

Club Management Guide

Step by Step



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THE LEADERSHIP STORY

It is **not** easy today to organise and run a club due to the many demands on peoples' time. So it gets left to a few who soon get tired and leave administration.

Finally, it is the club that suffers due to the lack of Leadership.

We know “good” positive leadership of clubs is what makes them grow and prosper.

We know people join, and stay, with clubs that are well organised, make them feel important and they enjoy being part of the team.

So, to meet this demand of players, clubs must develop a leadership plan to grow.

The first part of any plan is you must recognise your most important **asset** or what your sport is **all** about.

You will soon find your greatest asset is “people” as all players, administrators, service providers, etc, are all **humans. Nothing else.** It's not flash buildings or facilities or IT programmes that makes a “good” club, it is the way the people feel about your sport or club.

If they feel welcome, part of a team, looked after, important and are meeting new friends, they will stay and tell others what a “good” club they have joined. So you soon get growth and it happens quickly.

Once you recognise the importance of people, then develop a plan to look after people (your members).

This booklet will give many ideas and concepts to help you develop a plan that will give your club:

1. Growth in membership;
2. More money to develop the club and services;
3. Good community support;
4. A plan to help ongoing committees, so you do not drop the ball at times of change;
5. Plan to support sponsor requests;
6. Good team spirit; and
7. Higher achievements.

Also, the individuals involved get a lot of rewards from being part of the leadership team.

The skills you will develop help you at work, at home and in the community.

So, it's a win : win situation.

A win for your sport and club, plus your own personal growth.

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From my experience, both with squash and at work, a **good** plan **guarantees** success and your club will prosper, so will your people.

So, please read this booklet and develop a plan that you believe will work for your club and then help **make it happen**.

You will soon be part of a winning team and you will feel great, positive and most of all very, very happy.

Success gives happiness and at the end of the day that's what it is all about.

- Happy sports people.
- Happy administrators.
- Happy supporters.
- Happy community.
- Happy families.

You can be part of this action:

- Have a go.
- Guarantee you succeed.
- Please read and take the journey that is offered.

Good luck:

- Don't look back.
- Look forward.
- It's exciting and rewarding.

Sample Business Plan

*Kindly reprinted with the permission of
Mr Trevor Johnston*

NOTES ON DEVELOPING A BUSINESS PLAN

1. Write up a Plan as a discussion paper (attached).
2. Show to committee and ask to discuss changes and adjustments.
3. Discuss one page at a time and get agreement.
4. Agree on co-ordinators roles (not description).
5. Leave for committee members to study discussion paper (plan) and think about a role (give them a week).
6. Make any new changes after the week and allocate duties. Best if president has a plan of best people for the roles, so asking the person (talk to individual prior to the meeting).
7. Note – this can be a person outside the committee.
8. Now discuss each role and develop a **job description** from the basic plan (full committee has a say in each role).
9. Ask each co-ordinator to think about his/her role and add to or take out any of the areas.
10. Next meeting (say, three weeks after first discussion paper):
 - i. Agree again on each area;
 - ii. Agree again on each role; and
 - iii. Agree again on each job description.
11. Now, advise it is **their** plan.
12. Get copy done for each member then distribute.
13. At each meeting from this point, each co-ordinator to report on his/her area.
14. Get the club in a room and **sell the plan** by overheads if possible.
15. Sell advantages:
 - i. Everyone knows fully their role;
 - ii. So does everyone else;
 - iii. Review each year so can change;
 - iv. New presidents, etc, can simply follow the plan and change it to suit;
 - v. New co-ordinators or committee people know the role only area of responsibility, to happy to be on the committee;
 - vi. Less work for a “few”, wee bit for a lot;
 - vii. Performances can be measured;
 - viii. On-going plan so committee changes are no problem if new committee work off the plan;

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- ix. Good support when asking for:
 - (a) Grants;
 - (b) Sponsorship;
 - (c) New members;
 - (d) Donations; and
 - (e) Loans.
- 16. It clearly shows you have a plan – are out fundraising and are heading into the future on a positive note.
- 17. Squash New Zealand fully support such a plan.

BUSINESS PLAN 2004 - (Example)

INTRODUCTION

2003 was another successful year for the club with the highlight being the successful running of the NZ Junior Championships. The club received positive feedback on the organisation of the event.

