

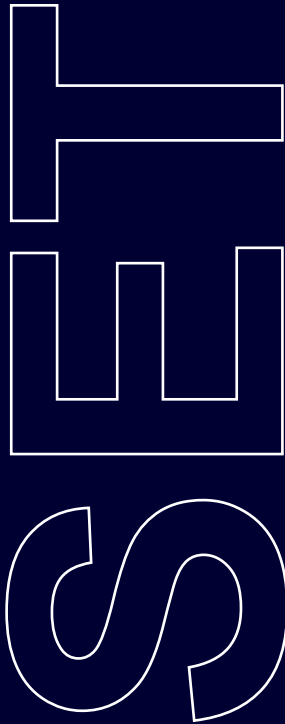


Australian Government
Australian Sports Commission

Roadmap:
An **all inclusive** approach to
governance and leadership
in Australian sport







Section 2: Implementation

This section is designed on the core premise of Intersectionality as a form of critical inquiry and practice – it reflects the relationality between knowing and doing as interconnected.

There are 3 levels of intersectional practice – Examine, Evolve, Elevate. These move us from inquiry (knowing) to praxis (doing).

- Examine: Self-reflection/
Collective reflection/
Challenging assumptions
- Evolve: What have we learnt?
What can we do/change?
- Elevate: What actions have we taken? What has changed?

Each level explores themes identified in the national consultation process which led to the development of the Roadmap.



HOW TO APPLY THE ROADMAP

Implementation of this Roadmap is designed to be flexible.

You may choose to explore one theme at a time or several themes you identify as leadership and governance priorities. There are no timelines attached to implementing the Roadmap. The sooner you begin, the earlier your sport organisation will experience the benefits.

Examine: is based on reflexive practice at the Board and leadership level.

It requires that you allocate designated times to genuinely reflect on the series of questions provided.

Options for reflecting on questions:

- Individual reflection with group-based feedback / discussion
- Group based discussion
- A facilitated conversation (facilitator with intersectionality experience)

A note taker will be required across all options so that discussions can be captured to inform **Evolve** and **Elevate**.

Evolve: is action focused.

Based on learnings from Examine, the Board and Leadership group will make decisions on actions to transform leadership and governance practice.

This may include developing and implementing an action plan that addresses interpersonal, cultural and systems domains.

Actions:

- must be leadership and governance focused
- may involve cultural and systems changes that engage staff
- might be integrated into existing work the sport organisation is doing
- may engage relevant staff in actioning

Visible leadership action and accountability are critical to see outcomes from this level.

Elevate: is change focused.

This stage can only be explored once enough time has been allowed for actions to take effect.

Elevate requires the Board and leaders to identify changes that reflect progress towards greater equity, inclusivity, and responsiveness to diverse needs and experiences.

This may include evaluating:

- impact of systems changes
- visible changes in organisational culture and power structures
- visible changes in leadership practice and decision making
- equitable voices and representation in decision-making



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My invitation to leaders who have not had the same lived experience as me is to be bold enough and curious enough to start a conversation that is based on connecting and understanding.

Teuila Reid
General Manager, Helping Hoops

EXAMINE, EVOLVE & ELEVATE

Exploring key domains of power through Implicit, Semi-Explicit and Explicit conditions



Interpersonal



Cultural



Structural





EXAMINE: IMPLICIT CONDITIONS

Implicit Conditions

These are our deeply held beliefs and assumptions, habitual ways of operating that influence how sport leaders, think, do, talk etc. Examining issues through an intersectional lens involves delving into the multiple layers of identity and power dynamics that intersect to shape individuals' experiences.

Link to Sports Governance Standards:

1. The spirit of the game – values driven by culture and behaviours

Interpersonal



Colonised systems and structures

How do power dynamics shaped by colonial history influence interpersonal relationships and interactions?

Bias and Discrimination

How do individual biases and discriminatory behaviours manifest in everyday interactions and relationships?

Negative and/or cultural stereotypes

How do stereotypes influence individual perceptions and interactions, shaping social hierarchies and power dynamics?

Need to fit in/adopt norms

How do individuals navigate and negotiate social norms in their interactions with others, considering power dynamics and social hierarchies?

Cultural



Colonised systems and structures

How are colonial narratives and ideologies embedded in cultural norms and practices?

Bias and Discrimination

How are biases reinforced and normalised within cultural discourses and representation?

Negative and/or cultural stereotypes

How are stereotypes perpetuated and reinforced through cultural narratives?

Need to fit in/adopt norms

How are norms constructed and reinforced within sports contexts, shaping individuals' sense of belonging and acceptance?

