Globally Responsible Leadership Diagnostic – featuring the GRID™

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A global community of action and learning

- Founded by UN Global Compact & EFMD (2004)
- Pioneering select group of learning institutions and companies from all continents
- Engaged hands-on in developing a next generation of globally responsible leaders
“Globally Responsible Leadership demands that this cultural change and evolution of mindsets should be based on re-visiting three areas: First, the raison d’etre of the firm; second, leadership as embedding and catalysing values and responsibilities in the organisation; and third, corporate statesmanship as broadening the debate and dialogue with society at large.”

“The Globally Responsible Leader - Call for Action,” GRLI, November 2008
Why is the GRL Diagnostic different?

- Developed by a multicultural team
- Within a global, independent non-profit advocacy organization
- Uses evolving process customizable to your organization
- Is company driven
- Can be used to refine or renew strategy regarding GRL and talent

➤ Making a difference, taking a lead!
Steps in diagnostic process

Phase 1
- Analysis of aspiration
- Assessment of actions taken

Phase 2
- Gap analysis
- Action plans and KPIs

Phase 3
- Benchmark from best practices
Phase 1

- Utilize GRL GRID™ to explore individual and/or collective values and actions taken
- Apply assessment tools for further in-depth analyses

Outcomes:
- Increase individual/collective awareness of GRL fitness
- Assess individual and/or collective commitment to GRL using well-known online tools
Globally Responsible Leadership GRID™

- Gives people the structure and guidance to think and talk about their globally responsible leadership behavior and actions
- Leads through the different perspectives and dimensions
- Provides a sense of the interconnectedness of all aspects
- Assists in self-reflection and self-understanding
- Helps to co-create joined understanding amongst
GRL - GRID™ utilizations

• In seminars as a short intervention to raise awareness (75 – 90 minutes)
• In seminars as a longer intervention to gain deeper understanding (180 minutes)
• In large group settings to raise awareness (90 – 120 minutes)
• In strategy development settings to co-create a joined vision as a starting point (1-2 days), e.g. for
  ➢ Sustainability strategy
  ➢ Defining leadership criteria / indicators
# Globally Responsible Leadership GRID™

## „I-Perspective“

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Being</th>
<th>Acting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Context</strong></td>
<td><strong>What do I believe?</strong></td>
<td><strong>What actions have I taken / am I taking?</strong></td>
</tr>
<tr>
<td><strong>Planet</strong> (Natural Environment)</td>
<td>How do I wish to relate to the natural environment – planet?</td>
<td>What did I do (and am I doing) to accommodate my relationship with the planet?</td>
</tr>
<tr>
<td><strong>Community/Society</strong> (Social System)</td>
<td>What type of community/society do I wish to have?</td>
<td>What did I do (and am I doing) to contribute to this type of society?</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>What type of organizational culture do I wish to have?</td>
<td>What did I do (and am I doing) to contribute to such an organizational culture?</td>
</tr>
<tr>
<td><strong>Individual/Leader</strong></td>
<td>What core values guide me? … my leadership behavior?</td>
<td>What did I do (and am I doing) to translate these values into actions?</td>
</tr>
</tbody>
</table>
# Globally Responsible Leadership GRID™

**“We-Perspective“**

<table>
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</thead>
<tbody>
<tr>
<td><strong>Planet</strong></td>
<td>How do we wish to relate to the natural environment – planet?</td>
<td>What did we do (and are we doing) to accommodate our relationship with the planet?</td>
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<td><strong>We</strong></td>
<td>What core values guide us? … my leadership behavior?</td>
<td>What did we do (and are we doing) to translate these values into actions?</td>
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</tbody>
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Phase 2

- Define gap between aspirations and actions
- Develop action steps
- Design measurement tools and KPIs

Outcomes:
- Concrete actions and measures for progress
- Customized GRL indicators
Phase 3

**Benchmarks from best practices:**
- Case studies from GRLI partners and others
  Examples: Petrobras, GSK Biologicals, TNT, NAB
- Research from external agencies
  Example: EABIS

**Outcomes:**
Outside-in comparison of company practices