

KALEIDOSCOPE FUTURES TRAINING COURSES

2018 COURSES

THE TRANSFORMATIONAL CHANGE SERIES

Delivered by Prof. Wayne Visser and Indira Kartalozzi

1. Transformational Leadership & Becoming a Future-Fit Organisation
2. Sustainability Innovation & Growing Effective Change-makers
3. Business' Human Rights & Responding to the Refugee Crisis
4. Transformative Social Responsibility & Creating Integrated Value
5. Stakeholder Engagement & Discovering New Tools for Transparency
6. Sustainability & Social Responsibility Codes, Standards & Trade Requirements

COURSE PRICING

Each one-day workshop is typically delivered for an organisation or group on request. Prices depend on where and to who the workshops are delivered. For more information, contact Indira at indirakartalozzi@gmail.com or +32 470 521008 or +44 (0)796 843 3095.

COURSE TRAINERS

	<p>Prof. Dr Wayne Visser is Professor, Chair and Director of the Sustainable Transformation Lab at Antwerp Management School, Fellow at Cambridge Institute for Sustainability Leadership and author of 28 books. His work as a strategy analyst, sustainability advisor, CSR expert, futurist and professional speaker has taken him to over 70 countries in the past 20 years, where he has delivered over 330 talks and workshops.</p>
	<p>Indira Kartalozzi is Director of Kaleidoscope Futures and Founder of Migrant Entrepreneurs International. Her experience ranges from advocacy on human rights, forced migration, social entrepreneurship and gender equality to advice on welfare, housing and immigration rights. She has delivered workshops and training in Africa, Asia, Europe and Latin America.</p>

TRANSFORMATIONAL LEADERSHIP AND BECOMING FUTURE-FIT

COURSE DETAILS

A one-day workshop, delivered for an organisation or group on request. Prices depend on where and to who the workshops are delivered. For more information, contact Indira at indirakartalzi@gmail.com or +32 470 521008 or +44 (0)796 843 3095.

COURSE BACKGROUND

All transformational change begins with leaders who are willing to place an inspiring purpose at the heart of their organisation's mission. This course examines the nature of transformational leadership, how it is being applied to address sustainability challenges, and how it can apply to individual.

Every organisation, community, city and country wants to survive and thrive in a better future, but how? This course explores the concept and practice of future-fitness, which is the ability to create better futures, to adapt to rapidly changing futures and to be resilient in the face of adverse futures.

COURSE CONTENT

- We present research conducted with Cambridge University, in which we identified the key characteristics of sustainability leaders.
- We consider the importance of diversity in leadership, from women to migrants.
- We delve into case studies of transformational leaders, from government, business and civil society.
- We help participants to self-diagnose what kind of transformational leader they may be.
- We present scenarios of the world in 2050 in four key areas: economy, humanity, energy and environment.
- We introduce key futures-thinking tools, including forecasting, backcasting, counter-factual planning and scenario planning.
- We work with the 5-S future-fitness framework to identify visions and KPIs of desirable futures that are safe, smart, shared, sustainable and satisfying.
- We use the 5-D resilience strategies and counter-factual exercises as tools for preparing for unexpected futures.

LEARNING OUTCOMES

- The ability to identify the 7 habits of highly effective sustainability leaders
- An understanding of the 4 transformational strategies used by corporate sustainability leaders
- Knowledge of the 4 types of purpose-inspired leadership and how they apply to you as an individual change agent.
- An understanding of the mega-trends in the world to 2050 and awareness of.
- A knowledge of key futures-thinking tools and how they can be used in your organisation or sector.
- The ability to apply the 5-S future-fitness and 5-D resilience strategies frameworks to your organisation or sector.

SUSTAINABILITY INNOVATION AND GROWING EFFECTIVE CHANGEMAKERS

COURSE DETAILS

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COURSE BACKGROUND

Technology has brought many of the improvements in our quality of life, yet is also responsible for some of our biggest negative impacts on society and the environment. This course explores how technology innovation can be used as a force for good in the world and what prevent many sustainable solutions going to scale.

