

Evolving to Succession

Navigating
Program Growth -
Planning & Implementation ⇒



Brian McCalder

Disclaimer

Expert - NOT

The series “Succession” with it’s Symbolic Violence

▶ NOT a follower

VS

The series “Yellowstone” = Overt Violence

▶ A follower - for the Scenery

Program Growth

- ▶ **Organic**

- ▶ Growth from within the sport

- ▶ Driven by:

- ▶ Evolving and new interests in the membership - sport community in a sector or dimension of the sport - ie:

- ▶ Road, Mountain, Ultra, Trail Running

- ▶ Off-Road Triathlon

- ▶ High Performance

Growth (continued)

- ▶ Builds on:
 - ▶ What exists
 - ▶ What the organization is seen to be good at
 - ▶ Uses existing resources and experience
 - ▶ What the organization has responsibility/authority for through:
 - ▶ NSO partnership
 - ▶ Provincial mandate/charter/constitution
 - ▶ Community recognition/authority

Growth (continued)

- ▶ Value - Benefits -
 - ▶ Safer - controlled development
 - ▶ Emerging leadership with knowledge and expertise
 - ▶ Not fast-paced growth - focus on long term results
 - ▶ Provides time to manage and tweak the new program(s)
 - ▶ New participants, members (individual & clubs)
 - ▶ Expanding to new regions and communities
 - ▶ Opens up new sponsor and revenue opportunities

Planning and Implementation

- ▶ Strategic Plan(ning)
 - ▶ Inclusion and affects on the Organization's Strategic Plan
 - ▶ Programs and Leadership
 - ▶ Revenues / Expenses
 - ▶ Participation - beyond core membership
 - ▶ Growth of Clubs, Individual Members, Competitions
 - ▶ Expansion to new communities and regions
 - ▶ Need for support, services and facilities
 - ▶ Training
 - ▶ Event organizers
 - ▶ Coaches / Officials

Staff / Leadership Change

- ▶ Planning for staff / leadership change
 - ▶ Not always front of mind - at all levels of the organization (club, regional, provincial)
 - ▶ Engaging with the organization's Human Resources Committee
 - ▶ Giving / receiving notice
 - ▶ Changing directors and chair of the organization can cause a direction adjustment relative to staffing
 - ▶ Senior staff change can have cascading effect on other staff
 - ▶ Knowing/feeling for when change is imminent / necessary
 - ▶ Sport knowledge and experience essential
 - ▶ Sport specific knowledge - a key
 - ▶ Valuable option - having an Operating Officer / Operations Manager - aka an Assistant Executive Director duties that are part of an existing staff members responsibilities

Staff / Leadership Change (continued)

- ▶ Implementing Change
 - ▶ Necessary / not just to change for change sake
 - ▶ Initiating:
 - ▶ Opportunity to review and amend the existing responsibilities
 - ▶ Search - Internal and External
 - ▶ Intra Sport Specific
 - ▶ Inter Sport - Specific and Non-Specific
 - ▶ Identifying those who are potential / preferred candidates
 - ▶ Leaders in the sport
 - ▶ Leaders in the collective sport community
 - ▶ Retiring athletes

Staff / Leadership Change (continued)

- ▶ Hiring Panel (separate from the HR Committee)
 - ▶ HR committee representation
 - ▶ Sport specific community representative
 - ▶ Existing senior staff
 - ▶ Departing senior staff is an option that can help relative to the subtleties of the position / sport
 - ▶ Sport specific Board member
 - ▶ A hiring panel of 3 is the most effective
 - ▶ Background and reference checks essential

Options



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