



**REGENERATIVE**  
**AGRICULTURE FORUM 2026**  
**ACCELERATING THE TRANSITION**

# Radical Collaboration Toolkit

A practical guide to radical collaboration  
in organizations and partnerships

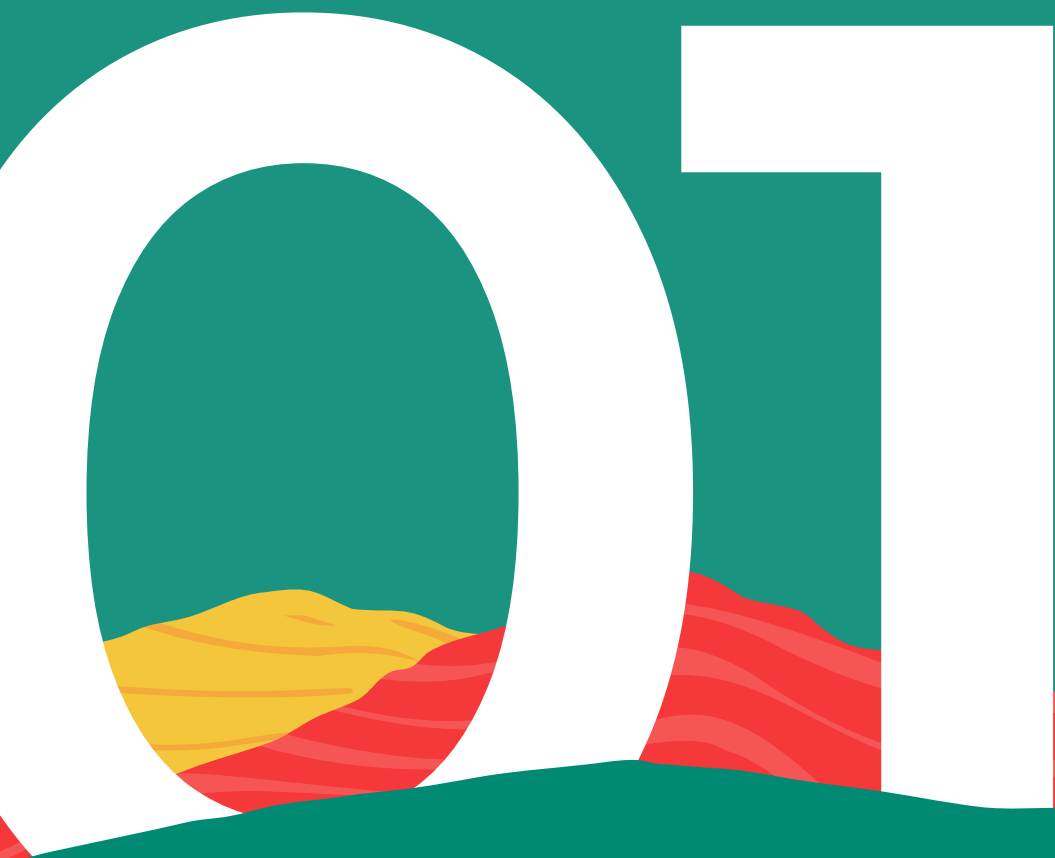




# Table of Contents

|                                                                             |           |
|-----------------------------------------------------------------------------|-----------|
| <b>1. About this Toolkit</b>                                                | <b>5</b>  |
| <b>2. The Radical Collaboration Manifesto for Regenerative Food Systems</b> | <b>13</b> |
| Radical collaboration as a living standard                                  | 16        |
| Radical collaboration benefits everyone                                     | 17        |
| Steps towards radical collaboration                                         | 18        |
| An invitation                                                               | 21        |
| <b>3. From Principles to Practice</b>                                       | <b>23</b> |
| Suggested process                                                           | 25        |
| Worksheet 1                                                                 | 28        |
| Worksheet 2                                                                 | 29        |
| Worksheet 3                                                                 | 31        |
| Worksheet 4                                                                 | 33        |
| <b>4. Looking Ahead</b>                                                     | <b>37</b> |
| <b>5. Annex A. Further reading &amp; resources</b>                          | <b>41</b> |
| Radical Collaboration & Partnerships                                        | 44        |
| Inner Capacities for Collaboration                                          | 46        |
| Power, Equity & Fair Dealing                                                | 48        |
| Organizational Learning & Change                                            | 50        |





# About this Toolkit





The challenges today's organizations face are rarely confined to institutional boundaries. Whether they're responding to climate change, transforming food systems, improving health or strengthening community resilience, organizations are increasingly working in contexts where causes and consequences are deeply interconnected and where actions in one part of the system inevitably affect many others. These are what have come to be known as wicked problems: challenges for which there is no single, definitive solution – only better and worse ways of working with them as they change over time.

