

## Specific Questions for Director Applicants

Below are my responses to the three specific questions for applicants to the position of Director.

- **What are some key areas that you think our membership will need to focus on to reinforce its leadership in the broader world of information governance?**

There are a 3 topics that I think ARMA's Board should focus on for IG:

1. In the first instance ARMA has to prove it is a leader in this domain. There are a number of niche organisations such as IAPP and AiiM that are looking at specific laws or technology that have a global impact. This takes a very narrow view of global compliance and I believe ARMA has the opportunity to step beyond specific regulations or technology to research the impact of governing information in a global context.

As a consultant and European Director in ARMA I see the impact that competing regulations have on global business. Many are missing the mark and niche education providers aren't supporting the wider understanding of IG.

ARMA has within its membership significant institutions from the European Central Bank to the International Red Cross. These are major institutes and can provide an opportunity for ARMA to exploit the internal knowledge and experience of its members to build responses to global IG challenges.

This needs exploring and IG Professionals need help and education in how to think / and manage information globally. ARMA has the capacity to address this education gap and the Board should focus some of it's time on how to become a leading voice in this space.

2. Board Membership need to reflect on what is happening within the "International" scope of ARMA's membership. Specifically Canada. The Region has developed into a highly successful venture and is overcoming the same challenges of reduced membership, budgets and attendance through proactive work packages. Recently it has not felt as joined to the wider community as it might, taking the time to celebrate its achievements and raising awareness of the great people in the chapters and region is beneficial not just to them but the whole of ARMA International.

In the three years I have worked with them I've not seen this raised up to the International level and it is a missed opportunity in helping other Regions and Chapters within ARMA learn how to strengthen themselves, make tough choices, and ultimately succeed.

3. Within Europe the traditional chapter model has not worked. But we have shown there is appetite for IG education through the conferences we have run. We need to reflect on this and see if it is telling us something about what the ARMA brand means to members in Europe.

If the chapter structure isn't relevant we should consider how else to present content and enable members to consume it the way they want to. There has been research done by ARMA HQ on this, and it's just a question of building on it rather than reinventing the wheel.

The Board also include scoping opportunities to resell or market its content and brand outside of the US to develop itself as a market leader in IG education. Reasserting its domain expertise and "putting back" into its wider community will drive people to look at membership.

- **Describe an occasion in which you led a group through change?**

In 2012 I was elected to the position of Vice-Chair of the DLM Forum. This not-for-profit organisation represented the leadership in Europe on RIM; specifically management of digital information. Its board was a combination of industry leaders and European National Archives. For the most 2000s it set the standard by which EDRMS functionality could be measured.

Having operated since 1993 it had become stale with the same people changing leadership roles. It had also developed conflicts of interest between board members and their commercial interests. Myself and other board members recognised the organisation still had value, but needed dramatic change in its behaviour to prevent membership from leaving and assert its prominence in digital IG again.

Although significantly junior in terms of my day job; this group elected me to bring about a whole new approach to managing and governing the organisation. They recognised an assertiveness and ability to empathise with all parties to bring in a newer way of managing and delivering the education programme.

This was an incredibly difficult process as it involved managing conflict and confrontation with individuals who lead National Archives and significant businesses who could decide to withdraw their financial and marketing support. If handled badly it could have led to all support for the organisation falling apart.

It also had to be conducted under tight scrutiny of the European Commission who had invested heavily in supporting the organisation.

Through careful guidance and diplomacy I was able to get the Board to agree a new set of priorities, define a stricter code of conduct and rebalance its priorities with its financial resources. Ultimately all parties saw the value in running a transparent and accountable organisation.

The impact was significant and by the time I left the post in 2014 the organisation had returned to a leading think tank on digital IG and long-term preservation. It has retained its rigorous code of conduct and enjoyed a rejuvenation in its membership.

- **What are the top two issues ARMA should focus on in the next 12 months, and why?**

I would place on equal par the following two issues as priorities for ARMA International.

1. Understand what membership means to all members.

There is a great will to remain members across Europe and Canada. There are also pockets of membership elsewhere and we don't fully understand what benefit they see. But we know that they struggle with the cost and value proposition associated with membership.

I have looked at the chapter / region structure for four years and found that it isn't fitting the membership in Europe. We also know from ARMA's own research that millennials and the workforce in general is looking to consume education in a more varied and individual basis.

ARMA needs to understand if its current approach to membership is the right one as it could potentially increase engagement and membership globally if it better understands its value proposition relative to all members.

2. Set the benchmark for competencies and professional qualifications

This will likely take more than 12 months but as the recent merger has shown; ARMA is looking forward again. Within that it should be looking at what is happening with International Standards and qualifications for IG professionals.

The profession badly needs an advocate on both fronts as the international standards landscape is a mess leaving members uncertain of what is relevant, what isn't and how to implement them.

Certification is also a real challenge. Many IG professionals are taking expensive niche qualifications to demonstrate their holistic skillset. This costly and arguably wasted for IG leaderships skills. ARMA needs to establish itself as either an owner, or sponsor of qualifications that have the same intensity as the niche certifications such as CIPP for Privacy or CISSP for Cyber Security.