

Organisational resilience in elite sport

Kirsten Fasey

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What is organisational resilience and why does it matter?

The image is a screenshot of a BBC Sport news article. At the top, the BBC logo and navigation links for 'Your account', 'News', 'Sport', 'Weather', 'iPlayer', 'Sounds', and 'Mo' are visible. Below this is a yellow 'SPORT' header. The article's main image is a 3D rendering of a coronavirus particle, showing its characteristic red, crown-like surface proteins and grey, textured body. To the right of the image, there are navigation links for 'Rugby U', 'Rugby L', 'Tennis', 'Golf', and 'Athletics', along with 'All Teams', 'Leagues & Cups', 'FA Cup', and 'Women'. A 'Share' button is also present. Below the image, the article title 'UK Sport show that...' is partially visible. The main text of the article reads: 'The General Medical Council claims Dr Richard Freeman obtained 30 sachets of Testogel "to administer to an athlete to improve their athletic performance". Freeman denies the allegations'. At the bottom of the article, the author 'Matt Slater' and the date 'Monday 14 January 2019 18:40' are listed. Social media sharing icons for Facebook, Twitter, and Email are also visible.

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SPORT

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UK Sport show that

The General Medical Council claims Dr Richard Freeman obtained 30 sachets of Testogel "to administer to an athlete to improve their athletic performance". Freeman denies the allegations

Matt Slater | Monday 14 January 2019 18:40 |

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Overview of studies

- **Study 1** – definition and key characteristics - **Delphi method**
- **Study 2** – mechanisms – **longitudinal interviews**
- **Study 3** – how an elite sport organisation has successfully dealt with significant change - **ethnography**
- **Study 4** – implementing strategies – **action research**

Organisational resilience is:

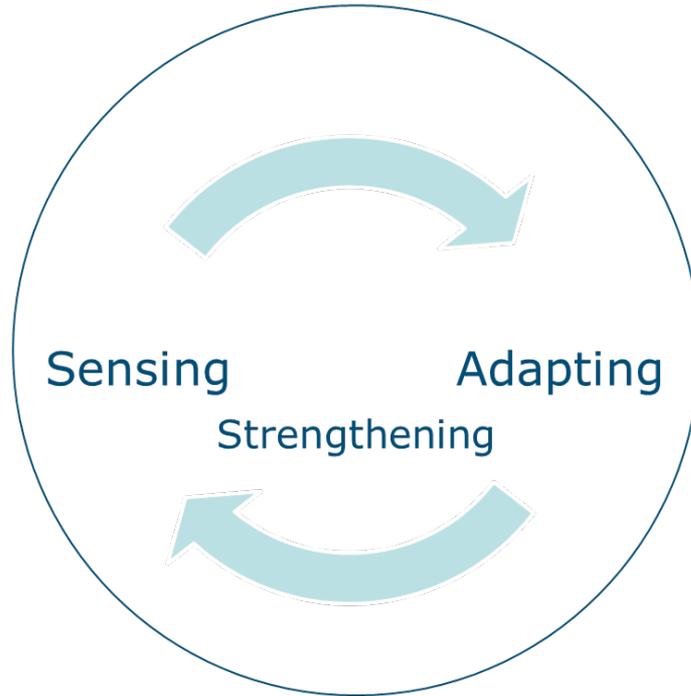
“the dynamic capability of an organisation to successfully deal with significant change.

It emerges from multi-level (employee, team, and organisational) interacting characteristics and processes which enable an organisation to prepare for, adapt to, and learn from significant change.”

Key characteristics

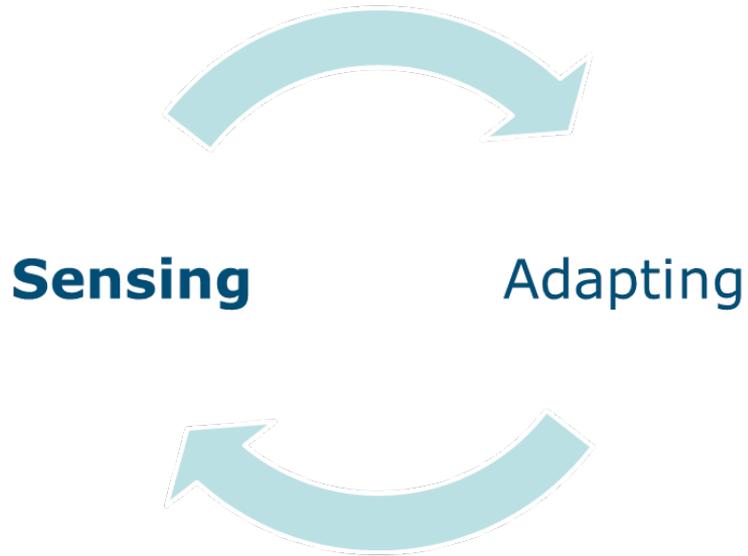
- Structural clarity
- Flexible improvement
- Shared understanding
- Reciprocal commitment
- Operational awareness

