

Global Agenda Council on New Models of Leadership 2012-2014



Understanding/Context

A profound shift is taking place in the context of leadership and what it takes to flourish as a leader. The change is driven by significant demographic and societal transformation, fundamental technological advances and constant globalization, as well as complex multistakeholder issues and resource scarcity. This shift deeply impacts the challenges leaders face and the aspirations, competencies and attitudes of success.

The changes are revealing a new leadership style that is shaped by leaders' sense of purpose, which can be described in three ways: the emotional capacity of leaders (values, courage, self-awareness, authenticity); their intellectual and cognitive development (creativity, innovation, world view, systems thinking); and the extent and depth of their social relationships and networks (community building, alliances, collaboration, virtual worlds). Today's leaders need a dual attention capability: alertness to subtle, telling signals as well as a larger systems awareness. Tomorrow's leaders will need to go beyond the limits of the systems within which society operates today to perceive what those systems might become.

Shaping the Agenda

The Global Agenda Council on New Models of Leadership is investigating a leadership model that draws on leaders' "inner and outer journeys". The "inner journey" brings deep insight, helping leaders discover their authenticity, and provides the resilience crucial for judgement under pressure. The "outer journey" describes the crucible experiences, occurrences that shape leaders and forge leadership qualities through challenge, risk and effort at the "edge of the system". The new leadership model requires leaders to engage in

new work. This new work is about helping people and communities move from "egosystem" awareness (generating the well-being of a narrow interest group) to ecosystem awareness (generating the well-being of the whole). The process of moving from egosystem to ecosystem awareness requires a profound intellectual, emotional and social journey – a journey to the real sources of presence and self.

"Tomorrow's leaders will need to go beyond the limits of the systems within which society operates today to perceive what those systems might become."

Over the next 12 months, the Council aims to create a website to collect comments in digital audio files and photographs from a wide sample of leaders. It also intends to publish articles in high-profile publications and is considering hosting an event focused on deepening the dialogue between leaders and about leadership.

Contact Information

Research Analyst: James Pennington, Associate, Global Agenda Councils, james.pennington@weforum.org

Council Manager: Selima Benchenaa, Associate Director, Global Leadership Fellows Programme, selima.benchenaa@weforum.org

Forum Lead: Gilbert Probst, Managing Director and Dean, Leadership Office and Academic Affairs, gilbert.probst@weforum.org