



COLLECTIVE LEADERSHIP INSTITUTE

Building Competence for Sustainability

*HUMANITY • FUTURE POSSIBILITIES • ENGAGEMENT
COLLECTIVE INTELLIGENCE • INNOVATION • WHOLENESS*

MAKING SDG IMPLEMENTATION WORK

HOW DECISION-MAKERS CAN STEWARD
TRANSFORMATIVE CHANGE

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RHEDEN

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FOUNDER COLLECTIVE LEADERSHIP INSTITUTE



FOR THE FIRST TIME IN HISTORY THE WORLD HAS GLOBAL GOALS







Our municipalities are
complex adaptive systems
(within much larger systems)
that thrive in an appropriate
mix between stewardship and
self-organization




**We need to
invigorate
COLLECTIVE
LEADERSHIP
for SDG
implementation**



**What can key decision-makers
(and many others) do to make
SDG implementation **work**?**

- 
- 1) Integrate a **systems view of #aliveness** into planning, implementing and evaluating **SDG progress**
 - 2) Use **six life-enhancing design principles** for transformative change processes
 - 3) Steward **transformative change collectively** in **action networks** across issues, institutions, countries and cultures



I) Integrate a **systems view of #aliveness into planning, implementing and evaluating SDG progress**



Source: <https://www.telegraph.co.uk/news/worldnews/the-pope/11168027/Pope-Francis-allows-Sistine-Chapel-to-be-rented-out-for-private-corporate-event.html>

Have you ever entered a building and felt awfully overwhelmed by the uplifting energy of the space?



Have you ever felt totally at ease by just sitting in a place that nourished your energy?



Have you ever felt deeply happy by just being with somebody who nourished your energy?

Have you ever felt the joy of being part of
a positive force for change?

Have you ever been energized simply by being in a team,
initiative or organization because it somehow feels 'alive'?






**Think about a place in your
municipality that feels **alive!****

or

**Think about a
project/initiative/work you are
involved in with others that is
fun!**



#Aliveness in human (and natural)
systems is central to a new
understanding of sustainability.

**Co-creating, rehabilitating and
maintaining**

#PatternsOfAliveness
needs to move into the focus of how
we approach **SDG** implementation.



Humberto Maturana: *Cognition is the process of the living*



Francesco Varela: *Ethical Know-How is the natural state of being*



Andreas Weber: *Life is intentional – it desires aliveness.*



Gregory Bateson: *Life is about ,patterns that connect‘*



David Bohm: *Life is a movement between the implicate and the explicate order*



Christopher Alexander: *The quality of pattern in a space defines the degree of life*