Study 2 - Mechanisms



Shielding

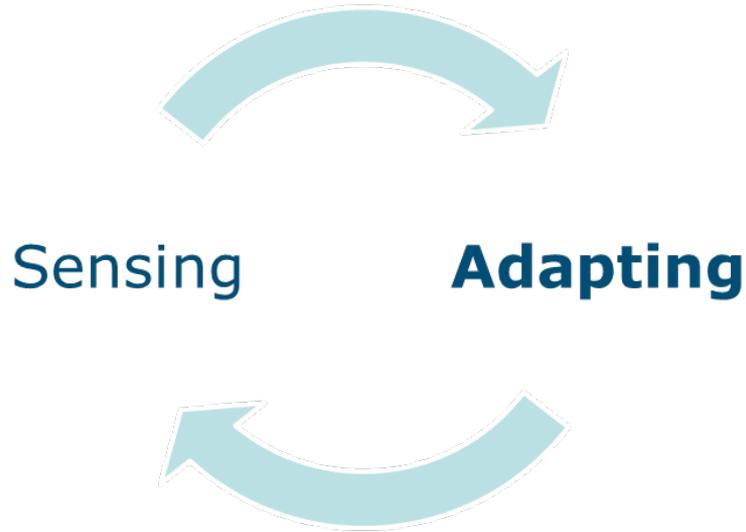
Sensing



“they help the management team see some of the risks at a lower level, which are often about pressure of time, pressures on people, mindset, mental state of some people that I wouldn’t normally see, get close to.”

CEO, mid-size NGB

Adapting



“You set a path over the four years but you absolutely know that you’re going to have storms along the way, and changes that you have to make, so it’s almost inbuilt that the organisation has to be resilient in the normal sense because there is no way that you can do anything but be flexible and make changes and adjust as you go along.”

Finance director, governing organisation

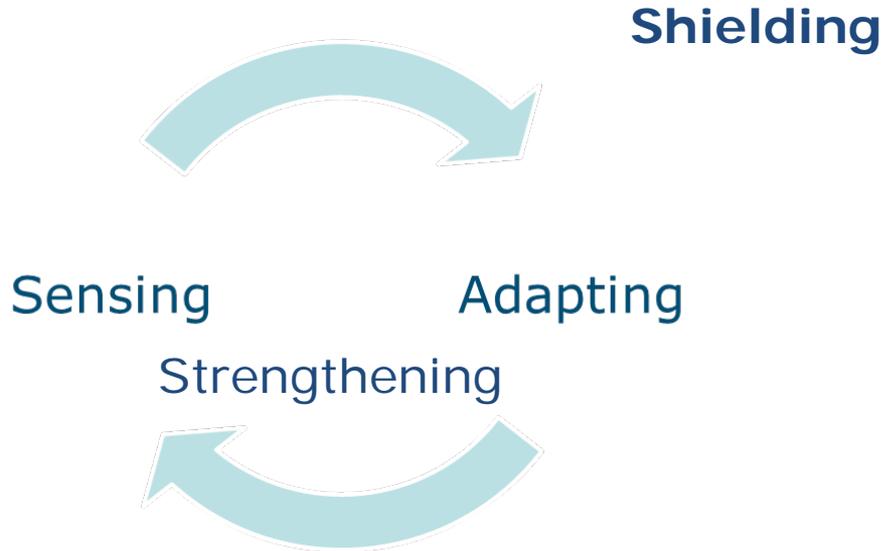
Strengthening



“If we are slightly isolated, on our own, a small organisation trying to stay afloat, at times, but actually trying to forge ahead as well, when times get tricky you can find yourself struggling a little bit, at very best treading water...If you have partners, and they needn't be in the same sports sphere, they can sometimes take some of that load off.”

CEO, mid-size NGB

Shielding



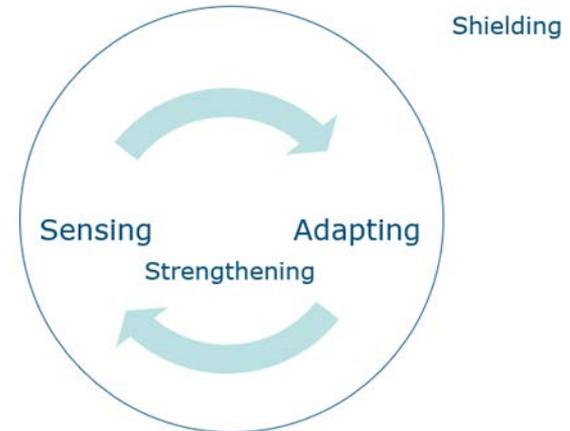
“we spent a massive amount of time on finances to try and basically keep the organisation going, let alone being able to do the things we want to do. And that has undoubtedly, in this area anyway, been the biggest challenge, because it has meant that we have had to stop doing things that we wanted to do, and not start things we wanted to do.”

Performance director, mid-size NGB

Improving organisational resilience

- Exposure to challenging scenarios
- Roles & responsibilities audit
- Scenario planning
- Mapping relationship networks

- Structural clarity
- Flexible improvement
- Shared understanding
- Reciprocal commitment
- Operational awareness





Thank you for listening

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