

Institute for Science and Society  
**SCIENCE • TECHNOLOGY • SOCIETY**



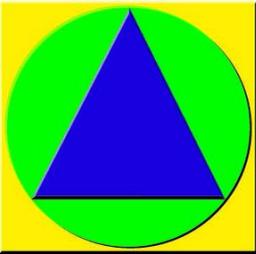
The University of  
**Nottingham**

# Training Future Leaders

Robert Dingwall

&

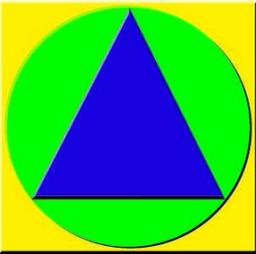
Michele Clarke



## Sir Fred and his Pension

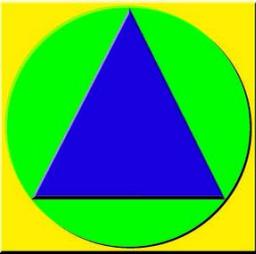


- The “court of law” and the “court of public opinion”
- What does this mean for future leaders?



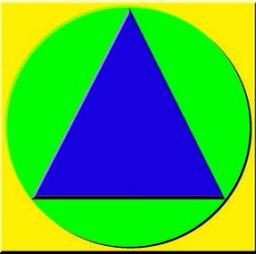
# The Social Licence to Operate

- **“addressing the demands and expectations that emerge from neighbourhoods, environmental groups, community members, and other elements of the surrounding civil society”**
- **A long-term concern for long-term companies**



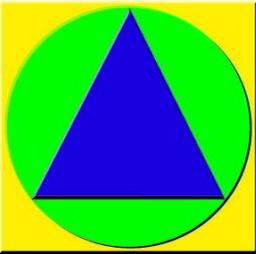
# **SLO- a complex issue**

- **Context-specific**
  - Cultural, historical, political, etc.
- **Dynamic**
- **Fluid**
- **Multi-stakeholder**
  - Legitimate and illegitimate concerns
- **Range of risk events**



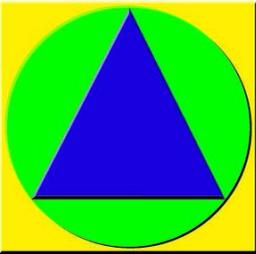
# Limitations of conventional management

- **Avoidance**
  - No basis for problem-solving
  - Encourages rumour
  - Seems short-termist
  - Lack of positive social impact
- **Formal**
  - Assumes legitimacy of processes



# Skills for the future leader

- **Effective stakeholder engagement**
  - **Quality**
  - **Early**
  - **Integrate with design processes**
  - **Inclusive**
  - **Responsive**



# **EFET and the “new engineer”**

- **US lead in engineering and management education**
  - **Enron**
  - **Challenger**
- **Demand from government, industry, profession and research councils**
- **Nottingham’s response – a new partnership across the university.**