

# ILSI

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## POSITIVE-SUM GOVERNANCE



# Some scientific method to set the stage:

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- **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?

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



The only constant is **change.**



# Some GPS\* to get oriented:

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Let's do the W's –

- What?** ILSI activities, outputs, knowledge, funds.
- Why?** Aka what for? ILSI's mission, purpose, goals.
- Who?** That would be you.

**HOW?** The subject of this presentation.

Now let's do the math –

what + why + who = content

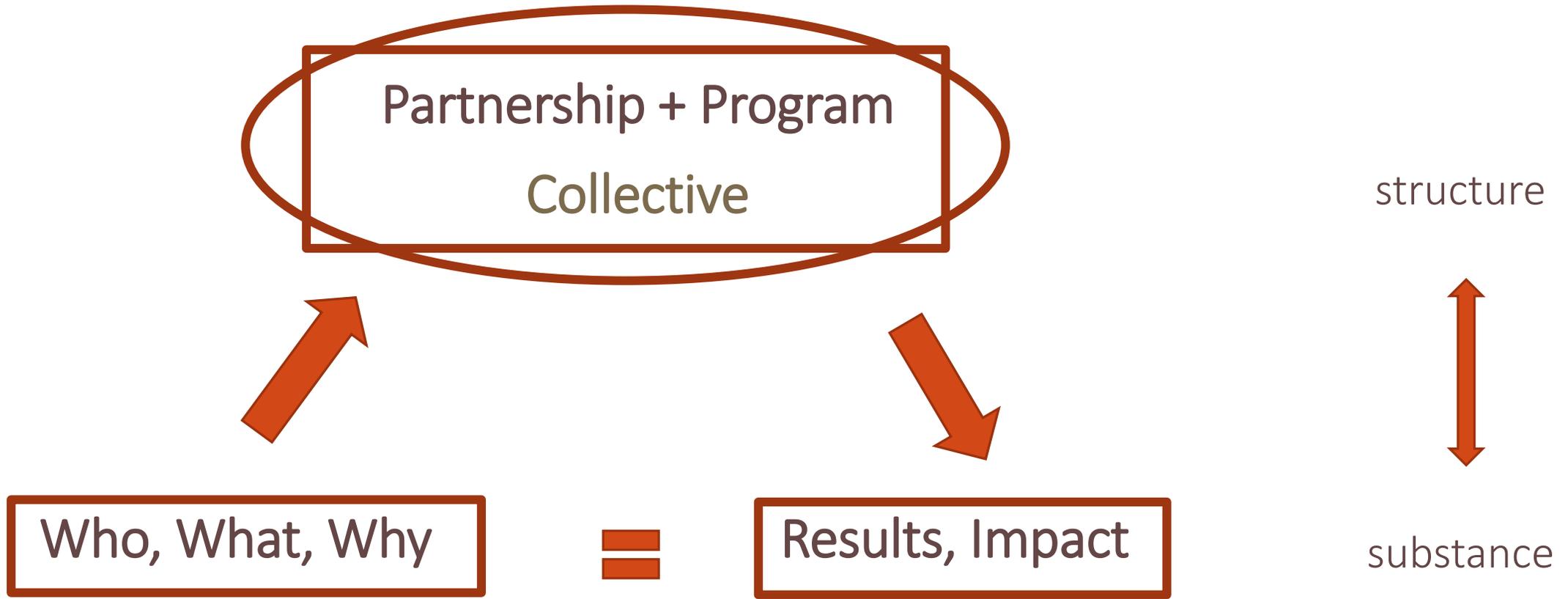
how = structure + process

**CONTENT X HOW = IMPACT**

The equation we really want:

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

\* Governance Positioning System



HOW gets you from content to impact.



# Collectivizing

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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

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- 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.**

