

Multi-Generational Leadership for Sustainability:

**Equipping influential families
to shape the 21st Century**

6 months – Part-time



“If anything, the Covid-19 crisis has served as a powerful reminder of the vital, inseparable and inter-connected relationships within human societies, as well as between humans and the natural world.”

HRH The Prince of Wales,
Royal Founding Patron of the University of
Cambridge Institute for Sustainability Leadership (CISL)
December 2020

What and why?

- Trust-based international network to help influential families define their purpose and lead long-term transformation for people, nature and climate.
- Structured opportunity to develop new models of stewardship around the strengths and ambitions of different generations.

Who is this for?

- Highly influential families across the world, open to elders, current decision-makers and next generation members.

Format

- Six-month personalised programme combining network meetings in Cambridge, online workshops, expert advice from sector leaders, and guided one-to-one consultations.
- Lifelong membership of CISL's global community of leaders, changemakers and experts in sustainable development.
- The programme consists of 45 hours of guided learning over six-months.

Transformative family leadership for a sustainable economy

Family businesses and private wealth play a huge and growing role in the global economy. Across continents, new wealth creators and established influential families have shaped and benefited from an era of rapid innovation and progress in which millions of people have been lifted out of poverty and quality of life has improved for many.

Too often, however, global growth has come at a spiralling cost to communities, nature and climate, stoking drivers of division and conflict. Unsustainable practices trigger converging risks for people and planet. They generate tensions within families and within the communities and societies in which they are embedded, undermining opportunities for long-term value creation and balanced ways of living and working.

CISL's new multi-year programme aims to equip families to define their purpose and make a difference, focusing on their unique context and potential to drive change. It positions the private wealth ecosystem within the broader economic and development context, drawing on expert perspectives in Cambridge University and CISL's deep experience in leadership development, sustainable finance and business transformation.

The case for change

Influential families face unique responsibilities and pressures. Externally, they must navigate converging risks, system shocks and economic transformations to **create and protect value over the long-term** in ways that are consistent with their purpose and values. Families will face increasing scrutiny in relation to **growing inequality**, demands for more equitable and inclusive models of wealth creation, and in some cases, **the shift of 'dirty' (e.g. carbon intensive) assets and enterprises into private ownership**. Collectively, these pressures will require a fundamental rethink of the nature of value, how value is created, and for whom.

Internally, many families also need to find ways to engage with the **voices, values and priorities of new generations**. Family wealth can be destructive or open pathways for collective impact and fulfilment. Understanding personal horizons and balancing the **different perspectives of wealth creators and wealth inheritors** and finding routes to **'regenerative' leadership that embraces the strengths and ambitions of different generations** is fundamental to ensure that families and their capital (human, social and financial) evolve and flourish for long-term success and impact.

“In a polarised world, the creation and use of wealth is a topic of intense scrutiny. Influential families are uniquely positioned to connect their vision and values to long-term solutions for society and the planet. Many, however, face complex dynamics across generations and cultures. This programme will help far-sighted families to address their barriers and unleash their potential for impact.”

Clare Shine Director and CEO CISL

Timeline and format

The programme will be held over six months, starting in May 2022, and will include online modules and an in-person meeting in Cambridge, UK in June (Covid permitting), including a special gala dinner in the University's historic heart. A follow up networking event will also be held to support long-term engagement, in Cambridge or in-region, in November 2022.

Over the course of the programme, participants will undertake up to 45 hours of learning in total, with guided opportunities to access further resources and find out more about CISL's full range of courses for those seeking a more ambitious learning journey. If Covid restrictions prevent participants from attending the Cambridge meeting, we will support individuals to join remotely.

Key elements of the programme include:

- **Building insight:** Online or in-person interactive modules with international experts, learning and engaging alongside peers to advance insight and strategic thinking in key thematic areas.
- **Building purpose, strategy and solutions:** A structured process to enable family members to explore meaningful and measurable purpose, identify priority areas for focus and action, access relevant evidence and methodologies, and develop and test a strategic pathway for impact. Participants will be supported throughout by a dedicated member of faculty and have one-to-one access to up to five leading experts. Where appropriate, this will include facilitated discussion with other families to explore potential collaborations in areas of mutual interest.

