

# Building A Great Soccer Club

*Presented by Paul Varian, Principal, Capitis Consulting*

*Saskatchewan Soccer Association Member Organization Meeting*

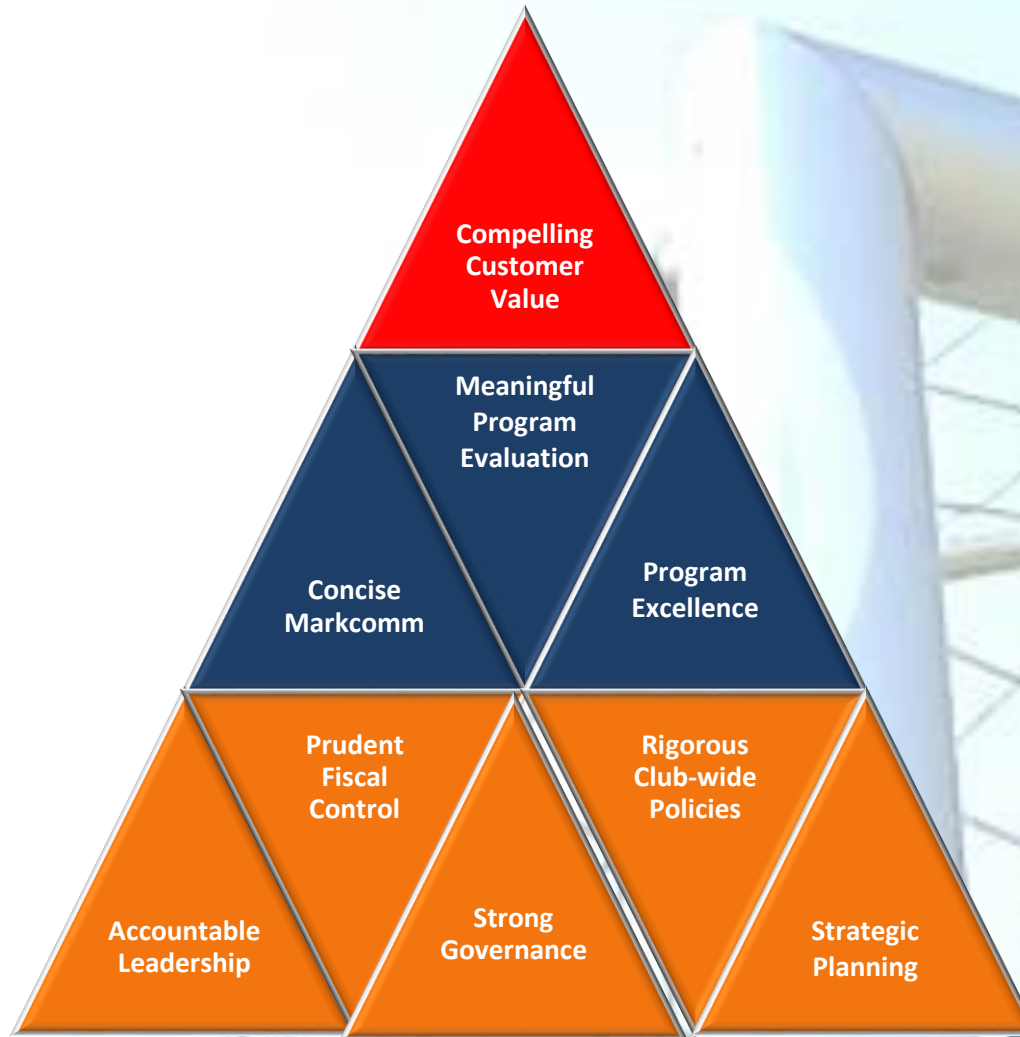
*The Saskatoon Inn, Circle Drive, Saskatoon, SK*

*Sunday 20<sup>th</sup> March 2016*

# Contents

- **Club Governance**
- **Policies & Planning**
- **Governing Body – Member Relations**

# The Pyramid of Club Excellence



# Club Governance

# What is Governance?

*“The system by which an organization is  
DIRECTED and CONTROLLED”*



*“The art of steering an organization”*

# The Sport Club Continuum

## ***Small Community Club***

*Volunteer managed  
Active management board  
Limited program base  
Program management core focus  
Limited budget*

