

Be part of creating a world that  
works for 100% of  
humanity and the planet



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# About CLI

**The Collective Leadership Institute is a cutting-edge organization with deep expertise in bringing emerging paradigm leadership concepts to multi-stakeholder processes and projects in support of achieving the Sustainable Development Goals.**

## OUR VISION

CLI's vision is to empower future-oriented people to lead collectively towards a sustainable future. Sustainability is a truly global issue. How well we meet that challenge, success and failure in moving towards a more sustainable way of living, affects everybody. We believe in the principle of cooperation and collectively created solutions – across sectors, institutions, nations, and cultures.

*» Collective Leadership for Sustainability is the capacity of a group of leaders to deliver its contribution to a joint purpose collaboratively, while putting high priority on the common good and balancing the needs of people, profit, and the planet. «*

**Dr. Petra Küinkel**

## OUR MISSION

With our **Capacity Building Programmes**, our **Transformation Support**, our **Collective Leadership Academies Network**, and our **Research**, we build competence for sustainability. We empower leaders who anchor their action in the concern for the greater good and the future of humankind on this planet – for responsible business, people-oriented public service, and a strong civil society.

We build a global community for change by activating networks and fostering mutual support among change agents.

We empower people globally to use our methodology of dialogic change and collective leadership for sustainability.



## OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

In CLI's view, global challenges can only be solved in collaboration. Therefore, Goal 17: Revitalize the Global Partnership for Sustainable Development, is the essential goal through which the achievement of all SDGs is made possible. It is the main focus of our work: Building collaboration capacity for realizing the SDGs.

# Our work



## Capacity Building

Interactive online and onsite courses on CLI's approach (see next pages) for your stakeholder system or in an open format for diverse participants



## Transformation Support

Extended, practical collaboration that combines context analysis, capacity building, and process support within the context of your project



## Collective Leadership Specialists and Academies Networks

Certification track to become a CL Specialist to engage in ongoing practice, exchange, and learning, or a CL Facilitator to run courses through our global Academies network



## Research, Speeches and Publications

Thought-provoking, praxis-based research, writing, and speaking engagements that drive the collective leadership paradigm shift for systems transformation

Worldwide, we work with leaders, project managers, and change agents from:



Development agencies



The public sector



Civil society organizations



Universities and research institutions



Businesses



Foundations and unions

# Online Learning

## CLI's digital formats for building competence and supporting transformation

CLI is leading the way into a new digital future of collaboration. All trainings and transformation support processes can be offered onsite, online, or in hybrid combinations.

CLI has the tools, methodologies, and competences to deliver all trainings and partnerships in high quality, online formats.

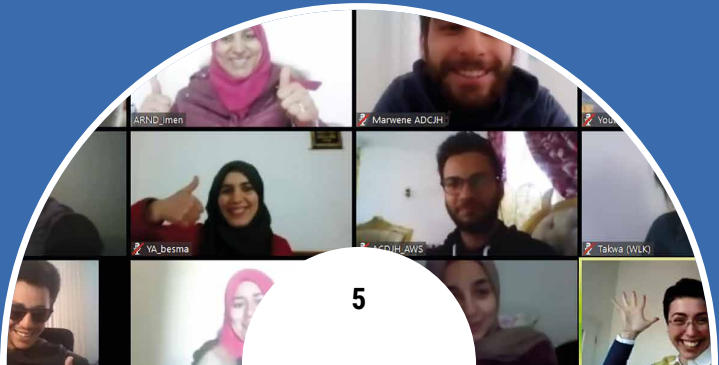


## Examples of fully digital projects and courses that have been successfully implemented:

- ➔ DIGIPEER (Digital Peer-Learning for Civil Society) is a digital peer-learning capacity building program that helps German development NGOs and their international partners implement projects in a more collaborative, effective, and results-oriented manner. The program is funded by Engagement Global on behalf of the German Federal Ministry for Economic Cooperation and Development.
- ➔ "The Art of Leading Collectively" online course, e.g. for NGOs working in youth empowerment in Tunisia
- ➔ "The Art of Stakeholder Collaboration" online course, e.g. for participants from across Africa and Europe
- ➔ "The Art of Stakeholder Engagement" online course, e.g. in collaboration with UN Global Compact Network Germany

## What are the advantages of running courses online?

- ✓ Participants save travel and accommodation costs
- ✓ Facilitator pairs can come from anywhere in the world
- ✓ Participants can come from anywhere in the world
- ✓ Easy to include additional participants
- ✓ Reduced CO2 emissions
- ✓ Parts of the training can be recorded and turned into short, user-friendly sessions for participants' reference
- ✓ New "edutaining" forms of facilitation are possible



# Our Approach

## The Collective Leadership Compass

Skills for navigating complex change and  
co-creating a sustainable, socially just future



The Collective Leadership Compass can be used to...

