



Australian Government
Australian Sports Commission

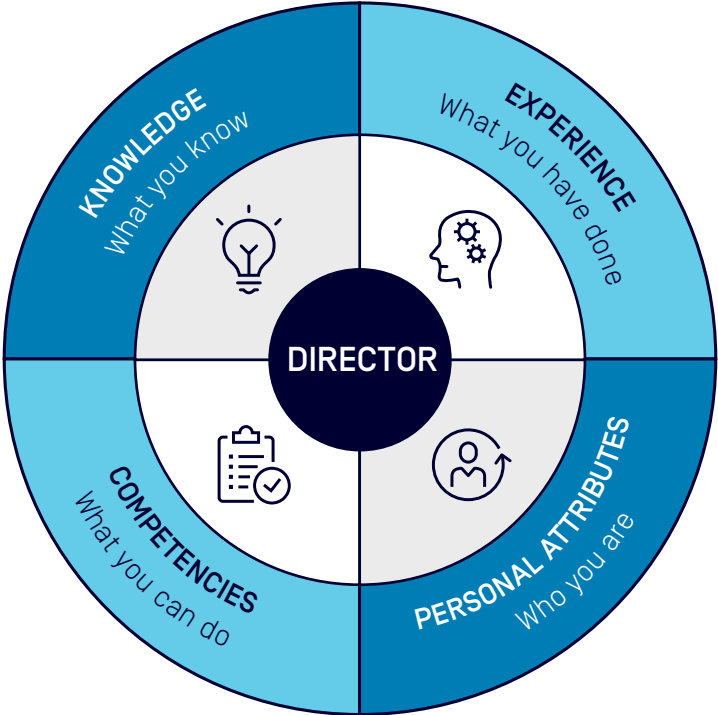
BOARD DIRECTOR SUCCESS PROFILE



What is a success profile?

Talent management initiatives must be aligned to the overarching strategies of sporting organisations to achieve their objectives. Identifying what individuals need in order to succeed in various roles is the first step toward this alignment. Success profiles are the framework for identifying and describing these job requirements. Once success profiles are defined, organisations can use them to build effective human resources systems such as selection, promotion, training, development and performance management.

There are four key factors associated with successful performance in a particular job or job family.



Knowledge – what you know

The technical and/or professional information associated with successful job performance in areas such as strategic planning, marketing strategy, financial management, foreign languages, organisational systems, sport and high performance.

Competencies – what you can do

Behaviours related to success or failure in a job. People who are strong in a particular competency – such as decision-making, business acumen or coaching – demonstrate behaviours that make them more effective in the job.

Experience – what you have done

Educational and work achievements associated with successful performance of job activities, such as leading a high-performing team, being heavily involved with a strategic alliance or implementing a major organisational change.

Personal attributes – who you are

Personal characteristics and qualities such as authenticity, personal growth orientation and courage.

The success profiles are used to:

