We develop leaders who can cross boundaries.

They counterbalance the forces of fragmentation in society.

Where there is division, these are the leaders who can find a common purpose.
ADIRUPA SENGUPTA, Group Chief Executive

“In 2019, Common Purpose delivered programmes to 7,323 leaders. They came from 96 countries and represented over 1,000 organizations and universities. They join over 85,000 Common Purpose alumni worldwide.

2019 was a special year for Common Purpose because we began celebrating our 30th anniversary. This has been, and continues to be, a fantastic opportunity to reconnect with our alumni from different parts of the world – particularly with those who have re-engaged around exciting new initiatives we are running. In 2019, we also continued to gather evidence of the impact Common Purpose makes in the world. For me, this report is inspiring because it shows just how deep and long-lasting that impact is, at many levels. As these stories and case studies demonstrate, the learning from our programmes really does stay with our alumni – and is so often key to their ability to cross boundaries and solve complex problems – both at work and in society.”
“There is no question that this world is changing faster than ever and that the pace of change will only increase. Companies and leaders who will survive – and thrive – are the ones who are agile, resilient and can continually reinvent themselves. They also have a deep sense of their purpose that anchors them. Common Purpose is truly unique in that it focuses on the leadership behaviours that will make this world a better place, for people, organizations and society.”
Common Purpose programmes develop inclusive leaders with Cultural Intelligence (CQ) – the ability to cross divides – between geographies, generations, sectors, specialisms, backgrounds and beliefs – and thrive in multiple cultures. Feedback shows that not only are leaders with CQ able to unlock the innovation that comes from diverse teams, they also result in more resilient teams. Because differences are not papered over, they don’t eventually break the team apart in tough times.

Leaders face increasingly complex situations in their organizations, sectors and countries. These often require them to make difficult decisions, involving many stakeholders, in new contexts. Feedback shows that our participants are more likely to seek out multiple perspectives and see their own situation within a broader context when making decisions and tackling challenges.

In today’s complex and ever changing world, leaders are required to work collaboratively to bring about fast-paced and complex change. Our programmes reinforce for leaders the importance of stepping out of their default positions to lead differently and make a positive impact on their teams, organizations and cities. Feedback shows that our programmes give leaders the confidence to break down silos and make change happen even when they are not in charge or the subject expert.
2019
Assessment results

Our programme assessments record learning and behaviour change against 8-12 behavioural skills taken from our impact framework. The following data represents the percentage of participants in 2019 who, as a result of their programme, are now better able to:

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NICK PRICE, COO, The Neighborhood, WPP

“The biggest benefit we see from staff who attend Common Purpose programmes is their growth in perspective. That development of perspective, and ability to understand and empathize with the positions of others (in different situations), is such an invaluable leadership trait.”

MICHAEL EWING, Team Manager, Renewal Management, HubSpot Ireland

“I was inspired to discover and gain a more thorough understanding of my core values, which I am happy to say I can better articulate and lead with. I took these learnings from the streetwise mba and have applied them at HubSpot. These sessions have led to transformative experiences that strengthen our teams and make a better work environment.”
Our impact on organizations

1,000+

In 2019, we worked with over 1,000 organizations across the private, public and not-for-profit sectors.

“Common Purpose programmes give our staff a different perspective to see how other people and organizations are considering inclusion. They benefit from being deeply immersed in different ways of thinking. As a result, they are more self-aware and able to navigate complex situations with a range of stakeholders. This is why we continue to send Grant Thornton staff on the programmes.”

CAROLINE BEDFORD, Associate Director, People Advisory – Consulting for Grant Thornton UK LLP

“Common Purpose has brought a new way of gaining learning insights for our employees. The whole experiential approach and immersion-based training are truly proving transformational in our learning journey. We will certainly look to do more such training as it’s imperative for us to keep pace with the pace of change in the external world.”

ANGELO PINTO, Managing Director, Head of Learning & Development for Asia-Pacific, BNP Paribas

Accenture
Adidas
Aditya Birla Group
Africa Finance Corporation
African Development Bank
African Foundation for Development (AFFORD)
Allianz
American Express Foundation
American Women’s Association
Amnesty International
Anup
ASEAN Foundation
BAE Systems
Bank of America Merrill Lynch
Bank of Zambia
Barclays Bank PLC
Barndard’s
BNP Paribas
British Army
British Council
British Red Cross
Camfed
Cortas
Chicago Community Trust
Chicago Public Schools
City of London Police
Commission on Higher Education Office of the Philippines
Dangote
DBS Bank
Deutsche Bank
EY
Florence Nightingale Hospice
Foreign & Commonwealth Office (FCO)
FWD Insurance
Government of Karnataka
Grant Thornton
Greater London Authority
Hermes
Hong Kong Monetary Authority
Hong Kong Police Force
HSBC Bank
HubSpot Ireland
Islamic Relief
Istanbul Emniyet Mudurlugu
KPMG
London School of Economics
MacArthur Foundation
Manulife (Cambodia) Plc
Marriott Hotels
MAVA Fondation pour la Nature

Ministry of Education and Sports, Department of Planning – Cambodia
Myanmar Survey Research
New Times Corporation
NHS
Nissan Motor Manufacturing (UK) Ltd
Northern Trust
PwC UK
Rand Merchant Bank
Real Estate Board of New York
Refugee Council
Royal Academy of Arts
Santander
Scottish Government
Siemens AG
Singapore Customs
Southern African Wildlife College
Teach for America
The Jane Goodall Institute
Unbound Philanthropy
Unilever
UPS
Viacom International
WWF

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Fostering inclusion to create a successful education strategy

I am currently the Deputy Vice-Chancellor of Newcastle University. Shortly after returning from the programme, I took on full line management for all three of our big faculties with special responsibilities for academic strategy, the university’s work and commitment to Equality, Diversity and Inclusion, and Environmental Sustainability.

Another of my responsibilities is with our Engagement and Place sub-strategy with its focus on social justice. I was actively leading on this project when I returned from the programme.

I knew that this strategy couldn’t just be written within the university itself. It would involve working across different sectors in the community in order to promote learning and research that is rooted in the local – the unique history, environment and culture of Newcastle and our wider region, which our university is deeply invested in.

The learning from the Common Purpose programme, especially on Cultural Intelligence, has been immensely useful in working across different sectors. It helped me recognize the challenges and significance of cross-sectoral working and co-production.

We can’t sit alone in our offices and come up with targets and goals. We need to be able to hear all the other voices around us, we brought people from a wide range of background across all sectors into the conversation. We created some new positions in the university and now have eight deans operating across the university but also with external partners to help us achieve our vision.

Our Dean of Innovation and Business has industry experience, while our Dean of Engagement and Place has worked extensively in the local authority sector among other things. We also have a Dean of Sport, a Dean of Equality, Diversity and Inclusion, a Dean of Culture and Creative Arts, a Dean of Social Justice, a Dean of Advancement, and now a Dean of Lifelong Learning and Professional Practice. Each one brings with them their own expertise, perspective and voice.

The programme allowed me to have the time and the headspace to think on a deep level, to observe how diverse groups of people interact and to understand how each person’s role plays a part in completing the whole. As a result, I have made personal commitments to work on the inclusion agenda at Newcastle that Common Purpose is still helping me to act on and realize.

Climate emergency

The success of Newcastle University’s ongoing climate emergency work and our broader work on global social justice issues is a direct result of our new strategy.

We are working in different plans, all we are aiming to do is creating a better future. The university, our local National Health Trust and the city council simultaneously declared a climate emergency. Instead of working on different plans, we all came together and are now working as a team.

The work becomes much more complex because we are navigating between different timescales, styles of working, communication and preferences; however, it also becomes much more meaningful and impactful as a result of it.

