

The Business & Sustainability Programme

16-19 March 2025

Essential Preparation Material

In preparation for this online course, you are asked to undertake the following [Essential Preparation](#). Specific sessions of the seminar will assume that you have undertaken this preparation, and we will ask you to share insights and engage in group discussion based on these pieces of content.

We think you will find the following material stimulating in preparation for the thinking we will do together at the seminar. We encourage you to spend the necessary time to read all the pieces.

Remember that a CISL certificate of completion is dependent on your full attendance, participation and completion of activities and tasks. Reading the material not only enriches your perspective – it helps you to participate fully in the relevant session discussions.

Workshop Session	Reference & Location
Before 16 March 2025	
1.2 Forces Shaping the world	<p><u>Essential pre-reads:</u></p> <p>The Troubled Energy Transition - <i>How to Find a Pragmatic Path Forward</i> Daniel Yergin, Peter Orszag, and Atul Arya</p> <p>The Troubled Energy Transition: How to Find a Pragmatic Path Forward</p> <p><i>Confronting Our New Reality</i> - Solutions to the problem of climate change have never been more clear. But the scale of the problem keeps getting bigger.</p> <p>David Gelles writes the Climate Forward newsletter and hosts The Times's live climate journalism. Sept. 25, 2024</p> <p>https://www.nytimes.com/2024/09/25/climate/climate-change-environment-planet.html?smid=nytcare-ios-share&referringSource=articleShare</p> <p>CISL's global leadership in the age of turbulence - https://www.cisl.cam.ac.uk/news-and-resources/publications/global-leadership-age-turbulence</p> <p>The growth paradox, sustainable development, and business strategy, Oct 2020:</p> <p>World Economic Forum - These are the biggest risks we face now and in the next 10 years</p> <p><u>Additional pre-reads:</u></p> <p>World Economic Forum - These are the biggest risks we face now and in the next 10 years</p>

**1.4 What has nature ever done
for us?****Essential pre-reads:**

What does Nature give us? A special Earth Day article:

<https://news.mongabay.com/2011/04/what-does-nature-give-us-a-special-earth-day-article/>

Diverse values of nature for sustainability:

<https://www.nature.com/articles/s41586-023-06406-9>

Additional pre-reads:

[Achieving a nature- and -people positive future](#)

[CISL's Climate and Nature - A Route to Mutual Acceleration](#)

Workshop Session	Reference & Location
Before 17 March 2025	
2.3 The need for a new economic model	<p><u>Essential pre-reads:</u></p> <p>Shrink the Economy, Save the World?</p> <p>Economic growth has been ecologically costly — and so a movement in favor of ‘degrowth’ is growing.</p> <p>Jennifer Szalai June 8, 2024</p> <p>https://www.nytimes.com/2024/06/08/books/review/shrink-the-economy-save-the-world.html?smid=nytcore-ios-share&referringSource=articleShare</p> <p>Economic Sciences Nobel Prize 2024 - They provided an explanation for why some countries are rich and others poor</p> <p>The Economist – The Africa Gap Jan 2025</p>
2.4: How is the financial sector responding?	<p><u>Essential pre-reads:</u></p> <p>Financial Times article – The future of international economic institutions is up for grabs</p>
2.5 “ESG is dead, Long Live ESG!”	<p><u>Essential pre-reads:</u></p> <p>Lindsay Hooper, interim CEO of CISL, and Paul Gilding, a CISL Fellow, explain why we must urgently address the tension between profitability and sustainability: https://www.cisl.cam.ac.uk/news/blog/esg-dead-long-live-esg</p> <p>CISL’s business leadership changing story (video) - https://www.cisl.cam.ac.uk/business-leadership-changing-story</p>
2.6 What does it mean for BAU (Business as Usual)?	<p><u>Essential pre-reads:</u></p> <p>CISL’s how can business escape the sustainability trap - https://www.cisl.cam.ac.uk/news/blog/how-businesses-can-escape-sustainability-trap</p>
2.7 Evolving stakeholder expectations	<p><u>Essential pre-reads:</u></p> <p>Corporate Governance Institute – Navigating Social Responsibility</p> <p>EU-Africa PerMed – Stakeholder Mapping Report</p> <p><u>Additional pre-reads:</u></p> <p>Patagonia Activism DAM Nation</p>
2.9 Fireside Chat	<p>TED Talk – You don’t need an app for that (an oldie but a goodie): https://www.ted.com/talks/toby_shapshak_you_don_t_need_an_app_for_that</p>