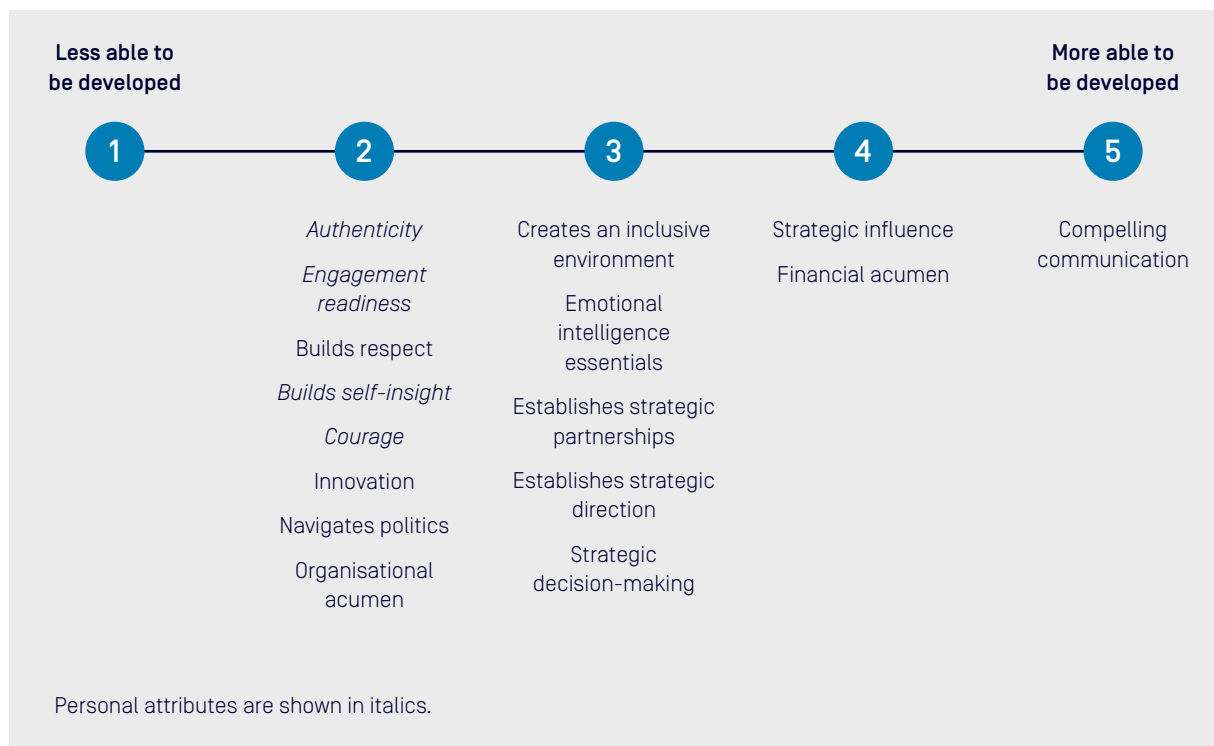
- create a common approach and language for recruiting and developing board directors
- articulate clear expectations around the technical and interpersonal skills board directors need to execute strategy and achieve goals.

Competencies

INTERPERSONAL EFFECTIVENESS	LEADERSHIP IMPACT	STRATEGIC MANAGEMENT/SKILLS
<ul style="list-style-type: none"> • Builds respect • Compelling communication • Emotional intelligence essentials • Establishes strategic partnerships • Navigates politics • Strategic influence 	<ul style="list-style-type: none"> • Creates an inclusive environment • Innovates 	<ul style="list-style-type: none"> • Establishes strategic direction • Financial acumen • Organisational acumen • Strategic decision-making

COMPETENCY IMPORTANCE RANKING

- | | |
|--------------------------------------|--|
| 1. Strategic decision-making | 8. Strategic influence |
| 2. Earns trust | 9. Creates an inclusive environment |
| 3. Compelling communication | 10. Establishes strategic direction |
| 4. Builds respect | 11. Establishes strategic partnerships |
| 5. Organisational acumen | 12. Navigates politics |
| 6. Emotional intelligence essentials | 13. Innovates |
| 7. Financial acumen | |



BUILDS RESPECT

Demonstrates a poised, credible and confident demeanour that reassures others and commands respect; conveying an image that is consistent with the organisation's vision and values.

Key actions

- **Exudes confidence** – exhibits a presence that demonstrates credibility, commands attention and respect and instils confidence in one's actions and outcomes.
- **Advocates for the organisation** – champions organisational decisions and values when interacting with peers, members, senior management and stakeholders; balances stakeholder interests with organisational goals.
- **Manages stress** – remains calm, controlled and productive when confronted by stress or opposition from others; does not overreact or become defensive.
- **Adjusts smoothly** – maintains effectiveness in varying situations and with diverse roles, responsibilities, work environments and people.

COMPELLING COMMUNICATION

Clearly and succinctly conveys information and ideas to individuals, stakeholders and groups; communicating in a focused and compelling way that captures and holds others' attention.

