

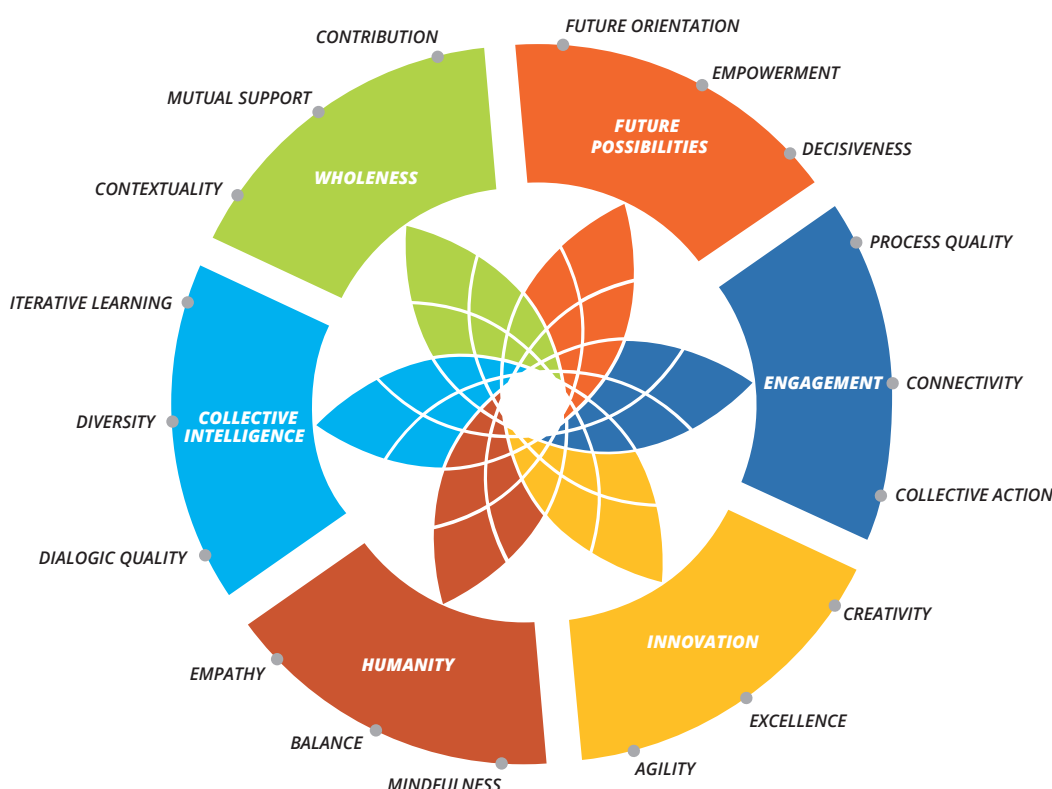
We empower people  
to lead collectively  
towards a sustainable future.



## THE COLLECTIVE LEADERSHIP COMPASS

*"PROBLEMS HELD IN COMMON WILL REQUIRE SOLUTIONS DEVELOPED AND AGREED ON IN COMMON."*

ERIC LOWITT, THE COLLABORATION ECONOMY



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The concept of **COLLECTIVE LEADERSHIP** is a practice-oriented approach to lead complex change in multi-actor settings. The **Collective Leadership Compass** is the tool to measure, plan, and assess the level of **COLLECTIVE LEADERSHIP** in collaboration.

It empowers leaders to navigate successful collaboration settings for sustainable development in an integrative, inclusive way by attending to a pattern of human competences in interaction in six dimensions. It strengthens the capacity to navigate the *How, What, Why, Where to, When, With Whom, and What For* of our initiatives for sustainability. It can be used to strengthen our individual leadership skills, to enhance the leadership capacity of a group of actors, and to shift systems of collaborating actors towards better co-creation.

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## THE SIX DIMENSIONS

The compass suggests six dimensions that we need to attend to and develop further in the way we lead collaboration and the way we contribute to collective action. Each of them has an impact in its own right, but when they come together they create a climate of Collective Leadership.

