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| 1. **Sustainability Challenges** | - Exploring the concept of sustainability and sustainable development  
- Overview of the most urgent and complex system-level trends and pressures  
- Analysis of existing paradigms and assumptions  
- Deeper dive into key social, environmental, economic challenges  
- The nature of the leadership challenge – systemic, uncertain, resistance to change  
- Rethinking the economic system to promote human development and well-being within planetary boundaries |
| 2. **The Business Case for Action** | - The role of business in society and the quest for sustainable business  
- The material implications of global trends for business  
- Building the business case for responding to sustainability challenges and opportunities  
- Developing and articulating a strategic vision and principles for ‘future fit’ business  
- Mainstreaming sustainability into an organisation’s strategy |
| 3. **Leadership for Sustainability** | - Understanding complex adaptive systems and the leadership implications  
- System-level and organisational change and transition  
- Masterclasses with sustainability leaders at the ‘front line’  
- Personal leadership and agency for change |
| **Workshop 2 / 4** | |
| 4. **Employment and Operational Practices** | - The role of organisational culture, leadership, diversity, competencies and capabilities in driving radical organisational change  
- The HR cycle (employee selection, training, motivation and incentives) in embedding sustainability through an organisation  
- Voluntary standards and sectoral initiatives to improve environmental and social performance  
- The role of reporting, labelling, stakeholder engagement and risk management to drive operational improvement |
| 5. **Cooperation, Collaboration & Partnerships** | - Emerging trends in the discourse and practice of partnership in a business context  
- Different collaborative forms and their functions  
- Pitfalls and myths around partnership working  
- Evolution of stakeholder engagement and its implications for business  
- Tools for partnership working  
- Measuring success and impact of partnerships  
- Case studies of cross-sectoral and multi-stakeholder partnerships/ alliances/ networks/ non-traditional groupings to tackle sustainability challenges |
| 6. **Sustainable Production & Consumption** | - Systems approach to sustainable value chains, with a focus on food systems and industrial manufacturing systems  
- Cradle-to-cradle/ closed-loop/ full life cycle design and production / eco-efficiency and eco-effectiveness / dematerialisation  
- The concept of the circular economy  
- Role of reporting, procurement and certification as drivers for change across the value chain  
- Supply chain collaborations and partnerships  
- Influencing consumption, including the role of labelling, choice editing, product design and marketing |

CISL reserves the right to revise the breakdown and coverage of the modules to accommodate refinements to the material and/or shifting priorities in the sustainability leadership agenda.
### Workshop 3

| 7. Sustainable Finance & Investment | o Sustainability risks and opportunities in the financial sector  
| | o Introduction to financial markets  
| | o Changing finance – integration of ESG factors, transparency, corporate governance, active ownership, accounting, reporting, and long-term thinking  
| | o Financing change – redirecting financial resources towards social/environmental return, including climate finance, entrepreneurial finance, responsible/ethical investment  
| | o Levers for change and sectoral initiatives across the banking, investment and insurance sectors, e.g. UNEP FI, Equator Principles, Climatwise  
| | o Policy reform for the finance system |

| 8. Government Policy & Regulations | o Policies and regulation to address climate change and enable the transition to a low carbon economy  
| | o Comparison of different policy instruments and approaches, e.g. incentives, taxes, market-based instruments (e.g. carbon trading), voluntary initiatives, mandatory legislation, nudge theory  
| | o Role of business and civil society in shaping sustainability policy and regulations, including politics of lobbying  
| | o Systems approach to policy development |

| 9. Sustainable Design & Technology | o Aims of sustainable design and technology  
| | o Design principles, e.g. cradle-to-cradle, and design approaches/philosophies, e.g. bio-mimicry, inclusive design, lifecycle thinking and material flow analysis  
| | o The role of sustainable design in product innovation  
| | o Decision support tools, e.g. EIA, SEA for influencing design in projects  
| | o Interdisciplinary design for sustainable cities and infrastructure, and design for the developing world  
| | o The relationship between technology and society, and the role of radical and disruptive technological innovation for sustainability  
| | o Emerging industries and sources of innovation within the corporate setting through open innovation platforms and crowd-sourcing. |

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### Workshop 4 / 2

| 10. Sustainable Business Models, Strategy and Governance | o Embedding sustainability in core business strategy  
| | o Business model innovation for sustainability  
| | o Entrepreneurship for sustainability, including social enterprise, ‘green’ business, ‘base of the pyramid’ models, etc  
| | o Ownership models and corporate governance as drivers for sustainability  
| | o Influence of organisational values on ethical standards and behaviour  
| | o Voluntary codes and sectoral initiatives to improve transparency, accountability and/or prevent bribery and corruption |

| 11. International Governance | o Introduction to global governance landscape, including key institutions, agencies and international negotiations and agreements to address sustainability challenges  
| | o Relationship between international trade and sustainability, including environmental regulations, trade disputes and their implications for sustainability.  
| | o Business, human rights and corruption  
| | o Role of voluntary regulation, UN conventions and norms and global business coalitions in driving change, e.g. Ruggie Principles, UN Global Compact and EITI  
| | o Role of the private sector in international development  
| | o Role of multi-nationals in institutional capacity building and addressing the infrastructure ‘void’ in emerging and developing economies. |

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# Module/Topic Outline

## Master's in Sustainability Leadership

### 12. Communication, Advocacy & Education

- Insights from behavioural economics, psychology, neuroscience and the social sciences around behavioural change
- Communicating scientific evidence, risk and uncertainty – the role of narrative, emotion, socialisation, data visualisation, identity
- Communication as listening and influencing, and the implications for business
- The role of sustainability reporting
- The potential for marketing and branding to move beyond educating customers to “selling sustainability” and effecting genuine social change.
- Insights from advocacy, campaigning and behavioural change
- The role of new technologies and communication/media channels
- Learning and pedagogy for sustainability and systems thinking

### 13. Research Skills

- Research strategy and process
- Introduction to qualitative and quantitative research
- Research ethics
- Research approaches, including interdisciplinary, case study and action research

### 14. Leadership for Sustainability

- Leadership theory
- Drivers of sustainability leadership
- Characteristics of leaders for sustainability
- Sustainability leadership in action
- Entrepreneurs as sustainability leaders

### 15. Corporate Philanthropy

- Arguments for and against philanthropy from a sustainability perspective
- The business case for corporate philanthropy
- Corporate philanthropy modes and mechanisms
- How to make corporate philanthropy effective

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