



***COLLECTIVE  
LEADERSHIP  
INSTITUTE***

Building Competence for Sustainability

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

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# MAKING SDG IMPLEMENTATION WORK

## HOW DECISION-MAKERS CAN STEWARD TRANSFORMATIVE CHANGE

29. MARCH 2018

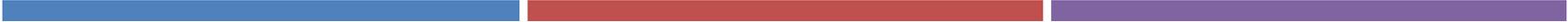
RHEDEN

DR. PETRA KUENKEL, FULL MEMBER OF THE INTERNATIONAL CLUB OF ROME,  
FOUNDER COLLECTIVE LEADERSHIP INSTITUTE



# FOR THE FIRST TIME IN HISTORY THE WORLD HAS GLOBAL GOALS

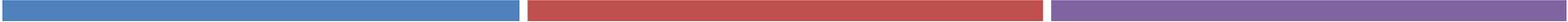




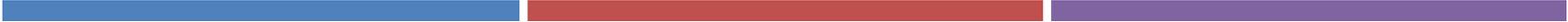
**Our municipalities are**  
**complex adaptive systems**  
**(within much larger systems)**  
**that thrive in an appropriate**  
**mix between stewardship and**  
**self-organization**

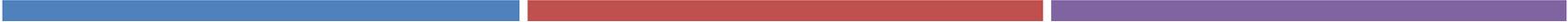


**We need to  
invigorate  
COLLECTIVE  
LEADERSHIP  
for SDG  
implementation**



**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



1) 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?

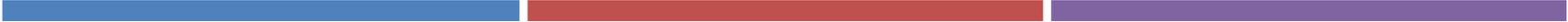


Have you ever felt deeply happy by just being with somebody who nourished your energy?

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?'

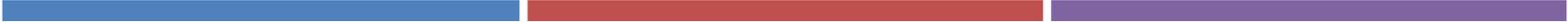




**Think about a place in your  
municipality that feels **alive!****

**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*



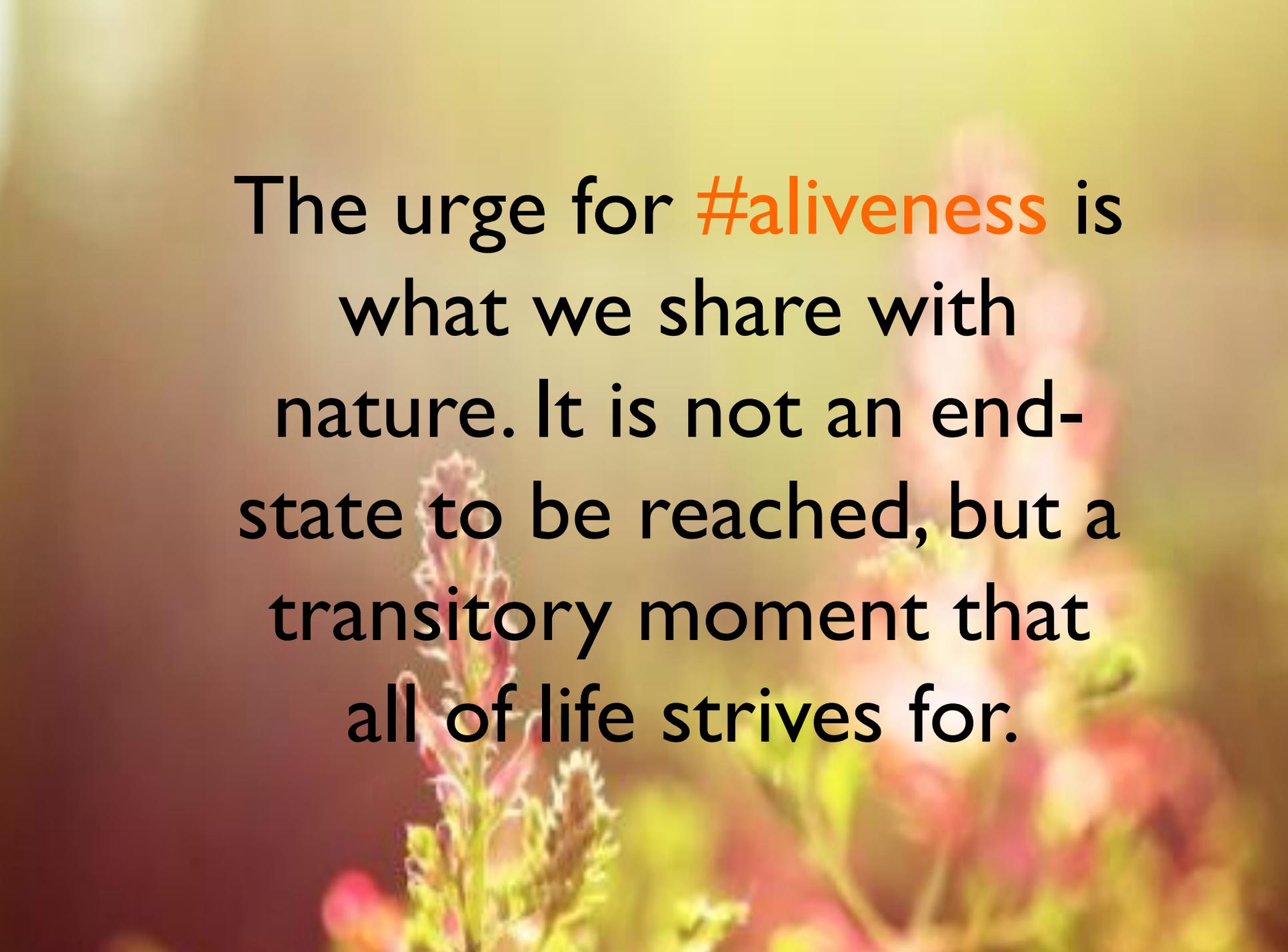
**James Lovelock:** *The planet is an integrated interconnected whole*



