

NEWSLETTER Nr. 8

CLI News: We have moved!!!

Leadership for Sustainability

- ⇒ “Young Leaders for Sustainability” – become our partner in 2009!
- ⇒ Mind and Heart – publication available
- ⇒ Research for the German Federal Ministry of Environment

Cross-Sector Cooperation

- ⇒ The potential for multi-stakeholder dialogues in Asia
- ⇒ CLI continues to support UN initiative SEED
- ⇒ CLI participated in the Symposium: partnerships for sustainability in Washington

CLI Feature:

- ⇒ Making Multi-Stakeholder Dialogues work: Integrated capacity building

CLI Tools for Implementation:

- ⇒ Review partnership progress: a self assessment tool for “partnerships for sustainability”

CLI Training Seminars:

- ⇒ CLI Seminar in Bangkok started successfully
- ⇒ New CLI seminar in South Africa
- ⇒ CLI seminars in Potsdam continue
- ⇒ Overview of CLI seminars in 2008

We have moved: new office and new website

Our new address:

*Collective Leadership Institute e.V.
Wilhelm-Staab-Straße 19
14476 Potsdam
Germany*



Our website has a new design – take a look at

www.collectiveleadership.com

Leadership for Sustainability

⇒ **Our recently launched qualification program for students
"Young Leaders for Sustainability" receives the UN award:**

The *Young Leaders for Sustainability* programme, an innovative qualification programme for students interested in corporate responsibility, is a joint project of ASA and CLI. The students complete a 6-months sustainability project in a company both in Germany and a developing country.

The innovative qualification program initiated and implemented by the CLI the ASA-Program of the InWEnt gGmbH, is taking off: The eleven participants, after spending 3 months of work-experience in their German host companies, have now departed to different countries to spend another three months completing their projects.

The feedback to the program is enthusiastic:

"It is fantastic that the students learn the practical aspects of a company's sustainability engagement. They see the challenges we face in the German headquarter and see the reality of the projects abroad. This is a great learning for all and a breakthrough in learning about sustainability." (Participating retail company)

"This programme is amazing: it offers young people a practical insight into both the challenges and the potential of corporate responsibility. The students

learn a great deal about the operational aspects of sustainability commitment in the corporate world. This is a timely initiative – exactly what we need” (participating trading company).

The project has recently received the **UN-Award “Education for Sustainable Development”** and has come under the **patronage of the former General Secretary of UNEP, Dr. Klaus Töpfer.**

Our current partners are e.g. Tchibo GmbH, Ernst&Young, The Neumann Group, Systain Consulting, GTZ, Stadtwerke Mainz and CLI with projects in India, South Africa, Bangladesh, Tunisia, El Salvador and Thailand.

The „Young Leaders for Sustainability“ programme is a capacity building program in the field of developing leadership competence for sustainability. We are currently preparing the 2009 cycle which will be co-funded by the participating companies and the German public sector.

If you are interested as a company to co-sponsor and participate in the programme, please contact **Kristiane Schaefer** under:

germany@collectiveleadership.com

For more information about the programme please visit our German website: www.youngleadersforsustainability.de

⇒ **The first CLI publication is now online under:**

www.leadershipforsustainability.com

“Mind and Heart –

Mapping Your Personal Journey Towards Leadership for Sustainability”

**Available from all major online bookstores such as
Amazon.de, Amazon.co.uk, Amazon.com**

“It is refreshing to find such an accessible integration of complex theory, diverse leadership voices and practically probing, reflective questions. This book is an excellent resource for anybody who is serious about personal leadership development and sustainability.”

(Dave Bond, Executive Development Faculty, Ashridge Business School, UK)

“Mind and Heart is an energetic account of key ingredients for personal and professional development. It is an invitation to reflect and dialogue as a way to achieve significant fulfilment!”

(Lechesa Tsenoli, Member of Parliament, South Africa)

The awareness of and competence for sustainability in human resource development is a key factor in generating change towards integrating social and environmental aspects into economic strategies and activities.

⇒ **Research into leadership competence for sustainability has started**

The CLI has just started a research project on **Building Leadership Competence for Sustainability** which is expected to result in tangible recommendations for the integration of sustainability aspects into corporate leadership development programs. The study is carried out in cooperation with the German Federal Ministry of Environment, Nature Conservation and Nuclear Safety, and will include an expert workshop on the topic. The final result will be published in December 2008.

