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2025**



18th European Guide and Scout Conference
Conférence Européenne du Guidisme et du Scoutisme

ELECTION BOOKLET

**Members of the Europe Regional
Committee, 2025-2028**

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**WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS**

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INTRODUCTION

On behalf of the Nominations Committee, I am delighted to present the candidates standing for election to the Europe Regional Committee for the 2025-2028 triennium.

On the following pages you will find a profile for each candidate, including a personal statement and their vision for the region in the coming years. Candidates have also shared their skills and experiences, self-assessed their competency levels, and reflected on how the practice of their Leadership Mindsets can enhance their effectiveness as a Regional Committee member.

Each candidate has been endorsed by their Member Organisation (MO), and professional referees have provided references in support to their nominations. Additionally, all candidates participated in a conversation with members of the Nominations Committee, ensuring alignment with the criteria outlined in the person specification provided in the Terms of References for Regional Committees. Throughout this process, the Nominations Committee worked alongside the candidates to help them strengthen and refine their profiles, making sure their information came across clearly and met all the requirements.

As you read through the eight inspiring profiles, we invite you to consider who you feel brings the right combination of vision, skills and dedication to lead our Movement at the regional governance level for the next three years. As outlined in the Regional Committee Terms of Reference, while candidates bring individual strengths and knowledge, the Committee's true impact lies in its collective diversity of experience, with members complementing one another. With this in mind, we encourage you to reflect not only on each candidate individually but also on how they could work together as a team to serve the Region effectively.

We value greatly your active partnership and careful judgment in identifying the most talented, versatile and committed individuals to join the WAGGGS Global Team at the Regional Committee level. As a Movement that is strongly committed to inclusion, and, promoting young women's meaningful participation in our governance and decision-making at all levels, Member Organisations are reminded that, as far as is practicable, at least two of the elected Regional Committee members should be under the age of 30 at the time of her election.

It is very important that Regional Committee members do not hold significant posts in their Member Organisation during their term of office, both to ensure that there is no conflict of interest, and that they are able to devote the time required to their Regional Committee role. Any candidates currently holding a significant position in their Member Organisation, have therefore been asked to relinquish this role within three months if they are elected to the Regional Committee.

There will be opportunities to meet and hear from candidates both before and during the Regional Conference. Each candidate possesses unique talents and perspectives – many of which could not be fully captured in this booklet due to limited space. Do take the opportunity to talk and engage with them, ask questions, and gather the insights you need to make a confident and informed decision.

Thank you for your continued support as we work together to strengthen leadership and governance across the Europe Region.

Yours in Guiding and Scouting,

Corinna Hauri
Nominations Committee Member
Europe Region

PART A:

CANDIDATES STANDING FOR THE REGIONAL COMMITTEE 2025-2028

LIST OF CANDIDATES STANDING FOR THE REGIONAL COMMITTEE 2025-2028

Candidates for the Europe Regional Committee 2025-2028 are listed in alphabetical order by surname.

CAROLINE BROWN
Girlguiding UK

JEANELLE CAMILLERI
Malta Girl Guides

MAËLLE CHAPUIS-MIROL
Fédération du Scoutisme Français

SIGNE GERTZ JENSEN
Pigespejdernes Fællesråd Danmark

RONJA KOK
Pfadfinder und Pfadfinderinnen Österreichs

OLIVIA SOLMAN
Scouterna – The Guides and Scouts of Sweden

KORALINE VAN DIJK
Scouting Nederland

KETY ZHVANIA-TYSON
Sakartvelos Gogona Skautebis Asociacia Dia

SKILLS AND EXPERIENCE MATRIX

The Terms of Reference for Regional Committee members outline a range of essential and desirable skills. Candidates were asked to indicate their proficiency in each skill and explain their reasoning. The aim is to demonstrate why they believe they possess each skill and to highlight their strengths. Candidates were encouraged to use examples and list experiences from inside and outside of Girl Guiding/Girl Scouting (locally, nationally, and within WAGGGS) as well as professional experiences, including events and courses attended, if relevant.

Regional Committee members are not expected to have a high level of skill or experience in every area listed. The committee as a whole should encompass a diverse skillset, allowing members to complement one another. Therefore, it is acceptable for one member to be less proficient in one area while excelling in another, as the committee will benefit from a balanced mix of knowledge and skills.

Skill level criteria for rating:

- **Learner:** Very little knowledge or understanding and requires support to contribute to discussion in this area
- **Follower:** Some basic knowledge or understanding, so able to contribute occasionally, to discussions on this area.
- **Contributor:** Good knowledge and understanding of this area, so able to contribute fully on debates in this area.
- **Expert:** Extensive knowledge and/or expertise, so able to lead debates and discussions on this area confidently and competently.
- **Professionally qualified:** Up to date professionally or academic qualification in this area.

SKILLS AND EXPERIENCE MATRIX: ESSENTIAL SKILLS

Essential Skills	Caroline Brown	Jeanelle Camilleri	Maëlle Chapuis-Mirol	Signe Gertz Jensen	Ronja Kok	Olivia Solman	Koraline Van Dijk	Kety Zhvania-Tyson
An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Contributor	Contributor	Expert	Professionally qualified	Contributor	Professionally qualified	Expert	Contributor
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Expert	Expert	Expert	Expert	Expert	Expert	Expert	Expert
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Contributor	Expert	Contributor	Expert	Follower	Expert	Contributor	Contributor
Ability to be flexible and open to new opportunities or ways of doing things.	Expert	Expert	Contributor	Expert	Professionally qualified	Expert	Expert	Expert
Sound independent judgement and the ability to challenge constructively.	Expert	Expert	Follower	Professionally qualifie	Contributor	Expert	Expert	Contributor
Ability to analyse and interpret information and think critically, creatively, and strategically.	Expert	Expert	Professionally qualified	Expert	Contributor	Expert	Expert	Contributor
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Expert	Expert	Contributor	Expert	Expert	Expert	Expert	Expert
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Expert	Expert	Expert	Expert	Expert	Professionally qualified	Expert	Contributor
Cultural sensitivity and an ability to work in a multicultural context.	Expert	Professionally qualified	Expert	Contributor	Expert	Expert	Expert	Expert
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Expert	Expert	Contributor	Expert	Professionally qualified	Professionally qualified	Professionally qualified	Contributor

SKILLS AND EXPERIENCE MATRIX: DESIRABLE SKILLS

Desirable Skills	Caroline Brown	Jeanelle Camilleri	Maëlle Chapuis-Mirol	Signe Gertz Jensen	Ronja Kok	Olivia Solman	Koraline Van Dijk	Kety Zhvania-Tyson
Previous experience of volunteering for WAGGGS.	Learner	Follower	Contributor	Expert	Expert	Expert	Expert	Contributor
Ability to think strategically and create strategic plans.	Expert	Expert	Contributor	Expert	Expert	Expert	Contributor	Contributor
Financial, management, budgets, and risk management.	Expert	Contributor	Follower	Expert	Contributor	Expert	Follower	Learner
Project and programme planning and management	Expert	Expert	Expert	Contributor	Professionally qualified	Professionally qualified	Contributor	Contributor
Governance and/or legal expertise.	Follower	Follower	Contributor	Professionally qualified	Contributor	Professionally qualified	Contributor	Follower
Fund development and partnerships.	Contributor	Follower	Expert	Expert	Learner	Contributor	Follower	Follower
Diversity, equity, and inclusion.	Expert	Contributor	Contributor	Expert	Contributor	Contributor	Expert	Contributor
Negotiation and conflict resolution.	Contributor	Contributor	Follower	Expert	Contributor	Expert	Contributor	Contributor
Marketing and communications, including public relations and social media.	Expert	Professionally qualified	Follower	Follower	Contributor	Contributor	Contributor	Follower
Research and development, Monitoring and evaluation, including data collection and analysis	Contributor	Contributor	Expert	Expert	Expert	Professionally qualified	Contributor	Contributor
Influencing skills and advocacy	Expert	Follower	Expert	Expert	Expert	Expert	Contributor	Contributor
External relations	Contributor	Expert	Expert	Expert	Contributor	Professionally qualified	Learner	Contributor
Human resources management (staff and/or volunteers).	Contributor	Professionally qualified	Follower	Contributor	Contributor	Contributor	Expert	Follower
Information technology tools, systems and applications.	Contributor	Professionally qualified	Contributor	Expert	Contributor	Contributor	Contributor	Follower
Innovation and creative thinking.	Contributor	Expert	Contributor	Follower	Professionally qualified	Expert	Expert	Contributor

CAROLINE BROWN

Girlguiding UK

Over 30



Nominated by:

Girlguiding UK

Languages spoken:

English as mother tongue and intermediate German

PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

Guiding has shaped who I am. It's helped me grow in confidence, connect with others, and become someone who leads by listening. Being part of a global movement has shown me what's possible when people feel safe, supported and part of something bigger - and I want more girls and volunteers to experience that same magic of possibility.

I'm standing for the Europe Regional Committee to help us grow stronger, together. The next three years will bring big opportunities and challenges, and I want to use my experience to help us navigate change in a way that's sustainable, inclusive and shaped by the voices and experiences of our MOs.

My vision is for a Region where every MO feels heard and supported, and where we're united around shared purpose. Where we tell our story more clearly - what we do and why it matters - so that members see the value of our Region. Where MOs can learn from each other easily, and where volunteers feel valued, inspired and committed to continue. If we can get that right, we'll be a stronger, more sustainable Region.

I bring experience from both the guiding world and my professional life that can help us get there. I've built skill-sharing partnerships, created new ways to evaluate impact, crafted stories that show why our work matters, supported volunteer and staff teams to thrive, and helped create spaces where more people feel safe to speak up.