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



**Stuart Kauffman:** *Life is essentially co-creative*



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.



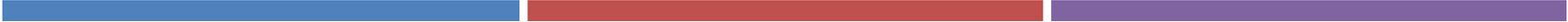
Life operates in  
**#patterns** of relational  
interaction.

**#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**

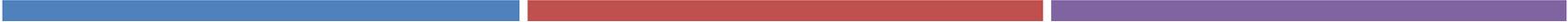
**in people, but also the conditions for**

**#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*

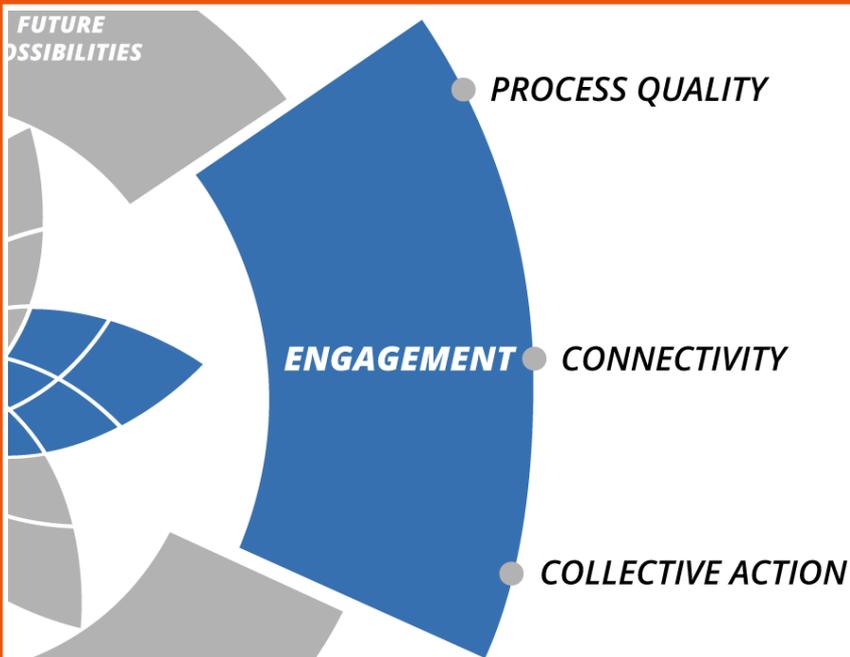
## **What you can do:**

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:

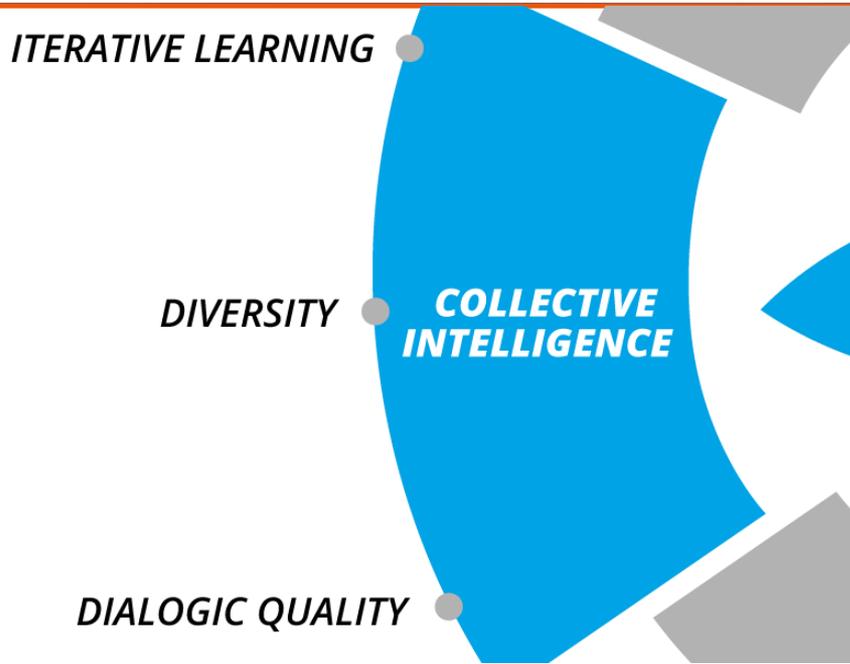
Fostering space for creativity and opening avenues for jointly finding intelligent solutions. Spotting and connecting experiences and innovative approaches.

- 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



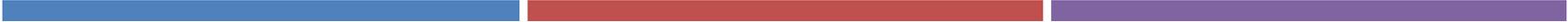
### **Organizational and social change:**