Key actions

- **Delivers clear messages** – conveys messages logically, simply, succinctly and at the right pace; does not digress; is in command of the message.
- **Communicates with impact** – captures and holds audience attention; uses forceful and compelling language and tone to stimulate others' thinking and actions; uses vivid analogies and illustrations to create mental images; uses visual aids when appropriate to enhance impact of the message.
- **Uses language appropriately** – uses correct grammar and punctuation; uses terminology appropriate to the topic and audience.
- **Ensures understanding** – checks audience understanding; presents messages in different ways to enhance their understanding.

CREATES AN INCLUSIVE ENVIRONMENT

Makes decisions and initiates action to ensure organisational policies and practices leverage the capabilities and insights of individuals with diverse backgrounds, cultures, styles, abilities and motivations.

Key actions

- **Seeks understanding** – gathers information to learn more about people from other cultures and backgrounds (e.g. their special issues, social norms, decision-making approaches and preferences).
- **Uses diversity as an advantage** – seeks out and uses ideas, opinions and insights from diverse sources and individuals; optimises effectiveness by aligning individuals' unique talents and abilities with the most relevant activities or responsibilities.
- **Conveys respect** – uses language and behaviour that consistently reflect and enhance the dignity of diverse members, partners and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviours to avoid stereotypical responses.
- **Champions diversity** – advocates the value of diversity; takes action to increase diversity across the sport (e.g. by developing people with varied backgrounds and from different cultures); confronts racist, sexist, or inappropriate behaviour; challenges exclusionary practices.

EARN TRUST

Gains others' confidence by acting with integrity and following through on commitments while disclosing own positions; treating others and their ideas with respect and supporting them in the face of challenges.

Key actions

- **Acts with integrity** – demonstrates honesty; keeps commitments made to others; behaves in a consistent manner; keeps sensitive information confidential; adheres to moral, ethical and professional standards, regulations and organisational policies, such as proactively and appropriately managing conflicts of interest.
- **Discloses own positions** – shares thoughts, feelings, experiences and rationale so that others understand personal positions and feel comfortable sharing similar information; admits mistakes.
- **Remains open to ideas** – listens to others and objectively considers their ideas and opinions, even when they conflict with own.
- **Values others** – gives credit to others for their contributions; stands up for deserving others and their ideas even in the face of resistance or challenge; shows empathy and offers reassurance in response to others' concerns; treats people with dignity, respect and fairness.

EMOTIONAL INTELLIGENCE ESSENTIALS

Establishes and sustains trusting relationships by accurately perceiving and interpreting own and others' emotions and behaviour; leveraging insights to effectively manage own responses so that one's behaviour matches one's values and delivers intended results.

Key actions

- **Builds self-awareness** – demonstrates an understanding of own emotional triggers, strengths and development needs as well as the impact of own behaviour on others.
- **Maintains self-control** – modifies behaviour based on self-awareness to improve impact and build relationships.
- **Maintains or enhances self-esteem (to build social bonds)** – helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions and achievements; offers positive feedback; focuses on facts and intentions to maintain another's self-esteem when things don't go well.
- **Listens and responds with empathy** – demonstrates an understanding of the other person's situation by acknowledging both the facts and the feelings (positive or negative) he or she is expressing.
- **Asks for help and encourages involvement (to enhance collaboration)** – asks for others' opinions and ideas to gain their commitment and encourage responsibility; unleashes ideas through questioning.
- **Shares thoughts, feelings and rationale (to build trust)** – appropriately and honestly discloses feelings and insights to build trust; ensures own ideas supplement, not replace, others' ideas; shares the 'why behind decisions, ideas, or changes.
- **Provides support without removing responsibility (to build ownership)** – offers help while building the other person's sense of task ownership; resists taking over; boosts confidence that the other person can successfully complete the task.
- **Facilitates discussions** – conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas and agreeing.

ESTABLISHES STRATEGIC PARTNERSHIPS

Initiates, strengthens and maintains strategic relationships with members, stakeholders and potential partners, inside and outside the organisation (e.g. fellow board members, executive, commercial partners and funding partners) who are willing and able to provide the information, ideas, expertise and/or influence to advance understanding of organisational issues and achieve organisation goals.

