

Global Agenda Council on New Models of Leadership



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Issue Overview

Society in general is experiencing a change in leadership dynamics and redefining what it takes to flourish as a leader. Significant demographic and societal changes, fundamental technological advances and continuous globalization, as well as complex multistakeholder issues and resource scarcity define this emerging context. Leaders who want their organizations to survive and thrive must adjust their thinking and behaviour.

These changes are opening up a new area of leadership framed by tensions and balances. This space can be defined by a leader's main sense of purpose, which can be described in three ways: through the emotional capacity of the leader (values, courage, self-awareness, authenticity); by intellectual and cognitive development (creativity, innovation, world view, systems thinking); and by the extent and depth of social relationships and networks (community building, alliances, collaboration, virtual worlds).

Leaders need to productively develop a combination of these skills and qualities to be successful. In doing so, many will have to abandon previous behaviours and ways of thinking, since strategies that previously proved successful may no longer be effectual in the future. Unless organizations actively modernize their leadership style, they could fall behind in areas requiring innovation, effective globalization and the ongoing search for talent. This scenario would result in organizations being unsustainable and unequipped to face future challenges.



Otto Scharmer,
Senior Lecturer,
Organization
Studies, MIT
– Sloan School
of Management,
USA

“

The essence of leading profound change is about shifting the inner place from which a system operates: the source and structure of the social field — that is, the source from which our actions come into being.

”

Did You Know?

The following shifts will have huge implications for leaders:¹

- The global balance of power
- Cognitive skills to understand two escalating problems: climate change and resource scarcity
- Struggles to find talent
- The pursuit of space for individualization
- The use of technology to innovate and push boundaries

Further Resources

Interactive report by the Council, World Economic Forum, 2012:
<http://reports.weforum.org/global-agenda-council-on-new-models-of-leadership/>

“*The Shift*”, Lynda Gratton, Harper Collins, 2011:
<http://www.lyndagrattton.com/books/97/116/The-Shift.html>

Video clip on leadership with Gianopero Petriglieri,
22 August 2012: <http://www.youtube.com/watch?v=BwChVmUMIjE>

Calendar

21-23 October 2012, Forbes Global CEO Conference, Dubai, UAE²

7-8 February 2013, International Conference on Management, Leadership and Governance, Bangkok, Thailand³

20 May 2013, Global Leadership Summit, London, United Kingdom

¹ http://www.haygroup.com/Leadership2030/downloads/Hay_Group_Leadership_2030_whitepaper.pdf.

² <http://www.forbes.com/conferences/2012/ceo-2012.html>.

³ <http://academic-conferences.org/icmlg/icmlg2013/icmlg13-home.htm>.

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Chris Zook, Partner, Director and Co-Head, Global Strategy Practice, Bain & Company Inc., Netherlands

*Confirmed participation in the Summit on the Global Agenda 2012

Council Insights

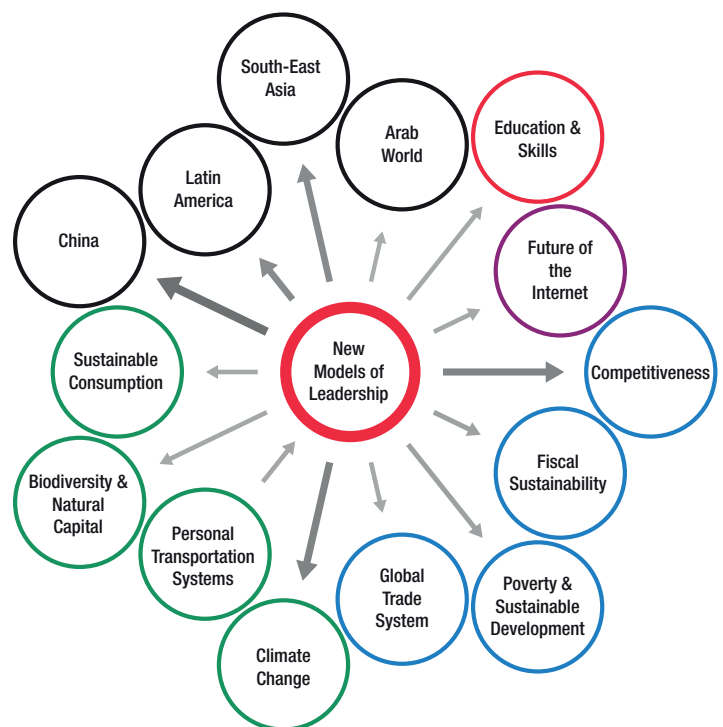
The Global Agenda Council on New Models of Leadership aims to explore the elements required to lead organizations and develop viable leadership practices for the future. The Council will examine the nature of relationships, processes, values and behaviours in the new organizational context.

This year's main Council objective is to move towards a model entitled «Leadership Development that Matters: Education, Corporations and Other Stakeholders». This will be done by:

- Exploring and testing the above model, which outlines the new leadership context, in organizations such as Save the Children
- Exploring and testing the model at the International Human Resources Community that will gather in Geneva, as well as ideas discussed in the Council's framework

The Council's efforts will focus upon refining and strengthening the model through consultation with the Global Shaper and other Forum communities. It will also seek effective methods to implement the model by influencing and acting on the following fronts:

- Education: by engaging with business schools and proposing targeted changes to their curricula
- Corporations, public and civil society organizations: by engaging with human resource departments and making concrete proposals in the recruitment and evaluation processes
- Collaboration: with the Councils on Education & Skills, Informed Societies, Social Media and the Role of Business, and with the Forum communities of Global Shapers and Young Global Leaders



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