

About the Reut Institute Frequently Asked Questions

Table of Contents

<i>Table of Contents</i>	1
<i>What is the legal status of the Reut Institute?</i>	
<i>What is its connection to the American Friends of the Reut Institute?</i>	2
<i>Who founded the Reut Institute and why?</i>	2
<i>What is the Reut Institute's vision?</i>	2
<i>What is the ISRAEL 15 Vision?</i>	3
<i>What is the Reut Institute's mission?</i>	3
<i>What is Impact according to the Reut Institute?</i>	4
<i>What is Leadership according to the Reut Institute?</i>	4
<i>What is the Reut Institute's strategy?</i>	5
<i>How does the Reut Institute do Fundamental Impact?</i>	5
<i>How does the Reut Institute groom future strategic leaders?</i>	6
<i>What is the Reut Institute's unique added value?</i>	7
<i>How is the Reut Institute different from think-tanks and strategy consultants?</i>	8
<i>How does the Reut Institute measure success?</i>	8
<i>How does the Reut Institute interact with other think-tanks?</i>	9
<i>Who is the Reut Institute's intended audience?</i>	9
<i>What are policy issues? How does the Reut Institute choose policy issues?</i>	9
<i>Who funds the Reut Institute?</i>	10
<i>Why does the Reut Institute provide its services pro bono?</i>	10
<i>Who initiates project at the Reut Institute?</i>	11
<i>What are Reut's decision-support services?</i>	11
<i>Why are there different product categories and what are their purpose?</i>	11
<i>What are the terms of use for Reut Institute products?</i>	12
<i>What projects has the Reut Institute done for decision makers?</i>	12



To become one of the fifteen leading countries

The legal status of the Reut Institute American Friends of the Reut Institute

The Reut Institute, founded in January 2004, is as an Israeli nonprofit, operating under the Israeli law of nonprofits (*Chok HaAmutot*), which regulates the work, oversight and supervision of organizations in the nonprofit sector. Accordingly, The Reut Institute is run by a board of directors and a president whose duties and responsibilities are described in our bylaws (See clauses 17 and 26 – [click here for the Hebrew Version](#)).

[American Friends of the Reut Institute](#) (AFRI) is a nonprofit registered in the United States and operating under the laws of the State of California. Its mission is to advance a vision of a prosperous and secure Israel. AFRI is the single largest supporter of the Reut Institute, and the Reut Institute is the chief recipient of AFRI's donations.

Who founded Reut?

Gidi Grinstein is the Founder and first and current President of the Reut Institute. Ms. Noa Eliasaf-Shoham is Reut's Co-Founder.

The idea behind the Reut Institute was conceived by Gidi Grinstein following his service in the Bureau of the Prime Minister as the Secretary of the Israeli Delegation for the Negotiations with the PLO (1999-2001, the Barak Government). During this time, he came to the conclusion that Israel suffers from a weak capacity for long term systemic thinking that is professional, non-partisan. Gidi also understood that the reason for this gap is structural and institutional and stems from an electoral system that generates short and unstable tenures and fragmented legislature (*Knesset*) and executive (government).

Hence, Reut was founded to address the mismatch between the complexity of the challenges that Israel faces, on the one hand, and the weakness of its institutions, on the other hand. Our mission and strategy remain focused on this challenge (see below).

For more details about Reut, click [here](#). For information on Reut's founders, [click here](#) For more information on Gidi Grinstein, [click here](#).

Reut's Vision

The Charter of the Reut Institute ([click here](#)) establishes that the Reut Institute is a Zionist organization. It frames the vision as: "a secure, prosperous State of Israel; a state whose existence is secured and citizens are safe; a prosperous state that is a leading nation in terms of its quality of living; a state that is predominantly Jewish, offering Jewish added value at the heart of the Jewish world and providing a significant contribution to the existence and prosperity of global Jewish peoplehood; a democratic state, which embraces universal



To become one of the fifteen leading countries

humanistic values and aspires to create a society, which sets an example for the family of nations."

