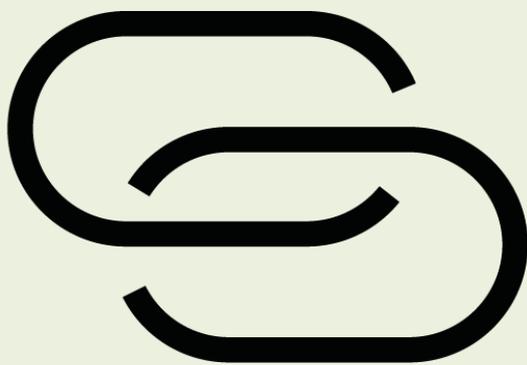




# THOUGHT LEADERSHIP

A Series of Papers developed to provoke thought

## The Essentials of Collaboration



## Collaboration

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Learning differently  
Thinking differently  
Acting differently

### Summary

*'If you want to go quickly, go alone. If you want to go far, go together.'* African Proverb

In this article, we will explore why collaboration matters and how it can be achieved. We highlight some specific models, principles and resources that can help.

We define collaboration as working together to achieve a greater impact. This can be working together between two or more organisations, which is the primary focus of this article; or within an organisation which is the focus of other articles we have written.

Two of our five core beliefs at Caplor Horizons are that: *'collaboration helps achieve greater impact'* and *'in diversity we find strength'*. Collaboration leads to greater impact via increased diversity in various ways.

Whilst the emphasis throughout is on not-for-profit organisations, many of the points are relevant more generally. We believe that collaboration between not-for-profit organisations can often be particularly challenging, mainly for strategic, governance and cultural reasons.

We highlight three significant considerations about collaboration between organisations.

Firstly, basic strategic alignment is a necessary requirement for collaboration along with the prospect of synergies being nurtured over time. By synergy we mean a combined effect of two or more organisations collaborating which is greater than if they operated separately. We highlight that collaboration is always best viewed as a exchange, one in which there is meaningful *'giving and getting'* for everyone involved.

Secondly, the cultures of organisations that collaborate need to be compatible along with the prospect that relationships can deepen and become stronger over time. We highlight that it is especially important to put values and beliefs at the heart of discussions when establishing and nurturing collaboration.

Thirdly, having the appropriate form, or structure, for collaboration is important at the outset along with the understanding that this might change and adapt to remain relevant over time. We highlight how it is important to keep addressing the practical issue of *'where does the power lie'* in considering the form or structure over time, ensuring that everyone is treated fairly with equal respect and voice regardless of, for instance, organisational size. This is especially important in considering the *'giving and getting'* of collaboration as illustrated by one famous remark linked to this point: *'how can we negotiate with people who say what's mine is mine and what's yours is negotiable?'*

## Why does collaboration matter so much?

*'Individually we are one drop, together we are an ocean.'* Satoro Ryunosuke

*'Do the best you can until you know better. When you know better, do better.'* Maya Angelou

Over the years, we have observed in our work that people sometimes put up walls between teams internally; and this can also happen between organisations externally. All too frequently, the 'others' are perceived to have different motives or priorities from ourselves, leading us to prefer the comfort of what we know; to talk to the people whom we know; to keep with the level of control that we know. And added to this, all too often competition is celebrated more than collaboration, even in not-for-profit organisations around the world.

What characteristics of human nature lead us to this? What characteristics of societies lead us to this? How can we challenge ourselves to collaborate more? If left unchallenged, these attitudes and behaviours can seem inevitable and even insurmountable in organisational life.

We believe this needs to change. We believe that taking bold steps towards greater and deeper levels of collaboration between organisations is vitally important. If we do this, we will be better placed to seize opportunities to make a more meaningful, lasting difference to the acute challenges that exist such as reducing poverty, addressing climate change and tackling biodiversity loss.

As we have shared in our Thought Leadership paper on ['Cross Cultural Communication](#)', research has shown that different societies have different characteristics in relation to collaboration. This affects organisations in various ways, especially complex international organisations that cross multiple boundaries. For instance, in some parts of the world, people tend to have more individualistic mind-sets; in other parts of the world, people tend to have more collective mind-sets.