... diagnose where a multi-stakeholder initiative stands  
in its collaboration process

... steer a complex collaboration process by focusing on  
diversity and a meta-level view

... improve collective leadership skills on an individual,  
team, organizational, and multi-stakeholder level

To create a sustainable world, we need to recognize and use our interconnection and interdependence for the common good. The Collective Leadership Compass helps to make that happen. It is a methodology that helps individuals, teams, and stakeholder systems shift their focus from an individualistic to an inclusive and co-creative way of working as a group of collective leaders – achieving a sustainable impact.

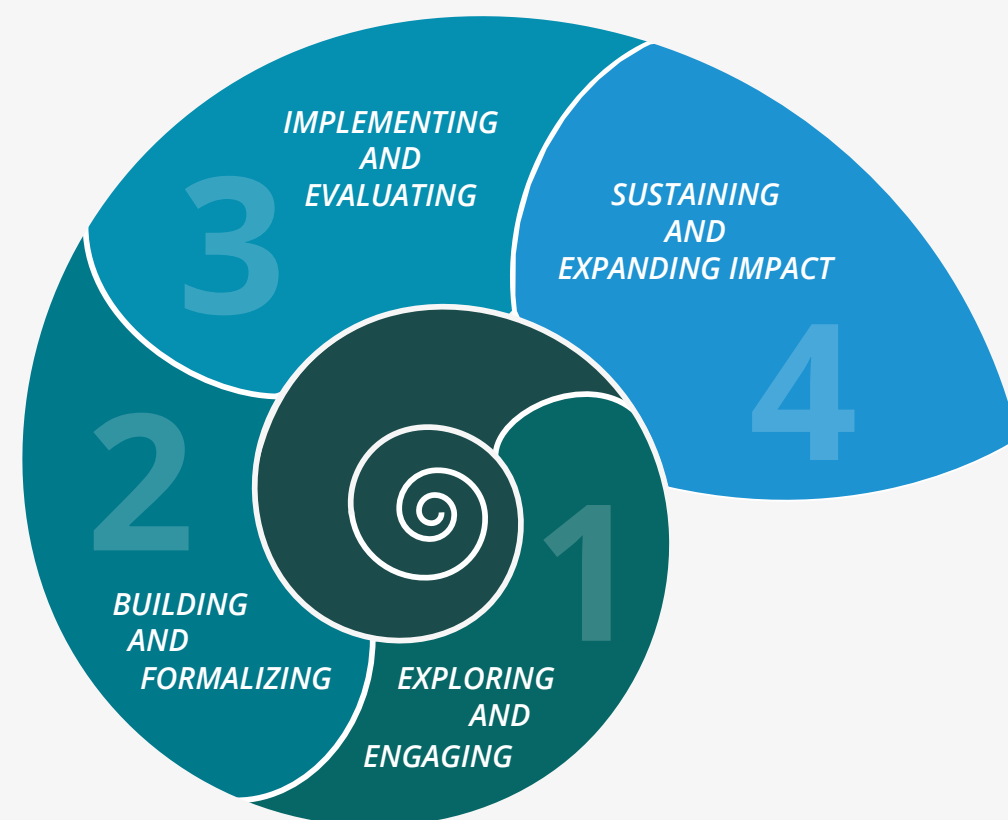
The Compass was developed by CLI's founder, Dr. Petra Kuenkel. It is based on her extensive scientific research on living systems theory combined with her practical experience of over 25 years working in complex multi-stakeholder settings.

The Compass consists of six dimensions, each representing a core aliveness principle. Attention to these dimensions increases the capability of all team members and involved stakeholders in a change initiative to connect and collaborate with each other. This leads to more aliveness or vitality in a change initiative's Collaboration Ecosystem as quality dialogue, shared vision, ownership, and commitment are increased, leading to effective collaboration and better results.



# The Dialogic Change Model

Result-oriented, structured planning and implementation of multi-stakeholder collaborations



The Dialogic Change Model can be used to...

... design and structure a high-quality process for multi-stakeholder collaboration

... move a multi-stakeholder process from verbal commitments to co-creative implementation and concrete results

... resolve conflicts by enhancing stakeholders' dialogue and collaboration skills

Solutions for sustainability challenges require actors from all different sectors to come together and agree on how they will collaborate. At the beginning of such a multi-stakeholder collaboration, there is always an intention to change or improve an issue of common concern. Most often, courageous and passionate people set out to make a difference for the common good. But even when courage and passion are strong, the success of a multi-stakeholder collaboration depends, to a large extent, on the quality of the process, as multi-stakeholder collaborations are an intervention into a complex system of actors.