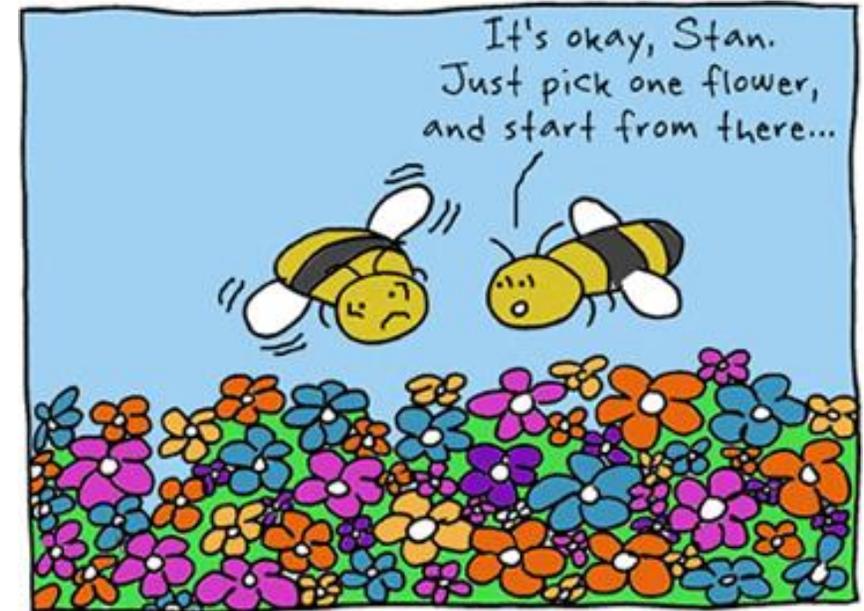
Like rock, like water.  
Solid, but fluid.  
Stable, but flexible.



# How do you decide?

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- 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:

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- Check your external context.
- Check your internal context.
- Check your relationships.
- Check out yourself.



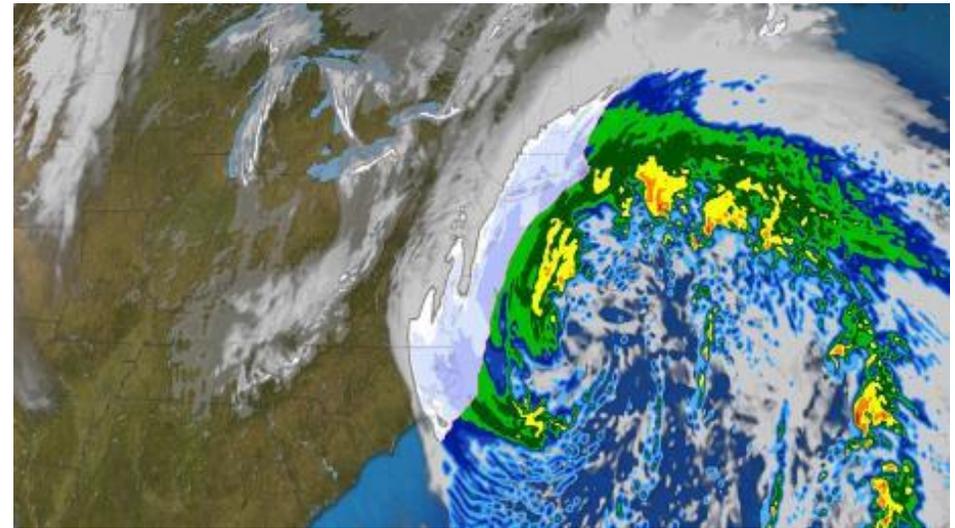
EXTERNALITIES:

Today CHANGE is seismic and accelerating.

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## 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?

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## ➤ Haves and have nots?

- Who will support those who need support?
- Why are they worth supporting, at what cost?

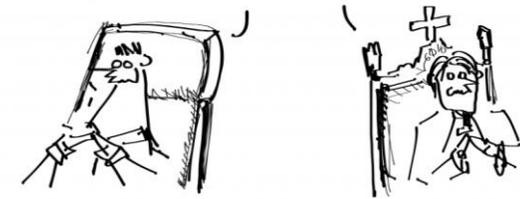
## ➤ Balanced governance?

- 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?