Another good team approach lead by the Tournament Director.

Year 2004 will be another year of consolidation with some small facility improvements. The highlight for 2004 will be the running of the NZ Masters champs in October.

This is a major fundraiser for the club and will set up a sound base for next years plans.

We must strive to improve membership numbers as this will always be the basis of a strong, healthy club.

We look forward to 2004 being another good, positive year for the Club.

Club President

OBJECTIVES FOR THE CLUB

- Increase membership.
- Keep the management plan up to date.
- Maintain club at a NZ standard level.
- Promote squash at all levels from Junior to Senior.
- Keep the facilities modern.
- Develop full player activity programmes.
- Programmes throughout the whole year (Summer & Winter).
- Keep the club in a sound financial position.
- Opportunities to increase skill levels of all players.
- Maintain good social activity.
- Develop a good family involvement.
- Develop a full computerised accounting package.

GOALS FOR THIS YEAR (2004)

- 10% improvement of new members based on existing membership.
- Maintain profitability.
- Continue to improve the facilities to keep acceptable to members.
- Fundraising to meet the cost of the new developments and ongoing developments.

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- Update our Business Plan.
- Keep a high profile of squash in District.
- Develop a full programme of activities for all members.
- Develop a plan for new members so they feel a part of the team quickly and feel welcome.
- Utilise the facilities effectively.
- Organise and run the NZ Masters champs.
- Organise and run our Tournaments.
- Introduce a new accounting package.
- Develop Women's' Squash.

3 YEAR PLAN - (Example)

2004

- 10% membership increase.
- Upgrade the changing rooms and lounge carpet (stage 4).
- Develop player activity to suit the greater numbers playing.
- New accounting package.
- Investigate costs of upgrading relating to stage 5/6.

2005

- 20 member increase.
- Investigate more activities for players to enjoy e.g. tennis, aerobics, gym.
- Start stage 5 or 6 developments of improved facilities (hallway or courts).
- Keep Business Plan updated.

2006

- 20 member increase.
- Develop other sports.
- Continue stage 5 or 6 developments (possible court expansions).
- Keep Business Plan updated.

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NOTE - Building Development Plans

STAGE 1 Paint walls on courts 1-4.

STAGE 2/3 Heat and ventilate courts, introduce a gym.

STAGE 4 Upgrade changing rooms.

STAGE 5 Overbridge linking offices to kitchen area.

STAGE 6 Expansion of courts.

COMMITTEE RULES

Meetings

- Monthly.
- 2nd Monday each month.
- 7.30pm start (sharp).

Reporting

- Each co-ordinator to report on activity on.
- Achievements.
- Needs.
- To be present at each monthly meeting.
- If unable to be present at meeting, to give a report to another member.
- All expenditure must go through committee for approval.
- Any changes that effect the club to go through the committee for approval.
- Each committee member to support each other with help and advise etc.
- Coordinators to select a sub committee from the club to plan responsibility.

RULES FOR CO-ORDINATORS

- Overall responsibility to the Committee for the role and reporting.
- Select a deputy and a team.
- Seek help from others within the club.
- Use other coordinators for support eg coaching (arrange with coaching coordinator).
- Spending of club funds through the committee.
- Develop new concepts – look for innovative ideas.
- Keep Job description 'alive'. Add changes through the year.

COMMUNICATION PLAN

To Members

- Newsletter – Frequency (6 weekly):
 - Written by the Publicity Officer (new members names to be listed in newsletter).
- Ringing lists –divide club membership into groups for ringing info by committee – list to be kept up to date by Secretary.
- White Board at entrance:
 - To be kept up to date.
 - Plan set on board each Sunday evening.
 - Use of Club Captain for conveying information to members.

To Sponsors

- Letter to sponsors initially.
- Newsletter – copy of newsletter sent to each sponsor, each publication.
- Sponsors invited to our final presentation dinner.
- Sponsors Board – need to be kept up to date by Vice President.
- Sponsors shout.

Others

- Information Centre – info for visitors etc.
- Community – regular newspaper column on club activities.
- Radio report regularly.
- Look at better signage or formation board for main entrance.

