

Leadership Team – Flip Charts

15th February 2014

Collective Leadership – Just a reminder of what we agreed 100 days ago!

Collective Leadership	Positive Behaviours	Negative Behaviours
Experience	Shared understanding	'No' people
Collaboration and agreement	Supportive	Obstructive
Leadership and follow	Innovative	Own agenda
No hidden agenda	Shared responsibility	Negativity
I / We	Listen	You / They
Positive communication	Shared vision and actions	Critical
Driver (time based)	Insight	Selfish
3 Musketeers	Knowledge	Personal
Flexibility	Openness	Non communicating / Gatekeeping
Honesty	Positive challenge	Not challenging
Yes attitude	Desire / passion	Historical perspective
Commitment	Energy	Rude
Working together	One voice – consistent	Disrespectful
Collective ownership	Empathy	Arrogance
Accountability	Responsibility	
Respect	Team work	
Celebrating success	Understanding	
Decisive	Unity	
Collaboration	Open communication	
Enthusiasm	Engage	
Humour		

Agreed we all want -

Leadership training – allows us to get to know each other
 People want to see action
 Every behaviour has a positive intent

What worked well over the last 100 days?

- Continuous support for sitting volleyball despite loss of funding
- Beach volleyball taken into organisation and afforded standing as serious discipline
- Copperbox exhibition for sitting
- Collective delivery / support of Volleyball Voice from all
- Bringing together the Leadership Team – powerful group
- Practical working groups on Saturday afternoon as well as additional ones since then. Involve the Leadership Team in real work

What could be done better?

- 100 day – lack of communication re some of follow up actions that followed – specifics?
- DBA – collective skill set to resolve problems not identified and project managed as effectively as this could have been (no ownership) – Identified and addressed – future will have a Board Sponsor
- Change governance and staffing structure – huge challenge
- Short of staff capacity / supporting each other
- Working differently
- Turned out positive / clear what we wanted
- All the people, All the time!
- Budget setting!
- Identify problems early and deal with them
- Clarity of individual roles
- Messages and behaviours – needs widening
- Wider understanding of collectively
- Include as opposed to exclude
- Managing the 'one offs' / rogues
- Email, Twitter, Facebook
- Open comms.
- Defending past – accepting challenge and going forwards
- Volleyball Voice – notice, expectations
- Competitions clashes
- Two way communication

Staffing

- Move from silo to collaborative working in core team
- New
 - Meeting structure
 - Collective vision / shared responsibility
 - New operation process
 - Listening to new staff experience
 - Regular social opportunities / team building
 - Staff from different sport bring and ideas

Board

- B List behaviours – resistant to change
- New NEDs input
- New open view of volleyball
- Business focus

Volleyball Voice overall

- CO clarifying a point positively – addressing a misconception
- Bringing people together to achieve common goals
- Communication is better – use of Skype, flexibility and innovation
- More concentration on and towards collective goals
- Inconsistent communication – more parameters, what's appropriate?
- Planning and timing of meetings – targeting more people and appropriate people, Volleyball England rep at every regional AGM possible?

Ideas for the future

- Maintain the Leadership Team momentum and communication outside of these meetings
- e.g. Facebook group, bulletin board, emails
- Keep interest and involvement following meetings, motivation
- Frequency of Leadership Team coming together –suggested twice a year alongside Board Meetings
- Pace – explanation of issues / other priorities – Communication!
- Communication to everyone of what is happening
- Manage negativity – responses, who needs to be involved
- Attendance at Volleyball Voice ref comms message
- Continue – follow up specific actions – pace, involvement, comms.

100 Day Plan

- Created by group – buy in
- Visible progress
- Accountability

Get Togethers – Shared vision and shared commitment to change

- Personal
- Engaging different views
- Invigorating

Volleyball Voice

- Expectation?
- Office, Board and community
- Joint ownership
- Commitment and responsibility to make it happen

Communication and sharing

- Level improved – across
- More varied
- Enabling conversation to happen

Show appreciation

- Interest positive
- Value/recognise
- Team

Working Groups on new Governance Structure – (Portas 8 & 9)
4 Advisory Boards, Delivery Teams and Task and Finish Groups

1. Delivery and Advisory Groups (Marzena)
 - Have we got the right ones?
 - How many?

2. Governance change process (Martin)
 - Appoint, elect?

3. Timeframe (Brian)
 - Project and timing?

4. Engagement and communication (Charlie and Rohan)
 - Who?
 - How?
 - When?

5. Visual Representation (Tracy) (See attached spreadsheet)
 - Does the diagram work?

Delivery and Advisory Boards (Marzena)

- Rename Infrastructure and Clubs - to Participation
- Each of the three boards - Technical, Participation and Marketing should have a representative with a skill set from Beach, Sitting and Schools & Youth.
- Flexibility - each Delivery Team or Advisory Board has the ability to create a specific sub group or Task Group - that is put in place for a specific period eg. a Major Event, Technology etc.

Regions

- Included at the centre of the structure. "Repositioned at the heart" as they are the link to clubs, leagues and players.
- Improve communications with the regions - a clear plan
- Potential for an annual conference at which to share ideas and information - planned in advance.
- VRMs to be key link to the regions for Volleyball England.