The Dialogic Change Model is a practical methodology that supports teams of diverse actors to design and implement effective change processes jointly with their stakeholder system. The model helps actors frame fruitful dialogue settings to foster and retain the engagement of everyone involved. It also helps actors create useful supporting structures in and with their stakeholder system to achieve sustainable and transformative change throughout the entire collaboration process.



## Projects for Economic Change

Partnering for a Sustainable Orange Juice

Value Chain | page 11

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Capacity Building



Transformation Support



Collective Leadership Academies Network



Dialogic Change Model



Collective Leadership Compass

## Partnering for a Sustainable Orange Juice Value Chain



Photo: CIR

Multi-Stakeholder Partnership

Corporate Responsibility

Improved Working Conditions

### Challenge

The European Union is the largest importer of Brazilian orange juice concentrate. To improve the precarious conditions along this value chain, a Multi-Stakeholder Partnership for a Sustainable Orange Juice Value Chain from Germany to Brazil was initiated by the Christliche Initiative Romero (CIR). It aims to improve working conditions of farmers and manufacturers by strengthening civil society and unions in Brazil.

### Outcome

CLI supported CIR through a long-term capacity building process for structured and goal-oriented dialogue, facilitation, and cooperation with the stakeholders in the Collaboration Ecosystems along the value chain. Participants have succeeded in creating a skilled core team in Germany committed to give Brazilian workers a voice so that they can design alternatives towards achieving fair labor standards and fundamental human rights.

Implemented with the support of:



On behalf of:



### Project Partners

Christliche Initiative Romero (CIR), Engagement Global – Bengo, German Federal Ministry for Economic Cooperation and Development

### Stakeholders

Manufacturers, traders, unions, local communities, academia, international supply chain platforms





## CLI in Education for Sustainable Development



Scaling Impact

Empowering Future Leaders

Systems Change through Education

Photo: CLI

## Innovative Solutions for Rural Regions



Private-Public Dialogue

Economic Development

New Visions for Rural Regions

Photo: GIZ/Andre Kahlmeyer



### Project Partners

HU Berlin, HTWG Konstanz, HS Neu-brandenburg

### Stakeholders

Students and university teaching staff



### Challenge

Our current economic system has so far failed to address the pressing systemic challenges of climate change and social injustice. In most academic institutions, the ground rules of this broken system are still widely accepted and taught. In contrast, young students' mindsets are shifting towards more holistic and future-oriented thinking and acting.

### Outcome

In order to address this mindset shift, CLI collaborates with universities, integrating the approach of collective leadership for sustainability in business and leadership studies departments. Through practice-oriented workshops and by working with diverse international partners through its Young Leaders for Sustainability Program, CLI supports young adults in creating the future they want. As a result, students apply CLI's methods and trained lecturers act as multipliers to spread the collective leadership approach within institutions.



### Project Partner

Gesellschaft für Internationale Zusammenarbeit (GIZ)

### Stakeholders

Representatives of the Ministry of Internal Affairs, Chamber of Commerce, local council representatives from different regions



### Challenge

Morocco's rural provinces have long been excluded from the countries' economic growth, which is centered in its northern and coastal regions. To find innovative solutions to this challenge and to promote local economic development in these provinces, GIZ developed a project to establish structures for institutionalized public-private dialogue in six pilot provinces.

### Outcome

In several consecutive onsite trainings, CLI supported representatives from each province to render the new dialogue structures inclusive, sustainable, and impact-focused. Through these trainings, around 100 participants developed new visions for their provinces, planned investment fairs and strategic events for launching platforms for local development, and initiated new concrete activities for key economic sectors, such as tourism, renewable energy, and agriculture.



Implemented by:







## Projects for Social Change

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Capacity Building



Transformation Support



Collective Leadership Academies Network



Dialogic Change Model



Collective Leadership Compass

## Enhancing the Dual Education System

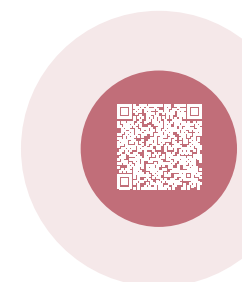


Photo: GIZ/David Degner

Sustainable Job Creation for Young People

Economic Development

Cooperation between Private and Public Sector

### Challenge

The Egyptian economy suffers from a very high youth unemployment rate while companies lack qualified technical experts. However, getting public and private actors to collaborate on building a strong technical and vocational education system has been difficult due to a lack of trust.