PEOPLE PLAN

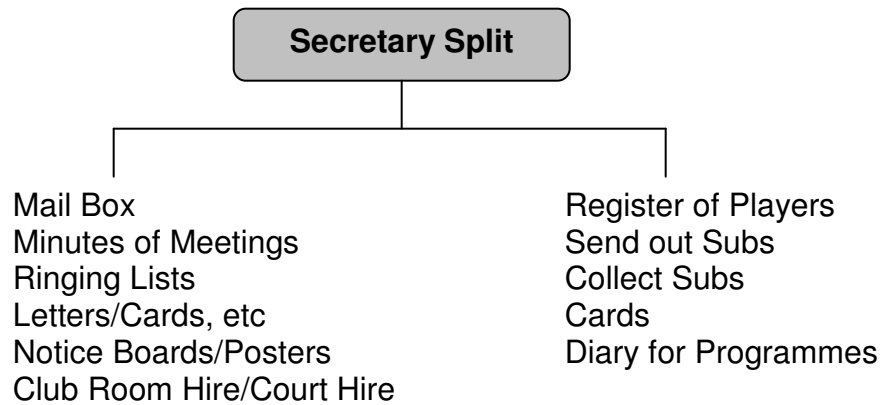
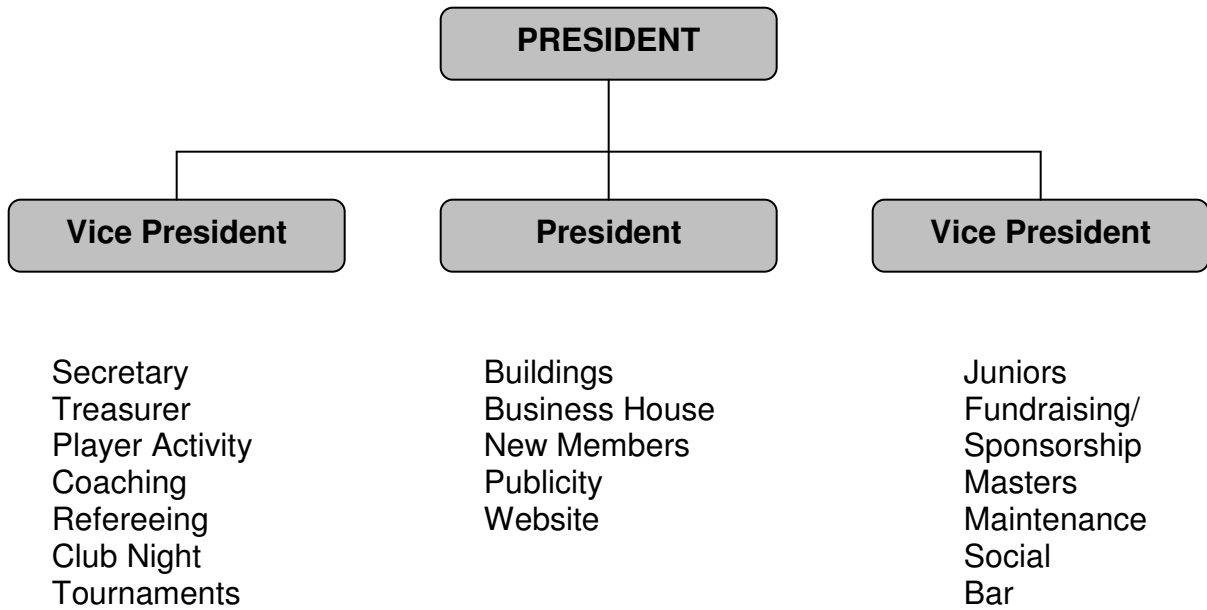
- New members 'Welcome kit'.
- Club members who experience a tragic situation or financial problem etc, club to offer support and help.
- Club member achievements outside squash within the community to be acknowledged in newsletter.
- Other ideas to make members feel part of the Club.
- We must look after our club members especially when they are in a 'down situation'.
- 'People' never forget being helped through a bad situation or crisis.
- Club to recognise – births, engagements, marriages of members.

