

Discussion Guide

Read This First!

Thank you for using the SHRM Foundation DVD, *The World Economic Forum: Creating Global Leaders*. This document outlines the suggested use and explanation of the supplemental materials created for use with the video. Please read it carefully before proceeding.

Our goal is to provide you, the facilitator, with materials that will allow you to create a customized presentation and discussion. For this reason, we have included this Discussion Guide document. In addition, discussion-question slides from the PowerPoint can be customized to your presentation and discussion.

Suggested Program Agenda

1. Distribute the Discussion Questions to participants and suggest that they watch the DVD with the questions in mind.
2. Play the DVD.
3. Use the PowerPoint introductory slides (Slides 2 through 7) to discuss the DVD, the history of The World Economic Forum, and the five lessons presented at the end of the DVD.
4. Distribute the Participant Worksheets to generate individual thought and discussion. (Alternatively, these worksheets can also be used to assign group activities and continue with Step 5 after the activity, or they can be used after Step 5 to assess participant understanding. Please see the Participant Worksheet section below for more information.)
5. Use the PowerPoint question slides (Slides 8 through 30) to discuss each individual primary discussion question. (The Question Guide provides the facilitator with all necessary information and answers to lead a comprehensive discussion.)
6. Distribute the Participant-worksheet Answer Keys to participants.

Supplemental Materials Descriptions

The World Economic Forum Overview

The World Economic Forum Overview can be used either as a facilitator guide or a participant handout. It includes a general outline of important facts about the organization, as well as a comprehensive overview of The Global Leadership Incubator and other leadership development activities at The World Economic Forum.

20-Minute Video Synopsis

The Video Synopsis can be used either as a facilitator discussion guide or a participant handout. It presents a chronological summary of the important segments of the video, highlighting the speakers and critical points in each section.

SHRM Overview

The SHRM Overview should be used as a participant handout. Divided into two sections, it gives a detailed description of both SHRM and the SHRM Foundation.

Human Resource Certification Institute (HRCI) Summary

The HRCI Summary should be used as a participant handout. It discusses the levels of professional HR certification available through the Institute, with brief descriptions of each.

Discussion Questions

Please consider the following questions as you watch the SHRM Foundation DVD, *The World Economic Forum: Creating Global Leaders*. Your facilitator may ask you to answer these questions in discussion or activity format at the completion of the DVD.

What is the purpose of the World Economic Forum?

Explain what Professor Klaus Schwab described as “stakeholders’ theory.”

Why does the world need global leaders?

What is the goal of the Global Leadership Fellows program?

What types of problems do the Fellows address?

Candidates who are invited to join the Global Leadership Fellows program have been challenged on their global mindset. What attributes and actions make up a ‘global’ mindset?

What are some key differences between coaching and mentoring?

What are three important components that any organization must provide in developing leaders?

To become a global leader, what are some personal attributes and experiences that a person should strive to achieve?

Why might the World Economic Forum and its Fellows become increasingly powerful players in the future?

The World Economic Forum Overview

OPERATING INFORMATION

Headquarters: Geneva, Switzerland

FORUM COMMUNITIES

- Strategic Partners
- Thought Leaders (Religion, Culture, Science, Academia)
- Industry Partners
- Members
- Media
- Governments, International Organizations
- Representatives of Civil Society
- Social Entrepreneurs
 - Technology Pioneers
 - Global Growth Companies
 - Women Leaders
- Young Global Leaders

AREAS OF ENGAGEMENT

- **Strengthening Economies**
 - Global Trade & Investment Regime
 - Poverty & International Aid
 - Labor & Migration
- **Enhancing Security**
 - Conflicts
 - Illicit Trade
 - Pandemics & Infectious Diseases
- **Promoting Sustainability**
 - Climate Change / Low Carbon Economy
 - Resource Security (Food, Water, Energy, Air)
 - Ecosystem & Biodiversity Loss
- **Global Governance**
 - International Legal System
- Economic Imbalances & Systemic Financial Risk
- Intellectual Property Regime & Innovation
- Terrorism & Weapons of Mass Destruction
- Information Infrastructure & Data Security
- New Technologies
- Natural Disaster
- Values

HISTORY & MEMBERSHIP

The World Economic Forum is a not-for-profit foundation started in 1971 with an annual budget of 150 million CHF (\$139.5 million). Its activities are supported by foundation members. Membership is restricted by invitation only, and includes three core business communities: Foundation members (large multinational companies), Industry and Strategic Partners (some of the world's leading corporations providing essential leadership in support of the Forum's members both financially and intellectually), and Global Growth companies (companies that demonstrate a clear potential to become future industry/regional leaders).

EMPLOYEES: 400 employees in Geneva, New York and Beijing.

REVENUE MODEL: The Forum is funded by its 1000 member companies. The typical member company is a global enterprise with more than five billion dollars in turnover, although the latter can vary by industry and region. In addition, these enterprises rank among the top companies within their industry and/or country and play a leading role in shaping the future of their industry and/or region. As of 2005, each member company pays a basic annual membership fee of CHF 42,500 and a CHF 18,000 Annual Meeting fee, which covers the participation of its CEO at the Annual Meeting in Davos. Industry Partners and Strategic Partners pay CHF 250,000 and CHF 500,000 respectively, allowing them to play a greater role in the Forum's initiatives.

2008 BUDGET: \$139.5 Million

Video Overview

Narrated and presented by Wayne F. Cascio, Ph.D., SHRM Foundation's seventh video examines leadership development from a global perspective. Filmed on location at The World Economic Forum headquarters in Geneva, Switzerland, and featuring interviews with The World Economic Forum officers, managers and Fellows, this film presents several compelling methods for leadership development and provides organizations some suggestions for implementing their own leadership development programs.

20-Minute Video Synopsis

VIDEO INTRODUCTION

Prof. Wayne Cascio

Prof. Cascio describes how leaders of tomorrow will be required to have a global perspective in order to be able to navigate cultural, regional and political differences to resolve the challenges of the future. He also describes the purpose of the World Economic Forum.

OVERVIEW OF THE WORLD ECONOMIC FORUM

Prof. Wayne Cascio, Prof. Klaus Schwab, Mr. Robert Greenhil, Mr. Sushant Palakurthi Rao

- 1:10 – The Forum's Global Leadership Fellows (Incubator) Program
- 1:35 – Participants in the Fellowship Program
- 2:06 – The 'Stakeholders' Theory'

THE GLOBAL LEADERSHIP FELLOWS PROGRAM

Prof. Gilbert Probst, Ms. Hanneke Frese, Mr. Carsten Sudhoff

- 2:41 – Duration of program and partner universities
- 3:10 – Working together, learning together
- 3:36 – The recruitment process

WHAT FELLOWS DO

Ms. Cynthia Hansen, Mr. Michele Petochi, Ms. Jennifer Baarn, Mr. Sushant Palakurthi Rao, Ms. Jessie Yan, Mr. Sean Doherty, Prof. Gilbert Probst, Ms. Hanneke Frese

- 3:52 – The Fellows discuss their roles at the Forum
- 4:46 – Experiential leadership development through retreats
- 5:19 – Expected timeline for leadership fruition

WHY THE WORLD NEEDS GLOBAL LEADERS

Prof. Klaus Schwab, Prof. Gilbert Probst, Mr. Sushant Palakurthi Rao

- 5:27 – Problem solving through collaboration
- 6:00 – A community of highly capable people

The executives explain that problems cannot be solved by any one organization or entity, and that the goal of the Forum is to bring people together from various backgrounds, share their perspectives, and solve problems in a civil and diplomatic way.

20-Minute Video Synopsis (Continued)

BROADENING LEADERSHIP COMPETENCIES

Mr. Robert Greenhill, Prof. Klaus Schwab

7:00 – Dynamic complexity and adaptability

Mr. Greenhill and Professor Schwab discuss the need for leaders to be flexible. The complexity of the world may have only marginally changed over time, yet the pace and rate at which the dynamics of conflict and problems occur have increased.

A LEADERSHIP INCUBATOR

Mr. Carsten Sudhoff, Mr. Marcello Mastioni, Ms. Jennifer Baarn, Prof. Gilbert Probst

8:08 – The global understanding

8:24 – Every situation has multiple angles and multiple solutions

8:36 – Hands-on learning in small groups

9:00 – Meet the leaders

The commentators discuss how the Forum provides the Fellows opportunities to converse, in face-to-face meetings, with heads of organizations, governments, and other noteworthy leaders. They also discuss the impact of these question-and-answer sessions.

PEER COACHING

Ms. Cynthia Hansen, Mr. Sean Doherty, Prof. Gilbert Probst, Mr. Marcello Mastioni

9:35 – Two sides of coaching

10:08 – Emulate what you see others doing

10:40 – The need for honesty, transparency and integrity

The participants and coaches discuss the value of peer-to-peer coaching and how it draws out the best solutions by invoking honest and open communication from multiple people all of whom are on the same level.

EXECUTIVE COACHING AND MENTORING

Ms. Hanneke Frese, Prof. Gilbert Probst

10:55 – Key objectives for executive coaching

11:10 – The difference between executive coaching and mentoring

Ms. Frese explains that executive coaching is not all that different from peer coaching, while Prof. Probst explains that mentoring is an entirely different concept whereby senior individuals impart their experiences with up-and-coming leaders.

ADVICE TO ORGANIZATIONS

Prof. Klaus Schwab, Ms. Hanneke Frese,

12:30 – Exposure, diversity and commitment

Prof. Schwab and Ms. Frese explain that leadership development requires the willingness of an organization to expose its future leaders to as many positions as possible. They also discuss the need for acceptance of diversity, and the commitment of the organization to provide the resources and vision necessary to teach leadership adequately.

20-Minute Video Synopsis (Continued)

ADVICE TO FUTURE GLOBAL LEADERS

Mr. Carsten Sudhoff, Mr. Robert Greenhil, Prof. Klaus Schwab

13:30 – Learn through experience

14:34 – Advice from Prof. Klaus Schwab

Mr. Sudhoff and Mr. Greenhil explain the need for future leaders to be willing to go out and experience leadership opportunities. Mr. Greenhil states, ‘Don’t just read about another country, go and experience it.’ Prof. Schwab explains the need to differentiate yourself as the pool of available talent continues to encompass the entire global population. He describes the necessary personal characteristics that a global leader should embody and the need to become proficient in multiple languages. He states that in the future, leaders will be part of a global society rather than regional governments and business organizations.

