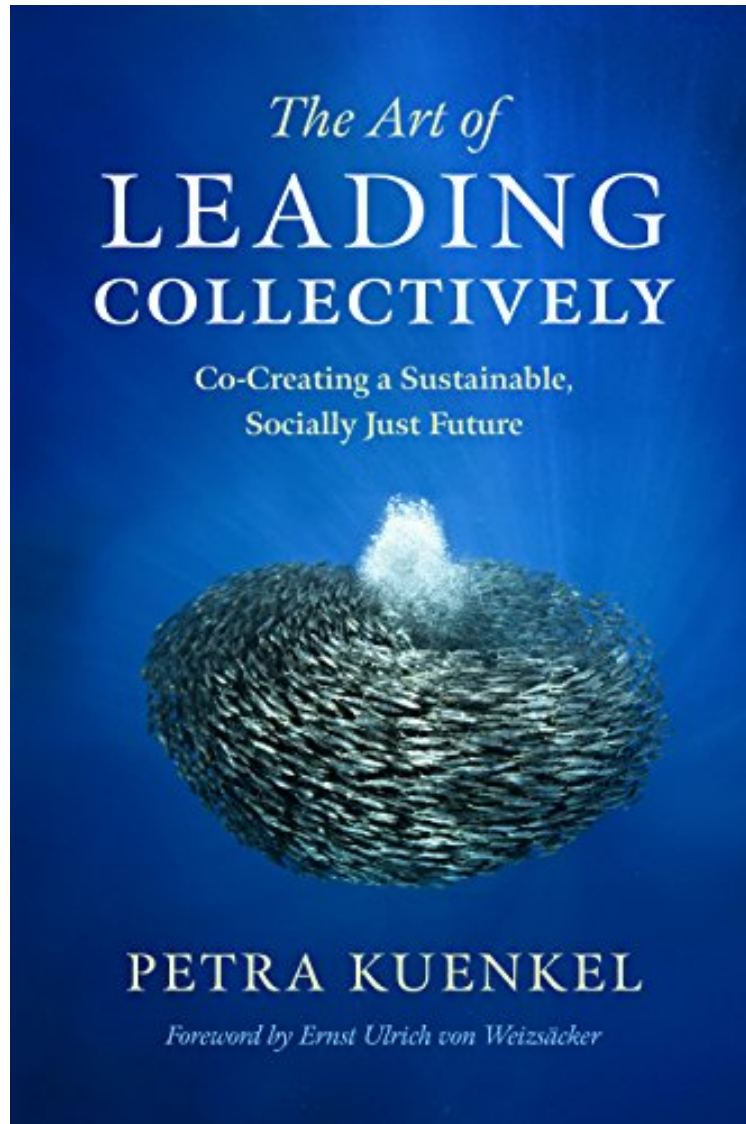


# The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future

*Petra Kuenkel*

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**Petra Kuenkel : The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future:

0 of 0 people found the following review helpful. I have found The Art of Leading Collectively a great addition to the tools and instruments we have to ...By CustomerI have found The Art of Leading Collectively a great addition to the tools and instruments we have to deal with the complex problems that we face every day in the contemporary world as

