IEMA

Transforming the world to sustainability

Fellow Membership Standard

Introduction

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

Competencies

The 13 Fellow Membership Competencies are listed below. Additional detail on the sorts of things Fellow Members are likely to be doing to demonstrate the competencies is provided in the table in Appendix A.

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

	Core Knowledge		Technical Knowledge			
	Fundamentals of Sustainability	**Fundamentals of Business and Governance Principles and Issues**	**Issues and Principles**	**Policy, Regulation and Legislation**	**Management and Assessment Tools**	**Innovative and Leading practices for a Sustainable Environment**
Competence	Identify and evaluate the implications of global trends for the environment, for society, for the economy and for organisations	Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services	Identify future issues and challenges for a sustainable economy, and evaluate their implications for organisations, products and services	Evaluate the impact of relevant political, policy and legislative trends and discuss their implications for strategic decision making	Understand appropriate management and assessment tools and their use in achieving positive change	Achieving transformational and sustainable change
Criteria	Using the framework provided by the UN's Sustainable Development Goals, the Fellow member will be able to identify and discuss global trends, their challenges, and demonstrating up to date knowledge and understanding in the field of environment and sustainability	The Fellow Member will be able to provide examples in their field where business/governance models and practice have evolved, changes or created to improve sustainability	The Fellow Member will be able to identify policy and legal trends and demonstrate an understanding of their impact on organisations, products and services	The Fellow member will be able to discuss trends in policy and legislation, and demonstrate an understanding of their impact on strategic decision making and on business operations	The Fellow member will be able to discuss a range of management tools and their application in achieving change	The Fellow Member will be able to provide examples of situations where innovative thinking, and managing risk, has led to transformational and sustainable change

	Skills for Sustainable Leadership					
	Analytical Thinking	**Reframing problems and Innovation**	**Effective Communication**	**Relationship Development**	**Resilience, risk and continual improvement**	**Delivering sustainable products and services**	**Leadership for Change and Transformation**
Competence	Identify future trends, opportunities, and manage risks	Lead and inspire organisations to deliver innovative and sustainable products and services	Inspire and motivate stakeholders to take greater levels of accountability, adopt transformational sustainable practices, and increase transparency	Lead and inspire collaboration and cooperation to deliver sustainable innovation	Deliver resilience in a changing and dynamic world by managing risks and continual improvement	Embed sustainability and life cycle approaches business practice to improve sustainability of products and services	Create a vision for strategic change and innovation, challenge current thinking or move the sector forward
Indicative Criteria	The Fellow Member will be able to provide examples where trends have been identified or extrapolated to identify opportunities	The Fellow Member will be able to evidence situations and achievements where leadership and innovative thinking have led to innovations or improvements in the sustainability of products or services.	The Fellow Member will be able to provide examples where they have used communication skills effectively	The Fellow Member will be able to provide examples where they have created, used, or brought together networks that, through collaboration, have resulted in new methods, products or services or delivery.	The Fellow Member will be able to evidence achievement in creating an environment in which innovation and systems thinking has delivered improvement and resilience across the value change.	The Fellow Member will be able to provide examples where the sustainability of products and services has improved by embedding and mainstreaming sustainability into business practice	The Fellow Member will be able to 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.
Assessment Key Words	▪ Data Analysis ▪ Critical Analysis	▪ Negotiation ▪ Decision Making ▪ Problem solving ▪ Persuasion	▪ Facilitation ▪ Message Development ▪ Presentation and Delivery ▪ Communication	▪ Stakeholder management ▪ Structured conversations ▪ Building and maintaining relationships	▪ Resilience ▪ Systems thinking ▪ Innovation	▪ Creating the business case ▪ Programme management ▪ Project planning ▪ Project monitoring and control	▪ Leadership ▪ Managing people through change ▪ Influence ▪ Team management ▪ People management