



CGIAR
Change Management Process
Kick-off Retreat
Washington DC
February 26-27, 2008





Table of Contents

1. Framing the Meeting
2. Aligning on Where We Have Been
3. Aligning on Where We Are Headed
4. Establishing the Change Architecture Outline for 2008
5. Introducing Breakthrough Thinking
6. Chartering the Change Process
7. Launching the Working Groups
8. APPENDIX
 - A: Trium Concepts
 - B: Two Futures Breakouts
 - C: Working Group Breakouts
 - D: Breakthrough Thinking

Framing the Meeting





We opened the Retreat by framing the meeting and establishing a shared Target for our time together

By the end of this offsite the Change Steering Team and Working Groups will be inspired and prepared to lead this change effort



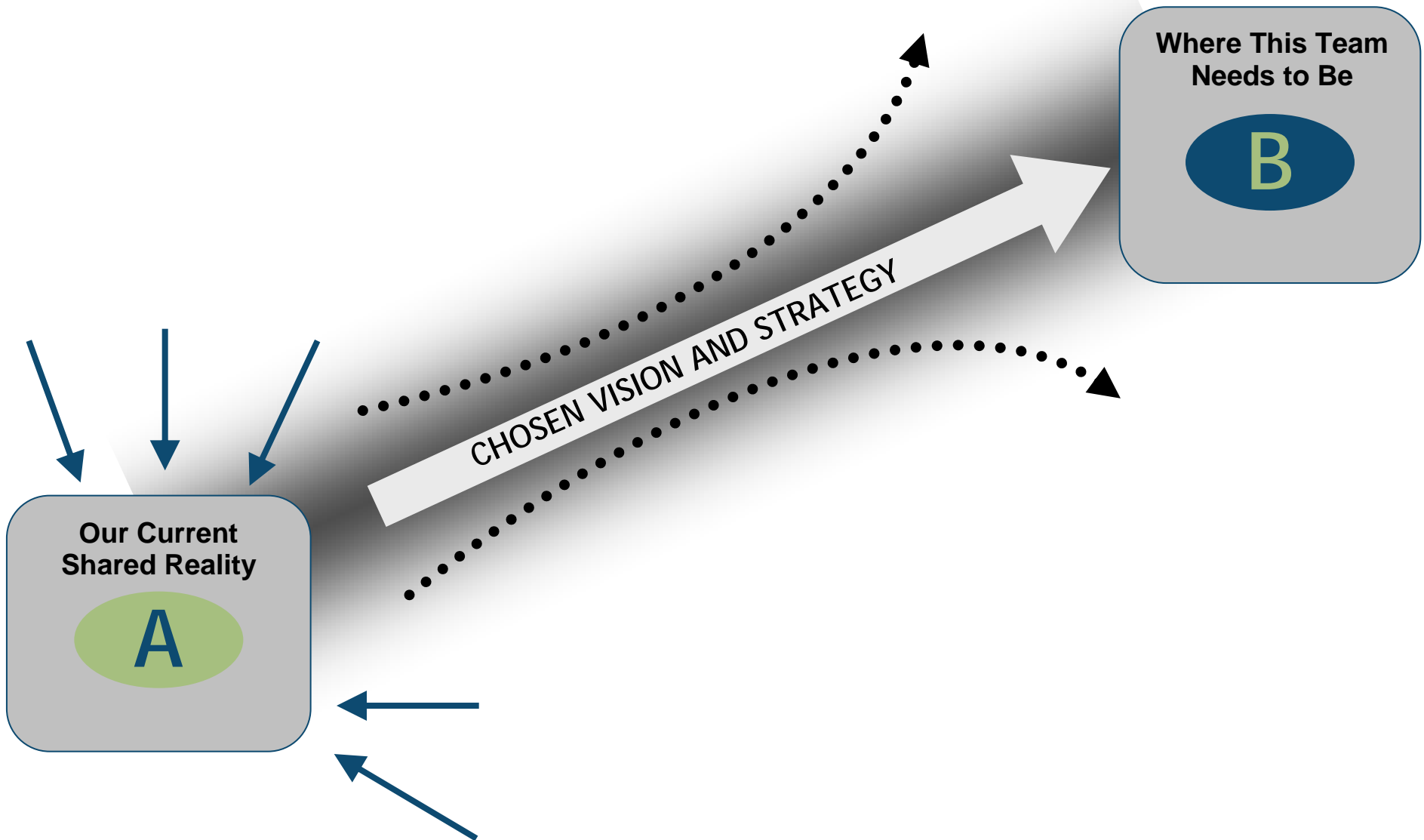
We aligned on the proposed objectives for the meeting, and collectively developed new ones

1. Understand the background of the change effort including the opportunities and challenges in front of us
2. Develop a 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 successfully lead all three pillars of the Change Management Process
 - Align on expected deliverables and time commitments
 - Understand how the CST and working groups 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

6. *Understand our role in the Change Effort and next steps we can take leaving the meeting*
7. *Create clarity around the boundaries of the Change Effort - what is in and what is out*
8. *Determine the linkages between this group and the rest of the System*



We framed the strategy for the retreat: Outlining our collective journey “from A to B”...





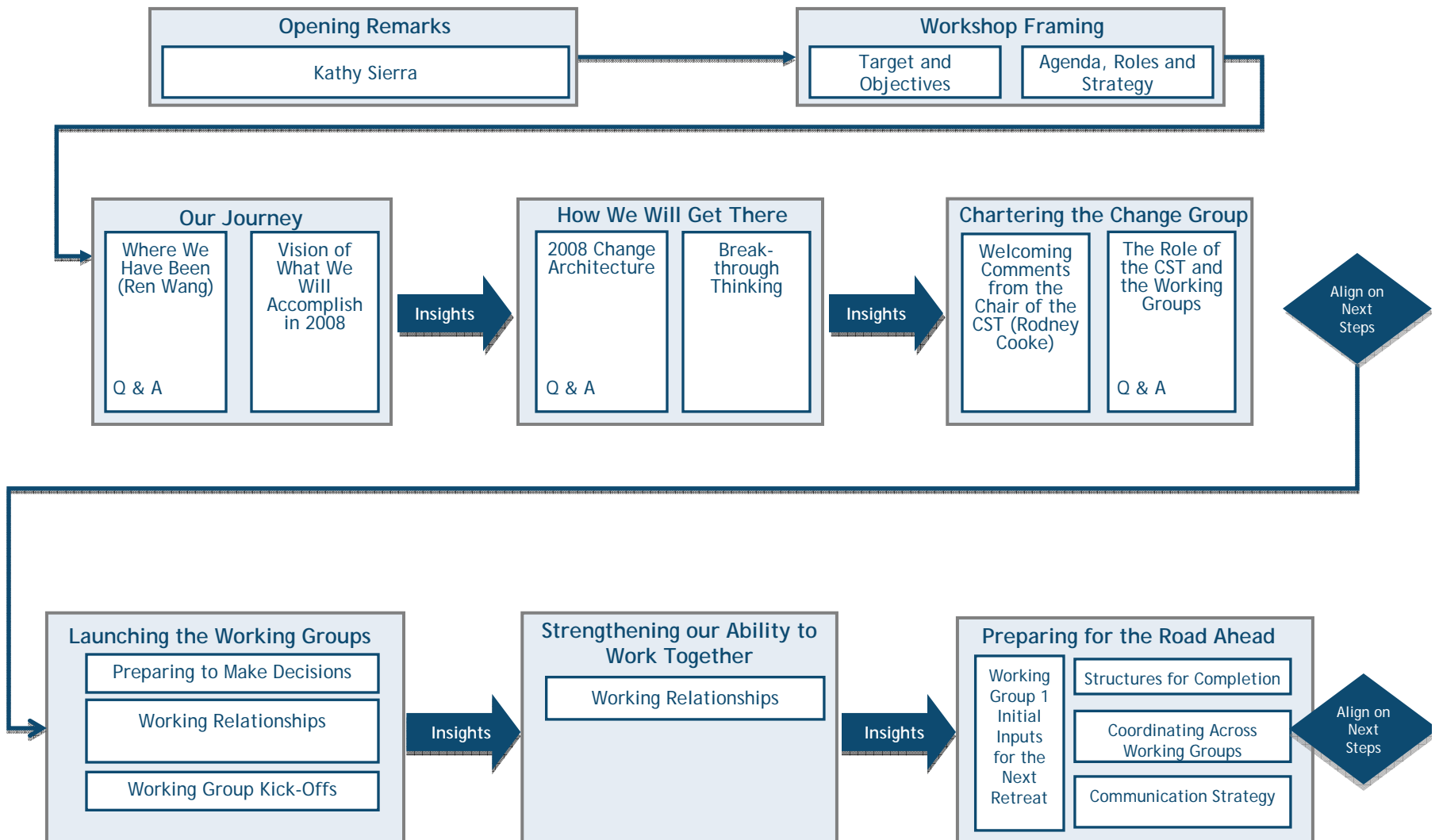
...and introduced the Structure for how we would meet our target

