

LEAD Europe 2011

London-Brussels-Canada



Highlights from the LEAD Europe Programme 2011

‘The EU and Leadership - Towards a Sustainable Future’

Brussels, Belgium, 4-9 September 2011



LEAD EUROPE 2011 BRUSSELS MODULE

LEAD is the largest global NGO delivering sustainability through leadership. We identify and recruit sustainability leaders from across all sectors and enrol them in our leadership training programmes.

In 2011 LEAD Europe recruited 23 Associates for the Leadership for Sustainable Development Programme. Their learning journey started in July at the London module looking at complexity, collaboration and creating change. The Brussels module, entitled “The EU and Leadership: Towards A Sustainable Future”, is the second stage of a dynamic leadership journey, exploring leadership and specifically advocacy and negotiation skills from a more regional point of view. This module will allow participants to familiarise themselves with the challenges and opportunities of climate action at the EU level.



LEAD Associates in break out groups

SETTING THE STAGE



The first day of the Brussels module began with an introduction to the EU. Together Associates mapped the EU decision making process and identified important stakeholders. The session included an engaging conversation around the power relationships between the main EU institutions.

Following this introduction Associates were joined by Luc Bas (The Climate Group) and LEAD Europe Fellows Stefanie Hiesinger (European Commission) and Eivind Hoff (Bellona Foundation) who shared their experience of working on EU climate and energy policy and commented on the EU decision making process.

THE HOT TOPIC – CLIMATE POLICY

In preparation for a simulation on CO₂ emissions reduction targets, Associates met with experts from business, NGOs and European institutions to gain insight and knowledge on advocacy and influencing practices in different sectors. This session underlined the complexity of policy development in the European context and encouraged Associates to understand different viewpoints. Associates were equipped with firsthand recommendations and insight into negotiation strategies.



“The guest speakers provided a really useful framework ... and managed to make what seemed like chaos – clear.”

Sarah O'Brien, Consultant and Area Manager at Enhesa Environmental Policy Centre “

NEGOTIATING CARBON TARGETS



Negotiating CO₂ emission targets

Developing participants' skills in negotiation and advocacy is an important aspect of promoting leadership for sustainable development. A simulation exercise, designed around the current EU debate on altering CO₂ emission reduction targets to 30%, allowed participants to practice their negotiation and advocacy skills, and familiarise themselves with policy development at EU level. The simulation also encouraged Associates to explore the energy and climate policy debate from a different perspective and experience the complexity of multi stakeholder negotiations.

"I was not aware of all the consequences of these complex multi-stakeholder negotiation procedures. Probably no ground breaking decision will ever be taken by the EU-institutions as they exist today. Either we change them or we bypass them!"

Ralph Böhlke, Project Manager, The European Inter-Network of Ethical and Responsible Initiatives

EUROPEAN PARLIAMENT & EUROPEAN COMMISSION SITE VISIT

Visits to the institutions at the heart of the European Union form a key part of the LEAD programme. This year Associates went to the European Parliament (EP) and met with Bas Eickhout, Member of the EP. Participants enjoyed a thought-provoking debate around climate policy development and were fascinated by the personal stories.

At the European Commission Denis Chaibi (Directorate General Humanitarian Aid and Civil Protection) and Paolo Caridi (Directorate General Climate Action) welcomed our group. Participants enjoyed the behind the scenes visit to the Commission's Berlaymont building and were keen to hear top tips on EU negotiations from both speakers.



Question and Answer session with Bas Eickhout

LEADING BY EXAMPLE

A highlight for participants was lunch with Julia Marton-Lefèvre, Director General of the International Union for Conservation of Nature (IUCN) and Member of the LEAD International Board. Julia shared her personal leadership stories with the group and inspired participants to reflect on their own behaviour and leadership journey.

As former CEO of LEAD International, Julia also told participants about her experience of working with the LEAD community, a network of outstanding leaders for sustainability. *"Julia is such a rare, wonderful person and leader"* one of our participants, Yulia Polonskaya, Sustainable Finance Programme Coordinator for WWF Russia concluded.

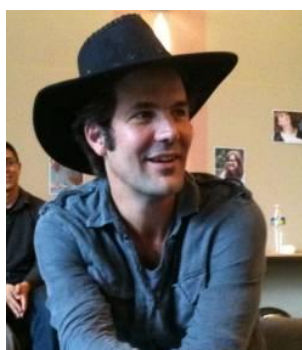


In conversation with Julia Marton-Lefèvre

IDENTIFYING LEVERAGE POINTS

Systems thinking is one of LEAD's core skills development modules and it enables Associates to become better change agents whilst recognising how actions and individuals are connected. Gail Whiteman, LEAD Fellow and Associate Professor at the Rotterdam School of Management, joined Associates in Brussels to speak about leverage points and the way to redesign a system. Associates were encouraged to contextualise their learning and apply systems thinking to the organisations they belong to professionally.

LEAD ASSOCIATE PROJECTS



The LEAD Associate Projects are an important element of the programme as they allow participants to apply their skills and knowledge. In London, Associates formed groups around common interests and began to work across sectors and cultures on projects around visioning, green growth, sustainability personalities, sustainable fashion and leadership development.

Since the London module, Associates have been working together virtually to develop their projects and they presented high quality projects in Brussels to their peers. Using Edward De Bono's Six Thinking Hats as a tool to feedback on each other's work, Associates were able develop their projects further.