Notwithstanding these and other factors, we can and must do better. Across the world positive voices for change encourage people and organisations to make positive choices: for instance, the voices that inspire organisations to collaborate to realize Human Rights, to achieve the Sustainable Development Goals, to propel the Black Lives Matter movement forwards and so on. Organisations can make choices about how they can be more diverse and inclusive; about how they reach out to other organisations to accelerate change.

In today's 'VUCA' world – a world in which Volatility, Uncertainty, Complexity and Ambiguity are increasingly prevalent – an urgent need exists to make collaboration a priority on the leadership agenda.

## How does strategy make a difference?

*'Alone we can do so little, together we can do so much.'* Helen Keller

*'If you do things well, do them better. Be daring. Be first. Be different.'* Anita Roddick

We usually define strategy simply as: 'where an organisation is going and how it is going to get there'.

In generating a collaborative way forward at a relatively operational level – for instance, in the case of co-creating a new project between two or more organisations – our definition can be adapted to: 'where a new collaborative project is going and how it is going to get there'.

In the case of generating a deeper level collaboration – for instance, in the case of co-creating a new federation between two or more organisations – our definition can be adapted to: 'where a new federation is going and how it is going to get there'.

We encourage a dynamic, iterative approach to strategy where it is a regular conversation across and between collaborating organisations. Over time, if collaboration goes well, organisations will often consider deeper forms of collaboration. For instance, at Caplor Horizons, we often start out with 'client relationships' before forming 'partnerships' as a result of deeper relationships being formed.

Basic strategic alignment is a necessary requirement for collaboration along with the prospect of synergies being nurtured over time. It is necessary that the basic elements, or 'essence', of organisational strategies are broadly aligned when collaboration between not-for-profits is being taken forward.

We consider the 'essence' of organisational strategy to include capturing why it exists; this is most likely to motivate people, to grip their imagination and excite them. As such, it includes the vision; purpose and/or mission; values; beliefs; the organisation's call to action and its story; it also includes its envisaged future and strategic goals, objectives or priorities.

Different people define words like 'vision' in different ways. What matters is that the organisations that are collaborating, and key stakeholders beyond this, share a common understanding and that broad alignment exists. For not-for-profits, we believe that alignment about values and beliefs are particularly significant.

Once assurance exists that there is basic alignment between the existing organisational strategies, the next step will be co-create something new. For general insights about strategy development, read our ['Essentials of Strategy'](#) article. Here we will explain how our Caplor House model is especially relevant to strategy processes between collaborating organisations. You can learn about this model by reading the [Caplor House Overview](#) document and take an online test via our [website](#).

The six elements of the Caplor House model provide collaborating partners with a practical framework that can be considered when developing strategy. One of the elements prompts the creation of bold strategic visions and ideas (the 'Observatory'); another prompts the rigorous development of these visions and ideas (the 'Library'); another reminds us of the operations involved, including systems (the 'Kitchen'); another considers how everyone will be motivated (the 'Family Room'); another prompts us to

think about learning and reflection (the 'Foundation'); and finally another considers about how the strategy will be sustainable (the 'Roof').

In terms of visionary ('Observatory') thinking, we believe that collaboration between not-for-profits provides a particularly exciting and important opportunity to generate ideas that can lead to transformative change. To help achieve this, we often encourage organisations to think about the 'Second Curve' concept (explained below).

In terms of analytical ('Library') thinking, we particularly prompt people to robustly consider the implications because collaboration can be relatively intense and can involve considerable time and investment plus difficult decisions. It is necessary to ensure that steps are realistic, that the pace is as kind as possible to people and that the health and wellbeing of all concerned are taken care of.

In terms of operational ('Kitchen') thinking, we encourage a strengths-based approach and identifying opportunities to 'make fits out of misfits'; this is a famous expression when it comes to collaboration. It means seeing how the characteristics of one organisation can complement those of another. For instance, one might be good at fundraising, another advocacy, another the delivery of services. Alone, each organisation might be somewhat unbalanced, combined these three are stronger.

In terms of motivation ('Family Room') thinking, we have seen how collaborations can provide renewal. For instance, by breaking down silos, the opportunities for learning, thinking and acting differently can be energising, though they have to be handled with much care taking into account that change can be difficult for people.

In terms of learning and reflection ('Foundation') thinking, we encourage collaborating organisations to consider how they can optimise the potential for learning and reflection; we recommend using our [Caplor Boat of learning](#) as a practical tool to support progress.

