



# STAKEHOLDER COLLABORATION ACCREDITATION SCHEME

DRIVING COLLECTIVE IMPACT FOR A BETTER FUTURE

*A Skills Development Programme for Leaders and Experts from Public Sector, Private Sector and Civil Society*

## THE CONTEXT

The challenges of sustainability range from climate change to ecosystem decline, from energy insecurity to water scarcity. They impact resource management, poverty alleviation, economic justice, food security, demographic change, population growth and more. Solutions to sustainability challenges cannot be found in isolation. Working together between different actors is paramount. Collaboration skills are the cornerstone of collective impact for a better future.



*"Accreditation is an activity, not a status. [People] are accredited because of the way they move, not the way they stand."*

John A. Stoops

## THE CHALLENGE

Partnering across sectors, driving impact through multi-stakeholder initiatives, creating platforms across stakeholder groups and improving consultation processes across societal sectors remain challenging.

We need to bring together organisations with different drivers, resources, timescales, values and cultures; negotiate common objectives; build trust between partners; and ensure operational effectiveness. High quality collaboration is essential for success and can be learned.

## THE STAKEHOLDER COLLABORATION ACCREDITATION SCHEME

Based on more than 10 years experience in successfully navigating challenging contexts with diverse actors, the **COLLECTIVE LEADERSHIP INSTITUTE** offers a modular Accreditation Scheme that equips you with the necessary concepts, methodologies and approaches to implement stakeholder collaboration in the most effective way.

As an **accredited Expert in Stakeholder Collaboration** you will be able to:

- ▶ Drive effective, high-quality stakeholder collaboration processes based on a proven methodology for navigating complex multi-actor settings
- ▶ Become a force for change by capacitating stakeholders with a best practice approach to collaborating in a meaningful and results-oriented way
- ▶ Build functioning **collaboration ecosystems** that empower teams of people to deliver their shared vision
- ▶ Join an online international practitioner community that strives to continuously improve the effectiveness of stakeholder collaboration

## OUR REPUTATION

The **COLLECTIVE LEADERSHIP INSTITUTE** is internationally recognised as one of a few institutes that offers capacity building in **Collective Leadership, Stakeholder Collaboration**, and multi-actor partnering for sustainable development. It has a proven track record of empowering systems of actors to effectively and efficiently collaborate and deliver concrete outcomes.

Our core competence is capacitating initiators, implementers and participants of stakeholder processes to manage complex change and help create a climate for leading collectively towards tangible results. In the past 10 years the CLI has trained more than 1,400 people from 75 countries and from all sectors in our methodology, in open programmes and tailor-made courses. It has also supported more than 20 change initiatives through integrated capacity building, helping them to achieve robust results in their change initiatives.

*"There is probably no better team [than the Collective Leadership Institute] that deals so consciously with the complexity of the term 'partnership' and offers innovative solutions."*

Director of a Public-Private Partnership Office

### WHAT ARE COLLABORATION ECOSYSTEMS?

**Collaboration Ecosystems** are issue-based systems of actors and institutions aiming to alleviate or improve the status quo. The envisaged change is to the benefit of all actors involved, including beneficiaries and the natural environment.

## THE MODULAR APPROACH

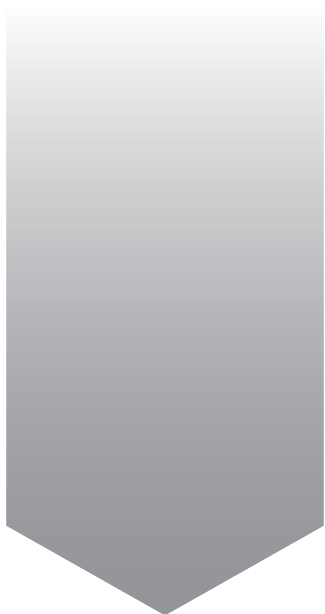
The **Accreditation Scheme** is composed of 4 on-site modules interspersed with written assignments and on-line learning modules that can be spread over a period of 1-3 years. As a participant, you can enter the scheme with an individual online self-assessment and focus your learning around the practical collaboration challenges you want to address. The Accreditation Scheme is also very well-suited for teams of actors working within a specific system for change. Please see our offers for tailor made trainings that can be combined with open course participation

The first on-site module is the foundation course



## Stakeholder Collaboration 1

**KEY CONCEPTS AND COMPETENCIES FOR ACHIEVING COMMON GOALS**



In this module, you will build your strategic abilities and implementation skills in stakeholder engagement, dialogue, and collaboration processes for high impact solutions.