Creating new positions to be more inclusive

In order to be able to hear all the other voices around us, we brought people from a wide range of background across all sectors into the conversation. We created some new positions in the university and now have eight deans operating across the university but also with external partners to help us achieve our vision.

Our Dean of Innovation and Business has industry experience, while our Dean of Engagement and Place has worked extensively in the local authority sector among other things. We also have a Dean of Sport, a Dean of Equality, Diversity and Inclusion, a Dean of Culture and Creative Arts, a Dean of Social Justice, a Dean of Advancement, and now a Dean of Lifelong Learning and Professional Practice. Each one brings with them their own expertise, perspective and voice.

The programme allowed me to have the time and the headspace to think on a deep level, to observe how diverse groups of people interact and to understand how each person’s role plays a part in completing the whole. As a result, I have made personal commitments to work on the inclusion agenda at Newcastle that Common Purpose is still helping me to act on and realize.

Work in an ecosystem

I can remember sitting in the room during the programme and watching all the different presentations on working with local communities. What I observed was that regardless of which country or sector they were coming from, the need to work within an ecosystem was a common theme.

By working within the ecosystem of our community, this has allowed Newcastle University to create and enable an inclusive place-based strategy that is helping the people in our community, our partners and our students be an active part of building a better future.
I believe that every leader needs the right partnership and the right networks in order to succeed. From my experience, leaders are able to achieve greater and far-reaching results, even with minimal resources, when there’s collaboration. This was my biggest takeaway from the Africa Venture. I saw first-hand how leaders from across all sectors shared the importance of building long-lasting partnerships. As each leader spoke, I saw a pattern emerging – each one of them didn’t achieve success on their own, instead they achieved it through partnership and collaboration.

When you educate a girl, everything changes

I work for CAMFED (Campaign for Female Education), an international not-for-profit organization tackling poverty and inequality by supporting girls to go to school and succeed. For me, my job is more than a job: it’s my calling. I was one of the girls that the organization supported to complete my education. Through the little interventions that CAMFED puts in place, a young girl’s story, like mine, changes for the better.

Before the Africa Venture, I wasn’t thinking about expanding my network and actively seeking out potential partners. Sure, I have always been the type of person who genuinely loves meeting new people. And it wouldn’t take long for me to turn the conversation around to my passion for young women’s education. However, after the programme, I realized how much I have underutilized this leadership strength – my innate ability to connect with people.

The programme reinforced some of my strengths as a leader. I knew that I was good at communicating and meeting new people. What I didn’t realize was how powerful those skills are when used with an end goal in mind. I became more deliberate about using them to my advantage.

Securing office space for alumni

This is something I’ve been able to take back into my role. For example, back in 2018, CAMA, the CAMFED alumnas association for graduates, had problems securing an office space in the upper east region of Ghana. CAMA is the largest alumni network in Africa – it’s spurring remarkable change because of the work that our alumni do. However, we were unable to maximize our efforts because we didn’t have a permanent office space. It was up to me (as the chairperson at that time) to think of a way to secure the space, essentially for free, due to lack of resources.

I knew that in order to take on this challenge, I needed to be deliberate about approaching the right people within my network.

Partnership between CAMA and the government

As a result of the new perspective I gained on the Africa Venture, it became easier for me to spot possible partnerships with the government. In Ghana, CAMA members are making enormous strides in improving the quality of education in the region. By focusing on our goals, we were also helping the government achieve theirs. I realized that I could leverage this to secure a partnership.

A few weeks after the Africa Venture ended, CAMA hosted an alumni event and invited prominent government officials of the region; one of those who accepted was the regional minister. After the event, I approached him and gave a convincing argument on why a cross-sector partnership was necessary in order for both CAMA and the government to further improve education in Ghana. By the end of the conversation, the regional minister agreed to allocate an office space for us in one of their buildings.

Partnerships that create change

I strongly believe that in our quest to develop as leaders, we need to get better at seeking and building our networks. We need to be able to spot those possible partnerships with others. In this globally connected world, we need collaboration and partnerships in order to maximize resources, streamline work and achieve greater results.

I wish every young leader could have the opportunity to go through the Africa Venture as I did – it is empowering. I describe it as a hub of solutions. It brings together brainy young people to share experiences that translate into solutions for the different problems we face.
As a result of the positive feedback from their senior management, MTU Motor Türbin A.Ş. decided to partner with Common Purpose to run a customized programme for the wider organization.

“The main value from the programme is that it gives our senior leaders an opportunity to experience leadership, not as a given authority, but as a self-driven action. In addition, the employees gain situational leadership capabilities to handle and manage complex challenges through the programme. This exposure helps our senior management broaden their horizons and widen their way of thinking.” - ALİ GÜZEL, CEO

Individual impact

These are the behaviour changes that top management has noticed from the senior staff that attended the Common Purpose programme:

1. Increased cooperation between different leaders and colleagues from across departments
2. Awareness of their social and environmental capabilities
3. Willingness to understand different opinions and viewpoints
4. Exploration of career paths as well as other aspects of their lives

“I had the chance to meet people from different groups during this programme. I have seen how we are "one" for the same purpose as these people from different backgrounds. I’ve seen how our differences enrich our society. I managed to break down my prejudices against some groups.” - N TUBA DURMAZ, Finance Director

Organizational impact

Working with MTU Motor Türbin A.Ş.’s senior management, Common Purpose delivered a customized programme designed to help teams collaborate better and work more efficiently. The programme allowed participants to better understand each other through giving and receiving honest feedback and applying Cultural Intelligence in their interactions.

This is the positive impact on the organization:

1. Created a more collaborative working environment by achieving synergy between the individual managers and bringing out the potential of managing leaders
2. The feedback session within the programme resulted in more open communication within the management team
3. Social responsibility awareness has increased
4. Differences in perspectives and opinions is a clear advantage to bring out energy for reaching their corporate goals

“Common Purpose has the capability to connect diverse leaders and to make them accept and respect differences in people, views and ideas. This leads them to be resilient and successful in a complex business environment. The programme has a positive impact on the way they do their jobs and lead their teams.” - ALİ GÜZEL, CEO
Using online social learning to nurture inclusivity

In February 2019, Springer Nature and Common Purpose collaborated on a project to create more inclusive leaders with Cultural Intelligence (CQ). We ran an online programme, CQ Accelerator, targeted at up to 200 staff of Springer Nature globally. Emerging and senior leaders from Africa, Europe, Asia-Pacific and the Americas accessed the online platform.

As a result of the social learning experience on the CQ Accelerator, Springer Nature leaders had the opportunity to explore and develop their Cultural Intelligence. The Accelerator helped them to develop their self-awareness and better understand how to effectively work with difference. Using our Core and Flex framework as its key learning methodology, the CQ Accelerator encouraged the group to connect using a common language.

“Our experience with Common Purpose has been very good from beginning to end. I appreciate the thought that was put into the content of the CQ Accelerator and its applicability to leadership in a global organization. The training generated many discussions about how to lead more inclusively, and participants found the Core and Flex Framework particularly informative.” - SPRINGER NATURE

Furthermore, the CQ Accelerator gave participants an opportunity to unpick their leadership styles, redefining and broadening their understanding and interpretation.

Participants shared their personal experiences and perspectives with each other, resulting in a rich source of learning for the cohort – the number of comments captured on the platform was well above the industry standard. They came from a range of diverse countries, backgrounds, beliefs, generations and business units.

Having a common language encouraged the participants to have courageous conversations with each other and discuss similar challenges they faced.

“I realized that, in truth, we are the result of probably thousands of small tweaks that may make each of us unique. I find this really interesting because it gives me a new layer to my thinking of each person as I move forward.”

“I have found the Core and Flex model very useful and I have now internalized it as part of my belief system. I’ve always prided myself on being a strong, principled, reflective person, but Core and Flex has afforded me options to be less forthright and more flexible/accommodating without losing something of myself in the process.”