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:**

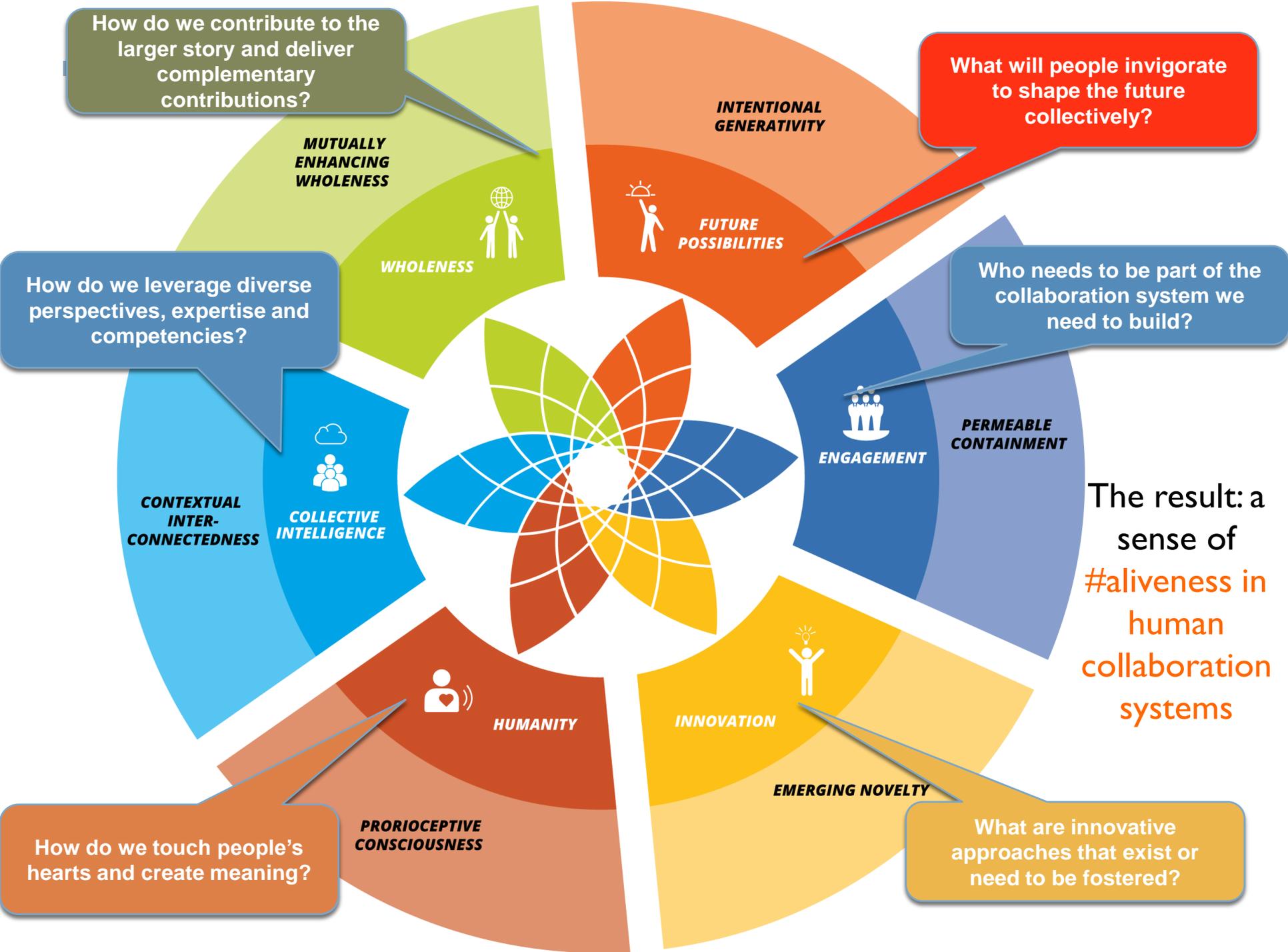
**RAISING THE HUMAN CAPABILITY FOR  
REFLECTION IN ACTION**



# The Six Dimensions of Collective Leadership

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

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



How do we contribute to the larger story and deliver complementary contributions?

**MUTUALLY ENHANCING WHOLENESS**



**WHOLENESS**

What will people invigorate to shape the future collectively?

**INTENTIONAL GENERATIVITY**



**FUTURE POSSIBILITIES**

Who needs to be part of the collaboration system we need to build?

**PERMEABLE CONTAINMENT**



**ENGAGEMENT**

The result: a sense of #aliveness in human collaboration systems

How do we leverage diverse perspectives, expertise and competencies?