Structural



Colonised systems and structures

How do historical colonial legacies manifest in present-day sports systems and structures? In what ways do these systems perpetuate inequality and marginalisation for certain groups and individuals?

Bias and Discrimination

What are the underlying biases embedded within sports social interactions? How do these biases affect different groups disproportionately?

Negative and/or cultural stereotypes

How do stereotypes about identity influence perceptions and decision making? In what ways do these stereotypes intersect and compound the marginalisation of certain groups?

Need to fit in/adopt norms

How do sports norms dictate acceptable behaviour, speech, appearance, social expectations? Who sets these norms, and how do they exclude or marginalise certain identities?



Interpersonal

Not feeling safe or respected

How do power dynamics influence individuals' experiences of safety and respect in their interactions with others?

Tokenism

How do 'token' individuals experience and navigate their roles within interpersonal relationships and social groups?

Culture that feels exclusive

How do power dynamics shape individuals' experiences of inclusion and exclusion within interpersonal relationships and social groups?



Cultural

Not feeling safe or respected

How are notions of safety and respect culturally constructed and interpreted within sports?

Tokenism

How are 'token' individuals portrayed and perceived within cultural narratives and representations?

Culture that feels exclusive

How are exclusivity and inclusion/exclusion negotiated within cultural discourses and practices?



Structural

Not feeling safe or respected

What factors contribute to feeling unsafe and a lack of respect among certain groups?
How do these feelings intersect with other forms of oppression and discrimination?

Tokenism

How does 'token' representation within sports mask deeper issues of inequality?
In what ways does tokenism fail to address systemic barriers faced by marginalised groups?

Culture that feels exclusive

What aspects of culture contribute to feelings of exclusion for certain groups?
How do power dynamics within cultural spaces reinforce exclusivity?



EXAMINE: IMPLICIT CONDITIONS

Interpersonal



Privilege

How do individuals' privileges intersect and manifest in their interpersonal interactions and relationships?

Resistance to changing the status quo

How do power dynamics influence individuals' resistance or compliance with efforts to challenge the status quo within interpersonal relationships and social groups?

Belief that the current system is equitable

How do individuals' beliefs about the fairness of the current system influence their interpersonal interactions and relationships?

Cultural



Privilege

How is privilege perpetuated and normalised within cultural narratives and discourses?

Resistance to changing the status quo

How are narratives of resistance constructed and perpetuated within cultural discourses?

Belief that the current system is equitable

How are beliefs in the equity of the current system reinforced and normalised within cultural discourses and narratives?

Structural



Privilege

How is privilege conferred to certain groups? In what ways does privilege operate to maintain the status quo and perpetuate inequality?

Resistance to changing the status quo

What factors contribute to resistance against efforts to address systemic inequalities? How do power dynamics and privilege play a role in perpetuating resistance to change?

Belief that the current system is equitable

How do dominant narratives perpetuate the myth of meritocracy and equal opportunity? In what ways does this belief ignore the lived experiences of marginalised groups and uphold systemic oppression?





EVOLVE AND ELEVATE: IMPLICIT CONDITIONS

Evolve Implicit Conditions

Applying to practice to transform leadership and governance practice.

Elevate Implicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Interpersonal



Foster Accountability and Transparency

Hold individuals accountable for their interpersonal interactions and behaviours, particularly in relation to power dynamics and privilege.

Establish clear expectations for respectful and inclusive communication within your organisation.

Consider values, codes of conduct, upstander training

Collaborate with Stakeholders

Engage in dialogue and collaboration with diverse stakeholders to address interpersonal dynamics and promote inclusivity.

Seek input and feedback from marginalised groups to ensure their perspectives are heard and valued in decision-making processes.

Monitor Progress and Adapt Strategies

Establish mechanisms for monitoring and addressing interpersonal dynamics. E.g. an annual anonymous survey
Regularly assess progress towards building inclusive and equitable interpersonal relationships and adapt strategies as needed.

Interpersonal

Accountability and Transparency

Evaluate whether mechanisms for accountability and transparency are effectively addressing issues of interpersonal power dynamics and privilege.

Look for evidence of accountability for harmful behaviours and actions, as well as transparency in decision-making processes.

Improved Interpersonal Relationships

Look for evidence of improved relationships and communication among diverse stakeholders.

Assess whether all individuals feel respected, valued, and included in interpersonal interactions.

Conflict Resolution and Mediation

Assess the effectiveness of conflict resolution and mediation processes in addressing interpersonal conflicts related to power dynamics and privilege.

Look for evidence of fair and equitable resolution of conflicts, with attention to underlying systemic issues.

Themes addressed

Bias and Discrimination

Negative and/or cultural stereotypes

Belief that the current system is equitable

Not feeling safe or respected

Evolve Implicit Conditions

Applying to practice to transform leadership and governance practice.