Addressing these challenges requires collaboration across perspectives, sectors and forms of knowledge, since no single actor holds the influence, expertise, resources or capacity to respond alone. Few would disagree with this. Yet collaboration has become something of a mantra, invoked so often that it can begin to feel self-explanatory, as though bringing the right people together were enough for it to emerge on its own. While organizations invest heavily in developing technical expertise,

strategic planning, project management and leadership, far less attention is given to cultivating the relational capacities and organizational conditions needed to sustain meaningful collaboration in contexts of increasing volatility, uncertainty, complexity, and ambiguity.

This toolkit argues that the challenges of our time require more than collaboration as it is commonly understood. They require what we call *radical collaboration*.

Angela Davis has often described being radical as “grasping things at the root,” a reminder that lasting change requires engaging with the underlying conditions that create the challenges we face, rather than just their visible symptoms. In this toolkit, radical collaboration means working at those roots: the relationships, assumptions, habits, behaviors, power dynamics and organizational structures that shape how people work together and, ultimately, what becomes possible through collective action.







# How to use this Toolkit

The toolkit is designed to help individuals, teams, organizations and partnerships translate the principles of radical collaboration into concrete action within their own contexts. Rather than prescribing a single approach, it offers a practical foundation for reflection, experimentation and continuous learning.



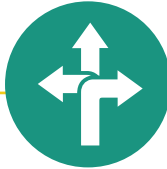
Specifically, this toolkit includes:



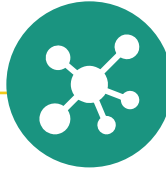
**The Radical collaboration manifesto**, developed by the Sustainable Agriculture Network (SAN), which articulates the principles and commitments that underpin radical collaboration.



**Structured worksheets** that help individuals and teams explore how those principles can be translated into the specific behaviours, practices, structures and conditions needed within their own organizations and collaborative initiatives.



**Guidance** to support these reflections as collective conversations, enabling teams and partners to build shared understanding rather than working through the questions in isolation.



**Small-scale experiments** that encourage teams to test new ways of collaborating through practical, low-risk actions that can be observed, reflected upon and adapted over time.



**A curated collection of resources**—including tools, frameworks, books and videos—for those who wish to deepen their understanding or explore particular aspects of collaboration in greater detail.

This toolkit builds on the collective work of participants during the Regenerative Agriculture Forum 2026, convened by SAN, the Global Landscapes Forum (GLF), CABI and Imaflora. Through two Living Labs, one in person and one online, participants worked together to translate the Radical Collaboration Manifesto into practical design principles that informed the development of this toolkit. Explore the forum outcomes and resources [here](#).





A large, white, stylized number '2022' is positioned on the left side of the image. The number is set against a solid yellow background. Inside the circular part of the '0', there is a small, colorful illustration of a landscape with a blue sky, green hills, and a red path. The number '2' is also white and has a similar landscape illustration inside its lower loop.

2022

The right side of the image features a close-up photograph of corn plants with green leaves and developing ears of corn. The image is overlaid with a semi-transparent yellow filter, which blends into the yellow background of the left side. The text 'The Radical Collaboration Manifesto for Regenerative Food Systems' is written in white, bold, sans-serif font over the corn image.

**The Radical Collaboration  
Manifesto for Regenerative  
Food Systems**



# A call to collaborative leadership for meaningful transformation

The radical collaboration manifesto is a call to transform food systems, across production, distribution, consumption, and waste. It argues that lasting change requires diverse actors to work across the full chain with respect, trust, open communication, equity, shared accountability, and interest-based negotiation, while building the inner skills (self-awareness, humility, empathy, presence under tension) that make collaboration possible.





# 01

## Radical collaboration as a living standard

Food systems sit at the center of the defining challenges of our time: climate instability, biodiversity loss, inequality, and a fraying relationship with the life-giving land that sustains us. From production and processing to distribution, retail, consumption, and waste, our choices ripple through livelihoods, ecosystems, and health. The crisis is not technical, but fundamentally human and systemic, and thus it is a human challenge to transform food systems.

This manifesto is an invitation to a different way of working: radical collaboration—a disciplined, daily practice of uniting diverse perspectives to co-create solutions that are equitable, regenerative, and credible at scale. It rests on respect, trust, and open communication—but it also depends on inner skills: self-awareness, humility, empathy, and constructive courage, the ability to stay present when tension rises. When we cultivate these capacities, we turn differences into strengths, challenges into opportunities, and ideas into innovations.

