

Case Study 4



HAINES CENTRE FOR STRATEGIC MANAGEMENT

Client: St Albans Sports Club
Sector: Not-for-profit
Consultant: Dr Lewis Atkinson



Problem Statement

Undertake an Organisational Review: Board and Management. The specific focus was to assess the human resource management aspects of board and management structures and processes. The rapidly changing operating environment for the gaming industry in Victoria and the shifting expectations of the membership base meant that it was time for change. Another focus was to highlight the club's values and how these should continue to guide governance and operations, as the organisation is a suburban not-for-profit member and community focused club - not a large corporate entity.

Recommendations

- Assess the efficacy of current board composition and management structures, including benchmarking against other clubs
- Review future board composition and management structure
- Evaluate operational processes, by department, including benchmarking against other clubs
- Effectively implement suggested changes as a result of this review

Implementation

A subsequent implementation review and scorecard, created from a survey of the Board and staff, revealed that they have all made a significant contribution to some major changes that have occurred over the past 15 months.

"The Haines team was highly consultative with the management and staff and very sensitive to the time constraints of the Board members. The Haines team made every effort to work around the practical, operational and governance constraints of a suburban not-for-profit sports club. We think that the changes recommended by the Haines team and subsequently implemented by our Board, new management and staff contributed to recognition by our industry peers and winning the Best Entertainment Sports Club." Board and Management of St Albans Sports Club.

Observations

The biggest "gap" still to fill was the formation of the five sub-committees aligned to each of the five strategic focus areas.

Before making any major progress in these strategic focus areas, under the direction of these sub-committees, the club had been waiting for new staff to be recruited into the three new positions as follows:

- Marketing
- Administration
- Full-time Maintenance

Outcome

St Albans Sports Club won the Best Entertainment Sports Club at the Community Clubs Victoria annual awards night in 2014.





Haines Centre for Strategic Management

Consulting and Training

powered by Systems Thinking Approach®

The Haines Centre for Strategic Management is an internationally recognised, leading-edge global alliance of diverse master consultants and facilitators with offices in 10 countries.

Our organisation makes a meaningful difference in the world by applying strategic and systems thinking principles to generate value for our clients and ourselves.

biography



Dr Lewis Atkinson has experience in commercialising technology and value adding to knowledge through its translation to practice.

Lewis is a natural systems thinker who has a PhD in Chemical Engineering and Masters of Business Administration from the University of Queensland.

After beginning his career in planning and research, with Unifoods Australia, Lewis became Research and Information Services Manager for the CSIRO technology start-up Australian Meat Technology Limited in 1993.

Lewis was a senior manager in the team who founded an industry owned company Meat and Livestock Australia Limited.

Haines Strategic Management Consultants Key Strengths

01 innovation

"leverage knowledge to secure traction for innovative solutions in the organisation"



02 vision

"champion new insights with key stakeholders to view issues from different perspectives"

03 integration

"engage and build relationships to create sustainable collaborative partnerships"



04 facilitation

"facilitate safe environments for self-reflection and learning in the organisation"



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