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## Module 6

# Leadership and Strategic Management

## - Blueprint Module

**MODULE 6**  
Leadership and Strategic Management -  
Blueprint Module



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# Learning objectives

## What are you going to learn here?

- Understand the **meaning of strategic management and leadership** and recognise **the importance of integrating sustainability** into organisational strategies;
- Identify and use the **VMOSA framework concepts** and showcase how it can be adapted to tackle **sustainability goals**;
- Identify and use various methods for incorporating sustainability into organisational strategies;
- Map out **youth-centred sustainability actions** and opportunities in order to better engage young people;
- Benefit from **best practices and successful initiatives** for sustainable strategic management and leadership

01

Introduction: What is strategic management and leadership?

02

Why incorporate sustainability into core organisational strategies?

03

How to build a strategy?

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Examples of Sustainable strategies - Best Practices

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Organisations and their involvement in youth centred actions

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Youth organisations implementing sustainable practices



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# Introduction

## What is strategic management and leadership?

**Strategic management** is the process of setting goals, analyzing the competitive environment and allocating resources to achieve an organization's long-term objectives and sustainability, thus gaining a competitive edge over competitors.

**Leadership** is the ability to inspire, influence, and guide individuals or groups toward achieving shared goals. It is about setting a vision, motivating teams and fostering a culture of innovation and adaptability to drive organisational success.

# Why incorporate sustainability into core organisational strategies?

- 01** Organisations **set clear, long-term goals that align with environmental, social, and economic objectives** and build resilience against future **climate related risks, regulatory changes and resource scarcity**.
- 02** The transition to a green economy **opens new markets for sustainable products and services** => organisations gain competitive advantages
- 03** Sustainability involves **various stakeholders**, including employees, customers, investors etc. that are demanding sustainability from the organisations they engage with => organisations increase their brand reputation and customer and employees loyalty

# Why incorporate sustainability into core organisational strategies?

- 04 Climate change and environmental degradation leads to **significant new risks** => organisations learn to identify and mitigate these risks
- 05 Strategic management enables organisations to allocate resources effectively => innovation, efficient processes and saving costs
- 06 Organisations need to be **aligned with global frameworks** such as the UN Sustainable Development Goals (SDGs), the European Green Deal (EGD), and the Paris Agreement, etc.



# How to build a strategy?

## VMOSA –

*Vision, Mission, Objectives, Strategy and Action Plans*

### Vision



- a clear, aspirational statement that outlines what the organisation aims to achieve in the long term.
- It acts as a “guiding star”, inspiring and motivating stakeholders.
- It shapes the organisational culture by establishing shared values and beliefs, guiding behaviours, and creating a sense of identity.

**Integrating sustainability goals into a vision will attract and retain your stakeholders who prioritise ethical and environmentally friendly practices and motivates younger employees.**

# How to build a strategy?

## VMOSA –

*Vision, **Mission**,  
Objectives,  
Strategy and  
Action Plans*

### Mission



- A statement that outlines what the organisation aims to achieve and why it exists.
- Includes more concrete and action-oriented than the vision, providing a clear roadmap.
- Serves as a framework for decision-making, guiding leaders and employees in aligning their actions with the organisation's goals and values and helps ensure that all parts of the organisation are working toward the same objectives

**Modern mission statements often include sustainable practices committing to eco-friendly sourcing, waste reduction, energy efficiency, or sustainable product development**



# How to build a strategy?

VMOSA –

*Vision, Mission,  
Objectives,  
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Action Plans*

## Objectives



- Specific, measurable goals that guide an operation's strategic direction (e.g. profitability, market share, customer satisfaction, employee engagement, brand reputation, sustainability, expansion, etc.)
- Covers key areas such as profitability, market share, customer satisfaction, employee engagement, brand reputation, sustainability, and expansion.
- Follows the SMART criteria- Specific, Measurable, Achievable, Relevant & Time-Bound

**Sustainable objectives are essential for organisations to remain relevant, competitive and responsible in a rapidly changing world and to address environmental and social challenges that could impact operations and profitability.**

# How to build a strategy?

## VMOSA –

*Vision, Mission,  
Objectives,  
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### Strategy



