# BOARD CHAIR
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.
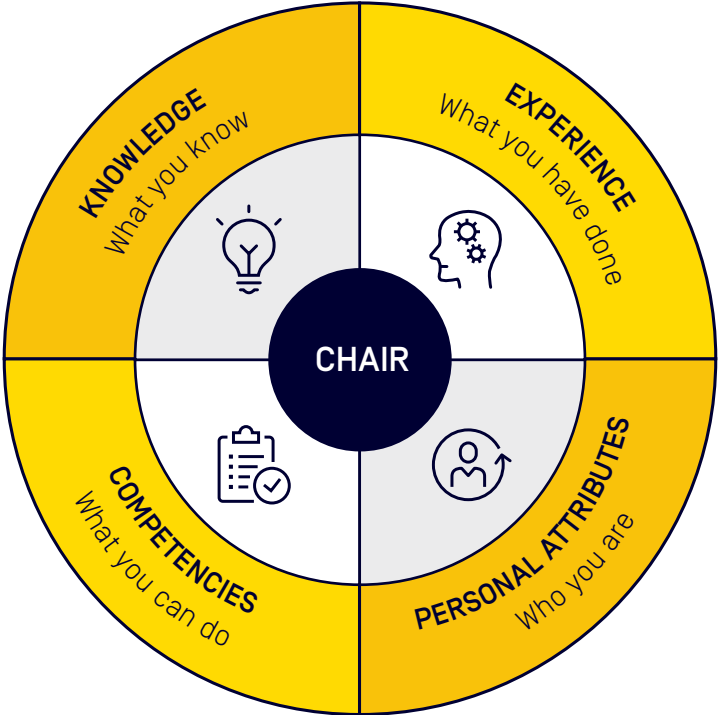
Knowledge – what you know

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	BUSINESS MANAGEMENT/SKILLS
• Builds respect • Compelling communication • Emotional intelligence essentials • Establishes strategic partnerships • Navigates complexity • Navigates politics • Strategic influence	• Creates a culture of trust • Drives innovation • Energises the organisation • Leads change • Leads the board	• Establishes strategic direction • Financial acumen • Identifies and selects CEO talent • Optimises diversity

COMPETENCY IMPORTANCE RANKING

1. Leads the board
2. Compelling communication
3. Builds respect
4. Creates a culture of trust
5. Emotional intelligence essentials
6. Strategic influence
7. Establishes strategic direction
8. Energises the organisation
9. Establishes strategic partnerships
10. Navigates politics
11. Identifies and selects CEO talent
12. Navigates complexity
13. Leads change
14. Financial acumen
15. Optimises diversity
16. Drives innovation

Less able to be developed

1 ——— 2 ——— 3 ——— 4 ——— 5

More able to be developed

2
Adaptability
Authenticity
Engagement readiness
Builds respect
Builds self-insight
Courage
Leads change
Navigates complexity
Navigates politics

3
Creates a culture of trust
Drives innovation
Emotional intelligence essentials
Energises the organisation
Establishes strategic partnerships
Establishes strategic direction

4
Financial acumen
Optimises diversity
Strategic influence

5
Compelling communication
Identifies and selects CEO talent
Leads the board

Personal attributes are shown in italics.

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, member stakeholders, senior management and stakeholders; balances stakeholder interests with organisational goals.

- **Manages stress** – remains calm, controlled and productive when confronted by work-related 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 the board's information and ideas to the organisation's members, stakeholders and the public – in partnership with the CEO.

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 other people's 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 a format and terminology appropriate to the topic and audience.

- **Ensures understanding** – checks audience understanding; presents messages in different ways to enhance their understanding.

CREATES A CULTURE OF TRUST

Fosters a working environment that encourages people to act with integrity and treat each other and their ideas with respect. Creates and protects a high-trust environment by setting an example, advocating for others in the face of challenges, removing barriers to trust and rewarding others for demonstrating behaviours that cultivate trust.

Key actions

- **Demonstrates personal integrity** – sets an example for the board and others by being honest, keeping commitments and behaving consistently; keeps sensitive information confidential; adheres to moral, ethical and professional standards, regulations and organisational policies.

- **Encourages disclosure** – shares feelings, intentions, rationale and experiences so that the board and others understand personal positions and feel comfortable doing the same; admits mistakes; creates a safe environment for disclosure by asking for other people's thoughts and feelings, empathising with their concerns and rewarding them for sharing; confronts negative reactions to other people's disclosures that jeopardise open communication.

