

2016

Global Leadership Forum

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COLLABORATIVE
LEADERSHIP FOR
DEVELOPMENT



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HIGHLIGHTS FROM DAY 1!



Launching the Ed Campos Leadership Awards

World Bank Group President Jim Yong Kim described his experiences exercising collaborative leadership. He then launched the Jose Edgardo Campos Collaborative Leadership Awards for outstanding contribution in the area of leadership and coalition building. The awards are in honor of and to the memory of Ed Campos, former manager of the WBG's leadership practice.

Strengthening Leadership to Help Solve the World's "Wicked-Problems"

Opening the Forum co-hosted by the Leadership, Learning and Innovation (LLI) and the Equitable Growth, Finance and Institutions (EFI) vice presidencies of the World Bank Group were LLI Acting Vice President Abha Joshi-Ghani and EFI Vice President Jan Walliser. Joshi-Ghani welcomed the more than 300 live and virtual guests to the 2016 Global Leadership Forum, who represented a mix of government, civil society, foundations, private sector, academia and other development actors, many of whom are among the 75 partners of the Global Partnership on Collaborative Leadership for Development. Walliser emphasized that sustainable development will not be possible without effective leadership. He also described how the collaborative leadership approach can help government teams build coalitions that can minimize implementation failures, strengthen local capacity, and make institutions more effective, especially in the area of service delivery. He noted how it has been shown to work in the program implementation process in the Union of Comoros.



Thriving in Challenging Environments

An adaptive leadership framework, as described by keynote speaker Ronald Heifetz of the John F. Kennedy School of Government at Harvard University, underpins the work of the Collaborative Leadership for Development program at the World Bank Group and its related Global Partnership. In his keynote speech, Heifetz described leadership as a frontier we are facing between 'Leadership' and 'Authority' and a person's ability to learn adaptive leadership approaches when facing new environments and building new capacities to cope with change. Hartwig Schafer, Vice President for Operational Policy and Country Services framed the approach around operational services and the need to practice leadership across boundaries and coordinate the leadership practices of multiple stakeholders.

Breaking Barriers to Improve Policy Implementation

In a keynote address, Francis Fukuyama, Director of the Center of Democracy, Development and the Rule of Law at Stanford University discussed the political economy of leadership. He observed how the World Bank Group "found a safe space in talking about technocratic requirements for economic growth," and how "it can't talk overtly about political systems in client countries," due to its articles of agreement. He

said this with regard to the fact that, no external donor can generate the kind of political power that's necessary to neutralize entrenched stakeholders in corrupt systems – this has to be done internally by political government actors. He further stated that “outsiders can give advice and training but they cannot take the lead.” Junaid Kamal Ahmad, World Bank Group President's Chief of Staff agreed with Fukuyama's ideas on Leadership and stated how he believes the World Bank Group's future lies in the fact that it can work across its comparative advantages, but at the moment it is not yet fully using its expertise collaboratively.

Coalescing Around Difficult Challenges

Public managers in government all face challenges in exercising leadership, yet at the core of their struggle is their ability to build consensus and coalitions around difficult development challenges. The panelists shared their lessons learned and pointed to necessary conditions for success such as having a clear vision, walking the talk, and getting truly involved in the work. Cristina Duarte, former Minister of Finance and Planning, Republic of Cape Verde, said “I had my priorities very clear from the beginning” and that was key to her success. Having all the stakeholders interested in the solution was a critical part of overcoming challenges explained Peter Phillips, former Minister of Finance, Jamaica.



Striking a Balance in Development

“Failure is many times the solving of the wrong problem,” said Sumathi Jayaraman, Director, Innovation & Strategy, United Nations Development Programme. The role of collaborative leadership and coalition building in development projects can be difficult because of various competing demands. Panelists explained that in order to implement, balance needs to be made between promoting technical solutions and the ‘people’ aspect - their dynamics and their incentives.

Reflections from the Balcony

With three decades of experience, Debbie Wetzel, Senior Director, Governance Global Practice, The World Bank Group explained how the organization has evolved from just investment to “how” to bring reform in an incremental manner based on the government's agenda through a “program for results” approach. Wetzel says, her formative experiences have taught her about leadership in that it is a cautionary tale where leaders need to know when to move on and let go.

A Musical Perspective on Leadership

Jazz aficionado and TED speaker, Duncan McKee, used the language of music to convey the power of collaboration, understanding diverse stakeholders and forging partnerships. The audience participated in an interactive session playing classical music pieces on rudimentary musical instruments. The goal of the exercise was to make a room full of individuals work cohesively and understand their roles to convey a uniform melody.