Developed by the Sustainable Agriculture Network (SAN), a collective of 41 organizations pursuing the transformation of agriculture worldwide, the radical collaboration approach has provided fertile ground for the creation of shared governance structures, while strengthening the commitment to co-creation and enabling transformational collective impact.

By bringing together diverse voices and sharing accountability, responsibility is not diluted but deepened. Outcomes become jointly owned, transparently stewarded, and equitably recognized. And thus, we achieve meaningful, lasting transformation. Let us set radical collaboration as our living standard, one that reflects both who we are and how we succeed.

# 02

## Radical collaboration benefits everyone



**For corporates and decision makers,** it means using procurement, pricing, and finance to reward regenerative and equitable outcomes.



**For consumers,** it means remembering that what we buy and normalize shapes livelihoods and pushes us towards more intentional choices.



**For farmers and Indigenous Peoples,** it shapes livelihoods and the future of the planet.



**For policy makers,** it means ending subsidy systems that favor industrial agriculture and redirecting public incentives toward regenerative agriculture—so the economics of farming rewards restoration rather than extraction.



# 03

## Steps towards radical collaboration

### 1.

#### Developing the skills

Food systems change happens through people: through conversations, negotiations, trade-offs, and shared courage. That means the quality of our collaboration is limited by the quality of our awareness.

Radical collaboration requires inner skills we can practice: noticing defensiveness early; choosing curiosity before advocacy; holding complexity without collapsing into certainty; and listening for what might be true in a view that challenges our own. These capacities are not “soft” add-ons—they are key foundations that enable trust, fairness, and collective intelligence.

This is the work of collaborative leadership: convening the right stakeholders, holding a shared purpose through uncertainty, and designing processes where power is acknowledged and trust can grow. It is also the work of conscious organizational cultures—cultures that reward learning, transparency, and repair; that make it safe to speak the truth; and that treat relationships as mission-critical infrastructure rather than a “nice to have.”

### 2.

#### Choosing the principles

- ☑ Respect as a discipline: We listen actively and search for what might be true in perspectives that challenge our own.
- ☑ Trust as something we earn: We do what we say, share evidence of progress, and surface risks early and openly.
- ☑ Open communication with purpose: We communicate clearly about decisions, commitments, and learning so others can build on it.
- ☑ Equity, reciprocity, and fair distribution: We make power visible, share voice and benefits fairly, and ensure those closest to the land help shape decisions—including how costs, risks, and rewards are allocated across value chains and landscapes.
- ☑ Negotiate interests, not positions: We look beneath demands to understand needs, constraints, and values—expanding options for fair agreements.
- ☑ Shared accountability: We define roles, track commitments, and distribute credit fairly—because impact is collective.
- ☑ Choosing learning over blame: We treat missteps as data and improve systems rather than punish people.

### 3.

#### Setting our commitments

- ☑ We bring people in early—and we co-create, not consult. Those who will live with the consequences help shape options from the beginning, sharing authorship, learning, and credit.
- ☑ We make decision pathways explicit. We name whether we are informing, deciding, or creating—and clarify who decides, who contributes, and how dissent will be honored.
- ☑ We choose transparency over ambiguity. We publish the rationale for key choices so people not in the room can still see themselves in the process—and we make explicit agreements on how costs, risks, and benefits will be shared, including through public policy that shifts subsidies away from industrial agriculture and builds incentives for regenerative outcomes.
- ☑ We disagree well—and protect psychological safety. We treat conflict as a test of ideas, not a clash of egos, and we create space for candor, first drafts, and naive questions because they accelerate learning and improve decisions.
- ☑ We steward knowledge and weave the network. We document what we try and what it teaches—then deliberately connect people across regions, disciplines, and roles so learning and opportunity can circulate.
- ☑ We center dignity. Farmers, workers, Indigenous Peoples, local communities, women, and youth are partners and co-authors—not beneficiaries.



4.

Radically collaborating in daily practice

Radical collaboration begins before a meeting even starts—with clarity of purpose and an honest view of what is at stake. It also begins within: with the ability to pause, notice our reactions, and choose a response that serves the whole. It lives in how we invite participation, how we frame decisions, how we handle conflict, and how we close loops with integrity.

- ✓ Start with purpose: “Are we here to inform, decide, or create?”
- ✓ Make commitments visible: capture decisions, owners, and dates where everyone can see them.
- ✓ Learn fast: run quick after-action reviews focused on choices and consequences.
- ✓ Share early drafts: make thinking visible so others can strengthen it.
- ✓ Name tensions: treat friction as information, not threat.
- ✓ Negotiate for shared gain: move from positions to interests, then co-design options.
- ✓ Close with alignment: confirm decisions, next steps, and how feedback continues.
- ✓ Regulate and stay curious: pause under tension; ask “What am I missing?”
- ✓ Reflect and repair: when trust strains, name it and restore clarity.

