



# **COLLECTIVE LEADERSHIP INSTITUTE**

Building Competence for Sustainability

***We empower people to lead collectively  
towards a sustainable future.***



# ***THE COLLECTIVE LEADERSHIP COMPASS***

***INCREASING COLLABORATIVE IMPACT  
IN BUSINESS AND SOCIETY***

# WHAT IS THE COLLECTIVE LEADERSHIP COMPASS ABOUT?



Our mission is to scale-up collaboration skills globally – for responsible businesses, people oriented public service and a strong civil society

- Developed by our Executive Director Petra Kuenkel and derived from 20 years of **practice in complex multi-stakeholder settings around system's change for sustainability** as well as scientific exploration, the compass is both a diagnose tool and a process methodology.
- It focuses **on invigorating human interaction systems** as core drivers of transition processes to assess, plan and enact the collaborative change required for sustainability.
- It helps **navigate complex challenges** by introducing a meta-level guiding structure, which becomes a fractal of the competence and collaboration pattern that needs to emerge for the transition envisaged.

## *The Collective Leadership Compass*



- Diagnose tool and a process methodology
- Focus on invigorating human interaction systems as core drivers of transition processes
- Meta-level guiding structure
- *Fractal* of the competence and collaboration pattern that needs to emerge for the transition envisaged.

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**„In future, leadership will be seen as the capacity of a collective to catalyze positive change for the common good.“** Petra Kuenkel

# HOW DOES THE COMPASS WORK?



- **Individual level:** Assessment and expansion of leadership skills
- **Team-level:** Monitoring and continuous improvement of collaboration
- **Organisational level:** Planning and implementation of collaborative change
- **Level of collaboration systems:** planning, implementation and monitoring of collaboration process
- **Complex change:** Situational diagnose and planning of addressing complex challenges

„In future, leadership will be seen as the capacity of a collective to catalyze positive change for the common good.“ Petra Kuenkel





"From fragmented ego systems  
to collaborative  
ECO-SYSTEMS"

Level	Purpose
<b>Strengthening individual leadership competence</b>	Individual capabilities for better co-creation, capacity to lead in conjunction with others, increase self- efficacy
<b>Empowering collaborative action groups</b>	Collaborative group/team efficacy, refocus team on sustainability issues, awareness of interface between hard and soft skills, improve impact of action
<b>Building communities for change</b>	Organization/ department or cross-sector network for sustainability goals, collaboration results, collective action, increase collaborative impact
<b>Addressing complex challenges</b>	Wide range of actors in sense making diagnosis and solution finding, enhance system's vitality and resilience, invigorate constructively co-creative narratives

**= successful collaboration**

## WHY IS THE COMPASS NEEDED?

*“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it’s the only thing that ever has.”*

*Margaret Mead*

No matter if it is about **managing scarce water resources, adapting to climate change, transforming disparate societies, securing access to adequate nutrition or creating responsible value chains - the challenges of sustainability are urgent.**

They require new forms of collaborative inventiveness and, above all, people who are willing to **implement change jointly at all levels of our global society**. We need to tap more consciously into our competencies to bring about the change needed collectively on a broad scale.