Cultural



Promote Cultural Awareness and Responsiveness

Provide cultural awareness training and education to all members of your organisation.

Foster an organisational culture that values diversity and promotes inclusivity.

Challenge Tokenism and Exclusivity

Address cultural norms and practices that perpetuate tokenism and exclusivity.

Create opportunities for genuine representation and participation from marginalised groups in decision making.

Engage in Continuous Learning and Reflection

Encourage ongoing learning and reflection on unconscious bias.

Create spaces for dialogue and exchange of ideas to promote ongoing learning.

Elevate Implicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Cultural

Cultural Shifts

Observe changes in organisational culture towards greater respect for diversity and inclusivity.

Look for evidence of cultural norms and practices that promote belonging and value different perspectives.

Increased Cultural Competency

Assess the level of cultural competency among leadership.

Look for improvements in understanding and respect for cultural differences, as well as efforts to actively challenge stereotypes and biases.

Genuine Representation

Evaluate the extent to which representation of marginalised groups is genuine rather than tokenistic.

Look for meaningful engagement and participation from diverse voices in decision-making processes.

Themes addressed

Colonised systems and structures

Bias and Discrimination

Tokenism

Privilege

Culture that feels exclusive



EVOLVE AND ELEVATE: IMPLICIT CONDITIONS

Evolve Implicit Conditions

Applying to practice to transform leadership and governance practice.

Structural



Identify Areas for Change

Conduct a thorough assessment of the structural policies, procedures, and systems within your governance framework. Identify areas where structural inequalities and biases are embedded and where changes are needed to promote equity and inclusion.

Address Power Imbalances

Implement structural changes to redistribute power more equitably within your governance framework. Consider changes to decision-making processes to ensure marginalised voices are heard and valued.

Develop Inclusive Policies and Practices

Review and revise organisational policies and practices to eliminate barriers and promote inclusivity. Implement new policies that address systemic biases.

Foster Accountability and Transparency

Establish transparent mechanisms for accountability, such as regular reporting on diversity and inclusion metrics. Hold leaders and decision-makers accountable for promoting equity and addressing systemic issues.

Elevate Implicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Structural

Increased Representation and Participation

Look for greater representation of marginalised groups in leadership positions, decision-making bodies, and key committees.

Evaluate the diversity of voices and perspectives included in important discussions, initiatives and decision making.

Policy and Procedural Changes

Assess the implementation of new policies and procedures aimed at promoting equity and inclusion. Look for changes in hiring practices, promotion criteria, and resource allocation that reflect a commitment to addressing systemic biases.

Redistribution of Power

Monitor changes in power dynamics within the organisation or governance framework. Evaluate whether decision-making processes have become more inclusive and participatory, with marginalised voices given greater weight.

Themes addressed

Colonised systems and structures

Bias and Discrimination

Privilege

Culture that feels exclusive





EXAMINE: SEMI-EXPLICIT CONDITIONS

Semi-Explicit Conditions

Quality of connections and communication among different stakeholders, especially those with differing histories / viewpoints.

Link to Sports Governance Standards:

1. The spirit of the game – values driven culture and behaviours
2. The team – aligned sport through collaborative governance
3. The players – a diverse board to enable considered decision-making

Interpersonal



Leaving the sector due to barriers and exclusion

How do power dynamics in interpersonal relationships contribute to individuals feeling excluded and marginalised?
 What role do interpersonal interactions and behaviours play in perpetuating or challenging barriers to inclusion?

Stereotypes – do not feel they can be themselves at work

How do power dynamics in interpersonal relationships influence individuals' ability to be themselves at work?
 What steps are being taken to create supportive interpersonal environments that challenge stereotypes and promote authenticity?



Cultural

Leaving the sector due to barriers and exclusion

How do cultural norms within sports reinforce feelings of exclusion and marginalisation?
 In what ways do cultural attitudes and expectations shape individuals' decisions to leave?

Stereotypes – do not feel they can be themselves at work

How do cultural norms and values within sport reinforce stereotypes and expectations around identity?
 What efforts are being made to create a culture where individuals feel empowered to express their authentic selves?



Structural

Leaving the sector due to barriers and exclusion

How do structural barriers within sports contribute to individuals leaving due to exclusion?
 What policies or practices perpetuate these barriers, particularly for marginalised groups?

Stereotypes – do not feel they can be themselves at work

How do structural inequalities within the sector perpetuate stereotypes and inhibit individuals from being their authentic selves?
 Are there policies or practices in place that address stereotypes and promote inclusivity?



Interpersonal

Pressure to fit in with norms

How do power dynamics in interpersonal relationships reinforce or challenge normative behaviours?

