



## PREPARING LEADERS FOR TOMORROW

### Accessing Levels 2 to 5

Tuesday April 22, 2025

#### Effective Contributors – Level 2

Contribute to the group's goals and work effectively with others, developing collaboration, agility and resilience skills. Actively engage in sustainable development projects by contributing ideas and participating in the implementation of projects aligned with the United Nations 17 Sustainable Development Goals (SDGs).

#### Competent Managers – Level 3

Organize people and resources to effectively achieve goals set, cultivating skills in coordination, decision-making and management of complex projects with vital stakes and tight deadlines. Ensure alignment of projects with the SDGs by integrating responsible practices and fostering multidisciplinary cooperation for measurable and sustainable impacts.

#### Exceptional Leaders – Level 5

Combine personal humility and professional drive to build sustainable excellence, developing a strategic vision and the ability to execute with the highest standards. Engage in radical transformation projects in support of the SDGs, inspire and supports future leaders, and create strategic alliances for collective and lasting impacts.

For the record, according to Jim Collins and his team, out of 1,435 cases studied, 11 CEOs were identified as Level 5 leaders, the other 1,424 being Level 4.

## **SDG Champions Program - Level 2**

### **Educational objectives**

- Enable participants to become effective contributors within their project teams
- Teach them how to take up challenges and innovate in their work and be proactive on initiatives aligned with the 17 SDGs,
- Develop agility, collaboration and resilience in the face of change, as well as learn to cultivate a culture of success and a spirit of initiative to proactively seize opportunities
- The module also aims to clarify the career progression path of each person, in relation to sustainable leadership.

### **Benefits for participants**

- Participants grow up personally and professionally. They gain self-confidence and emotional stability in the face of challenges, strengthen their collaborative skills (teamwork, communication, feedback) and develop a positive and proactive attitude
- In concrete terms, they are given tools to better contribute to their organization's projects, with a clear vision of their role within the team
- They also integrate a network of like-minded peers, which creates a motivating sense of belonging.

### **Benefits for the company**

- The company is seeing the emergence of committed and driving employees. The trained SDG Champions bring new dynamism, proposing innovative ideas and driving initiatives aligned with the organization's sustainable strategy
- They improve team cohesion and transversality, promoting a more agile and collaborative corporate culture
- In the short term, this can translate into better operational efficiency, and in the longer term, a talent pool that can move into leadership roles.

### **Positioning in the course**

- This seminar corresponds to Level 2 of leadership (*effective contributor*, according to Jim Collins' grid).
- It is the entrance to the SDG course: it is the first step for professionals who already have a solid technical or functional foundation (Level 1 leader) and wish to develop their collaborative leadership dimension in the context of sustainable development
- SDG Champions serves as a foundation: after this module, participants will have acquired the fundamentals that will allow them to continue to the next level of SDG Leaders.

## **Format**

- Short and intensive program: 1-month online preparation followed by 5-day face-to-face seminar
- It combines practical and theoretical contributions (basic notions of sustainable leadership, concepts of incremental innovation and disruption, etc.), participatory workshops (group exercises, simple case studies) and concrete challenges to be taken up as a team during the training
- The residential format promotes group emulation, bonding, and experimentation in a secure setting. An expert trainer, and possibly a coach, supervise the group of about twenty participants and ensure quality support.

## **Key themes**

The content revolves around self-leadership and teamwork.

Main themes:

- Collaboration and collective intelligence (moving away from individualism to succeed together)
- Building resilience and courage in the face of obstacles
- Innovation on a daily basis ("doing things differently and better" at one's workplace)
- Personal alignment (finding one's place, connecting the company's mission and personal values)
- Taking action (developing operational action plans on 5 axes: processes, business model, digital, organization, culture).

Each day of the seminar addresses a different angle, e.g.: self-confidence and ambition on day 1, spirit of proposal on day 2, creativity and problem solving on day 3, responsible decision-making on day 4, collective implementation on day 5,

## **Differentiators**

- SDG Champions differs from traditional managerial training by its anchoring in the purpose of the SDGs
- Sustainability is not just a context but the heart of the program: participants work on projects that make sense for the planet and society
- Joy and optimism are highlighted as drivers of commitment (key values of the course)
- The pedagogy is experiential: the participants experience challenging situations and "Eureka!" (awareness) that transform them in depth
- At the end of the seminar, each person formalizes a personal action plan to contribute to a project aligned with the SDGs in their company – a guarantee of an immediate implementation of what has been learned
- This unique combination of positive mindset, collaborative skills and results/impact orientation makes the Champions program a unique module, designed to create a click in participants.