Cross-Sector Cooperation

⇒ **Increasing potential for stakeholder dialogues in Asia. First CLI seminar in Bangkok completed successfully.**

The first seminar on Stakeholder Cooperation took place in Bangkok, Thailand from 3rd to 6th June 2008. Participants from different Asian countries came together to reflect upon the most important instruments and concepts and exchange experience on their current work at international and local level. The workshop revealed the potential of the dialogic communication and the urgent importance to develop capacities in this field in order to effectively develop and implement policies which cope with the current economic and social challenges in the region. Through additional **tailor-made courses** and **integrated capacity building** programmes the CLI will further support the ongoing reforms and programmes in the Asian region through building and further developing strategic abilities and implementation skills in cross-sector partnering.

⇒ **CLI continues to support the UN initiative SEED: supporting entrepreneurs for sustainable development**

Since February 2007, the Collective Leadership Institute implemented the 'SEED Support Channel' on behalf of the SEED Initiative the 'SEED Support Channel'. In 2008 we are going to continue supporting entrepreneurial

partnerships for sustainable development.

As Seed's Partnerships Support Channel the CLI works with five Award Winners from different developing countries to develop, and then implement a "Support Services Plan" specifically designed to expand and extend their activities, turning them from a good project idea into a socially, economically and environmentally sustainable enterprise.

SEED Awards recognize, support and encourage the delivery of innovative, local, partnership-based solutions to global challenges of environmental stewardship and poverty eradication.

For more information visit: www.seedinit.org

⇒ **CLI participated in the Symposium "Partnerships for Sustainability" in Washington**

The CLI presented a case study of "The Common Code for the Coffee Community" at the symposium "Partnerships for Sustainability: Examining the Evidence" which took place on 18-19 June at The United States National Academy of Sciences in Washington, DC.

The U.S. National Academies contracted a number of case studies to examine success and failures in cross-sector partnership addressing issues of sustainability. The symposium was part of a larger Roundtable on Science and Technology for Sustainability. Participants emphasized the role of knowledge and capacity building for the implementation of successful partnerships and highlighted success factor such as relationship building, good process designs, joint implementation and process monitoring.

To find out more about the event [click here](#)

The results of the symposium are meant to advise government, private sector, foundations/NGOs, and universities, both in the United States and internationally, and support the growing trend of partnerships for sustainability. The outcomes of the symposium and the case studies will be published in a reader.

CLI Feature

Making Multi-Stakeholder Dialogues work:

Integrated capacity building

Well-applied process designs for multi-stakeholder dialogues increase the ownership and the likelihood of implementation of the results and decisions taken. Good process architecture combines content-based and result-focussed

cross-sector cooperation and tailor-made capacity building for the implementation of stakeholder dialogues.

These elements are important for stakeholder dialogues that aim at concrete results and commitment to implementation:

- A clear goal or expected result of the stakeholder dialogues
- An understanding of the major concepts and features of successful stakeholder dialogues for participating actors
- A joint definition of the current reality and the way forward
- Step by step tangible results that stakeholder have achieved together

How can this be implemented?

Not always is the goal clear for stakeholder dialogues: there are dialogues that can not aim at more than getting people into a first conversation about difficult issues. But in most cases at least a minimum of expected result can be agreed upon (a joint statement, a new policy, an improvement of a situation relevant to all, etc.). Even if the goal or expected result changes over time as the stakeholder dialogue proceeds, it is important for all participating stakeholders to know why they are here and how far they can align behind the desired future. In supporting stakeholder dialogues it is extremely important to find at least a minimum of a result that can be achieved and owned together in a certain timeframe.

This often requires the stakeholder system to diagnose the current situation. It usually does not help, if external experts or consultants show the result of a situational analysis – the stakeholders together need to create a joint picture of the current situation. This “joint definition of the current reality” is the first cornerstone for an alignment that can tolerate differences in perspectives and opinion.

Integrated capacity building for stakeholder dialogues means to help actors understand main features and success factors for stakeholder dialogues. This can take the form of short ½ day to 1 ½ day training workshops integrated into the process of the stakeholder dialogue.