- **Debate and networking:** Online and in-person peer exchange and community building, including the Cambridge meeting and gala dinner, and follow up networking event.
- **Enhancing leadership capability:** Guided opportunities to engage in deep-dive capability building sessions tailored to the specific context and needs of influential families in areas such as: working with intractable problems, influencing across complex systems, high impact communications, building and maintaining high impact collaborations.

The opportunity to lead from the front

Families often have the **longest planning cycle** in the economy. They have the ability and incentive to plan for operating contexts in and beyond 2050 and to prepare future generations to lead the family into the future. Compared to other economic actors, families' routes to influence have unique potential because they can integrate:

Entrepreneurship and enterprise leadership. Many families have built businesses or have significant interests in major enterprises. This gives them the opportunity to be at the forefront of industrial and technological transformations, leading the transition of commercial strategies and business models and innovating for new, commercially-viable solutions to address society's most pressing challenges.

Asset management. Families are able to deploy their capital in purpose-driven ways that drive transformation for sustainable economies and societies and incentivise long term value creation.

Philanthropy, social investment and lifestyles. Families are able to make bold moves that accelerate awareness and action on societies' most pressing needs. The way that influential families choose to live, and the values and priorities they display, have a profound impact in shaping social and cultural aspirations in their home countries and internationally.

“There is so much families can learn from each other and so much more wealth and business owning families can contribute to dialogue on all aspects of sustainability. CISL provides an academic voice and a safe environment to explore topics critical to families and to their communities and world. Our work on exploring how a circular economy mindset can impact governance and decision-making is exciting and is helping families to navigate an increasingly troubled world where risks to wealth and business owners abound”.

Philip Marcovici, Founding Advisor to the Multi-Generational Leadership Programme



Target audience

It is our ambition to engage the most influential families internationally to build a leading forum for change which benefits from wide diversity of perspective and experience.

The programme is designed for influential family members across different generations who are responsible for shaping family purpose, values and priorities or who are preparing for a future leadership role.

The programme is open to individual family members and to small groups of representatives from the same family, as well as to leaders and representatives of the family office or business who hold senior roles with the families they serve and can accompany family members.



Participation

Families are complex. The programme invites participants from different generations, from family elders to those currently leading decision-making or next generation members preparing for a future leadership role.

Participants should:

- Be a member of a globally influential family;
- Share the ambitions of the programme;
- Hold a good quality undergraduate degree;
- Be proficient in the English language; and,
- Feel comfortable engaging in an academic environment.

Each year, we hope to secure a very limited number of individuals for participation in the leadership programme, with the same family contributing participants regularly over the next decade.



Who delivers the programme?

For over 30 years, CISL has worked at the heart of Cambridge University to deliver leadership and education programmes for some of the most influential individuals and organisations worldwide. We combine academic excellence, industry expertise and influential thinking to ensure the content is suitable, diverse and stretches thinking, shapes behaviours and informs practice.

This programme will be delivered by CISL's international network of **Senior Associates, Fellows** and guest contributors with additional insights from University thought leaders and members of the Advisory Group.



Dates

May 2022: Orientation meetings

13 – 14 June 2022: two day in-person workshop and networking gala dinner, Cambridge UK. The programme will start on the morning of day 1 and finish late afternoon on day 2.

July to October 2022: six online modules (each approx. two hours duration) – dates to be confirmed but delivery likely to take place on Thursday mornings (UK time).

October /November 2022 (date TBC): follow up one day in-person workshop and networking gala dinner, UK.

In addition, participants will be consulted on availability for capability-development sessions.

Each participant will have 4 hours of dedicated faculty support and mentoring across the programme, plus up to five hours of one-to-one-engagement with leading experts.



Tone and relevance

The programme has been designed to stimulate thinking around the world's strategic debates. From action on climate change and the changing social fabric, to advances in artificial intelligence and business model innovation, the programme will draw in the most pressing challenges with the view to identifying how these changes will affect the expectations of the family and inform leadership capabilities.



A unique community

Our goal is to admit a very limited number of individuals to the leadership programme each year. Each participant will be invited to join networking events in subsequent years.

Our hope is that several families commit to regularly sending suitable participants each year of the initiative in order to develop a critical mass of family members who have the same points of reference and experience in order to inform the position of the family.



Cost

Participation will be £10,500 per person. This includes all faculty support and access (in-person or online) to all programme sessions and resources. Travel and accommodation will not be included.