Frame

Day 1

Day 2

Close





Together, we surfaced the Ground Rules that would make this meeting successful

- We are very open to new behaviors and mindsets
- We engage in an open and naïve way and leave preconceived notions behind
- We question why we need the System
- We are realistic and pragmatic about what our North Star can be
- We stay focused on our ultimate goal - how will we contribute to global needs
- We continue to question why the System exists
- We recognize what we are capable of doing
- We listen objectively to people's views
- We respect one another
- We move from dialogues to decisions



Aligning on Where We Have Been





Ren Wang presented the background of the change process - *Scoping Team*

- The Scoping Team was tasked with designing the change process to be carried out in 2008
- The Scoping Team was asked to submit a proposal to ExCo including:
 - Main challenges and emerging issues
 - Methodologies and design of the process
 - Specific terms of reference for Phase 2 of the process
- AGM'07 endorsed the report of the Ad Hoc Committee on Financing System Priorities
- The process was highly consultative, with interviews, a survey and numerous informal conversations. The Scoping Team has also consulted with External Review and Funding System Priorities teams



Ren Wang presented the background for the Change Process - *AGM decision*

With minor changes AGM'07 has approved the recommendations of the Scoping Team and gave the go ahead to establish the CST and four Working Groups

1. Working Group 1: Visioning and Development Challenges
 - Define the unique contributions of the CGIAR and the resulting strategy for the System
2. Working Group 2: Partnerships
 - Define strategies for the CGIAR to increase its impact through greater connections with partners
3. Working Group 3: Governance
 - Define the governance approach for the System as a whole and for the Centers that promotes efficiency, accountability, transparency and impact
4. Working Group 4: Funding Mechanisms
 - Define a funding approach that meets the requirements laid out in the Funding Systems Priorities Report



Where

Aligning on Where We Are Headed

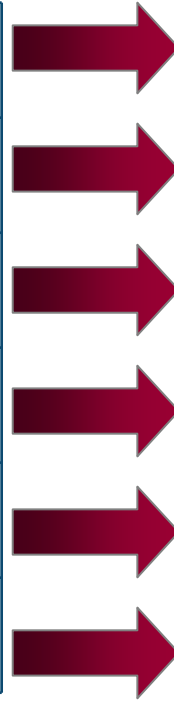




Kathy Sierra shared her vision for the CGIAR one year from today

FROM

- Mission creep and trying to do everything
- Duplicative mandate of the centers without clear systemwide vision and strategy for impact
- Complex and cumbersome governance and lack of accountability
- Static partnerships that are not enabling scalable impact and research adoption
- Lack of coordination among investors
- Declining core resources



TO

- Clear vision with focused priorities that respond to global development challenges
- Centers that collaborate, work toward the system agenda and priorities, and deliver impact
- Streamlined and effective system-level governance with clear accountability
- Strong and innovative partnerships with NARS, the private sector and civil society that enable impact
- Strengthened, coordinated funding mechanisms that are linked to the system agenda and priorities
- Stabilization and growth of resource support

Greater impact on food security and poverty reduction



By examining two possible futures, we brainstormed a set of actions we should take, as well as avoid, as we progress along this Change Effort

What We Do	How We Do It
<ul style="list-style-type: none">• We ensure donor harmonization• We secure outside partners that support CG's goals• We attract top scientists and managers• We develop a new name• We generate excellent press• We focus on the vision/mission and how it drives the process• We create bankable change vehicles• We identify the weaknesses and strengths of CGIAR today• We ensure global priorities, not donor priorities	<ul style="list-style-type: none">• We embrace change• We are open about our interests and maintain transparency; ideally we hold a system mindset• We create clear goals, outputs and accountabilities• We make decisions and then implement them• We act like a system• We measure our success• We have strong management as well as governance• We speak our minds• We are bold, transparent and participatory• We act with responsibility• We lead with credibility• We seek additional resources• We don't act like "grumpy" old boys and girls• We add more members to this team• We have tight communication, externally as well as across our Working Groups



Establishing the Change Architecture Outline for 2008





We framed the year ahead, beginning with the Target and Objectives of the Change Management Process in 2008

TARGET for 2008

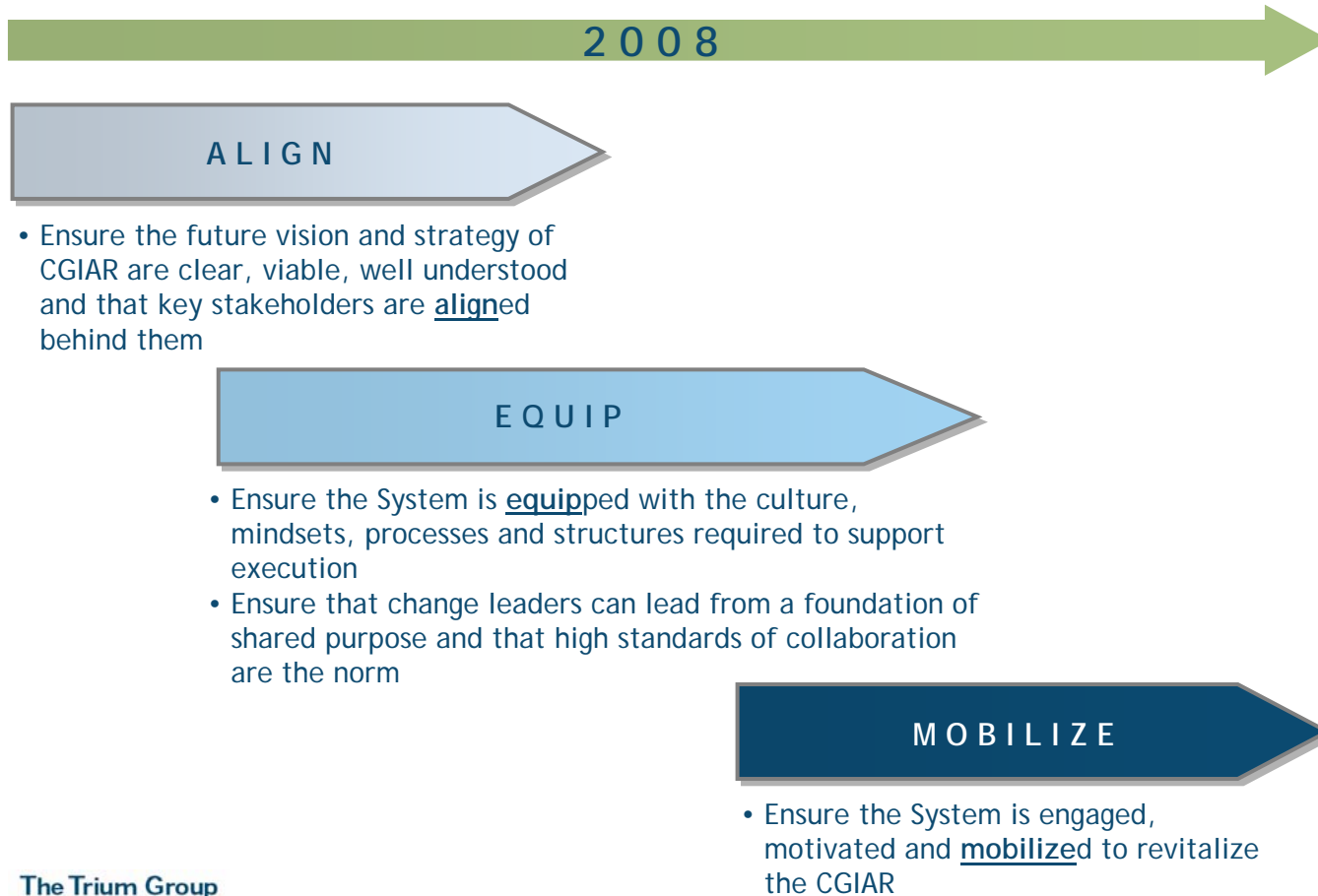
A streamlined, transparent, focused and connected CGIAR that consistently delivers the highest possible benefit to the poor and to farmers, foresters and fisheries around the world while improving working relationships across the System

OBJECTIVES for 2008

1. Focus efforts to improve efficiency and productivity through addressing systematic issues
2. Develop more efficient and satisfying working relationships across the System
3. Create a culture that inspires individuals to actively care and work for the overall mandate of the CGIAR System



We set forth two strategies/frameworks for our work: Align, Equip and Mobilize...