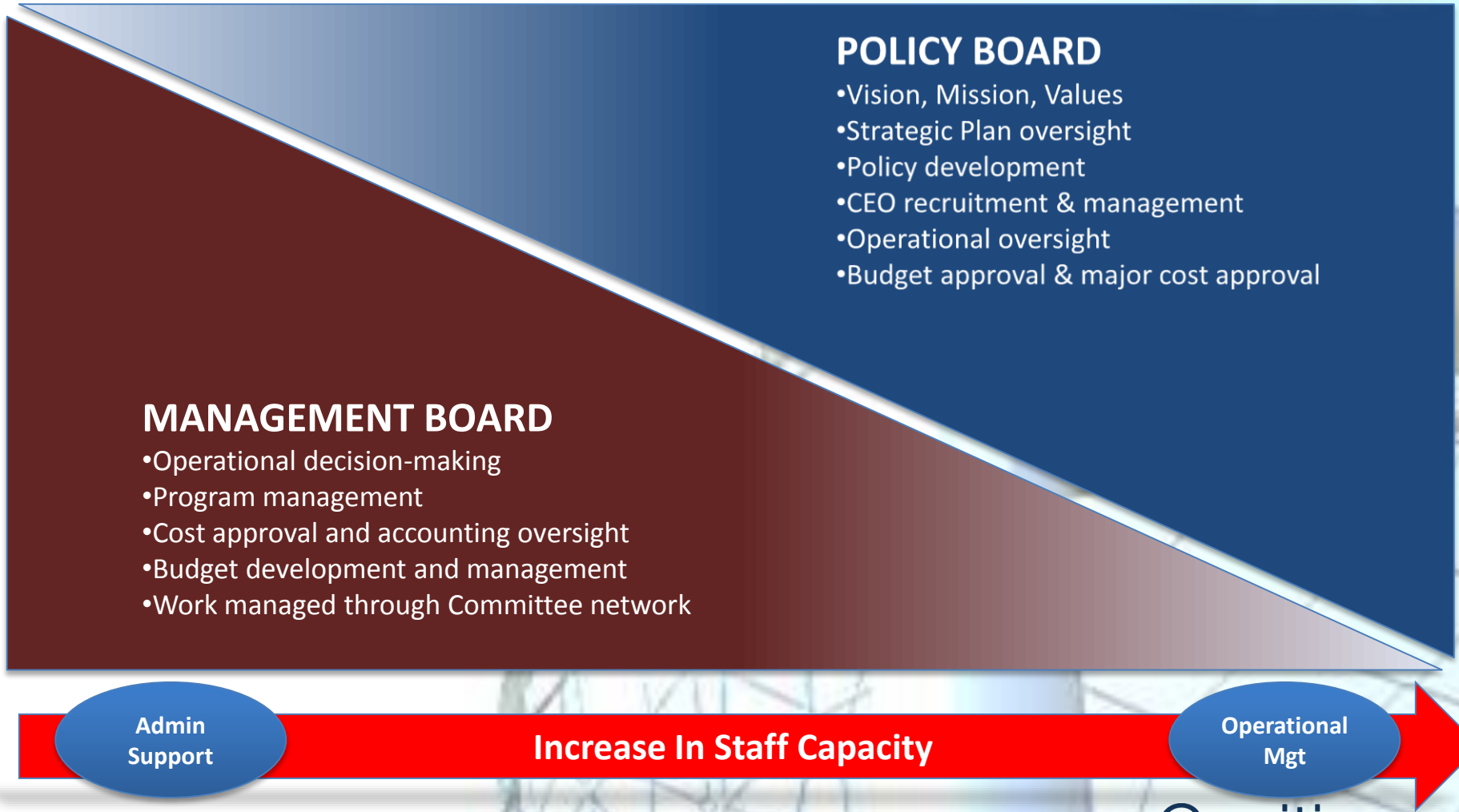


## **Large Sport Management Organization**

Professionally run  
Policy Board oversight  
Complex program base  
Facilities management  
Larger discretionary budget



# The Governance Continuum



# What Often Goes Wrong With Boards?

Sometimes, people come forward to join a Board for the wrong reasons





# The Role Of The Board Of Directors

No.1

- **Hiring, managing and firing the Executive Director**
  - Boards should ideally see themselves as having a staff of 1 – the Executive Director
  - All other staff are managed THROUGH the Executive Director
  - Boards may set HR policies that influence and restrict their Executive Director's actions
  - They should never make operational decision alongside their Executive Director
    - Probably the most common shortcoming of amateur sport Boards