Participation improves your capacity to plan engagement process and understand how and when to convene which stakeholders. You will work on your specific case and be able to adjust our methodology to your particular needs.

### KEY TAKE-AWAYS

- ▶ Learn how to successfully implement Stakeholder Collaboration through the application of the **Dialogic Change Model**
- ▶ Learn and leverage the business case for co-creative stakeholder engagement
- ▶ Learn how to enhance collective intelligence, commitment, and ownership
- ▶ Define your **Collaboration Ecosystem** and produce a stakeholder network map to prioritise engagement activities and to minimise unproductive conflict
- ▶ Plan tangible steps to ensure collaboration results

**After completion of the foundation module, you can continue with a self-steered sequence of the following on-site-modules:**



## Stakeholder Collaboration 2

**PROCESS ARCHITECTURES FOR SUCCESSFUL COOPERATION AND CONSULTATION**



This module will equip you with the knowledge and skills to master complex collaboration between different stakeholders through solid process architectures - an elaborate sequence of conversations, meetings, workshops and stakeholder events.

Participation improves your capacity to design and monitor high-quality engagement processes that keep stakeholders committed and ensure outcomes. You will work on your specific case, design process and action plans and receive expert advice.

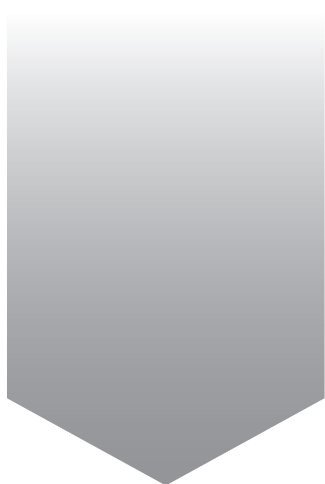
### KEY TAKE-AWAYS

- ▶ Design or redesign your Stakeholder Collaboration strategy for better results
- ▶ Improve your skills in achieving engagement and commitment
- ▶ Know how to use the empowering principles of high quality process design
- ▶ Improve results with the Stakeholder Collaboration **Process Monitoring Tool**
- ▶ Plan the next concrete steps of your Stakeholder Collaboration process to achieve the desired results



## The Art of Leading Collectively

**OUR COLLECTIVE LEADERSHIP COMPASS FOR NAVIGATING COMPLEX CHANGE PROCESSES**



This module strengthens your personal competence to lead co-creative processes and successfully navigate change in complex multi-actor settings.

Participation empowers you to build a **Collaboration Ecosystem** starting with a small group of actors and leading to robust collective action.

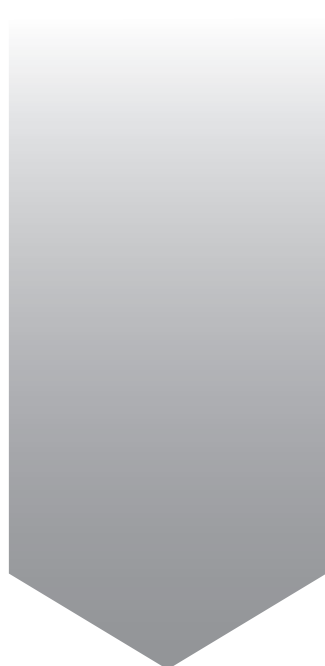
### KEY TAKE-AWAYS

- ▶ Understand your personal potential for co-creative collaboration and enhance your strength
- ▶ With the **Collective Leadership Compass**, learn how to describe and co-create robust, nested collaboration ecosystems
- ▶ Quality-check your process design and invigorate a climate of mutual support and appreciation of diverse perspectives
- ▶ Know how to enable a (cross-sector) group of people to work effectively together and reach sufficient consensus
- ▶ Shift a fragmented system towards profound collective action



## The Art of Dialogue

**EMPOWERING COMMUNICATION FOR CONSENSUS BUILDING**



This module strengthens your skills in enabling collective intelligence as an art of acting and thinking together, leading to greater effectiveness and better collaborative outcomes.

Participation helps you to both facilitate dialogues based on respect and focused on solutions as well as to facilitate complex change processes composed of these carefully sequenced dialogues.

