

WWW.ONEPLANETLEADERSHIP.ORG

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**OPEN**

One Planet Education Networks



Welcome to the One Planet Leadership Programs.

Recognising the crises affecting our climate, nature and humanity, the suffering of wars & famines, the confusion of industry transitions and disruptive technologies, it's time for 'one planet leadership'.

Responsible, globally-aware leadership is a worthy aspiration for any manager or entrepreneur. But it's not easy, and there is no recipe or formula: it is always made and consumed in real time, uniquely to each situation.

One Planet Education Networks (OPEN) exists to find practical ways to face up to these challenges and this brochure describes 3 courses we offer in collaboration with our partners at Pelumbra Ltd. We invite you to join us, along with other experienced managers, to work on some of the details that make responsible 'one planet' leadership a real possibility in every job.

In our courses participants will compare the way they frame and tackle their current managerial challenges, drawing on the insights of experienced peers from all over the world, and using advanced consulting methods to devise effective solutions. Appropriate conceptual frameworks are introduced by faculty to assist in this sense-making and analysis. It is from these real-world, real-time realities that we face into global challenges and possible, practical steps that suit each person's unique circumstances.

It requires your active participation, willingness to discuss your current dilemmas, and especially their curious, intelligent questioning of their peers and faculty. It is for people who prefer an independent and creative approach to learning.

We hope you will join us.

Kathleen Allen, Jonny Norton  
**OPEN Co-Chairs**

Prof Jonathan Gosling, Miriam Gage,  
**Course Directors, Pelumbra**

WELCOME



# ONE PLANET

We live on a beautiful planet, where we grow and thrive in countless ways. Leadership is deeply tied to the desire to improve—to do good and to succeed. But our economies are driven by debt, demanding perpetual growth to avoid collapse. This relentless demand collides with the planet's finite limits. We are living as though we have two Earths instead of one.

We know this is unsustainable, but it's hard to escape this contradiction. We navigate a system that requires growth while recognizing its impossibility, living in a two-planet fantasy we know to be unreal but cannot abandon. This dissonance can breed cynicism: we cannot fully live by the truths we acknowledge, so we cling to comforting stories that make life bearable.

As a result, we often choose leaders who reinforce these illusions. Some find enemies to blame or offer reassuring narratives over hard truths, while others promise salvation through technology, new frontiers, or sheer charisma—propagating myths to sustain the illusion of limitless growth. Over time, this erodes faith in truthfulness, altruism, and collective responsibility, making such ideals seem naïve or unattainable.

This tension is not just societal; it's deeply personal. Every leader faces this decline in trusted authority. Yet true leadership requires engaging with this dilemma, not avoiding it. One Planet Leadership calls for confronting the contradiction, working toward its resolution, and leading with integrity.

The challenge is clear: can we confront the reality of our limits, acknowledge the allure of denial, and demand leadership grounded in courage and honesty?

Your leadership must move beyond comforting illusions, embracing resilience and a willingness to grapple with hard truths. It must succeed in meeting today's challenges while contributing to systemic change—advancing circular economies, reducing resource consumption, and empowering communities.

You must cultivate new narratives that celebrate diversity, balance, and sufficiency, replacing fantasies of endless expansion with inspiring stories of living well within the Earth's limits. By embracing this complex reality, you can guide your enterprise effectively while contributing to a sustainable, equitable future. Join us at ONE PLANET LEADERSHIP as we navigate this path together.



# PROGRAMS

Our One Planet Leadership Programs aim to support people who want to understand more about taking a lead to improve their companies, communities, societies - and careers; and to do this in the midst of intensifying crises around the world.

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## 01 RoundTables for Experienced Managers

Focuses on the current challenges faced by **people in positions of authority and responsibility**, all round the world. We offer this in person and online.

## 02 Facilitator Track

To train and support **professional consultants, facilitators and organisers** who might want to develop and apply this approach in their own contexts.

## What is One Planet Leadership and what difference can it make to you?

One Planet Leadership is concerned with the profound relations amongst people and between humans and Nature, and how to make these more fruitful through our working lives. It recognises connections and interdependencies between ecology and economy, and between personal motives, organisational purpose and wider society.