Key actions

- **Identifies partnership opportunities** – creates an engagement plan; scans the internal and external environment to identify the relationships that should be initiated or strengthened to achieve strategic goals.
- **Reaches out** – initiates collaborative relationships with targeted stakeholders and potential partners; involves partners to help make decisions.

- **Expands mind-set** – offers a broad organisational perspective that goes beyond the goals of one's immediate role; questions assumptions about existing relationships; demonstrates flexibility when forming and adjusting partnerships to achieve broader goals; shows willingness to work across current boundaries.
- **Strengthens partnerships** – offers support, information and resources to partners; follows up on relationships to keep them active.

ESTABLISHES STRATEGIC DIRECTION

Establishes and commits to a long-term vision for the organisation based on an analysis of the sporting landscape, systemic information and consideration of resources, drivers, organisational values and emerging economic, technological, social, political and regulatory conditions.

Key actions

- **Seeks perspective** – gathers the information needed to create a sound strategy; pursues required information by asking relevant questions and verifying assumptions.
- **Analyses information** – analyses qualitative and quantitative data to define the most relevant organisational problems and opportunities; compares, contrasts and combines information to understand system interdependencies, systemwide trends, issues and cause-effect relationships.
- **Determines strategic priorities** – generates options to achieve a long-range goal or vision; develops decision criteria, considering relevant factors (e.g., costs, benefits, buy-in, risks) and the strategy's potential impact on the organisation; focuses effort and resources on the strategic priorities with the greatest potential for positive impact.
- **Outlines strategic plan** – identifies how the strategic direction will be achieved by setting short- and long-term goals and objectives; specifies plans to close current gaps, adjusting priorities as circumstances change.

FINANCIAL ACUMEN

Uses financial data to diagnose organisational strengths and weaknesses and identifies implications for potential strategies, keeping a financial perspective at the forefront when making strategic decisions.

Key actions

- **Analyses** – recognises and assesses key indicators of financial health (e.g., liquidity, profitability); identifies trends from financial data; identifies and investigates gaps in financial information.
- **Integrates** – organises financial data from multiple sources to identify critical issues underlying financial trends; articulates the implications of financial trends for individual teams and the broader organisation; uses financial data to guide strategic decision making.

INNOVATES

Creates novel solutions with measurable value for existing and potential stakeholders and experiments with new ways to solve work problems and seizes opportunities that result in unique and differentiated solutions.

Key actions

- **Seeks to understand existing perspectives** – asks provocative questions to understand current practices and the stakeholder's experience before moving to problem-solving; seeks to understand and experience the full array of stakeholders' (e.g. members, athletes, coaches) behaviours, needs, concerns and desires to unlock new opportunities for innovation.
- **Challenges current thinking** – explores alternative ways to view and solve problems and achieve results; leverages innovation tools, creative processes and diverse cross-functional experts to generate ideas; combines ideas in unique ways; makes time to incubate ideas; thoughtfully evaluates alternatives and then selects the best ideas for experimentation.
- **Experiments to learn** – tries unique ways of doing things and tests promising ideas; takes advantage of opportunities to try out new solutions without close supervision; takes risks in the interest of finding a better way; learns from mistakes to refine ideas.
- **Takes action on ideas** – communicates potential benefits of new ideas to stakeholders; identifies resources and support needed; commits to an action plan to implement new ideas.

NAVIGATES POLITICS

Actively maintains a broad awareness of the internal and external environment by accurately perceiving sport organisations' political and social dynamics; proactively navigating the stakeholder environment to avoid unwanted or unproductive reactions and consequences.

Key actions

- **Studies the environment** – constantly monitors the sport organisation (inside and out) to stay abreast of political realities and conflicting priorities; assesses the views and positions of stakeholders and/or members on key issues.
- **Anticipates impact** – plans actions and initiatives with appropriate consideration of the likely reactions of key stakeholders; appropriately anticipates the political consequences of actions.
- **Takes measure actions**—informally builds support for recommendations and actions by involving appropriate stakeholders; presents ideas, plans, or recommendations in a way that manages stakeholders' reactions.

