



**ORGANISATIONAL
LEADERSHIP DEVELOPMENT
SEMINAR:**

**PARTICIPANT
PACKET**

**WAGGGS 15TH ASIA PACIFIC REGIONAL CONFERENCE
DELHI, INDIA
AUGUST 2025**

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WELCOME LETTER

*Welcome to the Organisational Leadership Development Seminar
15th Asia Pacific Regional Conference - Delhi, India*



Dear friends in Girl Guiding and Girl Scouting,

A warm welcome to the **Organisational Leadership Development Seminar**, a space created for you, with you, and because of you. Held as part of the 15th Asia Pacific Regional Conference (15th AP ReCo), this seminar brings together **98 passionate individuals from 20 MOs**, each committed to growing strong, inclusive, and purposeful Member Organisations (MOs).

Together, we'll explore how organisational leadership can help us build vibrancy and deepen our impact. This seminar is rooted in the **Girl Guides/Girl Scouts (GG/GS) Leadership Model** and invites us to reflect on leadership as a practice, shaped by our values, actions, and mindsets. A special focus this week will be on the worldly mindset, which calls us to lead with curiosity, courage, and care across cultures, generations, and our diverse group.

Throughout the seminar, we'll engage with the topical areas of personal leadership, shared leadership, and strategic leadership. We invite you to connect these directly to the broader 15th AP ReCo conversations. The tools, reflections, connections and stories you gather here are meant to travel home with you, where they can inspire local initiatives, strengthen organisational practices, and support personal leadership growth.

To guide you on this journey, this packet offers space to reflect, tools to experiment with, and prompts to deepen your understanding. Inside this packet, you'll find:

- An overview of the seminar's purpose, learning outcomes, structure, and our learning journey.
- Reflective prompts, leadership tools, and resources to support you and your Member organisation

Feel free to annotate, reflect, and share insights as the week unfolds.

This packet has been lovingly created for you as participant of this Seminar. It is a companion for your journey this week - a journal, a guide, and a map to support reflection, connection and growth. Please note it is not an official WAGGGS publication. It has been specifically developed for use within this Seminar context and does not constitute a formal organisational resource.

We invite you to practise reflective leadership, guided by the leadership mindsets, especially the **worldly mindset**, throughout the week. Take time to be curious, nurture a safe & brave space, ask questions, share your wisdom, embrace learning, celebrate, and build meaningful connections.

As we hold space for leadership in action, we ground ourselves in the vision set forth by **Compass 2032**:

“By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.”

Let this vision guide your reflections and inspire your contributions this week. **We are Stronger Together - and we're so glad you're here.**

With gratitude, and shared intention,

The Organisational Leadership Development Seminar Team

THE STORY OF THE LOTUS FLOWER

The design of the Organisational Leadership Seminar draws inspiration from a *lotus flower* - a symbol of resilience thriving in murky waters, and cultivation of flourishing leaders.

Like a **bud reaching for the sun**, girls and young women blossom as leaders through encouragement and support. We must cultivate an environment where emerging leaders feel empowered to grow and embrace their unique contributions. Meanwhile, as **roots anchor deep in the mud**, we must ground ourselves in our values, and draw strength from challenges from all fronts. This foundation nurtures our growth, reminding us that our past informs our leadership journey.

Lotus flowers grow in patches - **each distinct yet united in purpose**. In this vast ocean of lotus flowers, we find strength in collaboration - creating a vibrant tapestry of ideas together. Through our collective efforts, we can achieve extraordinary outcomes, reminding us that we are indeed *Stronger Together*.

Let the symbolism of the lotus flower inspire your leadership practice throughout this seminar. Let's work together to foster a *thriving Girl Guiding and Girl Scouting Movement* for *girls and young women to develop their fullest potential as responsible citizens of the world*.



SEMINAR OVERVIEW

Why are we here? What do we want to grow together?

We are here to strengthen our leadership practice as organisational leaders in the WAGGGS Asia Pacific Region - through **reflective, collaborative, shared learning, peer connection,** and **practical exploration of inclusive leadership,** rooted in the WAGGGS Leadership Model and guided by the outcomes for leaders of organisations.

Unifying Elements

- **Conference theme:** Stronger Together
- **A place for:** connection, celebration, and learning.

The Seminar is...

- An opportunity for MOs to share their common and best practices.
- A space to embrace the GG/GS Leadership Model and outcomes.
- An occasion for personal and professional leadership development.
- A chance for participants to exchange insights and challenges with peers, and get back to their MOs with renewed perspectives.

Throughout the Seminar, we will...