individuals, groups, organizations, and as society. Petra Kuenkel has developed an innovative model to help tap into our collective intelligence to face up to the challenges we face since no individual genius or a single organization can solve global, intersectoral, and multidimensional problems. For me, the greatest insight of Mrs. Kuenkel is that these multidimensional, multistakeholder problems are co-created. The solutions have therefore to be co-created as well. The challenge is that we, as human beings, can and do co-create our mega problems without consciously agreeing to act together. The irony is that we cannot co-create the solutions through the same mindset and orientation. We need to consciously choose to act together, collaborate, co-create the solutions. This requires some form of a framework to consciously collaborate and co-create. That is what Petra Kuenkel has provided us - The Collective Leadership Compass. Ayalew Zegeye Asfaw, Management Consultant<sup>4</sup> of 4 people found the following review helpful. A Guide to the Sometimes Perplexed Activist By Michael Sales I read this book as part of the effort my team to make a contribution to a path toward a verdant and peaceful planet. Doing so will require collaboration between and among actors at a level virtually unknown of previously, transcending the success of the alliance that won the Second World War. Kuenkel's work makes an important contribution to the framework needed to have success in this effort. A bit of background explanation: It is widely believed that a transformation in global efforts toward "sustainability" is underway. But progress is problematic. It is far from clear that new projects and technologies - or the pledges from COP 21 - will suffice. There is not only the need to reduce CO<sub>2</sub> emissions, and to give more attention to rapidly increasing methane releases from the thawing Arctic, but also to cope with rising sea levels and acknowledge the attack on planetary boundaries; that oceans, air, water and land - where all humanity lives, moves and works - are increasingly at risk. These stresses are contributing to and producing a myriad range of social tensions and conflicts, e.g., the role that a drought played in initiating the Syrian crisis that is roiling the Middle East and Europe. Unfortunately, advances toward global security is slipping at the same time that ecological concerns are pressing. Recent events and current circumstances indicate that state and human security are no longer under the control of any level of government. Insufficient and inappropriate security ways and means are both the cause of obstacles to progress on sustainability, and the reason why sustainability remains too weak to underpin durable, broad-based security. Without security at a wide variety of levels it is difficult, if not impossible, to concentrate on sustainability. The condition of the security-sustainability nexus is a significant driver of the rise of inequality within and among states and nations. Only a tiny global minority of the very rich and powerful have the ways and means to achieve resilience in troubled times and places. The majority of humanity is struggling, and the hundreds of millions of poor and very poor suffer the soonest, more deeply and the longest from insecurity and its amplification by extreme impacts of climate change. It is highly encouraging that there is a growing response to the connected challenges of insecurity and unsustainability. Our research has already identified many hundreds of organizations with mandates, plans and programs of international interest, most of which have been established in recent decades, to address the security and sustainability crisis and we are confident that there are many more, maybe even thousands already exist or will be coming online in the next decade. To be successful against the very great challenges humanity is currently facing, these organizations must learn to be highly skilled at collective leadership. They must build alliances; they must create an alternative way path to economic stability, energy production and consumption, and conflict resolution along side of the current system that is in decline. Creating this sort of multi-stakeholder organizational learning system to support and achieve global sustainability is a managerial and leadership task and responsibility of monumental scope. Petra Kuenkel's *The Art of Leading Collectively* is one response to this strategic situation. Kuenkel is a full member of the Club of Rome and the founder and executive director of the Collective Leadership Institute. Her Collective Leadership Compass is based on her consulting and training practice and constitutes the core of this book: "The key to co-creation is paying attention to the recursive pattern to human competencies in six dimensions: Future Possibilities, Engagement, Innovation, Humanity, Collective Intelligence, and Wholeness (p. 49). These skills are defined, parsed and elaborated upon in one of the book's strongest chapters, "Navigating Collaboration". As with many leadership development books, Kuenkel advises the reader to engage in self-assessment regarding his/her strengths and weaknesses related to these competencies, to deploy strengths toward his/her advantage and to utilize a range approaches to growth facilitation to build capacity of the weaker functions. To show how it's done, she introduces six change agents of different age, role and organizational context, all of whom are charged with or are initiating a sustainability. She takes us through their experience of using the Compass at different stages of their intervention process and shares their results. Given that we like to "take our theory straight", these stories are probably more helpful to the practitioner who wants to know how others used Kuenkel's tool than they are to those who want to consider the depth and rigor of her analysis. On the other hand, she also presents a number of her own personal experiences negotiating a complex initiative for sustainable coffee production and here one very much gets the sense of how difficult and rewarding the challenges of collective leadership can be from one who has achieved a significant result. The creation of collaborative contexts through skillful behavior is a key theme of the book, and she ends strongly with a set of "structural and dialogic interventions" that support the creation of "a people-centered and planet-sensitive future" deriving from a "many nested Collaborative Ecosystem". This is a strong leadership book providing practitioners with (1) a clear way to identify their

situation-- individually, organizationally and societally, (2) a sense of the tools that they can draw on to drive and support change, and (3) membership in a larger community of men and women who are seeking a more sustainable and rational planetary system.

