SCHOOL for THINKTANKERS

On Think Tanks



Governance and Management

Simonida Kacarska & Sonja Stojanović Gajić, 8 February 2022

Many different paths

1. What did you want to become when you were a kid?

2.What is the job you did that others are unaware of?

Think tank is only as good as it is governed and managed

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GOVERNANCE

how we are organized within the think tank to make decisions



The Strategic Council brings together thought leaders and experts from diverse background and nationalities. They bring fresh insights

STRATEGIC COUNCIL

from diverse background and nationalities. They bring fresh insights and forward-looking perspectives on the major challenges facing the European Union. Once a year, they meet with our analysts to reflect on the strategic priorities of the Union and their implications for the work and strategic direction of the European Policy Centre.

PARTNERS

The EPC works with partners throughout Europe and beyond which share similar objectives. We engage with other think tanks and policy institutes in the member states, exchanging ideas and producing joint policy recommendations. The EPC also has strong links to foundations that share the principles, values and basic objectives of the EPC and has a long-standing strategic partnership with the King Baudouin Foundation.

GOVERNANCE

The Governing Board is responsible for the managerial oversight of the European Policy Centre with all the associated powers. Day-today management is delegated to the Chief Executive, who acts as the EPC's Legal Representative and is accountable to the Board.

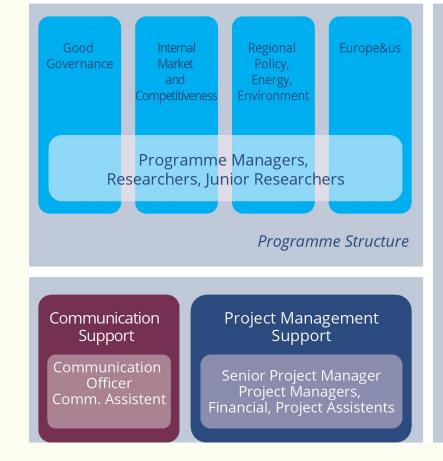
The General Assembly meets once a year to formally approve the annual accounts and adopt the budget for the year ahead, in line with Belgian law.

MEMBERS

Our membership is drawn from a broad spectrum of organisations, representing the main stakeholders concerned with EU affairs at the local, regional national and international level. Members actively contribute to our events, workshops, task forces and roundtables. They bring a multi-stakeholder dimension to our activities and lend legitimacy to our recommendations.

The structures of governance What these structures are trying to achieve?

Centre for European Policy (Belgrade and Brussels)



Bruegel https://www.bruegel.org/about/

Bruegel's highest decision making forum is the **General Assembly** consisting of Bruegel's members. It confirms the Board and elects six of its members directly.

- **The Board** decides on strategy, adopts the research programme and budget and appoints the <u>Director</u> and the <u>Deputy Director</u> each for a period of three years renewable twice. Bruegel's former chairs Leszek Balcerowicz and Jean Claude Trichet are **honorary chairmen** of Bruegel. Mario Monti is the **founding chairman** of Bruegel.
- **The Director** is responsible for the executive management of Bruegel, with the assistance of the Deputy Director, and other managers. **They prepare** the Board meetings, the research programme, annual work plan, budget, and annual report and present them to the Board. The Director and Deputy are responsible for the editorial direction, exercise editorial oversight of publications and control the quality of output. Bruegel takes no institutional standpoint and publications reflect the views of the authors only.
- Bruegel's **Scientific Council** advises on research and provides regular academic appraisals of published papers. It is appointed by the Board and advises Bruegel's management and staff, as well as the Board, on research. It also evaluates the quality of Bruegel's research. The chairperson of the Scientific Council attends Board meetings. Every three years the <u>scientific council</u> delivers an <u>evaluation report</u>. This report informs the research strategy and serves as a basis for the work of the review task force, a diverse and independent group appointed by members every three years to evaluate all aspects of Bruegel's work, from research to management (<u>Review Task Force Report 2019</u>).



- What are we making decisions about?
- What kinds of relationships are these structures supporting?
- Whose voices/engagement are included?

