



Web of Wellbeing

A Digital Strategy to get out of email and into connection

v0.7

(last updated: 11/04/2023)

Overview

The Wellbeing Economy Alliance (WEAll) is a collaboration of organisations, governments, movements, thinkers, and changemakers from around the world who are committed to transforming our economic system to deliver social and ecological wellbeing.

This document has been prepared by [We Are Open Co-op](#) (WAO) for WEAll to help guide decision making regarding digital initiatives and development in the context of [WEAll's overall strategic direction](#). The documents can be used by staff as well as partners and funders to clarify the strategy WEAll has for digital innovation and transformation.

This Digital Strategy has been prepared with the vision, mission, timeframes and outcomes from [the 2040 Strategy](#) in mind. The purpose of this digital strategy document is to:

- Gain clarity on current and future team structures to support WEAll's continued digital transformation
- Support new WEAll colleagues being onboarding into productive and sustainable ways of working with a global community
- Outline ways to work with Hubs more collaboratively and harmoniously around digital engagement opportunities
- Help make decisions around tech tools to use internally as well as recommend options to test for the community platform
- Define community management workflows to help build a strong, engaged global community
- Evaluate ways in which community activities can be recognised using Open Badges / Verifiable Credentials

The overarching goal of this digital strategy is to help strengthen the connective tissue, the human relationships and collaborative initiatives, that will change our economic systems.

Recommendations

To help frame and structure this document, we will use a tried-and-tested approach based around the three strands of People, Process, and Product.



WEAO

By **People** we mean WEAll staff members, colleagues in Hubs and partner organisations, members, and citizens who are committed to connecting, convening, and amplifying the incredible work happening within the Wellbeing Economy movement. This involves:

- Developing a common ‘language’ when talking about issues relating to WEAll’s core activities
- Having a bias towards working and sharing openly
- Establishing and maintaining trust

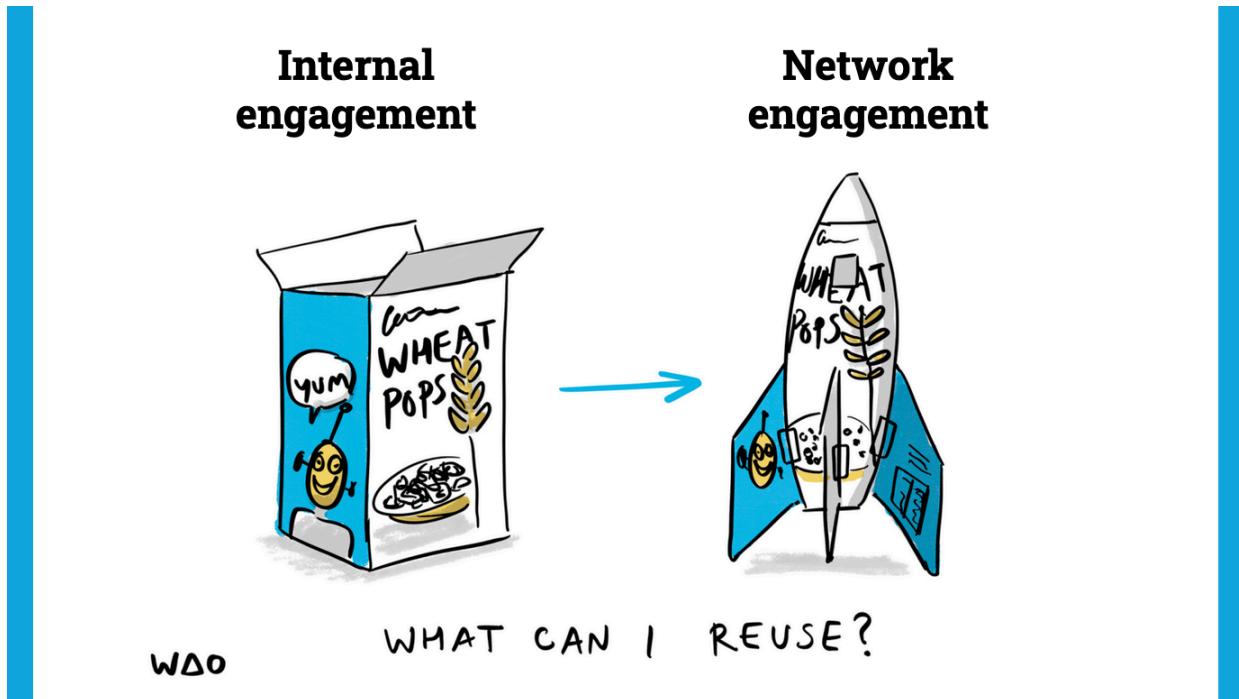
By **Process** we mean workflows and approaches which help WEAll achieve its strategic goals in sustainable ways. We look for processes that highlight and support the work happening around economic wellbeing. This involves:

- Documentation to allow for adaptability in teams
- Challenging assumptions around the way that things have been done up to this point
- Data driven decision making to help remove or lessen the impact of implicit bias

By **Product** we mean using and developing software platforms and tools which help internal and external stakeholders to work together. This involves:

- Iterative strategies to build solutions that are human-shaped
- Distributing power to empower stakeholders with appropriate levels of autonomy
- Learning by doing and ‘failing fast’

These overarching recommendations are further explained in the coming sections of this strategy. In general, using an “open as default” approach, the digital strategy seeks to streamline WEAll work and make it easier for people in the network to contribute.



Implementation Guides

Each of these sections have recommendations as well as step-by-step, community driven implementation guides. The idea behind this guidance is to start modelling the behaviours that will ultimately help grow and align the community around WEAll’s broader mission of an economy driven by shared wellbeing. Each Implementation Guide briefly maps out a technical approach to implementing the recommendation as well as a strategy for community engagement. Tools are highlighted in blue, while engagement activities are pink.



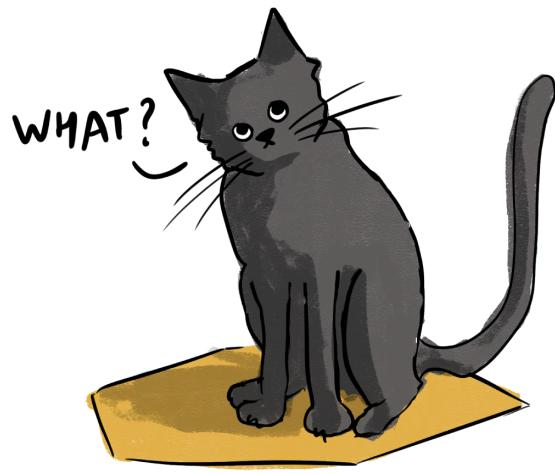
PEOPLE

[INSERT CURRENT/FUTURE ORG CHARTS]



As stated above, our aim in this strand of work is to develop a **common language**, developing a bias towards **open working**, and **establishing trust** between all stakeholders. These are all in some ways emergent properties of close collaboration, although there are ways in which they can be fostered and developed.

Common language



People who work together around a particular topic naturally, over time, develop **jargon** such as acronyms, abbreviations, and shorthand ways of referring to things which crop up regularly. While this is useful to 'insiders', it can be exclusionary to those who are new to the network and/or have less experience in the area being discussed. WEAll curates and democratises knowledge, and WEAll staff have a role to play in modelling inclusive language. This can be as simple as explaining jargon terms the first time you use them in a discussion thread or community call.

WEAll community members participate from every corner of the globe, meaning that for many people English is not their **native language**. As a result, synchronous communications which move at a rapid pace and terms which do not have a direct translation in their language can prove problematic. Opening up space during meetings and in discussion threads for people who have English as an additional language to ask questions can help mitigate this problem.

Following on from the above two points, an always-updated **glossary**, which can then be translated into other languages, can prove an immensely valuable resource to include all community members, provide a reference point, and generate useful discussion. If it is hosted on a wiki platform, it can be edited by volunteers at any time, much in the way Wikipedia and similar projects contribute to the common good.

