

Overview

The enormous scale, complexity and urgency of the challenges facing the world today call for more responsive and responsible leadership. This means leaders who have the vision and values, the character and competence, to shape the future while also balancing the polarities between short- and long-term goals.

Developing leaders who can understand and navigate complex, dynamic systems is one of the best ways of addressing the future's many challenges. Systems leadership is about cultivating a shared vision for change - working together with all stakeholders of global society. It's about empowering widespread innovation and action based on mutual accountability and collaboration. The Global Leadership Fellows Programme (GLFP) of the World Economic Forum is a commitment to making this happen, by developing System's Leaders for Public-Private Cooperation.

The GLF programme combines academic inspiration from leading universities, on-the-job training through the Forum's engagement with global challenges, and individual development and executive coaching support. The three-year learning journey is designed to provide Fellows with the tools, frameworks and experiences required to drive systems-level change through public-private cooperation.

The programme helps Fellows discover, understand, and develop three dimensions of leadership: self, others and systems. The journey starts with the individual (self): understanding motivations, purpose and values, as well as the desire to lead, learn and understand the perspective of others. Leaders need to know who they are and what they stand for; they need to be able to recognize what strengths they can leverage and the potential obstacles that will hinder their impact.

Building on this path of self-discovery, the journey focuses on understanding others: individuals, teams and communities. It emphasizes building bridges that will help Fellows understand their impact on, and perspective of, others as well as what it means to lead and manage people and work in teams. A particular focus is placed on the mindset and skills required to create a shared vision and curate dialogue and engagement towards impact.

Lastly, the journey places particular emphasis on how leaders operate within, and help shape, current and emerging systems. This means leaders must learn not only how to contextualize and map their interconnected networks, but also to understand how the component parts - issues, actors, initiatives - are interrelated, and how they impact other systems.

Programme at a Glance



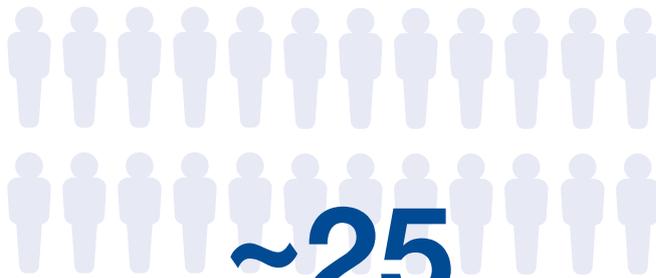
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Three-year programme



12

Academic modules



~25

Candidates selected annually



50%

Public sector

50%

Private sector



2005

Inaugural year of the Programme

6,000

Applications per year



6

World-leading Partner Institutions



226

GLF Alumni

The Curriculum

The Academic Modules are the foundation of the programme and serve as a platform to develop insights and skills. Each module balances traditional and experiential approaches, and are strongly integrated into the other two learning spaces.



1. Academic Modules

The programme consists of 12 modules over a three-year learning journey, focused on helping Fellows discover, understand, and develop three dimensions of leadership: self, others and systems. The modules have been designed to provide Fellows with the tools, frameworks and experiences required to drive systems-level change through public-private cooperation.

Module 1

Building Foundations

World Economic Forum

- Develop a growth mind-set that leads to a desire to learn and embrace challenges; to persevere despite obstacles and to see sustained effort as path to mastery
- Learn how to give and receive feedback, develop a feedback culture and motivate and inspire others

Module 2

The Leader Within

INSEAD

- Explore personal leadership in an organizational context
- Understand the psychological foundations of leadership
- Cultivate greater self-awareness as a leader through feedback and reflection
- Identify and understand competing commitments that could impact personal change

Module 3

Leading and Working in Teams

Wharton

- Understand and explore the structural characteristics of high-performing teams and the dynamics which support and advance them
- Learn how to influence and lead without having formal power and authority
- Recognize and understand the fundamentals of team dynamics in order to inspire progress, use diversity as a strength, and manage conflict towards positive outcomes

Module 4

Understanding and Influencing Complex Systems

World Economic Forum

- Learn how to use systems thinking to better understand and map the key issues, actors, initiatives of complex networks and challenges
- Discover how these components are interrelated and influence each other, and learn how to identify key leverage points of change within the system points of change within a system
- Learn how to see the world and its interdependencies in new and different ways, and how to innovate and lead from a more inclusive and holistic perspective

Module 5

Problem Solving Through Design Thinking

THNK

- Learn the fundamentals of design thinking and how individuals and organizations apply it to solve problems for strategy development and organizational change
- Understand and experience the mindset required, and the basic tools needed, for each stage of the design thinking process
- Design and develop new ways to approach problem solving to achieve impact at scale

Module 6

Leadership in Systems

INSEAD

- Recognize, and work with, the subtle and often unconscious forces that underpin the emergence and effectiveness of leaders in systems (i.e. aspirations, fears and desires; social forces primed by culture, norms and expectations)
- Learn how the experience and behaviour of leaders are often rooted in, and driven by, both psychological and social factors; understand the importance of the dynamic and interface between the self, others and systems

