

# How to build an effective organization

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CEE Meeting 2015

# How can we achieve the most with our existing resources?



Roger McLassus [CC-BY-SA-3.0]

# How do we all work together?



# Governance



## WMAT Good Governance Codex and Committee:

- The governance codex comprises a clear **definition of responsibilities** in regard of supervising, leading and executing between volunteers, board and staff
- It increases **transparency** concerning the structure and actions of an organization (e.g. in case of a conflict of interest)
- An independent entity (e.g. a good governance committee) can be established in order to serve as a **reporting body** for possible infringements

# Where do we go from here?



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# Collaborative Strategy



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## How to involve your stakeholders in the strategy process:

- Working groups or committees, e.g. for developing a mission statement or certain sub topics (education, GLAM)
- Online and offline feedback loops
- Surveys (among community members or partner organizations)

# How can we get better?



# Learning Organization I



WMAT adopted an approach of continuous improvement also known as [[Kaizen]], Japanese for "change for the better":

- Collect problems and ideas for improvements - every small idea for improvement is worth being discussed
- When implementing improvements follow the Plan-Do-Check-Act cycle:
- *Plan*: Discuss and plan the implementation in your meeting and assign a person who will be responsible for the necessary next steps
- *Do*: Incorporate the change in your procedures and make sure others know about it and do it as well
- *Check*: In one of the next meetings check whether the change lead to the desired outcome
- *Act*: If you did not achieve the desired outcome, discuss what modifications might be necessary and implement those by starting the cycle again



# Do you speak numbers?

*Tavola delle sette*

G	1	8	8	14	6	7
F	1	2	4	18	7	7
M	9	41	5	6	5	5
A	8	17	1	2	10	7
M	4	13	0	1	14	7
G	1	12	47	1	4	7
L	1	13	14	1	14	7
A	7	12	4	2	13	7
S	8	18	80	1	0	5
O	7	1	18	8	4	5
N	4	4	7	1	1	7
D	2	9	0	8	0	7

Wellcome Trust [CC BY 4.0]

# Learning Organization II

*Tavola 16 7777*

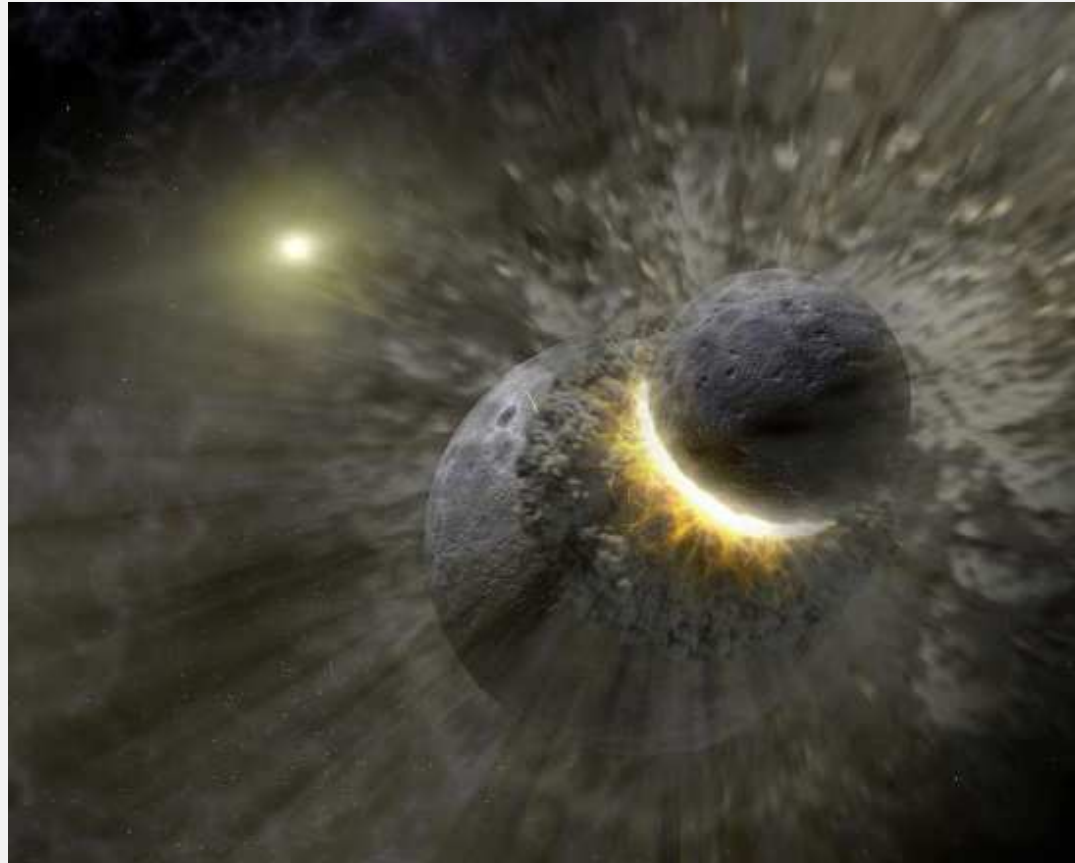
G	1	8	8	14	6	7
F	1	2	4	18	7	7
M	9	41	5	6	5	2
A	8	17	1	2	10	7
M	4	13	0	1	14	7
G	1	12	47	1	4	7
L	1	13	14	1	14	7
A	7	12	4	2	13	7
S	8	18	80	1	0	2
O	7	1	18	8	4	5
N	4	4	7	1	1	7
D	2	9	0	8	0	7

