



# **COLLECTIVE LEADERSHIP INSTITUTE**

## ***Collaboration Academies Network:***

***An Initiative to Scale Up Collaboration Capacity  
Worldwide to Meet the Challenge of the UN  
Sustainable Development Goals***

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Contacts: [Dominic Stucker](#) and [Douglas F. Williamson](#)

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

**Collective Leadership Institute**

Kurfürstenstraße 1, 14467 Potsdam, Germany | Tel.: +49 (0) 331 58 16 59 6-0 | Fax: +49 (0) 331 50 58 86 3  
Website: [www.collectiveleadership.com](http://www.collectiveleadership.com), E-Mail: [germany@collectiveleadership.com](mailto:germany@collectiveleadership.com)

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## 1. WHY COLLABORATION ACADEMIES?

*Our vision is:*

**“A worldwide network of Collaboration Academies that scale up collective leadership capacity to empower individuals and organizations to achieve sustainability outcomes.”**



Example Map from Global Shapers

We understand **leadership** to be the capacity of a collective to catalyse change for the common good. As our definition of the “common good” we embrace the 2030 Agenda, or the **Sustainable Development Goals (SDGs)**, adopted by all countries in 2015. To quote the 2030 Agenda Preamble:

“This Agenda is a **plan of action for people, planet and prosperity**. ...All countries and all stakeholders, acting in collaborative partnership, will implement this plan. ...We are determined to take the bold and transformative steps which are urgently needed to **shift the world onto a sustainable and resilient path**. As we embark on this collective journey, we pledge that no one will be left behind. The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda.” (See [Agenda 2030](#), Sustainable Development Knowledge Platform, 2015.)

The challenges we face in implementing the SDGs are complex, but not insurmountable, requiring a shift from a conventional to a **collective leadership paradigm**. The latter recognizes the importance of collective responsibility, collective intelligence, and collective action, all of which are core to our Collaboration Academies (see [Shifting the Way We Co-Create](#), CLI, 2013).

**Collaboration Academies** – which we establish with our Alumni and partners around the world - help bring about a paradigm shift to collective leadership by **building capacity for SDG implementation**. Our entry point is SDG 17 which aims to: “Strengthen the means of implementation and revitalize the global partnership for sustainable development.” Specifically, our Academies support teams in designing and invigorating multi-stakeholder initiatives that work to achieve outcomes across all of the SDGs from the local to national to global levels. SDG 17 has set specific targets in this regard and calls for effective and targeted capacity building (see [SDG targets 17.9, 17.16, and 17.17](#)).

## 2 WHAT ARE COLLABORATION ACADEMIES?

For the past decade, CLI has conceptualized and field-tested collaboration methodologies and tools with partners, developing high quality and engaging training curricula, materials, and publications. Over 2,000 Alumni from over 100 countries have participated in our courses. By growing our network of Collaboration Academies, we seek to transfer these approaches and materials to skilled trainers around the world and enable them to scale collaboration and impact for sustainability.

We understand **collaboration** to be the capacity to lead collectively across borders:

- **Collaboration among different sectors from the local to the global levels**, such as implementation of the SDGs, the Paris Accord, and other international agreements
- **Collaboration among different identities**, such as among different racial, ethnic, religious, age, sexual orientation, and political groups
- **Collaboration across international borders**, such as on the refugee crisis, transboundary watershed management, and transboundary fisheries management

**Each Collaboration Academy consists of a core team of CLI-accredited Trainers** and is profiled on CLI’s interactive world Academies map. Some Academies are housed in a specific institution, such as a non-profit organization, business, school, university, or initiative secretariat, while some consist of a team of Trainers focused on a specific city, country, or network.

**The Trainers leading each Academy offer CLI-developed open and/or tailored courses** to teams working on concrete sustainability challenges. Open course dates and venues are listed on their online map profile, encouraging registrations.

**Some Collaboration Academies have an added thematic focus**, such as water security, sustainable fisheries, nutritional security, civic engagement, or

entrepreneurship. It is the Trainers' prerogative to integrate such themes in selected open and tailored courses, for example by providing additional background reading for course participants, integrating focused case study inputs during these courses, and/or by taking a related field excursion.

### 3 HOW ARE TRAINERS ACCREDITED AND COLLABORATION ACADEMIES ESTABLISHED?

**Phase 1: Selection and Training of Trainees (up to 12 months).** CLI offers a comprehensive set of courses to train future Trainers in collective leadership methodologies, facilitation, and personal reflection. Trainees may be teams of CLI course Alumni who want to complete their accreditation together or new teams confirmed in close consultation among partners.

