

THE CRAWFORD FUND MASTER CLASS IN AGRICULTURAL RESEARCH LEADERSHIP AND MANAGEMENT

Penang, Malaysia – Sunday 4 to Friday 9 May 2025



Introduction and Call for Participants

The 7th Master Class in Agricultural Research Leadership and Management will be delivered in Penang, Malaysia, in May 2025.

The Master Class offered by the Crawford Fund, in conjunction with the Australian Centre for International Agricultural Research (ACIAR) is now open for registrations for this five-and-a-half-day program.

The Master Class develops the practices required to manage and lead successful R&D and extension systems that support the development needs of countries globally.

The Crawford Fund is an NGO in Australia that supports international agricultural research for developing countries. Over our 35 years of experience in training scientists in agricultural research, we have trained more than 14,000 people from over 55 countries.

Learning Outcomes

At the end of the Master Class, participants will:

- Understand their roles as leaders in research activities.
- Appreciate the demands of managing and leading research.
- Understand how to achieve practical outputs to create desired impacts.
- Be able to apply processes to identify priorities and establish strategies for agricultural research.
- Be well equipped to manage people, finances and projects.
- Have a better understanding of their future development needs.

6th Master Class group Photo, Penang 2024



5th Master Class group photo, Bangkok, 2023

Some Examples of the Modules Presented

Drawing on the latest thinking and emerging practices from the public and private sectors, the Crawford Fund has designed a program to assist individuals in managing their work better and providing leadership in their teams and organisations.

Example topics to be presented include:

- Developing your management and leadership models/practices.
- Self-awareness and personal effectiveness.
- People and team management.
- Effective communication, conflict resolution and performance feedback.
- Strategy and strategic planning.
- Global drivers and issues in agricultural research for development.
- Cultural impacts on leadership and management.
- Project management (including finances, evaluation and planning techniques).

Who Should Attend?

The program is open to participants from both the public and private sectors. This includes staff in the CGIAR or similar international agricultural research centers, staff of the national agricultural research systems (NARS), University researchers and those in the private sector working with developing countries.

Typically, attendees could be involved in any of these functions:

- Early or mid-career professionals.
- Managers or aspiring managers of research programs.
- Members of research teams striving to improve performance.
- Staff providing functional support for program management.
- Professionals responsible for capability building.
- Recently appointed Leaders and Directors of Research.

Costs and Registration

The course is offered at a tuition fee of USD 3,850.00 per person. Attendees (or their institutions) will be expected to cover their own travel and accommodation costs. Second and subsequent participants from the same institution will receive a \$USD 600.00 discount.

A block booking has been made at the venue in Penang at discounted rates of approximately USD 90.00 per day (to be confirmed). Prices include taxes, breakfast and internet. Participation in the course requires all attendees to use this designated hotel.

How to Register

Participation in previous Master Classes has been highly competitive, and numbers will be limited to ensure effective engagement in the program. **Applications are now open, and it is advised that you register early. The final date to receive applications will be 24th February 2025.** Apply by sending an email to colin.chartres@crawfordfund.org.

Please include in your email the following points, and a brief CV (2-pages maximum):

- Name, gender, email address, physical address.
- Institutional affiliation (if applicable)
- Qualifications and brief work history
- Career aspirations
- Arrangements for funding your attendance, i.e., who will pay for your attendance. An invoice will be issued on receipt of your registration.
- Indicate if your employer or supervisor has approved attendance.
- Please include (if relevant) LinkedIn profile link or weblink to your respective organization professional profile.

General Information

Attendees are expected to arrive in Penang prior to Class commencement, 2 pm Sunday 4th May. This may mean reaching Penang the day before. A course dinner will be held on Friday, 9th May, and you departing from Saturday, 10th May.

Participants will be required to:

- Speak sufficient English to undertake the course.
- To attend the full course.
- Plan to maximise the benefits of the course both to themselves, as an individual, but also for their institution.
- Bring a computer/digital device for use during classes (internet connection will be provided at the venue).