Joanna Macy: *In life the knower and the known are not separated*



Elisabet Sahtouris: *We are part of ever more complex nested systems*



Margaret Wheatley: *In life relationship is more important than thingness*



James Lovelock: *The planet is an integrated interconnected whole*

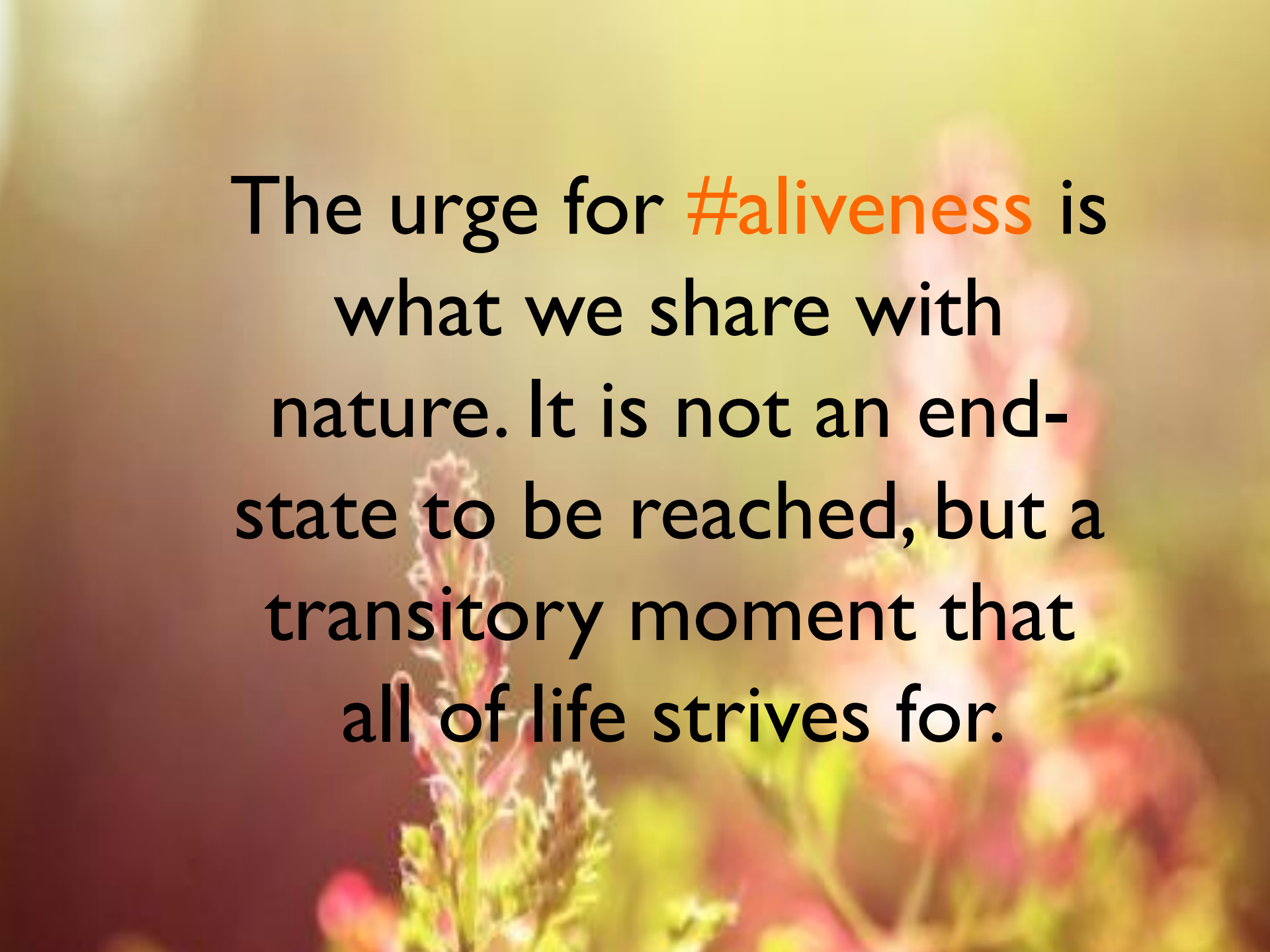


Ilya Prigogine: *Life operates in non-linear systems*



Stuart Kauffman: *Life is essentially co-creative*

A scientific deep dive into systems theory, ecology, cognition theory and architecture



The urge for **#aliveness** is
what we share with
nature. It is not an end-
state to be reached, but a
transitory moment that
all of life strives for.




Life operates in
#patterns of relational
interaction.

#patterns exist in nature,
between humans and nature,
between humans and humans,
between human-created
structures and people in
cities, societies, states, supply
chains, social services, the
globalized world



Source of image: Collective Leadership Institute

The degree of [#aliveness](#) in a living system is the result of a [#pattern](#) of mutually supportive and reinforcing properties creating feedback-loops of communication in relational interdependency.



**We need to understand which
patterns are creating a sense of**

#Aliveness

in people, but also the conditions for

#Aliveness

**in natural settings, architectural,
geographical space and social as well
as economic systems.**



- Human beings have an ability to intuitively feel, perceive, notice, and observe **#PatternsOfAliveness**.
- They have the capability to deliberately design physical, mental societal or organizational processes and structures so that they enhance **#aliveness**.



2. Use 6 life-enhancing design principles for transformative change processes

COLLECTIVE LEADERSHIP COMPASS



The Art of **LEADING COLLECTIVELY**

Co-Creating a Sustainable,
Socially Just Future



PETRA KUENKEL

Foreword by Ernst Ulrich von Weizsäcker



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PRINCIPLE 1: INTENTIONAL GENERATIVITY - LIFE IS PURPOSEFUL AND GROWS EVER MORE COMPLEX