# THE COLLECTIVE LEADERSHIP COMPASS





***FUTURE ORIENTATION***

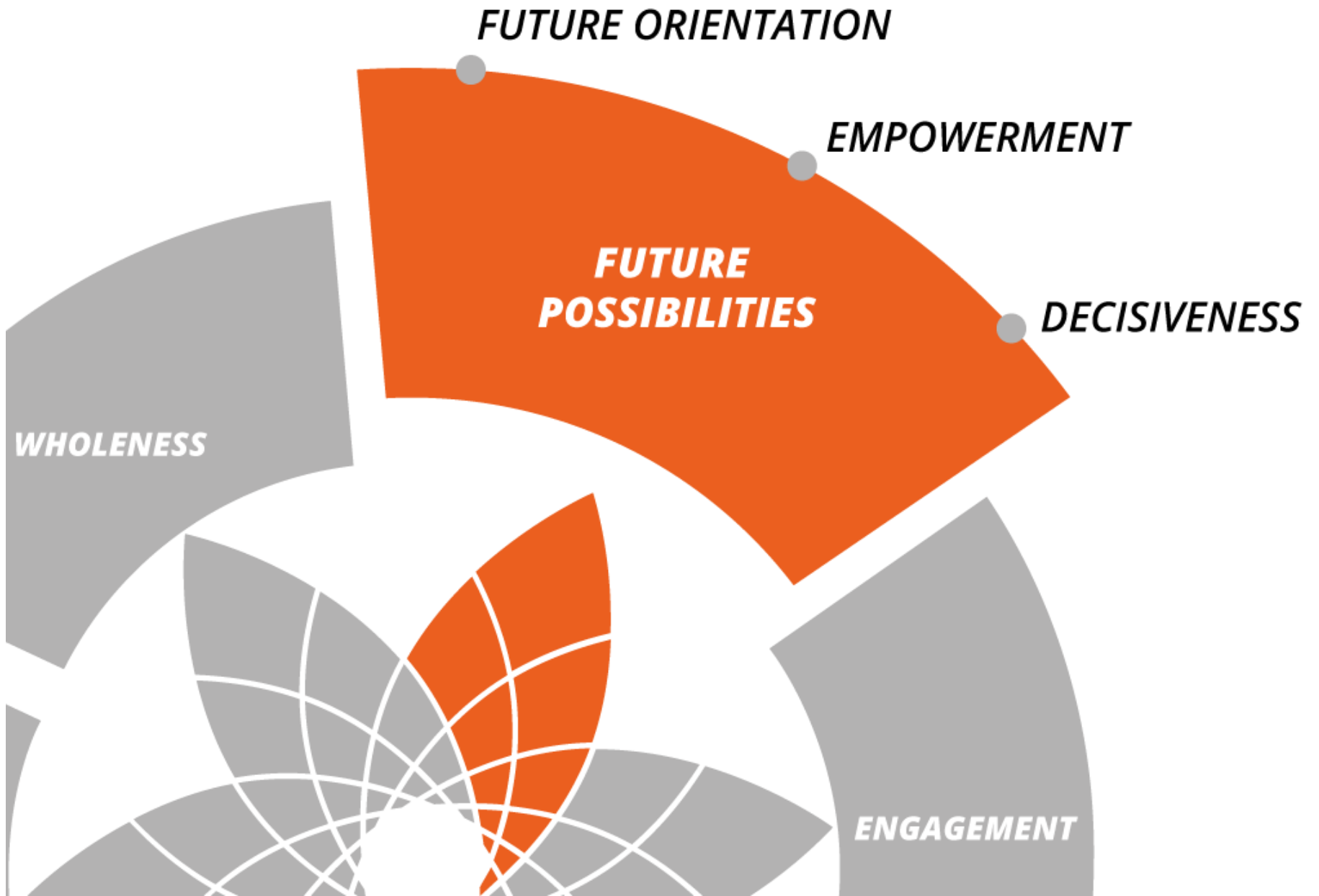
***EMPOWERMENT***

***DECISIVENESS***

***FUTURE  
POSSIBILITIES***

***WHOLENESS***

***ENGAGEMENT***



## *FUTURE POSSIBILITIES*

Every change endeavor starts with people considering *future possibilities*. At times individuals sense a potential future and at times a vision for a future is developed by a group of people. Over time the potential then grows into a more structured change initiative or even a movement.

The dimension of *future possibilities* refers to the human competence to take responsibility and consciously shape reality towards a sustainable future. However, even the greatest visions for change are futile if not enough stakeholders are prepared to commit to action.