## **Candidate Profiles**

- Advanced degree (e.g., MBA, MSc, JD, or equivalent) relevant to the function
- More than 5 years of professional experience.

## **SDG Leaders Program – Level 3**

### **Educational objectives**

- Train competent and agile managers capable of growing their teams and managing complex projects related to sustainable development issues
- Participants will learn how to align with a common goal multiple stakeholders (leaders, fellow managers, field workers)
- They will develop their skills to effectively plan and execute high-stakes, time-bound projects, while ensuring strategic alignment with the 17 SDGs to maximize impact
- It is also about exploring strategies for mobilizing teams and partners (how to unite around an inspiring vision) and equipping them to contribute to thorough transformations within their organization (evolution of processes, business models, organizational culture, etc.)
- In summary, this module aims to develop each participant's ability to lead change in an uncertain and demanding environment.

### **Benefits for participants**

- As SDG Leaders, managers will have significantly strengthened their leadership
- They will be more comfortable making difficult decisions in a VUCA (volatile, uncertain, complex, ambiguous) context thanks to better managerial wisdom (discernment, composure)
- They will master new approaches to managing multidisciplinary teams and getting the best out of each one, in particular by balancing rigor and benevolence in their management style
- They will gain legitimacy to lead cross-functional strategic projects, and will often be given more responsibilities at the end of the program
- Participants will also develop their network: promotion creates strong links between committed leaders, conducive to mutual aid and the sharing of good practices beyond training
- Obtaining the "SDG Leader" distinction will be a rewarding recognition in their professional career, attesting to their high-level sustainable management skills.

## Benefits for the company

By deploying this level, the company is investing in strengthening its middle management:

- The trained SDG Leaders will be able to translate the vision of their leaders into concrete actions on the ground, thus ensuring a more reliable execution of the strategy
- By mastering complex project management methodologies and interdepartmental cooperation, key projects will be more efficiently carried out (timeliness, achievement of objectives, proactive risk management)
- Integrating the SDGs into project management will also allow the company to accelerate its transition in a coherent and measurable way
- These managers will act as internal catalysts for change: they will be able to motivate their colleagues, circulate information and best practices between departments, and create a climate of continuous innovation.

In short, the organization benefits from a middle management equipped to carry out the transformation and prepare the succession of future executives.

## Positioning in the course

- SDG Leaders corresponds to Level 3 of leadership in the course (*the competent manager*, in Jim Collins' grid)
- It is located after the Champions module in the progression: it is the stage where you go from contributor to pilot
- Most participants will have completed Level 2, or have equivalent experience in project/team management
- This seminar consolidates and elevates the skills acquired previously by taking them to a more strategic level
- It also prepares the ground for the next phase, the *Transformation Managers program*, by introducing the notion of radical transformation of the company
- However, SDG Leaders can also be taken as a stand-alone module by managers who are already aware of the SDGs and want to deepen their leadership skills (for example, a sustainable innovation project manager who has not taken Champions will be able to join this training directly if he meets the criteria).

## Format

- Short and intensive program (1-month online preparation followed by 5-day face-to-face seminar)
- The seminar is generally organized in residential meetings, isolated from the daily setting, in order to place participants in an immersive experience conducive to taking a step back
- The pedagogy alternates between expert presentations (on change management, management in a VUCA context, etc.), complex case studies inspired by real transformations, co-creation workshops (where participants, in sub-groups, design innovative solutions to common challenges), and role-playing (team management role-plays, crisis management simulation, 360° feedback between participants)
- A short common thread project is proposed: for example, each participant comes with a team or project challenge that he or she must deal with during the week using the tools studied
- At the end of the week, a collective synthesis allows them to capitalize on the learnings and prepare for the subsequent implementation in their company.

## **Key themes**

The topics covered cover all dimensions of team leadership in transformation mode:

- Agile leadership in an uncertain environment (how to adapt one's style to upheaval and decide in ambiguity)
- Cultural transformation of a team or department (establishing a climate of trust, a spirit of mutual respect and excellence)
- Innovation in processes and business models (developing unique and different projects aligned with the company's sustainable strategy),
- Managing change and resistance (understanding and overcoming disbelief, skepticism, fear of new things),
- Employee mobilization (techniques for uniting around a vision and maintaining a high level of motivation over time)
- Subsidiarity and the empowerment of teams (putting in place the conditions for everyone to take responsibility and show initiative)
- Impact evaluation and continuous adjustment (feedback culture and continuous improvement in projects)
- Developing the leader's personal qualities: humility, modesty, patience, courage, determination and perseverance in the face of hardship.