JOB BREAKDOWN OF ALL DUTIES

Roles:

President	Player Development Co-ordinator
Secretary	Masters Co-ordinator
Treasurer	Facilities Development Co-ordinator
Publicity Co-ordinator	Bar Manager
Junior Co-ordinator	Statistician
Fundraising/Sponsorship Co-ordinator	Week Day Squash Co-ordinator
Repairs and Maintenance Co-ordinator	National Events Co-ordinator
Women's Squash Development	Subscription Control
Player Activity Co-ordinator	Social Co-ordinator
Promote Club Membership/Business House Co-ordinator	Gym Co-ordinator
Coaching and Refereeing Co-ordinator	Club Night Co-ordinator

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CLUB MANAGEMENT

Step by Step Guide to Manage a Club

1. Recognise “People” as your most important resource or your only resource:
 - Players – all people.
 - Administration - all people.
 - Suppliers of service e.g. Nationals – all people.Same for all clubs and business so you must have good people plans.

2. Then recognise “Team work” with people.
The only way to success for any organisation/sport/company/home etc.

3. Next – Define the “team”.
 - The big team:
 - i. Admin team.
 - ii. Supplier/sponsor team.
 - iii. Players.You must know who to look after and develop.

Next start a Plan for the Club

- Write a discussion paper or a Business Plan concept.
- Introduce the discussion paper to a group or committee from the club.
- Get a buy in by the team.
- Make changes and then identify the plan as the “Club Plan”.
- Then sell to the club – use overheads.
- This process from start to now could take 15 hours.
- Do not use technical words eg: SWOT analysis etc. Use simple words.
- Keep the words simple and no long sentences.

Next

- Identify all the jobs to run the club.

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Next

- ASK – “people” to do a job.
- Ask to go on the committee as well but main thrust is to get the job done well.
- Write a job description with the person and the team – so everyone knows what the job is and can assess the result.

Training

- Identify your training needs.
- Start with your Vice Presidents.
- Use the 2 VP idea of running part of the meeting.

Review

- At least at the start of each meeting.
- Keep the Business Plan ‘alive’.

Other ideas and Comments

- Use another club or successful person to sell the Discussion Paper.
- Use a successful, proven model (Ashburton Squash model).
- Reason: too often club officials have been around along time and are not always seen as leaders – so people do not always respond the same.
- Where successful person is your best salesman but he/she must motivate the President so that the Plan is finally owned by the club.

SELECTING A TEAM (Management)

Definition “committee to organise and manage your club”

Steps

1. Define the “jobs”.
2. Jobs that need to be done to have an effective club eg fundraising/membership.
3. Ask suitable person to take the job.
4. If not willing to go on committee still OK to do the role.
5. Then use the Annual General Meeting to confirm all the committee roles.
6. Always start by asking people from previous committees if they wish to be reappointed.
7. Write up your job descriptions for each role.
8. Ask each member to write up their own job description first and ask them to present it at the next meeting for club approval.
9. Then use your Business Plan to run the club with all the roles known and allocated.

TRAINING LEADERS

Your next year’s leaders must be identified and trained so that they are ready to take over:

How

- Use a mentor (past successful leaders).
- Send them on a course (investment).
- Identify a management magazine for supply to your new leaders.
- Have a workshop with other clubs and seek motivating speakers.
- Best is use of mentors?
- You must as a club spend money on training your leaders.
- They are not all self made so you cannot expect to always be able to have good leaders.
- Get future leaders to Toastmasters.
- Get Toastmasters to train committee.
- Invest in your future.
- Start with 2 vice presidents concept.


GOOD LEADERSHIP ADVANTAGES

Club

- Happy members
- Growth
- Positive attitudes
- Part of a team
- More activities
- Success
- Community Support

Individuals who are leaders

- High rewards
- Helps home/work
- High achievement
- Develops leadership talents
- Good community citizen
- Great learning opportunity
- Helps promotion at work
- Great on a CV for your success



So positive to both clubs and individuals

THE BASIC RULE OF A CLUB

- Great flash club facilities, poorly lead, FAIL.
- Average club facilities, with good leadership WIN.
- Think about it.
- Don't throw money at it.
- Develop leadership first.
- It succeeds.