“It completely agree that innovation will not come from working with people who think like we do, or who operate in the same way, or in the same space. It comes from diverse groups, and to work with diverse groups a high level of CQ is going to be very important.”

“Having more CQ in the organization would help us understand not only our internal stakeholders but the external market itself. This would open our minds to who we hire to deal with various stakeholders.”

Programme assessment results:

Below captured is the impact on the participants who completed the programme:

- 90% are better able to adjust their behaviours in culturally diverse situations
- 80% are better able to spot common ground and make connections between people
- 78% are better able to recognize their biases and minimize their effects
- 85% are able to lead or operate within a diverse team
- 85% said they would be more actively seeking to promote the progressions of diverse members of their teams
- 88% said they would be more actively playing their part in creating the conditions for an inclusive work environment
Leading with passion and purpose to successfully bring diverse functions together

A new operational model gave Lynn an opportunity to unite three functions towards the organization’s purpose. The result is an inclusive model that recognizes talent and maximizes potential.

Protecting the UK’s most vulnerable children

Barnardo’s is the largest leading children’s charity across the UK. We work with some of the most disadvantaged children and young people, many of whom have adverse life experiences. Because of the scale of our organization, we have unique opportunities to influence change, not just for children we work with, but in wider society too.

My role, principally, is to make sure that our services are safe, effective and meet the needs of the children, young people and families we serve. I’ve been here 11 years now and in a lot of respects, I feel I have found my professional home. Our values as an organization echo with my own passion for social justice; working with hope, valuing the unique worth of all and supporting people to fulfill their potential. There’s a synergy between what Barnardo’s aspires to achieve and what I want to do with my life.

Three departments, one purpose

Whilst I was on the programme, I was working on a new operational delivery model that gave me an opportunity in real time to start doing things differently.

My goal was to bring together three different parts of our organization in the region – business development, finance and management information – under one operational hub. All three play key roles in developing our work in the organization, expanding our reach and impact. I thought there was a real opportunity to bring these teams together physically to create a continuous and virtuous cycle of improvement on a daily basis through greater connectivity and real time sharing and shaping of ideas, knowledge and skills.

Developing CQ gives leaders the edge that will help ensure they can navigate the unpredictable

The programme gave me an opportunity to really look at different ways of working in various organizations and industries. It enabled me to see more clearly the parallels across what might appear to be disparate functions or purposes. It emphasized the value of bringing diverse groups and individuals together and to looking at things through different lenses, changing and expanding our own viewing platform and that of others.

Values-led leadership

Without exception, everyone I met on the programme embodied what I describe as a values-led leadership. They had a clear set of values driving them as individuals, often congruent with the values that drive their organization. Not only was there a clear sense of purpose, there was a passion to that purpose. Passion and purpose is a powerful combination, exhibited by many people I have worked with in the charity sector, but harnessing that in more of an explicit way was something I became more focused on during this programme.

In any change it is important to be explicitly focused on the organization’s purpose and ambitions. For us that means a focus on stronger families, safer childhoods and positive futures and everything we do needs to coalesce around achieving those ambitions.

Some programmes create an opportunity to reflect and to learn, but not all of them take you to a place where you are sufficiently inspired and motivated to then respond differently. For me, the Common Purpose programme did all three – it took me into that reflective space, inspired me and then led me to respond.

Like me, most people at Barnardo’s are mission driven. By shifting the focus explicitly back to our purpose (our ’why’) and co-locating the teams, we refreshed what we did and how we did it with a shared goal to increase our reach and continuously improve our impact. We did a lot of work focused on business partnering and created a new way of working that better recognized, reflected and harnessed the talent across the teams and improved our learning, individually and collectively.

In keeping our purpose a top priority as a team, we were able to explicitly re-establish a shared vision that we collectively pursued, with each team being able to clearly see their contribution to the whole. This has been critical to the success of our work and the creation of a thriving culture within the regional hub.

“At Barnardo’s we are committed to developing ourselves as a learning organization, and helping colleagues develop their Cultural Intelligence is a key part of this journey. In today’s complex and ever changing world, developing CQ gives leaders the edge that will help ensure they can navigate the unpredictable. Lynn is a great example of a leader who has embraced this challenge and we have all benefited along the way.”

- JAVED KHAN, CEO, Barnardo’s
Purpose in developing leaders at every level. The company is glad to have partnered with Common Thanh Phong, Group CEO of shares Huynh resonates with us,” of leadership in this region really our growth, so the development business and ASEAN is crucial for “FWD is building a pan-Asian insurance

Over the past four years, FWD Insurance (FWD) has supported Common Purpose in delivering leadership programmes for a different generation of leaders: from students in universities to senior leaders in organizations and society.

Abhishek Bhatia, Group Chief Officer (New Business Models) for FWD believes that leaders throughout the ASEAN region face common challenges and a programme like this gives them the opportunity to collaborate on solutions. He adds, “If leaders join with open minds and a willingness to challenge the preconceived notions and mental models that we have, the programme can be a huge stimulus and catalyst in developing the next level of thinking.”

As a result of the programme’s immersive and experiential learning techniques, students have developed, and are able to demonstrate, the skills and capabilities required to be successful in the 21st century.

“Problem-solving has a lot to deal with the approach with which we look at the problem at hand. Working with a group of diverse people, I came to understand that embracing the different aspects of your team and putting together the positive sides of your team complex problems can be broken down into simple task executable by a few members thereby contributing to a way of solving the problem. This I learned through the Common Purpose programme.” - DANIEL YAMOAH AGYEMANG, The Hong Kong Polytechnic University

“I got the great opportunity to work with teammates that were from a broad range of cultures as well as majors in the university. I learned that every culture has their own way of working, communicating, having fun and it’s up to us to prepare ourselves to deal with those situations.” - SETHAREACH SOK, Participant, Panyapiwat Institute of Management (Bangkok)

“It’s been great to support Common Purpose and its primary objective of developing leaders who can cross boundaries. We have been continually impressed with the quality of students that we’ve met. They are a unique network of students – the next generation of global leaders, who we wouldn’t normally be able to access. Through programmes like these, we will be able to equip the next generation with the skills they need to lead.” - MERVIN POBRE, Chief of Staff, FWD Philippines

“It’s been a pleasure working with Common Purpose to contribute our part in developing the young future leaders. The programme helped the students get exposure to the city, the organizations and its people and at the same time work together as a team and learn much more about themselves.” - VO THI KIM LOAN, Associate Director - Talent & Organizational Development, FWD Vietnam

"FWD is building a pan-Asian insurance business and ASEAN is crucial for our growth, so the development of leadership in this region really resonates with us," shares Huynh Thanh Phong, Group CEO of FWD Insurance. Phong continues on to say that the company is glad to have partnered with Common Purpose in developing leaders at every level.

Bringing together senior leaders in the region

Last year, FWD sponsored the ASEAN Leaders Programme, an annual programme that brings together senior leaders from across the Southeast Asian region. The programme helps leaders in the region build strong connections, share knowledge, and develop the Cultural Intelligence required to grow ASEAN’s cities.

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Supporting the development of multiple generations of leaders across Asia

Over the past four years, FWD Insurance (FWD) has supported Common Purpose in delivering leadership programmes for a different generation of leaders: from students in universities to senior leaders in organizations and society.

Supporting next-generation leaders

In addition to partnering with Common Purpose on programmes for senior leaders, FWD has also sponsored Common Purpose student programmes that develop the next generation of leaders.

In 2019, FWD supported four Global Leader Experience (GLE) programmes across Asia. A total of 320 students across Bangkok, Jakarta, Hong Kong and Ho Chi Minh City participated in the programmes.

The GLE programmes enabled FWD leaders to work with students as they tackled a challenge within their city. For the FWD team, it provided a unique insight into this next generation of global leaders, while the students gained a hugely powerful coaching opportunity from insurance industry professionals.

