



we do change

# Global Leadership Academy –

New perspectives for global change processes

**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

On behalf of

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## World in transition

The international community is currently facing enormous challenges and it is becoming increasingly clear that they are interlinked at a number of levels. Tackling these challenges effectively requires a new way of thinking. This applies especially to those in positions of leadership who are called on to identify and implement effective, sustainable solutions to complex problems. These leaders make vital decisions and point the way to the future, so they need to consider their positions carefully and responsibly.

In order to develop viable solutions, decision-makers around the world must be ready to jettison outmoded ways of thinking and create space for new ways of doing things. They must be able to think globally and be willing to learn from one another if they are to bring about the necessary changes within their areas of responsibility.

### Global Leadership Academy – we do change

With its international, cross-disciplinary and practice-oriented dialogue processes designed to strengthen leadership skills and innovation capacity, the Global Leadership Academy targets those in positions of responsibility from the North and the South. In this way, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is supporting individuals worldwide as they work through change processes in their spheres of influence. GIZ has been commissioned to carry out this programme by the German Federal Ministry for Economic Cooperation and Development (BMZ).

The Global Leadership Academy brings together high-ranking participants from the worlds of policy-making, business, academia and civil society who might otherwise have never entered into dialogue with each other. The Academy provides a safe space for them to explore one another's perspectives, look at things in new ways, be inspired and invigorated, and initiate changes where they are needed. Participants develop specific change projects, using them to initiate and shape positive transformation in their home countries.

The Global Leadership Academy focuses on the problems and challenges faced by participants. Methods and processes are specially designed to meet the needs of the individual groups, with great importance attached to values such as transparency and equal opportunities. The experiences and perspectives participants bring with them promote a creative exchange across continents and strengthen cross-sectoral thinking. Through networking, participants are empowered to expand their sphere of influence and their opportunities to effect change.

A lively exchange of views at the Global Leadership Academy's Passion and Politics Lab event in the Moroccan city of Rabat.





The Global Wellbeing and Gross National Happiness Lab included a study trip to Bhutan. The Global Leadership Academy involves proven experts in its working processes, in this case from Bhutan's Gross National Happiness Centre.

### 'Engineering dialogue processes' – the Global Leadership Academy's approach

It is the combination of the following selected principles which make the Global Leadership Academy unique:

- Each dialogue process focuses on a global topic
- Actors from politics, business, civil society and academia come together from all over the world
- Trans-disciplinary dialogue processes offer a safe environment for honest reflection
- Switching perspectives gives participants fresh impetus for action
- Closely intertwined with the personal development of decision-makers, the system is also being developed
- Participants network globally with their peers
- Participants initiate sustainable change at system level through their projects



## Committed and responsible individuals

The Global Leadership Academy organises international dialogue processes such as the Global Well-being and Gross National Happiness Lab, the Mandela Dialogues on Memory Work and the Passion and Politics Lab (see next few pages). The Academy takes a global challenge, develops intervention architectures and platforms, brings together committed and responsible individuals capable of making a significant contribution to tackling the challenge, works with its

cooperation partners to manage the processes, and guarantees the quality of those processes.

The dialogue processes are based on the latest findings about methods from multi-stakeholder research and this is also reflected in the cooperation with institutions such as the Presencing Institute and the Deep Democracy Institute. The Global Leadership Academy develops all its services in cooperation

with world-renowned partners, including the Nelson Mandela Foundation, the World Bank Group and the institutions just mentioned.

With its 'Leadership and Innovation Labs', the Global Leadership Academy is creating a continually expanding, global network of institutions, social innovation projects and change agents.

## Projects of the Global Leadership Academy:

### Passion and Politics Lab

The Passion and Politics Lab, held in conjunction with the Deep Democracy Institute, involved around 25 leaders and change agents from North Africa and the Middle East and ended in October 2013. It was the first pilot project conducted by the Global Leadership Academy. The dialogue process aimed to build participants' individual leadership skills, particularly focusing on their methodological skills and a value-centred approach and on building their capacity to facilitate systemic change, as well as developing a broader understanding of change processes in social groups, organisations and systems. This enabled them to apply their newly acquired knowledge in their own change projects. The participants therefore developed their own projects, which they are now implementing successfully in their own countries. They range from a project which gives young people a voice in shaping a 'new Libya' to an initiative to promote ethical principles in politics and society in Egypt and a project to build trust between citizens and the local authorities in the West Bank. In all, 17 change projects have been developed, most of which are being implemented by the participants within their own systems and institutions, but in some cases, several individuals are jointly implementing collaborative projects.