TED Talk – the innovators building Africa’s thriving tech scene:

https://www.ted.com/talks/peace_itimi_the_innovators_building_africa_s_thriving_tech_scene

Leveraging AI and emerging technologies to unlock Africa’s potential:

<https://www.brookings.edu/articles/leveraging-ai-and-emerging-technologies-to-unlock-africas-potential/>

Workshop Session	Reference & Location
Before 18 March 2025	
3.3: Transitioning to a new economic model	<p><u>Essential pre-reads:</u></p> <p>UNECA Economic Report on Africa 2024 – Investing in a Just and Sustainable Transition in Africa: https://repository.uneca.org/handle/10855/50162</p> <p>http://bsp.cislsaonline.co.za/wp-content/uploads/2025/03/3.3.-UNECA-Economic-Report-on-Africa-2024.pdf</p>
3.5a Financing the transition	<p><u>Essential pre-reads:</u></p> <p>World Resource Institute - Are 'Country Platforms' the Key to Delivering Green Growth at Scale?</p> <p>Country Platform Development Note, prepared by Josué Tanaka, Archie Gilmour and Stefan Raubenheimer</p>
3.6 The Big First Steps	<p><u>Essential pre-reads:</u></p> <p>The power of purpose from fluff to function: https://www.withinpeople.com/blog/the-power-of-purpose-from-fluff-to-function</p> <p>(Re)Defining Corporate Purpose(video): https://thepurposebusiness.com/insights/redefining-corporate-purpose</p> <p>CISL's innovation for sustainability – the driving force for circular startups</p> <p><u>Additional pre-reads:</u></p> <p>CISL's Business Transformation Framework - https://www.cisl.cam.ac.uk/news-and-resources/publications/cisls-business-transformation-framework-preliminary-diagnostic</p> <p>CISL's Unleashing sustainable business report - https://www.cisl.cam.ac.uk/resources/unleashing-sustainable-business</p>

Workshop Session	Reference & Location
Before 19 March 2025	
4.3 Leadership for a sustainable future	<p><u>Essential pre-reads:</u></p> <p>CISL's Leadership capabilities for the 21st century Framework – The framework is focused on developing and expanding leadership capacity and is designed to help individuals and collectives reflect on their own and others' leadership practice. https://www.cisl.cam.ac.uk/news-and-resources/publications/leadership-capabilities-21st-century</p> <p>Leading The Way – sustainability and thought leadership in the 21st Century: https://www.linkedin.com/pulse/leading-way-sustainability-thought-leadership-21st-dr-ona--s1sae/</p> <p><u>Additional pre-reads:</u></p> <p>CISL's Sustainable Purpose report https://www.cisl.cam.ac.uk/resources/sustainability-leadership/leading-with-a-sustainable-purpose</p>
4.4 From incremental to transformational	<p><u>Essential pre-reads:</u></p> <p>Dancing with Systems, Donella Meadows: https://donellameadows.org/archives/dancing-with-systems/</p>
4.5 Changing the Narrative	<p><u>Essential pre-reads:</u></p> <p>https://africanofilter.org/our-research/the-business-in-africa-narrative-report-shows-another-scramble-for-africa-by-foreign-powers-is-underway</p> <p>TED Talk Visions of Africa, from African filmmakers: https://www.ted.com/talks/dayo_ogunyemi_visions_of_africa_s_future_from_african_filmmakers</p> <p>TED Talk Chimamanda Ngozi Adichie The Danger of a Single Story: https://www.ted.com/talks/chimamanda_ngozi_adichie_the_danger_of_a_single_story?referrer=playlist-ted_macarthur_grant_winners&autoplay=true</p>
4.7 Next steps and closing circle	<p><u>Useful read:</u></p> <p>Guided visioning of a sustainable world, Donella Meadows</p>