*„The Future of Leadership is Collective“*

***FUTURE  
POSSIBILITIES***

***PROCESS QUALITY***

***ENGAGEMENT***

***CONNECTIVITY***

***COLLECTIVE ACTION***

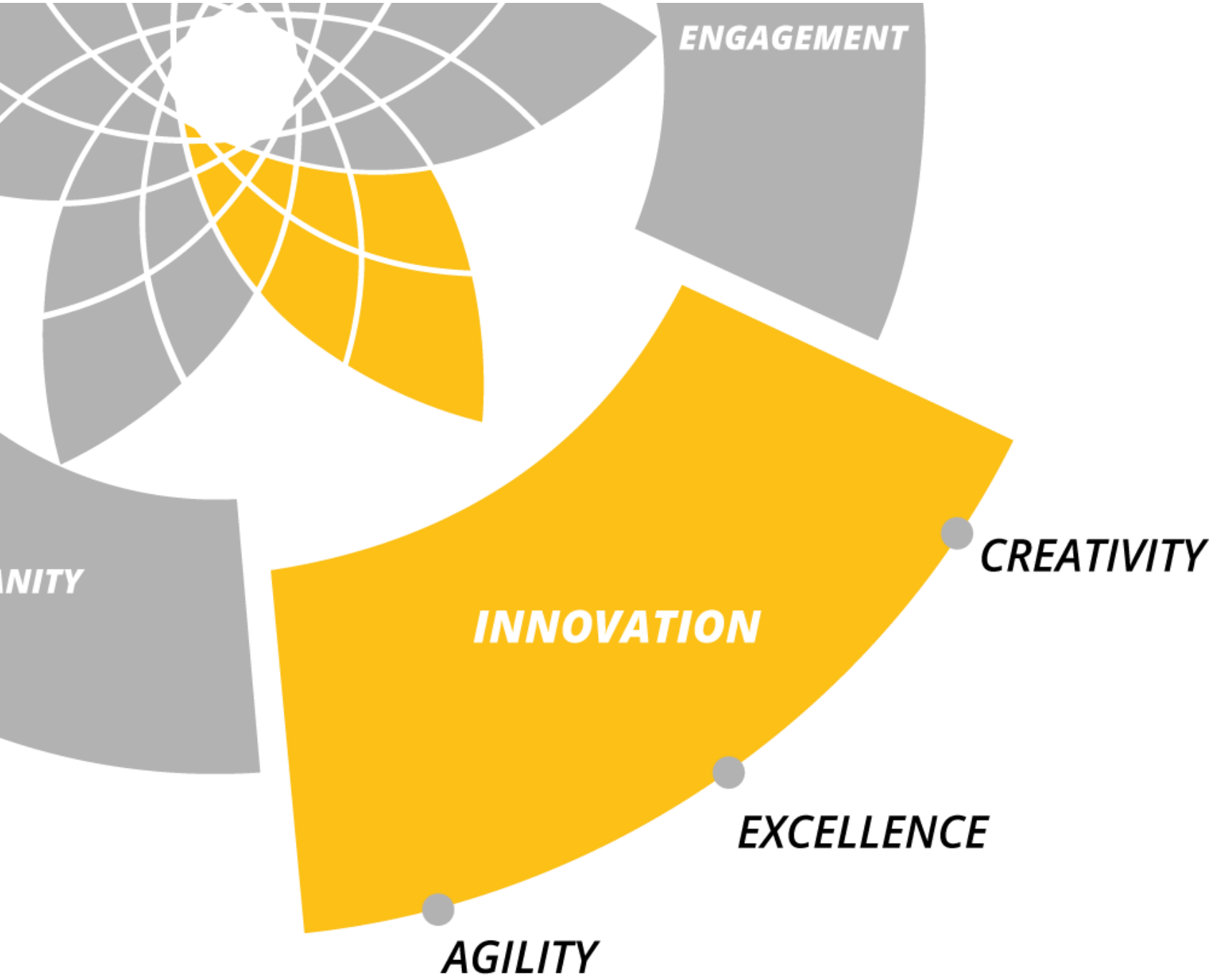
***INNOVATION***

## ENGAGEMENT

Effective multi-actor settings therefore require sufficient **engagement** of stakeholders – the powerful and the less powerful, the influential and the affected. Meaningful stakeholder engagement processes can create trust and cohesion, invigorate network connections, and foster collective action that leads to tangible outcomes.