What efforts are being made to create inclusive interpersonal environments that value diversity and authenticity?

Lack of authentic consultation

How do power dynamics in interpersonal relationships influence who feels comfortable speaking up and being heard? What steps are being taken to create a culture of openness and inclusivity that encourages authentic consultation?



Cultural

Pressure to fit in with norms

How do cultural norms and values shape perceptions of what it means to “fit in” within the sector?

In what ways do cultural expectations influence individuals’ experiences of pressure to conform?

Lack of authentic consultation

How do cultural norms and values influence perceptions of who is deserving of voice? In what ways do cultural attitudes towards authority and expertise affect authentic consultation?



Structural

Pressure to fit in with norms

What are the dominant norms and expectations within the organisation, and how do they privilege certain people over others? How does identity influence individuals’ experiences of pressure to conform to these norms?

Lack of authentic consultation

How do power dynamics based on identity impact who is consulted and whose voices are heard in decision-making processes? In what ways does the lack of authentic consultation reinforce existing inequalities and exclusion?

EXAMINE: SEMI-EXPLICIT CONDITIONS

Interpersonal



Recruitment exclusivity and network biases

How do power dynamics in interpersonal relationships influence who has access to recruitment networks and opportunities?

What efforts are being made to address network biases and create more equitable access to opportunities?

Traits of leaders typically masculine

How do power dynamics in interpersonal relationships reinforce or challenge traditional norms in leadership?

What efforts are being made to promote diverse leadership styles and challenge stereotypes about effective leadership?

Cultural



Recruitment exclusivity and network biases

How do cultural norms and values shape perceptions of who is deemed “fit” for recruitment and advancement?

In what ways do cultural attitudes towards meritocracy and networking affect recruitment practices?

Traits of leaders typically masculine

In what ways do cultural attitudes towards leadership affect the representation of diverse leadership styles?

Structural



Recruitment exclusivity and network biases

How do structural biases in recruitment processes perpetuate exclusivity within the sector?
Are there systemic barriers that limit access to recruitment networks for marginalised individuals?

Traits of leaders typically masculine

How do norms and stereotypes influence perceptions of leadership traits and behaviours?
In what ways do these norms create barriers for individuals who do not conform to expectations?



Interpersonal

Average tenure of those in leadership roles is 10 year +

How do power dynamics in interpersonal relationships contribute to the perpetuation of long leadership tenures?

What efforts are being made to promote leadership diversity and facilitate opportunities for new voices and perspectives?

Homogenous leaders and lack of diversity

How do power dynamics in interpersonal relationships reinforce or challenge homogeneity in leadership?

What efforts are being made to promote inclusivity and diversity in leadership selection processes and decision-making?



Cultural

Average tenure of those in leadership roles is 10 year +

How do cultural attitudes towards leadership and authority impact the longevity of leaders within the sector?

In what ways do cultural norms around loyalty and stability influence leadership tenure?

Homogenous leaders and lack of diversity

How do cultural norms and values within the sector perpetuate homogeneity in leadership?

In what ways do cultural attitudes towards leadership and identity affect opportunities for diverse leadership representation?



Structural

Average tenure of those in leadership roles is 10 year +

How do structural factors contribute to the longevity of leaders within the sector?

How do power dynamics influence who is able to attain and maintain leadership positions for extended periods?

Homogenous leaders and lack of diversity

How do structural barriers contribute to the lack of diversity in leadership?

How does identity impact individuals' perceptions of belonging and advancement within sports organisations led by homogenous leadership?



EVOLVE & ELEVATE: SEMI-EXPLICIT CONDITIONS

Evolve Semi-Explicit Conditions

Applying to practice to transform leadership and governance practice.

Interpersonal



Conduct a comprehensive assessment

Assess interpersonal dynamics and power relations to understand how they impact inclusion and collaboration.

Identify opportunities for improving communication, building trust, and addressing conflicts related to power differentials.

Establish clear goals and objectives

Set goals for improving interpersonal relationships and communication across all levels of the organisation. Define objectives for promoting inclusive leadership behaviours, such as active listening, empathy, and inclusive decision-making processes.

Provide training and education

Offer training programs on effective communication, conflict resolution, and allyship to improve interpersonal relationships and promote a culture of respect and collaboration.

Provide resources and support for employees to develop empathy, cultural sensitivity, and active listening skills.

Elevate Semi-Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Interpersonal

Improved Interpersonal Relationships

Look for evidence of improved relationships and communication among members of the organisation. Assess whether all individuals feel respected, valued, and included in interpersonal interactions.

