Case for Change Template
<Small organisation>

January 2019

Gender Diversity Case for Change per SSA/IRO

WHAT IS THE CASE FOR CHANGE, AND WHY DO WE NEED IT?

The Case for Change is the story behind a change which explains why it is taking place. It translates the need for change into practical terms that are meaningful and relevant to an organisation and its stakeholders.

The purpose of a case for change is to:

➢ Build **alignment and common understanding** amongst leadership about what is changing and why

➢ Create **awareness** of the gender diversity challenge you are trying to address, what is changing and what it means for them

➢ Generate **desire** to change – by selling the benefits that increased gender diversity will bring to the organisation

➢ Create a **sense of urgency** – by building a 'burning platform' or outlining the risks of not acting now

➢ Ensure **leaders are communicating** about the change in a **consistent** way

WHAT IS THE PURPOSE OF THE CASE FOR CHANGE?

The purpose of developing a unique gender diversity Case for Change for each SSA/IRO is to develop a document which clearly articulates the unique reasons why the change is important to that particular SSA/IRO.

The Case for Change will provide the organisation with **a reference point for the change**, which helps to:

➢ Align stakeholders around a **vision** and the **reasons for change**

➢ Aid **decision-making** and **prioritisation**

➢ Provide **key messages to communicate about the importance of increased gender diversity.**

It is important that different views and perspectives are incorporated into the development of the Case for Change so that it resonates with people from all areas of the organisation.

Gender Diversity Case for Change: Prompting Questions

The Case for Change paints a compelling picture of "why?"

Specifically, the Case for Change can answer the following questions:

What's the problem?	What's the solution?	Why should we increase gender diversity?
What if we don't increase gender diversity?	What does increasing gender diversity mean for me?	What benefits will we gain from increasing gender diversity?
What will help us increase gender diversity?	What are the barriers we will need to overcome?	

Gender Diversity Case for Change: <insert SSA/IRO name>

Current State

- What is the current state of gender diversity in your SSA/IRO? What about in leadership positions (e.g. Board roles)?
- Are there any impacts or missed opportunities that may be caused by a lack of gender diversity in your SSA/IRO? *(e.g. risk of group think, lack of inclusive culture or new networks).*
- What are the most compelling reasons why your SSA/IRO should increase gender diversity?
- What are the risks or consequences if you don't?

Future State Vision and Objectives

- What is your goal for gender diversity in your organisation?
- What are you aiming to achieve by increasing gender diversity in your SSA/IRO?
- When you imagine your SSA/IRO after having achieved your gender diversity goal, how is your organisation different?

Change

- What specific changes will you need to make to increase gender diversity in your SSA/IRO?

Consider People, Processes, Culture, Leadership, Technology. Examples provided in the following slide.

Change Impacts

- Who is impacted? What are the impacts of the changes?
- What needs to be done to enable the change?

Consider what needs to be done to manage the impact of the changes, such as consultation, communication messages, resources, training or leadership actions. Examples provided in the following slide.

Benefits

- What are the anticipated benefits of increased gender diversity in your SSA/IRO?

e.g. Better communication and stakeholder engagement, decreased turnover, enhanced governance practices

Risks or Issues

- What are the anticipated risks or issues associated with the change?

e.g. Are there any groups who are likely to resist the changes? A risk with turnover associated with implementing the changes? If so, how can these risks be mitigated or managed?

Examples of Change and Change Impacts

WHAT SPECIFIC CHANGES DO WE NEED TO MAKE?

PEOPLE

- There is clear accountability for improving gender diversity
- The person / people tasked with increasing diversity have the time and capability to undertake this role

PROCESSES

- Ensure there is enough lead time in any calls for nominations / advertised vacancies to promote opportunities to new and diverse networks
- Meet with stakeholders (teachers, parents umpires) and proactively encourage them to nominate for a Board position
- Term limits for Board Members encourage regular turnover and diversity of thought; Incumbent Board Members are not automatically renewed

CULTURE

- New people and ideas are welcomed and encouraged
- Decisions are made in a transparent way
- The Organisation is committed to ongoing improvement

LEADERSHIP

- Ensure Board Chair calls out unacceptable behaviour in Board Meetings
- Board Members role model organisational values and demonstrate inclusive behaviours

TECHNOLOGY

- Board Members can dial into Board Meetings

HOW WILL WE ENABLE THOSE CHANGES?

- Documenting clear requirements for those tasked with increasing gender diversity

- Providing appropriate training and support to those tasked with increasing gender diversity

- Developing a plan for communicating with those impacted by the changes (e.g. board members whose terms may not be renewed will need 1:1 face to face communication, setting gender targets for Board Members might be announced to the organisation in a team meeting, focusing on staff recruitment may require ongoing conversations with those in charge of recruitment might require ongoing conversations to ensure alignment and capability)

- Developing a Key Messages Document to ensure that all SSA/IRO leaders are communicating the case for change in a consistent way

- Investing in teleconference capabilities and other technological requirements to facilitate flexible / remote working

- Updating policies (e.g. flexible work policy) and processes (e.g. board nominations, recruitment) where required

Communicating the Case for Change

The Case for Change should be used to create the desire to change, and 'make it real' for your people.

1

ENGAGE YOUR STAKEHOLDERS IN DEVELOPING THE CASE FOR CHANGE

The very exercise of developing the case for Change is a way to build alignment and understanding amongst your leaders and your stakeholders. Involving your stakeholders in discussions about why it is important to increase gender diversity and what that looks like is far more likely to build awareness and understanding than one-way communications. Your stakeholders will know what key messages appeal to them.

2

DISTILL THE KEY MESSAGES

Pulling out the key messages in the Case for Change and sharing them with your SSA/IRO leadership team helps ensure all leaders will be ready to give a compelling 'elevator pitch' for increased gender diversity at any moment. These key messages also help ensure consistency in what is being communicated and can be incorporated into your broader SSA/IROs communications.

3

IMPLEMENT THE AGREED UPON ACTIONS

Capture the agreed actions from the case for Change. Allocate an owner for them and build them into operational / work plans. Once progress is underway, communicate progress and celebrate some of the 'quick wins'.

4

REGULARLY COMMUNICATE CASE FOR CHANGE

Communicating about the importance of gender diversity in your sport or recreational activity is not a one-off activity, but rather something that should be part of your regular communications on issues like effective governance, increasing participation, calling for Board nominations, celebrating successes and reporting progress and results. Ensuring you have a gender diversity and inclusion lens on all your comms and engagement opportunities will help ensure gender stays on the agenda.

5

ENGAGE YOUR CLUBS AND MEMBERS

Your clubs and members are the critical path to increased gender diversity and inclusion across the sport and recreation sector – and it is important they see their SSA/IRO championing diversity efforts and leading by example. Sharing your SSA/IROs case for change with clubs and members (and maybe a template for how club can develop their own case for change) is a key first step, as is sharing the resources and materials (such as case studies) that DLGSC will be releasing shortly.