



# Collective Leadership Institute

*Building Competence for Sustainability*

## ANNUAL REPORT 2010

# People: the focus of our attention

The Collective Leadership Institute was founded in September 2005 in Berlin as an international operating non-profit organization, supporting stakeholders from the private sector, public sector and civil society in creating and implementing collaborative change initiatives for innovative and sustainable solutions to global, societal and local challenges.

With this in mind the Collective Leadership Institute wants to guide and accompany those different stakeholders and change agents along their initiatives for sustainability and to support them to achieve a result-



The



**best opportunity to be prepared for the future is to form it together.**

# Our Vision

*“As an international non-profit organization we are an anchor for a spirit of collective leadership for sustainability globally and a catalyst for dialogic change.*

*We inspire and enable people to build sustainable futures together and help them achieve tangible results in their collective initiatives.”*

We believe a sustainable future is possible: every private sector company, every public institution and every other organization can be operated in a responsible and future-oriented way. We work towards a situation where

- ◆ **Sustainability as a principle** in change processes will be given more attention in the private and public sector
- ◆ Bewusstsein darüber besteht, dass eine nachhaltige Zukunft auf der **Ko-Kreation verschiedener Beteiligter** aus der Wirtschaft, der Zivilgesellschaft und dem öffentlichen Sektor beruht
- ◆ Führungskräfte ihre tief verankerten **menschlichen Werte bewusster** in ihre alltägliche Arbeit einfließen lassen und somit die Geschäftspraxis positiv beeinflussen
- ◆ Führungskräfte aus der Privatwirtschaft und dem öffentlichen Sektor ein Klima schaffen, das Mitarbeiter veranlasst **Verantwortung für eine nachhaltige Zukunft** zu übernehmen
- ◆ **Kollektive Intelligenz** durch Kommunikationsprozesse hervorgerufen wird und auf soziale und internationale Herausforderungen entsprechend hinwirkt

# Our Mission

*“With the focus on capacity development in collective leadership, we are building competence for sustainability in cross-sector collaboration, stakeholder dialogues, sustainable business practices, personal leadership and conflict transformation. The Collective Leadership Institute thus makes a vital contribution to the realization of profound global change towards a sustainable future.”*

**We see the ability to partner for sustainable development as an individual, societal and global learning process.**

- ◆ Based on key conceptual content our **educational programs** incorporate the actual work reality of participants. We strive to deliver knowledge that can be implemented in day to day business. Participant’s feedback helps us to continuously improve.
- ◆ Our **process support** for cross-sector collaboration projects combines advisory and capacity building: this way we enable people to develop their own competence according to their specific challenges.
- ◆ Our **leadership development** for sustainability fosters change in thinking and practical implementation through knowledge building, reflection and exposure.
- ◆ Our **research** is designed as a learning process for sustainability helping people move quicker towards new action.
- ◆ Our **networking** connects people from different sectors in order to help bridge gaps and create new opportunities for sustainability engagement.

# The Collective Leadership Institute (CLI) in 2010

In 2010, the CLI once again combined far-reaching professional experiences from the private and the public sector and the cooperation between the sectors, complemented through detailed expert knowledge in the sectors of Stakeholder Dialogue, cross-sectoral cooperation and corporate social responsibility within the frame of sustainable development.

## Euphoric Mood & Growth

The year 2010 was a dynamic year for the CLI determined by the spirit of optimism and growth! Given this, the CLI did not just reach shore in Germany with the move into a new and bigger office in Potsdam, but furthermore over the borders of continents - through a steadily growing community of alumni and partners worldwide - from West Africa to South-East Asia, from South America till Central Asia

## The CLI — a growing team of smart individuals!

All the different activities of the Collective Leadership Institute need commitment and competencies. The CLI team consists of external associates and employees. The Board of Directors was leading the strategic and operative businesses of the organization.



# Board of Directors



Petra Künkel



Kristiane Schäfer

**Petra Künkel** is founder and director of the Collective Leadership Institute. Her central commitment is the mediation and implementation of dialogic process competencies for the successful design of cross-sector initiatives, multi-stakeholder dialogues, and development partnerships.

