



CIAT's Knowledge Sharing Week

Dynamic Communication for Change

Cali, Colombia, 29 November - 4 December 2004

About CIAT's Knowledge Sharing Week

This year the Center's week-long annual meetings are the focal point for an exciting initiative in the use of knowledge-sharing (KS) techniques to facilitate institutional change.

The overall goal of Knowledge Sharing Week is to demonstrate how KS techniques can help us improve communication, relationships, and collaboration within CIAT. For this purpose we will apply selected techniques toward three specific objectives:

- Develop a shared understanding of the three Development Challenges and contribute to their effective operationalization.
- Enhance the integration of headquarters and regional staff and activities.
- Promote effective work planning on the part of project teams and collaborators.

The sections that follow provide further information about key items in the agenda for CIAT's Knowledge Sharing Week.

Event's Web site:

http://www.ciat.cgiar.org/ks_week/

Coordination Team:

Douglas Pachico, Director of Research

Edith Hesse, Head, Information and Capacity Strengthening Unit (InforCap)

Allison Hewlitt, Bellanet International Secretariat

Doug Horton, Coordinator of the CGIAR Knowledge Sharing Project

Nathan Russell, Head, Communications Unit and Project Manager,

Information and Communications for Rural Communities (InforCom)

Simone Staiger, Web Publishing Coordinator and KS Specialist

For more information contact:

Douglas Pachico (d.pachico@cgiar.org)

Program

Open Day: Development Challenges

Monday, 29 November

8:00-8:30 **Introductions** (Kellogg Auditorium)

- **Welcome and Introduction to New CIAT Staff**, Joachim Voss, Director General
- **Overview of the KS Week**, Douglas Pachico, Director of Research
- **Logistical Information**, KS Week Planning Team

8:30-9:30 **Update from the DG—Setting the Scene on the Development Challenges**, Joachim Voss

9:30-10:00 **Break**

10:30-12:30 **Operationalizing the Development Challenges**

Identifying Issues and Opportunities (Los Arcos)

Using the Open Space methodology, participants will be asked to identify aspects, ideas, opportunities, and challenges that they want to explore regarding the theme: "Operationalizing the Development Challenges". All issues of concern will be explored and those interested in sharing ideas or discussing problems will be given the time and space to do so.

12:30-14:00 **Lunch**

14:00-16:30 **Operationalizing the Development Challenges**

Discussing the Issues and Opportunities (Los Arcos and Conference Rooms)

Throughout the day, small break-out groups will meet to address challenges and brainstorm for new ideas. Solutions and action plans will start to unfold. By the end of the day, participants will create a series of reports that document the ideas and solutions set forth.

16:30-16:45 **Closing the Circle: Evening News**

17:00-21:00 **Social Activity: Reception and Concert**

Day Two: Development Challenges

Tuesday, 30 November

8:30-10:00 **Operationalizing the Development Challenges**

Prioritizing Topics (Los Arcos)

Participants will review reports and prioritize discussion topics.

10:00-10:30 **Break**

10:30-12:30 **Operationalizing the Development Challenges**

Developing Action Plans (Los Arcos and Conference Rooms)

In break-out groups, participants will prepare action plans based on the identified priorities.

12:30-14:00 **Lunch**

14:00-15:30 **Operationalizing the Development Challenges**

Reporting Back (Los Arcos)

Action Planning teams will report back on the development of their plan, outlining what should be done, who needs to be involved, how and when to implement the plans, and the resources that are necessary.

15:30-16:00 **Closing the Circle**

The session of the Development Challenges will be brought to a close.

16:00-16:30 **Barometer Team Meeting** (Tairona Room)

The Barometer Team will meet to reflect on the Open Space Session identifying things that worked and things that didn't work so well. Recommendations for improving the remaining KS Week Sessions and future Open Space Sessions at CIAT will be generated.

Social Activity: Free Evening (Piano bar open until 21:00)



Day Three: Research Support Fair and Expo Agronatura

Wednesday, 1 December

9:00-10:00 **Professional Staff Association Meeting** (Muisca Room)

PSA invites outposted staff to share their concerns and any other issues that they feel should be addressed by the PSA. Professional staff, especially outposted staff, are encouraged to contact the PSA for information on recent developments in health insurance plans and for updates on PSA activities.

10:00-10:30 **Break**

10:30-15:30 **Research Support Fair and Expo Agronatura** (Corridor in front of the Kellogg Auditorium)

Staff from the Support Units (Finances, Human Resources, Library, Communications, Systems), the Project Office, the Donor Relations Office, and the Gender & Diversity Program will be on hand to meet with outposted and HQ staff to solve problems and demonstrate new tools and services available to the regions.

