

# LEAP

## report 2025



**oikos**

**PRME** Principles for Responsible  
Management Education

*an initiative of the United Nations Global Compact*

# foreword

When looking at both oikos International's and the Principles for Responsible Management Education (PRME)'s mission and vision, it's clear that our collaboration is multiplying the positive impact we aim to create: to transform education for a more just, sustainable, joyful, and regenerative world.

The changes we see in our systems all start with education. From our upbringing to the school system, higher education, and life itself. As Toke Møller said, "What we practice, we will become." The LEAP Leadership Program embodies exactly that: a community of ambitious and committed students, researchers, and educators working to make the necessary shift in their academic, professional, and personal lives toward a regenerative education.

We are all leaders, including you, dear reader. The way we show up in this world shapes it. In a time of polycrisis, taking a closer look at what is happening in our inner worlds is essential to understanding the outer world we are co-creating...and to effectively achieving any of the United Nations' Sustainable Development Goals.

The 2025 edition of the LEAP Programme has engaged more than 100 people across 50 nations in practicing how to set healthy boundaries aligned with our values, listen actively (it's harder than you think!), transform conflict into connection through nonviolent communication, and do all of this in a playful way.

I am tremendously proud of what we have achieved together along with the team, our community of coaches and facilitators, the LEAPers, and beyond. May we continue to walk the talk and transform ourselves to live on a planet where all life thrives.

With deep gratitude,

Marina Henriques



# table of content



MESSAGE OF PROGRAM MANAGER	02	PROGRAM OVERVIEW	PROCESS	10
WHO WE ARE	04	WHAT WE DID	OUTPUT	11
LEADERSHIP PROGRAM	06	QUICK WINS	OUTCOME	12
THE TEAM	07	SHOWING IMPACT	IMPACT	15
METHODOLOGY	08	CONCLUSION		17

## IMPACT MEASUREMENT Adapted from "Logic Model"



# who we are?

INPUT



LEAP 2025 is the success story of a collaboration between **oikos International** and **Principles for Responsible Management Education (PRME)**. It's the oikos Leadership Initiative focusing on building capacity in the oikos community with the necessary competencies, qualities, practices, tools and global network to become conscious leaders in the co-creation of thriving and sustainable societies.

## OIKOS INTERNATIONAL

oikos is an international student-driven organization promoting sustainability in economics and management. Founded in 1987 in Switzerland, it empowers future leaders through programs that embed environmental and social perspectives in teaching and research. The heart of our organization are our student members who turn ideas into action. With 30 chapters worldwide, oikos International connects students, alumni, and partners to transform education and drive global change.

### mission

Transform economics and management education by empowering student change agents, raising awareness for sustainability opportunities and challenges.

### vision

Economics and Management purposed for a sustainable world.

### purpose

To create spaces and support for human development on different, interlinked scales, so that humanity can thrive in alignment with nature.

### values

Respect  
Integrity  
Accountability  
Openness



# PRME (Principles for Responsible Management Education )

The Principles for Responsible Management Education (PRME) is a United Nations (UN) supported initiative founded in 2007 that aims to raise the profile of sustainability in business and management education through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic, environmental, and social goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow.

The Principles of PRME, as well as those of the UN Global Compact, offer a framework for continuous improvement in business practices and education focused on fostering sustainability and ethical conduct. These principles guide organizations toward achieving the SDGs. While the SDGs have specific timelines, the Principles are designed for ongoing guidance, promoting long-term sustainability.

As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related Higher Education Institutions.

## mission

Transform management education to develop responsible decision-makers for sustainable development.

## vision

Create a global movement and drive thought leadership on responsible management education.

