

Curriculum Vitae



Dr. Petra Kuenkel
Full Member of the Club of Rome
Co-Founder and Executive Director
Collective Leadership Institute gGmbH
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Dr. Petra Kuenkel is an accomplished author in the field of sustainability transformations and a leading strategic advisor to pioneering international multi-stakeholder initiatives that tackle common goods and aim at transformative change. As a Full Member of the International Club of Rome and the founder and executive director of the Collective Leadership Institute, she promotes the scaling-up of collective leadership and collaboration skills for change agents in sustainability transformations from the private sector, public sector and civil society. She has developed a science and practice based breakthrough methodology for transformative change and is an expert in strategy designs for complex cross-sector partnering and large-scale multi-stakeholder initiatives. An industrial psychologist by profession, her teaching areas include applied systems thinking and leadership in complex systems. With projects all over the world, the Collective Leadership Institute (CLI) is an internationally operating non-profit organization focusing on thought leadership, executive education and sustainability transformation support.

Exemplary experiences in accompanying transformative national and international cross-sector stakeholder collaboration for sustainability include strategic advice to

- The Sustainable Textile Alliance in Germany: Adidas, Puma, Otto Group, H&M, Clean Cloth Campaign, Fair Labour Organization, etc.
- German Sustainable Cocoa Forum: Mondelez, Nestle, Metro, Oxfam, Greenpeace, etc.
- Global Seafood Sustainability Standard (GSSI): American and European Fish Industry
- African Cashew Initiative (financed by Bill and Melinda Gates Foundation), Kraftfoods, Olam, Technoserve, GIZ, etc.)
- Water Futures Partnership (WFP): Coca, Cola, WWF, SAB Miller, etc.
- German Food Partnership (GFP): WWF, German Agro Action, Claas, Acgo, etc.
- German Arabic Water Sector Network; Arab Water Association, German Water companies
- The global Common Code for the Coffee Community: European Coffee Association, Brazilian Coffee Association, Nestle, Tchibo, Douwe Egberts, IDH, etc.
- WE Project, sustainable textiles: GIZ, Tchibo, Fair Ware Foundation
- Public Private Partnership for Occupational Health and Safety (includes ILO, GIZ and VW)
- Cross-sector partnering for effective development cooperation (GDPEC)
- Transformative designs for the Egyptian Vocational Training approach
- Multi-actor partnerships for the employability of internally displaced people in the Ukraine
- Mainstreaming Multi-actor partnerships for project implementation of German NGOs

Professional experience:

- 01/2018** **Senior Associate, Taos Institute, USA**
- Appointed on the basis of outstanding conceptual work in social constructivist transformations research
- 02/2015** **Full Member of the Club of Rome**
- **Appointed on the basis of outstanding conceptual work in the area of multi-stakeholder dialogue, collaboration and collective leadership**
 - Co-lead of working group on “Accelerating Sustainability Transformations”
 - Promotion of Club of Rome collaboration approaches to large system’s change
- 08/2005 to date** **Founder and Executive Director**
Collective Leadership Institute gGmbH (*Office in Berlin, Germany; Cape Town, South Africa and Boston, United States*), a mission driven social enterprise aiming at scaling-up global collaboration skills for a sustainable world
- **Thought-leader and pioneer in developing a breakthrough approach to collective leadership for sustainability and enhancement of collaboration between public sector, private sector and civil society**
 - **Strategic advisory to global multi-stakeholder initiatives around responsible**
 - **Author on collaboration and collective leadership**
 - **Lead faculty in collective leadership development programs (2600 Alumni globally)**
 - **Lead facilitator high level events**
 - **Key note speaker**
- 04/2001 –12/2004** **Executive Director**
“Dialogic Change” Associates
Luebeck, Germany and Cape Town, South Africa
- **International dialogic change management consultancy for development agencies, government and socially responsible industry**
- 04/2001 –04/2003** **Senior Associate,**
DIALogos, Inc.; Boston, U.S.A.
- **Senior Faculty member for the „Leadership for Collective Intelligence“ graduate management course, Maine/US – Chipping Camden/UK**
 - **Senior Consultant: dialogic leadership coaching**
- 01/2000 – 03/2001** **Senior Advisor Organization Development**
Department of Research and Development, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, *Eschborn, Germany*
- **Strategy development for a GTZ “Capacity Development” approach**
 - **Strategy development for the integration of organizational development competency in technical cooperation projects**
- 01 – 12/1999** **Head of Internal Organization Development**
Strategic Corporate Development Department, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, *Eschborn, Germany*
- **Change Management Advisory to CEOs and Senior Management team at GTZ**