Conflict Resolution and Mediation

Assess the effectiveness of conflict resolution and mediation processes in addressing interpersonal conflicts related to power dynamics and privilege. Look for evidence of fair and equitable resolution of conflicts, with attention to underlying systemic issues.

Themes addressed

Stereotypes – do not feel they can be themselves at work

Lack of authentic consultation

Leaving the sector due to barriers and exclusion

Pressure to fit in with norms

Evolve Semi-Explicit Conditions

Applying to practice to transform leadership and governance practice.

Interpersonal



Foster inclusive leadership

Provide training and support for leaders to develop their interpersonal skills and build inclusive team cultures.

Encourage leaders to actively listen to the perspectives of others, foster psychological safety within teams, and address instances of bias or discrimination promptly and effectively.

Promote accountability and transparency

Establish clear expectations for behaviour and conduct that promote inclusive and respectful interpersonal relationships.

Implement feedback mechanisms, such as 360-degree assessments or anonymous surveys, to gauge the effectiveness of interpersonal dynamics and identify areas for improvement.

Elevate Semi-Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Interpersonal

Accountability and Transparency

Evaluate whether mechanisms for accountability and transparency are effectively addressing issues of interpersonal power dynamics and privilege.

Look for evidence of accountability for harmful behaviours and actions, as well as transparency in decision-making processes.

Themes addressed

Stereotypes – do not feel they can be themselves at work

Lack of authentic consultation

Leaving the sector due to barriers and exclusion

Pressure to fit in with norms



EVOLVE & ELEVATE: SEMI-EXPLICIT CONDITIONS

Evolve Semi-Explicit Conditions

Applying to practice to transform leadership and governance practice.

Cultural



Conduct a comprehensive assessment

Evaluate organisational culture and values to identify norms and attitudes that perpetuate inequality and exclusion.

Identify cultural shifts necessary to create a more inclusive environment, such as promoting cultural responsiveness and fostering a sense of belonging for all members.

Establish clear goals and objectives

Define goals for cultural transformation, such as promoting values of inclusivity, respect, and equity throughout the organisation.

Establish objectives for fostering a more inclusive culture, such as implementing training programs on unconscious bias and creating affinity groups for marginalised employees.

Provide training and education

Offer training and workshops for all employees to raise awareness of unconscious biases.

Provide education on the value of diversity and inclusion in driving innovation, creativity, and organisational success.

Elevate Semi-Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Cultural

Cultural Shifts

Observe changes in organisational culture towards greater respect for diversity and inclusivity.

Look for evidence of cultural norms and practices that promote belonging and value different perspectives.

Increased Cultural Competency

Assess the level of cultural competency among members of leadership and across the organisation more broadly.

Look for improvements in understanding and respect for cultural differences, as well as efforts to actively challenge stereotypes and biases.

Themes addressed

Stereotypes – do not feel they can be themselves at work

Pressure to fit in with norms

Traits of leaders typically masculine

Recruitment exclusivity and network biases

Homogenous leaders and lack of diversity

Evolve Semi-Explicit Conditions

Applying to practice to transform leadership and governance practice.

Cultural



Foster inclusive leadership

Promote leadership models that prioritise collaboration, empathy, and inclusivity over traditional hierarchical structures.

Encourage leaders to model inclusive behaviours and create opportunities for diverse voices to be heard and valued within decision-making processes.

Promote accountability and transparency

Foster a culture of accountability where all members feel empowered to speak up about instances of discrimination, bias, or exclusion.

Create channels for feedback and dialogue to ensure that concerns related to cultural dynamics are addressed transparently and effectively.

Elevate Semi-Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Cultural

Genuine Representation

Evaluate the extent to which representation of marginalised groups is genuine rather than tokenistic. Look for meaningful engagement and participation from diverse voices in decision-making processes.

Themes addressed

Stereotypes – do not feel they can be themselves at work

Pressure to fit in with norms

Traits of leaders typically masculine

Recruitment exclusivity and network biases

Homogenous leaders and lack of diversity



EVOLVE & ELEVATE: SEMI-EXPLICIT CONDITIONS

Evolve Semi-Explicit Conditions

Applying to practice to transform leadership and governance practice.

Structural



Conduct a comprehensive assessment

Assess structural policies, procedures, and systems to identify barriers to diversity, equity, and inclusion (DEI). Identify areas where structural changes are needed to promote DEI, such as recruitment processes, decision-making structures, and resource allocation.

Establish clear goals and objectives

Set goals for structural changes that promote DEI, such as increasing representation of marginalised groups in leadership positions or implementing inclusive recruitment practices.

Define measurable objectives to track progress towards these goals, such as targets for diversity in employment or promotion rates for underrepresented groups.