These courses are grounded in the foundational CLI methodologies: the [Dialogic Change Model](#) (DCM) and the [Collective Leadership Compass](#). The DCM is a process methodology for guiding multi-stakeholder collaboration processes. The Compass clarifies the pattern of human competencies needed for the emergence of collective leadership. Learn more about both methodologies: [Working with Stakeholder Dialogues](#) (2011) and [The Art of Leading Collectively](#) (2016). Trainees learn these CLI methodologies and facilitation techniques in person from two CLI Faculty by completing:

- [The Art of Stakeholder Collaboration 1](#) course
- [The Art of Leading Collectively](#) course
- [The Art of Dialogue](#) course
- Publishing a reflective or applied case study on CLI website and/or in newsletter (this can also happen during phase 2)

**Phase 2: Co-Facilitation of Foundational Courses (up to 6 months).** In this phase, one CLI Faculty co-facilitates both of CLI's foundation courses (the first two, above) with members of the Trainee team. Trainees are coached through the full process of marketing the course, conducting pre-course engagement with participants, ensuring an appropriate venue, checking off organizational details, facilitating the course, and following up with reporting and Alumni engagement. Inputs from selected thematic experts may be integrated, as appropriate.

Throughout phases 1 and 2, Trainees are responsible for demonstrating to CLI Faculty fluency with the collective leadership approach, aptitude for facilitation and coaching, and a capacity for personal reflection and growth. In order to become accredited, Trainees must also embody values such as inclusivity, respect for diversity, professionalism, and a commitment to contributing to the sustainability

movement. A full list of required knowledge and proficiencies is available upon request.

**Phase 3: Official Accreditation of Trainers and Launch of Collaboration Academy.** Once the above phases are complete, Trainees earn official CLI Trainer certificates and the Collaboration Academy is launched. This entails that the Academy, Trainer profiles, Alumni data, and courses are included in the worldwide Academies map and that Trainers may begin facilitating CLI courses on their own.

#### 4 WHAT ARE THE RIGHTS AND RESPONSIBILITIES OF COLLABORATION ACADEMIES?

##### **Each Academy has the right to:**

- Use CLI methodology, materials, and guidance documents (curricula, slides, handouts, and marketing, organizational, and facilitation guidance sheets), and receive any updates made to the above.
- Use the exclusive CLI Collaboration Academy logo.
- Develop its' own non-profit and non-competitive financial model. This means that the Academy can earn money to compensate their active Trainers and to cover venue rental costs, material costs, etc. In order to decrease competition among Academies in the same region, CLI will provide a participant fee range.

Furthermore, Academy Trainers and Alumni are invited to periodically contribute stories to the CLI website and/or the newsletter.

##### **Each Academy has the responsibility to:**

- Stay true to the spirit, content, and integrity of CLI methodology. The CLI Collaboration Academy logo must remain on all course materials.
- Drawing on the CLI marketing guidance document, conduct its own marketing, ensuring that the CLI Collaboration Academy logo appears on all marketing materials.
- Ensure that their Trainer and Alumni data is submitted to CLI in a timely manner so that the worldwide Academies map can be kept up-to-date. CLI may also communicate with Alumni, including sharing of resources, sending out the CLI newsletter, and inviting to related events.
- Connect their Alumni with the CLI online platform to support onward exchange among the broader Alumni network.

In order for a Collaboration Academy to be considered 'active' and represented on the world map, it should conduct at least one open and/or tailored course each year. In order for Trainers to remain accredited, each should co-facilitate a least one course every 2 years and participate in a CLI 'refresher' event, whether it is a webinar, open course, conference, or in-country co-facilitation with a CLI Faculty once every 3 years.

## 5 COLLECTIVE LEADERSHIP INSTITUTE

CLI, founded in 2005, is an internationally operating non-profit organization with offices in Potsdam, Germany, Cape Town, South Africa and near Boston, Massachusetts, USA. We support stakeholders from the private sector, public sector, and civil society in creating and implementing innovative, collaborative, and transformative change initiatives for sustainable solutions to global, local, and societal challenges. CLI works on institutional and cross-institutional change with organizations that address urgent sustainability challenges, from managing scarce water resources, to adapting to climate change, to securing access to adequate nutrition, or to creating responsible value chains, to name a few. Addressing these challenges requires new forms of collaboration. We enhance the capacity of teams of change agents to work collaboratively and innovatively toward a shared purpose, toward the common good.

Our mission is to build collaboration competence by implementing proven approaches for empowering systems of collaborating actors to effectively and efficiently drive outcomes in change initiatives. We inspire leaders who anchor their action in the concern for the greater good and the future of humankind on this planet. We help build a world that works for 100% of humanity and the planet as a whole. We strengthen communities with dialogic change capacities, and encourage individual and organizational actors to move beyond their comfort zone. We foster long-term thinking and analysis skills that lead towards a paradigm shift of seeing the world as a global community that needs a collective mind-set for creatively and productively balancing planet, people, and profit.

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