



THE COMPONENTS OF SUCCESS

ARU Level III Concept Paper

by

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Successful businesses will utilise well researched management practices to analyse, develop and grow their organisations, so why don't sporting teams and sporting organisations use the same methods to develop successful teams, clubs and regions?

Coaches and administrators spend considerable time and resources in developing, implementing and reviewing season plans, but what methods or framework do they use to develop all the components they require to ensure success?

What management theories implement by successful businesses can also be applied in a sporting environment?

The aim of this paper is to outline one method that if applied will almost guarantee a team, club or region of success; what ever your definition of success may be.

Background:

*By the late 1970s many western countries had started to notice how successful Japanese industry had become. In 1981 Richard Pascale and Anthony Athos in *The Art of Japanese Management* claimed that the main reason for Japanese success was their superior management techniques. They divided management into 7 aspects (which are also known as McKinsey 7S Framework): Strategy, Structure, Systems, Skills, Staff, Style, and Supraordinate goals.¹*

In 2007, William G. Dyer; W. Gibb Dyer Jr.; Jeffrey H. Dyer; Edgar H. Schein, further refined McKinsey's 7S Framework, in a book titled "Team Building: Proven Strategies for Improving Team Performance", where they described the most powerful factors in shaping team development as:

1. Strategy,
2. Structure,
3. Systems,
4. People, and
5. Culture.

In 2009, John Wiley & Sons, published Handbook of Principles of Organisation Behaviour, edited by Edwin A Locke, which, if applied to team development, will provide a method to review every component of team development.

All five of these components to success are required if a team or organisation is to achieve their goals, and analysis of any winning team will show that all of these factors are contributing to their results. Likewise, a non-performing team or organisation will have one or more of these areas underperforming.

Wickens P.D in 1995 described the first three as hard factors (easy to define & document) and the last two as soft factors (more difficult to define and subjective).

¹ http://en.wikibooks.org/wiki/Business_Strategy/The_Japanese_Challenge

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Each of these components is interrelated, so the failure of one is likely to impact on another and result in underperformance. However, let's look at each individually, what they represent both at a team level, club/organisational and regional level.

Strategy:

Strategic development is about identifying, recording and planning for what you are trying to achieve. It requires analysis, both internal and external.