Elevate Semi-Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Structural

Policy and Procedural Changes

Assess the implementation of new policies and procedures aimed at promoting equity and inclusion. Look for changes in organisational policies that address systemic biases and promote fairness and transparency.

Themes addressed

Recruitment exclusivity and network biases

Average tenure of those in leadership roles is 10 year +

Homogenous leaders and lack of diversity

Evolve Semi-Explicit Conditions

Applying to practice to transform leadership and governance practice.

Structural



Foster inclusive leadership

Establish leadership development programs that emphasise the importance of inclusive leadership behaviours and practices.

Provide mentorship and coaching opportunities for emerging leaders from underrepresented groups to support their advancement into leadership positions.

Promote accountability and transparency

Establish mechanisms for accountability and transparency in decision-making processes, such as diversity dashboards.

Hold all leaders and managers accountable for promoting DEI goals and outcomes.

Elevate Semi-Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Structural

Redistribution of Power

Monitor changes in power dynamics, particularly in decision-making processes.

Evaluate whether marginalised voices are given greater weight and influence in governance and leadership roles.

Increased Representation and Participation

Look for greater representation of marginalised groups in leadership positions, decision-making bodies, and key committees.

Evaluate whether structural changes have been made to promote diversity and inclusion, such as revisions to recruitment processes or changes to governance structures.

Themes addressed

Recruitment exclusivity and network biases

Average tenure of those in leadership roles is 10 year +

Homogenous leaders and lack of diversity



EXAMINE: EXPLICIT CONDITIONS

Explicit Conditions

The Policies, rules, regulations and priorities that guide sports leaders' own and others actions. Formal practices, procedures, processes, guidelines, networks, as well as informal shared habits. Resource Flows including how money, people, knowledge, information, and other assets are allocated and distributed is sport.

Link to Sports Governance Standards:

4. The gameplan – a clear vision that informs strategy
5. The rulebook – documents that outline duties, powers, roles and responsibilities
6. The playbook – board processes which ensure accountability and transparency
7. The defence – a system which protects the organisation
9. The scorecard – embedded systems of internal review to foster continuous improvement

Interpersonal



Lack of career development opportunities and support

How do power dynamics in interpersonal relationships impact who receives career development opportunities and support, and who is overlooked?

Inequitable opportunities for advancement

How do power dynamics in interpersonal relationships affect who is perceived as “fit” for advancement and who is overlooked for promotion?

Cultural



Lack of career development opportunities and support

How do cultural norms and values influence perceptions of who is deserving of career development support?

Inequitable opportunities for advancement

How do cultural norms around leadership and success reinforce existing disparities in advancement opportunities?

Structural



Lack of career development opportunities and support

How does identity impact access to career development opportunities? In what ways do systemic barriers, such as biased hiring or promotion practices, contribute to unequal access to support for career advancement?

Inequitable opportunities for advancement

How do intersecting forms of discrimination and privilege shape who has access to opportunities for advancement? In what ways do structural barriers, such as lack of mentorship or sponsorship, contribute to disparities in advancement?



Interpersonal

Gap between policies and practices

How do power dynamics in interpersonal relationships impact the enforcement and interpretation of organisational policies, and who is held accountable for their implementation?

Barriers to access

How do power dynamics in interpersonal relationships affect who has access to resources and opportunities, and who is excluded or marginalised?



Cultural

Gap between policies and practices

How do cultural norms influence adherence to or deviation from established policies and procedures?

Barriers to access

How do cultural norms and values contribute to the creation or perpetuation of barriers to access?



Structural

Gap between policies and practices

How do privilege and power dynamics influence the implementation of policies aimed at promoting equity and inclusion? What structural barriers exist that prevent policies from being effectively translated into inclusive practices?

Barriers to access

How does identity intersect with systemic barriers to access, such as geographic location, language proficiency, or migration status? In what ways do structural inequalities perpetuate unequal access to resources and opportunities?

EXAMINE: EXPLICIT CONDITIONS

Interpersonal



DEI work is often siloed

How do power dynamics in interpersonal relationships impact collaboration and communication across departments or teams working on DEI initiatives?

Lack of cultural safety

How do power dynamics in interpersonal relationships impact the creation of inclusive and respectful environments where individuals feel culturally safe and valued?

Cultural



DEI work is often siloed

How do cultural attitudes towards diversity and inclusion influence the integration of DEI work into broader organisational strategies and practices?

Lack of cultural safety

How do cultural norms and values contribute to the creation or absence of cultural safety for all members?

Structural



DEI work is often siloed

How do privilege and power dynamics contribute to the siloing of diversity, equity, and inclusion (DEI) efforts?
What structural barriers exist that prevent DEI initiatives from being integrated into broader organisational strategies and practices?