This vision represents for us '21st Century Zionism' (For more information on '21st Century Zionism', [click here](#) and [click here](#). Within this framework, we identify the following topics as ones that require focus:

- Israel's national security ([click here](#));
- The ISRAEL 15 Vision which calls for Israel to become one of the fifteen leading countries in terms of quality of life ([click here](#));
- Pursuing the vision of a 'model society' which offers an example to the family of nations;
- Enriching the Jewish character of the public sphere of the Jewish society in Israel;
- Effective governance ([click here](#)).

The ISRAEL 15 Vision

The ISRAEL 15 Vision calls Israel to become one of the 15 leading countries in terms of quality of life within 15 years. This vision requires a social and economic leapfrog that would close the gap in quality of life between Israel and developed countries. This vision is the organizing idea of the Reut Institute in the context of Israel's social and economic development. For more information, [click here](#).

Reut's Mission

The Charter of the Reut Institute ([click here](#)) defines our mission as: "to sustain significant and substantive impact on the future of the State of Israel and the Jewish people and to leave an indelibly Israeli and Jewish imprint on the future of the world."

- **Sustaining Impact** – The Reut Institute is committed to on-going efforts to impact Israel and the Jewish world. Most other policy groups focus primarily on research and limit their efforts to generate impact to 'events' such as publishing a book or holding a conference. The Reut model is different: we work to effectuate our ideas year round:
- **Significant Impact** - The Reut Institute focuses on issues that hold great promise or pose grave threats to the State of Israel or the Jewish people. These issues are interchangeably referred to as 'fundamental gaps' or 'relevancy gaps' (as defined by Dr. Zvi Lanir, see [Praxis](#)) or as 'adaptive challenges' (as defined by Ron Heifetz, see below). They require '[leadership](#)', 'transformation', 'adaptation' (see below) or 'fundamental impact';



To become one of the fifteen leading countries

- **Substantive Impact** – The Reut Institute focuses on impacting the design and substance of policies that are essentials for the security and prosperity of our nation and people. We work with ideas, concepts and strategies and not with grass roots mobilization or execution of policies.
- **Indelible Jewish and Israeli imprint on the future of the world** – In accordance with the principles of *Tikkun Olam* and serving as 'a light unto the nations', the Reut Institute is obligated to aid humanity face its challenges in a way that will echo and express the unique values and abilities of the State of Israel and the Jewish people.

Reut's mission is the bridge between its vision, on the one hand, and its strategy and unique added value, on the other hand.

On 'Impact' and 'Leadership'

The concepts of 'impact' and 'leadership' are central to the [mission of the Reut Institute](#).

Following [Ron Heifetz](#)'s book [Leadership without Easy Answers](#), Reut defines 'impact' as 'adaptive work'¹ i.e. the change of values, priorities, patterns of conduct or habits in order to deal with the challenges facing Israel or the Jewish world. In the Reut jargon, 'Impact' is synonymous to 'fundamental change', 'transformation' or 'closure of relevancy gap' (as defined by Dr Zvi Lanir, see [Praxis](#)). It is assessed by monitoring the change in the actions, writings or statements of people in positions of leadership, influence or decision-making authority.

Thus, 'leadership' refers to *activities* that have the objective of advancing 'impact' i.e. of promoting 'adaptive work' or of closing 'relevancy gaps' or 'fundamental gaps'.² Building on Heifetz, Reut's primary challenge is to provide 'leadership without authority'. The pillars of our strategy are designed to provide this kind of leadership.

¹ “Adaptive work consists of the learning required to address conflicts in the values people hold or to diminish the gap between the values people stand for and the reality they face. Adaptive work requires a change in values, beliefs or behavior.” (Heifetz, p. 22).

² “If we define problems by the disparity between values and circumstances, then an adaptive challenge is a particular kind of problem where the gap cannot be closed by the application of current technical know-how or routine behavior. To make progress, not only must invention and action change circumstances to align reality with values but the values themselves may also have to change.” (Heifetz, p. 35).