Module 7**Curating Dialogues for Impact**

World Economic Forum

- Learn how to listen in order to better understand, elevate, and synthesize the quality and value of the discussion
- Understand and practice how to ask critical questions to ensure meaningful progress, and understand the emotional drive of individuals and groups
- Design and facilitate inclusive and constructive discussions and processes that lead to a commitment to act
- Explore and practice storytelling techniques that inspire and effectively communicate powerful narratives

Module 8**Leaders Find Their Voice**

Columbia School of the Arts

- Learn and practice how to communicate with vision, purpose and presence
- Shape different types of stories and narratives using rhetorical skills and strategies
- Develop leadership presence through mindfulness practices, breathing and centering techniques and effectively connecting with an audience

Module 9**Managing for Results**

London Business School

- Learn the key responsibilities required to lead and manage in today's world of work
- Understand organizational culture as a means of motivating and managing performance
- Diagnose the root causes of key leadership and management issues, and the power of organizational congruence for driving timely and relevant solutions
- Analyse the behaviours and actions of effective managers, as well as those which can lead to poor results

Module 10**Governance and Ethics**

TBC

- Explore the diverse structures of power and influence that govern social, political and economic systems in an increasingly globalized world
- Learn about agile governance frameworks and the various tools that can drive highly impactful public-private collaborations
- Understand the fundamental ethical questions and challenges caused by the evolving global context, and our individual and collective role in addressing them.

Module 11**A Systems Deep-Dive: The China Context**

CEIBS

- Develop a deep understanding of China's heritage and the opportunities and challenges of a new era
- Explore systems leadership from an economic, political, societal and culture perspective;
- Learn about China's vibrant innovation ecosystem and its pioneering businesses, research centres and start-ups; learn how leaders are anticipating key tipping points and their systemic impact on business models and value creation

Module 12**Reflection and Perspective**

World Economic Forum

- Reflect on the individual and collective changes made through the three-year GLF journey
- Distil the learnings and develop an integrated approach to mapping your ongoing personal and professional development process

2. Coaching & Mentoring

Coaching and mentoring is a key pillar of the GLF programme, focused on helping Fellows achieve greater awareness and impact, develop and sustain new perspectives, and facilitate deeper learning and growth. The coaching process is personalised to meet the individual needs of each Fellow.



3. On-the-job Learning

Global Leadership Fellows are exposed to a wide variety of leadership challenges and development opportunities in their role at the Forum, spanning knowledge creation, to project management, to community curation. Throughout the three-year programme, Fellows rotate at least once to another role in the Forum providing the opportunity to experience different parts of the organization.

What your job might look like



Gemma Corrigan

Practice Lead, Economic Growth and Social Inclusion System Initiative

- Conduct cutting-edge research and policy analysis related to new economic thinking and accelerating corporate social impact
- Develop an interactive platform in partnership with key actors that provides a one-stop-shop to make global business and policy practices more transparent, inclusive and sustainable
- Support the engagement of G20 economies in the development and scaling of innovative multistakeholder approaches to inclusive growth worldwide
- Contribute to raising awareness around complex economic issues among the broader public leveraging the Forum's social media channels



Chido Munyati

Community Lead, Social Engagement - Africa and MENA

- Manage a community of Young Global Leaders (YGLs): next generation leaders from the MENA and Africa Region
- Support YGLs to accelerate and scale their work by curating and coordinating collaboration across the community. This includes identifying how YGLs can collectively leverage their individual and collective skills towards achieving greater impact
- Design, facilitate and moderate sessions at regional meetings and other Forum activities for the YGL community



Anne-Marie Engtoft Larsen

Knowledge Lead, Fourth Industrial Revolution, Society and Innovation

- Develop the Forum's understanding of the Fourth Industrial Revolution from the intersection of technology, society, business and politics.
- Co-writing and editing a book on the Fourth Industrial Revolution (to be published this fall).
- Explore how technologies will shape our societies and lives, and what we – as citizens, businesses and institutions – must do to make these transformations economically inclusive, sustainable and human-centred
- Work with experts in the field of technology, values and policy to develop new knowledge, address governance gaps for the emerging technologies and create conversations and collaboration between different stakeholders.
- Conduct research on how the Fourth Industrial Revolution is impacting local and regional communities



Eric White

Project Lead, Internet for All, Digital Economy and Society System Initiative

- Engage in individual and group discussions with a broad group of stakeholders in the System Initiative. Understand priorities and core activities. Look for commonalities among key issues that should be explored as a group or opportunities for collaboration that have not yet been realized. Develop interactive community meetings to address issues and develop collaborations. Distil the results of the meetings into action points that can be followed up on
- Manage relationships with national governments. Ensure that the activities being developed in this cycle of multistakeholder engagement align with the government's development plans
- Work with cross-house teams that pursue projects of interest to the wider World Economic Forum. These can be on meeting design teams or task forces on smaller activities

Why Join?