The dimension of **engagement** refers to the human competence to create step-by-step engagement towards building effective collaboration eco-systems.

*„The Future of Leadership is Collective“*





## INNOVATION

If novelty does not also enter a collaboration system, the process might not move forward, if actions and behaviors that led to the current situation are re-created. Although learning from the past is valuable it should not limit leaders to simply create new variations of existing solutions.

The dimension of *innovation* refers to the human competence to create novelty and find intelligent solutions. *Innovation* needs to take our shared humanity into account.

*„The Future of Leadership is Collective“*

***COLLECTIVE  
INTELLIGENCE***

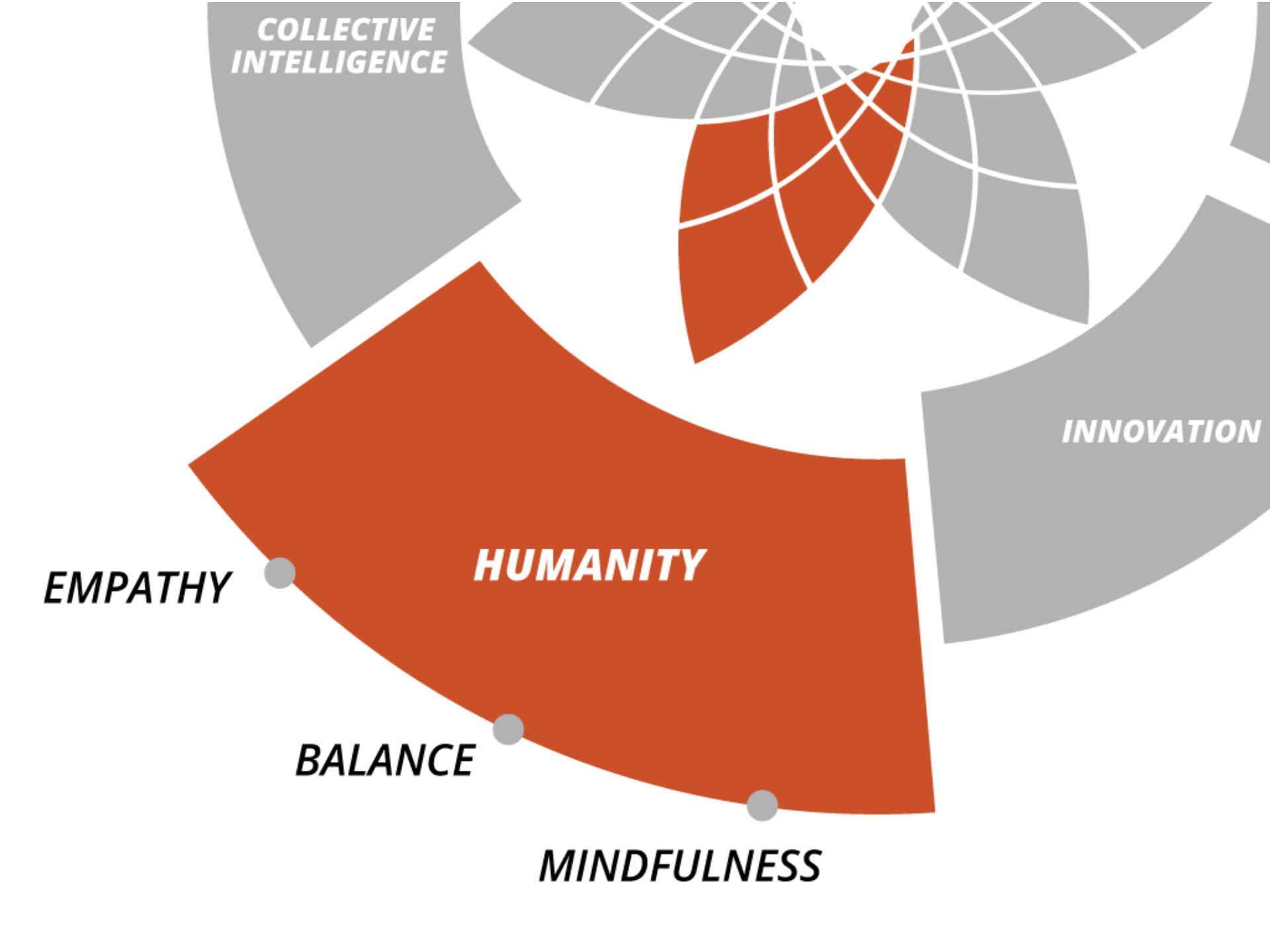
***INNOVATION***

***HUMANITY***

***EMPATHY***

***BALANCE***

***MINDFULNESS***



## *HUMANITY*

Awareness of the human story has both an individual and a collective perspective. Collaboration systems are able to shift towards constructive solutions when there is mutual respect and acknowledgment of the intrinsic value of all people, regardless of different opinions and viewpoints.

The dimension of *humanity* refers to the ability of each person to connect to their unique human competence in order to reach out to each other's shared humanity.

Increasing awareness, however, requires exchange with others about the actions to be taken.

