Exploring organizational effectiveness together

For Wikimedia organizations

Share your thoughts

➔ What is organizational effectiveness?
➔ Why are we here?
➔ Why is this important to you?

Suggestions

1. Overview of organizational effectiveness
2. The organizational effectiveness tool

   How to use the tool

   Future of the tool

3. Future of organizational effectiveness

   Key questions

   Topics to explore

What is organizational effectiveness?

For Wikimedia organizations

What is effectiveness?

➔ What is effectiveness?
➔ What makes organizations effective?
➔ How do you know an organization is effective?

Organizational effectiveness

Organizational effectiveness is about achieving the results your organization intends to achieve.

Organizational effectiveness includes all the things that make an organization good at what it wants to do, from strong leadership and systems, to how an organization chooses and does programs that lead to results.

Effectiveness in context

➔ What do Wikimedia organizations have in common with other organizations outside of Wikimedia?
➔ What is different about Wikimedia organizations?
➔ Is there one way to be effective?

Effectiveness and impact

Impact is what your organization is achieving *in the long term*. Organizational effectiveness is about how your organization achieves it.

What we have done so far

➔ We did benchmarking research to put our work in context.

➔ We made an ***organization effectiveness tool*** for groups and organizations in the Wikimedia movement, based on conversations within the Wikimedia movement as well as the advice of outside experts in making self-assessment tools.

➔ Launching a discussion about the future of organizational effectiveness in the movement.

Key links

➔ https://meta.wikimedia.org/wiki/Organizational_effectiveness
➔ https://meta.wikimedia.org/wiki/Organizational_effectiveness/Benchmarking
➔ https://meta.wikimedia.org/wiki/Organizational_effectiveness/Tool/Results/2014/December
➔ https://meta.wikimedia.org/wiki/Organizational_effectiveness/Case_studies
➔ https://meta.wikimedia.org/wiki/Research:Wikimedia_Board_Governance_Survey/Results

Making the organizational effectiveness tool relevant

For Wikimedia organizations

Overview of the tool

➔ Questionnaire
➔ Results report
➔ Discussions and recommendations
➔ Plans for building capacity

We have results. Now what?

…?

We have results. Now what?

Your results report can show where your organization gives itself high scores. ***These could be your strengths and / or priorities.***

Your results report can show where your organization gives itself low scores. ***These could be your gaps in capacity.***

Examine highs and lows

➔ What are the highest scoring strategies overall?

➔ What are the lowest scoring strategies overall?

➔ Within each strategy, are there any questions that score much lower or higher than the others?

Focus on key strategies

We have included some strategies used by all Wikimedia organizations. These are core competencies, and so it will be important to look at these results more deeply than the optional strategies.

Mismatching scores

You might decide as a group that some results don't match your strengths or gaps very well (e.g. you score low in something you know you are good at and prioritize). In these cases, it may help to look at specific questions because these could help explain your score. (E.g. we know we are good with defining volunteer roles but it turns out we have never thought about recruitment.)

Start big, and get specific

Start by making a list of your high level strategies or topics to explore, based on your results or ideas triggered by the tool.

Next, make a list of more specific things your organization can work on. The learning center might be a big help here.

Explore your results further

Use your results for a specific strategy as a launching point to explore this topic more. You can then get relevant results specific to your organizations through questionnaires, interviews, discussions, or by looking at data you have or will collect.

Get coaching

➔ One on one coaching is available to help you understand your results report.

➔ Results are confidential from WMF unless you choose to share them.

➔ Get some help prioritizing and matching recommendations to your scores.

Example results report

Let's walk through an example based on how organizations scored overall across the core strategies. What could this mean if one organization received these scores?

