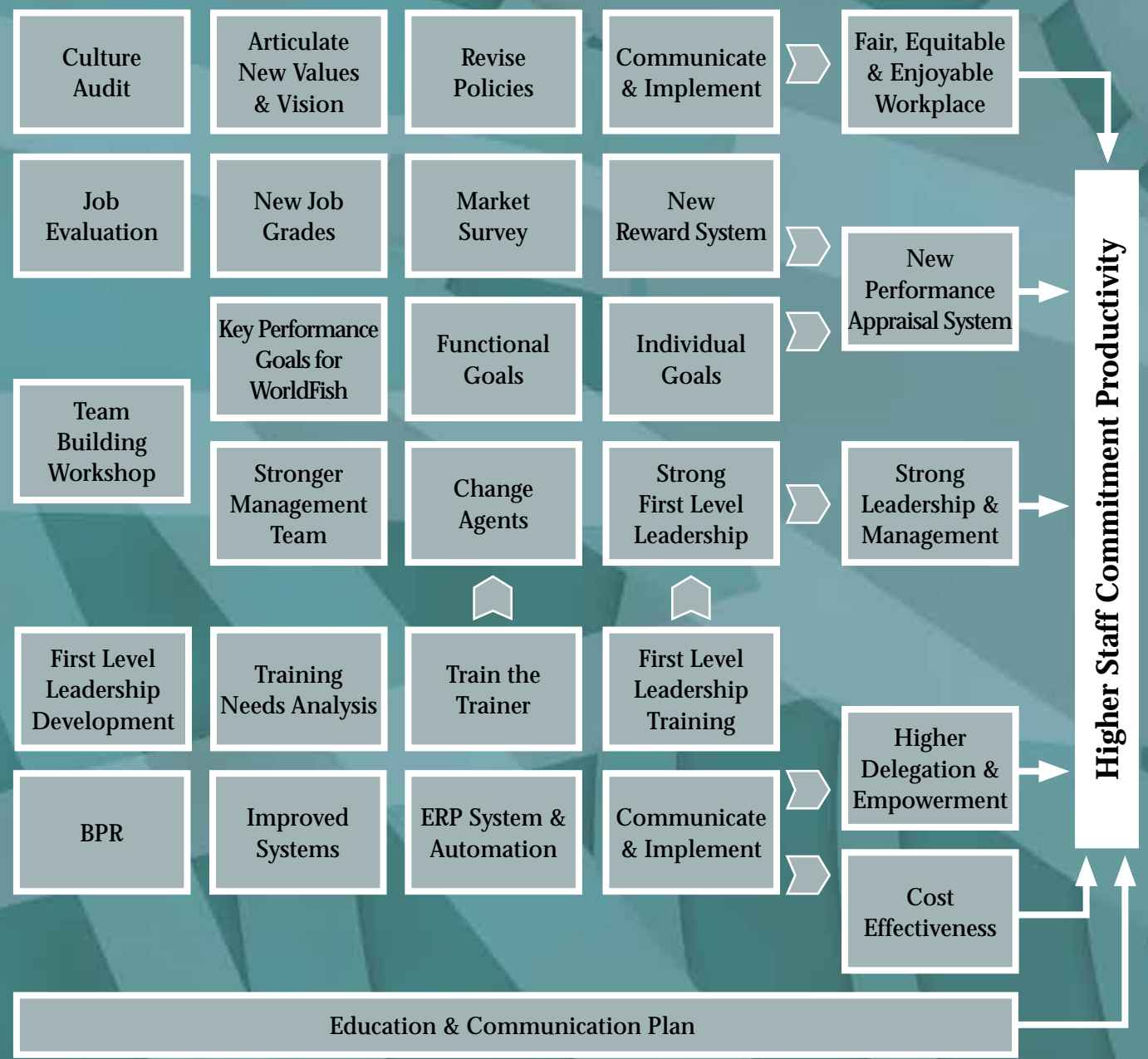


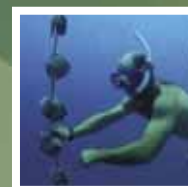
WorldFish - Organizational Transformation Project Linkages



Good Practice Showcase Organizational Transformation WorldFish Center



Strategic Advisory Service
for Human Resources



Introduction to the Good Practice Showcase

"If only we knew what we already know" is a dilemma that haunts knowledge-based organizations. The CGIAR is no exception.

Every organization does certain things exceptionally well. But most organizations do not actively capture those experiences or make them available to others. As a result, valuable knowledge is lost.

The CGIAR system is actively renewing itself. In the complex network of autonomous centers that characterizes the system, sharing best practices will help to save money, speed progress, avoid costly errors, foster teamwork, and enhance the quality of our products and services. All of this will strengthen our brand in the world and reinforce the faith of stakeholders in the ability of the CGIAR to evolve and meet future needs.

