



**Sustainability & CSR Insights**

BUILDING SUSTAINABLY MANAGED ENTERPRISE®

**IEMA Certificate in  
Sustainability Strategy**

**&**

**The W. Edwards Deming  
Institute® Sustainability  
Strategy Program**

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**Sustainability and CSR Insights** is a consultancy firm established to deliver sustainability and CSR training. Building on this capability we have developed a bespoke sustainability management training and support package that will improve the understanding of the relationship of sustainability management to business strategy. **The W. Edwards Deming Institute®** has both designed and hosted conferences, seminars, and workshops to present Dr Deming's "Management Method" to audiences across the US and internationally as well. Building upon this legacy, **The W. Edwards Deming Institute®** is proud to announce a new 8-hour immersion program, targeted at leaders at all levels of organizations, with a focus on revisiting the foundations of teamwork, the connecting power and potential of all organizations.

This section of the programme overview provides details of the course content, delivery, assessment and review.

## **1.1 Content**

### **Option 1. IEMA Certificate in Sustainability Strategy©**

The overall aim of the course will be to provide course candidates with the ability to evaluate the principles of sustainability management and the role of sustainability management and CSR within organisations. The programme would be delivered over a total for 2 x contact day(s), a *maximum* of 20 delegates for each 2 x day(s) training workshop with elements of the program being delivered through various multimedia components and supported by practical case studies. Dr James's book *Sustainability Footprints in SMEs: Strategy and Case Studies for Entrepreneurs and Small Business* will be provided to all delegates as a key learning resource. Although employees will be required to conduct self-directed learning, opportunities will be provided for tutorial support and interaction with other course members.

#### **Overview**

To achieve the programme objectives candidates must complete all seminar activities during the two day programme period (Figure 1).

#### **Academic Programme**

##### **Day 1:**

#### **Sustainability and CSR – Context and Definition**

Sustainability Footprints is part of a long continuum of efforts to understand the impact and consequences of industrialisation. This chapter will explore the context and highlight critical academic research in Sustainability and CSR that influenced the development and adoption of sustainability footprints such as the carbon footprint.

## **Sustainability and Corporate Social Responsibility Dilemma**

The dilemma facing business as the engine of society is to align the *Philosophical Challenge*, the *Cultural Challenge* and the *Strategic Challenge* to achieve both business and societal goals. These three challenges are explained using existing contemporary Sustainability and CSR theory

## **Sustainable Strategic Growth Model™- a solution to the Sustainability and CSR dilemma**

A strategic model is presented based on existing theory and best practices that will take a business from being “carbon passive” along a strategic path towards sustainability in five key stages. This model will be used as a framework within which best practice approaches of the case study organisations will be highlighted.

## **Sustainability Footprints – tools for growth**

An overview into the definitions and current research into the use of carbon, social, water, ecological footprints in the EU mainly highlighting the benefits outlined in existing work completed by the UK government, IEMA and the Carbon Disclosure Project

## **Day 2:**

### **The Politics of Sustainability**

Businesses react to stimuli from the external environment such as government, regulatory bodies and nongovernmental organisations. The policies enacted or promoted by these institutions contribute to the adoption of sustainability footprints by small businesses. The recent policymaking shift towards mandatory carbon emissions reporting by listed companies will not only affect listed companies but many small businesses that are an integral part of their supply chains. This chapter explores their actions regarding emissions reporting and their perceptions as to the contribution of sustainability footprints to growth

### **Case studies**

A review of best practice case studies in companies operating in the following sectors: agriculture, manufacturing, banking, construction, engineering, tourism/leisure, oil and gas.

To achieve successful completion of the program delegates must complete all activities indicated:

## IEMA CERTIFICATE IN SUSTAINABILITY STRATEGY©

DAY 1		DAY 2	
09.00	Session 1 – INTRODUCTION	08.45	Session 9 – REVIEW and COMPLETE DAY 1 QUIZ
09.45	Session 2 - VERIFICATION OF PRE-COURSE READING - QUIZ	09.35	Session 10 - The Politics of Sustainability
10.45	BREAK (15 minutes)	10.10	BREAK (15 minutes)
11.00	Session 3 - PRE-COURSE READING QUIZ	10.25	Session 10 (continued)
11.30	Session 4 - Sustainability and CSR – Context and Definition Part 1	11.10	Session 11 – CASE STUDY 1
12.30	LUNCH (45 minutes)	12.15	LUNCH (45 minutes)
13.15	Session 5 - Sustainability and CSR – Context and Definition Part 2	13.00	Session 12 – CASE STUDY 2
13.50	Session 6 - Sustainability and CSR Dilemma	14.45	BREAK (15 minutes)
14.30	Session 7 - Sustainable Strategic Growth Model	15.00	Session 13 - CASE STUDY 3
15.00	BREAK (15 minutes)		