To become one of the fifteen leading countries

Reut's strategy

The strategy of the Reut Institute has is designed to serve and realize its [mission](#) and to provide unique leadership. It has been refined over the past years and has three pillars:

- **Fundamental Impact / Adaptive Work** – The Reut Institute will work to offer leadership and generate fundamental impact on the issues that are critical to the security and prosperity of Israel and the Jewish world;
- **Model for Emulation** – The Reut Institute sees itself as a unique organization specializing in identifying strategic issues, designing appropriate and working to effectuate them. The structure and operations of Reut are uniquely innovative. Hence, as we strive to have the Government of Israel and other relevant agencies adopt our model, we methodically conceptualize and document our work in order to share them with all interested parties in the public sphere;
- **Training a cadre of strategic leaders** – The Reut Institute recruits and trains individuals that are committed to lifelong service of the Jewish and Israel public spheres. Reut provides Israel's most extensive and intensive training program for strategic leadership and dedicates many resources to grooming its staff to key positions of leadership, influence or authority in the public sphere.

How does Reut Generate Impact?

There are six stages to the cycle of the Reut Institute, which should generate fundamental impact. They are:

- **Identifying 'fundamental gaps' / 'adaptive challenges'** – 'Fundamental gaps' – or, interchangeably, 'relevancy gaps' or 'adaptive challenges'³ – exist when values, priorities, patterns of conduct or habits are irrelevant to the challenges facing the community. Reut specializes in identifying such gaps using a package of theory, methodology and software tools licensed from [Praxis](#);
- **Focused research** – Upon identifying the fundamental gap, the Reut Institute focuses on research and develops an alternate conceptual framework that may succeed in coping with the challenges. In this phase, the teams of analysts research literature, interview experts, and develop new knowledge using the Praxis package;

³ “Adaptive work consists of the learning required to address conflicts in the values people hold or to diminish the gap between the values people stand for and the reality they face. Adaptive work requires a change in values, beliefs or behavior.” (Heifetz, p. 22).



To become one of the fifteen leading countries

- **Alternative strategies** – Based on our research, the Reut Institute proceeds to suggest new strategic ideas that may help bridge the fundamental gap.
- **Identifying people in positions of leadership, influence, or decision-making authority** – While progressing in the focused research, the Reut Institute identifies people and organizations in positions of leadership, influence, or decision-making authority who can promote and advance the new conceptual framework. This community may include elected officials and senior civil servants in municipal and national government and leaders in the nonprofit, business, philanthropy or academic sectors, as well as in the Jewish world;
- **Designing an impact strategy** – At this stage, the Reut Institute designs a strategic framework for closing the fundamental gap and advancing the adaptive work toward a new vision, which serves as a point of reference. The strategy is implemented in multiple phases based on detailed diagnostics. Ron Heifetz's theory on leadership without authority from his book [Leadership without Easy Answers](#) serves as the theoretical basis for this stage;
- **Reut's role: to be a catalyst** – The Reut Institute's role is to catalyze the adaptive work by: (1) branding the suggested vision, (2) generating a sense of urgency among the relevant constituencies; (3) conducting focused research; (4) creating synergies among people and organizations that are committed to realizing the vision; (5) enlarging the pie of resources available to this community; (6) identifying, documenting, and distributing local success stories; (7) creating a shared and transparent source of information; and (8) advocacy to update regulation and legislation;
- **Exiting** – The Reut Institute will continue to address a fundamental gap so long as Reut has a unique added value to contribute. If we succeed in changing the prevailing mindset or no longer have a meaningful contribution to make, we will abandon the issue for other fundamental gaps ([click here](#)).

How does the Reut Institute groom future strategic leaders?

According to the charter of the Reut Institute, Reut grooms future strategic leaders in the Jewish and Israeli public spheres. To advance this goal, we operate in five interconnected stages:

- **Recruitment** – The Reut Institute recruits individuals that are committed to lifelong service of the Jewish and Israel public spheres that wish to specialize in the strategic design of policy;



To become one of the fifteen leading countries

126 Yigal Alon St., Tel Aviv 67443, Israel ■ תל אביב 67443, 126 יגאל אלון

ע"ר 580419513 ■ office@reut-institute.org (972-0)3-6950090 + www.reut-institute.org

- **Training** – Reut's training regimen provides a theoretical, methodological, and technical foundation for the art of designing of policy and strategy, and for leadership ([click here](#));
- **Team Assignments** – Reut believes that to be a leader in the public sphere, an individual must feel connected to his passion and talent. Consequently, Reut is dedicated to assignments that empower analysts and provide them with an opportunity to express their unique skills;
- **Personal Development** – The Reut Institute is a learning environment. We provide professional training throughout the year, analyze our own operations, organize regular study trips, and provide feedback;
- **Placement** – The Reut Institute is committed to placing its graduates in positions of leadership, influence, or decision-making authority in the Israeli and Jewish public sphere. To date, a number of Reut graduates have been placed and are contributing to the security and wellbeing of Israel and the Jewish world.

