



**CBS EXECUTIVE**

# **SUSTAINABLE LEADERSHIP & TRANSFORMATION**

**How courageous leaders create long-term  
value for people, organizations and society**

Cultivate a sustainable leadership mindset, build your strategic  
roadmap and enable change through your transformative playbook

## OUR PROMISE

Sustainable transformation of business and society represents both the greatest challenge and opportunity of our time.

CBS Executive aspires to take a position for a sustainable future by equipping leaders with the means to create long-term value for people, organizations and society.

Join our community for courageous and visionary leaders where you will:

**Gain Sustainability Literacy.** Acquire a shared executive language for discussing sustainability within your leadership team and across governance functions

**Cultivate a Sustainable Leadership Mindset.** Get accustomed with the sustainable leadership mindset and the challenges and opportunities it implies for your leadership practice

**Align and Future-proof Your Strategy.** Define your strategic roadmap to close the strategic gaps and enable the path to sustainable business

**Learn How to Lead the Transformation.** Understand how to organize for sustainability, accelerate the transition through sustainability-enabling technology and drive the change in your organization and among stakeholders



# WHY NOW?

Achieving a net-zero world by 2050 may well prove to be the largest reallocation of capital in history, leading to an increase in spending in the range of \$1 trillion to \$3,5 trillion more per year than today.

(McKinsey 2022)

## New Regulations are Changing the Game

Legislation from particularly the EU is increasing sustainability related requirements and defining new strategic tasks for senior leaders

*Examples of new legislation*



## The Market Opportunities are Beyond Measure

**\$83b** Projection for the global market for green technology by 2032 – a 19,5 % annual growth rate  
(GMI 2023)

**\$130t** Capital represented by financial institutions having declared to manage assets in line with Paris Agreement  
(McKinsey 2022)

## Sustainability is on the CEO Agenda

**83%** Of CEOs say sustainability investments will drive better business results in the next 5 years  
(IBM 2022)

**54%** Of CEOs see sustainability issues as a higher priority than they did 12 months ago  
(EY 2024)

## Organizations and Leadership Need to Change

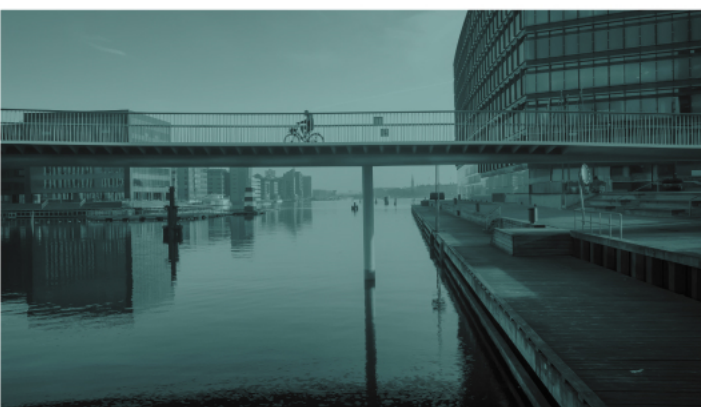
**39%** Of employees say they are planning to leave their jobs in the next 3-6 months  
(McKinsey 2022)

**25%** Of employees say their leaders are engaged, passionate and inspire employees  
(McKinsey 2022)

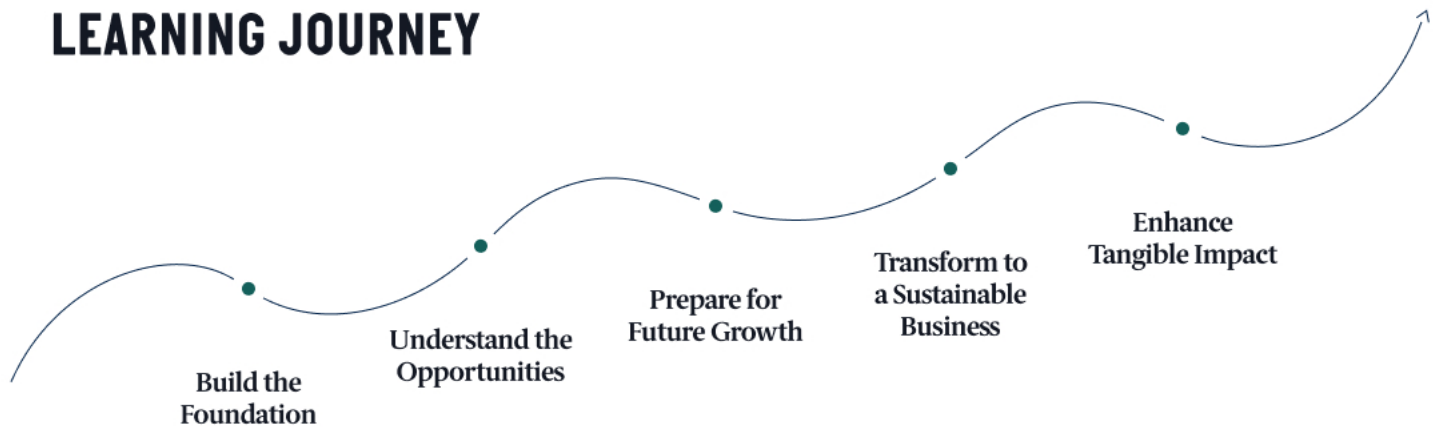
**5%** Of employees say their organizations have the capabilities they need  
(McKinsey 2022)