FIVE LESSONS FOR LEADERSHIP DEVELOPMENT

Prof. Wayne Cascio

17:10 – The five lessons

Prof. Cascio explains five lessons that any organization can learn from the World Economic Forum’s experience in developing global leaders for tomorrow’s organizations:

1. **Seize opportunities to learn about different cultures, values and perspectives** so that you can navigate and bridge those differences.
2. **Get a coach and a mentor early in your career**; if possible, work with a coach to help you recognize your personal strengths and weaknesses and to learn from your mistakes. Meet regularly with your mentor and watch how he/she acts as a leader.
3. **Understand that to lead leaders, you must be authentic and genuine, demonstrating strong moral and ethical values** in all that you say and in all that you do.
4. **Recognize the interdependencies among global issues, countries, communities and people.**
5. **Practice collaborative leadership**—make the effort to hear everyone’s voice and actively seek input from all stakeholders.

Society for Human Resource Management (SHRM)

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 individual members, the Society's mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available.

As an influential voice, the Society's mission is also to advance the human resource profession by giving HR professionals tools to be business leaders, such as executive education programming with prestigious business school partners, SHRM Academy courses in business education, the SHRM Foundation video series, *Research Quarterly* reports, the HR Competency Toolkit, International Certification, and much more. The Society also works to build recognition in the business community about the role HR plays in organizational success.

SHRM serves the profession by providing HR professionals with ready access to the latest information and trends through SHRM Online Web casts and content, *HR Magazine*, SHRM white papers, research surveys and the SHRM Knowledge Center, which received more than 125,000 calls last year.

Founded in 1948, SHRM currently has more than 500 affiliated chapters in the United States and members in more than 100 countries. For more information visit SHRM Online at www.shrm.org.

SHRM Foundation

The SHRM Foundation is the 501(c)(3) non-profit affiliate of the Society for Human Resource Management. Its mission is to maximize the impact of the HR profession on organizational decision-making and performance by promoting innovation, education, research, and the use of research-based knowledge. The Foundation is governed by a volunteer Board of Directors from the HR profession, including academics, practitioners and representatives from SHRM.

A leading funder of HR research, the SHRM Foundation has invested more than \$2 million in original research with practical implications for management practice. The Foundation reviews funding proposals three times each year for grants up to \$200,000 per project. In the past ten years, 88% of completed projects have had significant impact including articles published in leading academic journals and presentations at national conferences.

The SHRM Foundation's work also includes:

- Scholarships. The SHRM Foundation awards \$170,000 annually in education and certification scholarships to professional and student SHRM members, and doctoral students.
- Educational resources. The SHRM Foundation has created this DVD series for SHRM chapter programming, staff trainings, college classes and executive education sessions. In addition, its Effective Practice Guidelines series make research findings easily accessible to HR practitioners.

To support this work, the SHRM Foundation conducts an annual fundraising campaign. Contributions to the Foundation are tax-deductible. For more information or to donate online, visit www.shrm.org/foundation.

What is the purpose of the World Economic Forum?

The World Economic Forum is a Swiss foundation that brings together top business leaders, international political leaders, selected intellectuals and journalists to address and discuss the policy implications of the most pressing issues facing the world including health, the environment and the world financial system. The Forum promotes a world-class corporate governance system where values are as important to conducting business as is the rule of law.

The purpose and vision for the World Economic Forum is threefold.

Energize Global Communities

The Forum aims to be the foremost organization that builds and energizes global communities of leaders committed to improving the state of the world. The Forum coordinates the efforts of different communities of all sizes, governments, businesses, and individuals to leverage a sense of responsibility and community in solving the world's most pressing challenges.

Shape the Global Agenda

The Forum strives to be the creative force shaping global, regional and industry agendas and strategies. The Forum actively involves leaders from around the world to develop consensus, highlight key issues to be solved and gather buy-in around proposed solutions.

Improve the State of the World

The Forum aims to be the institution of choice for its communities when undertaking global initiatives to improve the state the world. It is not an international agency with a mandate. It is a powerful network and neutral platform to help global leaders address problems in more comprehensive ways and make more informed and sustainable decisions in their organizations.

According to the Experts...

“The purpose of the World Economic Forum is not to make decisions but rather to act as a force for reflection, connecting ideas, stakeholders, countries, and cultures. Not only does the forum bring leaders together, it also recognizes the need to develop a new generation of leaders whose goal is to improve the state of the world.”



Professor Wayne Cascio

Robert H. Reynolds Chair in Global Leadership
University of Colorado Denver

Some additional questions to discuss:

What types of memberships does the Forum offer?

The World Economic Forum is sponsored through a membership system. Forum Members are companies that are driving the world economy forward. A typical Member company is a global enterprise with more than 5 billion dollars in turnover. These 1,000 Member companies are at the heart of all Forum's activities, and their support is essential to helping the Forum find sustainable solutions to improve the state of the world. The membership makes up the majority of the operating budget for the Forum. Different categories of membership are associated with the number of seats at the Annual Meeting in Davos-Klosters. A Davos seat represents an individual participant in the Forum's Annual Meeting. The standard membership is 42,500 CHF (\$39,550 USD), entitling the member (CEO) to one seat in Davos.

A higher level of a membership engagement is possible through “Industry Partnership”, which serves as the Forum's primary means for engaging its corporate partners. It leverages the Forum's neutral platform and global networks, and focuses on three areas: Industry, Cross-Industry and Corporate Global Citizenship. In practice, this leads to enhanced speaking opportunities, access to exclusive meetings and a key role in shaping the Forum's agenda. The value of “Industry Partnership” is 250,000 CHF (\$232,650 USD) for two Davos seats. The highest level of engagement in the Forum's mission is through “Strategic Partnership”, which has a value of 500,000 CHF (\$465,300 USD) for five Davos seats. These companies comprise some of the world's leading corporate citizens and provide essential leadership in support of the Forum's mission. Strategic Partners are a key force in the Forum's activities and communities at the global, regional and industry levels. They help shape initiatives, projects and task forces and give intellectual guidance through the participation of their most senior executives on steering boards and in advisory groups.

What does the Forum do to “shape the global agenda”?

The Forum traditionally shapes the global agenda by virtue of the Annual Meeting and other events in all the continents throughout the year. The industry agenda is also shaped via ad-hoc industry governors' activities and strategy meetings involving the strategy officers of the foremost global companies. The new frontier of setting the agenda is represented by the Network of Global Agenda Councils, a network of about 1500 of the very best minds from various stakeholder groups and geographies. Members engage in annual rounds of discussions on the most important global topics, allowing for the best knowledge to emerge in the specific areas but also enabling them to explore the systemic level of the problems to be addressed and the interconnections across those problems. In a global environment often marked by short-term orientation and silo-thinking, the Network of Global Agenda Councils is intended to foster contemporary, long-range thinking about prevailing global challenges, and help create a powerful body of opinion around local and international solutions to address them.

How can small companies or individuals act “globally”?

Small companies and individuals can act globally by becoming involved in issues on a local scale that have a global impact—i.e., environmental conservation, natural resources protection, and trade and labor equality. Also, small business can select suppliers and third-party resellers that have a record of corporate global responsibility.

ADDITIONAL RESOURCES

About The Forum – www.weforum.org/en/about/

The Forum Blog – www.forumblog.org

Wikipedia – wikipedia.org/wiki/World_Economic_Forum

Twitter – twitter.com/DAVOS

Facebook – facebook.com/worldeconomicforum

Myspace – myspace.com/worldeconomicforum

YouTube – www.youtube.com/user/WorldEconomicForum

Explain what Professor Klaus Schwab described as “stakeholders’ theory.”

The so-called stakeholders’ theory is the belief that the management of a company has to act in the best interest not only of the company’s shareholders, but all stakeholders—all those who are interested in the company. It must serve society at large. The stakeholders of an organization include clients, employees, the government, suppliers and society at large.

Regulation and Entrepreneurship

Entrepreneurship remains the key driver of wealth generation, and the market economy is a fundamental pillar of a free and democratic society, but market forces have to be embedded into an enhanced and globally better-coordinated regulatory framework.

The Moral Reformation

Both businesses and society at large must reflect on how they want the world to be in 10, 20 and 30 years. Shaping the post-economic-crisis world means, above all, to incorporate ecological, global and inter-generational accountability and responsibility into every undertaking, individually and collectively. The World Economic Forum is a multistakeholder platform that offers an opportunity to promote this inter-generational responsibility.

The Tipping Point

The global economic crisis that culminated in 2009 is a turning point for global society. The aftermath of the deregulation and single-level accountability has brought us to a tipping point, which leaves us only one choice—change or face continued decline and misery.

According to the Experts...

“In 1971, I published a book where I described for the first time the so-called ‘Stakeholders’ Theory,’ which means that the management of a company has not only to serve shareholders but all stakeholders—all those who are interested in the company—which means clients, the government, and suppliers.”



Professor Klaus Schwab
Executive Chairman and Founder

Some additional questions to discuss:

Why should an organization be concerned with its impact on social matters?

Professor Schwab argues that we need to rebuild the global economy, not only based on more liquidity in the system, but also on the fundamental pillars of honesty, transparency and predictability. He says we need to look at our world in a holistic, systemic way, remembering that the global economy, the environment, political strife, social justice and other issues are all interconnected. The focus on globalized social justice is critical in that, without a certain level of shared values for the rights of human beings, there will always be civil unrest, which will continue to work against a normalized, highly functional global economy.

In a profit-focused organization, how can leaders justify the expense of environmental considerations?

To justify any costs related to environmental protection or sustainability, leaders should conduct a long-term impact study that takes into consideration any side-effects of the industry. In accordance with Professor Schwab’s stakeholders’ theory, an impact on one stakeholder (the environment) will have an effect on all other stakeholders. Given that environmental impact is cyclical and that there exists a potential for any negative side-effects to affect one of the company’s most important assets/stakeholders directly (i.e., employees who live in the surrounding community), a leader can develop a cost-benefit analysis that may help to justify long-term investments related to environmental protection when compared with the costs of litigation, health care and environmental clean up.

