

Annual Report 2024





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WHO WE ARE

“The best way to prepare for an unknown future is to create it together”

The Collective Leadership Institute (CLI) is an internationally operating non-profit organisation based in Germany (Potsdam) and South Africa (Cape Town). It was founded in 2005 and is an independent initiative 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, local, and societal challenges.

OUR VISION

Our vision is to empower future-oriented people to lead collectively towards a sustainable future.

Sustainability is truly a global issue. How well we meet that challenge – moving towards a more sustainable way of living – affects everybody. We believe in the principles of cooperation and collectively-created solutions across sectors, institutions, nations, cultures, and generations.

OUR MISSION

With our **Collective Leadership Academy**, our **Thought Leadership**, our **Transformation Stewardship**, and our development of **Movement Building**, we build collaboration capacity for realizing the SDGs. We empower leaders who anchor their action in concern for the greater good and in the future of humankind on this planet – for responsible business, people-oriented public service, and a strong civil society.

We build a global community for change by activating networks and fostering mutual support among change agents. We empower people globally to use our methodology of dialogic change and collective leadership for sustainability.

OUR VALUES

Our work is based on the core capacities for collective leadership:

- **FUTURE POSSIBILITIES:** Inspiring others and actively leading toward future possibilities
- **ENGAGEMENT:** Fostering a dialogic way of change and engaging different stakeholders
- **INNOVATION:** Developing our potential to spot innovative solutions to sustainability challenges
- **HUMANITY:** Acknowledging diversity in the world and its peoples, and connecting with our shared humanity
- **COLLECTIVE INTELLIGENCE:** Respecting differences and communicating in a way that furthers thinking together
- **WHOLENESS:** Opening up to see the world as a whole and acting for the common good

1. SUBJECT AND SCOPE OF THE REPORT



This report presents an overview of Collective Leadership Institute's (CLI) activities and financial performance in 2024, as well as the extent to which these have contributed to our vision and desired impact. This report was completed in January 2026 and follows the Social Reporting Standard (SRS).

This year signifies both a consolidation of new ways in realizing our mission and expanding our ways to do so in a rapidly changing world. Russia's war of aggression in Ukraine as well as the continued wars in the Levant have become entrenched and continue to show their global repercussions on a political, social and economic level. Collaboration and dialogue are becoming ever more important for a chance for a peaceful and sustainable future, yet the global challenges we are facing are becoming more urgent with the proliferation of wars.

As ever, CLI's way to realize its mission as guided by its four strategic pillars: The **Collective Leadership Academy**, **Thought Leadership**, **Transformation Stewardship**, and **Movement Building**. Despite the global challenges, each of the pillars was able to grow and support change makers globally in collaborating and advancing sustainability. As conflicts sharpen and volatility to violence increases, so does the demand to find nonviolent ways of bridging differences and finding solutions to our shared challenges together.

With CLI's **Collective Leadership Academy**, we have reached a total of 6914 people and fully certified 378 Collective Leadership Specialists who have been capacitated with our

methodologies globally, with 370 new alumni in the year 2024. We continued the hybrid course formats that we started the previous year with great success. One of the most significant innovations this year was the launch of our Young Peacebuilder's Program as part of our Academy. It supports young change agents from conflict-affected regions in enhancing stakeholder collaboration in their peacebuilding initiatives.

The pillar of **Thought Leadership** focuses on bringing our unique methodologies into the world that is useful, relevant and practical for diverse change agents globally. We finalized the Community Catalysts, an adaptation to build and maintain Communities of Practice, an approach increasingly in demand amidst continued desire to build local to global communities and connection. The Transformation Literacy Conference took place again, with the topic "Localizing the SDGs". Overall 304 participants from 80 countries made this event relevant and successful again. We also awarded the Partnership Award for the second time. It recognizes exceptional multi-stakeholder partnerships from around the world.

In the area of **Transformation Stewardship**, we successfully realized funded projects via partnerships in the East and West Africa region, the MENA region, Central Asia, Pakistan and Albania. We have been contributing to realizing multiple SDGs at various scales by building collective leadership capacity and transforming stakeholder systems into functional Collaboration Ecosystems that achieve tangible results. Four of

these projects will be featured in this report.

The area of **Movement Building** for learning and action for collective leadership for sustainability saw the fourth Re:Connect online event in An exclusive event for our global network of certified Collective Leadership Specialists. We continued the stronger level of self-organization across our Specialist network with the Collective Leadership in Practice (CLiP) sessions, where the Specialists exchange monthly on a topic that is relevant to them.

The achievements this year would not have been possible without dedicated people within our own organization and beyond. We are grateful to our team, partners, associates, and alumni, individuals on the ground who work with

us and join us in our mission and vision for a more sustainable and collaborative world. Only through partnerships and joint learning on what makes collaboration and leadership for sustainability successful are we able to contribute to our vision to bring about change towards a more sustainable world.

We thank our colleagues and partners at the heart of this visionary collaboration. Enjoy reading the Collective Leadership Institute's 2024 Annual Report.



Elisabeth Kuehn

Executive Director of the Collective Leadership Institute

- responsible for the contents of this report -

2. THE SUSTAINABILITY CHALLENGE AND CLI'S APPROACH TO ADDRESSING IT

2.1 THE SUSTAINABILITY CHALLENGE

The need for pro-active transformations to social, economic, and environmental sustainability has become clear to many local and international actors. In our highly interconnected time, a world that works for 100% of humanity and the planet can be made possible – in the provision of food security, inclusion of women, democratic governance, alleviation of poverty, energy reform, climate change mitigation, adaptation to demographic changes, and economies that operate in service of life and people.