As a result of the programme’s immersive and experiential learning techniques, students have developed, and are able to demonstrate, the skills and capabilities required to be successful in the 21st century.

Programme assessment results:

<table>
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<tr>
<th>Programme assessment results:</th>
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320 students
Our impact on cities and societies

MUSTAFA KEMAL İŞLER, Director of Planning and Strategy Department, Istanbul Metropolitan Municipality, Turkey

“I started work straight after graduating from university, like many of my colleagues. Since then, we have been sitting in the ivory towers of the Metropolitan Municipality and trying to manage the city’s problems by ourselves. The programme has made me realize that we need to be out there and learn about the needs of the city and work together with other people.”

94% feel better prepared to have a greater impact in their organization and/or wider community
Creating sustainable social value in India

At Toyota Kirloskar Motor (TKM), social contribution activities are a vital part of their business DNA. The company has always believed that their growth is tied to the development of society. Since 2001, TKM has focused on the holistic development of the community – working towards improving the status of education, health and hygiene, road safety and upskilling. The company has influenced over 1,400,000 lives to date.

Developing leaders who can cross boundaries of sector

As a result of this holistic approach to development, TKM’s leadership and strategy team works with different sectors, from government institutions to not-for-profit organizations, to implement their social contribution activities. Therefore, it is crucial that senior leaders are able to thrive in multiple cultures and cross boundaries between sectors.

Since 2008, TKM has been sending their senior leaders to attend Common Purpose programmes to broaden their horizons, develop Cultural Intelligence and build long-lasting relationships across the region. These skills allow them to work fluidly and flexibly across sectors.

"Through the programme, I engaged with many leaders from not-for-profit, government and corporate sectors. It was able to experience the challenges that each sector faces by visiting the different institutions. This led to better understanding and gave me new perspectives. The experience shifted my thinking on how the company can have a larger impact in society." - SP MOHAPATRA, Senior Manager Vice Chairman’s Office

"I keep sending my staff to participate because the programme gives them a deeper understanding of the different perspectives from other sectors. This understanding results in being able to empathize better with the other person." - NAVEEN SONI, Senior Vice President Sales & Service

"TKM has a long association with Common Purpose since their inception in India. Their leadership programmes are unique and develops leaders to think beyond their domain to address complex and dynamic societal issues. Over the past ten years, TKM employees have immensely benefited from participating in the programmes." - VIKRAM KIRLOSKAR, Vice Chairman

At its core, the company’s Corporate Social Responsibility is to enhance community development activities and contribute to the progress of the region. TKM has partnered with not-for-profit organizations through the Common Purpose network for some of their community engagement activities.

One of these was a partnership with The Association of People with Disability (APD), a not-for-profit organization in Bangalore that works extensively to reach and rehabilitate people with disability. APD needed a vehicle to help ferry the PWD stakeholders. Through the Common Purpose programme, the two organizations were connected and TKM offered to sponsor a bus for the organization.

"The donation of the bus from Toyota will be a great help for APD. It will help us bring more children to school, thereby changing lives of many children with disabilities. As you know, bringing children with disabilities out of their homes is the first step to education. Thank you Common Purpose and thank you Toyota for being part of our effort to change the lives of children with disabilities." - USAH RANI, Assistant Director – Education The Association of People with Disability (APD)

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In 2020, Common Purpose and TKM, together with KPMG, are partnering once more to build leadership capacity for not-for-profit leaders in India.

Social Academy of Learning by Toyota (SALT) aims to help not-for-profit organizations to shift from philanthropy to an impact-based approach. It will also help to strengthen the relationship between government, corporate and not-for-profit sectors.

"We are very excited to partner with Common Purpose to launch SALT. Common Purpose has years of experience in developing the not-for-profit sector. When combined with Toyota’s quality orientation, we are confident that this natural partnership will be successful." - SP MOHAPATRA, Senior Manager Vice Chairman’s Office

The Academy has had over 560 not-for-profit organizations expressing their interest and over 100 leaders applying. Thirty senior leaders participated in the first programme in February 2020.

Toyota Kirloskar Motors continues its work towards creating a vibrant world through socially responsible and sustainable approaches of giving back to the community. As it grows, the company needs more leaders that are better able to cross boundaries. This enables them to solve complex problems within the organization as well as in society.
The Connected Classrooms Project
Accelerating learning in South Asia using digital technology

By connecting classrooms within the region, Niladri Parial’s project is helping to bridge boundaries in learning and accelerate intercultural understanding in South Asia.

Reflecting on the school ecosystem in Nepal, I have seen a lot of us growing up lacking a broader view of the world. We have been limited from connecting with the outside world by the boundaries of our classrooms. There can be a lack of connection with the local community, much less an interaction with classrooms from other schools.

When I became Principal at Triyog High School in Kathmandu, Nepal, I thought of ideas to give students a broader perspective of the world outside the classroom. What if classrooms in Nepal could connect to other classrooms – in this region and across the globe? What if we could give students a richer learning experience through interactions with other schools and their communities?

Connecting ideas
When I joined the Indo-Pacific Venture in 2018, we worked on finding solutions to the challenge of how to use technology to accelerate education in South Asia. It was the perfect opportunity to pitch this idea of bringing together students and teachers by connecting classroom learning, via the use of technology.

My group, composed of leaders from different sectors from Bangladesh, Sri Lanka and India, embraced this concept and together we created a working prototype. Thanks to an amazing group of motivated teachers and managers at my workplace, within a few months, my school started to implement it.

Thus, The Connected Classrooms Project (TCCP) began.

Connecting classrooms and students
We started a small pilot between two classrooms from two different schools in Kathmandu. The teachers co-created a two-week curriculum around the theme ‘Plants Around Us’. It gave students a glimpse of the community around them by visiting botanical gardens and local nurseries. It challenged teachers and students from both schools to work collaboratively and learn from each other. More importantly, it connected them to the members of the community through meeting and interviewing local gardeners/nursery-owners.

This pilot proved to be the first step towards remote learning and a meaningful transfer of knowledge between educational institutions.

Connecting classrooms from Nepal to India
In November 2018, we launched our international pilot connecting our school with Sneh Foundation in Pune, India.

Through Common Purpose, I met Shraddha Deo, founder of Sneh, who runs a school for disadvantaged children in Pune. She was as excited as we were to be part of TCCP. The children connected over Skype and took turns sharing about their lives, families and culture.

I think it all comes back to Cultural Intelligence, a concept that Common Purpose strongly talks about. The idea is, by fully immersing the students in each other’s cultures through TCCP, they will be able to better understand and relate to one another, thus increasing their Cultural Intelligence.

Connecting classrooms across the world
Since our pilot launch, TCCP has expanded nationally to different regions in Nepal.

Within South Asia, we are planning to connect with schools in Bangladesh and Sri Lanka through several Common Purpose alumni that I’m in touch with.

Internationally, we are looking to connect our classrooms with those in Indonesia, South Africa, Kenya, and hopefully a few more in India. Through the Common Purpose network I’ve been connected with Theodora Subyantoro-Imbenay from Indonesia, Vivienne Tao from Kenya, Madeleine Selmer-Olson from South Africa, and others, who are in the process of helping me connect to classrooms in their countries.

The diverse network that we have made through the programme has been incredible. These connections have been instrumental in enabling TCCP to connect classrooms from different countries.

The programme encouraged me to shed my limitations and stretch the boundaries of what is possible

As of today, we’ve connected 60 students from four different schools within the South Asian region. TCCP has proven that collaborative learning is the key to creating creative learners and truly global citizens. It has given both students and teachers new perspectives on the lives of people, not just around their country but also around the region. It has helped to bridge boundaries in learning and has accelerated intercultural understanding between these connected classrooms.