## purpose

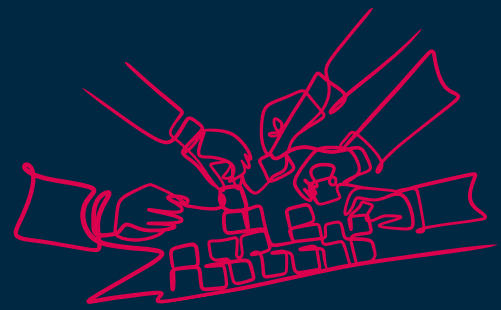
Empower leaders working towards an inclusive and sustainable global economy aligning with the values of the UN Global Compact and the Sustainable Development Goals (SDGs).

## principles

Purpose  
Values  
Teaching  
Research  
Partnership  
Practice  
Sharing

# leadership program

INPUT



LEAP is the oikos Leadership Initiative focusing on building capacity in the oikos community with the necessary competencies, qualities, practices, tools and global network to become conscious leaders in the co-creation of thriving and sustainable societies.

## WHY DO WE NEED TO LEAP?

Our education systems is still preparing people to fit into the world as it is, not to transform it. While leadership is too often taught as performance, strategy, and control, and the deeper capacities for awareness, empathy, and systemic thinking are left behind. We see as a result, even well-intentioned leaders struggle to navigate the complexity, uncertainty, and interconnected crises shaping our time.

The real challenge lies not only in changing systems, but in evolving the leaders within them: cultivating mindsets and relationships that can hold collaboration over competition, wisdom over ambition, and regeneration over growth. And that is what we strive to achieve with our **Change Pathways Model**.

### 3 STEPS OF CHANGE

1

#### CULTIVATE CONSCIOUS LEADERSHIP

Develop self-awareness, emotional intelligence, and resilience to lead with clarity, purpose, and care.

2

#### EMPOWER COLLECTIVE ACTION

Strengthen collaboration, connection, and trust across cultures, disciplines to co-create meaningful impact.

3

#### COMMUNITY OF CHANGE AGENTS

Nurture a living network of students, educators, and partners that are committed to reimagining education & leadership for a regenerative world.

#### Change Pathways Model



# the team

INPUT



## OIKOS INTERNATIONAL



**Marina  
Henriques**



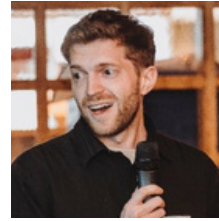
**Stefan  
Krasić**



**Laura  
Vetter**



**Lilia  
Yang**



**Michael  
Yang**



**Patricija  
Žižytė**

## PRME



**Sophie  
Kacki**



**Cheyenne  
Metz**



**Meredith  
Storey**



**Samantha  
Thompson**

## WINDED.VERTIGO



**María  
Altamirano**



**Garrett  
Jaeger**



**Lamis  
Sabra**



**Apoorva  
Shivaram**

Furthermore, we would like to express our **sincere gratitude** to all of the incredible individuals mentioned below who supported the LEAP Program and its team with resources, time and dedication. Without your engagement and collaboration, the success and meaningful impact we achieved would not have been possible.

### **oikos International**

Shivam Chugh  
Samina Khudaiberdieva  
Carolin Lemke  
Antonia Pohlmann

### **PRME**

Violet Chazkel  
Zein Ibrahim

### **winded.vertigo**

Payton Jaeger  
Jamie Galpin

### **External facilitators**

Matthias Flury  
Omer Keren  
Martina Pesce

### **Internal coaches & facilitators OI & PRME**

Susanna Adjei Arthur  
Mariana Arteaga  
Ruwan J. Bandara  
Ruben Burga  
José Luis Camarena  
Jackie Colmar  
Joëlle Dey-Boada  
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Jule Neumann  
Maria Pawłowicz  
Maria Pietrzak  
Alexandra Rupp  
Cory Shelton  
Konstantinos Syrokostas  
Adriana Troxler

# methodology

INPUT

## PRME pedagogy (formerly i5)

The Impactful Five (i5): Learning in Leadership Education project is building on prior LEGO Foundation research and expertise to develop and pilot pedagogical approaches for holistic skill set development to help the next generation of leaders address sustainable development.

