



GOVERNANCE CHANGE AS A STARTING POINT FOR STRATEGIC CHANGE

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INTRODUCTIONS



- Paddy Boyd
- Executive Director Sail Canada
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Seeking to improve NSO/PSO alignment



OUR PROBLEM

- Selling the National message to Provincial Leadership
- As basic as attendance at National AGM
- Lack of engagement at coaching level of Provinces

OUR SOLUTION



- Support costs of attendance at face-to-face meetings
- Have meetings facilitated to keep on track
- Create inter-provincial meetings at coaching level

THE CHALLENGE



- Sometimes support not enough
- Change hats – take off your provincial hat and put on the Maple Leaf!
- Younger group perhaps more conservative and change averse than their elders

THE OUTCOME

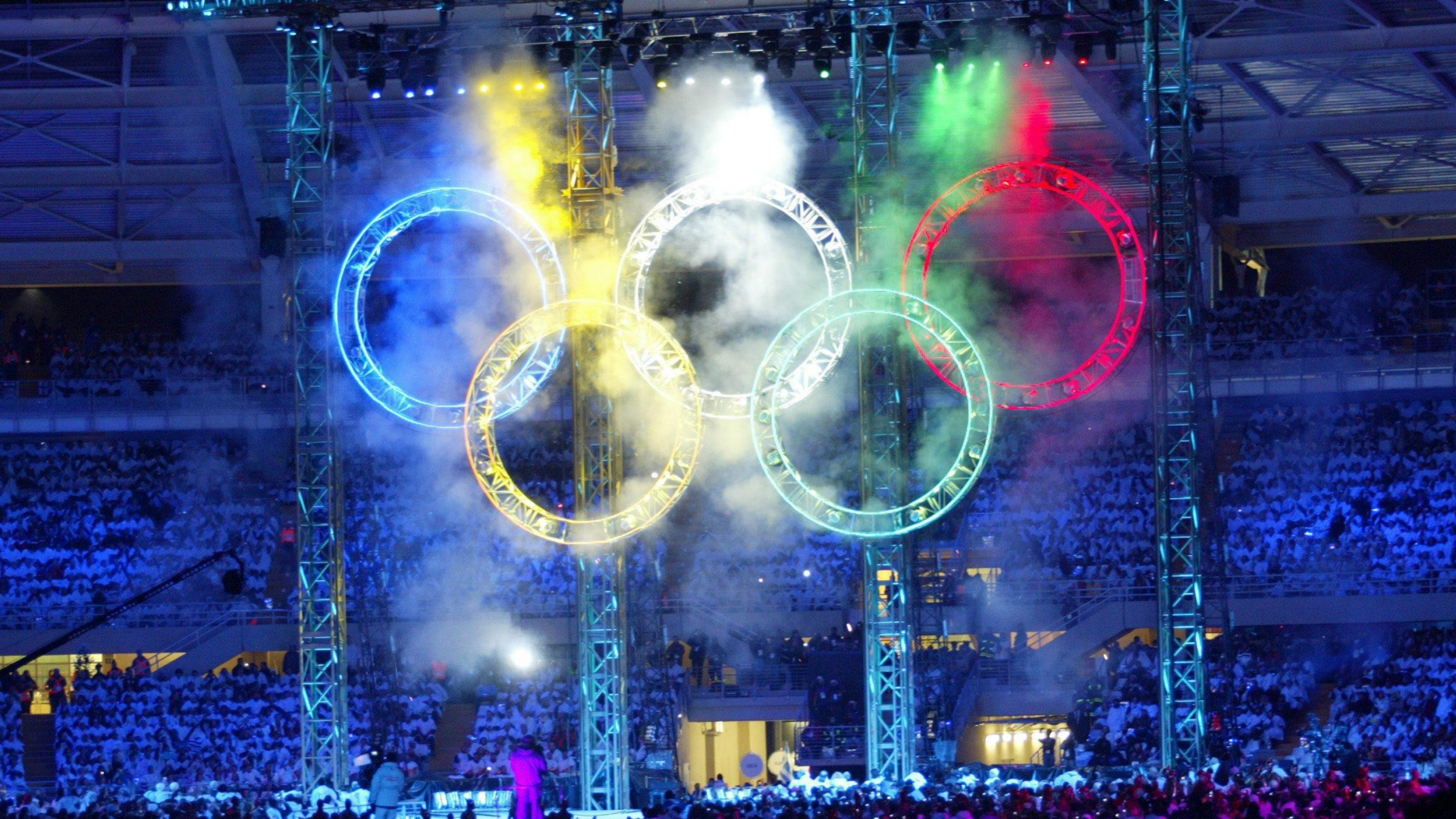


- 9 Provinces represented 2014, 10 represented 2015
- Coaches now aligning provincial goals with national goals
- Selection processes agreed with national best interest in mind

THE TAKEAWAY



- Consistent message, repeat regularly
- Always emphasize national interest
- Be aware of personal impact
- Don't expect light bulbs



RIGHT PEOPLE, RIGHT ROLE, RIGHT THINGS



“ Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek. ”

OUR PROBLEM



Highly Complex

Highly Ineffective

Lack of Trust

Lack of
Accountability

Be all things to all
people

Inattention to
Results &
Performance



OUR SOLUTION



1

Investigate. Listen. Trust and Verify. Decide.

2

Build a manageable strategy. Control the controllable.

3

Build for Success. Secure the buy-in of the “*top dogs*” and get them on your team.

4

Start

5

Build the Team

6

Prioritize the priorities

7

Run it as a business. Make the tough decisions. Take risks. Own it.

THE CHALLENGE



1

Underestimated the scope and depth of the issues.

2

Interconnectedness of the core problems.

3

Personal agendas

THE OUTCOME



Bylaws / Lean
Governance

Foundation
Horse Power

Cohesive Board
& Leadership
Team

Cross-
Functional
Business Units

Champions of
Change

Engaged
Community

THE TAKEAWAY



1

Right people, right role, focused on the right things.

2

Clarify authority, accountability, responsibility across the organization.

3

Talk about, and deal with, *the elephant*.

4

Great governance is the foundation.