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LEADERSHIP GLOBAL FOCUS, INTROS & BREAKOUT SESSIONS
TABLE OF CONTENTS

	Pages
Global Focus: Innovative approaches to successful leadership Simon Cummins , Partner, Head of Sports Practice, Odgers, Ray & Berndston	1
Intro: Leading Responsibly Mike Miller , Chief Executive Officer/Secretary General, IRB	8
Intro: Living in uncertain times Etienne Thobois , President, EThobois.com	12
Breakout 4: Transferring knowledge for good sport event management Workshop Leader – Antony Scanlon , Head-Games Services & Coordination, IOC Rapporteur – Horst Lichtner , Secretary, AIOWF	15
Breakout 5: Building and managing a team of volunteer staff Workshop Leader – Terry Pursell , VP Global Business Development & Communications, Right to Play Rapporteur – Max Bishop , Secretary General, FAI	16
Breakout 6: Developing leaders for the future Case Studies from Ben Calveley , International Policy Consultant, UK Sport Chris Solly , Director, World Academy of Sport Rapporteur – Patrick Baumann , Secretary General, FIBA	18
Breakout 10: Financial management and budgeting Workshop Leader – Jean-Pierre Moser , Director European Regional Office & Relations with IFs, WADA Rapporteur – Les Harrison , President, WCF	19
Breakout 11: Risk assessment for your sport and your organisation Workshop Leader – Gary Flynn , Director, AON Sport Rapporteur - David Grevemberg , Executive Director Sport, IPC	21
Breakout 12: Managing partnerships and collaborations Case Studies from Pat McQuaid , President, UCI Vincent Monnier , Senior Manager International Relations, CIES Rapporteur - Fredi Schmid , Director General, ISU	22

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GLOBAL FOCUS
Innovative Approaches To Successful Leadership

Simon Cummins, *Partner, Head of Sports Practice, Odgers, Ray & Berndston*



Simon Cummins, Odgers, Ray & Berndston

The best thing about being a Sports Head Hunter in a major search firm is the way you can get to talk to almost anybody in a position of authority. It is a wonderful privilege, which I have been very lucky to have. I'd like to share with you something about the traits in the innovative leaders I've met, interviewed, been recommended, talked to at length about their success, heard about and read references on - stating why they have been so successful. I will also share a few insights from the Head Hunting world on how we identify and distinguish between the most successful and innovative leaders. I mention successful and innovative as innovation does not necessarily lead to success!

Be clear about Leadership as distinct from Management. Much thought and a great deal of effort goes into trying to identify the most appropriate leaders for the given situation. Critical to this is knowing whether the situation requires a dynamic, innovative, change-agent or a steady, consolidator. Both can be effective styles of leadership.

Most people turn to us because they want a step-change – they already know someone through their own networks who will be a safe pair of hands! They want to make a distinctive move to get ahead of the opposition – they want a distinguishable competitive advantage which is often gained through innovation and inspiration and the shifting of boundaries. They want leaders who aren't satisfied by playing the game but look to change the rules of the game.

I remember first playing mixed Lacrosse. Apart from the bruises from women wielding wooden sticks at my head and launching a hard ball at a hundred miles an hour across my eyes, what had a lasting affect on me was playing a game with hardly any rules and

absolutely no boundaries – you could even run behind the goal! Most sport is not like that but the business of sport is! Now is a fantastic time to look to change the rules of doing business and leverage new revenue streams. Look at Napster and what one guy did from his garage to change the whole business model for the music industry.

What distinguishes innovative leaders from others? They are those who have changed the game rather than played by the rules. To achieve radical innovation, leaders must challenge all the assumptions that govern how things "should" look in their organisations. The business of sport is not like most sport with well-defined rules and referees – it is an art. The modern world is rife with opportunity for the lateral thinker who can create new ways to provide the goods and services that customers want -- new ways of achieving excellence through innovation.

Make an example of positive disobedience. Which of your leaders breaks the rules, builds relationships and gets results? There are leaders within your organisations who have been honing the skills of collaboration, innovation and relationship building for decades. These leaders live beyond our organisational norms but still manage to succeed. They have a track record of success; of taking risks and making them work.

Innovative leaders welcome failure. The innovative leader not only encourages a culture of experimentation. Innovative leaders teach people that each failure is a step along the road to success. To be truly agile, a company must give people the freedom to innovate, the freedom to experiment and the freedom to succeed. That means people must also have the freedom to fail.

Fight the fear of change. Innovative leaders constantly evangelise the need for change. They replace the comfort of complacency with the hunger of ambition. "We are doing well but we cannot rest on our laurels – we need to do even better." They explain that while trying new ventures is risky, standing still is riskier. Truly innovative leaders must paint a picture that shows an appealing future that is worth taking risks to achieve. This picture involves perils and opportunities and the only way to get there is by embracing change. Leaders are those who speak about what's next and not what's happened before.

Many CEOs see collaboration as key to their success with innovation. They know they

cannot do it all using internal resources, so they look outside for other organisations with which to partner. They are gutsy, unconventional, resilient and relentlessly hard-working and determined to achieve the goal despite the stakeholder resilience!

Be passionate – but not blind passion!

Innovative leaders must, obviously, focus on the things that they want to change. But they must also focus on the most important challenges they face, and be passionate about overcoming them. A leader's energy and drive, if translated into direction and inspiration for the company as a whole, will drive innovation. It is no good filling a bus with contented, complacent passengers; an innovative company needs evangelists, passionate supporters – people who believe that reaching the destination is worth the effort. If leaders want to inspire people to innovate, to change the way they do things and to achieve extraordinary results, then they must be passionate about what they believe in and must communicate that passion every time they speak.

Be flexible with time. Is action learning a part of your leadership development strategy? Few organisations have adopted action learning the way the Army has. On the website www.companycommand.com, past, present and future Army commanders are engaged in an ongoing conversation about how to build and lead combat teams. With over 7,000 members, the ability to share in real time and learn from real challenges and lessons of experience is unmatched. This form of action learning not only improves results but creates a stronger community in the process.

The era of the "heroic" leader, a leader who walks in and takes up all the space in the room, is under question. Leaders now create space for other people to innovate, work across boundaries and prepare for the complex challenges that lie ahead.

Innovative thinkers are not necessarily innovative leaders! Mavericks create from ideas but ideas are useless without the implementation

Yes, if you are a maverick, do challenge the status quo and create new opportunities – but know your weaknesses and **SELECT THE RIGHT TEAM TO DELIVER!**

Sport and business is about winning – recruiting the best teams at, and away from, the field of action and training, retaining, developing and challenging them.

Don't settle for second rate leaders – why does one company involved in this sector pay their top HR executive over 1 million dollars? Because they value their staff as their most important asset.

When building a team remember – innovation often comes from differences and diversity.

Sometimes you need to fish outside the normal pond to bring in new skill sets, fresh ideas and innovative thinking. This is not to replace those who know what they're doing and not to reinvent the wheel, but to compliment those with the existing knowledge.

I am not saying leaders who come in through sport can't innovate, but how will we move on in leading our Federations if we only ever stick with those who have been embroiled in nothing else but one sport? Yes, there will be exceptions. But – creativity, difference, added value and benefit may come from fresh eyes.

Wealth flows from innovation not optimisation. Innovation stems from organisations that are flexible, nimble, dynamic - changeable – not the super tanker – more the speedboat!

Innovation often involves change. Change must start with an audit of where you are now – the classic SWOT analysis. Communicate the audit and be brutally honest with the current weaknesses within your organisation because from them, you can create opportunities.

Do you spend enough time analysing your current team? Have they been psychometrically tested to assess their personality type and character traits? Do you as leaders know what motivates each and every individual in your organisation? Because everyone of them will have a different trigger.

Why do this? To ensure you continue to build a diverse and complementary team rather than a heard of clones. Did you know everyone of us here, if it is left to us, will naturally appoint fresh talent that is a clone of ourselves.

Truly great leaders send people on adventures they never dreamed of starting – they give people the confidence they never dreamed they had. Guillaume Apollinaire said, "I took him to the edge but he was scared, I showed him the edge again but he was still scared; I pushed him and he flew."

Innovative leadership is not about persuading people what not to do. Nor is it about persuading them to do things they don't think they can do. It is more to try to do things that without your prompt, they'd never ever dream of doing.

The Center for Creative Leadership (CCL) conducted research with over 350 mid- to upper-level managers across the globe to explore the current and future states of leadership. According to 84.3 percent of leaders studied, the definition of innovative leadership has changed in the last five years.

Future leaders must focus on collaboration over heroics, thereby extending leadership throughout the organisation. Collaborative skills such as building and mending relationships, participative management and change management are becoming increasingly important to success now and in the future. Corporate structures are flatter. Non-Executive Directors are dramatically younger and less moulded by years and years of doing the company thing!

Examine your Boards and then your executives. How representative are they of your target audience? What of gender balance and age? Background – BME? Faith? Sexual orientation? Diversity of experience and thinking? If your target market in basketball is black kids from under privileged backgrounds between 16 and 20, then how often do you seek their thoughts?

The nature of the challenges facing organisations is changing. Ninety-three percent of the leaders surveyed say today's challenges have greater strategic impact and go beyond individual leadership capability.