By targeting 5 key characteristics of learning to integrate sustainability skills into business schools, this pedagogy will train the next generation of CEOs, managers, and leaders to shape a workforce of lifelong learners equipped with contemporary skills needed to address today's sustainable development challenges.

While the competencies intersect with multiple principles, they were each linked to a single principle for organizational purposes through a co-creative decision with the PRME team in prior edition in 2024.

## KEY ELEMENTS



### Meaningful Conversations

1:1/small group onboarding, dialogues.

**Key Impact:** Personalizes the journey and increases ownership, is the base for a tailor-made program suited to the cohort's wishes and needs, increases trust and ensures psychological safety prior to the program launch.



### Communities of Practice

Communities of Practice: Local peer-learning groups with guided facilitation.

**Key impact:** Promotes regional collaboration & systemic change.



### Community platform (Sutra)

Interactive online hub for dialogue and reflection.

**Key impact:** Sustains engagement + cross-border collaboration, visibility for participants, network growth.



### Buddy System

Peer coaching groups (weekly/biweekly).

**Key impact:** Strengthens peer support, connection, engagement and reflection.



### Workshops

Experiential sessions on inner development and holistic skill set.

**Key impact:** Builds student capacity, fosters deep learning, are the main pillars for growing the oikos-PRME community globally and online



### Office Hours

Open time with LEAP and/or PRME staff for feedback/support/impact story sharing.

**Key impact:** Builds trust, supports individual growth, follow-ups with the community, can be key for strategic action and curriculum change at their HEIs.



### Impact Stories

Interviews with highly engaged participants upon the successful completion of the program to share their voices, their thoughts and feedback on their experience and leadership journey.

**Key impact:** giving visibility to top participant's voices, constructive feedback for iteration, communication of the program's success.



### Tools

Co-Working on **SessionLab, Sutra, Miro, Zoom, Airtable, and G-Suite** to brainstorm, reflect and collaborate.

**Key impact:** Fostering collaboration and creativity, enhancing systems thinking through visualization, and capturing the collective intelligence of the cohort in one co-created digital space.



## i5 CHARACTERISTICS

### Meaning

Establishing a strong internal foundation for leadership through:

### Joy

Fostering joy and well-being via:

### Social

Enhancing interpersonal and team-based skills through:

### Active

Developing the ability to navigate complexity and change through:

### Iteration

Encouraging adaptability & innovation through:

## i5 COMPETENCIES

SELF-COMPASSION  
LIFELONG LEARNING  
EMOTIONAL RESILIENCE

SELF-AWARENESS  
CURIOSITY

CREATING A POSITIVE CLIMATE  
EMOTIONAL SELF-REGULATION  
SETTING HEALTHY BOUNDARIES  
EMPATHY

CONFLICT RESOLUTION  
PERSPECTIVE-TAKING  
CROSS-CULTURAL  
SUSTAINING RELATIONSHIPS

COLLABORATION  
DEEP LISTENING  
UNDERSTANDING

FUTURE VISIONING  
COMPLEX AND SYSTEMS THINKING  
SELF AND ACTION CONFIDENCE  
ENGAGING WITH UNCERTAINTY, DOUBT,  
AND AMBIGUITY

FLEXIBLE, EXPERIMENTAL, AND ADAPTIVE  
ACTION  
PROTOTYPING  
GATHERING AND SYNTHESIZING FEEDBACK  
CHILDLIKE PLAY  
INITIATING AND SUSTAINING CHANGE

*The LEAP Program is building on other frameworks, including (but not limited to):*

### Sustainable Development Goals:

SDGs have been directly and indirectly impacted through the topics of studies and dissertations of the participants, which focused on sustainability in various forms.



**The Inner Development Goals:** soft skills used in the facilitation style of the Program Managers as well as the workshop content. There are 5 dimensions (Being, Thinking, Relating, Collaborating and Acting) with 25 subdimensions that are interlinked with the i5 competencies (e.g. self-awareness, perspective taking, complex and systems thinking).