Recognition

All participants successfully completing the programme will receive a certificate of completion from the University of Cambridge Institute for Sustainability Leadership.

Please note: this programme is not a credit-bearing programme of the University of Cambridge.



Applications

All nominations are subject to a robust vetting procedure to ensure delegates meet the criteria and that the cohort is a suitably diverse group.

To apply, please complete the registration form.

To learn more, please contact [Nicole Gray](#).

“Families must in parallel address internal issues which can become greater derailers than the challenges of the external environment. Families must ensure that they themselves are sustainable. Family continuity can be undermined without adequate preparation for succession.”

Iraj Ispahani, Founding Advisor to the
Multi-Generational Leadership Programme



Examples of key modules explored through the programme

The programme will be designed to reflect the priorities of the families which join, but it is anticipated that the following will be core themes:

1. System pressures and trends and the strategic implications for families

The changing social, environmental and economic context requires different strategic thinking and new knowledge. Remaining viable – or sustainable – requires many individuals to update their worldviews and ‘unlearn’ their perceptions about the economic context. Quite simply, issues such as climate change, Covid-19 and an increasing human population present risks and opportunities which have never been experienced.

2. Families in the 21st Century

Families hold disproportionate capability to lead the transition to a sustainable economy through the way they deploy assets, the causes they support and the behaviours they adopt and advocate. The programme will examine the fundamental importance of purpose in the new context, identifying how families can deploy assets in ways which are authentic and proactively support the transition to a sustainable economy. In doing so, we will assess the legacy of the business, identifying how assets can be passed to the next generation in a better state.

3. Financial Stewardship

Value is changing in the new context, with issues such as climate change presenting new risks and opportunities. This will affect all sectors and geographies. For families, the rate of change in the new context will pose fundamental challenges for financial stewardship. Impact investment may help this, but more strategically important questions will need to be asked about the role of families in being active owners of capital.

4. Stakeholder Relationships

Families have complex internal relationships and increasingly difficult relationships with the communities where they operate. Anticipating and responding to stakeholder expectations – especially in an interconnected world – will be essential to mitigate risk, identify future needs and support innovative ways to transition to a sustainable economy.



The programme seeks to draw on the capabilities and insights from across the University of Cambridge to deliver new knowledge and leadership insights

Programme Goals and Design

The programme has a dual focus on external and internal leadership to optimise learning and practical impact. It aims to help families explore and define their purpose and to use this to drive sustainable transformation in the ways in which wealth and value are created, managed and deployed.

Key benefits include:

- The opportunity to learn from international experts sharing evidence-based future-focused insights into the most relevant trends and challenges for families at global or regional level.
- Structured one-to-one support throughout the programme to help participants explore purpose specific to their context and develop transformative, commercially relevant strategies and tools that reflect family values and the needs and aspirations of the communities in which they are embedded.
- Faculty-facilitated opportunities to learn and co-create with peers, sharing existing solutions and working together to create new solutions.
- A safe space to hear radical voices and debate challenging and sensitive issues, such as the future of wealth in a context of growing inequality and new paradigms of power.
- Opportunities to explore and develop major long-term partnerships to drive impact on shared priorities, from education, health and migration to environmental regeneration.
- Membership of a trusted, international peer community for long term support, dialogue and sharing of experience.
- The programme will complement existing family-focused networks, initiatives and programmes through its holistic collaborative approach to the future of wealth and business owning families and their impact on society.

Who should attend?

It is our ambition to engage the most influential families internationally to build a leading forum for change which benefits from wide diversity of perspective and experience.

The programme is designed for influential family members - those responsible for shaping family purpose, values and priorities, for driving value creation or for stewarding assets. Participants may come from different generations, from family elders to those currently leading decision-making or next generation members preparing for a future leadership role. The programme is open to individual family members and to small groups of representatives from the same family (e.g. spanning different generations or responsibilities). The key criteria for participation are focused on the potential of those attending to contribute – to the programme and to our world.

In addition, all participants must:

- Hold an undergraduate degree (or equivalent)
- Be proficient in English
- Be available to complete all key dimensions of the programme and contribute to peer-to-peer sessions.

The programme is not designed for multi-family offices, advisors or bankers (CISL is exploring complementary learning and networking opportunities for influential stakeholders from the wider private wealth ecosystem).