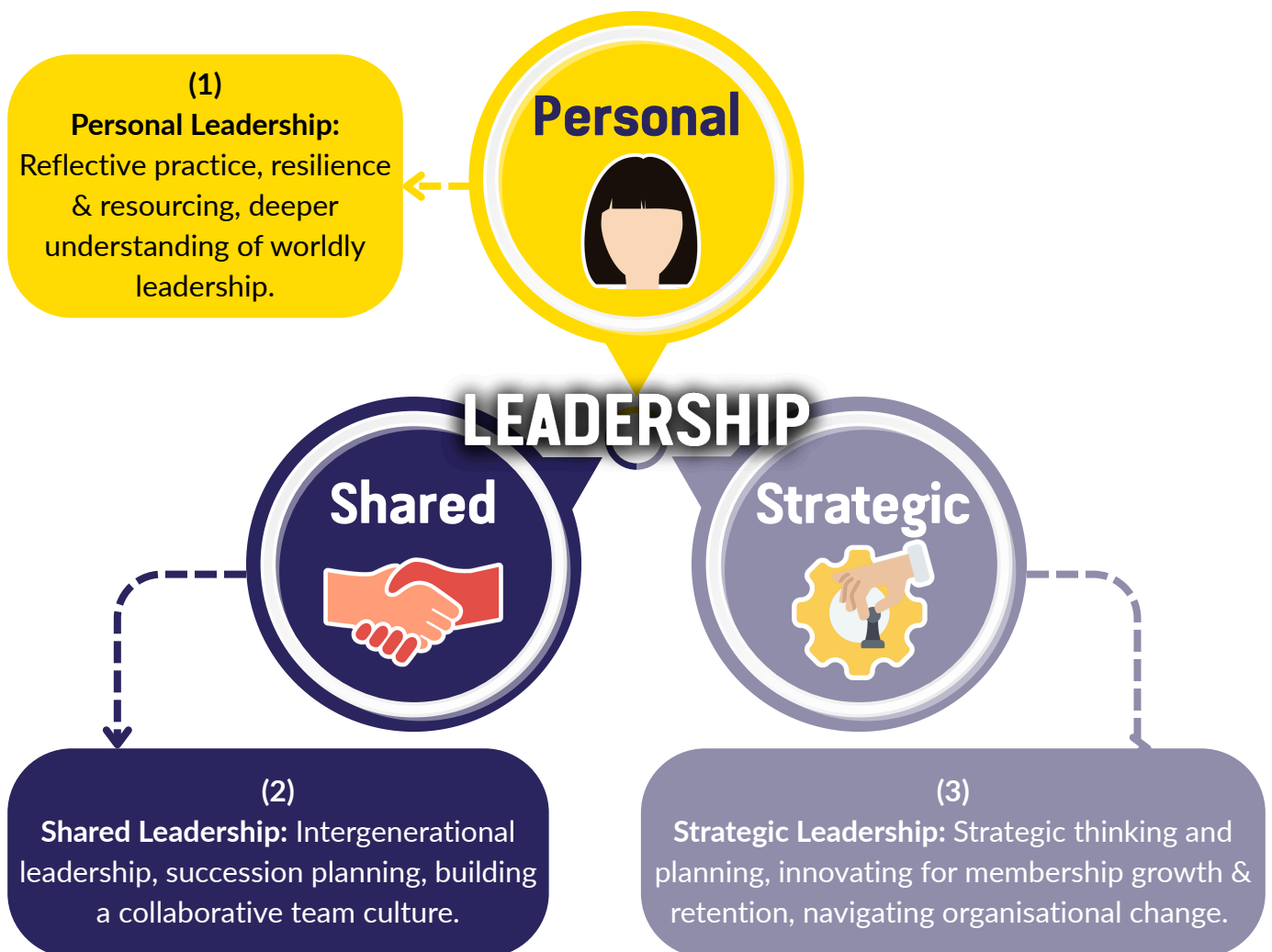
- Provide tangible tools and tactics participants can bring to their MOs to use with their teams.
- Make explicit links to the leadership outcomes.
- Offer networking sessions to connect participants with peer leaders from different organisations and backgrounds.
- Enable participants to share personal and organisational experiences.
- Empower participants to take ideas home, explore, and share them further.

Seminar Learning Outcomes

- Enhanced leadership practice as organisational leaders.
- Stronger connections with peers in other MOs in the Asia Pacific Region.
- Deeper understanding of shared challenges and opportunities for organisational leaders in the region, and new ideas on how to respond to them.
- Greater awareness of WAGGGS tools and support for organisational leaders and how to access it.

Learning Journey

The seminar programme is tailored for anyone with organisational leadership responsibility, or who is preparing to take this on. It focuses on three main areas:



Methodology and Approach

An intensive programme of **shared learning, personal development** and **networking** for leaders of WAGGGS' MOs in the Asia Pacific Region. A series of workshops and networking spaces to share good practice on organisational leadership across the region.

Expect **participatory workshops, access to new tools and tactics, networking and sharing sessions** and **lots of time to discuss** and learn from your counterparts in other WAGGGS MOs. Leave inspired and motivated in your role, with a backpack full of useful ideas you can bring home to your organisation.

Tool: WAGGGS Leadership Mindsets



Tool: WAGGGS Leadership Outcomes Framework (for organisational leaders)

By practising the leadership model, she will:	 Leaders of organisations
OUTCOME	INDICATOR
 Treat herself kindly	<p>Sustain a strong sense of self worth even in undermining situations</p> <p>Champion a culture of self-care in her organisation</p> <p>Avoid punishing herself when she makes mistakes</p> 
 Challenge herself to understand and take into account different perspectives	<p>Request and consider input and feedback from her members, volunteers and staff</p> <p>Create and implement mechanisms to involve girls in decision-making at all levels</p> <p>Seek input from people and organisations outside of the Movement to develop and grow</p> 
 Learn from her own feelings and experiences	<p>Drive strategy towards developing reflective staff, leaders and girls</p> <p>Regularly assess and review her own and her association's priorities</p> <p>Actively consider and evaluate the impact of her decisions and strategies on others, girls and society</p> 
 Work with others to create spaces where everyone can fully participate	<p>Use different collaboration methods and approaches for decision-making</p> <p>Develop positive and constructive relationships with others inside and outside the organisation</p> <p>Share information transparently across the whole organisation so everyone can contribute</p> 
 Empower any and every girl to practise leadership	<p>Champion diversity and inclusion in her human resources management</p> <p>Create mechanisms to amplify girls' voices at the national and global level</p> <p>Actively work to create trust and boost confidence in their teams (both staff and volunteers) so everyone can participate</p> 

