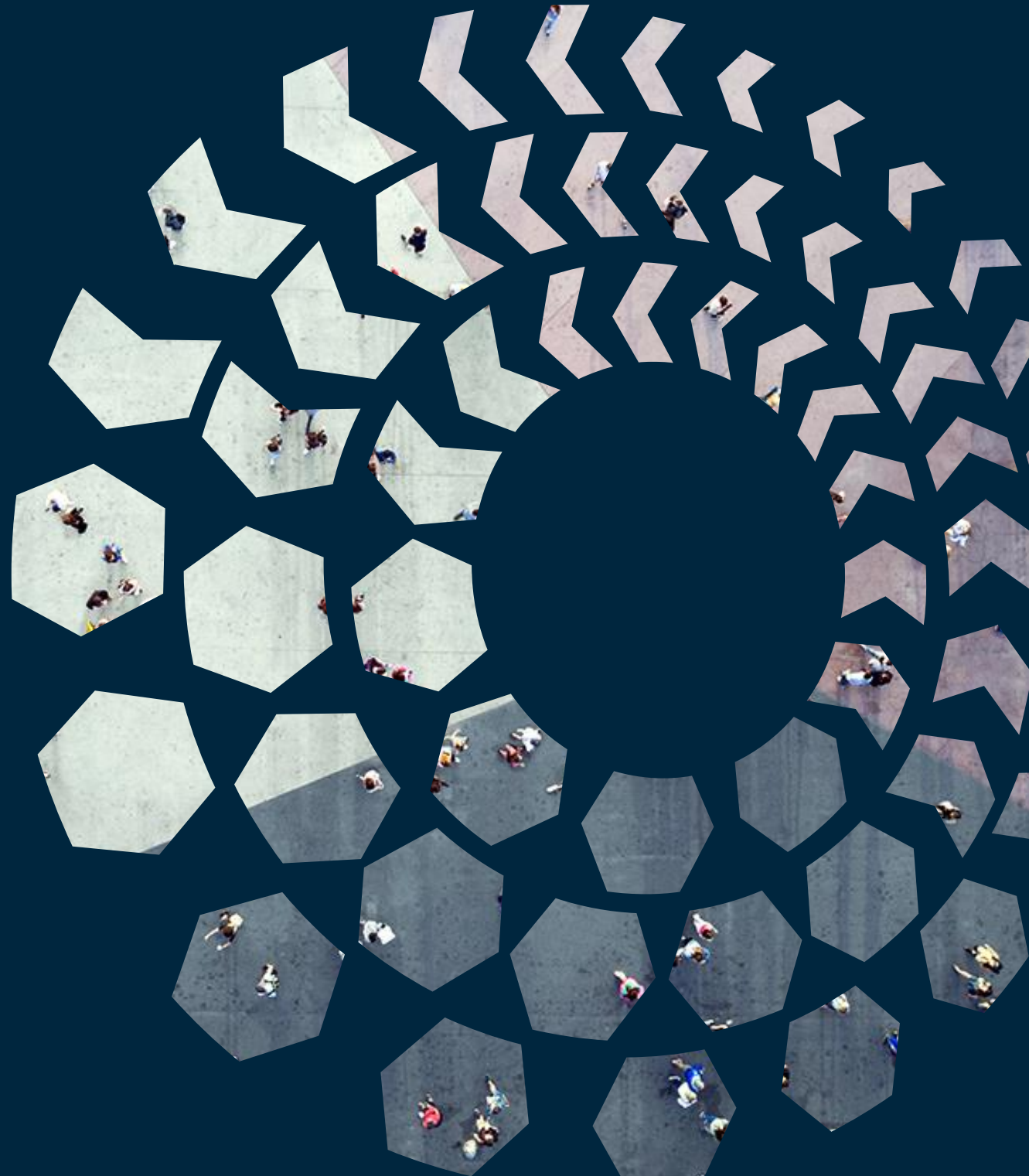# ISEP
Institute of Sustainability &
Environmental Professionals

Fellow
Membership
Standard

v2.0

Introduction

There are 13 competencies covered within the Fellow Membership Standard which align to the Leadership level of the ISEP Skills Map. These are split into the areas of core knowledge, technical knowledge and skills.