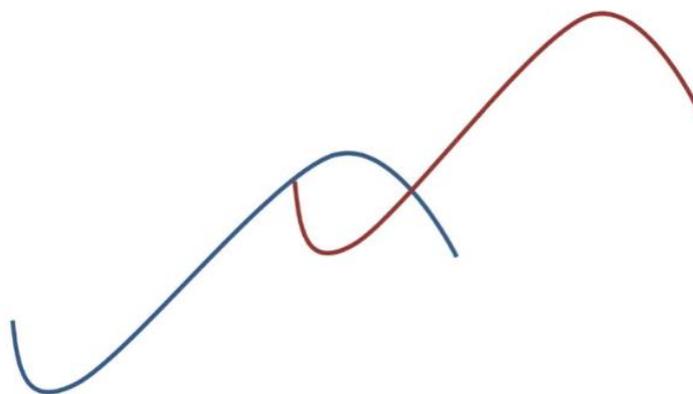
In terms of sustainability ('Roof') thinking, we encourage collaborating organisations to consider how emerging strategies will be progressive in relation to the four Ps: Purpose (how can the collaborative strategy lead to each organisation keeping true to its 'north star'); Prosperity (how can the collaborative strategy provide practical income and expenditure benefits – 'does it pay'); People (how can the collaborative strategy provide opportunities for people, including improving diversity and inclusion); and Planet (how can the collaborative strategy make positive impacts from an environmental standpoint).

It is helpful during strategy development to work round the Caplor House as a way of seeing things from different perspectives and getting insights into future possibilities. This ensures that people do not rely too heavily on one preferred way of thinking. There is no correct sequence for considering the elements – different elements will be visited and revisited at different times during the strategy process. However, the important point is that every element is considered and applied.

Returning to the important opportunity for visionary thinking, the world needs more 'Second Curve' transformations. Collaboration can help make these happen.

What do we mean by the Second Curve?

Organisations sometimes go through very significant transformation rather than incremental change. Like in this diagram of impact plotted against time, if timed well, organisations seize the initiative to act when things are going well: near the peak of the blue curve. Change can be hard. It takes time. Investment is required. Productivity along with confidence and



enthusiasm can go down before the benefits of the change start to be felt. Resilience and patience are necessary. We often use this simple, yet compelling model. We would urge you to reflect on its relevance to collaborative working. How could working with other organisations lift your sights to new horizons?

In short, whilst not-for-profits can certainly bring about Second Curve type transformations internally, we believe that the challenges and opportunities in today's world mean that they are more likely to succeed if they collaborate with others. However, strategic, governance and cultural reasons can prevent this:

**Strategy:** Sometimes not-for-profits can have a particularly strong view about already having the 'right' strategy, when in fact they could do better by learning, thinking and acting differently. This can be accelerated as a result of the creativity brought about by collaboration. Conversely, collaboration is easier when the strategies of the organisations explicitly seek it.

**Governance:** Not-for-profit governance can limit progress for practical reasons, such as the time-consuming nature of collaboration being difficult for volunteer board members. In some countries statutory arrangements can prevent some forms of collaboration or make them more complex.

**Culture:** It is often said that '*culture can eat strategy for breakfast*'. This means that organisational culture can be often be more important than strategy in determining success. Not-for-profits often have multiple stakeholders. These may resist collaboration and change. It can take time to develop a culture that is well disposed to collaboration.

### If organisational culture is so important, what can we do about that?

*'Collaboration has no hierarchy. The sun collaborates with soil to bring flowers on the earth.'* Amit Ray

*'A critical mass of leaders allows for more possibilities and more solutions and ideas to be generated, filtered and considered by the group – fostering more sophisticated and better answers to complex situations.'* Lynne Sedgmore, The Leaderful Way

We believe a pivotal consideration about successful not-for-profit collaboration relates to the degree to which there is distributed or shared leadership within an organisation. If it is well embedded, then a more open and welcoming approach to collaboration is likely to exist. When working with groups we often use

an experiential learning exercise with geese flying or we show short videos about this. Geese take it in turns to lead a V formation in a flock. This is a positive example for organisations to consider.