PRESIDENTS ROLE (beyond the Job Description)

1. Identify the jobs to make the Club run.
2. Select the people to fill the job.
3. Coach the people into the roles.
4. Ring, ring, ring the co-ordinators.
5. Praise co-ordinator success.
6. Coach co-ordinators when not up to your expectations.
7. Advise all co-ordinators to ask for help when under pressure to perform.
8. Ring any player who has had success at squash in the community.
9. Any player injured playing squash; visit –take a book; visit the family if not at work – offer help. Keep in personal touch.
10. Any player who has personal problems e.g. finance – offer help and support.
11. Keep in touch with Development Officers/Squash New Zealand.
12. Ring a sponsor – invite them for a drink.
13. Any new member at the club – identify yourself and make sure they are getting looked after.
14. Get the ‘old’ players meeting the ‘new’ ones. Stop groups.
15. Ring committee and co-ordinators at Christmas time.
16. Work on the phone etc 12 months of the year – don’t become a seasonal President.
17. This may sound a lot of extra work but it is the opposite.

The happier thus more effective you make your co-ordinators and players, the easier to manage so less time in managing but it does take these calls and some coaching.

Role Description – Template (Explanation)

Position/Role: *Name of the position*
Name of Co-ordinator: *Name*
Assistant: *Name (ensures continuity, job sharing, support)*

Key Tasks and Responsibilities

'Bullet points' outlining the key tasks/responsibilities involved in the role will make the roles and expectations of the position clear. People want to know what is expected of them. Encourage people to have an input as they may bring skills to the role that can determine some of the tasks and responsibilities. They may be more likely to take ownership of the tasks and responsibilities if they have had an input.

Requirements of the position

List here any specific requirements of the position.

Goals

Goals can have a key role in building a person's sense of motivation and desire to achieve. Goals can provide volunteers with a sense of being part of a common goal (a bigger picture) and that their input has importance in achieving that common goal. The association should have some goals in mind, but they should provide an environment and context in which people set their own goals. Give people a say in what they are going to do and how they will do it. This can encourage people to take responsibility for achieving the goals they have established. Make sure the goals are moderately risky. People respond to situations where there is some risk. Goals should not be so easily achieved that they pose no challenge; nor should they be too difficult.

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Role: **President**

Coordinator: *Name*

Vice Presidents: *Names*

Area of Responsibility: *To oversee the management of all club activities.
Set up an effective Business Plan by delegating out roles with full Job Descriptions to Committee members.
Preside over the monthly meetings with the involvement of the two Vice Presidents.
Support and help all co-ordinators.
Be innovative in bringing new concepts to the club.
Work with sponsors and business houses who support squash.
Promote the many advantages of squash.
Assist the organisation and running of national events.*

Requirements: A keen active committee who have taken on responsibilities of a club function.

Goals - 2004: Ongoing development of a successful Business Plan for 2004 and the future.
Upgrading changing rooms.
Work with a happy committee.
Help all players feel part of a 'great' team.
Support the new accounting package.
Plan changeover to new President 2005/2006 with the new Vice Presidents roles.

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Role: **Secretary**

Co-ordinator: *Name*

Adviser: *Name*

Area of Responsibility: Takes minutes of all meetings.
Keep register of players.
Club Room hire.
Diary for programme throughout the year.
Update court booking sheets.
Send out club correspondence.
Receive all inward mail for the club.

Goals: Divide the club members into groups for each committee member so that quick phone calls can be made to all members on activities etc. Verbal communication very effective.
Support the President, Treasurer and all committee members with a good secretarial service.

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Role:	Treasurer
Assistant:	<i>Name</i>
Area of Responsibility:	<p>Receive and pay all accounts. Invoice debtors. Follow up on unpaid invoices. Banking. GST Returns. Bank Reconciliations. Monthly Reports required: a) cash movement for month/year to date b) debtors outstanding. c) Creditors Prepare year end accounts. Arrange audit. Maximise interest received to present at AGM Reports and budgets as required e.g. fundraising/ tournaments. Send copy of AGM accounts to Ministry of Commerce, District Association and Squash NZ. Send declaration of SEMS to NZ Squash. Requirements: Coordinators to approve all expenditure in their areas. The Club to work within the budget.</p>
Goals:	<p>Keep the club accounts in a positive situation by good financial advice to the committee. Develop computer accounting package suitable for club.</p>

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Role: **Publicity Co-ordinator**

Co-ordinator: *Name*

Area of Responsibility: Promote our club as the best club.

Requirements: Newsletter reports - frequently in paper.
8 weekly newsletter.
Photos - every opportunity i.e. masters, tournaments, juniors etc.
Posters on Community notice boards.
Photos/newspaper clipping etc to be kept.
Radio reports.
Information from Club members (and co-ordinators) to be given to Angela.
With deadline being Sunday evening.