Role of Delivery Team

- Comps – Beach, Sitting, Schools and Youth
- Workforce – Beach, Sitting, Schools and Youth
- National Squads – Beach, Sitting, Age groups, Talent ID

Current Commissions and Advisory groups

- Beach Advisory Group - Marzena stated was possible to move roles into the groups/teams above
- Sitting - Gordon stated it was possible to move roles into groups/teams above.
- Schools & Youth - Maria Bertelli stated it was possible to move into the groups/teams above.
- Performance - tbc - see below
- Regions - note the regions better format of communications as detailed above.

Actions

- Andrew Pink to confirm if Performance Commission can be split into the Advisory Board or Delivery Team
- The role of each Delivery Team needs to be confirmed
- The Advisory Boards and Delivery Teams must have the word "player" featured within their functions. Players must be at the heart.
- A full mapping exercise of role of each commission should be done to ensure all functions are covered within the new groups, teams and boards.
- The Board member roles potentially need to be reviewed following the restructure.

Governance change process (Martin)

Process:

There will be no change to the current election process for the Executive Board.

There will be no change to the current election process for Regional Chairs.

The leads for the Advisory Boards and Delivery Teams will be appointed through an open and transparent recruitment process. Role descriptors for each position will be developed outlining the requirements for the role and requisite skills, competencies, mindsets and experiences.

Following appointment, the Leads for the Advisory Boards and Delivery Teams will formulate their teams against skills, competencies, mindsets and experiences required for the roles and propose to the Executive Board for approval.

Positives:

- Right people in right places
- Robust, clear and open process
- Raise expectations and importance of roles
- Trust and confidence to deliver

Challenges:

- Possible perception of disenfranchisement (loss of membership control)
- Positioning alongside individual registration at AGM
- Transition period between AGM and end of recruitment process

Timescales:

By end March

- Confirm structure
- Confirm articles changes
- Develop role descriptions for leads

April

- Inform/consult with membership

May 17th

- Board confirm final proposals

June

- Formal AGM notice distributed

July 26th

- Executive Board elections
- Vote on new structure and process

July – September

- Recruitment process for Advisory Board and Delivery Team leads

September

- Leads formulate and propose personnel for Advisory Boards/Delivery Teams
- Advisory Boards/Delivery Teams approved

Timeframe

(Brian)

28th February 2014

- Timeframe document is circulated to the Leadership Team and working group on TVE.
- Terms of Reference to be circulated outlining:
 - a. Roles and responsibilities of Advisory Boards.
 - b. Roles and responsibilities of Delivery Teams.
 - c. Method of operation.
 - d. Frequency of meetings/triggering events for meetings.

7th March 2014

- Updated policy document to be circulated to the Leadership Team and working group.
- Loose agenda for forthcoming Working Group Meeting to be circulated to the Leadership Team and working group, invitations to contribute to content/material is welcome.

29th March 2014

- Meeting scheduled for Working Group at National Volleyball Centre, Kettering. This coincides with National Cup Finals. Time of meeting to be agreed in advance for those who are attending. Input welcome.
- The objective for this meeting will be to finalise as many outstanding issues as can be achieved.
- Debate and input to the issues on the agenda is welcomed ahead of that meeting.

11th April 2014

- Minutes of meeting circulated for approval by attending members.

25th April 2014

- Feedback to all in the Leadership Team and Working Group of the progress made together with issues resolved and issues outstanding.

9th May 2014

- Board report – a report setting out the progress of TVE governance structures, outstanding issues if such exists and a review of the overall timeframes.

17th May 2014

- Board meeting, approval of proposals by the Board.
- Implementation plan confirmed.

26th July 2014

- AGM – approval by AGM.

Engagement and Communication (Rohan and Charlie)

Goal

To bring all constituent groups on board to ensure positive support for the governance change before a vote at an AGM or EGM.

Who

The whole Volleyball England family, specifically key decision makers and influencers inside and outside the existing leadership framework, namely:

- Regional Associations
- Commissions
- Advisory Groups
- Individual influencers
- Major clubs
- External partners

What

Clear, concise, simple plan with specific examples of the impact on constituent groups. A visual representation with explanation of changes and what it means to the groups, the value and benefits it will bring and how it will help them deliver solutions.

How

A mixture of channels, dependant on the constituent group and individuals – face to face, phone, roadshow meetings, email, web news articles, social media.

When

In accordance with the overall project plan timeframe.

Starts immediately with responses to queries – confirmation that the Leadership Team has started the reviewing, discussing and refining process.

Look for naturally occurring events when Volleyball people congregate so to negate any potential negativity surrounding additional meetings called by Volleyball England.

Summary

We will have 4 Advisory Boards – propose amendment to name of first one

1. Participation
2. Technical
3. Strategy and Finance
4. Marketing and Commercial

We will appoint Leads to each of the Advisory Boards on skills, competencies, experience and mindsets

We will have 3 Delivery Teams – propose amendment with referee and coaching to join as Workforce and a new Delivery Team – National Squads

1. Workforce
2. Competitions
3. National Squads

We will appoint the Leads of each Delivery Team as above

We will provide flexibility to establish Task and Finish Groups as required

People... Growth... Excellence