Addressing today’s environmental and sustainability challenges calls for new forms of individual and collective leadership. The Leopold Leadership Program has adapted the concept and dimensions of this framework to help academic environmental leaders become agents of change within and beyond their universities.

**Reflect**

- Assess challenges and strengths
  - Identify a challenge that resonates with your values and expertise
  - Evaluate personal strengths and time commitments
  - Envision team capabilities that could complement your own

**Inquire**

- Gather multiple perspectives
  - Identify key stakeholders
  - Seek out diverse perspectives
  - Reflect and reframe the challenge, as needed

**Connect**

- Understand context and networks
  - Evaluate the systems in which you work
  - Identify cross-sector and cross-disciplinary stakeholders and allies

**Engage**

- Create alignment on goals and directions
  - Convene multi-stakeholder groups
  - Assess potential opportunities and interventions
  - Create shared visions of work to be done and possible futures

**Strategize**

- Develop credible, relevant solutions
  - Co-design, co-produce, and co-implement change
  - Identify roles and responsibilities, timelines and metrics
  - Communicate plan and updates on progress

**Empower**

- Inspire ongoing action
  - Train the next generation: share lessons learned about leadership, process, and outcomes
  - Provide call to action for others
  - Convene ongoing conversations

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**Collective Leadership: Linking Knowledge to Action**

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Why Collective Leadership?
The Leopold Leadership Program is embracing a leadership model that encourages individuals to cross boundaries and work collaboratively to transform systems. This collective leadership model is well-suited to academic researchers who rely on broad networks to advance sustainability.

The principles of collective leadership emerged from organizational development practitioners and thought leaders over the past decade who reflected on the need for a new model when the:

- Issues are complex and multifaceted
- Networks of individuals and organizations are involved (NGOs, government, private sector)
- Solutions are likely to be iterative
- Innovative processes can enable and catalyze systemic change

Below we’ve outlined some of the key differences:

<table>
<thead>
<tr>
<th>TRADITIONAL LEADERSHIP MODEL</th>
<th>COLLECTIVE LEADERSHIP MODEL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is leadership?</strong></td>
<td>A position</td>
</tr>
<tr>
<td><strong>What leadership traits are most valued?</strong></td>
<td>Decisiveness, certainty &amp; focus</td>
</tr>
<tr>
<td><strong>Who provides relevant perspectives?</strong></td>
<td>Experts</td>
</tr>
<tr>
<td><strong>How does a leader mobilize action?</strong></td>
<td>Creates the vision for the larger group</td>
</tr>
<tr>
<td><strong>How does a leader implement solutions?</strong></td>
<td>Assigns roles and responsibilities</td>
</tr>
<tr>
<td><strong>How does a leader grow?</strong></td>
<td>Deepens knowledge within the boundaries of his or her expertise</td>
</tr>
<tr>
<td><strong>What is the outcome of leadership development?</strong></td>
<td>Individuals improve their personal skills and abilities to lead the way</td>
</tr>
<tr>
<td><strong>How do leaders view the needs of the future?</strong></td>
<td>Takes positions as new challenges arise</td>
</tr>
</tbody>
</table>

For more about the evolution and application of collective leadership, please see
https://ssir.org/articles/entry/the_dawn_of_system_leadership