But more than that, I bring a commitment to listen, to stay curious, and to act with care and purpose. I want MOs to feel that the Region is truly there for them - a trusted space where we build each other up, share what works, and keep making girl guiding and girl scouting better for the next generation.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
As Lead volunteer for Guiding Overseas Linked with Development (GOLD)*, I've partnered with MOs across Europe and beyond. I took time to understand each organisation's structure, context and challenges. As a result, we co-created skills-sharing projects that supported both partners. I've also shared my knowledge of WAGGGS with UK members when delivering international trainings. In 2022, I participated in the 2022 Europe Region Conference as an observer, engaging in sessions and debates, expanding my knowledge of MOs across the Region.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
I developed a deep understanding of the WAGGGS leadership model at the Juliette Low Seminar, where I explored how the model works in practice. I've used this understanding to deliver engaging training on the leadership model and Girl Guide/Girl Scout method to members across the UK, exploring principles and practice. I've also supported other volunteers to adapt workshops and trainings on the leadership model to deliver to other MOs in different cultural contexts and for different age groups.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Contributor
Through GOLD, I have worked with MOs to develop projects responding to the realities of their girls and young women. For example, when developing a new reciprocal GOLD project, I listened to our partners' concerns around cost, time commitment and equality of opportunity. As a result, we changed the proposed model to two shorter projects which had the same impact on Girlguiding UK as the host but provided a more accessible experience for more of our partner's members.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
Leading projects across various museums in my career, I have adapted to different circumstances, different teams, and new opportunities. For example, during the Covid-19 pandemic, I led my exhibition project team to develop remote ways of working, support new staff members to join the team, renegotiate art loans, plan a safe project build on a new timescale, and incorporate new pandemic stories into an exhibition. As a result, the exhibition was more relevant and evaluated well with audiences.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
In my professional life, my role has often involved challenging colleagues constructively using my independent judgement. For example, as an interpretation specialist in museums, I've used my expertise in storytelling, audience engagement and accessibility to challenge senior curators on some of the objects they want to include, always suggesting positive alternatives and the reasons why. My calm approach and use of evidence helped us collaborate on new exhibition stories, which attracted new visitors.		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
Throughout my professional career, I have analysed information to create strategic plans. For example, as General Manager of a holiday business, I've used data from multiple sources to identify potential new audiences and then generated creative ideas to diversify our offer and marketing to target them, including an outdoor spa experience. I produced a strategic forward plan including the implementation of these ideas, and the result so far has been a 10% growth in revenue in one year.		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
As an interpretation specialist in museums, I've worked with large, diverse teams as well as community contributors to shape exhibitions reflecting different perspectives. For one project, I designed a co-curation project with local school children to explore the meaning of "home". Their experiences and ideas challenged our existing ways of working and plans, but we made changes to include their voices. Their contributions broadened the appeal of the exhibition and got very positive feedback from younger audiences.		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
As GOLD lead volunteer, I worked closely with staff, volunteers and international partners, all with different roles and responsibilities. For example, when a volunteer in a GOLD UK team came to me with a concern, I informed my staff partner and together we sought input from other staff, volunteer and partner stakeholders with different perspectives and expertise to agree a way forwards. As a result, we made a difficult decision together – but one that put volunteer wellbeing first.		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
Through GOLD, I've worked with MOs across different regions, adapting how I work depending on their needs and context. For example, when working with a partner MO in the Africa Region, I adapted our delivery approach after listening to their preferences on facilitation style, group dynamics and location. We also built in cultural sensitivity training. By being sensitive to the cultural norms of both partners, we created a project that met our goals and reached more young women.		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
I've led multiple volunteer teams in both guiding and my career, focussing on support, flexibility and creating space for everyone to thrive. As GOLD Lead, I created clear roles, encouraged shared decision-making, and adapted to the team's needs during the Covid-19 pandemic - for example creating additional wellbeing support. I identified the team's strengths and delegated accordingly – like supporting one volunteer to build confidence in online delivery. As a result, she went on to lead training in her specialist area.		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Learner
While I haven't held a formal volunteer role for WAGGGS, I've liaised closely with WAGGGS staff in my GOLD role. I've developed a good understanding of the role of the Europe Region Committee through attending the 2022 Europe Region conference, including supporting a previous candidate for election, and through working with previous committee members to identify potential new GOLD partners.		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
As District Commissioner, I worked with local volunteers to create and implement a plan for sustainability and growth. I looked at data, consulted with volunteers and ran a co-creation process to look at opportunities, risks and strengths. As a result, the plan focussed on volunteer wellbeing and retention first, as a foundation for more sustainable units – which then enabled us later on to offer guiding to more girls and young women in the district and grow our membership post-pandemic.		
Financial, management, budgets, and risk management.	Skill Level:	Expert
As General Manager of a holidays business, I create and monitor budgets, including forecasting, manage risk and plan investments, often over multi-year periods. For example, I costed, planned and implemented an investment in more solar panels and battery storage. To achieve this, I re-budgeted and sought additional funding, and completed a risk assessment covering financial, practical and reputational risks. We're already spending at least 60% less on energy each month – improving our financial sustainability for years to come.		
Project and programme planning and management	Skill Level:	Expert
I've managed projects and programmes throughout my professional career. I've drawn on this experience for GOLD, where I led the design and oversaw delivery of multiple projects, developing frameworks, co-ordinating logistics, and supporting evaluation and learning. In 2019, I produced a review with concrete recommendations to improve our project management, including project team support, partnership models, and risk and budgets. Implementing these has informed the current GOLD Transformation project, which will result in a more collaborative, effective model of partnership.		
Governance and/or legal expertise	Skill Level:	Follower
As a District Commissioner, I supported my local guiding team to make decisions in line with Girlguiding UK policies and governance structures. I advised volunteers on safeguarding, financial accountability and trustee responsibilities, and brought sensitive issues to the right people when needed. I've also participated in governance discussions at county level, making decisions affecting nearly 1500 members and giving me a solid understanding of how policy, process and people intersect in volunteer-led organisations.		
Fund development and partnerships.	Skill Level:	Contributor
With a career in museums and charities, I've often completed funding applications to support our work – like when I successfully applied for £10,000 of national funding for a children's book exhibition or £20,000 for sustainability initiatives. As Stories Lead at Crisis, I also worked closely with the fundraising team, providing real life stories about homelessness that helped secure a funding partnership with a leading shampoo brand.		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Expert
Throughout my professional life, diversity, equity and inclusion have been at the heart of what I do. I go beyond the basics to help people feel like they belong. For example, at the holidays business I manage, I've led improvements like planning wheelchair accessible days out, designing a new autism-friendly holidays offer, and creating a warmer welcome for LGBTQ+ guests. As a result, we recently won the national tourism awards for accessibility and inclusion.		
Negotiation and conflict resolution.	Skill Level:	Contributor
Working in museums, I've negotiated complex international art loans and resolved conflicts between curatorial, learning and production teams. For example, when members of an exhibition project team disagreed on how to display a sensitive object, I facilitated a calm discussion, made space for everyone to express their concerns, and together we found a compromise that respected both audience needs and the original story. As a result, we improved working relationships within the team.		
Marketing and communications, including public relations and social media	Skill Level:	Expert
As Stories Lead at Crisis, I produced content that told the story of our work in a clear and sensitive way, framed to change public perceptions of homelessness by showing the systemic causes in action. I supported people with lived experience to shape their own messaging and adapt their stories for different channels – from print to social media. As a result, we improved engagement online and had positive stories about our work featured in national press publications.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Contributor
Professionally and in my volunteer life, monitoring and evaluation have been key to developing my strategic approaches. For example, I managed a re-design of GOLD's evaluation processes, introducing a distance-travelled tool to monitor soft skill development. I also implemented new quantitative data collection and analysis, taking external factors into account. As a result, we were able to draw conclusions that helped us improve the programme, and provide more meaningful feedback for volunteers and clear reporting for stakeholders.		
Influencing skills and advocacy	Skill Level:	Expert
As a museum interpretation specialist, I've influenced senior colleagues to adopt more inclusive storytelling through evidence, dialogue and practical alternatives. For example, I persuaded a curatorial lead to broaden the narrative in an exhibition by including underrepresented voices. The revised approach helped the team connect with wider audiences and received strong public feedback.		

DESIRABLE SKILLS (CONTINUED)

External relations	Skill Level:	Contributor
I have led on external relations for a number of heritage projects. For example, I managed a high profile stakeholder engagement and consultation project for the City of London in Epping Forest. I identified stakeholders, built tailored relationships, developed and ran a consultation and provided ongoing feedback opportunities throughout. As a result, the finalised plan for the multi-million pound restoration project met stakeholder needs and was well received by the public.		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
I've been a people manager for over a decade. For example, at Crisis, I managed a team of staff and volunteers, supporting their wellbeing, development and delivery. I held regular check-ins, tailored my support to each individual, and took a coaching-style approach to help them grow. I used performance management processes sensitively to support a member of staff to improve both their delivery and their wellbeing at work.		
Information technology tools, systems and applications	Skill Level:	Contributor
As General Manager of a holidays business, I've introduced new digital systems to improve efficiency, including project management software and compliance recording tools. I use Microsoft tools, video calls and a database in my daily work, and have updated our website to provide a better user experience. I support less confident users to navigate systems and troubleshoot, ensuring the whole team can make use of the tools available.		
Innovation and creative thinking	Skill Level:	Contributor
In my museum roles, I used creative ways to engage audiences with collections – from co-produced content with local communities to immersive design techniques. For example, for an exhibition on the First World War, I designed a sensitive sound and light show that immersed visitors in real memories of the end of the war. I've shaped exhibitions that responded to current events, like the Covid-19 pandemic, and pushed for new ways of storytelling that centre empathy, inclusion and audience connection.		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

Practising the WAGGGS leadership mindsets helps me lead in a way that feels intentional, inclusive and rooted in my values.

I have built personal reflection into my routine with a daily check-in, which helps me learn and grow. I bring this into the teams I am part of too, creating space to reflect together – not just to improve, but to celebrate, build connections and support wellbeing. This approach means I'd bring self-awareness and a desire to keep learning into the Committee's work.

I feel at home with the worldly mindset, as I've always felt listening comes first. With the recent GOLD pilot, I started with an idea of what equity might look like – but shifted direction after listening to the realities of our partner. As a Committee member, I'd bring that same approach: start with listening, then build solutions that truly fit.

Collaboration is something I thrive on. I'm often the "glue" in teams – helping people connect, build trust and find shared purpose through effective conversations. I'd bring that same energy to the Committee, along with a commitment to making sure everyone feels heard and valued.

I use the creative & critical thinking mindset to challenge assumptions constructively – like finding a way to quantitatively measure changes in soft skills in GOLD. This mindset would help me identify opportunities for innovation and support thoughtful decision-making.

I consciously use both the gender equality and responsible action mindsets in all areas of my life – from creating spaces to explore gender stereotypes to making practical changes in accessibility. I'd use these mindsets to stay open-minded but focused on what matters: building a stronger, sustainable, more inclusive Movement for girls and young women.

The mindsets aren't just theory for me – they are tools I'd use every day to support my work in the Committee.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none"> • Unit administrator, 2023 to date • District treasurer, 2023 to date • Trainer, 2017 to date • Lead volunteer for GOLD*, 2019 – 2024 • District commissioner & trustee, 2020 – 2023 • Unit leader, 2009 – 2023 <p>*GOLD (Guiding Overseas Linked with Development) is a skills-sharing partnership programme where members of Girlguiding UK work with partner MOs to achieve specific and relevant goals for both organisations.</p>
WAGGGS (at global or regional level)	
Other voluntary positions	<ul style="list-style-type: none"> • New Player Coordinator, Ashbourne Women's Rugby Team, 2024 to date
Professional/ NGO/business appointments	<ul style="list-style-type: none"> • General Manager, Hoe Grange Holidays, 2023 to date • Stories Lead, Crisis, 2021 – 2023 • Interpretation Manager, The British Library, 2019 – 2021 • Exhibitions Officer, The British Library, 2018 – 2019 • Exhibitions & Interpretation Officer, Imperial War Museums, 2017 – 2018 • Assistant Curator, River & Rowing Museum, 2015 – 2017 • Heritage Information Assistant, City of London, 2013 – 2015

ACADEMIC BACKGROUND

- Masters in Museum Studies, 2016
- Bachelor of Arts degree in History & German, 2013

JEANELLE CAMILLERI

Malta Girl Guides

Over 30

Nominated by:

Malta Girl Guides

Languages spoken:

Maltese and English as mother tongue, basic French, basic Italian and basic Spanish



PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

I am driven by a deep commitment to the international dimension of WAGGGS, which is what inspired me to put forward my candidacy for the Europe Region Committee. In my daily life, I regularly engage with people from diverse cultural and regional backgrounds, which broadens my understanding and reinforces the importance of cross-cultural collaboration. This global perspective fuels my desire to help strengthen connections across the European Region.

Looking ahead to the next triennium, my vision for the Europe Region is one of unity, relevance, and resilience. I believe the Regional Committee has a crucial role not only as a connector between WAGGGS and its Member Organizations (MOs), but also as a facilitator of meaningful collaboration and shared learning between MOs themselves. The diversity of our Region is one of its greatest assets, and we must leverage this richness to ensure that every MO, regardless of size or context, feels seen, heard, and supported.

Coming from a smaller, girl-only MO, I understand the challenges that some organizations face – whether in visibility, resource access, or maintaining engagement in a fast-changing world. As we navigate societal shifts, technological advances, and evolving youth expectations, it is vital that our Region remains agile and proactive in responding to these changes while staying grounded in our shared values.

My vision is to help create a Europe Region that is more inclusive, forward-looking, and deeply connected – a Region where Member Organizations are empowered to thrive, collaborate, and innovate. I want to foster a space where MOs can share best practices, develop sustainable strategies, and build collective capacity to address both current and emerging challenges.

By focusing on strengthening our regional structures, enhancing communication and cooperation, and building a stronger support system for all MOs, I believe we can ensure the long-term vitality and impact of the WAGGGS movement in Europe.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
Through my experience as an International Commissioner (IC), I had the opportunity to gain a deeper understanding of the dynamics within WAGGGS and its Member Organizations (MOs). I was exposed to a variety of organizational structures, and through informal meetings with other ICs during previous workshops, IC Forums, and other events, I was able to explore the diverse ways MOs operate and collaborate within the WAGGGS framework.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
The WAGGGS Leadership Model and the Guiding/Scouting Method are two of the core foundations of our movement. Throughout my Guiding experience, I have consistently tried to implement both approaches within my teams that I led, during weekly meetings, and in every volunteering opportunity I do. Even in my everyday professional life, I find myself putting these values into practice in subtle ways. Situations that require understanding others, working in a team, leading, or knowing when to follow, all provide opportunities to adopt different mindsets and apply the principles of Guiding and leadership.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Expert
I have a strong understanding of the diverse challenges and opportunities facing girls and young women across the Europe Region, from social inequality and mental health concerns to digital inclusion and leadership access. My involvement at regional and national levels has deepened my awareness of how these issues vary between backgrounds yet share common threads. I believe in promoting youth participation, intercultural dialogue, and inclusive leadership to ensure that all young women can thrive within the WAGGGS movement and beyond.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
Change offers opportunities for growth, and through my volunteering and professional experiences, I've learned to embrace it with adaptability and openness. Working in diverse, intercultural environments has taught me the importance of flexibility, tolerance, and understanding. A clear example was during COVID, when, as International Commissioner, I had to adapt guiding into a hybrid model—mirroring efforts across the Europe Region. This demonstrated our collective resilience and creativity in continuing to engage and support girls during challenging times.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
Being a mentor—both within my MO, supporting our Youth Forum and leaders working toward their warrant, and in my professional life—has helped me strengthen my ability to exercise sound judgment and constructively challenge others. My approach is always to provide feedback in a structured and thoughtful way. It's important to clearly explain what the feedback is and why it's being given. Most importantly, it should always be realistic and paired with genuine support, so that others feel encouraged and empowered to grow.		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
<p>Remaining unbiased is a core value I uphold by actively considering multiple perspectives—what I call “wearing different thinking hats.” In both my professional and volunteer roles, I’ve led projects to improve systems and ways of working. My first step is always to understand the current situation and gather feedback from those affected. Only by truly listening and empathizing can we create meaningful change. I believe that understanding must come before action, and that empathy drives effective, lasting solutions.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>I am a strong believer in training and continuous development. Whether in my professional career or my volunteering journey, I consistently seek out training opportunities to keep growing and improving. By attending various courses and participating in workshops, I not only develop new skills but also gain deeper insight into others’ perspectives—helping me grow in a more holistic and well-rounded way. I truly believe that every person and every experience that crosses your path offers a valuable opportunity to learn.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>Respect is fundamental to how I work. In my professional role, I collaborate across departments and value every individual’s contribution to team success. I bring this same approach to my work within my MO, treating everyone equally, regardless of role or background. When serving others, it’s essential to set aside personal opinions and act with integrity, fairness, and professionalism. True respect means listening, acknowledging different perspectives, and ensuring that every voice is valued in decision-making and daily interactions.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Professionally qualified
<p>I work in the tourism industry. Last Year I had the opportunity to attend an Erasmus project about the topic of Cultural sensitivity, in Portugal, offered by my workplace. After attending this course, I was more aware that even the simplest thing or gesture can be a sensitive matter to others.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>In my professional role, I lead teams, delegate tasks, and coordinate with external partners to ensure effective collaboration. While I often work independently, I value teamwork and shared responsibility. In Guiding, I’ve held leadership roles over 12 years on the National Board, which allowed me to lead fairly, delegate effectively, and work closely with members at all levels of our MO. These experiences have deepened my connection to the movement and strengthened my leadership and team management skills.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Follower
<p>Although I was never a volunteer with WAGGGS directly, I have always been an active and committed member within my MO. While volunteering as a Brownie Leader and within national teams, I consistently strive to lead and communicate effectively. I believe compassion is essential in any team—when each member understands and empathizes with one another, it strengthens the entire group. Volunteering has allowed me to develop new skills and strengthen existing ones. In my opinion, delegation, leadership, communication, and compassion are among the most important qualities.</p>		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
<p>I apply strategic thinking in both my professional role and within my MO by setting clear goals, identifying priorities, and aligning actions with long-term objectives. Over 12 years on the National Board, I contributed to four strategic plans, deepening my ability to think long-term and implement impactful strategies. These experiences strengthened my skills in planning, problem-solving, and driving sustainable outcomes—ensuring that team efforts remain focused, results-oriented, and aligned with a shared vision for lasting success.</p>		
Financial, management, budgets, and risk management.	Skill Level:	Contributor
<p>While financial management is not my core strength, I have consistently prepared accurate budgets for my responsibilities within the MO, especially for large-scale activities. I ensure risk management is integrated into planning to minimize issues and ensure smooth execution. Over time, I've developed skills in forecasting budgets and risks, applying them both in my work with the MO and in my professional life. These experiences have strengthened my understanding of financial planning and risk mitigation.</p>		
Project and programme planning and management	Skill Level:	Expert
<p>I have led various projects, both in my professional role and within our Member Organization, always following three key phases for success: 1) Who is the project for? 2) What are the objectives? 3) How will it be implemented? These guiding questions ensure the work is purposeful, goal-oriented, and effectively executed. Notable initiatives include creating a database and online portal for training and membership records, developing the MGG Senior Rangers Section, and assisting in revamping the Warrant Induction Training.</p>		
Governance and/or legal expertise	Skill Level:	Follower
<p>While I have limited direct exposure to policies and statutes, I gained valuable insight by working closely with my Member Organization's Council to update bylaws and align them with the National Board's revisions. This experience deepened my understanding of governance and policy development. I also recognize that, like our Member Organization, the Regional Committee operates as a working body, not a decision-making one—like the National Board and Council—highlighting the importance of appropriate decision-making channels within the structure.</p>		