5.

Recognizing the signals of success

- ✓ People can explain why we are doing what we are doing—and how their contribution connects to it.
- ✓ Decisions are timely and feel fair, with visible reasoning even when someone’s preferred option is not chosen.
- ✓ Stakeholders can name the trade-offs—and there is a shared, credible approach to distributing costs and benefits fairly, with incentives aligned to long-term outcomes.
- ✓ Knowledge travels across the chain—from production to consumption—so teams reuse what works instead of reinventing it, accelerating progress and deepening trust.
- ✓ Partners describe their experience not as recipients of support but as co-authors of solutions.
- ✓ When hard trade-offs arise, we find ourselves disagreeing well—and moving forward together.

Collaborative leadership is the practice of enabling people and institutions to achieve outcomes no single actor can deliver alone—by convening diverse stakeholders, building shared purpose, surfacing and negotiating underlying interests, and holding the conditions for trust, learning, and accountable execution.

These human signals are not “soft.” They are the precursors to hard outcomes: shorter cycle times, fewer rework loops, stronger legitimacy, and more durable impact on farms, landscapes and communities. Trust becomes the currency of execution.

04

An invitation

A practical pledge: We will elevate collective purpose over individual agendas; negotiate around interests rather than positions; choose transparency, fairness, and reciprocity; invest in trust as infrastructure; and build the inner capacities—self-awareness, humility, empathy, and constructive courage—that allow collaboration to hold under stress. We will track our commitments, learn in public where possible, and repair quickly when trust is strained.

In these times of humanitarian and planetary risk, radical collaboration is not idealism. It is effective leadership. Share this manifesto with your partners and teams—and revisit it quarterly to reflect, learn, and renew your commitments, again and again.

Adopting this manifesto is not a symbolic endorsement—it is a decision to work differently, starting now. Bring it into your partnerships, coalitions, programs, and institutions. Use it to design how you convene, decide, negotiate, learn, and repair—so that collaboration becomes a source of speed, legitimacy, and durable impact.

Start here:

1.

Name the shared purpose. Write one sentence that states the outcome you are seeking together and who it must serve.

2.

Map stakeholders and power. Identify who is affected, who decides, who holds resources, and who is missing—then bring missing voices in early.

3.

Agree how you will decide. Clarify when you are informing, deciding, or creating—and document roles, timelines, and how dissent will be handled.

4.

Negotiate interests, not positions. For one live conflict, ask: “What do we each need, and why?” Generate at least three options that meet multiple interests.

**Now act:** Convene the people you need, name the trade-offs you have avoided, and redesign decisions so costs, risks, and benefits are shared fairly. Whether you grow, govern, invest, sell, or buy food—bring radical collaboration into the next choice you make, and invite others to co-create what comes next.

Endorse the Radical Collaboration Manifesto here





The number '03' is rendered in a large, white, sans-serif font. Inside the '0', there is a stylized landscape illustration featuring rolling hills in shades of yellow and orange, with a red ribbon-like shape flowing across the base. The background of the entire image is a solid green color, with a faint, out-of-focus image of a green plant with small pods visible on the right side.

03

**From Principles  
to Practice**



The principles in the Radical Collaboration Manifesto are not intended to remain aspirations. They become meaningful when they shape how we make decisions, build relationships, allocate resources, respond to challenges and learn together.

The process outlined here is designed to help individuals and teams translate each principle into their own organizational context, approaching it as a process of collective inquiry, reflection, experimentation and continuous iteration.

The process is supported by **four printable worksheets**, corresponding to Steps 2–5. Each worksheet can be copied and reused as often as needed to explore different principles or revisit them over time. Together, they create a practical learning cycle that helps teams move from principles to practice.



# Suggested process

## Step 1 — Choose (Collective conversation)

Rather than trying to improve everything at once, select one principle that feels especially relevant to your organization’s current context. This conversation should help build a shared understanding of why this principle matters now and what challenges or opportunities it speaks to.

### The seven principles are:

1.

**Respect as a discipline**  
We listen actively and search for what might be true in perspectives that challenge our own.
2.

**Build trust**  
We do what we say, share evidence of progress, and surface risks early and openly.
3.

**Open communication**  
We communicate clearly about decisions, commitments, and learning so others can build on it.
4.

**Equity, reciprocity & fairness**  
We make power visible, share voice and benefits fairly, and ensure those closest to the land help shape decisions—including how costs, risks, and rewards are allocated across value chains and landscapes.
5.