Goals: Raise awareness of Squash in the district.
Promote new players.
Permanent display board of club photos.

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Role: **Junior Co-ordinator**

Coordinator: *Name*

Assistant: *Name*

Sub Committee: *Parents*

Area of Responsibility: Promote Junior Squash.
Provide coaching opportunities.
Provide competition opportunities, for example, tournaments, including 'out-of-town' tournaments.
Maintain Junior ladder.
Friday club nights and leagues.
Skills challenge programme.
Identify advanced squash for competition and coaching opportunities.

Requirements: Enlist and roster parent assistance.
Document Friday night agenda.
Establish Friday night 'code of conduct' and get parents to sign off.

Goals: Introduce young people to squash. Provide development and competition opportunities.

Role: **Fundraising/Sponsorship Co-ordinator**

Co-ordinator: *Name*

Area of Responsibility: Organising fundraising and obtaining sponsorship for club.

Requirements: Advertising on all courts.
Sole sponsorship agreements to be developed.
Maintain communication with sponsors.
Newsletters.
Maintain Winter League sponsors.
Support from community.
Assess fundraising options using members.
Help at projects.

Goals: Raise the required amount each year set by the club.
2004 goal is \$10,000 through fundraising on top of sponsorship monies.

Role: **Repairs and Maintenance Co-ordinator**

Co-ordinator: *Name*

Sub Committee: *Names*

Area of Responsibility: Maintain club premises and grounds inside and out.
Identify problems.
Maintain and upkeep roads.
Assessing quotes.
Organising “Working Bees”.
Contract cleaner - check and communicate on job being done.
Work in with overall building and planning committee.
Security - maintain contact with Securitas.
Keep premises looking good and attractive for members.
Keep WOF up to date on building.
Develop outside features.
Heating control.
Keys control.

Requirements: Club members - participating in “Working Bees”.

Goals: To minimise maintenance costs and keep facilities in good working order.

Role: Women's Squash Development

Co-ordinator: *Name*

Assistants: *Names*

Sub Committee: *Members*

Area of Responsibility: Development of beginner and also up and coming players - all grade.
Development of teams in preparation for teams event - all grades.

Requirements: Coaching Friday morning with idea of developing women's squash and moving them up to leagues etc.
Encouraging Business House squash women to attend Club night and eventually join club, play leagues etc.
Organise Club training work towards National teams event - all grades.

Goals: To promote and improve Women's Squash with a friendly recreational and competition environment.

Role: Player Activity Coordinator

Co-ordinator: *Name*

Assistants: *Names*

Requirements: Organise and run the Summer/Winter leagues.
Open tournaments.
Club Championships.
Ladder (league, competition results).
Help Squash Development coordinator in selection of teams.

Goals: Investigate the feasibility of a round-robin competition.
Liaise with league team captains to ensure leagues run smoothly.

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Role: Promote Club Membership/Business House Co-ordinator

Co-ordinator: *Name*

Area of Responsibility: Attract new members.
To promote and organise Business Squash.

Requirements: New membership plan.
Reward members for bringing in new members.
Re-develop promotional package.
Plan to make all new members very welcome.
Plan new members night (monthly).
Encourage Buddy system (existing members to introduce new members to club).
Each new member to have a buddy for 1 year.
World Squash Day - Club open all afternoon.
Liaison with Coaching Co-ordinator.
Promote and attract members from Schools.
Other Activities
Promote and development Business House squash (nightly prizes).
Offer all Business House members a summer membership.

Goals: Make new members happy.
Develop new activities for all members and business houses etc.

Role: Coaching and Refereeing Co-ordinator

Co-ordinator: *Name*

Area of Responsibility: All members

Requirements: Organise - referees session with District Referees Director
- coaching sessions.
Use available resources from SNZ ie videos.
Refereeing confidence building.
Maintain level 1 coaching skills.

Role: Player Development Co-ordinator

Co-ordinator: *Name*

Area of Responsibility: Men - developing players/teams in preparation for teams
event and tournaments.
Developing up and coming players - all grades.