# The Role Of The Board Of Directors

No.2

- **Development of strategy and monitoring its implementation & performance**

- Should be done in partnership with the Executive Director
- The bulk of Board business should focus on monitoring the implementation of strategy
- Keeps the Board aligned to organizational-level matters, not single issues or personal opinions
  - eg. strategic goal of expanding House League by 20% vs 'my child's House League team is unbalanced'



# The Role Of The Board Of Directors

No.3

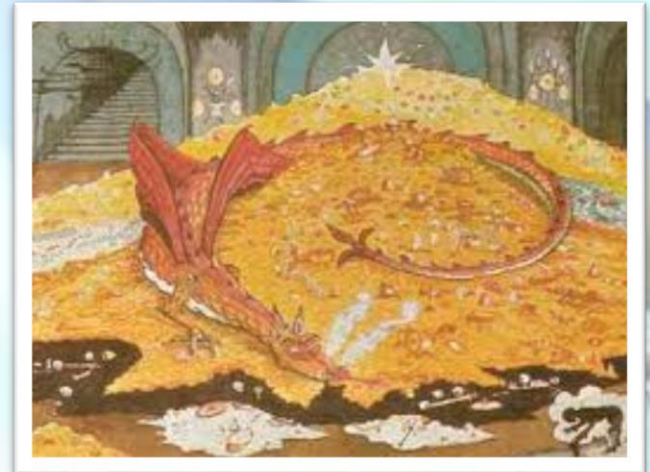
- **Safeguarding the organization's assets**

- Financial oversight

- Is the organization financially healthy?
- Is spending in check vis-a-vis revenues?
- Is the organization ensuring it can finance (or afford) capital acquisition (eg. An indoor facility)
- Is prudent budgeting being undertaken?

- Risk management

- Is the organization properly protecting itself from fraud?
- Is the organization protecting its intellectual property?
- Is the organization properly managing key staff and other human resources?



# The Role Of The Board Of Directors

- In amateur sport organizations, program and operational involvement depends on the club's size and capacity
  - Most organizations operate as Management Boards, not Policy Boards
    - This doesn't excuse them from their core fiduciary responsibilities!
  - Boards may have greater staff management responsibilities if the organization doesn't have an Executive Director
  - Staff that may exist often report directly to the Board





# Directors' Fiduciary Responsibility

- **Duty of Loyalty**

- 'To whom owed'
- Conflict of interest
- Corporate opportunities
- Proper purpose

- **Duty of Obedience**

- Confidentiality
- 'One Board, One Voice'

- **Duty of Care**

- Employ skill and knowledge possessed
- Be diligent in attending to Board affairs
  - Read Board reports, attend meetings, be punctual, observe Roberts Rules (or other meeting rules)
- Business Judgement Rule
  - decision made honestly and in good faith
  - process of due diligence important determinant
    - is information reliable and trustworthy?
    - have you used external advisors?
    - have you considered alternatives?



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THESE ARE LEGAL  
RESPONSIBILITIES!



# ORGANIZATION

# DIRECTION

# CONTROL

Board



Management



Staff



Volunteers



Customers

Vision/Mission/Values  
Strategic Plan



Strategic Plan  
Tactical Plan



Tactical Plan  
Work Plans



Session Plans  
Project/Event Plans



Value-Adding Outcomes

Bylaws & Policies



Policies



Procedures



Operational Manuals



Satisfaction Surveying

# ORGANIZATION

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Value-Adding Outcomes

Bylaws & Policies



Policies



Policies & Procedures



Procedures & Operational  
Manuals



Satisfaction Surveying

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Strategic Plan  
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Value-Adding Outcomes

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Policies



Procedures



Procedures & Operational  
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Satisfaction Surveying

# The Role of the Chair

- **Often doubles as the President in many not-for-profit organizations**
- **Their specific role and responsibilities is usually outlined in the organization's constitution and bylaws**
  - Smaller clubs – executive or operational role
  - Larger clubs – pure leadership role
- **Some Chairs/Presidents go wrong in thinking:**
  - They should be the 'person who should know and do everything'
  - They should represent the Club in all external appointments
  - They can be an autocrat!
  - They have the same role on the Board as all other Directors
  - They are the Executive Director (when one already exists!)
  - They can supersede other people's decisions
  - What the club does (or doesn't do) is a direct reflection on them