0 of 0 people found the following review helpful. Deep inside we know how collective leadership works!

By Jan Houml;glund

The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future by Petra Kuenkel is a book about the art of collaborating for a sustainable future. Collaboration is a form of co-creation.[1] Kuenkel reminds us that everything we do, or do not do, contributes to the co-creation of the world.[2] What we need to do is to co-create a better future that is both sustainable and socially just.[3] Collaboration Effective Action Collaboration is not only paramount, but is the only way to successfully address the challenges we face.[4] Isolated action needs to be replaced by collective leadership for the common good.[5] We need to learn how to collaborate and take effective action locally and globally. The Collective Leadership Compass describes the competencies needed for successful collaboration. The compass consists of six dimensions and is based on years of experience.[6] The purpose of the compass is not theoretical, but practical.[7] Co-creation Aliveness Collective leadership breaks with the dichotomy of leaders and followers.[8] Co-creation works best in a collaborative space where there is "life" and a sense of aliveness. We all know how it feels to be alive. And we are intrinsically linked to the order of life within and around us. We are continuously being created by this order, as well as participate in creating this order.[9] The Collective Leadership Compass Petra Kuenkel has over the years identified which competencies are needed to shift people into a more collaborative space.[10] None of these competencies are new.[11] They are as old as humankind.[12] It is the combination of them that makes a difference.[13] The six dimensions of the Collective Leadership Compass are:[14] 1. Future Possibilities: Shape reality toward a sustainable future. 2. Engagement: Build effective collaboration ecosystems. 3. Innovation: Create novelty and find solutions. 4. Humanity: Reach into one another's humanness. 5. Collective Intelligence: Harvest difference for progress. 6. Wholeness: See the larger picture and stay connected with the common good.

Inner Outer Paths In building the capacity for leading collectively we need to travel an inner path and an outer path together with others. Traveling the inner path prepares us for the outer path. Traveling the outer path strengthens the inner path. Underlying both paths are our capacity to love, create, collaborate, reflect, organize, build, and to bring forth the world together.[15] Intention Urgency Intention driven by urgency creates an energy field that attracts people and organizes life.[16] The biggest investment in the beginning is fostering trust and visualizing a common goal. The capacity for initiating, creating, leading, and sustaining meaningful futures is within all of us.[17] Collective leadership in work is typically characterized by:[18] - A big challenge. - An urgent issue. - People with different backgrounds, expertise, and opinions. - Conversations about the way forward. - Exchange of viewpoints. - Careful listening (even to what is not said). - Focus on the outcome. - Learning.

Networks We operate as a network when we lead collectively.[19] Dialogue and acute listening skills increase mutual understanding and respect. Outer action and inner development are dependent on each other and have a reciprocal effect both individually and collectively.[20] Decentralized networks with timely access to information are not only able to adapt to change, but also generate change.[21] Trust Cohesion Trust is co-created[22] and helps the cohesion of the group.[23] Relationships, communication, and collaboration are cornerstones of sustainability.[24] Mental models shift and change through conversations. Awareness precedes insights, and insights precede action.[25] Meaningful relationships are a cornerstone for better co-creation.[26] Creativity is contagious and self-reinforcing.[27] Humanity Compassion We are all part of life's inherent tendency for creative unfolding.[28] The future is constantly emerging through encounters among people.[29] An important feature of natural systems is the ability to connect in networks with continuous internal communication.[30] When people see the humanness in another person, they develop compassion that often leads to change.[31] Developing our own humanity and taking care of the whole planet mutually reinforce each other. Our underlying humanity connects us all across the world.[32] Mindfulness Perception We become more human as we become more mindful of who we are and how we have come to be. It frees our perception when we become aware of our fears, our need for self-protection, and our desire for recognition. And it helps us to relax, respect differences, and deal with conflicts.[33] This is about appreciating the human being, the interests and the story. Then we can talk about the issues.[34] Dialogue If problem solving and conflict resolution in groups is increasingly important in our complex world, then the skill of dialogue becomes one of the most fundamental of human skills.[35] Dialogue is as old as humankind.[36] It allows the integration of different perspectives and interests.[37] Change If we want to change the world: The first step is developing compassion for how people are. The second step is identifying the human competencies and building on their potential. The third step is practicing being together differently.[38] The seeds of collective leadership are everywhere. Bringing about change is most often about setting free what is already there.[39] Leadership Values We are all on a leadership journey that involves deeper values. It's important that we align our actions with these values and the associated knowing. It's a knowing which reaches us through people, nature, or whatever which resonates with our hearts. It doesn't reach us through the intellect. We know it when we feel it.[40] We intuitively know the ingredients for leading collectively. We need to live them consciously.[41] Rules Structures The fact that we create the future together seems self-evident. Institutions, tools, and measurable results are important, but what people do and how they think, feel, work, and communicate are more important.[42] Rules and structures are important, but overly formal structures drain the