Over the course of the Lab's one-year term, the group came together as a whole for four workshops in different locations including Rabat and Tunis. Although the collaborative element of the project has now ended, a dedicated internet forum is still available for participants to discuss their own ongoing project work, for example.



»I am really impressed and believe that the programmes will have a positive effect on society.«

Quote from the home-country organisation of a Passion and Politics Lab participant



»We are living in uncertain times, but one truth has emerged as an organizing principle for this era: interdependence.«

Participant in the Global Wellbeing and GNH Lab

### Global Wellbeing and Gross National Happiness Lab

The Global Wellbeing and Gross National Happiness Lab, which is run in conjunction with the Presencing Institute, sees 25 international leaders from the fields of policy-making, business, civil society, and higher education and research focusing intensively on issues surrounding human wellbeing, alternative ways of measuring prosperity, and aspects of sustainability. The Lab was launched in 2013, will run for around two years, and consists of study trips, dialogue events, coaching sessions, and online forums. Former Bhutanese Prime Minister Lyonchhen Jigmi Y. Thinley is the patron of the project. One of the study trips was organised in cooperation with the Gross National Happiness Centre in Bhutan.

The dialogue venues provided plenty of inspiration for participants. The group visited Brazil in January 2013, followed by Bhutan in April 2013, where each participant developed prototype projects to be implemented in their home countries. As well as the many change projects developed by individual participants, five large-scale prototype projects emerged and are being implemented, each one by several individuals from different institutions and some of them on a cross-border basis: Genuine Progress Indicators in the United States; Whose Development? Focusing on an Economy for India that meets people's needs; Gross National Happiness in Business; GNH Centre Bhutan Prototype; and Transformation Hub, Brazil.

In Brazil, the Transformation Hub project is seeing the development of a centre that will help to practically implement the country's transformation into a more sustainable and just society. The Hub is also part of a network of organisations with a similar focus based in different regions all over the world.

In July 2013, the Wellbeing Lab hosted a large forum in Berlin where the initial results of the process were discussed in depth with a broader international public.



The first five-day event of the Mandela Dialogues took place in South Africa in November 2013. The dialogue process seeks to inject fresh momentum into the debate on memory work.



»How can I transfer my experience of memory work to a future generation? These are questions for my future, and that changes the focus of my future work. Now I need to consider new models and methods.«

Participant in Mandela Dialogues

## The Mandela Dialogues on Memory Work

In cooperation with the Nelson Mandela Foundation, the Global Leadership Academy implemented the Mandela Dialogues on Memory Work. These dialogues examined ways of generating and shaping debate on societal memory, looked at how victims of oppression can be integrated into the process of working through events following periods of upheaval, and addressed the question of how a culture of remembering can reflect the many and diverse voices making up society and its formal history to help create a state that is forward-looking. The international participants selected for the dialogue process included a young senator from Kenya, a federal magistrate from Argentina, the director of a human rights centre in South Africa and a media activist from Canada.

The process involved three different locations: South Africa and Cambodia (the latter making efforts to find its own way of dealing with the history of the Khmer Rouge), where meetings took place, and the Jewish Museum in Berlin, where a concluding workshop was held.

The dialogues provided participants with an international forum in which to discuss complex challenges. The dialogue process seeks to inject fresh momentum into the debate on memory work. Despite having different experiences, working in differing contexts and facing different problems in their daily working lives, the 26 participants from a total of 10 countries were united by a desire to learn from one another.

Consequently, in addition to facilitating discussion, the dialogues allowed participants to look at things from other perspectives, with the goal of using their commonalities and differences to benefit specific change projects in their own contexts. Visits to significant memorial sites and dialogues with local actors working to develop a culture of memory, whether in South Africa or Cambodia, were organised as a source of inspiration.

The decision-makers participating in these dialogues were working together on specific change ideas for implementation in the systems of their respective home countries. A number of direct results have already been achieved. They include media-based mem-

ory work projects and a mobile 'Center of Memory' for the Inuit of Canada; projects to involve perpetrators in the process of dealing with the past in Cambodia; an international book project on the Mandela Dialogues; a regional dialogue on memory work in Latin America; and the development of discussion events for Bosnia that will involve the younger generations in reappraising the past.



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