*„The Future of Leadership is Collective“*

*ITERATIVE LEARNING*

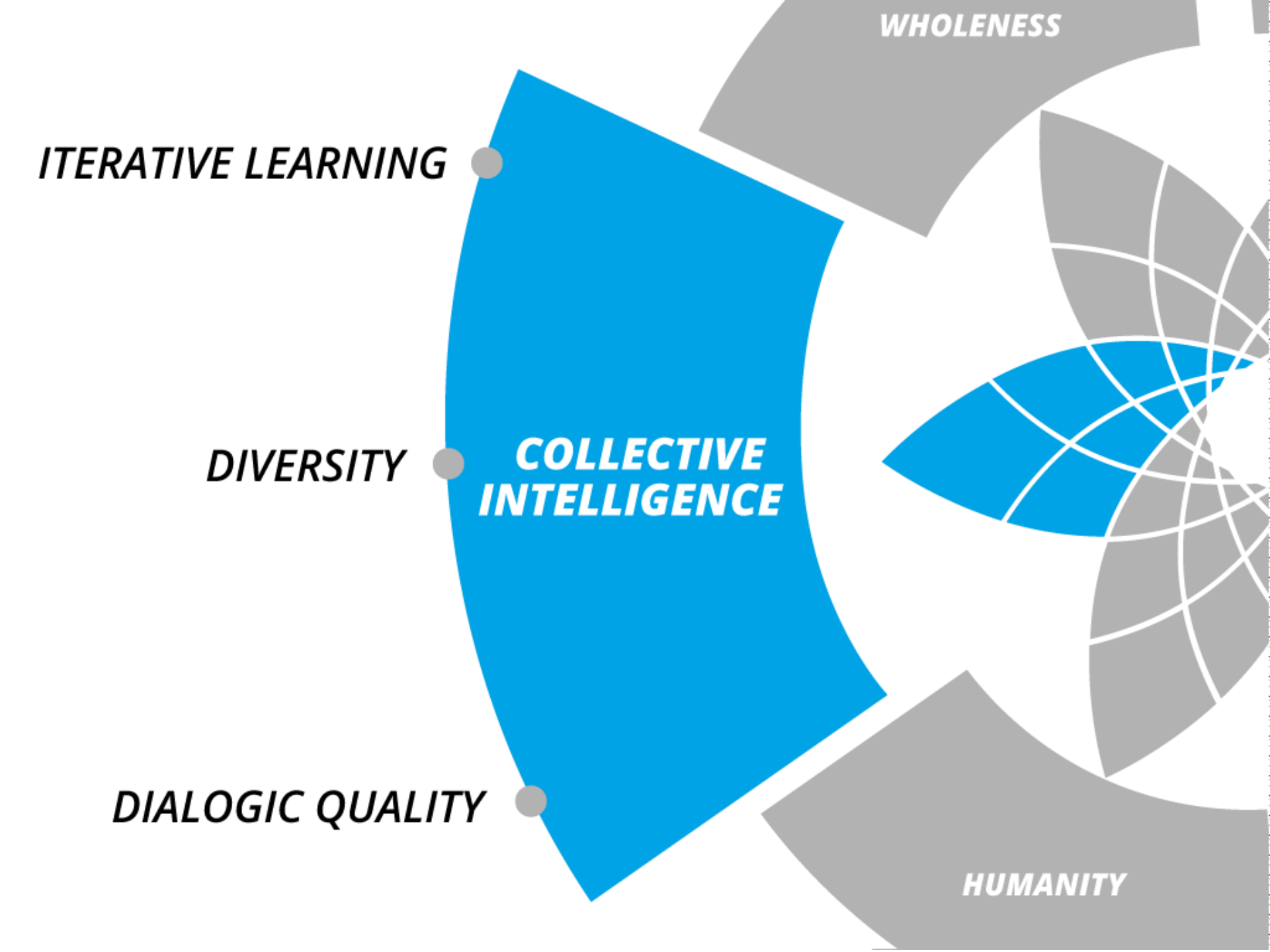
*DIVERSITY*

*DIALOGIC QUALITY*

***COLLECTIVE  
INTELLIGENCE***

*WHOLENESS*

*HUMANITY*



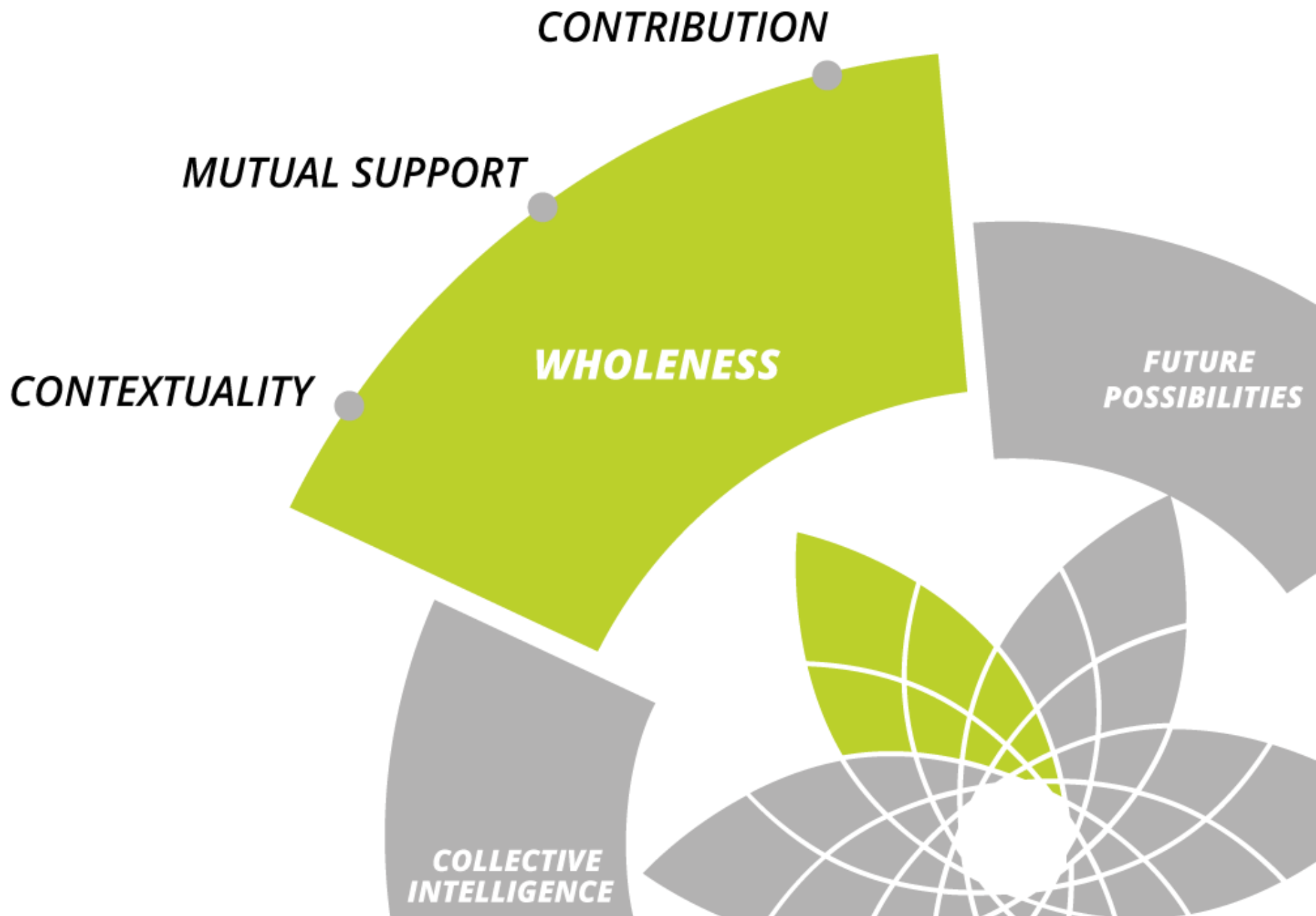
## *COLLECTIVE INTELLIGENCE*

Life thrives on diversity, and so do human collectives. Meaning-making frameworks – offline or online - rooted in dialogue between human beings are essential to multi-stakeholder collaboration – if balanced with all other dimensions.

The dimension of **collective intelligence** refers to the human competence to harvest differences for progress.

*„The Future of Leadership is Collective“*





## WHOLENESS

All collective moves towards sustainability need to also be embedded in people's ability to sense *wholeness*. Gaining perspective and seeing a collaborative change effort from within a larger context is a relative, yet important step, in mastering complexity.