FUTURE ORIENTATION

EMPOWERMENT

***FUTURE
POSSIBILITIES***

DECISIVENESS

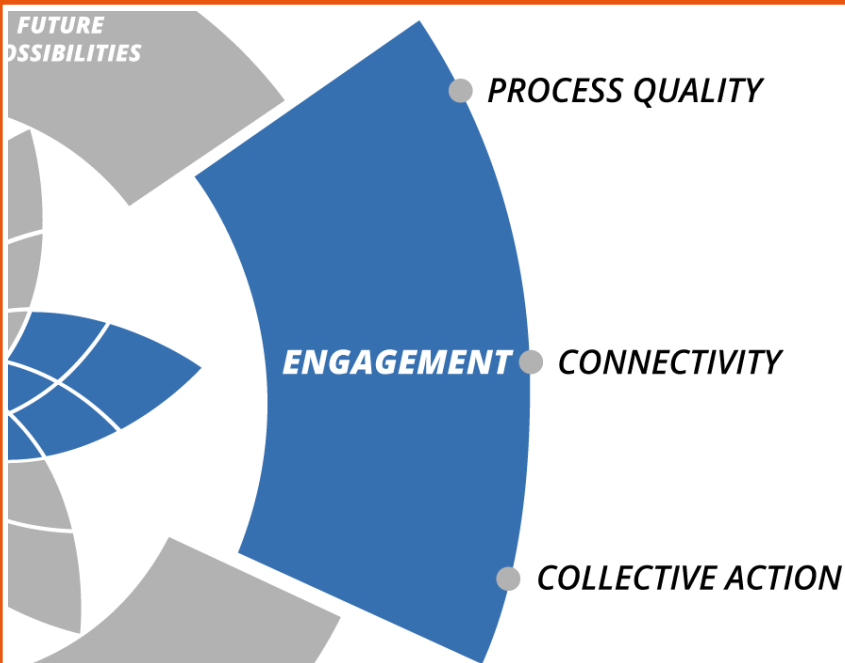
What you can do:

Co-designing strategies while acknowledging existing expertise.
Co-creating implementation plans.
Encouraging and empowering self-organization.

- Joint vision development
- Co-design labs
- Jointly agreed implementation and monitoring plans

For human interaction systems this means:
**INVIGORATING THE HUMAN CAPABILITY TO
COLLECTIVELY SHAPE FUTURE**

PRINCIPLE 2: PERMEABLE CONTAINMENT- LIFE THRIVES ON IDENTITY AND SUFFICIENT BOUNDARIES



What you can do:

Creating reliable step-by-step engagement of stakeholders (internal and external). Integrating top-down and bottom-up approaches.

- Stakeholder analysis and engagement
- Building good containers and small to large collaboration systems
- Creating networks of change agents

For human interaction systems this means:

**ENGAGING THE HUMAN LONGING FOR IDENTITY
AND MEANING-MAKING RELATIONSHIPS**

PRINCIPLE 3: UNFOLDING NOVELTY - LIFE IS GENEROUSLY CREATIVE



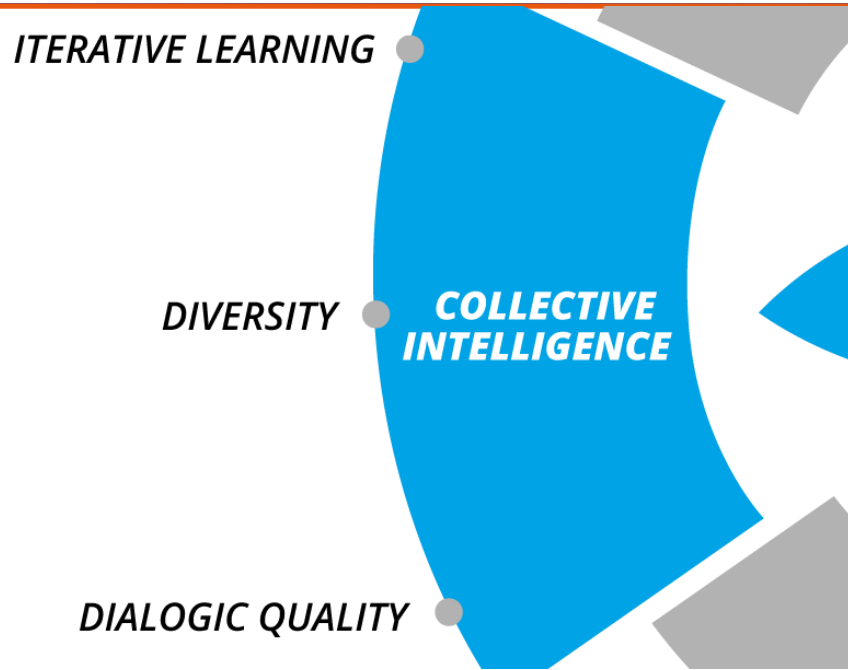
What you can do:

Fostering space for creativity and opening avenues for jointly finding intelligent solutions. Spotting and connecting experiences and innovative approaches.