Presenters

The Master Class is delivered from a hands-on perspective by experienced and successful practitioners. It will be coordinated by Colin Chartres, assisted by Lynne O'Brien, Bec Cotton and Shaun Coffey.

The immediate past CEO of the Crawford Fund, Colin has also served as the Director General of the International Water Management Institute, one of the 15 CGIAR centers, and Chief Science Adviser to the National Water Commission.

Lynne has extensive experience working in a range of senior management roles within the Australian Public Service, including the Department of Agriculture, Fisheries and Forestry, where she undertook a range of senior executive roles in financial corporate, program management and service delivery functions.

Bec Cotton has been working in the R4D space for the past decade, including for ACIAR, and several Australian Universities. Bec is also completing her PhD at the University of Queensland.

Shaun is CEO of the Crawford Fund and was formerly CEO of Industrial Research Ltd, a NZ Crown Research Institute, Sugar Research Australia, and Chief of Division of Livestock Industries of CSIRO.

For further information please contact:

Colin Chartres

ARLM #7 Coordinator

Email: colin.chartres@crawfordfund.org

NOTE: Should there be insufficient interest in the Master Class, it will not proceed.





An Evaluation of the 6th Master Class in Agricultural Research Leadership and Management Penang, 2024

“This is one of the best trainings I have ever attended”

The Crawford Fund

Delivered in collaboration with the Australian Centre for International Agricultural Research (ACIAR).



OVERVIEW OF THE MASTER CLASS

The 6th Master Class in Agricultural Research Leadership and Management was delivered in Penang, Malaysia, Sunday 3rd to Friday 8th November 2024. The objective of the Master Class was to foster the development and confidence in the skills required to manage and lead successful research and development projects that support the development needs of countries globally.

The structure

The purpose of the Master Class was to provide an opportunity for both experienced and emerging research leaders to take time out from their busy schedules to reflect on their roles in managing research. The five-and-a-half-day program was designed to cover a variety of topics pertaining to leadership and management of agricultural research.

Participants

The Master Class had 26 participants in attendance from organisations from across the globe, including: AgriFutures, International Centre for research in Agroforestry, International Crops Research Institute for the Semi-Arid Tropics, International Maize and Wheat Improvement Centre, Institut Pertanian Bogor University, International Rice Research Institute, International Water Research Institute, National Agricultural Research Institute, National Agriculture and Forestry Research Institute, Pakistan-Netherlands Dairy Development Centre, Researchers in Agriculture for International Development, Sri Lanka Council for Agricultural Research Policy, University of Agriculture, Faisalabad, Pakistan, Vietnamese Academy of Forest Sciences and World Fish.

“From Day 1 we felt we were in a safe space; the trainers, facilitators were excellent - often adapting the course to meet participant needs/ interests, always participatory. The participatory style and design allowed for an enormous cross-learning, horizontal learning across participants.”

***all quotes have been taken from the evaluation process of the Master Class (unless otherwise disclosed) and are being presented as anonymous*

COURSE CONTENT

The Master Class was designed as a hands-on experience, aiming to provide ideas that can be immediately applied by participants to improve their practice. The sessions and activities took a variety of forms, with the objective of moving away from the traditional lecture style provision of information. As described in the evaluations, *“the course was interactive and non-prescriptive”* and aimed to adjust its content based on the specific needs of the group.

Participants were asked to assess the mix of information, presentations, discussions and activities. The most common score was 7 / 7 (average 6.2).



“I liked the way this master class was designed, it was adapted to what participants wanted”

Breakout groups

From the high variety of activity styles presented, two were highlighted by participants as particularly valuable. There first were the breakout group discussions. There were a number of opportunities for participants to work in groups to discuss an issue and collaborate on the task. This included topics such as; working cross-culturally, stakeholder engagement and designing project teams and proposals. Each time, groups were asked to re-cap discussions and make a presentation back to the full Master Class cohort.