**Negotiate interests, not positions**  
We look beneath demands to understand needs, constraints, and values—expanding options for fair agreements.
6.

**Shared accountability**  
We define roles, track commitments, and distribute credit fairly—because impact is collective.
7.

**Choosing learning over blame**  
We treat missteps as data and improve systems rather than punish people.





# Suggested Process

## Step 2 — Reflect

(Worksheet 1)

Each participant completes the first worksheet independently. Individual reflection creates space for people to consider their own experiences, assumptions and perspectives before entering into group dialogue.

## Step 3 — Translate

(Worksheet 2 – Collective conversation)

Using the second worksheet, work together to explore what the chosen principle would look like in practice within your organization. Consider not only the individual behaviours it requires, but also the team practices and organizational structures that would help sustain it over time.

## Step 4 — Experiment

(Worksheet 3 – Collective conversation)

Use the third worksheet to identify one small, practical experiment your team can test. Focus on creating an opportunity to learn rather than implementing a perfect solution. Agree on how you will reflect on what you discover and when you will come back together to review your experience.

## Step 5 — Learn and adapt

(Worksheet 4 – Collective conversation)

After completing your experiment, reconvene as a team to reflect on what you learned. Use the fourth worksheet to explore what surprised you, what barriers emerged and what insights can inform your next steps. The purpose is to strengthen your collaborative practice through ongoing learning and increased stamina.



# Worksheet 1

## Understanding the principle

### Principle chosen:

Before discussing with others, take a few moments to reflect individually. There are no right or wrong answers. The purpose is to become more aware of your own assumptions and perspectives before entering into collective dialogue.

1. What does this principle mean to you, in your own words?

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2. Where have you experienced this principle working well? What made it possible?

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3. Where have you experienced the absence of this principle? What were the consequences?

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4. What assumptions, habits or ways of working might this principle invite you to question?

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5. As you think about putting this principle into practice, what feelings arise? What feels easy? What feels uncomfortable?

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6. What is one insight or question you would like to bring into the group conversation?

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# Worksheet 2

## Making the principle operational

### Principle chosen:

Working together, explore what this principle would look like if it were fully alive in your organization or collaboration.

### A. Inner skills & behaviours

**What personal capacities, mindsets or behaviours does this principle require from us?**

Think about:

- attitudes
- leadership behaviours
- emotional capacities
- communication habits
- assumptions we may need to unlearn

### B. Practices & protocols

**What relational agreements, practices, tools or methods enact this principle?**

Think about:

- |                      |                       |
|----------------------|-----------------------|
| • meetings           | • reflection routines |
| • decision-making    | • agreements          |
| • communication      | • feedback            |
| • conflict practices |                       |



### C. Organizational infrastructure

#### What organizational conditions would help sustain this principle over time?

Think about:

- governance
  - incentives
  - accountability mechanisms
  - budgets
  - policies
  - performance indicators
- 
- 

#### Looking across the three dimensions

##### What already supports this principle?

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##### What currently gets in the way?

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##### Where do we see the greatest opportunity for change? Why?

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# Worksheet 3

## Learning through practice

### Principle chosen:

Identify one small experiment your team can try over the next few weeks. Think of it as creating a playground for trying new ways of working, where it is safe to experiment, learn from mistakes, adapt and grow together.

### What challenge are we trying to address?

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### What is one small experiment we want to try?

Make it:

- Small enough to test
- Relevant to your work
- Easy to observe
- Adaptable

Think about...

- Recurring frustrations or bottlenecks
- Habits, practices or protocols
- Roles, processes or structures
- Decision making and accountability

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### Why do we believe this experiment is worth trying?

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### Who needs to be involved?

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**Who will champion or steward this experiment?**

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**What support or resources will we need?**

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**What might get in the way?**

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**How will we know we are learning? What are the signs?**

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**How will we capture what we learn?**

- ☐ Team meeting / Debrief conversation
- ☐ Shared document / Reflection Journal
- ☐ Other:

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**How will we support learning if this experiment doesn't go as expected?**

Consider:

- How will we encourage honest reflection?
- How will we acknowledge and repair mistakes?
- How will we adapt based on what we learn?

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**When will we come back together to reflect?**

**Date:** \_\_\_\_\_



# Worksheet 4

## Adapting and iterating

**Principle chosen:** \_\_\_\_\_

**Experiment:** \_\_\_\_\_

**Date of Reflection:** \_\_\_\_\_

### 1. What happened?

Describe the experiment as it unfolded. What did you observe?