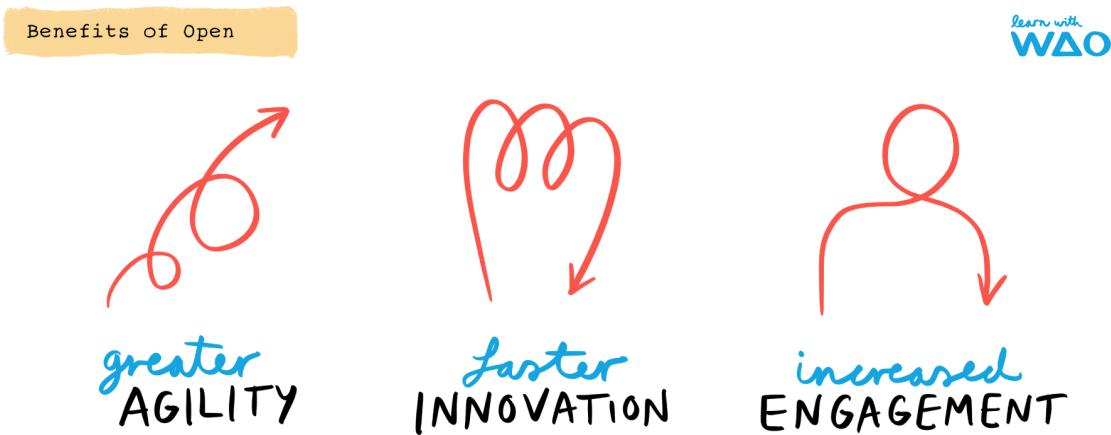
Recommendations

- Model inclusive language by explaining jargon terms in community calls and discussion threads.
- Open up space during community calls and discussion threads for non-native English speakers to ask questions.
- Create a glossary using a wiki platform that can be kept up-to-date by volunteer community members.

Implementation Guide

1. Start a **Google doc** that has a list of commonly used jargon, acronyms and WEAll specific phrasing. Ensure the **Google Doc** sharing is set to “**Anyone with the link can edit**”. Focus on the most commonly used terms to start, and keep it simple.
2. Link to documents, website pages or threads that explain and define these terms. For example, the “What is a wellbeing economy?” page on the WEAll website includes definitions for “fairness”, “dignity” and “predistribution”. If these terms are used regularly, include them on your list.
3. Share the list with the community in a **community platform** and ask people what might be missing. Engage with the community around this shared language document (aka the “Glossary Project”). Talk about the document in a **community meeting**. Ensure that people have an opportunity to contribute.
4. In the meantime, set up an interactive glossary of terms on a **wiki**.
5. Once the first draft of the list is complete, transfer the list to the glossary. Use common organisation techniques by arranging words alphabetically and/or by themes. Share your work!

Open working



As outlined in [The Open Organization Definition](#), working openly is beneficial to organisations as it leads to:

- **Greater agility** — members are more capable of working toward goals in unison and with shared vision;
- **Faster innovation** — ideas from both inside and outside the organisation receive more equitable consideration and rapid experimentation, and;
- **Increased engagement** — members clearly see connections between their particular activities and an organisation's overarching values, mission, and spirit.

Working openly involves:

1. **Transparency** - working to make data and other materials easily accessible to both internal and external participants, open for any member to review them when necessary. Decisions are transparent so that everyone affected by them understands the processes and arguments that led to them.
2. **Inclusivity** - welcoming diverse points of view and implementing specific mechanisms for inviting multiple perspectives wherever and whenever possible. Interested parties and newcomers can begin to help subject to established rules and protocols for participation, but without seeking express permission from all stakeholders.
3. **Adaptability** - ensuring that positive and negative feedback loops have a genuine effect on organisational operation, to ensure continuous engagement

and learning. The network can suggest adjustments to collective action based on assessments of the outcomes of their endeavours.

4. **Collaboration** - specifically seeking to involve others in projects and idea generation, seeking additional enhancement and revision, even by those not affiliated with the network.
5. **Community** - participation based around shared values and purpose which are more relevant than arbitrary geographical locations or hierarchical positions. Core values are clear, but also subject to continual revision and critique.

Recommendations

- Establish an ‘open by default’ norm for new documents created by WEAll staff and partners, restricting access only when strictly necessary.
- Review policy documents such as the network Code of Conduct with stakeholders and amend based on feedback.
- Actively invite comments on ideas, proposals, and opportunities by Members and Citizens alike in the new community platform.

Implementation Guide

1. Ensure Phase 3 of this digital transformation work includes specific training on open working and access to experts in the field. Make resources available to the community as well.
2. Hold an all staff meeting on openness and discuss the data that MUST be kept private (e.g. personal data, names, addresses, etc). Explain the desire to make sharing with the community and one another easier. Explain the overlaps possible between internal and community engagement.
3. Find allies within WEAll and discuss how to encourage community members to take an active part in the work you are doing.

Establishing trust

BORDERLESS COMMUNITY

Displaying open behaviours is about generating **trust through transparency**. This trust takes two forms:

1. Beginning by trusting others
2. Be trustworthy

It's possible to weigh people down with organisational policies and procedures, getting people to 'jump through hoops' which stand between them and the important work they need to be getting on with doing.

Instead, working openly involves trusting people you're working with and being reliable yourself. For example, by ensuring that you don't commit to things that can't be achieved in a given time period, and show up (and on time!) for colleagues.

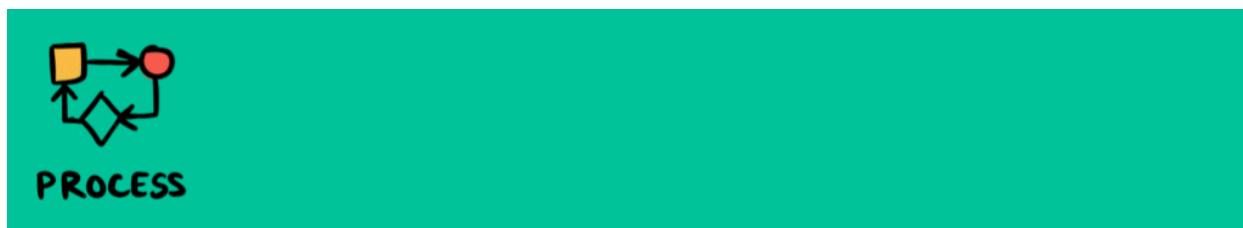
Fundamentally, open behaviours are about putting your ego to one side. Instead of having your 'ducks in a row', the idea is to instead encourage "self-organising ducks". This involves giving people enough autonomy, trust, and latitude to manage themselves. 

Recommendations

- Be realistic about the timescales for projects, including consultation with the community.
- Encourage autonomy within the network by using the metaphor of 'self-organising ducks'
- Ensure policies are rigorous, but keep them as light-touch as possible so that community members aren't weighed-down with bureaucracy.

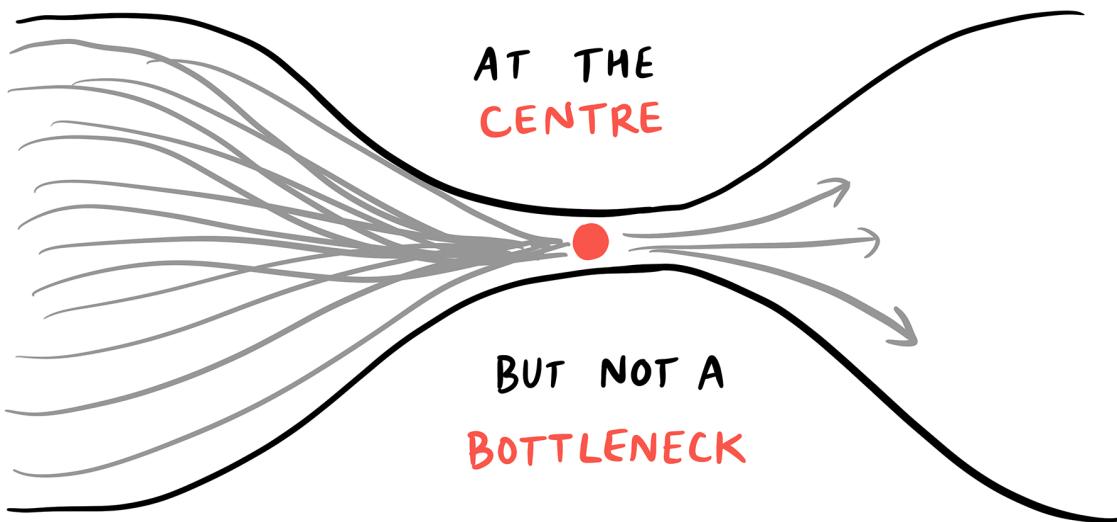
Implementation Guide

1. Use simple processes to establish routines around consultations, so community members can get used to how things work. Visualise these processes and share them in the community.
2. Personally encourage community members who show autonomy and make sure to provide feedback.
3. Please see the Implementation Guides elsewhere in this document. Building trust is less about the tools, and more about the ways individuals interact with one another. Two helpful resources:
 - a. A helpful post about trust building specifically: [The Art of Community: Cultivating Online Connections](#)
 - b. A tactical guide for building trust through transparency in social impact organisations: [Opening up social impact-focused organisations](#)