### KEY TAKE-AWAYS

- ▶ Enhance your current levels of competency for dialogue and inquiry
- ▶ Develop your dialogic presence and remain more present, relaxed, and focused in demanding situations
- ▶ Anchor **Dialogic Practices** in your Stakeholder Collaboration process at all levels
- ▶ Improve the quality and effectiveness of communication in your team, your organisation, and your collaboration process
- ▶ Know how to balance content focus and dialogic quality in meetings and in your overall change process

You will be accredited by the **COLLECTIVE LEADERSHIP INSTITUTE** as a **Stakeholder Collaboration Expert** after you:

- ▶ have passed through all four on-site modules, engaged in interspersed on-line modules conducted on our e-learning platform for practitioners from all over the world: [WWW.STAKEHOLDERDIALOGUES.NET](http://WWW.STAKEHOLDERDIALOGUES.NET)
- ▶ have written two case studies (max 4 pages each) showing how you have successfully applied our methodology.

If you have already taken part in any of our **open** or **tailored programmes**, including our Young Leaders for Sustainability Programme, you have already earned partial credit toward accreditation. Please inquire about the conditions that apply by writing to:

**Sabine Heckmann**  
Project Manager at the  
**COLLECTIVE LEADERSHIP INSTITUTE**



**Email:**  
[sabine.heckmann@collectiveleadership.com](mailto:sabine.heckmann@collectiveleadership.com)

## OUR PROVEN METHODOLOGY

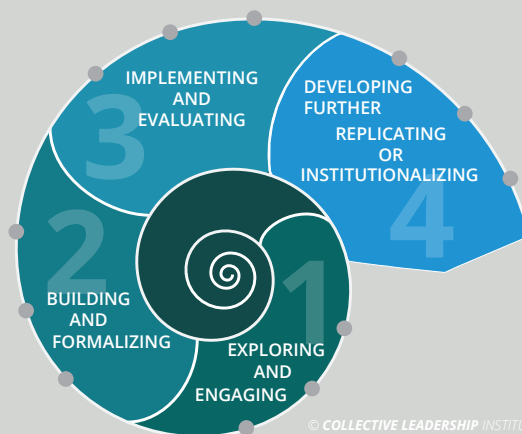
Our skills building programme is based on a methodology derived from more than 10 years of practice in helping cross-sector actors to achieve collaboration results. It is inspired by research into leadership, systemic change and multi-stakeholder collaboration.

At the **COLLECTIVE LEADERSHIP INSTITUTE** we teach and promote a new leadership paradigm that takes into account the diversity of stake holders and enhances the ability for co-creation.

Our **Collective Leadership Compass** is a practical guiding tool that empowers leaders and change agents to navigate complex settings collaboratively and implement more outcome-oriented and constructive co-creation on a day-to-day basis – across groups, teams, organisations, and corporations.



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Our **Dialogic Change Model** is a process methodology that helps structure collaboration and helps actors to plan joint efforts systematically while considering the diversity of stakeholders. It functions as a guiding tool for high quality process designs.

Our **Process Monitoring Tool** is both a planning and quality management instrument that stakeholder collaboration processes are managed with quality and effectiveness. It helps involved actors to focus their efforts on key factors for successful stakeholder collaboration and identify gaps that require attention.

Our conceptual approach to **Dialogic Practices** is based on our long-standing experience in promoting forms of dialogue that enable diverse groups of actors to reach results that benefit all. It shows how our attention to the quality of communication and relationship building in stakeholder collaboration becomes a cornerstone of success.

Collaboration is an investment and requires an iterative learning approach. In order for cross-sector collaboration to achieve its potential, we need to enhance quality and effectiveness.

Our proven methodology ensures the best possible results. It helps participants to develop a common language for effective collaboration, and becomes both reference point and management guidance for successful collaboration.

Our approach is much more than a set of tools, it teaches the practice of **Collective Leadership** that empowers people to invigorate **Collaboration Ecosystems** and helps them achieve envisaged results. In many cases it has contributed to making the impossible possible.

For examples visit our community platform [WWW.STAKEHOLDERDIALOGUES.NET](http://WWW.STAKEHOLDERDIALOGUES.NET)

## WHO SHOULD ATTEND

The **Stakeholder Collaboration Accreditation Scheme** targets leaders and experts who drive, coordinate or lead change initiatives that require collaboration between different institutions, societal actors, nations and/or sectors.

It is also **highly relevant for teams** that manage stakeholder processes such as projects secretariats, management teams or network actors.

We also offer a **tailored version of the Stakeholder Collaboration Accreditation Scheme** for a number of participants of 16 and above. In a tailored version the scheme functions as an invigorating support for on-going complex stakeholder collaboration processes - the jointly achieved case-work during the modules drives progress.

## OUR FACULTY

All of our faculty members are highly skilled trainers who are experts in our methodology. They are versatile facilitators who know how to respond to the needs of experienced leaders and experts in expanding their skills. They have gained hands-on experience in accompanying stakeholder collaboration processes and can give expert advice and pose key questions for challenging situations.