» *[This was] one of the most beneficial workshops, especially because of the exchange of experiences between... partners from the development field, the private sector, the MoETE [Ministry of Education and Technical Education], etc.* « – feedback by public sector representative

### Outcome

CLI's trainings brought central and local level public and private sector actors from nine governorates into successful collaboration. Together, they developed structures and initiatives that helped expand the number of training opportunities for students and built trust between actors. Through these structures, the system of actors is now engaged in effective, bottom-up communication that informs central level policy making.

### Project Partner

Gesellschaft für Internationale Zusammenarbeit (GIZ)

### Stakeholders

Representatives of the Egyptian Ministry of Education and Technical Education (MoETE), the Egyptian National Center for Human Resources Development (NCHRD), the Egyptian Federation of Investors Associations (EFIA), the Federation of Egyptian Industries (FEI), schools, students, and companies



Implemented by:







## Supporting Healthcare Sector Decentralization



Supporting State Reforms

Increasing Employee Motivation

Improving Quality of Health Services

Photo: CLI



Ukraine

### Project Partners

European Union and the Ukrainian government

### Stakeholders

Change agents in the Ukrainian Healthcare Sector Decentralization initiative



### Challenge

The Ukrainian healthcare sector is challenged by ineffective services, poor health outcomes, and dissatisfied workers at many levels. In order to revitalize the sector, address the systemic challenges, and achieve positive health outcomes for the larger Ukrainian citizenry, CLI partnered with GIZ in the U-LEAD with Europe project “Building Regional Stakeholder Networks in the Healthcare Sector in Ukraine.”

### Outcome

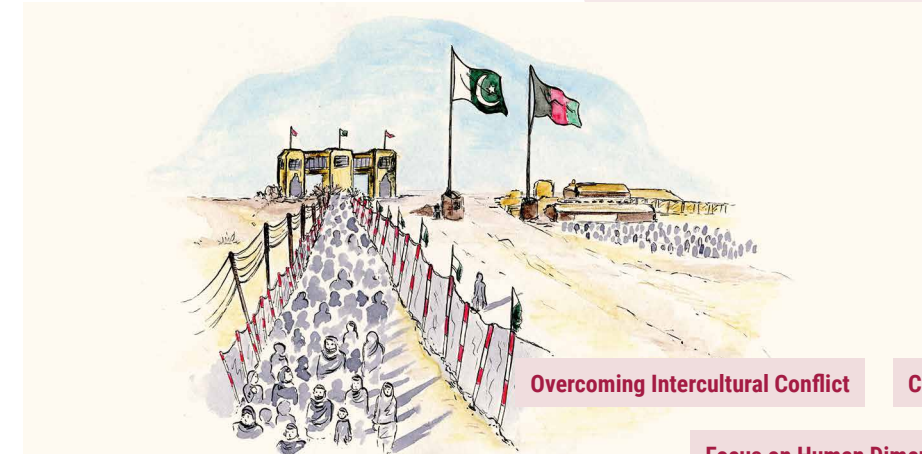
Through a series of trainings, CLI supported involved parties in becoming Collective Leaders, equipped with several powerful tools to begin to steer the Ukrainian healthcare sector in a sustainable direction. They have come together as a Collaboration Ecosystem, able to work at multiple levels and across regions and to facilitate change processes that support the Ukrainian Healthcare Reform.



Co-financed by the European Union



## Promoting Collaboration along the Border



Overcoming Intercultural Conflict

Crime Prevention

Focus on Human Dimension of Change

Photo: CLI

### Challenge

The long and porous border between Afghanistan and Pakistan is fraught with conflict, including illegal trafficking of goods, drugs, and persons. Dialogue and collaboration are nearly non-existent, with relevant actors unable and/or unwilling to set foot in their neighbor's country.

» *The workshop was very helpful and taught us many frameworks to initiate and execute meaningful dialogue.* «  
– feedback by Pakistan Customs Official

### Outcome

Through UNODC, CLI offered a series of trainings focused on the human dimensions of change. Participants learned to design engagement processes for successful multi-stakeholder partnerships, modelling exemplary collaboration for peace in the region. Through open dialogue, tensions eased, connections were formed, and trust was built.