# The Role of the Chair

- **Chief role is making the Board of Directors productive**
  - Leading the striking of Committees
  - Usually directly manages the Executive Director
  - Is responsible for effective Board meeting management:
    - Is a proper agenda drawn up?
    - Is the meeting progressing to time?
    - Are decisions and motions being properly tabled and recorded?
    - Are all Board members' skills being used properly?



# The Role of the Chair

- **The Chair or President also usually:**
  - Is a signing Officer of the organization
  - Publicly represents the organization at formal external events
  - Is the highest level of leadership in the organization
  - Publicly leads the strategic direction of the organization
  - Chairs the organization's AGMs and SGMs



# Committees



- **Board committees do work on behalf of the Board**
  - Generally don't make decisions for the Board
  - Undertake due diligence and advise the Board to help it make good decisions
- **Core Committees are Finance & Audit, Governance (& Nominations) & either Executive or Human Resource Management (HRM)**
  - Executive Committees assume operational decision-making in lieu of an Executive Director
  - HRM Committees work with the Executive Director on high level staffing matters, including payroll budget, snr staff appointments, HR policies
- **Operational Committees can be set up to advise the Board but should report to the Executive Director, if there is one**
  - Operational Committees can be populated by anyone (not just Board members)

# Good Boards ....



- Are always looking for skilled people to join them and have Director stability
- Know their Director duties
- Support each other, even when they privately disagree
- Have well-functioning Committees
- Proactively plan
- Focus on strategy and policies
- Empower satisfied and motivated staff – but ask them the right questions!
- Have noses in and fingers out!
- Are disciplined with meeting management

# Bad Boards ....



- Are always having Directors resigning before their term ends
- Fight internally (and sometimes publicly!)
- Are constantly fighting fires
- Are consumed with minor operational matters, and believe that is their role
- Put political factors and sometimes self-interest ahead of the organization in decision-making
- Have de-motivated or disengaged staff
- Do not plan, nor see the value in it
- Have Board meetings that are extremely long and stray off the issued Agenda

# Questions?



# Policies & Planning



# Building A Policy Framework

- Policies create boundaries and boxes within which authority can be designated
- Chief means through which the Board controls staff behaviour without micro-management
- Should be broad-level controls that limit adverse, risky or dangerous behaviour
- Not so prescriptive so they unreasonably limit flexibility in individual decision-making ability
- Should be approved by the Board and only amended or removed by the Board
- Sometimes policies are included in organization's Bylaws