Requirements: Squad training working towards National Teams event.
Coaching - Make available coaching options both local and
professional to enhance players getting coaching.
Sponsorship/financial assistance - initiate this.
Use gym and training programmes.

Goals: Ensure players are aware of and encouraged to participate
in both league/tournament opportunities.
Improve our top players national gradings and to enhance
their competitiveness both at district and nationals levels.

Role: Masters Co-ordinator

Co-ordinator: *Name*

Assistants: *Names*

Sub Committee: *To select from cross-section of club members.*

Area of Responsibility: As far as resources allow, maximise membership by meeting the competitive and recreational expectations of both existing and new members.

Requirements:

- Organise any masters activities.
- Matches with other clubs.
- Run any Masters Tournaments.
- Run Doubles Tournaments.
- Organise Saturday masters squash option.

Goals: Maintain high level of player satisfaction with - consultation and year end survey.

Role: Facilities Development Co-ordinator

Co-ordinator: *Name*

Sub Committee: *Names*

Area of Responsibility: Develop plans and opportunities for the improvement of the building and facilities.

Year 2004 improve and changing rooms and lounge carpet.

Seek Grants and financial assistance to cover the changes.

Assess new ideas of facilities development.

Cost out new corridor and building new court.

Requirements: Support of all the club members - (a commitment).

Support of sponsors.

Goals: Within two years to have all club facilities to a high standard so that members can get maximum advantage.

Role: Bar Manager

Co-ordinator: *Name*

Assistants: *Names*

Banking: *Name*

Area of Responsibility: Keep stock and open Bar when required.

Requirements: Organise roster for events.

Provide refreshments for all members under Club and licensing rules.

Goals: Increase turnover and profits.

Role: Statistician

Co-ordinator: *Name*

Area of Responsibility: To supply National Association with all results for national gradings.
Place current gradings on notice board.
Supply gradings for all new players.
Keep our grading lists up to date.

Requirements: Winter league results in paper each week.
Members to seek gradings etc and discuss any problems with their gradings.

Role: Week Day Squash Co-ordinator

Co-ordinator: *Name*

Area of Responsibility: Members and non members.

Requirements: Fitness/coaching.
Crèche available.
Non members to pay per session.
Rackets and balls supplied.
Gym added attraction.
Target males and females, shift workers, past/present/new players.

Support Required: Assistance with fitness/coaching.
Extra rackets.

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Role: National Events Co-ordinator

Co-ordinator: *Name*

Assistant: *Name*

Committee: *Names*

Plan: To organise and run any given National Event on behalf of Squash NZ.

Requirements: Organise Accommodation.
Organise the team's event.
Organise sponsorship.
Organise PR

Goal: To make the Club a leader in being able to organize and run successful National tournaments.

Role: Subscription Co-ordinator

Co-ordinator: *Name*

Requirements: Keep a full register of players up to date.
Send out subscription notices.
Collect subscriptions.
Change the key.
Contact for new members wishing to join and pay a subscription.
Send cards or gifts to members.

Goals: Develop a good membership database list that can be constantly updated.

Role: **Social Co-ordinator**

Co-ordinator: *Name*

Sub Committee: *Members when required*

Objective: Run Tournament Socials.
Organise League Finals function.
Organise Club Dinner.
Organise various other social evenings.

Goals: Support of members to functions.
2004 a great year for our "Social Plan".

Role: **Gym Co-ordinator**

Co-ordinator: *Name*

Assistants: *Names*

Requirements: Organise and run the gym.
Assess equipment purchases.
Keep gym equipment modern and up to date.
Develop fitness programmes.

Role: **Club Night Co-ordinator**

Co-ordinator: *Name*

Assistant: *Name*

Requirements: All members able to attend.
Aiming at new members.
Opportunity for fellowship.
Opportunity for coaching.
Rules evening.
Programme to run all year round.

Objectives: Give new members especially, an opportunity to learn and meet people.

SUMMARY

Now you have taken a journey into the **importance of good Leadership** to have a successful club.

You have been given two plans that both are proven models that **work**, so you can use them as a **backbone** for you to develop into a plan for your club.

It is very easy to add a proven **backbone** so a great start for you.

So now:

1. **Accept the need to change:**

- The present system not working well – **you know that**

2. **Accept** – People are your greatest asset and must be looked after so they become your best salesperson, for your sport and club.