energy.[43] Structures become an impediment if they take precedence over content.[44] People need to connect and engage with one another in a meaningful way, and not just because the structures force them to.[45]ConsciousnessThe most ignored aspect of collaborative change is the transformation of individual consciousness.[46] Collaboration changes the way we see the world.[47] We tend to resort to control by establishing structures, and forget that it's human connection that will create a future we want to live in. Our contribution lack strength and spirit when our passion is missing.[48]Creating LifeWhen passion is lost, we need to be willing to look into what we do not know or understand. It requires courage, and a willingness to listen to ourselves and others.[49] Reconnecting with our heart and passion is a journey with no final destination.[50] Conscious collaboration is a form of creating life. Whether we manage to bring a sufficient degree of aliveness determines whether we become successful or not.ConclusionsPetra Kuenkel is very experienced and has worked with helping people to collaborate for two decades. The book is full of real-life stories.[51] Petra Kuenkel concludes that we know deep inside how collective leadership works.[52] The Collective Leadership Compass is the tool used to navigate deeper into each of the six dimensions of the collaboration journey. I particularly like that Petra Kuenkel not only discusses collaboration in terms of tools and structures, but also emphasizes the importance of creating "life" and aligning action with deeper human values. Collaboration ultimately rests on our humanness. It's a great book well worth reading!Notes:[1] Petra Kuenkel, *The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future* (Chelsea Green Publishing, 2016), p.2.[2] *Ibid.*, pp.2--3.[3] *Ibid.*, p.16.[4] *Ibid.*, p.4.[5] *Ibid.*, p.5.[6] *Ibid.*, p.6.[7] *Ibid.*, p.59.[8] *Ibid.*[9] *Ibid.*, p.15.[10] *Ibid.*, pp.16, 53.[11] *Ibid.*, p.16.[12] *Ibid.*, p.49.[13] *Ibid.*, p.16.[14] *Ibid.*, pp.17, 60, 86.[15] *Ibid.*, p.23.[16] *Ibid.*, p.27.[17] *Ibid.*, p.32.[18] *Ibid.*, pp.32--33.[19] *Ibid.*, p.35.[20] *Ibid.*, p.41.[21] *Ibid.*, p.227.[22] *Ibid.*, p.47.[23] *Ibid.*, p.46.[24] *Ibid.*, p.42.[25] *Ibid.*, p.45.[26] *Ibid.*, p.94.[27] *Ibid.*, p.97.[28] *Ibid.*, p.50.[29] *Ibid.*, p.51.[30] *Ibid.*, p.57.[31] *Ibid.*, p.64.[32] *Ibid.*, p.66.[33] *Ibid.*, p.102.[34] *Ibid.*, p.106.[35] *Ibid.*, p.107. See also Edgar Schein on dialogue, culture, and organizational learning, *Reflections*, 4(4), pp.27--38.[36] *Ibid.*[37] *Ibid.*, p.199.[38] *Ibid.*, p.117.[39] *Ibid.*, p.120.[40] *Ibid.*, p.129.[41] *Ibid.*, p.131.[42] *Ibid.*, p.151.[43] *Ibid.*, p.169.[44] *Ibid.*, pp.247--248.[45] *Ibid.*, p.249.[46] *Ibid.*, p.253.[47] *Ibid.*, p.254.[48] *Ibid.*, p.256.[49] *Ibid.*, p.257.[50] *Ibid.*, p.258.[51] *Ibid.*, p.7.[52] *Ibid.*, p.14.