Why does an organization need to factor the government and its suppliers into its business considerations?

Beyond legal compliance, organizations need to consider their impact on government services. Business practices that require extensive use of police services, public utilities or other government services can unintentionally increase tax burdens, misappropriate public safety services or limit public works availability to other citizens.

Suppliers should also be considered, such that those organizations are able to maintain viable businesses. Economies of scale and other economic realities often come at the expense of the supply side of the business equation. Ruthlessly pursuing the bottom line by driving down the cost of inputs to the point where suppliers can no longer generate a reasonable profit can have unforeseen consequences. Suppliers that cannot sustain a meaningful profit will be forced to reduce expenses by providing less equitable benefits for their stakeholders or by cutting the quality of production. Both of those actions may produce negative impacts on their customers’ organizations and/or the quality of their output. Ultimately, the supplier may have to cease operations.

ADDITIONAL RESOURCES

CNBC European Business

cnbceb.com/leadership/klaus-schwab/378/

“The Schwab Manifesto”

www.businessweek.com/careers/managementiq/archives/2009/01/the_schwab_mani_1.html

Why does the world need global leaders?

If you look at the challenges and the problems in our world, they cannot be solved by governments alone, by business alone, or by civil society alone. What we need is cooperation; what we need is partnerships. There is a huge need for the global leaders to be aware of these problems and to create awareness among others. They need to recognize the interdependencies and the complexity that is related to the global issues and the need for collaboration.

Global Leader Community

What the Forum is intended to do is to form a community of highly capable people who will take on leadership positions in the future. These people are trained in leadership skills, and they understand the global context.

A Global Responsibility

The leaders of tomorrow must understand global complexity and their global responsibility, not just their business or national responsibility.

Global Operations = Workforce Diversity

The leaders of tomorrow will have to understand better how to conduct themselves in an environment where effectively navigating cultural, regional and political differences is a critical component of success. Finding and recruiting multifaceted leaders is a highly complex organizational challenge, but it is critical for improving the health and sustainable growth of all organizations, especially those with global operations.

According to the Experts...

“The forum brings people together to share the understandings of what is going on in their world in order to identify ways to improve it.”



Mr. Robert Greenhil
Managing Director, Chief Business Officer

Some additional questions to discuss:

What are some potential downsides of unilateral action?

Acting globally in a unilateral manner involves great risk of failure brought on by a lack of understanding of all sides of an issue. Because no single organization or entity can fully understand all aspects of a situation, collaborative communications and discussions with all stakeholders are critical to finding a meaningful resolution to a global conflict or circumstance. Beyond failure to resolve the situation, there is great potential for exacerbating the problem into a situation far worse than the original one.

Give a few examples of global challenges that require multiple global actors to resolve.

Hunger and food shortages/contamination, economic upheaval, energy-supply interruptions or shortages, water-supply issues, human-rights violations, climate deterioration, and health-related epidemics all require coordinated responses and preventive actions by multiple entities across the globe.

ADDITIONAL RESOURCES

Young Global Leaders

[www.weforum.org/en/Communities/Young Global Leaders](http://www.weforum.org/en/Communities/Young%20Global%20Leaders)

What Makes a Global Leader?

knowledge.wharton.upenn.edu/india/article.cfm?articleid=4229

Global Leaders Can Be Made

knowledgenetwork.thunderbird.edu/cabrera/

What is the goal of the Global Leadership Fellows program?

The Global Leadership Program is dedicated to developing a generation of potential world leaders, well-rounded professionals who feel equally at home in the public and private sectors. As the world becomes increasingly more interconnected, the once well-defined line between these two sectors continues to blur, making it difficult for any one organization to act effectively in isolation.

Combining Knowledge and Practice

A three-year Master's program in global leadership uniquely couples leadership training with in-depth knowledge and interaction with industry, civil society, and global and regional leaders and their entourages. In this unique curriculum, the Fellows are provided not only with knowledge and training on leadership by experts and top schools like Columbia University, INSEAD, LBS and Univ. of Penn/The Wharton School, but also, more importantly, with the exposure and the practical experience obtained through joining forces with diverse world leaders and topical experts to facilitate common solutions to many of the world's most pressing issues.

Leaders Learning from Leaders

Beyond the takeaways from frequent interactions with world leaders, the Fellows—leaders in their own right—have seemingly endless opportunities to learn from one another. This hands-on cooperation takes place within a one-of-a-kind international organization, leading to unique synergies that are not readily available in any other academic or corporate leadership program.

Ongoing Coaching and Mentoring

Throughout the three-year program, Fellows are embedded in an environment of active coaching and mentoring. Every Fellow joins a small coaching team of approximately five people who work collaboratively to help each other reach personal and professional development goals. In the third year, Fellows are assigned an executive coach and choose a mentor from the Forum's Community of Young Global Leaders to provide them with guidance on their career development and project work.

ADDITIONAL RESOURCES

About the Global Leadership Fellows

[www.weforum.org/en/about/Our Organization/GlobalLeadershipFellows](http://www.weforum.org/en/about/Our%20Organization/GlobalLeadershipFellows)

Some additional questions to discuss:

What types of people are recruited and/or accepted into the Global Leadership Fellows program?

The Global Leadership Fellows program seeks participants who have a global perspective. The participants should have an understanding of the interdependencies between government, business, academic, and civil society activities.

What makes the World Economic Forum unique?

The success of the Forum is a result of a partnership among 350 people, two-thirds of whom have advanced university degrees. The employees of the Forum all share the same values, spirit and commitment to a mission—to improve the state of the world.

According to the Experts...

“A reflection on the crises that have transpired over the past year can answer this question alone. We are experiencing the birth of a new era, a wake-up call to overhaul our institutions, our systems and, above all, our thinking and our actions, and to adjust our attitudes and values to the needs of a world, which rightly requires a much greater degree of responsibility and accountability. We live in an enormously complex, fragile and interdependent world—and the transformational changes that we are experiencing support more than ever the need for better, more effective leadership. That’s why we need a generally accepted understanding of how different people, countries and regions should deal with one another when confronting new global issues.”



Professor Gilbert Probst

Managing Director, Leadership and Academic Affairs

What types of problems do the Fellows address?

During the three years of the Fellows program, participants work full-time at the Forum. Each Fellow is assigned a role that will be useful for his or her future professional goals. For example, some act as liaisons for civil-society organizations, others work with social entrepreneurs, the university community, etc., on behalf of the World Economic Forum, while others work directly with the leaders of multinational corporations and focus on specific global issues, including chronic hunger, environment, global health, logistics and transportation, and governmental relations.

Leadership Retreats

The Forum encourages the participants to conduct a self-assessment of their leadership development by giving them on-site exposure (through so-called ‘retreats’) to various areas around the world. Fellows are encouraged to become actively involved in conflict resolution, problem solving and negotiation of solutions. Through the retreats, the Fellows have an opportunity to engage in field-based exercises that allow them to apply leading ideas in managerial practice and interact directly with communities and leaders of the regions they visit. The retreats also allow the Fellows to discover and understand different levels of leadership by experiencing new, and at times unfamiliar, settings.

Timeline for Success

Typically, it is expected that in a short term after Fellows graduate, they will begin to get involved in high-level management and decision-making roles that allow them to put the skills learned at the Forum to practical use. Those who decide to stay at the Forum are expected to play central leadership roles (e.g., director or senior director) after two or three years after the conclusion of the program.

ADDITIONAL RESOURCES

Fellows Brochure

www.weforum.org/pdf/Our_Organization/Fellows_Brochure.pdf

Fellows Questions and Answers

www.weforum.org/en/about/Our_Organization/GlobalLeadershipFellows/QA/

Talent on Demand

knowledge.wharton.upenn.edu/article.cfm?articleid=1899

Some additional questions to discuss:

What are some specific areas of engagement that enhance security?

The World Economic Forum engages in global conflict resolution, anti-proliferation of terrorism and weapons of mass destruction, prevention of illicit trade, information infrastructure and data security, pandemics and infectious-disease prevention and mitigation, and new technologies that enhance global security.

What are some specific areas of engagement that promote sustainability?

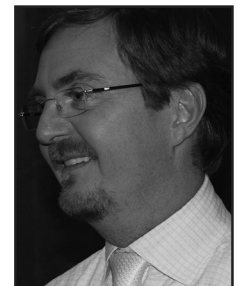
The World Economic Forum engages in sustainability efforts to develop a low-carbon economy, prevent climate change, protect natural resources (including food, water, energy and air), protect global ecosystems, prevent biodiversity loss, and respond to natural disasters.

What are some specific areas of engagement that strengthen economies?

The World Economic Forum focuses on global trade and investment, economic imbalances and systemic financial risk, labor and migration, poverty and international aid, and intellectual property protection and innovation to help strengthen economies.

According to the Experts...

“In our recruiting process, we pay a lot of attention to candidates who truly have a global mindset. They understand the interdependencies between government activities, company and business activities, academia or civil society.”



Mr. Carsten Sudhoff
Chief Human Resources Officer

Candidates who are invited to join the Global Leadership Fellows program have been challenged on their global mindset.

What attributes and actions make up a 'global' mindset?

The leaders of tomorrow have to be prepared to deal with a great deal of dynamic complexity. They have to understand that global business is not about servicing one region or country, but rather about providing opportunities for prosperity and development in every area of operation. Globally aware people understand the need to consider every aspect of an organization's operations and account for the impact that it will have on the rest of the world.

Adaptability Is Key

Professor Schwab likens the ability to adapt in the global economy to a "guerilla fighter." He argues that you have to have a guiding mission, you have to be disciplined, and you have to adapt constantly to the changes in your environment.

Dynamic Complexity

The world economy has always been complex, but the dynamics are proceeding at an ever-accelerating pace. In terms of dealing with a crisis in the global economic system, what we are seeing happen in 2009 is not entirely different from what has happened before, but the rate of change is what is so alarming. The shift of power from the West to the East and from the North to the South is going to continue over time, and situations will escalate at an ever-increasing rate. Problems related to global systems will not be able to be solved by a single actor, but rather will require multiple organizations guided by the leadership of individuals with a keen understanding of global affairs.