The interactive discussions provided valuable insights, making complex concepts more relatable and attainable”

Role playing

The most valued activity however was that of role playing. Participants engaged in role plays to practice having difficult conversations and giving and receiving feedback. When asked how the course could have been improved, a number of participants shared similar sentiments of requesting, *“More role playing ... At least 1 session each day for role playing.”*

EVALUATION SUMMARY

The participants were asked to evaluate the Master Class. To follow is a high-level summary of the insights and feedback contained in the evaluations. The evaluations will also be used to tailor and improve upcoming Master Classes.

The 6th Master Class in Agricultural Research Leadership and Management was an undeniable success, according to participants at the end of the course. Attempting to bridge theoretical foundations with practical insights, the Master Class offered a holistic approach to leadership and management in agricultural research. Over the six days, participants engaged in the immersive and intensive program designed to equip them with the skills, strategies, and vision necessary to drive impactful change. Evaluations from participants highlighted how *“practical and empowering”* the week had been. The diverse group of research professionals came away from their time in Penang with not only a number of new tools to employ on their leadership journeys, but also a functional network of future leaders from across borders and agricultural sectors, with whom they can continue to build relationships.

“I feel encouraged to go for leadership positions and grow my career. Also a very good networking opportunity.”

Overall assessment

Participants were asked to assess the overall usefulness and relevance of the course. The most common score was 6 / 7 (average 6.3).

Usefulness in the future

Participants were also asked to rank how useful they believe the Master Class would be for them in the future. The most common score was 7 / 7 (average 6.5).

“The most powerful thing I have learned, is to understand yourself. This masterclass has given me the opportunity to grow, and I will take a lot back and share to everyone in my institution”



Leadership and management

As the overarching focus of the Master Class was Leadership and management, participants were asked to rank to what degree did they believe they had increased their leadership and management capabilities. The most common score was 6 / 7 (average of 5.8). The Master Class sessions were tailored to help participants understand and improve their own leadership styles, and the activities were designed to encourage participants to practice and implement those learnings.

“I appreciate the focus on practical leadership models that I found directly applied to real-world scenarios.”

Peer to peer

As indicated by participants, a highly valued component of the Master Class was the opportunity to share experiences and engage with peers. Hearing from other future leaders, who were facing the same issues, at varying levels of backgrounds, cultures and experiences, provided a rich environment for the learning and exchanging of ideas.

“People were sharing deeply relevant, personal experiences - it was such a safe place to learn, where everyone felt listened to, and understood.”



All participants indicated that they would recommend this Master Class to others at a similar level (Most common score of 7, average 6.5)

“Real world moment of diverse cultures and research backgrounds coming together and watching multiple views compete and comprehend the same issue - real light bulb moment.”

FUTURE OPPORTUNITIES

2025 Master Class

The Crawford Fund are in the planning stages for 2 future Master Classes, to be held in May and November of 2025. See below for contact and information sharing platforms for ways to stay up to date on relevant information.

LinkedIn post from Participant Amrita Pal, ICRISAT:

“The experience has been nothing short of transformative, filled with invaluable knowledge, inspiring discussions, and a sense of purpose that only grows stronger. From diving deep into agricultural resilience and food security 🌾, to discovering the power of leadership and collaboration 🤝, each moment reminded me of the impact we can make together as a global network dedicated to sustainable change.”

Special thank you to Dr. Essam Yassin Mohammed, DG at World Fish for facilitating a discussion and campus visit during the Master Cass



Socials and Website

Website: www.crawfordfund.org

YouTube: <https://www.youtube.com/CrawfordFund>

LinkedIn: www.linkedin.com/company/the-crawford-fund/

Checkout [#LeadAg6](#) for posts related to the Master Class.

Contacts and Enquiries

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