

**CGIAR Change Management Process  
Retreat 1  
February 26-27, 2008  
Washington, D.C.**

**TARGET**

By the end of this offsite the CST and working groups will be inspired and prepared to lead the change effort

**OBJECTIVES**

1. Develop a shared sense of what led the CGIAR to this point
2. Develop a clear sense of what it will feel like to operate in a revitalized System, and what we as a change management team can do to create the future for the CGIAR
3. Lay the foundation for this group to succeed lead all three pillars of the Change Management Process
  - Align on expected deliverables and time commitments
  - Understand how the CST and working will lead the effort as a team
  - Start to develop new mindsets and behaviors that are most likely to revitalize the CGIAR and set the stage for System-wide integration of these concepts
  - Charter the CST and working groups by clarifying the approach, scope, deliverables, roles & responsibilities, and working standards
4. Align on the linkages between the External Review and the Change Management Process
5. Strengthen our connections to each other and to this effort

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**DAY 1**

<b>AGENDA ITEM</b>	<b>TIME</b>	<b>SESSION DESCRIPTION</b>
<b>Breakfast</b>	8:30	
<b>Open and Welcome</b> <i>(Kathy Sierra)</i>	9:00	Prepare for the two days ahead
<b>Where We Have Been</b> <i>(Ren Wang and Trium)</i>		Discuss the background for the change effort
<b>Where We are Headed</b> <i>(Kathy Sierra and Trium)</i>		Align on a vision of what we will have accomplished together by the end of 2008 and deepen our understanding of what we should do to ensure the success of this effort
<b>Change Architecture Outline for 2008</b>		<ul style="list-style-type: none"> <li>▪ Discuss the three pillars of the change process</li> <li>▪ Review the CST and Working Group structure</li> <li>▪ Deepen our understanding of the timeline and key milestones</li> <li>▪ Discuss External Review linkages</li> </ul>
<b>Lunch</b>	12:00-1:00	
<b>Strengthening our Ability to Work Together</b>		Deepen our understanding of mindsets and the role of empathy in strong working relationships
<b>Chartering the Change Process</b>		<p>As a group, build key components of the governance structure for the overall change effort including:</p> <ul style="list-style-type: none"> <li>▪ Working arrangements and communications strategy across the teams</li> <li>▪ Roles, responsibilities and decision rights of the CST and the Working Groups</li> <li>▪ Meeting preparation and requirements</li> <li>▪ Logistics</li> </ul>
<b>Close</b>	6:00	
<b>Dinner</b>		Group dinner

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**Day 2**

<b>AGENDA ITEM</b>	<b>TIME</b>	<b>SESSION DESCRIPTION</b>
<b>Breakfast</b>	8:30	
<b>Open</b>	9:00	Prepare for the day ahead
<b>Prepare to Make Decisions Together</b>		Strengthen our ability to communicate and make efficient decisions in virtual teams <ul style="list-style-type: none"> <li>▪ Group activity</li> </ul>
<b>Launch the Working Groups</b> (including one hour lunch)		In breakouts, prepare the Working Groups and CST to function as high-performing teams  For each Working Group and the CST: <ul style="list-style-type: none"> <li>▪ Develop the issue statements</li> <li>▪ Review membership and composition of the team</li> <li>▪ Clarify roles, responsibilities and decision-rights</li> <li>▪ Determine a regular meeting schedule</li> <li>▪ Outline the team's project plan</li> <li>▪ Identify resource requirements</li> </ul>
<b>Role-Model Trust</b>		Introduce distinctions of trust and prepare to role-model trust for the organization
<b>Prepare for the Next Retreat</b>		Kick-start the progress of Working Group 1 in preparation for Retreat 2
<b>Close</b>	6:00	