ADDITIONAL RESOURCES

Global Mindset

www.thunderbird.edu/about_thunderbird/inside_tbird/truly_global/global_mindset.htm

Creating a Global Mindset - Chief Learning Officer

www.clomedia.com/features/2008/June/2235/

Some additional questions to discuss:

Why is adaptability so important?

The ability to adapt to ever-changing situations is critical to being an effective world leader. Because of the interconnectedness of the daily lives of everyone in the world, catalysts for change can happen very rapidly. As a leader whose task it is to resolve a global challenge, you must be able to think outside of the information given to anticipate the next potential change agent. The movement of people around the globe by means of air travel, combined with the movement of information at the speed of the Internet, introduces the potential for rapid changes to the complexity of a given challenge.

What is dynamic complexity?

Dynamic complexity occurs from the interactions among the agents in a system over time. Dynamic complexity is defined as situations where cause and effect are subtle and where the effects of interventions are not obvious. Dynamic complexity occurs when the same action has dramatically different effects in the short run and in the long run, an action has one set of consequences locally and a very different set of consequences in another part of the system, or where obvious interventions produce non-obvious consequences.

What are some contributing factors to the acceleration of world dynamics?

The Internet and other forms of publicly accessible communications systems, as well as social-media websites (such as Facebook, Twitter, and MySpace), have increased the speed with which messages are delivered around the world. Air travel and high-speed rail systems have contributed to health-related epidemics (e.g., flu viruses and HIV). Centralized food supplies and mass-production of crops have increased the likelihood of widespread outbreaks of food-borne illnesses such as salmonella and e-coli.

According to the Experts...

"There is a huge need for the global leaders to be aware and create awareness. They must recognize the interdependencies and the complexities that are related to the global issues, and they must understand the need for collaboration."



Professor Gilbert Probst
Managing Director, Leadership and Academic Affairs

What are some key differences between coaching and mentoring?

Although many of the processes of coaching and mentoring are similar, they are generally conducted between individuals with different qualifications and they are categorized differently. A mentor is generally a person who has deep experience in a particular field of interest, whereas a coach typically does not have such experience, but offers to assist a person to develop an understanding of a particular field or circumstance and of himself or herself. A coach may be a person of similar age and academic training.

Keys to Mentorship

A mentorship is typically an informal relationship that can last for a long period of time. A mentor takes a long-term and broader view of the 'mentee,' and opens doors to otherwise out-of-reach opportunities. Mentorships focus on career and personal development at the request of the mentee. A typical mentorship agenda is set by the mentee, with the mentor providing support and guidance to prepare the mentee for future roles.

Key to Coaching

A coaching relationship generally has a set duration and is more structured in nature. Coaching is typically focused on short-term goals and on specific areas/issues for development. Coaches do not have to have direct experience in the area of interest of the 'coachee.' A typical coaching agenda is focused on achieving specific, immediate goals revolving around specific development areas/issues.

ADDITIONAL RESOURCES

Coach, Mentor: Is there a difference?

www.coachingandmentoring.com/Articles/mentoring.html

The Difference Between Mentoring and Coaching

mentoring-works.com/the_differences_between.html

Marginal Mentoring: The effects of type of mentor, quality of relationship, and program design on work and career attitudes

www.jstor.org/pss/1556344

Some additional questions to discuss:

What are some benefits of being a peer coach?

Part of the value of being a "peer coach" is the opportunity to listen to somebody else's issues, put on an advisor hat and think about how one might react in a particular situation or draw on one's own experiences. A coach helps an individual to think more deeply about the kinds of leadership experiences he or she may have and how they could be applied to other people's contexts. Being a coach gives an individual the opportunity to help others find solutions to the problems they are facing. After peer coaching, a next step is to have a professional personal coach for career development.

What are some benefits of being a "peer coachee"?

Coaching helps to grow mutual respect within an organization. Knowledge becomes accessible more quickly by encouraging honest and open conversations among peers. Being coached by a peer gives an opportunity to request honest feedback and solicit open conversations about problems an individual is facing. Also, the coachee has an opportunity to observe and potentially emulate the leadership styles and problem-solving techniques of the coach.

What are some benefits of having a mentor?

A mentor is a great way for young professionals to establish professional networks, increase awareness of professional issues, and gain support and encouragement. Mentors can help mentees expand their competence, establish a professional identity, and maximize their professional effectiveness. Mentors also offer exposure to new ideas, theories, practices and people that might not be pursued without a mentor's guidance and encouragement. Mentors often give honest, informal feedback that helps to improve a mentee's understanding of complex issues and exposes him or her to different approaches to resolve problems.

According to the Experts...

"You try to emulate what you see other people doing and that appears to work very well. Within the Fellows program and the Forum at-large, there are a lot of people who I have high respect for, so I try to learn from their example."



Mr. Sean Doherty
Head of Logistics and Transport Industry

What are three important components that any organization must provide in developing leaders?

An organization that conducts leadership development must provide three essential components to operate a development program successfully. First, the environment must be conducive to open and genuine discussion about who the participants are, what their values are, what their interests are. The program must also provide opportunities for work/life/development balance and to understand that it is easy for the participants to get into situations where they only work and forget about their private lives. Lastly, a program should allow participants to think, reflect and discover for themselves what is important to them.

Open Discussions

As with any situation, honest dialogue is key to developing lasting solutions to any problem. The need for genuine conversation becomes extremely critical when dealing with issues on a global scale. Such conversations often occur in the course of peer coaching, face-to-face meetings, development discussions or professional coaching sessions.

Work/Life/Development Balance

As a leader dealing with the pressures and excitement of a global challenge, it is easy to become entrenched in one's work. It is critical to teach work/life/development management techniques while developing leadership skills. Understanding one's personal needs is critical to being an effective leader.

What Is Important?

It is also important to allow young leaders to define their value systems, personal beliefs and ideals during leadership development. Giving learners time to solidify their beliefs and identify what is important to them will help guide them to make more informed and thoughtful decisions later in life.

ADDITIONAL RESOURCES

Leadership Development Components

newvoices.aed.org/LeadershipProfessionalDev.doc

Training and Development For Global Leadership

www.managesmarter.com/msg/content_display/training/e3i04ad64e643dad14f8612b1c22f33d125

Some additional questions to discuss:

Identify some ways that diversity enhances leadership development.

As leaders develop their skills, it is important for them to be exposed to people who may be affected by decisions they will make in the future. Diversity of thought, culture and personality helps produce well-rounded, balanced leaders who are more likely to consider the impact their decisions have on other populations and cultures.

What are some potential downsides of not having enough financial resources for a leadership-development program?

Having adequate financial resources is critical to leadership development because it is important for a person to be given many opportunities to experience and participate in real-life events in order to gain a truly global perspective. The cost of traveling to hotspots around the globe, combined with the expense of providing a living wage for the leader-in-training, must be considered when budgeting for a leadership-development program. At the same time, many of the leadership-development costs could be offset by building up partnerships and sharing some of the indirect costs with participants (i.e., investing personal time, active contribution in curriculum design and delivery of the training, etc.).

Why is it important to give leaders "space" to learn?

Trial-and-error and self-exploration are two very important aspects of personal growth and leadership development. As participants work through a leadership-development program, they will likely require a certain amount of time and energy to absorb the concepts and events they will experience. Be patient with participants as they work to develop connections between their own personal experiences, their value systems and the reality of a global challenge or circumstance.

According to the Experts...

"I think what is happening here is really very unique, because the Fellows come from many different backgrounds, many different organizations—for-profit, not-for-profit, politics. Here they are all put together in this incubator melting pot. They work together. They learn together. They are exposed to people from all sorts of different walks of life and very influential people."



Ms. Hanneke Frese
Executive Coach

To become a global leader, what are some personal attributes and experiences that a person should strive to achieve?

Global leaders have the capacity to blend knowledge, expertise, and competencies. Global leaders focus on behaving ethically, thinking strategically, communicating effectively, listening and gathering information, making intelligent decisions, encouraging cooperation and collaboration, and presenting a positive (and often optimistic) image of what the end-goal should be.

Behaving Ethically

By learning about the ethical issues and concerns that impact every stakeholder and adopting a balanced, open-minded approach to resolving today's ethical challenges, global leaders promote and perpetuate honest behavior among their colleagues. Global leaders should involve all affected parties in discussions of ethical issues prior to proposing or agreeing to a resolution on them.

Gathering Information

Global leaders need to establish multiple channels and networks to generate a constant flow of information from within and outside the organization. Leaders should listen to their managers as well as the people on the front lines. It is important constantly to be gathering, analyzing, challenging and using any information that is collected.

Presenting a Positive Image

Adopting a leading role in initiating action and decision-making is a key part of being a leader. Global leaders should be working towards the optimal solution to a challenge while demonstrating fairness and integrity, respecting the views of all affected parties, and creating a positive and future-driven image.

ADDITIONAL RESOURCES

Developing Leadership Skills: Personal Attributes

www.buzzle.com/articles/developing-leadership-skills-personal-attributes.html

DNA of a Global Leader

findarticles.com/p/articles/mi_m4467/is_200803/ai_n25420176/

Some additional questions to discuss:

What types of lessons can be learned by living in or visiting a foreign country?

Visiting, living in or working in a foreign country gives a person a unique perspective of another culture, society and way of life. Global leaders are often required to make decisions that impact countries, regions or even hemispheres that are entirely unlike their homeland. Witnessing first hand the lives of people who live in areas that are affected prior to making a decision is the best way for a leader to understand fully both the positive and negative implications of a set of actions.

Why is it important for a young leader to define long-term goals?

The optimism and creativity of youth presents the perfect time for future leaders to establish a belief system and set long-term goals. Young leaders often see the world's challenges from a non-jaded perspective, which allows them to formulate solutions and develop action plans without being held back by what could be temporary realities. Keeping up with the goals of one's youth is a good way to make sure you stay on track throughout your leadership career.

What does curiosity have to do with long-term success?

Curiosity is the driving force behind exploration, questioning, wondering, and learning. When a global leader maintains a healthy curiosity about a particular challenge, he or she is inherently driven to understand it, explore it and find a solution. Being constantly curious makes life-long learning enjoyable and provides a source of pleasure when working through difficult challenges or projects.

According to the Experts...