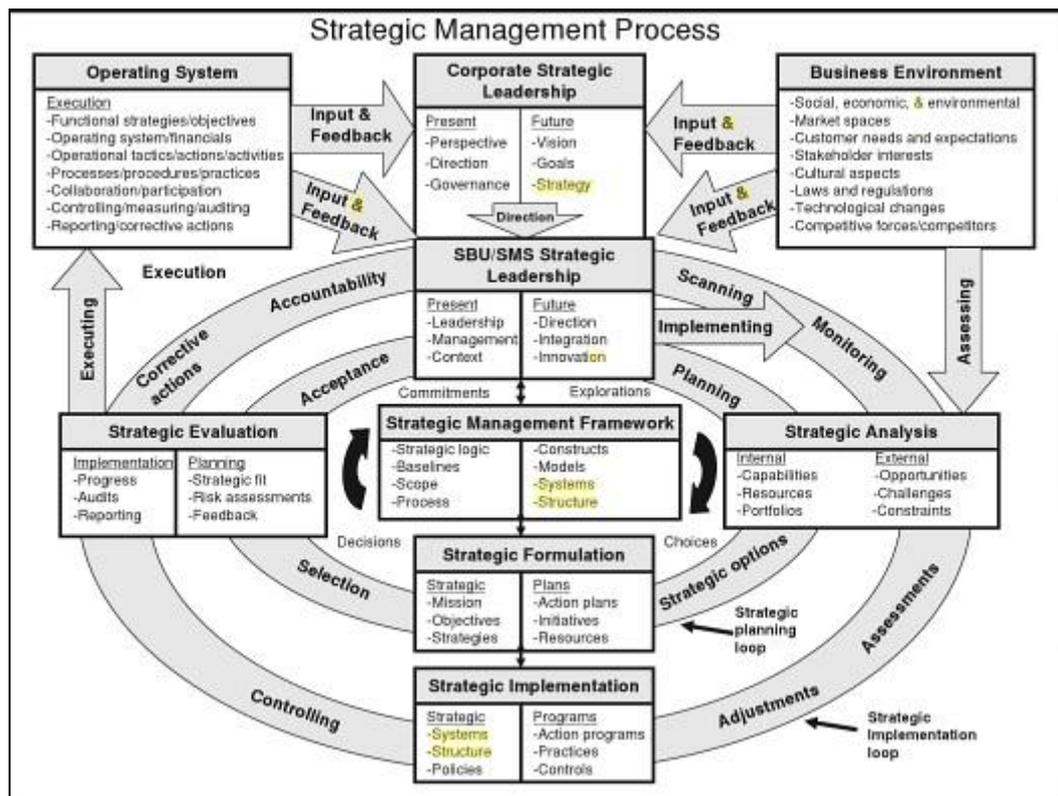


Figure 1: The Strategic Management Process²

For a team, a strategy could be as simple as a game plan for your next match or season planning, and would include desired outcomes, how this is going to be achieved and who is responsible. For a club, organisation or region, this may be the vision for the coming season, or a longer 3-5 year plan.

To be formulated it requires analysis both internally and externally, i.e. strengths, weakness, opportunities and threats.

Most good coaches and administrators can develop an appropriate strategy. That's the easy part, but how many can successfully implement the strategy to continuously provide the desired outcome?

Few successful teams, clubs and regions function without a well constructed and documented strategic plan.

"Those that implement the plans must make the plans", Patrick Hagerty, Texas Instruments.

² Enterprise-Wide Strategic Management, by David L Rainey, Cambridge University Press, 2010, pg 250

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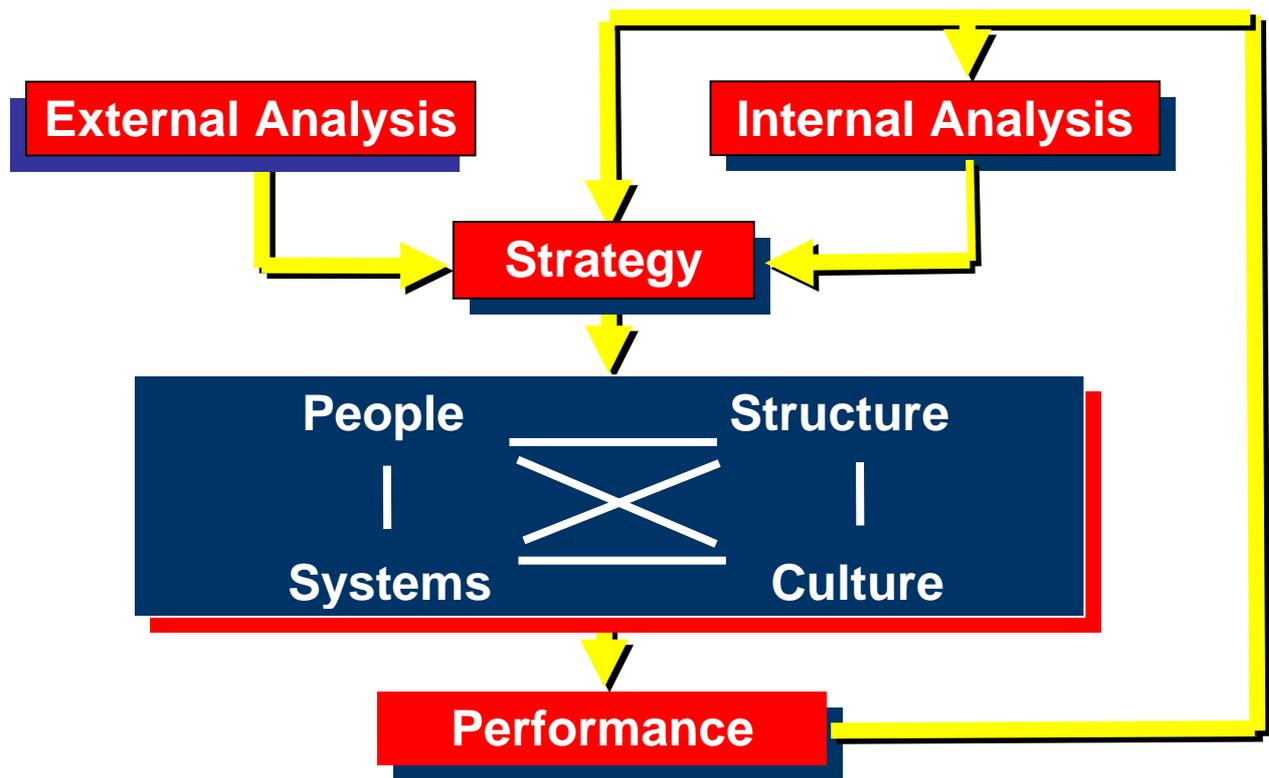


