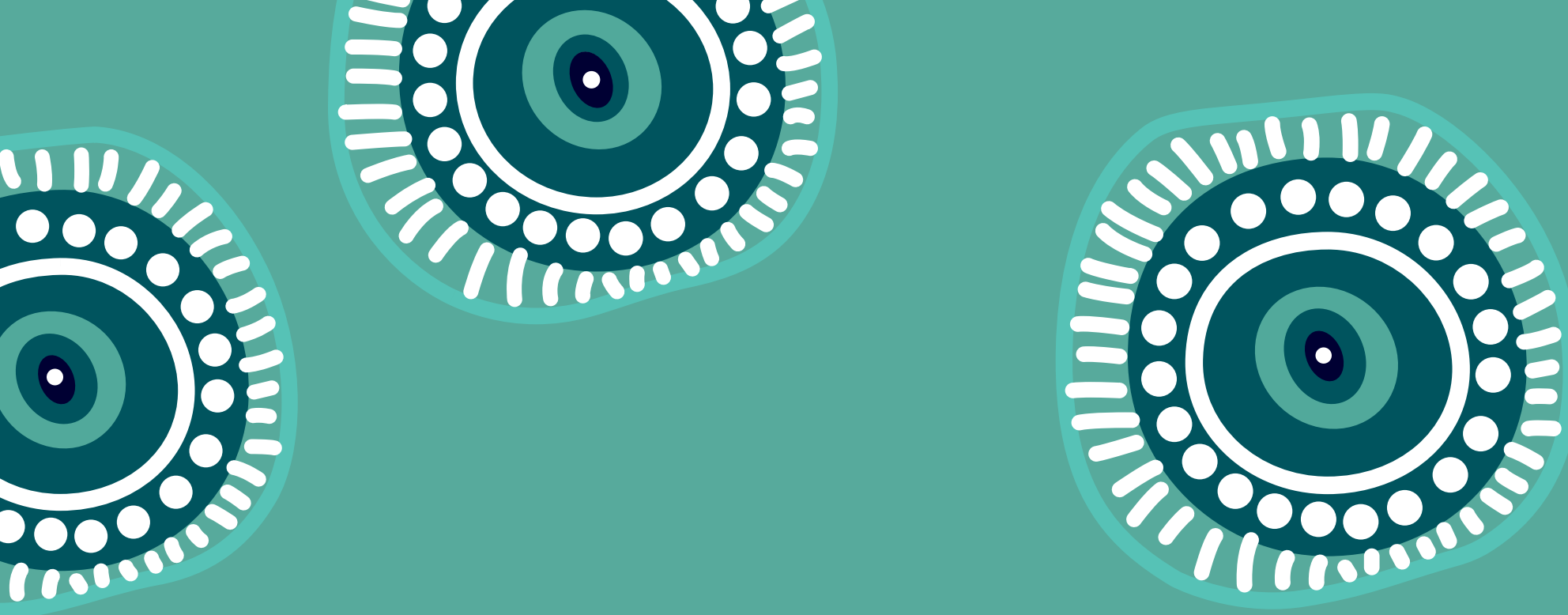




Australian Government
Australian Sports Commission

Roadmap: An **All Inclusive** approach to governance and leadership in Australian Sport



Australian Sports Commission Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugumbeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past and present.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.



**Membership of multiple
interconnected social
categories**

**Connected systems and
structures of power**

Structural inequality

Intersectionality matters because...

“It’s not just about recognising different identities; it’s about comprehending how these identities intersect and interact within systems of power and privilege.”

Intersectionality matters because...

Inequitable opportunities for advancement

Lack of cultural safety

DEI work is often siloed

Bias and Discrimination

Gap between policies and practice

Negative and/or cultural stereotypes

Colonised systems and structures

Belief that the current system is equitable

Traits of leaders typically masculine

Homogenous Leaders and lack of diversity

Culture that feels exclusive

Lack of authentic consultation

Leaving the sector due to barriers and exclusion

Not feeling safe or respected

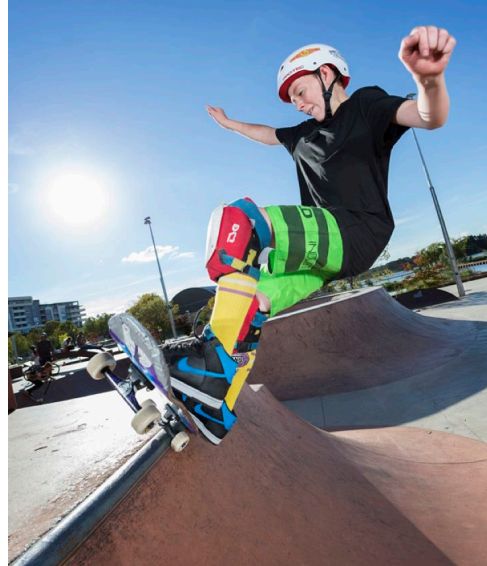
Pressure to fit in with norms

Recruitment exclusivity

What is not Intersectionality?