Tool: WAGGGS Leadership Outcomes Framework (Cont'd) (for organisational leaders)

By practising the leadership model, she will:	 Leaders of organisations
OUTCOME	INDICATOR
  Challenge gender expectations	<p>Drive a strategy for including education to gender equality at every step in the Girl Guide/Girl Scout journey</p> <p>Create the conditions women of all ages need to access leadership positions in the organisation</p> <p>Promote positive images of girls achieving their goals</p> 
  Seek the information she needs to understand the full picture	<p>Research the needs and concerns of her communities to include them in their planning</p> <p>Establish global connections with other organisations inside and outside the Movement to share experience and good practices</p> <p>Explore the internal logic in her thinking and question her own bias</p> 
  Adapt her behaviour to the context	<p>Create conditions to respond proactively to world changes (quick decision-making in case of emergency, agility, etc.)</p> <p>Give tools to adapt activities, programmes and methods to the local context</p> <p>Be flexible to the needs of her staff and volunteers</p> 
  Innovate to create positive impact	<p>Assess the relevance of long standing traditions, methods and approaches</p> <p>Challenge herself and others to explore how activities could be more impactful or reach more girls</p> <p>Use up-to-date ideas and technologies to make things more efficient and more exciting</p> 
  Make choices rooted in her values	<p>Practise mission-driven and evidence-based decision-making</p> <p>Be brave to take a stand as an organisation on important issues affecting girls and young women</p> <p>Monitor and evaluate how the organisation is advancing gender equality</p> 

PERSONAL LEADERSHIP

For WAGGGS, leadership is a *shared journey* that empowers us to work together and bring positive change to our lives, the lives of others, and our wider society.

A good leader is a *lifelong learner* who consciously deepens their understanding of different contexts, draws on different wisdoms, and uses that learning to collaborate with others to make a difference.

SESSION 1

Introduction to Organisational Leadership Practice



Hopes

What are you dreaming of or looking forward to in this seminar? What are you hoping to learn, feel, or discover?



Gifts

What are you bringing to this experience - your energy, a mindset, a skill, a piece of knowledge, an ability, or a WAGGGS value?

SESSION 2

Personal Leadership Practice 1

Leadership Outcomes



Outcome 1: Treat herself kindly

Sustain a strong sense of self-worth even in undermining situations, champion a culture of self-care, avoid punishing herself when making mistakes.



Outcome 3: Learn from her own feelings and experiences

Assess and review priorities, consider impact of decisions in others, drive strategy towards developing reflective staff, leaders, and girls.

Activity: Group Discussion

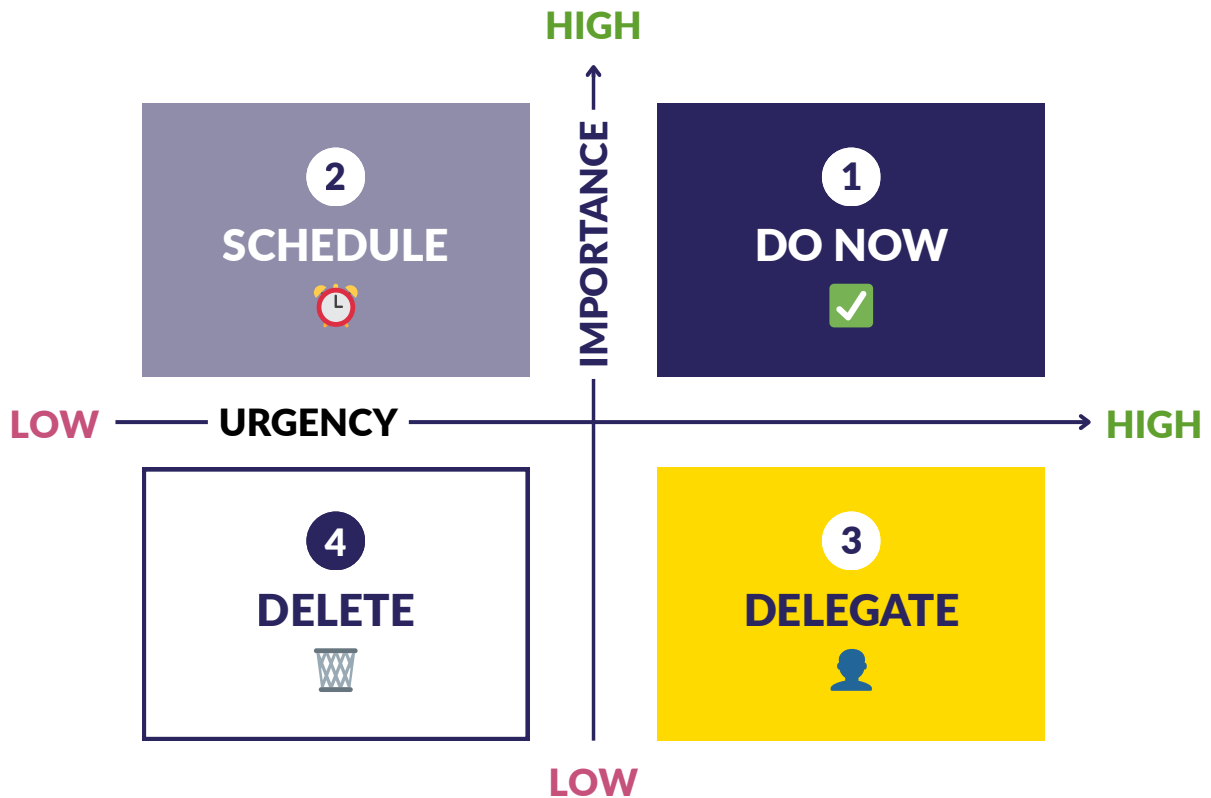
- What are the key milestones in your leadership journey?
- How do you manage your own time and energy? Share one tip with your group mates on how to better manage time and energy,

