



**masters in
leadership
for sustainable
development**

Prospectus 2012-2013. Training leaders for a sustainable future



Forum for the Future is a non-profit organisation working globally with business and government to create a sustainable future.

We have 15 years' experience inspiring new thinking, building creative partnerships and developing practical innovations to change our world. We aim to transform the critical systems that we all depend on, such as food, energy and finance, to make them fit for the challenges of the 21st century.

To do this, we are putting 'systems innovation' at the heart of our new strategy. We believe that by understanding the dynamics of these systems, bringing together organisations playing key roles, and intervening at strategic tipping points, we've got a much better chance of transforming them so they function in a new and more sustainable way. We share the lessons from our work widely so that many others all over the world can become more sustainable. We seek to inspire them – and the wider public – with our vision of a green, fair and prosperous world. This Masters course is key to achieving that.

If we succeed, we won't simply help deliver a more sustainable future. We will also make our lives

find out more at www.forumforthefuture.org

why take this course?

This is a time of extraordinary urgency – in terms of the essentials of life, which are becoming depleted and degraded at a dangerous rate.

These problems offer real opportunities for innovation from new business models and new types of social enterprise to new approaches to sustainable lifestyles. At Forum for the Future, we see leadership, systems thinking and innovation as key to addressing the challenge.

Forum for the Future's Masters programme is building a community of sustainability champions who have both the competence in these areas as well as the confidence to become leaders for sustainable development.

A key part of this course is to look at the complex problems of sustainability and find practical ways to tackle them.

This is achieved through the variety of placements, knowledge themes and group work. If you see your future in a leadership or decision-making role, changing the systems that trap organisations and individuals in unsustainable behaviour, this Masters will equip you with the knowledge and skills you'll need to play your part.

The course will give a carefully selected group of 12 recent graduates the opportunity to build their theoretical understanding and gain practical experience of the issues through a programme of work-based learning.

With four placements in some of Forum for the Future's partner organisations and tuition from a diverse group of leading experts and practitioners, our Masters is widely recognised as the premier postgraduate qualification for sustainable development leadership.

why study with forum for the future?

Forum for the Future is an independent, non-profit organisation with a mission to promote sustainable development. We work in partnership with over 120 leading businesses and organisations, helping them address the practical challenge of sustainability. Our Masters learning experience is embedded in this work, giving students unique access to both the latest thinking and an unparalleled network of committed organisations.

These include leading retailers such as Marks & Spencer and Sainsbury's; international construction companies such as Carillion and Arup; manufacturers including Unilever and AkzoNobel; and public sector organisations such as the Welsh Assembly Government, as well as sustainability entrepreneurs.



Course Validation

Though based at Forum for the Future's London office, our **Masters in Leadership for Sustainable Development** is validated as a Masters of Arts (MA) by the Institute of Work Based Learning at Middlesex University.

The skills a Forum for the Future graduate learns are in great demand. We structure the programme to open your eyes to the variety of careers through which you can bring about change.

With 189 graduates from the course since its inception in 1996, Masters alumni can now be found in senior positions across many sectors. Our graduates have gone on to set up their own companies and secure positions such as:

- Founder, Better Generation Ltd
- Climate strategy advisor, Department for International Development
- Sustainable development manager, TUI Travel
- Project manager, BP Alternative Energy
- Head of destinations and sustainability, The Association of British Travel Agents
- Sustainability consultant, Arup



Miriam Turner Graduated 2004

Innovations Director Europe, Middle East, Africa and India at InterfaceFLOR

what I learnt

When you're working with people across sectors, you have to recognise that everyone has their own language and their own motives. They vary greatly from a non-profit to a business. So it's important to be able to translate. I saw my role as the 'glue' between different sectors, helping them to meet and stick together. Making those connections enables change to happen – it's a real skill in sustainability. It was also a huge privilege to go the Leadership Trust so early on in my career. That's where I learnt about the importance of seeing so-called failure as a learning experience, a means to success in itself.

why I chose the masters

After my first degree I had worked for an educational charity in Ecuador which uses a cartoon series about animals on an ark to raise awareness of sustainability and wildlife conservation. Then I went to India to co-write one Alistair Sawday's books. What I liked about the masters was the opportunity to dip your toe into other sectors and see where you could make the most change.

career to date

I was offered a short-term contract for InterfaceFLOR in India – and I'm still with the company seven-years later! I went out to India initially to ask big, open questions, like how you can create a product that has both a social and environmental story to tell.