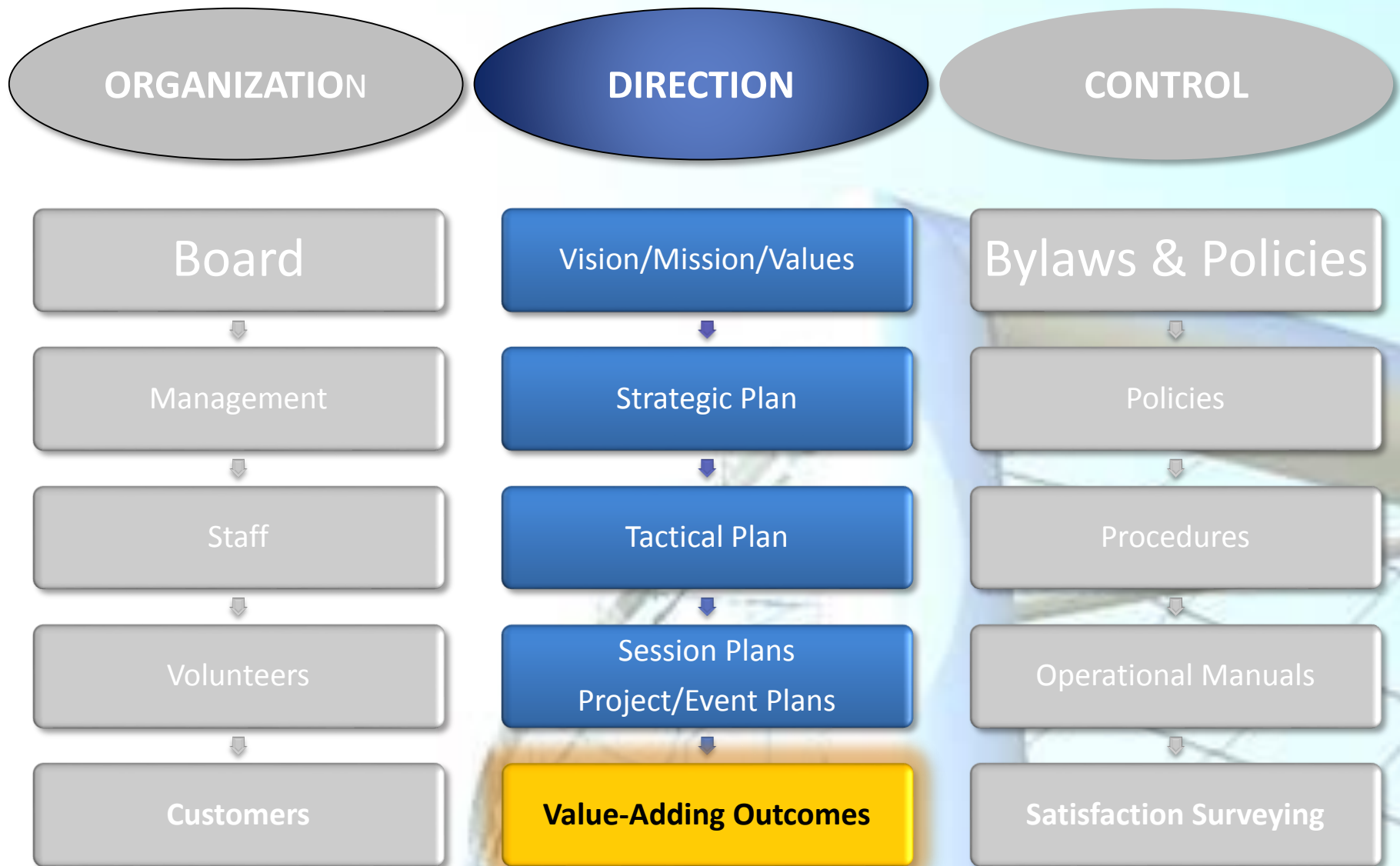


# Building A Policy Framework

- Many sport organizations have poorly developed policy frameworks.
- Without them, the Board cannot performance a governing role, and will always be delving into operational affairs!
- Encourage your organization to develop one and actively draft the technical policies!
- A good Board will reference its policies as a first reaction to any issue it is faced with.

# Building A Policy Framework





# Mission, Vision & Values





# How might we plan for this boxer?

**VISION?**

Disadvantaged kids aren't afraid to pursue their dreams.

**MISSION?**

To show the strength of human spirit through boxing.

**VALUES?**

Commitment, discipline, perseverance, endurance.

**STRATEGY?**

Challenge for World Title within 5 years.

**TACTICS?**

Beat next opponent by working the body in early rounds, circling left to avoid his left hook.

