Training Future Leaders

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&

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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.