Leaders need to be trained to look beyond fragments of reality, see a larger story, and collaborate beyond their own field of expertise.

The dimension of *wholeness* refers to the competence to see a larger picture and stay connected to the common good.

*„The Future of Leadership is Collective“*



*The Collective Leadership Compass goes digital*

# The Collective Leadership Compass

1. A **framework** that integrates all systemic levels of collaborative change
2. A **patterned guiding structure** that invigorates self-organized improvement of co-creation.
3. A **tool** that combines rational decision-making with intuitive sense making
4. A **dynamic model** resembling evolutionary change patterns from nature
5. An **appreciative approach** that invigorates existing human competences.





***If you want to keep track of how to work with the Collective Leadership Compass:***

- ***Go to [www.petrakuenkel.com](http://www.petrakuenkel.com) and subscribe to our Executive Director's blog***
- ***Download our research publications***
  - ***Petra Kuenkel & Kristiane Schaefer (2013): Shifting the Way We Co-Create***
  - ***Petra Kuenkel (2014): Navigating Complex Change***
  - ***Petra Kuenkel, Jade Buddenberg, Andrew Aitken, Helena Wagener (2015) : Empowering Young Professionals***

***Track upcoming publications:***

- ***Petra Kuenkel: Navigating Complex Change in Multi-Actor-Settings, Journal for Corporate Citizenship, June 2015***
- ***Petra Kuenkel: The Art of Leading Collectively, Chelsea Green, 2016***





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[www.collectiveleadership.com](http://www.collectiveleadership.com)

[www.stakeholderdialogues.net](http://www.stakeholderdialogues.net)

[www.youngleadersforsustainability.de](http://www.youngleadersforsustainability.de)