DESIRABLE SKILLS (CONTINUED)

Fund development and partnerships.	Skill Level:	Follower
<p>No man is an island—and the same holds true for any Association. Partnerships are essential. Building and nurturing relationships with other entities or associations strengthens your organization, opens the door to new opportunities, and brings in fresh perspectives. A strong partnership can even lead to valuable funding or sponsorship opportunities. In my professional work, creating and maintaining partnerships is a key part of what I do. It allows access to more resources, supports the achievement of shared goals, and ultimately contributes to greater impact and sustainability.</p>		
Diversity, equity, and inclusion.	Skill Level:	Contributor
<p>Diversity, equity, and inclusion are core values that must guide every decision, from weekly meetings to large-scale initiatives. In our multicultural society, it's vital to recognize diverse realities and create spaces where everyone feels welcome and represented. We must offer equal opportunities to all and remain open to change when practices become outdated. As policies evolve globally and locally, staying informed and adaptable ensures our work remains inclusive, relevant, and aligned with the values that define our movement.</p>		
Negotiation and conflict resolution.	Skill Level:	Contributor
<p>Negotiation is about finding balance through communication, problem-solving, and empathy. These skills help leaders resolve conflict and foster harmony. I believe peaceful discussion and active listening are key to productive outcomes. Recently at work, I was involved in negotiations between our Unions and Management on a new collective agreement. This experience taught me valuable lessons in collaboration, conflict resolution, and reaching solutions that reflect shared goals—skills I continue to apply in both professional settings and within my MO.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Professionally qualified
<p>Marketing has always been a passion of mine, offering space for creativity and innovation. It's a dynamic field where research, planning, and flexibility are key. In my work, I've learned that promoting a country as a destination is much like promoting our movement—both are ever-changing and influenced by broader challenges. Technology and social media now play a crucial role in enhancing reach and impact. When used strategically, they offer powerful tools for connection, visibility, and adapting to shifting needs and contexts.</p>		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Contributor
<p>While I haven't directly led research phases, I've been actively involved in project monitoring and implementation, both professionally and within my MO. Evaluation is a key practice I apply consistently—whether for simple activities or complex initiatives—by gathering feedback and encouraging constructive criticism to improve future efforts. Significant examples include my involvement to evolve the MGG Young National Board member role and my role in monitoring and evaluating the MGG Youth Forum process. These experiences have strengthened my skills in reflection, improvement, and outcome-based learning.</p>		

DESIRABLE SKILLS (CONTINUED)

Influencing skills and advocacy	Skill Level:	Follower
<p>I have limited experience in influencing skills and advocacy since I was never part of the advocacy team, but I have always been a strong supporter of initiatives and positive change. I consistently back team efforts, promote ideas I believe in, and contribute wherever possible. I'm eager to develop these skills further and become a more active advocate in future roles.</p>		
External relations	Skill Level:	Expert
<p>Both my current role in professional life and all the positions I've held on the National Board have been built around strong external relations. I've consistently worked with partners, stakeholders, and external organizations to support shared goals, represent our interests, and build collaborative relationships that drive impact and positive outcomes.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Professionally qualified
<p>Throughout my guiding journey, I've led various teams, including nine years as District Commissioner of MGG's largest district at that time. This role taught me valuable lessons in planning, management, and providing tailored support to leaders. Professionally, my experience in an HR environment further strengthened my leadership skills, particularly in managing staff, delivering training, and supporting personal development. These combined experiences have equipped me with a strong foundation in people management, effective communication, and fostering growth in both volunteer and professional settings.</p>		
Information technology tools, systems and applications	Skill Level:	Professionally qualified
<p>I have a strong interest in gadgets and the technological world, supported by a qualification in Networking and IT. Professionally, I've been involved in various projects that required technical skills, and I also assist colleagues by offering basic IT training in the workplace to help improve digital literacy. Within our Member Organization, I had the opportunity to create and develop a comprehensive database and portal. This system securely stores membership data, personal details, and tracks the training journey of our members, greatly improving access to information and organizational efficiency.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>I often use Edward De Bono's Six Thinking Hats method to approach problems from different angles and make balanced decisions. Each hat represents a type of thinking—facts, emotions, caution, optimism, creativity, and process—which helps me explore all perspectives clearly. This method not only supports creative, innovative thinking but also helps in delegating tasks by aligning roles with individual strengths. It's a simple yet powerful tool I apply in both professional and volunteer settings to encourage thoughtful and effective teamwork.</p>		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

Referring to the WAGGGS Leadership Model, the practice of the leadership mindsets will significantly enhance my effectiveness as a Regional Committee Member in several ways:

1. **Being Self-Aware** – By understanding my own values, strengths, and areas for growth, I can lead with authenticity and be a more grounded and reflective contributor within the committee.
2. **Being Collaborative** – Embracing collaboration allows me to work effectively with diverse members across the region, valuing different perspectives and building inclusive solutions that reflect the needs of all Member Organizations.
3. **Being Empowering** – By encouraging others to take initiative and contribute, I can help create an environment where every voice is heard and valued. This empowering mindset is essential in encouraging the development and active engagement of young leaders within the Movement, allowing them to grow and take on meaningful roles.
4. **Being Visionary** – Keeping a clear focus on the WAGGGS mission and strategic direction allows me to contribute to long-term planning and decision-making that align with our shared goals and values.
5. **Being Ethical** – Upholding integrity and accountability in all actions ensures trust and transparency within the committee and the wider region. It also reinforces our commitment to the Girl Guiding and Girl Scouting values.
6. **Being Globally Responsible** – By considering the larger impact of our decisions on girls and young women worldwide, I can help ensure that regional actions contribute positively to global change, sustainability, and gender equality.

By wilfully practicing these leadership mindsets, I believe I can contribute meaningfully to the Regional Committee's work, support the growth of the Movement, and inspire others.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none">• Unit Leader with the Luqa Girl Guides, 2010 – present• National Training Team, 2024 - present• Mentor for the National Youth Committee, 2024- present• International Commissioner, 2018-2023• Senior Ranger Programme Advisor, 2009-2021• Database & Data Protection Officer, 2011 –2020• South District Commissioner, 2012-2017
WAGGGS (at global or regional level)	<ul style="list-style-type: none">• I had the opportunity to facilitate a training session during the last IC Forum, held in Malta in 2024.
Other voluntary positions	
Professional/ NGO/business appointments	<ul style="list-style-type: none">• Customer Care and Tourist Information office, Executive, 2020 - present• Tourist Information Office Concierge, 2015-2020

ACADEMIC BACKGROUND

- Procurement by Contracting Authorities, Institute for the Public Service, February 2025
- Cultural Sensitivity, Erasmus Project, in Faro, Portugal, October 2023
- Foundation Certificate of Digital Marketing, ICE Malta, August 2020
- Basic Marketing Skills short course, Malta Business School, August 2020
- Higher National Diploma in Tourism Studies, Institute of Tourism Studies, 2011-2013
- MCAST/BCTEC National Diploma in Computer Networking, Institute of Information, Communication and Technology, 2008–2011

MAËLLE CHAPUIS-MIROL

Fédération du Scoutisme Français

Under 30



Nominated by:

Fédération du Scoutisme Français

Languages spoken:

Mother tongue French, fluent English and fluent Italian.

PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

My main motivation for becoming a member of the Regional Committee is to commit to causes and values that are close to my heart: holistic and lifelong education, equality and cooperation. Thanks to Girl Guiding and its opportunities, I have flourished and I therefore wish to use my time and energy to contribute to WAGGGS' century-old mission.

I've been involved in Girl Guiding and Scouting through different roles, as Guide leader, and in particular as WAGGGS Deputy International Commissioner and today as pilot of a project for girls and women empowerment. As a WAGGGS volunteer, I experienced some internal challenges, including volunteer training and program design. I want to help provide opportunities for girls and young people and promote Girl Guiding and Girl Scouting in Europe.

My beliefs for WAGGGS are mainly living together in a global movement, putting women and youth leadership and the Girl Guide and Girl Scout educational method and programs at the heart of our activities. I believe that the Growing and Learning framework is deeply relevant for WAGGGS, MOs sustainability and for girls and women. I want to continue working on training MOs, following on from the first MO training to deliver the Growing and Learning framework.