**COLLECTIVE INTELLIGENCE**

**CONTEXTUAL INTER-CONNECTEDNESS**



**HUMANITY**

**PRORIOCEPTIVE CONSCIOUSNESS**

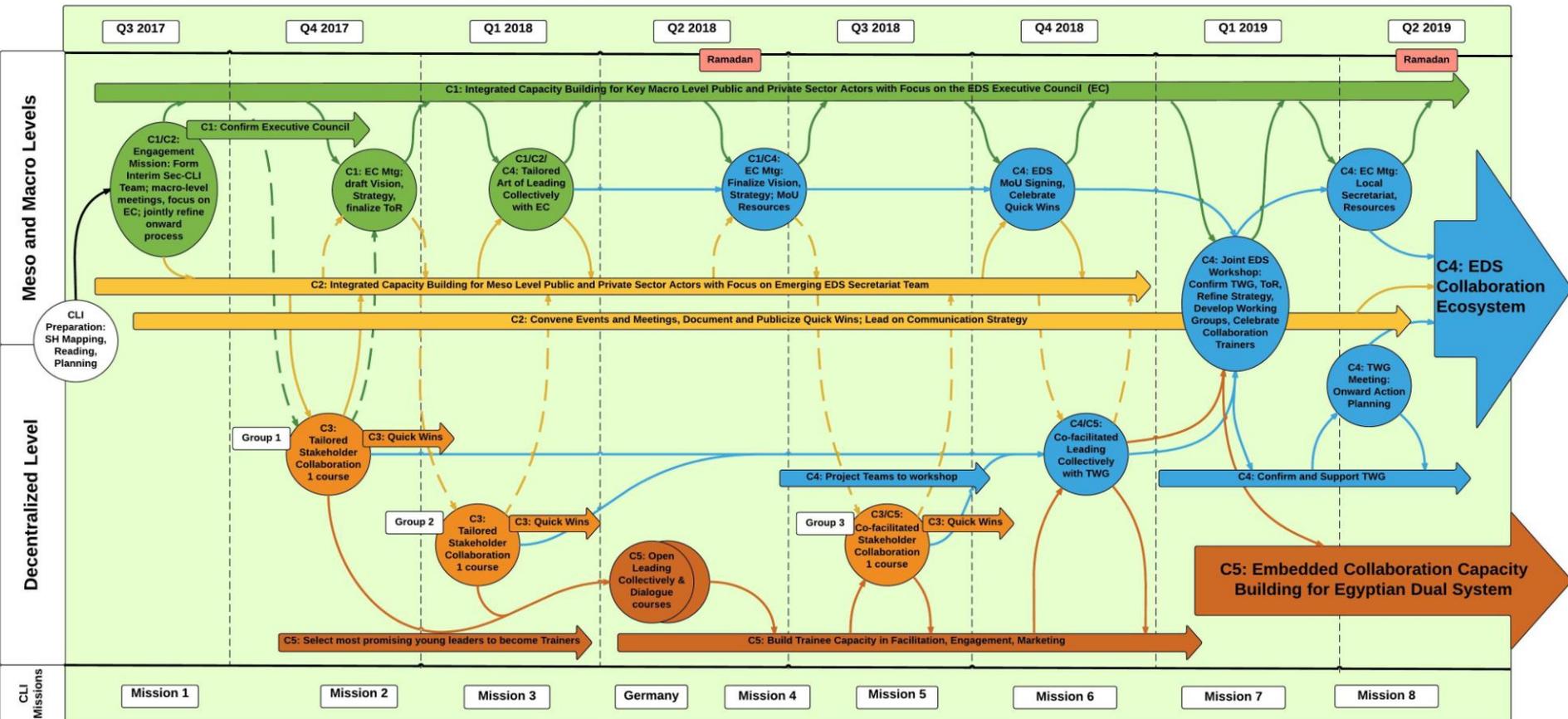
How do we touch people's hearts and create meaning?