- A comprehensive plan that outlines how an organisation will achieve its long-term goals and objectives.
- Establishes the overall direction, priorities, and actions needed to create value for stakeholders and remain competitive
- Enables an organisation to leverage its unique strengths and differentiates itself from competitors

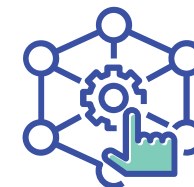
***A well defined strategy that incorporates sustainability, helps organisations adapt to market shifts, or regulatory requirements, securing long term resilience***

# How to build a strategy?

## VMOSA –

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### Action Plans



- Detailed strategies that define the specific steps an organisation will take to achieve its objectives and implement its strategies
- Identify the resources required including budgets, personnel, and materials, ensuring efficient allocation.

***Include timelines and milestones to track progress, while remaining flexible to adapt based on changing circumstances and feedback, in the context of sustainability.***

# Examples of Sustainable strategies - Best Practices

01

## Circular Economy Models

Practices that emphasize reuse, recycling, and resource efficiency. This includes designing products for durability, repairability, and recyclability, thereby minimizing waste



*Vinted*

**LUSH**

- IKEA designs all its products to be repairable, reusable, resalable, and recyclable, reducing waste.
- Vinted, a platform that allows members to buy and sell second-hand fashion and other items, extending the product life-cycle
- Lush eliminates packaging for 66% of its products, reducing plastic waste.

## Sustainable Supply Chain Management

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Businesses focus on sourcing materials from sustainable and ethical suppliers, ensuring fair labour practices, reducing carbon footprints, and selecting eco-friendly materials.



- **Nestlé** has integrated sustainable practices across its supply chain, promoting responsible sourcing



- **Unilever** runs programs to assist smallholder farmers in adopting sustainable farming practices, improving supply chain sustainability.

## 03

## Energy Efficiency Strategy

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Investing in energy-efficient technologies and practices, such as renewable energy sources, energy-efficient appliances, and optimizing logistics to reduce energy consumption



- Tesla produces electric vehicles with zero emissions, contributing to the reduction of greenhouse gas emissions.

## 04

## Carbon Neutrality Goals

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Reducing greenhouse gas emissions and investing in carbon offset projects, such as reforestation or renewable energy initiatives, to achieve net-zero emissions



- Amazon aims to achieve carbon neutrality across all its operations by 2040, using electric delivery vehicles, and investing in renewable energy.



## Social Responsibility Programs

Organisations implement strategies that prioritize social equity, such as community engagement, diversity and inclusion initiatives, and fair labour practices



Starbucks follows Coffee and Farmer Equity (CAFE) Practices, evaluating coffee farms based on economic, social, and environmental standards, to ensure ethical sourcing while fostering a positive social impact.



- Levi's collaborates with its suppliers and local organisations to launch programs focused on financial empowerment, health and family well-being

## Employee Engagement in Sustainability

Encouraging employee involvement in sustainability initiatives through training programs, green teams, and incentives that promote sustainable practices in both the workplace & personal lives



- Unilever has implemented various employee engagement programs that encourage staff to contribute ideas for reducing the company's environmental footprint and to participate in local sustainability initiatives.

# Organisations and their involvement in youth centred actions

Organisations play a crucial role in bridging the gap between sustainability and youth empowerment, by fostering engagement and leadership opportunities.

Companies across sectors - ranging from NGOs and educational institutions to corporate entities - are increasingly recognizing the importance of youth in sustainability initiatives.