## **Differentiators**

SDG Leaders is a different kind of leadership seminar, because it combines the human process dimensions of sustainable management:

- Participants live a transformational experience: they don't just learn management techniques, they work on themselves as leaders (awareness of their style, their impact on others, working on their own blockages) while acquiring concrete tools for managing sustainable projects
- The focus on the SDGs and the company's purpose gives a unique depth to the program: every decision, every action plan discussed is put into perspective with the long-term meaning and impact
- Collective peer learning is highly valued: sharing feedback between participants from different sectors enriches everyone and creates a close-knit community of SDG Leaders supporting each other
- Finally, the pedagogical approach is pragmatic (participants work on their own concrete cases) while being inspiring (testimonies of leaders who have led successful transformations, exchanges with visionary experts, etc.).

SDG Leader offers a dual strategic and human contribution in a context specifically oriented towards sustainable development, which makes it an original and differentiating module in a training course.

## **Candidate Profiles**

- Advanced degree (e.g., MBA, MSc, JD, or equivalent) relevant to the function
- More than 10 years of experience.

## Transformation managers Program - Level 3+

### Educational objectives

Prepare transformation leaders who can change their business and operations in a sustainable way, consistent with senior management's vision and planetary boundaries.

This program aims to develop the ability of participants to:

- Change business models by articulating strategy, sustainability and social responsibility
- Perceive emerging potential (spot weak signals, anticipate trends and innovate)
- Bring together and mobilize cross-functional project teams around an ambition for change, and to carry out impact projects (generate tangible economic, environmental and social results).

The emphasis is also on personal leadership: each participant is asked to clarify his or her personal truth, identity, mission as a leader, in order to align his or her professional transformation project with his or her life path and values.

The educational objectives thus cover both the know-how (transformation tools and methodologies) and the interpersonal skills (transformational leadership posture) necessary to drive systemic change.

### Benefits for participants

This high-level program provides participants with unique expertise and strategic positioning in their careers:

- By successfully completing the Transformation managers course, they acquire an overall knowledge of a company's transformation levers (culture, processes, business models, organization, technologies) and know how to develop a transformation roadmap over 3, 5 or 7 years
- They enhance their ability to impact and will be able to steer large-scale initiatives at the level of a subsidiary or even a group
- Participants also benefit from the in-depth work done on themselves – they gain authentic leadership (knowing themselves better to lead better), strategic vision and positive influence
- In terms of recognition, this training, by its high standards and content, distinguishes them as experts in sustainable transformation – a valued asset in today's professional world. They also join a selective community of "transformers", which offers a network of mutual aid and opportunities (exchange of good practices, joint monitoring of innovations, etc.).

The participant comes out of it transformed (with a new *mindset*) and in the capacity to transform his organization.

## Benefits for the company

The company has a leader of change with a dual skill: a mastery of business issues (growth, competitiveness, operational excellence) and sustainable issues (climate resilience, social impact, compliance with environmental regulations, etc.):

- A Transformation manager trained in this program will be able to structure and lead a complete transformation plan, aligned with the company's strategy
- He/she will be able to identify where to create new value (new markets or sustainable products, technological innovations, strategic repositioning) while seeking to reduce costs and optimize existing processes via operational excellence methods (Lean, continuous improvement, etc.)
- He/she will also play a role as a cultural catalyst: through his/her exemplary and unifying leadership, he/she will encourage the other employees to embrace the changes and to grow in this transition (each one feeling like an actor in the project)
- For the organization, it is a guarantee that it has the skills in-house to carry out ambitious transformation projects (rather than relying entirely on external advice), and to sustain these changes by creating a culture of continuous transformation
- In the long term, this will result in a more innovative, agile and sustainable company, ready to stay ahead of its competitors in the economy of tomorrow.

## Positioning in the course

This program is a culmination of the SDG training path:

- Although it is also labelled Level 3+ (because it is aimed at experienced managers, often at the stage of competent managers wishing to become successful leaders), it is placed after SDG Leaders in the pedagogical progression
- It is typically aimed at participants with a 10-year or more experience, including several years in management or strategic project management
- Many will have completed the previous modules (Champions and Leaders) and will thus crown their learning, but the programme is also open to external senior managers who already have a significant background in project management/transformation
- In Jim Collins' grid, we are close to Level 5 (*exceptional leader*), but without being a general management program (we train "Transformation project managers" who often work directly with management)
- In terms of career paths, Transformation managers is therefore the third and final part of the SDG triptych in France.
- After this module, participants become alumni of the global program, likely to accompany new classes or evolve into management positions.