The challenges and my vision for the region in this next triennium are those of the Member Organisations, such as policies and programs delivery, the quality of Girl Guiding and Girl Scouting, and membership growth, in order to achieve Compass 2032. The main challenge for the Europe region is to give itself the means to always be able to offer quality girl guiding and girl scouting to MOs.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Expert
<p>Experience as deputy IC for Scouts et Guides de France (SGDF) (3 years):</p> <ul style="list-style-type: none"> • Co-head of European delegation • Active participation in WAGGGS consultations: 2020-2022 Strategy, Compass 2032, triennial strategy. As well as WAGGGS Europe consultations for the triennial action plan 2022-2025. • Active participation in WAGGGS governance. • Participation in numerous WAGGGS events • Active participation (2020-2023) in the commission of the Federation of French Scouting with the 6 associations. This allowed me to understand the different girl guiding and girl scouting practices within the same MO. 		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
<ul style="list-style-type: none"> • Participant at WAGGGS events: network meeting (2019) and Helen Storrow seminar (2019). • Participation in the 2024 facilitator training. • I have actively taken part in WAGGGS leadership model seminars, co-organising 2 WAGGGS events: <ul style="list-style-type: none"> ◦ Succession planning training (2024, pilot) ◦ Growing and Learning (2024), member of the team of facilitators who wrote the specifications and objectives of the training. 		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Contributor
<p>As a WAGGGS Europe volunteer in the external relations group and carry the voice of WAGGGS. I worked with the women's rights bodies of the European Union and the Council of Europe as well as European youth and women's rights structures such as the European Youth Forum and the European Women's Lobby.</p>		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Contributor
<p>I pursued bicultural studies (France and Italy) and therefore hold a double bachelor's degree and a double master's degree in political science and international and European affairs. This allowed me to develop an ability to adapt to all contexts. I worked in different administrative and private structures, in France and Belgium, which gave me the opportunity to practice flexibility and open-mindedness, to work with people with diverse skills and abilities and from different cultures.</p>		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Follower
<ul style="list-style-type: none"> • Diploma from the Institute of Political Studies, writing of summary notes, research papers, problematization. • Habit of leading groups with collective intelligence methods. 		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Professionally qualified
<ul style="list-style-type: none"> • Graduate of the Institute of Political Studies. • As part of my work, I write summary notes for large documents, I analyse proposed laws and public action programs for their implementation. 		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Contributor
<p>For 2 years I have been in charge of the national ecological and energy transition initiative for companies at the head of the network of chambers of trade and crafts (CMA); this forces me to listen and learn from the different points of view of each region, as well as from people already in post and newly arrived. This position allowed me to understand the mission and the need to learn from others and from different people.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>In my professional life, I coordinate the network of environmental referents in 19 regions in a non-hierarchical management environment. I manage several projects and products, involving different teams and cross-functional and collaborative management. Previously, in administration, I carried out a political sociology study with a collaborative approach while respecting hierarchy. As a volunteer guide, I was project lead and guide leaders teams lead for young people, but also a member of a training leadership team.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>I grew up in Italy in a multicultural context. Thanks to my bi-cultural studies, I spent 5 years in a bilingual and bicultural group and collaborated in academic and associative settings. I adapted to other learning systems. I have attended WAGGGS, WOSM and ICCG international events and training in person and remotely. Active in the international department and the federation, I carried out multicultural projects with girl guides and scouts.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Contributor
<p>An active member of the SGDF since my adolescence, I have had various roles, notably Rover, Guide leader then Project lead in the national team.</p> <p>As Deputy WAGGGS IC, I was one of the association's national responsible managers, actively participating in the activities of the international department and in the management of SGDF volunteers in the different bodies, alongside staff.</p> <p>I also co-led the network of 12 young delegates (international youth representatives) and was a trainer at the SGDF and therefore a stakeholder in training teams.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Contributor
<p>As a WAGGGS Europe volunteer in the external relations group, I completed youth participation activities, notably the EU-Youth dialogue, including applying for two cycles, preparing content notes, "Expert round table" event alongside other representatives of youth NGOs. WAGGGS representation at UNESCO NGO conferences (November 2024)</p> <p>WAGGGS facilitator for several events: Succession Planning, Growing and Learning, leadership.</p>		
Ability to think strategically and create strategic plans.	Skill Level:	Contributor
<p>Professionally I work on ecological transition strategy -I wrote the strategy for the activities of my head network center and the energy transition strategy to support companies. Based on multi-scale framework documents, analysis of needs, news and opportunities, I identify the issues and priorities to build long-term strategies and operational action plans.</p> <p>As a Guide leader, I developed numerous educational, animation and operational projects, but also contributed to SGDF strategies.</p>		
Financial, management, budgets, and risk management.	Skill Level:	Follower
<p>Professionally, I manage the budget of my activities, in line with the management budget, validated annually. I contribute to risk mapping.</p>		
Project and programme planning and management	Skill Level:	Expert
<p>Professionally, I plan projects and programs and implement them. I also answer calls for projects and grant requests or develop them, for example digital public services or relevant products and service offerings. I make sure to track monitoring and performance indicators. As a guide I have set up programs such as the young delegates program, and projects such as training, activities and workshops.</p>		
Governance and/or legal expertise	Skill Level:	Contributor
<p>As deputy IC I have actively taken part in WAGGGS governance since 2019. Professionally I contribute to governance and its bodies, preparing documents and resolutions for commissions, general assemblies, offices etc. My experience in youth organizations has allowed me to put into practice my knowledge of EU and Council of Europe structure and function, as well as European youth structures.</p>		
Fund development and partnerships.	Skill Level:	Expert
<p>Professionally I develop several funded projects and partnerships on the ecological transition, but also the monitoring of partnerships. Previously I carried out research and classification of requests for proposals, where I learned to analyze the requests for proposals for projects or grants with regard to the needs and strengths of the organization.</p> <p>As a WAGGGS volunteer in the External Relations group I supported fundraising for WAGGGS.</p>		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Contributor
I developed a strong interest in issues of diversity, equity and inclusion from a young age. I am currently an SGDF volunteer co-lead of a national project group for girls and women empowerment. The goal is to promote girls and women in our association and WAGGGS resources.		
Negotiation and conflict resolution.	Skill Level:	Follower
As a director of group camps for minors (scout and guide summer camps), I practiced resolving conflicts between young people, between adults and between young people and adults. I focused on non-violent communication techniques.		
Marketing and communications, including public relations and social media	Skill Level:	Follower
Professionally, I wrote the portfolio of our national service offerings (7 offerings) as well as the content and associated marketing and communications product sheets. I also contribute to evaluating our offering's profitability and development and work towards developing new marketing service offerings alongside different working groups and skill sets. I am currently developing skills in product pricing marketing.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
Professionally in administration, I wrote a political sociology study on adaptation to climate change, involving data collection using bibliographic research methods, qualitative and quantitative methods. In my following jobs, I also completed strategic environmental assessments and evaluations of projects and public policies and associated research and development.		
Influencing skills and advocacy	Skill Level:	Expert
Professionally for 3 years, I have honed my writing skills regarding content notes and influence actions. Currently, I contribute to public affairs, responses to public consultations etc. As a WAGGGS volunteer, I advocated for the key themes of WAGGGS in Europe and to promote the contribution of international youth NGOs to European public policies and to achieve the youth strategy. In 2023, I was a delegate to the European general assembly of a youth political party.		
External relations	Skill Level:	Expert
Professionally, I work as a substitute for the National Council for Ecological Transition and the National Council for Statistical Information, which provides advisory opinions on public policies. I represented WAGGGS notably in the EU-Youth dialogue and was appointed to represent international youth NGOs (INGYOs) at the informal meeting of youth ministers to make recommendations to the European Commission and the EU Council.		

DESIRABLE SKILLS (CONTINUED)

Human resources management (staff and/or volunteers)	Skill Level:	Follower
<p>I have experience in non-hierarchical management of projects and the associated portfolios of actions, as well as the human resources linked to it..</p> <p>As Succession Planning training co-lead, organised in partnership with WAGGGS in August 2024, I worked on WAGGGS tools and more recently on human resources management tools, aiming at MO sustainability.</p>		
Information technology tools, systems and applications	Skill Level:	Contributor
<p>I've been using Microsoft Office suite since 2019, and I'm currently using it daily at work. In the voluntary and associative context, the Google suite for around ten years, as well as other collaborative tools such as Notion and Trello.</p>		
Innovation and creative thinking	Skill Level:	Contributor
<p>I have participated as a trainer in several training of trainers for the for the Scouts and Guides of France (SGDF). I developed creative facilitation techniques to foster innovation and collective intelligence.</p>		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

I have good command of the WAGGGS Leadership Model. I discovered it when it was launched during the Helen Storrow seminar (2019), and I have been practicing it since then and made it my own. I actively participated in the delivery of the framework and the leadership model in my association via several presentations and training courses.

I practice the mindsets when I am in a leadership situation. I think of them as lenses through which to see the world. Also, my leadership as a shared and rotating process will be useful to me in a committee of 6 people, in order to share leadership with the main volunteers and staff members with a collaborative approach. I practice my leadership consciously and I'm curious, always wanting to learn and discover.

The gender equality mindset is anchored in my daily life, I pay attention to gender discrimination on a daily basis and girls and women empowerment. This will allow me to be more effective as a Committee member as I will be committed to pursuing WAGGGS' mission.

I practice contextualisation by showing empathy and curiosity, which will help me to incorporate the realities of the European region and the awareness of being a global movement. Also, I want to create spaces to collectively learn from events and challenges and celebrate successes as a collective. I embrace a continuous and positive feedback approach, essential for implementing an action plan in a changing world and for driving change. I have been journaling for over 15 years and I loved the rereading workshops offered as part of Girl Guiding spirituality to practice the reflection mindset. Taking care of your physical and mental health and your learning will allow me to be effective as a leader.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none"> • Co-lead national team member of the “sterenn” national project group for girls and women empowerment. SGDF Trainer. For example training territorial and national teams, ongoing training. • Voting delegate for the national team at the 2024 general assembly and previously in 2018. • SGDF, Deputy International Commissioner WAGGGS (2020-2023), member of the Federation of French Scouting WAGGGS IC Commission. • Participation in the extraordinary WAGGGS 2020 World Conference, in the 2021 WAGGGS World Conference remotely with a federation hub. • Co-head of Federation delegation to the 2022 WAGGGS European Conference and joint Conference. • Young delegate project manager (2020), young delegate participant in the 2019 European conference. • Workshop facilitator during the SGDF “Connect!” jamboree in 2019. • Venture leader (2019-2020), Cub Scout leader (2016-2018), Scout-Girl Guide summer camp.
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • WAGGGS Europe External Relations working group volunteer, January 2023 - today • Facilitator. Start of training in April 2024, participation in several training courses and the personal development program.
Other voluntary positions	<ul style="list-style-type: none"> • Volunteer for the master's degree in Governance of the Ecological Transition “EmpreinteS” alumni association, treasurer, in charge of the linkedin group. • Member of the “Nef-international center of French Girl Scouts” which subsidizes international projects, focused on girls or development aid • Participant in the project “We hear you - a climate archive” - 2023, 77 messages for the future from 77 young people committed to climate change. • Delegate at European level for a youth political party. (2023) • Member of the student network for an ecological and social society (RESES) delegation to the COP international climate negotiations – 2022 - 56th Subsidiary bodies in Bonn
Professional/ NGO/business appointments	<ul style="list-style-type: none"> • Ecological transition project manager at CMA France (since March 2023) - Implementation of public policies, conventions and ecological and energy transition programs for craft companies. Animation of the CMA Environment network. Development of the awareness, diagnosis and support service offering for craft businesses • Analyst, Ramboll Management Consulting, Brussels (September 2022 to February 2023) - Carrying out socio-economic impact assessments and analyses, research and information processing. (adaptation to climate change and air quality) • Climate change adaptation project manager – Regional Directorate for Environment, Planning, Housing (DREAL) - September 2021 - August 2022 Apprentice responsible for proposing climate change adaptation recommendations and strategies for State services in Nouvelle-Aquitaine. Publication of a study.

ACADEMIC BACKGROUND

- Project culture and non-hierarchical management training, 2025
- Master's degree in Governance of the Ecological Transition - Major in Project and Organization Management - Sciences Po Bordeaux, 2020-2022
- Master's degree in International Sciences - European Affairs profile : Department of Political Culture and Society - University of Turin
- Bachelor in Political Science - Sciences Po Bordeaux, 2017-2020
- Bachelor international relations and international cooperation - University of Turin
- Preparatory class in humanistic and social studies - Highschool Fénelon - Paris, 2016-2017

SIGNE GERTZ JENSEN

Joint Committee of Girl Guides in Denmark

Under 30

Nominated by:

Joint Committee of Girl Guides in Denmark

Languages spoken:

Danish as mother tongue, fluent English, basic French and basic Spanish



PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

Our Region consists of diverse and powerful member organisations, supported by a community of motivated volunteers and dedicated staff. We have connections to our colleague committees in other Regions and we collaborate with the global movement and with our brother organisation the Europe Scout Region. Some call it complexity, I call it potential.

In my volunteer efforts inside WAGGGS and outside, I have sought to build bridges and understand how complex relationships can benefit from joint efforts. I see us all as LEGO bricks: MOs are different in colour and sizes, the same can be said of the five WAGGGS regions and even more so of the global working committees and the European Scout region. That diversity is our strongest potential, we have all the right building blocks, we just need a way to connect them. LEGO bricks are tools for ingenuity, but it takes patience, an open mind, courage and most of all, the ability to be inspired by that around us.

I have always flourished in times of change, they allow me to engage my critical thinking mindset. Change is an undeniable factor in a movement, in the world, and we change as our circumstances do. The right changes keep us on track, they allow us to follow-through on our vision. I want to make the right changes with intention and careful consideration. With the methods I have learned and the values I have, I want to continue to build with the bricks of the WAGGGS Europe Region.

Our time calls for brave leadership and I ask you to allow me to deliver exactly that. All Guides and Girl Scouts deserve to experience our movement's positive impact on their lives, but more importantly the Europe Region outside our movement needs the brave and thoughtful members we build.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Professionally qualified
Denmark as a Member Organisation has 5 Component Associations, all with different identities, so I am no stranger to complexity and diversity. It was as the WAGGGS lead on Roverway 2024 that I fully comprehended the importance of understanding each MO's needs and strengths to build a regional offer that is valuable. With that experience as well as my time in international negotiations at the UN I have the methodology and tools to work it as an advantage instead of a hindrance.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
In my Component Association leadership training begins when you are 12, so I have been exposed to my fair share of leadership models and yet still when I was presented the WAGGGS model, it hit home. I was fortunate to get a deep understanding of it through the Juliette Low seminar in 2019 and I have since held trainings in the leadership model and advocated for it.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Expert
From 2022-2024 I was Denmark's youth delegate to the UN for gender equality and sexual and reproductive health and rights, which included participating in EU hearings and networks on gender equality.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
This past triennium I have had the opportunity to challenge the status quo in our work, but I have also had to accept that even I am influenced by my own traditions and habits. Therefore I have brought innovative leadership into my board certification I took in 2024 as a component I wanted to develop, and I have learned methods to create innovation in a sustainable way.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Professionally qualified
Through my studies of law I have build a sound foundation for just decision-making through qualified research and independent judgement. Abilities I have put to used and challenged in my work a Notary Public. My ability to challenge decisions I find unjust or based on wrongful assumptions has been a continues journey strengthened through every single board or committee I have seated.		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
Throughout 2024 I have been through a board certification that challenged my abilities to think holistically as a committee member in my decision making and allowed me to deep dive into leadership theories.		

