



August 3, 2022

VIA EMAIL

Nicole Thibault
National Executive Director
Canadian Parents for French (CPF)
Ottawa, ON

RE: Key Informant Interviews – Summary Report

Chère Nicole,

I hope you are well and enjoying the summer holidays.

As promised, I am pleased to provide a Summary Report of the confidential key informant interviews conducted as part of an engagement focused on optimizing collaboration within the CPF Network.

The document is organized in two parts. The first is a discussion of the contents of the key informant interviews. The second is a series of pathways for potential future action which build on some of the key informant interviews, but which are not entirely bound by the content of those interviews.

There are two big ideas which are important in reading the report.

The first is that there is no consensus available among the leaders of the Network as to the promise of enhanced collaboration within the Network. Some leaders are very keen to collaborate more deeply while a smaller number are antagonistic to the idea. The absence of consensus means there are few pathways for enhanced collaboration that can easily mobilize the entire Network.

The second big idea is that, in my view, the time has come to shift from a focus on convincing everyone of the benefit of deeper collaboration to implementing an asymmetric approach to strengthened collaboration which is based on a 'coalition of the willing.' This notion is central to the way I have organized my suggested pathways for action as these are structured around a two-pronged approach: a first basic membership or affiliation agreement which would bind every member of the Network to a set of minimum mutual obligations. Those prepared to deepen collaboration would structure their enhanced collaboration in supplemental agreements of which there could be many reflecting the fact that various groupings and sub-groupings of Network members might choose to collaborate in different ways. I believe this approach reflects how you operate currently; this approach would make this explicit.

The choice to me was clear. Had I limited my discussion of pathways for action on areas where there is consensus, there would have been little to serve up to you and others to consider as part of future

action planning. Instead, you will find a large range of potential pathways which offer bold ideas for inspired leadership. To embrace some of these ideas would require shifting some leadership energies away from efforts to build internal cohesion within the Network in favor of a more external focus to amplify impact on young Canadians and grow revenues.

I have no doubt that the report will not be embraced with consensus and unanimity. That's why I have been very clear that its contents are mine alone and I do not presume that its contents will translate quickly in a neat action plan. Rather, my hope is that the report will serve as a jumping off point for lively conversation and an invitation to consider the weighty responsibility of leadership.

When you share the report with others, might I invite you to share this cover letter as well?

I look forward to discussions of the report with leaders of the Network in September.

Sincerely,

A handwritten signature in black ink, appearing to read 'Yves Savoie', with a small flourish at the end.

Yves Savoie
Principal and Founder
Yves Savoie | Governance | Strategy | Impact

Encl.