A new programme for the extractives sector, designed to build leadership capacity to deliver effective social performance

A leadership seminar for managers in planning, operations, technical and social performance roles within extractives companies. The seminar is designed to build understanding of the socio-economic pressures affecting the industry and to help develop insight and skills needed to lead in the face of these pressures. It will provide a rich forum for a diverse group of senior individuals with different business backgrounds but common drivers and challenges to work and learn together.

The Context
In a world of increasingly complex political, social and environmental challenges, it is becoming ever more difficult for extractives companies to access, extract and process resources. The actions and expectations of governments, communities and civil society are having a profound effect on business performance. Tipping points in the public acceptance of the sector’s value to society are being reached. Companies that mismanage their relationships expose themselves to significant business risks, including project delays and disruption, more onerous regulatory requirements and, in some cases, the loss of assets. Conversely, companies that engage effectively and demonstrate a positive social development impact can create significant competitive advantage.

The Challenge
Companies frequently underestimate the likelihood, scale and impact of the social and political challenges that they must deal with, despite the fact that these challenges are contributing to increasing operating costs in virtually all parts of the world.

Strategic decision-making and business planning processes are not structured to effectively address non-technical risks, with the result that they are often dealt with in an ad hoc, reactive, manner.

While most leading companies have embraced the language of ‘sustainability’ and ‘social responsibility’, most still struggle to integrate these ways of thinking and acting into core business processes.

The Proposition
Working in partnership, the University of Cambridge Programme for Sustainability Leadership (CPSL) and the University of Queensland’s Centre for Social Responsibility in Mining (CSRM) will deliver an intensive, six-day residential seminar for cohorts of up to 40 delegates from companies across the extractives sector. The programme will be designed in close collaboration with a consortium of leading companies and will benefit from:

- A powerful combination of the sectoral and social performance expertise of the University of Queensland and the global perspective and research excellence of the University of Cambridge
- The extensive experience and track record of both CPSL and CSRM in designing and delivering leadership programmes for senior managers in extractives and other sectors
- Challenge and support from world class faculty and contributors, all of whom have first-hand experience of leading-edge and effective social development, including in developing and emerging economies
- Site visits and case studies to gain insight and inspiration from existing practice and glimpses of ‘next practice’
- An opportunity for peer-to-peer and cross-disciplinary engagement in a collaborative and confidential environment

This programme is based on a course originally developed with and for Anglo American. CPSL and CSRM would like to thank Anglo American for their support for offering this course as an open programme.
Building leadership capacity to deliver effective social performance

The Programme
Designed as a powerful and effective learning experience, the following are some of the themes and topics that will be explored within the programme:

- The integration of social considerations into key decisions in mining
- Aligning technical and social considerations and communicating across teams
- The changing role of the State, emerging regulation and the growing significance of 'resource nationalism'
- Companies’ role in development, particularly in contexts of low capacity and corruption, and the concept of 'shared value'
- Rights, risks and conflict: emerging pressures and expectations
- Ethics and transparency: developing trust and effective dialogue
- Establishing effective partnerships for development

A number of focused issues would also be addressed, depending upon the specific challenges facing the delegation, eg: resettlement, in-migration, gender, indigenous peoples, resource governance, participatory monitoring.

Benefits for Participants
Through attending, participants will:

- Gain a deeper understanding of how emerging global pressures and trends may impact their own regions, companies and roles
- Understand, and be able to effectively communicate, the strategic business relevance of social performance
- Develop their ability to embed social performance issues into strategic decision making
- Have the opportunity to gain perspectives from delegates across different business functions
- Be more effective at designing, delivering and assessing the impact of social development initiatives
- Enhance their ability to engage effectively with diverse stakeholders, including the development and management of effective partnerships and collaborations

About the Centre for Social Responsibility in Mining (CSRM)
CSRM is a leading research centre, within the Sustainable Minerals Institute at the University of Queensland, committed to improving social performance in the resources sector globally. Its focus is on the social, economic and political challenges that occur when change is brought about by resource extraction and development.

About Cambridge Programme for Sustainability Leadership (CPSL)
CPSL is dedicated to working with leaders from business, government and civil society on the critical global challenges of the 21st century. CPSL contributes to the University's mission and leadership position in the field of sustainability via a mix of executive programmes and business platforms, informed by world-class thinking and research from the University of Cambridge and other partners.

For further information
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Joining the programme
The inaugural programme is scheduled for 23–28 February 2014; Spier Hotel, Stellenbosch, South Africa. It is anticipated that the programme will be delivered at least once per year, and that future programmes may be delivered in Latin American and Asia.

The participant fee is £6,000 and includes learning materials, five nights' accommodation and meals throughout the event. Fees do not include travel costs. All applicants will be reviewed by the programme’s Selection Committee, which is responsible for awarding places. The Committee will seek to achieve the optimum balance of participants on each programme in terms of geographical spread, industry sector, function and sphere of influence.

Strategic nominations by companies. Companies nominating three or more participants onto a programme will be consulted on the design of the programme and will be offered a discount (an additional delegate place at that programme at a 50% discount, or a free place for an NGO delegate).

Individual applications. Individuals wishing to join the programme should apply via the website: