

# GOVERNANCE

## Phase I: Establishing Governance



### Activity 3: Understand Governance Models and Process Impact

#### Goals

1. Understand the range of various governance models
2. How they function
3. What they could mean for your own program

#### Prerequisites

None

#### Who Should Participate?

Current Governance participants; Community representatives

#### Length

120-150 minutes

#### Activity Instructions

1. Review the Governance Models: Summary Table on pages 2-3.
2. As a group, read through potential scenarios given below, and consider how each scenario would be handled in each governance model defined below. For example, who mediates in each model? Who makes the final decision?

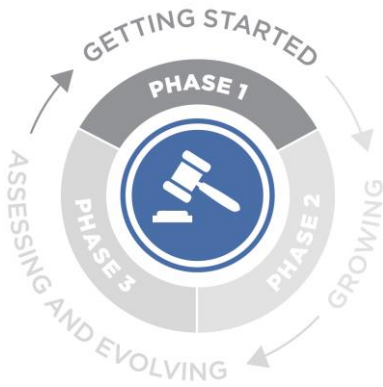
#### Scenarios

*These are given as examples, feel free to substitute with issues relevant to your program.*

- Scenario 1: Two developers have submitted pull requests for pieces of functionality that are vastly different.
  - Scenario 2: A for-profit organization wants to participate.
  - Scenario 3: An organization wants to make a sizable financial donation to the program but wants a role in governance and control over the technical roadmap.
  - (Optional) Scenario 4: Select a scenario that came up in Governance Activity: Catastrophizing
3. At the end of each scenario review, discuss the benefits and limitations of each and how that may play out for your program and its needs.
  4. Determine as a group if there are any models you definitely do or do not want to consider for your program.

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Activity and chart adapted from: [https://clinic.cyber.harvard.edu/files/2017/03/2017-03\\_governance-FINAL.pdf](https://clinic.cyber.harvard.edu/files/2017/03/2017-03_governance-FINAL.pdf)



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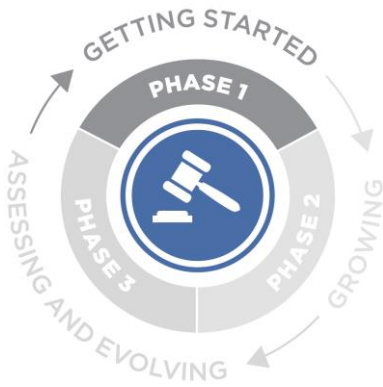
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### Activity 3: Understanding Governance Models and Process Impact

**Governance Models: Summary Table**

Model	Definition & Key Elements	Roles	Conflict Resolution
<b>Benevolent dictatorship</b>	<p>One or a few founders are the final arbiters and ultimate decision makers for all aspects of the program. Community perception of the dictator can impact the success of the project/program.</p> <p>Individual assignments are ad hoc and functionality decisions are usually dependent on the benevolent dictator.</p> <p><u>Examples:</u> Linux, Arclight, and Mirador</p>	<ul style="list-style-type: none"> <li>• Benevolent dictator</li> <li>• Committers</li> <li>• Contributors</li> </ul>	<ul style="list-style-type: none"> <li>• Informal</li> </ul>
<b>Meritocracy</b>	<p>Loosely organized, rewards participants who make valuable additions to the program. Standing can be enhanced by “merit.” Decisions are made by the community as a whole.</p> <p>Authority is decentralized, with direction ultimately set by the community at large. Committers play a unique role in shaping the project, and community norms are essential.</p> <p><u>Examples:</u> Apache &amp; Blacklight</p>	<ul style="list-style-type: none"> <li>• Contributors</li> <li>• Committers</li> <li>• PM body</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal &gt; discussion &gt; vote &gt; decision</li> <li>• Lazy consensus (only requires feedback from opponents)</li> </ul>
<b>Delegated Governance</b>	<p>A body of leaders (such as a Council) is chosen or elected to oversee the program, resolve conflicts within the community, modify the community norms and processes, and determine the project’s core values. Delegated Governance has a clear hierarchical structure and a designated set of leaders.</p> <p>Authority is centralized at the top but distributed through a chain of command. Many community members can hold some form of leadership role, and control over</p>	<ul style="list-style-type: none"> <li>• Council members</li> <li>• Sub-council members</li> <li>• Contributors</li> <li>• Committers</li> </ul>	<ul style="list-style-type: none"> <li>• Minor disagreements via lazy consensus</li> <li>• Larger issues discussion &gt; vote &gt; decision by Council</li> <li>• Issue may start in Sub-council,</li> </ul>



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	<p>program direction will vary depending on how councils are selected.</p> <p><u>Examples:</u> Ubuntu, Fedora, and DSpace</p>		<p>escalate to Council</p>
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Model	Definition & Key Elements	Roles	Conflict Resolution
<b>Dynamic Governance</b>	<p>All members sit on 1 of its circles, which deal with a specific area of the organization.</p> <p>Decision-making power is highly dispersed. Can empower all elements of community and remove top-down authority.</p> <p>Requires strongly engaged commitment and understanding and acceptance of processes.</p> <p>Risk that smaller decisions get drawn out.</p>	<ul style="list-style-type: none"> <li>Participation in hierarchical circles</li> </ul>	<ul style="list-style-type: none"> <li>Consensus</li> </ul>