Core Knowledge

1. Identify and evaluate the implications of global trends for the environment, for society, for the economy and for organisations

2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services

Technical Knowledge

3. Identify future issues and challenges for a sustainable economy and evaluate their implications for organisations, products and services

4. Evaluate the impact of relevant political, policy and legislative trends and discuss their implications for strategic decision making

5. Understand appropriate management and assessment tools and their use in achieving positive change

6. Achieving transformation and sustainable change

Skills for Sustainable Leadership

7. Identify future trends, opportunities and manage risks

8. Lead and inspire organisations to deliver innovative and sustainable products and services

9. Inspire and motivate stakeholders to take greater levels of accountability, adopt transformational sustainable practices, and increase transparency

10. Lead and inspire collaboration and cooperation to deliver sustainable innovation

11. Deliver resilience in a changing and dynamic world by managing risks and continual improvement

12. Embed sustainability and life cycle approaches to business practice to improve the sustainability of products and services

13. Create a vision for strategic change and innovation, challenge current thinking or move the sector forward

Fellow Membership Standard in Detail

Core Knowledge

Competence	Criteria
Fundamentals of Sustainability	
1. Identify and evaluate the implications of global trends for the environment, for society, for the economy and for organisations	1.1 Use the framework provided by the UN's Sustainable Development Goals to identify and discuss global trends and challenges 1.2 Demonstrate up-to-date knowledge and understanding in the field of environment and sustainability
Principles & Issues of Business Governance	
2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services	2.1 Provide examples in their field where business/governance models and practice has evolved, changed or created to improve sustainability

Technical Knowledge

Competence	Criteria
Issues & Principles	
3. Identify future issues and challenges for a sustainable economy, and evaluate their implications for organisations, products and services	3.1 Identify policy and legal trends and demonstrate an understanding of their impact on organisations, products and services

Policy, Regulation & Legislation	
4. Evaluate the impact of relevant political, policy and legislative trends and discuss their implications for strategic decision making	4.1 Discuss trends in policy and legislation, and demonstrate an understanding of their impact on strategic decision making and on business operations
Management & Assessment Tools	
5. Understand appropriate management and assessment tools and their use in achieving positive change	5.1 Discuss a range of management tools and their application in achieving change
Innovative & Leading Practices	
6. Achieving transformational and sustainable change	6.1 Provide examples of situations where innovative thinking, and managing risk, has led to transformational and sustainable change

Skills for Sustainable Leadership

Competence	Indicative Criteria	Assessment Key Words
Analytical Thinking		
7. Identify future trends, opportunities, and manage risks	7.1 Provide examples where trends have been identified or extrapolated to identify opportunities	• Data analysis • Critical analysis
Problem Reframing & Resolution		
8. Lead and inspire organisations to deliver innovative and sustainable products and services	8.1 Evidence situations and achievements where leadership and innovative thinking have led to innovations or improvements in the sustainability of products or services	• Negotiation • Decision making • Problem solving • Persuasion

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Effective Communication		
9. Inspire and motivate stakeholders to take greater levels of accountability, adopt transformational sustainable practices, and increase transparency	9.1 Provide examples where they have used communication skills effectively	• Facilitation • Message development • Presentation and delivery • Communication
Relationship Development		
10. Lead and inspire collaboration and cooperation to deliver sustainable innovation	10.1 Provide examples where they have created, used, or brought together networks that, through collaboration, have resulted in new methods, products, services or delivery	• Stakeholder management • Structured conversations • Building and maintaining relationships
Resilience, Risk & Continual Improvement		
11. Deliver resilience in a changing and dynamic world by managing risks and continual improvement	11.1 Evidence achievement in creating an environment in which innovation and systems thinking has delivered improvement and resilience across the value chain	• Resilience • Systems thinking
Delivering Sustainable Solutions		
12. Embed sustainability and life cycle approaches business practice to improve sustainability of products and services	12.1 Provide examples where the sustainability of products and services has improved by embedding and mainstreaming sustainability into business practice	• Create the business case • Programme management • Project planning • Project monitoring and control
Leadership for Change		
13. Create a vision for strategic change and innovation, challenge current thinking or move the sector forward	13.1 Present a compelling case or vision for sustainable management practices, showing passion and commitment, and which either positively challenges the sector, or has moved the sector forward	• Leadership • Managing people through change • Influence • Team management • People management