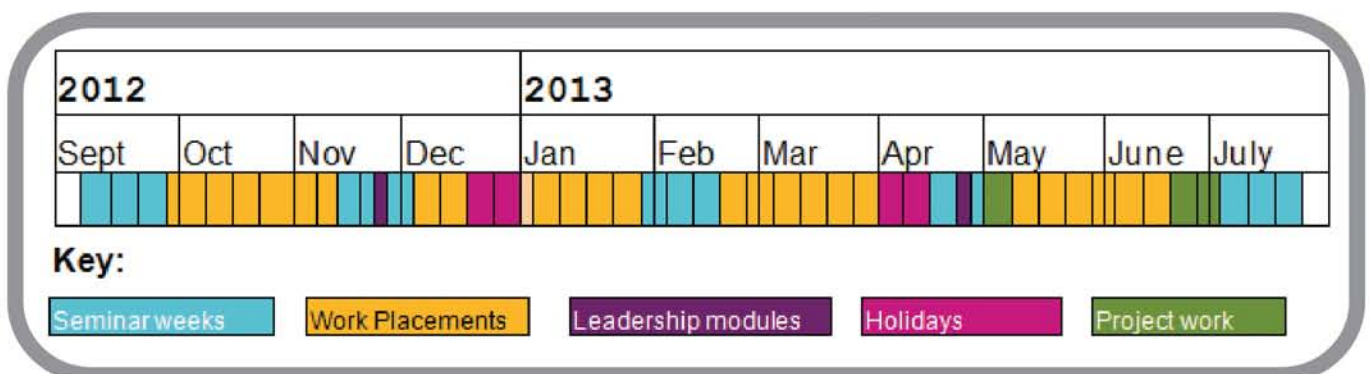
I worked with all sorts of stakeholders – the design community, the World Business Council for Sustainable Development and non-profits. I drew massively on the facilitation skills I'd learnt on the Masters course. One group I convened came up with FairWorks – the new [fair trade] business model for modular carpet tiles. It was a great idea, but turning it into a commercial reality was really difficult.

Since then I've gone from coordinating innovation projects, to managing them, to directing them. I could never have guessed it would take me this far.

course structure

Our Masters programme takes 11 months to complete. It is a highly structured and interactive blend of work-based experience, development of leadership skills, intensive tuition, and reflection. We emphasise learning together as a group and learning by doing.

Central to the course are four work-based placements, spread throughout the year. After the placement programme is complete, from June onwards, the emphasis shifts to project work and construction of a final portfolio.



work-based placements

To experience leadership for sustainability, you will undertake four six-week work placements with leading employers across the UK. These placements are designed to challenge, with students placed amongst senior staff in the host organisation.

Placements give you the opportunity to learn about sustainability from different perspectives, experience different work cultures and develop your leadership skills. Placement work in previous years has seen our students advising on sustainability communications strategies and recommending carbon measurement methodologies to senior managers.

You will undertake placements in a variety of sectors including:

- **Non-governmental organisation** – eg Friends of the Earth, The Soil Association, Campaign to Protect Rural England (CPRE), Oxfam
- **Local and national government** – eg Kirklees Council, Defra, DECC, European Commission, Environment Agency, Department for Education
- **Business and finance** - eg BT, Unilever, Vodafone, AkzoNobel, Sainsbury's; Bank of America Merrill Lynch, RSA Insurance, Climate Change Capital.
- **Media and public relations** – eg The Guardian, Financial Times, Haymarket Publishing, Futerra, PR agencies;
- **Small and medium sized sustainability enterprises**

learning

knowledge

Tuition comes from academics, business leaders, government advisors and social entrepreneurs, and covers the key themes in understanding leadership for sustainability. You will experience a range of alternative viewpoints. Forum for the Future's Founding Directors, Sara Parkin and Jonathon Porritt, (chair until 2009 of the UK Sustainable Development Commission) personally deliver a number of sessions.

