

Director skills and competency matrix for sports organisations

TO USE THE MATRIX: IDENTIFY WITH A CIRCLE THE LEVEL YOU BELIEVE YOUR ORGANISATION HAS REACHED AND THEN DRAW AN ARROW TO THE RIGHT TO THE LEVEL YOU INTEND TO REACH IN THE NEXT 12 MONTHS. O=====➔

No	APPOINTABLE	EARLY PROGRESS	FIRM PROGRESS	MATURITY	EXEMPLAR
	Meets the standard for appointment to a board	Demonstrates application of competencies to add value to the board	Meets the level to take on specific board role, such as chairing a board sub-committee	Proven success in director role	Demonstrates leadership and added value at the highest level
<p>UNDERSTANDING THE ROLE</p> <p><i>Directors must understand their role within a corporate board and their governance and legal responsibilities.</i></p>	Able to articulate governance and legal responsibilities of directors, and how governance works in a sports organisation. Understands the governance of the particular kind of incorporation of the organisation concerned	Able to use constructive challenge in a way that is valued by colleagues	Able to explain the organisation's strategy and standard board reports, providing examples without reference to documents	Can show how governance tools or concepts, such as risk appetite, have been used to improve governance in own organisation	Accepted expert on sports governance and involved in commentating or teaching around role of sports boards
<p>TECHNICAL KNOWLEDGE</p> <p><i>Anyone sitting on a board should have a sound and relevant knowledge of the law, finance, accountancy and compliances as it effects their organisation and role</i></p>	Knowledge and experience of appropriate legal issues. Able to read and explain a set of accounts. Able to understand data and metrics. Has digested and understands the Code for Sports Governance	Able to describe compliance/regulation regimes for sports organisations. Understands relevant sports and related legislation e.g., Health and Safety	Understands and can explain concepts such as EBITA, and why these are important. Knowledgeable about higher-level governance codes such as the UK Code for Corporate Governance, Charity Governance Code, King IV	High level of relevant professional experience, e.g., commercial law, and board level experience in a complex, multiple-service organisation	Has led the board of a relevant organisation (e.g., a sports organisation, larger VCSE), or has had a board level leadership role in significant regional/national enterprise
<p>UNDERSTANDING THE ORGANISATION AND THE OPERATING ENVIRONMENT</p> <p><i>Directors working the sports sector must understand the strategy and services of their own organisation, and be knowledgeable about national policy as it effects healthcare.</i></p>	Can describe the various types of sports organisations and their functions/purpose. Understands the relevant regulators specific to the sport concerned. Able to quickly, through induction, be conversant in organisation's vision, values and reputation	Can comprehensively describe own organisation, economics of specific sports sector concerned and main features of the operating environment. Understands main professional and recreational sports' development processes of organisation and funding streams. Understands key elements of allied business areas their organisation may operate in e.g., hospitality, venue, events	Fully conversant with organisation's strategy and business plan and can describe how these were constructed. Would be confident to represent organisation. Knowledgeable about significant sports pathways, other relevant/related organisations and any subsidiary businesses/charities connect to the organisation	Significant understanding of national market within specific sports sector. Understands development aspirations and values of main stakeholders e.g., commercial partners, main competitors	A national-level expert in a main sports specialism of the organisation, or other relevant professional field e.g., hospitality, estate/venue management, specialist legal or financial management of sport, etc

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<p>STRATEGIC THINKING</p> <p><i>The ability to focus on strategy is a key factor of working on a board.</i></p>	<p>Able to distinguish strategic from operational issues. Understands main policy strands affecting sports (elite, recreational and health and well-being)</p>	<p>Able to articulate local strategy and describe how it was developed. Rounded understanding of policy and regulatory environment.</p>	<p>Able to describe risk environment from the strategy, and the relevant controls to these risks. Able to articulate and explain risk appetite for strategic goals</p>	<p>Has contributed to reviews of strategic direction within several organisations. Demonstrates insight and understanding of macro themes relevant to UK sport such as wellbeing, local economic regeneration, building community assets</p>	<p>Has been intimately involved in strategic development of a market, or directed national-level strategic initiatives</p>
<p>VOCATIONAL SKILLS</p> <p><i>Directors need to have a number of skills related to the working methods.</i></p>	<p>Able to digest and understand board papers. Experience of working in a senior team. Can understand a brief around complex issue and organisation's performance report. Understands individual and collective responsibilities of directors</p>	<p>Can make a leading contribution to quasi-judicial proceedings such as chairing disciplinaries or undertaking investigations. Can make relevant challenge points around main areas of board work. Able to explain complex issues crisply. Quickly understands key points within a complex argument</p>	<p>Outputs from committees chaired demonstrate reason and logic and can contribute as evidence of assurance for the organisation. Can rapidly review complex papers, such as business cases and can identify and test key points</p>	<p>Can dissect and offer commentary on complex papers, strategies and reports. Provides the board with stability and support by being able to reference back to previous decisions</p>	<p>Has successfully contributed to multiple boards of significant organisations over a period of at least a decade.</p>
<p>BEHAVIOURS AND TRANSPARENCY</p> <p><i>Directors need to have personal gravitas and work in a professional manner.</i></p>	<p>Has gravitas. Demonstrates listening skills and can crisply and succinctly contribute relevant points to discussion. Understands national guidance on EDI, dignity at work, safeguarding, conflict of interest, etc</p>	<p>Trusted by colleagues for personal integrity. Self-aware and politically savvy. Has natural authority. Good powers of persuasion. Models corporate values. Fully conversant with local cultural policies e.g., EDI, dignity at work, safeguarding, conflict of interest, etc</p>	<p>Able to answer detailed questions in board-to-board situation in clear, straight-forward manner. Unflappable under pressure. Visible within the organisation. Has participated in peer-to-peer feedback within this board</p>	<p>Has confidence to provide direct, relevant feedback to colleagues and authority/credibility in that such feedback is accepted as useful. Trusted by colleagues as a sounding board</p>	<p>Can withstand considerable personal and professional pressure. Imparts confidence and is considered a peer by national-level leaders. Can demonstrate leadership on cultural values in a sector</p>
<p>LEADERSHIP CALIBRE</p> <p><i>Directors should have strong influencing skills, good powers of judgement, insight and vision, and good listening skills. They should be involved in ongoing development</i></p>	<p>Experience of having held a senior position, as an executive or as a community or professional leader. Undertaking identifiable personal development</p>	<p>Has been able to exert influence and to persuade through reasoned argument. Discusses ideas rather than examples. Has agreed personal development criteria for this role</p>	<p>Would be able to deputise for any other same type directors if required. Has achieved own PDP plan objectives for last year</p>	<p>Has chaired board committee, or acted as SID, or has taken on a specific leadership assignment on behalf of organisation (e.g., partnership board membership)</p>	<p>Capable of meeting public appointment criteria. Has been trusted by peers outside of own organisation with a leadership role</p>