- **Facilitates an open exchange of ideas** – listens and objectively considers other people's ideas and perspectives while encouraging the board and others to do the same; rewards others for contributing ideas and building on other people's ideas; confronts negative reactions to other people's ideas that jeopardise this open exchange.

- **Advocates for others** – communicates confidence in the board and senior management's ability to succeed; gives proper credit for other people's contributions; stands up for deserving others and their ideas even in the face of resistance or challenge; treats people with dignity, respect and fairness.

DRIVES INNOVATION

Creates an environment and culture that inspires people to generate novel solutions with measurable value for existing and potential stakeholders (internal or external). Encourages experimentation with new ways to solve work problems and seize opportunities that result in unique and differentiated solutions.

Key actions

- **Inspires curiosity** – encourages the board and senior management to ask provocative questions to understand the assumptions and rationale underlying current practices and consider stakeholders' needs before moving to problem-solving; guides others to discover the full array of stakeholders' (e.g. internal partners, suppliers and customers) needs, concerns and desires to unlock new opportunities for innovation.

- **Challenges current thinking** – drives the board and senior management to explore alternative ways to view and solve problems and achieve results; provides tools and opportunities for brainstorming to encourage idea generation; leverages diverse cross-functional sources for inspiration.

- **Supports experimentation** – encourages the board and senior management to test promising ideas and take risks with new approaches; empowers those who want to show initiative with decision-making authority; rewards attempts at innovation, whether successful or unsuccessful.

- **Advances ideas to the next stage** – assertively advocates the merits of other people's ideas to the full board to secure the time and resources needed (e.g. money, training, tools,) to further develop and execute their ideas.

EMOTIONAL INTELLIGENCE ESSENTIALS

Establishes and sustains trusting relationships by accurately perceiving and interpreting own and other people's emotions and behaviour. Leverages 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 the entire board, senior management and stakeholders.

- **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 other people's 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, other people's 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 contribute.

- **Facilitates discussions** – conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas and agreeing.

ENERGISING THE ORGANISATION

Motivating increased organisational effort by communicating a compelling view of the organisation's purpose and its future state in a way that helps others understand the importance of their contributions and feel how outcomes will be different when progress is achieved.

Key actions

- **Paints the picture** – vividly describes the organisation's purpose and the path forward in a way that helps others see and feel their potential impact on important outcomes.

- **Demonstrates benefits** – convinces others to commit to the organisation's purpose, strategy and values by using facts and sound rationale to convey benefits with personal relevance to the audience.

- **Inspires passion** – conveys opportunities to realise the organisation's purpose, strategy and culture in a way that captures attention, arouses emotion and compels others to take action despite obstacles; inspires others to personally contribute to the organisation's success for the long term.

- **Leads through vision and values** – uses the organisation's vision, strategy and values as guideposts for conducting own day-to-day activities; translates the vision, strategy and values for the board, employees and organisational partners by linking them to their daily responsibilities; connects the vision for the business unit to that of the broader organisation; recognises behaviour that supports the vision and values.

ESTABLISHES STRATEGIC PARTNERSHIPS

Initiates and maintains strategic relationships with a diverse community of members, stakeholders and potential partners inside and outside the organisation (e.g. other board directors and senior management) who can provide the information, ideas, expertise and/or influence needed to advance understanding of strategic issues and take rapid action to achieve shared business goals that transcend functional, cultural, membership, or geographic silos.

Key actions

- **Activates partnership opportunities** – creates a networking plan; scans the internal and external environment to identify the relationships (virtual and in-person) that should be initiated or improved to achieve business goals; optimises network effectiveness by encouraging individuals with unique talents and abilities to contribute.

- **Reaches out** – initiates collaborative relationships with a diverse network of stakeholders, members and other potential partners to optimise network effectiveness; involves stakeholders and gains their support by asking for their ideas, opinions and participation when solving problems, making decisions and carrying out plans; encourages individuals with unique talents and abilities to contribute.

- **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 technical, geographical, historical, or cultural boundaries.

- **Strengthens partnerships** – shares support, information, ideas and resources with partners and/or members; leverages digital media to ensure that other people's ideas, opinions and concerns are heard and acknowledged; follows up on relationships to keep them active; keeps commitments; volunteers assistance or removes obstacles in person, or virtually, to help the board make rapid decisions and achieve goals that transcend functional, cultural, or geographic silos; establishes and tracks measures of partnership success.