- 03/1997 – 12/1998 Senior Special Task Office**
Strategic Corporate Development Unit, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, *Eschborn, Germany*
- 12/1995 – 02/1997 Senior Planning Officer**
Organization and Management Consultancy Division, Planning and Development Department, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, *Eschborn, Germany*
- 12/1990 – 11/1995 Development Aid Volunteer & Advisor for Small Scale Enterprise**
Zimbabwe Foundation for Education with Production (ZIMFEP),
Harare, Zimbabwe
- 02/1985 – 01/1991 Managing Director**
“Holzwerkstatt” (joinery firm)
Luebeck, Germany

Educational Background:

- 09/2015 – 12/2017 Doctoral Degree**
University of Twente, The Netherlands, TAOS Institute, USA
- 10/1986 – 04/1994 Master degree Industrial Psychology and Political Science**
Universities of Kiel and Hamburg, Germany
- 04/1988 – 03/1990 Master degree Joiner**
Chamber of Crafts and Trade, Luebeck

List of Publications

- Kuenkel, P. (2018).** Stewarding Systems Change – A Conceptual Architecture for Transformative Designs, *Collective Leadership Studies Vol. 7*, Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171.
- Künkel, P. & Grün, A. (2018).** Modul Leadership: „Leadership im Sozialstrukturwandel der Berufsfelder Sozial-, Gesundheits- und Planungswesen“, Studienbrief Master-Studiengang „Digitalisierung und Sozialstrukturwandel“, Hochschule Neubrandenburg/University of applied Science Neurandenburg, Germany
- Künkel, P. & Grün, A. (2018).** Modul Change-Management, Studienbrief Master-Studiengang „Digitalisierung und Sozialstrukturwandel“, Hochschule Neubrandenburg/University of applied Science Neurandenburg, Germany
- Kuenkel, P. & Grün, A. (2018).** Co-creation for Sustainability as a Societal Learning Journey. In: Azeiteiro U., Akerman M., Leal Filho W., Setti A., Brandli L. (eds) *Lifelong Learning and Education in Healthy and Sustainable Cities*. World Sustainability Series. Springer, Cham: pp 377-393.
- Kuenkel, P. & Kühn, E. (2018).** Leveraging Multi-Stakeholder Collaboration for Systemic Change in Responsible Value Chains: Six Principles For Transformative Process Designs. *Collective Leadership Studies Vol. 6*; Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171
- Kuenkel, P. (2017).** Leading Transformative Change Collectively – An Inquiry into Ways of Stewarding Co-evolutionary ‘Patterns of Aliveness’ for Global Sustainability Transformation.

University of Twente: Enschede, The Netherlands.

Kuenkel, P. (2017). Collaboration in Action: From supporting projects to funding Partnerships in SDG Knowledge Hub. International Institute on Sustainable Development (IISD).

<http://sdg.iisd.org/commentary/guest-articles/collaboration-in-action-from-supporting-projects-to-funding-partnerships/>

Kuenkel, P. (2017). A Pattern Approach to Sustainability Transformation – How the 17 SDG Can Become a Starting Point for Systemic Change, *Collective Leadership Studies Vol. 5*; Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171

Kuenkel, P. (2017). Building competences for partnering: how donors can ensure multi-stakeholder partnerships succeed. (Briefing Note 95). Maastricht: ECDPM.

<http://ecdpm.org/publications/building-competences-partnering/>

Kuenkel, P. (2017). Die Zukunft von Führung ist kollektiv – was zukunftsorientierte Unternehmen auf dem Weg zu einem anderen Wirtschaften von Multi-Akteursinitiativen lernen können, in Daniels, K., Hollmann, J. *Anders wirtschaften- Integrale Impulse für eine plurale Ökonomie*, Gabler

Kuenkel, P. (2016). Making America Great Again! **Huffington Post, USA, 16.11.2016**

http://www.huffingtonpost.com/petra-kuenkel/making-america-great-again_2_b_12952086.html

Kuenkel, P. (2016). Shifting Focus: From Events to Collaborative Process. **Huffington Post, USA, 17.10.2016**

http://www.huffingtonpost.com/petra-kuenkel/shifting-focus-from-event_b_12451190.html

Kuenkel, P. (2016). No Exit – Collaboration is Our Only Option. **Huffington Post, USA, 23.9.2016**

http://www.huffingtonpost.com/petra-kuenkel/living-systems-have-no-ex_b_12046988.html