So, what can you do to prepare your leaders for a more complex and collaborative future?

Become an architect of innovative leadership. How can you design systems and structures to cultivate new leadership approaches? The leaders surveyed believe an 'optimal reward system' would include a balance of individual performance and collaboration, innovation and long term thinking.

The Gore Company is a nice example of this approach. Gore insists 10 to 15 percent of employees' time is spent on speculative ideas. The recognition of innovation as a core competency has resulted in Gore moving beyond Gortex to holding a significant share in dental floss and other markets.

Have a Dynamic Suggestions Scheme

Great suggestion schemes are focused, easy to use, well-resourced, responsive and open to all. Leaders need not offer huge rewards – recognition and response are generally more important. Above all, innovative leaders must have the whole-hearted commitment of the senior team to keep a company fresh, properly managed and successful.

Give everyone two jobs – now and what next? Leaders need to encourage their employees to ask themselves: "What is the essential purpose of my role? What is the outcome that I deliver that is of real value to my clients (internal and external)? AND Is there a better way to deliver that value or purpose?" The answer to the final question is always yes, but most people never ask the

question.

To select the right, balanced leadership team you need to have different personalities. Great sportsmen can teach the business world much about leadership, as indeed can great politicians. Great business leaders can teach the future leaders of sport much about leading your organisations.

Surprisingly, some of the most effective leaders throughout history have low profile personalities. Not everyone has charisma, and it's something you are born with. It can't be learned. Good management, which can be learned, makes more impact in the long run than charisma alone.

The most charismatic leaders are often flawed as people. This may be an aspect of their high performance personalities, but only the very best performers have the courage to recognise their flaws.

A book about the chief executive of Oracle, the giant software group, was titled: the Difference between God and Larry Ellison. What was the difference? God didn't think he was Larry Ellison.

It summed up an age in which business leaders were full of their own importance. They were also living dangerously. They lacked self-knowledge and restraint. They regarded all critics as enemies. The higher they rose, the less likely people were to tell them what was wrong.

"Given the large number of narcissists at the helm of corporations today, the challenge facing organisations is to ensure that such leaders do not self-destruct or lead the company to disaster." So wrote Michael Maccoby, a psychoanalyst and anthropologist, in the Harvard Business Review. Narcissists, "listen only for the kind of information they seek".

However, I can hear you thinking - Don't the people who head large organisations need to be authoritarian, obstinate and obsessed? Isn't soft-heartedness an obstacle to taking tough decisions such as closing factories or, privatising overstuffed, underperforming industries or perhaps even winning wars?

Winston Churchill was not an empathetic introvert. Yes, charismatic narcissists have their place, particularly during times of crisis, but leaders who understand what motivates both them and the people they lead will always be more effective.

The leadership qualities needed to succeed in sport and business are getting more alike with increased globalisation and dramatically increased commercial revenues, innovative new business streams and brand extensions. We are frequently placing candidates into the sports sector regularly from Media, Advertising, FMCG and Industry.

Nelson Mandela. What of general value can be learned from the Mandela story?

First, that all leaders, however great, can only swim with the tide of their time. Even while he languished in prison, apartheid was collapsing under the weight of its own contradictions.

The second lesson is that no leader, however esteemed, ever works alone. Several others played key roles in South Africa's end of apartheid negotiating process: Mbeki, who eventually succeeded Mandela as President, Ramaphosa, and Slovo. Each brought his own skills to the process. Some, such as Slovo, the veteran communist, were able to deliver constituencies Mandela might have had trouble convincing on his own. A great example of using the strengths of those in your team – delegate, empower and support.

Third, success is always messier than it appears in retrospect. Because South Africa's first election in 1994 turned out to be so peaceful, it is easy to forget the intense violence and negotiating breakdowns that preceded it. Before the election took place, people despaired of any decent outcome.

Fourth, and most important of all the Mandela principles: know your competition. As a prisoner on Robben Island, Mr Mandela learnt Afrikaans and encouraged his fellow inmates to do the same. He began to put his negotiating strategy into effect while he was in jail. He treated his wardens with a mixture of elaborate courtesy and the authority that came with his political leadership. After his release, he always made an attempt to establish a link, however tenuous, with whichever white official he happened to be addressing. He knew that the key to persuading whites to accept a new dispensation was overcoming their fear. Mr Mandela knew that every demonstration of reconciliation, every assurance, would help break down those fears. Better to persuade than coerce your opponent.

Which type of leader is most effective for each situation? I'd like to focus just for a moment about which type does best in the business world. Why focus on business rather than a not-for-profit volunteering business?

Most people have worked in a company, had some kind of dealings with one, or owned shares in one. Successful sporting events are significant businesses, as indeed are the Federations. Increasingly, big corporations govern the major factors in our lives. Sport is undeniably a massive business as well as being great entertainment and great fun. So business leaders may matter even more to our daily lives than politicians or even our heroes.

We should pay attention to them.

Despite the fact that the big business egos are the ones who make the front page, it's the low

profile leaders, the effective operators, who do not court the press, who seem to outperform.

Many commentators have been plugging away at the 'sober is best' theme for years,

St. Benedict, in his 5th century rule, identifies two character traits in a great leader – contemplative and humble.

In recent times one commentator has found hard data to prove the theory of St Benedict is just as applicable today – 15 centuries on!

You may have heard about Jim Collins's book, '*Good to Great*', which explains what makes the most successful business leaders in recent history really tick.

He looked at America's fastest growing and most innovative and successful companies and found something remarkable about their bosses. Their leaders almost never appeared in the business press. The public had never heard of them. They gave very few interviews and yet behind the scenes, they changed their companies dramatically.

He looked for companies that had below or average stock market performance for 15 years, followed by 15 years of outstanding performance, during which their total shareholder returns were at least three times better than the market average. Out of a huge sample, they found only found 11 companies that met these standards.

There are some useful practical pointers about leadership from this study. One is that outperforming bosses were good listeners. They were not handicapped by the "liability of charisma." Their staff were able to talk to them. When leaders rely too much on force of personality, people become more worried about impressing them than doing what is best for the organisation. Obviously, this applies to any kind of team.

A surprising point is that the successful leaders, during their first year, spent little time thinking about strategy. Instead, the first thing they did do was to find the right people. Performance would follow, they felt. They were ruthless about getting rid of those who did not fit in, and the most outstanding leaders sacked from the top. They got rid of senior people who did not perform; but they did not go for mass redundancies.

Only when the successful leaders felt they had the right team in place did they decide on a strategy. They did not do so quickly and rarely aggrandised their strategies with a name.

Another message is that the successful bosses did not spend much time motivating their staff. They said that if you found the right people and were successful, all you had to worry about was not de-motivating people. Not necessarily inspiring but not restricting their flair for creativity and innovation.

The final message was that there were two traits common across these successful leaders – being reflective and self-effacing. A remarkable similarity to St. Benedict’s contemplative and humble.

The outperforming leaders asked themselves three questions.

First, what could they be best in the world at? It might not be in the business they were in at the time. For example, Abbott Laboratories decided in the 1990s that it had lost the opportunity to compete with Merck to be a leading international pharmaceuticals company. It decided it could become world class instead at products that reduced the cost of healthcare, such as diagnostic kit to ensure patients received the correct treatment.

Second, the outstanding leaders asked what drove their economic success? Walgreens, the pharmacy chain, for example, tried to concentrate on profit per customer rather than profit per store, which would have misled the company to look for cheaper locations in less convenient places. Concentrating on profit per customer visit meant the company could place its stores where more people would visit them, generating higher profits.

Thirdly, the successful companies asked what they cared most about. Mission/vision - Product/service – return on investment – value for shareholders – client satisfaction – customer satisfaction – people?

A good question to ask your managers is what is the single most important thing to them when they come to work each day? What do they care about? Are they focused on what they should be spending their time on?

Not that the sober types are the best leaders for every situation. Which kind of person you want at the top surely depends on what you view as the most important tasks facing them.

High performing leaders may sometimes be odd people and we have to learn to deal with this.

The bottom line is that all of these successful leaders understood their businesses and markets inside out. When markets moved, they could move their companies with them.

What of innovation? New products, new markets, new business models (EMI) new routes/ channels to market and new revenue streams. How many organisations have actually focused on what their assets are and truly leveraged them to the full?

How many organisations have missed the opportunity to create new assets?

Nike – delivering what the consumer wants – now embraces pull and not push factors. They

are no longer placing their products on shelves and trying to sell them but delivering products designed by the end consumer.

Leaders in sport must review their relationship with the consumer. What does the consumer want from the relationship and association with the brand? The sporting experience is no longer just buying a ticket for a game – it’s a life-long passionate and all consuming relationship.

How do the people at **Red Bull** view the relationship with the brand? Do they spend fortunes engaging with their consumers on above/below the line advertising and hardcopy/online marketing? No chance! Association/ partnering/ sponsoring (call it what you will) doesn’t work with extreme sports! Engage the youth/target market.

The Body Shop was way ahead of its time in understanding that values mean something to the consumer. Consumers value their relationship with a brand that they are proud to be associated with – environmentally safe, natural products.