“Today we are proud if we speak three or four western languages, as I am doing, but I think our children, and particularly our grandchildren, have to speak a language, or at least one language, that does not belong to our cultural sphere. In order to be really capable, one must not only speak the language, but deeply understand those different cultures.”



Professor Klaus Schwab
Executive Chairman and Founder

Why might the World Economic Forum and its Fellows become increasingly powerful players in the future?

The World Economic Forum is becoming increasingly more relevant (and powerful) as the globalization of world economies continues to expand. Increased interactions between sovereign nations, multinational corporations and other global organizations require people and institutions that are capable of fostering effective relationships. Graduates of the Fellows program will enter both private and public-sector jobs with a 21st-century mindset, experience, education, and the commitment and determination that are necessary to lead profitable and sustainable global businesses.

Globalization Is Unstoppable

In the 21st century, global communication and transport systems have started a trend toward economic convergence that is working to turn every human into a world citizen. However, the existence of cultural, regional and social differences will likely remain for centuries, if not forever. The “gaps” that exist between various nations and cultures demand leaders who understand and respect all parties involved in a situation. Fellows of the Forum are trained to be fair-minded and to seek out solutions that benefit the entire world.

Experience Is Power

The Forum’s Fellows program offers students countless opportunities to see and participate in solutions to global challenges. Participating in the resolution of these real-life situations offers a future leader a chance to test his or her skills while being given direction from the world’s leading experts.

Understanding Sustainability

Sustainability is relevant to any sort of resource that is needed in business. The Fellows participate in extensive conversations with world leaders regarding such topics as energy conservation, natural-resource protection, workforce sustainability and international security.

ADDITIONAL RESOURCES

Knowledge Navigator

www2.weforum.org/site/knowledgenavigator.nsf/Content/KB+Home+Page.html

Some additional questions to discuss:

What types of private-sector jobs would be well suited for people who have completed an extensive leadership program similar to the Global Leadership Fellows program?
Graduates of the Fellows program leave the Forum prepared to lead multinational projects for both private- and public-sector organizations. Some graduates have gone on to become corporate executives, while others have gone on to work in areas related to civil service.

What are some characteristics of the GLF program that transcend all leadership-development programs?

The Global Leadership Fellows program uses several proven techniques to prepare tomorrow’s leaders. These are well suited for use in any leadership-development program. The program has a well-developed curriculum based on in-depth knowledge of all types of leaders—industry, civil society, and governmental. The program also provides hands-on learning opportunities as well as a mentorship program to foster learning outside the classroom. Peer and executive coaching is strongly encouraged to create open, honest dialogue among the participants and to generate a cross-pollination of ideas and solutions. The program also involves outside thought leaders, industry leaders and policy-makers who conduct candid, real-word dialogues with the Fellows to complement their academic training.

What types of experiences do GLF participants engage in that may not available in other leadership-development programs?

The Forum has an unusually large membership base that is made up of executives from many of the top 1,000 multinational companies, NGOs and governments. Participants in the Fellows program are given access to these individuals to share their personal experience and, when appropriate, to make suggestions for shaping regional, global or industry agendas. The opportunity to witness first hand the ways these executives work to develop a solution is an invaluable experience that is unique to the Global Leadership Fellows program. Fellows are also given full-time jobs at the World Economic Forum while they are involved in the program so that they have ample opportunities to work on real-world solutions to global problems.

According to the Experts...

“The forum has an important role to play in shaping the global agenda... I think this role, with the multi-stakeholder platform, will be even more recognized in the future... At the end, we need the cooperation of all stakeholders in a global society.”



Professor Klaus Schwab
Executive Chairman and Founder

What is the purpose of the World Economic Forum?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What types of memberships does the Forum offer?

What does the Forum do to "shape the global agenda"?

How can small companies or individuals act "globally"?

PARTICIPANT WORKSHEET

Explain what Professor Klaus Schwab described as "stakeholders' theory."

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

Why should an organization be concerned with its impact on social matters?

In a profit-focused organization, how can leaders justify the expense of environmental considerations?

Why does an organization need to factor the government and its suppliers into its business considerations?

PARTICIPANT WORKSHEET

Why does the world need global leaders?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What are some potential downsides of unilateral action?

Give a few examples of global challenges that require multiple global actors to resolve.

PARTICIPANT WORKSHEET

What is the goal of the Global Leadership Fellows program?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What types of people are recruited and/or accepted into the Global Leadership Fellows program? _____

What makes the World Economic Forum unique?

PARTICIPANT WORKSHEET

What types of problems do the Fellows address?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What are some specific areas of engagement that enhance security?

What are some specific areas of engagement that promote sustainability?

What are some specific areas of engagement that strengthen economies?

PARTICIPANT WORKSHEET

Candidates who are invited to join the Global Leadership Fellows program have been challenged on their global mindset.

What attributes and actions make up a 'global' mindset?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

Why is adaptability so important?

What is dynamic complexity?

What are some contributing factors to the acceleration of world dynamics?

PARTICIPANT WORKSHEET

What are some key differences between coaching and mentoring?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What are some benefits of being a peer coach?

What are some benefits of being a "peer coachee"?

What are some benefits of having a mentor?

PARTICIPANT WORKSHEET

What are three important components that any organization must provide in developing leaders?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

Identify some ways that diversity enhances leadership development.

What are some potential downsides of not having enough financial resources for a leadership-development program? _____

Why is it important to give leaders "space" to learn?

PARTICIPANT WORKSHEET

**To become a global leader,
what are some personal
attributes and experiences
that a person should strive
to achieve?**

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What types of lessons can be learned by living in or visiting a foreign country?

Why is it important for a young leader to define long-term goals?

What does curiosity have to do with long-term success?

PARTICIPANT WORKSHEET

Why might the World Economic Forum and its Fellows become increasingly powerful players in the future?

Participant's Name

Follow the facilitator's instructions to complete this worksheet. Comprehensive answers will incorporate information from the video, personal experience and classroom discussions.

What types of private-sector jobs would be well suited for people who have completed an extensive leadership program similar to the Global Leadership Fellows program?

What are some characteristics of the GLF program that transcend all leadership-development programs? _____

What types of experiences do GLF participants engage in that may not available in other leadership-development programs?

PARTICIPANT ANSWER KEY

What is the purpose of the World Economic Forum?

The following answers are key points in the Primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

The World Economic Forum is a Swiss foundation that brings together top business leaders, international political leaders, selected intellectuals and journalists to address and discuss the policy implications of the most pressing issues facing the world including health, the environment and the world financial system. The Forum promotes a world-class corporate governance system where values are as important to conducting business as is the rule of law.

The purpose and vision for the World Economic Forum is threefold.

Energize Global Communities

The Forum aims to be the foremost organization that builds and energizes global communities of leaders committed to improving the state of the world. The Forum coordinates the efforts of different communities of all sizes, governments, businesses, and individuals to leverage a sense of responsibility and community in solving the world's most pressing challenges.

Shape the Global Agenda

The Forum strives to be the creative force shaping global, regional and industry agendas and strategies. The Forum actively involves leaders from around the world to develop consensus, highlight key issues to be solved and gather buy-in around proposed solutions.

Improve the State of the World

The Forum aims to be the institution of choice for its communities when undertaking global initiatives to improve the state the world. It is not an international agency with a mandate. It is a powerful network and neutral platform to help global leaders address problems in more comprehensive ways and make more informed and sustainable decisions in their organizations.

What types of memberships does the Forum offer?

The World Economic Forum is sponsored through a membership system. Forum Members are companies that are driving the world economy forward. A typical Member company is a global enterprise with more than 5 billion dollars in turnover. These 1,000 Member companies are at the heart of all Forum's activities, and their support is essential to helping the Forum find sustainable solutions to improve the state of the world. The membership makes up the majority of the operating budget for the Forum. Different categories of membership are associated with the number of seats at the Annual Meeting in Davos-Klosters. A Davos seat represents an individual participant in the Forum's Annual Meeting. The standard membership is 42,500 CHF (\$39,550 USD), entitling the member (CEO) to one seat in Davos.

A higher level of a membership engagement is possible through "Industry Partnership", which serves as the Forum's primary means for engaging its corporate partners. It leverages the Forum's neutral platform and global networks, and focuses on three areas: Industry, Cross-Industry and Corporate Global Citizenship. In practice, this leads to enhanced speaking opportunities, access to exclusive meetings and a key role in shaping the Forum's agenda. The value of "Industry Partnership" is 250,000 CHF (\$232,650 USD) for two Davos seats. The highest level of engagement in the Forum's mission is through "Strategic Partnership," which has a value of 500,000 CHF (\$465,300 USD) for five Davos seats. These companies comprise some of the world's leading corporate citizens and provide essential leadership in support of the Forum's mission. Strategic Partners are a key force in the Forum's activities and communities at the global, regional and industry levels. They help shape initiatives, projects and task forces and give intellectual guidance through the participation of their most senior executives on steering boards and in advisory groups.

What does the Forum do to "shape the global agenda"?

The Forum traditionally shapes the global agenda by virtue of the Annual Meeting and other events in all the continents throughout the year. The industry agenda is also shaped via ad-hoc industry governors' activities and strategy meetings involving the strategy officers of the foremost global companies. The new frontier of setting the agenda is represented by the Network of Global Agenda Councils, a network of about 1500 of the very best minds from various stakeholder groups and geographies. Members engage in annual rounds of discussions on the most important global topics, allowing for the best knowledge to emerge in the specific areas but also enabling them to explore the systemic level of the problems to be addressed and the interconnections across those problems. In a global environment often marked by short-term orientation and silo-thinking, the Network of Global Agenda Councils is intended to foster contemporary, long-range thinking about prevailing global challenges, and help create a powerful body of opinion around local and international solutions to address them.

How can small companies or individuals act "globally"?

Small companies and individuals can act globally by becoming involved in issues on a local scale that have a global impact—i.e., environmental conservation, natural resources protection, and trade and labor equality. Also, small business can select suppliers and third-party resellers that have a record of corporate global responsibility.

PARTICIPANT ANSWER KEY

Explain what Professor Klaus Schwab described as "stakeholders' theory."