ORGANISATIONAL ACUMEN

Demonstrates a keen understanding of basic organisation operations and levers (systems, processes, programs, functions) that drive strategic execution and draws from personal experience to quickly evaluate plans and processes to identify data or recommendations that need further investigation.

Key actions

- **Isolates key levers** – quickly recognises the merits and flaws of business propositions and processes; identifies information gaps and/or needs for deeper analysis. Considers the risk and opportunity cost when evaluating opportunities.
- **Focuses on decision-making processes** – specifies efficient steps for determining the viability of propositions and processes; ensures that the highest priority issues are investigated fully to minimise risk and maximise opportunity; also ensures they are aligned to the overarching strategy.

STRATEGIC DECISION MAKING

Secures and compares information from multiple sources to identify organisational gaps and opportunities. Weighs alternative solutions against important decision criteria and considers broader implications for the sport as a whole, before committing to an action.

Key actions

- **Gathers information** – recognises the need for additional information and asks questions to obtain it.
- **Makes connections** – examines qualitative and quantitative data to identify strategic problems, trends and underlying issues to understand possible cause-effect relationships.
- **Determines the best alternative** – generates options for action to address an issue or opportunity; develops decision criteria that prioritise potential organisational/sport outcomes, member needs, available resources, technological advances and organisational values; selects the best course of action.
- **Demonstrates decisiveness/action** – makes timely decisions and takes action to pursue an opportunity, address an issue, or prevent a problem.
- **Considers others' perspectives** – involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision and ensure buy-in; builds consensus when appropriate.

STRATEGIC INFLUENCE

Creates and executes influence strategies that gain commitment to one's ideas and persuade key stakeholders to take action that will advance shared interests and organisation and sport goals.

Key actions

- **Develops influence strategy** – devises an influence approach that favourably positions one's ideas and own agenda while focusing on the shared goals of key decision makers; prepares an influence strategy that leverages supporting factors and breaks through barriers; adjusts influence strategy based on stakeholder reactions and perspectives.

- **Ensures mutual understanding** – uses open-ended questions to explore issues and clarify others' perspectives and goals; shares information to clarify the situation; discloses own goals, insights and the rationale behind decisions, ideas, or changes.
- **Makes a compelling case** – presents a logical rationale and recommendations in a manner that clearly links them to critical organisational, sport, group and individual priorities.
- **Gains commitment** – leverages shared goals to convince others to take action; seeks ideas; asks for agreement on next steps.
- **Demonstrates interpersonal diplomacy** – builds trust during the influence process by demonstrating sensitivity to others' needs, maintaining self-esteem, showing empathy and offering support.

Experience

STAKEHOLDER	BOARD AND SPORT-SPECIFIC	LEADERSHIP
<ul style="list-style-type: none"> • Experience working in a unified team of diverse individuals and demonstrating a united front on issues • Experience influencing people not within hierarchical control • Experience developing and sustaining strong relationships with key stakeholders [e.g. clubs, members, officials, athletes] 	<ul style="list-style-type: none"> • Experience working collaboratively with the board to set and support the strategic direction • Experience applying independent and innovative thought practices • Experience sitting on a board and/or sport experience [e.g. athlete, coach, performance support] • Experience in the oversight and governance of high performance • Diversity of skills, expertise and lived experience 	<ul style="list-style-type: none"> • Experience overseeing the successful execution of objectives, with aim to meet overarching organisation/ sport strategic direction • Experiencing navigating complex data and inputs and making effective decisions • Experience managing multiple priorities and using personal organisational skills to manage conflicting demands • Experience in executive and/or senior leadership positions and the associated responsibilities; managing large budgets and profit and loss statements, risk mitigation and assessment, setting strategic direction, coaching and developing talent etc.