What other cultural considerations are important in relation to collaboration? We feel that the following six mutually supportive points are helpful – they come from an article called *‘Cracking the Code of Sustained Collaboration’* by Francesca Gino (Harvard Business Review, Dec 2019): *‘encourage people to listen; enable people to practice empathy; help people to be more comfortable with feedback; enthuse people to be flexible – sometimes leading, sometimes following according to the needs of a situation; communicate clearly to reduce any confusion; value win-win interactions’*. Such considerations, along with others, lead to a culture that is more disposed to collaboration with other organisations.

This brings us on to a tool that you might consider using. Having reflected on much research and learning about collaboration – like that in Francesca Gino’s article – and the type of culture that encourages it, we generated *‘The Six Senses of Partnership’*. This considers collaborative or partnership relationships in six dimensions: *purpose; responsibility; generosity; integrity; inclusion; trust*. We believe that all of these are very significant dimensions to collaboration. You can use this tool to assess the existing situation and how it might be improved.



Another tool we have devised, which is inspired by the ‘Competing Values Framework’ (created by Cameron and Quinn), assesses organisational culture more widely. This might also be helpful. This tool assesses the degree to which an organisation has: a ‘creative culture’; an ‘analytical culture’; a ‘controlling culture’ or a ‘collaborative culture’. Click [here](#) to access the tool.

In this article, we have deliberately decided to highlight culture, which involves relationships and includes issues of power and other difficult dynamics, before considering the forms or structures related to collaboration.

Why? Sadly, the not-for-profit sector has a poor reputation in relation to collaboration. This is not because there is less potential value than in any other sector. It is mainly because issues around culture prevent a positive attitude towards collaboration in the first place, or organisational culture blocks progress when possibilities do emerge.

For instance, if a culture of shared or distributed leadership already exists, conflict is less likely when it comes to deciding who, from one of the collaborating organisations, might take the lead.

As another example, if an organisation scores highly on the ‘Six Senses of Partnership’ or has a ‘collaborative culture’ prevailing, rather than, say, a ‘controlling culture’, then it is more likely to focus on the bigger picture. This means a greater focus on what will be best for delivering an agreed strategy

between the collaborating organisations rather than on whether one is larger or smaller or has more resources in various ways.

The UK's National Council of Voluntary Organisations points out how: *'collaboration requires any organisation to think through a number of key questions. Why are we doing it? Who do we involve? How will it work? Notably, the potential for 'power' imbalances within large and small collaborative relationships is much greater. For it to work, both the large and the small have to be prepared to: take risks; share resources; be less defensive and territorial; be open to change; be transparent about communication, including about respective needs along with strengths and weaknesses.'*

## What are the different forms or structures of collaboration?

*'Not until diversity is made the logic of production will there be a chance for sustainability, justice and peace. Cultivating and conserving diversity is no luxury in our times: it is a survival imperative.'*