**Kristiane Schäfer** is co-founder and co-director of the Collective Leadership Institute. Her professional expertise is on strategy and concept development, process design, project management, networking and cooperation with the private sector – towards building more leadership competence for sustainability.



Helga Lenz



Vera Fricke

**Helga Lenz** supports the CLI in the fields of organizational development and financing.

**Vera Fricke** joined the CLI's Board of Directors end of 2010. From 2007 to 2010, Vera Fricke has worked for the CLI as a senior project manager in the fields of research and process design. Currently she does her doctorate in "Economy and sustainable consumption" at the Berlin Institute for Technology.

All Board members of the CLI hold a voluntary position.

# The CLI in Potsdam

The Collective Leadership Institute is located in the Old City of Potsdam. In 2010 the organization moved in new office premises near the “Nauener Tor” and the city hall.

Besides the two voluntary directors, Petra Künkel and Kristiane Schäfer, the CLI increased its number of salaried employees to 6, supported by external associates as well as interns.



Since April 2010 **Male Thienken** works as a Management Assistant at the Collective Leadership Institute and supports the directory of the board in the strategic enhancement. Her current work focuses on research in the area of organizational management and reporting system. She also assists in directing the CLI educational program.

## Our Team is growing

**Andrew Aitken** is project manager at the CLI since May 2010. With his profound background in communication he is responsible for the development and implementation of the Collective Leadership Institute’s educational program’s marketing strategies.

In November 2010 the CLI team was growing again! As office manager, **Regina Eiblmeier** takes over all controlling and accounting activities of the organization and is responsible for contract processing and overall administrative and managerial tasks within the CLI.

**Silvine Gerlach** continues being responsible for cross-sector cooperations as well as the further development of the international educational programs.

**Silvine Gerlach** and **Vera Frieg** are both project manager and involved in the moderation of seminars of the international educational program. Since 2010 they are part of the CLI faculty. For the Gesellschaft für Internationale Zusammenarbeit (GIZ) they developed educational materials, instruments and publications for the implementation of stakeholder dialogues.

**Susanne Kern** is responsible for marketing and communication of the CLI. Furthermore, she takes over all IT-related tasks.

**Claudia Noder** moderated as a CLI associate educational seminars in Latin America, as well as **Axel Klimek** in Germany and **Glenda Wildschut** in South Africa.

## The CLI in Cape Town



Glenda Wildschut

The Collective Leadership Institute Southern Africa is an independent non-profit organization based legally registered in Cape Town, South Africa and was founded in 2008. Responsible for the further development of the CLI South Africa was in 2010 **Glenda Wildschut** together with **Richard Cogill** as Senior Expert and **Mandy Alexander** as office assistant.

# Activities in the business year 2010

The CLI supports the building of competence for a global sustainability management for executive managers, project managers and Change Agents from the private sector, the public sector, organizations from development cooperation and civil society through

- ◆ Educational programs
- ◆ Process support
- ◆ Research and networking

As a non-profit organization, the Collective Leadership Institute implements activities which shall benefit the public weal. The CLI members and partners support our initiative and add their commitment to achieve our goals. At the end of the business year 2010, the CLI was supported by 14 members.

## The CLI educational programs

The year 2010 stood again completely in the focus of competence building for sustainability. With 137 new alumni, we managed again to increase the amount of participants in educational programs in comparison to 2009. Given this, the CLI can by now look back on 400 alumni. The educational programs in 2010 could not just be extended by further capacity building programs, but also in geographical terms!



## International CLI training programs in Asia, Africa, Latin America & Europe

The CLI continuously carries out international training programs on **Stakeholder Dialogues** in cross-sector collaboration. The capacity building programs address predominantly executive managers, project managers and Change Agents from the private sector, public sector, development cooperation and civil society, who work or will work with and within the field of Stakeholder Dialogues. The contents of the program are explained by the means of **practical examples** of the respective participant, so that next to a **result-oriented learning**, a valuable exchange can take place.

The experience in educational programs showed that the connection of knowledge, personality development, process competence and implementation is essential to practically press ahead sustainable development. The learning opportunity **'competence for sustainable development'** corresponds to the English term **'capacity building'**: It is made up by an integrated approach, putting the learning in the condition to implement new gained knowledge and competence promptly.