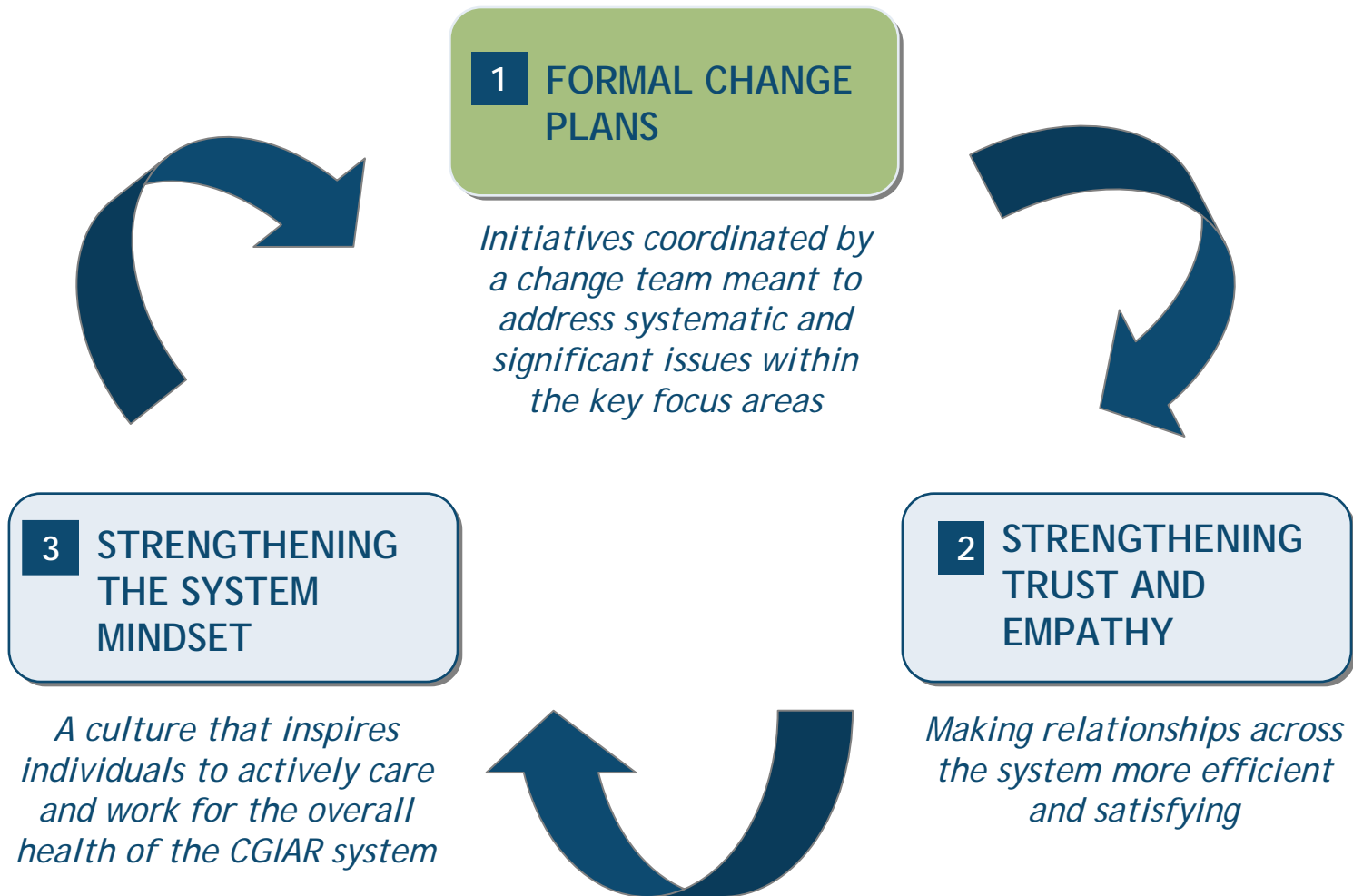
...as well as Aligning Strategy, Leadership and Culture



The Trium Group

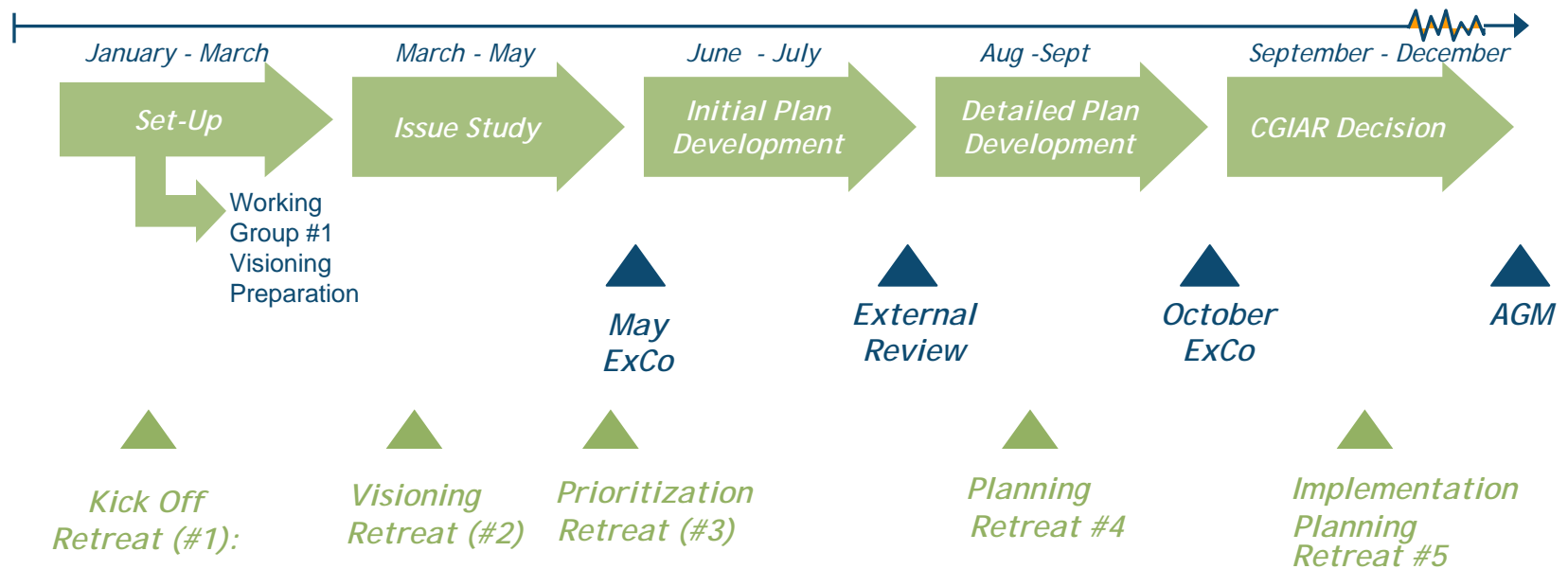


We reviewed the Structure for our work: The 3 Elements of the Change Effort





We aligned on the timeline for the year and key milestones





Introducing Breakthrough Thinking



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH



We engaged in an impactful exercise around breakthrough thinking

Definition of Breakthrough Thinking:

The ability to overcome self-limiting assumptions and patterns of thinking in order to develop innovative, often radically different, approaches for producing dramatically better results.

"We are all creative geniuses living under a blanket of limiting beliefs"