I believe that no school can be complete without collaboration and partnerships with different schools, industries, and the community around it. Children should grow up in a connected world, and they should be able to learn from each other. The hope is that by giving them rich experiences for connection, we can take their learning to another level.

The hope is that they grow into mature, responsible citizens with an understanding of different beliefs, cultures, and backgrounds.

Impact of connected classrooms
The programme encouraged me to shed my limitations and stretch the boundaries of what is possible

The programme encouraged me to shed my limitations and stretch the boundaries of what is possible. It provided me with the correct thinking tools, the best possible connections, and an appropriate platform to exercise my potential as a leader in the region.

- Connecting classrooms
- Accelerating learning
- South Asia
- Digital technology
- Educational institutions
- Cultural Intelligence

Contact:
If you would like to learn more about the Connected Classrooms project, please contact Niladri Parial at principal@triyog.edu.np or writeweavers@gmail.com
Two years of developing intergenerational leadership for MAVA partners in the conservation sector

MAVA, Fondation pour la Nature, Common Purpose and Mowgli Mentoring have given leaders in the conservation sector the opportunity to take part in the year-long MAVA Leaders for Nature Academy.

2019 was the second year of a four-year partnership that aims to develop leaders who can take the conservation movement forward and train the next generation of leaders. The Academy is intergenerational – young and senior leaders from MAVA’s partner organizations participate, as a duo, in this experiential blended leadership development programme. It combines Common Purpose’s thought leadership on Leading Beyond Authority (LBA) and Mowgli Mentoring’s unique methodology, executive coaching, face-to-face events, as well as an online learning platform.

3
academies

92
participants

19
countries represented

41
participating organizations including:

Banc d’Arguin National Park
Biofílma Cape Verde
Birdlife International
Circular Economy
Euronatur Foundation
Impact Hub
International Union for Conservation of Nature (IUCN)

3
academies

92
participants

19
countries represented

45/55%
45% International NGOs / 55% Local NGOs

48/36/1
48 women / 36 men / 1 gender fluid

The year-long journey enables leaders in the conservation sector to:

1. Enhance their ability to Lead Beyond Authority through effective communication and by nurturing resilience and adaptability
2. Experience the power of mentoring and develop their own mentoring skills to maximize its potential
3. Develop their ability to collaborate in an intergenerational work setting
4. Apply what they have learned to their own leadership and organization

Programme assessment results:

100% of Academy alumni would recommend the Academy to another person
100% of Academy alumni reported that the Academy was good value for their time
82% of Academy alumni feel they are better able to contribute to their organization or sector
87% of Young Professional alumni report having increased their confidence in overcoming their fear of failure
80% of Senior Professional alumni report having increased their confidence in coaching, training or supporting others
How Zero Waste Europe established effective leadership to push their conservation movement forward

Zero Waste Europe is leading a fast-growing movement of communities, local leaders, businesses, experts, influencers and other “change agents” working towards the same vision: eliminating waste in our society.

Four professionals from Zero Waste Europe participated in the MAVA Leaders for Nature Academy. Through the Academy, they developed behavioural competencies to lead more effectively within their organization. Each participant applied the skills in their roles, which led to significant and positive impact within the organization.

Joan-Marc Simon: Adapting to the needs of a changing organization

Ten years ago, Joan-Marc Simon started Zero Waste Europe by himself. As the organization grew, there’s been a struggle to shift from a one-man operation to sharing responsibilities with a large team.

When Esra Tat, Associate Director, arrived three years ago, she said it seemed like Joan-Marc hadn’t yet figured out the kind of leader he wanted to be within the growing organization. It was clear though that he didn’t want to be a traditional manager, nor did he think a flat organizational hierarchy would work for the organization.

Esra believes that through the Academy, Joan-Marc discovered a middle ground between these two managing styles. He identified the kind of leadership that Zero Waste Europe needed.

“Joan-Marc formally shared the structure and practical examples that the Academy gave me proof that this approach is not only possible but could be effective. It also gave me the structure and practical examples that allowed me to improve my mentoring.”

Esra acknowledges that the mentoring component of the Academy greatly helped her in developing the two skills she needed to adopt to her new role – openness and empathy.

As a result, Joan-Marc applied his knowledge of LBA competencies to create changes after he joined the Academy. These changes led to significant impact in the organization:

Greater self-awareness leading to a more inclusive leadership style:

• Line managers, who provided a second support system to the team, were appointed, which showed that Joan-Marc formally shared the responsibilities within the team
• Senior managers felt trusted and empowered
• Regular one-on-one sessions established a personal relationship with each team member

Fostering intergenerational work for an impact focused management approach:

• Annual evaluation process was implemented based on the ‘wheel of life’ concept adapted from the Academy
• Mentoring and coaching staff to ensure that everyone felt supported

Within the last year, Esra’s position in the organization changed from informal to a formal one when she became Associate Director. This was a huge shift for her. She struggled with colleagues applying the ‘filter’ of her new role to her words and actions.

Esra acknowledges that the mentoring component of the Academy greatly helped her in developing the two skills she needed to adopt to her new role – openness and empathy.

“I didn’t know what to expect from mentoring only 18 months ago, but I’m very happy that I ‘trusted the process’, for it helped me detect and develop skills that are very necessary for my professional and personal development.”

The Academy gave him confidence and clarity in his leadership abilities. Where other not-for-profit founders his age contend with finding their value in a growing team, Joan-Marc figured out how to adapt his leadership style to suit the changing needs of the organization.

As a result, Joan-Marc applied his knowledge of LBA competencies to create changes after he joined the Academy. These changes led to significant impact in the organization:

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Fostering intergenerational work for an impact focused management approach:

• Annual evaluation process was implemented based on the ‘wheel of life’ concept adapted from the Academy
• Mentoring and coaching staff to ensure that everyone felt supported

Open communication:

Not a very communicative person by nature, Pierre says that the Academy has helped him express opinions effectively, listen attentively and ask different questions.

A specific group exercise from the Academy that helped Pierre was when one person shared their problem and the group asked questions to help find the solution. Through this exercise, he learned that the best approach is not to offer suggestions or solutions outright, but to listen first and ask effective questions.

Embracing vulnerability:

From the Academy, Pierre realized the power of vulnerability. Pierre learned that vulnerability is only a weakness as long as you hide it. By embracing your vulnerability, you’re sending a strong sign to people that you’re honest and open.

“I’ve seen Pierre’s self-confidence grow over the course of the Academy. When he stopped questioning himself, he began to really lead on his work. I’ve also noticed that by embracing his vulnerability and being open to the possibility of failure, he’s actually achieving more because he’s not burdened by the prospect of failing.” - ESRA TAT

“The new system is empowering for me because of the responsibilities that senior management trusts us with.” - PIERRE CONDAMINE

Pierre Condamine: Finding self-confidence and legitimacy

As a young professional on his first job, Pierre often found it challenging to be confident in a room full of senior professionals. Through the Academy, he has learned to develop the following skills to find his place in the organization:

Self-confidence: Pierre shares that his biggest takeaway from the Academy was gaining confidence in himself and his abilities. He stopped questioning his youth and inexperience; he realized he had a lot to contribute to the team. By pushing aside self-doubt, he stopped limiting himself and obtained the courage to go after what he wants to achieve.

As a result of this confidence, Pierre attained the inner legitimacy he needed to thrive in his job.

Open communication: Not a very communicative person by nature, Pierre says that the Academy has helped him express opinions effectively, listen attentively and ask different questions.

A specific group exercise from the Academy that helped Pierre was when one person shared their problem and the group asked questions to help find the solution. Through this exercise, he learned that the best approach is not to offer suggestions or solutions outright, but to listen first and ask effective questions.

Zero Waste Europe implemented changes to the organization inspired by what leaders learned from the Academy:

From traditional to shared leadership

They shifted from traditional management to a line management system, where line managers mentor and support the staff instead of directly managing them. This also means that a team member doesn’t have only one expertise. When working on projects, they self-coordinate to create a team.