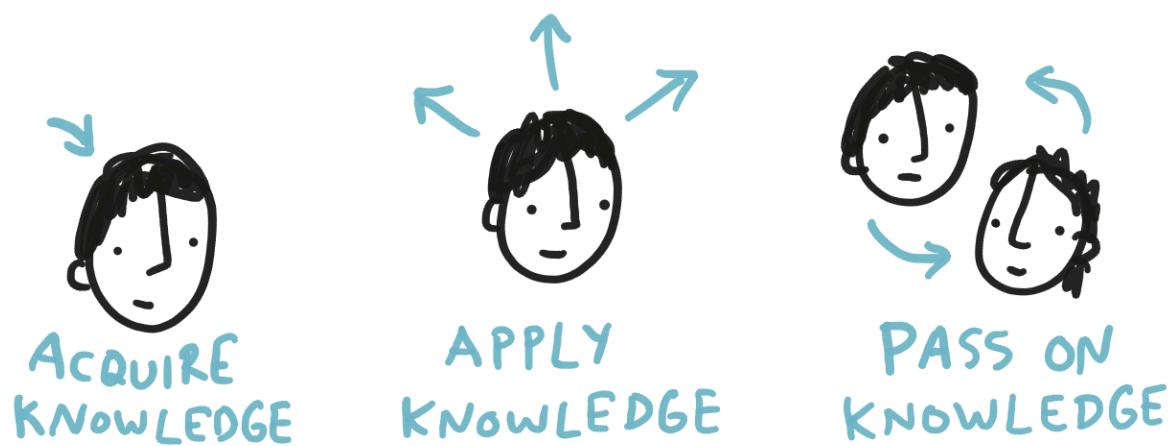


In this strand we are aiming at workflows and approaches which help WEAll achieve its strategic goals in sustainable ways. This involves **documentation** to allow for adaptability in teams, **challenging assumptions** around the way that things have been done up to this point, and **data-driven decision making** to help remove or lessen the impact of implicit bias.

The key to achieving this is to improve workflows to provide the efficiencies of agreed, automated workflows with the human touch that should be the hallmark of membership-focused organisations.



Documentation



@bryanMatters

There are several reasons why documentation is important to any form of organisation. However, it's particularly important for an organisation such as WEAll which has a small team with a global focus.

Documenting WEAll's work as you go has several benefits:

1. Reduces frustration
2. Improves communication

3. Helps prioritisation
4. Enhances accountability
5. Makes reviews and retrospectives easier

WEAll has committed to curating and democratising knowledge that demonstrate the viability of a Wellbeing Economy approach, to influence change in local, national, and global arenas, as well as set the agenda for governments and institutions to sequence just transitions to Wellbeing Economies. This knowledge should live within an accessible place that can be administered by the community.

Much time is wasted when we have to find information to do our work properly. This can lead to ‘status update’ meetings, when we gather together just so that we can find out what is going on inside the organisation.

A better option is to have a knowledge base, either for everything related to the organisation, or on a project-by-project basis. This can take many forms, from a simple document to a Trello board to a fully-featured wiki.

Recommendations

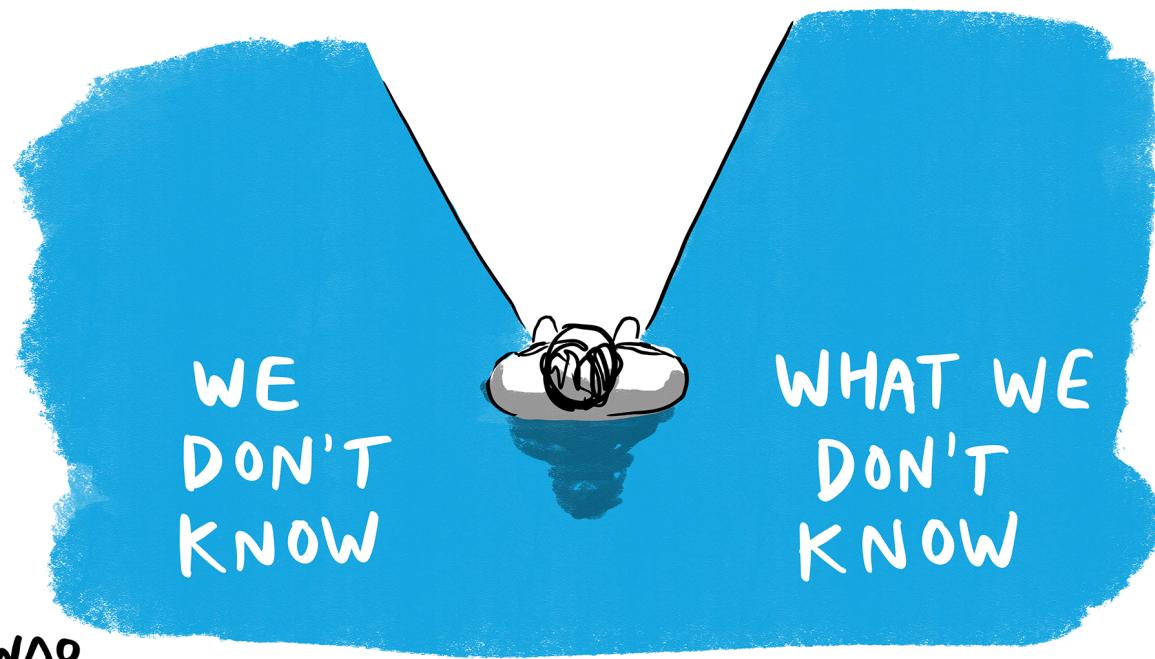
- Document the absolute basics of WEAll as part of the onboarding process, and aim to update this at least as often as you onboard a new team member.
- Help create a culture of documentation being everyone’s responsibility by including it as an agenda item in team meetings. Create templates for common documentation that project leads can use and fill in as they go.
- Work on a coherent and accessible knowledge and evidence base that helps the global community create and find the resources they need to do the work of the network.

Implementation Guide

1. Develop a transition plan for pre-existing knowledge base and documentation. It is best not to move too quickly, and carefully plan processes around how WEAll will manage its vast library of knowledge. As 5 years worth of documents need to be looked at, it’s import to first establish where information lives within an aspirational WEAll Information Ecosystem:
 - a. The website at weall.org

- b. External wiki
 - c. Google Drive 1 (data and working documents that can be publicly accessible)
 - d. Google Drive 2 (private data required for the work of the organisation)
 - e. Publications (PDF documents and reports that could, potentially, become searchable and interactive)
2. Audit both existing Google Drives to ensure that all sensitive data is adequately protected.
 3. Have whoever is in charge of the Google Workspace installation change settings to be more open by default.
 4. Audit existing publications and website content to ensure alignment with the 2040 strategy.
 5. Audit [the existing taxonomy](#) to streamline the categorisation and tagging of information.

Challenging assumptions



Every organisation needs to be agile in their sector and the wider social, political, and economic landscape. Agility will help organisations identify areas for improvement and continuously improve processes and practices.

What may have worked well in the past for WEAll may not be the best path forward in the future. This requires a willingness to experiment and take calculated risks, but the rewards can be significant in terms of improved efficiency, effectiveness, and innovation. One way to do this is by asking relatively basic questions as part of ongoing user research in order to better serve your audience.

Perhaps the easiest way to start with challenging assumptions is to reflect on how processes can be streamlined. For example, it may be that you have always had a high-touch approach to member onboarding, but is this necessary? Are there ways in which WEAll can improve the impact of your work? In many ways, this is closely related to the next section, data-driven decision making.

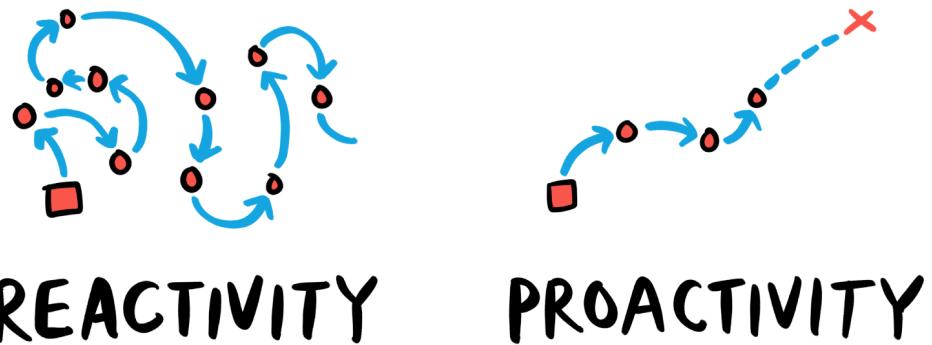
Recommendations

- Identify ambitious targets and encourage creative experimentation in order to achieve them. Share your ambition with the community and help them support the initiative.
- Celebrate successes and learn from failures by reviewing experiments and running scheduled retrospectives.
- Regularly review this digital strategy to make it a ‘living document’ pointing to research, ideas, and experiments.