- Albert Einstein

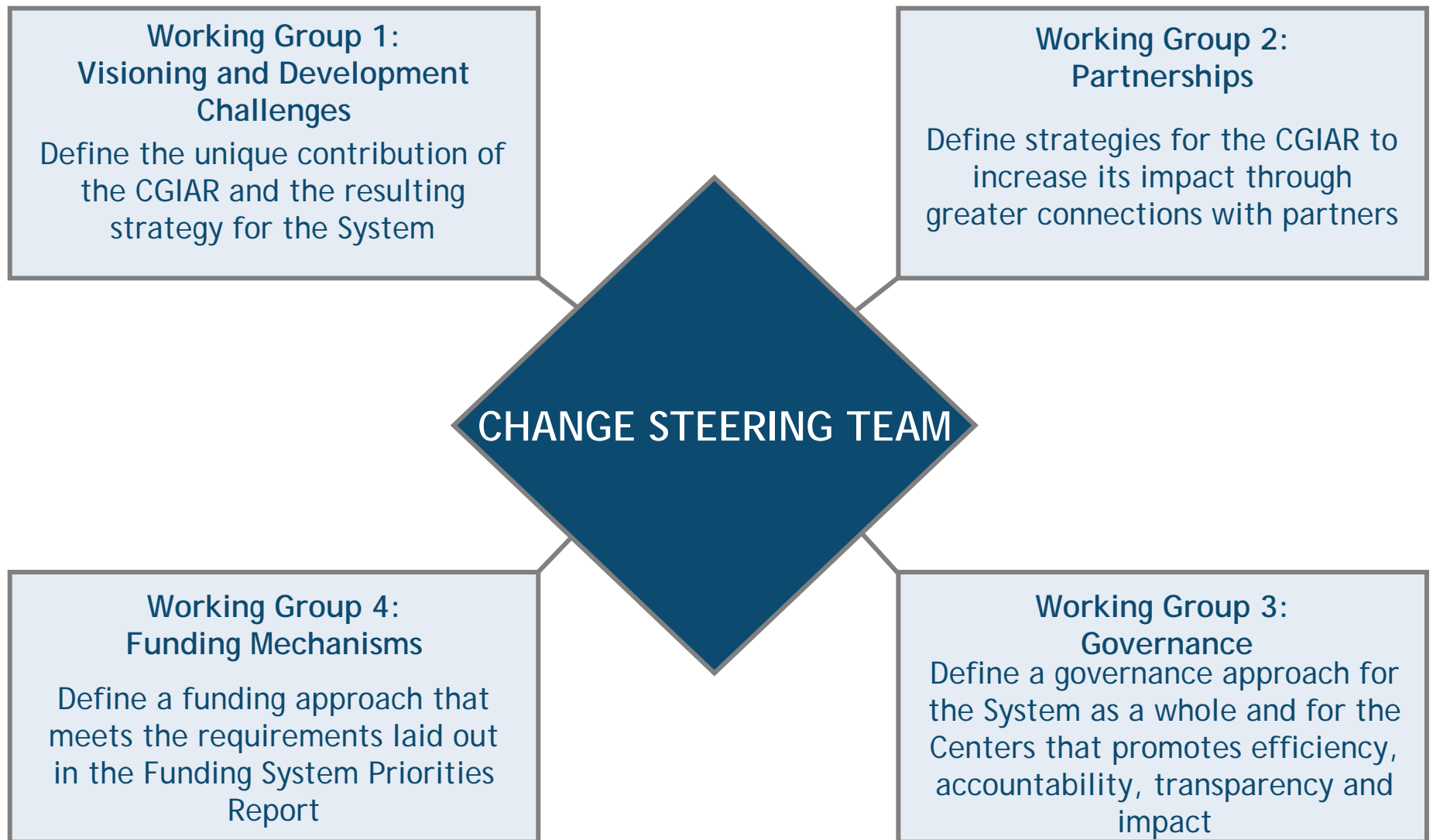


Chartering the Change Process





We reviewed how we will organize ourselves this year





We discussed the Terms of Reference for the CST as well as the overarching TOR for the Working Groups

CST Terms of Reference	Working Group Terms of Reference
<ul style="list-style-type: none">▪ Provide thought leadership and guidance to the effort by:▪ Detecting emerging and cross-Working Group issues and assigning those to Working Groups▪ Ensuring the process is on track▪ Coordinate the effort by enabling clear communication and flow of information between Working Groups▪ Integrate and synthesize (but do not override) the recommendations of the four Working Groups▪ Present the integrated change plan for recommendation to the ExCo and to the AGM for approval▪ Manage the relationship with key stakeholders and enroll them into the effort▪ Champion the mindset shifts (trust, empathy and system mindset) across the CG▪ Amend the membership of the Working Groups throughout the year, as needed▪ Serve as the primary “change agents” of the effort, role modeling trust, empathy and system mindset in all interactions	<ul style="list-style-type: none">▪ Identify and develop scenarios▪ Analyze the pros and cons of each scenario▪ Come up with 2-3 clear, issue-area specific recommendations▪ Identify quick wins that help maintain momentum▪ Collaborate with the CST and other Working Groups on cross-area issues▪ Seek input and involvement from across and outside the System, so as to ensure a broad perspective▪ Incorporate the recommendations of the Scoping Team and the External Review▪ Serve as the primary “change agents” of the effort, role modeling trust, empathy and system mindset in all interactions



We increased our understanding of the proposed individual Terms of Reference for each of the Working Groups

Working Group Name	Terms of Reference
<p>Working Group 1 (Visioning)</p>	<ul style="list-style-type: none"> ▪ Create clarity, shared understanding and alignment around the CG visioning and goals, while not “reinventing” the CGIAR’s mission ▪ Identify and develop major research challenges/themes that bridge to Millennium goals
<p>Working Group 2 (Partnerships)</p>	<ul style="list-style-type: none"> ▪ Identify new and innovative approaches to partnerships ▪ Design frameworks for partnering with a diverse group of partners: <ul style="list-style-type: none"> ▪ Partnerships for research and dissemination ▪ Partnerships for funding and governance ▪ Collaborate with Working Groups 3 and 4 on the recommendations around partnerships
<p>Working Group 3 (Governance)</p>	<ul style="list-style-type: none"> ▪ Identify opportunities for streamlining both Center-level and System-level governance structure and processes ▪ Think boldly about an approach to System-wide governance ▪ Review roles, accountabilities and decision rights across the various stakeholders and representative bodies ▪ Collaborate with Working Group 2 on the recommendations around partnerships
<p>Working Group 4 (Funding Mechanisms)</p>	<ul style="list-style-type: none"> ▪ Flesh out the work of the Ad-Hoc Group on Funding Systems Priorities (but do not revisit the original assumptions or reopen its work) <ul style="list-style-type: none"> ▪ Develop a more in-depth implementation plan for putting the approved recommendations in place ▪ Identify additional key levers as appropriate ▪ Examine the pros and cons of establishing an international fund on agricultural research ▪ Collaborate with Working Group 3 on examining the role that the ExCo ad-hoc committee on finance would play in the future CGIAR System ▪ Collaborate with Working Group 2 on the recommendations around partnerships



Launching the Working Groups



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH



We spent most of Day 2 in our individual Working Groups preparing for the year ahead

What We Do

WORKING GROUP TARGET

The final outcome of the Working Group

WORKING GROUP OBJECTIVES

The specific deliverables that define success

THE SPECIFIC QUESTIONS WE WILL ANSWER

WHAT IS INCLUDED WITHIN OUR SCOPE

WHAT IS OUTSIDE OF OUR SCOPE

Our Project Plan

WHAT ARE OUR KEY MILESTONES?

(i.e. ExCo Meeting)

WHAT ARE THE KEY PHASES OF OUR WORK?

(i.e. data gathering, issue identification)

WHAT ADDITIONAL RESOURCES DO WE REQUIRE FROM THE CGIAR?

How we Work Together

HOW OFTEN WILL WE MEET, WHEN AND HOW?

(i.e. in person, via teleconference)

HOW WILL WE STRUCTURE OURSELVES?

(i.e. one large team, a group of smaller teams)

HOW WILL WE ALLOCATE ROLES AND RESPONSIBILITIES



The Working Groups amended their TORs

Working Group Name	Terms of Reference
<p>Working Group 1 (Visioning)</p>	<ul style="list-style-type: none"> ▪ Recommend a vision for the CGIAR and its impact on the agriculture landscape ▪ Review the external landscape to identify development challenges, assess our current capabilities and assets and develop options over the next few weeks as to how we are uniquely able to meet those challenges ▪ Primarily focus on the vision and only adjust the mission if it doesn't serve the vision ▪ Recommend where we stand on the research for development continuum ▪ Recommend how to position the CG ▪ Leverage existing research
<p>Working Group 2 (Partnerships)</p>	<ul style="list-style-type: none"> ▪ Identify main needs and opportunities for partnerships <ul style="list-style-type: none"> - Benchmark where we are today - Understand what is working and what is not working ▪ Identify new and innovative approaches to partnerships ▪ Determine role of partnerships for CG once vision direction is given ▪ Determine what a "true partnership" looks like
<p>Working Group 3 (Governance)</p>	<ul style="list-style-type: none"> ▪ Establish a common language around governance ▪ Codify governance principles ▪ Establish key criteria for selecting governance structure ▪ Develop governance options (45,000 feet up), which will then be fleshed out ▪ Think about incentives to build into the system
<p>Working Group 4 (Funding Mechanisms)</p>	<ul style="list-style-type: none"> ▪ Develop a code of conduct for donors and implementation plan ▪ Benchmark other funding arrangements ▪ Perform financial analysis ▪ Determine TORs for funding committees ▪ Separate between restricted and unrestricted funding ▪ Review/utilize findings from ad-hoc committee



CST Report Out: Engagement and Communication

Key Takeaways

- A coordinated communication strategy must be created to reach internal and external audiences
 - *General efforts:*
 - The communications team will develop a short communication piece “case for change” that addresses both internal and external audiences
 - A Change Management web site will be built to enable communications across groups and inform individuals outside of the Change Group or even the CGIAR
 - *Internal communication efforts:*
 - Email distribution lists will be created for the Working Groups and the change group
 - The group will establish the practice of “Friday PM email updates” to communicate Working Group progress to the CST and to other Working Groups
 - Participants will have access to “work in progress: on the Change Management website
 - *External communication efforts:*
 - Kathy will send an update/newsletter to stakeholders on a periodic basis
 - The CGIAR Chair’s newsletter will be broadly disseminated to stakeholders and posted on the web site
 - The communications team will develop and periodically update a “Standing Brief” that participants in the change group can use to communicate to various audiences
- Consultations will be delivered in a time-conscious and meaningful way as result of constituents’ fear of change