2.2 PREVIOUS APPROACHES TO ADDRESSING THE CHALLENGE

While the world faces an increasing amount of greater challenges, there is still a lack of the core competencies for transformations – multi-stakeholder collaboration and collective leadership. Previous approaches have concentrated on technical solutions, and increasingly new digital technology, including AI, is considered a current and future panacea for our global sustainability challenge. While mastering technological and technical expertise is key, our ability to co-create and find solutions for problems that concern us all remains. The potential and need for transformative networks that work with dialogue, cooperation, and thinking together often gets overlooked. This potential needs to be leveraged, since long term solutions to the current challenges of humankind can only be found collectively.

2.3 CLI'S APPROACH

The Collective Leadership Institute stands for sustainability and **thinking, communicating, and leading together.**

Our methodology focuses on the implementation of Collective Leadership, Stakeholder Collaboration and Dialogues, and cooperation between private sector, public sector, and civil society to overcome today's social and global challenges. We aim to strengthen cooperation and partnerships for the sustainable development on regional, national and international levels, and promote positive societal change.

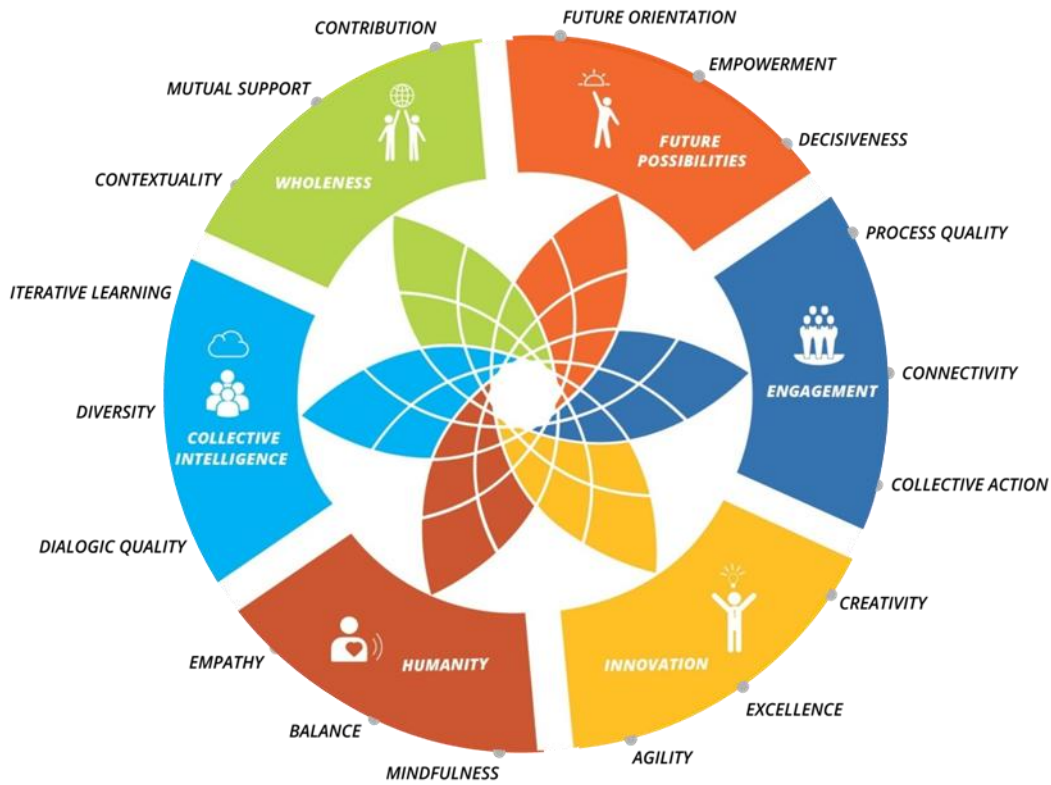
Relying on more than 20 years of experience in helping people to collaborate successfully, the Collective Leadership Institute has developed a practice-oriented approach to stewarding change in complex multi-stakeholder settings. **The Collective Leadership Compass** (see next page) **empowers leaders to navigate collaboration successfully by attending to a pattern of human competencies** in six dimensions: *Future Possibilities, Engagement, Innovation, Humanity, Collective Intelligence, and Wholeness*. The Compass is a guiding tool that empowers leaders and change agents to navigate complex settings collaboratively around values of sustainability and responsibility. It helps to implement more outcome-oriented and constructive co-creation. The Compass 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. The **Dialogic Change Model**

helps to create roadmaps for successful transformative change.