The Strategic Advisory Service for Human Resources - a service established by CIAT, CIMMYT, IPGRI, IWMI, WorldFish, and the CGIAR System Office - is pleased to present this series showcasing good Human Resource Management practices. The practices described come from staff members who chose ingenious options-often counter-intuitive to the thinking at the time-and managers who implemented them with imagination and effectiveness. By expanding the realm of the possible in the discipline, they also add to our body of professional knowledge.

For more information about the practice described in this publication, please contact the CGIAR Center that implemented the practice. For more information on other titles in this series, please contact the SAS-HR.

What motivated the new practice?

The WorldFish Center relocated from Philippines to Malaysia in the year 2000. Since then, the Center has built a solid foundation in Malaysia with clearly defined research priorities.

As with any organization, one phase of growth leads to a plateau where new ways of responding to the external realities becomes essential to propel the business into the next higher plane. To achieve further growth and achievement, a new set of initiatives for organizational development has become necessary. The goals of this initiative are very ambitious; it will strive to: a) re-define the values and vision of the Center to achieve higher levels of equity, transparency, and inclusiveness of staff in managing the affairs of the organization, b) increase the focus on meeting and exceeding the expectations of the stakeholders and creating a "meritocracy" to measure and reward performance; and c) establish higher levels of delegation and empowerment combined with strengthened teamwork and leadership development at all levels.

The overall objective of the development program is to develop committed and highly productive staff members who would ensure realization of the WorldFish vision.

What will be done?

To achieve far-reaching and holistic transformation, six integrated initiatives have been developed.

- **Culture Audit**
Core values are the foundation on which culture is built. The process has started with a review of the vision and values of the Center. In a multi-cultural organization, people bring widely varying personal values and for harmonization, it is necessary therefore to define explicitly the values of the organization to help create its unique identity. A culture and values audit of staff at HQ and key locations will identify the current values held by staff members along with their dreams, hopes, and fears. This should lead to a clear articulation of a new set of values for the Center. As the first step in operationalization, the Human Resource Management policies will be revised to incorporate these new values. This measure will be supported by an education and communication campaign to ensure complete understanding by staff members and to seek their ideas and suggestions.
- **Job Evaluation**
Changes in the Center's vision and values will necessitate changes in organizational structure and roles of people. Jobs will be re-defined and

evaluated. Job evaluations, based on a professional system, along with a market survey will lead to the establishment of a fair, clear, and transparent grading structure and associated reward systems that recognize and reward excellence. This will be a major step towards the One-Staff concept.

- **Team Building**
Team building workshops for the senior leaders will strengthen the top leadership competencies of the Center. This will facilitate the leveraging of the Center's potent diversity and create a strong team that can create a vision and deliver it effectively.
- **Performance Management**
The WorldFish Center is leading the Strategic Advisory Service for Human Resources (SAS-HR) inter-center initiative to strengthen the Performance Management system. Starting with the analysis of stakeholder needs, the project will develop the methodology and tools to develop and cascade performance indicators down to individual staff members. Such performance indicators will be integrated into the Performance Appraisal system. There will be a single system for all staff consistent with the vision and values of the One Staff approach.

- **First Level Leadership Development**
The SAS-HR inter-center initiative for Leadership Development at the five centers (i.e. CIAT, IWMI, IPGRI, CIMMYT and WorldFish Center) emphasizes the need to strengthen the first level leaders. A common core curriculum will be developed and a core group of facilitators will be drawn from all centers and provided with a powerful train the trainer program. This will create a strong group of change agents mostly from middle management. The actual delivery of the programs will strengthen the first level leadership thereby strengthening middle management, and first level supervisors.

- **Business Processes (BPR)**
The management of overheads and transaction costs is critical to the survival of the Center. Many of the larger efficiencies and effectiveness will stem from reengineering and automation of business processes. This, combined with the deployment of an enterprise resource planning (ERP) system, would ensure that overheads and transaction costs are driven down substantially. Lower overheads simply mean, more money for science and higher attraction of potential donors.

What will be achieved and learned?

The goal of these initiatives is to promote increased staff commitment, and greater productivity. By re-examining the core values of the organization, creating a new job structure and reward system and building stronger leadership at all levels, the Center will achieve the holistic transformation that

it needs. A pleasant and creative working environment with fair and equitable treatment of all staff will lead to a center with the best practices in people management as well as in business processes. A strong and sustained communication campaign will ensure that all staff members are effectively informed and involved.

Where will we go from here?

This integrated set of projects will take approximately 24 months for completion. This process will identify further areas for the second-generation reforms.