Stakeholders learn to understand:

- The principles of stakeholder dialogues
- How to gradually build trust
- The differences between stakeholders from public sector, private sector and civil society and how to respect these differences in e.g. decision

making procedures

- The different phases of stakeholder dialogues and what needs to be done in order to progress from one phases to the next

The more stakeholders realize that they are part of a process that has similar features across geographical and thematic differences, the more they are willing and likely to develop a sense of co-responsibility with patience, result orientation and commitment to action.

It is important to combine knowledge building with actual progress and design the capacity building in a way that it is linked to the content and reality the stakeholder experience.

CLI Tools
for
Implementa
tion:

How to review partnership progress:

A self assessment tool

Partnerships are in many cases the pathway to finding sustainable solutions to complex global and regional problems. One of the most valuable benefits from the partnership approach is stimulating and maintaining the long-term commitment of the involved parties and their readiness to actively support the outlined strategy by contributing their own share to the formulated goal. Continuous and constructive dialogue to create an atmosphere of understanding and trust and thus generate cooperation between the partners.

Designing partnerships and putting them to work is a complex process which requires many efforts and resources. These are invested and applied at different stages and for different objectives and activities during the partnership process in order to support key aspects and activities and advance the partnership towards the defined goal. Thus partnerships require long-term investments in benefits which are usually hard to quantify or to be set as concrete targets in advance.

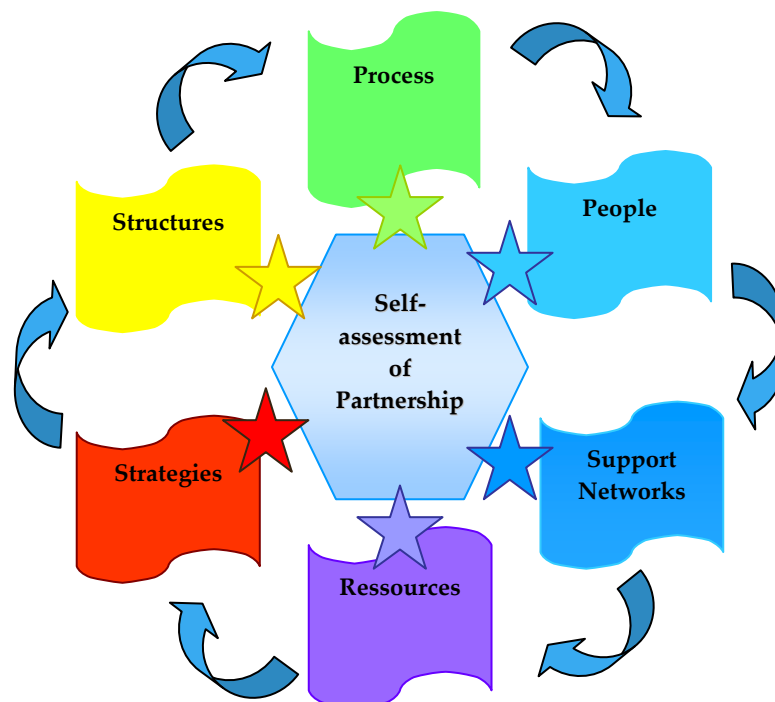
The assessment of the progress of partnerships is an important milestone in the living stages of partnerships which are interconnected but do not necessarily follow a precise sequence or chronological order. Process monitoring is a tool which oversees and considers the dynamic of partnerships in which different stages constantly overlap, refer and build on each-other as the participants move back and forth between the phases in order to (re)-define new problems, tackle new matters, revise assumptions and further develop their strategies. Process monitoring is a tool which strategically supports the initiation, the design, the implementation and the further development of partnerships. Ultimately it reflects the progress of the partnership towards achieving its goals. Monitoring and evaluation techniques enable better overall planning, can ignite potential advocacy, and provide both internal and external

motivation to promote more effective implementation.

The concept of 'ownership' is central for partnerships and represents one of the main indicators of their success. Establishing effective monitoring systems for partnerships for sustainability requires a profound competence in the components of successful partnership building – *self awareness, system's awareness, process competence, tools and methodology*. Process monitoring should be understood as the ability of stakeholders themselves to monitor internal processes and encourage transparency and accountability, define inputs, outputs and outcomes, evaluate results.