“

I joined the Forum because I believe that government, business and civil society, working together, can significantly improve our world. This Fellowship is my opportunity to build on my experiences and learn the skills necessary to help lead our society towards making this vision a reality.”

Daniel Dobrygowski

Project Lead, Information Technology Industry

“

The complex global issues that we face today can't be solved by governments or businesses alone. I am fascinated by the multistakeholder and multi-disciplinary approach that the Forum has pioneered by bringing together different people and actively setting an agenda. The GLF Programme will help me identify my strengths and the areas I need to improve as a leader, while equipping me with the systems-thinking tools to approach development challenges in a systematic way.”

Sriram Gutta

Community Lead, Regional Strategies – India and South Asia

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I'm excited to contribute to the Forum at a time when public-private partnerships are at the heart of shaping the future. The GLF Programme provides me with an opportunity to personally develop as a leader by knowing myself better and unlocking my hidden talents.”

Kris Broekaert

Government Engagement Lead

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I am inspired to work on global issues in a broad way, and working at the Forum provides an unparalleled platform to bring together key stakeholders to drive the change that will make a difference. As part of the GLF Programme, I look forward to personal growth and learning, and especially to the partnerships within my cohort that will help me make a greater impact, both in my current role and beyond.”

Alexandra Durbak

Community Lead, Insurance and Asset Management

How to Apply?

We seek individuals who are curious, collaborative and critical thinkers, often characterized by a strong will to succeed and the service-oriented humility to contribute to the Forum's mission.

Criteria

- Between four and eight years of full-time work experience
- Master's degree, from an accredited university, in any discipline
- A high level of intellectual curiosity and humility
- Excellent verbal and written communication skills
- Strong organizational and project management skills
- Ability to think conceptually and globally about a broad range of issues
- Experience in writing briefs, capturing information and generating insights
- Ability to engage and interact with high-level stakeholders and present information with confidence
- Adaptable and resilient; able to thrive in an ambiguous and dynamic environment
- Ability to empathize with others and see the world through their lens
- A high degree of energy, enthusiasm and positivity

Admissions

Application to join the 2017 cohort of GLFs will open in June 2017. The programme officially starts in November 2017.

Contact

leadershipfellows@weforum.org

Steps in the Application Process

An overview of the application is provided below. After each stage, candidates are notified of their status with all successful candidates invited to the next stage.



Complete the Online Application

Submit your CV



Video Interview

Complete an online video interview



Written Essay

Complete a series of short essays



Online Assessment

Conduct an online assessment at home



Interview

Engage in a 90-minute behavioural interview by video (Skype)



Assessment Centre

Participate in a full-day series of assessment exercises at the Forum offices



Reference Checks

As a final step, reference checks are conducted



Offer

Successful candidates will receive an offer letter

Partners

The academic modules of the GLF programme are developed in partnership with leading global institutions. Working together, the partners provide a dynamic platform that helps every Fellow put an original mark on leadership, within and beyond the Forum.



CEIBS, linking East and West in teaching, research and practice, gives the Fellows a global edge and unparalleled insights on China.



Columbia University offers the opportunity to collaborate with its many schools, exploring a range of disciplines from the arts to public health.



INSEAD provides exceptional knowledge and expertise in coaching, and the personal as well as systemic aspects of leadership.



London Business School offers unique perspectives on the future of management and equips fellows with the skills needed to thrive in it.



THNK is a 'C-School' that provides Fellows with design-thinking and other collaborative tools for catalysing positive change at scale.



Wharton offers unique cross-disciplinary research that advances fellows' knowledge of pressing global issues.



For the past five years, Columbia University School of the Arts has partnered with the GLF programme on a unique week called Taking the Stage. Together we have invented an original curriculum that brings art, artists, theatre, and voice training to the Fellows. We have invented the concept and the actualisation together – refining it through practice each year.”

Carol Becker

Dean of Faculty and Professor of the Arts Columbia University School of the Arts



The GLF programme is as ambitious and generous as the leaders it develops. It is a comprehensive effort to develop leaders whose impact goes beyond improving the bottom line. And it deliberately sets out to benefit organisations beyond the Forum. The GLF helps mobile, talented professionals forge a sense of purpose and social commitments that will serve them well, and help them serve well, as leaders.”

Gianpiero Petriglieri

Associate Professor of Organisational Behaviour INSEAD



The GLF programme is a very impressive programme that creates opportunity for all of us: the Fellows, the faculty, the Forum and way beyond. It's a chance to shape a new kind of leadership that can inspire, engage and lead the world to new solutions. At THINK, we're excited and honoured to be part of the journey.”

Mark Vernooij

Partner, THINK School of Creative Leadership



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation. The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

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