CST Report Out

Topics	Key Takeaways
Setting the Direction	<ul style="list-style-type: none">▪ Significant attention will be devoted to defining the vision and framing the crisis<ul style="list-style-type: none">- The context of change for the CGIAR must be defined▪ After crisis is framed, Working Groups will need to define the strategic intent of what we are trying to accomplish in a way that can be communicated to stakeholders
Membership & Working Arrangements	<ul style="list-style-type: none">▪ Working Group chairs will become part of the CST as resource members▪ Working Group members will partner with individual members of the CST and focus on specific aspects of the Change Management process:<ul style="list-style-type: none">- Visioning: Ruth/Emile- Partnership: Adel- Governance: Juergen- Funding: Jonathan
Suggestions to Working Groups	<ul style="list-style-type: none">▪ Consider overlapping membership or joint meetings to coordinate around common issues of interest▪ Interventions will be facilitated when Working Groups need assistance working together



CST Report Out: Key 2008 Change Effort Dates

Date	Location	CGIAR Meetings	CST Interactions	Deliverables
Mar 28 - Apr 1	Nairobi, Kenya	Science Council		
Apr 3 - 4	Addis Ababa, Ethiopia		Visioning Retreat	
Apr 18				WG Progress Reports due
Apr 30				ExCo report due
May 11 - 12	Ottawa, Canada		Change Retreat	
May 13 - 14	Ottawa, Canada	ExCo		
Sept 3 - 4	Brussels, Belgium		Change Retreat	
Sept 3 - 5	Brussels, Belgium	Science Council		
Sept 8				WG Plans due
Sept 17				ExCo report due
Oct 1 - 2	Lisbon, Portugal	ExCo		
Oct 3 - 4	Lisbon, Portugal		Change Retreat	
Oct 24				WG Revisions due
Nov 10				AGM report due
Dec 1 - 5	Maputo, Mozambique	AGM		



Appendix A: Trium Concepts



Framing is the foundation for coordinated group action

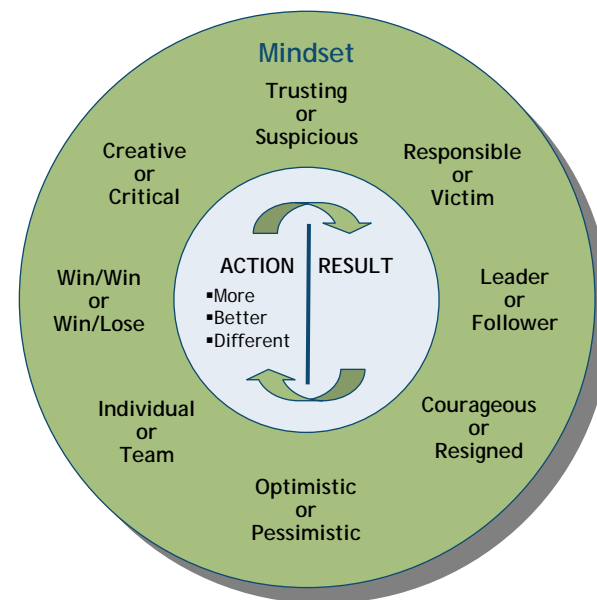


- Target: The final “destination” or outcome the group is working towards; the reason for the group activity
- Objectives: Specific outcomes, deliverables or criteria that define success
- Strategy: Overall approach used to achieve objectives in line with the target
- Structure: Parameters of an activity - agenda, sequence of activities, method of organization
- Roles and Accountabilities: Who does what
- Ground Rules: Agreed to behaviors that will enable success

The underlying assumptions and beliefs we bring to a situation

To shift my **Mindset**, I need to:

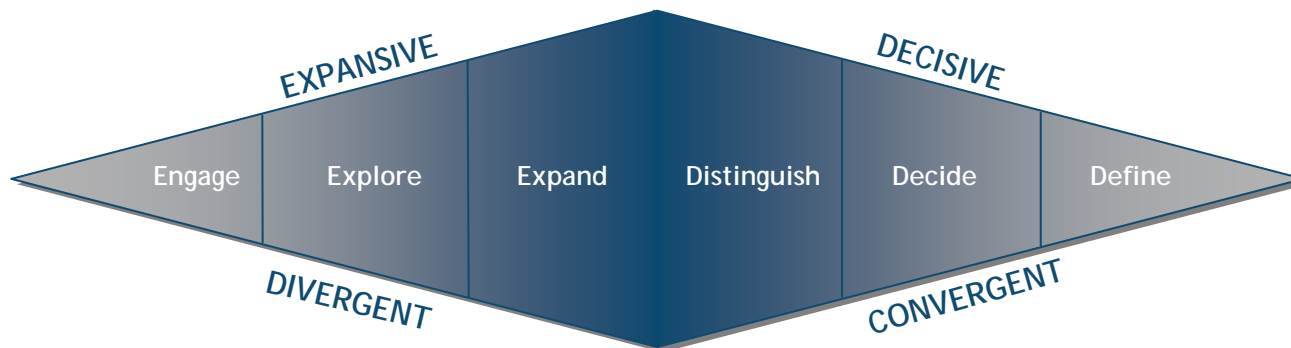
- **Notice, examine and shift** the current assumptions, values and beliefs that make up my current mindset.
- **Adopt** more productive, relevant and effective mindsets that are consistent with the results I want.
- **Remember** that my mindset belongs to me and I have control over shifting it.





Dialogue Model

High quality, enduring strategic decisions occur when people have spent ample time exploring possibilities in an expansive mode. Time spent in expansion engenders greater support, and allows the group to put to rest options that don't fit with the new direction



Target:

Leaders have a shared picture of what they are trying to accomplish and why, and are prepared to move forward together

Leaders have a collective picture of the current reality from the viewpoint of all stakeholders, internal and external

Leaders test the limits of their own thinking, see "reality" through multiple interpretations, and stretch their ability to think strategically

Leaders clearly understand the few distinctively different future alternatives available to them

Leaders test and align on the 'best' vision and strategic approach going forward

Leaders further define the new direction by validating the strength, relevance and precision of the new direction and laying out an action plan

The basis for effective strategy, planning and teaming

Listening: Willingness to alter your point of view based on what you hear



Participating: Contributing to integrate the conversation





Takeaways from Problem Solving Exercise

Key Success Factors of virtual Working Group sessions

- The key contributing factors to the success of a global working session are:
 - Framing and reframing
 - Quality of listening
 - Quality of participating
- Global working sessions are complicated by a variety of factors:
 - People have different styles, come from different cultural backgrounds and have varying command of the common language
 - People hold different pieces of critical information, so it is imperative that everyone has a chance to contribute
 - As global change leaders, our job is to transcend differences
- People tend to gravitate to their preferred role, but there are a few rules you should always keep in mind:
 - Have a clear leader for the meeting who clearly frames the meeting, establishes the process and moves the conversation along
 - As a participant be intentional to listen and participate at a +2 on every conference call, and encourage others to do so as well



Appendix B: Two Futures Breakouts





Two Futures: Failure (Group 1 Report Out)

<p>How will we know that the Change Management process is a complete failure? What will it look like?</p>	<ul style="list-style-type: none"> ▪ We have decreased funding and there is evidence of a recurrent financial crisis ▪ We have reduced awareness among leadership of development organization (lack of presence in 98) ▪ We have no common strategy and a lack of clarity in our mission ▪ Our priorities are “ditched” ▪ The CG is passed over in major new funding ▪ We have made no progress by the end of the year ▪ There is no strengthening of the Alliance
<p>What evidence exists today that points to the inevitability of this outcome?</p>	<ul style="list-style-type: none"> ▪ Donors are cherry-picking what they fund ▪ There are no incentives for different donor behavior ▪ Funding may be at risk if we don’t change ▪ We have reduced sustainability of long-term funding ▪ We have made limited progress implementing the decisions made at AGM 07 ▪ There is a lack of transparency in the new Challenge Programs ▪ There is uncertainty in the career paths for scientists ▪ CIAT is in frequent financial crisis
<p>What are the unproductive behaviors people demonstrate across the System today that ensure this outcome?</p>	<ul style="list-style-type: none"> ▪ We over-focus on governance at the expense of research ▪ We don’t question our structure ▪ Donors are not funding in line with the “common good” ▪ Boards are not effectively governing the Centers ▪ There is no central accountability for the balance between governance and research ▪ The System is too inward-looking ▪ There is a lack of a clear mission/vision ▪ Donor and Center Sovereignty still reign ▪ We make consensus decisions
<p>What are 2-3 actions that this group should take to ensure the success of the change effort 3 years from today?</p>	<ul style="list-style-type: none"> ▪ Communication has to be tight ▪ We ensure donor harmonization ▪ This team commits to the change and its stages ▪ We are open about our interests and maintain transparency; ideally we hold a system mindset ▪ We add more members to this team, particularly from NARS ▪ We must communicate across the Working Groups ▪ We identify outside partners that support CG’s goals ▪ We make decisions and then implement them