Recently in China I had the joy of listening to the most highly rated and effective CEO in Asia - rated by his peers - a man who lead Microsoft and now works for Murdoch leading Media Corporation in Asia. He said - China is not westernising it is modernising. How? By focusing on two major engines of change: Technology and Human Capital

What does this mean for sporting organisations and federations? One example of technology - *Fanbase* – is a method of monetising fans through new technology so that you have a whole new relationship with the consumer/fan/friend and potential customer.

We all understand the direct correlation between revenue and high performance but can this innovative leadership directly affect high performance?

We recently appointed many senior executives at LOCOG, UKA, BOA and EIS. Very often high performance is inextricably linked to investment – cash and excellence – a combination of expert leadership and team-building and new sources of funding. But you can’t solely rely on government handouts. You must recognise and assess your assets and then sweat them!

For example, athletes own rights – exploit them (in the nicest possible way). What are they doing with their digital rights? The world is incredibly hungry for content – you have the content. Do you know who owns the rights and what is the potential of, say, electronic games? How do you use your athletes and venues? What events do you organise for the public?

What about experiential hospitality? Do you

know how many corporates would much rather paddle down a white-water kayak course or spend a weekend learning how to surf on Croyde Bay, as opposed to attending yet another boring lunch/dinner/corporate box? Use your uniqueness.

Multi-channel selling and engagement with multi-stakeholders. Sponsorship! ROI! Have you spelt out what tangible ROI there would be to potential sponsors? This is now a science and no longer an art. It is less about the Chairman who loves cricket and much more about measurable outcomes.

Take events...innovative leaders 'create'. Think of new events - ones connected with your Federation. Take the Red Bull Air Race! Planes - 100 miles per hour, 100 feet above the river with crowds either side, in amongst offices, flats!! Think the unthinkable!

There are different styles of effective leadership - autocrat through collaborative to servant. The need to adapt and be flexible and the necessity to be a chameleon is a strength and not a weakness!

Becoming a truly innovative leader is a long journey, full of twists and turns, involving 'heart' versus 'gut' versus 'head' decision making. It requires leading your daily life with an open heart, mind and soul, asking for help and having buckets of courage. It means understanding that different people and different circumstances need and respond to different styles of leadership.

Have the emotional intelligence to know what works for each individual and each team, and spend the time to get to know their needs.

Key points

- One style doesn't fit all
- Listen to your detractors
- Take the time to reflect
- Show humility and admit when you are wrong
- Notice and accept when things are going in the wrong direction
- Notice the demeanour of your staff and care about them
- Allow personal time for what matters to you, look after your health (healthy body = healthy mind)
- Don't ignore the omens externally. Keep one eye on the competition and the macro market. Does your target market for new athletes, viewers, supporters, members, engage with your sport? How do you know and what are you doing about expanding that pool of adrenalin for your sport?

Change. Change is inevitable as every organisation needs to move with the times hence there is no 'rigid and defined operating manual' for an Olympics or a World Cup. Yes, there are lessons to be learned from previous events, but as times change, so do the ways in which we need to deliver.

Effective change management expects and embraces the inevitable process of change (the phases everyone experiencing change goes through- fear, uncertainty, resilience, interest, trial, adoption).

Effective methods of successful change leaders involve identifying the required pace of change - creating the burning platform when immediate, transformational, step change is needed so people have to jump one way or the other - through to the consultative-ownership method when incremental change is the answer and there is no urgency to radically change the status quo.

Engaging with these really talented innovative leaders doesn't happen by accident. In the sports sector - fortunes depend just as much on selecting a team to perform on the pitch, track, ocean or court as they do on selecting the off-pitch team - both equally important and mission critical.

Would you trust the selection of your team on the pitch to someone who never tries new players, never gives youth or natural flair a chance?

Would you be satisfied and accepting of a manager who selected players he happened to know personally and was even friends with (and they happened to be willing), without comparing them with any other potential players - locally, regionally, nationally and internationally? Would you settle for anything but a full and comprehensive, no-stone-untuned, search for the best team players that will enable your organisation to beat the competition?

Would you accept a manager who chooses his players simply by placing an advert and choosing the best of those that happened to see the advert and actually got around to applying?

Why it is still acceptable for Boards and those responsible for hiring top and middle-management to behave in this way?

Surely it makes more sense to be just as thorough and ruthless and determined and organised and professional in selecting your leaders?

Whether you outsource it or not, here are some thoughts:

Firstly entrust the search for the very best world-class leaders and managers to those who understand the game of successful leadership and management in the business in which you operate.

Make sure they understand the sector and the business itself. What makes for a successful business in your particular sector? What are the traits of a successful innovative leader or manager in this sector?

Leadership in sport is different from widget factories. It is highly charged and passionate. Often mistakes are made by hiring people who are in it for the wrong reason – like a ticket to the Games! Yes, there must be a certain level of passion and love for the game or the sport, and certainly knowledge of it and desire to learn about it, but it must be a passion with the brain engaged!

How critical is it in a sector where passion runs high (music, sport, charities, to some extent government) to operate by first using the business head and not the passionate heart? How many examples do we know of people who have joined the sports sector and left their business brains in the board room? Those who have done so, let their heart rule their head, resulting in the wrong decisions for the business, the wrong strategy and the wrong hires.

The job must come first, not the environment.

The great leaders are often not looking for a move – certainly not searching the advertisement pages in the press. They are not the low hanging fruit that respond to the tap on the shoulder at the bar or happen to see an advert. They are those ripe, strong and healthy fruit at the top of the tree that need finding and tempting away and delicately and skilfully coercing out.

Seek help from whoever the best off-field scouts are to compliment those on-field scouts to identify and recruit; whether it be a top HR Professional within your organisation who has been trained to recruit, retain and develop talent, whether it be a strategic talent management professional or a Head Hunter, get help!

Move away from the 'pub recruitment' mentality to really offer your organisation the best possible chance of winning.

Devote as much time and attention as managers and scouts do to identifying and enticing players, to matching the skill set of the leaders to your business and to your particular knowledge of where that business is on its maturation curve and where it needs to go.

Is the next phase a period of growth and change or a period of consolidation and the need for structure? A great entrepreneurial change agent, who thrives on growing teams and motivating hungry, dynamic staff, will not suit a company that has just been through and come out of that stage of its growth. It may need a period of bedding down and consolidation – it may need a systems and processes operator.

How many times do firms just pick the person because of their personality and character without thinking of the strategic fit with what their business needs at that particular time? Would you give a first cap, in a Champion's League away-leg semi-final, to a 17 year old right back, and play them on the left wing?

You wouldn't dream of conducting a world class orchestra on the last night of the Proms, without a world class first violinist or conductor. You wouldn't settle for second best there – why settle for second best in the board room?

Why spend millions on developing world-class athletes and then cut corners on the people who are going to enable that athlete to perform at their best because all of the support structures that need to be in place to grow the business in order to attract more of the same?

If you go down the DIY route, follow a thorough, rigorous and robust process to identify and recruit your professionals. You owe it to your investors and stakeholders to offer real choice to the Board of the absolute best in class – across all sectors to fill every position.

Spend the necessary time, effort and resources (financial and human) to research, search, attract, retain, train, develop and not restrict... your most important asset – your people.

As an innovative leader, aim to be a contemplative, humble and courageous communicator. Operate in your comfort zone – don't try to sing from the rooftops if you are tone deaf and have vertigo! But expand that zone through trial and error.

Encourage others to push their boundaries – to lead outside of their authority, outside of their comfort zones – to seek responsibility and to accept challenges with an open mind.

I grew up with a poster on my wall, which had a picture of a globe and another smaller planet in the background and it said:

You only know how far you can go when you've gone too far! Challenge, question, listen and genuinely care about the business and the people: We've been given two eyes and two ears and only one mouth for a reason!

If you want to build long-term sustainable success you must understand that:

Talent attracts talent
Great leaders attract great managers
Great managers attract great staff
Great staff attract great clients and consumers
Great staff will deliver high performance

LEADERSHIP INTRO *Leading Responsibly*

Mike Miller, Chief Executive Officer/Secretary General, IRB



Mike Miller, IRB

Leading Responsibly for an IF. What is it? How do you know you are doing it? What are you trying to achieve? In order to answer these questions a Top Ten Guide to Leading Responsibly seems to be in order. So here goes.

Number 1. Know who's boss.

Whatever you are trying to do, and we'll get to that in a minute, first you need to know who you are doing it for and who will decide if it's the right thing and if you are achieving your aims. And here you need to be totally honest with yourself. We all know who really is the boss in any personal relationship or family situation. If you have kids you know only too well that while you're the parent, they're the boss. Husband and wife? Well, I wouldn't venture to guess where the real power lies in your relationship, but I know where it rests in mine.

For your sport, for your venture, who are you doing it for? Is it the players, the fans, the administrators, the volunteers, the mums and dads who bring their kids, the grass roots, the professionals. What is your priority? Who are you leading your IF for? If you don't know who, then you can't determine what, what to do that is. At least not effectively.

The second part of the who's the boss equation is knowing who has the real power. Who can help you or stop you getting things done. Making a real difference. For that's what you want to do, make a difference.