Developing inter-generational understanding and cooperation

In addition to line managers, Zero Waste Europe has started to implement a mentoring and buddy system to provide additional support to the staff. In this system, you can be a buddy to anyone in the organization regardless of position or responsibility.

“There has been a need to rethink the responsibility, accountability and power structure for some time. I believe that the Academy helped to convince Joan-Marc that this approach is not only possible but could be effective for the team.” - ESRA TAT

“The new system is empowering for me because of the responsibilities that senior management trusts us with.” - PIERRE CONDAMINE
Cheryle’s Story

Discovering the power of effective communication

In my professional life, I tend to focus more on practicality and efficiency, often at the cost of not hearing my team’s perspectives. I understood the importance of active listening and acknowledging all voices but didn’t have the opportunity to see it in practice.

As a programme officer at Good Seed, a social innovation training and funding programme, the job requires me to have in-depth communications with different stakeholders including institutions, academia, non-profit organizations, for-profit organizations and many other parties.

Joining the American Express Leadership Academy gave me that golden opportunity to see how effective communication leads to better conversations, improved relationships and increased team performance.

After the Academy, I continued to practice and use the skills I gained to improve my communication. I’ve challenged myself to let go of my personal bias and ego so that I could better communicate with my teammates.

The rest of our team have started to adapt these skills and because of this the team has cultivated a more constructive and effective style.

Better team dynamics have also resulted in a better overall team performance.

Organizations represented included:

- African Diaspora Hope
- British Red Cross
- Business Art South Africa
- Cambodian Community Dream Organization
- Half the Sky Foundation
- Justice Without Borders
- Rachel House
- Room to Read
- Royal National Theatre
- Save the Children
- UK Youth
- WOMESA Namibia
- Whispers of Comfort

American Express Leadership Academy

Developing leaders from the not-for-profit sector

10 years
25 programmes delivered
5 locations
982 not-for-profit leaders who participated

392 from the UK
230 from Hong Kong
203 from India
131 from Singapore (ASEAN)
26 from Southern Africa
10 in the UK
6 in India
5 in Hong Kong
3 in Singapore (ASEAN)
1 in Southern Africa

“Non-profit and social sector organizations are tackling some of our most challenging issues, and we believe fostering a pipeline of talent will help ensure non-profits thrive in the future. Our Leadership Academy programmes created in partnership with Common Purpose have proven to be an effective tool for building the leadership and business skills that are critical to the sector’s success.”

- TIMOTHY MCCLIMON, President, American Express Foundation

“You leave having built all these relationships with people from all walks of life. The next time a challenging situation comes up at work you can pick up the phone and bounce ideas off someone you trust, who will give you a fresh perspective.”

- CHARLOTTE DUERDEN, UK Country Manager and SVP UK Consumer Services, American Express

‘After four days of intense learning and workshops I left a completely changed person, armed with an energy and passion to make a change. The Academy for me has been life changing.”

- TARIQ RIFAAT, Production Manager, National Theatre

“I realized during the course that I was completely burnt out before, and this course has helped me to reignite my passion in my work to a certain extent and also to own the label of a ‘leader’ a bit more! I definitely walk with more confidence in my own truth.”

- ANISHA JOSEPH, Head, Care Services, Association of Women for Action and Research (AWARE)

“The Academy allowed me to see how non-profits can potentially use local resources to help address developmental challenges within the community. The possibilities were easier to see through visits to the various institutions. How they engaged creativity to provide creative solutions. I have drawn lessons from uses of spaces that I hope to incorporate in my work in one way or another. Capital intensive, yes, but worth a try.”

- MBAO NGULA, Program Coordinator, ProjectEducate
As a result, the participants develop leadership competencies that allow them to thrive in complex situations.

One of the scholarship recipients, Tilo Erning (44), CEO of Das Boot gGmbH Sozialpsychiatrisches Zentrum, an outpatient psychiatry centre in Leipzig, strongly believes the Matrix programme 2019 has broadened his perspective on diversity and cooperation. As CEO, one of the challenges that Tilo faces is how to build a culture of cooperation and open communication between the seven different locations of the psychiatry centre. During the programme, one particular interaction with a leader from a global company made him realize that it is essential to first cultivate inclusive leaders among his managers – leaders who have the ability to recognize the different experiences, skills and competencies of their employees and to include that in processes and decision-making.

“The programme gave me the opportunity to reflect on my values, attitude, and my leadership principles. It allowed me to reflect on the culture of my organization and my relationship with others within the field. The programme enabled me to think outside the box.”

As a result, Das Boot has created opportunities for employees to exchange information across professional groups and locations. They have established cross-team formats, training courses and action days where teams from different locations and groups have the opportunity to work together.

“The idea of promoting cross-location cooperation and communication through a playful approach came from a participant in the Common Purpose programme. We have adapted the idea at our centres and it has proven to be effective in bridging boundaries of location between our centres.”

Tilo continues to share that the leadership competencies he gained from the programme have been valuable in his leadership, work and personal development.

The Beisheim Foundation is confident that the leaders they support, like Tilo Erning, will continue to make an impact in their organizations all over Germany. In doing so, they will continue to support the foundation’s vision of strengthening dialogues between generations and shaping social change in an innovative and sustainable way.
Generating more effective, inspired and coordinated diaspora efforts across the world

Our diaspora leadership programmes are for leaders who want to increase their impact both where they are and in their place of heritage – and build bridges between the two. This work has shown us that diaspora leaders – because they have feet in multiple places – are often natural interpreters. We see how diaspora leaders add value both where they are and in their places of heritage. We believe that they are uniquely placed to be bridge-builders at a time when there are many forces of fragmentation.

In 2019, we focused on:

**Syrian Diaspora:**
- Three years running
- Connected 65 Syrian diaspora leaders
- 100% said the connections they have made will be valuable in supporting their activities in their country of heritage and/or in the diaspora community

> “This is the first workshop, of many I have attended, that gave me a huge amount of positive energy, changed my perspective and encouraged me to put new plans in my life. It increased my capability, gave me many new skills and increased the possibility of collective future work in the diaspora.” - SAMARA ATASSI, Co-Founder & Board Member, Sourijat Across Borders – Participant, Syrian Diaspora Leaders Programme 2019

**Pakistani Diaspora:**
- Four years running
- Connected 112 leaders who want to make a greater impact in Pakistan and the UK diaspora
- 89% said they felt better prepared to work with people are different from them

> “I have never had the power of such a network available to me in one place at one time from so many different disciplines. It has enabled me to build alliances with people I would never have been able to before.” - Metropolitan Police Service – Participant, Pakistani Diaspora Leaders Programme 2019

**United Diaspora:**
- Connected 85 young and emerging leaders from 35 diaspora communities
- 91% said they are better equipped to have an impact as a leader in the diaspora community

> “This programme was an incredible opportunity to meet with a very diverse group of diaspora leaders. It showed us that no matter where we come from or which identity or label we carry, our “stories” are very similar.” - NILUFER ATALAY, Trustee, Turkey Mozaik Foundation
Even before the Pakistani Diaspora Leaders Programme started, it already made me reflect on what it means to be a diaspora leader and how this impacts my role in society.

How can I as a diaspora leader use my skills, talents and networks to benefit Pakistan and the diaspora community?

A diverse network of diaspora leaders has given Nusrat inspiration on how she can make an impact in her work, diaspora community and in Pakistan.

Bringing together Pakistani Diaspora leaders

The programme brought together over 40 leaders; from different backgrounds, of different ages, with different beliefs, job roles and careers, both from the UK and Pakistan – all united in being part of the Pakistani diaspora.