Activity: How do you distribute your time & energy?

Reality			Ideal World	
Work	[]	Work	[]%
School	[]	School	[]%
Guiding/Scouting	[]	Guiding/Scouting	[]%
Family	[]	Family	[]%
Friends	[]	Friends	[]%
Others (if any)	[]	Others (if any)	[]%
.....	[]	[]%
TOTAL		100 %	TOTAL	100 %



Tool: Eisenhower Matrix (Variation 1: Personal Context)



Tool: Eisenhower Matrix (Variation 2: Organisational Context)



Note: The Eisenhower Matrix is also known as the "Urgent-Important Matrix"

Reflection and Notes

- Were you able to identify areas where you feel like time or energy was not optimised, and made changes?
- What are your next steps following this reflection activity?
- What does time and energy management mean to you?



Outcome 1: Treat herself kindly



Outcome 3: Learn from her own feelings and experiences

SESSION 3

Personal Leadership Practice 2

Leadership Outcomes



Outcome 2: Challenge herself to understand & take into account different perspectives

Request and consider input and feedback from her members, volunteers, and staff. Create and implement mechanisms to involve girls in decision-making at all levels.



Outcome 8: Adapt her behaviour to the context

Give tools to adapt activities, programmes and methods to the local context. Be flexible to the needs of her staff and volunteers. Create conditions to respond proactively to world changes.

Reflection and Notes

"Look wide, beyond your immediate surroundings and limits, and you see things in their right proportion. Look above the level of things around you and see a higher aim and possibility to your work." - Robert Baden-Powell

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Use this space to explore your ideas - jot, sketch, or scribble freely.
Capture your reflections, questions, and connections as they emerge



Outcome 2: Challenge herself to understand & take into account different perspectives



Outcome 8: Adapt her behaviour to the context



SHARED LEADERSHIP & LEADING TEAMS

SESSION 4

Shared Leadership - Leading Teams 1

Leadership Outcomes



Outcome 4: Work with others to create spaces where everyone can fully participate

Use different collaboration methods and approaches for decision-making. Develop positive and constructive relationships, and share information transparently.

Activity: Group Discussion

- How would you define “shared leadership”, and how the Leadership Model supports these practices?
- Why does it matter to and in our MOs today?

Tool: Coaching for Shared Leadership

Everyday Practices to Strengthen Inclusive Leadership and Shared Growth

Use this tool when you’re supporting others, sharing leadership, or leading a team conversation. It draws on WAGGGS leadership mindsets - such as reflective, collaborative, and critical thinking, and it can help you strengthen trust, amplify voices, and enable meaningful participation.

You don’t need to be a “formal coach” to use this approach. It’s especially useful when your aim is to empower rather than instruct, and when your intention is to help people grow - not just complete tasks.

When to try the coach approach in your MO:

- **During check-ins with volunteers or staff:** shift from "Are you done?" to "What support would be most helpful now?"
- **After a challenge:** "What did you learn?" invites reflection and confidence-building.
- **While delegating:** "What strengths of yours could help with this?" build ownership.
- **Before a decision:** Use coaching to slow down and include others in direction-setting.

Core Coaching Skills

These core skills strengthen trust, voice, and shared growth within your teams:

- **Affirm** and acknowledge what others are doing well
- **Listen** deeply, without interrupting or judging
- **Ask** curious, open-ended questions to spark exploration
- **Paraphrase** or name what you hear, to show you're listening and help clarify
- **Manage energy** - yours and theirs - with presence and empathy
- **Hold silence** and space for reflection, rather than giving advice.

Connection with the WAGGGS Leadership Mindsets

 Collaborative Encourages co-created solutions & shared responsibility	 Creative & Critical Thinking Builds confidence and capacity in others to lead
 Reflective Helps people to reflect on their impact & growth areas	 Gender Equality Asking questions to empower young women & adult volunteers
 Responsible Action Connects personal actions with collective purpose	 Worldly Creates space for diverse voices, thinking, and lived experiences

Coaching Questions to Support Inclusive Leadership

Use these questions to guide reflection, unlock ideas, and encourage action. Pick what feels natural in the moment - they don't need to be used in specific order, and you don't need to use them all at once. You can also create and adapt your own open-ended questions.

Understanding Purpose & Outcomes

- What's the real outcome you want here?
- How does this connect to the bigger picture in your MO?
- What leadership mindset or outcome do you want to grow/practice?