**Art of Hosting:** holistic facilitation methodologies that were used in delivering the workshops. One of the principles used throughout the program was “speak with intention and listen with attention”.

**Theory U:** tool from the Presencing Institute at MIT that enables interveners to operate from an open mind (curiosity), open heart (empathy and compassion), open will (courage). This tool has influenced the quality of the intervention.

# program overview

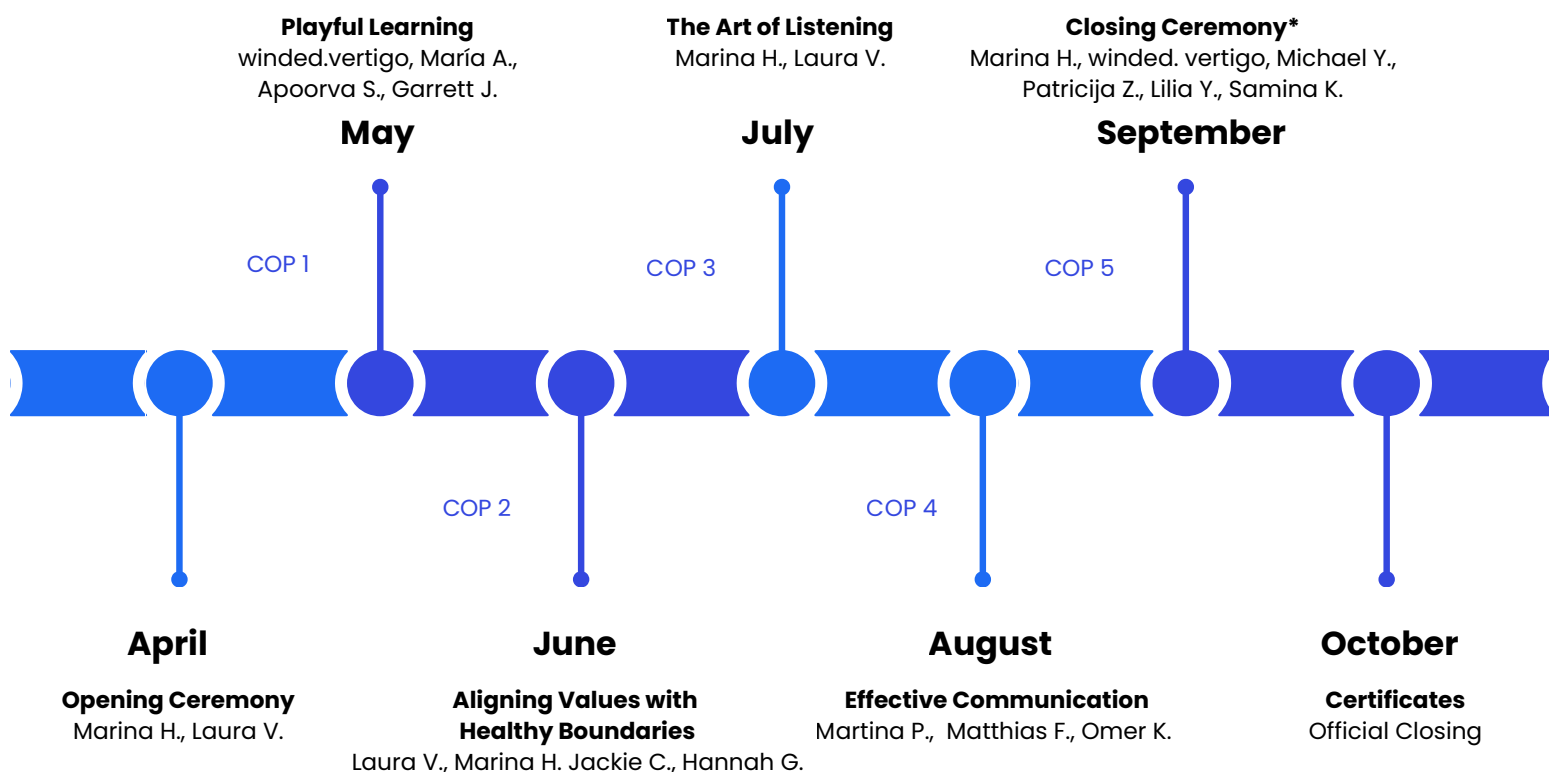
## PROCESS

The LEAP Program 2025 built on the foundations of the 2024 edition and incorporated feedback of the previous attendees.