| Decisions | Board Management with | 1 the Board Management |
|---|-----------------------|------------------------|
| STRATEGY | | |
| Mission | Х | |
| Strategic planning | Х | |
| Annual plan | Х | |
| Implementation of annual plan | | Х |
| Evaluation of strategic plan | Х | |
| Plans for major cooperation, partnerships | Х | |
| PROGRAMS | | |
| Introduction of new programmes and services | Х | |
| Policy for grant-making | Х | |
| Donations | Х | |
| Programmes evaluation | Х | |
| MANAGEMENT | | |
| Structure and size of Board | Х | |
| Selection of Board members | Х | |
| Selection of external audit | Х | |
| Appointment of internal audit/control | Х | |
| HUMAN RESOURCES | | |
| Management structure | X | |
| HR policies | X | |
| Recruitment and employment | | Х |
| Compensation policy | Х | |
| Career development plans | X | |
| FUNDRAISING | | |
| pproval of fundraising plan | Х | |
| Setting annual targets | X | |
| Gift/donation policy | X | |
| Decisions on receiving grants | Х | |
| Capital gift/investment | X | |
| DUTREACH | | |
| Logo/change of image | X | |
| Communications for specific initiatives | | X |
| Contracting advertising agencies | | X |
| LAW - LEGAL MATTERS | | |
| Statute | X | |
| Initiating legal procedure | X | |
| Evaluation of legal service | | Х |
| Contracting procedure | X | |
| FINANCE | | |
| Financial targets | X | |
| Approval of operating budget | X | |
| Capital spending | X | |
| Costs over 1000€ outside of budget | X | |
| Investment policy and targets | X | |
| Credits | X | |
| Reporting on financial work | X | |
| Report on spending | X | |
| Financial control | X | |

What are roles of Board(s)?

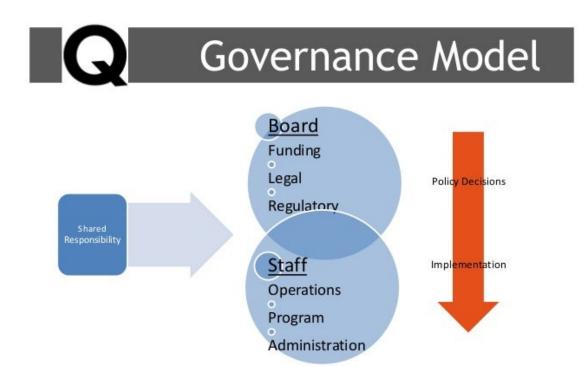
- 1. Legal responsibility for:
- financial health of TT
- Compliance
- Risks

2. **Protector of mission** (delivering the change in the world) **and staff**

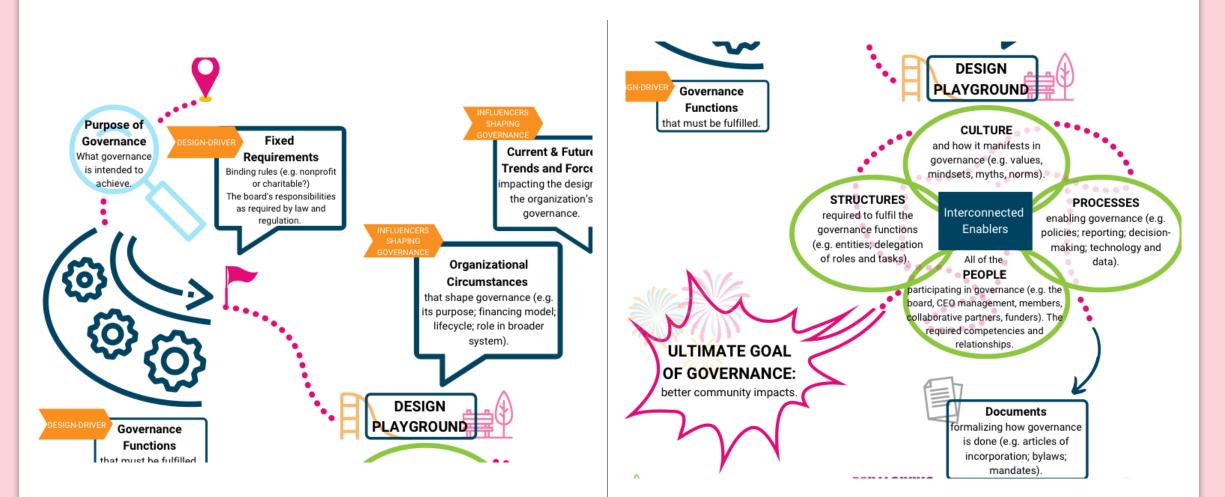
3. Supervisor of executive director (appoints, ensures transition)

4. Advisor

5. Ambassador



How to engage Board(s) in a meaningful way?



https://leadingwell.org/2021/03/10/reimagininggovernance-interview-with-co-leads/

Leadership *+*Management

Lets picture an Ideal Think Tank Leader

1. Competences

2. Soft skills

3. Education



4. Experience

https://docs.google.com/document/d/ 1HsVn9KTEDwPU5I1wdvda6qfNhWhgHBHZ/edit

What is the job od director in European policy organisations?





https://www.youtube.com/watch?v=hY6pvXNMclI

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Not ideal, but good enough leader

I always say that think-tank Directors are doomed to fail, because the job description is so wide. How can you be the world's best researcher, best communicator, best fund-raiser, best leader of change, and best manager, all at once? Of course, you can't. Simon Maxwell, former director of the Overseas Development Institute.