Figure 2: A Framework for Analysing Organisations & Teams³

Structure:

Structure refers to the basic design of the organization as represented in an organization chart. Structure reflects authority, communication patterns, and the responsibility for certain functions in the organization. Organization structure largely determines who works with whom and whether or not teams are designated formally to carry out the tasks of the organization.⁴

In a team environment "structure" is often the term used for attack and defence systems, but in the context of "the components of success", structure is the framework of who is responsible for what, who is responsible for whom, and how the communication systems work with the team, i.e.

- What are the responsibilities of the Head Coach, Assistants, Specialist Coaches, Trainer, Physiotherapist, Manager and Video Analyst, or Captain, Team Leaders and Players?
- Have they been provided, understand and agree on Position Descriptions?
- What contribution have they made, or understanding do they have of the club, organisation or regions strategic plans?
- Do they understand and are they committed to the desired outcomes of their role within the team and organisation?
- Does each position have an element of autonomy for decision making and an opportunity for reward for achievement?

³ www.wiley.com/college/schermerhorn/0470294418/ppt.../ch15.ppt

⁴ *Team Building: Proven Strategies for Improving Team Performance*, John Wiley & Sons, 2007, Ch 2.



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Structure can extend from match responsibilities, to pre-and-post game, training and player feedback, team and season reviews.

For a club or region the organisational structure may also include additional roles for finance, corporate compliance, development, or operational responsibilities, but the concept is the same. Your structure is the roles, responsibilities and reporting required to achieve the strategic outcomes.

"Structure Follows Strategy", Alfred Chandler Jr.

Systems:

The systems bridge the gap between strategy and structure. It facilitates strategy implementation and provides a flexible framework for people to perform the appropriate actions, activities, and tasks associated with the team goals.⁵

Systems are the processes and procedures for implementation of team, club and regional strategies. For teams they can include; playing systems, measurement, communication, match and opposition analysis, software, player feedback, remuneration, reporting etc. For clubs and regions these extend to, financial & budgeting, information, development, recruitment, management, etc.

If, "strategy" is the "what and the why", "structure" in the "who and the where", then "systems" are the "how and the when" of your team or organisation.

"...systems are the glue that links strategies with structure and provides the pathways towards implementation and execution." (Peters & Waterman)

If you have a strategy, you need a system to identify it, develop it, communicate it implement it, manage it, measure it and review it.

People:

For a team to succeed, team members must have the skills and experience to accomplish the task, and they must have the motivation to succeed...⁶

William G. Dyer, W. Gibb Dyer Jr., Jeffrey H. Dyer and Edgar H. Schein in their book on team building outline the Four Cs of team development:

1. **Context:** refers to the organizational environment in which the team must work. Understanding context, and how it influences team performance.
2. **Composition:** concerns the skills and attitudes of team members. You have to have the "right people on the bus" to make things happen as a team and achieve top performance.
3. **Competencies:** successful teams have certain competencies that exist independent of any single member of the team but are embedded in the team's formal and informal processes—its way of functioning.
4. **Change Management:** High-performing teams must change and adapt to new conditions to be effective over time. Factors related to team context, composition, and competencies may need to be changed for the team to succeed in reaching a new goal.