Implementation Guide

1. Publicise the documentation project and ask for help from the community.
Anyone can write documentation!
2. Share the new knowledge base widely, and market its value within the community.
3. Listen closely to the community, and revise the documentation WEAll provides publicly, based on what community members need and want.

Data-driven decision making



As humans, we are subject to bias and emotion. Some of this can be useful, such as 'gut instinct' or the experience we draw upon to avoid something that doesn't look right. However, relying solely on intuition and our experience up to this point can mean that we simply hope for the best.

Data-driven decision making involves making decisions using data and analytics. Blended with the experience of staff members, WEAll will be in a position to make more informed choices, optimise strategies and campaigns for maximum impact, and achieve better outcomes to help build the Wellbeing Economy.

Capturing the right kind of data is important, so it's important to have a hypothesis that you want to test. This should be done in compliance with relevant legislation, for example the GDPR, which protects the data rights of citizens.

Recommendations

- Use A/B testing and other experimentation techniques to test hypotheses and validate your assumptions.
- Use data visualisation techniques and tools to make it easier for stakeholders to understand and act on the data you collect.
- Blend your insights with those from your sector and wider social, political, and economic trends to make predictions which help inform WEAll's strategy.

Implementation Guide

1. Run a training session on simple data collection techniques to help members of the network run their own experiments and projects driven by data.

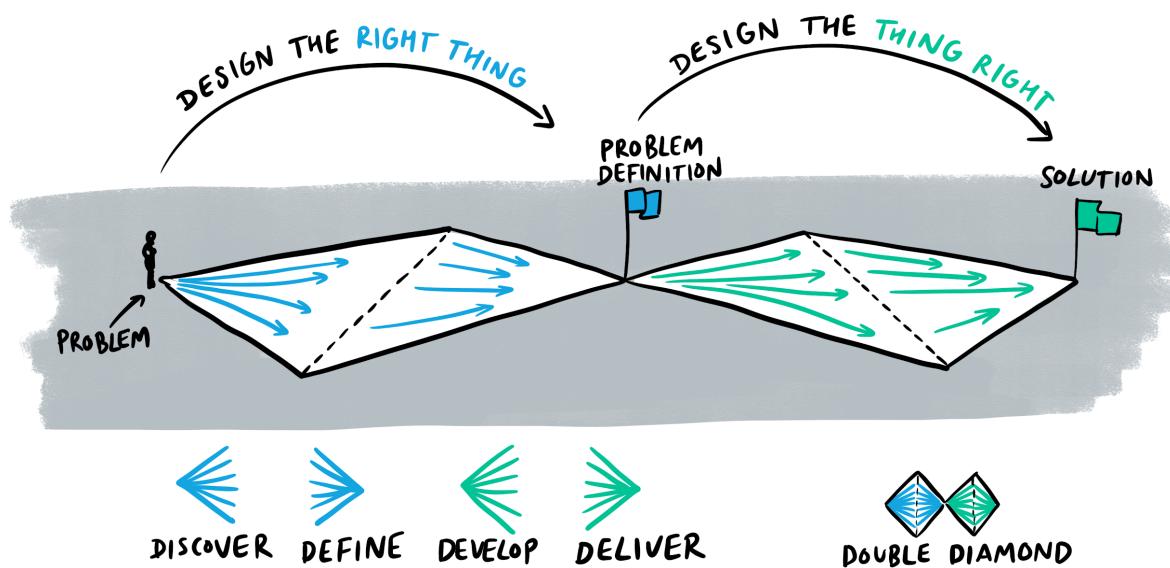
2. Create reusable charts and graphics to help Hubs attract attention and clarify the work of the network. Include such resources on the documentation platform.
3. Once the new documentation platform is up and running, gather insights from internal staff and active community members.



[INSERT CURRENT/FUTURE SYSTEM ECOSYSTEM]

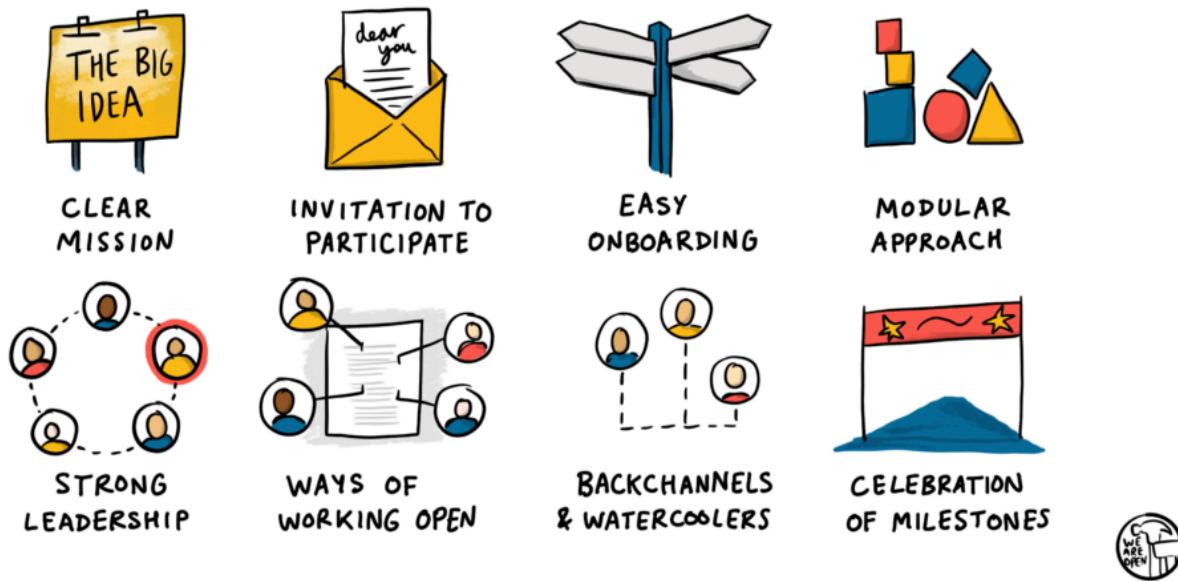
This strand involves using and developing software platforms and tools which help internal and external stakeholders to work together. It involves **distributing power** to empower stakeholders with appropriate levels of autonomy, **iterative strategies** to build solutions that are human-shaped, as well as **learning by doing** and 'failing fast'.

Success here involves taking a longer view, focused on empowered approaches to decision-making, appropriate testing of tools and platforms, and shaping technologies to meet the needs of WEAll's membership.



Distributing power

an architecture of participation



WEAll is an organisation aiming to transform the economic system for the better. One way of doing this is to change the way that power is distributed within the economy,

and where better to start than within your own organisation. Digital tools are powerful ways to do this, especially when it comes to partner organisations, hubs, and citizens.

Autonomy is the state and feeling of self-determination that people and organisations can achieve when decision-making is decentralised. This can be achieved by coming up with clear frameworks and approaches that can be applied to ensure that decision-making is inclusive and fair.

In strengthening support for current members and proactively seeking new members, WEAll means to build the capacity of our members to be spokespeople and multipliers of the Wellbeing Economy message. The distribution of power within an organisation and a network also depends on empowered people who have the relevant knowledge, skills, and understanding to participate. Both staff and citizens should be encouraged and recognised for their willingness to get involved in digital initiatives, no matter their current official role.

WEAll has a number of experts within the organisation which can go well beyond decentralising decision-making to talk about issues such as decolonisation. These are issues crucial to building a new economy, rather than replicating the existing one.

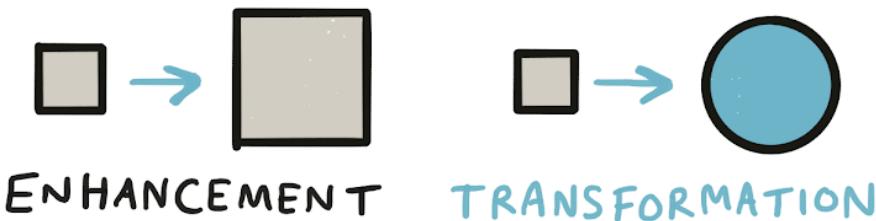
Recommendations

- Foster a sense of collective responsibility by decentralising your decision-making. This can be achieved through bringing together diverse groups of people to work on challenging problems, and by thinking carefully about your organisational structure.
- Empower stakeholders by giving them the access to the knowledge, resources, and platforms they need, in a language they understand. Do this within a culture of trust, collaboration, and open communication, where stakeholders feel comfortable sharing their ideas, concerns, and feedback.
- Acknowledge and celebrate the contributions of community members to WEAll's digital initiatives. This approach of recognition reinforces the value of their involvement and fosters a sense of pride and accomplishment.

Implementation Guide

1. Set open standards for the digital team, including applying the [Architecture of Participation](#) to all community engagement. Develop a recognition approach which uses [Open Badges or Verifiable Credentials](#).
2. Simplify the existing system ecosystem and provide the community with a visual to help orient people in the systems WEAll uses to collaborate.
3. Document the communication ecosystem as well as the workflow WEAll uses for communications.
4. Share these with the community to help demystify the access people need to be empowered.

Iterative strategies



Most people and organisations don't get things 100% right the first time they try them. This is why we *iterate* towards solutions that can help enhance and transform organisations like WEAll. At the heart of any iterative strategy is a feedback loop that includes ongoing user research, collaborative design, and testing and adapting solutions.

Making good decisions is a result of this feedback loop, as instead of basing strategy decisions on hunches or anecdotes, you can base them on the needs of stakeholders. For example, by creating digital tools and platforms that are tailored to the unique needs of WEAll's membership — including accommodating diverse preferences, accessibility requirements, and collaboration styles.

This is not limited to interactions with external stakeholders. You should take the same approach to internal tools, performing user testing and interrogating whether they are

enabling your staff to flourish. There is also a digital wellbeing component here: are the tools we use providing human-shaped solutions?

Recommendations

- Perform ongoing user research to ensure that the digital tools and platforms you are using are human-centred and tailored to the needs of WEAll staff members, colleagues in Hubs and partner organisations, members, and citizens.
- Engage in collaborative design approaches that involve approaches such as brainstorming sessions, co-design workshops, and feedback rounds. This ensures that your digital tools and platforms meet the diverse needs of your community
- Test and adapt digital tools and platforms to meet the needs of the people using them. This can be achieved by prototyping and piloting, creating feedback loops, and acting on the qualitative and quantitative data you obtain.

Implementation Guide

1. Establish a community driven “WEAll Digital Wellbeing” project that aims to define “digital wellbeing” by culling benchmarks and standards into a WEAll “approved” framework.
2. Run a series of [community calls](#) to put design constraints around the project and to gather input from stakeholders.
3. Plan and produce, together with community stakeholders, a thought leadership framework that defines “Digital Wellbeing”. Reflect and write about the work on the WEAll blog, and use the initiative to explore how iteration can lead to impact.

Learning by doing



WΔO

“Good enough for now, safe enough to try” is a phrase to use as a mantra when doing new things as an organisation. Perfect is the enemy of ‘done’, so try and experiment with new approaches that have a chance of success.

It’s important to recognise that the occasional failures are a natural part of the learning process, so you should use them as opportunities to identify areas for growth and improvement. There is a lot written about employing ‘agile methodologies’ but at its heart is an emphasis on flexibility, collaboration, and incremental progress. This allows you to adapt platforms, solutions, and approaches quickly and effectively.

A key to learning by doing, over and above the specific content and context of what’s being learned, is communicating openly. Telling people within your organisation what you’re up to is as important as telling other organisations and stakeholders. They can be important sources of insight and ideas.

Recommendations

- Create rituals and routines where people can learn from one another’s successes and failures. This could be internally between WEAll staff, on

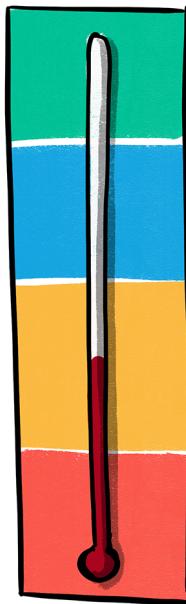
community calls, or in sessions with hubs. One way of doing this is at the end of agile working ‘sprints’.

- Work in ways that promote agile methodologies. There are many ways of doing this, with the focus being on individuals and interactions rather than the tools that you use.
- Promote open communication by encouraging staff and community members to share their experiences, challenges, and ideas. This helps others learn, develop empathy, and allows innovation to flourish.

Implementation Guide

1. Using the WEAll [community platform](#) to [distribute power](#) will help create the rituals and routines mentioned in these recommendations.
2. The suggested [Documentation project](#) and the “[WEAll Digital Wellbeing](#)” [project](#) provide ample opportunity to practise learning by doing. These projects can jumpstart community engagement, as well as starting to implement your digital strategy.
3. Choosing tools and systems as needed to help facilitate community engagement will also provide learning opportunities, both for staff as well as community members themselves.

Yuh.



the
**DO-MY-USERS-CARE
-ometer**

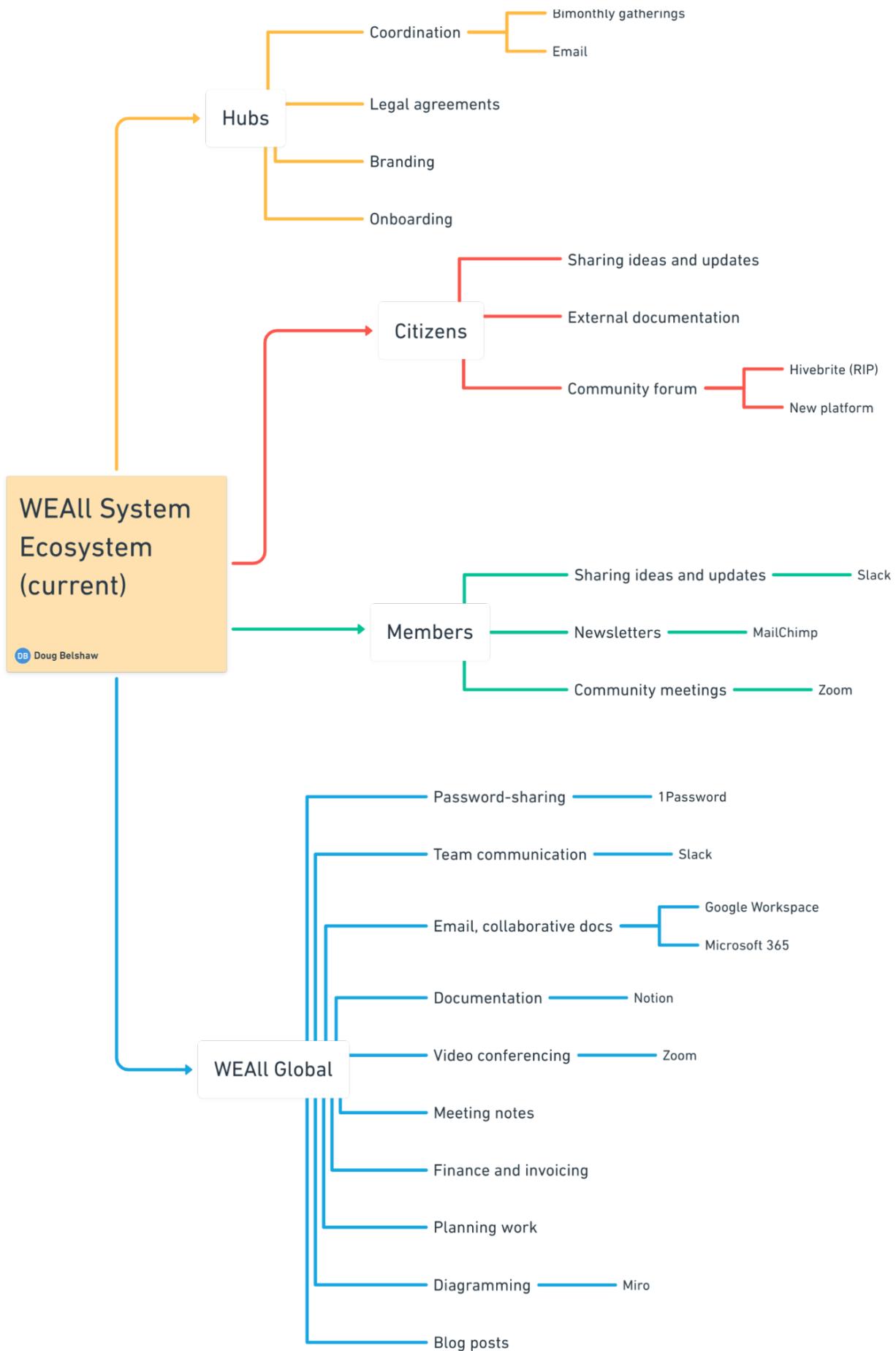
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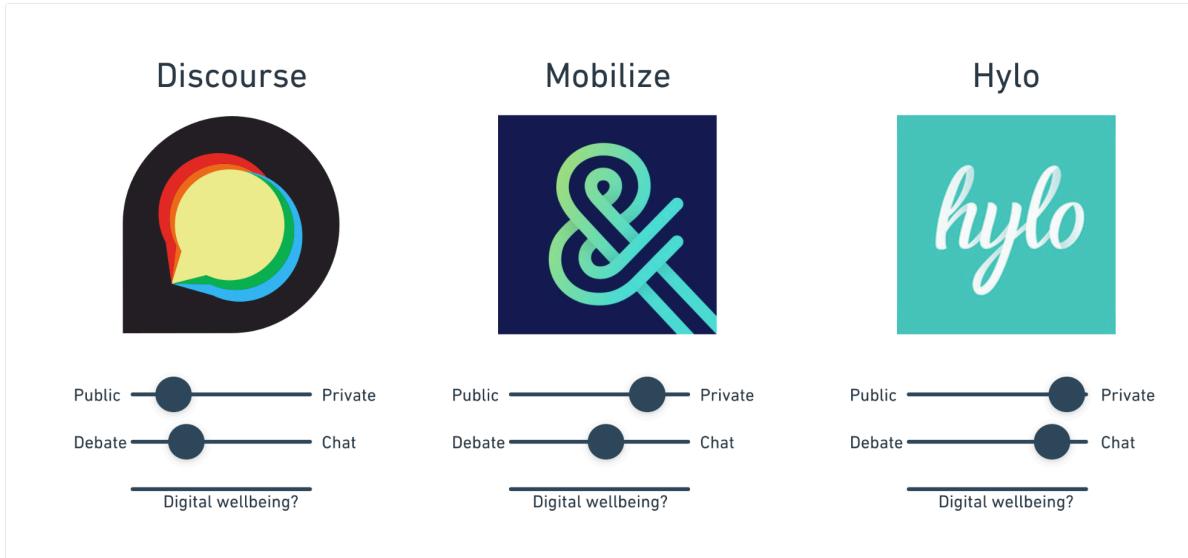
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Conclusion