Exploring Options and Barriers

- What else could be possible?
- What's getting in your way right now?
- If there were no limits, what would you try?

Building Trust and Team Culture

- How have you included other volunteers/staff in this so far?
- How are you creating space for different voices to be heard?
- How do you think people in your team are feeling?

Learning and Insight

- What's something you've learned from an experience like this?
- What would success look or feel like?
- What surprised you as you talked this through?

Taking Action

- What's one small step you could take this week?
- What support or resources would help you move forward?
- Who could you partner with to lead this together?

What other open-ended questions would you like to create and try?

A Coaching Scenario Example

You're meeting with a volunteer who feels overwhelmed in her new role. Instead of offering solutions such as: *"Try breaking it down into small steps,"*

You ask:

- *What's feeling most challenging right now?*
- *What strengths have helped you in similar situations?*
- *What would success feel like in this role for you?*

This shift builds confidence, voice, and trust - and models the shared leadership we seek to cultivate.

Remember

Coaching isn't about having the right answers. It's about supporting others to lead with courage and connection. When we apply coaching tools, we activate shared leadership and help everyone in our teams to grow with confidence.

For WAGGGS, leadership is a shared journey that empowers us to work together and bring positive change to our lives, the lives of others, and our wider society. A good leader is a lifelong learner who consciously deepens their understanding of different contexts, draws on different wisdoms, and uses that learning to collaborate with others to make a difference. Coaching activates these values through mindful collaboration.

Reflection and Notes

- What is one insight or takeaway you have about creating spaces where everyone can fully participate?
- Identify one concrete way in which you see yourself applying the coach approach within your MO.



Outcome 4: Work with others to create spaces where everyone can fully participate

SESSION 5

Shared Leadership - Leading Teams 2

Leadership Outcomes



Outcome 5: Empower any and every girl to practise leadership

Create mechanisms to amplify girls' voices at the national and global level. Actively work to create trust and boost confidence in their teams. Champion diversity and inclusion in her human resources management.

Activity: What is intergenerational leadership?

Tool: Meaningful Youth Participation (MYP) Principles

- **Transparent:** Young people are fully informed of why and how they will participate.
- **Accountable:** Young people know what the outcome and impact of their participation was.
- **Accessible:** The participation experience is designed to support all young people to be able to fully take part.
- **Intersectional:** Young peoples' individual needs are met to enable their full participation.
- **Supportive:** Young people are equipped with the tools and knowledge needed to participate.
- **Engaging:** The participation experience is interesting and exciting for all those involved.
- **Authentic:** Young people have actual decision-making power.
- **Voluntary:** Young people can choose to get involved and remove their participation during the process.

Reflection and Notes

Reflect using the 4Fs:

- **Facts** - What happened?
- **Feelings** - How did you feel?
- **Findings** - What did you find out?
- **Future** - How do you imagine using what you've learned in the future?