Intersectionality is **NOT** about creating more identity characteristics

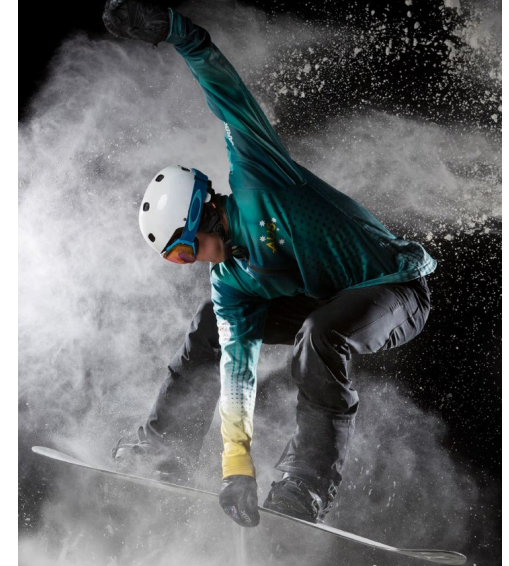


Intersectionality is **NOT** the same as diversity, equity and inclusion.



Intersectionality is **NOT** about oppression Olympics

Intersectionality is **NOT** about ignoring positionality



➔ READY, SET, GO!

An **All-Inclusive** approach towards governance and leadership in Australian Sport

The roadmap is arranged into three practical sections: READY, SET, GO!

It is critical to begin with **READY**: organisational readiness.

SET: implementation section is designed to be flexible and guide you through the Examine, Evolve and Elevate stages. Your sports organisation may wish to pursue one theme at a time or address those themes most pertinent at the current time to create change.

GO: resources section contains examples, videos and templates to guide and support you on your journey.



