



# **Board Governance**

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

Frans Grijzenhout - User:Grijz Wikimedia Nederland



## Welcome



- 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 ?
  - Paid 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 This is for personal use and will not be published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

7A meraka ٣ Lis Översät Vas historik WIKIMEDIA Strategy Sidan rediperades senast den 16 m Det här är en översati version av sidan Strategi. Översättningen är till 100 % färdig och uppdaterad Andra spräk: English = svenska = The following is Wikimedia Sverige's new strategy for the years 2021 to 2025. · See explanations of important words in the olossary. . See the background of the strategy Innehål kissi Strategy 2021-2025 Senate Indificant This is Wikimedia Sverige's strategy for the years 2021 to 2025. The strategy describes how the chapter will work until 2025 to achieve its and provides a number of frameworks and guidelines for how we will get there Versityo The chapter's objective Specialskice The chapter shall work to make knowledge heely accessible to everyone. Among other things, we do this by supporting Wikim Foundation's online, multilingual knowledge platforms, which everyone can freely use, edit, share and spread. The chapter sh also work towards spreading knowledge about these platforms, promoting their use, supporting the technology that is crucial if them, as well as collaborating with other free knowledge organizations. Skapa en bok From Wikimedia Sverige's by-law The chapter's vision På andra sonik ✓ Lõgg El lörk e knowledge for a better world. To help people and organizations create and support free knowledge, and make it easily accessible for all." From Wikimedia Sverige's vision We are Wikimedia Sverige Wkimedia Sverige is an association with its roots in the digital knowledge society, sprung from the platform Wkipedia. Our mission, goals all to make knowledge free and accessible to more people, in more ways. Wkimedia Sverige is a non-profit association, and its members are of crucial importance for our work. It is them who democratically - thro

#### meeting and the board – make decisions that set a direction for the association's force and more than and members work togethe meeting and the board – make decisions that set a direction for the association's work. The association's office and members work togethe movement evaluations and pathmas in coder to do our work with good results. If the stating is to become neally, we need to continue drive

### STRATEGIC PLAN 2015-2016



WIKIMEDIA



## 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. <u>https://wikimediafoundation.org/about/mission/</u>



# 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°, 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

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- https://mitglieder.wikimedia.at/Projekte/WMAT\_3-Year\_Plan\_(2022-2024)
- <u>Strategy for 2017-2020 Vereniging Wikimedia Nederland</u>

## Next steps, two ways for execution



Strategic plan 

program management 
project management
or
annual plan 
activity planning

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# Reporting



The Wikimedia 2022 Strategic Report



## Learn from others

- <u>Courses | Wikimedia</u> & <u>WikiLearn</u> (Community development team)
- Board Member Support Meta\_ (Board member trainings Berlin)
- <u>Learning patterns Meta</u> (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 <u>https://commons.wikimedia.org/wiki/File:2013-08-31\_wmnl\_kantoor\_04.JPG</u>
- slide 3 <u>https://nl.wikimedia.org/wiki/Home#/media/Bestand:WCN\_01.jpg</u>
- slide 5 <u>File:Skwer płk. Zdzisława Kuźmirskiego-Pacaka 2020d.jpg Wikimedia Commons</u>
- slide 6 <u>https://commons.wikimedia.org/wiki/File:2018Taiwan\_Art%2BFeminism\_Editathon\_0599.jpg</u>
- slide 7 https://commons.wikimedia.org/wiki/File:Strategic\_Plan\_2015-2016\_-\_Wikimedia\_Italia.pdf
- slide 9 https://commons.wikimedia.org/wiki/File:Students working with Wikipedia 1.JPG
- slide 9 https://commons.wikimedia.org/wiki/File:Hand showing lens demonstration.jpg
- slide 11 https://commons.wikimedia.org/wiki/File:WikiconNL\_2019\_19\_38\_07\_971000.jpeg
- slide 12 <u>https://commons.wikimedia.org/wiki/File:Food\_from\_Puzata\_Hata\_restaurant\_in\_Lviv.jpg</u>
- slide 12 File:Borsch 05.jpg Wikipedia

### contact: grijz@planet.nl







# **Board Governance**

What makes my affiliate successful and the role of the board - Workshop 2

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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



## Job descriptions Canada



- Roles and responsibilities of the directors or board members of Wikimedia Canada
  - <u>https://ca.wikimedia.org/wiki/Roles\_and\_responsibilities\_of\_the\_directors\_of\_Wikimedia\_Canada</u>



## **Exercice 5: Personal preferences**

### • 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\_t he\_Affiliate-selected\_Board\_seats\_of\_the\_Board\_of\_Trustees.pdf





## **Pitfalls of micromanagement**

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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)

The good news are:

The Board can evolve, they can change

Lessons Learned: Board and Its Role(s)

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)

You have succeeded if:

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





VIKIMEDI

In reality:

## 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	Director	Director and	Board	
funding partners		Treasurer		5 c
Contribution	Finance assistant	Director	Fixation: AGM Collection: Treasurer	
Financial project management	Financial assistant	Director	Board	



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



## **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
  - o <u>https://upload.wikimedia.org/wikipedia/commons/0/08/Wikimedia\_Ukraine's</u> <u>densed\_milk"\_program.pdf</u>
- 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 Benefit



Motivating volunteers and

retaining newcomers

Programs Coordinato

Case study of Wikimedia

## Learn from others

- <u>Courses | Wikimedia</u> & <u>WikiLearn</u> (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)

In case you're really desperate:

https://meta.wikimedia.org/wiki/Failfest Prague June 2023

## Acknowledgements workshop 2

- slide 23 <u>File:Euro Münzgeld und Portmonee Nahaufnahme (Geld, Kleingeld, Münzen).jpg Wikimedia Commons</u>
- slide 25 <u>https://commons.wikimedia.org/wiki/File:Fountain\_pen\_writing\_(literacy).jpg</u>
- slide 27 <u>File:Bureau de poste Haute-Ville Quebec 07a.JPG Wikimedia Commons</u>
- slide 29 https://commons.wikimedia.org/wiki/File:Tbilisi Zoo amusement ride.jpg
- slide 32 <u>https://commons.wikimedia.org/wiki/File:2015-11-28\_WCN\_05.JPG</u>

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