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### 2. What surprised us?

Were there unexpected outcomes or dynamics?

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### 3. What did we learn?

About ourselves as collaborators

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About our team or organization

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About the principle itself

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#### 4. What supported this experiment?

What conditions, behaviours, relationships or structures helped?

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#### 5. What got in the way?

What barriers or tensions emerged? Were they personal, relational or organizational?

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#### 6. Based on what we've learned...

**What should we continue doing?**

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**What should we change?**

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**What should we stop doing?**

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#### 7. What's our next step?

- |                                                    |                                                        |
|----------------------------------------------------|--------------------------------------------------------|
| <input type="checkbox"/> Continue this experiment  | <input type="checkbox"/> Explore a different principle |
| <input type="checkbox"/> Adapt and try again       | <input type="checkbox"/> Other:                        |
| <input type="checkbox"/> Scale it to a wider group |                                                        |

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**One insight we'll carry forward:**

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# Looking Ahead



Radical collaboration is not simply a way of working more effectively with others, or about mastering a set of tools. At its heart, it is an ongoing practice of participating differently in the world. As Octavia E. Butler wrote:

**“All that you touch you Change.  
All that you Change Changes you.”**

Perhaps one of the deepest implications of radical collaboration is that the change we hope to create in the world is inseparable from the changes we are willing to undergo ourselves. Every attempt to transform systems also invites us to examine our own assumptions, habits, relationships and ways of working. We are not separate from the systems we seek to change. We participate in their continual making, just as they participate in ours.

This can feel both daunting and hopeful. We live in a time when many of the challenges before us appear overwhelming, and meaningful change can seem almost impossible. It is easy to conclude that the systems surrounding us are too entrenched, that our influence is too limited or that someone else holds the power to make things different.

History suggests otherwise. Again and again, the changes that have transformed societies have emerged because people found new ways of organizing, relating, imagining and acting together. Every movement toward greater justice, dignity and flourishing has been collective. New possibilities have emerged because people were willing to work collectively toward futures they could not yet fully see.

That is why radical collaboration is ultimately a practice of possibility. Every conversation approached with greater curiosity, every disagreement navigated with greater care, every decision that shares power more thoughtfully and every relationship strengthened through accountability helps create the conditions from which larger transformations can emerge, reshaping what people are able to imagine, trust and accomplish collectively.

This toolkit cannot tell you what the future should look like, nor can it offer a formula for getting there. What it can offer is a place to begin: a set of practices to help cultivate the relationships, habits and conditions that enable meaningful collaboration to take root and grow.

We hope it will be a useful companion as you and your colleagues experiment and discover what radical collaboration can look like in your own context, guided by intention, curiosity, and care.







# **Annex A. Further reading & resources**





The resources below have informed many of the ideas reflected in this toolkit. They are not intended to be exhaustive, but rather a curated selection of books, frameworks, methodologies and learning resources that can help individuals, teams, organizations and collaborative networks deepen different dimensions of radical collaboration.

The resources are organized into four complementary areas of practice:



**Radical Collaboration & Partnerships**

explores approaches for designing, facilitating and stewarding collaboration across organizations and sectors.



**Inner Capacities for Collaboration**

focuses on the inner skills, mindsets, capacities and postures that enable people to collaborate effectively in conditions of complexity and uncertainty.



**Power, Equity & Fair Dealing**

examines how power, justice, reciprocity and structural inequities shape collaboration, offering perspectives and practices for working more consciously and responsibly across differences.



**Organizational Learning & Change**

brings together approaches that help organizations experiment, adapt, learn and build the cultures, structures and processes needed to sustain collaboration over time.

These categories are deeply interconnected. Lasting collaboration emerges through the ongoing interplay between designing strong partnerships, cultivating inner capacities, working consciously with power and equity, and building organizations that can learn and evolve over time.





# Radical Collaboration & Partnerships

## Books & Learning Resources

-  **Transformative Scenario Planning: Working Together to Change the Future; Adam Kahane (2012)**  
Introduces a collaborative planning process that enables diverse stakeholders to shape uncertain futures together.
-  **The Moral Imagination: The Art and Soul of Building Peace; John Paul Lederach (2005)**  
Explores how lasting collaboration emerges through relationships, creativity, and the ability to imagine new possibilities across conflict.
-  **The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World; Peter Senge, Bryan Smith, Nina Kruschwitz, Joe Laur & Sara Schley (2008)**  
Presents real-world examples of cross-sector collaboration for sustainability and introduces practical tools for systems change.
-  **Impact Networks: Create Connection, Spark Collaboration, and Catalyze Systemic Change; David Ehrlichman (2021)**  
Offers practical guidance for building collaborative networks that achieve impact beyond the capacity of any single organization.

