Responsible Leadership for a Changing World

Steering the Way to a Sustainable Future

The world around us is changing and the status quo is no longer acceptable. Investors, customers, employees and society are all demanding that business leaders take action to tackle the big issues of climate change, equity, diversity, inclusion and indigenous reconciliation. Business performance will increasingly be measured not just on profit, but on how companies serve the interests of the wider community and future generations.

This program develops leaders who want to drive a more equitable, sustainable and prosperous world. It will support you in helping your company tackle your company’s greatest social, ethical and environmental challenges. Explore strategies for change by determining your organizational priorities. Implement a plan of action for influencing cultural transformation. Become a champion for responsible leadership, and shine a guiding light on the future of business.

Program Format

This online program is delivered over five days of interactive, intellectually rich engagement. It consists of three modules spaced about one month apart to accommodate your busy schedule and allow more time for exploration and reflection.

Benefits for You

- Increase your awareness of today’s most pressing issues and how they are affecting your community, your customers and your organization
- Understand how stakeholders perceive your company and its stance on the social and environmental issues that matter to them
- Begin the responsible leadership journey by defining your personal values
- Clarify your organization’s vision of what it wants to stand for, and prioritize steps for getting there
- Communicate and cascade the vision across the entire company
- Shape the cultural change needed for organizational transformation
- Join hands with others to magnify your impact
- Inspire your organization and community to mobilize for a better, more sustainable future
Benefits for Your Organization

- Enrich the organization’s collective vision for the future
- Develop a company plan of action for responding to today’s thorniest challenges
- Grow a culture that supports and promotes progressive change
- Drive organizational sustainability through responsible leadership

The Learning Journey

Individual reflection
Take a deep dive into your values, think about the culture and biases of your company, and get a wider perspective on how stakeholders view it.

Meaningful dialogue
Engage in creative conversation to drill down on today’s big challenges. Talk about what they mean and why they matter to your organization. Discuss the burning platform for change. Learn from one another and build a network of peers.

Action learning
Explore strategies for change by determining the priorities for your organization. Develop skills for influencing cultural change and overcoming roadblocks.

Faculty guidance
Sauder faculty will guide and support you, as you develop a plan of action to move yourself and your organization forward.

Executive coaching
An executive coach will add real-time value to your program experience by providing an extra dimension of peer learning, feedback and support.

Audience

This program is for senior managers, directors and vice presidents with at least five years of managerial experience.
Program Content

Module One:
What is responsible leadership and how it is different from other approaches?

Day One

The Big Picture
- Why are you here and what do you wish to accomplish?
- What is meant by responsible leadership?
- Preparing yourself for responsible leadership by exploring yourself and your values
- Delving into the big issues (climate change, indigenous communities, equity, diversity and inclusion). What are their causes and impacts? How do they affect your organization’s success?
- Sharing concerns and issues faced by your organization

Day Two

Critical Issues for Responsible Leadership
- Ethics in leadership
- Exploring organizational culture and bias
- Discovering how stakeholders view your organization
- Identifying and articulating an action-learning project for your organization
- Clarifying causes of challenges
- Metrics that drive change

Between-Module Assignment and Coaching
- Gathering data; gaining more information; stakeholder analysis

Module Two:
How to affect positive organizational change

Day One

Leading the Future
- Aligning activities with the vision and strategy of the organization
- Tackling the blocks to change - systems and processes
- Shifting mindsets and culture
- Leading in complex conditions
- Goals and metrics for success
Program Content, cont’d

Day Two

Mobilizing the Organization
- How leaders inspire others to action
- Exercising the art and science of constructive influence
- Engaging stakeholders
- Creating urgency for change
- Building alliances to multiply impact

Between-Module Assignment and Coaching
- Executing a plan to implement your strategy

Module Three:
Presenting your progress and preparing next steps

Program Director

Dr. Daniel Skarlicki is the Edgar Kaiser Professor of Organizational Behaviour at the UBC Sauder School of Business and the Academic Director of the Montalbano Centre for Responsible Leadership Development. He is also a Fellow of the American Psychological Association. He has taught executive programs in organizations across North and South America, as well as in Europe and Asia. His clients have included Cathay Pacific, the Government of Canada, VanCity, YMCA, Rocky Mountaineer, ICBC and Glaxo. An active educator, he has won numerous teaching and international research awards. His interests focus on leadership mindfulness and how people respond to justice and injustice in the workplace.

Program Faculty

Dr. Justin Bull is a faculty member in the Entrepreneurship and Innovation Group and leader of the Sustainability and Ethics Group at the UBC Sauder School of Business. In addition he is the academic director of the Masters of Engineering Leadership and Masters of Health Leadership & Policy at UBC’s Faculty of Applied Science. An experienced educator and consultant, his clients have included Adobe, IKEA, Canfor, WWF and Rolling Stone Magazine. He is also a committed board member with the economic development arm of the Tla’amin Nation, where he assists a modern Treaty Nation with their development strategy.
Program Faculty, cont’d

Dr. Elizabeth Newton is a Registered Psychologist dedicated to helping people thrive at work. She consults with a wide variety of clients—including AI start-ups, Canadian conglomerates and public sector organizations—in areas ranging from executive and team coaching, to succession planning, to Diversity, Equity & Inclusion strategy, to leadership development. A consistently top-rated educator, she built the grant-winning E101 entrepreneurship program at UBC. She is also an award-winning writer whose articles have featured in numerous magazines, newspapers and websites.

Dr. Rebecca Paluch is an Assistant Professor of Organizational Behaviour and Human Resources at the UBC Sauder School of Business. Her interests encompass the changing nature of employment relationships, with a special focus on rising diversity in the workforce and increasing employee mobility. She is the recipient of the Faculty’s inaugural Equity, Diversity and Inclusion award for her contributions to advancing EDI initiatives in the UBC community. She has also worked with major organizations including Accenture, SAP and The Bill and Melinda Gates Foundation.

Dr. James Tansey is an Associate Professor at the UBC Sauder School of Business and the Executive Director of SauderS3i, a research centre dedicated to social innovation, sustainability and impact investing. An award-winning leader in social enterprise, emerging technologies and environmental strategy, he is the founder and CEO of an advisory firm that works with institutional and high net-worth investors to identify and evaluate target impact investments. He also co-founded Canada’s largest carbon project developer, and advises a wide range of organizations in the green energy space.

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