ESSENTIAL SKILLS (CONTINUED)

Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>Being on a WAGGGS committee is impossible if you are not able to set aside your pre-determined ideas of what Guiding and Scouting is. We have as many different perspectives as we have MOs and CAs. Something I have learned this triennium from my co-committee members is that time to listen and understand can be indispensable.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>In the 2024 Roverway I was strategically responsible for the co-operation between WAGGGS, WOSM, and the host country. This was only possible due to the great co-operation I had with our staff. Together we built a team of experienced lead volunteers and 50 facilitators. That is only achievable by knowing your areas of competence and responsibility while trusting and respecting your team.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Contributor
<p>I have never had the experience of living in another country. I don't know the feeling of being an alien, but I have done my best to understand those who are, those whose background is different from mine, to ensure they feel welcomed. I continuously support intercultural connections amongst young people as a board member of the international people's college, because I believe experiencing other people's culture is crucial in becoming peacekeepers.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>I lead by example, with a focus on motivation and mental health. I don't just spend time working with those around me, I spend time getting to know them, because leading a community is more inspiring than leading individuals. It is about seeing through the job at hand and remembering the objective behind.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
I am currently a member of the WAGGGS Europe Committee.		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
I have co-created the WAGGGS strategy for impact at Roverway with our staff and supported the host country through the planning phases towards a successful event. Further I have taken the lead on the World Conference Regional day as well as been in charge of the initial consultations and drafts on the Triennial Action Plan 2026 - 2029.		
Financial, management, budgets, and risk management.	Skill Level:	Expert
As president of Denmark's oldest college I was responsible for our foundation, financial reporting, and risk management. We built a ten year financial vision working towards making the college sustainable and future proof.		
Project and programme planning and management	Skill Level:	Contributor
I have been engaged at a youth Guiding and Scouting centre in Denmark for 10 years. We create leadership training for members between 12 and 25. Throughout the years I have delivered uncountable projects as a result of this.		
Governance and/or legal expertise	Skill Level:	Professionally qualified
I am a legal consultant for the Capitol Region of Denmark that delivers health care, where I provide legal support in our work with data protection and regulation of AI. I have previously been a notary public for the Court of Hillerød as well as a judge assistant.		
Fund development and partnerships.	Skill Level:	Expert
I am a member of the Olave Baden-Powell Society, working together with the Danish chapter on young engagement. My experience as a youth delegate has been closely connected with developing long term partnerships with donors. This triennium I have worked with external relations and our funding manager on creating a profile for the region where WAGGGS Europe is attractive for EU funding.		
Diversity, equity, and inclusion.	Skill Level:	Expert
As a youth delegate to the UN I obtained quite the information on diversity and equity amongst genders and sexual representation, and I understood the intersectionality that often happens in discrimination of minorities. The challenge is to translate that knowledge into action toward inclusion, where we still have a way to go.		

DESIRABLE SKILLS (CONTINUED)

Negotiation and conflict resolution.	Skill Level:	Expert
As part of my education for law I have had classes on negotiation and conflict resolution. I am trained in negotiation by the Danish Ministry of Foreign Affairs as part of my work as Youth Delegate to the UN.		
Marketing and communications, including public relations and social media	Skill Level:	Follower
I use social media very actively, with intention and focus on misinformation. I have received training in creating content for both printed and social media.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
I have been closely connected to the current region's work on developing the TAP, especially reading trends, and ensuring a representative data group.		
Influencing skills and advocacy	Skill Level:	Expert
As a youth delegate I impacted UN strategies, agreed motions and statements through my advocacy efforts.		
External relations	Skill Level:	Expert
I have worked with many third parties in my volunteer engagement both within and outside WAGGGS. Ensuring a sustainable co-operation, positive image as well as equitability are definitely my focus in this work.		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
I have held multiple roles with HR responsibility. It is always different when staff work closely with volunteers and the approach should be equally different. I have been successful in my experiences, however I can still learn.		
Information technology tools, systems and applications	Skill Level:	Expert
I am gen z. I don't know everything, but I know enough to be the on-call support for most friends and family. I wrote my master thesis on the regulation of AI and the impact on power balances and democracies.		
Innovation and creative thinking	Skill Level:	Follower
In 2017 I came together with a group of young members in my CA and put forward a motion concerning increased focus on well being in Guiding and Scouting. Based on this we created an activity pack and a board game from scratch, because we knew we had to approach in a new way to reach our members.		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

I believe the leadership mindsets were created to help us understand the complexity in each one of us and how it affects our leadership skills.

I participated in the 2019 Juliette Low Seminar in Poland, and at first glance I thought the leadership model was too complex, carried too many concepts, and was hard to implement in real life, but throughout the physical event I understood why it had to be that way. It took a full year reflecting on the model, collaborating with other participants on my Girls 100 project and impacting our participants before I understood the Leadership mindsets are not something you can achieve, it is something that is constantly developing within yourself.

Some days I use the leadership mindsets actively, I fill out my leadership journal and I bring them into discussion when decision making. Other days they are something that just exist in the back of my mind, that I carry with me in the way I approach people, decisions and self development.

The leadership mindsets don't help me being an effective committee member, but they help me being a well rounded committee member, aware of my strengths and weaknesses, and able to make decisions in line with my own values and WAGGGS' values.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none"> • Ex-officio member of the Joint Committee of Girl Guides in Denmark, 2022-2025 • Lead Volunteer on ABC for Mental Health, 2018-2020 • Deputy International Commissioner, 2019-2021 • Member of the Joint Committee of Girl Guides in Denmark, 2019-2021 • Lead Volunteer for The Danish Guide and Scout Association's International Network, 2019-2022
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • Committee member of the Europe Region WAGGGS, 2022-2025
Other voluntary positions	<ul style="list-style-type: none"> • Facilitator at Leadership Seminars at Guiding and Scouting Centre Forlev, 2015-2022 • Project lead on leadership seminar on young women in governance, 2019-2020 • UN Youth Delegate for Women's Sexual and Reproductive Rights, 2022-2024 • Member of the advisory committee of The International People's College
Professional/ NGO/business appointments	<ul style="list-style-type: none"> • Legal Advisor to the Capitol Region of Denmark, Information Security and data protection, 2024 – present • Member of Think tank Democratic Business Young Board Members' Network, 2023 - present • Board member of the Kommunitetsråd, foundation for the support of students in need, 2021-2024 • Notary public at the Court of Hillerød, Denmark, 2022-2024 • President of the King's College, Regensen, Copenhagen, 2024

ACADEMIC BACKGROUND

- Master of Law, The University of Copenhagen, 2021 - 2024
- Bachelor of Law, The University of Southern Denmark, 2018-2021

RONJA KOK

Pfadfinder*innen Österreichs (PPÖ)

Under 30

Nominated by:

Pfadfinder*innen Österreichs (PPÖ)

Languages spoken:

German as mother tongue, fluent English, intermediate Dutch, basic French and basic Spanish



PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

Over the past years, through volunteering at Nuestra Cabaña and representing my MO as a young delegate, WAGGGS has shaped me and led me to where I am today.

In my vision WAGGGS remains an organisation that allows girls and young women to explore, grow and learn so they are prepared for the future and lead the way. Here, MOs are key players. To ensure their success, they must be more involved in ongoing discussions on both regional and global level that influence their work and membership. Open communication, transparency and meaningful collaboration are essential to be a truly MO-driven organisation.

Furthermore, the limits to our resources require us to rethink how we operate at all levels. We need clarity and reconsideration of roles, responsibilities and decision-making processes. Moreover, regions are positioned to bridge WAGGGS' global vision with the diverse realities. Thus, Europe Region needs greater flexibility to adapt and implement actions that reflect the MO needs while following global directions towards Compass 2032.

Ultimately, WAGGGS' strong foundation in non-formal education is fundamental to achieving our purpose: enabling girls and young women to reach their fullest potential as responsible citizens in the world. Additionally, building strong and lasting partnerships with like-minded organisations, such as WOSM, will be essential in Europe's dynamic landscape, where women's rights continue to be endangered. Therefore, it is essential to empower one another so we can empower others, creating a ripple effect of positive change.

In conclusion, becoming a committee member is putting all my experiences, skills and knowledge to use for a movement and cause that I truly believe in. It is about building connection and a strong network so we can ensure WAGGGS remains relevant in a constantly changing world, adaptable to the multiple challenges and impactful now as well as in the future.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
Seven years ago, I started my “governance journey” by becoming a Young Delegate and later Young Delegate Coordinator of my MO. Thanks to this, I attended multiple conferences (EGSC 2019, WSC/WSYF 2021, EGSC 2022, WGC 2023) and gained a good understanding of WAGGGS governance structures. This triennium I was Europe Region volunteer and worked with Committee members, staff, other volunteers and WAGGGS global regularly, strengthening my understanding of the organisation's structures and processes.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
When the Leadership Model piloted in 2018, I was volunteering at Nuestra Cabaña and have been working with it ever since. Besides attending sessions during Conferences and including it into the programme of my local group, it was a big part of the JLS 2024. I also held a short session “Introduction to Leadership Mindsets” at the Scout and Guide Academy 2024.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Follower
By engaging in conversations with local guides, scouts, friends and family, I gain insights into the realities of girls and young women. I also keep up with gender issues through social media, university courses and feminist literature, ensuring I stay informed, I join the discussions and voice my opinion.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Professionally qualified
In my volunteering journey, including roles like lead for “Vision 2028”, Young Delegate Coordinator, facilitator and leader., I often had to adapt my plans based on feedback, time pressure and other (unforeseen) circumstances. Having also specialized in change management during my studies, I bring a solid theoretical understanding of change processes. This background taught me, amongst other things, the value of having a clear objective and solid plan while remaining flexible.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Contributor
Feedback and evaluation have been central to my volunteering in various teams, from local to international levels. Giving and receiving feedback, as well as challenging the status quo, have shaped my experience. Learning about non-violent communication has especially helped me to express open and honest critique in a more respectful and constructive way.		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Contributor
I have critically analyzed evaluations (from events, webinars, workshops, etc.) and identified key insights to decide on an action plan and implement changes (i.e. processes, team collaboration, work culture). At the same time, it is important to never forget the overall objective and how these changes will contribute to that.		

ESSENTIAL SKILLS (CONTINUED)

Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
I have always valued the multiple opinion and different perspectives people bring to the table as I see it as a big part of learning and improving. Having worked in multiple, diverse teams and in different positions, I value active listening, respecting the different positions and always striving for consensus if possible.		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
In my volunteering journey, I have mostly worked in teams composed of different age groups, nationalities, backgrounds, motivations and functions. Especially by volunteering for WAGGGS Europe, I worked closely with staff members (both regional and global) and a diverse team of women. During this time, I valued the most the clarity on responsibilities and expectations as well as honesty and openness regarding (personal) capacities.		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
In my international volunteering roles, I have working with individuals from a wide range of cultures and backgrounds. From participating in global events (i.e. JLS, World Guide Conference) to collaborating in international teams, I have faced cultural differences. In these moments where different cultures clashed, I always valued mutual respect, understanding and dialogue to navigate and resolve these challenges.		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Professionally qualified
My leadership journey includes leading a local volunteer team and being part of the "Vision2028" team, which worked on implementing our MO's strategic plan. As a Young Delegate coordinator, I led the volunteer programme for three years and supported the head of the international team. These roles involved setting agendas, overseeing the team, overcoming challenges and taking decisions on future actions and directions.		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
I volunteered at Nuestra Cabaña for the autumn season in 2018 and was part of the Europe Region Working Group for Quality Guiding and Scouting during this triennium.		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
In my role as project lead for “Vision2028” I oversaw the execution of our MO’s strategic plan. I also attended a workshop on Strategic Planning at the Scout and Guide Academy 2019 in Slovenia and examined the topic in my Bachelor’s degree, particularly regarding Non-Profit organizations and Public Management, sharpening my skills in strategic thinking and developing action plans.		
Financial, management, budgets, and risk management.	Skill Level:	Contributor
Over the past 1.5 years, I have supported the finance team at University of Vienna’s Department of Environmental Geoscience. In addition, I have managed camp finances and obtained a degree in International Business and Administration, which included Financial Management in the curriculum. These experiences have equipped me with a basic understanding of financial operations and management.		
Project and programme planning and management	Skill Level:	Professionally qualified
Project Planning and Management was a key focus of my studies. Besides my professional qualification, I have led projects from the start (Young Delegate Programme, JLS “100 Girls Project”), been part of event organizing teams and delivered a session on Project Management during the Scout and Guide Academy 2024.		
Governance and/or legal expertise	Skill Level:	Contributor
I attended conferences (WAGGGS, Austrian National Youth Council) and also chaired the Board of Supervisors of the National Youth Council for 6 months, gaining practical governance experience. I also participated in workshops and discussions, especially on meaningful youth participation, while helping create new structures for my MO, further developing my governance knowledge.		
Fund development and partnerships.	Skill Level:	Learner
Apart from reaching out to internal and external contacts for collaboration, my experiences in this area remains limited.		
Diversity, equity, and inclusion.	Skill Level:	Contributor
For the past years, I was responsible for “Diversity and Inclusion” efforts at an event I organize, ensuring brave spaces for all participants. Also, my studies included courses on societal issues and intersectionality, deepening my understanding of equity and inclusion in diverse contexts.		

