

Confidential



**Training Tender for the design and delivery of a two day
session on Systems Thinking and Climate Change**

Closing Date: 31 January 2007

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1. About LEAD

LEAD is an international non-profit organisation with a fast growing network of 1600 leaders in more than 80 countries. Our shared mission is to inspire leadership for a sustainable world.

We do this by searching worldwide for outstanding people, developing their leadership potential through our innovative training programmes and working with them to mobilise others to make a real difference to the future of this planet.

Our LEAD offices across the world deliver training programmes that challenge traditional notions of leadership with progressive participatory techniques. Using LEAD's experiential learning approach, our participants learn through multi-stakeholder dialogue, systems thinking, and inclusive cross-cultural processes.

We train business executives, government officials, academics, NGO directors, activists, educationalists and media professionals. Our multi-lingual training team works with top-level experts and practitioners from around the world who focus on emerging issues relevant to leadership and sustainable development.

2. About the Fellows Training Programme 2007 (LEAD Europe)

Our European training takes place in several countries and seeks to inspire participants with the latest thinking, sharpen their skills and put them in contact with a group of high-level peers from across Europe and internationally. While gaining practical experience, participants will analyse contemporary sustainability challenges and search for joint solutions by working with colleagues from countries with diverse professional backgrounds and perspectives. Participants will also interact with some outstanding leaders and hear their own stories of challenge and opportunity working in this field.

Training begins in March 2007 and includes 15 face-to-face training days organised into three events over 6 months, and supported by 2 virtual events. Participants also have the option of attending the annual international training session in November 2007 for which there is an additional charge. Course participants (known as LEAD Associates) remain in full employment during their training. At the end of the course, LEAD Europe Associates graduate from the training programme and become LEAD Europe Fellows for life.



3. LEAD approach to training and capacity development

LEAD's approach to training is based on tested adult-learning methodology that is experiential, learner centred, participatory, highly dynamic and also enjoyable. We use a wide range of methodologies, including interactive panel discussions, place-based case studies, site visits, computer-aided simulations, peer-to-peer learning, role play and individual and team projects.

4. Key Dimensions of the UK module

Towards a Zero Carbon Future: Filling the Leadership Gap

Module One, LEAD Europe

26 - 30 March 2007, University of Greenwich, London

- Showcasing London's emerging responses to climate change;
- Site visits to progressive climate change initiatives in London to reinforce understanding of what is desirable and possible in responding to climate change;
- Challenging traditional notions of leadership with progressive participatory teaching techniques;
- Integrating and applying systems thinking as a method for enhancing understanding and inspiring transformational change;
- A workbook that will provide participants with a collective starting point prior to the session as well as a valuable resource with a range of articles, photos, and links to other sources;

5. Participants' profile

Aged between 25 and 45, there will be 25 - 30 participants, with a first degree and some knowledge and work experience in leadership and environment. Living and working in Europe and CIS countries, participants will be drawn from different sectors including business, government, NGOs, media and academia.

For further information, please download the Fellows Training Programme 2007 information and brochure at <http://www.lead.org/page/174>.



6. Learning Outcomes

By the end of the module participants will be able to:

- Explain why climate change is a problem that requires attention and action, and an integral challenge to achieving sustainable development locally and globally;
- Describe challenges and opportunities for business, government and civil society sectors with regard to climate change;
- Describe how Europe and more specifically, the UK and London, are attempting to take action on climate change;
- Identify what kind of leaders and leadership are required to address and have an impact on climate change;
- Describe the complexities of climate change, and list some of the trade-offs among all existing and proposed solutions;
- Use systems thinking to increase their ability to promote and enhance sustainable development;
- Interact with and contribute to a diverse network of Associates, experts and scholars in ways that add value to individual members and the LEAD network as a whole.

7. Terms of reference

7.1. Deliverables

- a) A background paper for the participants' workbook on climate change and Systems Thinking to include further reading and web references and resources (1500-2000 words)
- b) PowerPoint Slide Sets. The guideline is approximately 100 slides covering inter alia:
 - Conceptual framework for Systems Thinking
 - Reference modes (aka Behaviour Over Time)
 - Feedback loop diagrams
 - How to intervene in a system
- c) One Role Play Exercise for 15-20 players on a climate change negotiation integrating the social, economic, political and ecological perspectives. The aim of the exercise is to give participants an opportunity to explore and understand the leadership skills and



abilities required to understand and manage the complexities of climate change and to work towards negotiated solutions.

- d) A Facilitators' Manual describing how to deliver each session, including a list of resources and materials required.

Proposals should clearly show the training methodology and how it fits with the LEAD training philosophy (see Appendix A).

It is our intention to deliver these sessions in different contexts, so it is essential that material is relevant to Europe but not so specific that it cannot be used in other regions.