2.3.1 THE COLLECTIVE LEADERSHIP COMPASS

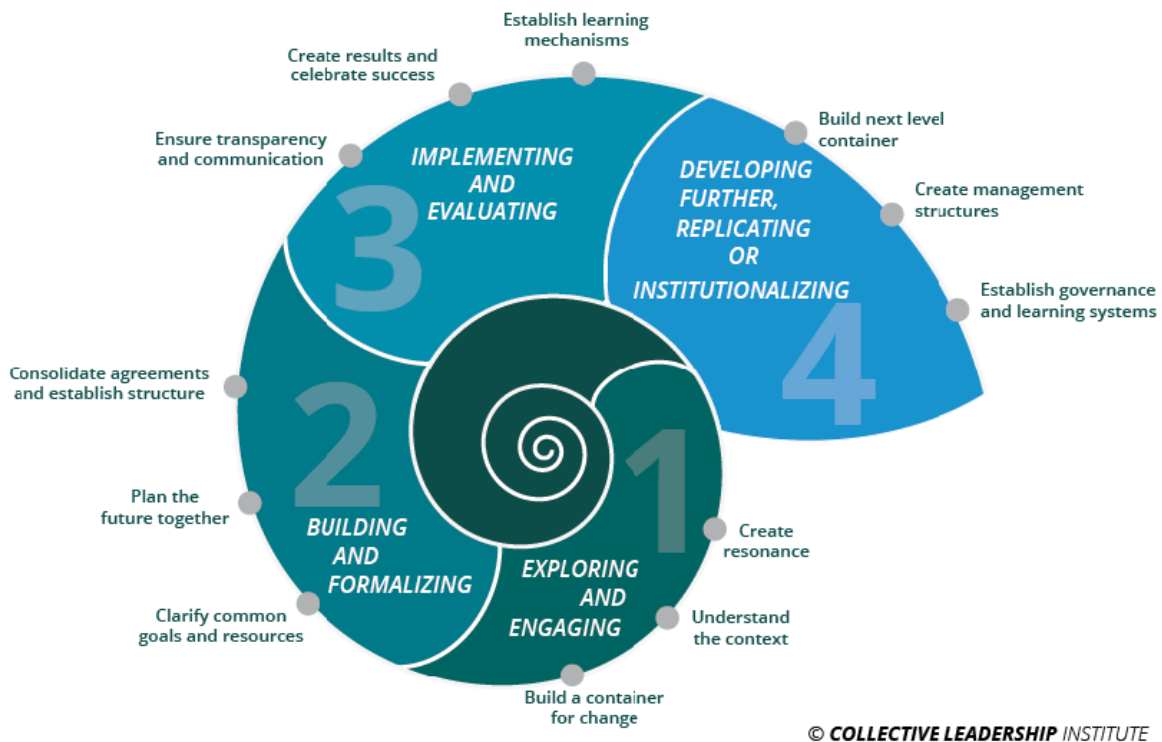
COLLECTIVE LEADERSHIP COMPASS



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<i>FUTURE POSSIBILITIES</i>	Inspiring others and actively leading future possibilities
<i>HUMANITY</i>	Acknowledging diversity in the world and in humanity, and accessing our humanity in ourselves and others
<i>ENGAGEMENT</i>	Fostering a dialogic way of change and engaging different stakeholders
<i>COLLECTIVE INTELLIGENCE</i>	Respecting difference and communicating in a way that furthers collective intelligence
<i>INNOVATION</i>	Developing our potential to spot innovative solutions to sustainability challenges
<i>WHOLENESS</i>	Opening up to see the world as a whole and acting for the common good

2.3.2 THE DIALOGIC CHANGE MODEL



Working towards a more sustainable world requires bringing together different worldviews and balancing conflicts of interest for responsible business, people-oriented public service, and a strong civil society. Solving the complex challenges arising from globally linked problems, conflicts, economic disparities, and the effects of climate change increasingly calls for results-oriented collaboration between the public sector, private sector, and civil society. **Multi-stakeholder collaborations and transformative collective action networks are greatly supported by a methodology for designing and implementing consultation and cooperation** in complex change processes that require different interest groups to be included and integrated.

Well-structured collaboration – designed using the **Collective Leadership Compass** and the **Dialogic Change Model** – creates and cultivates ownership of change towards sustainability. This requires a certain methodological knowledge consisting of process and change management experience, the dialogical approach, and self-reflection methods. Bringing together stakeholders with different backgrounds and various interests requires developing one’s affinity for dealing with diversity, as well as one’s communication and management skills.

3. SUSTAINABILITY IMPACT IN 2024

3.1 Transformation Stewardship

In this section we present four of our recent **Transformation Stewardship** projects. The full overview of our projects can be found on our [website](#).

3.1.1 MENA region - Women Empowerment: Strengthening the Arab Women's Organization as a Regional Change Agent



Advancing women's political and economic empowerment across the Arab region requires more than good intentions — it demands strong institutions, shared vision, and the capacity to lead collectively. In 2024, CLI partnered with the GIZ WoMENA programme to support the Arab Women's Organization (AWO) in becoming a more powerful regional catalyst for this change.

CLI's work focused on building AWO's internal collective leadership capacity and supporting a participatory process for developing a five-year regional strategy. In an initial workshop with 14 AWO staff from across departments, CLI facilitated personal leadership assessments using the Collective Leadership Compass, a SWOT analysis of the organisation, and the co-creation of individual action plans — establishing a clear baseline from which to grow.

Building on this foundation, a follow-up workshop brought together representatives from 14 Arab countries to align political, economic, and social priorities and collaboratively shape AWO's long-term strategic direction. Participants consistently rated the sessions highly, reflecting the quality of engagement and the trust built across teams and borders.

The project's integrated approach — combining capacity building, facilitated strategy development, and sustained network stewardship — is designed to ensure that AWO can lead change not just within its own walls, but across the region it serves. Together, we are working towards a future where Arab women's voices are amplified and their rights fully realized.

#SDGs:    

(<https://sustainabledevelopment.un.org/sdgs>)

3.1.2 Morocco - Vitalizing a Complex Entrepreneurial Support Ecosystem



Inclusive economic growth depends on more than the existence of support services — it requires those services to work together. In the Marrakech-Safi region, one of Morocco's economic powerhouses, a diverse landscape of public and private institutions offers entrepreneurs everything from seed funding to business plan development. Yet without coordination, this richness risks becoming fragmentation: gaps, redundancies, and missed opportunities for the young entrepreneurs who need support most.

Since 2023, CLI has partnered with the GIZ PROMET programme to bring these actors into structured dialogue. Working through three phases guided by the Collective Leadership Compass and the Dialogic Change Model, CLI facilitated the formation of a multi-stakeholder Core Group (a *Noyau Dur*), bringing together key institutions including the Regional Investment Centre, the National Agency for the Promotion of Employment and Skills, and the Region (Wilaya). Together, they co-created a shared vision — "*La région Marrakech-Safi, terre des opportunités entrepreneuriales*" — and developed a collaborative governance structure, including a two-committee model and the foundations for a formal Memorandum of Understanding.