⁵ *Team Building: Proven Strategies for Improving Team Performance, John Wiley & Sons, 2007, Ch 2.*

⁶ *Team Building: Proven Strategies for Improving Team Performance, John Wiley & Sons, 2007, Ch 3.*

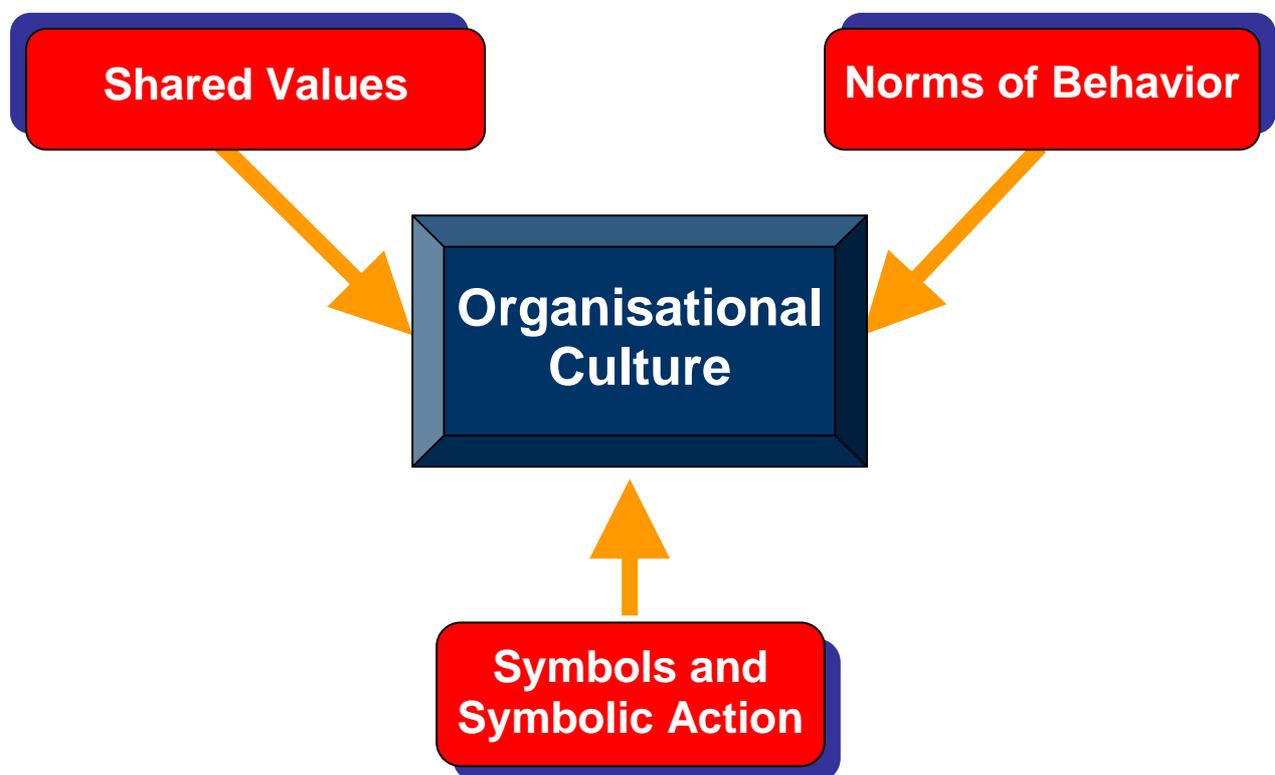
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Clubs and regions also need to consider if they recruit from outside their club, or develop from within, or a mixture of both. This recruitment or development also extends to within the team management, and critically to the administration. The source of success with many clubs and teams stems from the quality of their club administration or Board.

