



# 'The Fish Rots from the Head' **GOVERNANCE 101 | What?**

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The old adage "the fish rots from the head" succinctly outlines the main reason for the failure of a myriad of organisations. Poor leadership and lack of strategic direction can lead to the ultimate rotting of the fish.

Do we understand where we are now, where we want to get to and how to get there? A large number of clubs lack strategic direction and leadership, the Sport NZ Governance 101 course can provide information and resources to start towards identifying and reaching your clubs goals.

This course is relevant to golf club boards and committees tasked with the role of "running" the club and not reserved to those with paid management and staff.

The following is a brief synopsis of the Sport NZ Governance 101 course module by module and includes an example of some of the resources for those keen to learn more.

## **Module 1: What's my job? The role of the board member.**

- Create a prosperous future for the club.
- You're ownership a layer down not management a layer up.
- It's a thinking not doing job.
- You're first obligation is to the organisation as a whole.
- Board / committee intent should be well documented, nobody should be left guessing about what is to be achieved and the guidelines management work within.
- Be professional.

<http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Commitment-letter.doc>

## **Module 2: What's our job?**

- You are in a privileged position.
- You're legally and morally obliged to create benefit for the community.
- Benefits must be expressed as realistic outcomes that focus on external impact.
- To identify your organisational purpose - your 'true north'.
- Create operational plans that define and differentiate board and management work.
- Your members must understand what you are trying to do.

<http://www.sportnz.org.nz/assets/Strategic-Direction-1-2.pdf>



## Module 3: Who does the job?

- Board recruitment is a boards job.
- Document your recruitment process.
- Look for a range of expertise across the board - if you have 4 of the same type of people you have 3 too many!
- Make role expectations clear.
- Induct well.
- Look to build a team.

<http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/The-Appointment-Process-An-Overview.doc>

## Module 4: Let's Meet.

- It's the boards meeting - talk about governance matters.
- Spend more time on creating the future than minding the shop.
- Make your expectations of management clear.
- Expect papers well in advance of the meeting - and read them prior to the meeting.
- Keep asking - "Is this the boards business?"
- Spend a few minutes at the end reflecting - "Was today's meeting good, bad or OK? Why?"

<http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/ten-minute-board-review.pdf>

## Module 5: Who do we work for?

- You represent the legal and moral ownership of the club. Their interests are paramount.
- Be transparent about the resource use.
- Have a planned regime of stakeholder communication, to keep your stakeholders aware of action and direction.
- Publish a governance section in the annual report to demonstrate accountability.
- Ethics are vital and the board sets the example.
- Make clear the expectation of board performance and evaluation.

<http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Board-charter-and-governance-policies.doc>

## Module 6: What's next?

This module gives a number of links to Sport NZ documentation which can be located at:

<http://www.sportnz.org.nz/managing-sport/using-managing-sport/>

We at NZ Golf hope this has been of interest to you and has given a brief overview of what you will learn by doing the course. The course will benefit all involved in club governance from the experienced to the novice board/committee members.

Your community golf team are happy to answer any questions regarding Governance 101 and its applications.

If you wish to understand where you are, where you want to go to and how to get there then Governance 101 is a great start:

<http://www.sporttutor.nz/>