Businesses face ever greater tensions between serving their immediate stakeholders (investors, customers, employees) and the wider publics likely to be affected by their company's activities – including as-yet unborn generations and distant eco-systems. What should leaders be responsible for? The actual priorities for any particular organisation are often conflicted and more a matter of judgement than calculation.

International NGOs and public organisations face parallel dilemmas: Polarising tendencies in global politics can drive a wedge through inclusiveness; localisation, mistrust of institutions and technical experts challenge established hierarchies. Who has legitimate authority, and who will be held accountable to stakeholders with different interests? All this puts greater emphasis on listening, understanding and wise responsiveness.

These programs provide the opportunity to develop worldly-wise perspectives and peer-to-peer relationships: qualities that will be crucial for many careers and certainly for sustainability transitions by businesses and governments.

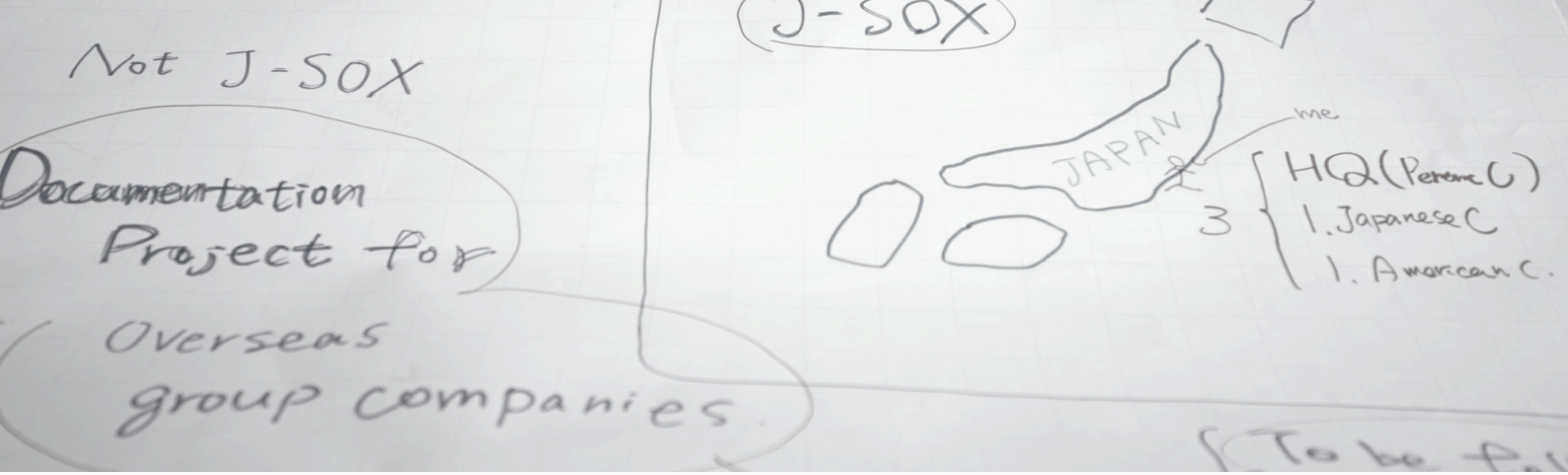
Participants and faculty on these programs collaborate in structured processes of reflection, analysis and friendly consulting.

The programs are in 4 parts:

1. The purpose and nature of managing and leading in complex situations.
2. Looking at how leadership is accomplished in a number of other organisations and cultures., and emerging responses to new opportunities and challenges.
3. Application to your own circumstances.
4. Options for responsible leadership by citizens in different parts of the world.

The contribution of each individual is key, as we are concerned with the reality of leading and managing - however complex it might seem.





# FACULTY

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We are proud of our inspirational faculty. They are drawn from across the globe. The Experienced Manager Program will be directed by Jonathan Gosling. Other faculty will be drawn from OPEN Fellows and other experts such as the following:



## **Jonathan Gosling**

*Co-Founder & Director, UK*

Emeritus Professor at Exeter University and Founder and Director at Pelumbra. He was co-founder of the One Planet MBA and is Lead Faculty with the Forward Institute in the UK. He co-founded an earlier 'RoundTables' program with Henry Mintzberg in 2006.