- Design Thinking,
- Innovation Labs,
- Impact hubs,
- Study trips, exchange with front-runners

For human interaction systems this means:
ENGAGING THE HUMAN DESIRE TO INVENT
NEW PATHWAYS

PRINCIPLE 4: CONTEXTUAL INTERCONNECTEDNESS - LIFE OPERATES WITH DIVERSITY IN CONSTANT ADAPTIVE INTERACTION



What you can do:

Leveraging differences in expertise and perspective into fast and transformative progress.

Creating transparent dialogue structures.

- Stakeholder dialogues,
- Multi-Stakeholder Partnerships
- Collective Action Summits,
- Future Search Conferences,
- Advisory Council

For human interaction systems this means:

**LEVERAGING THE HUMAN CAPABILITY TO ACT
IN NETWORKS OF NETWORKS IN DIALOGUE**

PRINCIPLE 5: MUTUALLY ENHANCING WHOLENESS – LIFE OPERATES AS AN INTEGRATED WHOLE

For human interaction systems this means:

**ENHANCING THE HUMAN CAPABILITY TO
ENGAGE WITH THE LARGER PICTURE**



What you can do:

Continuously creating the connection to the overall system. Fostering a spirit of mutual support for contributions to change. Staying connected to global development.

- Creating mutually supportive networks
- Overall Multi-stakeholder Councils
- Joint Progress Reports
- Reports on Global Progress

PRINCIPLE 6: PROPRIOCEPTIVE CONSCIOUSNESS – LIFE EMERGES FROM MEANING



Organizational and social change:

Acknowledging human side of complex change. Listening to concerns. Finding pathways to reconciliation.

- Collective reflection,
- Peer reviews,
- Feedback systems,
- Mindfulness practices

For human interaction systems this means:

