



Developing the Next Generation of Globally Responsible Leaders

Barcelona, September 22, 2005



What?

- Companies and business schools together, global outreach and representation, commitment and dedication, action oriented and focused
- How we relate to and support the UN Global Compact:
 - Global Compact's 4 Pillars: **Leadership, Learning, Dialogue, Collective Action** (projects)
 - Our Focus: Developing the next generation of *globally responsible leaders*



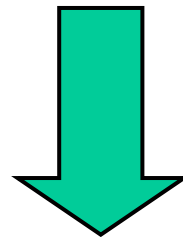
How?

- Vision: A worldwide network of companies and learning institutions characterised by immense action and thorough exchange of learning
- Guiding principles: Result orientation, long-term effects, uniqueness
- A founding group of 21 organisations



Our Process: Four Workgroups

- Sharing and respecting (close collaboration between business and business schools)
- Passion and commitment to making a difference
- Focus on leadership (current and future; enablers and inhibitors; anywhere in the organization)



**Our Report:
Globally Responsible Leadership
A Call for Engagement**



To Full Realize ‘In Practice’ the Global Compact Principles...

The New Purpose of Business

- The purpose of the globally responsible business is to create economic and societal progress in a globally responsible and sustainable way.



Global Compact Principles Operationalized Through.... Ethical Values for the Global Corporation

- Right versus wrong versus right versus right dilemmas
- Principles – a starting point:
 - Fairness
 - Freedom
 - Honesty
 - Humanity
 - Tolerance
 - Responsibility and Solidarity
 - Sustainable Development
 - Transparency



Transforming the Business

- The business itself – its culture, structure, and processes – has the power to promote or disable people’s inherent passion to do the right thing
 - *Changing Mind Sets*
 - Sensitivity to the business context beyond customers and competitors
 - Stakeholder engagement – changing heart sets and mind sets
 - Clarification of expectations
 - Realign processes with globally responsible strategies (especially reward processes)



Transforming Business Education

- Whole Person Learning (spiritual, emotional, cognitive and physical)
 - Involving
 - Influencing
 - Inspiring
 - Internalizing
 - Interconnecting
 - Globalizing



Going Forward

- **Research and Concept Development** (Building a Body of Knowledge)
 - Developing assessment tools to so firms can measure and compare their practices (and that of their managers) to others
 - Understanding what global corporate responsibility means from a developing country perspective
 - Understanding ‘in practice’ what globally responsible leadership means?
- **Execution** (developing learning initiatives)
 - Changing the way current rankings and accreditation processes are conducted (to include globally responsible leadership)
 - Testing (in practice) leading training methods for developing global corporate responsibility
 - Learning Forum: Global Compact
- **Advocacy** (promoting goals of the initiative)
 - Practicing in our own institutions
 - Spreading the word to other key constituencies



WHO ARE YOU

- You are a very mixed audience – who are you?
- You are signatories of the Global Compact
- You are representatives of local networks of signatories
- You are all committed to the principles of the UNGC and the MDGs
- You are also keen to recruit other businesses to sign up to the UNGC
- Because of this, above all, you are interested in bringing about change in how we go about business.



HOW THE GRLI CAN PROVIDE VALUE FOR YOU

- If you are trying to provide arguments to your own executive or to those of another company, which you are trying to recruit to your network, the report provides powerful arguments for changing the role of business
- The report is itself an indicator of another powerful force for change – namely in the educational world. It seeks to change accreditation for business schools so that they take account of Globally Responsible Leadership in their curricula.
- The GRLI offers you the opportunity to access academic concept development, to develop learning tools for your own use, whether at global, regional or local level
- The GRLI consists of business schools from around the world and it is ideally placed to provide a local focus for thought development



WHAT YOU SHOULD DO WITH THIS REPORT

- Read it yourselves
- Use it to enlist others to the UNGC and to the process of learning and practical materials development
- Work with the local business schools in your area to encourage change in business education



• **Who said?**



- **Who said?**
 - **What matters is not the number of MoUs we sign, it is the number of actions being set in motion**
 - **The over-riding challenge is to put the principles into action**



- **How many of you have experienced projects that never moved from intellectual analysis**
- **Or**
- **Those that slowly melt away from lack of commitment?**



- Entrepreneurial principle.....

–First who, then what



- **Those with....**
 - **A track record of breaking new ground**
 - **Leadership positions with the ability to execute**
 - **Willing to work with a partner (companies or learning institutions)**



**NATO – people
= No Action, Talk Only**

Versus

**Entrepreneurs
= those who make it work,
anyway!**



- **You** and your local networks are invited to join our global leadership alliance