Otherwise why are you being a leader? So who makes the decisions, which stakeholders have the power or the influence or the ability to derail. Who do you need to get onside, to influence, to persuade.

When you know who's boss, and figure out how to work with them, then you at least have a chance to lead.

Number 2. Make sure the gang's all here

Whatever it is you want to do, and we will get to that in a minute, you can't do it by yourself. As much as you might think you are the cleverest person in the world (and we all think that privately, don't we?), know all the answers, can plot the way forward, unless you have a critical mass of those in your sport behind you, you aren't going anywhere. You aren't leading anyone. Except yourself, up the garden path.

Take the fabled strategic plan. I'm sure we all have one, sitting in a drawer or on a computer somewhere. You could quickly and easily write one. But it will be useless unless you engage your stakeholders, your staff, your decision makers. It has to be their strategic plan, their goals, their ambitions. Yes, it takes a lot longer to get done. Meetings, discussions, writing and re-writing. It takes time.

But if they are all involved, if their views are heard and their concerns and dreams captured in some way, if through discussion you can reach a common understanding and agree on a vision, a mission and a set of achievable goals. Then you have a real chance of leading your IF on the road to the promised land. Which leads me to number 3.

Number 3. The vision thing really is important

Some former unremembered leader of an unimportant country was spot on about the vision thing. It really is important. Your job as a leader, once your sports vision has been defined, is to drive it, to spell it out, to sell it. To your stakeholders. To those you want to bring on board. To the media. Everything you do should spring from and lead back to your vision.

What do you want to achieve? Remind everyone again and again what you and they are all about. Make it feel real, tangible, touchable. You want your sport to inspire with its social values? To bring joy and beauty into people's lives? To help people live healthy and fulfilled lives? Tell them. Don't be shy. Don't dwell on the disappointments or the difficulties (but do deal with them to get past them). Be positive. Be inspiring. Be a role model. Always keep your eye on the prize, on the ultimate goal. And sweep everyone along with you.

If you want to lead, you have to inspire others to join with you on the journey to your goal. Selling, living, delivering on the vision is one of the most important things a leader can do.

Number 4. Without a map you're lost

I suppose these days I should have said a satnav, but you get my drift. If you don't know where you are, where you are trying to go, and the best route to take to get there. Then you may get there in the end. You may get there, but it will take longer, it will be more difficult and you may never get there at all. With a map, its easier.

Don't rush into your journey without sitting down first and doing a bit of planning. Think about the different routes possible, there is always more than one way to get somewhere and each route may be as valid as any other. What are the roadblocks? Is that a detour that may eventually help you get where you want to be, or lead you into a cul-de-sac. The message is simple. Plot your route. And stick to it. Except when it becomes more advantageous to deviate, to plot a new course, to set off into the unknown. A map can be very helpful, but sometimes you have to throw it away, or recalculate, to take into account changes in circumstances.

How do you know when to change? Trust your instincts. Go with your gut. Pre=planning, research, others opinions are all very well and helpful, but at the end of the day, in order to be a real leader, you have to go with what you feel is the best decision. If you have done your homework, know your sport, know your constituents, know your fans, know your market then nine time out of ten your instinct will give you the right answer. Don't be frightened to go off-piste.

To try new ideas. To experiment. As an example from Rugby, we are trying out a series of Experimental Law Variations. Have been doing so at various levels of the Game for four years now. It all began when we got all of the coaches and administrators of the top nations together after the 2003 Rugby World Cup and asked what would you do to improve the Game. To make it even more fun to play and better to watch. To ensure greater continuity and contest for possession. To take as much subjectivity as possible out of the refereeing of the Game.

So now we have 13 Law changes that are in place worldwide for a year to see what happens. Are people afraid? Yes. Has the Game altered? Yes. For the better? Time will tell.

The point is: you've got your map. Use it as a guide, but don't become a slave to it.

Number 5. Take a leaf out of your athletes' book

So you've got you vision and you know the route to take. But how are you going to get there. You need to think like your athletes if you are going to lead your sport to your ultimate destination. You need to set goals (making sure the gang's with you all the way).

Athletes have three types of goals, and so should you. Outcome goals, performance goals and process goals. Take an Olympic athlete as an example. Her outcome goal may be to win an Olympic Gold Medal. Her performance goal to achieve that may be to swim the 100m freestyle in 53.10 and in order to achieve her performance goal she may have a number of process goals such as to stay strong and hold her stroke in the last five or ten metres.

Or take me as an example. I get up every morning at 5am and run 10k. And yes I have been told I'm crazy. My outcome goal is to die fit. My performance goal is to beat my current best average pace of 4 minutes 23 seconds per kilometre on those days when I'm capable of doing more than just surviving and five minutes per kilometre seems like a triumph. And my process goal is to concentrate on the correct arm movement for I know when I do I go faster without seeming to try. (And since I know you're curious it was 4.43 today).

As a leader, you should do the same. Your outcome goal may be to be the best IF in the world. Not the biggest, because that's football. Not the richest, football again. Or the most talked about (guess who). But the best. What's the performance goal? Others copy your ideas, you win awards, you double your playing base. Whatever. Then you break those down into your process goals. Ensure key stakeholders are given the information they need in a timely fashion. Create an Intranet so that volunteers can pass on knowledge amongst themselves. All fans questions are answered within two days. You name it.

Set goals. Outcome goals, performance goals and process goals. Strive to achieve them. Review them. Change them. Keep setting the bar higher.

Number 6. You can't stand still

Like a shark, if you don't keep swimming forward you die. If you're not moving forward you're going backward. There is no such thing as standing still. (And while we're at it you have to make decisions. Sometimes even a bad decision is better than no decision at all. Have the courage of your convictions. Or to get back to the road analogies, if you stand in the middle of the road you're going to get run over).

Your Federation and your sport can't afford to stand still. Time and fashion marches on. Relentlessly. Attention spans get shorter. Technology speeds everything up. There are millions more choices and diversions for people to indulge in. Media is consumed in new ways. My 13 year old son watches the rolling sports news on television while playing a tennis simulation game on his PSP, a football manager game on the PC and having a conversation with me about Rugby.

You want them to continue your sports growth, to be the next generation of players, fans, administrators. You'd better understand you are competing against lots of other sports, never mind lots of other leisure pursuits.

Create new formats or competitions. Like 20-20 cricket or the Rugby Sevens World Series or beach volleyball. Tweak the rules. Like the tie break or the penalty shoot-out or the six tackle rule in Rugby League.

Alter your calendar, create more meaning and flow. Just because something has always been done one way, doesn't mean it is the right thing to continue doing.

Stay in touch with technology. Work out how it can work for you. Most importantly, and here's a major diversion, understand the power of the mobile phone.

Sports fans want a broader, deeper, more personal and more interactive relationship with their sport, its stars and the community which surrounds it. We, as sports Federations want a growing, committed, loyal and active fan base.

How do we achieve that for both of us?

By extending the fan experience of our sport through time, through location and through as many platforms as possible. With easy to use formats which are appropriate for each time slice, location or platform.

By joining the excitement and passion of the in-venue experience with the depth and comfort of the at-home experience. Accessible anytime, anywhere.

By direct contact through print, tv, radio, web, phone and payment platforms beginning at home well before match day and running through the in-venue experience all the way back home.

Only one platform allows us to deliver all that. Anytime, anywhere to everyone. At home, on the move or in-venue. That platform is the mobile phone. The platform that connects us all.

So what can we deliver through the mobile phone to maximise the fan experience? Team news, stats, interviews, action, speculation, forecasts, match-day packages including food and drink. All the essential build-up that whets the appetite.

Tickets, travel and weather information, special offers, social networking. Everything you need to make the match day as easy and as fun as possible.

In-venue offers, replays, stats, competitions, sharing the event and use of the big screen. Adding to the big match experience.

Post match interviews, highlights, a chance to meet the stars, chat, travel, competitions. Extending the occasion and building the community.

Considered comment, reviews and analysis, chat and networking. Putting it all in context and starting the build-up to the next match.

This content will be created both by us and by our fans. One feeding off the other to build buy-in, extend the community and prolong the match day experience through time, location and platform.

But there are certain services that we need to provide. And if we don't, the fans, our customers, will look to others to provide what they want, or will drop us in favour of other forms of entertainment.

End of diversion. And no, I don't have any shares in telecoms companies, but I wish I did.

So, don't stand still, but on the other hand...

Number 7. Don't throw the baby out with the bath water

Don't go overboard. Get the balance right between innovation and tradition. Your sport has certain core values, traditions that your die-hard fans love, certain basic elements that have attracted generation after generation. If you lose those, if you try to be something you are not, then you are in danger of losing everything. If money or winning at all costs is all that matters, then in the end maybe nothing will matter. If you are proud of your sports community spirit but your top athletes are selfish and don't help others in need or don't spend the time to encourage the youth or to sign a few autographs then soon your community won't exist any more.

If you mess with the rhythm of your game then maybe what attracted your players and fans won't be there anymore. Just because the current mind-set and the current technologies want something faster and more bite-sized, doesn't necessarily mean if you alter your sport to fit in you will become more popular, or get more air-time or bigger sponsors.

Be realistic about what you can change without damaging the fabric of your sport. And I would say fight to keep certain core values in your sport, even if they aren't particularly fashionable at the moment.