DESIRABLE SKILLS (CONTINUED)

Negotiation and conflict resolution.	Skill Level:	Contributor
I have both been involved and mediated conflicts, also learning when to seek external support and supervision. Further, my JLS project on conflict resolution deepened my understanding and strengthened my ability to navigate difficult situations.		
Marketing and communications, including public relations and social media	Skill Level:	Contributor
In the past, I have created social media content, managed schedules, and contributed to discussions on Corporate Identity and Design for our MO. Additionally, I have written articles for various platforms, focusing on youth perspectives, and promoted various Scouting and Guiding events or activities, strengthening my understanding of marketing, branding and strategic communication.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
Through my studies, I gained experience in (mainly qualitative) research and recently conducted a study on Fast Fashion and youth perspectives for my MO. Monitoring and evaluation have been essential in my volunteering, helping assess events, meetings, collaborations and teamwork to drive continuous improvement and development.		
Influencing skills and advocacy	Skill Level:	Expert
In 2021 I participated in my hometown's first climate council, helping develop policy recommendations that were presented to local authorities. Additionally, I represented my MO in discussions with CEOs and other decision-makers, advocating for youth perspectives to be considered in their decisions.		
External relations	Skill Level:	Contributor
I represented my MO at various discussion panels and networking events, including CEO4Future and the Austrian Broadcasting Cooperation. Further, joining the WAGGGS External Relations working group of the Europe Region for an EU event provided insights into EU-level advocacy and collaboration with stakeholders.		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
As a WAGGGS regional volunteer, I have worked closely with both volunteers and staff members. I have also led teams of different sizes (biggest being around 18 people) during my entire volunteering journey. Moreover, my degree included HR management, particularly in the NGO/NPO sector and volunteer-run organisations.		
Information technology tools, systems and applications	Skill Level:	Contributor
In both professional and volunteering roles, I have used various platforms (Microsoft 365, Trello, Miro, Zoom, Padlet, Notion etc.) for team organization, webinars, meetings and daily operations.		

DESIRABLE SKILLS (CONTINUED)

Innovation and creative thinking	Skill Level:	Professionally qualified
I have been involved in several change processes that required creative and out-of-the-box thinking. Most recently, I facilitated a discussion within the international team on adapting to new structures and how to incorporate international topics.		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

For me, the leadership model and its mindsets are unavoidable components of this position as it provides orientation and support, especially in challenging times.

Firstly, being part of the committee means working in a team with six ambitious and motivated volunteers from across Europe that are dedicated to WAGGGS and its cause. All of us bring different experiences, working ethics, expertise and personal visions to the table. Therefore, creating a brave space where every member can fully participate is necessary. Here, reminding myself and being mindful of these different backgrounds and skillsets is key to successful collaboration.

Secondly, there will be difficult discussions, conversations and actions to take. Here in particular active listening, asking questions, challenging each other while striving for consensus is essential to me. This nonetheless requires time, space and most importantly trust in each other, especially when exploring new areas and approaches. This means that I need to be aware of my strengths, weaknesses and personal biases, challenge them and be open to criticism.

Thirdly, open, honest and respectful conversations are in my opinion one of the strongest bases for a functioning and sustainable team since communication in all its subtle ways is key. Here, I will have to be aware of the different positions, potential (language) barriers and various contexts to take conscious decisions that are rooted in my values and the values of WAGGGS.

In a nutshell, the leadership model is a constant companion when being on the committee. It gives guidance and support on an individual basis as well as for the entire team. This means that I use my skills and experiences, continuously reflect on my actions and keep on learning to help the committee and all its members reach their fullest potential.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none"> • Leader for 13-16 y/o, 2023-present • Assistant to lead of international team, 2022-2024 • Leader for 10-13 y/o, 2016-2023 • Young Delegate and Young Delegate Coordinator, 2018-2023 • Project lead for Vision 2028, 2019-2020
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • Regional Volunteer in Quality Guiding and Scouting Working Group, 2023-present • Volunteer at Nuestra Cabaña, 2018
Other voluntary positions	<ul style="list-style-type: none"> • Member of Board of Supervisors of National Youth Council, 2023-present
Professional/ NGO/business appointments	<ul style="list-style-type: none"> • Organisational assistant at University of Vienna (Department Environmental Geoscience), 2023-present • Facilitator for workshops on democracy, 2024-present • Supervisor for exams, 2020-2022 • Administrative support at technical college Vienna, 2021 • Ticket holder, 2018-2021

ACADEMIC BACKGROUND

- Bachelor degree in Political Sciences, 2023-ongoing
- Bachelor degree in International Business and Administration (specializations in "Change Management/ Management Development" and "Public and Non-Profit Management"), 2019-2023

OLIVIA SOLMAN

Scouterna - The Guides and Scouts of Sweden

Over 30



Nominated by:

Scouterna – The Guides and Scouts of Sweden

Languages spoken:

Swedish as mother tongue, fluent English, intermediate German and basic French

PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

I want to become a member of the 2025-2028 Regional Committee to actively contribute to the realization of Compass 2032. I want to be part of moving the region forward by continuing and strengthening opportunities that enable MOs to meet and learn from each other. These opportunities, and the knowledge gained, will enable Member Organisations to continue giving young people around Europe the chance to grow and learn, and to work towards an equal world.

My vision for the region is twofold: firstly to remain relevant and to be able to be a voice for our Member Organisations in relevant places and secondly to be able to support Member Organisations to remain resilient in a triennium where they will continue to face challenges. Guiding and Scouting and the values and skills it brings remains highly relevant to young people and to societies around Europe. The international friendships and connections that being part of WAGGGS creates for many guides and scouts around Europe and the world remain important in a world that can be very divided. I want to be part of a regional committee that can create and maintain connections and links between Member Organisations in Europe, between the Europe Region and other Regions and between Member Organisations and WAGGGS, and I believe that the skills and experiences that I bring to the table can enable this going forward. I hope to be part of strengthening a region where WAGGGS is visible and impactful for young people through their Member Organisations. We are all WAGGGS, and it is crucial that we continue to highlight and celebrate this collective identity.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Professionally qualified
Through my current term as a member of the Europe Region committee has increased my understanding of WAGGGS and the diversity of its MOs. I know that no two MOs look exactly the same, they all have varied organizational structures and their own complexities to navigate along with the complexities of their region. WAGGGS in itself has complexities that I have an in-depth understanding of from my current term.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
The WAGGGS way of thinking and conceptualising leadership through its leadership model is what sparked my interest in being active in WAGGGS, after attending the Juliette Low Seminar in 2015. I use the leadership mindsets in my role as a committee member, in decision-making and in reflecting. I am confident in explaining the Girl Guide/Girl Scout method through sharing how Guiding and Scouting is done and how this way of doing things benefit young people.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Expert
I have a deep interest in the world around me and have deepened my understanding of the challenges and opportunities girls and young women across the region and the world face through my university studies in political and social sciences and through applying a WAGGGS lense thinking of how current events are impacting the lives of my fellow guides and scouts.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
As a movement, it is key that we are open to new opportunities and new ways of doing things. I try to continuously remind myself to look at new ways of doing things with an open mind and to be flexible, something that living abroad challenged me to do on a daily basis.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
I trust my judgement and my ability to challenge my own judgement constructively. I find this an important practice in teams as well, something I've worked with and practiced in my role on the committee.		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
As a political scientist, analysing and interpreting information and to use this as a basis for thinking strategically is something I have in-depth training in. I have strengthened this skill significantly during my time on the Europe Region committee. I practice my creative thinking through knitting where I am faced with small problems that I need to think creatively to solve.		

ESSENTIAL SKILLS (CONTINUED)

Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>The ability to listen and learn from others is a continuous practice for me and a choice I make daily and consciously. The perspectives of others add great value to me as a person and to the decisions I make. It is hard to say that I am expert in this area, as it is a continuous practice and a choice one has to make. However, I know how much added value it brings to have the perspectives of others, to me and to the decisions I make.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Professionally qualified
<p>Working in civil society; I greatly appreciate and understand the different roles of staff and volunteers and how to form successful and efficient collaboration between these roles. I have valuable experience both being the staff member working with a team of volunteers and being a volunteer working with staff members. In my role as vice-chair of the committee I work closely with several members of staff and feel confident in establishing successful ways of working together.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>Since the age of 17 I have regularly lived and worked abroad in different cultures and multicultural contexts. I am skilled in and have profound experience working and volunteering in multicultural and diverse contexts and am sensitive to different cultures coming together and the opportunities and challenges that can bring to working together. I am also aware that I will never fully know all aspects of someone's culture and that being open to learning at all times is key.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Professionally qualified
<p>Having been a regional volunteer and a regional lead volunteer, and vice-chair of the committee, I have experience in working with and leading volunteer teams and how to make sure the volunteers can make an impact for the region. For me as a committee member it is key that volunteers get to contribute with their skills and passion and that I show trust in their work and show confidence in their abilities through delegating when useful.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
I have been a regional volunteer and lead volunteer for the Europe Region and facilitated a seminar at Our Chalet.		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
I have developed my ability to think strategically since I became involved in WAGGGS, both by taking part in conferences and from being on the committee. Through both volunteering and work I have created and worked a lot of different kinds of strategic plans and been part of planning processes.		
Financial, management, budgets, and risk management.	Skill Level:	Expert
I have been involved in the budget process of the region in my role as vice-chair. I have some formal training from project management trainings and work with budgets and risk management in my professional role. Knowing that I find this complex I also make sure to give myself the right conditions to work with budgets, financial management and risk management. My strategic thinking skills enable me to identify risks and potential consequences. I am confident in identifying and managing risks.		
Project and programme planning and management	Skill Level:	Professionally qualified
In my professional role I mainly work in projects, and I therefore have plenty of practical experience in project planning and management. I have some training in project and programme planning and management, both professional and from academia. From volunteering in WAGGGS I have also increased my experience and skills in working with programme planning and management and how that differs from working in projects.		
Governance and/or legal expertise	Skill Level:	Professionally qualified
I work with governance for an NGO, mainly with the operationalisation of our governance through assemblies but also with managing governance related risks and developing routines. This role in combination with being my role as vice-chair of the committee has increased my understanding of constitutions as a tool gives the frames of the operations of an organisation.		
Fund development and partnerships.	Skill Level:	Contributor
Being on the committee has significantly improved my understanding of how to work with fund development strategically. I also have practical experience in working with funding applications and reporting. I have some experience in working with establishing and maintaining partnerships with funders and other stakeholders.		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Contributor
At my workplace we have done a lot of work on becoming a more diverse and inclusive organisation in all parts of the organisation. For example by looking at policies and routines to see how they could be changed to contribute to becoming a more diverse and inclusive organisation. From this and from the work that WAGGGS has done on the topic I have come to see the importance of working on diversity, equity and inclusion in all dimensions of the operations of an organisation.		
Negotiation and conflict resolution.	Skill Level:	Expert
I mainly have practical experience in this from work and volunteering, where I in different settings have needed to decrease tension and find compromises. The key to me is to remain calm and to take the time to properly listen to all perspectives.		
Marketing and communications, including public relations and social media	Skill Level:	Contributor
I really understand the value of marketing and communications for building relationships and enjoy learning more about how social media can be used to show our impact and to create connections.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Professionally qualified
From work I have solid experience in monitoring and evaluation and analysis. I am especially interested in different forms of monitoring and evaluation and how to measure impact. Through my university studies I have experience in data collection and extensive skills in data analysis.		
Influencing skills and advocacy	Skill Level:	Expert
I have worked with partnerships and in political settings as a trainee at the European Parliament and in a temporary role with a UN agency as partnerships consultant, and through these experiences along with being on the Europe Region external relations team I have learnt about how to adapt influencing to different contexts to create more impactful advocacy.		
External relations	Skill Level:	Professionally qualified
Experience from traineeship in the European Parliament, from a temporary role with a UN agency and from being a volunteer in the Europe Region External Relations team 2017-2020 along with the external relations that the committee manage.		

DESIRABLE SKILLS (CONTINUED)

Human resources management (staff and/or volunteers)	Skill Level:	Contributor
I work with volunteers in my current job and have done so previously as well. I have also been part of the volunteer management work of the current committee and enjoyed being a support to our regional volunteers through the structures of volunteer management established by WAGGS.		
Information technology tools, systems and applications	Skill Level:	Contributor
I am comfortable with using technology and have set out to learn more about how I can use this as a tool for my work. I am not often the one introducing new technology, but I enjoy when others share new tools and applications for technology that I can utilize.		
Innovation and creative thinking	Skill Level:	Expert
By not being afraid to present ideas and to ask questions I try to encourage innovation and to give my own creative thinking space and share it with others. Through this I want to make innovation and creative thinking and the time and energy that it requires a natural part of any group I am part of.		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

To me, effectiveness is setting directions and making decisions that are well-grounded and that use resources in an efficient way. My practice of the leadership mindsets enables me to look at what I need to make a decision, to continuously expand the perspectives and diverse worlds I bring with me into discussions and decisions, and to feel confident in sharing these with others. I do this by practicing using the worldly mindset, so that it is not unfamiliar or uncomfortable to use it. It is impossible for one person to bring in all perspectives needed to make a well-grounded decision, no matter how much one tries to learn; thus, being open to exploring and respecting the diverse perspectives that my fellow committee members carry with them helps ensure that I can feel confident that, although I might not personally have had multiple perspectives on a topic, I get to discuss it in a setting where I know multiple perspectives are present. To me, this enhances our efficiency as it means that we all get to take part of multiple perspectives for our discussions and decisions as long as we are ready to listen, learn and are open to reflection.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none">• Deputy International Commissioner, 2017-2019• Europe Region Conference delegation, 2016, 2022• World Conference delegation, 2017, 2021
WAGGGS (at global or regional level)	<ul style="list-style-type: none">• Vice-chair and committee member Europe Region Committee, 2022-2025• Lead Volunteer External Relations working group Europe Region, 2019-2020• Volunteer External Relations working group Europe Region, 2017-2020
Other voluntary positions	<ul style="list-style-type: none">• Nominations committee Lund Academic Society, 2018-2020
Professional/ NGO/business appointments	<ul style="list-style-type: none">• Organizational support and governance support officer Red Cross Youth Sweden, 2024• Project Manager Spädbarnsfonden, 2023-2024• Junior Partnerships Consultant United Nations World Food Programme, 2022• Schuman Trainee European Parliament, 2021-2022

ACADEMIC BACKGROUND

- Master of Arts in African Studies, Copenhagen University, 2020
- Valuebased Leadership Course, College of the Guides and Scouts of Sweden, 2018-2019
- Bachelor of science in Political Science, Lund University, 2018

KORALINE VAN DIJK

Scouting Nederland

Over 30



Nominated by:

Scouting Nederland

Languages spoken:

Dutch as mother tongue, fluent English, intermediate German and very basic French

PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

I believe wholeheartedly in the mission of WAGGGS to support and empower girls to achieve their fullest potential and become responsible citizens of the world. I wish every girl can be a part of a local group and experience the brave space created where they are challenged to develop their unique leadership skills and meet other girls striving for the same.