10:30-15:30 **Open for Meetings in Parallel with the Fair**

In order to help schedule meeting times and venues, to improve the overall effectiveness of the meetings, and to keep staff informed of the purpose and outcomes of the meetings, an electronic reservation and report back system has been designed to capture and disseminate key information. When scheduling a meeting, the initiator is asked to clarify the purpose, outline an agenda and list expected outcomes. Initiators, or meetings' rapporteurs, are expected to document the results in the electronic system for Centerwide distribution. Hardcopies of the meetings' results will be posted in Los Arcos.

15:30-16:30 **Question Time with the DG** (Nariño Room)

Social Activity: Optional dinner in Cali (transportation to Cali will be provided)

Day Four: Regional Headquarter Integration Day

Thursday, 2 December

9:00-12:00 **Regional/Headquarters Peer Assist** (Los Arcos)

In break-out groups, staff will brainstorm on six practical issues or problems related to regional/headquarters interactions in order to identify new insights and innovative approaches.

12:00-13:30 **Lunch**

13:30-15:30 **What's New in the Regions** (Nariño Room)

Regional Coordinators will share the main accomplishments and lessons learned. Key areas identified for regional presentations are:

- Highlights of work this year in the region
- Three key lessons learned
- Opportunities for collaboration with other parts of CIAT (headquarters, regional teams, projects)

15:30-17:00 **Open for Meetings**

In order to help schedule meeting times and venues, to improve the overall effectiveness of the meetings, and to keep staff informed of the purpose and outcomes of the meetings, an electronic reservation and report back system has been designed to capture and disseminate key information. When scheduling a meeting, the initiator is asked to clarify the purpose, outline an agenda and list expected outcomes. Initiators, or meetings' rapporteurs, are expected to document the results in the electronic system for Centerwide distribution. Hardcopies of the meetings' results will be posted in Los Arcos.

15:30-16:00 **Barometer Team Meeting** (Tairona Room)

The Barometer Team will meet to reflect on activities undertaken on Day 3 and Day 4 identifying things that worked and things that didn't work so well. Recommendations for improved future performance will be generated.

Social Activity: Piano bar open until 21:00

Day Five: Open for Meetings

Friday, 3 December

In order to help schedule meeting times and venues, to improve the overall effectiveness of the meetings, and to keep staff informed of the purpose and outcomes of the meetings, an electronic reservation and report back system has been designed to capture and disseminate key information. When scheduling a meeting, the initiator is asked to clarify the purpose, outline an agenda and list expected outcomes. Initiators, or meetings' rapporteurs, are expected to document the results in the electronic system for Centerwide distribution. Hardcopies of the meetings' results will be posted in Los Arcos.

Social Activity: Piano bar open until 21:00

Day Six: Business Process Engineering and Workshop Evaluation

Saturday, 4 December

8:30-9:30 **Business Process Reengineering** (Nariño Room)

The Coordinators of the Business Process Reengineering initiative will up-date the participants on BPR of project management and proposal development. Participants will be asked to give feedback and identify new opportunities for the BPR process.

9:30-10:00 **Break**

10:00-11:30 **Wrap-Up Session and Workshop Reflection and Evaluation** (Nariño Room)

Key moments and insights of participants during the week will be highlighted. Activities for the upcoming week will be reviewed. Participants will be asked to reflect on the week, identifying what worked and what didn't work so well.

11:30-12:30 **Project Leaders' Wrap-Up Session** (Board of Trustees Meeting Room)

12:30-13:30 **Lunch**

13:30-17:00 **Open for Meetings**

In order to help schedule meeting times and venues, to improve the overall effectiveness of the meetings, and to keep staff informed of the purpose and outcomes of the meetings, an electronic reservation and report back system has been designed to capture and disseminate key information. When scheduling a meeting, the initiator is asked to clarify the purpose, outline an agenda and list expected outcomes. Initiators, or meetings' rapporteurs, are expected to document the results in the electronic system for Centerwide distribution. Hardcopies of the meetings' results will be posted in Los Arcos.

13:30-14:30 **Barometer Team Meeting** (Tairona Room)

The Barometer Team will convene a final time to reflect on the KS Week with the goal of identifying recommendations for improving future KS Weeks across the CG.

Social Activity: Party at Joachim's

Operationalizing the Development Challenges at CIAT

As part of *CIAT's Knowledge Sharing Week*, you are invited to join in the discussions that will focus on what we can do in order to operationalize the Development Challenges at CIAT.

