

# Global Leadership Fellows Programme

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COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

## Agile Servant Leaders for the World

Submission for the EFMD Awards, March 2016





# Executive Summary

In 2005, internal and external pressures led the World Economic Forum to launch the Global Leadership Fellows (GLF) programme in partnership with INSEAD, The Wharton School, Columbia University, London Business School and the China Europe International Business School.

The GLF programme aims to do more than develop a pipeline of leaders for the Forum. Its ambition is to develop young leaders dedicated and skilled to improving the state of the world wherever they pursue their careers next.

It prepares leaders to operate in a world characterised by increasing volatility, complexity and interconnectivity. GLF alumni understand the value of bringing multiple stakeholders together to tackle some of the most complex problems on the planet.

The GLF programme design and delivery are based on the «Agile Servant Leader» framework. Programme participants develop self-awareness, a global mindset, contextual intelligence, and the ability to think and intervene systemically. They are also invited to personalise their learning and leadership, pursuing opportunities for growth and impact in their work.

Three integrated learning spaces facilitate the development of those skills and support the fellows' growth: An academic curriculum; coaching, and; on-the-job learning. The programme continues to evolve in line with changes at the Forum and in the world. Alongside new partners, fellows take part in its design, adapting it to the needs of each cohort.

Over 170 Fellows have graduated from the GLF programme to date, exceeding original expectations for institutional, global and individual impact. Key achievements include:

- Accelerating the Forum growth and accomplishing a strategic shift from events organiser to provider of thought leadership.
- Nearly 30% of Forum leadership now comprises GLF alumni. Many others occupy senior leadership positions in business, government, and civil society across the world.
- The programme has reinforced a leadership development culture within the Forum. And it continues to shape the concept of global leadership worldwide.
- The Forum today is much more entrepreneurial than in 2005.
- Middle management is better equipped to manage changing strategies and motivating teams.