Both practically and morally, corporate leaders can no longer sit on the sidelines of major societal shifts or treat human and planetary issues as “someone else’s problem.” For their own good, they must play an active role in addressing our biggest shared challenges. The economy won’t thrive unless people and the planet are thriving.

– Net Positive Manifesto by Paul Polman and Andrew Winston, HBR



# YOUR TRANSFORMATIVE LEARNING JOURNEY



## UNIQUE PROGRAM DESIGN PRINCIPLES

### Practice meets research

All touchpoints of the program are designed for actionable learning by leveraging insights from both advisory experts, executive practitioners and world class research faculty and industry leaders turning insights into impact.

### Nordic ethos

The Nordic ethos combining long-term perspectives, collaboration and transparency provides a fertile ground for accelerating sustainable transformation. The program will explore the Nordic ways of governing and operating, turning practices into competitive advantage.

### Long-term value

The learning journey is designed to establish a community of practice leveraging opportunities for growth and collaboration across value streams beyond the program.



# YOUR SUSTAINABLE LEADERSHIP TRANSFORMATION

<b>KICK OFF</b>  January 14, 2025 Virtual	<b>We build the foundation for your engagement.</b>  We explore why sustainability matters to your organization, and how this program can build a solid basis for sustainable leadership and transformation.
<b>MODULE 1</b>  <b>Cultivating a Sustainable Mindset</b>  Jan 20-22, 2025 Frederiksdal Sinatur Hotel & Konfernce	<b>The journey starts by strengthening your sustainability literacy and cultivating your mindset.</b>  We explore key ingredients of a sustainability mindset and specify the pressure points that make long-term sustainable value creation imperative for business success.  We identify strategic gaps that may impede sustainable leadership in your organization. Your strategic gap analysis acts as a platform to discuss how to develop corporate purpose that is aligned with corporate strategy.
<b>MODULE 2</b>  <b>Aligning the Strategy and Organization</b>  March 12-13, 2025 On Campus	<b>Working with your gap analysis, module 2 gives you tangible frameworks to align your organization's long-term strategic goals with sustainability priorities.</b>  We explore numerous ways in which sustainability and business value are interlinked, for instance focusing on growth opportunities through new partnerships.  We discuss how to best embed sustainability into organizational governance systems, including linkages between senior management and the board. You consolidate insights into a strategic roadmap for your organization providing a blueprint for sustainable leadership.
<b>MODULE 3</b>  <b>Leading the Transformation</b>  May 15-16, 2025 On Campus	<b>This module brings the sustainability mindset to life.</b>  Utilizing the strategic roadmap, we discuss how to make sustainability-related organizational change happen. Our focus is on how effective engagement with key stakeholder groups (e.g., investors, employees) can enable real-world sustainable leadership.  While debating transformational dynamics we look at how to resolve challenges with stakeholders and what must be done to address dilemmas and trade-offs that are likely to occur.
<b>COMMUNITY OF PRACTICE</b>	<b>Sustained impact</b>  We engage on a continuous basis to: <ul style="list-style-type: none"><li>• Share knowledge and best/worst practices</li><li>• Put ideas into action</li><li>• Enhance lifelong learning</li></ul>

## VIRTUAL SEMINARS

Expand Your Literacy  
(5 seminars of 2 hours - between modules)

## VIRTUAL LEADERSHIP GROUP COACHING

Drive Your Transformation  
(4 group coaching sessions of 1,5 hours - between modules)

# EARN THE JOINT IMD AND CBS EXECUTIVE CERTIFICATE IN SUSTAINABLE LEADERSHIP & TRANSFORMATION

Both IMD and CBS Executive Fonden offer open enrollment programs within corporate sustainable transformation – in the case of IMD, Leading Sustainable Business Transformation including several Sustainability Accelerators, and CBS Executive Fonden, CBS Executive Sustainable Leadership & Transformation Program.

We now offer a joint certificate for CBS Executive participants who complete the CBS Executive Sustainable Leadership & Transformation Program and three IMD Sustainability Accelerators.

Gain the essential knowledge and skills to spearhead sustainable transformation and amplify your impact. To earn your certificate, complete the following steps over 36 months:

## STEP 1

Complete our foundational Sustainable Leadership & Transformation Program.