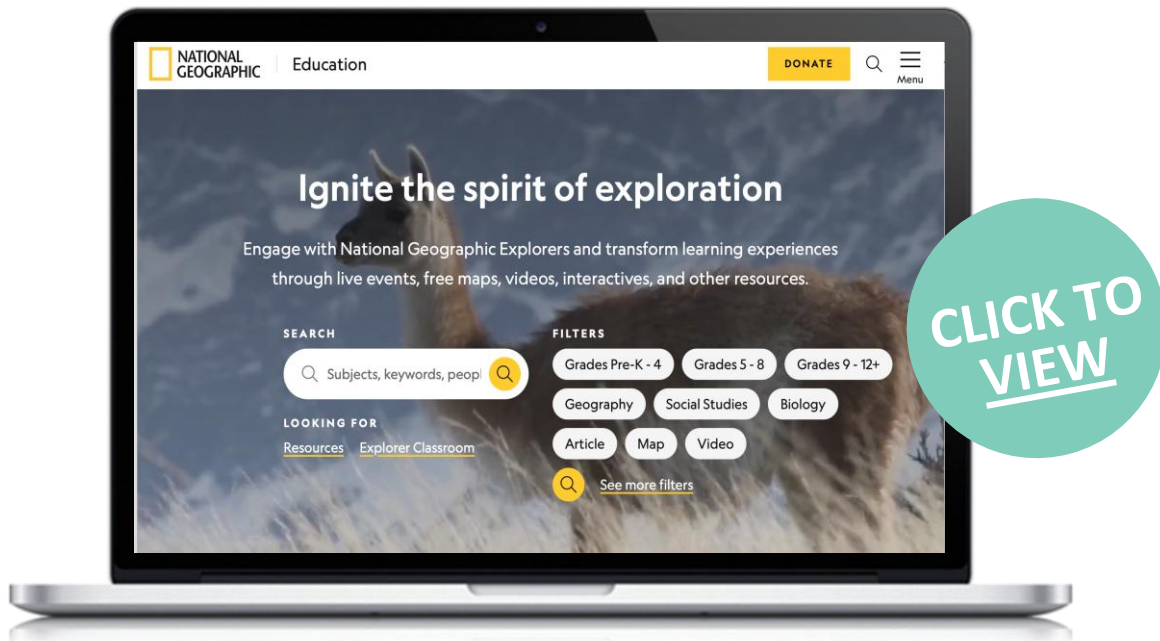
Organisations can implement a diverse array of projects that promote sustainability while empowering young people to learn, contribute and take action:

# Youth centred actions

## Sustainability Education Programs

Organisations can implement educational workshops in schools and community centres to raise awareness about climate change, renewable energy, and sustainable practices.

**National Geographic** provides educational resources and programs focused on environmental science and sustainability for students, teachers, and young explorers.

