



Leading Through Change: Building Agility in Complex Research Initiatives

one child 
every child



The Challenge of Scale and Complexity

- CFREF grants are large-scale, transdisciplinary and high-stakes research opportunities for a University
- Common internal challenges:
 - Diverse teams with different academic cultures
 - High expectations for measurable impact
 - Operational friction and slow systems in academic settings
 - Pressure for commercialization and social innovation vs. team readiness
 - Implementation decision making vs. PI autonomy
 - Others



one child ★
every child

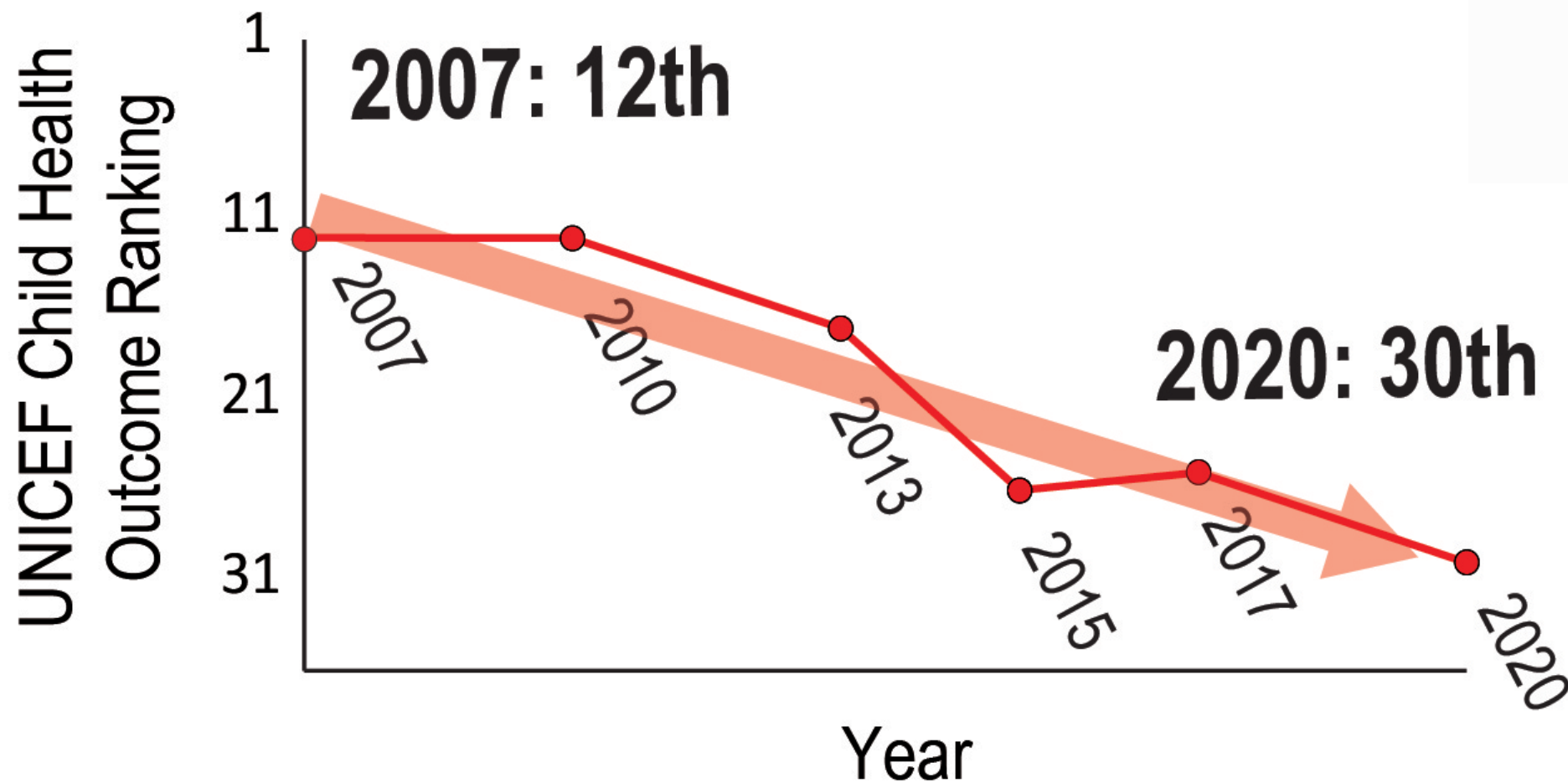
Implementation Strategy Levels





OCEC Implementation Strategy Layers

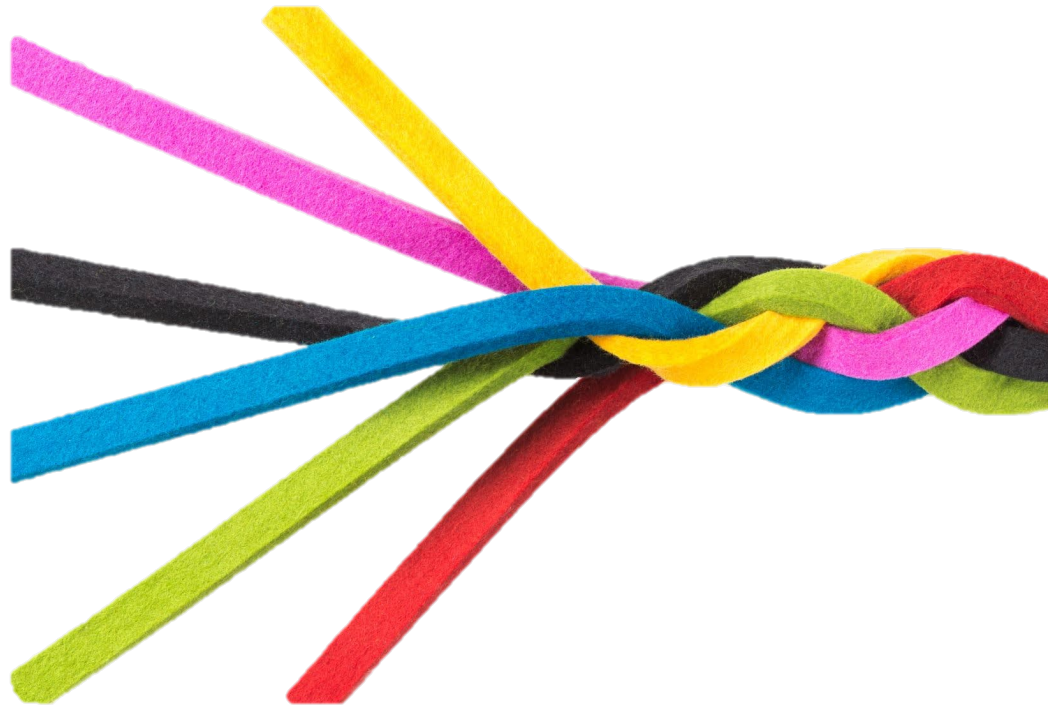






Research & Scholarship Strategy

**Research &
Scholarship
Strategy**



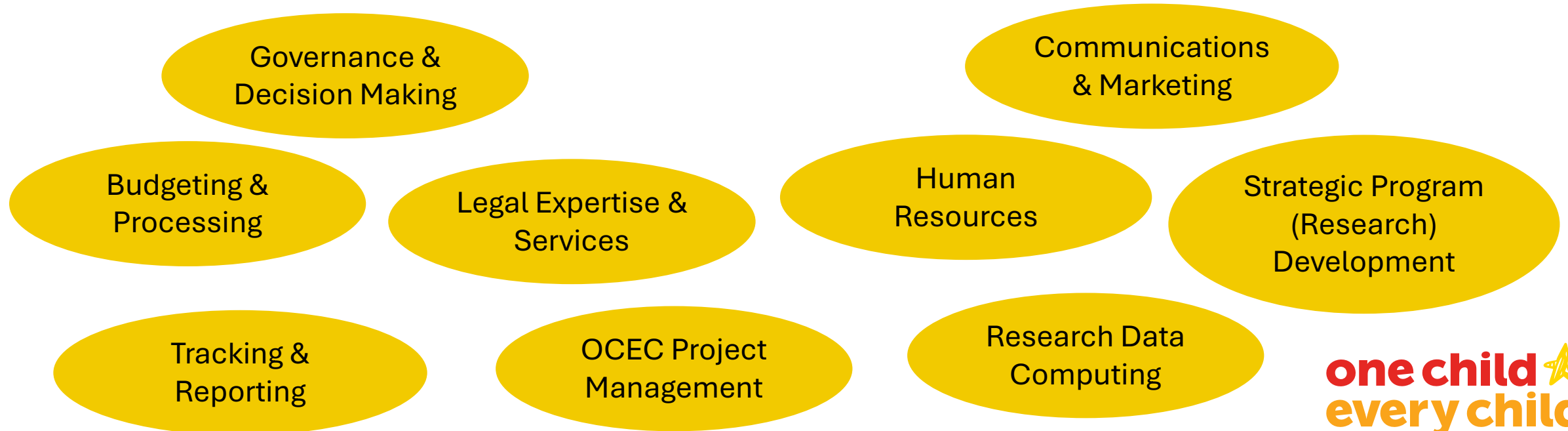
Leverage OCEC's unique strengths and opportunities to build on research excellence, drive transdisciplinary collaboration, and ensure impact is integrated from the start.



Functional Strategy – Leadership & Operational Alignment

Functional Strategy

Maximize OCEC's key functions through leadership, collaboration, and operational excellence — in ways that enable the ethical space of Parallel Paths.



Operational Strategy – Enabling Agility



Operational Strategy

Drive the execution of OCEC's higher-level strategies by optimizing day-to-day activities and processes, ensuring effective resource allocation, stream-lined workflows, and robust performance management.

Discussion

- Our different strategies across CFREF's aren't plug-and-play — they need to be adapted for culture, team, and focus of grant
- What has worked well/not well with academic leads and teams?
- What has worked well/not well to enable change and improve agility across partner institutions?