Knowledge

ROLE KNOWLEDGE

- High level of knowledge in at least one relevant area [e.g. governance, legal, marketing/ communications, sport]
- Understands the board charter and expectations of the director role
- Understands roles, delegations and boundaries between the board and the management
- Aware of statutory duties prescribed in relevant legislation [e.g. Corporations Act, workplace health and safety, anti-discrimination]
- Knowledge of member protection practices
- Aware of how to read, analyse and interpret financial records
- Working knowledge of risk management and assessment principles and framework
- Understands the terms of reference for committees, sub-committees and the respective roles and responsibilities
- Knowledge of the sport governance principles
- Understand how board success will be measured [e.g. lead and lag measures]

OPTIONAL

- Understands how to create an effective framework to drive success in organisations
- Undertakes specific director education training or course(s)

SPORTS KNOWLEDGE

- Understands the desired culture of the sport
- Understands the national sporting organisation and how the various parts of the system operate and work together i.e. state government, Australian Olympic Committee, Commonwealth Games Association etc.
- Aware of social issues and the sport's stance and associated initiatives
- Knowledge of the Australian sporting landscape
- Understands the sport system and its stakeholders, including roles and relationships
- Understands the complexity and broad nature of sport and implications on how to capture and engage people in sport across all levels
- Remains aware of other sports' initiatives and how to develop partnerships for greater influence
- Understands current and future trends within the sporting environment locally, nationally and internationally



Personal attributes

AUTHENTICITY

Gains other people's trust by demonstrating openness and honesty, behaving consistently and acting in accordance with moral, ethical, professional and organisational guidelines.

Key actions

- **Openly discloses** – shares information about oneself with others, acknowledging strengths as well as vulnerabilities; declares firm principles, values, motives and intentions; represents information accurately and completely.
- **Stays true to self** – acts in accordance with one's own values, standards and beliefs even when under pressure; ensures that words and actions are consistent across situations.
- **Acts with integrity** – adheres to moral, ethical and professional standards, regulations and organisational policies; keeps commitments to promised actions.

BUILDING SELF-INSIGHT

Demonstrates an awareness of own strengths and development needs as well as the impact of own behaviour on others; modifying behaviour based on self-awareness to improve impact.

Key actions

- **Invites feedback** – proactively seeks feedback to identify areas for development; accepts feedback and uses it constructively to improve knowledge, skills and behaviours; demonstrates a willingness to seriously consider feedback received and its implications for behaviour.
- **Self-assesses** – actively assesses and evaluates own organisation impact; demonstrates a willingness to reflect upon own development as a continuous process; seeks to understand blind spots in own behaviour.
- **Translates insight into action** – considers alternatives in behaviour and modifies behaviour based on feedback, self-assessment and knowledge of impact on others.

COURAGE

Proactively confronts difficult issues; makes valiant choices and takes bold action in the face of opposition or fear.

Key actions

- **Takes a stand** – challenges popular values, opinions and decisions to ensure that actions taken are in the organisation's best interests; diplomatically says what needs to be said, even in the face of pressure or conflict; offers direct and candid feedback.
- **Initiates bold action** – takes critical action to achieve breakthrough results despite the uncertainty of outcomes; confronts difficult problems early.
- **Takes personal accountability** – accepts personal risks and/or consequences of failure and persists even in the face of opposition or fear.

ENGAGEMENT READINESS

Demonstrates a willingness to commit to one's work and to invest one's time, talent and best efforts in accomplishing sport goals.

Key actions

- **Commits to work** – expresses sense of loyalty and attachment to the sport; exhibits a sense of responsibility to current role in the sport.
- **Cooperates** – works collaboratively with others to establish and maintain positive work relationships; acknowledges others' contributions; collaborates to solve problems and generate ideas.

- **Retains focus** – demonstrates resilience and flexibility in the face of obstacles; effectively channels emotions to manage challenges and stress; handles disappointment without losing effectiveness.
- **Welcomes new experiences** – seeks new learning opportunities; pursues intellectual challenges; enjoys changes in one's work responsibilities, processes, or environment.
- **Drives toward success** – possesses an energetic and assertive achievement orientation; seeks opportunities to solve work problems and accomplish challenging work goals.
- **Expresses self-confidence** – approaches work challenges with a 'can do' mind-set; considers oneself as capable as others; assumes that hard work will lead to success.

Learn more about best practice sport governance at www.clearinghouseforsport.gov.au/networks/governance-resource-library-for-sporting-organisations



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