The [WEAll 2040 Strategy](#) carefully lays out the ways in which the organisation wishes to have impact. Phrases like “Co-create, curate, and disseminate the ideas and information needed to accelerate the transition to a Wellbeing Economy” and “Build consistency amongst all outputs and messages produced by the Alliance, using a repeatable meta-narratives messaging framework” have inspired us to focus this strategy on the digital content production and engagement required to reach a Wellbeing Economy.

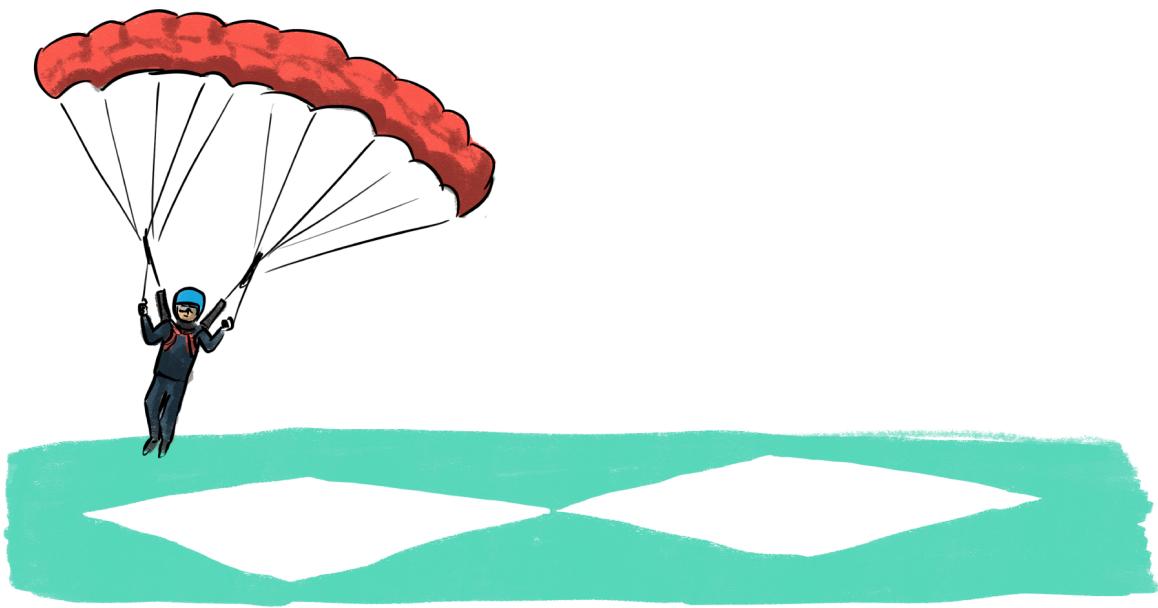
In the preparation of this digital strategy, we have been purposefully tools agnostic. While we suggest some technologies, we don't believe that choosing tools without user research is the best way to have an impact. Impact, rather, comes from the careful and thoughtful building of communities.





Images to potentially use



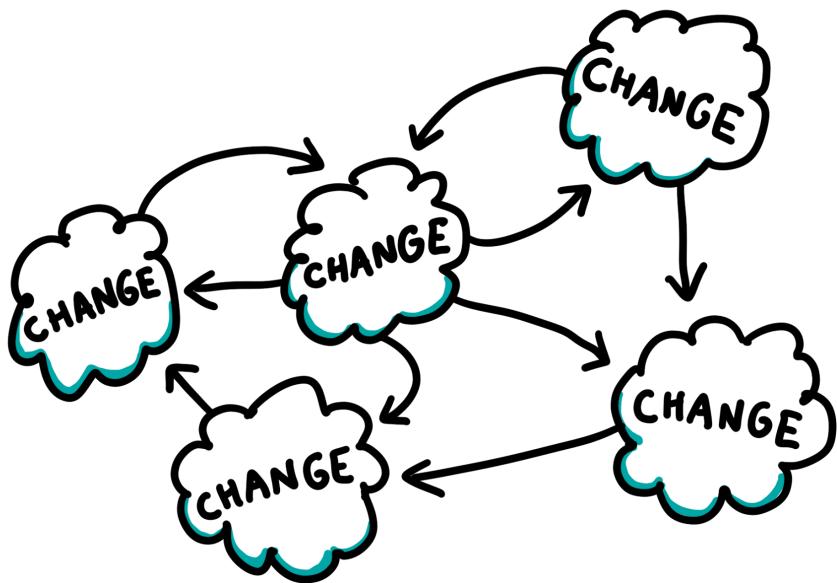
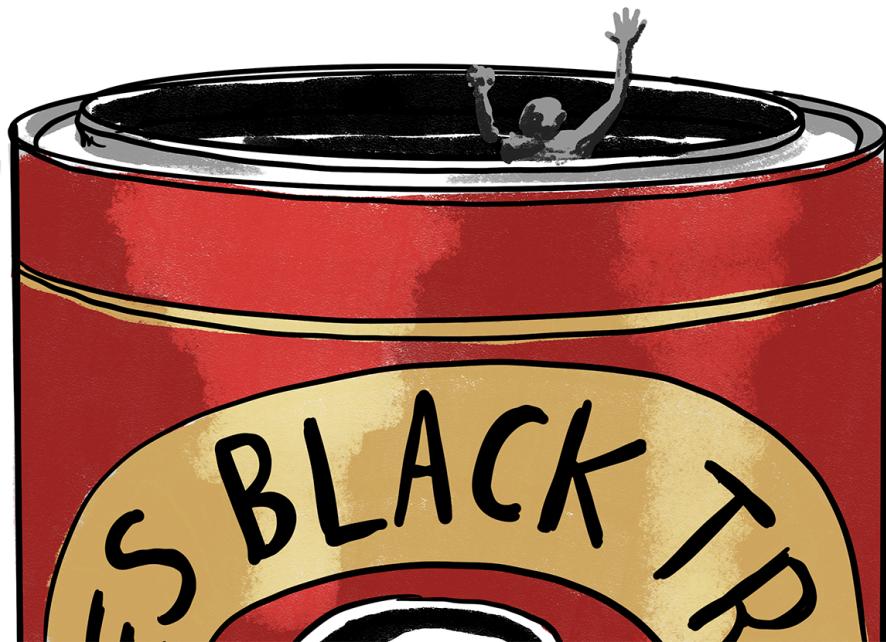