Over four days, we were guided through a process of creativity and innovation as we explored how we can increase our impact as leaders. We also met other leaders who shared valuable insights on overcoming challenges faced by the Pakistani diaspora. Then, we worked in smaller groups to focus on practical ideas on how we can maximize our impact in Pakistan and the diaspora community.

As we were working in groups, I looked around and was struck by the number of individuals that were willing to support, collaborate and share ideas. There was a real desire and willingness to make an impact in the diaspora community.

Aghay Baroh (Move Forward)

During the programme, our group developed the project ‘Aghay Baroh’, a model aimed at developing Pakistani talent to be future social leaders through social and capacity-building projects, via a nationally recognized qualification. The project would be delivered via a leadership programme that works directly with universities in the UK and Pakistan to highlight and tackle social issues.

Through working on this project idea, our group was able to better understand the issues that affect the lives of people both in the UK and Pakistan. More importantly, it was about a group of leaders from diverse backgrounds and beliefs connecting and collaborating towards a common goal.

While we started the programme as a group of individuals working in our own fields, we have now come together and created a network of people; utilizing skills and expertise beyond the programme. It is this positive action that will have the greatest impact for the development of projects that can then be prototyped in our communities.

Bringing the learning to my leadership role

Taking part in the leadership programme has made me reflect on our work at Manchester Museum and the South Asia Gallery (SAG) Collective.

The Collective is made up of a diverse but unified group of people and, for many, it is the common experience of being of South Asian diaspora that brings us together. It’s what drives us in wanting to shape SAG. This is not just about representing us now, but is also about helping future generations to stay connected to their heritage and identity.

I am optimistic that everything I’ve learned from the programme will shape my work at Manchester Museum. A new and wider network of diaspora leaders will help me to develop opportunities and partnerships both in and between the UK and Pakistan in the future.

Nusrat’s Story

Building bridges between the UK and Pakistan

Everything I’ve learned from the programme will shape my work.
Providing homes for lower-income households

At Notting Hill Genesis, I work in the social and economic regeneration team, where we work with local communities to help them reach their aims and goals in life. Our team is responsible for carrying out a 30-year regeneration scheme that is deeply embedded in the community. We have a lot of competing priorities, opposing pressures and a very diverse group of stakeholders, each of them having different priorities they’re trying to achieve.

In my role, I have to be very mindful in making decisions and considering how those decisions affect the different stakeholders and their goals.

Building deep networks in the community

For the community I work with, I can't just go to a community and offer solutions and projects straight away. In order to help and empower residents, I have to look deeper into the residents' lives to gain a deep understanding of their needs. Once I do this, I realize that they're not just concerned about keeping their job or what they're going to eat that day—they're also concerned about the leaking roof or the fact that they may not be able to pay their bills this month. It's a multitude of issues that each resident faces.

If I have a better understanding of residents’ lives and their challenges, it enables me to offer effective solutions to help them achieve their goals. In the end, this creates a more meaningful partnership between the community and our organization.

Seeing how it all fits together

Within the organization, I recognize that I'm not an expert in all fields. I've only been in the housing sector for three years. However in those years, I've been part of three different teams and worked closely with others with different specialisms. I find that working across teams allows me to see how each piece of the puzzle fits together. It enriches my knowledge, gives me more confidence in speaking about things I may not be an expert in and enables me to collaborate and communicate with colleagues better.

Becoming a subscriber of change

When presented with challenges, I try to have an open way of thinking and become a subscriber of change. This encourages me to look at the positive and look for opportunities instead of focusing on the negative. I think that having this approach leaves you a little bit more open, a little bit more resilient.

The Common Purpose programme instilled in me the importance of broadening your network, although admittedly it has taken some years to truly understand this. Even now I continue to still work on that. It's all a learning process!

Essentially, collaborating and networking with different people expands your horizons and enriches your learning. This improves your ability to lead beyond your authority. That's priceless and I was first exposed to that through Common Purpose.

Rosalyn's Story

The priceless benefits of collaboration and building deep networks

Years after she attended the programme, Rosalyn reflects on how she has incorporated the concepts of Leading Beyond Authority, collaboration and partnerships in her leadership role and the positive outcomes that resulted.

It's interesting how over the years little bits and pieces of insight from the programme come back to me. I'm reminded of how I've taken to heart the learning from the programme on the importance of the right kind of networks, and the collaboration and partnership that happens as a result of that. It has become a big part of the way that I like to work and I see benefit in it.
Developing the next generation of leaders

RAKESH KHURANA, Dean, Harvard College

“In our ever more complex and interconnected world which has no obvious historical parallel, Common Purpose has developed a breakthrough idea about the importance of Cultural Intelligence in order to navigate both this new world and its contradictions. It has important implications and raises questions about our current systems for those of us involved in educating and developing our future global citizens.”
Our work with universities

PROFESSOR IAN HOLLIDAY, Vice-President (Teaching and Learning), The University of Hong Kong

“At The University of Hong Kong, we’re committed to leadership development and a global experience for both students and staff. The programmes form a core part of our commitment to all our undergraduates undertaking a Mainland China and international learning experience during their time with us. We’re now excited to add a student leadership programme to our prestigious new Bachelor of Arts & Sciences degrees, embedding leadership development at the start of students’ interdisciplinary learning.”

In 2019, Common Purpose delivered 65 student programmes

- Aga Khan University
- Binghamton University
- BINUS University
- Birmingham City University
- Boston University
- Central European University
- Chulalongkorn University
- City, University of London
- Farmingdale State College
- Fashion Institute of Technology
- Fundação Dom Cabral
- Glasgow Caledonian University
- HAN University of Applied Sciences
- Harvard University
- Heriot-Watt University
- International Institute of Information Technology Bangalore
- KAIST University
- King’s College London
- Kingston University London
- Lancaster University
- Massachusetts Institute of Technology
- Monash University
- Newcastle University Business School
- Orange County Community College
- Purchase College
- RMIT University
- SEGI University
- Sheffield Hallam University
- State University of New York
- SUNY Maritime College
- SUNY Plattsburgh
- University at Albany
- University at Buffalo
- University of Birmingham
- University of Bristol
- University of Central Lancashire
- University of Chicago
- University of Dundee
- University of East Anglia
- University of Glasgow
- University of Grampians
- University of Hong Kong
- University of Leeds
- University of Nottingham
- University of Pardubice
- University of Pretoria
- University of Salford
- University of Warwick
- University of Western Australia
- Western Sydney University
- Winchester University
LONGITUDINAL ASSESSMENT: 2005–2019

The long-term impact of our student programmes

Common Purpose has delivered leadership programmes for university students since 2005. This year, we conducted an assessment of the long-term impact our programmes have had on students across the world.

ALUMNI RESPONDENT PROFILE:

594 respondents
Currently based in 52 countries
94 nationalities
They came from 152 universities
Learning impact

We aim to develop the skills and competencies students need to be successful and wanted to measure the long-term impact for participants as they put their leadership learning into practice.

"I'm in charge of service improvement and liaise with the clinical team quite often, and we don't always agree with what's best for patients and the service. I've used the Common Purpose experience of working in diverse teams to try and understand their point of view to better improve the service."

95% say they have been better able to work in diverse teams
94% say they have been better able to adapt to changing situations
96% say they have been able to adjust their behaviour in culturally diverse situations
87% say they have been better able to solve complex problems
99% rate their Common Purpose leadership programme as valuable

Over 1/3 of this number say their Common Purpose programme was the best leadership development they had at university

Impact on society

We are committed to supporting students to solve complex problems in society.

"I would like to see a world with less social injustice. My personal passion is improving the treatment and experiences of transgender people, in particular transgender youth, who have suicide attempt rates of almost a third."

91% are more confident to have an impact in the world as a result of their Common Purpose programme experience
66% say that their experience has helped them take on a leadership role in their job or community

Impact on careers

We are committed to enabling students' success in their futures; respondents used their Common Purpose experience in a wide range of ways.