In 2010 the focus of the international educational programs lay upon:

- ◆ Cross-sector collaboration and Stakeholder Dialogues
- ◆ Cross-sector leadership skills for sustainability



Regarding to this, the CLI enhances its educational programs' master plan consistently, so that educational contents really develop into practical competences in the implementation of sustainable development.

Under the title **'Working with Stakeholder Dialogues'**,<sup>7</sup> programs took place in 2010, three in Germany, two in Asia, two in South Africa and for the first time a program in Latin America (Peru) in Spanish and in Western Africa (Senegal) in French.



The Program conveys the basic instruments for the successful Implementation of result-oriented Stakeholder Dialogues. It supports the participants in their strategic process planning and implementation ability.

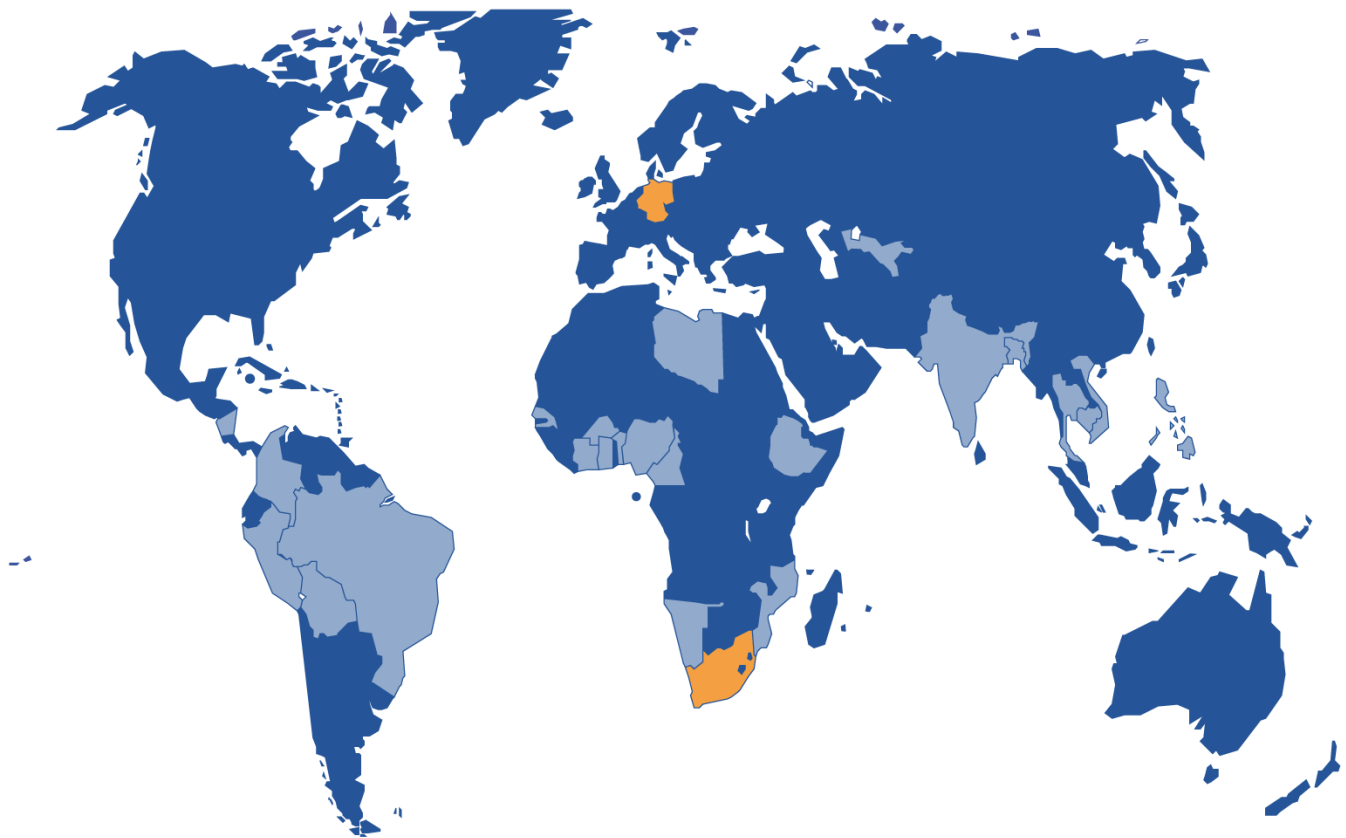


The **theoretical input is target- and consensus oriented**, without avoiding conflicts or embellishing crisis. The dialogical approach supports in this context future-orientation, innovation and efficiency. The application of theoretical inputs on the current participants' projects in working groups supports the **application oriented mediation** of contents. At the same time does this lead to an effective use of the Program, in which the participants often achieve concrete results to their projects, respectively to the planning of the process.