Outcome 5: Empower any and every girl to practise leadership



STRATEGIC LEADERSHIP & LEADING FOR SUSTAINABILITY

SESSION 6

Strategic Leadership 1

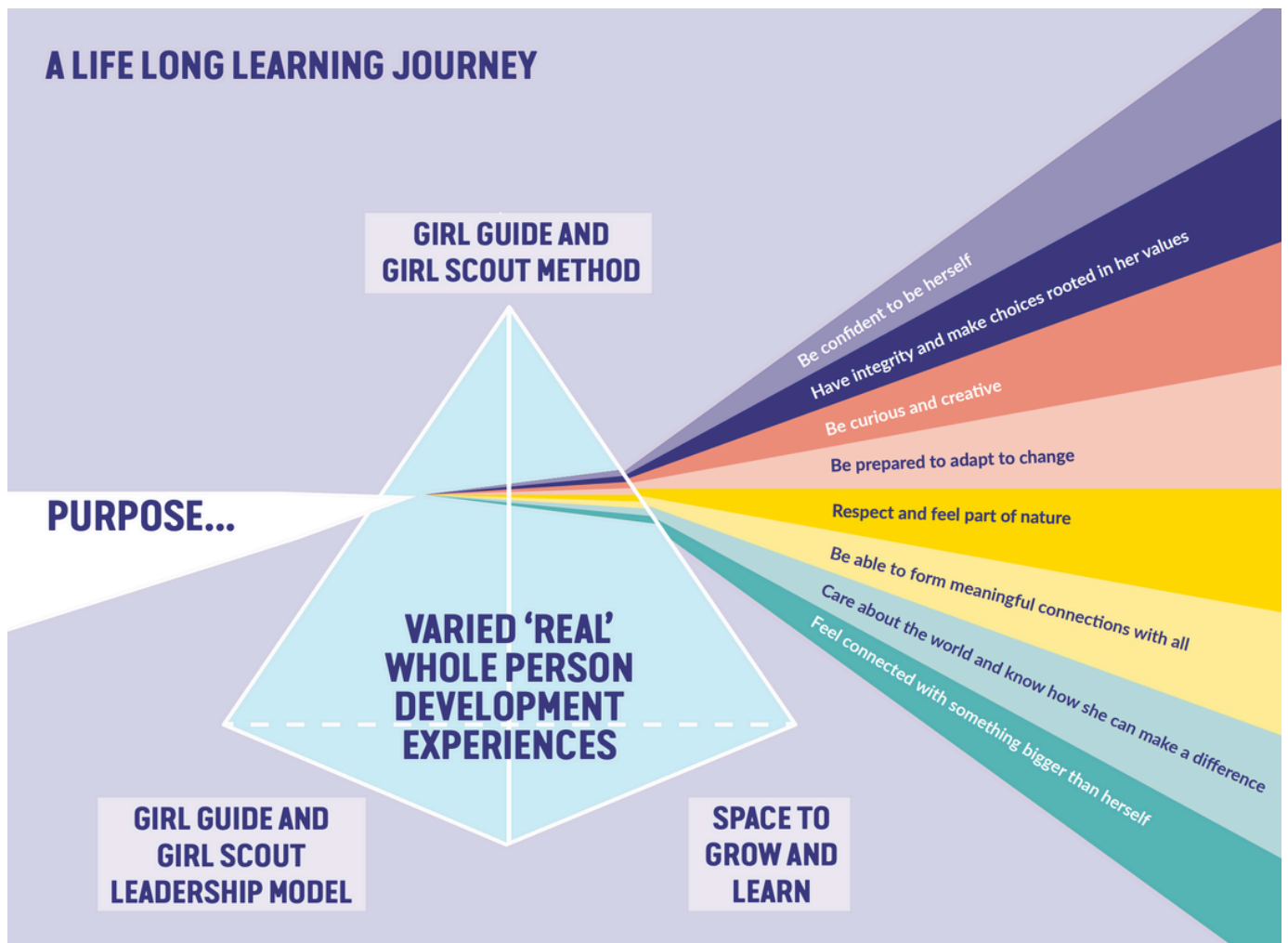
Leadership Outcomes



Outcome 7: Seek the information she needs to understand the full picture
 Research the needs and concerns of her communities to include them in their planning. Stablish global connections to share experiences and good practices.

**What key resources, tools, or practices help your Member Organisation grow stronger?
 Let's focus on a few...**

Tool: Growing and Learning (GAL) Key Summary



Note: Full Growing and Learning (GAL) resources is attached in the Appendix of this Participant Packet

Tool: Succession Planning Strategy Template & The 6 Wheels

Subject	Content	Responsible for implementation and revision

ORGANIZATIONS

- Election/appointment periods
- Talent spotting
- Candidate selection and appointment
- Upgrading talent
- Overlapping positions
- Revising traditions
- Documentation and registering the knowledge

INDIVIDUALS

- Time resources
- Motivation
- Handing over
- Finding other interests
- Introducing or suggesting yourself to interests

1 VISION AND STRATEGY

Vision → mission → objectives → goals
 For each goal describe

- The ideal situation
- The worst case
- The risks
 - Consequences of each risk
 - How to prevent or minimize the risk
- The implications to other goals
- Number and characteristics of the key roles responsible for each goal

Prioritize the key roles/areas/goals in your association

2 DEFINING KEY ISSUES, NEEDS AND POSSIBLE GAPS

Tasks for the position

- Needed knowledge
- Needed skills
- Needed experience
- Personal competences
- Other benefits
- Network

Areas of attention – missing resources or competences to be developed
 Timeline/plan for the development of the gaps discovered

3 RECRUITING TALENT AND SUCCESSORS

Describe

- Where you can find your talent
- How you will choose successors
- What barriers you might prevent – and how

Create a talent pool

4 DEVELOPING TALENT AND SUCCESSORS

Create a development plan including

- On-the-job training
- Off-the-job training
- Networking and peer exchange opportunities

5 HANDING OVER PROCESS

- Make a plan for the start
- Install the successor
- Sort out procedures and documents
- Decrease the tasks for the predecessor and increase the tasks for the successor
- Consider how to provide personal support

6 REVISING THE STRATEGY

- Step by step revision
- Adjusting to constitution
- Adjusting procedures

Note: Full Succession Planning Toolkit resources is attached in the Appendix of this Participant Packet

Tool: Capacity Assessment Tool - 5 Sections



Activity: MO Brainstorming

Pick 1 **existing** programme, practice, or system within your MO. Based on the newly explored resources, incorporate relevant elements to strengthen and enhance this initiative. **Consider:** *Who do we reach? Who joins us? Who stays? Who has influence? Who leaves?*

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Note: Full Capacity Assessment Tool resources is attached in the Appendix of this Participant Packet

Reflection and Notes

- In your MO, when designing programmes and applying different tools and resources, how do you collect data for evidence-based decision-making?
- Did you gain a clearer understanding of (1) WAGGGS resources topics and (2) how to independently access these resources?
- What are the opportunities or challenges when implementing the idea brainstormed with your MO?



Outcome 7: Seek the information she needs to understand the full picture

SESSION 7

Strategic Leadership 2

Leadership Outcomes



Outcome 9: Innovate to create positive impact

Challenge herself and others to explore how activities could be more impactful or reach more girls. Assess the relevance of long-standing traditions, methods and approaches.

Reflection and Notes

"Look wide, and even when you think you are looking wide - look wider still."

- Robert Baden-Powell



Outcome 9: Innovate to create positive impact

SESSION 8

Leading for Sustainability

Leadership Outcomes



Outcome 9: Innovate to create positive impact

Challenge herself and others to explore how activities could be more impactful or reach more girls. Assess the relevance of long-standing traditions, methods and approaches.



Outcome 10: Make choices rooted in her values

Practise mission-driven and evidence-based decision making. Be brave to take a stand as an organisation on important issues affecting girls and young women. Monitor and evaluate how the organisation is advancing gender equality.