From April to September, participants embarked on an intensive six-months learning journey, immersing themselves in the five i5 dimensions and cultivating leadership and transformation skills to reimagine how regenerative leadership can be implemented in the systems for real impact. Participants translated insights into action, practicing learnings supported by peer exchange sessions that fostered collaboration and shared learning across institutions. In parallel, the open online Workshop Series expanded the program's reach, engaging over 130 educators, students, and researchers worldwide around the i5 framework and leadership for systemic change.

The program aims to cultivate the skills, mindsets, and leadership capacities of future business leaders and early-career researchers to **drive systemic change in higher education toward sustainability**. By **fostering collaboration, creativity, and interconnected thinking**, it seeks to shift management education from a competitive, individualistic culture to a more inclusive and regenerative model.

Through workshops, regional communities of practice, and the scaling of the program, the initiative empowers students and researchers to become **catalysts for institutional transformation, creating a global movement of leaders committed to advancing regenerative education and sustainable impact** across disciplines and regions.



Every workshop was realised 3 times for 3 cohorts. COP = Community of Practice.

\*Closing Ceremony: Designer and lead facilitator: Marina Henriques; Co-designers and co-facilitators: windy. vertigo team; Garrett Jaeger (Cohort 1), Jamie Galpin (Cohort 2) and María Altamirano (Cohort 3). Interventions and support: Michael Yang, Patricija Žižytė, Lilia Yang, Samina Khudaiberdieva.

# what we did

OUTPUT



19

hours of meeting participants before launch

5+

hours of facilitator onboarding

27

hours of workshops

19

hours of Communities of Practice (CoPs)

133

participants

107

graduates

80+

hours of Volunteer work

20

combined CoPs and Buddy Groups

200

posts on Sutra

83

offers and needs shared

17

Impact and Alumni stories



sutra online community engagement



**Salma Ashour** Apr 17, 11:21 AM

Offer: Chat about academia. I am an early career academic and researcher (Assistant Professor in Accounting). Currently, working on expanding my knowledge in sustainability and responsible business. I do qualitative interdisciplinary research and I do like to use engaging and innovative teaching pedagogy (e.g., Lego Serious Play).



**Cherene de Bruyn** Apr 17, 6:15 PM

I am happy to offer mentorship to undergraduates and Master students in terms of time management, project management, and skills development (especially if you are thinking of pursuing PhD research).

[View 3 reflections](#)

♥ 10

# quick wins

OUTCOME

Impact surveys and data by:



1

## CULTIVATE CONSCIOUS LEADERSHIP

### LEADERSHIP UPGRADES YOU CAN HEAR

53

participants **did the pre-survey**

42

participants **reflected** on the experience **afterwards**

33

participants **stayed** from beginning to end.

We revisited shared stories, practiced active listening, and reflected on what it means to truly hear and be heard. Breathing techniques helped us ground in presence and expand our listening capacity. We left with personal commitments to deepen our listening, connecting inner shifts to collective impact and sustainable change.