For the first time the seminar „**Leading Change through Stakeholder Dialogues**“ has been held. The seminar, a continuation of our basis seminar „Working with Stakeholder Dialogues“ was positively received by our alumni. The focus of the seminar is on the consolidation of contents from the basis seminar as well as sharpening the own role as an initiator or process leader of stakeholder dialogues.

Also this year the participants of our seminars came from all over the world: : e.g. Afghanistan, **Philippines**, Indonesia, Germany, Croatia, **Senegal**, Nigeria, Morocco, Egypt, Palestine, Namibia, Ghana, **Bangladesh**, South Africa, Zambia, Tanzania, **Peru**, Ecuador, **Bolivia**, Yemen, Jordan, Kosovo, Kyrgyzstan, **Kazakhstan**.



# Testimonials from

"If you need to improve process management in a multi-stakeholder setting between government, private sector and NGOs, the Collective Leadership Institute offers a unique combination of theoretical background, practical knowledge and case work that helps to increase result-orientation in stakeholder dialogues."

Jürgen Koch, German Agency for International Cooperation (GIZ) GmbH

"This is a strong team! A very helpful course! I learned a lot about respect between stakeholders and the need for a thorough stakeholder analysis."

Luan Shenqiang, Senior Technical Advisor, Chinese-German Project on Forests for Sustainable Development, China

"Although I have a number of years of dialogue facilitation and training experience, this program took my awareness, skills and confidence to another level and improved my ability to take on great levels of complexity. The Collective Leadership Institute has brought together a spirit of inquiry, development and collaboration which honours the best of theory, application and network in ways which truly make a powerful difference to the challenges of sustainability."

David Bond, Ashridge Management College, UK

## om our Alumni

"If you are sceptical about the effectiveness of "multi-stakeholder dialogues", you should attend the CLI-seminar. There you can learn about the conditions of success of multi-stakeholder dialogues and come to understand why many of the so-called stakeholder dialogues do not have any impact or even cause frustration for the participants. The dialogic approach as taught and practised by the CLI, however, offers a promising way of engaging different people for a common goal. The CLI is not teaching just another facilitation course. Far from that! The Facilitating Multi-Stakeholder Dialogues seminar conveys a rich understanding on how to get different stakeholders into a dialogue that brings them to results that none of them could achieve on their own/ requiring the contribution of all parties."

Annette Ruef, Swiss Federal Institute of Aquatic Science and Technology Forum, Switzerland

"In my opinion, and speaking for the public sector, I made tremendously important experiences and got to know instruments to understand how dialogic processes actually work or should do. This is something that is still missing in most of the public sector, but that would make things a lot easier and put an advantage to our work in the end. For this reason, I can only hope that as many people as possible become acquainted with this way of dialogue or process management and actually use it as well."

Andrea Muck, Federal Ministry for Economic Cooperation and Development (BMZ), Germany

## Tailor-made seminars

Since 2010 the CLI is also offering tailor-made courses. The goal of those seminars is the development of necessary competences to initiate stakeholder dialogues and cross-sector partnerships or enhance already existing dialogues.

The CLI is developing an approach together with the concerning project managers and is considering current issues and problems of the concerning stakeholder process. The offer is enjoying a wide interest: In October 2010, the CLI was organizing a **tailor-made course** for the promotion of small and medium enterprises on the Ile de Gorée in Senegal.

The results we achieved in Senegal, encouraged us to offer this kind of courses again in 2011.


### Stakeholder Dialogues for the promotion of small and medium enterprises in Senegal

The aim of the tailor-made course on Stakeholder Dialogues in Senegal was the support of the existing governmental and public structures to promote local small and medium enterprises.