15.15	Session 8 – Sustainability Footprints – tools for growth	15.55	Session14 - CASE STUDY 4
		1630	Final Assessment
17.00	CLOSE	17.00	COURSE CLOSE

Figure 1

This programme is for guidance only and may be changed without notification. Start and finish times will usually remain unchanged

**Note:** Aligned to our continuous improvement ethos the course material is routinely updated to reflect new developments in sustainability management theory. Therefore aforementioned online reference material such as articles and videos may be replaced with reference material from alternative sources.

## **Option 2. The W. Edwards Deming Institute® Sustainability Strategy Program**

Using a highly interactive format, **The W. Edwards Deming Institute® Sustainability Strategy Program** provides a stark contrast between “*Organizations as Usual*” and “*Organizations as Unusual*,” including a proposal for how to shift organizational resources from an emphasis on solving problems to an emphasis on preventing problems, as well as discovering hidden opportunities for gainful investment that incorporates Sustainable Development Goals (SDGs). Such a dramatic change requires awareness of how organizations both understand and manage systems, variation, people (psychology), and knowledge, the four interdependent elements of Dr Deming’s System of Profound Knowledge®, the cornerstone of his distinctive management method.

**The W. Edwards Deming Institute® Sustainability Strategy Program** provides an engaging review of Deming’s Management Method (*System of Profound Knowledge*) for leading a professionally managed organization in the direction of *Organizations as Unusual* and includes training for the **IEMA Certificate in Sustainability Strategy©**

The **IEMA Certificate in Sustainability Strategy ©** will provide the knowledge and skills necessary to assist managers with designing strategies that will mitigate the effects of sustainability risks and enhance organisational potential to exploit opportunities.

In addition to learning material and insight into the use of tools such as the **Sustainable Strategic Growth Model™** delegates will receive copies of both Dr Deming’s book *The New Economics* and Dr James’s book *Sustainability Footprints in SMEs: Strategy and Case Studies for Entrepreneurs and Small Business* as resource to support the effective implementation of sustainability strategy.

Upon successful completion of the two day seminar delegates receive dual certification from both **The W. Edwards Deming Institute®** and the **Institute of Environmental Management and Assessment (IEMA)** the world’s leading environmental management professional body.

**The W. Edwards Deming Institute® Sustainability Strategy Program** would benefit senior management, company directors, Quality Managers, Safety Managers, Environmental Managers, CSR/Sustainability Managers, Marketing and early career professionals who are involved in Sustainability/CSR implementation and reporting. The overall aim of the course will be to provide course candidates with the ability to evaluate the principles of sustainability management and the role of sustainability management and CSR in organisations. Using a highly interactive format, this joint workshop provides a stark contrast between “*Organizations as Usual*” and “*Organizations as Unusual*,” including

a proposal for how to shift organizational resources from an emphasis on solving problems to an emphasis on preventing problem, as well as discovering hidden opportunities for gainful investment. Such a dramatic change requires awareness of how organizations both understand and manage systems, variation, people (psychology), and knowledge, the four interdependent elements of Dr Deming's *System of Profound Knowledge*®, the cornerstone of his distinctive management method.

The programme would be delivered over a total for 2 x contact day(s), a *minimum* of 20 delegates for each 2 x day(s) training workshop with elements of the program being delivered through various multimedia components and supported by practical case studies. Although candidates will be required to conduct self-directed learning, opportunities will be provided for tutorial support and interaction with other course members.

To achieve the learning objectives candidates must complete all seminar activities during the two day programme period (Figure 2).