Kuenkel, P. (2016). *For Better Or Worse: Will You Say YES To Collaboration?* **Huffington Post, USA, 28.8.2016**

http://www.huffingtonpost.com/petra-kuenkel/for-better-or-worse-will-_b_11722596.html

Kuenkel, P. (2016). *The World Is In Trouble: What Are YOU Doing About It?* **Huffington Post, USA, 16.8.2016** http://www.huffingtonpost.com/petra-kuenkel/the-world-is-in-trouble-w_b_11473934.html

Kuenkel, P. (2016). *Führung mit Sinn: Wie Manager verantwortlich Zukunft gestalten*, Springer Gabler

Kuenkel, P., Gerlach, S., Frieg, V. (2016). *Stakeholder Dialoge erfolgreich gestalten*, Springer Gabler

Kuenkel, P., (2016). [*Towards a governance of trust: Leading collectively in multi-stakeholder partnerships*](#), ecdpm's GREAT Insights, Vol. 5, Issue 2, March/April 2016

Kuenkel, P. (2016). *The Art of Leading Collectively – Co-creating a Sustainable, Socially Just Future*, Chelsea Green, USA

Kuenkel, P.; Buddenberg, J.; Kuehn, E; Heckmann, S. (2016). *Towards a Reference Framework for Effective Partnering - Creating Collaboration Patterns that Work for Successful SDG Implementation*. Publication for the GPECD Global Partnership Initiative: Promoting Effective Partnering, Collective Leadership Institute

Kuenkel, P. (2015). *Navigating Change in Complex Multi-Actor Settings: A Practice Approach to Better Collaboration*, The Journal of Corporate Citizenship (JCC), Issue 58 on Large Systems Change, Greenleaf Publications

- Kuenkel, P.,** Buddenberg, J., Aitken, A., Wagener, H. (2015). Empowering Young Professionals. *Collective Leadership Studies Vol 3*. Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171
- Kuenkel, P.,** Aitken, A. (2015). *Key Factors for the Successful Implementation of Stakeholder Partnerships: The Case of the African Cashew Initiative*, in: Bitzer, V., Hamann, R., Hall, M., Griffin-EL, E.W. (Eds.), *The Business of Social and Environmental Innovation - New Frontiers in Africa*. Springer
- Kuenkel, P.** (2014). Navigating Complex Change – How We Can Master the Challenges of Stakeholder Collaboration. *Collective Leadership Studies Vol. 2*; Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171
- Kuenkel, P.,** Schaefer, K. (2013). Shifting the way we co-create: How we can turn the challenges of sustainability into opportunities. *Collective Leadership Studies Vol. 1*; Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171
- Kuenkel, P.** (2013). [Ten ingredients for embedding sustainability into leadership](#)
The Guardian, UK
- Kuenkel, P.** (2013). [Stakeholder engagement: a practical guide](#) The Guardian, UK
- Kuenkel, P.** (2013). [Sustainability leadership: how can we combine flatland and wonderland?](#) The Guardian, UK
- Kuenkel, P.** (2013). [Leadership for sustainability: the art of engaging](#)
The Guardian, UK
- Kuenkel, P.** (2013). [Collaborative leadership for sustainable development](#)
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- Kuenkel, P.,** Pooya, N.; Gross, M. (2012). *Visionen entwickeln – was wir von der Generation Y lernen können*, Organisationsentwicklung, Zeitschrift für Unternehmensentwicklung und Change Management, 04-2012, Handelsblatt Fachmedien GmbH
- Kuenkel, P.,** Gerlach, S. and Frieg, V. (2011). *Stakeholder Dialogues: Key Concepts and Competencies for Achieving Common Goals - a practical guide for change agents from public sector, private sector and civil society*. Potsdam: Collective Leadership Institute Publishing, also available in French, Spanish, German and Arabic.
- Kuenkel, P.;** Fricke, V.; Cholakova, S. (2009). *The Common Code for the Coffee Community*, in: Volmer, D., *Enhancing the Effectiveness of Sustainability Partnerships*, National Academies Press
- Kuenkel, P.** (2008). *Mind and Heart – Mapping Your Personal Leadership Journey Towards Sustainability*, Potsdam: Collective Leadership Institute Publishing.
- Kuenkel, P.** (2004). *Das Dialogische Prinzip als Führungsmodell in der Praxis*, *Zeitschrift für Organisationsentwicklung (ZOE)* 01- 2004, Handelsblatt Fachmedien GmbH