Respect. For officials, for referees, for others. Its crucial for the long-term well being of sport. Zero tolerance of cheating. A strong stand on doping, diving or trying to get other athletes in trouble. No to winning at all costs. Keeping a balance between trying to win and trying to entertain.

Ensure your sport puts back into the community. Have humanitarian aid partners

like UNICEF or the UN World Food Programme. Raise money and awareness for worthy causes. Don't be afraid to speak out for what you think is right, or to speak up against what you think is wrong.

By all means innovate, tweak, seek to capture the next generation. But don't sell your soul to the devil and wind up with a hell of a mess.

Number 8. Nurture your talent

By this I mean both your talent and the talent within your organisation and your sport. To be a real leader you need to be the best you can be. Read, learn, watch, talk, listen, reflect. Always try to improve. Steal ideas from everywhere and adapt where necessary.

Always be thinking about your sport, your job, your Federation and how you can make it better. Look at the greats in your business. Read about them. Talk with them.

Set goals. Aim for your targets. Talk the talk and walk the walk. You can make yourself the best you can be.

Do the same for your staff and your athletes. Send them on courses. Give them the space and freedom to make decisions and to grow in their jobs. Mentor them. Get them the best coaches. Get the coaches the best coaches. Create the conditions so people aren't afraid to propose new ideas.

Don't keep re-inventing the wheel. Capture your sports knowledge in an organised way so that everyone can benefit. How do you run events, what do you need to run a good media operation, how many balls do you need for a whole event. What elements do you need in a budget? What help can governments provide. What fields do you need on a security pass. Get it down, pass it on.

How do you negotiate with broadcasters? How do you keep sponsors happy? Who do you need to go to to get your trophy engraved? Make sure the knowledge is spread around.

Who will take over from you? Or your head of communications? Do you have a succession plan in place? To be a real leader you need to bring on the next generation. You shouldn't be afraid to have people around you who will challenge you, who will keep you on your toes and who will eventually replace you.

And however much we like to think we are irreplaceable, we all are, and eventually will be. The responsible leader makes sure that the next one in is as well prepared as can be, and has all the tools they need to be as successful as they can be, to build on all your hard work. Otherwise your federation will slip back and you'll have wasted all your effort.

Number 9. Treat your volunteers like royalty.

And I don't mean chop off their heads. All sports would grind to a halt without volunteers. Even the most professional of sports need volunteers. Your elected officials who give their time because they love your sport or want to give back because it has been so good to them.

The volunteers who run events or local clubs or kids teams or help out on your biggest and most professionally run events. Take Rugby World Cup 2007 in France. A smashing success on all counts. 48 matches over 44 days. 2.3 million tickets sold. More than 350,00 visitors to France. Twenty teams. Twelve venues. Highly trained and motivated professional staff. And six thousand volunteers. And it was the volunteers who made it what it was. Who set the tone. Who did the mundane jobs. Those little but vital tasks.

You all rely on volunteers all levels of your sport. Treat them with respect. Listen to their views and their worries, hopes and dreams. Inspire them. Sell and re-sell them your vision and let them know how important they are to your sport. Without them, you have nothing. Nothing and no-one to lead. To help drive your sport forward.

Finally. Number 10. Understand that only the referee is hated more

Let's face it. Everyone hates the referee. His or her decision is always wrong. Or they're blind. Or biased. That is, unless your team wins. In which case they were probably brilliant but even so most likely not.

An International Federation is like the poor old referee. The man in the middle. The easy scapegoat. Problems in a national federation, the IF is to blame. It hasn't invested enough, or not in the right things, or at the right time.

Anti-doping. You can't win. Either there are no positives and you are covering up some deep dark secret or you catch a few cheats and the sport has a drugs problem. Either way, the IF is to blame.

Referees aren't shown enough respect and nothing is being done. Referees crack down on dissent and ruin the game by showing lots of yellow cards. Either way, the IF got it wrong.

You sign a massive new contract. No-one really wants to know. A sponsor pulls out, its front page news.

You can't win. People want to hold on to their image of you as 57 old gin swilling farts who couldn't organise a piss up in a brewery even though your IF's average age is 35 and you just doubled your profits.

You are there to be abused, shouted at and second guessed. You are a safety value. That is part of your job, and in order to lead and lead well and lead responsibly you just have to accept that, do the best you can, do what you think is right and don't worry too much what other people think or say. And hope history proves you right.

So that's it. Ten top tips for leading responsibly. For taking your sport to the top, over the top and beyond.

One last piece of advice.

Lighten up. Have a laugh. Live a little. Enjoy yourself. It's a very serious business, this sports business, but don't take it too seriously. Its not life and death (or taxes). The tone you set as a leader will be picked up by everyone else.

If you are working hard, trying to do your best, trying to make your IF the best it can be while still smiling and having fun. Then you'll

get the best out of your stakeholders and staff, and others will be attracted to your organisation and your sport.

And you'll enjoy the ride, despite the inevitable set-backs, dramas and heartaches. We're lucky to be doing what we do. Working in sport. In people's passion. And we should never forget how lucky we are.



Presidents Rene Fasel and Dr Jacques Rogge

LEADERSHIP INTRO *Living in uncertain times*

Etienne Thobois, *President, EThobois.com*

Uncertain times. There is a lot about uncertainty in the news these days – especially in light of the economic situation, but is it really something new? Isn't the world always changing? Especially at an individual level, and quite often in an unpredictable way? Someone once said, you don't know where you'll be and what you'll be doing in 5 years time, so concentrate on today and just be ready for tomorrow.

That's true for all of us. None of us know where we will be in 5 year's time. How many big changes in your personal life, that you don't know about, will alter in that period of time? We are living in an uncertain environment, but it's always been like that. Think further back. Think of the people who came before us. Think about those athletes going to the Olympic Games in 1924 in Paris, coming from the US or from New Zealand. Do you think they were not uncertain when they got on the boat? They didn't even know when they would arrive. They didn't know who they would compete against. Did you have half of the information 20 years ago for your event, that you have now? I don't think so.

This is all a paradox. Through the tools and the communication systems we have now, we have access to a lot of information we didn't have before, and it seems that the more information we have the more uncertain we feel...the more wary we are. We know better about the better options and their possible consequences. We have more choices and, overall, we don't like to choose that much!

Choosing an option means rejecting other good ones. We like to keep our options open as long as we can and that's where the importance of leadership comes in. We have to make decisions. Mike Miller said yesterday that a bad decision is often better than no decision at all. This is particularly true in event management, where you have to deliver in a certain time frame.

Yes, the cycles are getting shorter; yes, the environment is changing – everything is now global; yes, we're in a fast-changing world, but there is plenty of information out there to deal with those changes, so that you can weigh the options. It's more about selecting what is right for your organisation.

But the world is probably as uncertain as it has ever been, so that's not new.

It's been said throughout the Forum that a world of uncertainty is a world of opportunity. Margaret Drabble once said, "when nothing is sure, everything is possible." Once you've accepted that this is a changing world, that you have to keep adapting and moving forward, that your organisation is ready and organised for it, then uncertainty is good.

I like that quote 'discomfort is not necessarily bad'. It's that 'crisis' energy that often makes the difference; uncertainty keeps us on our toes. Actually, when you think about it, sport in itself is very much uncertain. That's the beauty of it. Sport is based on the uncertainty of the results. Uncertainty is the essence of

sport. It should not scare us – we should welcome it.

So what is leadership in event management? The principle difference between event management leadership and global leadership is the time frame. In event management, you have to deliver now, with what is available. The innovating thing that we talked about yesterday – the ability to see forward – is probably not as relevant there. That's probably why there is many more people who can do it, which is good news!

1. Leadership in event management is about people, which starts my Top Ten list.

2. Leadership is also about faith. If you don't believe in something, how can you lead and move forward? You need to have some kind of a dream and you need to be able to impersonate that dream. You need to be able to deliver a vision.

3. Leadership is also about sharing a vision. Sharing is very important.

4. Leadership is about setting and managing expectations. You must set the expectations and interact with the shareholders, so that they understand and share your ambition.

5. Leadership is about adapting, while keeping your identity. In rugby, for example, they are so behind their identity and values that they can adapt because they know who they are and where they are going. That is very important. In times of crisis and uncertainty, you go back to the basics of who you are.

6. Leadership is about empowering and giving responsibilities and freedom for actions to others. You're not going to deliver an event by yourself. Events are complex and involve a lot of interactions, so it's fundamental to let others shoulder some of the responsibility.

7. Leadership is also about monitoring. You need to animate, control, validate. People need to feel that they are not alone, but part of a team. That they are challenged and supported.

8. Leadership is about knowing how and when to say thank you. This is one of the most difficult things to do well. This doesn't mean just saying it, it's also showing it. It's putting people in situations where they can be promoted and put forward. It's about giving little signs that what they're doing matters and is appreciated – that not only you, but also the organisation appreciates what they're doing.

9. Leadership is about communication. That's key. You need to be coherent and set an example to others within the organisation. You really need to be aligned with what you're

saying. This is something that, when you're managing a volunteer programme with thousands of unpaid volunteers compared to your paid staff of 2-300, needs to be very clear. Your paid staff need to set an example for the volunteers. All too frequently, it's the other way around and the volunteers set the example for your staff!