Life is a Zero-Sum Game  
Thank God for all the Losers

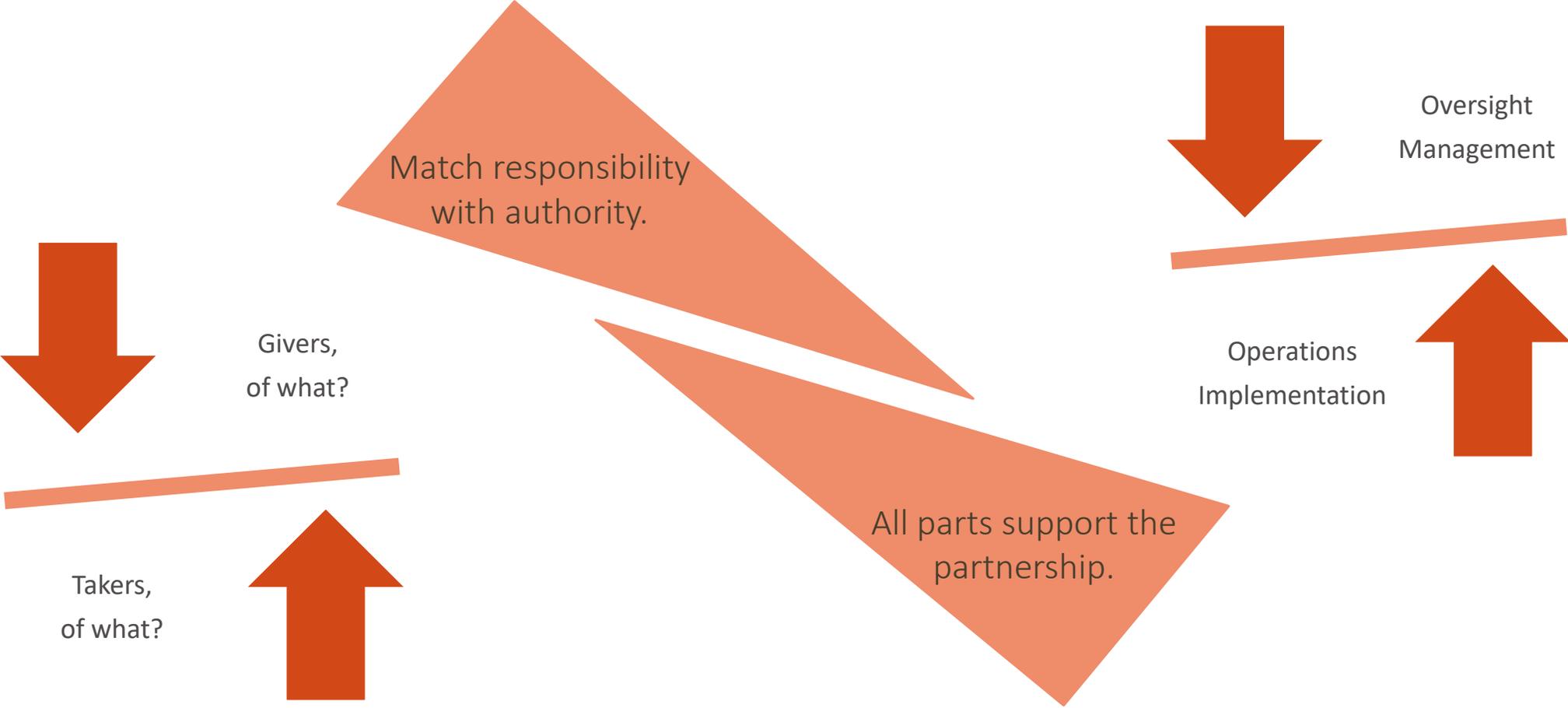


or

**SYNERGY**  
 $1+1=3$



# Who is accountable to whom for what?







Partnership does not happen by itself.

You have to make **delineations and connections.**

# PERSPECTIVE:

## Your view is affected by where you stand.

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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