This is why monitoring of partnerships is an approach which is people (actor) oriented and combines strategic, personal, structural, and procedural aspects. It can be understood as a tool for *self-assessment* and diagnosis of the partnership's progress and success. Self-assessment of partnerships is based on dialogue and follow principles such as participation and inclusiveness, transparency and accountability in several key aspects:

Self-assessment of partnerships for sustainability - key aspects:



The CLI has developed a tool for self-assessment of the progress of entrepreneurial partnerships for sustainability. You can find more information on our website at :

http://www.collectiveleadership.com/english/educational_programs/cross-sector_cooperation.html

We are also currently developing a tool for self-monitoring of multi-

stakeholder dialogues which will support the successful communication and cooperation process of working with different stakeholders in order to achieve effective implementation of goals. Read more information in our next newsletter or on our website in September 2008.

www.collectiveleadership.com

**CLI
Training
Seminars**

Cross-Sector Cooperation

CLI Training Seminars:

⇒ **CLI SEMINARS IN BANGKOK CONTINUE**

Due to the very positive feedback and growing demand, the Collective Leadership Institute is going to conduct a second seminar on **“Working with Stakeholder Dialogues”** in Bangkok, Thailand in September 2008. The training course conveys key concepts and competencies for achieving common goals. Participants from different Asian countries have already registered.

Sustainable Development has always been at the core of development efforts and has now also become an important element of responsible business action. There is a vast pool of instruments, concepts and experience available at international and local level.

The key to unleashing its true potential, however, lies in the ability to understand the necessary competencies for developing a process of dialogue and cooperation for different stakeholders to engage, commit to joint action and ensure delivery of results across sectors.

[Link to course outline website](#)

⇒ **NEW CLI SEMINAR IN SOUTH AFRICA**

Due to the very positive feedback and growing demand, the seminar **“Working with Stakeholder Dialogues”** is also going to be conducted from **13th to 17th October 2008, in Cape Town, South Africa. 2008.**

Our program is designed to help participants build their strategic abilities and implementation skills in stakeholder engagement and dialogue. Through the seminar they exchange experience, gain insights, knowledge and facilitation skills to build consensus-building stakeholder relationships, convene networks for high impact solutions, and create the space for learning and collaborating with different stakeholders. The course teaches essential tools for successful implementation of result-oriented stakeholder dialogues.

[Link to course outline website](#)

⇒ CLI SEMINARS IN POTSDAM CONTINUE

CLI is also going to continue conducting educational programs on “**Working with Stakeholder Dialogues**” (October 28th – 31th, 2008) and “**Cross-sector Cooperation**” (December 1st – 3rd, 2008)

in Potsdam, Germany where participants can share their knowledge and experience and reflect upon the key concepts and tools for effective work with relevant stakeholders.

The training seminars build the necessary competencies for developing a process of dialogue and cooperation for different stakeholders to engage, commit to joint action and ensure delivery of results across sectors.

[Link to course outline website](#)

OVERVIEW OF ALL CLI SEMINARS IN 2008

(all seminars are in English language)

“**Working with Stakeholder Dialogues**” (in English)
Key Concepts and Competencies for Achieving Common goals

Bangkok, Thailand

September 23th – 26th, 2008

Faculty: Petra Künkel, Dr Minu Hemmati

Tuition fees: € 1480 (plus 7% VAT)

Potsdam / Berlin, Germany

October 28th – 31th, 2008

Faculty: Petra Künkel, Dr Minu Hemmati

Tuition fees: € 1320 (plus 7% VAT)

Cape Town, South Africa

October 13th – 17th, 2008

Faculty: Petra Künkel, Glenda Wildschut

Tuition fees: € 1320 (plus 7% VAT or equivalent in ZAR plus 14% VAT)

“Cross-sector Cooperation” (in English)
Key Concepts and Core Skills for Cross-Sector Partnering

Potsdam / Berlin, Germany
December 1st – 3rd, 2008
Faculty: Petra Künkel, Kristiane Schäfer
Tuition Fees: € 820 (plus 7% VAT)

In order to register for our seminars please visit:
http://www.collectiveleadership.com/english/educational_programs/course_overview1.html

CLI Contact

If you have any comments or questions or if you would like to share information concerning the topics featured above please do not hesitate to contact us:

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