10. Leadership is about using the right information at the right time, and making the right decisions. The right information is sometimes difficult to determine because so many people can now interact with you via email, phone, websites, etc. You need to be able to select the information you need to move forward and meet your goals. And then you need to make decisions based on that information.

What happens when there is a lack of leadership? A lack of leadership means your organisation is not aligned towards its goals and its vision. When you have a lack of direction, no one knows what needs to be done, so everyone does what they think is best and it's not coordinated.

Without firm leadership you often have competing goals. Different departments within the organisation start to pull in different directions. That is probably normal! The problem is not that people have personal views about how things should be done, the problem is when there is no arbitration – when there is nobody who decides and sets the direction, while explaining that we're all doing this as a team. Competition within the organisation isn't always bad, but it needs to be controlled and monitored and understood.



Etienne Thobois, Ethobois.com

The third thing is disconnected leadership. There's the vision and a strategy, but no communication. If you don't share your vision with the rest of your organisation, then you move alone and sooner or later you don't understand what's going on. It's important that you align your organisation and your processes and have an integrated approach. To do this you have to find a way to communicate with all the legitimate stakeholders and have a common understanding of the strategy and objectives and the constraints that each of you have.

Rugby World cup 2007 was a concrete example of leadership in event management. At project level, leadership is about building a team with all the stakeholders, bringing all the energies towards the same goal. Everyone has to feel a part of it and that they have a particular role to play.

In event management you begin with the technical aspects, move on to the governance level and then to building the identity. You need the technical excellence in order to start the project in the first place. Governance is how you're going to reach your goal and recognising everybody's role within the global organisation. Identity is what will make the difference. It's your vision. Your ambition. What you want to be remembered as. What is your legacy? Your heritage?

Often you don't have common references between the stakeholders – many times you don't even have a common language! We felt that we needed something to launch RWC in France. We needed to create a team, communicate our ambition, and make people understand they were part of something special. We were looking for an idea to help us do this.

After a brainstorming session with Disney we came up with the idea of a Volunteer Day at Euro Disney, with all the 6,000 volunteers together. This had never been done before. We weren't even sure it could be done. We asked them if they would open the park to us, find us a place to have our training session there, feed us, and let us use them as a means of launching RWC to our event team. And they agreed as long as they could compensate the cost with media exposure. We went even further and asked a partner if they would agree to provide 8 special dedicated trains from all the venues to bring volunteers from all over the country to Paris. Again, the answer was, surprisingly, yes. The IRB also agreed to let us do this. We went to the French team and told them we needed to have them there for this Volunteer Day. And they agreed, as long as it was after the Six Nations tournament. So we sent a letter of

invitation to all the volunteers and got an 83% positive response from people saying they would come. The result was amazing. Everybody that day understood that they were a part of something special. Something that was bigger than they expected. Something exceptional. From that day on, RWC 2007 in France was on track.

Lessons learned:

Be passionate. Event management is all about precision, rational planning and processes, but sport is about passion. And people in sport are passionate. You need to show your passion to be recognised as a leader. You all have it. But you need to show it. It's passion and determination that make the difference in everything we do. Sometimes the box is too small for you. If it's getting to small, think out of the box! Sometimes you have to do that to achieve your goals. Don't underestimate crazy ideas.

Be proactive. Move forward. I like Woody Allen's quote, "I'm more interested in the future than in the past, because the future is where I intend to spend the next few years." Promote action. Too much control kills initiative. You need to find the right balance.

Be positive and supportive. Attitude is key. Be offensive and move forward. Being defensive doesn't make you win. If you spend the whole match in your own 22 in rugby, you're never going to score a try.

Criticism is only useful if it's constructive. If you don't have an alternative to propose, if you don't have the time to sit with the people and help them find solutions, criticism is not useful.

Accept failure if you want initiative. You can't always be right and the people around you won't always be right, either.

To finish – the task of the leader is to get his people from where they are to where they haven't been. It's also true for organisations. That's what we tried to accomplish with RWC 07.

Breakout 4

WORKSHOP: Transferring knowledge for good sport event management

Workshop Leader: Antony Scanlon, Head-Games Services & Coordination, IOC
Rapporteur: Horst Lichtner, General Secretary, AIOWF



Antony Scanlon, IOC

This was a very interactive session which encouraged and enabled the audience to talk together as a group, with surprising results.

Antony presented four leading questions regarding the transfer of knowledge and bit by bit encouraged the workshop participants to come up with some answers amongst themselves.

First Question: What needs to be done with regard to transfer of knowledge?

Documentation needs to be written, rights and contracts need to be secured, seminars need to be organised, service levels and requirements need to be defined, etc. These issues were all brought up and compiled as a list by the workshop participants.

First Conclusion: You need to create a technical menu

Once you have your list of what needs to be done, and the criteria you want to use, take whatever technology you have at your disposal, using databases, results services, your accreditation guidelines, etc. and create a concise and accurate technical menu. If you do the right analysis and documentation for this early on, then you start out on the right track and make everything else much easier. This should be done before the city bidding process for events has even started and should always be part of the host city contract afterwards. Whatever format you use -- maybe written out on paper in a booklet, maybe on an extranet that everyone can read -- doesn't matter, as long as you have it compiled and it is in place before you start the bidding process.

Second Question: How can events that are not in the same sports discipline share knowledge?

After discussing what is required to put on their particular sports, the participants discovered that their events actually had more

in common than originally thought. If you just read the sports headlines, you wouldn't think there was much in common between most sports. But in the end, although the competitions themselves may be different, most sporting events are dealing with the same list of challenges. All events have to take care of things like transportation, accommodation, accreditation and catering and feeding a large number of people. Sports events all have a lot in common when it comes to actually managing the event itself.

Second Conclusion: People who run sporting events should identify all of the possible areas of transferable knowledge and compile their technical menu, clearly setting out their specifications and standards. Once this is done, it would be a great resource for all of us if we could somehow share this knowledge and pool our resources, so that everyone benefits from each other and doesn't have to re-invent the wheel each time an event comes along.

Third Question: How can you create venues that are not white elephants? How can an IF influence the process of creating venues that can be used again after your event?

The group determined that this is not much of an issue for many smaller Federations. For them, there is often the issue of how they might fit their event into existing venues, so that they don't need to build something new. Some sports, like ice hockey, have easily adapted to being held in large arenas like the O2, but for others, it is difficult to do this. The IOC takes a different view -- they come with the big, multi-sport Olympic Games, for which they create venues, so they have to take the 'white elephant' dilemma very seriously. So they are in a different position than many of the IFs who were participating in this Forum.

Fourth Question: How do you take into consideration cultural differences when you deliver an event, while moving from country to country every year?

It was evident from all of the experience within this workshop group that this was a key issue for IFs to think about. Many IFs have their world championships in a different country each year and have to adapt their standards for the culture of whatever country they are in. The group felt that this was an obvious area in which shared information would be of great benefit. As an example, ice hockey had championships in Russia in 2007, in Canada this year and will be in Switzerland



Horst Lichtner, IIHF

in 2009. If ice hockey event organisers could share details of their experiences in Russia with other IFs who are about to hold events there – either through workshops or summaries of some sort – others would gain insight from their feedback and would be better able to understand how things might be done differently in that country. The recent Olympic Games in Beijing were another example of knowledge and solid experience gained by the IOC over the past 6 years that could be very useful to other organisations heading to China for sporting events. Any Federations that are holding events there

would certainly find it helpful to talk to IOC people who have been on the ground there and to use the manuals they have prepared on various aspects of organising events in China. Any insight that can be gained towards understanding how to work/organise events in another culture is invaluable.

Third Conclusion: You must adapt your technical menu standards, and all the descriptions and explanations you have created, for the culture of the country you are in.

This may mean that some of the detail is not as specific as in your original menu, but even in more general terms, it will make communication better and help the event run more smoothly.

Specific Idea from Breakout 4: We should consider developing a pool of resources and transfer that into a standard framework by using some sort of standard software for the transfer of knowledge.

The IOC could be leading the part of this, given the lack of resources within most IFs. It should be possible to create an on-line framework for the transfer of knowledge, using all of the current best-practice standards, as an easy-reference tool of everything you need to consider, so that all Federations could access and share this as they plan for and organise their events.

Breakout 5

WORKSHOP: *Building and managing a team of volunteer staff*

Workshop Leader: *Terry Pursell, VP Global Business Development & Communications, Right To Play*

Rapporteur: *Max Bishop, Secretary General, FAI*



Terry Pursell, Right to Play

These discussions started by identifying the fact that we all come from different federations, many of which are at different levels. There are the wealthy Olympic Federations and some, like FIFA even wealthier than that. But there are also many

very small Federations who sometimes don't even have any full-time paid staff members and rely entirely on volunteer labour. Nevertheless, despite the fact that our organisations are so different, the group identified quite a number of common concerns.