Nine out of ten corporate leaders surveyed believe that business has a social purpose, in addition to its economic purpose. This course looks at alternative business structures that go the traditional corporation with its fiduciary duty to shareholders, and what impact they are having.

COURSE CONTENT

- We present research conducted for United Nations Environment Programme on eco-innovation and technology transfer.
- We look at the innovation process, different approaches to sustainability innovation and the barriers and enablers of sustainable technologies.
- Using case studies from a range of sectors, we explore the lessons learned from implementation of solutions.
- We present research from Cranfield University on the purpose of the corporation, including the gap identified between current and future leaders' perceptions.
- We review the different legal forms of incorporation for social enterprises, including the cooperative, community interest company, benefit corporation, low profit limited liability corporation and social purpose corporation.
- Using case studies, we explore the nature of social enterprise and what makes a successful social entrepreneur.
- We present some practical tips for starting a new social enterprise and for becoming a better social entrepreneur.

LEARNING OUTCOMES

- The ability to identify different innovation types (process, products and materials) and approaches (in-house vs open) and how they apply to sustainability.
- An understanding of the challenges to sustainable technology diffusion – at a company, community and government level.
- Knowledge of the 4 keys to improving absorptive capacity of sustainable technologies and the different strategic approaches.
- The ability to identify the features, benefits and limitations of different legal structures for social enterprises.
- An understanding of the step-by-step process of starting a social enterprise.
- Knowledge of the characteristics of successful social entrepreneurs, and how they apply to you as potential change agent in society.

BUSINESS' HUMAN RIGHTS AND RESPONDING TO THE REFUGEE CRISIS

COURSE DETAILS

A one-day workshop, delivered for an organisation or group on request. Prices depend on where and to who the workshops are delivered. For more information, contact Indira at indirakartaloz@gmail.com or +32 470 521008 or +44 (0)796 843 3095.

COURSE BACKGROUND

The obligation to respect human rights is a global norm that applies to the conduct of all business enterprises, wherever they operate. It exists over and above compliance with national laws and regulations protecting human rights. Addressing adverse human rights impacts requires taking adequate measures for their prevention, mitigation and, where appropriate, remediation.

Migration has long been driven by the economic forces of the market, but has also been integral to political development. In the case of development-related forced migration, the World Bank estimated that development projects displaced 10 million people per year during the 1980s. This course will present the trends of migration and how these demographic flows impact on policy makers, business and society.

COURSE CONTENT

- We will review the most important global standards on business and human rights, including the UN "Protect, Respect and Remedy" (Ruggie) Framework and others.
- We will explain how human rights fits into corporate social responsibility and sustainability, including the requirements of ISO 26000 and the GRI G4 Guidelines.
- We will explore opportunities for integrating current human rights issues into business, including issues around migration and refugees and gender equality.
- We will present interactive data of global migration trends, the drivers of migration and define the concept of forced migration and human displacement.
- We will look at the nature and extent of globalisation and development and its impact on forced migration.
- We look at the role of business in responding to the global forced migration crisis, especially linking through social responsibility to the positive economic and social contribution of refugees and migrants.

LEARNING OUTCOMES

- The ability to identify universal global principles and guidelines in prevention and addressing the risks of adverse impacts on human rights linked to business activity.
- An understanding of the business requirements for human rights due diligence and mechanisms for remedy.
- Knowledge of best and worst practice case studies and the lessons learned from each.
- An understanding of the impact of globalisation and development on human displacement.
- The ability to identify key drivers of human migration and displacement.
- Knowledge of the ways in which organisations (including government, business and NGOs) can respond positively to the refugee crisis.

TRANSFORMATIVE SOCIAL RESPONSIBILITY AND CREATING INTEGRATED VALUE

COURSE DETAILS

A one-day workshop, delivered for an organisation or group on request. Prices depend on where and to who the workshops are delivered. For more information, contact Indira at indirakartallozi@gmail.com or +32 470 521008 or +44 (0)796 843 3095.