Afghanistan/  
Pakistan

### Project Partner

United Nations Office on Drugs and Crime (UNODC)

### Stakeholders

Customs officials, border guards, and anti-narcotics police, as well as representatives from the respective Ministries of Foreign Affairs





## Projects for Environmental Change

Multi-Stakeholder Partnership for Sustainable

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Capacity Building



Transformation Support



Collective Leadership Academies Network



Dialogic Change Model



Collective Leadership Compass

## Multi-Stakeholder Partnership for Sustainable Tuna Fisheries



Photo: WWF/Gregg Yan

Sustainable Supply Chain

Supporting Civil Society Initiatives

Improving Life Below and Above Water

### Challenge

With the Multi-Stakeholder Partnership (MSP) for Sustainable Tuna Fisheries, Livelihoods, and Communities, WWF Philippines and the Tambuyog Development Center aim to promote equitable and sustainable tuna supply chains and management of yellowfin tuna in Philippine waters, while sustainably improving the socio-economic situation of small-scale, hand-line tuna fishers.

### Outcome

As an official training partner of the initiative to promote MSPs by the German Federal Ministry for Economic Cooperation and Development, CLI trained a diverse core group of stakeholders in the approach of multi-stakeholder collaboration at the outset of the Sustainable Tuna Partnership. Participants developed an overview of their stakeholder landscape, created a shared vision, and built an engagement process for a successful multi-stakeholder partnership.



### Project Partner

World Wide Fund for Nature (WWF)

### Stakeholders

Public and private sector, NGOs, and representatives of the fisher communities



civil society

public sector

private sector







## Collaborating for Urban Water Security



Water stewardship Partnership

Sustainable Water Access

Tackling Water Risks Collaboratively

Photo: GIZ/Sophie Müller



Zambia

### Project Partner

Gesellschaft für Internationale Zusammenarbeit (GIZ)

### Stakeholders

Representatives of the City Authorities, the National Environment Management Authority (NEMA), the Ministry of Water and Environment (MWE), the National Water and Sewerage Corporation (NWSC), the Manufacturers Association, and the Cleaner Production Center



Implemented by:  
**giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



### Challenge

In Zambia's capital, 70% of the population doesn't have adequate sanitation, which has serious health and economic implications. CLI worked closely with GIZ's International Water Stewardship Program (IWaSP) and local Zambian leaders from across sectors to work toward a vision of a water-secure, healthy, and prosperous Lusaka.

### Outcome

With the Lusaka Water Security Initiative (LuWSI), CLI supported the involved actors in strengthening their collaboration capacity, co-designing key dialogue structures, and co-facilitating initial strategic and policy meetings. In order to sustain the energy and capacities generated and to create a vibrant and robust Collaboration Ecosystem capable of achieving water security goals in diverse contexts, CLI integrated the Collective Leadership Compass into the initiative's Water Risk and Action Framework (WRAF) in collaboration with the CEO Water Mandate and the Pacific Institute.

## Transforming a City with the Help of a Dialogue Platform



Sustainable Urban Transformation

Youth Engagement

Local Good Governance

Photo: WeLoveKairouan/Takwa Mallat

### Challenge

Youth civic engagement is low in central Tunisia. In the city of Kairouan, where it lies at just 1%, youth have founded the civil society organization We Love Kairouan (WLK) to address this challenge, with the goal of transforming their city into an eco-friendly, innovative hub that bridges tradition and modernity.

» *Working with the DCM and the Compass helped us a lot in achieving a better relationship with our Stakeholders* «  
– feedback by We Love Kairouan members

### Outcome

CLI trained and coached WLK members to become Collective Leadership Facilitators with advanced dialogue, collaboration, and facilitation skills. The trainings led to the development of the 'Bab el Medina' dialogue platform for local administration and citizens. Through the platform, local stakeholders co-create and jointly implement concrete actions for the sustainable development of Kairouan's historic city center (Medina), a UNESCO world heritage site. First projects include the eco-friendly restoration of a historic market space and an ecological redesigning of a quarter uniting the Medina with the modern city.



Tunisia

### Project Partners

Institut für Auslandsbeziehungen (IfA) with funds from the German Federal Foreign Office

### Stakeholders

Members of the local civil society network We love Kairouan (WLK)



**ifa** Institut für Auslandsbeziehungen

Supported by the ifa (Institut für Auslandsbeziehungen) with funds from the German Federal Foreign Office



Interested?

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## Are you interested in...

... getting to know us and apply  
our methods hands-on?

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... getting support for your own project,  
collaboration or sustainability challenge?

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Sign up for our newsletter.



... reading more about the Collective Leadership  
Compass or the Dialogic Change Model?

<https://www.collectiveleadership.de/books/>

You can find CLI's publications and  
Dr. Petra Kuenkel's books online.



## Legal Notice

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## Selection of Project Partners





CLI supports the Sustainable Development Goals