The GIZ was inviting representatives of public institutions und confederations of small and medium enterprises.

The collective participation in the workshop was leading to a better understanding between the different institutions involved in the process, which were, in some cases, already working on the same theme for a longer time without knowing each other.

Furthermore, the collective work in the workshop was leading to a grouping of decision-making powers, which had the effect, that a goal-oriented strategy for the promotion of small- and medium enterprises in Senegal could be developed already during the course.



"We believe that a better Stakeholder Dialogue will strengthen the communication and cooperation between the public and the private sectors in order to develop joint strategies for Small and Medium Enterprise development in Senegal"

# Competence for Sustainability

Young Leaders for Sustainability – a leadership development program,



## Young Leaders for Sustainability

Is a practical and qualification program that brings together companies and the future generation of leaders. The program, developed by the CLI, has been implemented for the first time in 2008 with the goal to further develop **competences for sustainability** of students and to transform the challenges in the sustainable management into chances and innovations.

The program Young Leaders for Sustainability was re-designed in 2010 and will be re-launched in 2011. Kristiane Schäfer and Nahide Pooya, who is part of the CLI team since January 2011 as project manager, are responsible for the further development of the program.

# Research & Publication

## Capacity Development for Partnerships with the Private Sector (CDP)

The CLI supports the program 'Capacity Development for Partnerships with the Private Sector' (CDP) of the bureau for Cooperation with the



Economy 'Public Private Partnership' (PPP) of the GIZ. Within this context, the CLI helps with the development of educational material in German in order to develop competences for the **implementation of Stakeholder Dialogues and cooperation with the private sector in the development cooperation**. The educational material compasses next to a potential analysis for the use of Stakeholder Dialogues, the demonstration of existing forms of Stakeholder Dialogues, the strategy and implementation of Stakeholder Dialogues as well as communication, self-assessment and monitoring in Stakeholder Dialogues. The tools are supplemented through a multiplicity of additional web-based downloads, so that individual subject areas can be commented on in a deeper way. Additionally multitudinous case studies from development cooperation were compiled to demonstrate the application of the stakeholder approach in development cooperation.

## Development of English educational material for the implementation of Stakeholder Dialogues



On the basis of the CLIs' perennial experience with educational trainings on Stakeholder Dialogues and the variously accomplished implementation support, the CLI gathered educational material for the implementation of successful Stakeholder Dialogues. The material gives a detailed overview about the application methods and implementation possibilities for Stakeholder Dialogues, illustrated through various practical examples. The release is planned for the beginning of August.

# Process support

## Sustainable improvement of working conditions through Stakeholder Dialogues in Asia

The CLI supported the Tchibo GmbH in the first half-year of 2010 in the successful concept development, planning, preparation, implementation, analysis and post-processing of the international Stakeholder conference within the frame of the closure of the „WE Worldwide Enhancement of Social Quality“Project. Goal of the PPP project “Development of local qualifying structures and dialog oriented qualification approaches in the industry that deals with articles of the daily use (WE)” is to allow trade companies in Bangladesh, China and Thailand access to local qualification offers for the improve of social standards. More information on this can be found under [www.we-socialquality.com](http://www.we-socialquality.com).



## Consultation of the Cooperation between the ‘Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH’ and the Tunisian chamber of foreign trade for the advancement of potentials and Synergies within the cooperation

Within the frame of the project “cooperation between GTZ and the chamber of foreign trade in Tunisia”, the Collective Leadership Institute accomplished a workshop in 2010, with employees of the GTZ and the chamber of foreign trade. Goal was the optimization of the cooperation as well as the expansion of cooperation potential. As a result, concrete cooperation projects for the year 2011 were identified. In this context the forms and experiences with the cooperation in the past were highlighted and the status quo came under a common appraisal.



# Process support

## Consultancy and project process support for stakeholder initiatives in the African cashew sector

Since January 2010, the Collective Leadership Institute supports the **African Cashew Initiative** (ACi) through process support and facilitation of the ACi's strategic meetings. ACi is a stakeholder initiative for the development of the African cashew market funded by the Bill & Melinda Gates Foundation (BMGF) and financially supported through the German Ministry for Economic Cooperation and Development (BMZ) and various private sector partners.