COURSE BACKGROUND

Business philanthropy dates back many hundreds, or even thousands, of years, but it is no longer an adequate form of corporate social responsibility (CSR). This course explores the evolution of social responsibility over the past decade and the transformative principles and practices that are shaping the future of CSR.

Two of the strongest recent sustainable business trends are towards value creation and environmental, social and governance (ESG) integration. This course explores the concept and practice of creating integrated value across business functions, sustainability disciplines and management systems in business.

COURSE CONTENT

- We present work by Professor Visser on the shift from old-style CSR 1.0 to new-wave CSR 2.0.
- We define the 5 stages of CSR maturity, the 4 DNA elements of CSR and the 3 failures of old-style CSR 1.0.
- We describe the 5 principles of transformative CSR (CSR 2.0) and illustrate each with case studies.
- We allow workshop participants to access the 70-question CSR 2.0 self-assessment diagnostic tool, to determine their progress and areas of strength and weakness.
- We present the frameworks and models of the pioneers of value creation and ESG integration over the past 30 years.
- We review the current state of proliferation of sustainability codes, standards and guidelines and examine the implications of this trend.
- We work through the 7-step methodology of implementing integrated value, using case studies and exercises and summarise the business case benefits.

LEARNING OUTCOMES

- The ability to identify at which stage of CSR maturity (from level 1 to 5) your organisation (or others you wish to analyse) is currently operating.
- An understanding of the transformative CSR, including the 4 DNA elements and the 5 principles of CSR 2.0.
- The opportunity to quantitatively self-assess your organisation in terms of CSR maturity, the DNA elements and the principles of CSR 2.0.
- An understanding of a diverse set of approaches to creating integrated value, from stakeholder value and blended value to sustainable value to shared value.
- The ability to see how the 7-step methodology for implementing integrated value could be applied to your organisation.
- A knowledge of the business value of integrated value creation and how to articulate this to leaders.

STAKEHOLDER ENGAGEMENT AND DISCOVERING NEW TOOLS FOR TRANSPARENCY

COURSE DETAILS

A one-day workshop, delivered for an organisation or group on request. Prices depend on where and to who the workshops are delivered. For more information, contact Indira at indirakartallozi@gmail.com or +32 470 521008 or +44 (0)796 843 3095.

COURSE BACKGROUND

Engaging with stakeholders is not new (Ed Freeman introduced stakeholder theory in 1984), but the rules and tools of the game have changed. This course explores methods of stakeholder identification, prioritisation and materiality assessment, as well as new forms of engagement through social media.

As companies seek to regain the fragile trust of its stakeholders, they face growing pressure to improve their transparency and communications. This course explores how the frameworks, guidelines and tools for corporate transparency and reporting are changing, along with new technologies and rising public expectations.

COURSE CONTENT

- We present research conducted by Kaleidoscope Futures and Wikirate on the future of stakeholder engagement.
- We look at how to identify and prioritise stakeholders, examine the risks of poor stakeholder engagement and a variety of stakeholder engagement strategies.
- We work through the requirements for conducting a credible stakeholder materiality assessment.
- We review cases in which crowdsourcing and other Web 2.0 technologies are being used to create more effective stakeholder engagement.
- We present research conducted by Kaleidoscope Futures and Wikirate on the future of corporate accountability.
- We look at the trends and standards in transparency, including non-financial reporting and the move to product lifecycle and value chain reporting.
- We examine the impact that technology, especially social media and other Web 2.0 trends, are having on transparency, reporting and ratings.

LEARNING OUTCOMES

- The ability to identify and prioritise key stakeholders and create a stakeholder materiality assessment matrix.
- An understanding of the different strategies of stakeholder engagement and when it is most appropriate to apply each.
- Knowledge of the ways in which crowdsourcing and Web 2.0 technologies can be used to improve stakeholder engagement.
- The ability to apply key non-financial reporting principles to the analysis of corporate communications.
- An understanding of the key non-financial reporting standards, including the Global Reporting Initiative and the Integrated Reporting Framework.
- Knowledge of the ways in which social media and Web 2.0 technologies are reshaping the corporate transparency landscape.