47% have included it on their CVs
26% have discussed it during job interviews
8% have referred to it during appraisals
18% have used it in other ways: Facilitating trainings, writing cover letters, on their social media profiles, public speaking
45% said that the skills and competencies that are developed through Common Purpose programmes are highly valued by employers
93% saying that the learning and development from the programmes has helped them progress in their careers

"It helped develop me into the leader that I am today. I now manage 250 staff and lead from the front with a learning that I took away from the course: Don't ask someone to do something that you wouldn't do yourself."

"My position requires me to pitch and sell educational services. We don't work only in the UK market – I have to communicate with people from other parts of the world on a daily basis. One thing that the programme has taught me is to take a slower approach where necessary – to build rapport first, learn as much as you can about the other side, and then think about how you can help and offer a solution."

"When starting my first graduate job after completing university, I found the soft skills I had developed over the course of my time at university were the most valuable in adapting to my new role. These skills were honed on the Common Purpose programmes, which made my transition into working life much easier."

Q. What do the next generation of leaders care about?

The issues respondents were most passionate about tackling were:
1. Social justice
2. Climate change and sustainability
3. Inclusivity in work and society
4. Education and literacy
5. Women's rights
6. Food security

"I would like to see a world with less social injustice. My personal passion is improving the treatment and experiences of transgender people, in particular transgender youth, who have suicide attempt rates of almost a third."

47% are more confident to have an impact in the world as a result of their Common Purpose programme experience
66% say that their experience has helped them take on a leadership role in their job or community

"I want to work across cultures and geographies to better enable differing countries to deal with emergent challenges. As a leader, I want to enable governments and businesses to better understand these threats and how to work together to combat them."

91% are more confident to have an impact in the world as a result of their Common Purpose programme experience
66% say that their experience has helped them take on a leadership role in their job or community
Scaling and expanding global leadership experience for RMIT students

In 2019, RMIT University continued their partnership with Common Purpose to reframe global experience and deliver a portfolio of online and face-to-face global leadership programmes. In the third year of our partnership, the aim was to increase the impact of the programmes by offering it to more students across all RMIT campuses.

"RMIT University partners with Common Purpose to deliver immersive experiences for our students. These experiences help to prepare our graduates for the global workforce. They help our students and staff to develop a global mindset, to build Cultural Intelligence and to become effective leaders. These learning and networking experiences support RMIT to make a real and impactful contribution to addressing the challenges faced by government, industry and not-for-profits organizations in Australia and Asia." - DENE CICCI, Executive Director – Students, RMIT University

The diversity of the contributors across all sectors allowed the students to hear different ideas, voices and perspectives. Over 250 industry contacts and 60 RMIT staff members gave their time as speakers, consultants, immersion hosts and group advisors.

Some of these contributors came from:

- Bosch
- Deloitte
- FWD
- IBM
- IKEA
- Oracle
- Schneider Electric
- Unicef
- Uber Eats
- Schneider Electric (Global Leadership Forum, Melbourne 2019)

In Australia we worked with RMIT’s Office of Indigenous Education and Engagement to ensure students heard from a range of indigenous voices across our programmes, with indigenous leaders sharing their expertise and experience on a diverse selection of issues and topics.

“The world that young people will inherit and go on to lead is much more diverse than it was before. Inclusivity and inclusiveness isn’t merely about gender equality. It’s about: how do we amass people’s life experiences, across organizations and societies, which make their experiences relevant to how others can actually be led?” - MARK McMILLAN, Deputy PVC Indigenous Education & Engagement, RMIT University

“The experience from Common Purpose at RMIT was incredible. It allowed students to be forward thinkers, network with their peers and most importantly gain insights and knowledge from leaders. The energy and vibe was fantastic. Schneider Electric are proud to be part of it.” - ANGELA BEE CHAN, Innovation Lead, Schneider Electric (Global Leadership Forum, Melbourne 2019)

“In Australia we worked with RMIT’s Office of Indigenous Education and Engagement to ensure students heard from a range of indigenous voices across our programmes, with indigenous leaders sharing their expertise and experience on a diverse selection of issues and topics. In partnership with the City of Melbourne” - CATHERINE CONNELLY, OLM Participant

In 2019:

10

face-to-face leadership programmes

Global Leader Experiences
Global Leadership Forum
City Challenge – in partnership with the City of Melbourne

5

cities

Melbourne Hanoi
Singapore Hong Kong
Ho Chi Minh City

2,484

students graduated from face-to-face programmes

5

Online Learning Modules (OLM) – ‘Be CQ Ready’

3,032

students participated in an OLM

5,398

micro-credential badges were issued

Programme assessment results:

97% of students say that through solving complex problems they became more influential as a result of their Global Leader Experiences programme

95% of students feel better able to work with people who are different from them

91% of students say they have a better understanding of what it means to be a leader as a result of the Global Leadership Forum

87% of students said they felt better prepared to build stronger working relationships as a result of their City Challenge experience

99% of students would recommend the programme to another person
Legacy is a global campaign by Common Purpose, which invests in young people across the world so they can become a connected generation of leaders with a clear vision for what their legacy will be.

The Generation: young people aged 18-25, with diverse backgrounds and beliefs.

The Legacy: challenge a generation to think 20-30 years ahead on what their legacy will be.

The initiatives build on the ability of young people to work together as a generation.

Common Purpose delivers these initiatives all over the world – both online and face-to-face.
Legacy

This is the impact we have made in 2019 with three of these initiatives

Chicago200

In 2037, Chicago will be 200 years old.

In April 2019, 100 diverse young leaders from across the Chicago area came together to address the question: “What will we make our city known for by its 200th Birthday?”

5 out of 10 ideas addressing the challenge have already been picked up by supporting foundations.

Northern Trust will support alumni through mentoring, access to career fairs and resume help/support.

AT Kearny will offer shadowing and mentoring with their employees.

Chicago Community Trust will host a group of the participants to act as a youth trust over the course of the year.

93% are more able to talk to and understand people who are different to them

95% will now actively seek out diverse opinions when trying to solve a problem

94% feel more connected to their city

100% feel a responsibility to shape the future of Chicago

SG100

In 2065, Singapore will be 100 years old.

Now in its fourth year, SG100 connects Singapore’s young leaders who are passionate about leading change in their communities. They came together to answer the question: “What do we want Singapore to be known for when it is 100?”

Through this lens, the programme explored key themes such as education, the environment, the future of work, health and social inclusion.

4 years running

529 students overall

12 institutions

94% are more able to lead or work within diverse teams of people

91% feel a personal responsibility to have a greater impact in my city

95% feel that the SG100 network will help them make a more positive contribution to their city

Commonwealth100

Over 60% of the population of the Commonwealth is under 30. That’s 1.2 billion young people. By the Commonwealth centenary in 2049, they will be its leaders.

In 2018, we developed Open Source Leadership – a new leadership model co-created with over 1,000 young Commonwealth leaders. Now in its second year, the programme continues to equip the next generation with the skills they need to lead in the 21st century.

“The Open Source Leadership programme taught me most importantly about accessibility – making yourself accessible. I used to think that I was the only one who saw the gap in generations and hierarchical discrimination. This programme was a reminder that I mattered. My age, my experiences, my knowledge was and is important, and being proud of my story is what makes me stand out.” - POLUYI TUMININU, 2019 Commonwealth100 participant

All 53 Commonwealth countries represented

Offered webinars hosted by senior leaders across the Commonwealth

More than 50% of 2018 participants have started a new leadership initiative in their workplace or educational institute since participating on the programme

More than 15,000 participants registered to be a part of Commonwealth100 in 2019

98% have found the programme to be high value for time

98% have gained new global perspectives from the programme

99% have been able to reflect on their leadership in a new way due to being on Commonwealth100
To all who have supported us over the last 30 years – from everyone at Common Purpose – thank you.