The initiative is a collaborative project between civil society, public and private sector partners aiming at enhancing the competitiveness of production and processing of cashew nuts in 5 African Countries through developing the entire cashew value chains in the individual countries. The focus lies on the improvement of quality in production, the development of high-quality processing options in the producing countries as well as enhancing market linkages of the various actors along the value chain.



# Activities in 2011 – outlook

The CLI can look back on 5 years of seminars on the successful implementation of stakeholder dialogues with more than 400 alumni from Asia, Africa, Europe and Latin America.

On 11 February 2011, the CLI will celebrate its **5-year anniversary**. That day partners, friends and all interested parties will get an insight about the CLI's work, concepts, methods and success factors for Stakeholder Dialogues.

## THE EDUCATIONAL PROGRAM IN 2011

In the coming year the consolidation of the hitherto experiences of the CLI in the area of educational trainings is planned. The educational programs will be governed by **Patricia Scannapieco** as a Senior Project Manager from February 2011 onwards. The strategic development of the educational programs will additionally be supported by **Nahide Pooya** and **Susanne Kern** in 2011.

In 2011 the CLI continues the regular enforcement of international educational programs to Stakeholder Dialogues in **“Working with Stakeholder Dialogues”**. Again there are each with two courses planned in Germany, Asia and in the South of Africa, taking place in English, in Latin America in Spanish and in West- and North Africa in French.

Due to the demand, two advanced seminars dealing with the implementation of Stakeholder Dialogues **‘Leading Change through Stakeholder Dialogues’** will be offered in the coming year, which build upon the content of the workshop ‘Working with Stakeholder Dialogues’.

Additionally there are tailor-made programs planned in Kirgizstan, Nigeria, Senegal and South Africa.

# The seminar offerings for Stakeholder Dialogues will continue to grow in 2011 !

In 2011 the educational programs will be extended geographically and new courses will be offered

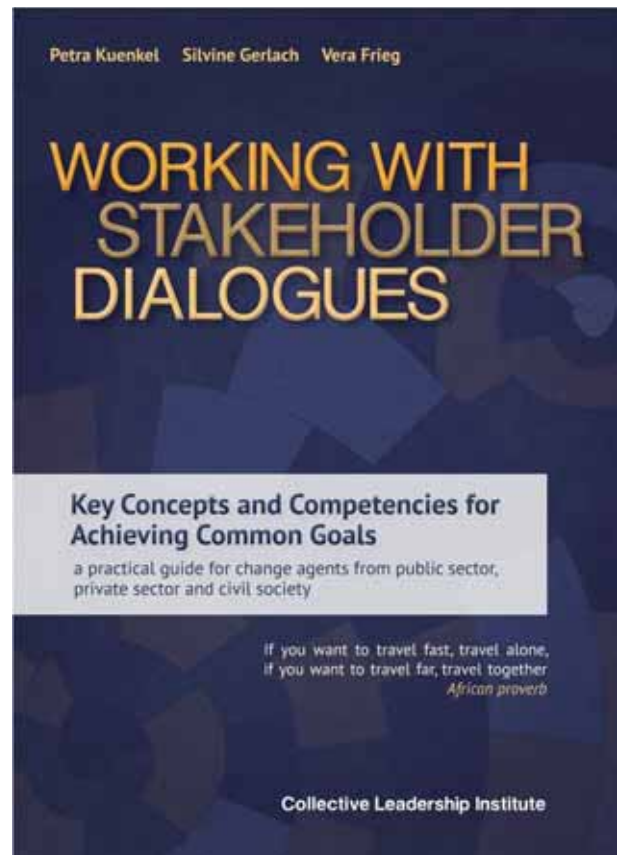
## What's new?

