Leadership for Global Responsibility
Imprint

Publisher
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Layout and Design
Umbra Design
Ronald Gaube, Peter Hölscher
www.umbra.de

Place of Publication and Year
Bad Honnef, Germany, 2014
Global and systemic crises highlight the need for deep structural and cultural changes towards more sustainable and equal societies. Building on decades of experience in International Cooperation and Human Capacity Development, GIZ has developed its approach Leadership for Global Responsibility to foster collective action and social innovation in diverse networks of committed change agents. Our approach is value-driven, competency-based and rooted in a commitment to global well-being. Our leadership development programmes provide leaders from around the world a space to further develop key leadership competencies, reflect upon core dimensions such as mindset, values and purpose, and pilot change projects that impact in their organizational and societal context.

“We cannot solve the problems of our time with the same kind of thinking that created them.”

Albert Einstein
1. Moving Towards Sustainability – The Great Transformation

In the 21st century, we are increasingly aware of a series of systemic global challenges. We are witnessing how climate change and the overexploitation of resources threaten the livelihoods of humans and other species. Despite some successes, we see continuing poverty, forced migration and violations of human rights. We learnt how a global financial system powered by the wrong incentives serves egosystems depleting ecosystems. As societies, we are still struggling to develop a shared understanding of the deeper roots of these phenomena. In the face of crisis, it is tempting to rely on established responses that have proven successful in the past. Yet we begin to sense that continuing business as usual is no longer an option – relying on quick fixes and mental frames of the past will not serve us to master the challenges ahead.

Thus today, as individuals, organisations and societies, we are called to endeavor on a collective journey in search of profoundly new ways of thinking, being and acting that ensure a sustainable future for the generations to come. This quest has become known as the Great Transformation. It provides much uncertainty and few easy answers. Transformational change undermines old certainties and our preference to manage and control. Yet the road ahead also holds fascinating opportunities to explore previously hidden potentials, to grow as individuals, organisations and societies, and to seize more sustainable, mindful ways of being and doing.

2. Responsible Leadership in a Context of International Cooperation

The challenges of the 21st century, as well as the current shift from Development Cooperation to International Cooperation, are forcing us to reconsider many underlying assumptions and concepts, adapting the portfolio of interventions to the changing scenario. We see a growing need for responsible leadership that is committed to the well-being of societies and the planet and capable of facilitating a transformational journey towards sustainability. This requires responsible leaders with a highly self-reflective attitude and advanced leadership competencies. These minds for change are characterized by a strong motivation to take rapid and ambitious decisions. They are able to bring energy into processes of large systems change catalyzing collective action in international networks of diverse stakeholders.
In order to develop a common understanding of responsible leadership and consequently being able to design appropriate interventions and programmes we consider the following aspects to be crucial:

- Leadership capability is a result of **attitude, values and core leadership competencies**. It is powerful when it emerges from an identity anchored in values and purpose that serve the well-being of societies and the planet.

- **Leadership and management are complementary**. While management is the art of operating effectively and efficiently in known areas, leadership is the art of navigating in unknown territory and facilitating emergence, often outside the comfort zone of individuals and organisations. Exploring the synergy of leadership and management is crucial for anchoring leadership in organisational practice.

- Leadership transcends the hierarchical order, it is also a dispersed **function within organisations and networks, it is a collective process** in which varying individuals embody leaderful roles for a specific time and purpose.

- Leadership enhances the capability of individuals and organisations to **navigate in circumstances of transformational uncertainty**, global interconnectedness and a need for social innovation.

- **Leadership aligns being and doing**. It weaves qualities such as mindfulness and appreciation with courage, resilience and advanced competencies to initiate and sustain innovation through specific activities. Authenticity and integrity are crucial dimensions to be accepted as a leader and gain legitimacy for necessary changes.

- Leadership is the art of **integrating the inner world** of consciousness, emotions, values and cultural narratives **with the outer world** of institutions, structures and material realities. Leaders have to master both worlds in order to facilitate deep structural and cultural change.
3. Leadership for Global Responsibility – Defining Elements of a Sustainable Leadership Approach

Building on decades of experience in the field of International Cooperation and Human Capacity Development, GIZ is exploring new approaches with regard to learning and leadership. In the last years, we have collaboratively developed our approach Leadership for Global Responsibility, together with our international partners, participants, GIZ staff and facilitators of our Capacity Development Programmes.

Leadership for Global Responsibility is value-driven, competency-based and rooted in a commitment to global well-being. We foster responsible leadership with a self-reflective attitude and the ability to take innovative collective action.

Values are central to our approach. An understanding of one’s own values is critical for motivation as well as for authentic and effective leadership. Humans are motivated by the quest for a meaningful life – and meaning is derived from the feeling of acting in accordance with one’s values. However, we often experience value dilemmas when competing values – within a person, or between a person and its context – collide, or when values and practice diverge. Reflecting and transcending these dilemmas, exploring hidden dimensions of personal and organisational value systems are key elements of our Leadership Development Programmes.

Competencies are deeper seated abilities that an individual can apply in different contexts. Leadership competencies are the key abilities that are required in order to initiate, catalyse and sustain deep change or transformation.

GIZ offers Leadership Development Programmes that provide leaders from around the world a space to further develop key leadership competencies, reflect upon core dimension such as mindset, values and purpose, developing change projects embedded in an international network of change agents and organisations committed to move towards sustainability.