However, there will be a very limited number of places for single-family office representatives who hold senior roles for the families they serve and who can accompany family members on the Multi-Generational Leadership journey. While a small number of sessions may be limited to family-only participants, representatives from family offices who participate will benefit hugely from attendance and also be in a position to support a longer-term engagement with the programme, especially when the families have different family members participating from year-to-year.

Outcomes and Impact

Participants will engage in a structured blend of learning formats tailored to the specific context and needs of families, in order to:

- Share / broaden awareness of common challenges and differences in lived experience
- Deepen understanding of key social, environmental and economic indicators, including climate change, population growth and social cohesion
- Improve systems thinking, identifying how key indicators such as food, energy and water interconnect – and the enablers of systemic transformations, including private institutions, regulators and the finance sector
- Explore key changes in the global economy, including shifts in the economic paradigm and the relationship between ‘value’ and ‘values’
- Evaluate the implications of these changes on business and asset value and family values
- Explore the purpose and dynamics of families, looking beyond financial stewardship to consider values, governance (including owner succession) and regenerative leadership approaches that can hold families together to drive change
- Assess the role and opportunities for family wealth and family businesses as the 21st century progresses
- Identify effective ways to lead and use agency in the new context and to enhance personal capabilities for this purpose
- Build insight into changing stakeholder expectations and how to build effective stakeholder relationships
- Build insight into strategic responses and commercially viable solutions to the leadership of enterprises and the stewardship of assets
- Build strong international peer networks to provide a long-term forum for shared learning and collaboration.

Over the next 80 years, the economy will dramatically change. This programme seeks to empower family members to understand those changes and find ways to ensure growth is within environmental limits and supportive of better lifestyles for the growing population.

Orientation

The programme seeks to provide a safe space for families to access new ideas, test thinking and work with like-minded people.

Each participant will be invited to an orientation session with a member of the Advisory Group and/or the programme director in order to discuss their goals.

Over the last decade, we have seen future owners who are fearful about taking on the family business and those who are excited. We have engaged Family Elders, gifted business people who have passed the reins to the next generation but are now seeking

to make a greater positive impact on society. We know family members struggling to see the relevance of the families' stated values in the 21st Century.

By the end of this initial meeting, participants will be oriented to the programme and will have achieved the psychological safety required for the programme to succeed.

Working in partnership

CISL has assembled an international network of individuals who will oversee and inform this new initiative. This includes:

- This programme is informed and supported by an international **Advisory Group**. These individuals will draw on their wealth of experience to inform the programme design and contribute to the programme.
- An international panel of individuals who will help learners navigate specific subject matter via one-to-one sessions;
- Expertise from across the University of Cambridge. We are working with critical departments, including the Centre for Strategic Philanthropy at Cambridge's Business School, the Bennett Institute for Public Policy and with the Leverhulme Centre for the Future of Intelligence. Collectively these organisations will provide insights and provide rigorous latest academic thinking.

“Family and business continuity is an inadequate goal for an ambitious wealth and business owning family. Families can enjoy the possibility of more than just continuity – families can regenerate and benefit from igniting new generations of family stewards and entrepreneurs to not only steward and continue, but to build and contribute.”

Philip Marcovici, Founding Advisor to the Multi-Generational Leadership Programme

A unique community

This is a multi-year programme that will support families over the next decade. We will work to forge a community of families who can learn together and our hope is that some families regularly send participants to the programme.

To create this community we will invite each participant to:

- Join an annual gala dinner in Cambridge – with participants from the first year repeatedly returning if appropriate;
- To annual guest lectures from a thought-leader in a suitable area;

In addition, members of the community will be able to access exclusive thought leadership. Each year, we produce an annual update with insights and articles to inform thinking. These will be curated and edited by expert members of the Advisory Group.

It is hoped that several of the participants will contribute articles and insights to the thought leadership via blogs, white papers and (if appropriate) academic outputs.

To build lasting change, we will invite senior members of single family offices to certain sessions. Our intention is that this will establish a shared experience and enable the participants to better apply their thinking during – and after – the programme.

Ultimately the programme will build knowledge, skills and leadership practices so that participants can build resilience in their family while proactively supporting the transition to a sustainable economy.

