



# **STRUCTURE FOLLOWING STRATEGY – RETHINKING A STAFF/VOLUNTEER STRUCTURE**

---

BRUCE ROBINSON, CANADIAN FREESTYLE SKI ASSOCIATION  
& BRAD BEATTIE

# INTRODUCTIONS



- Bruce Robinson, CPA, CMA
  - Chief Executive Officer
  - Canadian Freestyle Ski Association
  
- Brad Beattie
  - Chief Executive Officer
  - POP. The People Agency.

# OUR PROBLEM



1. Leadership transition
  - Managing change to new organizational structure with new CEO
2. Silo-busting
  - Divide between Sport Development & High Performance
  - Lack of cross department communication
3. Lack of human resource capacity

# OUR SOLUTION



- Experiential Learning Opportunities
- Consistent workforce and operations tools and processes
- Workforce Business Unit
- Five pilot projects

# THE CHALLENGE



- Embedding consultants in office
  - Overcoming initial skepticism by staff
- Large volume of change
- Role clarity
- People development takes time
- Ability to maintain workforce department
  - Overcoming exit of consultants

# THE OUTCOME - LEADERSHIP



## OUTCOME

- Redefined job descriptions & responsibilities
- COO duties spread across other managers
- Coaching for managers

## IMPACT

- Project leaders to People leaders
- Increased skill & knowledge of managers

# THE OUTCOME - SILO-BUSTING



## OUTCOME

- Defining roles between:
  - Business Units (project lead)
  - Service Units (support)
- Role definition is project based
- Consider impact on other business units

## IMPACT

- Clarity of roles and working relationship between Business Units & Service Units
- Improved collaboration
- Effective decision making

# THE OUTCOME - CAPACITY



## OUTCOME

- New Paid, Volunteer, Contractor Model
- Defined new operational volunteer positions
- Tap into highly skilled experts & managers

## IMPACT

- Increased productivity without increased cost
- Changed managers' understanding of volunteers
- Access to subject matter experts



# THE TAKEAWAY



- Developing leaders is an investment
- Common tools have been developed - customize for your NSO's use
- Increase the direct interaction between staff in Sport Development and High Performance to achieve more effective athletic decisions