



Making leadership work for climate policy and practice

The Climate Leadership Programme

This new and innovative capacity building programme aims at supporting high ranking decision-makers from key institutions in facing the unprecedented complexity of challenges in the fields of climate protection and adaptation to climate change. It addresses influential decision-makers from Indonesia, South Africa and Brazil, helping them shape responsible climate policy in their organisations while considering the interplay between climate and development issues.

Anthropogenic climate change is one of the most challenging and complex problems of our time. It will fundamentally alter the living conditions of billions of people and eventually change the way we go about our lives. The institutional environment in which many organisations are embedded, however, exerts strong pressure to conform to the prevailing logic of our time, often climate unfriendly. Broad coalitions that reflect the collective action of multiple parties are needed to bring about profound changes, such as transition to a low-carbon economy. In today's complex environment, leaders from government, business and civil society have to collaborate across traditional boundaries and have a deep understanding of leadership, one that involves taking action that is both socially and environmentally responsible.

The CLP helps by bringing promising leaders from a wide range of sectors and two or more

countries together to jointly develop the capabilities needed to promote innovation and organisational transformation in the context of climate change. Its objective is to form mutually beneficial and well-defined relationships entered into by all sectors of society with the intent of taking action on climate change and delivering results in a way that is more effective, efficient and sustainable than could be achieved by any one sector and one country alone.

Climate Leadership Potential

In order to develop such capabilities, the CLP applies a methodology inspired by Dr C. Otto Scharmer, a senior lecturer at the Massachusetts Institute of Technology (MIT). It is a management and leadership concept known as "presencing" (www.theoryu.com) and lies at the heart of the CLP. This idea combines personal and collective leadership



Expert dialogues and discussion forums on climate change topics are enhanced with reflection methods, perception techniques, peer coaching, shadowing journeys, stakeholder dialogues and an exposure programme for the development of leadership capacities.



development with innovative leadership and change management tools and new learning methodologies. It strives to enable competent social leaders to develop answers to new and complex problems and implement these in their organisations. These organisations in turn then create innovative, sustainable, and inclusive solutions, shifting from mere debate to actively co-creating the new.

CLP in a nutshell

The CLP consists of three consecutive programme cycles. Two countries participate in each individual cycle, which focuses on one particular climate change debate topic important to both countries. Participants for each cycle commit to attending 20 days of organised programme activities in an 11-month period accompanied by self-organised intersectoral group activities.

The CLP combines expert dialogues and discussion forums with reflection methods, perception techniques, peer coaching, shadowing journeys, stakeholder dialogues, an exposure programme and the development of prototypes. The programme thus pairs innovative leadership approaches with the most recent climate change findings from science and technology. It provides participants with a core skill set they can use to achieve profound innovation and change.

Cities and Climate Change

The 2011 programme cycle focuses on aspects of climate change in cities. It targets future top executives in South Africa and Indonesia from the public, private and civic sector willing to make a difference in their cities. A select group of leaders will be offered the opportunity to co-create small but meaningful models that – if scaled up – would have a significant impact on the key underlying issues that determine climate change. Participants will develop an in-depth understanding of the relevance of climate change for their cities, sectors and institutions. Moreover, participants will have the chance to explore different aspects of climate change from the perspective of its diverse stakeholders. They will increase their awareness and leadership skills and build lasting networks across sectors and continents. In the last 5 months of the programme cycle, participants will develop prototypes for addressing different aspects of climate change relevant to their professional context. Prototypes are small initiatives with an error-tolerant design allowing for quick redesign and implementation to optimise the learning-by-doing effect.



The CLP combines personal leadership development with the ever more pressing issue of climate change.



The development of prototypes is an integral part of CLP. Small, intersectoral working groups will be formed for this purpose. The development of the prototypes will be coached by the programme.

GIZ Profile

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