A dedicated group of committed stakeholders, the *Porteurs d'Innovation*, implemented pilot actions and is preparing the official launch of the coordination mechanism at the GITEX Africa event in Morocco in 2025. Based on the Dialogic Change Model, a tailored *modus operandi* was developed for the coordination mechanism, to provide continued orientation for all stakeholders involved. The Marrakech-Safi region is on track to become a model

for collaborative, ecosystem-wide support for entrepreneurs across Morocco.

#SDG:



(<https://sustainabledevelopment.un.org/sdgs>)

3.1.3 Germany – Germany - Digital Learnspace to Build Capacity for Leadership and Resilience



In 2024, CLI developed and delivered its first fully self-paced online training programme to strengthen the leadership and resilience of exactly these organisations, funded by Engagement Global with support from the German Federal Ministry for Economic Cooperation and Development (BMZ). Launched in May 2024, the German-language programme guided over 30 participants through six consecutive learning modules using the Collective Leadership Compass as a practical framework for building aliveness and resilience within their teams and processes. Combining short explanatory videos, hands-on tasks, and a shared exercise board, the programme enabled participants to learn at their own pace while drawing inspiration from each other's diverse organisational contexts. Individual live coaching sessions with CLI facilitators ensured that learning was

grounded in each participant's specific reality.

The programme culminated in a hybrid Exchange & Learning Event in Potsdam in November, bringing together nine participants in person and eight online. Through peer coaching and collaborative case analysis, participants applied the Collective Leadership Compass to real challenges — from managing generational transitions to building shared ownership in community groups. The enthusiasm for continued connection was clear, with participants already planning follow-up exchanges to sustain the momentum.



#SDGs:

(<https://sustainabledevelopment.un.org/sdgs>)

3.1.4 West and East Africa: An Innovator's Network on Organic Fertilizer



With fertilizer prices soaring and dependence on imported synthetic inputs placing growing pressure on farmers and ecosystems alike, local organic alternatives represent a powerful opportunity for transforming agriculture across Africa. Since 2023, CLI has been working with GIZ's Water and Energy for Food programme (WE4F) to support the emergence of a cross-regional network of organic fertilizer innovators spanning Kenya, Uganda, Tanzania, Burkina Faso, Côte d'Ivoire, and Ghana.

The process began at WE4F's Annual Convening in Bangkok, where CLI facilitated sessions with entrepreneurs active in the production, marketing, and application of organic fertilizer. Two clear priorities emerged: the need for joint advocacy to scale organic fertilizer across the region, and structured peer learning on technologies, expertise, and strategies. From this foundation, CLI supported a co-creative network design process guided by the Collective Leadership Compass' Network Enabler lens, working with a dedicated core group of innovators from Uganda, Ghana, Chad, and Burkina Faso to develop a network blueprint covering goals, governance, and ways of connecting meaningfully across a wide geography.

The network was formally soft-launched in 2024, with early sessions focused on peer learning around fertilizer variants and soil health approaches, as well as joint advocacy on standardization and certification. By the WE4F Regional Convening in Senegal, an expanded and mandated core group of innovators had taken the lead — a significant step toward a self-sustaining network driving change from within the region.



#SDGs:

(<https://sustainabledevelopment.un.org/sdgs>)

A comprehensive overview of our projects can be found on our website:

<https://www.collectiveleadership.de/blog/article/projects/>

3.2. Collective Leadership Academy

Young Peacebuilder's Program

Social conflict and war — and the collective trauma they leave behind — are a daily reality for too many people around the world. CLI's Young Peacebuilders Program responds to this reality by supporting young change agents aged 20–35 from conflict-affected regions in developing both the inner resilience and the collective leadership skills needed to build lasting peace in their communities.

In 2024, CLI launched the program and welcomed a diverse cohort of 10 peacebuilders from across Africa, Asia, and Europe, all brought together by a shared commitment to building a more peaceful world. Through a series of online workshops and inner peacebuilding sessions — led by CLI facilitators in partnership with inner work specialist Jazmine Russell of Depth Work — participants explored personal healing alongside practical tools for navigating complex stakeholder landscapes and co-creating collaborative peace initiatives.

All participants received full scholarships, made possible by core funding from Christa Lancaster and the Still Point Fund, alongside a community of generous individual donors. Graduates joined CLI's global Young Peacebuilders Network and Collective Leadership Specialist Community of Practice, carrying their learning forward into their work and lives.

3.3 Thought Leadership

CLI at the Inaugural Hamburg Sustainability Conference

In October 2024, CLI's Executive Director Elisabeth Kühn attended the inaugural Hamburg Sustainability Conference (HSC), which brought together global leaders from politics, business, science,

and civil society at Hamburg's City Hall and Chamber of Commerce. Across three forums, five hubs, and over 60 sessions, the conference addressed some of today's most pressing sustainability challenges — from reshaping international financial systems to harnessing innovation for transformative change.

A consistent thread running through the sessions Elisabeth attended was the centrality of collaboration and long-term relationship investment. Whether in discussions on financing development cooperation amid new global fragilities, on responsible AI for climate policy, or on decarbonising energy-intensive industries, trust-building and partnership emerged as essential preconditions — not optional add-ons. The message resonated strongly with CLI's own approach: that lasting change requires bringing the right people together, building genuine ownership, and working collectively toward shared goals.

