



Dr Petra Kuenkel

Member of the Executive Committee
International Club of Rome

Co-Founder and Honorary President
Collective Leadership Institute

Fellow World Academy of Arts and Science

Associate TAOS Institute

Kurfürstenstraße 1, 14467 Potsdam, Germany

Phone: +49 (0)331 58 16 596 -0

E-mail: germany@collectiveleadership.com

Dr. Petra Kuenkel is an accomplished author in the field of sustainability transformations and a leading strategic advisor to pioneering international multi-stakeholder initiatives that tackle common goods and aim at transformative change. As a member of the Executive Committee of the International Club of Rome and the co-founder of the Collective Leadership Institute, she promotes the scaling-up of collective leadership and collaboration skills for change agents in sustainability transformations from the private sector, public sector and civil society. She has developed a science and practice based breakthrough methodology for transformative change and is an expert in strategy designs for complex cross-sector partnering and large-scale multi-stakeholder initiatives. An industrial psychologist by profession, her teaching areas include applied systems thinking and leadership in complex systems. Dr Petra Kuenkel's book **Stewarding Sustainability Transformations** is the 2019 Report to the Club of Rome. With projects all over the world, the Collective Leadership Institute (CLI) is an internationally operating non-profit organization focusing on thought leadership, executive education and sustainability transformation support.

Exemplary experiences in accompanying transformative national and international cross-sector stakeholder collaboration for sustainability include strategic advice to

- The Sustainable Textile Alliance in Germany: Adidas, Puma, Otto Group, H&M, Clean Cloth Campaign, Fair Labour Organization, etc.
- German Sustainable Cocoa Forum: Mondelez, Nestle, Metro, Oxfam, Greenpeace, etc.
- Global Seafood Sustainability Standard (GSSI): American and European Fish Industry
- African Cashew Initiative (financed by Bill and Melinda Gates Foundation), Kraftfoods, Olam, Technoserve, GIZ, etc.)
- Water Futures Partnership (WFP): Coca, Cola, WWF, SAB Miller, etc.
- German Food Partnership (GFP): WWF, German Agro Action, Claas, Acgo, etc.
- German Arabic Water Sector Network; Arab Water Association, German Water companies
- The global Common Code for the Coffee Community: European Coffee Association, Brazilian Coffee Association, Nestle, Tchibo, Douwe Egberts, IDH, etc.
- WE Project, sustainable textiles: GIZ, Tchibo, Fair Ware Foundation
- Public Private Partnership for Occupational Health and Safety (includes ILO, GIZ and VW)
- Cross-sector partnering for effective development cooperation (GDPEC)
- Transformative designs for the Egyptian Vocational Training approach
- Multi-actor partnerships for the employability of internally displaced people in the Ukraine
- Mainstreaming Multi-actor partnerships for project implementation of German NGOs