Review overall scores

Focusing on core strategies, let's see where we had the highest and lowest scores overall.
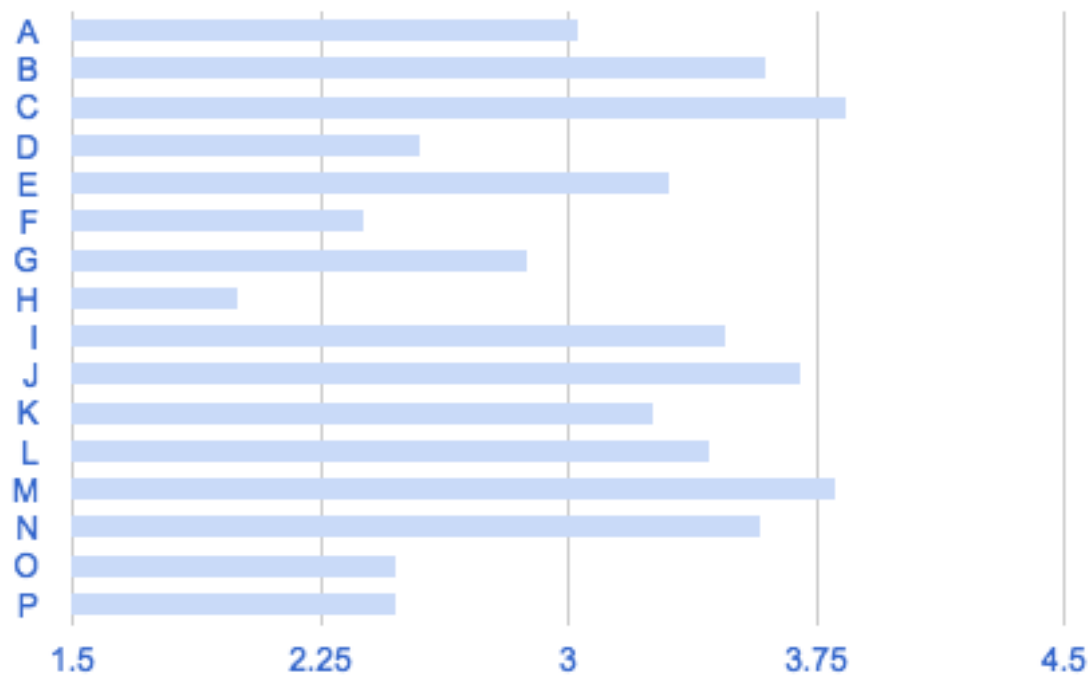
Comparison of core strategies
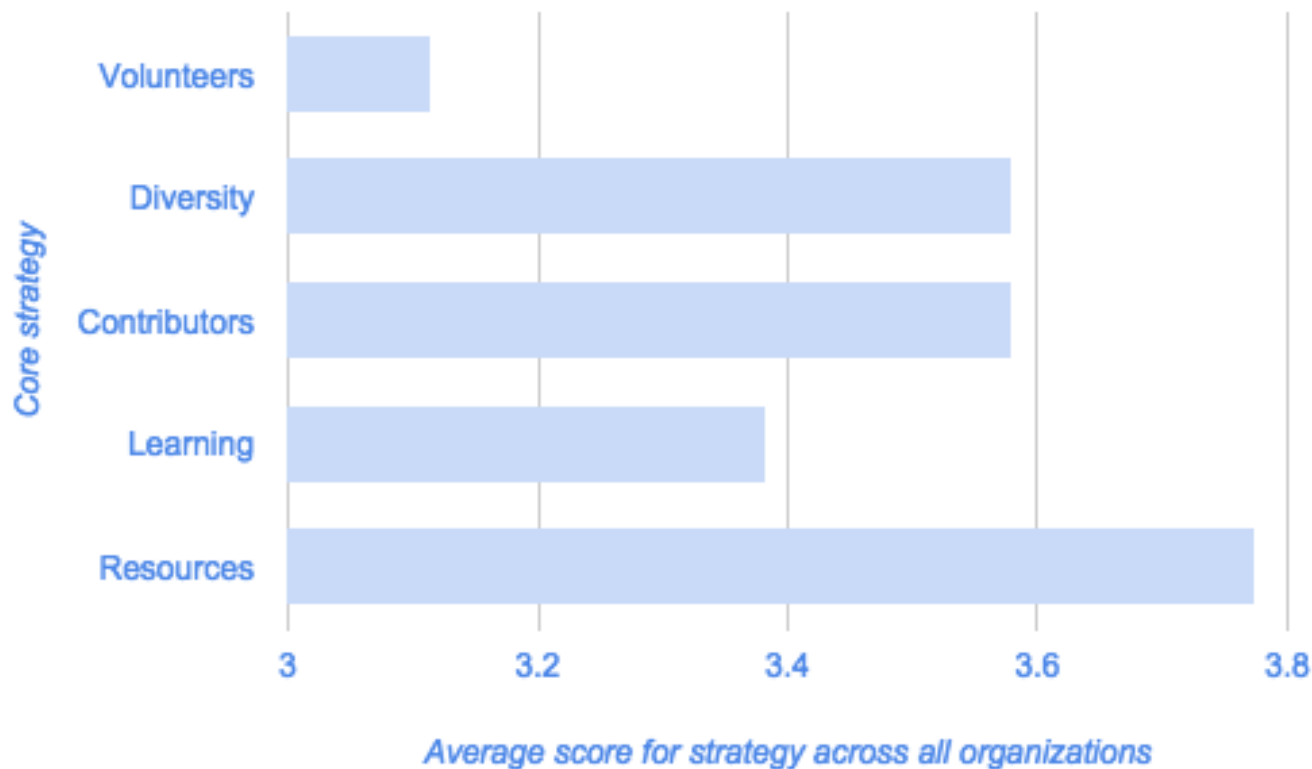
Lowest overall score

We got the lowest overall score in volunteer engagement. Volunteer engagement is a core strategy, so let's take a deep dive and find out more about our scores.

