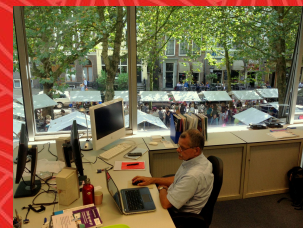# Board Governance

What makes my affiliate successful and the role of the board - Workshop 1

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Wikimedia Nederland

Welcome

Workshop 1
- *How is your affiliate performing: successes, failures, obstacles*
  - What do you want to achieve in 3 to 4 years? The leading role of the board, **strategic planning** (timelines, stakeholders, funding), from vision to execution and daily operations.

Workshop 2
- *Tools for effective governance*
  - Individual tasks, collective responsibility. Forming the team and working together. About the pitfalls of micromanagement. Position and role of staff members, HRM. Inspiring volunteers.

- Two sessions of 45 minutes each. It's not a lecture! It is about sharing experiences.

Introduction participants

- Please write your name + affiliate on the name tag

- Four questions to get an idea of the diversity of the group
  - Your **role** on board ?
  - Number of **years** on the board ?
  - **c or u** = chapter or user group ?
  - **P**aid staff yes or no ?

Assignment 1 Targets

- What do you want your affiliate to have achieved in 3 to 4 years?
  - Formulate 3 targets for your affiliate
  - As tangible / clear as possible

- nb. This is for personal use and will not be published

Assignment 2 Assessment

- How do you assess your affiliate's performance: successes, failures, obstacles
    - Write down two **successes** of your affiliate
    - Then two **failures**
    - And finally, two **obstacles**

- nb. This knowledge will help you set realistic goals

Exchange of your findings

- Share your notes with your neighbour

  - Discuss why you chose these goals and ask for feedback
  - Explain the successes and failures
  - Discuss the obstacles

The strategic plan

- Targets + Assessment = the basic ingredients for a strategy

STRATEGIC PLAN 2015-2016

WIKIMEDIA ITALIA

Vision, mission and strategy

- vision = the *aspiration* = why
- mission = the *purpose* = what
- strategy = the *roadmap* = how

- **Wikimedia vision:** *Imagine a world in which every single human being can freely share in the sum of all knowledge. That's our commitment.* https://wikimediafoundation.org/about/vision/

- **WMF mission statement:** *The mission of the Wikimedia Foundation is to empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.* https://wikimediafoundation.org/about/mission/

Why is a strategic plan so important?

- To develop a common path to the future, what do you want to achieve
- Look outside the window: identify threats and opportunities
- To provide continuity & stability to your affiliate
- … for your members & for the community, for your staff and for your partners
- It provides a framework for annual plans and resources

Before you start

- Think of the different topics you need to cover
- Discuss the need and scope within your board and with the community
- Find examples of similar affiliates
- Appoint someone responsible for the process: write down the steps to be taken, time frame, resources
- It's a program, details are for the annual plan

Involve the community

- This is an important point: your members play a decisive role in the development of the strategic plan: organize feedback sessions (in person, online)
- Make a clear distinction between feedback sessions and decision-making sessions
- Final acceptance of the plan in the general meeting so that it becomes an official document to which reference can be made

Assignment 3 Create a table of contents

- Create a draft table of contents for a strategic plan for your affiliate
- Work with an experienced board member

'Standard' table of contents

- Vision + mission statements (why are we doing this)
- Brief history
- Present an analysis of the current situation: scan environment 360^0, stakeholder analysis, SWOT, confrontation matrix
- Formulate objectives (where do you want to stand in 4 years)
- Translate objectives into programs
  - The programs are the input for the Annual Plan in which they are to be broken down into projects and activities
- Organizational implications, address governance issues
- Resources plan: financial + human resources

Two examples

Enthusiasm for free knowledge

Strategy for 2017-2020

Vereniging Wikimedia Nederland

Adopted by the General Meeting of 24 September 2016

Herzlich Willkommen zum Mitglieder-Wiki von Wikimedia Österreich.
Für ein Benutzerkonto schreibe bitte an verein [at] wikimedia.at

Projekte/WMAT 3-Year Plan (2022-2024)

< Projekte

On the basis of our new strategy "Roadmap 2025", we have developed an implementation plan for the next three years, with a budget and concrete quantitative and qualitative goals for the coming year 2022, as well as milestones and core activities for 2023 and 2024.