Our Leadership Development Programmes

• apply a dynamic Leadership Competency Framework
• are based on a constructivist approach, self-directed and peer-to-peer learning
• feature appreciative comparison, holistic and experiential learning that engages all senses
• are tailored to the needs of change agents, their socio-cultural context as well as key features of their sector or business

Our approach Leadership for Global Responsibility is continuously evolving in co-creation with participants, alumni, partners and practitioners.
4. The Leadership Competency Framework

Responsible leadership emerges when being and doing are authentically aligned and serve global well-being. Our Leadership Competency Framework therefore combines a focus on the **core of a leader** – the place from which we act – and **key leadership competencies** needed to facilitate innovative and collective action in a context of transformational change and diversity.

**Core**

The core, at the heart of every leader, is the deeper dimension of one’s identity. It weaves elements of attitude, mindset, value constructs as well as a sense of meaning and purpose. These deeper dimensions of our personality essentially influence how we interpret the world, which goals are regarded as meaningful, and how competencies are applied in varying contexts. This core is not fixed or given. Its components and their relative importance can shift in the course of an individual’s life span. Creating spaces for leaders to reflect on various dimensions of their core is therefore an essential feature of our Leadership Development Programmes.
Leading Oneself

Leading oneself is the ability to manage and lead by being aware of own cognition, emotion and body as well as the ability to transform one’s attitude, mind-set and values in light of a desired future. Leading oneself requires the ability of adapting to increasingly complex contexts – a precondition for leading and supporting others in uncertain transformation processes. Leading oneself is supported by the meta-competency of continuously reflecting on one’s mental models, assumptions, values and actions, and acting based on this reflection.
Leading Others

Building upon a high level of self-leadership based on a reflected core our Leadership Competency Framework encompasses four competency domains targeting collective action:

1. Leveraging diversity – the ability to value diversity as rich potential for co-creating a desired future and as a source for mutual learning, creativity and innovation. Leveraging diversity can help to identify shared values and new narratives for humanity as a whole that support a global shift towards sustainability and equality.

2. Living collaboration – the ability to develop solutions collaboratively in cross-sectoral and non-hierarchical networks. Collaboration involves creating a shared vision and intention through trustful relations and meaningful stakeholder dialogue.

3. Facilitating transformation – the ability to initiate and facilitate deep personal, structural and cultural change at the level of individuals and organisations. This requires an understanding of the dynamics of transformational processes and the ability to leave the personal comfort zone, let go old certainties and open up for situations of not-knowing and emergence.

4. Inspiring social innovation – the ability to engage in creative processes at the edge of what is known and tested. This requires courage to embody the new, learn from failure and engage in rapid prototyping and early stakeholder exchange. Leaders must be able to provide and hold spaces in which the truly new and unexpected can emerge.

Context – Organisational and Societal

Leadership takes place and changes within dynamic contexts. Our Leadership Development Programmes therefore offer minds for change a space to enhance their leadership qualities with regard to their specific organizational and societal context. Balancing the challenges of value dilemmas, external demands and pressure is a key for resilient and effective leadership. Reflecting on triggers of certain behaviors in different environments enables leaders to adapt and learn how to be effective in changing systems.
5. Leadership as a collective expedition through unknown territory

Many Leadership Development Programmes at GIZ’s Academy for International Cooperation (AIZ) are designed as Journeys or Labs. These expeditions bring together responsible leaders from government, business and civil society from around the world who work on global challenges at an international, national, regional or local level. Together, they endeavor on a personal and collective journey through unknown territory that holds unpredictable discoveries, challenges and encounters. The experiences on the road or in the lab change the travelers and the way they see, interpret and act in the world.

The Leadership Programmes we offer are part of a broader global quest to move forward to a **global transformation to sustainable economies and societies**. This Great Transformation is both a structural and cultural project. It involves the external, outside world of institutions, politics, structures, and material realities, as well as the inner world of values, emotions, consciousness, world views, cultural narratives and habitual routines in a society. Leaders can therefore only act as facilitators of transformational change and social innovation, if they are able to navigate successfully in and between both worlds, integrating them skilfully in their work and serve as leaders in organisations, communities and societies. **Mastery in both the inner and outer world** is thus decisive for facilitating fundamental change and catalysing new ways of thinking, acting and innovating at different levels of society.

**PHASES OF A LEADERSHIP JOURNEY**

1. **Starting the Journey**
2. **Exploring the Outside World**
3. **Exploring the Inner World**
4. **Enacting the Emerging Future**
5. **Coming Home - and continuing the Journey**
6. Join the Journey towards collective action

Leadership for Global Responsibility thrives when it is collaboratively enacted by a diverse community around the world. We invite you to contact and join us!

Our Leadership Journeys or Labs are tailored to the needs of participants and organisations, their socio-cultural context as well as key features of their sector or business. They can vary in length from a few days to several weeks and long-term journeys that integrate a series of workshops. A Leadership Programme can be designed around any focus topic or sectorial issue.

Our Toolbox Leadership for Global Responsibility is a living open source document that offers insights into responsible leadership work and practice. It combines selected tools with guidance on how to design and facilitate Leadership Journeys.

Our Facilitating Leadership Development (FieLD)-Programme enables skilled facilitators to become a space holder for our Leadership Development Programmes. Ask for more information on the FieLD-Programme starting for the first time in June 2014: leadership@giz.de

Our online LeadershipLAB brings together a community of participants, alumni, partners and practitioners from around the world on specific leadership issues. It provides a space to share leadership practices beyond workshops and is the home base of our first Leadership-MOOC: www.giz.de/leadership-lab