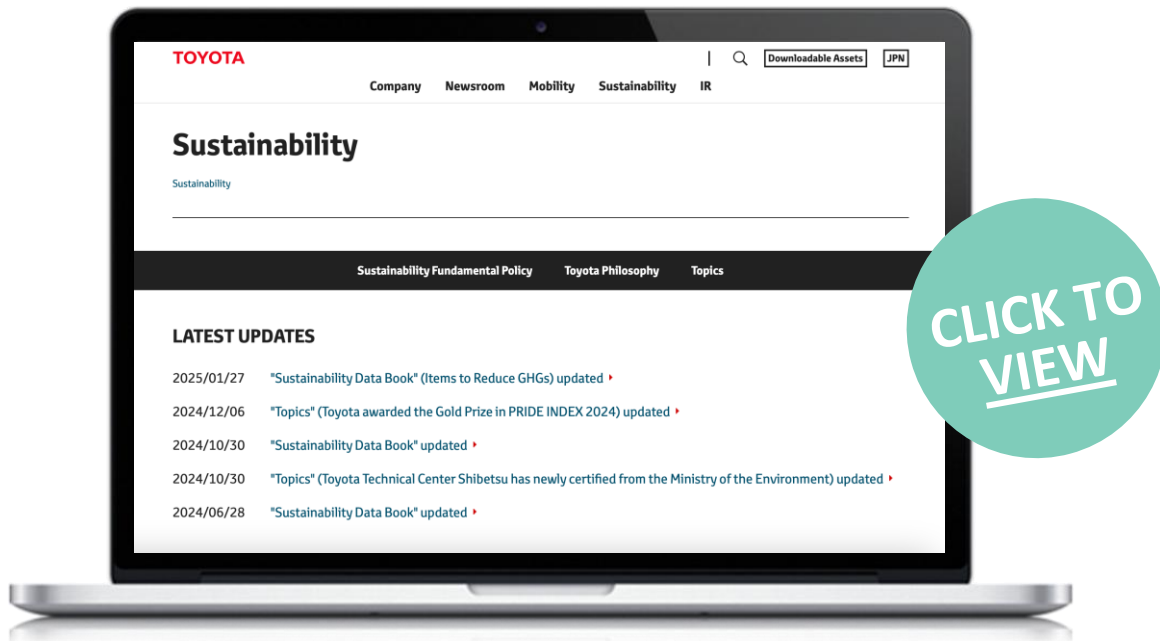


# Youth centred actions

## Sustainability Community Engagement

Creating volunteering opportunities allows youth to take an active role in sustainability efforts, such as tree planting, clean-up drives, or habitat restoration. These hands-on experience help develop environmental responsibility and leadership skills.

**"Toyota Conservation Leadership Program"** engages youth in tree planting and environmental stewardship



# Youth centred actions

## Green Innovation Competitions

Encouraging youth to develop innovative solutions to sustainability challenges through competitions that provide prizes, funding, or mentorship for the best ideas.

**"Microsoft Imagine Cup"** encourages students to develop innovative solutions that address global challenges, including environmental issues

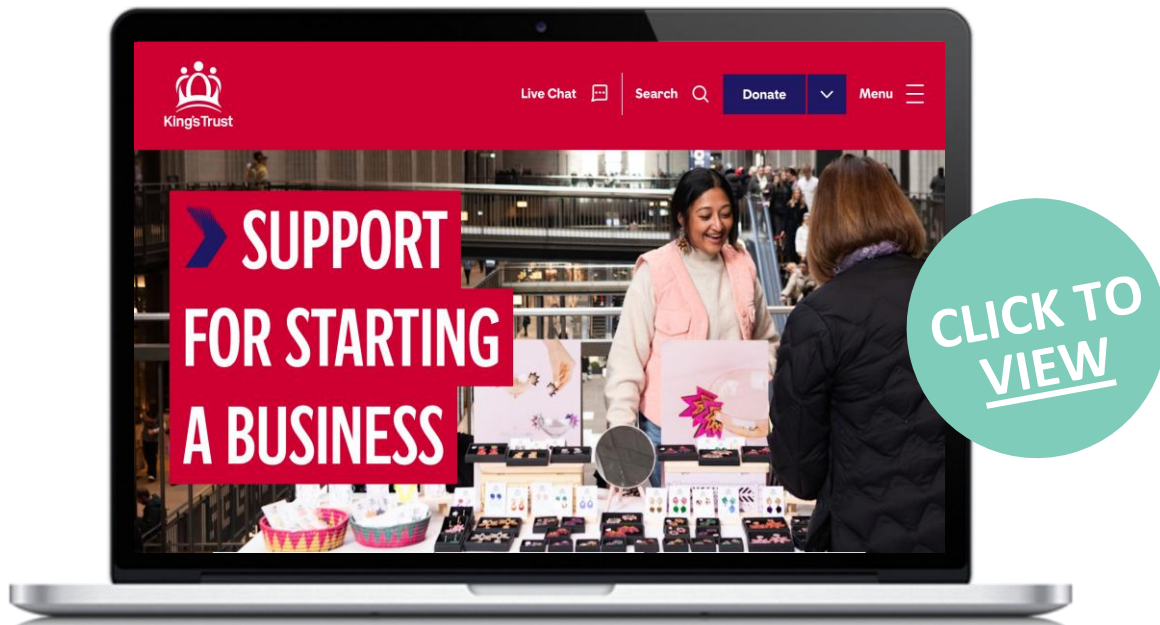


# Youth centred actions

## Incubators for Young Entrepreneurs

Support for young entrepreneurs for developing sustainable products or services through mentorship, resources, and networking opportunities.

**Prince's Trust (UK)** offers various programs for young entrepreneurs, including business mentoring, training, and access to funding to help them launch and grow their businesses.





# Youth centred actions

## Sustainability Internships

Providing internship opportunities focused on sustainability practices within the organisation, allowing youth to gain hands-on experience. These internships help build practical skills and career pathways in the sustainability sector.

