

The Bottom Line

An investment in Scouting is an Investment in the Future

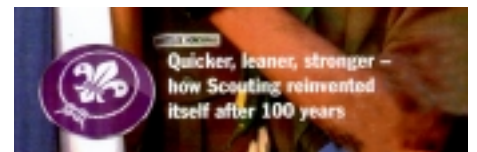
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Lord Robert Baden-Powell of Gilwell, visionary, motivator, Founder of the world's largest Youth Movement, would feel at home with the management 'gurus' of the modern era who talk today of the need to work outside the constraints of bureaucratic organisational structures in this world of global networks.

Baden-Powell stressed that Scouting should not become an "organisation", shunning the bureaucracies in which he worked during his colonial military career, for a more fluid, "movement" structure which emphasised grass roots decision-making power that develops approaches which were sensitive to local culture. But he also believed, that through this locally-based, global network, grew international understanding which, if nurtured, could overcome even the worst of the world's problems as he saw them - building peace and security following the torturous wars of the 20th Century.

Baden-Powell, the visionary, could have been talking today.



McKinsey: "BP would be proud of you!"

The world hasn't changed *that* much, if you think about it, since 1920 when BP talked of this first. The need for international understanding and peace are the same today. And, looking through the eyes of a citizen of the 21st Century - equipped with today's communication tools, and a view of the recent decades of global economic development and political interaction - BP's message of inter-dependence, rather than bureaucratic hierarchies in any global body are quite as relevant today.

Except perhaps, with the increase in world population, with the speeding of communications, with man's increased potential for self-destruction, these needs may be even more urgent.

Faced with this urgency, Baden-Powell's successors in the World Scout Movement - the World Scout Committee (WSC) with Garnet de la Hunt as Chairman and Jacques Moreillon as Secretary General with his team in the World Scout Bureau concluded in April 2001, that they needed to take a fresh look at how relevant World Scouting had remained. Had it lived up to the expectation that it would thrive as a "movement", and not fall into the bureaucratic pitfalls which BP shunned?

The World Committee, Garnet and Jacques, decided in Prague - capital of one of World Scouting's most recent member countries - to commission world renowned McKinsey International to lead a study to answer these questions.

"It wasn't easy", says Garnet, "we have an extremely lean structure at our

Movement's 'centre' as it is. The normal workload of our governance volunteers and staff means that they are already stretched, and this study, we knew would make even more demands".

"But it was vital", adds Jacques, "we have 28 million bright-eyed, idealistic scouts throughout the world looking to us, as the stewards of *their* Movement's slim resources, to do our best.

"So when we undertook this study, we set two criteria - firstly, that nothing was off limits, and secondly that the study must be completed within six months, in time for us to report to the World Conference in Thessaloniki".

"We also established right from day one, that if the findings of this study were to be effectively used, they must be "owned" by the Movement - in other words, they couldn't be handed to us by external consultants. So the study was led by members of the WSC and executives from the World Scout Bureau. McKinsey acted as facilitators, providing the study's methodology and also as clearing house for the huge volume of information which was collected by the study team.

"And, most importantly, all of the staff provided by McKinsey were Scouts or former Scouts.", adds Garnet.

"So this became a study *fully owned* by us", Jacques points out, "we are all fully committed to its implementation".

So what did this study find?

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World Scout Foundation

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According to Hanne de More, McKinsey's Senior Partner, "BP, I believe, would be proud of the challenge you have set yourselves! To open yourselves up for analysis and positive critique is not easy, and furthermore to commit yourselves to change, seems to me to be right in line with what BP would have done in these circumstances.

"Early on in the course of the study, you found that your management structures could lead to a waste of resources, duplication of work and poor communication. Rather than wait for the final report, quite rightly, you came up with an appropriate solution – you created the "management team", where each of these silos could interact and this has already gone a long way to improve the efficiency of your management.

"Together we have made recommendations about communications – you have to work with each of the 'publics' which you are trying to reach – you are doing reasonably well with your internal network – even improving recently with your use of internet and email. But you need to work on your external communications.

The World Scout Foundation helps the growth and development of Scouting worldwide by providing the financial support for the World Organization of the Scout Movement.

Some priorities include: Improving child health. Helping marginalized youth. Actively protecting nature and the environment. Assisting in the development of Scouting in newly emerging countries. Helping Scouts address community needs in developing and industrialized countries.

"Your fundraising has done well, but if you are to achieve your full potential, you need to improve the co-ordination between the WSF and the World Bureau's efforts, seamlessly raising funds for endowment and programme funding. With the WSF Board taking brave steps to restructure its services, so we hope that things will rapidly improve here too.

"But most important was the work we have carried out together in the area of programme and strategy. Your work in recent months to finalise your world strategy, which emphasises practical activities and measurable results is vital if you are to have a benchmark where your success can be measured.

"So the final report we have prepared under the WOSM banner is in fact not just a set of theoretical recommendations. It is a living document, comprising a number of projects which are well underway, others, such as the review of your governance structures are quite correctly left to the incoming World Committee to solve – but don't forget to do it!

"A global body such as yours can only be effective when you have an effective governance, which is representative of the different stakeholders of the Movement, responsible for defining the future strategy and direction of the Movement. And this governance must be matched with an efficient management, which can support the implementation of this strategy by the membership.

"I think Baden-Powell would be proud of you – but, from what I have learned of our Founder in my Scouting days

he would be the first to tell you to get going on the improvements YOU have defined, and on which we have reported."

Garnet in Cape Town, South Africa and Jacques in Geneva, Switzerland, in the days leading up to the Thessaloniki Conference, talking regularly by phone, are confident that they and the other members of the World Scout Committee have done their best to live up to BP's expectations.

... and the 28 million young men and women looking on, would expect nothing less!

The McKinsey study if charged in commercial terms would normally have cost more than 1.5 million US dollars. McKinsey, however, generously waived its professional fees in an unprecedented contribution to the Movement. Costs were incurred, but the Board members of the World Scout Foundation, led by its Honorary President, His Majesty Carl XVI Gustaf, King of Sweden, covered the costs from their own individual pockets. This gesture was recognised by Garnet and Jacques at a recent WSF meeting, where they singled out one Board member, Mr Klaus Jacobs for a special mention. His contribution underwrote the remaining balance.

A popular summary version of McKinsey's findings is available through the World Scout Foundation Office in Geneva.

World Scout Foundation

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