

*The current state of play and
introducing 'Who's on Board?'*

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Chief Executive, Sporting Equals

Leaderboard Leaders' Symposium

16th November 2010

Introduction

- ▶ Recent research
- ▶ ‘Who’s on Board?’ Report highlights
- ▶ Leaderboard Programme
- ▶ Breakout Sessions

The Current State of Play - Leadership Audit

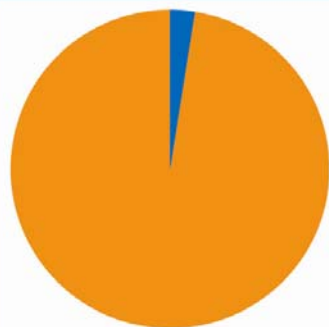
▶ Methodology

- Questionnaires sent jointly with WSFF & EFDS
- Board, CEO, Senior Management
- Gender, Ethnicity, Disability

▶ Response

- 41 out of 46 NGBs responses (89% response rate)
- 39 respondents provided ethnicity data (85% – used for baseline data for report)

Chair



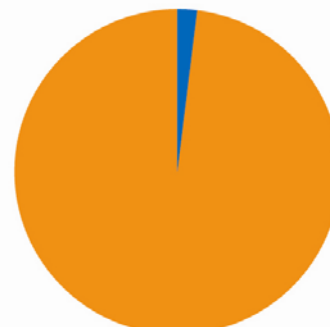
Total = 38*

BME = 1

Percentage = 2%

*1 post vacant

Board

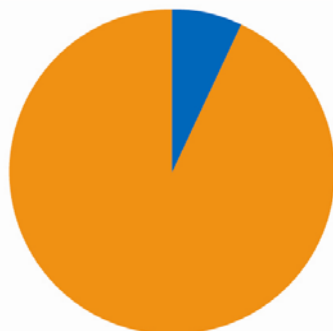


Total = 375

BME = 7

Percentage = 2%

Chief Executive

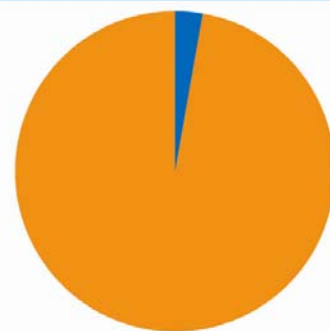


Total = 39

BME = 3

Percentage = 7%

Executive Decision Makers



Total = 365

BME = 11

Percentage = 3%

The Current State of Play - BME Perspective

	BME	Total	Percentage
Chair	1	38 <small>(one vacant post)</small>	2%
Board	7	375	2%
Chief Executive	3 <small>(2 non white)</small>	39	7%
Development Director	0	36	0%
Performance Director	2	35	6%
Executive Decision Makers	11	365	3%
Total	24	888	< 3%

'Who's on Board?' Report

- ▶ In the current climate the Sport Sector must think more like the private sector
- ▶ When thinking about growth of their organisation or their sport
 - Diversity is key
 - Untapped markets
 - Untapped executive talent – finding new ways to problem solving



'Who's on Board?' Report

- ▶ Diversity through people's life experiences:
 - E.g. traditions, backgrounds, work environments, location, education, character/personality
- ▶ Sustained organisational success will require synergy of a wide range of perspectives

‘Who’s on Board?’

- ▶ DTI report supports diversity as a key success factor for business:

‘Businesses that are positive towards diversity are generally more successful and also more innovative and competitive’

(Business Case for Diversity and Equality, DTI, 2004)

Rajan (2003)

- ▶ 'Harnessing Workforce Diversity to Raise the Bottom Line' Rajan, 2003
- ▶ Research study of 500 companies across UK, USA & Europe
- ▶ Uncovered wide ranging business benefits for those organisations that fully and successfully addressed the diversity agenda

Benefits of diversity for Sport

- ▶ Higher profile of sport
- ▶ Build trust, respect & support from all communities
- ▶ Positive public image
- ▶ Achieve Grow & Sustain targets
- ▶ Wider audience & Increased revenue – membership, spectators, funding, sponsorship
- ▶ VFM – focussed resources – e.g. marketing and insight
- ▶ Access to new ideas on process, product & service improvements
- ▶ Wider pool of applicants & talent
- ▶ Increased lifespan
- ▶ Customer satisfaction
- ▶ Lower staff related costs – recruitment, training, legal etc

Rajan (2003)

Harnessing Workforce Diversity to Raise the Bottom Line'

'Instead of thinking about diversity as [being] about equality, that is, in terms of the law or compliance, companies are now seeing it as an issue of merit and merit alone' (Rajan, 2003)

'Who's on Board?' - Achieving Impact

▶ Diversity for business growth produces maximum impact when:

- Linked closely with business strategy rather than HR strategy
- Has full support at senior level
- Acknowledged as a long-term process with no 'quick fixes'.
- The 'market' is clearly reflected in recruitment strategies, branding and image.
- Is not seen as an 'add-on' but it must be both a goal and process and permeate through all aspects of business

Leaderboard Development Programme (LDP)

▶ We believe:

- Diversifying Boards will offer improved creativity, innovation and problem solving approaches
- Opportunity for a long-term solution that can be achieved in the short-term

▶ LDP

- In conjunction with WSFF and EFDS
- Will offer sport a pool of untapped executive talent
- Will help align untapped talent to the needs of the sports sector to improve business performance

Breakout Sessions

- ▶ Breakout sessions - support the design of LDP
- ▶ 5 groups:
 - 3 NGB groups (Groups A, B, C)
 - Sport Partners group (Group D)
 - Diverse Leaders group (Group E)
- ▶ Themes and Chairs:
 - Group A: ‘Challenges for the learners’- Scott McCarthy
 - Group B: ‘Promoting the benefits of the programme’- Di Ellis
 - Group C: ‘Challenges for achieving diversity’- Richard Callicott
 - Group D: ‘Measuring success’- Paul Elliot
 - Group E: ‘Design of the programme’- Jonathan Duckworth
- ▶ Joint Statement of Intent?

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