

Programme Overview

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# Global Leadership Fellows Programme

# 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.**

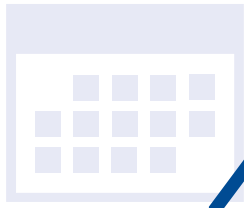
The GLF programme combines academic inspiration from leading universities, on-the-job training through the Forum's engagement with global challenges, and individual development and executive coaching support. The three-year learning journey is designed to provide Fellows with the tools, frameworks and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



**4**

Up to four-year programme



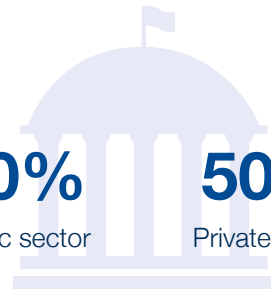
**12**

Academic modules



**20**

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



**253**

GLF Alumni

# The Curriculum

To facilitate and personalise the development of Systems Leaders for Public-Private Cooperation, the programme uses three 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

World Economic Forum

- 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****Leadership in 4IR**

Oxford Said School of Business

- Learn how to be comfortable with and manage situations of ambiguity and uncertainty relating to technologies and their impacts
- Be sensitive to the emotional, physical and cognitive aspects of how humans relate to technology - and understand how to "flex" between modes of perceiving
- Explicitly recognize and practice the different skill sets relevant to understanding and influencing the systemic impacts of emerging tech

**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

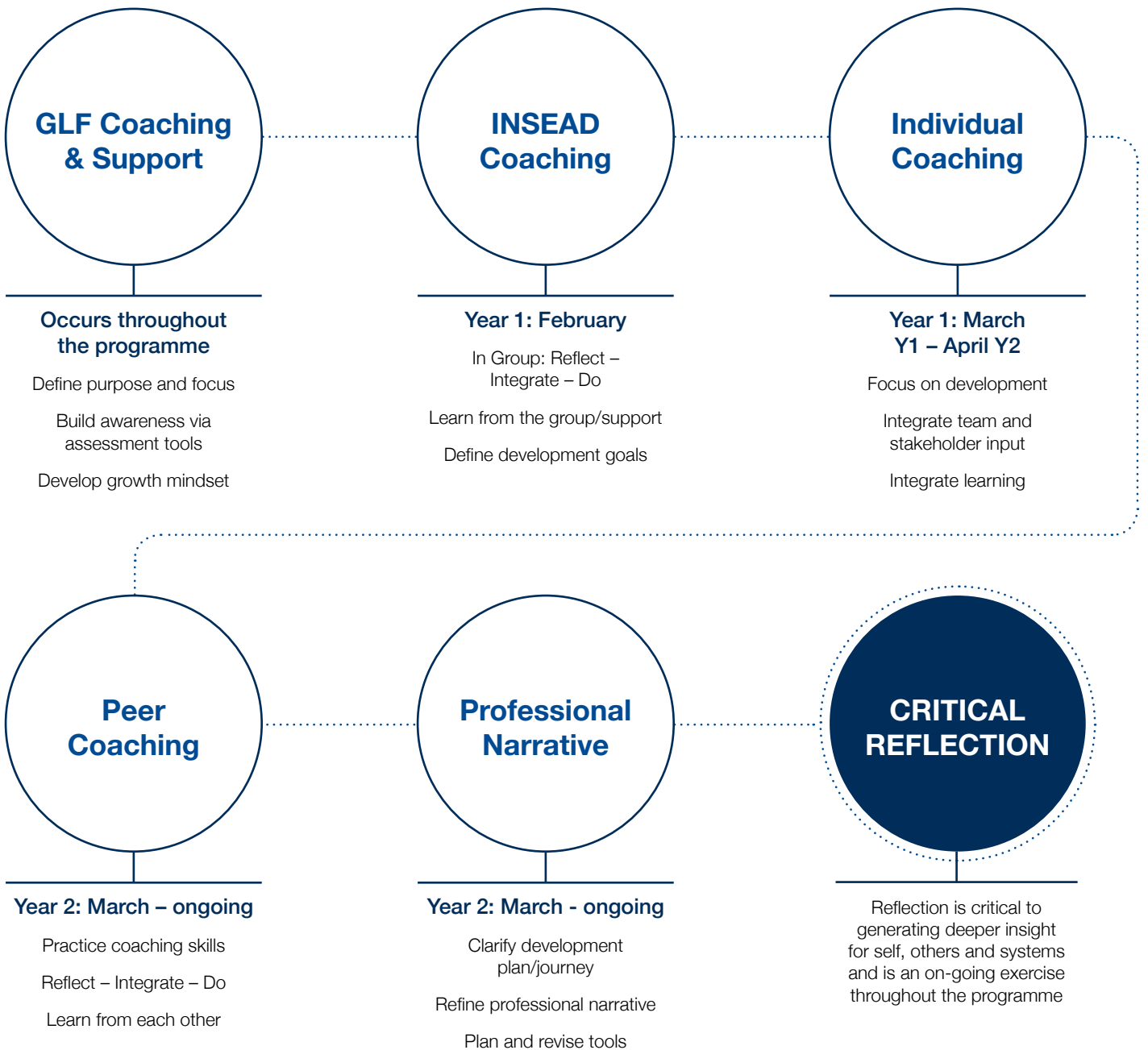
**Module 12****Reflection and Perspective**

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



**Muzi Li**  
Media Lead, China

I work closely with internal and external stakeholders to design, implement and measure the Forum's public engagement strategy in China. I also help manage and grow relationships with China's major media organizations, which including both traditional media and new media. I also work to identify opportunities to place content on Forum's non-Chinese platforms.