- https://mitglieder.wikimedia.at/Projekte/WMAT_3-Year_Plan_(2022-2024)
- Strategy for 2017-2020 Vereniging Wikimedia Nederland

Next steps, two ways for execution

Vision > mission > strategy > execution > reporting > evaluation

Strategic plan ➡ program management ➡ project management

or

➡ annual plan ➡ activity planning

Reporting

Learn from others

- [Courses | Wikimedia](#) & [WikiLearn](#) (Community development team)
- [Board Member Support - Meta](#) (Board member trainings Berlin)
- [Learning patterns - Meta](#) (Community driven)
- [Wikimedia Resource Center/All - Meta](#) (Affiliations Committee)
- [Wikimedia Foundation Board Handbook - Meta](#) (WMF)
- [Leadership Development Working Group/LDP/Preface - Meta](#) (Leadership Development Working Group)

Acknowledgements workshop 1

- slide 1 https://commons.wikimedia.org/wiki/File:2013-08-31_wmnl_kantoor_04.JPG
- slide 3 https://nl.wikimedia.org/wiki/Home#/media/Bestand:WCN_01.jpg
- slide 5 File:Skwer płk. Zdzisława Kuźmirskiego-Pacaka 2020d.jpg - Wikimedia Commons
- slide 6 https://commons.wikimedia.org/wiki/File:2018Taiwan_Art%2BFeminism_Editathon_0599.jpg
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- slide 12 File:Borsch 05.jpg - Wikipedia

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Introduction workshop 2

- In workshop 1 we discussed the performance of your organization. We focussed primarily on the role that the board plays in strategic planning.

- Workshop 2 is about the tasks and responsibilities of board members. As an individual, but also as a team. There is a big difference between affiliates with or without paid staff members.

Individual tasks - collective responsibility

- Two questions:
  - Name some individual tasks / roles (chair, … etc)
  - Name some collective responsibilities

Areas of responsibility of the board

- Strategic leadership
- Financial management and fundraising
- Communication and representation
- Relationship with the community
- Program management (activities)
- Partnerships
- Governance and compliance, legal obligations
- Personnel management (being an employer)

Competencies of board members

- The 'obvious' characteristics: skills, experience, qualifications
- Other characteristics can be just as important: personality, motivation, workstyle. There is a difference between skills and competencies

- Skills
  - Financial skills, HR management, legal knowledge, educational skills, etc
- Competencies
  - Collaboration, networking, creativity, integrity, etc. These are less often discussed.

Assignment 4 Competencies

- In groups of 2 or 3:
- Think of 5 key competencies that are important for the different roles and portfolios in your board
- Examples:
  - Treasurer: reliable, and ...
  - Communications: listening, and …
  - Etc.

Tip: use the Competency Library

Outline of a job description

- Job title + reports to ...
- Purpose of the position in one sentence
- General responsibilities, being a member of the board
- 3 - 5 specific job responsibilities
- (Maximum) 5 competencies (networker, creativity, collaboration, etc.)
- Personal qualifications (background, experience, education)
- Expected commitment in time / place
- Benefits, expense reimbursements and other benefits

- Roles and responsibilities of the directors or board members of Wikimedia Canada
  - https://ca.wikimedia.org/wiki/Roles_and_responsibilities_of_the_directors_of_Wikimedia_Canada

- Line up
  - executive control …………..…… legislative control
  - advisor …………………………………... decision maker
  - face of the organization ………. behind the curtains
  - provocateur …………………………. consensus builder
  - preserver …………………………….….. innovator

Board member transition cycle (Ferris wheel)

1 Analysis - defining the needs of your affiliate / board

2 Recruitment - planning for finding a new board member

3 Selection - the actual work of selecting someone

4 Onboarding - the orientation phase, hand-over of portfolio, support = necessary

5 Guidance - ongoing support during the term

6 Getting out - on how you prepare a farewell

Tip: Make an assessment tool
https://meta.wikimedia.org/wiki/File:Assessing_candidates_for_the_Affiliate-selected_Board_seats_of_the_Board_of_Trustees.pdf

Pitfalls of micromanagement

Lessons Learned: Board and Its Role(s)

In an ideal world!