List of Publications

- Künkel, P. (2023).** *Zukunftskompetenz Stewardship: Vitale und resiliente Systeme durch transformative Führung*, Heidelberg: Springer Gabler, 2. Auflage
- Kuenkel, P., Gruen, A., Kuschka, T. (2023).** In Multi-Akteurs-Partnerschaften Nachhaltigkeitsziele verwirklichen. In: Herlyn, E. u.a. *Multi-Akteursnetzwerke: Kooperation als Chance für Umsetzung der Agenda 2030*. Heidelberg: Springer
- Kuenkel, P. (2022).** Limits to Growth rebooted: From patriarchal ignorance to collective stewardship of vital futures - a feminist perspective. In: Bardi, U. und Alvarez Pereira, C. (2022). *Limits and Beyond: 50 years on from The Limits to Growth, what did we learn and what's next?* Exapt Press.
- Kuenkel, P., Ragnarsdottir, K.V. (2022).** *Transformation Literacy. Pathways to Regenerative Civilizations*. Springer, Cham. Open access: <https://link.springer.com/book/10.1007/978-3-030-93254-1>
- Kuenkel, P. (2022).** Setting the Scene: How to Enhance the Knowledge and Practice of *Transformation Literacy*. In: Künkel, P., Ragnarsdottir, K.V. (eds) *Transformation Literacy*. Springer, Cham. https://doi.org/10.1007/978-3-030-93254-1_15
- Kuenkel, P. (2022).** The Systems Aliveness Approach—Shifting Mindsets from Navigating Emergency to Stewarding Wellbeing on a Healthy Planet. In: Künkel, P., Ragnarsdottir, K.V. (eds) *Transformation Literacy*. Springer, Cham. https://doi.org/10.1007/978-3-030-93254-1_7
- Kuenkel, P. (2022).** Setting the Scene: How to Connect with a World as an Interconnected Whole. In: Künkel, P., Ragnarsdottir, K.V. (eds) *Transformation Literacy*. Springer, Cham. https://doi.org/10.1007/978-3-030-93254-1_2
- Kuenkel, P., Ragnarsdottir, K.V. (2022).** Introduction and Conceptual Framing—Transformation Literacy as a Future-Making Skill. In: Künkel, P., Ragnarsdottir, K.V. (eds) *Transformation Literacy*. Springer, Cham. https://doi.org/10.1007/978-3-030-93254-1_1
- Kuenkel, P. (2022).** Collective Stewardship Towards Life Economies. In: Künkel, P., Ragnarsdottir, K.V. (eds) *Transformation Literacy*. Springer, Cham. https://doi.org/10.1007/978-3-030-93254-1_21
- Künkel, P. (2021).** Von den Grenzen des Wachstums zu lebensfördernden Ökonomien. In: Sternowski, A. *Weltbild für den blauen Planeten*. Continentia Verlag. Wiesbaden
- Kuenkel, P. (2021).** Transformation Literacy as a Collective Stewardship Task. *Cadmus*; Trieste Bd. 4, Ausg. 5, (Dec 2021): Open access: <http://cadmusjournal.org/node/918>
- Kuenkel, P. (2021).** Repurposing Economies Towards Life. *Cadmus*; Trieste Bd. 4, Ausg. 5, (Dec 2021): 56-71. Open access: <https://www.proquest.com/openview/4fe5a932c3f7816932ef4fb2b06beed3/1.pdf?pq-origsite=gscholar&cbl=1026370>
- Kuenkel, P. (2021).** *Führung mit Sinn ist weniger anfällig für Machtpathologien*. Springer interview: <https://www.springerprofessional.de/fuehrungsqualitaet/corporate-social-responsibility/-fuehrung-mit-sinn-ist-weniger-anfaellig-fuer-machtpathologien-/18653144>
- Kuenkel, P. (2021).** Life economies – an emerging opportunity for stewarding future. Club of Rome. <https://www.clubofrome.org/blog-post/kuenkel-stewarding/>
- Kuenkel, P. (2021).** *Leading Transformations – The Fundamental Shift in Strategic Management*. Lead article, CXO magazine, Issue 4: Sustainability Transformations. <https://cxomag.com>
- Kuenkel, P., Kuehn, E., Stucker, D., Williamson, D.F. (2020).** Leading transformative change collectively. A practitioner's guide to realizing the SDGs. Routledge
- Kuenkel, P. (2020).** *Führung mit Sinn: Wie Manager verantwortlich Zukunft gestalten*, Heidelberg: Springer Gabler, 2. Auflage
- Kuenkel, P., Gerlach, S., Frieg, V. (2020).** *Stakeholder Dialoge erfolgreich gestalten*, Heidelberg: Springer Gabler 2. Auflage