LEAD EUROPE 2011 LEAD ASSOCIATES – THE WEEK IN THEIR OWN WORDS



Nadejda Loumbeva

Information and Knowledge Management Specialist, Food and Agriculture Organisation of the UN

"LEAD's been a wonderful and deeply transformative experience for me. It feels like a Pandora's Box has been opened - all good in there!"

Jonathan Ekin

Director, C-Change Sustainability Consultancy Ltd

"Whatever your vision, whatever your dream, follow it, stick to it and make it happen."



Yaara Grinberg

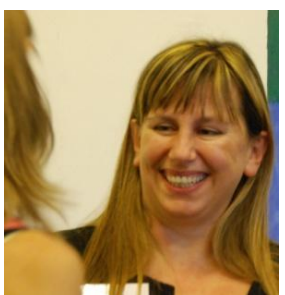
Clean Energy Fellow, Massachusetts Department of Energy Resources

"The Brussels Module taught me that integrity is important in order to be a good leader and to always try to simplify a complex situation so that progress can be made."

Ralph Böhlke

Project Manager, IRIS Network – The European Inter-Network of Ethical and Responsible Initiatives

*"Not from me, but the quote that impressed me most:
'Sustainable Development is treating the world as if you intended to stay'."*



Elena Spiliotopoulou

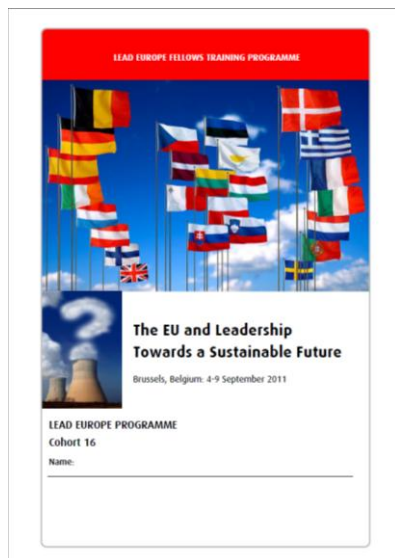
Freelance Consultant in Talent Management

"This environment of being among friends is a catalyst for evolving and pushing yourself out of your comfort zone in many aspects."

ABOUT LEAD TRAINING

LEAD creates unique learning journeys around leadership and sustainability challenges in order to fully engage participants from different sectors and diverse cultural backgrounds. With 20 years' experience of delivering global development programmes we recognise that people start from different places, with different expectations and have different learning styles. The purpose of the learning journey is to map a clear path through specific sustainability themes and challenges, and to strengthen opportunities for individual and group learning and reflection.

CONTRIBUTORS TO THE PROGRAMME



We are very grateful to all our friends and supporters from government, business, NGOs and Academia who shared their knowledge and experience with our Associates. We'd like to thank everyone who helped us to achieve our goal of delivering a truly diverse cross sectoral learning experience including: **Anis Bedda**, *The Hub Brussels*; **Axel Eggert**, *Director of Public Affairs, EUROFER*; **Bas Eickhout**, *Member of the European Parliament, European Greens*; **Baroness Bryony Worthington**, *Founder, Sandbag*; **Denis Chaibi**, *Member of Cabinet of Commissioner Georgieva, European Commission DG Humanitarian Aid and Civil Protection*; **Eivind Hoff**, *Director, Bellona Foundation, LEAD Fellow*; **Folker Franz**, *Director Industrial Affairs, Business Europe*; **Franziska Katharina Brantner**, *Member of the European Parliament, European Greens*; **Gail Whiteman**, *Associate Professor, Rotterdam University of Management, LEAD Fellow*; **Jason Anderson**, *Head of European Climate and Energy Policy, WWF*; **Julia Marton-Lefèvre**, *Director General,*

International Union for Conservation of Nature; **Klaus Niederländer**, *Director, Cooperatives Europe, LEAD Fellow*; **Luc Bas**, *Director of European Programmes, The Climate Group*; **Matthew Bateson**, *World Business Council for Sustainable Development*; **Michael Starbaek Christensen**, *Deputy Head of Cabinet of Commissioner Hedegaard, European Commission DG Climate Action*; **Niels Ladefoged**, *Member of the Cabinet of Commissioner Hedegaard, European Commission DG Climate Action*; **Paolo Caridi**, *European Commission DG Climate Action*; **Remi Gruet**, *Senior Advisor Climate Change and Environment, European Wind Energy Association*; **Stefanie Hiesinger**, *Legal Officer, European Commission DG Climate Action, LEAD Fellow*; **Philine Scholze**, *Advisor Employment & Social Affairs, Greens/EFA Group European Parliament*; **Wiebke Herding**, *Communications Consultant, ONSUBJECT*.

Special thanks go to the team at the Maison Notre Dame du Chant d'Oiseau (our venue for the training) and to Tellus Mater for supporting 10 LEAD Europe Associates.

JOURNEY TO BE CONTINUED...

The next step for LEAD Europe will be to attend the final module, the International Session in Canada on "Leadership, Learning and Technology for a Sustainable World".

For information about LEAD leadership development programmes, please contact Juliane Nier, Programme Manager LEAD Europe T: 0207 938 8708 E: juliane@lead.org



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