Culture:

Culture is probably the most significant factor in team development. While this component is very powerful, it is often the most difficult to detect and is the most difficult to change. An organization's culture represents the basic shared values and assumptions held by most people in the organization. Culture defines what things are right or wrong, what is valued, how one gets into trouble, and how people are expected to see the whole sporting world.⁷

Figure 3: Organisational Culture



A club may have some long established traditions that help to shape the culture of a team and we often debate the development of a "winning culture". The shared values or behaviours may have developed internally from within the team or club, or may be affected by external factors, i.e. ethnic background, demographics, wealth or education, etc.

Wallabies Coach, Ewen McKenzie, in a 2011 address to ARU Level II Coaches said that, "*The two most important roles of a Head Coach are; recruitment (finding the right people) and building belief (developing the right culture).*"

⁷ *Team Building: Proven Strategies for Improving Team Performance, John Wiley & Sons, 2007, Ch 2*



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Putting the Components Together:

The components of success are not mutually exclusive, but each requires consideration, planning and effective implementation.

If your plan is to win a premiership or a championship and this outcome meets the **strategic** goals of your club or organisation, then do you have the right people and the right culture? Does your structure and systems facilitate the achievement of the required programs? Does everyone understand the vision and how it is planned to be achieved?

If your club's plan is to increase participation, or become financial sustainable, do the coaches' strategies include or match these goals. Are your members "on board" with your vision? Does your administration have the expertise, knowledge and experience to develop the systems required?

Does your team or club **structure** assist or hinder your people in getting their job done? Do your staff and volunteers have some autonomy to do their job to the best of their ability? Do they understand the boundaries in which they are required to work? Will they share in the team or club success? Will there be opportunities for advancement or development (rewards) from their involvement?

What **systems** do you have in place to achieve success? What are the Key Performance Indicators and do you have systems to implement your plans and monitor your results?

Do you have the required personnel within your team, your team management, or your organisational management? Will the **people** you bring in fit the team or club culture, or will they help to enhance or change the culture? Do their personality types fit the role or the team in which they will be working?

What is the **culture** within your team or club? Does this help or hinder your strategy? Is cultural change required? What barriers may your people create to this change? Do you fit the people and strategy to the culture, or develop the strategy and fit the people and the culture?

What comes first?

That depends on the context of your team, club or region. How much have you inherited and how open are the participants to change?

What is clear this that you'll need a strategy to implement each component of success, the right structure to facilitate the planning and the best systems to implement, manage and review your plans.

However, if you don't have the right people and the same shared values, it's unlikely you'll ever develop the strategy, structure or systems anyway...

The degree of difficulty and relative importance increases as you move through or develop the components: **Strategy** ○ **Structure** ○ **Systems** ○ **People** ○ **Culture**

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Footnote:

Why provide an ARU Level III Paper on these components, when the majority of papers discuss skills, sports science, coaching, technical & tactical?

Answer:

Because, if you get the components for success right, you'll create an atmosphere of continuous improvement, where all these other areas will come together.

Find a successful team and you'll find they have all these components working.

Find a non-performing team or club and you'll find that one or more of these components are missing.

Want to develop a successful team or club? Then start analysing all these components, develop deliberate plans for each one, introduce a structure to facilitate them, implement systems to manage them, develop or find the right people, maintain, develop or change the culture to share the vision.

"All progress is initiated by challenging current conceptions and executed by supplanting existing institutions." - George Bernard Shaw

References:

1. http://en.wikibooks.org/wiki/Business_Strategy/The_Japanese_Challenge
2. *Enterprise-Wide Strategic Management*, by David L Rainey, Cambridge University Press, 2010, pg 250
3. www.wiley.com/college/schermerhorn/0470294418/ppt.../ch15.ppt
4. *Team Building: Proven Strategies for Improving Team Performance*, John Wiley & Sons, 2007, Ch 2
5. *Developing Business Strategies*, David A. Aaker, John Wiley & Sons, 2001
6. *Australian Graduate School of Management, Making Strategy Happen*