### AWARENESS BOOMED

Our workshop on healthy boundaries was like nurturing rainstorm for our inner gardens. After tending to the quantitative data, we saw self-awareness scores blossom from about **72 to 77 points** on average. A healthy growth spurt that's statistically significant. **It's clear these seeds didn't just get watered, they thrived.**

### REFLECTIONS ABOUT VALUES

"Acting in line with myself, my values, saying yes/no in line with my values." - **Maria**

"Be able to communicate my values and needs in a way that I am open with other people and create a balance and alignment..." - **Ana**

### KNOW ABOUT YOUR CAPACITY

"For me, it means being honest with myself and others about where I'm at and what I'm capable of in that moment" - **Kaitlyn**

"To be able to respect my own needs while preserving professionalism." - **Nardin**



# immediate difference

OUTCOME

2

EMPOWER COLLECTIVE ACTION



Non Violent Communic.  
before: **3.18/4**  
after **3.51/4**

## THREE MODES OF NVC NON VIOLENT COMMUNICATION

46

participants shared where they were **starting from**

36

participants **reflected on** the **experience** afterwards

28

participants **stayed** from beginning to end.

At the end of the workshop, the participants ability to practice nonviolent communication skills using three real-life scenario was measured. **91%** shared their concerns while inviting clear & respectful dialogue. **89%** acknowledged others feelings. **86%** recognized their own unmet needs before reacting.

## HONESTY, EMPATHY & SELF-COMPASSION

Expressing **honestly** (communication observations, feelings, needs and requests compassionately): before **2.83** after **3.15 (positive significant change)**

Received **empathically** (listening to another's feeling and needs without judgement): before **2.64** after **2.82 (positive significant change)**

**Self-Compassion** (compassionate connection to your own feelings and needs) before **2.86** after **2.99 (positive significant change)**

## UNDERSTANDING NEEDS & EMOTIONS

"Every judgement is a (tragic) expression of a beautiful unmet need."  
- Martina

"Listening and finding out what the needs of other people are and how they could be satisfied in a different way as a way of handling a situation."

"Thinking and analyzing your emotions before judging, and expressing them in a positive way."

# immediate difference

OUTCOME

## COMMUNICATING WITH HONESTY & CARE

"The importance of both the communication and the listening."

"Loved how I can tell of my experience honestly rather than blaming others."

"Honesty and vulnerability create a safe space when you're with someone who understands you, even if they don't understand you, you can always communicate and be open."

## CREATING SPACE FOR REFLECTION

"One idea that stood out to me was the importance of staying centered and calm in challenging conversations. It protects my inner peace and I want to keep practicing it."

"The jackal and the idea of reflecting and relating to oneself is really touching."

"Concept of check-in exercise where one person narrates their free flowing thoughts and isn't interrupted, judged or commented on by the other person."

Through our combined **quantitative** and **qualitative assessment**, we can clearly observe that the outcomes of our workshops have led to a statistically significant positive change among participants. We are proud that the **LEAP program** contributes to fostering non-violent communication skills and supports participants in building deeper, more meaningful relationships both at work and beyond. Furthermore, participants demonstrated enhanced empathy, openness, and inner clarity, indicating that the program effectively supports personal growth and the integration of these values into their professional and personal lives. *Credits of the assessment goes to our amazing partner [winded.vertigo!](#)*

In our final section, we now demonstrate how the LEAP program creates a **lasting impact** that extends beyond its immediate benefits, reaching into society, the environment, and the broader world. We have conducted over **17 in-depth interviews**, gathered comprehensive feedback from Sutra, LinkedIn, emails, and Miro that is over 27 pages long, transcribed and analyzed all data, and from this synthesis, we derived the overarching impact that LEAP continues to generate.

# showing impact

Qualitative analysis through Impact Stories

IMPACT

"We're all just people: same problems, dreams, values...people care regardless of their background. Throughout the program I became more aware. Of myself, of other people, of leaps that I already made and of the leaps ahead of me on the path toward becoming more of who I want to be."



**Maksymilian Puścian,**  
*Warsaw University of Life Sciences, Poland*

"The i5 principles really shaped me. Joy and social interaction made the learning process more engaging, active engagement pushed me to contribute confidently, and iteration reminded me that improvement is ongoing. All of these helped me grow as a student, researcher, and future leader."