- Kuenkel, P. & Gruen, A. (2020).** Warum Sinn und das Management von komplexen Veränderungsprozessen zusammengehören. Ein Beitrag zur ko-kreativen Zukunftsgestaltung, in: Geramanis, O. & Hutmacher, S., *Der Mensch in der Selbstorganisation – Kooperationskonzepte für eine dynamische Arbeitswelt*. Springer Fachmedien Wiesbaden, ISBN: 978-3-658-27047-6.
- Kuenkel, P. & Waddock, S. (2019).** Stewarding Aliveness in a Troubled Earth System. *Cadmus Journal*, Volume 4. Issue 1. October, 2019. Online available: <http://cadmusjournal.org/article/volume-4/issue-1/stewarding-aliveness-troubled-earth-system>
- Waddock, S., & Kuenkel, P. (2019). 6 Strategies for Stabilizing the Planet. *Network for Business Sustainability*. <https://www.nbs.net/articles/6-strategies-for-stabilizing-the-planet>
- Waddock, S., & Kuenkel, P. (2019). What Gives Life to Large System Change? *Organization & Environment*. <https://doi.org/10.1177/1086026619842482>
- Kuenkel, P. (2019)** Stewarding Sustainability Transformations: An Emerging Theory and Practice of SDG Implementation, Report to the Club of Rome 2019, Springer, ISBN-10: 3030036901.
- Kuenkel, P. (2018).** Stewarding Systems Change – A Conceptual Architecture for Transformative Designs, *Collective Leadership Studies Vol. 7*, Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171.
- Künkel, P. & Grün, A. (2018).** Modul Leadership: „Leadership im Sozialstrukturwandel der Berufsfelder Sozial-, Gesundheits- und Planungswesen“, Studienbrief Master-Studiengang „Digitalisierung und Sozialstrukturwandel“, Hochschule Neubrandenburg/University of applied Science Neurandenburg, Germany
- Künkel, P. & Grün, A. (2018).** Modul Change-Management, Studienbrief Master-Studiengang „Digitalisierung und Sozialstrukturwandel“, Hochschule Neubrandenburg/University of applied Science Neurandenburg, Germany
- Kuenkel, P. & Grün, A. (2018).** Co-creation for Sustainability as a Societal Learning Journey. In: Azeiteiro U., Akerman M., Leal Filho W., Setti A., Brandli L. (eds) *Lifelong Learning and Education in Healthy and Sustainable Cities*. World Sustainability Series. Springer, Cham: pp 377-393.
- Kuenkel, P. & Kühn, E. (2018).** Leveraging Multi-Stakeholder Collaboration for Systemic Change in Responsible Value Chains: Six Principles For Transformative Process Designs. *Collective Leadership Studies Vol. 6*; Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171
- Kuenkel, P. (2017).** Leading Transformative Change Collectively – An Inquiry into Ways of Stewarding Co-evolutionary ‘Patterns of Aliveness’ for Global Sustainability Transformation. University of Twente: Enschede, The Netherlands.
- Kuenkel, P. (2017).** Collaboration in Action: From supporting projects to funding Partnerships in SDG Knowledge Hub. International Institute on Sustainable Development (IISD). <http://sdg.iisd.org/commentary/guest-articles/collaboration-in-action-from-supporting-projects-to-funding-partnerships/>
- Kuenkel, P. (2017).** A Pattern Approach to Sustainability Transformation – How the 17 SDG Can Become a Starting Point for Systemic Change, *Collective Leadership Studies Vol. 5*; Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171
- Kuenkel, P. (2017).** Building competences for partnering: how donors can ensure multi-stakeholder partnerships succeed. (Briefing Note 95). Maastricht: ECDPM. <http://ecdpm.org/publications/building-competences-partnering/>
- Kuenkel, P. (2017).** Die Zukunft von Führung ist kollektiv – was zukunftsorientierte Unternehmen auf dem Weg zu einem anderen Wirtschaften von Multi-Akteursinitiativen lernen können, in Daniels, K., Hollmann, J. *Anders wirtschaften- Integrale Impulse für eine plurale Ökonomie*, Gabler
- Kuenkel, P. (2016).** Making America Great Again! **Huffington Post, USA, 16.11.2016**
http://www.huffingtonpost.com/petra-kuenkel/making-america-great-agai_2_b_12952086.html
- Kuenkel, P. (2016).** Shifting Focus: From Events to Collaborative Process. **Huffington Post, USA, 17.10.2016**

http://www.huffingtonpost.com/petra-kuenkel/shifting-focus-from-event_b_12451190.html

Kuenkel, P. (2016). No Exit – Collaboration is Our Only Option. **Huffington Post, USA, 23.9.2016**

http://www.huffingtonpost.com/petra-kuenkel/living-systems-have-no-ex_b_12046988.html

Kuenkel, P. (2016). *For Better Or Worse: Will You Say YES To Collaboration?* **Huffington Post, USA, 28.8.2016**

http://www.huffingtonpost.com/petra-kuenkel/for-better-or-worse-will-b_11722596.html