These were grouped under three main headings:

1. Recruitment, Retaining People and Rejecting People

Everyone agreed that there were three main things that all volunteers must have – they must have time; they must have commitment, or willingness to work; and they must have competence. If you have somebody who is very competent but has no time and isn't

terribly committed, it doesn't work. Any two combinations of those three things can be good, but is still not ideal. You need somebody who has all three, but unfortunately, these people are becoming very rare.

We need to make the experience of volunteering worthwhile in some way. If you start paying them you end up with the problems you get whenever money is introduced into the equation, but if you don't pay them, you're only going to get the people who can afford to be there. Federations need to find other ways of making the experience worthwhile, but in today's world that may also mean compensating them for lost time. The people who are the most competent, and have the time and commitment, also often have very busy family and/or professional lives and can't devote as much time as they might wish to volunteer activity within a Federation.

It was noticed that in many Federations, people tend to recruit themselves -- they come forward, volunteer and ask for a job, so they are self-selecting, in a way. Perhaps there are ways of formalising the procedure for selection, so that Federations not only got the best people, but also to add value to the position. A person who has been through a tough selection process feels like they have actually achieved something, so it is more validating for them than if it is very easy to become a volunteer. There is also value in the creation of a career path at each level of volunteering -- coaches, referees, jurors, judges, IF officials, etc. -- so that people see a clear progression that will enable them to give service in a rewarding way.

Other issues touched upon were the internal political problems that occur when National Federations want to ask a person to move on from a post because they are blocking progress for younger people, so they send them to the International Federation, and also the problems associated with the 'virtual' volunteer. Volunteering at national or club level is relatively straightforward because you can physically get together easily and share a common language. At the International level, language problems crop up and you are usually only able to meet once or twice a year, depending on the assets of the organisation. These 'virtual' volunteers frequently have problems trying to remain connected with others in the group and on top of what is happening within the organisation.

Frequently, potential young volunteers see their way forward blocked by folks who have been around for too long in the Federation. Federations need to consider better methods of offering opportunities to younger people who are prepared to volunteer, to bring fresh ideas and energy into the organisation. It would also be useful to create initiatives for countries where there is not a tradition of volunteering, to educate, encourage and recruit people to work with Federations.

2. Making volunteers feel appreciated

Increasingly the trend is to have to pay volunteers more than just their expenses. There is now pressure from the players and sports people themselves, that if they are professionals, they expect to have professional standards in the judging and refereeing positions and they will not tolerate amateurism. So, there is pressure for money to come into the equation, which brings with it other problems, which then have to be dealt with.

Volunteers can often be rewarded in other ways -- like having special clothing for them, or the opportunity for travel and attendance at big events like the Olympic Games or World Championships. In all circumstances though, a clear pathway needs to be laid down so that people who do volunteer can see what the opportunities are that lie ahead for them.

There is still an important role for social interaction in motivating people. If you ask volunteers why they are involved, many will say that they enjoy being with a group of friends who share a common interests.

The group determined that Federations need to find ways of eliminating frustration amongst volunteers. There are a lot of young volunteers who come into the Movement, attend a few committee or commission meetings, and are bored stiff because they see the same debates taking place year after year. So, they decide that they have better things to do with their time and they disappear. Many young, talented people, who may be able to provide good future leadership for our Federations, are often put off by the fact that they are frustrated and see no future for themselves within our organisations. We must all find ways of preventing this loss of valuable resources.

3. Social trends, cultural change and how that impacts on the status of volunteers within our different organisations.

Many young people today think that doing something for nothing is completely crazy, so our job is to try and convince them otherwise. There is now the demand of professional sportsmen that they have professional standards in refereeing and judging, which is not always easily compatible with volunteerism. Perhaps Federations need to introduce 'professional volunteers', if that is a good expression.

A frequent problem is that volunteers are put off from continuing because at sporting events they are abused and shouted at, or insulted by people who don't like the decisions they have made. Understandably, they very often decide they would much rather do something else with their free time!

The group came up with the notion that, as a social idea, Federation volunteers should

become the guarantors of 'ethics' in Sport. We absolutely need to protect the ethics of our individual sports, but the people who are paid to participate in them may not be in the best position to do that. Perhaps somebody who is unpaid, who is doing it for the love of the sport, may be best placed to defend that ideal.

Conclusion One: We need pathways for each level of volunteers – whether they are referees, jurors, judges, international officials, etc. We need to provide rewards and recognition for our volunteers, so that they feel that what they are doing is worthwhile.

Conclusion Two: We need volunteers who have the time, the commitment and the competence. We need to recruit them, retain them and, when the time comes, we need to find ways of persuading them to go do something else!

Conclusion Three: We need to promote the idea of volunteers as the guardians, or guarantors, of ethics in sport.

Specific idea from Breakout 5: Everyone should go back to their offices and start investing in volunteers. Investing means not only money; it also means time and effort. But it's worth investing in, so every Federation should have an investment programme for their volunteers.



Max Bishop, FAI

Breakout 6

CASE STUDIES: *Developing leaders for the future*

Ben Calveley, *International Policy Consultant, UK Sport*
Chris Solly, *Director, World Academy of Sport*

Rapporteur: Patrick Baumann, *Secretary General, FIBA*



Patrick Baumann, FIBA

In Chris Solly's Case Study, the group looked at how potential leaders can develop within an organisation, and also how an organisation can implement a 'succession plan'. Ben Calveley, from UK Sport, provided a presentation on how to create a programme to develop leaders on a national level.

This topic ties in with the volunteer issues just summarised, because the group acknowledged that those people who leave their National Federation because they are unhappy, are exactly the people you should not take into your International Federation. Although they are not the ones you want as the future leaders of your organisation, you do have to work with your National Federations in an

appropriate way in order for them to groom your next generation of leaders.

Ben Calveley explained a scheme recently implemented in the UK as a new international leadership programme. London 2012 is the catalyst for many new developments regarding both the transfer of knowledge and the creation of a new generation of sports leaders. Funds have been set aside to try to find the next generation of competent, multi-cultural communicators, who could be active in the international sports arena.

They have created a main 'pool' of people from whom they will make their selections. These are mainly former athletes, but they are taking them in cooperation with the national federations, so this is a very precise example of how to create a pool of future potential leaders.

CASE STUDY ONE - Conclusion 1: There must be a clear objective of what you want to achieve. UK Sport has determined that they would like as many people from previous Olympics involved in sports governance as possible. Their goal is to see more British citizens challenging for positions within International Federations. With this as their objective they are trying to create a pathway for that to happen.

CASE STUDY ONE - Conclusion 2: You should try to retain as many athletes as you can within the governance of your organisation. Seb Coe is probably one of the best examples of how going from being an athlete, to an Olympian and to becoming an amazing sports leader, can put someone in the position to drive a vision for an organization, a federation and a country.

CASE STUDY ONE - Conclusion 3: Learning never stops. Whether this is through a created alumni network or just because you're on the job, learning simply never stops. All of us should keep learning new things from our colleagues, from comrades and competitors.

Chris Soly's presentation from the World Academy of Sport was possibly more controversial, because he was looking at succession planning, and there were a lot of IF Presidents sitting in the room!

Once again, it was determined that IFs need to develop leadership pathways to be able to find the next generation of leaders for their organisations.

However, if the Presidency of an IF is dependent upon getting enough votes to be elected, then developing pathways you develop can lead to nothing unless you have the necessary votes to get into a leadership position. Clearly this can be a dilemma for an Association of Federations that has a democratic structure in place for electing its Presidents and is something to think about moving into the future.

Everyone would love to see the candidates being presented for leadership positions in the years to come possess the attributes of great leaders – charismatic personality, visionary thinking, business expertise and management skills. If this is going to happen, the leaders

who are there today have to create pathways for them. It's not going to come naturally and it's not simple. As IFs, we have to work through this. The immediate reaction is that we are trying to change the leadership today, but that's not our role. However, the IFs should have something to say about those in their 20s and 30s, who are going to be leading our organisations tomorrow.

CASE STUDY TWO - Conclusion 1: Leadership pathways should be created. We are already very good at creating sports pathways for athletes, and have heard that we need to create pathways for volunteers. We also need to do this for potential leaders within our organisations.

CASE STUDY TWO - Conclusion 2: Those we are grooming as the leaders of tomorrow should be encouraged and given entrepreneurial training. There are many ways of doing this -- give them a job with responsibility and allow them to grow, send them on courses, encourage them to expand their areas of expertise, etc.

CASE STUDY TWO - Conclusion 3: Be ready to adapt to change. Sometimes we tend to be relatively slow in adapting to change but that is where leaders can distinguish themselves. Whether the change is external or internal, leaders are the ones who do the best job managing it.

Specific idea from Breakout 6: There is a lot of talent around the world and we are only as good as the sum of all our parts. Everyone should go home and identify 10 talented people who are currently not within your organisation's hierarchy or your commissions and focus on them. Follow their careers; monitor and guide them, and see if this gets results. Come to the IF Forum next year with those 10 names and an update of how they are all progressing within your organisation.

Breakout 10

WORKSHOP: Financial management and budgeting

Workshop Leader: Jean-Pierre Moser, Director, European Regional Office & Relations with IFs, WADA

Rapporteur: Les Harrison, President, WCF



Jean-Pierre Moser, WADA

This workshop moved from hardware and software to the real nuts and bolts of the issues – hard cash or soft cash. In the past two or three months, the difference between these two has become all the more apparent to us all!