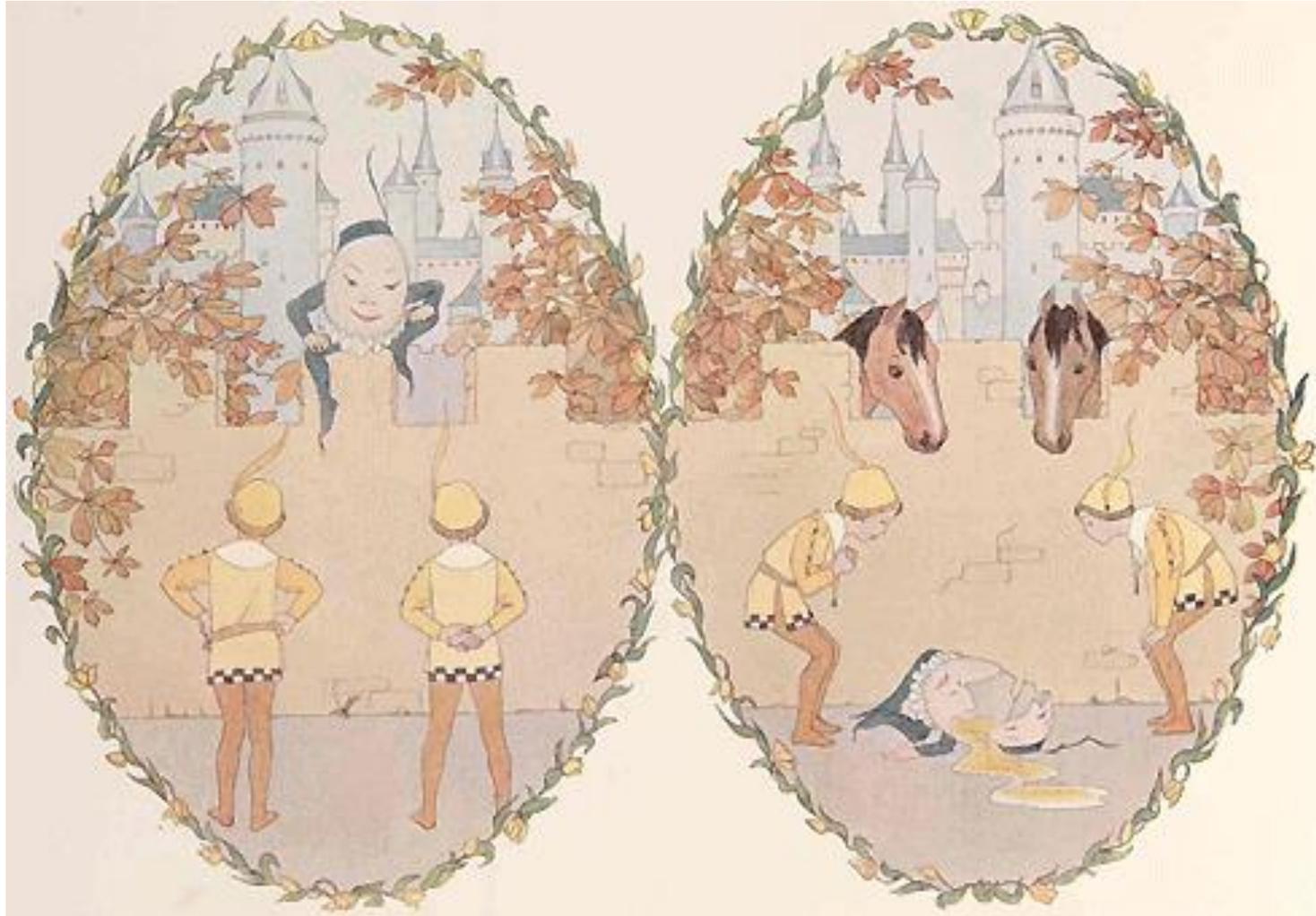
and **CHANGE.**

# What about a World Without ILSI?

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- 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?

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- 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?

# Congrats!

- 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**.

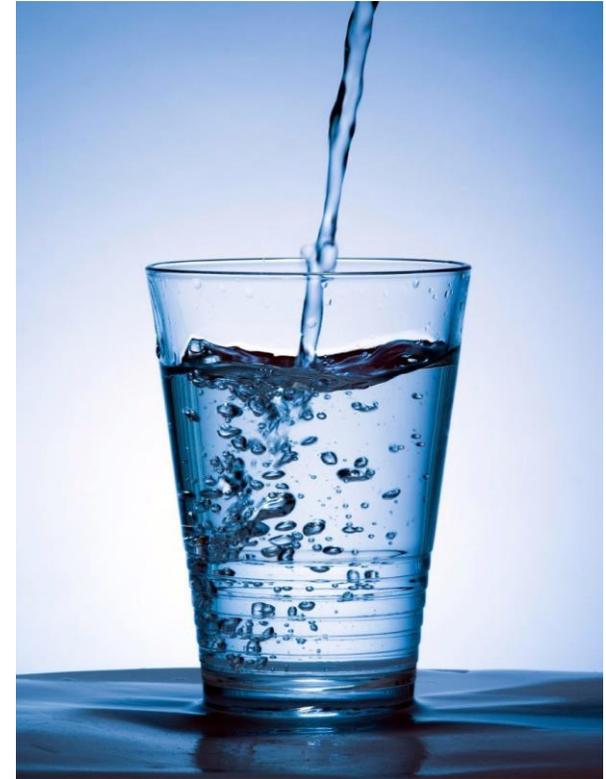


Make the most of it!

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!