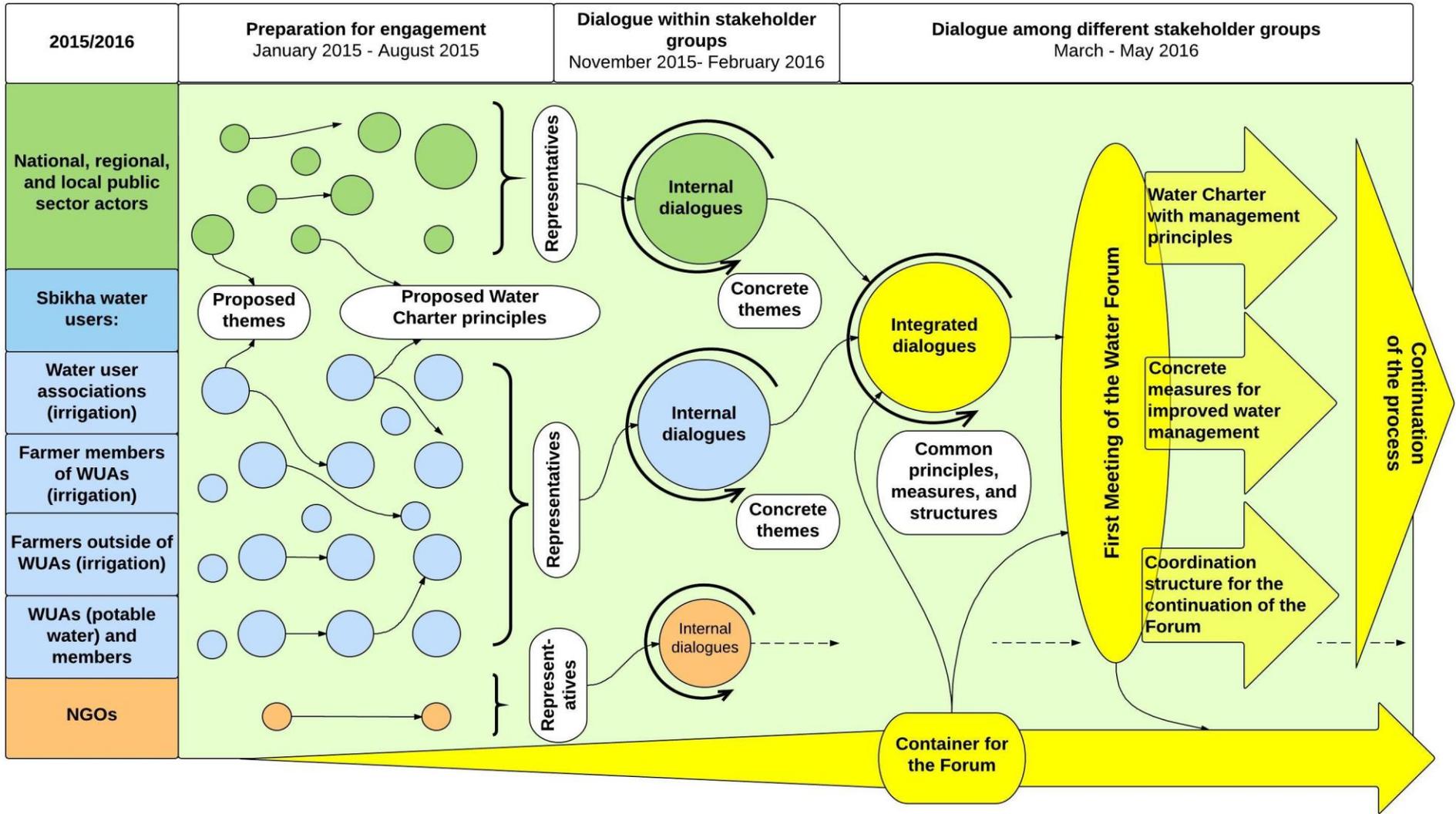
What are innovative approaches that exist or need to be fostered?