Activity: Build Your Legacy

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Tool: Bridges' Transition Model

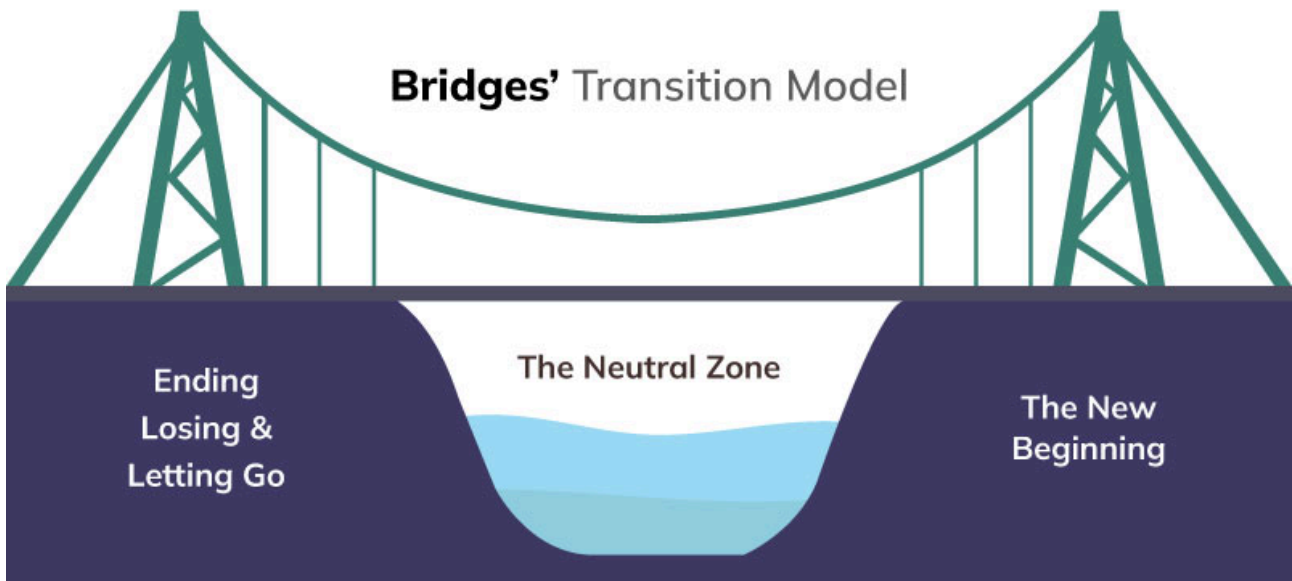


Image source: <https://crowjack.com/blog/strategy/change-management-models/bridges-model>

Activity: Leadership in Transition

“Change is not just about external shifts - it’s about understanding your emotions and guiding people through their emotional journey as well”

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Reflection and Notes

- What are the different ways in which you can navigate organisational change and succession planning challenges in your MO?
- How can you align succession planning change management to ensure smooth leadership transitions and organisational resilience with your MO?



Outcome 9: Innovate to create positive impact



Outcome 10: Make choices rooted in her values

SESSION 9

Leading change for an equal world where all girls can thrive

Leadership Outcomes



Outcome 6: Challenge gender expectations

Create the conditions women of all ages need to access leadership positions in the organisation