Community Catalysts

This year also marked the launch of the new Community Catalysts. And adaptation of the Collective Leadership Compass to Communities of Practice, this version of CLI's methodology was developed and tested co-creatively in its projects and among CLI's own community of Collective Leadership Specialists. A guidance for all wishing to build or strengthen Communities of Practice, it is freely available at CLI's Website.

Transformation Literacy Conference 2024: Localizing SDG Transformations

In April 2024, CLI hosted its third annual Transformation Literacy Conference under the theme "Localizing SDG Transformations." The conference

explored how connecting global sustainability goals to local, national, and regional realities makes the SDGs more tangible, accessible, and actionable — and how networks, partnerships, and meta-collaborations all contribute to this essential work.

The week-long online conference took place across three sessions on 22, 24, and 26 April, examining collaborative initiatives and partnerships, networks and communities of practice, and large-scale transformation networks respectively. An in-person kick-off event with the Transformative Partnership Award ceremony took place in Potsdam on 19 April.

The 2024 edition drew 426 registrations and 304 participants from 80 countries — a significant growth in reach from previous years. More than half of participants came from civil society, with strong representation from the private sector, public sector, and research institutions across Europe, Africa, Asia, and the Americas.

Movement Building

Transformative Partnership Award 2024

CLI's Transformative Partnership Award recognizes exceptional multi-stakeholder partnerships that drive transformative change toward sustainability — honouring not just outcomes, but the quality of the collaborative processes that make lasting impact possible.

The second edition of the award drew 67 applications from around the world, reflecting the growing reach of the initiative. From this pool, 21 projects passed the eligibility check, 12 were

shortlisted, and three finalists presented at the award ceremony in Potsdam on 19 April 2024, as part of the kick-off event of the Transformation Literacy Conference.

The three finalists — and their final rankings — were:

1st place: Play Africa (South Africa) — a children's museum and education initiative at Constitution Hill, Johannesburg, creating inclusive play-based learning experiences for children and communities.

2nd place: Land for Life District Multi-Stakeholder Platform (Sierra Leone) — a multi-actor partnership on land management, bringing together government, civil society, and traditional authorities.

3rd place: Circular Economy Coalition (Norway) — an international coalition of over 30 countries advancing circular economy principles and tools.

The award jury included CLI's Elisabeth Kühn and Lulekwa Gqiba alongside external partnership experts from GIZ, CoCreative, BRIDGE 47, and The Club of Rome.

3.4 EVALUATION AND QUALITY CONTROL

Transformation stewardship projects

Different tools and instruments allow us to evaluate our work and get measurable results that help us to improve our quality in a targeted manner, such as the Collective Leadership Compass assessments. Learning and evaluation meetings take place among team members and project managers to follow up on relevant issues and respond accordingly to maintain and improve our quality of project implementation and capacity building. Most of the funded projects are reviewed by an official audit and its achievements are evaluated in a project report.

Collective Leadership Academy

Qualitative and quantitative feedback is also collected through questionnaires from all participants immediately following each capacity building workshop. Of the total number of 6,914 Alumni of our educational programs, **370 people took part in CLI trainings in 2024, and 15 were certified as Collective Leadership Specialists.**

All participants – open courses and project integrated courses – fill in feedback forms of which results are captured in the table below.

These are three data points that CLI uses as the basis for quality control of our courses, with results for 2024:

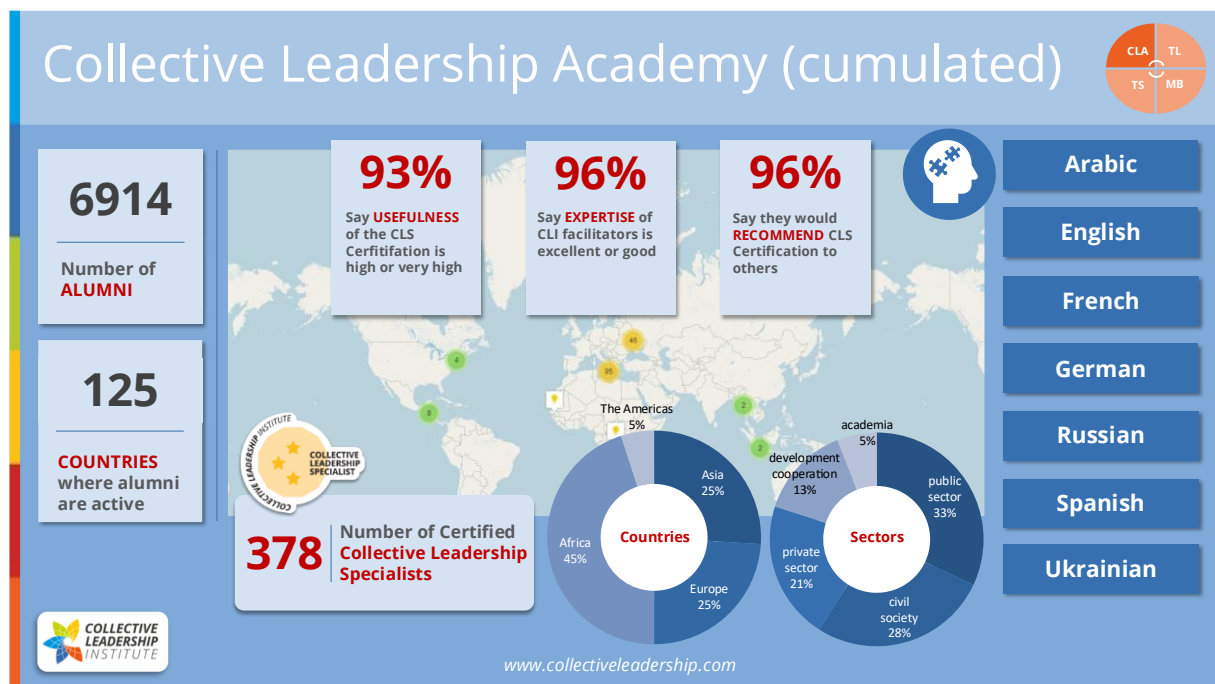
Quality Criteria (percentage of course participants who...):					Weighted Average
Course format	ALC*	ASC*	APF*	ATC*	
Assess the relevance of the course for their daily work as high or very high (across all participants)	100%	88%	100%	88%	94%
Assess the professional expertise of facilitators as good or excellent (across all participants)	100%	100%	100%	88%	97%
Would recommend the training to colleagues or professional partners (across all participants)	100%	100%	100%	100%	100%