## Art and Media Projects

Encouraging youth to express sustainability themes through art, videos, or music, showcasing their work in public spaces or online

**Adobe Creative Residency** supports young creatives in using digital tools to develop sustainability-focused projects, promoting environmental awareness through art and media

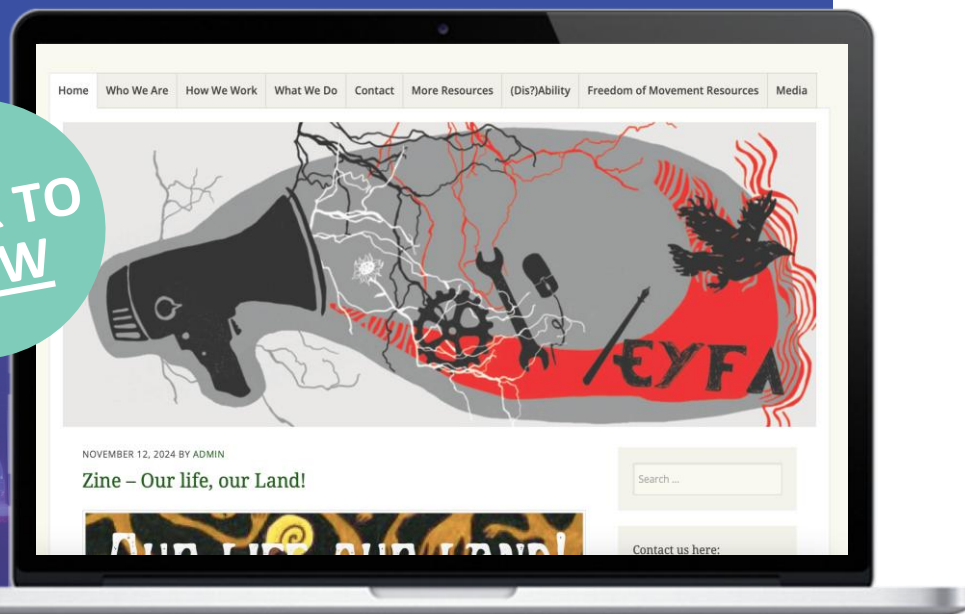
# Youth organisations implementing sustainable practices

**European Youth for Action (EYFA)** is a youth-led network that promotes sustainability and social justice through activism, education and community driven initiatives across Europe.

The organisation typically organizes events, workshops, and campaigns to raise awareness about important issues and encourage youth participation in decision-making processes.

Their initiatives often emphasize collaboration, community development, and the importance of youth voices in shaping a sustainable future. They organize projects and campaigns that empower young people to take action on environmental issues.

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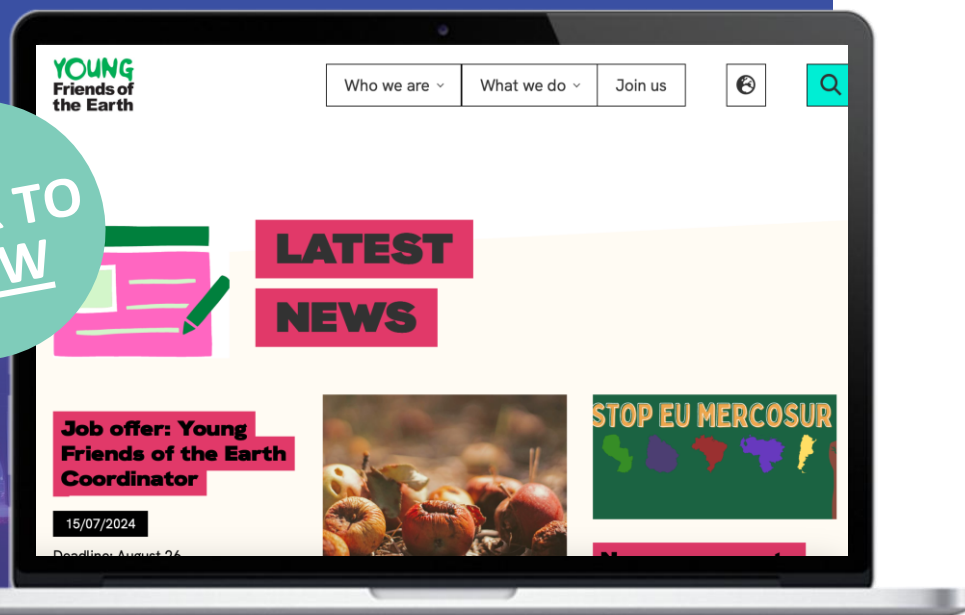
# Youth organisations implementing sustainable practices