The Board is responsible for Strategy

The Board does not micromanage

The Board is accountable, but the authority and work are delegated

Lessons Learned: Board and Its Role(s)

In reality:

The Board members are elected because they do stuff

The Board members (only) care about the stuff they do

They do not think they are accountable for the work of others...

Lessons Learned: Board and Its Role(s)

The good news are:

    The Board can evolve, they can change

Lessons Learned: Board and Its Role(s)

You have succeeded if:

You do not need a Board decision to buy a map for 20 USD to have in the office :)

https://upload.wikimedia.org/wikipedia/commons/d/de/WMUA._Growth_of_a_small_chapter_to_a_successful_one.pdf (2016) Slide 10 -13

Areas of staff responsibility

- Project management, usually for content projects
- Finance and administration
- Community affairs
- Partnerships
- Communication, newsletters, social media

- Who is reporting to whom? Role of the Executive Director
- The role of the board changes with the introduction of paid staff

Example of formal cooperation board - staff

1 Responsibilities regarding finance

Process	Preparatory processes	Executive responsibility	Decision making authority	notes
Annual budget	Director	Treasurer	AGM	
Annual Report	Director	Treasurer	AGM	
Contracts & formal agreements		Director	Director < € 5000 Director + 2 board members > € 5000	
Purchases		Treasurer	Director < € 5000 Director + 2 board members > € 5000	
Payment processing	Financial assistant	Director	Treasurer	
Administration	Financial assistant	Director		
Intermediate financial reporting	Financial assistant	Director		
Formal financial control	Treasurer	Accountant	AGM	
(Annual) FDC grant	Director	Director	Treasurer	Based on approved Annual Plan
Collect other funding partners	Director	Director and Treasurer	Board	
Contribution	Finance assistant	Director	Fixation: AGM Collection: Treasurer	
Financial project management	Financial assistant	Director	Board	

File:Division of tasks and responsibilities between board, staff and volunteers WMNL v5.pdf - Wikimedia Commons

Support your volunteers

- Support with administrative tasks (locations, reporting)
- Ask volunteers to plan their activities = input for your annual plan
- Provide training, financial support, individual help
- Try to form teams that work on multi-year themes
- Invite them to the general meeting so that they can have their say on organizational issues
- Say thank you, share their successes: invite them to special events: New Years drink, midsummer barbecue
  - https://upload.wikimedia.org/wikipedia/commons/0/08/Wikimedia_Ukraine's_"condensed_milk"_program.pdf
- Inspiration: free access to annual conferences to meet other wikipedians & partner organizations
- Tip: There is a very useful job description for volunteers
  Job Description Volunteers Title Purpose Time and Place Qualifications Responsibilities Benefits

Motivating volunteers and retaining newcomers

Case study of Wikimedia Ukraine's "wiki condensed milk" program

WIKIMANIA SINGAPORE — Anton Protsiuk, Programs Coordinator at Wikimedia Ukraine

Learn from others

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- [Wikimedia Resource Center/All - Meta](#) (Affiliations Committee)

- [Wikimedia Foundation Board Handbook - Meta](#) (WMF)

- [Leadership Development Working Group/LDP/Preface - Meta](#)

  (Leadership Development Working Group)

  In case you're really desperate:
  https://meta.wikimedia.org/wiki/Failfest_Prague_June_2023

Acknowledgements workshop 2

- slide 23 [File:Euro Münzgeld und Portmonee - Nahaufnahme (Geld, Kleingeld, Münzen).jpg - Wikimedia Commons](https://commons.wikimedia.org)
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