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

The so-called stakeholders' theory is the belief that the management of a company has to act in the best interest not only of the company's shareholders, but all stakeholders—all those who are interested in the company. It must serve society at large. The stakeholders of an organization include clients, employees, the government, suppliers and society at large.

Regulation and Entrepreneurship

Entrepreneurship remains the key driver of wealth generation, and the market economy is a fundamental pillar of a free and democratic society, but market forces have to be embedded into an enhanced and globally better-coordinated regulatory framework.

The Moral Reformation

Both businesses and society at large must reflect on how they want the world to be in 10, 20 and 30 years. Shaping the post-economic-crisis world means, above all, to incorporate ecological, global and inter-generational accountability and responsibility into every undertaking, individually and collectively. The World Economic Forum is a multistakeholder platform that offers an opportunity to promote this inter-generational responsibility.

The Tipping Point

The global economic crisis that culminated in 2009 is a turning point for global society. The aftermath of the deregulation and single-level accountability has brought us to a tipping point, which leaves us only one choice—change or face continued decline and misery.

Why should an organization be concerned with its impact on social matters?

Professor Schwab argues that we need to rebuild the global economy, not only based on more liquidity in the system, but also on the fundamental pillars of honesty, transparency and predictability. He says we need to look at our world in a holistic, systemic way, remembering that the global economy, the environment, political strife, social justice and other issues are all interconnected. The focus on globalized social justice is critical in that, without a certain level of shared values for the rights of human beings, there will always be civil unrest, which will continue to work against a normalized, highly functional global economy.

In a profit-focused organization, how can leaders justify the expense of environmental considerations?

To justify any costs related to environmental protection or sustainability, leaders should conduct a long-term impact study that takes into consideration any side-effects of the industry. In accordance with Professor Schwab's stakeholders' theory, an impact on one stakeholder (the environment) will have an effect on all other stakeholders. Given that environmental impact is cyclical and that there exists a potential for any negative side-effects to affect one of the company's most important assets/stakeholders directly (i.e., employees who live in the surrounding community), a leader can develop a cost-benefit analysis that may help to justify long-term investments related to environmental protection when compared with the costs of litigation, health care and environmental clean up.

Why does an organization need to factor the government and its suppliers into its business considerations?

Beyond legal compliance, organizations need to consider their impact on government services. Business practices that require extensive use of police services, public utilities or other government services can unintentionally increase tax burdens, misappropriate public safety services or limit public works availability to other citizens. Suppliers should also be considered, such that those organizations are able to maintain viable businesses. Economies of scale and other economic realities often come at the expense of the supply side of the business equation. Ruthlessly pursuing the bottom line by driving down the cost of inputs to the point where suppliers can no longer generate a reasonable profit can have unforeseen consequences. Suppliers that cannot sustain a meaningful profit will be forced to reduce expenses by providing less equitable benefits for their stakeholders or by cutting the quality of production. Both of those actions may produce negative impacts on their customers' organizations and/or the quality of their output. Ultimately, the supplier may have to cease operations.

PARTICIPANT ANSWER KEY

Why does the world need global leaders?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

If you look at the challenges and the problems in our world, they cannot be solved by governments alone, by business alone, or by civil society alone. What we need is cooperation; what we need is partnerships. There is a huge need for the global leaders to be aware of these problems and to create awareness among others. They need to recognize the interdependencies and the complexity that is related to the global issues and the need for collaboration.

Global Leader Community

What the Forum is intended to do is to form a community of highly capable people who will take on leadership positions in the future. These people are trained in leadership skills, and they understand the global context.

A Global Responsibility

The leaders of tomorrow must understand global complexity and their global responsibility, not just their business or national responsibility.

Global Operations = Workforce Diversity

The leaders of tomorrow will have to understand better how to conduct themselves in an environment where effectively navigating cultural, regional and political differences is a critical component of success. Finding and recruiting multifaceted leaders is a highly complex organizational challenge, but it is critical for improving the health and sustainable growth of all organizations, especially those with global operations.

What are some potential downsides of unilateral action?

Acting globally in a unilateral manner involves great risk of failure brought on by a lack of understanding of all sides of an issue. Because no single organization or entity can fully understand all aspects of a situation, collaborative communications and discussions with all stakeholders are critical to finding a meaningful resolution to a global conflict or circumstance. Beyond failure to resolve the situation, there is great potential for exacerbating the problem into a situation far worse than the original one.

Give a few examples of global challenges that require multiple global actors to resolve.

Hunger and food shortages/contamination, economic upheaval, energy-supply interruptions or shortages, water-supply issues, human-rights violations, climate deterioration, and health-related epidemics all require coordinated responses and preventive actions by multiple entities across the globe.

PARTICIPANT ANSWER KEY

What is the goal of the Global Leadership Fellows program?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

The Global Leadership Program is dedicated to developing a generation of potential world leaders, well-rounded professionals who feel equally at home in the public and private sectors. As the world becomes increasingly more interconnected, the once well-defined line between these two sectors continues to blur, making it difficult for any one organization to act effectively in isolation.

Combining Knowledge and Practice

A three-year Master's program in global leadership uniquely couples leadership training with in-depth knowledge and interaction with industry, civil society, and global and regional leaders and their entourages. In this unique curriculum, the Fellows are provided not only with knowledge and training on leadership by experts and top schools like Columbia University, INSEAD, LBS and Univ. of Penn/ The Wharton School, but also, more importantly, with the exposure and the practical experience obtained through joining forces with diverse world leaders and topical experts to facilitate common solutions to many of the world's most pressing issues.

Leaders Learning from Leaders

Beyond the takeaways from frequent interactions with world leaders, the Fellows—leaders in their own right—have seemingly endless opportunities to learn from one another. This hands-on cooperation takes place within a one-of-a-kind international organization, leading to unique synergies that are not readily available in any other academic or corporate leadership program.

Ongoing Coaching and Mentoring

Throughout the three-year program, Fellows are embedded in an environment of active coaching and mentoring. Every Fellow joins a small coaching team of approximately five people who work collaboratively to help each other reach personal and professional development goals. In the third year, Fellows are assigned an executive coach and choose a mentor from the Forum's Community of Young Global Leaders to provide them with guidance on their career development and project work.

What types of people are recruited and/or accepted into the Global Leadership Fellows program?

The Global Leadership Fellows program seeks participants who have a global perspective. The participants should have an understanding of the interdependencies between government, business, academic, and civil society activities.

What makes the World Economic Forum unique?

The success of the Forum is a result of a partnership among 350 people, two-thirds of whom have advanced university degrees. The employees of the Forum all share the same values, spirit and commitment to a mission—to improve the state of the world.

PARTICIPANT ANSWER KEY

What types of problems do the Fellows address?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

During the three years of the Fellows program, participants work full-time at the Forum. Each Fellow is assigned a role that will be useful for his or her future professional goals. For example, some act as liaisons for civil-society organizations, others work with social entrepreneurs, the university community, etc., on behalf of the World Economic Forum, while others work directly with the leaders of multinational corporations and focus on specific global issues, including chronic hunger, environment, global health, logistics and transportation, and governmental relations.

Leadership Retreats

The Forum encourages the participants to conduct a self-assessment of their leadership development by giving them on-site exposure (through so-called 'retreats') to various areas around the world. Fellows are encouraged to become actively involved in conflict resolution, problem solving and negotiation of solutions. Through the retreats, the Fellows have an opportunity to engage in field-based exercises that allow them to apply leading ideas in managerial practice and interact directly with communities and leaders of the regions they visit. The retreats also allow the Fellows to discover and understand different levels of leadership by experiencing new, and at times unfamiliar, settings.

Timeline for Success

Typically, it is expected that in a short term after Fellows graduate, they will begin to get involved in high-level management and decision-making roles that allow them to put the skills learned at the Forum to practical use. Those who decide to stay at the Forum are expected to play central leadership roles (e.g., director or senior director) after two or three years after the conclusion of the program.

What are some specific areas of engagement that enhance security?

The World Economic Forum engages in global conflict resolution, anti-proliferation of terrorism and weapons of mass destruction, prevention of illicit trade, information infrastructure and data security, pandemics and infectious-disease prevention and mitigation, and new technologies that enhance global security.

What are some specific areas of engagement that promote sustainability?

The World Economic Forum engages in sustainability efforts to develop a low-carbon economy, prevent climate change, protect natural resources (including food, water, energy and air), protect global ecosystems, prevent biodiversity loss, and respond to natural disasters.

What are some specific areas of engagement that strengthen economies?

The World Economic Forum focuses on global trade and investment, economic imbalances and systemic financial risk, labor and migration, poverty and international aid, and intellectual property protection and innovation to help strengthen economies.

PARTICIPANT ANSWER KEY

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

The leaders of tomorrow have to be prepared to deal with a great deal of dynamic complexity. They have to understand that global business is not about servicing one region or country, but rather about providing opportunities for prosperity and development in every area of operation. Globally aware people understand the need to consider every aspect of an organization's operations and account for the impact that it will have on the rest of the world.

Adaptability Is Key

Professor Schwab likens the ability to adapt in the global economy to a “guerilla fighter.” He argues that you have to have a guiding mission, you have to be disciplined, and you have to adapt constantly to the changes in your environment.

Dynamic Complexity

The world economy has always been complex, but the dynamics are proceeding at an ever-accelerating pace. In terms of dealing with a crisis in the global economic system, what we are seeing happen in 2009 is not entirely different from what has happened before, but the rate of change is what is so alarming. The shift of power from the West to the East and from the North to the South is going to continue over time, and situations will escalate at an ever-increasing rate. Problems related to global systems will not be able to be solved by a single actor, but rather will require multiple organizations guided by the leadership of individuals with a keen understanding of global affairs.

Why is adaptability so important?

The ability to adapt to ever-changing situations is critical to being an effective world leader. Because of the interconnectedness of the daily lives of everyone in the world, catalysts for change can happen very rapidly. As a leader whose task it is to resolve a global challenge, you must be able to think outside of the information given to anticipate the next potential change agent. The movement of people around the globe by means of air travel, combined with the movement of information at the speed of the Internet, introduces the potential for rapid changes to the complexity of a given challenge.

What is dynamic complexity?