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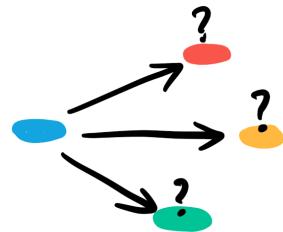
TIME &
downtime

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USER TESTING



EXPLORATORY



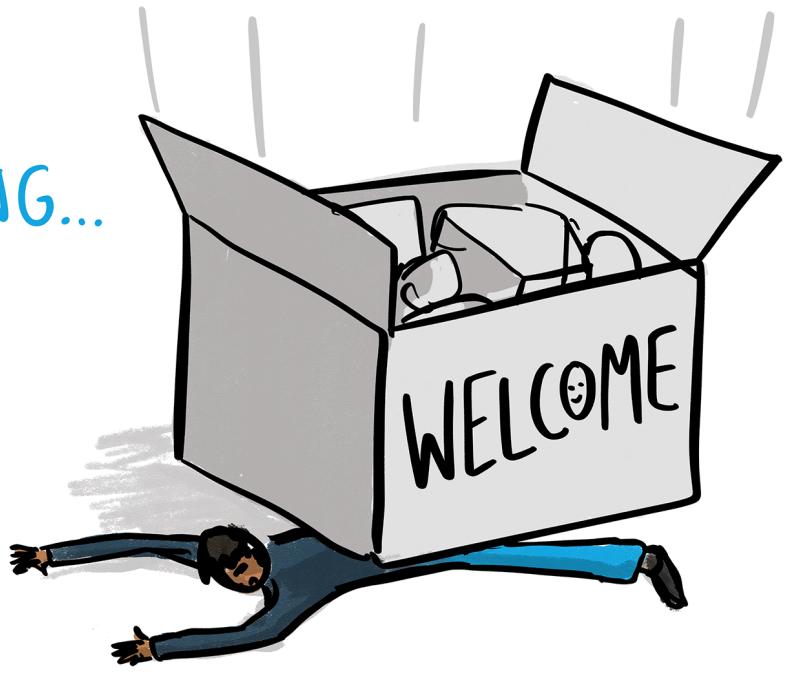
VALIDATING

WΔO

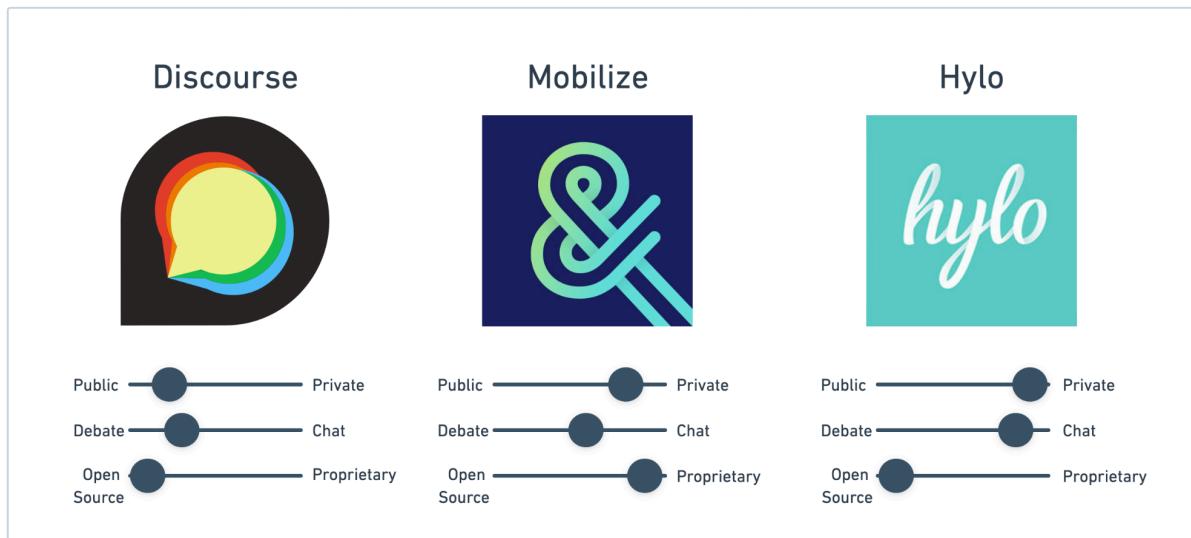


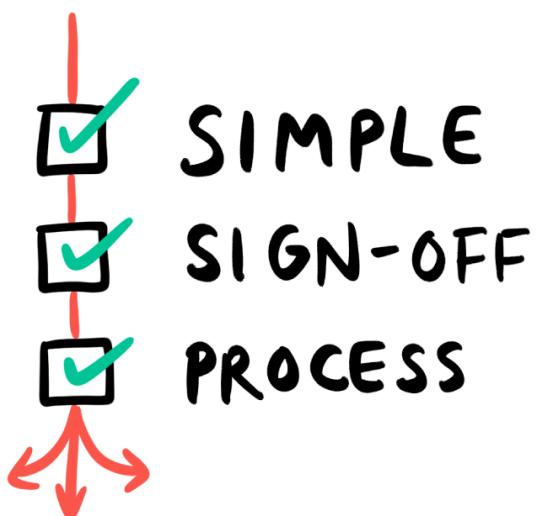
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EASY
ONBOARDING...