## OUR LEARNING METHODS

We convey the conceptual background of stakeholder collaboration and equip you with tools and instruments to improve collaboration. Peer coaching follows expert advice and reflective exercises complement case work. The focus of all of our modules is practical - the application of our proven methodology to your challenges. The purpose is to empower you to improve the quality and effectiveness of your initiatives. Our modules take you on a learning journey that

- ▶ enhances your **self-awareness** as an essential part of leading for co-creative change
- ▶ expands your **awareness of systems** towards identifying and managing dynamics that lead to better outcomes
- ▶ builds your **process competence** in the design, implementation and adjustment of collaboration
- ▶ strengthens your **conceptual competence** to convey best practice principles in stakeholder collaboration
- ▶ equips you with **tools and instruments** that ease your work and guide your action

## LEVELS OF IMPACT

The **Stakeholder Collaboration Accreditation Scheme** can create impact at different levels.

**For individuals**, it enhances leadership skills for collaboration and equips experts, coordinators and managers of initiatives to reach results more effectively.

**For teams**, it builds a team's capacity to lead collectively and act and reflect on the basis of a jointly acquired methodology. This facilitates faster learning and better outcomes in less time.

**For a group of actors engaged in leading change,** it equips a core group's ability to master collaboration challenges by jointly attending to the principles of best practice stakeholder collaboration. This results in more successfully navigating change jointly.

**For an existing collaboration ecosystem,** it supports the building and functioning of a collaboration ecosystem between different stakeholder groups. This helps overcome difficulties, enhance result-orientation and capacitate stakeholder groups to always learn and adapt.

## OUR OFFER TO CHANGE AGENTS

All of the modules can also be booked separately. The accreditation would then be granted according to the conditions above at an additional fee.

The additional accreditation fee is included if all modules are booked at once and an overall discount of 10% applies.

For current prices of our modules and programmes, please go to [www.collectiveleadership.com](http://www.collectiveleadership.com)

**For pre-readings on our methodology we recommend:**

### **WORKING WITH STAKEHOLDER DIALOGUES**

available in English (e-book & paperback), German, French, and Arabic (paperback)

**MIND AND HEART** *Mapping Your Personal Journey Towards Leadership For Sustainability* (e-book & paperback)

**Collective Leadership Series Vol. 1: SHIFTING THE WAY WE CO-CREATE** (PDF)

**THE ART OF LEADING COLLECTIVELY** (coming early 2015)



## ABOUT THE COLLECTIVE LEADERSHIP INSTITUTE

The **COLLECTIVE LEADERSHIP INSTITUTE** is an internationally operating non-profit organisation based in Germany (Potsdam) and South Africa (Cape Town) with the focus on educational programmes, advisory services and self-initiated projects supporting stakeholders from the private sector, the public sector and civil society in creating and implementing collaborative change initiatives for innovative and sustainable solutions to global, societal and local challenges.

It was co-founded by Petra Kuenkel, who is a leading strategic advisor to pioneering international multi-stakeholder initiatives that tackle sustainability issues. We promote the scaling-up of the quality and effectiveness of stakeholder collaboration through skills building for change agents from the private sector, public sector and civil society.

The **COLLECTIVE LEADERSHIP INSTITUTE** combines extensive working experience in the public and the private sector as well as in the field of cooperation between the two, with in-depth knowledge of the conceptual and practical aspects of Public Private Partnerships (PPP), Cross-Sector-Partnerships, Collaborative Change Management, Multi-Stakeholder-Dialogue (MSD), Multi-Stakeholder Processes and Public-Private Dialogue (PPD). We also have sound experience in development cooperation from grassroots level to high level international cooperation with global reach.

For more information visit:

[WWW.COLLECTIVELEADERSHIP.COM](http://WWW.COLLECTIVELEADERSHIP.COM)

[WWW.STAKEHOLDERDIALOGUES.NET](http://WWW.STAKEHOLDERDIALOGUES.NET)

[WWW.YOUNGLEADERSFORSUSTAINABILITY.DE](http://WWW.YOUNGLEADERSFORSUSTAINABILITY.DE)



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[www.xing.com/companies/collectiveleadershipinstitute](http://www.xing.com/companies/collectiveleadershipinstitute)

[www.youtube.com/user/CLInternational1](http://www.youtube.com/user/CLInternational1)

[www.vimeo.com/collectiveleadership](http://www.vimeo.com/collectiveleadership)