CIAT's 2005-2007 Medium-Term Plan is focused around three key development challenges:

- Sharing the benefits of agrobiodiversity
- Overcoming land degradation
- Enhancing rural innovation

These three challenges all contribute critically to reducing poverty through increased agricultural productivity and improved natural resource management.

On Monday, 29 November, at 10:30am, following a brief presentation on the Development Challenges by the DG Joachim Voss, KS Week participants will convene to set the day's agenda. We will be using a different format based on a methodology called Open Space. All issues and ideas will be open for discussion and participants can choose to join topics of interest to them personally. On Tuesday morning, key elements from the discussions will be made available to all participants so that together, we can identify priorities and develop action plans for operationalizing the Development Challenges.

Your preparation for the session consists in reflecting on the following question:

“What are the issues, opportunities and challenges that I want to explore so that we can operationalize the Development Challenges at CIAT?”

If you have any questions, please feel free to contact the Planning Team via Simone Staiger (s.staiger@cgiar.org). We look forward to the rich conversations on operationalizing the Development Challenges.

Regional/Headquarters Peer Assists

As part of the agenda of the upcoming KS week, a special session has been planned for Thursday, 2 December, during which **issues or problems related to regional/headquarters interactions will be discussed** to identify new insights and innovative approaches, while promoting an open environment for problem solving and learning from each others' experiences.

A 'Peer Assist' methodology will be used, which consists of bringing together a group of peers to get feedback on a problem, project, or activity, with the help of a facilitator, and then drawing lessons from the participants' knowledge and experience in areas related to the problem, project, or activity.

How can Peer Assist help you do your job better?

- You learn how others would approach your issue.
- You get ideas and devise solutions to your problems with the collective input of your peers.
- You gain input and insight from people outside your team.
- You learn new approaches or methods for problem solving.
- You develop stronger bonds with your colleagues.

The KS Planning Team is looking for Peer Assistees—people who would be interested in taking advantage of the benefits of presenting a problem or issue to a number of their peers. If you would like to present your issue in the meeting and/or have any questions, please contact Simone Staiger, Session Coordinator, at s.staiger@cgiar.org.

The KS Week Planning team will review the issues you have raised and select 6 for discussion (2 suggested by staff in Africa, 2 in Asia, 1 at headquarters, and 1 in LAC region). If your issue or problem is selected, as a Peer Assissee, you would be expected to:

- Present your issue or problem to a small group of peers, providing clarifications as needed.
- Learn from the experiences of your peers by giving them an opportunity to provide you with new insights and approaches to address your problem; you will be encouraged to engage the group in a dialogue by listening to the ideas offered, asking questions for clarification and summarizing what you have heard with the assistance of an assigned facilitator who will also be documenting the discussion on a flipchart.
- Rotate, with your assigned facilitator, from group to group, re-presenting your issue or problem to each new group. Ideas and insights given by previous groups will be shared with the new group so that they can build on previous suggestions.
- Summarize the ideas and insights suggested during the small group sessions so that they can be shared with your peers by the end KS Week.
- Share any outcomes that are the result of your participation in the Peer Assist Session in 6 months following the KS Week.

Guidelines for Regional Presentations

In *CIAT's Knowledge Sharing Week 2004*, the emphasis will be on discussion and dialogue rather than on formal presentations. For this reason, there will be relatively few presentations during the week. One area in which staff and management feel that a few presentations from the Regions are essential to stimulate dialogue relates to the regional programs and their relations with other parts of CIAT (other regional programs and headquarters-based staff, units, and projects).

The present guidelines are being provided to encourage the three presenters to **focus on a few key areas** of importance to CIAT's staff and programs, rather than on presenting large amounts of information to the audience.

Key areas identified for regional presentations are:

- Highlights of work this year in your region
- Three key lessons learned
- Opportunities for collaboration with other parts of CIAT (headquarters, regional teams, projects)

Presenters are being encouraged to reflect critically on these three areas and to prepare a brief presentation that provides their views in these areas. Regional teams are encouraged to employ innovative KS techniques, which might include video clips, posters, or music. Time allocated to these presentations will be kept brief as to ensure that there is adequate time for dialogue among all staff on the ideas presented.

Barometer Team Meetings

The KS Week Planning Team is looking for 4-5 volunteers to be part of the Barometer Team reflecting on the Week's sessions. Volunteers will be expected to convene with members of the KS Week Planning Team in brief meetings (30-45 minutes) which will help the KS Week Planning Team identify recommendations for improving future KS Weeks across the CG. Interested volunteers are asked to contact Simone Staiger (s.staiger@cgiar.org).