SUSTAINABILITY & SOCIAL RESPONSIBILITY CODES, STANDARDS AND TRADE REQUIREMENTS

COURSE DETAILS

A one-day workshop, delivered for an organisation or group on request. Prices depend on where and to who the workshops are delivered. For more information, contact Indira at indirakartallozi@gmail.com or +32 470 521008 or +44 (0)796 843 3095.

COURSE BACKGROUND

We saw the first sustainability and social responsibility (SSR) codes start to emerge in the 1970s, such as the Sullivan Principles in 1977. The 1980s brought the application of quality management to occupational health and safety and the introduction of SSR codes like Responsible Care and the Valdez Principles in 1989 (later called the CERES Principles). In the 1990s, SSR was institutionalised with standards like ISO 14001 and SA 8000, guidelines like Global Reporting Initiative and corporate governance codes like Cadbury and King.

The 21st century has been mostly more of the same, spawning a plethora of SSR guidelines, codes and standards like ISO 26000 in 2010 and many others (there are more than 450 worldwide at last count), with industry sector and climate change variations on the theme. In addition, we have seen an increase in product-level certifications (like fairtrade and other eco-labels) and a rise in government legislation on SSR, such as the EU's REACH requirements (for chemicals), its CSR Strategy or the promotion of eco-innovation.

COURSE CONTENT

- We present a brief history of SSR codes, standards and trade requirements through 6 waves since the 1960s
- We show how to navigate the landscape of SSR codes and standards and trade requirements using the Standards Map tool
- We explore the requirements of a few of the most important SSR codes and standards (OECD Guidelines for Multinational Enterprises, UN Protect, Respect & Remedy Framework for Human Rights and Business, ISO 26000 on Social Responsibility, GRI G4 Sustainability Reporting Guidelines, Fairtrade Labels)
- We review EU legislation on sustainability, social responsibility and ethical trade and the implication for international companies
- We introduce the methodology of Creating Integrated Value, as a way of embedding SSR codes, standards and trade requirements

LEARNING OUTCOMES

- An understanding of the basics of the Voluntary Standards System and how it contributes to SSR performance improvement.
- The ability to find the most appropriate SSR codes and standards and trade requirements for different sectors and countries.
- A basic knowledge of the most important EU legislation on sustainability, social responsibility and ethical trade.
- A familiarity with how SSR codes, standards and trade requirements can be embedded through creating integrated value (CIV).

FOUNDATIONS OF SUSTAINABILITY & SOCIAL RESPONSIBILITY: HISTORY, CONCEPTS & EVOLUTION

COURSE DETAILS

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COURSE BACKGROUND

While many pre-industrial nations and communities can be argued to have practiced sustainable livelihoods over thousands of years, the modern concept of sustainable development – with roots in the conservation, environment and development movements of the 19th and 20th century – has gone through many changes since its formalisation by the United Nations in the 1987 Brundtland Report up to its most recent enshrinement in the UN Sustainable Development Goals.

Likewise, while ethical considerations in business go back millennia, social responsibility – with roots in the philanthropy movement of the 19th century - has been adopted and adapted many times since it was first widely discussed in the 1950s, clearly conceptualised in 1970s and codified in the ISO 26000 standard in 2010. Both practices (sustainability and social responsibility) continue to evolve, challenge and inspire business, government, academia and civil society to this day.