- ◆ Inclusion of the seminar „Leading Change through Stakeholder Dialogues“ in the regular educational program with 2 seminars in 2011
- ◆ Inclusion of the seminar „Working with Stakeholder Dialogues“ in Latin America in the regular educational program with 2 seminars in 2011
- ◆ Inclusion of the seminar „Working with Stakeholder Dialogues“ in Westafrica in the regular educational program with one seminars in 2011
- ◆ Inclusion of the seminar „Working with Stakeholder Dialogues“ in Northafrica in the regular educational program with one seminars in 2011
- ◆ Implementation of the seminar „Dialog for Change“ in German language for leaders from the private sector, politics ans civil society

## Publication of the practitioners' guide „Working with Stakeholder Dialogues“

The Collective Leadership Institute plans to publish its 2nd book in February, 2011. The manual **“Working with Stakeholder Dialogues - Key Concepts and Competencies for Achieving Common Goals”** will offer practical guidance for initiating and implementing Stakeholder Dialogues in different sectors where change processes take place. It will be available in German and in English.

A change process, be it in the field of adaption to climate change, social standards or the establishment of a sustainable urban and regional development plan, requires the cooperation of actors from public and private sector as well as from civil society. The success of such undertakings depends of the Quality of planning and implementation of the collaboration. The CLI manual will offer a profound introduction to the method *Stakeholder Dialogue* and allow for a step-by-step planning and structuration of complex cooperation processes. Numerous practice examples from different sectors explain the methods and point out chances and potentials for the application of the instrument Stakeholder Dialogues for the implementation of complex partnership projects.



## More activities

### Establishing a practitioners' network on Stakeholder Dialogues

For 2011 the implementation of an international online-based exchange and support platform for competence development in the area of cross-sector-cooperation and Stakeholder Dialogues is planned. The goal is to provide practical tools for experts and prospective future experts, supporting the implementation of Stakeholder Dialogues in development cooperation. Additionally it shall foster the **exchange of expertise** and experience between practitioners working with Stakeholder Dialogues in different areas such as sustainable city development or the adaption to climate change. This does not only promote the mutual consultation of experts, but furthermore the advancement of methods and instruments for the implementation of Stakeholder Dialogues. Additionally, best practices, web documents and short movies about successful Stakeholder Dialogues in different sectors demonstrate various forms of dialogues.

# 5 years CLI – a review

2005

First seminar in Berlin, Germany: “Building Partnerships”



Process facilitation of the stakeholder initiative “**The Common Code for the Coffee Community**”, that pursues sustainable coffee production.

2006

Development of the process oriented research study “Public-private business partnerships in developing countries” for the Federal Ministry of Economics and Technology (BMWi).

Realization of **2** seminars in Potsdam focusing on the implementation of **stakeholder dialogues**.

2007

Implementation of an evaluation for the Federal Ministry for Economic Cooperation and Development (BMZ) about the commitment of the German Development Cooperation regarding the transformation of voluntary social and ecological standards. The CLI was responsible for the country studies of China and Kenya.



Realization of **3** seminars in Potsdam focusing on the implementation of **stakeholder dialogues**.

Formation of the Collective Leadership Institute South Africa

First seminar “Stakeholder Dialogues” in South Africa and Asia


Realization of 6 educational programs focusing on the implementation of stakeholder dialogues.

2008

Development and implementation of the program “**Young Leaders for Sustainability**” (official German project of the UN Decade “Education for Sustainable Development”).

Publication of the book “**Mind and Heart** – Mapping your personal journey towards leadership for sustainability” by Petra Künkel



 The CLI implements on behalf of the SEED Initiative the “**SEED Support Channel**”. The SEED Initiative, founded in 2002 by UNEP, UNDP and IUCN, is a global partnership for action on sustainable development and the green economy.

# 5 years CLI – a review

2009



Second round of the program “Young Leaders for Sustainability”.  
Award winner “Deutschland – Land der Ideen”.

Realization of **7 educational programs** focusing on the implementation of stakeholder dialogues.

Research study and publication of “**Leadership competence for sustainability**” for the Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety (BMU)



Process support of the project “Towards a sustainable food fortification partnership for Tanzania”.

2010



Process support of stakeholder initiatives in the **African cashew sector**

Design and implementation of the international stakeholder conference “**WE Worldwide Enhancement of Social Quality**”



Process support of the cooperation between the Deutsche



Gesellschaft für Internationale Zusammenarbeit (GIZ) and the



German Chamber of Commerce in Tunisia for the facilitation of potentials and synergies for cooperation.

Realization of **9 educational programs** focusing on the implementation of stakeholder dialogues.



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