## STEP 2

Complete minimum three IMD Sustainability Accelerator programs of your choice.

## STEP 3

Attain your Joint IMD and CBS Executive certificate in Sustainable Leadership & Transformation



# FACULTY (SELECTION, MORE TO BE ANNOUNCED)

## World Class Thought Leaders

---



**Majken Schultz**  
*Professor,*  
Copenhagen Business School



**Katherine Richardson**  
*Professor,*  
University of Copenhagen



**Colin Mayer**  
*Emeritus Professor,*  
Saïd Business School, University of Oxford



**Mette Morsing**  
*Professor, Oxford University,*  
Smith School of Enterprise and  
the Environment



**Poornima Luthra**  
*Associate Professor,*  
Copenhagen Business School,  
Thinkers50 Radar



**Paul Polman**  
*Business leader, campaigner,*  
*co-author of Net Positive,*  
Former CEO, Unilever

## Industry Leaders and Subject Matter Experts

---



**Ingrid Reumert**  
*SVP Global Stakeholder Relations,*  
Ørsted



**Christian Sparrevohn**  
*Co-Founder,*  
The Footprint Firm



**Scott Poynton**  
*Advisor,*  
Scott Poynton Guiding



**Ulf Hahnemann**  
*Advisor & Mentor,*  
Former CHRO, MAERSK



**Dewi Dylander**  
*Senior Director,*  
IMCA, World Climate Foundation



**Georg Kell**  
*Founding Executive Director,*  
UN Global Compact



**Mette Stuhr**  
*Adjunct Professor of*  
*Organisational Behaviour,*  
INSEAD



**Rikke Rønholt Albertsen**  
*PhD Fellow,*  
Copenhagen Business School



**Kristian Eiberg**  
*Managing Director, Partner,*  
Relations People



**Susanne Stormer**  
*Partner, Sustainability Services Leader,*  
PwC Denmark

## Academic Director

---



**Andreas Rasche**  
*Professor of Business in Society,*  
Copenhagen Business School



# PARTICIPANT PROFILE

- Senior leaders in large organizations with influence to drive strategic change in your functional unit, organization and/or across your value-chain
- Current or aspiring C-suite leaders in mid-sized organizations driving the strategic agenda in their area
- Senior NGO leaders with political influence
- Senior leaders in public organizations influencing legislative decisions or implementation hereof

You are eager to:

**Create a positive impact across your stakeholder landscape** by embedding a sustainable mindset in your leadership practice

**Drive the change in your strategy and organization** through additional capabilities and tangible frameworks

**Leverage network and growth opportunities** by joining a community of visionary peers from different sectors and industries





# PRACTICAL INFORMATION



## Dates

10-day program

**Module 1 (3 days):** Jan 20-22, 2025

**Module 2 (2 days):** March 12-13, 2025

**Module 3 (2 days):** May 15-16, 2025

Plus 3 days of virtual leadership team coaching and seminars

## Venue

**Module 1:** Frederiksdal Sinatur Hotel & Konference, Lyngby

**Module 2 og 3:** CBS Executive, Porcelænshaven 22, Frederiksberg

## Apply for registration

Deadline December 1st, 2024

Apply at [cbs-executive.dk/sustainable](https://cbs-executive.dk/sustainable)

## Contact

Program Manager,  
Catharina Lebowski  
+45 20 76 75 71  
[cl@cbs-executive.dk](mailto:cl@cbs-executive.dk)

# TUITION FEE

All prices excluding VAT

## Join as an individual leader

Join as an individual leader to gain the key learnings of the program and engage with community of practice to leverage network beyond the program.

**DKK 95,000 / EUR 12,750**

## Join as a team

Join as a leadership team to further accelerate the sustainable value creation in your organization.

Join with +4 members and get your own sustainable leadership group coach.

## Join as an NGO or start-up leader

Apply for attendance as an NGO or start-up leader, leverage your innovative ideas and gain valuable business connections. Incoming applications for NGO/start up rate will be evaluated by our commission committee.

**DKK 65,000 / EUR 8,750**

2-3 participants

**DKK 85,000 / EUR 11,500 pr team member**

4-5 participants

**DKK 75,000 / EUR 9,950 pr team member**  
+ your own leadership group coach



## CBS EXECUTIVE FONDEN

Excellent leadership turns global challenges into sustainable business solutions for the benefit of society and stakeholders

### **Rooted in Research**

With our roots in Copenhagen Business School, we ensure the perfect balance between theory and practice to create a transformative learning experience

### **Powered by Partnerships**

From scholars to business leaders, we collaborate with the very best in their field to build a world-class learning society

### **Love of Learning**

A foundation at heart, we re-invest proceeds into leadership research and development

# START YOUR TRANSFORMATIVE JOURNEY



Scan and read more about the  
Sustainable Leadership and  
Transformation program