**EMERGING NOVELTY**

**INNOVATION**

# 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

ENGAGEMENT IN MULTI-STAKEHOLDER INITIATIVES

TRANSFORMATIVE DESIGNS

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

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

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

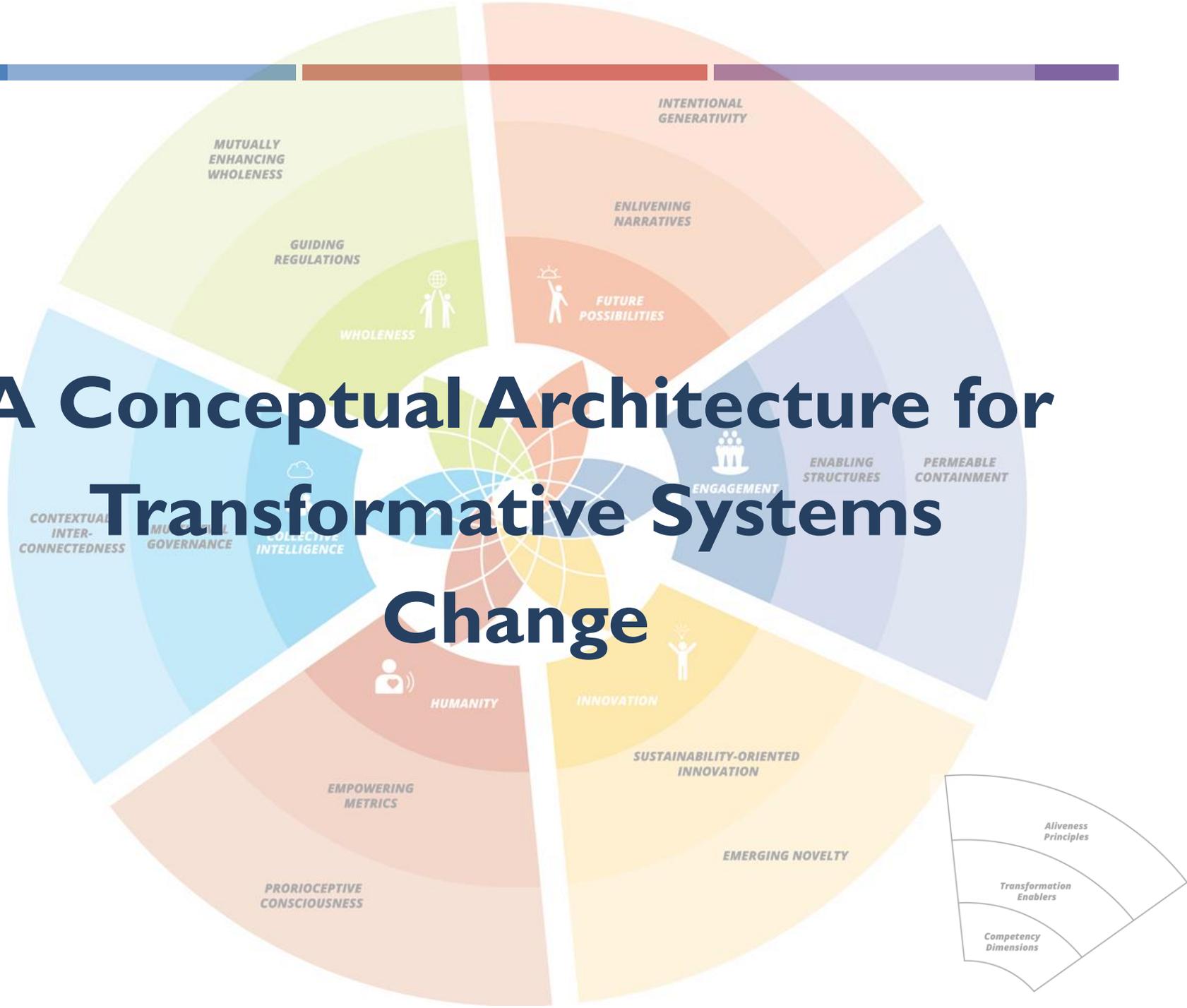
Limited impact

Multiplicity of approaches

We are here

Transformation systems

# A Conceptual Architecture for Transformative Systems Change



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

How do we embed 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.



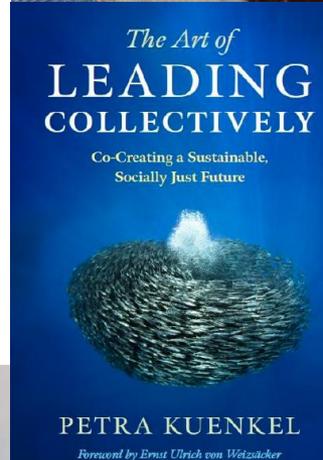
## **Transformative Systems Designs:**

- 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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implementation



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The Future of Leadership is Collective





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