Two Futures: Failure (Group 2 Report Out)

<p>How will we know that the Change Management process is a complete failure? What will it look like?</p>	<ul style="list-style-type: none"> ▪ Our mission and structure are the same ▪ The team is not convinced that change is necessary ▪ There is no impact on global development ▪ There is a decline in funding ▪ Scientists are leaving the centers ▪ We have the wrong priorities ▪ End-users and NARS are not heard ▪ We have ad-hoc partnerships ▪ There is a decline in the membership from the South ▪ Decision-making is dominated by scientists
<p>What evidence exists today that points to the inevitability of this outcome?</p>	<ul style="list-style-type: none"> ▪ We have an inability to follow up on previous recommendations ▪ There is a lack of interest in the change ▪ We aren't outward looking ▪ There is a lack of values that respect/include partnerships ▪ Our relevancy is increasingly questioned ▪ There is a lack of coordination mechanisms between the CGIAR and NARS ▪ The CG is not using/understanding the capacity of NARS ▪ We lack dissemination/scaling up link ▪ We are inflexible and conservative toward change
<p>What are the unproductive behaviors people demonstrate across the System today that ensure this outcome?</p>	<ul style="list-style-type: none"> ▪ There is an inability to make decisions at the System level ▪ There is a lack of support for change (e.g., centers, Secretariat) ▪ There is a lack of value systems to respect partners/north-south relations and power structures ▪ We have a sacred cow mentality ▪ We undervalue regional needs ▪ We have a poor communication strategy ▪ Scientists are speaking only to each other ▪ We have inappropriate performance indicators
<p>What are 2-3 actions that this group should take to ensure the success of the change effort 3 years from today?</p>	<ul style="list-style-type: none"> ▪ We develop a convincing action plan ▪ We have strong management as well as governance ▪ We create clear goals, outputs and accountabilities ▪ We act like a system ▪ We must attract the top scientists and managers ▪ We develop a new name ▪ We receive excellent press ▪ We measure our success ▪ We secure partners of choice



Two Futures: Success (Group 3 Report Out)

<p>How will we know that the Change Management process is a complete success? What will it look like?</p>	<ul style="list-style-type: none">▪ The center responds to “demand”▪ Involvement of the System is sought by others▪ We have a less complex governance system and are more effective with less▪ We have increased the adoption and productivity of small farmers▪ Decision-makers take ownership of the CG’s vision▪ We have different funding mechanisms than we do today
<p>What evidence exists today that points to the inevitability of this outcome?</p>	<ul style="list-style-type: none">▪ Leadership is willing to change the System▪ We have agreed on identified problems that need change▪ New ways of working are already taking hold▪ There are burning external needs (prices, food security, climate change)
<p>What are the productive behaviors people demonstrate across the System today that ensure this outcome?</p>	<ul style="list-style-type: none">▪ There is a willingness to come to the meeting and contribute▪ We are building local capacity▪ We are working across boundaries▪ The Alliance, Centers and Boards are behind this process▪ There has been increased accountability in recent years due to restricted projects▪ There is less donor micromanagement and more trust▪ We have Inter-Center Management Initiatives
<p>What are 2-3 actions that this group should take to ensure the success of the change effort 3 years from today?</p>	<ul style="list-style-type: none">▪ We show others we are behind the process▪ We lead to a decision▪ We speak our minds▪ We focus on the vision/mission and how it drives the process▪ We create bankable change vehicles▪ We develop an action plan to deliver on the change



Two Futures: Success (Group 4 Report Out)

<p>How will we know that the Change Management process is a complete success? What will it look like?</p>	<ul style="list-style-type: none"> ▪ There is an increase in resources ▪ There is a broad understanding of the vision of CG ▪ There is ownership by countries ▪ We have strong buy-in/engagement from NARS ▪ We have a revitalized governance of CGIAR ▪ Increased resources go to non-CG IAR ▪ We are outward looking ▪ CGIAR is focused on its strengths ▪ We are more responsive and nimble
<p>What evidence exists today that points to the inevitability of this outcome?</p>	<ul style="list-style-type: none"> ▪ There is a realization that a significant change is in the air ▪ There is greater openness for TRANSFORMATIVE change ▪ Donors are the instigators of confusion and competition ▪ The Alliance is thinking together about challenges rather than individual mandates ▪ We have a good foundation for this effort ▪ We are willing and able to mobilize others
<p>What are the productive behaviors people demonstrate across the System today that ensure this outcome?</p>	<ul style="list-style-type: none"> ▪ A willingness to invest time and resources ▪ A genuine/deep zeal by scientists to fulfill the mission of the CGIAR ▪ High levels of collaboration between scientists ▪ Creation of the Alliance ▪ A willingness to look at other partnerships, including civil society ▪ Formation of regional partnerships ▪ Less finger pointing ▪ A greater willingness to work more effectively with NARS
<p>What are 2-3 actions that this group should take to ensure the success of the change effort 3 years from today?</p>	<ul style="list-style-type: none"> ▪ Bring in external influences because not all skills reside within the CGIAR ▪ Clearly define the role of CGIAR and create milestones to get there ▪ Advocate for the mission ▪ Create a communication strategy



Appendix C: Working Group Breakouts





Working Group 1 (Visioning) Report Out: What's In and Out

What's In:

- We will recommend a vision for the CGIAR and its impact on the agriculture landscape
- We will review the external landscape to identify development challenges, assess our current capabilities and assets and develop options over the next few weeks as to how we are uniquely able to meet those challenges
- We primarily focus on the vision and only adjust the mission if it doesn't serve the vision
- We will recommend where we stand on the research for development continuum
- We will recommend how to position the CG
- We will leverage existing research

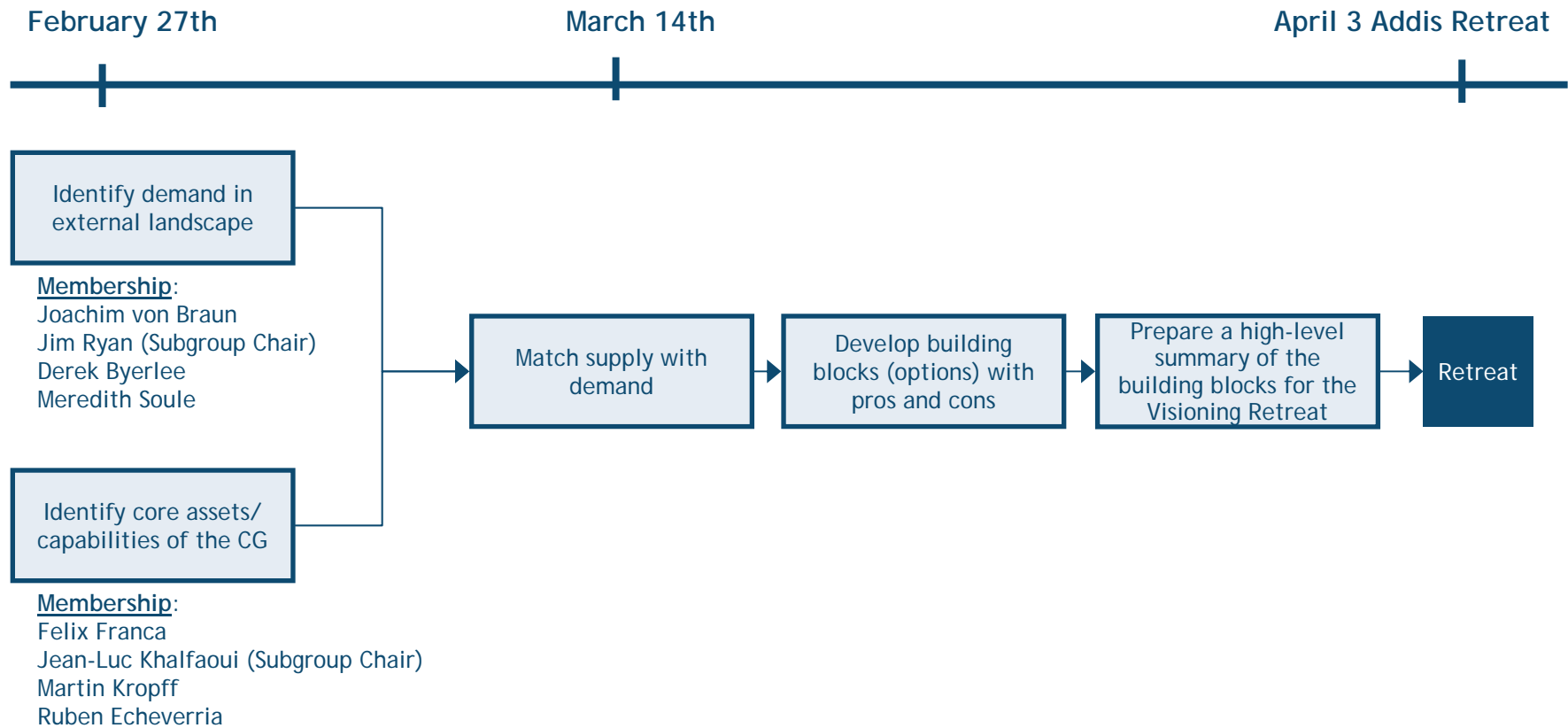
What's Out:

