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# ClubED

## Bite-Sized Learning

CEI Monthly Newsletter



Club Education Institute

**Welcome to the April edition of our Bite-Sized Learning newsletter.**

**The Club Education Institute (CEI) is excited to continue with its case study learning modules — engaging and practical, and ‘real-life’ — now incorporated into our bite-sized lessons.**

Instead of solely focusing on theoretical concepts, CEI believes that delving into real-world scenarios offers a richer learning experience. The case studies will provide you with tangible examples of how the concepts, under discussion, can be applied in various situations. Whether you're looking to enhance your professional skills or simply broaden your knowledge base, these real-life examples will offer valuable insights and practical takeaways.

Embark on this learning journey with CEI and explore the endless possibilities that real-life case studies present. Dive in and discover!

The second case study is around managing operational boundaries, the pitfalls to be experienced and the solutions to be learned.

## **Navigating Operational Boundaries — Pitfalls and Solutions**

With a focus on the need for continuous professional development, the Board and CEO of *Club X* attended a recent CEI seminar. One director continued to get messages from staff about an operational situation at the Club. The director proceeded to respond to the staff member on how to deal with the workplace situation. The CEO engaged in a discussion with the director, who asserted innocence regarding operational matters. This interaction left the CEO feeling unsettled, perplexed and disheartened, while the director expressed disappointment over perceived undervaluation of their assistance. Consequently, a strained relationship developed between the two parties.

In the dynamic world of club leadership, directors play a crucial role in steering the ship. However, when they overstep their operational boundaries, it can lead to a host of challenges and pitfalls.

Let's explore the common missteps and their impact.

### **1 Micromanagement**

#### *Pitfall*

Directors immersing themselves in day-to-day operational minutiae can hinder efficiency. Micromanagement erodes the authority of managers and staff.

#### *Impact*

Decreased morale, reduced autonomy and slower decision making.

### *Solution*

Clear role definitions, delegation of operation to CEO and key measurable reportable metrics.

## 2 Loss of Focus on Strategic Priorities

### *Pitfall*

Directors excessively involved in operational matters may lose sight of their primary role — strategic governance.

### *Impact*

Missed opportunities, lack of long-term planning, and failure to address critical issues.

### *Solution*

Ask yourself the question 'is this operational or strategic?' — refrain from getting involved in anything operational.

## 3 Conflict with Management

### *Pitfall*

Bypassing management and directly instructing staff creates confusion and undermines the chain of command.

### *Impact*

Strained relationships, lack of trust and inefficiencies.

### *Solution*

Ensure all communication is directed to the CEO and any direct communication from staff on operational issues should be guided back to their managers or CEO.

## 4 Inadequate Expertise

### *Pitfall*

Directors lacking specialised knowledge in operational areas (e.g. finance, marketing, HR).

### *Impact*

Poor decisions, misaligned strategies and operational errors.

## 5 Time Drain

### *Pitfall*

Spending excessive time on operational minutiae reduces availability for strategic discussions.

### *Impact*

Missed board meetings, delayed decision-making and neglect of governance responsibilities.

### *Solution*

Prioritise time to understand more about the

economic, legislative and regulatory landscape we operate in.

## 6 Risk of Legal Liability

### *Pitfall*

Directly managing operations may inadvertently expose the club to legal risks.

### *Impact*

Lawsuits, fines and damage to reputation.

## 7 Conflict with Management

### *Pitfall*

Overriding management decisions weakens the authority of managers.

### *Impact*

Confusion among staff, lack of consistency and demotivated managers.

### *Solution*

When directors recognise they've crossed operational boundaries, proactive steps, such as clear communication and role clarification, can repair relationships and restore trust within the organisation.

**The Club Education Institute now offers short, tailored refresher courses on board roles and responsibilities that can be delivered at a time that best suits your board or just prior to your next board meeting.**

If you would like more information on director training for your club, please send an email to Reyna Mendes on [rmendes@clubsnsw.com.au](mailto:rmendes@clubsnsw.com.au).

## Upcoming CEI Seminars — Round 2

- **Sexual Harassment Legislation Board Oversight** — Understand the legal landscape and compliance requirements related to sexual harassment along with effective strategies for board oversight and proactive prevention.
- **Cultivating Club Culture & Dealing with Workplace Conflict** — The importance of club board and executive leadership in fostering workplace harmony as well as key considerations and effective practices for dispute resolution.
- **Exploring Club Industry Dynamics & Diversification Strategies** — Examine emerging global and local trends shaping the industry and how you can support your club strategy.