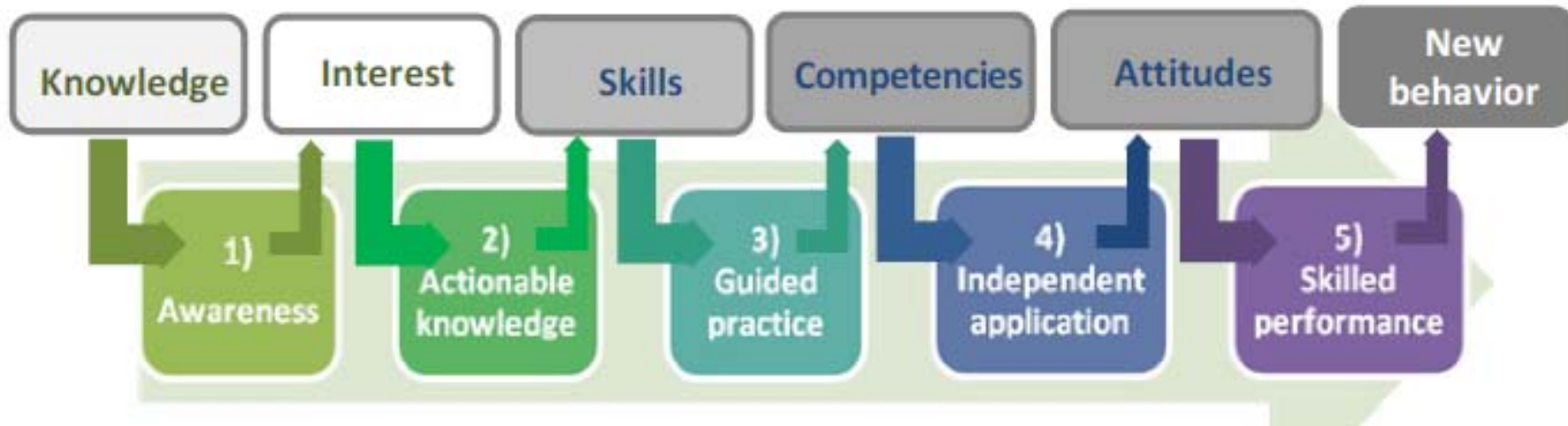# Definition of Responsible Leadership based on in-depth literature review

"A responsible leader possesses an advanced understanding of the interdependencies of the system and the own person, is recognized through an ethical and values-based attitude, is able to build long-term relations in particular with stakeholders and to take into account their needs, and advances change towards sustainable development"

(Liechti, 2014: 6).

Levels of Mastery

Knowledge	Interest	Skills	Competencies	Attitudes	New behavior
1) Awareness	2) Actionable knowledge	3) Guided practice	4) Independent application	5) Skilled performance	

The development of attributes through the five levels of professional mastery (Muff-Mayenfisch, 2014)

Responsible Leadership Competencies

Degree of mastery (columns) Competency dimensions (lines)	Knowing (knowledge)	Doing (skills)	Being (attitudes)
Stakeholder relations	Light green	Green	Orange
Ethics and values	Orange	Green	Orange
Self-awareness	Green	Orange	Green
Systems understanding	Green	Red	Red
Change and innovation	Green	Light green	Orange

Green = tested & confirmed, Light green = mostly tested & confirmed
Red = not confirmed   Orange = not fully tested/partially confirmed

Responsible Leadership competencies improved by the Collaboratory (adapted from Liechti, 2014)

The Competency Assessment of Responsible Leadership
(Muff, 2016)

Competencies	Knowledge (knowing)	Skills (doing)	Attitude (being)
Stakeholder relations	• Methods to identify & integrate legitimate stakeholder groups • Seeing conflict as a foundation for creativity • Dealing with conflicting interests of stakeholders	• Initiating and moderating a dialogue • Respecting different interests to find a consensus • Developing long-term relationships	• Being empathic with a desire to help others • Being open & trustworthy • Appreciating the positive in diversity
Ethics & values	• Knowing what is right and wrong • Knowing your own values • Understanding dilemmas	• Critically questioning and adapting values • Acting according to ethics and own values • Being a role model	• Being honest and integer • Seeking fairness • Being responsible towards society and sustainability
Self-awareness	• Understanding the importance of reflection in the learning process • Knowing oneself • Understanding one's own strengths and weaknesses	• Learning from mistakes • Reflecting on one's behavior, mental models & emotions • Adapting the communication style	• Reflecting about oneself • Reflecting about one's own behavior • Sharing one's developmental challenges.
Systems thinking	• Understanding how the systems works • Understanding inter-dependencies & inter-connections of systems • Understanding sustainability challenges and opportunities	• Dealing with complexity and ambiguity • Estimating consequences of decisions on the system • Seeing the big picture and the connections rather than the parts	• Working across disciplines & boundaries • Defending a long-term perspective • Providing a trans-generational perspective
Change & innovation	• Understanding the significance of a motivating vision in change processes • Understanding the drivers & enablers of innovation & creativity • Understanding conditions, functioning & dynamics of change processes	• Developing creative ideas • Acting to bring about change & translating ideas into action • Questioning the status-quo & identifying steps of change for a sustainable future	• Being open, curious and courageous • Being flexible and adaptable for change • Being visionary in finding solutions for society's problems