

Dr Terri Byers

University of New Brunswick,
Fredericton, Canada



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Dr Terri Byers



The Palgrave Handbook on the Economics of Manipulation in Sport pp 55-70 | [Cite as](#)

Trends in Professional Sport Organisations and Sport Management and Their Market Impact

Authors

[Authors and affiliations](#)

Terri Byers

Understanding control in nonprofit organisations: moving governance research forward?

Terri Byers, Christos Anagnostopoulos, Georgina Brooke-Holmes ▾

Corporate Governance

ISSN: 1472-0701

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Journal

European Sport Management Quarterly >

Volume 13, 2013 - Issue 1: New Perspectives on Sport Volunteerism

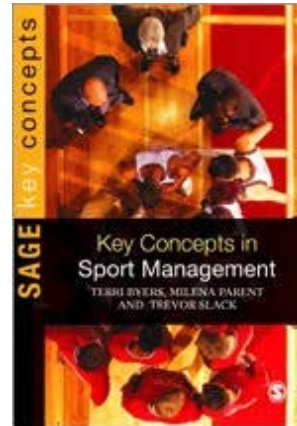
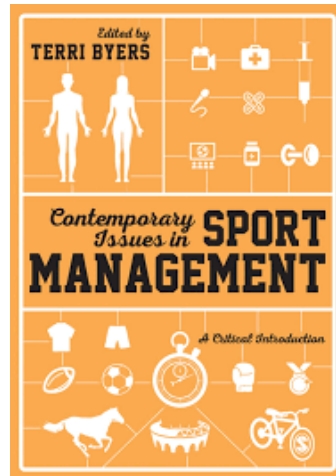
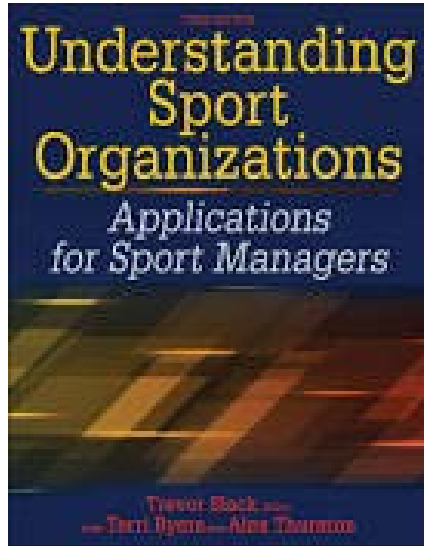
Articles

Using critical realism: a new perspective on control of volunteers in sport clubs

Terri Byers

Pages 5-31 | Received 25 Oct 2012, Accepted 25 Oct 2012, Published online: 03 Dec 2012

[Download citation](#) <https://doi.org/10.1080/16184742.2012.744765>



Understanding strategic decision-making through a multi-paradigm perspective: The case of charitable foundations in English football

Christos Anagnostopoulos, Terri Byers, Dimitrios Kolyperas ▾

Sport, Business and Management

ISSN: 2042-678X

Publication date: 13 March 2017 [Reprints & Permissions](#)



Introduction to Sport Governance

- Whether you are new to 'governance' or just getting starting in creating' good governance'...
- OR
- have extensive experience in sport (or other) governance...
- This webinar is for you!
- **NO BETTER TIME TO THINK ABOUT GOVERNANCE!**

Introduction to Sport Governance

- A basic introduction:
- What is Sport Governance?
- How do we do it?
- How do we develop good governance in sport?
- What structures and processes are good for sport governance to be effective??

- BUT...
- Critical Realism – a philosophy of science that guides my thinking and much of my work
 - #1, Reality can be different things at the same time, to different people.

Introduction to Sport Governance

- #1, Reality can be different things at the same time, to different people.
 - SG, changes to improve it, interpreted differently by different stakeholders.
 - Theory of good governance simple:
 - Governance is the processes by which decisions are made and implemented in an organisation...
 - Practice to achieve it, complex
 - ...requires an understanding of how sport organisations operate, fundamental concepts and contexts.
- GOOD governance TAKES TIME, consideration, reflection, critical and ethical values to have positive social impacts through sport.

Introduction to Sport Governance



Why do we need to do this 'good governance'???

Why now??!