**Huzaifah Lawal,**  
*Bayero University Kano, Nigeria*

## Seeds of Growth: From Intention to Impact

*The LEAP journey of Nardin Farouk,  
The British University, Egypt*

Before joining LEAP, Nardin already had a passion for sustainability. But the program helped her turn that passion into practical leadership:

"I had the seed, but LEAP watered it. It helped me understand what to work on, how to improve, and how to plan my growth as a responsible leader."

Through mentorship and shared learning, she developed clarity on what sustainable leadership looks like in action – and how it can be cultivated through empathy, community, and accountability.

### **Setting healthy boundaries aligned with values**

**workshop:** It taught me that saying no isn't rejection – it's saying yes with understanding and respect.

**The art of listening workshop:** My favorite session was The Art of Listening. It immediately comes to mind because communication – especially in leadership – starts with listening. Not just listening to reply, but listening with empathy. That was emphasized in the session, and I found it deeply meaningful.

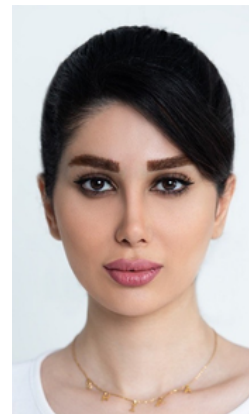


# showing impact

## IMPACT

"The leadership program was truly life-changing for me. I learned how to become a better listener, to understand people not just to reply and how to set healthy boundaries and prioritize myself without guilt. These lessons deeply touched me and have already started shaping my daily life. What I loved most was being surrounded by inspiring people from all over the world who shared the same goals and values.

Every session offered something meaningful, and even the smallest exercises had a purpose. This program helped me see that real leadership starts from within by knowing yourself, being authentic, and using your unique strengths to bring light and positive impact to others. I'm so grateful to have been part of this community and would join again in a heartbeat."



***Shiva Ahmadi, University of Graz, Austria***



"What began in April as a six-month journey has unfolded into a powerful space for reflection, experimentation, and reimagining what it means to lead with intention. Throughout this journey, I've grown into someone more self-aware and deeply rooted in my values. I've moved away from the pressure to constantly perform leadership, and instead embraced the strength of presence—listening,

pausing, setting boundaries, and leading from within. LEAP has shown me that leadership is not a title—it's a practice rooted in empathy, curiosity, and sustained engagement. I've become someone who listens more deeply, questions more intentionally, and shows up more fully—with more attentiveness, purpose, and authenticity. LEAP has gifted me with community, clarity, and courage."

***Sujay Sarkar, Amity University, Noida, India***

"The program was truly inspiring. Meeting so many people who share similar values, interests, and visions for fostering sustainable development was deeply motivating. I often felt that I am not alone in my goals. Every single interaction was meaningful and enriching, and the shared learning experiences broadened my perspective in unexpected ways. I especially valued

the supportive, open atmosphere that encouraged authentic exchange and growth. Overall, it was an incredibly inspiring and connecting experience that I would love to continue being part of."