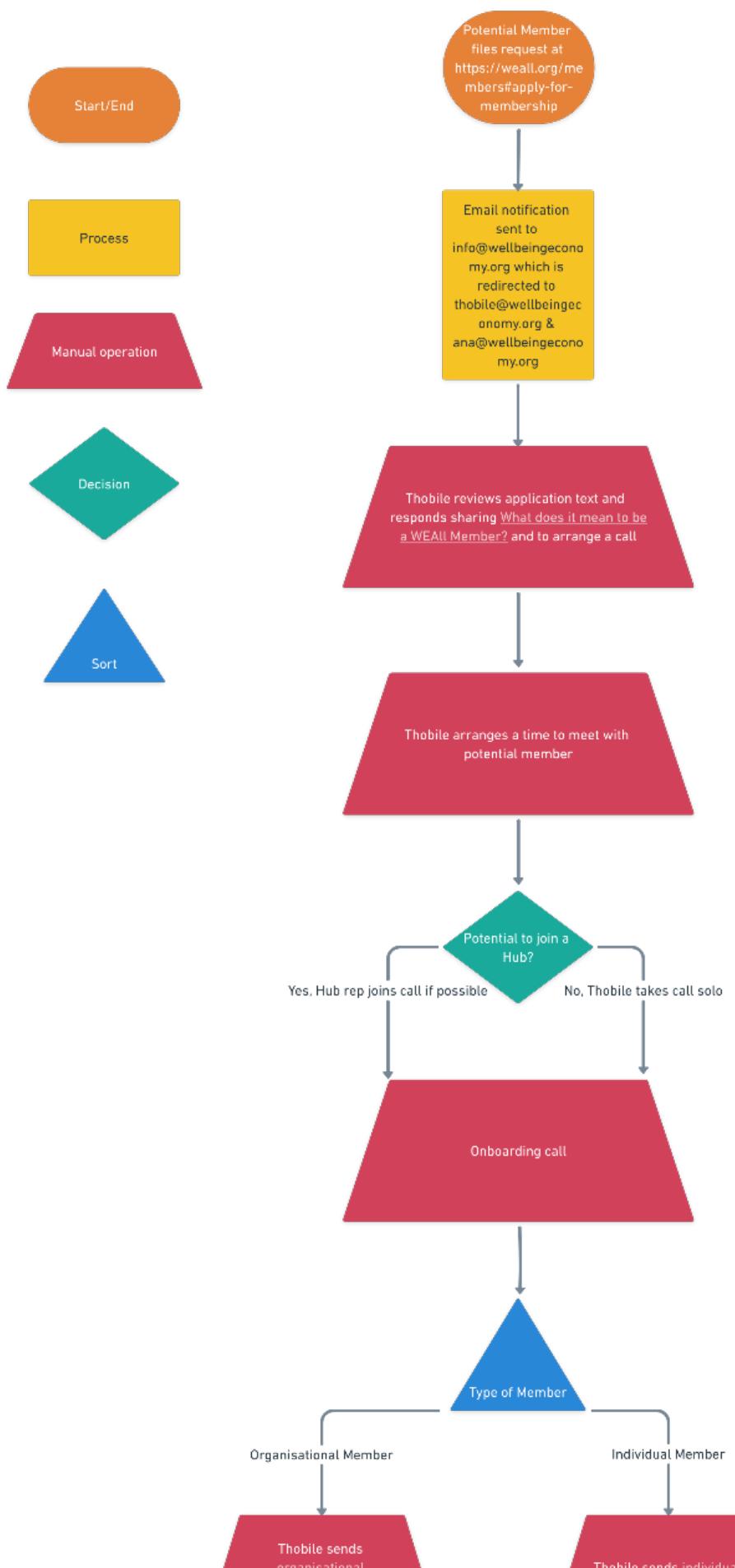


WOO





@bryantmatters



Community member

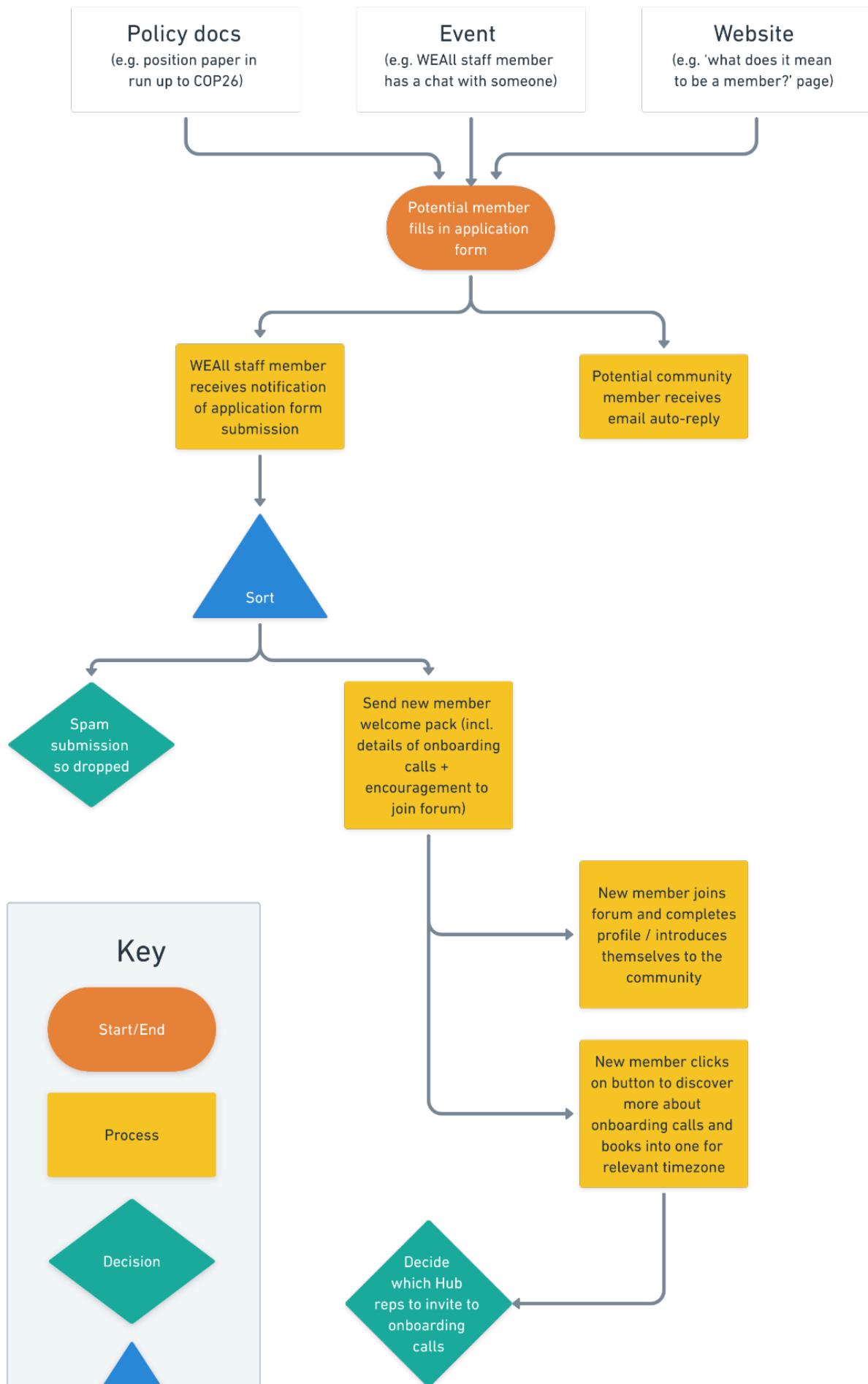
-  Fill in application form
-  Receive immediate email auto-reply
-  Receive email invitation to time slot for onboarding call
(info docs attached)
-  Attend onboarding call (region-specific)
-  Receive welcome pack
-  Join online spaces (forum, Slack)

Organisational member

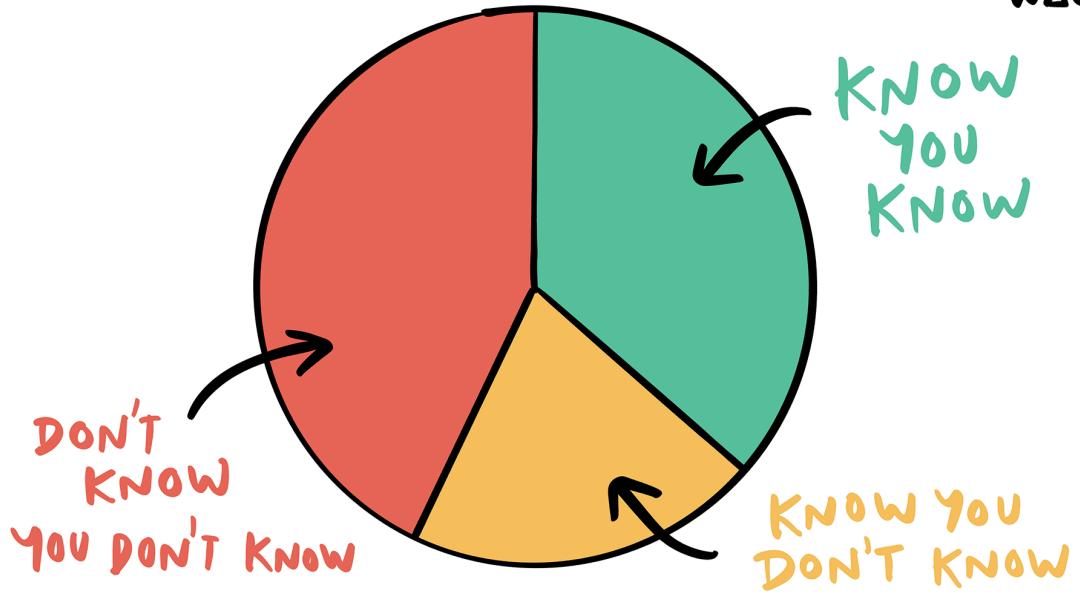
-  Fill in application form
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-  Receive email invitation to onboarding call (info docs attached)
-  Attend onboarding call (region-specific)
-  Send organisation's logo
-  Receive welcome pack
-  Join online spaces (forum, Slack)

WEAll team member

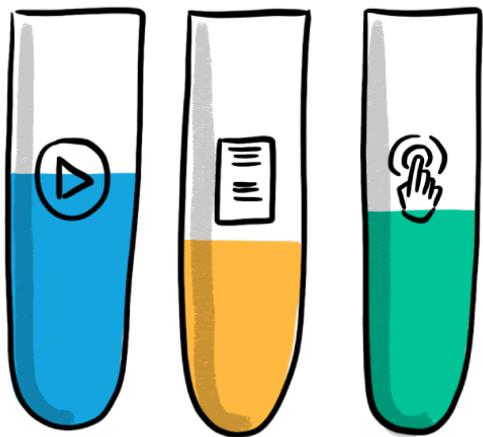
-  Receive application form
-
-  Review form
-
-  Send email invitation to applicant
-
-  (optional) Invite Hub reps to join call
-
-  Lead onboarding call (region-specific)
-
-  Sent out welcome pack
-
-  Check up on new applicants/members joining spaces
-
-  Send follow-up email



WΔO



EXPERIMENT



[INSERT COMMUNITY MANAGEMENT WORKFLOW]

[INSERT OPEN RECOGNITION OPPORTUNITIES]