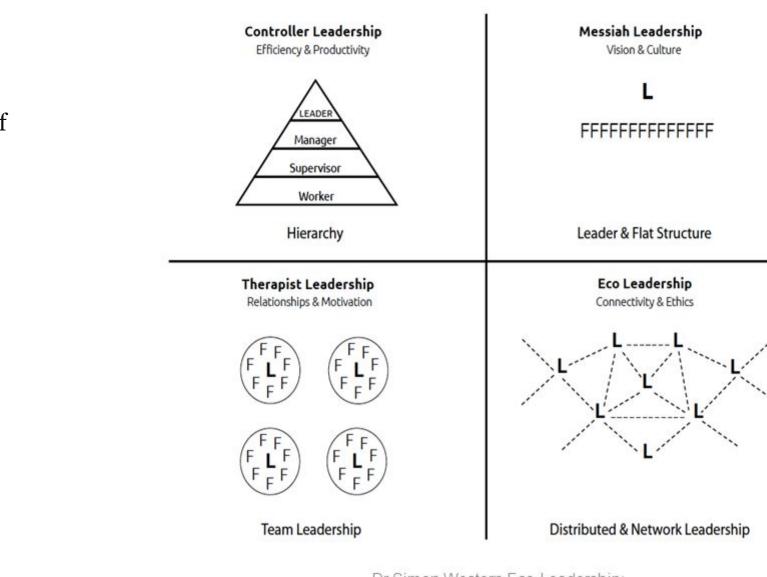
Differences of responsibility

| DIRECTOR | MANAGER |
|---|---|
| Manages managers | Oversees staff |
| Corporate initiatives | Day-to-day concerns |
| Strategic vision (what would success look like) | Project/team success (deadlines, outcomes) or implement existing strategies |
| Organizational processes | Implement procedures |

Management, involves the practical aspects of the organisation's functioning: team and project management, staffing, line management and so on (Mendizabal, 2014)



ORGANISATIONAL FORMS



Networked Leadership

(especially in the context of hybrid work)

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Dr Simon Western Eco-Leadership: Toward a New Paradigm

What keeps directors awake at night?



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Internal relations

Internal relations

HR relationships within (the team – research role)

- HR profile of the think tankers (young graduates vs. established individuals)
- Career opportunities (professional development) what is career progress? Compensation and employment policy. Where do people go afterwards?
- Management of non-permanent or volunteer staff
- Development of team leaders and middle management: How to transition from technical 'expert' position to the management role?

External relations

External relations/partnerships, politics

- How important are external contacts and networks?
- Politics
- Relationships with other stakeholders

• Key takeaways:

Design governance systems that fit your context, organisational cultures, mission

Successful boards are diverse and engaged in a meaningful way, without interfering with day-to-day management of organisation.

Leaders are not born, but made. The successful leader is the one that helps others be their best and take responsibility for the organisation.



Useful resources

Useful resources on governance and Boards

- https://onthinktanks.org/series/think-tanks-governance-management/ ٠
- https://onthinktanks.org/articles/creating-an-environment-conducive-for-success-a-think-tank-is-٠ only-as-good-as-it-is-managed-and-governed/

- Composition and structure: https://onthinktanks.org/articles/think-tank-boards-composition-and-٠ practices/
- Tools for Bord members https://leadingwell.org/resources/ •
- •
- Boards in NPOs <u>https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/public-sector/ca-en-public-sector-effective-npo-board.pdf</u> Distributed leadership <u>https://buildingmovement.org/wp-content/uploads/2019/08/Structuring-Leadership-Alternative-Models-for-Distributing-Power-and-Decision-Making-in-Nonprofit-</u> ٠ Organizations.pdf

Useful resources on leaderhsip

Think Tank Leadership: Functions and Challenges of Executive Directors <u>https://onthinktanks.org/wp-content/uploads/2021/06/OTT_WP9_Think-Tank-LeadershipFINAL.pdf</u>

- Ajoy Data on networked leadership
 <u>https://onthinktanks.org/articles/what-shapes-the-authority-and-power-of-leaders-and-their-followers/</u>
 <u>https://onthinktanks.org/articles/in-charge-but-not-in-control-lessons-from-leading-teams-in-a-</u>
- networked-world/

Enrique Mendizabal <u>https://onthinktanks.org/articles/what-keeps-think-tank-directors-up-at-night-reflections-on-funding-staffing-governance-communications-and-me/</u>

Think Tank Director Profiles and how to replace them https://onthinktanks.org/articles/directors-profiles- and-how-to-replace-them/

Why pay attention to management

https://onthinktanks.org/articles/why-pay-attention-to-management-the-managing-think-tanks-series/

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Stay in touch

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