**THE W. EDWARDS DEMING INSTITUTE® SUSTAINABILITY STRATEGY PROGRAM**

DAY 1		DAY 2	
09.00	Session 1 – INTRODUCTION	08.45	<b>An Introduction to the Deming Management Method for Owners and Executives</b>
	Session 2 - VERIFICATION OF PRE-COURSE READING – QUIZ		
	Session 3 - PRE-COURSE READING QUIZ		
09.45	Session 4 - Sustainability and CSR – Context and Definition Part 1		
	Session 5 - Sustainability and CSR – Context and Definition Part 2		
10.45	BREAK (15 minutes)	10.10	BREAK (15 minutes)
		10.25	<b>An Introduction to the Deming Management Method for Owners and Executives</b>
11.00	Session 6- Sustainability and CSR Dilemma		
11.45	Session 7 – CASE STUDY 1	12.15	LUNCH (45 minutes)
		13.15	Session 8 – Politics of Sustainability discussion
		13.30	Session 9 - Sustainability Footprints – tools for growth
12.30	LUNCH (45 minutes)		
13.15	<b>An Introduction to the Deming Management Method for Owners and Executives</b>	14.15	Session 10 – Sustainable Strategic Growth Model
		14.45	BREAK (15 minutes)

		15.00	Session 11 - CASE STUDY 2
		15.40	Session 12 - CASE STUDY 3
15.00	BREAK (15 minutes)		
15.15	<b>An Introduction to the Deming Management Method for Owners and Executives</b>	16.10	Session13- CASE STUDY 4
		16.30	Final Assessment
17.00	CLOSE	17.00	COURSE CLOSE

Figure 2

This programme is for guidance only and may be changed without notification. Start and finish times will usually remain unchanged

**Note:** Aligned to our continuous improvement ethos the course material is routinely updated to reflect new developments in sustainability management theory. Therefore aforementioned online reference material such as articles and videos may be replaced with reference material from alternative sources.

## 1.2 Programme Assessment

At the end of the course, candidates should be able to:

- Demonstrate and explore the unlimited potential of “*Organizations as Unusual*,” with a very practical focus on how we think, learn, and work together, built upon a foundation of Dr Deming’s Management Method.
- Understand the principles of sustainability and CSR management and to explain how these principles can be applied within organisational management systems
- Critically analyse the strategic issues in sustainability and CSR management, including current issues and developments, and to devise and evaluate sustainability implementation plans

To satisfactorily achieve these learning outcomes candidates are required to commit a minimum of 5 hours of self-directed study.

Specifically with *option 1* employees will gain an understanding of the sustainability management body of knowledge and insight into the role of sustainability and CSR in corporate strategy, thus contributing not only to employee personal development but potentially the achievement of corporate strategic objectives.

*Option 2* training will provide an understanding of Dr Deming’s *System of Profound Knowledge*®, sustainability and corporate social responsibility body of knowledge.

## 1.3 Training Review

Candidate feedback and the opinions of line managers regarding personal and business benefits received from **The W. Edwards Deming Institute® Sustainability Strategy Program** and the **IEMA Certificate in Sustainability Strategy©** course will be solicited via a questionnaire. The data generated will help our subject matter experts improve the course content and delivery ensuring that learning outcomes are aligned to help achieving sustainable development goals and corporate objectives.

## **Mode of delivery**

This module is delivered via facilitated workshops, interactive presentations, to ensure all delegates have full access to all relevant materials and resources that will enhance learning experience.

### **1.4 Candidate enrolment**

Candidates for whom English is not their first language must be able to demonstrate a suitable level in written and spoken English. This is demonstrated by providing an IELTS certificate (minimum score of 6.5 required) or equivalent.

**Note:** Exceptionally where the proficiency cannot be demonstrated through IELTS performance then cases would be reviewed on their merits and additional evidence would be sought including:

1. The number of years the member of staff has lived and worked in a country where the official language is English
2. The number of years that the member of staff has worked in organisations where the working language is English
3. A statement from the proposed student's line management that their working written and spoken language reaches standards of professionalism which permit direct written and real-time oral interaction with clients in English.

Any waiver of English language proficiency for admission must be signed off by **Sustainability and CSR Insights**. The tutor will monitor the performance of students where the IELTS English language proficiency standard has been waived in this manner and reserves the right to require the student to withdraw on the basis of poor performance.

### **1.5 Benefits of an academic programme**

A tailored academic programme with **Sustainability & CSR Insights** can provide a framework for aligning the programme learning outcomes with business requirements.

Up to 25% of the programme content can be tailored to reflect client's needs. This can be done through input from company staff, example case studies.

The learning outcomes for delegates of the **IEMA Certificate in Sustainability Strategy**© will be assessed via an online multiple choice exam. The delegates of **The W. Edwards Deming Institute**® **Sustainability Strategy Program** will achieve both a certificate of attendance for the *Introduction to the Deming Management Method* workshop and an **IEMA Certificate in Sustainability Strategy**© upon successful completion of the multiple choice exam.