-  **Collaborative Intelligence: Thinking with People Who Think Differently; Angie McArthur (2018)**  
Explores how cognitive diversity can become a source of creativity, innovation, and better decision-making by helping people understand, value, and collaborate effectively across different thinking styles.
-  **Getting to Yes: Negotiating Agreement Without Giving In; Roger Fisher, William Ury & Bruce Patton (2011)**  
Introduces the principles of interest-based negotiation, helping people move beyond fixed positions to better understand underlying needs, expand possibilities, and reach agreements that create value for all parties.
-  **Difficult Conversations; Douglas Stone, Bruce Patton & Sheila Heen (2010)**  
Explores how to navigate difficult conversations with curiosity, empathy, and mutual learning, offering practical approaches for addressing conflict while strengthening relationships.

## Frameworks & Practices

-  **Systems Convening** — Practical approaches for convening different stakeholders across difficult boundaries and complex landscapes.
-  **Partnership Brokers Association** — Offers practical methods, tools, and professional training for designing, facilitating, and stewarding multi-stakeholder partnerships across sectors.
-  **Collective Leadership Compass** — A practical framework for developing the six dimensions of collective leadership needed to navigate complex, multi-stakeholder challenges.
-  **The Partnering Toolkit** — A practical toolkit containing methods, templates, and exercises for building effective multi-stakeholder partnerships from initiation to evaluation.





# Inner Capacities for Collaboration



## Books & Learning Resources

-  **Theory U: Leading from the Future as It Emerges; Otto Scharmer (2009)**  
Introduces practices of deep listening, presence, and collective sensing to support transformational change.
-  **Leading from the Emerging Future; Otto Scharmer & Katrin Kaufer (2013)**  
Builds on Theory U with practical applications for organizations and systems change.
-  **A Hidden Wholeness: The Journey Toward an Undivided Life; Parker J. Palmer (2004)**  
Explores how integrity, reflection, and authentic relationships strengthen leadership and collaboration.
-  **Unlocking Leadership Mindtraps; Jennifer Garvey Berger (2019)**  
Shows how leaders can become more aware of cognitive habits that limit collaboration in complexity.
-  **Dare to Lead; Brené Brown (2018)**  
Examines vulnerability, courage, and trust as essential leadership capacities.

-  **My Grandmother’s Hands; Resmaa Menakem (2017)**  
Introduces an embodied approach to understanding trauma, conflict, and healing in individuals and communities.
-  **These Wilds Beyond Our Fences: Letters to My Daughter on Humanity’s Search for Home; Bayo Akomolafe (2024)**  
A philosophical exploration of uncertainty, relationality, and transformation beyond conventional systems thinking.
-  **Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationships; James W. Tamm & Ronald J. Luyet (2005)**  
Presents a practical framework for building trust, navigating conflict, reducing defensiveness, and strengthening the interpersonal skills that enable effective collaboration across teams and organizations.
-  **Inner Development Goals (IDG) – Introduction Film**  
A short introduction to the Inner Development Goals framework, highlighting the inner capacities and qualities needed to navigate complexity, collaborate effectively, and contribute to sustainable systems change.

## Frameworks & Practices

-  **Theory U** — A transformational leadership framework that develops the capacity to listen deeply, stay present in uncertainty, and co-create emerging futures through practices of sensing, reflection, and collective action.
-  **Inner Development Goals (IDGs)** — A globally developed framework identifying the inner skills needed to address complex societal challenges, organized into five dimensions: Being, Thinking, Relating, Collaborating, and Acting.
-  **Immunity to Change** — A practical framework and coaching methodology for uncovering the hidden assumptions and competing commitments that prevent individuals and organizations from changing.
-  **The Bus Within Us** — An exercise that helps individuals recognize the multiple, often conflicting, internal voices that shape reactions, decisions and behaviors, fostering greater self-awareness and humility.
-  **Gallup CliftonStrengths** — A strengths-based assessment that helps individuals identify and develop their natural talents while enabling teams to recognize and leverage the diverse strengths of their members.
-  **DISC Personality Model** — A behavioral assessment framework that helps individuals and teams better understand different communication styles, work preferences, and approaches to collaboration, supporting more effective teamwork and mutual understanding.