ESTABLISHES STRATEGIC DIRECTION

Establishes and commits to a long-term vision for the organisation based on an analysis of systemic information and consideration of resources, market drivers, organisational values and emerging economic, technological 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** – facilitates the development of 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

Utilising financial data to diagnose organisational strengths and weaknesses and identify the implications for potential strategies, keeping a financial perspective in 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 and operational decision making.

IDENTIFIES AND SELECTS CEO TALENT

Evaluates and selects internal and external CEO talent to ensure the best match between the individual and work requirements.

Key actions

- **Establishes selection criteria** – involved in the identification of the knowledge, skills, behaviour and motivations required for job success.
- **Gathers candidate data** – oversees the collection of relevant candidate information through interviews and other structured assessment tools; uses established selection criteria to guide information gathering.
- **Evaluates data** – integrates candidate information from available assessment sources; categorises and rates the data using accurate and reliable standards; reaches consensus with other evaluators on candidate ratings.
- **Makes appropriate selection decisions** – decides whether the candidate should continue to the next step in the selection process by comparing the candidate's strengths and weaknesses to the selection criteria.
- **Follows legal guidelines** – oversees the adherence to legal requirements when gathering candidate information and making CEO selection decisions.
- **Manages the selection process** – oversees that candidates are provided with appropriate and timely information about the position, organisation and selection process; keeps participants in the process informed and involved; monitors the impact of the process and suggests improvements.

LEADING CHANGE

Driving organisational and cultural changes needed to achieve strategic objectives; catalysing new approaches to improve results by transforming organisational culture, systems, or products/services; helping others overcome resistance to change.

Key actions

- **Identifies change opportunities** – proactively recognises a need and takes accountability for implementing an improvement and/or change; looks for opportunities to mobilise others to implement new solutions.
- **Catalyses change** – creates momentum by taking immediate action and encouraging others to take action to improve organisational culture, processes, or products/services; offers resources and direction to support implementation; breaks down cultural and relationship barriers to change; recognises and rewards those who contribute to change efforts.
- **Facilitates transition** – strives to understand differences in reactions to change; helps others to overcome resistance to change by explaining the benefits and demonstrating sensitivity to fears or other negative emotions; engages other people's commitment by seeking and using their ideas to plan the implementation.

LEADING THE BOARD

Using appropriate methods and interpersonal styles to develop, motivate and guide the board and senior management to make sounds decisions and attain successful outcomes and business objectives.

Key actions

- **Creates shared purpose** – inspires and sustains team cohesion and engagement by focusing the team on its mission and its importance to the organisation.

- **Promotes team processes** – sets up consistent procedures, communication processes and decision-making protocols to establish goals, clarify responsibilities, engage board members, leverage their strengths, share feedback and adjust plans.
- **Celebrates success** – looks for and capitalises on opportunities to encourage and reward successful organisational performance.
- **Stays close** – monitors board and senior management performance and takes action to keep them on track; offers own personal time; helps in overcoming barriers and resolving conflict; provides ongoing feedback and appropriate guidance.

NAVIGATING COMPLEXITY

Proactively and quickly making sense of complex issues; responding effectively to complex and ambiguous situations; communicating complicated information simply.

Key actions

- **Distils key issues** – actively seeks to simplify complicated issues by isolating the most important elements; creates clarity when in ambiguous situations.
- **Identifies most critical actions** – creates practical and simple solutions to complex problems after considering multiple perspectives; provides direction when next steps are unclear.
- **Communicates simply** – translates complex information and next steps into simple, concise terms that the board and senior management will understand.

NAVIGATES POLITICS

Actively maintains a broad awareness of the internal and external environment by accurately perceiving sporting, political and social dynamics and proactively navigates 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 measured actions – informally builds support for recommendations and actions by involving appropriate stakeholders; presents ideas, plans, or recommendations in a way that manages stakeholder reactions.

OPTIMISES DIVERSITY

Establishes and supports organisational systems, policies and practices that reduce barriers and leverage the capabilities and insights of individuals with diverse backgrounds, cultures, styles, abilities and motivation.

Key actions

- **Explores current resources** – gathers information to uncover the needs, perspectives and talents of individuals with diverse backgrounds.
- **Uses diversity as an advantage** – sets up outreach systems and processes that seek ideas, opinions and insights from diverse sources and individuals; optimises effectiveness by aligning individuals' unique talents, interests and abilities with the most relevant roles and responsibilities.
- **Champions diversity** – advocates the value of diversity as a competitive advantage; initiates recruiting and development processes to increase diversity across the organisation and sport; confronts racist, sexist, or inappropriate behaviour by others; prohibits exclusionary organisational practices.