- A wholesale change of the mission
- Coming up with a "state of the CG" one year from now (that's for the CST)
- An exhaustive set of new research on the landscape of our core assets



Working Group 1 (Visioning) Report Out: Project Plan

Project Plan leading up to the Visioning Retreat





Working Group 1 (Visioning) Report Out: Team Ground Rules

Ground rules

- Be open and authentic
- Have fun!
- Be forthcoming about one's position and interests
- Advocate for ourselves, as well as those viewpoints not represented on the Working Group



Working Group 2 (Partnerships) Report Out

Purpose	Define strategies and means for the CGIAR to contribute to development through equitable partnerships
Objectives	<ul style="list-style-type: none"> ▪ Identify main needs and opportunities for partnerships <ul style="list-style-type: none"> - Benchmark where we are today - Understand what is working and what is not working ▪ Identify new and innovative approaches to partnerships ▪ Determine role of partnerships for CG once vision direction is given ▪ Determine what a “true partnership” looks like
Key Questions to Answer	<ul style="list-style-type: none"> ▪ Why are partnerships needed? ▪ What types of partners should the CGIAR collaborate with? ▪ What are the strategies and instruments for these partnerships? ▪ What is the role of the Challenge Program? ▪ What mechanisms for partnerships should the CGIAR develop? ▪ What are the measures of success? ▪ How can we best collect and disseminate these measures?
Timeline	<ul style="list-style-type: none"> ▪ There will be 3 phases ▪ Phase 1 is through May Exco is “Reading and Refection” ▪ Phase 2 runs from May through the September retreat and is the “Analysis and Proposal.” We will be ready with proposals for the September meeting by July ▪ Phase 3 is “Consensus Checking and Refining” from September through October ▪ We will prepare 3 position papers that map the universe of potential partners and mapping of constituencies <ul style="list-style-type: none"> - GFAR/Survey of Opinions and Ideas - Private - HGO



Working Group 3 (Governance) Report Out

Purpose	Develop a preferred governance model for the system as a whole and for the centers that promotes openness, inclusion and simplicity
Objectives	<ul style="list-style-type: none">▪ Establish a common language around governance▪ Codify governance principles▪ Establish key criteria▪ Develop governance options (45,000 feet up), which will then be fleshed out▪ Think about incentives to build into the system
Key Questions to Answer	<ul style="list-style-type: none">▪ What should the key governance bodies be and how does their role compare to the preferred model?▪ What sacred cows should be re-evaluated?
Outside our Scope	<ul style="list-style-type: none">▪ Answering the question of what business we're in▪ Reviewing funding modality▪ Very detailed analysis of options▪ Issues of where management falls down▪ Processing issues
Other	<ul style="list-style-type: none">▪ We will scramble on scoping for a time; patience is necessary▪ We need involvement from everyone▪ Management will provide us with a reality and efficiency check▪ We want to look at what we currently have, as well as alternative models (Please contact us if you have suggestions of other models)▪ We may want to look at CIAT▪ We need to liberate the System from shadow governance in the centers



Working Group 4 (Funding) Report Out

Purpose	Define a funding approach and implementation mechanism that meets the requirements of the CGIAR
Objectives	<ul style="list-style-type: none"> ▪ Separate between restricted and unrestricted funding ▪ Develop a code of conduct for donors and implementation plan ▪ Benchmark other funding arrangements ▪ Determine TORs for funding committees ▪ Perform financial analysis ▪ Review/utilize findings from ad-hoc committee
Key Questions to Answer	<ul style="list-style-type: none"> ▪ Can we minimize transaction costs? ▪ What are the needs of donors? ▪ What are examples of funding at similar organizations? ▪ What are unrestricted funding examples? ▪ How can we stabilize funding and create a safety net?
Outside our Scope	<ul style="list-style-type: none"> ▪ Determination of our legal entity ▪ Funding partnerships
How We Work Together	<ul style="list-style-type: none"> ▪ We must interact with other WG's, ad-hoc finance committee and the CST ▪ We will prepare the code of conduct early to support the governance group ▪ We must find a way to pass the parcel and who to pass it to, so that we don't drop the ball (e.g. Funding Partnerships) ▪ Rob will co-chair the Working Group ▪ We agreed to date and meetings in between with two conference calls and email exchange



Appendix D: Breakthrough Thinking





Strategies for Overcoming the Barriers

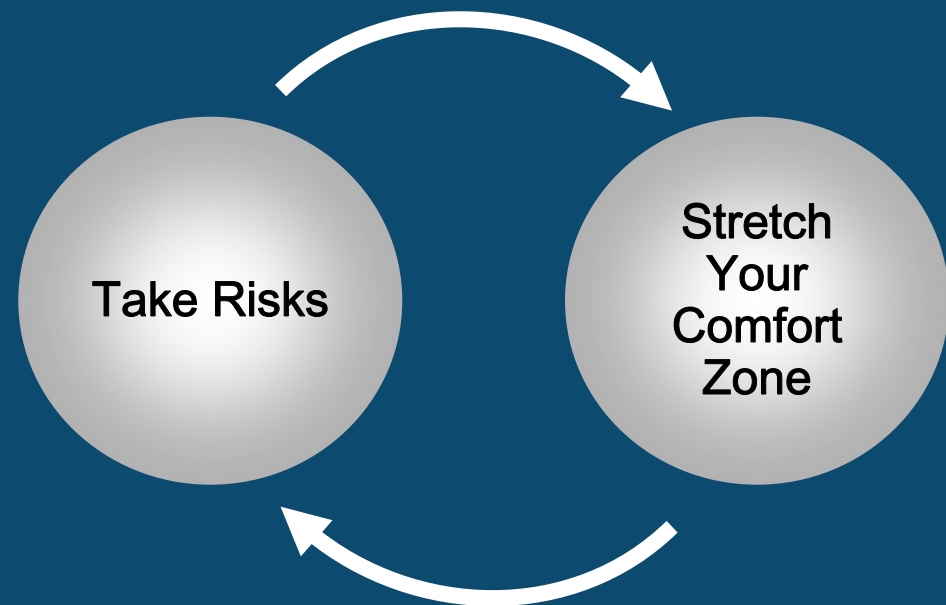


Barrier #1: Our commitment to be safe and comfortable

Create an environment where:

- Appropriate risk taking and learning from mistakes is encouraged
- "Looking good" and "being right" isn't primary driver of actions
- Freedom is given to be fun and playful

Personal commitment to:



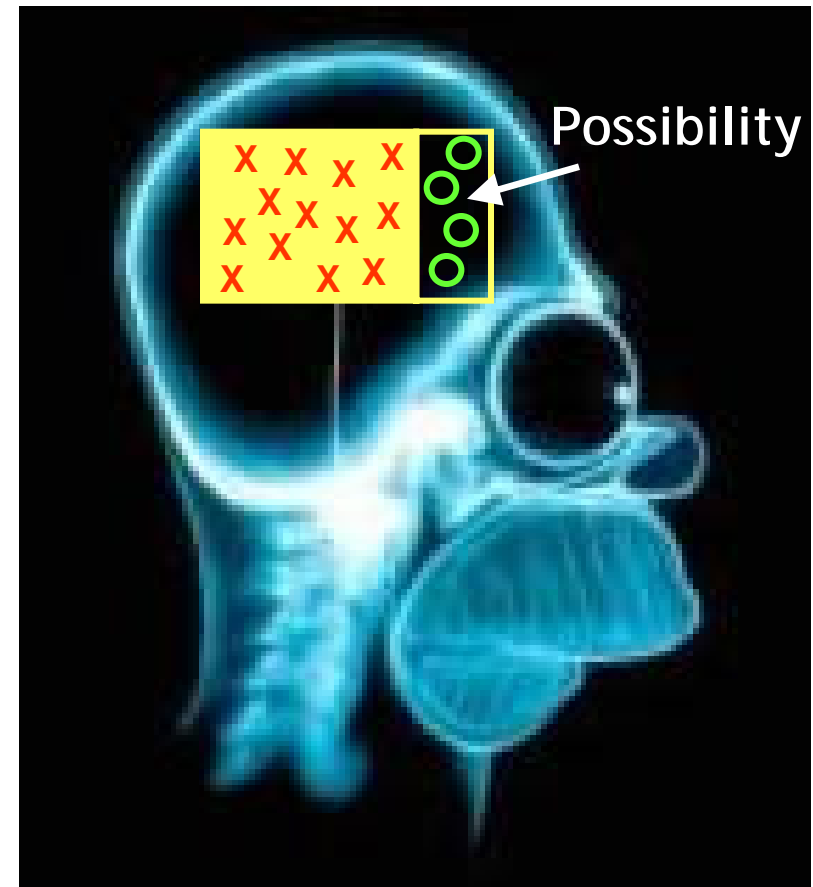


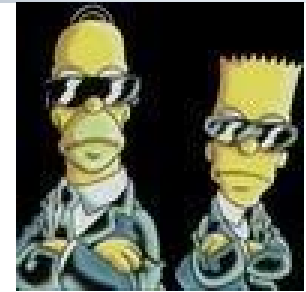
Strategies for Overcoming the Barriers

Barrier #2: Our unwillingness to BE with new ideas

Create space in your box for ideas to exist without assessment

- Listen openly
- Listen for possibilities
- Consider "What if?"
- Withhold judgments