Kuenkel, P. (2016). *The World Is In Trouble: What Are YOU Doing About It?* **Huffington Post, USA, 16.8.2016** http://www.huffingtonpost.com/petra-kuenkel/the-world-is-in-trouble-w_b_11473934.html

Kuenkel, P. (2016). *Führung mit Sinn: Wie Manager verantwortlich Zukunft gestalten*, Springer Gabler

Kuenkel, P., Gerlach, S., Frieg, V. (2016). *Stakeholder Dialoge erfolgreich gestalten*, Springer Gabler

Kuenkel, P., (2016). [Towards a governance of trust: Leading collectively in multi-stakeholder partnerships](#), ecdpm's GREAT Insights, Vol. 5, Issue 2, March/April 2016

Kuenkel, P. (2016). *The Art of Leading Collectively – Co-creating a Sustainable, Socially Just Future*, Chelsea Green, USA

Kuenkel, P; Buddenberg, J.; Kuehn, E; Heckmann, S. (2016). *Towards a Reference Framework for Effective Partnering - Creating Collaboration Patterns that Work for Successful SDG Implementation.* Publication for the GPECD Global Partnership Initiative: Promoting Effective Partnering, Collective Leadership Institute

Kuenkel, P. (2015). *Navigating Change in Complex Multi-Actor Settings: A Practice Approach to Better Collaboration*, The Journal of Corporate Citizenship (JCC), Issue 58 on Large Systems Change, Greenleaf Publications

Kuenkel, P., Buddenberg, J., Aitken, A., Wagener, H. (2015). Empowering Young Professionals. *Collective Leadership Studies Vol 3.* Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171

Kuenkel, P., Aitken, A. (2015). *Key Factors for the Successful Implementation of Stakeholder Partnerships: The Case of the African Cashew Initiative*, in: Bitzer, V., Hamann, R., Hall, M., Griffin-EL, E.W. (Eds.), *The Business of Social and Environmental Innovation - New Frontiers in Africa.* Springer

Kuenkel, P. (2014). Navigating Complex Change – How We Can Master the Challenges of Stakeholder Collaboration. *Collective Leadership Studies Vol. 2;* Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171

Kuenkel, P., Schaefer, K. (2013). Shifting the way we co-create: How we can turn the challenges of sustainability into opportunities. *Collective Leadership Studies Vol. 1;* Collective Leadership Institute: Potsdam/Germany, ISSN 2569-1171

Kuenkel, P. (2013). [Ten ingredients for embedding sustainability into leadership](#)
The Guardian, UK

Kuenkel, P. (2013). [Stakeholder engagement: a practical guide](#) The Guardian, UK

Kuenkel, P. (2013). [Sustainability leadership: how can we combine flatland and wonderland?](#) The Guardian, UK

Kuenkel, P. (2013). [Leadership for sustainability: the art of engaging](#)
The Guardian, UK

Kuenkel, P. (2013). [Collaborative leadership for sustainable development](#)
The Guardian, UK

Kuenkel, P., Pooya, N.; Gross, M. (2012). *Visionen entwickeln – was wir von der Generation Y lernen können*, Organisationsentwicklung, Zeitschrift für Unternehmensentwicklung und Change Management, 04-2012, Handelsblatt Fachmedien GmbH

Kuenkel, P., Gerlach, S. and Frieg, V. (2011). *Stakeholder Dialogues: Key Concepts and Competencies for Achieving Common Goals - a practical guide for change agents from public sector, private sector and civil*

society. Potsdam: Collective Leadership Institute Publishing, also available in French, Spanish, German and Arabic.

Kuenkel, P.; Fricke, V.; Cholakova, S. (2009). The Common Code for the Coffee Community, in: Volmer, D., *Enhancing the Effectiveness of Sustainability Partnerships*, National Academies Press

Kuenkel, P. (2008). *Mind and Heart – Mapping Your Personal Leadership Journey Towards Sustainability*, Potsdam: Collective Leadership Institute Publishing.

Kuenkel, P. (2004). Das Dialogische Prinzip als Führungsmodell in der Praxis, *Zeitschrift für Organisationsentwicklung* (ZOE) 01- 2004, Handelsblatt Fachmedien GmbH