access to roles in consultancies, business, government and NGOs , national and global. You will have the possibility of earnings progresion similar to a comparable MBA for conventional business management.

You will have access to a wide international network and community of global leaders and facilitators for sustainability.

#### Work-based Doctorates

For suitable candidates, there is an opportunity to progress, without loss, to a modular taught or work-based doctorate (subject to further validation).

#### Alumni Association

With the commencement of the new Masters Programme, we are interested in supporting and facilitating the careers of graduates with an Alumni Association taking those interested from among the hundreds of earlier programme graduates since 1990 as well as those who graduate from the new Programme. This would include professional up-date. We are particularly interested in potential scholars with an interest in leading and facilitating this potential community with social and sustainability-oriented activities. This would include an annual alumni lecture or other event, with invited guest speakers.

#### Fees

What will it cost me?

We recognise that you are at the start of your career, but that also in the UK alone, over £10bn. is transferred through trusts and bequests to the next generations, and that there are more private means for post-graduate education than ever before. We are committed to equal opportunities and, as soon as we are able, we will seek to offer some fully assisted places for scholars, on a related basis to the Forum for the Future Programme.

Please call the Centre for details on the Future Leaders Programme fees.

Other costs: You will need to be able to fund yourself fully over two years, either local to London or commuting for approx. one week in every eight. You will need to be able to afford adequate time for the assignments (10 x 75hrs/ 10 days approx.) and dissertation time (350 hours/ 9 weeks approx.)

Finally, you will probably want to be able to afford to take privately organised trips with your Learning Group, e.g. to the Eden Project, Earth Centre, Centre for Alternative Technology in Wales, Findhorn Foundation, a UN climate research Centre, etc. - and take up invitations to visit companies and other organisations.

#### How to apply

Applications are invited from residents in the UK, Europe and overseas who are graduates or equivalent status. You should have, or expect to gain, a first or upper second class degree. Scholars are normally 25 or under. Applications are welcome from any subject discipline as long as you can demonstrate a commitment to sustainable development (e.g. personal interest, vacation work, voluntary work) and to future leadership.

Please be aware that this is a very challenging opportunity, even for someone with exactly the right qualities. You will be rubbing shoulders with mature, high achievers with much career and leadership knowledge and experience - who themselves know that they need to develop more to achieve their goals. They expect you to be consistently a good contributor rather than a taker. If you can be this then you should do well.

We will therefore be looking for evidence of acknowledged emotional maturity and ability to get on with people; a contributor & giver; real interest in human psychology and growth; a strong interest and commitment to organisational change, transformation and transition to sustainable development; evidence of profound integrity and honesty; capacity and (quiet) confidence to work at all levels and to build the respect and confidence of others; commitment and qualities to obtain (with support) a suitable work placement. Interest in research, action-research, publication or alumni development would be much appreciated.

For further information please contact: Adrian Warn, and/or complete and then post the downloadable application form to the address on the form.

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