**Felipe Bezamat**  
Project Lead, Shaping  
the Future of production

My primary responsibility at the Forum is to develop multi-stakeholder dialogues to help countries and business leaders build awareness of the changing nature of production, determine how to best prepare to benefit from this transformation, and collaborate across the public and private sector to enhance readiness. I also help design and produce relevant insight products and develop strategies to help advance on the future of production and manufacturing.



**Sheikh Tanjeb Islam**  
Community Lead, Regional Agenda,  
India & South Asia

My main responsibility is to manage the relationship with representatives of governments from Bangladesh, Bhutan, Pakistan and Nepal. This includes enabling governments and countries to scale and advance mission relevant initiatives and projects utilizing the Forum's platform for impact. I also conduct research on topics and projects relevant to the region, and act as the Forum's key adviser on government and policy in my portfolio countries. I am also monitoring policy priorities of region's governments to ensure that the Forum's work on the region is cutting-edge and up-to-date.



**Anelia Uzunova**  
Business Engagement Lead,  
Centre for Cybersecurity

My role as the lead for Business Engagement is to deliver on our mission of creating a safer cyberspace. I see myself playing the role of a connector – collaborating closely with the wider Forum in identifying suitable companies to engage, understanding the partners' needs and pain points in better shaping the Centre's value proposition to business, and working with the Centre's delivery functions to ensure we translate this into concrete initiatives that can deliver valuable, tangible outputs to our constituents and society at large.



# Why Join?



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There are some issues that are too big for any one country or company to tackle alone and there are public goods that need everyone's defense and support. I joined the Forum precisely to work on those challenges, like cybersecurity, where we need a global approach recognizing that individuals, national governments, and firms all need to pull together to build new, more inclusive and adaptive solutions. The GLF Programme helped me to develop the skills I need in order to identify these challenges and to lead my team at the Forum as well as my partners from government, civil society and the private sector around the world to think systemically in order to solve real and seemingly-intractable problems.”

**Daniel Dobrygowski**

Head of Governance & Policy  
Centre for Cybersecurity

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I joined the World Economic Forum in 2015 to manage Strategic Partners from the technology sector. I was inspired by the opportunity to work with companies leading change in the Fourth Industrial Revolution and support their engagement in the Forum's work.

Earlier this year as part of the GLF programme I had the opportunity to take this learning and rotate to the Forum's Centre for the Fourth Industrial Revolution. My role at the Centre is to develop and manage our Partner community in San Francisco, bringing on board new partners aligned with the Centre's mission and to ensuring current partners derive the most value from its work.”

**Ruth Hickin**

Partner Engagement Lead  
Centre for the Fourth Industrial Revolution

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The Forum is a very unique place both in how it functions as the only International Organization for Public-Private Cooperation and how non-hierarchical and dynamic the workforce is. Over the past 6 years, I have sharpened my skill-set interacting with top leaders from across the world while working on some of the most complex systemic challenges facing our world today. I believe that the Global Leadership Fellows programme and World Economic Forum can support those on a journey to seek new thinking and solutions.”

**Akanksha Khatri**

Head, Centre Strategy & Management  
Centre for Global Public Goods

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The challenges of our time require globally coordinated action and an alignment of various stakeholders' interests through creative dialogue and attention to purpose. I joined the Forum to lead and navigate the process of understanding these interests, synthesizing them, and creating solutions that lead to healthier populations. My background in health and education, in the US and globally, convinced me of the necessity of a systemic, multistakeholder approach to the world's challenges; I take this approach now in leading the Forum's portfolio on global mental health. The GLF programme has aided me in this work, giving me a better understanding of dynamics at play in systems, within groups, and within myself. The experience and skills of the program will prove useful throughout my career and my life.”

**Peter Varnum**

Project Lead  
Shaping the Future  
of Health & Healthcare

# 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

The programme recruiting will happen through jobs that you will find listed **here**. Use the job category filter to search for the jobs that are tagged with the Global Leadership Fellows Programme. The below list gives an overview of the key criteria we look for in candidates applying to the GLFP

- Between four and eight years of full-time work experience
- Master's degree or equivalent, 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
- 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

## 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.

1

### Online Application

Submit your CV

2

### Video interview (Sonru)

Complete an online video interview

3

### HR call

Complete a HR screening call

4

### Written Essay

Complete a series of short essays

5

### Skype interview

Engage in a 90min interview

6

### Assessment Centre

Participate in a full day series of assessments at the Forum Centre

7

### Final interviews

Participate in a full day series of interviews with hiring manager, peer group and cluster head

8

### Offer

An offer is extended subject to clearing of reference checks

# Partners

The academic modules of the GLF programme are developed in partnership with leading global institutions. Working together with the Forum, 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.



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



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



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



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



Oxford Said Business school focuses on trends that will define the future, the organisations that will shape it, and their leaders, enables the School to uphold the centuries-old traditions of the University of Oxford.



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 THNK, we're excited and honoured to be part of the journey.”

#### Mark Vernooij

Partner, THNK School of Creative Leadership



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COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

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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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