Dynamic complexity occurs from the interactions among the agents in a system over time. Dynamic complexity is defined as situations where cause and effect are subtle and where the effects of interventions are not obvious. Dynamic complexity occurs when the same action has dramatically different effects in the short run and in the long run, an action has one set of consequences locally and a very different set of consequences in another part of the system, or where obvious interventions produce non-obvious consequences.

What are some contributing factors to the acceleration of world dynamics?

The Internet and other forms of publicly accessible communications systems, as well as social-media websites (such as Facebook, Twitter, and MySpace), have increased the speed with which messages are delivered around the world. Air travel and high-speed rail systems have contributed to health-related epidemics (e.g., flu viruses and HIV). Centralized food supplies and mass-production of crops have increased the likelihood of widespread outbreaks of food-borne illnesses such as salmonella and e-coli.

Candidates who are invited to join the Global Leadership Fellows program have been challenged on their global mindset.

What attributes and actions make up a 'global' mindset?

PARTICIPANT ANSWER KEY

What are some key differences between coaching and mentoring?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

Although many of the processes of coaching and mentoring are similar, they are generally conducted between individuals with different qualifications and they are categorized differently. A mentor is generally a person who has deep experience in a particular field of interest, whereas a coach typically does not have such experience, but offers to assist a person to develop an understanding of a particular field or circumstance and of himself or herself. A coach may be a person of similar age and academic training.

Keys to Mentorship

A mentorship is typically an informal relationship that can last for a long period of time. A mentor takes a long-term and broader view of the 'mentee,' and opens doors to otherwise out-of-reach opportunities. Mentorships focus on career and personal development at the request of the mentee. A typical mentorship agenda is set by the mentee, with the mentor providing support and guidance to prepare the mentee for future roles.

Key to Coaching

A coaching relationship generally has a set duration and is more structured in nature. Coaching is typically focused on short-term goals and on specific areas/issues for development. Coaches do not have to have direct experience in the area of interest of the 'coachee.' A typical coaching agenda is focused on achieving specific, immediate goals revolving around specific development areas/issues.

What are some benefits of being a peer coach?

Part of the value of being a "peer coach" is the opportunity to listen to somebody else's issues, put on an advisor hat and think about how one might react in a particular situation or draw on one's own experiences. A coach helps an individual to think more deeply about the kinds of leadership experiences he or she may have and how they could be applied to other people's contexts. Being a coach gives an individual the opportunity to help others find solutions to the problems they are facing. After peer coaching, a next step is to have a professional personal coach for career development.

What are some benefits of being a "peer coachee"?

Coaching helps to grow mutual respect within an organization. Knowledge becomes accessible more quickly by encouraging honest and open conversations among peers. Being coached by a peer gives an opportunity to request honest feedback and solicit open conversations about problems an individual is facing. Also, the coachee has an opportunity to observe and potentially emulate the leadership styles and problem-solving techniques of the coach.

What are some benefits of having a mentor?

A mentor is a great way for young professionals to establish professional networks, increase awareness of professional issues, and gain support and encouragement. Mentors can help mentees expand their competence, establish a professional identity, and maximize their professional effectiveness.

Mentors also offer exposure to new ideas, theories, practices and people that might not be pursued without a mentor's guidance and encouragement. Mentors often give honest, informal feedback that helps to improve a mentee's understanding of complex issues and exposes him or her to different approaches to resolve problems.

PARTICIPANT ANSWER KEY

What are three important components that any organization must provide in developing leaders?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

An organization that conducts leadership development must provide three essential components to operate a development program successfully. First, the environment must be conducive to open and genuine discussion about who the participants are, what their values are, what their interests are. The program must also provide opportunities for work/life/development balance and to understand that it is easy for the participants to get into situations where they only work and forget about their private lives. Lastly, a program should allow participants to think, reflect and discover for themselves what is important to them.

Open Discussions

As with any situation, honest dialogue is key to developing lasting solutions to any problem. The need for genuine conversation becomes extremely critical when dealing with issues on a global scale. Such conversations often occur in the course of peer coaching, face-to-face meetings, development discussions or professional coaching sessions.

Work/Life/Development Balance

As a leader dealing with the pressures and excitement of a global challenge, it is easy to become entrenched in one's work. It is critical to teach work/life/development management techniques while developing leadership skills. Understanding one's personal needs is critical to being an effective leader.

What Is Important?

It is also important to allow young leaders to define their value systems, personal beliefs and ideals during leadership development. Giving learners time to solidify their beliefs and identify what is important to them will help guide them to make more informed and thoughtful decisions later in life.

Identify some ways that diversity enhances leadership development.

As leaders develop their skills, it is important for them to be exposed to people who may be affected by decisions they will make in the future. Diversity of thought, culture and personality helps produce well-rounded, balanced leaders who are more likely to consider the impact their decisions have on other populations and cultures.

What are some potential downsides of not having enough financial resources for a leadership-development program?

Having adequate financial resources is critical to leadership development because it is important for a person to be given many opportunities to experience and participate in real-life events in order to gain a truly global perspective. The cost of traveling to hotspots around the globe, combined with the expense of providing a living wage for the leader-in-training, must be considered when budgeting for a leadership-development program. At the same time, many of the leadership-development costs could be offset by building up partnerships and sharing some of the indirect costs with participants (i.e., investing personal time, active contribution in curriculum design and delivery of the training, etc.).

Why is it important to give leaders "space" to learn?

Trial-and-error and self-exploration are two very important aspects of personal growth and leadership development. As participants work through a leadership-development program, they will likely require a certain amount of time and energy to absorb the concepts and events they will experience. Be patient with participants as they work to develop connections between their own personal experiences, their value systems and the reality of a global challenge or circumstance.

PARTICIPANT ANSWER KEY

To become a global leader, what are some personal attributes and experiences that a person should strive to achieve?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

Global leaders have the capacity to blend knowledge, expertise, and competencies. Global leaders focus on behaving ethically, thinking strategically, communicating effectively, listening and gathering information, making intelligent decisions, encouraging cooperation and collaboration, and presenting a positive (and often optimistic) image of what the end-goal should be.

Behaving Ethically

By learning about the ethical issues and concerns that impact every stakeholder and adopting a balanced, open-minded approach to resolving today's ethical challenges, global leaders promote and perpetuate honest behavior among their colleagues. Global leaders should involve all affected parties in discussions of ethical issues prior to proposing or agreeing to a resolution on them.

Gathering Information

Global leaders need to establish multiple channels and networks to generate a constant flow of information from within and outside the organization. Leaders should listen to their managers as well as the people on the front lines. It is important constantly to be gathering, analyzing, challenging and using any information that is collected.

Presenting a Positive Image

Adopting a leading role in initiating action and decision-making is a key part of being a leader. Global leaders should be working towards the optimal solution to a challenge while demonstrating fairness and integrity, respecting the views of all affected parties, and creating a positive and future-driven image.

What types of lessons can be learned by living in or visiting a foreign country?

Visiting, living in or working in a foreign country gives a person a unique perspective of another culture, society and way of life. Global leaders are often required to make decisions that impact countries, regions or even hemispheres that are entirely unlike their homeland. Witnessing first hand the lives of people who live in areas that are affected prior to making a decision is the best way for a leader to understand fully both the positive and negative implications of a set of actions.

Why is it important for a young leader to define long-term goals?

The optimism and creativity of youth presents the perfect time for future leaders to establish a belief system and set long-term goals. Young leaders often see the world's challenges from a non-jaded perspective, which allows them to formulate solutions and develop action plans without being held back by what could be temporary realities. Keeping up with the goals of one's youth is a good way to make sure you stay on track throughout your leadership career.

What does curiosity have to do with long-term success?

Curiosity is the driving force behind exploration, questioning, wondering, and learning. When a global leader maintains a healthy curiosity about a particular challenge, he or she is inherently driven to understand it, explore it and find a solution. Being constantly curious makes life-long learning enjoyable and provides a source of pleasure when working through difficult challenges or projects.

PARTICIPANT ANSWER KEY

Why might the World Economic Forum and its Fellows become increasingly powerful players in the future?

The following answers are key points in the primary and secondary discussion questions. Use this guide to check the answers on your Participant Worksheet.

The World Economic Forum is becoming increasingly more relevant (and powerful) as the globalization of world economies continues to expand. Increased interactions between sovereign nations, multinational corporations and other global organizations require people and institutions that are capable of fostering effective relationships. Graduates of the Fellows program will enter both private and public-sector jobs with a 21st-century mindset, experience, education, and the commitment and determination that are necessary to lead profitable and sustainable global businesses.

Globalization Is Unstoppable

In the 21st century, global communication and transport systems have started a trend toward economic convergence that is working to turn every human into a world citizen. However, the existence of cultural, regional and social differences will likely remain for centuries, if not forever. The “gaps” that exist between various nations and cultures demand leaders who understand and respect all parties involved in a situation. Fellows of the Forum are trained to be fair-minded and to seek out solutions that benefit the entire world.

Experience Is Power

The Forum’s Fellows program offers students countless opportunities to see and participate in solutions to global challenges. Participating in the resolution of these real-life situations offers a future leader a chance to test his or her skills while being given direction from the world’s leading experts.

Understanding Sustainability

Sustainability is relevant to any sort of resource that is needed in business. The Fellows participate in extensive conversations with world leaders regarding such topics as energy conservation, natural-resource protection, workforce sustainability and international security.

What types of private-sector jobs would be well suited for people who have completed an extensive leadership program similar to the Global Leadership Fellows program?

Graduates of the Fellows program leave the Forum prepared to lead multinational projects for both private- and public-sector organizations. Some graduates have gone on to become corporate executives, while others have gone on to work in areas related to civil service.

What are some characteristics of the GLF program that transcend all leadership-development programs?

The Global Leadership Fellows program uses several proven techniques to prepare tomorrow’s leaders. These are well suited for use in any leadership-development program. The program has a well-developed curriculum based on in-depth knowledge of all types of leaders—industry, civil society, and governmental. The program also provides hands-on learning opportunities as well as a mentorship program to foster learning outside the classroom. Peer and executive coaching is strongly encouraged to create open, honest dialogue among the participants and to generate a cross-pollination of ideas and solutions. The program also involves outside thought leaders, industry leaders and policy-makers who conduct candid, real-word dialogues with the Fellows to complement their academic training.