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 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 the organisation and board; 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 board members 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 logical rationale and recommendations in a manner that clearly links them to critical board and member 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 other people's needs, maintaining self-esteem, showing empathy and offering support.

Experience

STAKEHOLDER	BOARD SPECIFIC	LEADERSHIP
• Experience fostering and encouraging a culture of trust, respect and safe environment for differing/ diverse perspectives to be shared • Experience facilitating decision-making processes (e.g. committees) and arriving at consensus from diverse perspectives • Experience fostering and maintaining a constructive and effective relationship with the CEO, including performance management • Experience working with various stakeholders to build a cohesive strategy • Experience developing and maintaining a relationship with a broad range of stakeholders (e.g. clubs, government, officials) • Experience developing and maintaining a relationship with members • Experience influencing people not within hierarchical control • Experience in the facilitation of opportunities for individual directors to contribute based on their area of expertise	• Experience building and holding the confidence of the board • Prior board experience (ideally within that organisation/ sport) or participation on a sub-committee • Experience facilitating meetings to ensure appropriate time allocation to agenda items, contributions from directors and reaching consensus on issues and decisions/ resolutions • Experience navigating political and international federated structures • Experience on a selecting board and selecting talent within a skills matrix and recruiting strategically	• Experience setting and articulating a clear vision to guide the strategy • Experience working under pressure and making critical decisions • Experience overseeing large budgets and successfully ensuring financial sustainability • Experience in a senior leadership and/or executive capacity and the responsibilities which come from this, i.e. coaching and developing team, setting and driving strategy, risk management etc. • Experience with long-term strategic planning (5 to 10 years)

Knowledge

ROLE KNOWLEDGE

- Knowledge of relevant documents that guide board operations (e.g. constitution, regulations, terms of reference)

- Understands the board charter and expectations for the chair and director roles

- Knowledge of processes that ensure accountability and transparency with board decisions

- Understands governance and policy regulations and restrictions

- Working knowledge of risk management principles and framework

- High level of knowledge in at least one relevant area (e.g. governance, legal, marketing/ communications, sport)

- Knows how to leverage the expertise and skillset of various directors

- Knows how to structure and what content to include in board papers

- Knows how to assess the performance of the sport organisation as a whole

- Understands relevant board member expertise and any potential skills gaps

- Understands legislation and contemporary practices; understanding of how to maintain awareness of changes to legislation

- Knowledge of how to secure commercial partnerships and funding

- Holds active director identification number (din)

- **OPTIONAL**

- Undertakes specific director education training or course(s)

SPORTS KNOWLEDGE

- Aware of any integrity issues within the sport (historical or present)

- Knowledge of ethical considerations in modern sport

- 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 the duty of care the sport has on the athlete's wellbeing, as well as the implications on their lives outside of the sport

- Knowledge of the Australian sporting landscape

- Understands the sport they are operating in i.e. language used, purpose and history of the sport, history of championship performance, athletes

- Aware of how health, mental health and well-being interacts with sport and the impact on athletes and coaches

- Understands the political environment and how the sport is perceived by different levels of government

- Aware the strategic and complex nature of the sport environment and the sport system

- Aware of future global trends for sport organisations

- Aware of the role of medical science and sport science and associated emerging issues within the sport

Personal attributes

ADAPTABILITY

Maintains effectiveness when experiencing major changes in work responsibilities or environment (e.g. people, processes, structure, or culture). Adjusts effectively to change by exploring the benefits, tries new approaches and collaborates with others to make the change successful.

Key actions

- **Tries to understand changes** – actively seeks information (from co-workers, leaders, technologies and regulations) to understand the rationale and implications for changes.

- **Approaches change with a positive mind-set** – treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.

- **Adjusts behaviour** – quickly modifies daily behaviour and tries new approaches to deal effectively with changes; does not persist with ineffective methods; leverages available resources to ease transition.

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; modifies 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 business 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; making valiant choices and taking 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 organisational goals.

Key actions

- **Commits to work** – expresses a sense of loyalty and attachment to the organisation; exhibits a sense of responsibility to current role in the organization; communicates intent to stay in the organization for an extended period of time.
- **Cooperates** – works collaboratively with others to establish and maintain positive work relationships; acknowledges other people's 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.

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