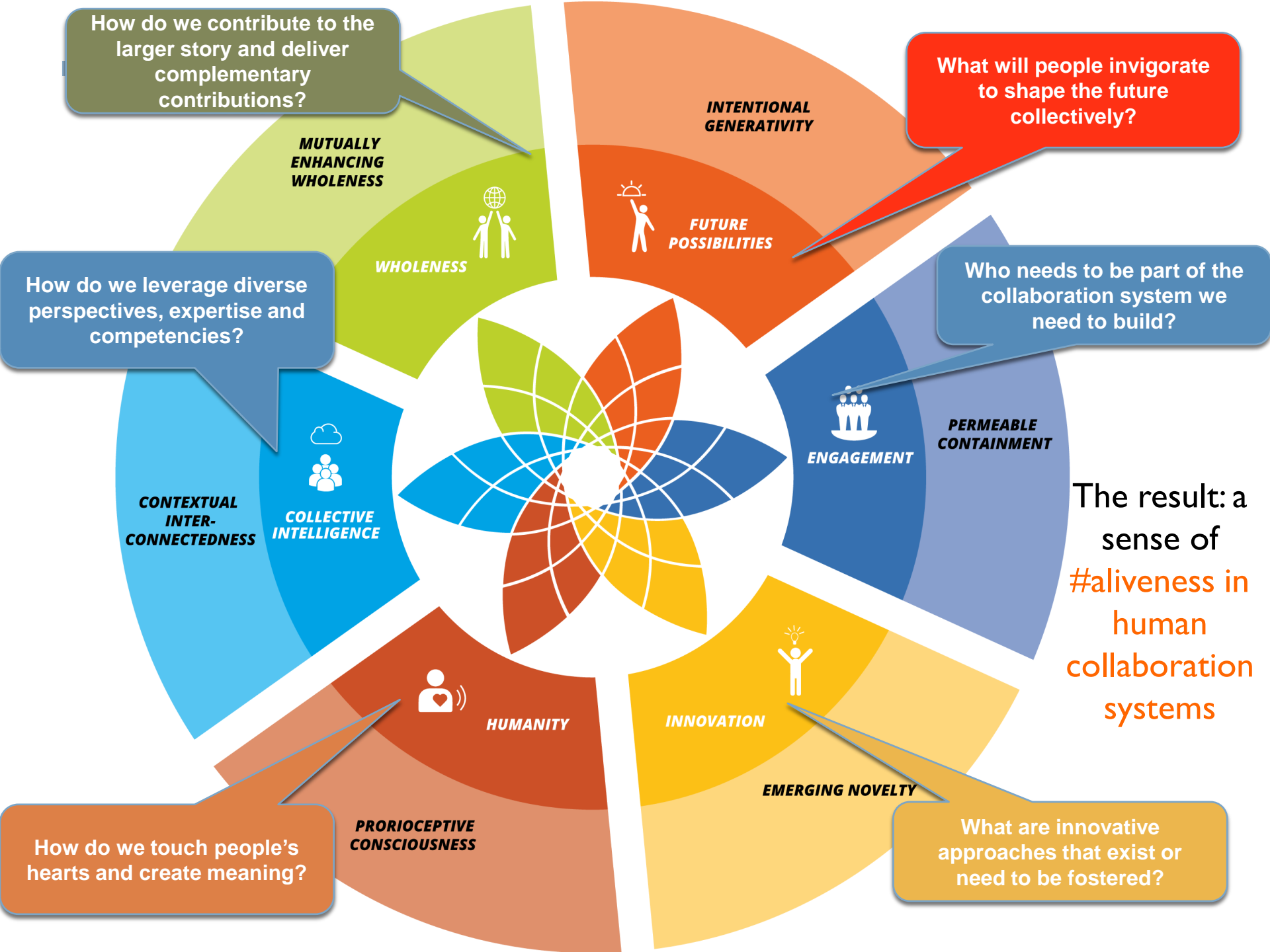
**RAISING THE HUMAN CAPABILITY FOR
REFLECTION IN ACTION**



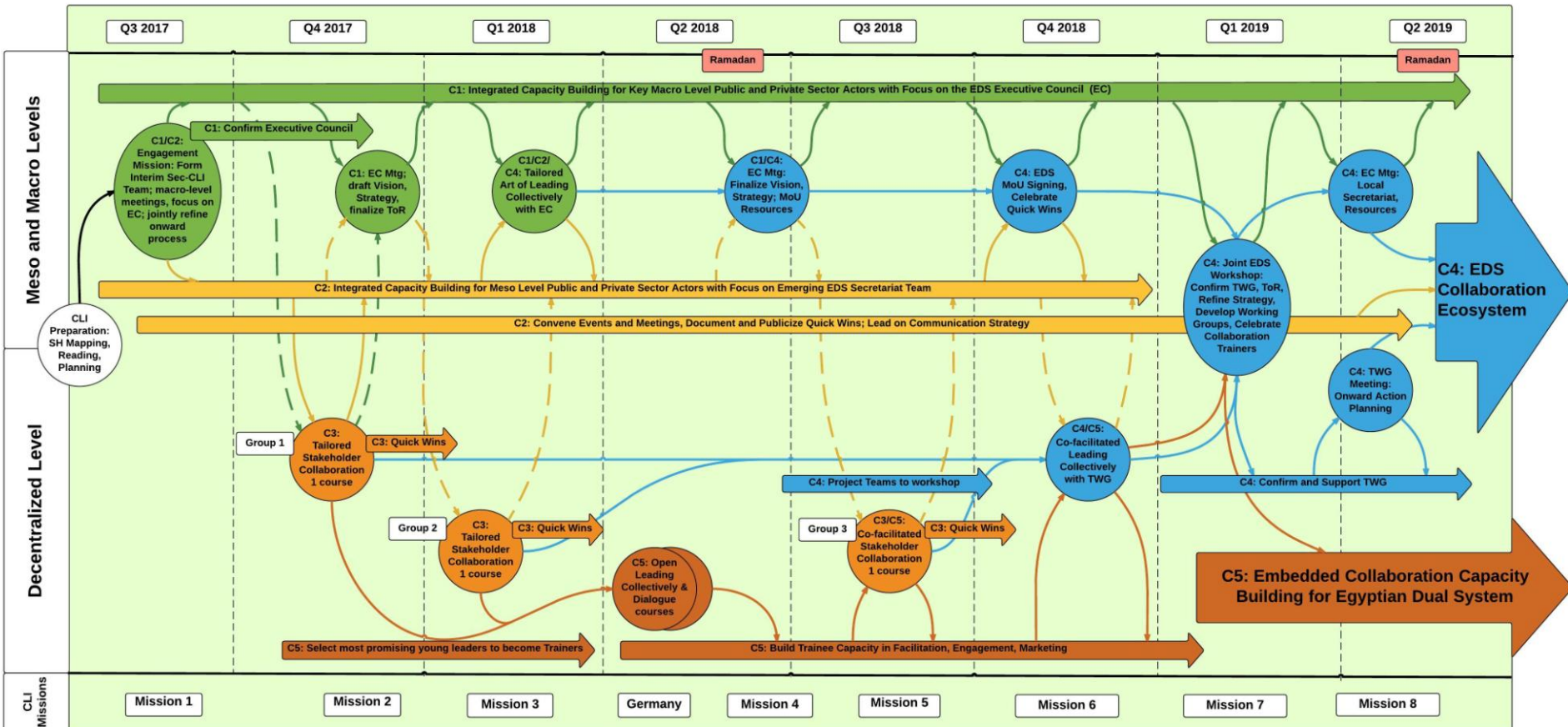
The Six Dimensions of Collective Leadership