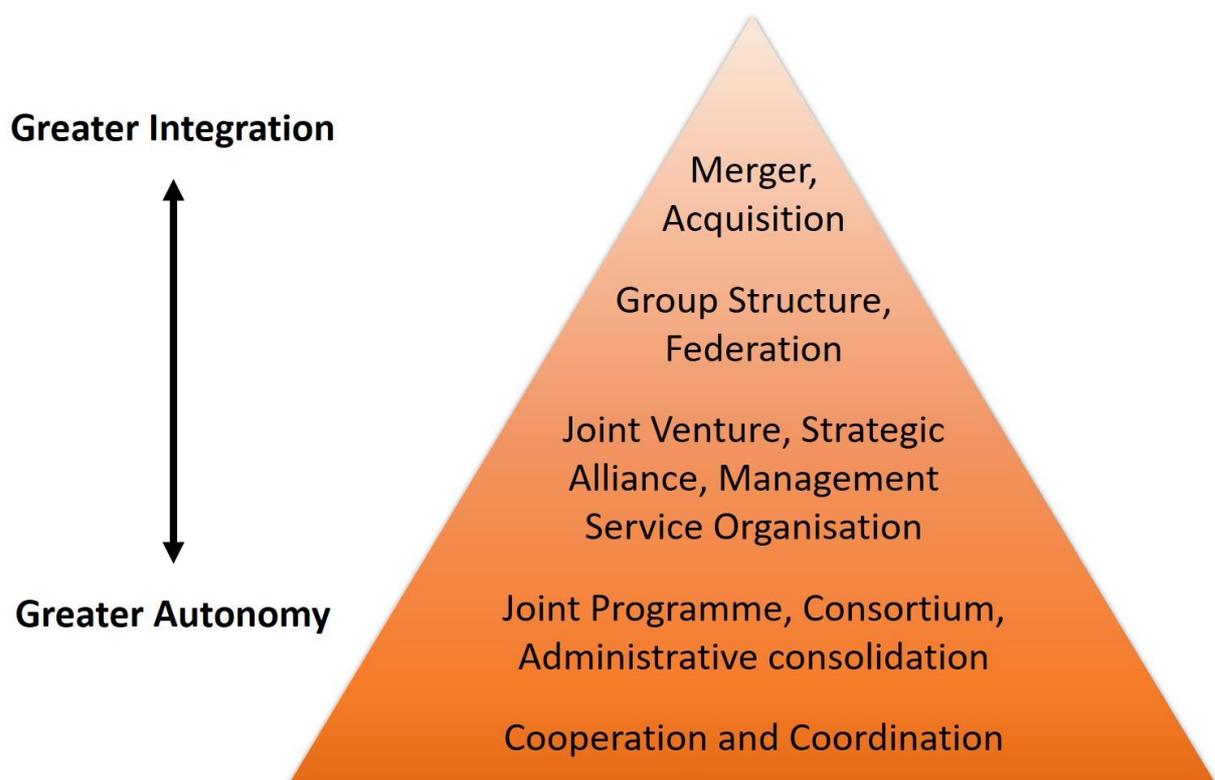
Vandana Shiva

*'On such a full sea are we now afloat, and we must take the current when it serves, or lose our ventures'*

Shakespeare

We believe that greater effectiveness emerges from the diversity of different people within different organisations working collaboratively together to bring about movements for positive change. To do this, it is important to seize currents of opportunity.

Here is a model representing some of the various forms or structures of collaboration...



As you read the following examples and insights about these, please keep in mind that as the degree of integration increases, so too can both the potential risk and the potential reward.

- **Cooperation and Coordination** – for example, running joint events, networking, sharing advertising, sharing office facilities or just simply sharing ideas for working towards a common goal. With these forms of collaboration, each organisation tends to maintain its own identity and independence. However, a collaborative event may fall under a joint name. Usually this type of collaboration is achieved fairly quickly. It generally has relatively low cost.
- **Joint Programme, Consortium or Administrative consolidation** – within this form of collaboration, the relationship between organisations will be underpinned by more formalised and strategic level arrangements, including agreements about objectives, roles, cost-sharing arrangements and so on. The organisations remain independent.
- **Joint Venture, Strategic Alliance or Management Service Organisation** – for example, in a joint venture, the parties involved come together for a medium- or longer-term initiative; a legal entity is typically established which they jointly own and control. There is some loss of independence for the organisations.
- **Group Structure or Federation** – in this form of collaboration, a formal structure for separate organisations to work together is usually created. For example, there can be a parent not-for-profit for all the organisations involved. In some cases of deeper level collaboration, an umbrella organisation might exercise a degree of control over local independent not-for-profits. In these circumstances, members might be affiliated with the umbrella body and have access to the resources and expertise offered.
- **Merger or Acquisition** – some collaborations at lower levels of integration can lead, over time, to a merger. On other occasions organisations opt to select this option straight away. A merger or acquisition is where two or more separate organisations come together to form one organisation. When this happens, from a legal point of view, either a new organisation is formed to continue the work of the original organisations (a merger), or one organisation assumes control of another (an acquisition). Whether this feels to staff like a merger or an acquisition may be different from the legal position. Please see the Annex for key factors to consider in a potential merger or acquisition.

Beyond these initial considerations, it is often useful to have an enduring way of evaluating what the most appropriate form or structure of collaboration is at a given time, especially taking into account the fast changing environment and the need to change and adapt to new realities. Different forms and structures for collaboration have emerged, including for movements: for example a holacracy is a decentralised form in which decision making is distributed throughout self organising teams.

We have often found that using a simplified set of principles (originally developed for working with federations or group structures) is very helpful to organisations when considering different forms of

collaboration. This is especially the case for more integrated forms (to read more about the origins of these principles, read our [‘Successful Change in Federations’](#) paper)...

