

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

1. CGIAR Chair Kathy Sierra opened the Kick-off Change Retreat, sharing why she believes the time is right to truly transform the CGIAR and increase its impact on food security and global poverty. She shared her commitment to the Change Process and what she believes will be required of each Change Leader.
2. CGIAR Director Ren Wang summarized the recommendations of the Scoping Team and decisions approved by the CGIAR at AGM07.
3. Kathy Sierra presented her vision of the CGIAR:
 - a. Clear vision with focused priorities that respond to global development challenges
 - b. Centers that collaborate, work toward the system agenda and priorities, and deliver impact
 - c. Streamlined and effective system-level governance with clear accountability
 - d. Strong and innovative partnerships with NARS, the private sector and civil society that enable impact
 - e. Strengthened, coordinated funding mechanisms that are linked to the system agenda and priorities
 - f. Stabilization and growth of resource support
4. A set of actions were identified that must be taken to ensure a successful outcome for the change effort, and to achieve the 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."
5. An outline for the change effort in 2008 was discussed. It was emphasized that this change effort will be different than others because it supplements a formal change plan with explicit work around strengthening the System Mindset, Trust and Empathy across the CGIAR System. Key dates for 2008 are as follows:
 - a. Visioning Retreat: April 3-4, 2008; Addis Ababa, Ethiopia
 - b. WG reports due for ExCo: April 18, 2008
 - c. Change Retreat: May 11-12, 2008; Ottawa, Canada
 - d. ExCo 14: May 13-14, 2008
 - e. Change Retreat: August/September; Venue TBD
 - f. WG reports due for ExCo 15: September 8, 2008
 - g. ExCo 15: October 1-2, 2008
 - h. Change Retreat: October 3-4, 2008; Lisbon, Portugal
 - i. AGM08: December 1-4, 2008
6. The concept of mindsets and the impact they have on results was introduced and discussed. Participants engaged in a group activity to illuminate the power of breakthrough thinking and its critical role in the change effort over the next year. Discussions and activities were also carried

out on the distinctions around listening and participating and their impact on effective meetings.

7. The TORs of the Change Steering Team (CST) vis-à-vis the overall TORs of the Working Groups (WG) were reviewed. The WGs and CST broke into groups to discuss individuals TORs.
8. The CST reported back proposed a communications strategy to ensure communication across the Working Groups, framed up their key objectives and confirmed key dates for the year:
 - a. A coordinated communication strategy must be created to reach internal and external audiences
 - i. General efforts:
 - The CGIAR Secretariat 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
 - ii. 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
 - iii. External communication efforts:
 - Kathy Sierra 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
 - b. Consultations will be delivered in a time-conscious and meaningful way as result of constituents’ fear of change
 - c. Setting the Direction
 - i. Significant attention will be devoted to defining the vision and framing the crisis
 - The context of change for the CGIAR must be defined
 - ii. After the 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
 - d. Membership & Working Arrangements
 - i. Working Group chairs will become part of the CST as resource members

- ii. Working Group members will partner with individual members of the CST and focus on specific aspects of the Change Management process:
 - Visioning: Ruth Haug/Emile Frison
 - Partnership: Adel El-Beltagy
 - Governance: Juergen Voegele
 - Funding: Jonathan Wadsworth
 - e. Suggestions to Working Groups
 - i. Consider overlapping membership or joint meetings to coordinate around common issues of interest
 - ii. Interventions will be facilitated when Working Groups need assistance working together
- 9. Each Working Group also reported back on their conversations to provide the rest of the group with an opportunity to provide input:
 - a. Working Group 1 (Visioning) presented their workplan leading up to the Visioning Retreat, and shared the team's ground rules.
 - b. Working Groups 2, 3 and 4 (Partnerships, Governance and Funding Mechanisms) shared their reframed purpose and objectives as well as the key questions they will answer and how they will work together.
- 10. Next steps in the process were also confirmed:
 - a. Working Group 1 is working under an accelerated timeline and will come to the Visioning Retreat with options (building blocks) for the CGIAR's vision that will be refined during the retreat.
 - b. Before a draft version of the vision is discussed, the other Working Groups will begin work that is not dependent on the vision (i.e. a Partner Code of Conduct)
 - c. The Visioning Retreat will be held in Addis Ababa on April 3-4, 2008, and will be attended by the CST, WG1, Working Group Chairs and some additional stakeholders and participants.
- 11. The Retreat concluded with the sharing of key takeaways:
 - a. There is more momentum and enthusiasm for this Change Effort than was expected.
 - b. One of the key reasons this Change Effort is different than previous efforts is the focus on mindsets, in addition to a formal change plan. However, mindset shifts are difficult to make and will take time.
 - c. This is a marathon, not a sprint and there is a long path ahead of us through 2008. We are in the recommendation stage now and it will be crucial to have a well designed implementation phase later in the year.
 - d. Those involved in the change effort must be vigilant about thinking outside of the box, being bold and thinking provocatively.
 - e. The change effort is operating under very tight timeframes.
 - f. Working Group 1 will need input and assistance from everyone.
- 12. Kathy Sierra closed the Retreat by reiterating her commitment to leading a Change Effort that will revitalize the CGIAR.