A guide to collaborative impact for leaders in industry, government, and social change networksOur world is facing unsustainable global trends—from climate change and water scarcity to energy insecurity, unfair labor practices, and growing inequality. Tackling these crises effectively requires a new form of leadership—a collective one. But, in a world of many silos, how do we get people to work together toward a common goal? That is one of the most important questions facing sustainability and social-change professionals around the world, and it is a question that Petra Kuenkel answers in *The Art of Leading Collectively*. Readers learn how to tackle system change for sustainable development, reimagine leadership as a collaborative endeavor, retrain leaders to work collectively, and manage diverse groups through a change process that has sustainability as a guiding focus. Drawing upon two decades of pioneering, internationally recognized work orchestrating multi-stakeholder initiatives, Kuenkel presents her chief tool, the Collective Leadership Compass, and shows others how to use it with large groups of diverse stakeholders to solve complex, urgent problems—particularly those that enmesh business activities, governance, human needs, and environmental impacts. The book offers many examples of collective leadership efforts involving corporate, public, and nonprofit sectors around the world. Readers learn about the processes that led to a sustainable textile alliance and set standards for sustainable cocoa and coffee production and trade, as well as those that helped nations rebound from war, develop sustainable infrastructure, and tackle resource conflicts with global businesses, to name a few. Kuenkel provides a clear roadmap for leaders from multinational companies involved in partnerships, international organizations engaged in cooperative development, public agencies, and interest groups—as well as for citizens seeking solutions to social and sustainability challenge

Choice- "The philosophical premise of this work is that global stakeholder collaboration leads to a human rights-based world that is economically and environmentally sustainable. Kuenkel (founder, Collective Leadership Institute) presents a simple four-step process for the complex activity of leading collectively: "Prepare for your journey into collaboration from the outset; Locate where you are, defining what is present and what's missing; Map the path, adjust your strategies, and know what to shift, to strengthen, or to focus on; Convince your colleagues that leading collectively for sustainability can change the world." The underlying change-management theory explored in this book closely follows the eight-stage process for leading change as first presented in John Kotter's *Leading Change* (1996) and incorporates many disciplines of the learning organization presented in Peter Senge's *The Fifth Discipline* (CH, Jan'07, 44-2797). References in this book to the three levels of the compass are reminiscent of Bill George's *Finding Your True North* (2008). This book follows up the author's earlier book *Working with Stakeholder Dialogues* (2011). It is an easy read and uses tables to guide readers through sometimes esoteric dialogue about collaborative endeavors. Summing Up: Recommended. General readers, undergraduates. Library Journal- "Kuenkel, a full member of the Club of Rome as well as cofounder and executive director of the Collective Leadership Institute, an NGO (nongovernmental organization), has written

extensively in the area of collective leadership in all sectors. With this title, the author attempts to alert people that the time for passive approaches to the many environmental problems besetting the world today is rapidly passing or has passed and explores how to make her way of thinking understood. She applies the shared actions that have led to a strengthening of the coffee production industry as her prime example. Her 'collective leadership compass' aims to design paths for society to follow and work together to implement unified strategies. The goal is to achieve knowledge in various fields using collaborative, sustainable, socially just methods that allow for corrective measures to assist leadership and stakeholder cooperation for the common good.

VERDICT: This important book should be available in both academic and public venues.

"If we are serious about taking on the pressing challenges of our time, we need fresh ideas about the art of leadership, new approaches to practicing it, and courageous minds willing to make that journey. In *Art of Leading Collectively*, Petra Kuenkel has given us an inspiring book that is also a vital roadmap for any and all who feel called to accelerate the great transition our world so urgently needs."

--Alan AtKisson, author of *Believing* and *The Sustainability Transformation*

"The *Art of Leading Collectively* is an amazing journey into taking diverse actors through collaborative change. Beautifully articulated with case studies in its implementation in individual to global change initiatives, this is an inspiring and invigorating read, most relevant to our complex, urgent, and interdependent world."