## **Miriam Gage**

*Program Manager, UK*

Co-Director at Pelumbra, Miriam works as a Coach specialising in personal development challenges. She is an experienced facilitator of large groups, providing them with resources to expand their strengths and leadership in an ever-changing world.



## **Lydia Mutare**

*Faculty- Zimbabwe & UK*

Lydia is a skilled international leader with vast experience as a leadership development practitioner and coach.

"Well done to the faculty for the quality and efficiency of delivery, it's been inspirational. Thanks to all for their contributions and insights, I feel there has been a great deal of wisdom openly given

ONLINE- 2021 PARTICIPANT

## **Kentaro Iijima**

*Faculty, Japan*

Adjunct lecturer, Yokohama Business School (YNU) as well as founding his company, Kentaro office, in Tokyo in 2016 after a 40-year career in senior HR roles at Fujitsu.



## **Mias De Klerk**

*Faculty, South Africa*

Professor in leadership and human capital management at the University of Stellenbosch Business School, where he is also the Head of Research and the Centre for Responsible Leadership Studies.

## **Henry Mintzberg**

*Co-Founder, Canada*

Henry Mintzberg is a leading expert on managing, organising and strategy. Author of many books and articles, he co-founded this program as an extension of the International Masters Program in Management ( [impm.ca](http://impm.ca) )



# A Collaborative Program

The program described here is supported by a Consortium of organisations committed to a 3-5 year involvement so that we can develop and refine the experience with those involved. This also helps us to contribute to issues of current importance.

The Consortium consists of business and engineering schools at leading universities, large employing organisations and forward-thinking OD and LD consulting companies.

Consortium partnership is by arrangement with the organisers to ensure a multi-national spread of participants. Partners commit to 3- 5 years and to send between 5 and 15 people each year. They pay a small annual partnership fee.

Per-person participation fees are set at a level to enable people to engage from a wide variety of economic circumstances. The on-line mode is considerably less costly than in-person.

Alongside the international multi-country versions of these programs, we support regional versions that are easier for shared time-zones and travel; and a sub-brand, Pelevation Programs, that supports design and delivery in languages other than English - Japanese, for example.

## Partner Schools

Our partner schools bring a diversity of cultures, languages and managerial challenges to the group, so that together we can explore how things get done in a cross-cultural world, and how to work more effectively.

Our current partners are:



**Stellenbosch  
Business School**  
Responsible leaders for a better world.



**University  
of Exeter**



*A School with a View*





## Who it's for

**The RoundTables** is for people with significant managerial responsibility, whether in a formal line role or as an entrepreneur or campaign leader.

**The Facilitator track** is for faculty members and consultants who want to use these approaches in their own work.

## Company visits

Participants will visit other businesses and learn how managers from other sectors and cultures approach the conundrums that are inherent to managerial responsibility. This context provides opportunities to compare and discuss the effects of major issues such as climate change, globalisation, trade barriers, national and international standards and regulations, gender relations and so forth. It also opens a window into the many ways in which authority becomes legitimate (or the opposite), and how the widespread desire for good leadership works out in different settings. Bringing all this together into useful, actionable insight - what you can do about it - is the focus for the consulting process that follows.

## Accreditation and Certificates

The program is accredited at Masters level by several partner business schools, forming an elective module in EMBA and similar programs, including a professional PhD. As a stand-alone 'executive education' course, participants will be awarded a certificate of completion. We can help with integration into a curriculum or into an Exec Ed portfolio.





# SCHEDULE

Monday	Tuesday	Wednesday	Thursday	Friday
<i>Citizen and Leader</i>	<i>Below the surface of power</i>	<i>Accomplishing Management</i>	<i>Reflections</i>	<i>One Planet Leadership</i>
Forming the learning community	Unseen workings of authority, influence and responsibility.	Virtual Company Visits	Case-by-case Friendly Consulting on your challenges	Impact that matters
Your managerial challenges	Observation to narration.	Prepare Presentations	Collaborative coaching on actions to take	Leading with Purpose
Managerial mindsets	Meaning-making in diverse worlds	Company Visit Insights		Back in the Fast Lane

This program was well structured, and all the sessions built on each other well. The reflection sessions (both individual and group) made it possible to gain a deeper understanding of the discussions. I enjoyed this very much.