Young Friends of the Earth Europe is a network of young environmental activists and organisations across Europe.

It is part of the larger Friends of the Earth movement, which advocates for environmental justice, sustainability, and social change. The group focuses on empowering youth to engage in environmental activism, promote sustainable practices, and influence policies that affect the planet.

They organize campaigns, workshops, and events to raise awareness about environmental issues and encourage young people to take action for a more sustainable future.

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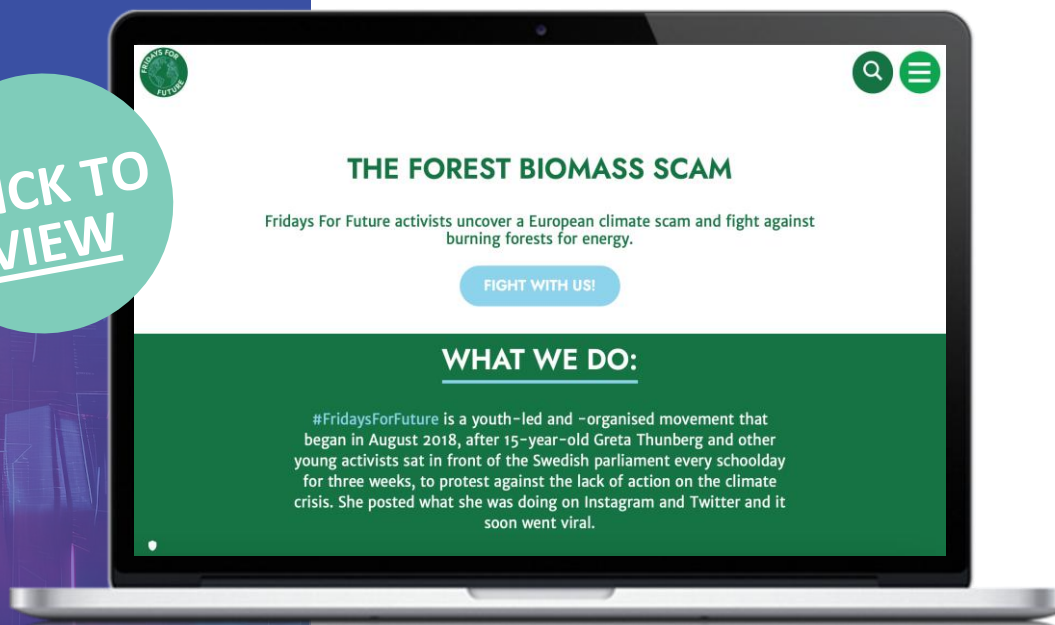


# Youth organisations implementing sustainable practices

**Fridays for Future** is a global youth-led climate movement that began in August 2018 when Swedish activist Greta Thunberg started striking from school to protest for stronger climate action

The movement emphasizes the need for systemic change to address the climate crisis, highlighting issues such as fossil fuel dependency, environmental justice, and the importance of sustainable practices.

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# Youth organisations implementing sustainable practices

**ECO-UNESCO** is an environmental education and youth organisation based in Ireland.

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It focuses on promoting sustainability and environmental awareness among young people. The organisation engages in various activities, including educational programs, workshops, and training aimed at empowering youth to take action on environmental issues. It also supports initiatives related to biodiversity, climate change, and sustainable development.

By fostering a sense of stewardship and responsibility towards the environment, the organisation encourages young people to become active participants in creating a sustainable future. Additionally, it often collaborates with schools, communities, and other organisations to amplify its impact



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