I wish for the Europe region to be a strong, thriving region, that can offer our MO's the support they need to be strong, stable organisations, delivering high-quality programmes to their members. I think it is important that the committee is transparent about the opportunities the region can offer, and to be innovative in finding ways of working together in a financial and environmental sustainable way, making sure there are a lot of opportunities to connect between MO's.

Coming from a SAGNO I know it is important to work closely with WOSM to make sure we align where we can for our shared MO's, but I will also keep the WAGGGS only MO's in mind and want to hear their specific needs, making sure all voices in the region are heard.

I've learned to have attention for detail, and to ask more information to be able to make informed decisions. I have a can-do attitude and get things done, even when things don't go as planned, or timelines are cut short. I love working in a diverse team, hearing other opinions, so we can make the best decisions as a team. With my experience as a team leader and as a trainer, I hope I can help the committee to become a strong team, so we can do our best to deliver the triennial action plan and support our MO's in the best way possible.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Expert
As regional volunteer, working with other volunteers, the committee and staff, I gained a lot of knowledge of how WAGGGS works and different ways of working in MO's. Working on the MO-support mapping tool gave me further insight of what support WAGGGS offers to MO's. These experiences help me understand how to interact with different teams and how to connect them in a way so we can all work together in a positive and productive way.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
I followed a webinar series on the leadership mindsets and how to apply them. This practice helped me during activities to be the leader the team needed me to be, while also saving space for me to reflect on my own journey. During the last Academy, I co-facilitated a session on Growing and Learning, the new learning and development framework. I got really enthusiastic about the framework putting all the other methods together and working towards specific learning outcomes.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Contributor
Keeping in touch with local leaders in my MO, and meeting Rovers and Rangers during Roverway, helps me stay connected and aware of the challenges girls and young people face. Young people are the future of our movement and we need to listen to their needs and support them in the way they want and need us to.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
There is a lot of value in experience and reflecting on what works well, but I also love to try new ways of facilitating conversations or workshops. When I facilitated 3 consecutive workshops on Diversity and Inclusion at a national training event in The Netherlands, I had 3 very different sessions, because I had different groups of participants. I tailored each session to their needs, so they could have a positive learning experience.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
To be able to make a decision, I want to completely understand the topic at hand and figure out how the different option would impact me, or the people we're making a decision about. I'm not afraid to voice my opinion and always try to explain why I think my solution is the best. When people challenge my decision, I try to incorporate their suggestions in my solution, so it is the best solution for all of us.		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
<p>When I was a team lead, we had to implement changes in the department, one of them being more self-organising teams. Reading through a lot of data and available information, listening to facilitators who helped other organisations make the transition, I formed my own plan of how this would work in our department, discussed this with other members of my management team and together came up with a plan on how this change could be implemented in our teams.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>One of my core beliefs is that each voice is valuable and deserves to be heard. I almost always ask other people to give their input so we can add their knowledge to the group. I'm aware I'm most often not the expert on a certain topic, that I don't hold all the wisdom, which helps me to listen closely to people with more expertise, so I can learn from them and take that knowledge with me to other decisions making discussions.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>In my working group we use a collaborative approach to the different tasks. When working together towards a webinar, I'll take input from stakeholders to create a really great programme for the participants. I'm pro-active in asking for deadlines so I can plan my work accordingly, and follow up with others so everything is ready on time. I've learned to reach out when I need help and to ask others if they need help.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>In the working group we collaborate a lot with staff and committee, while also having regular contact with ICs and other volunteers. I'll approach everyone with respect and create a safe space for all to be able to share and learn. I'm mindful of my Dutch directness and think about my tone of voice before speaking up or sending an email.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Professionally qualified
<p>In my social work studies, I've learned to lead groups of volunteer teams who help support the community we serve. I've used this knowledge working for Scouting Nederland as a project support person. Keeping an overview of all the tasks needed doing was my responsibility and I kept a list on my computer to check where we were in terms of finishing tasks, so I could ask for updates from our amazing volunteers and make sure the project was on track.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
I have been a regional volunteer for two triennia, first as part of the MO-support and Capacity building working group and now as a member of the Quality Girl Guiding and Girl Scouting working group. I've been to the conference in Split in 2019 and was one of the tellers. I love being a part of the democratic process of our organisation, so I continued serving as a teller at several online conferences and EGMs.		
Ability to think strategically and create strategic plans.	Skill Level:	Contributor
When I was a team lead at work, I was part of a management team and was responsible for creating yearly plans for our team to work towards the companies long term strategy and vision. I worked together with two other team leads to create a plan for our team, and also gave feedback on the plans for other teams in our department.		
Financial, management, budgets, and risk management.	Skill Level:	Follower
I have a little experience with finance and how an corporate organisation works, because that was a small part of my job as team lead. I know basic economics and don't have problems with reading trough financial budgets and reports. I understand the basics of risk management, and am very willing to learn more, to make sure when I'm elected, the committee makes the best financial decisions we can make with the budget we've been given.		
Project and programme planning and management	Skill Level:	Contributor
I worked at Scouting Nederland as a project support person, and together with the project lead we planned our project for the year I've worked there and beyond what needed to be done to achieve our goals. In my social work studies I've learned basic project management and I've kept this up with planning trainings for my local scout region. I also use this knowledge at my job when creating and implementing new trainings.		
Governance and/or legal expertise	Skill Level:	Contributor
As a teller at several conferences, I read through the Rules of procedure and I had conversations with the procedural team to know what their role was and how they worked. In my job as a claims handler, I learned about liability law in the Netherlands and I'm also required to do yearly mandatory training to make sure I give sound financial advice, which covers a lot of updates on recent law changes within the finance sector.		
Fund development and partnerships.	Skill Level:	Follower
Scouting Nederland had a UPS x WAGGGS grant when I worked there, so I know a little bit about the reporting required with these grants, having helped write these reports. I also heard about the European Youth Foundation when I had the Facilitator Training. I've never been involved in asking for a grant and don't know what that process entails, but I'm very curious to learn more about funding opportunities and partnerships.		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Expert
<p>Within Scouting Nederland I'm one of the DEI trainers, after having followed a seminar where I've learned about DEI in general and more specific about intergenerational communication. I've delivered several trainings on this topic, always tailored to the needs of the participants. At my job I volunteered to help set up the DEI policy, and once in place we see more diverse hires.</p>		
Negotiation and conflict resolution.	Skill Level:	Contributor
<p>As a team leader, I was responsible for the wellbeing of my team members and help them through conflict. I would always talk to the parties involved and create a safe space to get both parties together. I will always make sure every voice is heard and when making decisions, to use the Deep Democracy method, to incorporate the knowledge of the minority into a decision, which helps to mitigate risks of big conflicts, because people feel listened to.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Contributor
<p>I get the gist of how marketing and communications work, I have an account on several social media platforms, but consider removing them due to the enormous power the companies behind these platforms. I acknowledge that public relations are necessary to be able to show what WAGGGS does, and we need to show the world what an awesome organisation we are and what incredible things we do, but I'm very happy to have someone else taking care of this.</p>		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Contributor
<p>As a trainer, I used different methods to gather data and input from my participants, and others during and after training, so I could adjust my training to prepare the participants better to do their job. We also had discussions on different parts of the programme that received really high or low marks, to see if we could improve them. After improving I always checked the new data to see if it actually improved what we wanted to improve.</p>		
Influencing skills and advocacy	Skill Level:	Contributor
<p>As team lead I spoke out to management to advocate for the needs of my team, so I could help make their voice heard. I listened actively to my team members during meetings and in our 1-on-1s, and asked questions when I needed clarification. My critical thinking skills and knowledge of what was important for our department helped me figure out how to express their needs in a way to ensure the management team could understand what was needed.</p>		
External relations	Skill Level:	Learner
<p>During All Volunteers meetings I heard in what spaces the Ex-reps are active and what they bring to the conversations with external partners. I never consciously represented WAGGGS to external partners, but talk a lot about my experiences within the organisation to my family, friends and co-workers, which recently resulted in an interview for a company newspaper about volunteering with WAGGGS at Roverway.</p>		

DESIRABLE SKILLS (CONTINUED)

Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>As a team lead I was responsible for hiring new team members, from interviewing and onboarding, to making sure they were happy to work in my team.</p> <p>With my experienced team members I talked about their performance and when necessary we created a plan to improve this. I also talked about options for maternity/paternity leave when applicable and had open conversations about growth options within the organisation when people were in their role for quite some time.</p>		
Information technology tools, systems and applications	Skill Level:	Contributor
<p>I know my way around Microsoft office and have experience with hosting webinars on Teams and Zoom. At my work I have been part of a small group discussing different communication platforms, because our former platform wasn't updated any more and we needed to find a new one that worked for the whole organisation. I was not the one making the decisions, but gave my input on what the user needed to have, to be able to do their work.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>As a trainer we work closely with the R&D team and help them implement changes in our department. We also gather feedback to give back to the R&D team so they can improve the programmes we work with. When preparing to facilitate workshops and trainings, it is important for me to continuously improve the sessions I'm facilitating, so I reflect on what I've learned and think of new ways to get to the same goal.</p>		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

Practicing the leadership mindsets will help me make smart, informed decisions and helps explain why I think we should do things the way I propose. Making smart, informed decisions as a Committee will help with implementing the Triennial Action Plan, and helps us explain our decisions to MO's, the World Board and other stakeholders. If we are all conscious about our own leadership journeys and help each other use different mindsets at different moments in our decision making process, it will help us to look at a problem from different angles and it will help with understanding each other's vision and ideas, have better, more in depth discussions. This all will help us reach better outcomes.

Creative and critical thinking helps me to come up with creative solutions and helps me remember to check if we have supporting data, or can search for evidence. By making sure we have time to reflect on our decision making process we keep learning and can improve this process, so we make sure all voices at the table are heard and keeping the implications of our decisions in mind. Spending this time together and share our reflections will help me understand other members of the Regional Committee better and helps us grow as a team.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none"> • Trainer/facilitator (regional and national level) and in charge of a training supporting new Lead volunteers of big events, 2009 - present • Project support worker on the 'Girls in Scouting project' 2019
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • Regional volunteer, Member Organisation and Capacity building working group and Quality Girl Guiding and Girl Scouting working group, 2018-2025 • Coordinator workshops, Roverway, 2018 • Facilitator workshops, Roverway, 2024 • Teller: <ul style="list-style-type: none"> ◦ European Guide Conference, 2019 and 2022 ◦ WAGGGS EGM (online), 2024 ◦ WAGGGS 37th World Conference (online), 2021
Other voluntary positions	<ul style="list-style-type: none"> • Odd jobs as event support volunteer, cook staff, facilitator for various organisations within Scouting and outside Scouting, for example: <ul style="list-style-type: none"> ◦ Facilitator at The Academy, 2018, 2019, 2024 ◦ Cook staff at Student Association, 2012-2018
Professional/ NGO/business appointments	<ul style="list-style-type: none"> • Trainer at insurance company: training claims handlers to be able to do their job well, 2024 - currently • Claims handler 2018-2022, claims specialist (2022), team manager (2023), • Project support Girls in Scouting (paid position at MO), 2019

ACADEMIC BACKGROUND

- WFT PE - a certificate required by the Dutch Financial Supervision Act for my professional role, 2024
- Legal aspects of vehicle insurance and liability insurance certificate, 2022
- Vehicle insurance certificate, 2021
- Bachelor of Education, 2012
- Bachelor of Social Work, 2009

KETY ZHVANIA-TYSON

Sakartvelos Gogona Skautebis Asociacia Dia

Over 30

Nominated by:

Sakartvelos Gogona Skautebis Asociacia Dia

Languages spoken:

Georgian as mother tongue, fluent English and fluent Russian



PERSONAL STATEMENT

Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?

I still remember my first Girl Scout leadership training in 1992—it changed the trajectory of my life. That same year, I became one of the founders of the Georgian Girl Scouts 'Dia'; ever since, I've remained deeply committed to this Movement. From troop leader to Chief Commissioner, from rural camps to international committees, I've witnessed the power of Girl Guiding to transform lives—even in the most challenging environments.

WAGGGS has shaped my leadership and values. Now, I'm ready to give back by serving on the Regional Committee. My vision for the next triennium is a region where collaboration replaces fragmentation, where MOs—big or small—feel equally valued and supported, and where youth leadership and diversity are not only encouraged but actively practiced.

In the face of volunteer burnout, political instability, and funding scarcity, our region must evolve with purpose. I want to help develop better mechanisms for MO-to-MO mentoring, increase accessibility to WAGGGS initiatives, and elevate the visibility of our Movement across Europe. I also hope to support the inclusion of mental health, DEI, and climate themes into core programming.

