

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

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Leaderboard Leaders' Symposium

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## Introduction

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

## The Current State of Play - Leadership Audit

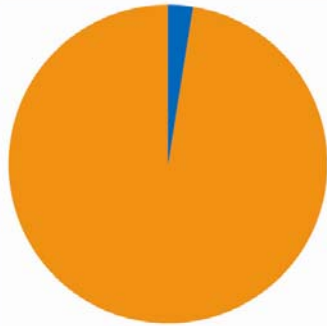
### ▶ Methodology

- 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



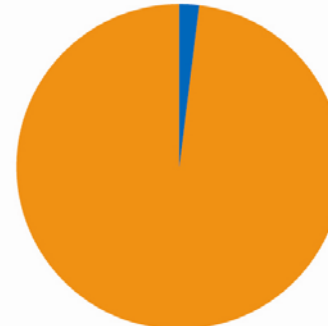
Total = 38\*

BME = 1

Percentage = 2%

\*1 post vacant

### Board

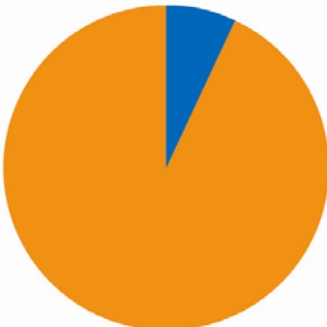


Total = 375

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%
<b>Total</b>	<b>24</b>	<b>888</b>	<b>&lt; 3%</b>

# '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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