For further details, [click here](#).

What is the Reut Institute's unique added value?

In addition to the three planks of the Reut Institute's strategy, each of which is unique to the Israeli and Jewish public sphere, The Reut Institute:

- **Identifies strategic surprises and opportunities** – The Reut Institute focuses on the fundamental level of policy. Reut specializes in highlighting working assumptions and checking their relevance to uncover potential strategic surprises;
- **Asks questions in order to leverage already existing resources** – The Reut Institute provides decision-support services, which focus on *how* to think and not on *what* to think or do; We focus attention on issues that had been ignored and aim to turn them into the subject of detailed research by government, academia and other think tanks;
- **Integrates strategy and operation** – The Reut Institute specializes in integrating strategic level decision makers concerned with systemic and long-term policy design with front-line workers implementing and learning in the field;
- **Provides quick turnaround** – The Reut Institute provides inputs to decision making processes in very short time-frames;
- **Is interdisciplinary** – The Reut Institute specializes in addressing inter-disciplinary fields that integrate varied fields of knowledge.



To become one of the fifteen leading countries

126 Yigal Alon St., Tel Aviv 67443, Israel ■ תל אביב 67443, 126 יגאל אלון

www.reut-institute.org) +972-(0)3-6950090 ■ office@reut-institute.org (580419513) ע"ר

- **Develops new knowledge** – The Reut Institute specializes in developing new knowledge in fields that require the design and implementation of a new strategic perspective.

How is the Reut Institute different from think-tanks and strategy consultants?

Reut is unique in its organizational structure. It differs from think-tanks and strategy consultants in the following ways:

- The primary challenge of the Reut Institute is to identify issues that are potential game changers for Israel in the sense that they represent potential strategic surprises or opportunities. We do so by identifying explicit and tacit working assumptions and checking their relevance. Most other think tanks focus on a pre-determined set of issues and research them through collection and analysis of information;
- The Reut Institute's unique added value is its mastery of a methodology for designing responses to strategic challenges. Most think-tanks provide mastery of specific fields of knowledge – like economics or national security – often times with political leanings;
- The Reut Institute is a faceless brand based on its methods and structure. The quality of our work is not influenced by the identity of our employees. Conversely, think-tanks' status is often built upon the specific experts they employ;
- Reut leads through questions while most other think tanks lead through answers. We offer decision-making services while most other think-tanks provide the solutions they would implement were they to have the authority to do so.

How does the Reut Institute measure success?

The Reut Institute measures its success on four interwoven levels.

- **Inputs** – The Reut Institute measures the resources it uses for its activities. Our ability to accumulate these resources is an indication of the quality of our output. Specifically, we measure our fundraising (and the operational costs involved in development), the size of our team, and our physical assets;
- **Outputs** – The Reut Institute measures its outputs through all available indicators, such as: quantity of products published, meetings with decision makers, or appearances in the media. These measures are also indicative of the quality of our work;
- **Capacities** – The Reut Institute advances adaptive work in Israel, a process that can last years. Hence, we are obligated to report on the investment we make in building



To become one of the fifteen leading countries

capacities for the long-term like training analysts, developing methods and practices, or nurturing our institutional underpinnings;

- **Effects** – The Reut Institute is obligated to report on its success in promoting fundamental impact in the Jewish and Israeli public spheres. These measurements are dependent on context and change from year-to-year as our content fields change. As an example, Reut will measure the effectiveness of its work in 2008 in the socio-economic field by determining to what extent the [Israel 15 Vision](#) as well as the concept [Leapfrog](#) have been embedded in the Israeli consciousness.

How does the Reut Institute interact with other think-tanks?

The Reut Institute is committed to an effective and efficient public sphere. We are committed to enlarging the pie for everyone and eschew zero-sum games. This is one of our basic tenets and is manifested in all of our operations.