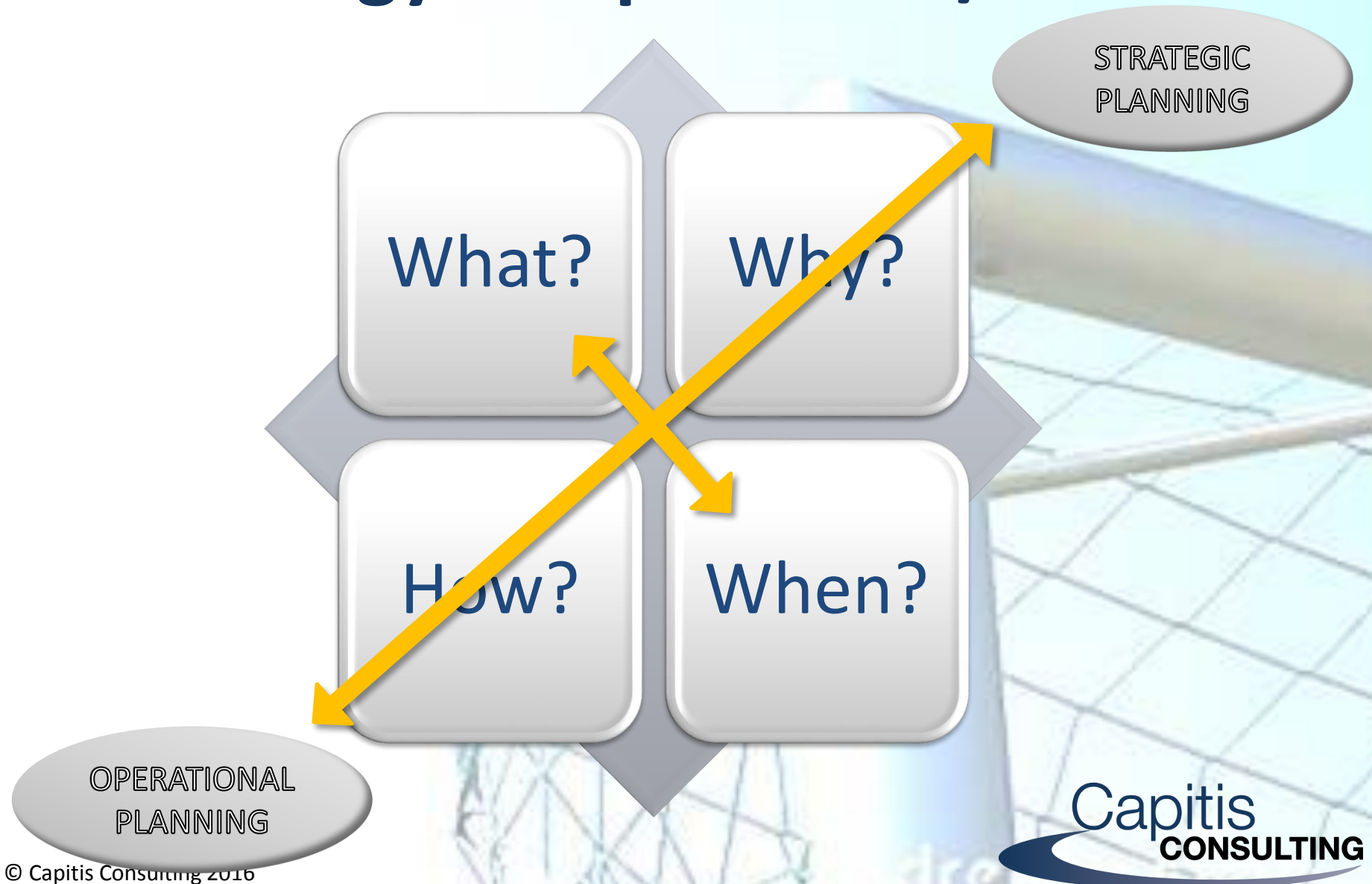


# Mission, Vision & Values





# Strategy vs Operations/Tactics



# Governing Body – Member Relations

# The Challenges of a Governing Body

**CONTROL**

Setting & enforcing rules

Enforcing standards

Managing disputes

Approving new membership

Fulfilling non-member stakeholder requirements

Selecting players for higher opportunity

Being selective in development activities

**LIMITED RESOURCES**

Promoting the game

Club development

Coach development

Referee development

Other volunteer development (eg. Boards)