What should you expect from the finance area of your organisation? We all need to look at the basics within our organisations, look for stability of the funds generated for each operation, have to think of foreign exchange, which has become a buzz word in the last few months with the recent fluctuations in world

currencies. We have to look at budgeting principles more closely than before, at our portfolio management, and to better prepare our organisations for crisis.

Most IFs are aware of general finance principles – collecting dues, paying staff, running events, etc. Those are ongoing and tangible and we can forecast that reasonably well. But what else should we expect from the financial side of our organisations? We should all be able to adapt our accounting structures according to the needs of our organisations, but first we need to know what those needs are, and that has to come from within your organisation. It's crucial for everyone on the Executive Board to be knowledgeable and involved in the financial procedures that affect your organisation. They have to feed the upper management and financial directors with the pertinent information in order for them to conduct business. Managing financial risk is always tough and those running your sport need as much information as possible to do this successfully.

Foreign exchange exposure. The income most of us receive (if Olympic sports) comes in US dollars, which has recently decreased in value considerably. But some of us work in different currencies, depending on where we are based and where our events are held, so we move from currency to currency. It costs money to exchange from one to the other, so that's when Foreign Exchange practices take over. You need to have someone with the expertise to look at what the markets are doing, what the monetary situation is, what currencies are devaluing, which are appreciating and how you are going to hedge your funds. Most of us are aware of these procedures; whether or not we practice them is another story!

You have to have money in the bank to be able to do this, of course, and we work in futures, which is important. There is always the possibility to change the way you use currency. For example, if you're in Europe and you are using Euros and you're getting paid in US dollars, you have to look at the accounts and see what you can pay in dollars, rather than converting it to the currency you're working with.

Look to your partners/sponsors. Sponsors are generally companies involved in financial dealings who may also have financial expertise you are not aware of or have not had access to. But, as part of your sponsorship deals, you might be able to get them to provide you with financial expertise and advice in the way you handle your money. It is important to get expert advice when branching out into areas with which you are unfamiliar.

Controlling the flow of funds and forecasting when funds will be needed is very important. There is a cost to always managing the currency option and you need to determine

whether that cost is of benefit to your organisation or not.

You have to look for ways to transfer the currency cost. Diversification and risk into several currencies is a factor. The market has its ups and downs and it's important to exchange when it's up. Forward exchange today based on prediction terms (three months prognosis, and you can pay in advance for this type of service, hopefully in 3 months time you can capitalise and benefit your org on the exchange by doing this.

The best guess is probably for most people is that the US dollar is somewhere near the top of its strength, but who knows? People have been burnt by guessing on that before.

A requirement today is to have professional financial advice and to choose the right strategy to exchange currencies effectively. It is suggested that you do not add unnecessary risk by investing in currencies in which you do not operate.



Les Harrison, WCF

Budgeting processes There are two primary formats of budgeting. One is from the top down, which we don't recommend. The more common practice is from the bottom up. You look at the lowest level of every department in your organisation and you try to manage from there to the top of paying off your bills and managing your money from the bottom, which is your ground costs and your known costs.

Other things you can adjust accordingly – such as your hard costs and your soft costs. The soft costs are what everyone is taking a hard look at these days, to adjust because of the currency situations. Most of us probably use an annual budget. Look at the individual details in each budget and how much this is shared and with whom it needs to be shared. Obviously with a full financial document, that isn't shared with all of your stakeholders and partners, it comes to your Board of management that has all of the details that are required to run the organisation, and you provide the necessary information flow to the rest of your member associations.

Profit and loss budgeting vs balance sheet budgeting. Balance sheet budgeting has two

parts to it, and this is the recommended process for IFs.

The main assumptions of the budget are provided by the CEO/Board to the finance person responsible, and then the number crunching comes, which is when your final budget is done. Test the sensitivity of your bottom line result, because that can change. You're always monitoring your budget and prognosticating what you need to do in order to meet your budget expectations.

Budget exchange rate is a key factor. Cost of foreign exchange should be included in your budgets. Credit worthiness – with your contractual partners – has to be continually re-evaluated. Will they be there through the life of the signed contract that they have?

The ability to forecast future trends is difficult but important. The ability to afford premiums

to offset the risk is another area to look at. Can these risks be insured? It's a cost, but might be worthwhile.

The ability to adjust your expenses to your income is the most important factor, and the fluctuations in currency certainly play a part here. The need for reserves to handle stormy weather is also crucial.

Specific idea from Breakout 10: Have proper financial management within your organisation. Use your various sponsorship groups as true partners and get them involved and assisting you in providing information that can help you to make decisions on these financial matters. Identify how much risk you're willing to take. That will set your organisation on solid footing for the future.

Breakout 11

WORKSHOP: *Risk assessment for your sport and your organisation*

Workshop Leader: Gary Flynn, *Director, AON / Sport*
Rapporteur: David Grevemberg, *Executive Director Sport, IPC*



Gary Flynn, AON

The group first defined what risk assessment and risk management was -- "Risk management is the process of assessing risks and taking the necessary steps to either eliminate or reduce them, as far as is reasonable practice, by introducing control measures." Smaller groups then tried to come up with what the common issues IFs faced – whether they were small or large, multi-sport or single sport, etc.

In terms of approach, many IFs are working on a daily basis to address risks as they arise, versus having a culture of regular assessment. So we deal with things as they come. Many of the risks we're facing could be challenges to our statutes, and therefore the importance of having good statutes, rules, by-laws, etc. becomes paramount.

Player eligibility issues and issues surrounding doping were some of the other prime targets for risks we are all dealing with. Last but not least was protecting our properties and our competitions.

Several aspects of risk management were examined.

Be willing and able to identify risks. As an institution, you must begin to identify your risks and then assess their impact. Having the tools, the process and the methods to be able to assess the impact is crucial. Also important is your internal knowledge of your particular sport and creating a culture of on-going learning.

Once you've assessed the risks, and how they can impact your organisation, you have three options:

1. Reduce the risk
2. Eliminate the risk
3. Transfer the risk

Reducing the risk might mean amending your rules and regulations. Another option is throwing more resources at the situation, if available.

Eliminating risks – don't do it! Don't do what is going to cause the risk. Or do the project differently. This is more from an operational or procedural standpoint.

Transferring risk can be done in 2 ways – get insurance, or write a good contract.

Conclusion 1: *We need clearly documented, tracked and recorded ways that our organisations are addressing health and safety issues. We need to prove, in the case that we are impacted by risk, that we have done our due diligence as an organisation to protect our stakeholder groups.*

Conclusion 2: Manage financial risk. If you take a risk, understand what the consequences are on your stakeholders. What matters most is our future sustainability as IFs and that needs to be first and foremost in our minds. Is the risk worth the possible detriment that could be inevitable?

Conclusion 3: Operational standards. Have good clear rules, regulations, statutes and by-laws that are applied

consistently, but also have processes that allow for transparency and the flexibility to adapt those rules in changing times.

Specific idea from Breakout 11: We, as IFs, need to be aware of our reputations, as being sustainable and secure, keeping in mind that our main goal is to promote and grow our sports and our movements while also creating cultures that regularly assess our management and risk.

Breakout 12

CASE STUDIES: *Managing partnerships and collaborations*

Pat McQuaid, President, UCI

Vincent Monnier, Senior Manager, International Relations, CIES

Rapporteur: Fredi Schmidt, Director General, ISU



Pat McQuaid, UCI

Pat McQuaid, of UCI illustrated the variety of partnerships IFs have to maintain on a regular basis. These include the IOC, national Federations, WADA, national anti-doping agencies, sponsors, media, public, host venues, competitors. Each IF then also has specific partners unique to them and their sport, such as governments where they host events, host cities and towns; in the case of UCI it involves race roads, local authorities, civic infrastructure, police, cycling teams, supporting partners, specialists, etc.

Specific partnerships the UCI have include those surrounding the World Road Championships – one of their biggest events. These partnerships at first are mainly with those involved in the bidding and allotment process and then expand to include preparations with the local organisers. Another specific partnership they have is the Tour de France Grande Depart, when the tour departs from another country, which involves more complicated relationships with foreign governments. In this regard, the IF acts more in a liaison capacity.

One example of how partnerships can work was the Tour de Normandy, in western

Switzerland. This tour was in danger of disappearing for financial reasons, but the UCI took the initiative of contacting certain Swiss cantons and emphasizing to them the tourist value of such a race. Because of the partnerships created with many Swiss cantons, and the organisers, the tour survived.

With the expansion of many sports, IFs are entering into new partnerships with different countries and thus, working with different styles of government -- China, Russia and Africa, for example – all present new challenges. In China, the role between central government and the provincial governments means your relationship with each is different. In Russia the central government has strategic policies for using sports such as cycling to help create a Russian identity, so have their own agenda with which you have to work. And in Africa, the challenge of finding new territories in which to grow your sport involves partnering with many new or evolving organisations that may not be as stable or as well-organised as in other countries.

Specific idea from Breakout 12: Each partnership of an IF is unique. Each needs specific attention, specific needs, specific organisation and lots of flexibility! Viewing every partner equally will cause problems.