ONLINE- 2024 PARTICIPANT

## **What participants will learn on these days:**

The programs illuminate five managerial mindsets - reflective, analytic, worldly, collaborative and action-oriented. Bringing these into the scope of complex, fast-changing contexts will help you to make best use of your innate wisdom.

During the first two sections you will analyse the 'soft influencing' processes of management. The focus will be your own managerial and leadership work, and clarifying what 'good' looks and feels like. This will be an international, multi-cultural and multi-lingual group, so appreciating the 'differences that matter' is crucial for effective leadership. It will require a truly worldly mindset and you'll use methods you can immediately apply at work.

By the third section we will be ready to explore diverse business ecosystems. In the on-line program you will visit (virtually) the workplaces and meet colleagues of other class members - as they will visit your workplace and colleagues. (Preparation for this is part of the pre-course assignment). The in-person program includes actual visits to local companies. This is a unique opportunity to compare managerial cultures and to gain external perspectives on your workplace. The focus on realities of participants' managerial and leadership work is a unique, highly valued aspect of this programme.

In the fourth section- you will learn and deploy a dynamic, structured consulting method to re-frame your own managerial challenges. This will be one of several practical take-aways from the course.

In the fifth section we concentrate on purpose, leadership and community-ship. Our individual working lives, the organisations we serve and the communities we belong to can really make a difference towards a better world. There's no preaching - but tough and important questions to address.





## What the programs give participants:

- One Planet Leadership - perspective, knowledge and methods
- Sustainability and responsibility in the contemporary world
- Regenerative enterprise
- The 5 mindsets of management: Reflective, analytic, worldly, collaborative and action
- Practical peer-learning methods - coaching ourselves
- Cross-cultural understanding
- International network
- Work alongside world-leading professors
- Consultancy on their own managerial challenges and opportunities
- Leadership development
- Soft skills for managing
- Certification by renowned business schools

“I liked the mix of participants – experience and background as well as faculty members, all had their own expertise and style which complemented the flow and structure of the course. The program was fluid and conducive of learning, providing opportunities to think, reflect and question and apply this approach to our own situations. The organizers found a very subtle and clever way to create a safe environment for participants to be able to share their challenges as well as provide support and solutions to their peers.”

COPENHAGEN, DENMARK- 2018 PARTICIPANT

# Online- RoundTables for Experienced Managers

7-11 April 2025 on Zoom

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The sessions run daily on Zoom (9-14:00 BST), emphasising interactive and reflective learning over conventional classroom teaching.

Working with participants from across the globe this program integrates three dimensions of learning: content (insights from faculty and diverse participants), process (peer collaboration and reflective activities), and context (exploration of real-world managerial dilemmas across industries and cultures).

You will gain practical tools and frameworks to address their challenges, fostering personal and professional growth. All from the comfort of your own home!

## **Fees**

€600 + VAT

€400 + VAT for returning RoundTables alumni. Including alumni from IMHL and IMPM programs.

€500 + VAT Attending with a RoundTables alumni



# In Person - RoundTables for Experienced Managers

7-11 July 2025 in Slovenia

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We are delighted that IEDC, Bled School of Management will be hosting the RoundTables for Experienced Managers this July, to launch of our focus on One Planet Leadership.

Overlooking the lake, IEDC Bled School of Management is a leading institution renowned for cultivating innovative leadership and business acumen.

Established in 1986, it is one of the most prominent management schools in Central and Eastern Europe. The school emphasises a holistic, interdisciplinary approach to business education, blending traditional management concepts with a focus on creativity, ethics, and sustainability.

Overlooking the scenic Lake Bled, the campus environment is a fusion of natural beauty and cutting-edge facilities. This inspiring setting complements the institution's commitment to fostering reflective, forward-thinking leaders equipped to navigate complex global challenges.