Competition development

Facilities development

**DIRECTION**

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# The Challenges of a Club

## COMPLIANCE

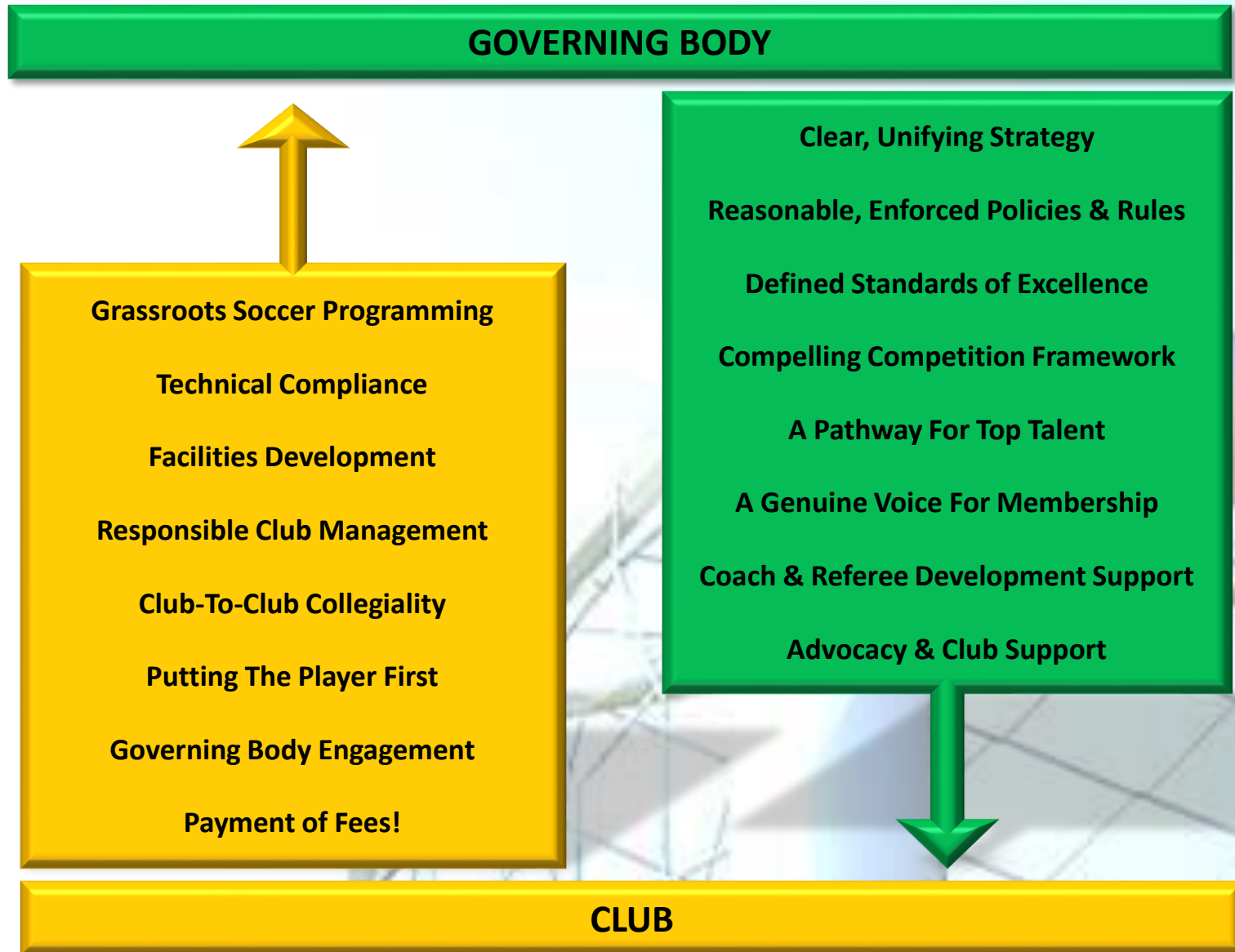
- Providing a safe playing environment
- Adhering to rules (Leagues, Governing Bodies)
- Managing disputes/bad behaviour
- Complying with municipal requirements
- Sponsor requirements
- Coach & referee certification requirements
- Financial & legal requirements

LIMITED RESOURCES

- Quality facilities, within re
- Coach availability/quality
- Referee availability/quality
- Recreational programming
- Pathway for top players
- Affordability!
- Equity & Accessibility!

## VALUE-ADD

Capitis  
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# 10 Keys To A Strong Governing Body-Member Relationship

- 1) Start by acknowledging that you're stronger if the other party is too
- 2) Recognize and accept what you CAN'T reasonably do for each other
  - Remember you are forced sometimes to have different agendas but that doesn't make either side wrong or bad!
- 3) Identify core value-add you need from each other
- 4) Work from a position of trying to help the other party, not take what you can get from them
- 5) Assume you are trying to help each other, not deliberately hurt each other!

# 10 Keys To A Strong Governing Body-Member Relationship

- 6) Understand that actively listening isn't hemming yourself in
- 7) Be honest and don't hurt the other party for being so
- 8) Follow the rule that having your say doesn't necessarily mean getting your way
- 9) Ask only what is reasonable and fair of each other
- 10) Don't publicly attack or embarrass the other party, even if you have grounds to do so!

# Questions?