You will also receive sessions from Forum for the Future staff, drawing knowledge from the cutting edge of sustainability.

Other recent speakers include Paul Ekins, Professor of Energy and Environment Policy, King's College London; Tim Lang, Professor of Food Policy, City University; Paul Rose, Polar Explorer, Expedition Leader and Television Presenter; and Tim Jackson, Professor of Sustainable Development, University of Surrey.

The programme is designed around the principles of experiential and reflective learning.

The study topics include areas of knowledge key to developing and implementing sustainability solutions:



leadership

Leadership training is a core element of the course. You will gain a broad and critical understanding of the theory and practice of leadership.

You will gain personal insights into your own leadership style as well as others through a variety of leadership exercises. You will be equipped with a range of concepts and tools for application in different circumstances.

skills

Personal skills development is a key aspect of the course and includes:



project proposal

Business plan competition

As part of a group, you will research, plan, write and present a proposal and business plan for a sustainability business or social enterprise with real-life application.

You will present your proposal to experts in a 'Dragon's Den' competition, with a small prize being awarded to the successful group.

Students find working on their project proposals a particularly demanding and useful element of the course, enabling them to experience first hand the challenges and complexity involved in bringing an idea to life and gaining skills that will help them set up their own enterprise.

Examples of recent project proposals include:

- Energy efficiency through micro-credit
- Training academics in the use of social media to disseminate sustainability knowledge
- A clothes 'library' based on the principles of collaborative consumption
- A network of sustainable shared office spaces.

assessment

The course is based on one 180 credit module which is not graded. All elements of the course are compulsory. Group work is integral and assessment is based on:

- An in depth report from each placement
- A leadership analysis review
- Placement supervisor feedback
- The group project proposal
- Design and facilitation of events

students must prepare a final portfolio of their work, including placement reports, reflection on learning and an assessment of their personal and skills development during the course.



Toby Hammond Graduated 2001

Co-founder of Better Generation and
Director of The Moneygrower

why I chose the masters

It seemed such an obvious step. I had studied biology for my undergraduate degree and was heavily involved in green politics at Manchester University, as the leader of the green group and as the president of the student union.

So when I heard about this Masters in Leadership through a friend, I just thought, "yeah, that's what I want to do."

what I learnt

The work placements at the Co-operative in Manchester and the RSPB were particularly rewarding, as I had the chance to spend time with really senior people. The RSPB also gave me a tour of its parliamentary lobbying for conservation in Northern Ireland – targeting (veteran Unionist leader) Ian Paisley in particular – which was great given my background in student politics. I'm not sure how much I contributed but I learnt a lot. I also made friends with Seb Wood, a fellow scholar with an entrepreneurial streak that matched my own, and we started to bounce around various ideas for our own business.

career to date

Straight after the masters, I cycled to the 2002 Earth Summit in Johannesburg with fellow scholar Ruth Hollinger, covering about 8,500 miles. We did it in support of Water Aid: access for safe water and sanitation was a major theme at the Summit that year. Returning to the UK, I joined Environmental Resources Management, a corporate consultancy. Then, after a couple of years, I left to set up Better Generation with Seb. Our (rather lofty) aim was to demystify home renewable energy. The core product is The Power Predictor, which makes it easy to assess the potential of a site for small-scale wind or solar installations.

what I plan to do next

I'd like to stay in the renewables space, but apply what I've learnt through my first business venture to developing markets. I am setting up a company called The Moneygrower to commercialise a solar irrigation pump, which could make a huge difference to smallholder farmers. The potential for renewables in Africa, where a big grid may never be put in place, makes the UK renewables industry look like a sideshow!

advice for future leaders

Focus and believe in yourself. I think the perception in mainstream business is still that environmentalists are a bit naïve and don't have a good business head on them. Whereas, actually, the instinct that most people have in this sector is to do the right thing – and that makes for good business as well.

eligibility

Applicants must hold a valid passport or visa permitting residency in the UK for the duration of the course. Evidence of this must be submitted with the application form.

