

The background features a gradient of blue shades with several curved, overlapping lines. On the left, a large white silhouette of a runner is shown in mid-stride. In the upper left, a smaller blue silhouette of a person is jumping or falling. In the lower center, a blue silhouette of a person is shown with arms outstretched, possibly a swimmer or a person in a dynamic pose.

Dimensions of Good Governance

November 22, 2012

Governance is the process by which the board:

- sets strategic direction and priorities;
- sets policies and management performance expectations;
- characterises and manages risk; and
- monitors and evaluates organisational achievements.



Governance *is*

Not management

rather,

to see that the organisation is well managed

without

doing the managing itself

Accountability

is to the organisation

not to individual stakeholders



Management's view of the world



CEO – Leadership view



The board – wisdom and judgement



Determine the core purpose
True North

The problems we have
today cannot be solved by
thinking the way we thought
when we **created them**

– Albert Einstein

Key sport sector challenges

- **Declining revenue from traditional sources**
- **Changing patterns of participation/membership**
- **Stress on volunteers/club structures**
- **Traditional delivery model vs. virtual clubs and events**
- **Competition for time and disposable dollar**
- **Changing lifestyles**
- **Demography/urban shift**
- **New sports, events and competitions**

Key governance challenges

- **Expectations from the membership/media – notably high performance**
- **Cost and expectations around sub-elite sport**
- **Clarity of role and purpose**
- **Meaningful membership model and associated revenue streams**
- **Ability to provide value to commercial partners**
- **Having the spine to say no to stuff**
- **Changing volunteer behaviours**
- **Attracting good people to the table, quality and diversity**



On track?

On track or off track?

- How focussed is the organisation?
- How good is the plan?
- Quality of the financials
 - Unsecured income
 - Reporting
 - Cash flows
- Quality of the governance environment
 - People
 - Papers
 - Policies and delegations
- Stakeholder management
- Agreed pathway

One of the tests of **leadership**
is the ability to recognise a **problem** before it becomes an
emergency – Arnold Glasgow

Things that go bump in the night

- **Major events**
- **Unrealistic income projections**
- **Poor financial controls**
- **Poor engagement with the membership/low trust**
- **Big promises – little delivery**
- **Chasing rainbows**
- **Unengaged boards**
- **Bad recruitment**

Governance recruitment

- www.appointbetterboards.co.nz



Latest updates



The updated *Nine Steps to Effective Governance* is now available. It will be distributed to the sector in November and can be [read and downloaded online](#).

Key publications and resources

- *Nine Steps to Effective Governance* (third edition) and links to supporting material.
- Other Sport NZ publications, templates and policies, and online tools.

[Read more](#)

Women in sport governance

General information, mentor programme, scholarships, networks, workshops and more.

[Read more](#)

Websites, news services and groups

Updated online publications, networks and our email newsletter *Board Talk*.

Featured

We're helping New Zealand sports organisations recruit more women onto boards, with our [Women in Governance](#) work.



Thank you