***Johanna Oster, Hochschule Wismar / Rostock University, Germany***



# conclusion

INPUT

PROCESS

OUTPUT

OUTCOME

IMPACT

## EMERGING RIPPLES

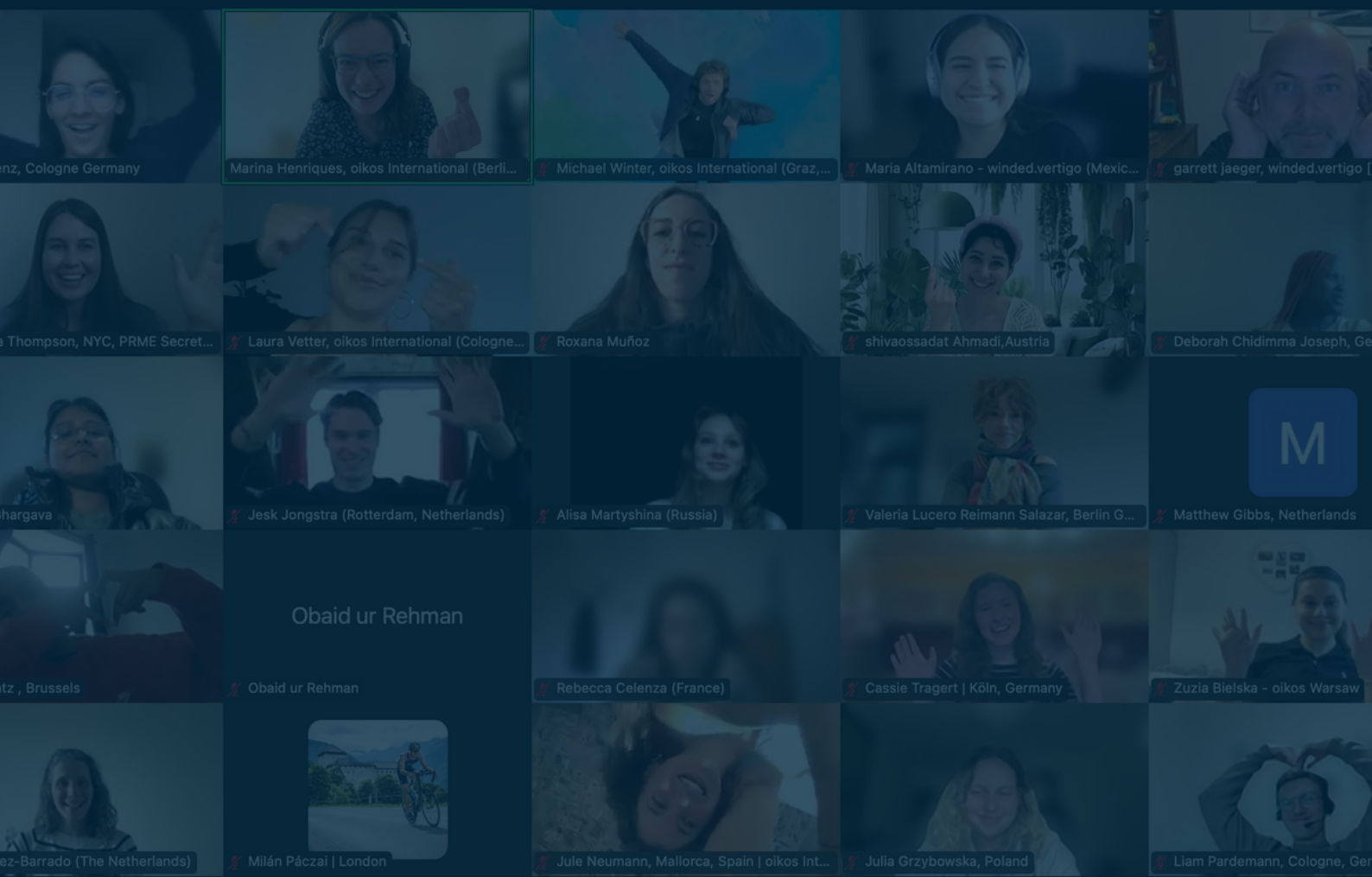
As mentioned above, long-term societal changes fostered through outputs, outcomes and especially impact, is difficult to measure perfectly due to its complexity and gradual nature. Instead, the evaluation focused on understanding how participants apply and share their acquired knowledge, fostering a ripple effect as they become changemakers in their communities.

The LEAP program not only supports oikos International's mission to empower future leaders but also advances the vision of PRME to build a global movement for responsible management education. It stands as a beautiful example of how collaborative work, dedicated teams, structured wisdom, and the effective use of digital tools can generate the positive impact our world urgently needs and brings together change makers from all over the world.

With this new generation of global leaders, the entire team hopes to contribute to a better future and a more sustainable world.

## NETWORK & SPHERE OF INFLUENCE





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November, 2025

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