Introduction to Sport Governance



In a  **TRANSPARENCY INTERNATIONAL** survey of Lithuanian sport:
the global coalition against corruption



15% of football players

and

21% of basketball players

...admitted to having been personally approached to agree to fix matches

www.sportsintegrityinitiative.com



WORLD CONFERENCE ON DOPING IN SPORT
KATOWICE 2019 | 5-7 NOVEMBER

Understanding (Sport) Governance

- ...does any of it matter any more?
- ...is not JUST an internal, procedures/rules, decision making thing!
- ...IS about the environment we operate in

- Governance in sport, has a history
- ...dark side of sport (with that, some 'baggage')

Understanding (Sport) Governance

- Good governance, restores light and trust in sport with wide reaching, positive impacts for sport organisations...
 - WHAT IS GOOD GOVERNANCE????...

Good [Sports] Governance

- #1 : STARTS with clear **mission** and **vision** for your sport organization
- (developed in a collaborative manner with your stakeholders!)
 - think critically, broadly and ethically about WHAT you do and what you CAN achieve through sport in the future
- **#2: Develop appropriate structures to enable, facilitate that mission and vision...**
- #3: Continuously review and challenge existing structures and practices, improve, learn, create more meaningful impacts for diversity of stakeholders....

Good Governance

- #4 Principles
- High ethical/moral standards
- Responsible/accountability
- Diversity/inclusive
- Transparent operations
- ...can't happen all at once! Spend a few minutes on this thought...



Good Governance

- Sport Organisations / people
 - Conscious & unconscious
 - Attitudes & biases....
 - Influence behaviour...
 - Structures and cultures
 - (formal and informal aspects of 'management')
 - ...COMPLEXITY a major challenge for implementing governance



Good Governance

- Principles
- High ethical/moral standards
- Responsible
- Diversity
- Transparent operations
- HIGH expectations?? Unrealistic?? Expectations of perfection?

Good Governance

- NO!... And yes 😊

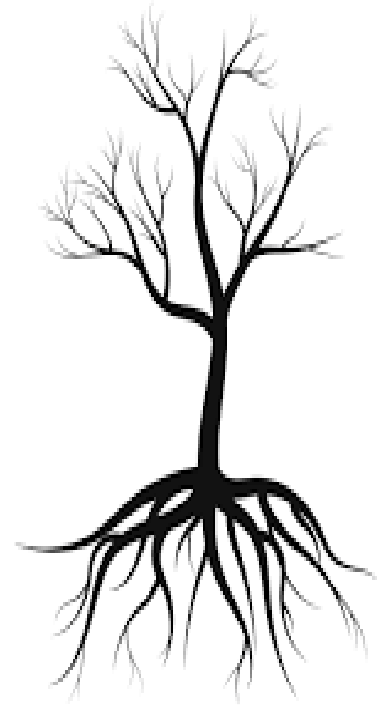
Good Governance = Real Benefits

- Clear mission / vision = strategic direction

- Stakeholder consideration = identify stakeholders, benefit from diverse ideas ('open innovation')

- Structures enhance / enable &/or constrain stakeholder groups =

- Assumptions, values, institutions, social structures of gender, ability, race, age



Good Governance = Structures

- Structures: formalisation, complexity, centralisation
 - Formal rules, horizontal/vertical layers, decision making top?
- ...clarify roles, responsibilities, reporting relationships and can motivate promotion within the structure.
- Challenges of complex, highly formalised (sometimes referred to as bureaucratic) organisations include lack of adherence to the rules, slow decision making and miscommunication.
- Within broad organisational structure....
 - BOARD structure... administrative vs policy

Good Governance = Real Benefits

- Internally – challenges to changing, learning...
- Externally – stakeholders benefit from having a voice and awareness of HOW you make decisions
- Collaborative governance – learn from each other
- Marketing / PR – enhance the positive image of sport...

GREATER social impacts &
LOOK GOOD!!



Conclusion

- **Sport governance is a process of continuous improvement, never stop learning.**
 - **Plan education needs of your staff/volunteers**
- **Sport governance is complex AND very simple the same time.**
 - **Unwavering commitment to high ethical standards and behavior over personal gain.**
 - **Structures to enhance mission and vision.**

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Stay in touch



info@sportsgovernanceacademy.org.uk



[linkedin.com/company/sports-governance-academy](https://www.linkedin.com/company/sports-governance-academy)



[@sga_uk](https://twitter.com/sga_uk)

Thank you

Terri Byers, tbyers@unb.ca
www.sportsgovernanceacademy.org

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