Folder Title:	President Wolfensohn - Briefing Book for President's Meetings and Events - Luncheon - Exchange Program Participants - March 11, 1997
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Luncheon: Exchange Program Participants

Tuesday, March 11, 1997
1:00 - 2:30 p.m.
MC-C1 (Room E)

Record Removal Notice

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File Title	Barcode No.
President Wolfensohn - Briefing Book for President's Meetings and Events - Meeting Material - Luncheon - Exchange Program Participants - March 11, 1997	30486959

Document Date	Document Type
March 11, 1997	Document log

Correspondents / Participants

Subject / Title
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Exception(s)
Personal Information

Additional Comments

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Diego Hernández	April 24, 2025

The World Bank
Washington, D.C. 20433
U.S.A.

DOROTHY HAMACHI BERRY
Vice President
Human Resources

March 7, 1997

Mr. Wolfensohn

Jim,

Thank you again for your willingness to host a lunch with participants in the Exchange program. Attached is a briefing note for your lunch on Tuesday, March 11th. I believe you will find of particular interest the summary of the participants' responses to a questionnaire regarding their actual and potential contribution toward implementing the Strategic Compact (Attachment 3).

Dorothy Hamachi Berry

Attachment

cc: Mr. Sandström

Purpose &
Background

BRIEFING
MR. WOLFENSOHN'S LUNCHEON WITH THE EXCHANGE STAFF
Tuesday, March 11, 1997

OBJECTIVE OF THE LUNCHEON

- To provide an opportunity for you to welcome personally the participants in the Exchange program, share your views about the program with them, and listen to their experiences to date. Information about those attending the luncheon is attached. (Attachment 1).

BACKGROUND

- Eighteen individuals from fifteen companies (including 3 through the Keidanren) in five countries (Germany, Japan, France, Italy and Sweden) have been selected. Eight staff members have been selected for secondment to these companies, and a number of others are in various stages of processing. The list is attached (Attachment 2).

- Many of the exchanges are a result of your personal contacts with the CEOs or Board members of their parent companies.

- While no staff member has returned yet from the present exchange program, two staff who have participated in other on-going secondments and have come back from outside entities are included in this luncheon. These two individuals are:

  - Mr. Victor Agius, MN2PI seconded to EBRD for 3 years. He held a regular managerial position under Mr. Ron Freeman.
  - Mr. Sudhir Chitale, MN2CO seconded to JEXIM for 3 years. He was the second secondment there. Mr. Luiz Perreira da Silva whom you met with on February 26th is presently there.

- The Exchange program is an important tool for the implementation of some of the key elements within the "Strategic Compact". Responses to a questionnaire on this is attached (Attachment 3). The program contributes towards:

  - Enhancing partnership with outside entities;
  - Strengthening the Bank as a Knowledge-based institution;
  - Strengthening the technical and professional skills of our staff seconded out, and;
  - Cultural change and diversity.

Talking Points

TALKING POINTS

Some suggested specific areas of interest to this group are:

- Your vision and strategy on the role of the private sector as a partner to the World Bank in developing countries.

- Your personal expectations of the Staff Exchange Program itself and of the staff involved, both internal and external, in the exchange.

- Your thoughts about how the exchange staff and the program can better help you implement your strategies.
    - The exchange staff have important technical and organizational skills that they bring from global private sector companies.
    - Many of their parent companies have also undergone major organizational changes. They bring with them the support of their parent companies.
    - They are available for in-house benchmarking on the various change issues going on within the Bank.
    - They can be neutral advisors as they will be going back to the parent institutions in 2 years. Some such cross-fertilization has taken place, i.e.,

        -As a result of informal conversations during an EDP session, two participants have been asked to contribute to the New Products Group
        -We will be asking some of the participants to be external reviewers for the managerial and technical selection committee.

Luncheon:
Participants

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Document Date	Document Type
March 11, 1997	Chart / Table / Diagram

Correspondents / Participants

Subject / Title
Participants attending the luncheon

Exception(s)
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Attachment 3

RESPONSES TO A QUESTIONNAIRE ON THE EXCHANGE STAFF'S ACTUAL AND POTENTIAL CONTRIBUTION TOWARDS IMPLEMENTING THE "STRATEGIC COMPACT"

ENHANCING PARTNERSHIP WITH OUTSIDE ENTITIES

- The exchange staff here have served as resource people to other Bank staff both in their immediate work place and outside. The participation of some of the individuals in the EDP courses was very important as it gave outside perspectives. Two of them has since been requested to contribute to Mark Baird's group on "New Products Process".

- Many of the Exchange Staff have come from large organizations which have undergone major changes (including better client focus, greater cost efficiency, incentive systems, innovation process, matrix organization, cost structures, values, reward systems, etc.) and are happy to share their companies' experiences with the Bank.

STRENGTHENING THE BANK AS A KNOWLEDGE-BASED INSTITUTION

- Participants find the experiences that they bring are extremely relevant to the change efforts at the Bank. The Bank's change efforts are very much private sector philosophies.

- Most participants feel there is a strong appreciation of the private sector technical skills that they bring. In limited cases, if adoption of this technical knowledge implies some radical shift in modus operandi, then there is resistance to accept advice.

- Most participants sense, however, that there is little interest by Bank staff to tap their organizational experiences. They feel they have a lot to offer such as:

  - Provide an added dimension of linking their area of expertise with business strategy;
  - Align innovation with strategic goals;
  - Provide immediate industry best practices knowledge;
  - Encourage the sharing of information rather than the guarding of information among task managers;
  - Organize knowledge in a quickly accessible, hands-on way compared to Bank culture of being more academia-like with lengthy report;

- Practical Management experience making it easier to understand the clients' business needs. (What is an academically conceived best solution is not necessarily the most realistic and practical one for our clients);
- Quality assurance (which is key to survival of a company);
- Sharing of specialized expertise not just within the division of assignment but also with the networks;
- Actual experience in the privatization of major public companies and/or involvement in major reorganizations;
- Facilitation of short-term technical training for Bank staff in their parent companies;
- Provide practical recommendations as to how closer linkage between WB and IFC in the area of private sector development can and should be fostered;
- Share their experiences as to how staff should seize the opportunity to be innovative and actively involved in the on-going change process. World Bank staff still seem to be waiting for management to bring about reform and change.