- **Effective decision making.** It is more effective, as well as more motivating, for people involved with collaborative structures to retain as much autonomy as possible within their respective contexts. For this to happen, it needs to be agreed what is going to be decided collectively and what freedoms of decision making exist for different elements of a collaborative entity. This can have many different manifestations: for instance, in the case of the International Federation of Red Cross and Red Crescent Societies (IFRC), different decisions are made by the international secretariat, in contrast to decisions made by Regional Offices (e.g. Africa), in contrast to decisions by Country members (e.g. in Kenya, Thailand or Finland), in contrast to different teams within a given country. It is important to be clear what decisions are taken at different levels, even though this hierarchy of decisions will change over time. To enable this it is necessary to have sets of systems, policies and standards which are developed for relevant parts of a collaborative endeavour, focusing on what really matters whilst optimising the benefits of shared learning. It is also important to have a shared voice to influence issues at a higher level where relevant (e.g. international humanitarian responses in the case of the IFRC).
- **Sense of belonging.** It is important for people in collaborative ventures to feel a sense of belonging at several different levels. For instance, in the case of the IFRC, a person might feel a sense of belonging to a local team, a country and a region along with the International Red Cross and Red Crescent Movement as a whole. It is important to understand and respect different identities at different levels. People’s feelings of belonging and identity are a very significant part of organisational culture.
- **Interdependence.** It is important for people to feel committed to the principle that each part of a collaborative initiative needs the help of the other parts, as well as any co-ordinating body that might exist, in order to develop and thrive.

In all forms and structures it is essential to keep in mind what is helpful for people to feel connected; to feel human. This includes taking into account the digital transformation happening internationally, accelerated as a result of the coronavirus pandemic; notably the challenges and opportunities involved of working online, especially regarding developing meaningful relationships. For instance, the ‘Dunbar’s Number’ is often considered in this context; derived by an anthropologist, Robin Dunbar, this is the maximum body of people with whom one person can sustain good relationships. Whilst a figure of 150 is suggested by research, some would argue from experience that it is much less than this at around 70-80 people in practice. It is very important to foster effective relationships at every level in whatever collaborative form or structure emerges.

## Conclusion

*'Grace happens when we act with others on behalf of our world.'* Joanna Macy

*'To bring about change, you must not be afraid to take the first step. We will fail when we fail to try.'*

Rosa Parks

We live in extraordinary times. These call for extraordinary responses to very major issues of injustice that might otherwise seem overwhelming, such as those connected with climate change, biodiversity loss, the coronavirus pandemic, poverty, racism and more.

There is a constant stream of learning about collaboration and the best ways to bring it about in these fast changing times. For instance, in a London Business School webinar in June 2020, called *'How to build Collaboration and Innovation'*, Professor Lynda Gratton shared her latest research. She underscored the importance of nurturing collaborative culture, energising networks, developing collaborative capacity and having a compelling strategy. Notably she described the challenges of the coronavirus pandemic, including the difficulties of developing energised networks that might lead to innovation. At the same time, she set out the opportunities of thinking differently about spanning previous boundaries between people and creating novel collaborative relationships.

We urge everyone to continue their exploration of this topic and to apply new learning to consider different ways to collaboratively bring about a transformation. This will involve taking some risks. However, the needs of the planet and of humanity demand that we step up our collaborative efforts.

## Annex: Mergers, acquisitions and other combinations: Principles and criteria

This Annex to the paper on the Essentials of Collaboration suggests principles and criteria for particularly integrated forms of collaboration: mergers, acquisitions and other types of combination. For brevity all these options are labelled “mergers” in most of this Annex.

An organisation A may consider a merger for several reasons including:

- As part of a review of options for delivering its strategy
- In response to an opportunity that it has identified
- In response to an approach from another organisation
- To tackle an urgent organisational need

Although there is some overlap, we attempt a distinction between:

- **Principles** to guide A in thinking about whether a merger is attractive: the alternative is no merger but maybe some other relationship.
- **Criteria** to guide A in thinking about whether to merge with organisation B: the alternatives are mergers with organisations C, D or E.