Wellcome Trust [CC BY 4.0]

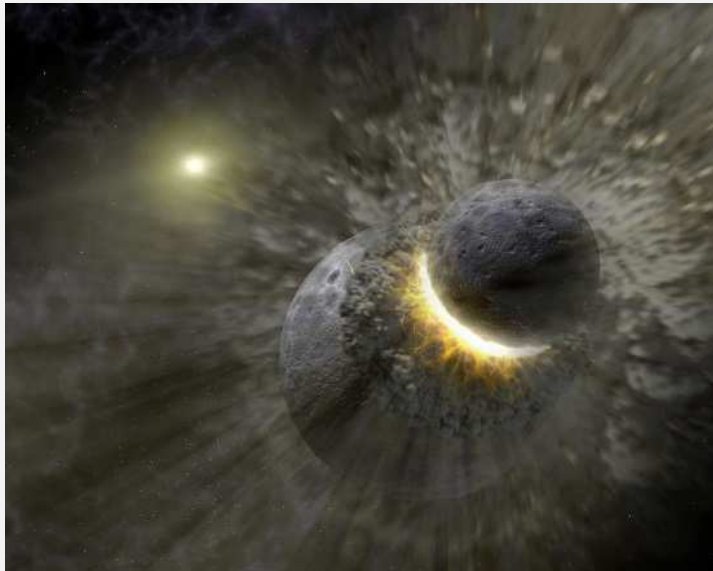
**In order to improve over time and to make good decisions adequate data is key**

- Metrics can serve several purposes
  - Show performance / accountability
  - Support learning
  - Influence action and values

# What's next?



# Collective Impact



## Good practices of high-impact NGOs:

- Advocate and serve
- Make markets work
- Inspire evangelists
- Nurture non-profit networks
- Master the art of adaption
- Share leadership

*„Great organizations work with and through others to create more impact than they could ever achieve alone“*

Source: L.R. Cruthfield, H. McLeod Grant - Forces For Good: The Six Practices Of High-Impact NGOs

# Links

## WMF organizational effectiveness toolkit

- [https://meta.wikimedia.org/wiki/Organizational\\_effectiveness/Learning\\_center](https://meta.wikimedia.org/wiki/Organizational_effectiveness/Learning_center)

## WMAT Governance

- [https://meta.wikimedia.org/wiki/Wikimedia\\_%C3%96sterreich/Good\\_Governance\\_Kodex](https://meta.wikimedia.org/wiki/Wikimedia_%C3%96sterreich/Good_Governance_Kodex)
- [https://meta.wikimedia.org/wiki/Grants:Learning\\_patterns/Governance\\_Codex](https://meta.wikimedia.org/wiki/Grants:Learning_patterns/Governance_Codex)

## WMAT Quality management

- [https://meta.wikimedia.org/wiki/Grants:Learning\\_patterns/How\\_to\\_implement\\_quality\\_management\\_in\\_your\\_organization\\_or\\_team](https://meta.wikimedia.org/wiki/Grants:Learning_patterns/How_to_implement_quality_management_in_your_organization_or_team)

## WMAT Collaborative strategy

- [https://meta.wikimedia.org/wiki/Grants:Learning\\_patterns/Developing\\_a\\_mission\\_statement\\_with\\_your\\_community](https://meta.wikimedia.org/wiki/Grants:Learning_patterns/Developing_a_mission_statement_with_your_community)
- [https://mitglieder.wikimedia.at/Mission\\_statement](https://mitglieder.wikimedia.at/Mission_statement)