Lack of cultural safety

How does identity intersect with experiences of cultural safety or lack thereof?
In what ways do structural inequalities perpetuate environments where individuals feel marginalised or excluded based on their identity?



Interpersonal

Lack of transparency and accountability

How do power dynamics in interpersonal relationships affect the willingness of individuals to hold themselves and others accountable for their actions and decisions?

Resource allocation means priorities are here and now

How do power dynamics in interpersonal relationships impact who has influence over resource allocation decisions and how they are made?



Cultural

Lack of transparency and accountability

How do cultural attitudes towards transparency and accountability influence the establishment and enforcement of mechanisms for oversight and accountability?

Resource allocation means priorities are here and now

How do cultural values around resource management and organisational priorities influence decision-making regarding resource allocation?



Structural

Lack of transparency and accountability

How do privilege and power dynamics influence transparency and accountability within decision making?

What structural barriers exist that prevent meaningful transparency and accountability mechanisms from being implemented?

Resource allocation means priorities are here and now

How does privilege shape resource allocation priorities?
In what ways do structural inequalities contribute to short-term thinking and limited investment in long-term equity initiatives?



EXAMINE: EXPLICIT CONDITIONS

Interpersonal



Governance has not changed in over 10 years

How do power dynamics in interpersonal relationships impact the ability of individuals to challenge and advocate for changes in governance structures and practices?

Rigid governance structures and funding cycles and practices

How do power dynamics in interpersonal relationships influence the perpetuation or challenge of rigid governance structures and practices, and who benefits or suffers as a result?

Cultural



Governance has not changed in over 10 years

How do cultural attitudes towards tradition and stability influence resistance to change in governance practices?

Rigid governance structures and funding cycles and practices

How do cultural norms around hierarchy and authority reinforce rigid governance structures and practices?

Structural



Governance has not changed in over 10 years

How do power dynamics influence decision-making processes within the governance structure? What structural barriers exist that prevent meaningful change and adaptation in governance practices?

Rigid governance structures and funding cycles and practices

How does privilege shape the design and implementation of governance structures and funding practices? In what ways do structural inequalities contribute to rigid structures that limit flexibility and responsiveness to diverse needs and experiences?



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If we keep pigeonholing people, we're just going around in circles. Co-design and collaboration create a better product and something more meaningful and relevant to the community.

Sarah Loh
CEO, Softball Australia



EVOLVE & ELEVATE: EXPLICIT CONDITIONS

Evolve Explicit Conditions

Applying to practice to transform leadership and governance practice.

Elevate Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Interpersonal



Conduct a comprehensive assessment

Assess interpersonal dynamics and power relations within the organisation to understand how they influence leadership behaviour and decision-making. Identify opportunities for improving communication, collaboration, and trust-building among leaders, staff, and stakeholders.

Set clear goals

Set goals and objectives for improving interpersonal relationships, communication, and collaboration among leaders, staff, and stakeholders. Develop strategies for building trust, resolving conflicts, and promoting psychological safety within teams and across the organisation.

Interpersonal

Positive Interpersonal Relationships

Improved trust, communication, and collaboration among leaders, staff, and stakeholders. Reduction in interpersonal conflicts and power struggles, leading to more cohesive and innovative teams.

Themes addressed

Barriers to access

Lack of cultural safety

Lack of transparency and accountability

Lack of career development opportunities and support

Evolve Explicit Conditions

Applying to practice to transform leadership and governance practice.

Interpersonal



Develop an action plan

Implement strategies for improving communication, collaboration, and conflict resolution skills among leaders, staff, and stakeholders.

Provide training and resources for developing empathy, active listening, and inclusive leadership behaviours.

Engage stakeholders and build coalitions

Facilitate opportunities for leaders and staff to engage in honest and open conversations about power dynamics, privilege, and inclusion.

Build trust and solidarity among team members through team-building activities, conflict resolution training, and mutual support networks.

Foster a culture of trust, mutual respect, and psychological safety where individuals feel valued, supported, and empowered to contribute their best.

Elevate Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Interpersonal

Empowered Leadership

Development of inclusive leadership behaviours, such as active listening, empathy, and inclusive decision-making.

Distribution of power and influence among team members, with a focus on shared leadership and collaboration.

Supportive Networks and Mentorship

Establishment of supportive networks and mentorship programs to empower marginalised individuals and promote their professional development.

Increased access to mentorship and sponsorship opportunities for underrepresented groups in leadership positions.

Themes addressed

Barriers to access

Lack of cultural safety

Lack of transparency and accountability

Lack of career development opportunities and support



EVOLVE & ELEVATE: EXPLICIT CONDITIONS

Evolve Explicit Conditions

Applying to practice to transform leadership and governance practice.