### Principles

The proposed principles to guide organisation A in thinking about whether a merger is attractive are as follows:

1. Any merger should enhance the delivery of A’s strategy.
2. Mergers should only be contemplated with organisations that fit A’s values and culture.
3. A merger should provide benefits that outweigh the costs and risks involved.
4. Alternatives to a merger should be considered such as:
  - Takeover of or by another organisation (though it might be described as a merger)
  - Incubation role in which A starts a project with the intention that in time it will become fully independent
  - Alliance, group, federal and other structures linking independent or semi-independent organisations
  - Sharing of support functions
  - Sharing of operations
  - Sharing or changing links with beneficiaries
  - Collaboration on specific projects or types of project eg a coalition
5. However urgent or attractive, there should be a process of due diligence including the strengths and weaknesses of the other organisation examined openly: there should be no surprises later.

6. The rationale should be viewed from the perspectives of both organisations.
7. The process of implementing a merger is vital for its success:
  - Emphasise openness and communication, both with the other organisation and with A's own Board, staff and volunteers
  - Ask the most difficult questions at the start
  - Tackle explicitly issues of power and personality in advance by agreeing key posts and roles and who will fill them.

## Criteria

The proposed criteria to guide organisation A in thinking about whether to merge with organisation B are as follows:

1. Is there a fit with B's values, beliefs and culture?
2. Are either A or B or both faith-based organisations? Although values may be similar, an explicit reference to faith could be difficult to combine with a more secular positioning.
3. How compatible is B's stated vision, mission and strategy with those of A?
4. Would the merger transform the delivery of one or more of A's strategic goals?
5. Do the benefits outweigh the costs and added risks?
  - a. Benefits may include the following:
    - Better quality and/or range of services to offer clients or beneficiaries
    - New locations and clients or beneficiaries
    - New skills among staff
    - Different technology
    - New office locations
    - Greater influence and stronger advocacy
    - New donors and sources of funding
    - Unrestricted reserves
    - Economies of scale and cutting costs
  - b. Costs may include the following:
    - Immediate costs of merger eg legal fees
    - Opportunity costs of merger: Board and management time taken
    - Time and costs of culture change processes
    - Rebranding
    - Integrating IT systems
    - Changes in wages and benefits: often a levelling up
  - c. Added risks may include the following:

- Clashes of values and culture
  - Friction between key personalities
  - Failure to engage all staff in the new organisation
  - Confusion about identity among donors and clients or beneficiaries
  - Failure to realise cost savings
  - Liabilities eg related to pensions or past problems
6. Are the two organisations similar, in which case the main gains are size, influence and potential economies of scale, or complementary, taking A into related but new areas?
  7. Are the legal structures compatible?
    - A merger with a profit-making company is likely to be difficult and would risk losing the tax benefits of being a charity, depending on national laws and regulations. However a close relationship could be developed where the profits of the profit-making company are covenanted to the charity.
    - It may be possible to combine a campaigning non-charitable company with a charitable company though this does cause extra complexity.
  8. Are the constitutional objectives compatible? If they are not too far apart they can probably be amended on either or both sides to bring them into alignment.
  9. How easy is it to merge the governance arrangements?
    - If B has a single Board it could be merged: but the resulting Board might be too large to be effective. And who would be Chair?
    - Alternatively B's Board could continue overseeing part of the work.
    - B's Board could become an advisory Board.
  10. Are the sizes comparable? Inequality in size leads to something much more like a takeover by the larger organisation. Is that still attractive to all concerned?
  11. What is the likely response of key stakeholders such as Board, staff and volunteers?
  12. How would the new organisation fit with other organisations closely linked by history or activity to A?

These are not all equally important: a key question is which should be given most weight?

In the case of many NGOs, item 1 on values, beliefs and culture is likely to be top.

## Caplor Horizons – Background

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

**Our vision is:** *A world where leaders deliver a sustainable future for all*

**Our purpose is:** *To be courageous, compassionate and creative in facilitating transformational change*

**Our values are:**

- **Courage** – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations
- **Compassion** – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others
- **Creativity** – We learn, think and act differently, and are innovative and resilient in an ever-changing world

**Our beliefs are:**

- Through diversity we ignite dynamic innovation
- Collaboration helps achieve greater impact
- Everyone matters
- We are all leaders in our individual and collective ways – we are all change makers!
- Learning is more effective if it is fun, engaging and creative
- Building on people's strengths creates greater resilience

**Our strategic goals:**

- Goal 1: Transforming Leadership
- Goal 2: Strengthening Resilience
- Goal 3: Increasing Collaboration

Learning differently  
Thinking differently  
Acting differently