COURSE CONTENT

- We present a historical timeline showing how sustainability and social responsibility has been changing since the 1870s.
- We consider various definitions of sustainability and social responsibility and derive the common elements and essential meaning.
- We present the Stage Model of Sustainability and Social Responsibility, including the 5 stages, their characteristics and cases to illustrate each.
- We analyse and discuss the most popular models and frameworks of sustainability, e.g. Triple Bottom Line, The Natural Step, Planetary Boundaries, and for social responsibility, e.g. CSR Pyramid, AccountAbility 1000, ISO 26000.
- We introduce the business case for sustainability and social responsibility, namely the link between SSR practices and business value creation.

LEARNING OUTCOMES

- An understanding of the historical evolution of sustainability and social responsibility
- The ability to identify the essential elements of sustainability and social responsibility
- Knowledge of the 5 stages the Stage Model of Sustainability and Social Responsibility and the ability to identify cases for each stage.
- Knowledge of the key models and frameworks of sustainability of sustainability and social responsibility.
- The ability to describe the 5 most important business case arguments for sustainability and social responsibility.

ABOUT THE TRAINERS

PROF. DR. WAYNE VISSER



Wayne Visser is Professor, Chair and Director of the Sustainable Transformation Lab at Antwerp Management School, Founder of CSR International, and Director of the think-tank and media company, Kaleidoscope Futures. His work as a strategy analyst, sustainability advisor, CSR expert, futurist and professional speaker has taken him to over 70 countries in the past 20 years, where he has delivered over 300 talks and lectures and served over 130 clients.

Wayne is the author of 28 books – including *The World Guide to Sustainable Enterprise* – over 300 other publications. He is a Visiting Professor in Sustainable Business at the Gordon Institute of Business Science in South Africa and is a Fellow at Cambridge University's Institute for Sustainability Leadership.

Wayne has been recognised as one of the world's top 48 'thriveability' leaders, top 70 'sustainerati', a top 100 influencer on Twitter in CSR and sustainable business, a top 100 thought-leader in trustworthy business and a top 100 global sustainability leader.

In 2009, Wayne founded CSR International, after obtaining a PhD in corporate social responsibility in the UK and having previously served as Director of Sustainability Services for KPMG and Strategy Analyst for Capgemini in South Africa. His other qualifications include an MSc in Human Ecology (Edinburgh University, UK) and a Bachelor of Business Science with Honours in Marketing (Cape Town University, South Africa). Wayne now lives in Cambridge.

INDIRA KARTALLOZI



Indira Kartallozi is director of Kaleidoscope Futures, through which she works for protection and empowering of human and socio-economic rights of vulnerable and marginalised families and children. She is also the founder of the Migrant Entrepreneurs International.

Her work has taken her to various countries in Africa, Asia, Europe and Latin America. In the UK, she has experience as a Legal Advisor for Freedom From Torture, a Senior Case Worker for Baobab Centre for Young Survivors in Exile, and a Welfare Rights and Housing Advisor at Haringey Migrant Support Centre.

In 2015, Indira was a top 5 finalist in the Migrant Woman of the Year. She is also on the Advisory Board of the Social Enterprise Reporting Awards, an initiative of CSR Nigeria.

Indira has 15-years of experience in advice on welfare, housing and immigration rights and her expertise ranges from issues of forced migration and human rights, to social entrepreneurship and gender equality.

Since completing her MA in Refugee Studies and her groundbreaking research on austerity and welfare reforms, Indira has been invited to speak at various conferences and seminars around the world.

ABOUT KALEIDOSCOPE FUTURES

Kaleidoscope Futures is a think-tank and media company focused on creating a better and brighter future – one that is safe, smart, shared, sustainable and satisfying.

Through [courses](#), [research](#), [publications](#) and [films](#), Kaleidoscope promotes the creation of future-fitness and integrated value, led by its directors, [Prof. Dr. Wayne Visser](#) and [Indira Kartalozji](#).

Kaleidoscope Futures also owns [CSR International](#), a global institute for sustainability and social responsibility professionals, and [Migrant Entrepreneurs International](#), which promotes and supports the positive social and economic role of migrants around the world.

For more information or to engage Kaleidoscope Futures or its directors, please do not hesitate to [Contact Us](#).