The Reut Institute views other think-tanks as potential partners that complement our abilities. The Reut Institute specializes in identifying fundamental gaps based on a unique methodology, but lacks respected and renowned researchers. Think-tanks have an abundance of experts, but lack methods for addressing strategic issues. Hence, think-tanks and the Reut Institute complement each other on all issues in which they work.

Whereas most think-tanks use their websites to highlight their own publications, the Reut Institute's website – www.reut-institute.org – is designed as a portal for all work from all organizations that is relevant to the strategic issues we address.

Who is the Reut Institute's intended audience?

Reut's target audience are all people in positions of leadership, influence, or decision-making authority in the fields in which we work who can contribute to fundamental impact in Israel or the Jewish world. This community includes elected officials and senior civil servants in municipal and national government and leaders in the non-profit, business, philanthropy, academic, and Jewish worlds.

What are policy issues? How does the Reut Institute choose policy issues?

Policy issues are those in which we have identified fundamental gaps that require adaptive work. Each policy team at Reut addresses a single policy issue until the gap is closed, a process that can last as little as two months and as long as years. We use the following guidelines when addressing policy issues:

- **Faithful to the vision and mission** – The Reut Institute addresses only those issues which pose a strategic threat or opportunity to the security or the wellbeing of Israel or the Jewish world ([click here](#));



To become one of the fifteen leading countries

- **Unique added value** – The Reut Institute addresses only those issues in which it can make a unique contribution;
- **Built upon previous knowledge** – The Reut Institute prefers to select new policy issues that can draw from previous experience and knowledge;
- **The Team Leader's interest** – The Reut Institute attempts to select issues that match the team leader's and analysts' preferences and talents.

Who funds the Reut Institute?

The Reut Institute is an Israeli non-profit organization funded and supported by a network of donors and private funds – the vast majority of whom are Israelis and Jews – who believe in our vision. Any donation that could potentially create a conflict of interest requires a formal and public discussion and decision by our Board of Directors. For more details, [click here](#).

Why does the Reut Institute provide its services pro bono?

The Reut Institute is a non-profit organization that provides its services *pro bono* to people in positions of leadership, influence, or decision-making authority in the Israeli and Jewish public sphere. Reut does not charge for its services for the following reasons:

- **Turnaround Time** – Public agencies in Israel can only sign contracts through a transparent tender, a process that can take weeks and months. In most of our projects, the turnaround time required of Reut is much shorter;
- **Clients are unable to pay for a blind spot** – The Reut Institute's expertise is in addressing fundamental gaps that stem from a policy's irrelevance because of a decision maker's blind spot. Consequently, Reut's clients don't know that they need our services and are unable to pay for them;
- **Reut promotes issues, not clients** – The Reut Institute promotes fundamental impact on the security and wellbeing of the State of Israel and the Jewish world. This requires the freedom to work with multiple organizations and individuals in positions of leadership, influence, or decision-making authority that may undermine a pure client relationship;
- **Freedom to think and recommend** – The fundamental impact that the Reut Institute promotes requires changes in values, priorities, patterns of conduct or habits in the Israeli public sphere in general and often times at our 'client' specifically. Consequently, it is of paramount importance that we retain our independence to think, recommend, and act.



To become one of the fifteen leading countries

There may be exceptions to this rule, but only in the case that the project supports our vision and mission and that Reut would have completed the project regardless.

Who initiates project at the Reut Institute?

- The Reut Institute identifies fundamental gaps in strategic issues and chooses to address the issue;
- Often, decision makers solicit Reut's decision support services on challenges they face. So long as the project fulfills Reut's vision and mission and exploits our unique added value, we feel obligated to provide the service.

What are Reut's decision-support services?

Reut provides a variety of decision-support services to Israel's decision makers and government agencies:

- **'Exploring the Directive'** – Helping decision-makers gain a better grasp of their objectives, playing field and tools, as well as those of the adversary;
- **'Knowledge Creation'** in a specific topic with regard to strategic surprises and opportunities;
- **'Yallah-Wallah (Wow-Move On) Presentations'** – a cluster of insights provided to help avoid strategic surprises and seize strategic opportunities;
- **'Reut's Website'** – a one-stop-shop that offers updated insights on national security and socio-economic challenges.

Why are there different product categories and what are their purpose?

