Some scientific method to set the stage:

- **Observation:** The world is changing and so are we.
- **Hypothesis:** If we adjust, we can stay relevant and impactful.
- **Prediction:** Good structure and good governance make ILSI more meaningful.
- **Test:** Is ILSI fit for purpose? Do the sum of its parts add up to a greater whole?

- **Get results and repeat:** Healthy partnerships stay proactive.
Does anyone remember this?

From rolodex, dictaphones, steno and typewriters to emails, computers, websites and social media.

The only constant is change.
Some GPS* to get oriented:

Let’s do the W’s –

What? ILSI activities, outputs, knowledge, funds.
Who? That would be you.

HOW? The subject of this presentation.

The equation we really want:

**ALL ILSI PARTNERS TOGETHER > SUM OF EACH ILSI PARTNER SEPARATELY**

Now let’s do the math –

what + why + who = content
how = structure + process

**CONTENT X HOW = IMPACT**

* Governance Positioning System
Partnership + Program
Collective

Who, What, Why

= Results, Impact

HOW gets you from content to impact.
Collectivizing

Partnerships are collectives. They can “collect” around various things.

➢ **Decision making**: governing body, working groups
➢ **Administrative support**: secretariat, legal entity, program head
➢ **Knowledge / information**: website, knowledge platform
➢ **Activities**: work plan, results framework
➢ **Lessons learned**: symposium, papers
➢ **Funding**: pooled funds, trust funds

and

➢ **Reputation**: perception, reality

**AS A NAME, EVERYTHING THAT IS ILSI BELONGS TO EVERYONE THAT IS ILSI.**
Under the ILSI umbrella, you are all exposed to each other, more linked than separate.
So there is much at stake:

40 years of legacy.

40 more years of promise.

And each of you vis-à-vis all of you.

But brand is not enough – it’s not what you say, but what you do that matters.
Partnership truisms

➢ No one partnership is the same as another; they are all different.
➢ Healthy, sustainable partnerships grow, mature and adapt.
➢ Static partnerships become ossified, ineffective and irrelevant.
➢ Organic partnerships are living, breathing, stable and flexible.
➢ There is no one right answer. **There are choices and trade-offs.**

Like rock, like water.
Solid, but fluid.
Stable, but flexible.
How do you decide?

➢ How much collectivizing on what?
➢ How much independence?
➢ Based on standards?
➢ Through self-selection or compliance?
➢ Toward what goals?
➢ With well-matched incentives?
➢ As equals or reflective of resources?
➢ And so on.

Key positives: inclusivity, consensus, leveraged, shared
Key negatives: strait jacket, free riders, reputational risk
It depends, so do some reality checks:

- Check your external context.
- Check your internal context.
- Check your relationships.
- Check out yourself.
EXTERNALITIES:
Today CHANGE is seismic and accelerating.

What are the sea changes?
- Science has less bearing on public policy.
- Experts are less valued.
- Vast amounts of information are available.
- Information travels at higher speeds.
- Public-private is now a crowded space.
- Public interest funding is harder to come by.
- What else?

Are we in a bomb cyclone?
How about internalities?

➢ **Haves and have nots?**
  ◦ Who will support those who need support?
  ◦ Why are they worth supporting, at what cost?

➢ **Balanced governance?**
  ◦ Public / private / tripartite – appropriate balance and representation?
  ◦ Centered / separated – appropriate degree of autonomy and closeness?

➢ **Internal competition?**
  ◦ Is this a zero sum landscape?
  ◦ Or does it add up to more than the sum of its parts?
Who is accountable to whom for what?

Match responsibility with authority.

All parts support the partnership.

Oversight Management

Operations Implementation

Givers, of what?

Takers, of what?
RESPONSIBILITY

+ 

RESPONSIVENESS
Partnership does not happen by itself.

You have to make delineations and connections.
PERSPECTIVE: Your view is affected by where you stand.

What is your vantage point?
- Focal: The center is you.
- Vertical: Top down, bottom up.

TOTAL PERSPECTIVE: PARTNERSHIP.
Take the full view:
It’s about the partnership, with every partner reflected in it.
➢ Foundation comes from common ground.

Consensus and compromise for common purpose.

➢ Perception matters, but it has to be real.

NO FAKE NEWS.

➢ Make structure work for you, not vice versa.

You own it—it doesn’t own you!

➢ Change that you own is hard work and iterative.

MAKE IT WORTHWHILE.
You are to be commended for cooperation coordination collaboration and CHANGE.
What about a World Without ILSI?

➢ If no ILSI, where would you go?
➢ Would anyone miss you?
➢ If gone, could you bring it back?
The wisdom of nursery rhymes.
NOW LET’S ASK:
How about ILSI the Best It Can Be?

➢ Increased visibility
➢ Enhanced credibility
➢ Leveraged funding
➢ Bolstered reputation
➢ Amplified reach
➢ Greater impact
➢ And more

What if ILSI doubles down, where could it be in 10 years?
As context changes, ILSI can change.

You have voted for a **Federation**.

You are on the way to becoming **Fit for Purpose**.

You are in the best position to create a **Positive-Sum ILSI**.

Make the most of it!
ILSI half empty or half full?
ILSI with a multiplier effect?

➢ Do you **buy in**?
➢ Will you **pitch in**?

**FULL BUY-IN + FULL ENGAGEMENT = MORE THAN THE SUM OF THE PARTS.**
THANK YOU!