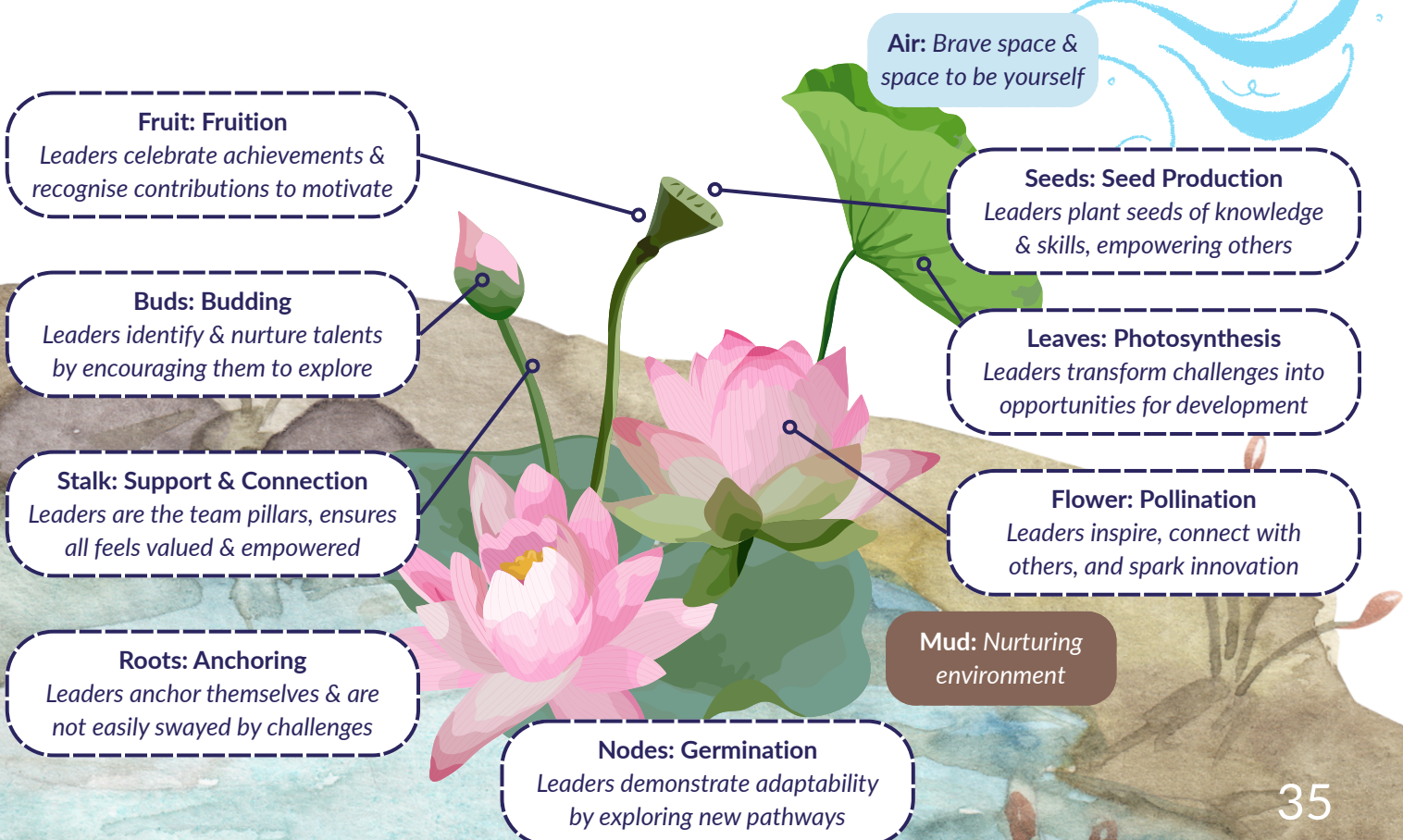


Outcome 10: Make choices rooted in her values

Assess and review priorities, consider impact of decisions in others, drive strategy towards developing reflective staff, leaders, and girls.

Ocean of Lotus Flowers: Community & Unity

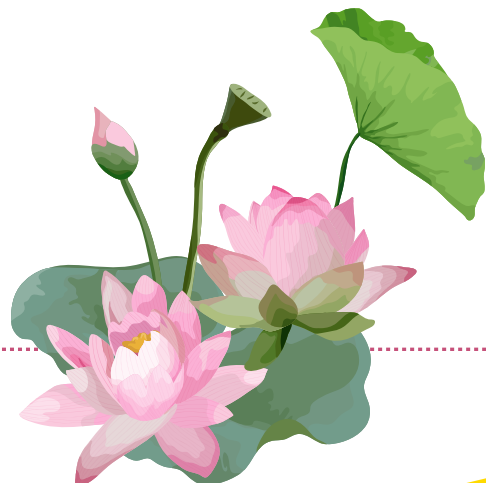
Leaders, in groups, foster communities and collaboration, enabling cross-pollination between teams and incubate future leaders together



I PLEDGE TO...

I pledge to commit to *[any one of the following]*, by...

- My personal leadership growth
- Girls and young women in my Member Organisation
- Female empowerment and leadership development



KEY RESOURCES

WAGGGS Leadership Development Framework & Leadership Model

- **Leadership Model Summary (all about the Leadership Mindsets):**
<https://www.waggs.org/en/resources/girl-guide-and-girl-scout-leadership-model-summary/>
- **Leadership Development Framework (all about the Leadership Outcomes):**
<https://campfire.waggs.org/topic/waggs-leadership-development-framework>
- **Leadership Reflection Journal (all about you and your leadership practice):**
<https://campfire.waggs.org/topic/leadership-reflection-journal>
- **From Paper to Practice (how to apply the GG/GS leadership model in your MO):**
<https://campfire.waggs.org/system/files/2022-03/EN%20Paper%20to%20Practice%20Final.pdf>
- **Leadership Model Resources Library (a consolidated resources hub with leadership and marketing assets):** <https://www.notion.so/waggs/Leadership-Model-Resource-Library-dc6fe77f904e476e97f3d1587c1491c1>

Growing and Learning (GAL)

- **GAL Framework:** https://campfire.waggs.org/system/files/2025-02/EN_GAL_Digital.pdf

Capacity Assessment Tool (CAT)

- **About CAT:** <https://campfire.waggs.org/book-page/about-cat>
- **Introduction to Capacity Building:** <https://campfire.waggs.org/dashboard/capacity-building>

Intergenerational Collaboration

- **Intergenerational Partnership Brief:** https://s3.eu-west-2.amazonaws.com/waggs_prod/documents/English-Intergenerational_partnership.pdf

Meaningful Youth Participation (MYP)

- **MYP Dashboard:** <https://campfire.waggs.org/dashboard/meaningful-youth-participation>

Succession Planning

- **Success Planning Toolkit & Model:** <https://campfire.waggs.org/book-page/waggs-succession-planning-model>
- **WAGGGS Western Hemisphere Succession Planning Series:** <https://www.youtube.com/watch?v=XkcO0-JnV3Y>

Organisational Management

- **99 Ways to Get New Members:** <https://campfire.waggs.org/book-page/99-ways-get-new-members>
- **Europe Region Gender and Diversity Mainstreaming toolkit:** <https://www.waggs.org/en/resources/europe-region-gender-and-diversity-mainstreaming-toolkit/>



**We believe leadership is a shared journey
of discovery, collaboration and action.**