--Pavan Bakshi, CEO, Prime Meridian Consulting, India

"In our complex world, strategies for harnessing collective intelligence and mobilizing collective leadership will be critical to achieving transformative change. Kuenkel eloquently champions an approach to leadership that is surprisingly under-explored in the literature, offering a clear conceptual framework to underpin her argument."

--Danny Burns, coauthor of *Navigating Complexity in International Development*

"Corporations, governments, and NGOs alike will benefit from the shift in collaboration across sectors that will be opened with collective leadership. I highly recommend *The Art of Leading Collectively* to anyone interested in the future of leadership and anyone committed to systems transformation for sustainability and humanity."

--Kathrin Wieland, CEO, Save the Children Germany

"Unleashing the potential of multi-stakeholder collaboration is paramount for achieving the 2030 development agenda. *The Art of Leading Collectively* is a powerful guide for change agents, from those in business to those in international organizations, who want to make change happen and address global challenges at scale. The beauty of this book lies in its appeal to thinkers and practitioners alike to embrace systems change, organizational development, and individual daring as key ingredients to collectively and decisively acting on creating a better world."

--Arjan Schuthof, Global Partnership for Effective Development Cooperation

"The *Collective Leadership Compass* is a fascinating multi-dimensional framework that has the potential to open up new perspectives on systemic change from a complex systems perspective. This book should be read critically, but it should be read."

--Dave Snowden, Chief Scientific Officer, Cognitive Edge; creator, *The Cynefin Framework*

"The *Collective Leadership Compass*, the tool elaborated in *Art of Leading Collectively*, enables people from very different backgrounds, perspectives, and beliefs to come together, meet as equals, and develop common ground and solutions that go beyond what each could have achieved individually. These solutions are truly carried by all members of the group and hence translated into action. Having had the privilege to experience the method firsthand, I know that its effects are profound and just what is needed to bring forth the kind and level of innovation we urgently need today."

--Bettina von Stamm, author of *The Innovation Wave* and *Managing Innovation, Design and Creativity*; founder, *Innovation Leadership Forum*

"The complex challenges of our time call for systems-based, collaborative leadership. Petra Kuenkel shares her breadth of experience about developing this capacity, showing how leaders can use her approach to mobilize organizational, multinational, and multi-sectoral networks for sustainability. She reminds us that becoming a more effective collaborative leader is both an inner and outer journey, and that we can best realize our individual visions by accessing people's collective humanity, power, and creativity."

--David Peter Stroh, author of *Systems Thinking for Social Change*

"Implementing the seventeen global sustainable development goals successfully will require us to take collaboration between institutions, stakeholders, and nations to the next level. *The Art of Leading Collectively* prepares us for this journey."

--Cornelia Richter, management board member, *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*

"The level of complexity in development challenges requires new approaches and new forms of leadership. Persuasively and vividly laid out through both storytelling and deep analysis, Kuenkel provides the tools and understanding that are essential to the science of leading collectively."

--Darian Stibbe, executive director, *The Partnering Initiative*

"Through rich examples of her own experience and that of others, Petra Kuenkel shows that co-creation is at the heart of our lives. Moreover, she gives invaluable material to help us co-create in more conscious, fulfilling, and effective ways. Her method is core to addressing critical challenges—opportunities that we face as individuals, in our work lives, and as increasingly interconnected citizens of planet Earth."

--Steve Waddell, author of *Global Action Networks*; principal, *NetworkingAction*

About the Author: Petra Kuenkel is a full member of the Club of Rome, a leading strategic advisor to pioneering international multi-stakeholder initiatives that tackle sustainability issues, and is the founder and executive director of the *Collective Leadership Institute (CLI)*.

an international not-for-profit organization building competence for collaborative change and advocating for high-quality dialogue and cooperation. As a lead faculty member, she designed and conducted high-potential international leadership programs in the United States and the United Kingdom. Based on successful change processes, she developed Dialogic Change methodology and the Collective Leadership Compass, a guiding tool for navigating change in complex multi-actor settings. Kuenkel's writing has appeared in the Guardian Sustainable Leadership hub, numerous professional journals, and on her blog, The Future of Leadership is Collective. For more information, please visit [www.theartofleadingcollectively.net](http://www.theartofleadingcollectively.net).