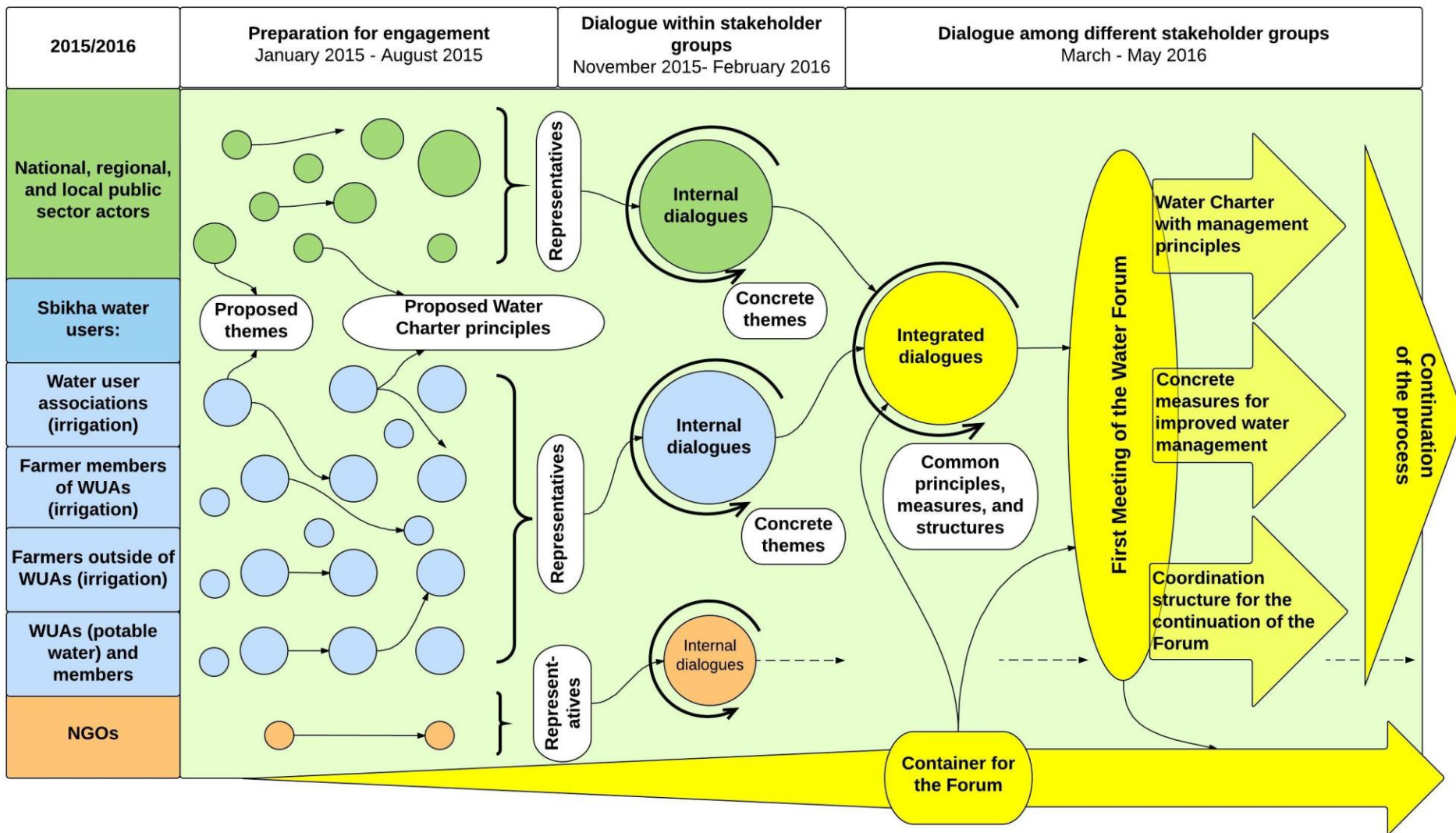
(Kuenkel, P. “The Art of Leading Collectively”, 2016)

