



SHAPING RESPONSIBLE LEADERS FOR AN INTERCONNECTED WORLD

2006 MARKED A NEW STAGE IN THE DEVELOPMENT OF THE GLOBALLY RESPONSIBLE LEADERSHIP INITIATIVE (GRLI) A GLOBAL COMMUNITY OF PRACTICE, ACTION AND LEARNING. THIS INITIATIVE WAS LED BY EFMD - THE EUROPEAN FOUNDATION FOR MANAGEMENT DEVELOPMENT (EFMD).

EFMD and the UN Global Compact have committed to building a world where leaders contribute to the creation of economic and societal progress in a globally responsible and sustainable way. Its goal is to do this by developing the next generation of globally responsible leaders through a worldwide alliance of companies and learning institutions, networking, acting and learning together to implement and promote globally responsible leadership. Specifically, it intends to build a body of knowledge on globally responsible leadership, develop globally responsible learning initiatives and promote the goals of the Initiative.

So far, GRLI has built a unique and global platform for action and has accomplished a number of objectives. A key report called *Globally Responsible Leadership - a Call for Engagement* set up regional champions in various countries and areas around the world, and achieved greatly enhanced global recognition.

Effectively, GRLI is now emerging from its first, entrepreneurial phase and moving into a second action phase. Agreed key dimensions for the second phase are:

- + Cautious expansion with dedicated and determined partners
- + Pragmatism - action and results on the ground
- + Explicit progress and clear outcomes communicated professionally

The challenges facing humankind are large, undeniable and global. Economic, social and environmental inequalities abound and are increasing. Businesses are among the most influential institutions worldwide. They have a tremendous opportunity to

shape a better world for existing and future generations. Business schools and centres for leadership learning can play a pivotal role, alongside business, in developing the present and future leaders required to ensure that business is a force for good.

Globally responsible leaders at all organisational levels face four key challenges.

1. They should think and act in a global context.
2. They should broaden their corporate purpose to reflect accountability to society around the globe.
3. They should put ethics at the centre of their thoughts, words and deeds.
4. They - and all business schools and centres for leadership learning - should transform their business education to give corporate global responsibility the centrality it deserves.



The new global business context requires a paradigm shift, meaning that new explanations and reasons will guide our behaviour as individuals and organisations. This shift requires a definition of business that encompasses corporate aspirations, responsibilities and activities in realistic and contemporary terms that go beyond purely financially focused explanations. The purpose of the globally responsible business is to create economic and societal progress in a globally responsible and sustainable way.

GRLI has developed a number of concrete actions, including:

- + **the launch of a management development programme to develop leaders of the corporation of tomorrow.**
- + **Tales of Globally Responsible Leadership:** good examples from all parts of the world - a compilation of inspiring stories and reflections on generic learning from experiences.
- + **developing a set of standards on training and education in the areas of global responsibility.** The aim is to determine what it takes to be a good institution (academic or corporate) with clear action, examples and evolving standards.
- + **faculty development.** Business schools, other learning institutions and corporate learning centres are working on developing a global faculty development network.
- + **fundraising.** To include the monitoring of - and reporting on - clear objectives and measures of success, collective action, and genuine partnerships with organisations from all parts of the world.

The leadership required now and in the future can be described as globally respon-

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sible leadership. Decisions made by globally responsible leaders rely both on their awareness of principles and regulations and on the development of their inner dimension and their personal conscience.

All learning institutions need to make corporate global responsibility their responsibility.

For more information please visit www.efmd.org