7.2. Proposals should clearly show:

- How many days planning will be required
- The daily trainer rate
- The name (with CV) of the authors/trainers
- Two references for each author/trainer from relevant clients or projects
- The total cost of the proposal for designing the materials only
- The total cost for both designing and delivering the materials (for information about the Training Schedule, please see Appendix B)

7.3. Timing

The deadline for proposals is 31 January 2007. Successful applicants will be notified within one week, around 5 February 2007. The deadline for delivering all the training materials is 5 March 2007. Successful applicants will receive a copy of existing LEAD Systems Thinking materials.

7.4. How to apply

Proposals to be submitted by letter, fax or email to Edward Kellow, Senior Training Programme Manager, (edward@lead.org) or directly to LEAD at

LEAD International
Att. Edward Kellow, Senior Training Programme Manager
Sundial House, 114 Kensington High Street, London W8 4NP, UK

Additional questions about this tender should be sent by email to edward@lead.org.



Appendix A) LEAD Training - Philosophy

Good news is much more compelling than bad news. And with information and data constantly used to portray a bleak path ahead, people can often find little to motivate them out of business-as-usual patterns and lifestyles.

This path, and the skills it will take to negotiate it, requires a renewed form of leadership - one capable of taking on the unique development challenges we are facing. Our dilemma: society does not always agree on what sustainable development looks like, although people are clearer about what it is not. Therefore, our learning curve is steep and one that we need to climb together, learning as we go.

To begin, we can ask these questions:

- How can leaders help create these collaborative learning environments and enable others to do great work?
- How can leaders harness the diversity of experiences, views and ideas within groups and guide their positive energies?
- What skills do leaders need to help stakeholders discuss and articulate a shared vision of a sustainable future, and then enable them to work together towards attaining it?

For a more sustainable pattern of development, everyone needs to play a role; change must occur at the level of every individual, especially those who currently might not know where to direct their efforts.

Today's leadership will be effective when our leaders can show us that a bright future is possible, that all our knowledge and ideas and energies are needed to affect change, and that together we can learn how to do things better - more sustainably - with greater joy and impact than the current stories would have us believe.

How will this future be achieved?

For leadership to be effective and transformational—a number of skills become critical for people assuming leadership positions. They include:

- A commitment to continuously developing their own and others' awareness and understanding;
- Thinking systemically about their goals and understanding the dynamics and challenges involved in meeting them, the resistance they might face, and the time frames needed to achieve them;



- Communicating effectively in diverse and multi-cultural environments and seeking to build relationships and networks that stretch beyond their sector or discipline;
- Modeling collaboration through their behavior and activities, and using collaborative approaches for decision-making;
- Creating and motivating learning teams and networks;
- Facilitating dialogue among different voices and opinions, and helping groups value this diversity and the richness of thought it brings;
- Using visioning as a tool for developing shared meaning and as a process for action-oriented discussion;



Appendix B) Draft Session Schedule

Day 1	Day 2	Day 3	Day 4	Day 5
26 March Monday	27 March Tuesday	28 March Wednesday	29 March Thursday	30 March Friday
<i>University of Greenwich</i>	<i>University of Greenwich</i>	<i>Site Visits</i>	<i>University of Greenwich</i>	<i>University of Greenwich</i>
Session 1 Welcome to LEAD and Introduction to the Programme Session 2 Keynote speaker and discussion <i>Responses to Climate Change: global / European perspective</i>	Skills Module <i>Systems Thinking and Leadership in Climate Change</i> Introducing systems thinking tools for transformational change in the context of climate change	Site Visit Case Study: <i>Towards a Zero-Carbon Future in London</i>	Session 5 Leadership and personal congruence Exploring our values and behavior in responding to climate change (Fishbowl Facilitation Sequence)	Session 7 Debrief <i>Climate Change Cabaret</i> Associate presentations on extracting and applying lessons learnt
Sustainable Development and Climate Change: Discussing the issues, opportunities and challenges - economic, political, technological and cultural.	Skills Module (continued)	Site Visit <i>Canary Wharf</i>	Session 5 (continued)	Session 7 (continued)
Lunch	Lunch	Lunch	Lunch	Lunch
Session 3 Team-building Session 4 Panel Discussion <i>Towards a Zero-Carbon Future</i> What is required to make the shift to a zero carbon economy? What does it look like? What cutting-edge initiatives make London a leader in tackling climate change?	Skills Module <i>Systems Thinking and Leadership in Climate Change</i> (continued) Applying systems thinking tools for transformational change in the context of climate change	Site Visit <i>City Hall</i>	Session 6 Panel Discussion <i>Leadership and Climate Change</i> What are the various sectoral responses to climate change (business, NGOs, media, govt, academia)? What kind of leadership is required?	Session 8 Introduction to LEAD Associate Project Next Steps



Appendix B) continued

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<i>University of Greenwich</i>	<i>University of Greenwich</i>	<i>Site Visits</i>	<i>University of Greenwich</i>	<i>University of Greenwich</i>
Session 4 (continued) <i>Discussion with panelists</i>	Skills Module (continued)	Site Visit <i>London Climate Change Agency:</i>	Associate Presentation Preparation	Session 9 Evaluation and Close
Reception and Keynote speaker	Preparation for Site Visit	Dinner in town		