



Companies across the world face exciting new challenges: achieve and sustain competitive advantage while contributing to sustainable development. These interesting challenges revolve mainly around engaging and empowering key stakeholders such as customers, employees and communities, not only of today, but also of future generations.

The corporate sustainability agenda addresses a wide array of issues, such as managing environmental impacts and opportunities, dealing with human rights, communicating with stakeholders, redefining the corporate identity, developing sustainability strategies that fit the business model, providing work-life balance solutions, being transparent and accountable, ensuring good corporate governance and developing responsible competitiveness strategies to name just a few. This programme is designed to focus on strategic sustainability issues, namely, the different ways in which businesses incorporate societal and environmental perspectives into their strategic thinking, as well as the challenges and dilemmas involved in the process. Thus, our goal is not to be comprehensive, but rather to provide the tools to be able to face these new and exciting challenges by being creative and innovative, offering executives from different industries state-of-the-art knowledge on social responsibility and sustainability, as well as to reflect and discuss how these issues help create social and corporate value. Special emphasis will also be given to the leadership skills of internal change agents.

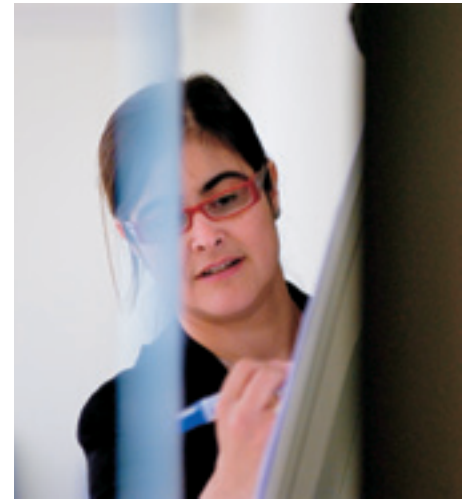
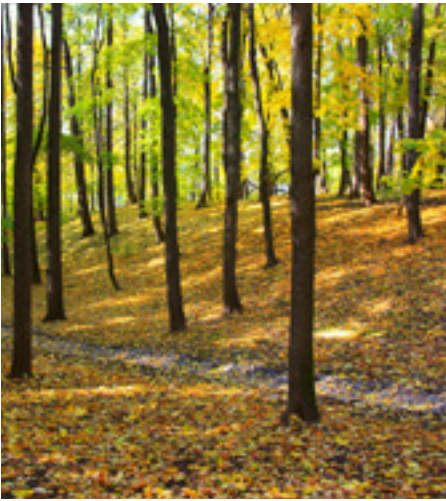
The programme encourages participants to analyze and think of business strategies that generate significant value not despite integrating social and environmental concerns, but rather thanks to them. Our goal is to show that companies and executives that are prepared to face these challenges can turn them into competitive advantages that make sustainability policies a unique value proposition.

Objectives

- Strategic, proactive vision that integrates sustainability factors to increase competitive advantage, innovation and leadership.
- Design and development of sustainability strategy.
- Application of concepts to particular sectors and situations.
- Current and emerging trends in the field of sustainability.
- Skills and knowledge to develop a corporate director.
- Exploration of best practices and different experiences.

Participants

- This programme is addressed, above all, to optimistic, critical and humble people willing to learn and lead change in their organizations.
- Senior managers in charge of the sustainability agenda in their companies.
- Senior managers responsible for some area of sustainability as one aspect of their agenda.
- Non-executive directors in charge of or interested in sustainability issues.
- Managers interested in learning and exchanging views about sustainability from the perspective of strategy, leadership and influencing, with the objective of embedding sustainability in corporate strategy.
- Non-profit or governmental senior managers interested in understanding how companies develop sustainability strategies to explore potential alliances and partnerships in the future.



Syllabus

SUNDAY
2nd October, 2011 (afternoon)

Programme Presentation

- Identifying the most important sustainability issues

Issues management and stakeholder engagement. Tools and techniques to check whether the company is on top of the most important issues and how to prioritize them. Global versus local dimension of sustainability and stakeholder management. The challenge of coordinating material issues and stakeholder management among subsidiaries and down the supply chain.

Networking Dinner

MONDAY
3rd October, 2011

- Sustainable Competitiveness and Sustainable Innovation

Sustainability in relation to the company purpose and its value creation. Sustainable competitiveness as developing the capacities that allow managers to face and respond to unforeseen challenges and prepare sustainable innovation. Examples of implementation of sustainable strategies. Assets, strategies and attributes to build the type of sustainable innovation culture that fosters sustainable competitiveness.

- Governance and the leadership of sustainability

Managers need to develop high performing teams to face the complex challenges of sustainability. Necessary attributes to having teams and individuals fully engaged to realising the vision of the sustainable organization: being innovative, being decisive, managing conflict effectively. How effective boards of directors can ensure sustainable and responsible businesses. The role of the chairman of the board. Governance not understood as protocols but as the understanding of vulnerability and the dynamics of influencing.

TUESDAY
4th October, 2011

- Engaging Employees: Everybody's business

Appreciating the employees' point of view, their pressures and conflicts. Connecting leadership from the top with leadership from within to promote the mindset and actions of a responsible and sustainable business. Getting to know your different types of employees and what motivates them: social intrapreneurs, champions, the unempowered, the disenfranchised, the highly motivated, the 9 to 5er, the target driven person etc. Internal marketing and sensemaking. Developing leadership and skills at different levels and for different objectives.

- Putting it all together

Moving forward. Changing the conversation in your organization. Action plan to implement the learnings of the workshop.