What types of experiences do GLF participants engage in that may not available in other leadership-development programs?

The Forum has an unusually large membership base that is made up of executives from many of the top 1,000 multinational companies, NGOs and governments. Participants in the Fellows program are given access to these individuals to share their personal experience and, when appropriate, to make suggestions for shaping regional, global or industry agendas. The opportunity to witness first hand the ways these executives work to develop a solution is an invaluable experience that is unique to the Global Leadership Fellows program. Fellows are also given full-time jobs at the World Economic Forum while they are involved in the program so that they have ample opportunities to work on real-world solutions to global problems.

EXECUTIVE PROFILE

Klaus Schwab Founder and Executive Chairman



Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, studied at Swiss Federal Institute of Technology and the Universities of Fribourg and Harvard. He holds Doctorates degrees in Mechanical Engineering and in Economics (summa cum laude).

From 1972 to 2003, he served as a Professor of Business Policy at the University of Geneva. He has authored several books, including the yearly Global Competitiveness Report (since 1979) and numerous other publications. In 1971, he founded the World Economic Forum as a not-for-profit foundation and built it into the foremost global partnership of business, political, intellectual and other leaders of society committed to improving the state of the world.

In 1998, he and his wife Hilde founded the Schwab Foundation for Social Entrepreneurship, supporting social innovation around the world. In 2004, he started the Forum of Young Global Leaders. Has been active in editorial, academic and public service organizations, as well as in UN-related high-level functions.

Professor Schwab has several academic distinctions including an Honorary Professorship and six honorary doctorates. For his initiatives undertaken in the spirit of entrepreneurship in the global public interest and for his reconciliation efforts in several regions he has received numerous international and national honors, including the Knighthood (KCMG) bestowed by H.M. the Queen of England.

Professor Schwab was born in Germany in 1938.

EXECUTIVE PROFILE

Robert Greenhil
Chief Business Officer



Robert received a BA from the University of Alberta, Canada, and a MA from the London School of Economics. He also has a MBA from INSEAD, the European Institute of Business Administration.

With a strong interest in global issues, Robert has combined a career in international business with a commitment to international public policy. He started his career with McKinsey & Company. In 1995, he joined Bombardier Inc., Canada's leading aerospace and rail-transportation manufacturer, where he occupied a number of senior posts, including Senior Vice-President of Strategy. He became President and Chief Operating Officer of Bombardier International in 2000.

In 2004, he joined the International Development Research Centre as Senior Visiting Executive. In May 2005, Robert was appointed President of the Canadian International Development Agency, Canada's premier international development and humanitarian assistance organization.

He also serves as Alternate Governor for Canada on the Board of Governors of the World Bank Group and sits on the Board of Governors of the International Development Research Centre (IDRC).

EXECUTIVE PROFILE

Gilbert Probst
Managing Director,
Dean of the Global
Leadership Fellows
Program



Gilbert was awarded both his Ph.D. in Economic and Social Sciences and Master of Science from the University of St. Gallen, Switzerland. Professor Probst's career spans both academia and commerce.

He is currently Professor for Organisational Behaviour and Management and Director of the Executive-MBA programme at the University of Geneva, Switzerland. He was a lecturer and vice president of the Institute of Management, University of St. Gallen, Switzerland; and a visiting professor at the University of Pennsylvania's Wharton School, University of Vienna and International Management Institute, Geneva.

He is also an award-winning author and editor of a number of books and articles in prestigious journals (*Organization Science, Academy of Management Executive, European Management Journal*). He's advised a variety of global corporations, from BMW and Deutsche Bank to Siemens, and has been a board member for Holcim, Kuoni and several SMEs.

He founded the Geneva Knowledge Forum, the Center for Organizational Excellence at the Universities of St Gallen and Geneva, and the Strategic Knowledge Group, Zurich. He is president of the board of the Swiss Corporate Leadership Training, SKU.

EXECUTIVE PROFILE

Carsten Sudhoff
Chief Human Resources
Officer



Carsten holds a Banking degree from the Dresdner Bank, a BA in Business Administration and Economics from the American University of Paris and an MBA from HEC Paris. He has lived, studied or worked in eight countries on three continents.

In 1996, Carsten joined Mercedes Benz in France, where he led the project to restructure the spare parts distribution in France. He was later offered a position in the Management Trainee program of DaimlerChrysler AG, where he gained experience in mergers & acquisition, product management and controlling.

Upon graduation, he became Manager for Controlling at DaimlerChrysler Financial Services. Carsten then accepted the position as Executive Assistant to the Board Member for Human Resources. Between 2003 and 2006, Carsten was Senior Manager and the head of HR for the IT department. In this role, he successfully established a new HR operating model for all of the central functions of DaimlerChrysler.

In 2006, he became General Manager for Corporate Human Resources responsible for Asia Pacific and was based out of China. He joined the World Economic Forum in August 2008.

EXECUTIVE PROFILE

Sean Doherty
Head of the Logistics &
Transport Industry
Community



Sean Doherty is Head of the Logistics & Transport industry community in the World Economic Forum, having previously managed the Mining & Metals and Chemicals industry communities. Before joining the World Economic Forum, Sean worked for Booz & Co. and for IBM Business Dynamics.

He began his career as a trainee engineer at BAe Systems Regional Aircraft and at the United Nations Office for Outer Space Affairs. Sean received a Master's in Aeronautical Engineering from Imperial College, a Master's in Structural Molecular Biology from the University of London and an MBA from the Collège des Ingénieurs.

EXECUTIVE PROFILE

**Sushant
Palakurthi Rao**
Director and
Head of the Asia Team



With his combination of professional experience in the public and private sectors and an academic training in international affairs, Sushant is the Director and head of the Asia team at the World Economic Forum with responsibility for developing relationships with industry, government and institutions in Korea, South Asia, Southeast Asia and Japan.

He also leads the program development, participant engagement, co-chair engagement and marketing of the Forum's regional events in East Asia and India. He graduated with honors from both Georgetown University (BSc in Foreign Service) and Columbia University (Master of International Affairs) and successfully completed the one-year General Course at the London School of Economics.

Prior to joining the Forum, he was a management consultant in the European headquarters of Sony in Berlin. He has also worked as a consultant in the Munich and Berlin practices of Accenture. Sushant is fluent in German and English and proficient in Korean and Hindi.

EXECUTIVE PROFILE

Michele Petochi
Associate Director and
Head of University
Community



Michele is Associate Director and Head of University Community at the World Economic Forum, where he created and manages the Global University Leaders Forum (GULF) and collaborates with the Chairman's office in the development of strategic projects, most recent on the Global Redesign Initiative. Before joining the Forum as a Leadership Fellow, Michele helped develop Italy's macroeconomic support program to Mozambique, was Programme Officer and Country Director of an NGO in Afghanistan, and Programme Manager in two consortia of consultancies to the European Commission in Brussels.

Michele studied History at Roma Tre University, publishing on Italian post-WWII migration to Brazil, and Development Studies at the LSE. He is passionate about Italian politics, sailing, and business opportunities in the market of kindergarten. Michele is married to Marina Cavazza, a photographer. They have three children.

EXECUTIVE PROFILE

Marcello Mastioni
Associate Director and
Head of Industry



Marcello heads the Retail and Consumer Goods community at the World Economic Forum, and is responsible for engaging leading companies on key industry issues and delivering strategic projects and initiatives. He activated strategic partnerships on projects in key geographies such as India and China, and he launched cross-industry initiatives.

Marcello joined the Forum with seven years of industry experience, five of which with General Electric, in several locations in Europe. In his last assignment at GE, he was running the operations of a business unit with global manufacturing and global sales.

Marcello holds an MS in Business Administration and Industrial Engineering from the Technical University of Milan and successfully completed GE's Leadership Program.

EXECUTIVE PROFILE

Jessie Yan
Community Manager,
Chinese Foundation
Members



Jessie Yan is a community manager responsible for managing Chinese Foundation Member companies' activities and developing new Chinese FM in the Forum. Entering China's labor market when China opened its door to the West, she first worked in government enterprise in a very secure lifetime job. Then she threw away her "iron rice bowl" and worked for global companies such as General Mills and Dell Inc.

While working in the FMCG and computer industry, she completed a diverse range of marketing projects and developed the skills of sales strategies planning and customer relationship building. Prior to joining the World Economic Forum, Jessie spent four years in the United Kingdom, finishing a master's degree in Business & Enterprise and an MBA.

She worked as a researcher and an associate lecturer in Oxford Brookes University. She was also involved in the short-term assignments of risk management consulting with Oxford Analytical. She is fluent in Chinese and English.

EXECUTIVE PROFILE

Hanneke Frese
Independent Consultant,
Strategic Human
Resources



Hanneke Frese is an independent consultant supporting global organizations with strategic human resources projects and executive coaching. In addition, she is active in the field of think tanks and focuses on trends that shape the future of work.

She lived and worked in five countries and gained extensive strategic and operational human resources experience at business and corporate levels in global financial services organizations like Citibank (1972-1995) and Zurich Financial Services (1999-2005), where she was Head of Group Capabilities and a member of the Group Management Board.

Hanneke lives in Zurich, Switzerland, and dedicates a substantial amount of her time to volunteer activities on various advisory boards and organizations that support the development of young professionals.

EXECUTIVE PROFILE

Cynthia Hansen
Community Manager for
Civil Society
Organizations



Cynthia Hansen is Community Manager for Civil Society Organizations at the World Economic Forum, managing the mainstreaming of civil society engagement across the Forum's areas of activity. Cynthia joined the Forum from a career in NGO management and non-profit sector consultancy.

Her areas of expertise include NGO strategy, change management, social policy and public-private partnership. Prior to joining the Forum, Cynthia served as Director of Management Consultancy at Action Planning, a London-based consultancy that serves the not-for-profit sector.

Previously, Cynthia was Director of the U.S. State Department's International Visitor program for the State of Washington, a top-level professional exchange program run as a public-private partnership with the World Affairs Council. Cynthia earlier headed admissions for Amity Institute, an international teacher exchange program, and served as an English teacher in Japan under the Japan Exchange and Teaching Programme (Ministry of Education).

She holds an MSc in NGO Management from the London School of Economics and a double BA from the University of Puget Sound.