**Fees:**

€3500 + VAT

€3200 + VAT for Consortium Members

*The programme fee includes: 2x evening meals, all lunches and breaks, materials and course costs. It does NOT include travel or accommodation costs.*



With years of collaboration, Jonathan and Miriam have cultivated a profound appreciation for the school's approach to experiential learning and its emphasis on creating transformative leadership experiences. This shared vision ensures that the RoundTables are not only aligned with IEDC's values but are also crafted to provide participants with rich, impactful dialogue and actionable insights, rooted in mutual respect and a commitment to excellence.



Accommodation is not included in our fees, but we are delighted to offer an exclusive price at Hotel Astoria for €112.50 per night.

# Facilitator Track

The Facilitator Track empowers professionals to integrate the innovative RoundTables approach into their own teaching or consulting practice.

Participants gain:

- Expertise: A deep understanding of RoundTables design principles and techniques, including Managerial Challenge and Friendly Consulting.
- Application Skills: Support to implement these methods in workplace or academic settings.

## What's Included?

- Pre-Program online workshop
- In-Depth seminar during the program week.
- Post-Program workshop for global participants.
- Certificate upon completion.

## Who Should Join?

Graduates of past programs, Organizational Development practitioners, and university or college faculty.







## ONLINE

- Join us for a pre-program workshop at the beginning of April. Get to know your fellow participants and enjoy the chance to share with the faculty your expectations from the program and desired outcomes.
- In-Depth seminar during the program week after Wednesday's session ends.
- Post-Program (two weeks later) facilitated discussion to enable application of this approach and tools in your own settings.

**Fee:**

€400 + VAT

## IN PERSON

- Join us for a pre-program online workshop at the end of June. Get to know your fellow participants and enjoy the chance to share with the faculty your expectations from the program and desired outcomes.
- In-Depth seminar during the program week after Wednesday's session ends.
- Online post-program (two weeks later) facilitated discussion to enable application of this approach and tools in your own settings.
- Access throughout the program to discuss ideas and concepts with Faculty members on application of processes and tools into your own workplace.

**Fee:**

€450 + VAT



# TIMELINE

01

## Checkout the website

You can find out more about all our programs at:  
[www.oneplanetleadership.org](http://www.oneplanetleadership.org)

02

## Ask any questions

Anything unclear or you want to talk through the process with someone? Drop us a line at:  
[info@pelumbra.com](mailto:info@pelumbra.com)

03

## Register your place

Ready to sign up and secure your place? Great! Drop us a line to for a registration form: [info@pelumbra.com](mailto:info@pelumbra.com)

04

## Pre-reading

We'll send preparatory materials about six weeks out from the start of the program. We will also include information on preparations for programs that use the company visits.

05

## Program

Program run throughout the year. Both online and in person.

06

## Learning beyond

Join our Alumni events and stay connected with your cohort through our LinkedIn page and mail outs.



"This was a management / leadership program with a difference. It does not tell me how to manage rather helps me understand how to interact with others by better understanding myself."

2017 PARTICIPANT



## NEXT STEPS

Contact us to find out more or to register for your interest in joining the consortium or register for a program

[info@pelumbra.com](mailto:info@pelumbra.com)

[www.oneplanetleadership.org](http://www.oneplanetleadership.org)

Exceptional! Excellent content, structure, and participants! I would highly recommend this program. Very insightful.

2024 PARTICIPANT

# PELUMBRA LTD

CONSULTANCY FOR WORLD THINKERS

Pelumbra is a consultancy dedicated to understanding the more complex, subtle and nuanced aspects of power and responsibility in the modern world. We host this and other programmes around the world, retreats for thoughtful creativity, and offer individual coaching.

You can find out more about the company, Jonathan and Miriam, as well as the other programs we run at: [www.pelumbra.com](http://www.pelumbra.com)



One Planet Education Networks

OPEN (One Planet Education Networks) is a global community of some of the world's leading sustainability educators, united by a shared mission to connect, educate, and transform change agents for sustainability. Through innovative education initiatives and the expertise of its diverse network, OPEN equips individuals and organizations to take meaningful, sustainable action. Aligned with the Sustainable Development Goals, OPEN is deeply aligned to the global movement dedicated to creating a thriving, One Planet future. <https://oneplaneteducationnetworks.org>