About the University of Cambridge Institute for Sustainability Leadership (CISL)

CISL's mission is to build the strategic leadership capacity for individuals and organisations to tackle critical global challenges.

For over 30 years, CISL has worked with business, government and finance leaders worldwide to shape their leadership journey. We have helped them to see and understand the wider context, and to locate their ambitions and successes, and those of their organisations, within a sustainable future for humanity.

We run education courses, convene leading businesses around key topics and inform public policy in the following ways.

Executive education and postgraduate study

Our executive education courses build the capacity of senior leaders in international business on leadership and sustainability. Our graduate study courses equip individuals with the ability to lead and influence change, whilst also gaining an academic award from the University of Cambridge.

Our executive education portfolio includes:

- **Customised Programmes and Advisory Services:** Through our customised workshops and seminars, we work with leaders to enable individual organisations, sectors or value chains to understand the specific challenges they face now and in the future – and then to frame a response. We also support organisations to develop and embed their sustainable business strategies through bespoke advisory services.

- **The Prince of Wales's Business & Sustainability Programme:** Our series of residential seminars, held around the world, have been delivered by CISL on behalf of The Prince of Wales. Since 1994 this 3.5 day seminar has become a global benchmark for sustainability leadership education.
- **Online Learning:** Our tutor-led intensive online courses include Business and Sustainability Management (BSM), High Impact Leadership, Supply Chain Management, Communicating for Influence and Impact and Business and Climate Change. These courses run for 8 weeks taking an action-orientated approach to learning. We also offer customisable online courses and a 5-hour self-taught Sustainability Essentials for Business to help build a common understanding of sustainability within an organisation at scale.
- **Postgraduate courses:** We run a range of accredited courses, including the Master of Studies in Sustainability Leadership: a part-time MSt which provides a deep understanding of the economic, social and environmental challenges and opportunities facing the world; and the Interdisciplinary Design for the Built Environment (IDBE): a part-time Master's for professionals working in infrastructure, buildings, property management and the built environment.

Business and Policy Leaders Groups

Our Business and Policy Leadership Groups give a collective voice to business, government and finance leaders, enabling them to influence policy and practice. We convene partners around problems of shared interest and work with them to identify solutions and advocate change. In doing so, we foster an exchange of ideas across traditional boundaries to generate new, actionable thinking. Our groups focus on key sustainability issues where collective action can have a significant impact on policy and practice.

1. Centre for Policy and Industrial Transformation

- **The Prince of Wales's Corporate Leaders Group (CLG):** Established in 2005 by The Prince of Wales and CISL, the CLG brings together a select group of European business leaders to advocate solutions on climate change to policymakers and business peers within the EU and globally.
- **EU Green Growth Platform:** A space for dialogue between business and relevant ministers from across the EU, as well as Members of the European Parliament on the economic opportunities and challenges involved in the transition to a low carbon, resilient economy.

2. Centre for Sustainable Finance

- **Banking Environment Initiative:** Some of the world's largest banks working to lead their industry in directing capital towards environmentally and socially sustainable economic development.
- **ClimateWise Insurance Initiative:** Over 30 leading insurers, reinsurers, brokers and industry service providers who share a commitment to reducing the impact of climate change on society, as well as the insurance industry.
- **The Investment Leaders Group:** Leading investment managers and asset owners, with over US \$5 trillion under their management, working to help shift the investment chain towards responsible, long-term value creation.

3. Centre for Business Transformation

CISL's newest centre aims to develop new thinking and solutions to enable business to play a transformative role towards a sustainable economy.

Business is at the centre of the global sustainability transition. No solution to the climate, ecological and inequality crises is possible without business action. At the same time the role, contribution and impact of business in society is under growing scrutiny. Current approaches to business excellence and leadership fail to provide companies with the tools and mechanisms to respond. As a result, even ambitious organisations that seek to lead progress are unclear how best to deliver effective solutions across markets and supply chains.

There is an urgent need to address this challenge. Over the next decade companies will need to align purpose, strategy, and ambition with long-term value creation for society to motivate their people and thrive commercially as a sustainable business. To achieve this, companies will have to adopt transformational practices and organisational innovations and implement ambitious strategies and programmes for change.



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Find out more

To learn more about Multi-Generational Leadership:
Equipping the world's most influential families
to shape the 21st Century, please contact:
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