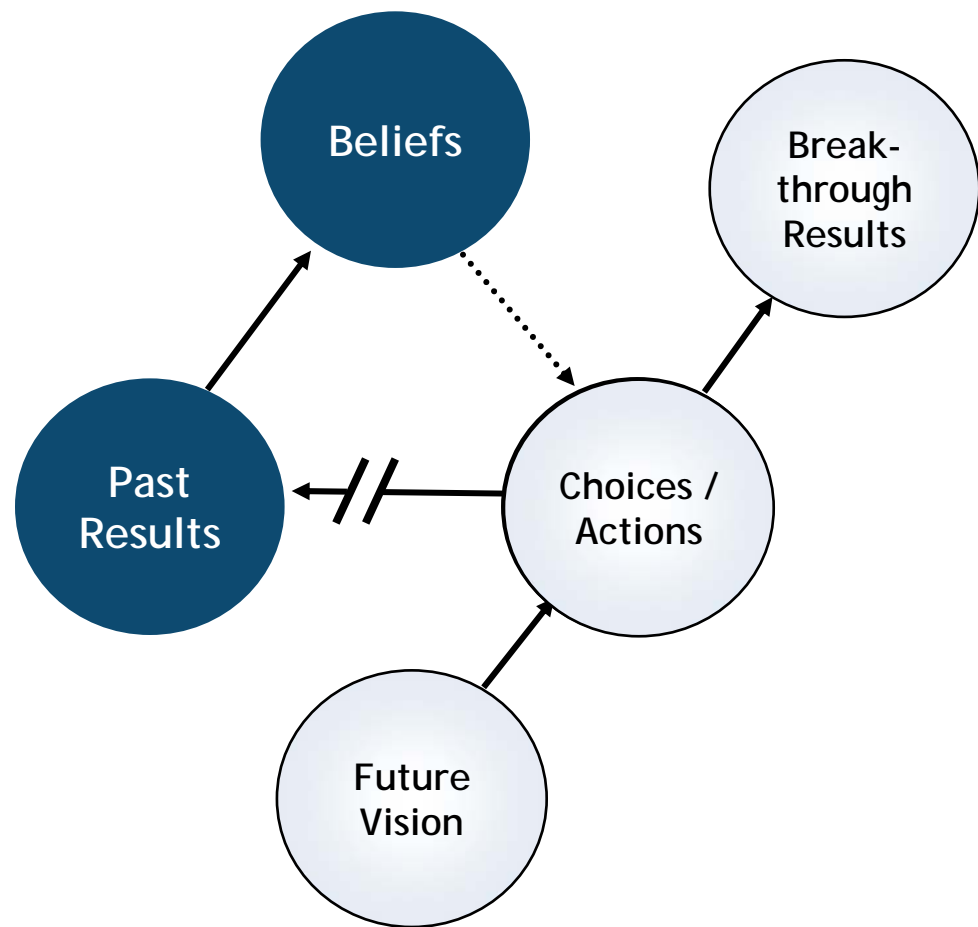




Barrier #3: Seeing the present and future through filters of the past

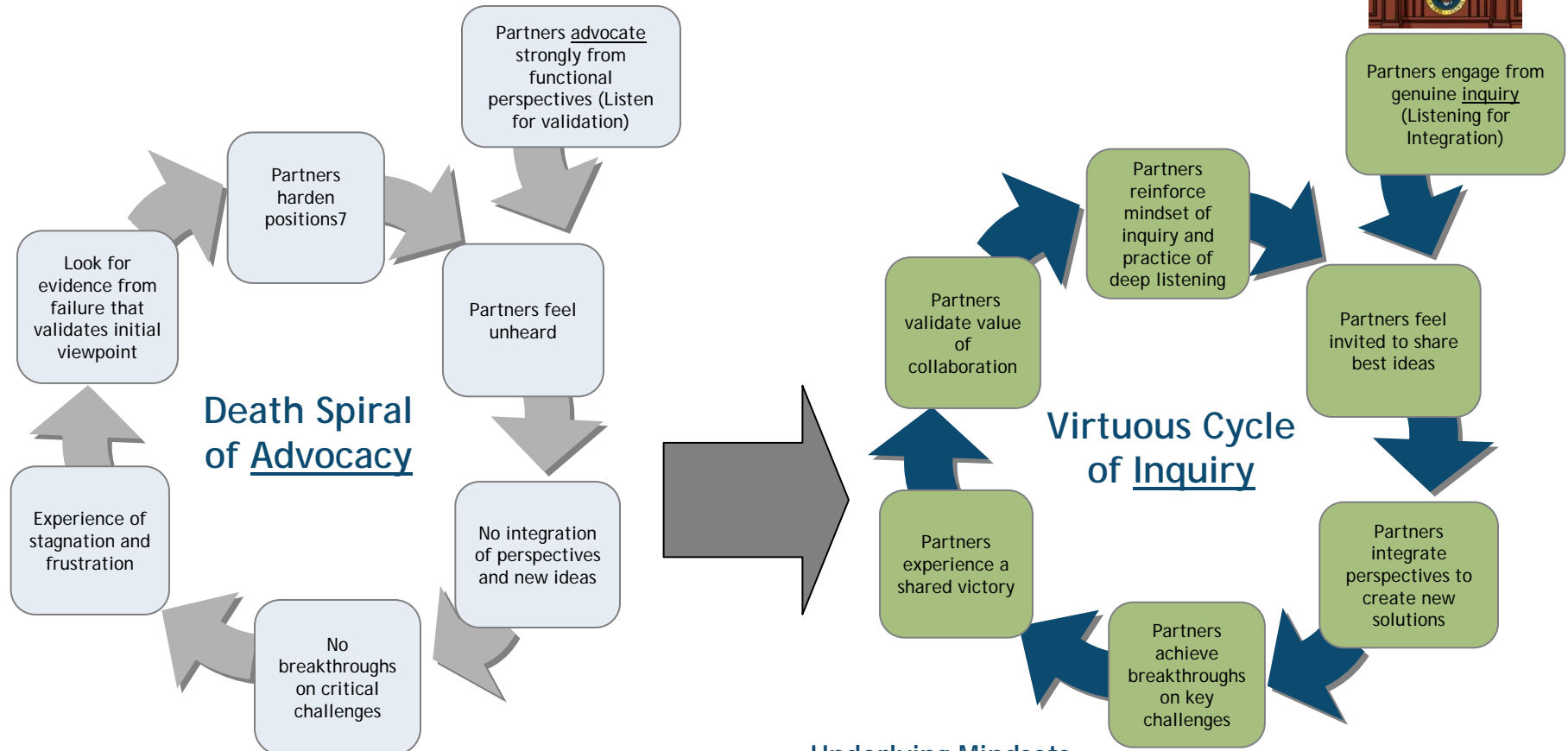
Reference the past, but stand in Vision of the Future

- Breakthrough targets
- Declare that it can be done first, then figure out how
- Identify and challenge your own beliefs and assumptions



Strategies for Overcoming the Barriers

Barrier #4: Our preference for advocacy vs. inquiry



Underlying Mindsets:

- My role is to provide input whenever I have something to say
- I can best help by stating my point of view clearly
- My point of view is the most essential one - but people don't get it
- There isn't much value in what this person is saying because:
 - I already know what they'll say
 - Their perspective is irrelevant or inherently mistaken
 - This doesn't apply to me or us

Underlying Mindsets:

- My role is to listen to and integrate multiple points of view, not just state my own
- If my input doesn't integrate what others have said, I'm not advancing the conversation
- My point of view may not be the best one; inevitably, others have valuable information and perspective that will help shape my thinking
- Strengthening my listening will help me to be heard
- My job is to reach the best conclusion - and that job can only best accomplished by accurate, comprehensive listening