



Discovery Workshop to Establish the Areas of Core Focus for Sportsville X

1 Introduction

A workshop, which involves participants from Sportsville clubs and is designed to involve all participants in answering three key questions and then agreeing a common vision of what Sportsville X would look like as an organisation in five years' time.

Commitment to a shared vision of the future is a critical ingredient for the successful implementation of strategy, particularly where it involves many individuals from many different clubs. It is unusual, in such circumstances, for a single, coherent vision that is shared by all participants to exist at the outset. More often, individual participants are focused on the issues of their own club and have not considered the power that can be generated by working across clubs throughout the region. Developing this cross-club vision requires a clear, consistent and mutually agreed view. Developing this is the primary outcome of a workshop.

2 Objectives

The objectives of a Workshop could be to:

- Define the key stakeholders
- Define the key issues facing clubs
- Create a vision for what Sportsville X would look like in five years time if it was the leading sports organisation in New Zealand

3 Who are the Key Stakeholders of Sportsville X?

To open up discussion, participants can be asked who the key stakeholders of Sportsville X are. The following list will likely be developed:

- Clubs
- Players and future players
- Regional & National Bodies
- Schools
- Scorers
- Umpires/Referees
- Sponsors
- Funders
- Councils
- Council owned facilities and grounds

***Clubs are the key stakeholder

4 What are the Key Issues facing Clubs?

Ask participants what the key issues facing clubs are. Facilitate a discussion and record key issues. When sorted into groups they look something like:

Lack of funds

- Lack of funds (finance & funding)
- Lack of profile to attract sponsorship
- Getting tournament funding
- Lack of money for equipment and uniforms

Reducing Club Membership

- Losing players/negative growth
- On/off participation in the game at different life stages
- Competition with other sports
- The volunteer model (Burnout, lack of time)
- Lack of quality coaches
- Getting volunteer support (tournaments etc)

Management and Governance

- Management and governance
- No clear direction & systems
- Poor communication
- Lack of quality competitions

Facilities

Aging facilities

- Capacity of facilities
- Lack of clubhouses/facilities

Profile of the Game

- Marketing
- Low sport profile in comparison to other sports

5 Visualizing world-best practice

Develop script for visualization. Get participants to relax and listen to the script.

On completion of the visualization, each participant can be asked to write what he or she considered **the most important elements of their visualization on to a worksheet**. The sheet can contain the following headings as an aid to capturing the most important parts of the visualization that really made the difference:

- *What were the most important changes that the Sportsville X made over the five years period to help make all sports successful?*
- *What do Sportsville X do now that they did not do in 2012?*

Once the keep elements of the visualization had been captured, participants should be asked to look over what they had written and to write each of the most important items on a yellow Post-it note, one item per Post-it note. When this is done, participants stick their Post-it notes at random on an area of wall in the room. They were instructed to put the Post-it notes into columns so that all the items in the column were about the same topic. Everyone could move any Post-it note and they could be moved as frequently as they wanted. The exercise was done by people making their decisions independently, rather than negotiating and agreeing with others.

On completion of the sorting, the facilitator reads out the items in each column and checked with the group that the items were all about the same topic. Re-sorting was done by agreement with the group where necessary. The facilitator then asked the group to come up with a title that would describe the items in the column. This title was written on a Post-it note and placed at the top of each column. By using this process the group was able to group all the individual visualization elements into X # of Value factors, these factors usually reflect the titles shown below:

- Improved Facilities and grounds
- Increased participation
- Investing in people (committees, coaches, referees, volunteers)
- Building Club Capability
- Leadership and Governance
- Marketing and Promotion

6 Dot Vote

Next a dot vote can be held to enable participant clubs to vote on which of the factors they felt were most important to drive the sport forward. Each club (not individual participants) was given 1 red dot which was worth 5 votes, and 2 yellow dots each worth 1 vote each. They can place the votes wherever they want.

7 Affinity Diagram

The facilitator then guided the participants through an affinity exercise to determine the relationship between each of the factors.

The value factors were paired against each other and the question “does factor A need to be done before factor B can be achieved or vice versa” was asked.

The arrow out (flat end) represented the need to work on that factor first, the arrow in represented that the factor was of secondary importance and relied on the success of the paired factor before it could be achieved.

The more outs a factor has, the higher its importance and the success of other factors will only come after that factor has been achieved.

It is not often that the dot vote aligns with the affinity diagram results.

Hence highlighting that while we can't all agree on the priority areas... we all UNDERSTAND why the board must work on some factors before others can be successfully achieved.