## **Format**

- A 4-month program: 2-month preparation online, then 4 x 5-day in person seminars over 2 months
- Overall, about 160 hours of training
- The pedagogy is mixed: an online part upstream (e-learning or virtual classes on advanced technical subjects such as AI, sustainable finance, etc. to homogenize knowledge) followed by an intensive face-to-face part
- During the seminars, the pace is sustained (alternating conferences, group work and restitutions), and also includes time for introspection
- The program can accommodate up to fifty participants. The diversity of their profiles and background will allow for rich brainstorming and practical workshops in sub-groups
- Potential activities include: learning expeditions (visits to innovative sites or meetings with startup/NGO ecosystems), master classes with major witnesses (leaders who have led major transformations, internationally recognized experts, etc.), individual coaching (each participant can benefit from parallel coaching sessions to help them in their real transformation project)
- Particular emphasis is placed on intersessional work: between modules, participants return to their company with missions to carry out (diagnosis of the maturity of their organization, experimentation of a tool seen in training, etc.), then share the results during the next module.

The program concludes with a final project: each participant presents a transformation action plan for his or her company (or scope) over 3-5 years, integrating the dimensions learned.

This presentation, in front of a jury of experts, serves both as an evaluation and as a concrete roadmap for the post-training period.

## **Key themes**

The content covers the five major axes of business transformation: culture, processes, business model, organization (governance and structure) and technology/innovation:

1. Personal leadership of the transformer (self-knowledge, energy management, development of a high level of consciousness and strong ethics)
2. Teamwork and collective leadership (project team management, group dynamics, communication and subsidiarity, role of integrator between various experts)
3. Transformation of the company itself (large-scale change management, methods to evolve the corporate culture, implementation of operational excellence inspired by the Toyota/Lean model, redesign or adaptation of business models towards more sustainability, management of innovation and digital, reconfiguration of the organization for more agility)
4. Societal impact (measurement and management of the impact of transformations on external stakeholders, integration of global and normative issues – climate, SDGs, regulations – into the strategy, role of the company in the societal ecosystem).

Each week of the program is dedicated to one or two of these major themes, with a progression from the individual to the system: from self-leadership to team leadership, then organizational transformation, and finally transformation in its societal context.

Among the concrete topics discussed:

- Complexity management and the systems approach
- Creativity and radical innovation (how to find new solutions to new problems)
- Performance management and operational excellence (knowing how to thoroughly analyze the root causes of a problem, implement rigorous continuous improvement)
- Transformation project management: project governance, stakeholder management, crisis communication, measurement of Objectives & Key Results (OKRs) aligned with the SDGs
- The culture of excellence (combining open-mindedness, demanding results, attention to detail and overall vision)
- Sustainability strategy (integrating the principles of sustainability and regeneration into the corporate strategy)
- Impact and ethics management (assessing the societal impact of decisions, ensuring confidentiality or security when necessary, etc.).

All of these themes are dealt with in a way at the same time pragmatic (tools, real case studies, action plans) and inspiring (reflection on a desirable future, ability to imagine the company of tomorrow).

## **Differentiators**

Transformation managers is an innovative program in the field of executive education:

1. Its first singularity is to combine seemingly divergent objectives: to create economic value while strengthening sustainability. Participants learn how to go beyond the usual trade-offs to find win-win solutions (e.g., reducing the ecological footprint of a process *and* improving its efficiency, or innovating towards a greener *and* more profitable product). Such an integrated approach is still rare in the training market!
2. The second key point is the mindset and awareness dimension. Beyond the tools, the course works on the leader's inner positioning (values, mission, long-term vision, humility in the face of global challenges). In other words, the level of consciousness of the participants is raised, which is essential to drive systemic transformations. This holistic approach (head and heart, rational and intuition, individual and collective) is a strong marker of the program
3. Third differentiator: an immersive format over 4 weeks with a strong emphasis on the experiential. Each participant comes with his or her real transformation project and leaves with a concrete action plan, developed during the training with the help of experts and peers. The impact is therefore immediate and measurable for the organization, which improves the ROI of training
4. Fourth point: selectivity and the level of requirement. This program is aimed at an elite group of managers (proven experience required, motivation and commitment assessed at the time of application), resulting in a high level of exchanges within the group and credibility of the skills acquired.

Finally, by completing this course, participants join an international network of alumni oriented towards sustainable transformation. The organizer animates this community (meetings, online platform) so that it becomes a powerful professional network, promoting inter-company synergies and the sharing of experiences well beyond training.

In summary, Transformation Managers is differentiated by:

- its unique content
- its action-oriented and awareness-oriented approach
- a community serving the success of a sustainable future.

### **Candidate Profiles**

- Advanced degree (e.g., MBA, MSc, JD, or equivalent) relevant to the function.
- More than 10 years of professional experience.