These figures are drawn from participants’ anonymous assessments of our 2024 courses (*Art of Leading Collectively, *Art of Stakeholder Collaboration, *Art of Process Facilitation, and *Art of Transformative Change).

While 370 participants completed capacity building workshops integrated in country-specific projects, we can only publish the number statistics from our 69 open course participants due to non-disclosure agreements with some partners or funders.

Open Course:	The Art of Leading Collectively	The Art of Stakeholder Collaboration	The Art of Process Facilitation	The Art of Transformative Change	Total
Number of alumni in open courses in 2024	15	36	9	9	69

These are overall alumni statistics as of 31 December 2024, but are historically inclusive going back to 2005:



External Research Validates CLI's Academy Impact

CLI's Collective Leadership Certification Programme received external academic attention in 2024, with PhD candidate Dan Harris from Victoria University of Wellington, New Zealand conducting research into the program's transformative impact. Surveying 42 Collective Leadership Academy participants who had taken certification courses between 2008 and 2023, his findings point to meaningful and lasting change across multiple dimensions — from shifts in individual mindsets and leadership practice to broader collaborative and systemic impact.

The research offers independent evidence that CLI's Academy courses do more than build skills: they contribute to genuine transformation in how participants lead, collaborate, and navigate complexity in their respective contexts. CLI looks forward to the formal

publication of Dan Harris's findings as a further contribution to the evidence base for collective leadership approaches.

Preliminary Results

74%

Have been able to improve, support or create patterns of systems aliveness as a result of participating in the Programme.



93%

Have enhanced or see the potential to enhance patterns of systems aliveness

Personal changes that support transformation

76% gained new understandings that have allowed them to better work with patterns of systems aliveness e.g. the concepts of system aliveness, collaboration ecosystems, dialogic change etc.

67% experienced a personal change in who they are and their relationship to their work, to others, to wider systems or the world

62% developed a new ability to perceive the world and their role in it

62% developed new capacities or abilities to work with system patterns and processes



4. PLANNING AND OUTLOOK

4.1 STRATEGY

CLI delivers its Mission through four Strategic Pillars. Each Pillar describes objectives and activities to be conducted through 2024.

Collective Leadership Academy: Empower individuals, teams, and organizations to apply and teach our core approach of collective leadership and dialogic change to transformation towards the SDGs and beyond

CLI will continue to offer its signature set of open and on-site courses on Stakeholder Collaboration, Collective Leadership, Transformative Change, and Process Facilitation, to empower change-makers for sustainability and work on collective action projects SDG implementation. CLI will also continue its new **Young Peacebuilder's** Program.

The development of our **Collective Leadership Specialist Network** will be pursued by certifying individuals and small teams to strengthen a Community of Practice and engage in collaboration capacity building in specific language-regions, countries, and cities. Approaches to certification include:

- (1) inviting individuals and teams to complete a series of open and/or onsite CLI courses and coaching,
- (2) integrating certification opportunities into funded projects, and
- (3) approaching donors to sponsor certification and the development of multiple Specialist networks at once.

Thought Leadership: Deliver thought-provoking, praxis-based research, writing, and speaking engagements that drive the paradigm shift towards systems transformation based on CLI's core approach of collective leadership

Activities focus on promoting existing CLI publications; speaking at strategic events; publishing further writings to support change agents in understanding and applying CLI's methodology; and collaborating with other organisations and institutions on relevant methodological development.

Transformation Stewardship: Strategically implement partnership projects, working directly with systems of stakeholders to drive collaborative implementation of the SDGs

Activities focus on CLI being a strategic partner and coach:

- (1) to organisations and teams working to realise the SDGs and
- (2) to companies wanting to improve their CSR practices and/or that are engaged in sustainability initiatives.

Case studies of Transformation Stewardship projects are integrated into **Thought Leadership** publications and **Collective Leadership Academy** course curricula, above.

Movement Building: Establish, invigorate, and contribute to learning and action communities with the Collective Leadership approach for large systems transformation

CLI seeks to build a movement for Collective Leadership with its regular Transformation Literacy Conference, its online Collective Leadership Compass Tool that is widely used by collaboration practitioners around the world and supporting a Community of Practice around Collective Leadership emerging from the certification programme in the Academy. This strategic pillar is strongly supported by development of our community of alumni and certified Collective Leadership Specialists, as well as the newly inaugurated Young Peacebuilder's Program.

4.2 DEVELOPMENT POTENTIAL AND OPPORTUNITIES

Integrated across all four of these pillars is the important need to communicate the value of our approach and work through stories of transformation via, for example, our website, social media, newsletter, events, and webinars. Such communication includes documented case studies from CLI faculty, facilitators, and alumni; promotion of our publications and recorded talks; documentation of case studies of systemic transformation toward sustainability; livestreaming of our Transformation Literacy Conference; exploring ethical use of Artificial Intelligence (AI) tools to enhance CLI's work; and offering open-source resources and exchange spaces for our Community of Practice.