<b>FUTURE POSSIBILITIES</b>	Our competence to take responsibility and consciously shape reality towards a sustainable future
<b>HUMANITY</b>	Our competence to reach into each other's humanness
<b>ENGAGEMENT</b>	Our competence to create step-by-step engagement towards building effective collaboration systems
<b>COLLECTIVE INTELLIGENCE</b>	Our competence to harvest differences for progress
<b>INNOVATION</b>	Our competence to create novelty and find intelligent solutions
<b>WHOLENESS</b>	Our competence to see a larger picture and stay connected to the common good


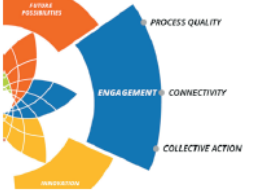




Each dimension has its own dynamic and can be fostered and developed in many ways. With sufficient attention to each dimension and ultimately to their togetherness they mutually reinforce each other's strengths. Leading collectively becomes the natural way to bring forth a desirable future once we enhance our competence to make these six dimensions present, be it as individuals, in a team of leaders, and as a collective. The dimensions are, however, not a new invention, on the contrary, they are as old as humankind. Paying more conscious attention to their joint presence has a novelty value. It helps us navigate through human difficulties and enhances the vitality of both individuals and collectives.

The compass can be applied by individuals, teams, organisations, and cooperation systems. At each level there is an inward aspect – looking at how the individual develops and how people in the team, the organisation, the cooperation systems act with each other. The outward aspect looks at how the individual, the team, the organisation, the cooperation system enact the future in collaboration with others.

- ▶ **INDIVIDUAL:** Enhance the persons holistic leadership capabilities and capability to lead in conjunction with others, strengthen individual sustainability leadership
- ▶ **TEAM:** Enhance team performance, refocus team on sustainability issues, increase awareness of the interface between hard and soft skills, build competencies and elements into action plans
- ▶ **ORGANISATION:** Improve organisational culture, align organisation or department behind sustainability goals, build competencies and elements into implementation plans
- ▶ **COOPERATION SYSTEM:** Improve cooperation, re-align behind agreed upon goals, build competencies and elements into implementation plans

## HUMAN COMPETENCES IN INTERACTION

Collaboratively delivered contributions to a joint purpose in multi-stakeholder initiatives will inevitably include differences, conflicts, and the search for the right path. The purpose of the methodology is to guide attention and action towards patterns of successful and constructive human interaction that include the concern for the common good. Competences in the six dimensions are most likely enacted when leaders pay attention to certain aspects in each dimension, as shown in the table below.

Dimension	Competence	Aspects	Attention
<b>FUTURE POSSIBILITIES</b> 	Our competence to take responsibility and consciously shape reality towards a sustainable future	Future Orientation	The way we focus on potential or opportunities and drive change for the better.
		Empowerment	The way we inspire and awaken passion and options for change.
		Decisiveness	The way we commit, focus, follow-through, and measure progress.
<b>ENGAGEMENT</b> 	Our competence to create step-by-step engagement towards building effective collaboration systems	Process Quality	The way we build step-by-step and structured engagement.
		Connectivity	The way we foster cohesion and build networks.
		Collective Action	The way we drive joint implementation and the delivery of results.
<b>INNOVATION</b> 	Our competence to create novelty and find intelligent solutions	Creativity	The way we nourish sources of creative energy and the collective generation of ideas.
		Excellence	The way we pursue mastery and grow our knowledge.
		Agility	The way we move through crises, stay open to change, and cultivate risk-taking.
<b>HUMANITY</b> 	Our competence to reach into each other's humanness	Mindfulness	The way we deepen our awareness of reality in all aspects.
		Balance	The way we integrate personal and professional aspirations.
		Empathy	The way we embrace the perspective of others and open gateways for reconciliation.
<b>COLLECTIVE INTELLIGENCE</b> 	Our competence to harvest difference for progress	Dialogic Quality	The way we attend to the quality of conversations.
		Diversity	The way we foster diversity in thought, viewpoints, background, and experiences.
		Iterative Learning	The way we develop cycles of reflection into action.
<b>WHOLENESS</b> 	Our competence to see a larger picture and stay connected to the common good	Contextuality	The way we connect with ourselves, each other, and a larger context.
		Mutual support/Vitality	The way we enhance each other's strengths.
		Contribution	The way we use our gifts, assets, and capacity to make a difference, towards a sustainable future.