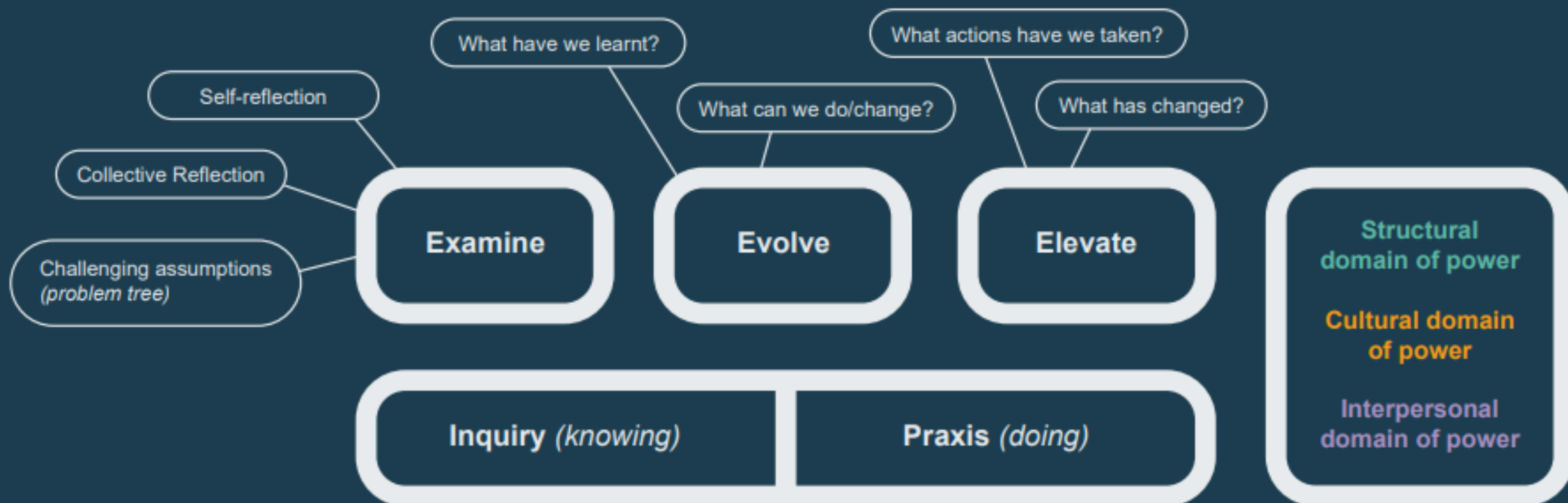


Diagram 3: Three levels of intersectional practice

The tools

1. Diversity & Inclusion Versus Justice & Equity
2. Critical Reflection
3. Gender Audits in Sport: An intersectional lens
4. Sports Governance Standards: An intersectional lens
5. Who Holds Influence in Your Organisation?
6. Power Analysis Exercise
7. How to Lead with a Systems Change Lens
8. Intersectional Policy Analysis
9. Exploring Your Identity and Privilege - Power Flower
10. Unpacking bias guided activity – A Walk in the Park

Intersectionality Tool – Leading systems change

The Agitator	The Innovator	The Orchestrator
<p>An agitator brings the grievances of specific individuals or groups to the forefront of public awareness. Those who take on the role of agitators have the ability to highlight a problem effectively through a range of methods, including appeals to reason, fairness, and emotion.</p>	<p>An innovator creates an actionable solution to address these grievances. Innovators must not only conceptualise possible solutions but also communicate them in appealing ways to encourage individuals, groups, and organisations to support them. They demonstrate why this approach will provide a better overall outcome.</p>	<p>The orchestrator coordinates action across groups, organisations, and sectors to scale the proposed solution. The orchestrator's responsibility entails designing and spearheading the strategy for change implementation, working closely with both supporters of the change and those who may have initially opposed it. This often requires adapting communication approaches to suit different audiences.</p>

Intersectionality Tool – Leading systems change

	Agitator	Innovator	Orchestrator
Goal	Articulate a critique and mobilise diverse parties around it.	Develop an actionable solution and demonstrate its superiority to the status quo	Mobilise all parties around the solution and ensure its adoption
Communicating	Highlight a problem that needs to be solved	Connect the innovation to the problem and explain why it is a superior solution	Tailor the message to different constituents while maintaining overall coherence
Organising	Launch collective action against the status quo	Build a coalition of supporters behind the proposed solution	Broaden and sustain collective action towards change
Evaluating	Assess the extent to which agitation resonates with participants	Assess the extent to which the solution actually addresses the problem in a feasible way	Assess progress toward change adoption
Traps	Fragmented agitation and stalled solution	Blindness to negative consequences and impractical elegance	Mission drift and dilution

Example - PlayWell

Priority Area	Activity Name	Project Description
Empowering People and Organisations	Develop a workforce that can support sport to thrive	A future-focused participation workforce action plan will focus on equipping individuals, both paid and unpaid, with the necessary skills and capabilities required to thrive in the dynamic landscape of the sports industry today and into the future.

Example - Playbook

The Agitator	The Innovator	The Orchestrator
<p>Recruitment is not a level playing field.</p> <p>How are we developing selection criteria?</p> <p>What platforms are we advertising on?</p> <p>How are we forming selection panels and what assumptions are they making?</p> <p>Is the induction accessible?</p> <p>Is the leadership inclusive?</p> <p>What sort of behaviour is getting rewarded and promoted?</p> <p>Are we learning from those leaving the sector?</p>	<p>We need to reimagine our recruitment and retention practices.</p> <p>Advertise on job boards that specifically target working mothers, people with disabilities, LGBTQ+ jobseekers and other diverse groups.</p> <p>Value lived experience equally to a university degree</p> <p>Invest in people who might not have the 'perfect' CV but have a high ceiling.</p> <p>Implement cultural leave and violence policies</p> <p>KPI's in leadership positions</p> <p>Part time opportunities to progress</p> <p>Create safe and meaningful exit interview processes</p>	<p>This new strategy will benefit the sector by:</p> <ul style="list-style-type: none"> • widen our talent pool • connect paid and unpaid workforce better to community • Create more diversity of thought and innovation in decision making • Take the burden of flying the diversity flag off too few people leading to less cultural burnout and better retention

Implementation Principles

Traditional forms of educating on EDI are not working.

Embed it into thinking through our leaders.

The sector needs time to understand the benefits.

Upskill ASC first.

EDI can be a tough sell.

Sell this as a leadership tool.

There is a lot of Diversity and inclusion work already happening.

EDI work needs to start from a foundation of intersectionality

There is already some great examples of EDI work in sport.

This will enhance that work.