We usually expect applicants to have:

- Achieved, or are expected to achieve, a minimum of upper second class degree in any discipline, along with a minimum of C grade at GCSE level in science, maths and english.
- Some leadership experience and the potential to take up a leadership position in the future.
- A commitment to sustainable development (e.g. through work experience, voluntary work or studies) and a desire to work for positive solutions.
- Intellectual curiosity and the ability to participate in intensive study at post-graduate level and the stamina to complete the programme.
- An aptitude for team-working and enjoyment of group-work.

applications

To apply, complete an application form which can be downloaded from the Forum for the Future website: www.forumforthefuture.org/masters-course

Please return completed forms to:

Masters Admissions
Forum for the Future
Overseas House
19-23 Ironmonger Row
London
EC1V 3QN

Or email to:

masters@forumforthefuture.org

Closing date for applications:

14th March 2012
(Interviews will be held in May 2012)

Programme dates (to be confirmed):

10th September 2012 to
17th July 2013

fees

Please refer to the Forum for the Future website for 2012-2013 fees and sources of financial support.

any questions?

Please call 020 7324 3674, or email us at masters@forumforthefuture.org



why I chose the masters

I'd done a degree in Business Studies back in the '90s, although I've always had an interest in environmental issues. I picked the Forum course due to its great reputation and the alumni network, but predominantly for the practical projects.

Having worked for several years, a purely theoretical Masters didn't appeal.

Damian Tow Graduated 2009
Project Director at Brighton Energy Co-operative

On the Masters, I was finally surrounded by people who shared my values, and that was very stimulating. It may sound like a cliché, but doing something you are passionate about attracts people to you, and makes you much more likely to be successful.

career to date

Since the Masters, I've been working on the Brighton Energy Co-operative. Beyond that my ambition is to apply the lessons from this to other community energy projects around the country. I'm working alongside people in Carbon Leapfrog, DECC and The Low Carbon Hub in applying for European grants. We have a common agenda: to use our experience to create guides for energy resilience around the country.



why I chose the masters

I had been working for about 4 years, organising voluntary conservation and community projects in South America. It was a very small organisation and I was at the top, so there wasn't any room for me to progress.

When I started looking for other jobs, I didn't quite have what it took to get them.

Olivia Knight-Adams Graduated 2008
Sustainable Games Project Coordinator at Coca-Cola

I came across the Forum Masters and it just seemed like the obvious way forward.

what I learnt

Before the masters I was probably quite naïve and idealistic in my attitudes towards big business – thinking 'Gosh, I would never work for that kind of company'. But that changed as a result of going on the work placements and understanding the Forum way of thinking. Now I find it's best to work with big business to make change, rather than constantly fighting against it – although you do need the whole spectrum, the activists as well as the collaborators.

career to date

After the masters I got a job working as a Sustainability Advisor for the Olympic Delivery Authority, which was fascinating, and then worked on a behaviour change project with universities across the country, funded by DEFRA. It was quite a contrast moving to a big corporate like Coca-Cola after that, but I love it.

what I plan to do next

I'd like to stay at Coca-Cola and use what the Olympics have catalysed there to drive sustainability of their operations further forward. I think if you can positively change a big corporation by just 1% you're making a far bigger difference than some of the lovely, small charities I've worked at before. I believe I'm working in a company that wants to do the right thing – it's in their interest to, both from a business and a reputational perspective. If they want to be around in 10 years' time they have to look after the resources on which they depend.

advice for future leaders

If there's one thing I've learnt, it's this: don't ever stop thinking of things from someone else's perspective. It puts you in a much better position to influence them if you do.

Forum for the Future's masters programme gratefully acknowledges the support of:



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