Faculty



Daniel Arenas

Associate Professor of the Department of Social Sciences at ESADE Business School, where he is also the Head of Research of the Institute for Social Innovation. He is member of the Management Board of EABIS (The Academy of Business and Society) and Associate Editor of *The European Management Review*. His research focuses in the areas of stakeholder engagement, cross-sector partnerships and the internationalization of CSR policies.



David Grayson

Professor of Corporate Responsibility and Director of the Doughty Centre for Corporate Responsibility at Cranfield School of Management. He joined Cranfield in 2007 after a thirty year career as a serial social entrepreneur and campaigner for responsible business, including several years as joint Managing Director of the business-led *Business in the Community* organisation in the UK. He has chaired a number of organisations for successive British governments. His books include *Corporate Social Opportunity* and *Everybody's Business*.



Andrew Kakabadse

Professor of International Management Development at Cranfield University's School of Management, co-editor of the *Journal of Management Development* and *Corporate Governance: The International Journal of Business in Society*, editorial board member of the *Journal of Managerial Psychology* and the *Leadership and Organisation Development Journal*. He holds a number of international Visiting Professorships and Fellowships, and he has published 30 books, over 190 articles and 18 monographs.



Marc Vilanova

Lecturer and researcher at the Institute for Social Innovation at ESADE Business School. He specializes in the exploration of the relationship between competitiveness and sustainability, with published research on responsible competitiveness, sustainable innovation, organizational sustainability and learning for sustainable development. He has a background in economics and more than 10 years experience as a consultant.



TEACHING METHOD:

- The programme involves full attendance to all the sessions in Barcelona starting the 2nd of October in the evening until the 4th of October.
- The programme includes a variety of techniques such as lectures, intense case discussions, group exercises and peer support meetings.
- The programme requires willingness to cooperate and share ideas with fellow participants.
- Participants will be asked to work on the links to their business practices during the programme.
- Participants are given all the material for the programme three weeks before the beginning of the classes and will be asked to submit an assignment one week before the beginning.
- The assignments and materials are available at a web-based learning area, where participants can also exchange their opinions about readings, cases or about their peers' views.



ESADE Business School

ESADE was founded in Barcelona in 1958. It is a renowned educational institution whose main activities of education, research and social debate take place on campuses in Barcelona, Madrid and Buenos Aires. It also has two Global Centers, one in Munich and the other in Sao Paulo. It has been a leader in Executive Education for more than 50 years, over 38,000 corporate heads and managers worldwide have benefitted from the ESADE experience. It was the first business school in Spain to hold the three most prestigious business school accreditations: EQUIS, AACSB and AMBA. The most recent Executive Education rank positions are:

3rd in the world **Custom Programs** by Financial Times

6th Business School in the world by Wall Street Journal

7th in the world in **Executive Education** by Financial Times

Cranfield School of Management

For more than 40 years, Cranfield School of Management, a world leader in management education and research, has been helping individuals and businesses learn and succeed by transforming knowledge into action.

The School brings together a range of management disciplines through a significant portfolio of activities that includes research and consultancy, postgraduate masters and doctoral programmes, executive development courses, customised programmes and conferences. Our MBA, executive education and doctoral programmes are all highly ranked in the major league tables.

Information and Admission

REGISTRATION PROCESS

Registration Deadline : September 5th, 2011

Candidates must send a completed Admission Form. Applications may be presented up to two weeks before the programme starting date. To ensure that places are available, candidates are advised to begin their admission process as early as possible.

CANCELLATION POLICY

Sometimes due to unforeseen circumstances a registration has to be cancelled. To be entitled to full reimbursement of the total amount paid, cancellations must be notified in writing 15 days before the start of the programme. Given the demand for this programme and the work entailed in its preparation, if the cancellation is reported within the 15 days before the programme starts, only 50% of the total amount paid can be returned. There is no right to reimbursement if cancellation takes place after the programme has started.

The Tuition Fees include:

- The 2.5 days programme.
- Teaching material, including case studies, articles and presentations.
- Photo Book with full contact details of all attendees.
- 1st day Networking Dinner.
- Accommodation in a single room (breakfast included), in Hotel Sansi Pedralbes, Av Pearson, 1-3, 08034 Barcelona.
- Coffee breaks and lunches during the programme.
- It does not include travel expenses or extra hotel expenses.



LOCATION

Barcelona
ESADE Business School
Executive Education
Av. Esplugues, 92-96
E-08034 Barcelona, Spain
Tel. +34 932 804 008

The Programme Presentation and Networking Dinner to be held in

Hotel Sansi Pedralbes
Av. Pearson, 1-3
08034 Barcelona, Spain
Tel +34 93 206 38 80
www.sansihotels.com
At 1 minute walk from ESADE

DURATION

Sunday, October 2nd: 5:30pm-9pm
(including Networking Dinner)
Monday, October 3rd: 9:00am - 7:00pm
Tuesday, October 4th : 9:00am - 6:00pm

FEES

2.970 € (hotel included) / 2.620 € (hotel not included)
2.490 € early bird registration or teams of 3 or more executives from the same company (hotel included) / 2.140 € (hotel not included)
2.290 € Members of ESADE Alumni or Cranfield Alumni (hotel included) / 1.940 € (hotel not included)

FURTHER INFORMATION

For further information, candidates may consult on any matter concerning the program or its admission process, arrange their personal interview and present their admission application by contacting:

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▶▶ www.exed.esade.edu

Please note: programme, faculty, dates and fees are subject to changes. ESADE Business School also reserves the right to cancel this programme if it is considered that the circumstances required for the successful completion of the programme do not apply.

**EXECUTIVE
EDUCATION**

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