

Creating future Global Leaders

We are at a critical juncture in history, where what we need most at this time is a generally accepted understanding of how different people, different countries and different regions can deal with one another and how the management of worldwide interdependence works, particularly at a time when we have to confront new issues on the global agenda.

The problems of today – and tomorrow, in particular – demand a more wide-ranging, interdisciplinary approach. To quote Kofi Annan, these are no longer “problems without passports”. We are living in times of enormous complexity and fragility in a truly interdependent world. Old recipes and traditional ways to confront global challenges no longer suffice. The next generation of leaders will face an entirely new set of issues. They will have to find new responses and innovative ways of dealing with the responsibilities that come their way.

With this in mind, the World Economic Forum created the Global Leadership Fellows (GLF) Programme, designed to equip the next generation of global leaders to take on this vital role and embody the mission of the World Economic Forum.



Prof. Gilbert Probst speaking at a WEF “CEO-Dialog” brunch meeting

Simulating environment and uniquely accomplished people

The community of Fellows represents the voice and vision of the future across all sectors and regions. What makes this Programme so unique is that it provides specialist knowledge at the intersection of the business world, the public sector and civil society.

The nucleus of the programme consists of a remarkable group of talented, passionate out-of-the-box thinkers, from over 25 countries and ranging in age from 28 to 38 years. They are endowed with an inspiring degree of diverse personal and professional experience. Their qualities speak to the heart of the World Economic Forum’s work. continued on page 76 »»»

The Fellows, who have at least a Master's or doctoral degree, and between 5 and 7 years of relevant work experience, dedicate 80% of their time to regular World Economic Forum job positions and 20% to academic training. The daily work of a Fellow includes management of activities (sessions, projects, reports) in direct collaboration with members of the World Economic Forum community and their teams.

Cultivating leadership skills

The GLF Programme equips the Fellows with leadership and relationship skills, and gives in-depth Industry competence to understand and help address key issues on the global agenda. There is a very high level of direct exposure to, and interaction with, leaders from all strands of society. This forms the goal at the heart of the Programme: to develop as leaders in a global context.

The Programme promotes visionary leadership, integrity, individual and collective accountability, and full commitment to the mission of the World Economic Forum. It also enables them to challenge conventional thinking and policy reasoning.

A world-class programme with world-class partners

The Fellows Programme has been developed in full collaboration with top universities such as Columbia, INSEAD, LBS and Wharton as partner organizations, and also involves faculty from Harvard, the LSE and the National University of Singapore.

As all Fellows already possess a postgraduate degree upon arriving at the World Economic Forum, the Programme provides customized academic modules in the main disciplines with ahead-of-the-curve, executive learning experience.

Leadership-in-Action in the workplace, in projects, and in the annual or regional meetings, is complemented by training and reflection on individual leadership skills and global organizational, economic and political thought leadership. Tailor-made residential team-building retreats and field studies in the form of business trips are fully integrated into the curriculum.

Leadership series and coaching

The Programme taps into the World Economic Forum's unmatched network of leaders. In addition to the Fellows' regular exposure to these leaders in their different work capacities, the Fellows also participate in a "Meet the Leader" series, in which they have the opportunity to interact with CEOs, leading policymakers, world-class academics, social entrepreneurs and other leaders on a rich, relevant and wide range of topics.

During their 3 years with the GLF Programme, the Fellows undergo an intensive coaching experience. In the first 2 years, the coaching primarily leverages the participants' multiplicity of mindsets and diverse high-level experience (peer coaching), while in the third year, it is based on individually-tailored learning with professional executive coaching.

At the core of strategic aspirations

It is exactly because the Fellows wish to contribute to the world's economic, social and political progress that they will benefit from the intensive work offered by the Fellows' Programme while, in parallel, encounter a learning experience designed to train them for their future leadership roles. In this environment, global understanding becomes possible. The skills developed in the process empower the Fellows to

stimulate individuals and teams; to sow the seeds that build communities; to recognize and cultivate talent; to be coaches, mentors, teachers and lifelong students unafraid to question the status quo and who demonstrate the discipline it takes in making change to other people's lives and to our world. For what else is a global leader than someone who takes responsibility for making the world a better place?

Overall, the Global Leadership Fellows Programme is at the core of the Forum's strategic aspirations, which are, namely: to foster visionary leadership; to promote greater accountability towards the Forum Communities and stakeholders; to be constantly ahead of conventional thinking; to instil impeccable intellectual and moral integrity; and to inculcate the unconditional commitment to serving the Forum's mission and its communities.

The unique exposure of the World Economic Forum to world leadership in business and in the public sectors, and to the challenges leaders face at this point in time, make it a particularly privileged setting to answer the question of how the leadership and leaders of tomorrow need to address global challenges. The Global Leadership Fellows represent the future of the World Economic Forum and are the trustees of the basic values of the Foundation: independence, integrity, quality, relevance and service in the global public interest. ««««

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