3. **Decide** on a plan basis and structure to suit your club. Remember get as many helping as possible. The rule for success is:

- a. A lot, to do a bit, is better than a few doing a lot;
- b. People like being **asked** to do a role – it is a compliment to them, so don't be afraid to ask a person to take on a role;
- c. Don't rely on the AGM as people do not put their hand up and volunteer – **you know that!**

4. Once the **plan and team is ready:**

- a. Sell to the club;
- b. Get the buy-in;
- c. You need them all to take the journey to succeed.

Once the plan is developed and sold to all club members, then start bringing in the new ideas, for example:

- New events;
- Club nights;
- Dinners;
- Guest speakers;
- Community events;
- Many exciting team involvement events, etc.

They will now work as you have a **Big Team** working for the club.

Club Management Guide Step by Step

Keep updating your plan as you learn new ideas:

- When you have an issue, address it – change the plan.

Get in a **Mentor** to help your people develop and learn new talents.

At the end of the year:

- Review the plan;
- Change any areas;
- Then hand over to next year's leaders;
- So it's on-going;
- Under constant improvement, so you get better and better;
- **The sky is the limit – no end points, isn't it exciting?!**

Now you have a booklet that has given you many ideas and concepts that have come from **successful clubs**, enjoy the:

- Challenge of creating change at your club;
- Experiencing the delights, the success, the rewards.

You will not take a better journey, as working with **volunteers** is great and most rewarding. **I know that.**

- Plan your future.
- You can do it.
- We all know **you can.**

Author's Profile

Trevor W Johnston



Education: WBHS, Oamaru.

Work History: Present Role:
Chief Executive Officer
Riverlands Limited, Eltham
40 years in the Meat Industry to date
(30 years managing meat
processing plants on eight sites
throughout New Zealand).

Sport: Played rugby for six years.
Played squash for 41 years.

Sport Administration: Coached rugby for three years.
Administration rugby for three years.
Administration squash for 20 years (ten years of president
of three clubs).

Community: Rotary – 25 years to date.
Chairman Ashburton Enterprise Board three years.
Fellow NZIM.

Awards: Ashburton, NZ Squash Club of the Year 1999.
NZ Squash Personality of the Year 2000.
Paul Harris Fellow (Rotary).

Leadership Presentations: Address to many sporting clubs throughout New Zealand
over the past ten years, covering:

- Squash;
- Badminton;
- Tennis;
- Surf Life Saving;
- Business presentation to many companies on “Good Leadership” ideas and concepts over the past 20 years; and
- Mentor to several companies and individuals.

My Passion: Working with volunteers is a great experience that has developed my leadership skills, which in turn has supported my management roles in the workplace.

So, I am keen to share this experience with others so that they can enjoy the same success.

WHAT'S NEW

Where success with people begins and ends

‘Do Unto Others...’

In my years as a corporate executive and then consultant, I’ve learned this; while technical systems changed rapidly, the systems that govern our social behaviour have evolved little in 2000 years. And we get what we want out of life only by working with and through others.

To maintain that perspective in my life, I wrote down some rules that seem to flow from it. Here they are:

To have a friend, you must be a friend, starting with yourself.

The greatest hunger a person has is to be needed. Help create that feeling in others.

The greatest virtue is kindness. You can’t love everyone, but you can be kind to everyone.

Don’t try to impress others. Let them have the fun of impressing you.

Be enthusiastic. Nothing of consequence was ever achieved without enthusiasm.

Be positive. Positive people attract others, while negative people repel.

You have greater impact on others by the way you listen than by the way you talk.

Gossip cheapens the one who gossips more than the one gossiped about.

Call a person by his or her name and use it often in conversation.

Communicate cheerfulness.

Differences are bound to occur and can be resolved if conflict is managed in a polite manner.

If you are given to making fun of someone, be sure it is of yourself.

Be genuinely interested in others. Get them to talk about themselves.

A smile doesn’t cost anything and pays big dividends. Not only does it make you feel good, but it makes everyone else feel better too.

Be the first to say, “Hello! Good to see you”

“Do unto others as you would have them do unto you”. The golden rule is where it all begins and ends.

JAMES FISHER, Ph.D., is an industrial psychologist and author of Work Without Managers: A View From the Trenches and Confident Selling for the '90s.