Design principles	Related transformation designs in SDG implementation
FUTURE POSSIBILITIES	Co-designing strategies while acknowledging existing expertise. Co-creating implementation plans. Encouraging and empowering self-organization.
ENGAGEMENT	Creating reliable step-by-step engagement of stakeholders (internal and external). Integrating top-down and bottom-up approaches.
INNOVATION	Fostering space for creativity and opening avenues for jointly finding intelligent solutions. Connecting experiences and innovative approaches.
HUMANITY	Acknowledging human side of complex change. Listening to concerns. Finding pathways to reconciliation.
COLLECTIVE INTELLIGENCE	Leveraging differences in expertise and perspective into fast and transformative progress. Creating transparent dialogue structures.
WHOLENESS	Continuously creating the connection to the overall system. Fostering a spirit of mutual support for contributions to change. Staying connected to global development.



Building Collaboration Capacity for Egypt Dual System (EDS) Outcomes: Process Graphic 2017-2019







**3. Steward transformative
change collectively across
issues, institutions, countries
and cultures**

FROM ISOLATED ACTIVITIES TO COLLECTIVELY STEWARDING SUSTAINABILITY TRANSFORMATION

FRAGMENTED INITIATIVES

- Targeted action
- Often competitive
- Largely under the control of one actor (Government, or NGO or corporation)

Limited impact

ENGAGEMENT IN MULTI-STAKEHOLDER INITIATIVES

- Complex collaboration processes to address wicked problems
- Multi-actor partnerships