Beyond Guiding, I bring over a decade of experience working across the public, private, and NGO sectors as a youth trainer, sociologist, and leadership coach. I've collaborated with organizations such as the Friedrich Neumann Foundation, People in Need, Peace Corps Volunteers, and various national institutions, leading EU-funded projects, developing inclusive curricula, and training hundreds of volunteers and professionals across diverse contexts.

I believe in strategic compassion—leading with heart and clarity. With humility and determination, I would be honored to contribute to building a region that truly reflects the spirit of Compass 2032: girl-led, united, resilient, and thriving.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
As Chief Commissioner of Georgian Girl Scouts, I've worked with diverse MOs across Europe and participated in two Regional and two World Conferences. I gained direct experience with governance models through capacity-building projects in Eastern Europe and partnerships with Western organizations. This has strengthened my understanding of different operational structures and enables me to bridge perspectives between varied organizational and cultural contexts.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
Over the past decade, I've integrated the WAGGGS leadership model into our national programs and trained leaders in applying its principles. I've developed materials that turn leadership concepts into practical actions. With 30+ years of experience using the Girl Guide/Girl Scout method, I've designed balanced activities and supported adult volunteers in implementing these approaches effectively across different learning environments.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Contributor
Through regional networks and conferences, I've gained insight into the challenges girls face across Europe—from education access to digital safety. Cross-border projects revealed how economic inequality affects girls differently across contexts. My work with Georgian youth deepened my understanding of post-Soviet realities, while partnerships with Western MOs expanded my perspective on issues like mental health and climate change that impact today's young women.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
Growing up in post-Soviet Georgia taught me to adapt amid rapid social changes. As an activist and Scout leader, I've navigated challenges from resource shortages to political shifts. These experiences sharpened my ability to pivot when plans fail. I've transformed constraints into creative solutions—like turning power outages into outdoor learning—and adapted global programs to local realities while upholding core values.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Contributor
As Chief Commissioner, I've often made difficult decisions while balancing diverse stakeholder interests. In one case, I facilitated open dialogue around a controversial partnership before reaching a reasoned judgment. I challenge ideas respectfully—through thoughtful questions, not confrontation. This approach has strengthened trust within our team and led to more inclusive, effective programs and policies.		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Contributor
Working with our leadership team on our five-year strategic plan, I contributed to analyzing membership trends, volunteer feedback, and resource limitations to identify key priorities. During the pandemic, I helped our team critically assess delivery models and collaborated on developing creative program alternatives. This strategic approach helped us maintain engagement despite Georgia's political and economic challenges, ensuring our organization's survival in difficult circumstances.		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
My sociology background trained me in active listening and appreciating diverse worldviews. I use these skills to facilitate discussions where all voices are heard. My research training helps me recognize and manage personal biases. When resolving conflicts, I draw on sociological frameworks to help volunteers understand differing perspectives and find common ground that respects each person's lived experience.		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Contributor
I've coordinated volunteer and staff teams from diverse backgrounds during national events and international exchanges. I prioritize clear roles and responsibilities while fostering an inclusive space for open dialogue. In collaboration with regional partners, I've maintained respectful communication across varying organizational structures, consistently finding solutions that honor both formal reporting lines and the unique strengths each team member brings.		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
Living at the crossroads of Eastern and Western cultures has deepened my cultural sensitivity. I've led international exchanges across 12+ countries, adapting to varied communication styles and expectations. In regional trainings, I create inclusive environments that respect different norms. My experience in post-Soviet contexts and collaboration with Western MOs enables me to bridge cultural gaps and foster mutual understanding.		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Contributor
I bring strong leadership energy to volunteer teams—motivating, inspiring, and aligning people around a shared purpose. I am skilled in creating a positive team climate and enrolling others in a vision. While I naturally lead with heart and connection, I continue to grow in the area of structured team management. Delegation and clarity of processes are areas I approach consciously, learning to balance inspiration with effective follow-through.		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Contributor
My WAGGGS volunteering includes supporting international participation at Roverway 2018 and representing Georgia during the pilot phase of the Gender and Diversity Toolkit. I provided feedback and tested materials to ensure cultural relevance. These experiences gave me valuable insight into WAGGGS operations and how its resources can be adapted to meet the diverse needs of Member Organizations across the Region.		

Ability to think strategically and create strategic plans.	Skill Level:	Contributor
I have a strong sense of vision and purpose, which supports my ability to think strategically and see the bigger picture. I often contribute to strategic conversations, offering insights based on experience and intuition. However, I don't yet feel fully confident in designing formal strategic plans and would welcome opportunities to deepen my understanding of planning tools, frameworks, and structured goal-setting at the regional level.		

Financial, management, budgets, and risk management.	Skill Level:	Learner
I have limited experience with financial and budget management and would need support in this area. However, I've been exposed to aspects of risk management while planning and running international camps, particularly related to safety, logistics, and emergency planning. I'm eager to learn more about financial systems and develop stronger confidence in budget-related responsibilities within a strategic context.		

Project and programme planning and management	Skill Level:	Contributor
I have strong experience managing EU-funded projects, particularly under the Erasmus+ framework. In the TRENDSS project, I contributed to planning, implementation, and evaluation. More recently, I co-led the 2021–2023 project on lifelong learning and vocational education. These experiences sharpened my skills in timeline development, resource allocation, and stakeholder management, and deepened my understanding of applying non-formal education methods in institutional settings.		

Governance and/or legal expertise	Skill Level:	Follower
My governance experience is primarily within our small organization, where I've managed legal compliance as a registered non-profit. I've contributed to updating bylaws and developing child safeguarding policies aligned with national and WAGGGS standards. I understand core principles like transparency, accountability, and ethical decision-making, though I recognize the need to expand my knowledge of governance in larger and more complex structures.		

Fund development and partnerships.	Skill Level:	Follower
While I have limited experience with large-scale fundraising, I've contributed to successful Erasmus+ proposals and led local resource mobilization through in-kind support and community partnerships. I've built lasting international partnerships—particularly with Irish and Finnish Girl Guides—focused on joint activities and knowledge sharing. These experiences taught me the value of clear expectations, mutual benefit, and communication, though I'm still developing formal fund development skills.		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Contributor
I've led efforts to make our programs more inclusive—developing initiatives for rural girls and adapting activities for participants with disabilities. As a pilot contributor to WAGGGS' Gender and Diversity toolkit, I gained hands-on experience applying culturally respectful inclusion strategies. I've also delivered training on unconscious bias and inclusive practices, which has given me a strong foundation in DEI principles and practical implementation methods.		
Negotiation and conflict resolution.	Skill Level:	Contributor
As a trainer, facilitator, and sociologist, I've developed strong conflict resolution skills. I've applied Alternative to Violence methods within our organization, training volunteers in conflict prevention. In mediating disputes, I use sociological frameworks to uncover root causes and promote understanding. My team building work has strengthened my negotiation approach—focusing on mutual interests over positions to create sustainable, win-win outcomes.		
Marketing and communications, including public relations and social media	Skill Level:	Follower
I have basic experience managing our social media and creating promotional materials for events. While not formally trained in marketing, I understand key principles like audience targeting and message clarity. I've coordinated media coverage and helped write press releases. I value consistent branding and strategic communication and am eager to deepen my knowledge in digital marketing and comprehensive public relations planning.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Contributor
My sociology background gave me strong research and analytical skills, especially during my role as coordinator for the Georgian Youth Policy development team (2013–14). I designed evaluation frameworks and gathered data through surveys and focus groups to inform policy. While I use these skills less frequently now, I understand monitoring and evaluation methodologies and can contribute to impact and evidence-based discussions.		
Influencing skills and advocacy	Skill Level:	Contributor
When passionate about a cause, I engage others effectively and build support. As a trainer for World Vision, I led community advocacy programs, helping local groups develop skills to voice their needs. I've mobilized volunteers by clearly communicating purpose and offering meaningful participation. My ability to link personal stories with broader issues helps make advocacy accessible and impactful, forming a solid foundation in influence strategies.		

DESIRABLE SKILLS (CONTINUED)

External relations	Skill Level:	Contributor
<p>I've represented our organization in diverse settings—from government meetings on youth policy to international forums. I've built strong relationships with embassy officials, education authorities, and civil society networks, leading to collaborations and increased visibility. When hosting delegations, I clearly communicate our mission and impact. These experiences have strengthened my understanding of stakeholder engagement and aligning external communications with organizational goals.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Follower
<p>While I've coordinated volunteer teams for events and projects, management is not my strongest area. I understand basic principles of recruitment and retention and have helped create simple orientation processes. I've supported volunteer recognition and conflict resolution. I recognize the value of clear roles and feedback, and I'm eager to strengthen my skills in long-term engagement and performance management.</p>		
Information technology tools, systems and applications	Skill Level:	Follower
<p>I'm comfortable with common digital tools, including email, social media, and office applications. I regularly use Zoom and Microsoft Teams for communication and collaboration. While I see the value of technology in organizational work, I have limited experience with complex systems. I can troubleshoot basic issues and am open to learning new tools, especially for project management and data analysis, with appropriate guidance.</p>		
Innovation and creative thinking	Skill Level:	Contributor
<p>At the start of the pandemic, I launched a weekly "virtual bar" for social connection, which evolved into online birthday celebrations that sustained community. I pioneered Georgia's first virtual team-building programs, engaging over 600 participants despite tech limitations. I thrive on finding creative solutions to emerging challenges and regularly offer fresh perspectives that help turn constraints into meaningful opportunities for innovation.</p>		

LEADERSHIP MODEL MINDSETS

In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?

For me, leadership starts from the heart. The WAGGGS leadership mindsets aren't just concepts—they're woven into how I've lived and worked for over 30 years, both in scouting and my broader professional life.

When I practice the reflective mindset, it helps me navigate complex situations in diverse environments. As a sociology graduate and training facilitator, I've learned that truly hearing people's concerns before jumping to solutions makes all the difference in creating meaningful learning experiences.

The worldly mindset has been essential living at the crossroads of Eastern and Western Europe. Working with international partners and developing community programs, I naturally try to understand different contexts deeply rather than applying one-size-fits-all approaches.

I believe in collaborative leadership where everyone contributes unique strengths. During challenging times, whether running online team building sessions during the pandemic or coordinating Erasmus+ projects, I've seen how bringing diverse perspectives creates stronger solutions.

Life in post-Soviet Georgia has taught me to use creative and critical thinking to find innovative solutions with limited resources. This approach served me well when designing Georgia's first virtual team building programs during lockdown, reaching over 600 participants.

The gender equality mindset shapes both my professional and volunteer work. I consistently create opportunities for women's voices to be heard in decision-making processes.

I approach everything with a responsible action mindset, transforming values into concrete impact. These mindsets aren't something separate from my daily life—they guide how I teach, lead, and serve my community.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.

Member Organisation	<ul style="list-style-type: none"> • International Committee member and Trainer, January 2025 to date • Chief Commissioner, 2016-2024 • Troop Leader, 2015-2022
WAGGGS (at global or regional level)	
Other voluntary positions	<ul style="list-style-type: none"> • Landmark Georgia Translation team lead, 2024 to date • Georgian Trainers' Association – Advisor, 2021 to date • Association of Georgian Youth Workers - Board Member, 2018-2024 • Educational Platform HELIX – Board Member, 2022-2024 • Political Party “Lelo for Georgia” – Youth Program advisor and educational committee member, 2019-2024 • ICF Georgia – Board member, 2019-2022
Professional/ NGO/business appointments	<ul style="list-style-type: none"> • Youth Centre Sunny House – trainer, coach, 2012 to date • Freelance Trainer – Public, Private and NGO sector various trainings, 2012 to date • ALTE University - Invited lecturer, 2023-2025 • Franklin Covey Georgian Branch – Trainer, 2020-2023 • Georgian Ministry of defence & USA UH-1H Helicopters Military program – Interpreter and Assistant Manager.

ACADEMIC BACKGROUND

- Solution-Focused Coach, Erickson International, 2021
- Trainer and Consultant in Practical Psychology, University of Practical Psychology, Moscow, 2020
- Bachelor of Arts in Sociology, Florida Gulf Coast University, USA, 2012
- Bachelor of Science in Physical Education, Academy of Sports, Tbilisi, 1987

PART B:

SUPPORTING INFORMATION

On this page you will find link to various supporting documents relevant to the Regional Committee.

Regional Committee Nominations Pack

This pack was originally shared during the call for nominations for the Regional Committee. It contains useful information about:

- The Role and responsibilities of the Regional Committee
- The Regional Committee member person specification
- Additional responsibilities for the roles of Regional Chair and Vice-Chair
- Additional skills and experience requirements for those elected as Regional Chair and Regional Vice-Chair

[NOMINATIONS
PACK](#)



Campaigning Guidelines

WAGGGS has developed a set of Campaigning Guidelines. These are intended to provide candidates and Member Organisations with clear parameters within which they can work to support a candidate's nomination.

[CAMPAIGNING
GUIDELINES](#)



Election of the Chair and Vice-Chair

We would like to share with Member Organisations the details of the process for electing the Regional Chair and Vice-Chair this triennium, even though the responsibility of electing the Chair and Vice-Chair lies with the Regional Committee rather than Member Organisations.

[ELECTION OF THE CHAIR
AND VICE-CHAIR](#)



**Vienna
2025**



18th European Guide and Scout Conference
Conférence Européenne du Guidisme et du Scoutisme