



A leading force

ANDERS ASPLING AND
MARK DREWELL REPORT
ON TWO YEARS OF THE
GLOBALLY RESPONSIBLE
LEADERSHIP INITIATIVE

The Globally Responsible Leadership Initiative (GRLI) has now been up and running for two years. The last General Meeting at Queen's School of Business in Canada was further proof of GRLI being a unique and action-based global community driven by dedicated individuals and committed organisations.

Previous General Assemblies have been held at INSEAD, CEIBS and Leeds Metropolitan University/Oasis School of Human Relations. These meetings of the whole community are arranged twice a year and they are a follow-up and review of all ongoing activities, an introduction of new partners and a start-up of new actions, an opportunity for the hosts to highlight their engagement and work on corporate global responsibility and globally responsible leadership, and a forum where all partners learn from the hosts and the specific context, experience and environment they represent.

After the two first years of its "Call for Engagement", the GRLI community can celebrate being a globally recognised productive and influential force regarding the development of global responsibility.

GRLI achievements so far include:

Advocacy

The GRLI is now recognised as a vanguard group leading change for a globally responsible society by its focus on what we can and must do to develop a generation of globally responsible leaders.

It has been a catalyst for the recent initiative by the UN Global Compact on Principles for Responsible Management Education (PRME) (see Box 1) and it is today invited to and actively participates in major events, conferences and high-level gatherings around the world.

It is engaged in developing a reporting system on Global Responsibility for learning organisations.

Foundation

GRLI has this year stabilised its unique governance structure by creating a foundation. The foundation secures its independence, transparency and provides clear roles for all partners.

Research platform

GRLI has from the start had a focus on concept development. In the “Call for Engagement” there is a presentation of a new purpose for the corporation. Currently, work is proceeding regarding the future of management education – “Reframing the Purpose of Management Education and Development”.

In parallel, other research initiatives have been taken. The Center for Creative Leadership (CCL) (see page 22) is, for example, leading a large international project on globally responsible leadership. Other clusters within the community are planning further action research.

Publications

The report *A Call for Engagement* is available in four languages – English, Chinese, Spanish and Portuguese – from the website www.efmd.org/gri. In relation to this first report many publications have been produced. Two books stand out: *Should Prometheus be Bound? Corporate Global Responsibility* (Palgrave MacMillan, 2005) by Philippe de Woot, and *Learning for Tomorrow. Whole Person Learning* (Oasis Press, 2007) by Bryce Taylor. Moreover, many published articles in renowned journals either come out of or are linked to the GRLI work.

The next major publications will be *Reframing the Purpose of Management Education and Development* and *Shared Experiences & Achievements – Tales on GRLI*.

Momentum

GRLI is steadily growing and receives regular applications for partnership.

Being a unique and leading community of action, it will limit its size. The current number of partners –around 60 – will increase to a maximum of 120 in order to maintain efficiency, effectiveness, tightness and the unique format for boosting

Box 1

Principles for Responsible Management Education (PRME)

Principle 1.

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2.

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3.

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4.

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5.

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6.

Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

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engagement and producing action. Box 2 (right) lists the current partners of the GRLI.

Uniqueness

Three main dimensions characterise the uniqueness of the GRLI

- Its fully global representation and outreach; including diversity of all kinds
- Its combination of different organisations – mainly businesses and learning institutions; it is fundamentally driven by the challenges and dilemmas of the business community
- Its entrepreneurial action orientation; think big, act small, start now

We have recently returned from an intensive 24-hour workshop with the executive management of Petrobras in Brazil. GRLI, in collaboration with Petrobras' partner Fundação Dom Cabral, has started a process where this important international company aims at integrating the concept of globally responsible leadership into its overall management training.

Global responsibility is already a key pillar in the Petrobras business strategy and José Sergio Gabrielli de Azevedo, President of Petrobras and Deputy Chairman of the UN Global Compact, has personally taken the initiative to define the globally responsible leadership concept in the context of Petrobras and to develop a methodology for new leadership within the corporate group.

The next General Assembly will be held in Mumbai, India, where we will be welcomed by Welingkar Institute of Management Development and Research in April 2008. Our Indian colleague, representing a country where the conditions are ripe for sustained growth, says: "It's now time to look up at the sky and time to fly! It's the right time for the GRLI movement to hoist its banner in the world's largest democracy."

The GRLI started with a vision of a vibrant global force. It has now become a reality through the multiple ongoing individual and collective actions on the ground by all the GRLI partners.

ABOUT THE AUTHORS

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Box 2

GRLI Institutional partners

Arcandor AG	Germany
Asian Institute of Management AIM	The Philippines
Aviva plc	UK
Audencia Nantes Ecole de Management	France
AVT Institute of Executive Education A/S	Denmark
Babson College	USA
Barloworld Limited	South Africa
BEM – Bordeaux School of Management	France
Caisse d'Epargne Aquitaine Nord	France
Center for Creative Leadership CCL	USA & Belgium
China Europe International Business School CEIBS	China
EFMD	
ESSEC Business School	France
Fundação Dom Cabral	Brazil
GlaxoSmithKline Biologicals SA	Belgium
Global Compact	
Griffith University Business School	Australia
Groupe ESC Rouen	France
IAG Louvain School of Management	Belgium
IBM	
IESE Business School	Spain
INSEAD	France
IESEG School of Management	France
Instituto de Empresa	Spain
Lafarge Ciments	France
LaTrobe University	Australia
Leeds Metropolitan University	UK
London Business School	UK
Macquarie Graduate School of Management	Australia
Melbourne Business School	Australia
Merryck & Co	UK
National Australia Bank	Australia
Northern Institute of Technology Hamburg	Germany
Pepperdine University – Graziadio School of Business and Management	USA
Petróleo Brasileiro S/A PETROBRAS	Brazil
Queen's University School of Business	Canada
Responsible Business Initiatives RBI	Pakistan
Schneider Electric	France
ShakarGanj Mills	Pakistan
Stellenbosch Business School	South Africa
St. Petersburg State University Graduate School of Business	Russia
Sunland Group Ltd	Australia
The ForeSight Group	Sweden
The Oasis School of Human Relations	UK
OU Business School	UK
United Laboratories	The Philippines
Universidad del Pacífico	Peru
University of Management and Technology UMT	Pakistan
University of Mannheim	Germany
University of Notre Dame – Mendoza School of Business	USA
University of South Africa – Centre for Corporate Citizenship	South Africa
Wake Forest University – Babcock Graduate School of Management	USA
Welingkar Institute of Management Development & Research	India