4.3 RISKS

The risks identified in 2024 are:

Digital Risks

The digital risks identified in the past, such as the increase of remote work, the need for online facilitation, and IT security risks, remain. With the rise of AI, we need to explore the opportunities and risks of this technology for our work. Due to the diversely skilled and motivated team, CLI is able to adapt to dynamic situations quickly. We are looking to upgrade our digital tools and internal IT system accordingly.

Political Risks

The larger emerging trend of a shrinking civic, democratic, and cross-cultural space in many regions of the world identified in the previous year continues strongly.

Finance Structure

The work of the Collective Leadership Institute relies particularly on project-based grant support from the German government. The budget freeze of the German Federal Government late in 2024 has significant operational impact on the international development and cooperation of Germany. CLI seeks to diversify its base of donors/finance partners.

5. ORGANISATIONAL STRUCTURE AND TEAM



5.1 ORGANISATIONAL STRUCTURE

On July 20th, 2016, the Collective Leadership Institute e.V (registered association) changed its legal form to a gGmbH, backdated to January 1st, 2016. In the German taxation system, a gGmbH is a limited liability company, whose earnings are used for a charitable purpose. It is exempted from corporation tax and occupational tax. As a gGmbH, CLI is able to work more efficiently than before.

5.2 SHAREHOLDER STRUCTURE

The Collective Leadership Institute gGmbH consists of four shareholders owning corporate shares: Elisabeth Kuehn (25%) and Martin Fielko (25%) as Executive Directors, as well as Heidrun Zoller (25%) and Dominic Stucker (25%), as Managing Partners.

At least once a year, all shareholders fulfil the requirement to convene in order to discuss principal decisions and strategic planning.

The nominal capital of the Collective Leadership Institute remains at 25.000 €.

Further information:

Statute of the Collective Leadership Institute (German only)
http://wiki.collectiveleadership.com/images/e/e7/Umwandlungsbeschluss_mit_Gesellschaftsvertrag.pdf

5.3 KEY PERSONNEL

Our dedicated team forms the basis of the work and the success of the Collective Leadership Institute.

Collective Intelligence arises in this case from a diverse skill set, knowledge of different languages, and deep intercultural experiences.

5.4 MANAGING PARTNERS



Elisabeth Kuehn: Executive Director, Managing Partner and Senior Project Manager

Elisabeth Kuehn is a strategic advisor and expert for international sustainability initiatives. With an extensive multi-disciplinary research background on empowerment of marginalized communities that draws i.a. on systems theory, international law and sociology, she has worked globally in promoting systems transformation for sustainability, advising and facilitating in particular multi-stakeholder initiatives for sustainable resource management and urban development. She has published research on diversity and empowerment as part of stewarding sustainability transformations in responsible value chains and integrated water management initiatives, and on promoting social capital for integration.

Martin Fielko: Executive Director, Managing Partner and Head of Educational Programmes and Marketing

Martin Fielko is a specialist in marketing, German Chamber of Commerce and Trade certified. Before joining the Collective Leadership Institute in 2016, he worked in the publishing and media industry for 14 years as an International Business Manager for Asia and the MENA region. At CLI, Martin is head of educational programs and marketing and in charge of marketing, course management and development, as well as networking and online strategy development.

Heidrun Zoller: Managing Partner and Chief Financial Officer

Heidrun Zoller is Chief Financial Officer and Managing Partner of the Collective Leadership Institute. She has worked in high-level positions in the German banking system as a risk manager and in an international building material group as the CFO of a German subsidiary. She was responsible for different due diligence processes and group integrations within companies after mergers. She also has many years of experience as a consultant in process optimisation.

Dominic Stucker: Managing Partner and Senior Associate

Dominic Stucker is an action-oriented collaborator who convenes diverse teams to address pressing sustainability challenges. With more than 15 years' experience as a programs manager, facilitator, process coach, and researcher, he specializes in transformative process design, collective leadership capacity building, natural resources management, and climate change. Mr. Stucker has published with Earthscan/Routledge,

MIT Press, and peer-reviewed journals. He is a lead faculty member for educational programs on cross-sector cooperation and facilitates stakeholder dialogue and collaboration processes.

6. PROFILES OF THE ORGANISATIONS INVOLVED

6.1 ORGANISATIONAL PROFILE

Location

Headquarters: Potsdam, Germany
Regional Office: Cape Town, South Africa

Contact details

Collective Leadership Institute gGmbH

Kurfürstenstraße 1
14467 Potsdam
Germany
Phone: + 49 (0) 331 58 16 59 6-0
Fax: +49 (0) 331 58 16 59 6-22
germany@collectiveleadership.com
www.collectiveleadership.com

Collective Leadership Institute (NPC)

11 Abelia Street, Mont Claire
7785 Cape Town
South Africa
Phone: +27 83 772 0958
southafrica@collectiveleadership.com
www.collectiveleadership.com

Founding

The Collective Leadership Institute was founded in 2005 by Petra Kuenkel and Kristiane Schaefer. With changing the legal form in 2016, the Management Board changed as well.

Legal form

gGmbH

Succession policy

None

Link to articles

<http://www.collectiveleadership.de/article/transparency/>

Commercial register

Handelsregister Potsdam, HRB 29182 P
from 16th August 2016

Non-profit organisation

The Collective Leadership Institute gGmbH, with its purpose of education and training, is exempted from corporate taxation in accordance with the last received Notice of Exemption by the Potsdam Tax Office, Tax No. 046/142/12298, from June, 29th, 2023 according to § 5 clause 1 No. 9 of the German Corporate Income Tax Act and is recognized as a non-profit organisation. The corporation Collective Leadership Institute gGmbH pursues objectives that are exclusively and immediately for the public benefit within the meaning of the clause "Tax privileged objectives" of the German Fiscal Code § 52 clause 2 No. 7.