Reut produces a variety of research products, each with a specific role in influencing the decision-making process.

- **Analysis base** – Maps the connections between actors, trends, interests and institutional constraints regarding a given policy issue;
- **Policy Product** – Frames and analyzes options available to decision makers and evaluates their relevance in different ideological and factual contexts;
- **Fundamental Early Warning** – Focuses on challenging a working assumption which may have been rendered irrelevant;
- **Systemic Overview** – Takes one issue and identifies all other issues that are related to it;



To become one of the fifteen leading countries

126 Yigal Alon St., Tel Aviv 67443, Israel ■ 67443 תל אביב 126

www.reut-institute.org) +972-(0)3-6950090 ■ office@reut-institute.org ■ ע"ר (580419513

- **Point of View** – Offers brief, real-time analysis of strategic implications of on-going developments;
- **ReViews** – Collects events that constitute a trend, which may render an element of a policy of the government irrelevant;
- **Concept** – Frames and defines a single insight or idea that is critical to the strategic debate;
- **Term** – Defines basic knowledge that is critical to the strategic debate.

What are the terms of use for Reut Institute products?

All use of our website and Reut Institute products are based on acceptance of the [terms and conditions of use](#).

What projects has the Reut Institute done for decision makers?

- **'National Resilience on the Home Front' adopted by the Ayalon commission (2008-2009)** – A Reut policy team led by Ms. Dana Preisler developed a strategy for coping with a national emergency in Israel. The team developed a new conceptual framework for organizing the home front during national emergencies called '[National Resilience](#)'. This strategy was adopted by the commission led by Minister Ami Ayalon in October 2008;
- **Embedding 'leapfrog' and 'ISRAEL 15 Vision'** – In the summer of 2007, the Reut Institute realized that Israeli decision makers could not discern the difference between 'growth' and '[leapfrogging](#)' and were thus unable to deal with the ISRAEL 15 Vision. As a result, we dedicated a six month campaign to embedding the new concept and its implications into the Israeli consciousness through meetings, media, and conferences. The campaign climaxed with the visit of Prof. Ricardo Hausmann from the Kennedy School of Government at Harvard University in January 2008;
- **Designing policy units in Government Ministries (2008)** – In cooperation with the Policy Planning Division of the Prime Minister's Office, a team led by Mr. Yariv Mann used in-depth comparative research to develop principles for creating and empowering policy units in government ministries. The project was presented to the Director General of the Prime Minister's Office, Director Generals of other ministries, other past and present senior civil servants, and leading academics. (Click [here](#) for more information);
- **Strengthening the National Economic Council (2008)** – All countries that have experienced a leapfrog had a [Central Mind](#). Reut believes that the National Economic Council in the Prime Minister's Office is the agency most befitting this



To become one of the fifteen leading countries

task. Consequently, we acted to strengthen its abilities to serve as central mind for accomplishing the ISRAEL 15 Vision. A team led by Mr. Yariv Mann provided comparative research on similar groups around the world. We advanced our goals in cooperation with the National Economic Council, the Finance Ministry, and Knesset members. We also initiated a roundtable interview by Merav Arlozorov of The Marker with Prof. Manuel Trajtenberg, director of the council, Gilad Erdan, Chairman of the Economic Affairs Committee at the time, and Gidi Grinstein;

- **Economic Resilience Index for Evaluating Poverty in Israel (2007)** – A team led by Ms. Dahlia Shaham prepared a response to the Yitzhaki Committee on measuring poverty in Israel. The Reut Institute advocated replacing the existing poverty measure, based on income alone, with a multi-dimensional measure of a household's [economic resilience](#). The committee's recommendations were similar to our proposals though the government did not adopt the decision;
- **Updating Israel's National Security Strategy** – The Reut Institute provided three [memoranda](#) to the Winograd Committee on the crisis in Israel's national security in the aftermath of the Second Lebanon War in the summer of 2006. We have acted in the past year to continue the conversation on updating Israel's national security strategy.

End.



To become one of the fifteen leading countries

126 Yigal Alon St., Tel Aviv 67443, Israel ▪ תל אביב 67443

www.reut-institute.org) +972-(0)3-6950090 ▪ office@reut-institute.org ▪ ע"ר (580419513