# Power, Equity & Fair Dealing

## Books & Learning Resources

-  **Hospicing Modernity: Facing Humanity’s Wrongs and the Implications for Social Activism; Vanessa Machado de Oliveira (2021)**  
Challenges dominant assumptions about development and progress while inviting deeper forms of responsibility and relationality.
-  **Power, for All: How It Really Works and Why It’s Everyone’s Business; Julie Battilana & Tiziana Casciaro (2021)**  
Explores how power operates within organizations and offers practical approaches for sharing, using and redesigning power to create more equitable and effective workplaces.
-  **Holding Change: The Way of Emergent Strategy Facilitation and Mediation; adrienne maree brown (2021)**  
Offers practical guidance for facilitating difficult conversations, navigating conflict and building trust across difference.

-  **Justice and the Politics of Difference; Iris Marion Young (1990)**  
Argues for understanding justice through structural power, inclusion and difference rather than formal equality alone.
-  **Governing the Commons; Elinor Ostrom (1990)**  
Demonstrates how communities successfully govern shared resources through collective stewardship rather than centralized control or privatization.
-  **Fumbling Towards Repair: A Workbook for Community Accountability Facilitators; Mariame Kaba & Shira Hassan (2019)**  
Provides practical guidance for navigating conflict, repairing harm, and building cultures of accountability that strengthen relationships and collective responsibility without relying on punitive approaches.

## Frameworks & Practices

-  **HEADS UP** — A framework for identifying common patterns and assumptions that reproduce colonial approaches to sustainability, education and social change, encouraging more reflexive and accountable collaboration.
-  **The House Modernity Built** — A conceptual model that explores how modern institutions are shaped by interconnected assumptions about progress, certainty, separation and control.
-  **The Management Center** — Provides practical tools, templates, and guidance for building equitable organizations through clear expectations, effective feedback, transparent decision-making, accountability, and people-centered management practices.
-  **Participatory Budgeting** — A democratic governance approach that enables communities, organizations, and teams to directly participate in decisions about how resources are allocated, strengthening transparency, equity, and shared ownership.
-  **Sociocracy 3.0** — An open-source collection of governance patterns that helps organizations distribute authority, make decisions by consent, strengthen feedback loops, and build cultures of shared accountability and continuous improvement.
-  **AORTA (Anti-Oppression Resource & Training Alliance)** — Offers practical trainings, facilitation tools, and governance practices for building more equitable organizations through shared decision-making, principled disagreement, power analysis, and anti-oppressive organizational development.





# Organizational Learning & Change



## Books & Learning Resources

-  **The Practice of Adaptive Leadership; Ronald Heifetz, Marty Linsky & Alexander Grashow (2009)**  
Provides practical tools for leading through complex challenges by distinguishing technical problems from adaptive ones, mobilizing people to navigate uncertainty, learn together, and create lasting change
-  **Developmental Evaluation; Michael Quinn Patton (2010)**  
Presents an evaluation approach designed for innovation, complexity, and adaptive systems change.
-  **Emergent Strategy: Shaping Change, Changing Worlds; adrienne maree brown (2017)**  
Draws lessons from nature and social movements to cultivate adaptive, relational, and decentralized approaches to change.

-  **The Fifth Discipline; Peter Senge (1990)**  
Introduces systems thinking and the concept of the learning organization, providing practical disciplines for building organizations that continually learn, adapt, and innovate.
-  **The Surprising Power of Liberating Structures: Simple Rules to Unleash a Culture of Innovation; Henri Lipmanowicz & Keith McCandless (2013)**  
Demonstrates how simple changes to meeting design and facilitation can unlock participation, strengthen collective intelligence, and foster innovation by distributing voice, responsibility, and ownership.

## Frameworks & Practices

-  **Liberating Structures** — A collection of facilitation methods that distribute participation and collective intelligence.
-  **Three Horizons Framework** — A framework for navigating long-term transformation by working across present, emerging, and future systems.
-  **Cynefin Framework** — Helps leaders distinguish between simple, complicated, complex, and chaotic situations to choose appropriate responses.
-  **Berkana Two Loops Model** — A systems change framework that explains how new ways of working emerge alongside declining systems, helping leaders recognize, nurture, and connect innovations that can shape the future.



## About Global Landscapes Forum

The Global Landscapes Forum (GLF) is the world's largest knowledge-led platform on integrated land use, dedicated to achieving the Sustainable Development Goals (SDGs), Paris Climate Agreement and Kunming-Montreal Global Biodiversity Framework and committed to the landscape approach. The Forum takes a holistic approach to create sustainable landscapes that are productive, prosperous, equitable and resilient and considers five cohesive themes of food and livelihoods, landscape restoration, rights, finance and measuring progress. It is led by Landscape Alliance – CIFOR & ICRAF in action, in collaboration with its co-founders UNEP and the World Bank and Charter Members.

### Funding partners



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