The corporation is authorized to issue receipts confirming donations according to the officially prescribed form (§ 50 clause 1 EStDV) for donations which are made towards the purposes mentioned above.

Employee representatives

None

NUMBER OF TEAM MEMBERS	2020	2021	2022	2023	2024
Permanent employees (year-end)	10	11	9	9	9
Of which full time employees	9	9	9	9	9
Of which part time employees	1	2	0	0	0
Freelancers / Associates	14	13	14	12	12
Total employees and associates	24	24	23	21	21
Interns	0	0	0	0	0

6.2 CORPORATE GOVERNANCE

6.2.1 MANAGEMENT BOARD

Elisabeth Kuehn and Martin Fielko are Executive Directors of the Collective Leadership Institute (CLI) gGmbH, both with sole power of representation. Further Managing Partners are Heidrun Zoller and Dominic Stucker. The essential tasks and functions of the Management Board are governed in the management regulations.

dealt with over the course of the day when necessary and in accordance with supervisors. With regard to its environmental policy, CLI aims to minimize its use of natural resources, and seeks to lessen any undesirable impact on the environment.

6.2.2 FINANCIAL REPORTING

The annual financial statements are prepared internally with the cooperation of an external tax consultant. The Financial Officer is obliged to present the Partners with regular financial reporting, including bank statements at the end of each month.

6.3 ENVIRONMENTAL AND SOCIAL PROFILE

In its operational and employee manuals, the Collective Leadership Institute strives to be a responsible organisation from an environmental and social point of view. CLI ensures that employment policy and practices are fair and equitable in regard to the individual and the employment laws of Germany. CLI is an equal opportunity employer. CLI offers employees flexible working hours and the possibility of home office when appropriate and when the tasks are suitable. Private matters can be

7. FINANCES

7.1 BOOKKEEPING AND ACCOUNTING

7.1.1 BOOKKEEPING

CLI currently uses the double-entry bookkeeping method. All bookkeeping tasks are done by our external tax consultant.

7.1.2 ANNUAL FINANCIAL STATEMENT

CLI compiles an annual financial statement that consists of a statement of assets and liabilities and a profit and loss account. The annual financial statement is reviewed and finalized by the auditing and tax consulting firm Dr. Knabe, Schiffbauergasse 15, 14467 Potsdam, Germany.

7.1.3 CONTROLLING

CLI's internal controlling and reporting are based on reports compiled on a regular basis and are adapted to meet current demands. The Managing Partners and the staff are informed monthly about CLI's financial situation.

7.2 MANAGEMENT REPORT

CLI's activities are primarily financed by funded projects. Further income is generated by process consulting and course registration fees.

7.3 STATEMENT OF ASSETS AND LIABILITIES

ASSETS		2021	2022	2023	2024
		€	€	€	€
A. Fixed assets	I. Intangibles	6.505,00	490,00	7.702,00	33.101,00
	II. Tangibles	1.081,00	1.126,00	856,00	7.645,00
B. Current assets	I. Cash and bank balance	626.562,25	468.959,91	449.921,21	395.290,63
	II. Other	22.976,62	46.715,75	48.048,35	19.162,44
TOTAL ASSETS IN €		657.124,87	517.291,66	506.527,56	455.199,07
LIABILITIES		2021	2022	2023	2024
		€	€	€	€
A. Capital stock		25.000,00	25.000,00	25.000,00	25.000,00
B. Retained earnings		564.319,99	502.895,53	225.678,00	253.134,01
C. Annual result		-61.424,46	-277.217,53	27.456,01	-7.047,45
D. Total equity in €		527.895,53	250.678,00	278.134,01	271.086,56
E. Provisions		42.835,39	3.996,00	52.825,63	42.767,24
F. Other liabilities		86.393,95	262.617,66	175.567,92	141.345,27
TOTAL LIABILITIES IN €		657.124,87	517.291,66	506.527,56	455.199,07

7.4 INCOME AND EXPENSES

<i>INCOME</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
	€	€	€	€
A. Income ideational area	0	0	0	0
B. Other operational income	2.794,75	13.195,40	391,39	12.024,82
C. Income educational area	1.305.852,16	834.979,83	1,115,290,60	1.047.845,79
D. Income consultancy area	37.774,89	74.012,68	163,852,16	108.673,49
TOTAL INCOME	1.346.421,80	922.187,91	1,279,534,15	1.168.544,10
<i>EXPENSES</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
	€	€	€	€
A Personnel costs	629.472,77	594.111,30	494.926,56	510.965,24
B. Honorarium	626.344,47	427.335,49	448.834,95	455.769,07
C. Travel costs	40.268,85	89.376,64	152.801,00	121.123,27
D. Seminar and course costs			12.557,88	4.291,56
E. Facility cost	17.748,68	18.124,98	20.302,91	19.679,20
F. Administrative cost / IT	47.796,55	54.847,60	87.485,88	56.811,01
G. Marketing cost	703,35	1.975,43	25.718,25	1.915,47
H. Depreciation	13.958,76	8.099,41	4.765,31	3.912,28
I. Tax	0	0	538,00	0
J. Other expenses	31.552,83	5.534,59	3.970,40	1.299,45
K. Incidental monetary transaction	N/A	N/A	177,00	-175,00
TOTAL EXPENSES	1.407.846,26	1.199.405,44	1.252.078,14	1.175.591,55
ANNUAL RESULT IN €	-61.424,46	-277.217,53	27.456,01	-7.047,45



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