Volunteer engagement (by question)

25

What are capacity gaps?

➔ We scored lower in areas O and P, which focus on how we get the volunteers we need.
➔ We scored low in areas F and D, which are all about structures for volunteers (trainings and materials).
➔ We scored low in H, which is about doing exit interviews.

What are our strengths?

We rated ourselves highly for questions C and M, which have to do with volunteers working where they are most interested and having the flexibility to shift roles.

➔ As we're developing our volunteer program, we know that this is already a strength.

Get specific

Let's pick a gap or strength to focus on to move forward with our next steps: recruitment and onboarding of new volunteers.

Find recommendations

Let's find some recommendations from the organizational effectiveness learning center that may be useful for recruitment and onboarding of volunteers.

Apply recommendations

➔ Make a targeted recruitment plan. Do we have this? If not, could it be useful?

➔ Make a good onboarding process, that carefully considers what volunteers join to do. Do we have this? If not, could it be useful?

➔ Make an orientation plan for volunteers, including a handbook. Do we have this? If not, could it be useful?

End result

➔ Based on our results, we decided to start a discussion in our organization about making a targeted recruitment plan to get volunteers we needed.
➔ We decided we needed to do some research, so we connected with some Wikimedia organizations doing this really well and also reached out to the WMF to see if more resources were available.
➔ We ended up making a plan that was approved by our organization, and we are implementing it now.

Is the tool useful?

➔ One-on-one coaching vs. confidentiality.
➔ Format of results report.
➔ Making the tool useful to all types of groups.
➔ Core vs. optional strategies framework.
➔ When to take the tool? How often? Who?

Ideas for improvements

➔ Add missing strategies.
➔ Refine and reduce questions.
➔ Move tool to qualtrics.
➔ Encourage one-on-one coaching.
➔ Integration with other resources (e.g. LPL)

More feedback?

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Exploring the future of organizational effectiveness

For Wikimedia organizations

Key questions

➜ Should we continue to explore OE?
➜ What are the potential benefits of this work?
➜ What kind of support do we need?
➜ What topics should we explore?
➜ What actions should we take?

Results highlights

➔ Of all core strategies, Wikimedia organizations rated themselves lowest in volunteer engagement and highest in mobilizing resources.

➔ Of optional scores planning, partnerships, and software / technology had significantly lower scores; finances, edit-a-thons, online contests, supporting contributors with resources, advocacy work, and governance all had higher scores.

➔ Wikimedia organizations as a group are using a great number of optional strategies. (We are taking on a lot!)

High and low scores across core strategies

Overall scores may indicate how important a strategy is to organizations, as well as indicating how organizations assess their own capacities.

- The highest scoring core strategy across all types of organizations is **resource mobilization (includes fundraising).**
- The lowest scoring core strategy across all types of organizations is **working with volunteers.**

Core strategies for all organizations	Overall scores (N=36) 1 = Strongly Disagree 5 = Strongly Agree
Resources	3.8
Diversity	3.6
Online contributors	3.6
Learning	3.4
Volunteers	3.2

Average scores across optional strategies

Many optional strategies had high scores. These included finances, edit-a-thons, online contests, supporting contributors with resources, advocacy work, and governance. This means organizations rated them as important, and / or they have capacity in these areas.

Planning, partnerships, and software / technology had significantly lower scores. This means organizations did not rate them as important, and / or may have gaps in capacity in these areas.

Other Strategies for Wiki Orgs.	Overall Scores by Wiki Group (N=15-29)
Finances	3.7
Edit-a-thons, workshops, trainings	3.6
Online contests	3.6
Supporting contributors with resources	3.6
Advocacy work	3.6
Governance	3.5
Planning	3.4
Partnerships	3.2
Software/tech	3.2

Optional strategies

Altogether, we asked about nine optional strategies. For optional strategies, organizations were given the option to not select a strategy that they were not using. This chart gives an indication of what optional strategies organizations indicated they were using.

Optional strategies	% using
Edit-a-thons, workshops, trainings	88%
Partnerships, including GLAM and education	86%
Governance	84%
Planning	84%
Online contests	81%
Finances	80%
Supporting online contributors by providing resources	76%
Advocacy work	66%
Developing software or tools	35%

What are we missing?

What are the important topics not yet included as strategies as part of this tool / questionnaire?

Topics to explore

Are there some topics important to Wikimedia organizations, that we really want to work on together, based on the results or other things we know about how we work?

What do we most need to be effective?

What do we need?

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Revisiting key questions

➔ Should we continue to explore OE?
➔ What are the potential benefits of this work?
➔ What actions should we take?

Thank you!

http://meta.wikimedia.org/Organizaitonal_effectiveness