Multiplicity of approaches

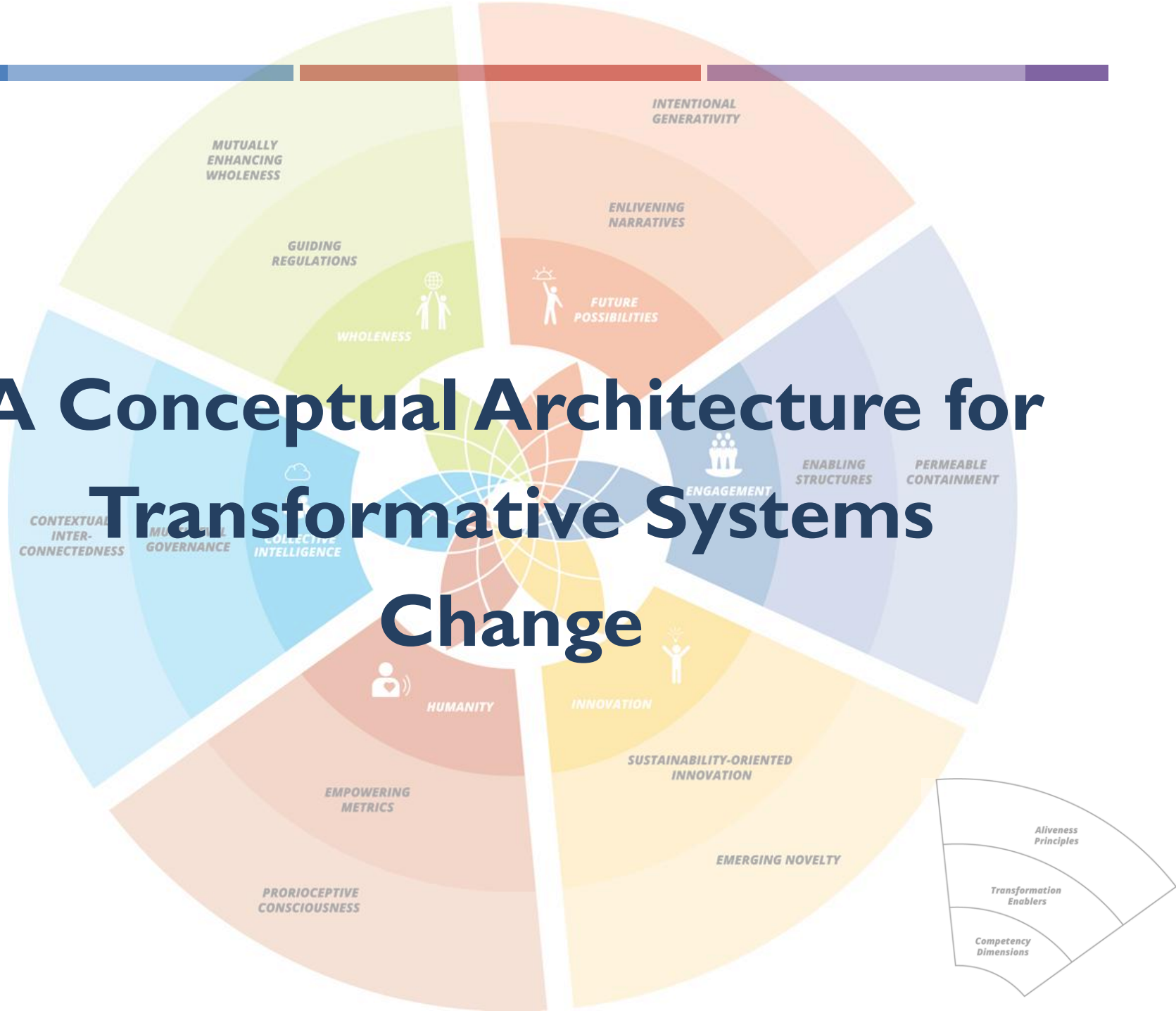
TRANSFORMATIVE DESIGNS

- Complementary aligned action driven by network of change agents from various sectors
- Collectively stewarding **#PatternsOfAliveness** in transformation systems

Transformation systems

We are here

A Conceptual Architecture for Transformative Systems Change



Design Principles	Transformation Enablers in Large Systems	Collective stewardship of large systems change
FUTURE POSSIBILITIES	ENLIVENING NARRATIVES	Shifting existing narratives into those that are future-oriented and empowering.
ENGAGEMENT	ENABLING STRUCTURES AND PROCESSES	Reliable procedures, transparency, rules of participation, inclusivity, etc.
INNOVATION	SUSTAINABILITY-ORIENTED INNOVATION	Incentives and support systems for social and technological innovation.
HUMANITY	EMPOWERING METRICS	Top-down and bottom-up measurements of progress, identifying sustainability metrics, participatory evaluations.
COLLECTIVE INTELLIGENCE	MULTI-ISSUE, MULTI-LEVEL GOVERNANCE	Stakeholder dialogues and consultations, issue-based governance systems, multi-stakeholder partnerships.
WHOLENESS	GUIDING REGULATIONS AND RESOURCE ALLOCATIONS	Joint development of standards, regulations, voluntary commitments, peer reviews.

How to we embedd our strategy into a global context of transformation to sustainability?

What are the desirable narratives that make actors collectively shape future?



Which forms of governance, consultation and dialogue structures do we need to create or make work?

How do we build empowering structures that invigorate self-organization?

How do we collectively measure what works and how the situation improves ?

How do we foster innovations that accelerate sustainability transformation?

Transformative Process Designs:

- The architecture of sequential change interventions
- Addressing complex issues of common concern in a multi-stakeholder collaboration system.

Results:

- Improved problem solving capacity
- Enhanced resilience and self-organization
- Sense of ownership and invigorated human competencies.



Transformative Systems Designs:

- The choreography of large systems change through multiple collaborative interventions
- Addressing multiple complex issues at the same time in a network of actors with complementary activities

Additional results:

- Meta-collaboration between different initiatives
- Learning system across interventions
- Emergence of transformation systems
- New way of systems operation



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The Future of Leadership is Collective





THANK YOU FOR YOUR ATTENTION

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