Cultural



Conduct a comprehensive assessment

Evaluate organisational culture, norms, and values to understand how they impact leadership practices and perpetuate inequalities.

Identify cultural shifts necessary to foster a more inclusive and respectful environment, such as promoting cultural competency training or recognising diverse leadership styles.

Set clear goals

Define goals and objectives for cultural change initiatives that promote inclusivity, respect, and empathy within the organisation.

Establish benchmarks for assessing progress and outcomes related to cultural transformation efforts.

Develop an action plan

Develop initiatives and programs to promote cultural change, such as awareness campaigns, and inclusive leadership development.

Provide resources and support for staff to participate in and engage in critical conversations about power and privilege.

Elevate Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Cultural

Inclusive Organisational Culture

Shift towards a culture of inclusivity, respect, and belonging where diverse perspectives are valued and celebrated.

Increased awareness and understanding of cultural differences and unconscious biases among staff and leaders.

Themes addressed

Inequitable opportunities for advancement

Governance has not changed in over 10 years

Barriers to access

Lack of cultural safety

Evolve Explicit Conditions

Applying to practice to transform leadership and governance practice.

Cultural



Engage stakeholders and build coalitions

Foster dialogue and collaboration among stakeholders to challenge cultural norms and values that perpetuate inequalities and exclusion.

Create spaces for sharing experiences, perspectives, and ideas to promote understanding and empathy across cultural differences.

Implement structural reforms

Implement cultural change initiatives aimed at challenging norms, values, and attitudes that perpetuate inequalities and exclusion.

Foster a culture of inclusivity, respect, and belonging through visible leadership, modelling of inclusive behaviours, and recognition of diverse contributions.

Elevate Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Cultural

Cultural Competency

Improvement in cultural competency skills among staff and leaders, leading to more effective communication, collaboration, and conflict resolution.

Reduction in incidents of discrimination, harassment, or microaggressions based on differences.

Supportive Work Environment

Creation of a psychologically safe environment where individuals feel empowered to speak up, challenge norms, and express their authentic selves.

Recognition and celebration of diverse cultural backgrounds, experiences, and contributions.

Themes addressed

Barriers to access

Lack of cultural safety

Lack of transparency and accountability

Lack of career development opportunities and support



EVOLVE & ELEVATE: EXPLICIT CONDITIONS

Evolve Explicit Conditions

Applying to practice to transform leadership and governance practice.

Structural



Conduct a comprehensive assessment

Assess governance structures, policies, and decision-making processes to identify systemic inequalities and barriers to inclusivity and accountability. Identify areas for structural reform, such as revising governance charters or restructuring decision-making bodies to promote diversity and equity.

Set clear goals

Define clear goals and objectives for structural reforms that promote equity and transparency in governance and decision-making. Ensure that goals align with broader organisational objectives and are measurable and achievable within specified timeframes.

Develop an action plan

Develop a comprehensive action plan outlining specific strategies, activities, and timelines for implementing structural reforms. Assign responsibilities and allocate resources to support implementation efforts and ensure accountability.

Elevate Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Structural

Equitable Resource Allocation

Fair and transparent allocation of resources to support diversity, equity, and inclusion initiatives. Prioritisation of long-term equity goals over short-term gains in resource allocation decisions.

Themes addressed

Gap between policies and practices

DEI work is often siloed

Resource allocation means priorities are here and now

Rigid governance structures and funding cycles and practices

Evolve Explicit Conditions

Applying to practice to transform leadership and governance practice.

Structural



Engage stakeholders and build coalitions

Engage with stakeholders from diverse backgrounds to ensure their perspectives are considered in governance decisions and reforms.

Build coalitions with individuals and groups who are committed to promoting structural changes that advance equity, transparency, and accountability.

Implement structural reforms

Implement reforms to governance structures, policies, and decision-making processes to promote equity and transparency.

Ensure that structural changes are communicated effectively and that stakeholders are engaged in the process of implementation.

Elevate Explicit Conditions

Evaluating efforts requires looking for changes that reflect progress towards greater equity, inclusivity and responsiveness to diverse needs and experiences.

Structural

Increased Diversity in Leadership

Greater representation of marginalised groups in leadership positions and decision-making bodies. Implementation of structural reforms that promote diversity, equity, and transparency in governance structures and processes.

Transparent Policies and Practices

Improved transparency in governance processes, such as decision-making, resource allocation, and policy development.

Establishment of accountability mechanisms to ensure adherence to organisational policies and values.

Themes addressed

Gap between policies and practices

DEI work is often siloed

Resource allocation means priorities are here and now

Rigid governance structures and funding cycles and practices



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