

No Plan B: the Achilles heel of high performance sport management

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Table 3. Reorganisation responses and implications

Literature	NGB Response	Implications	Voice from the NGBs
Theme 1 - Resource dependence and routine rigidity			
Changes in planning systems (Boyne, 2004)	Attempts to increase funding from commercial sources and remove dependency on public funding	Resource dependency limits the actions of reorganisation, commercial funding can be allocated as NGB sees fit. It is more flexible ⁽¹⁾	<i>"I mean the key is not to be so reliant on public funding. Now that's a challenge you know all governing bodies are facing. And we're about seventy-five per cent reliant on public funding and I've gotta get that down. The problem is I've only got two other sources to go to really, the membership and there's only so far you can push the membership. ... And commercial. And that's a challenge."</i> (CEO, NGB 3)
	Adoption of 'user pays model'	Short term response unless can augment with commercial monies	<i>"People see the positive direction of travel and therefore are prepared to support where we're trying to get to. But we're gonna need either corporate money, commercial money or some public funding to get them to start supporting it - support a program. It won't be sustainable [in its current form] for long."</i> (CEO, NGB 1)
Decentralisation / centralisation (Boyne, 2004)	Elite team (GB) responsibilities devolved to home nations NGBs	Unlikely to put together a GB team due to funding restrictions, home nation arguments and simple lack of resources	<i>"I think there is the will [to support us], they just don't have the resource to do it and because their funding comes in Sport England for specific projects, specific targeted areas, it is not like saying here you go here is a million quid, no they run targets, KPIs, outcomes, measurable and all of the stuff that goes through management speak these days."</i> (CEO, NGB 3)
Planning systems (Boyne, 2004)	Seeking long-term, strategic support for the elite pathway	Limited Sport England funding can be used for elite pathways	<i>"They don't have a single coin to put towards a team [GB], so the athletes would have definitely felt they were just abandoned which is unfortunate but there wasn't a whole lot of planning for anything!"</i> (Athlete, NGB 3)
Theme 2 - Organisational memory			
Increased time and efforts in becoming a learning organisation (Beeri, 2012)	Recruiting athletes to retain knowledge of their experience	Athletes lack professional qualifications and/or skills	<i>"The athletes' knowledge of the sport in terms of the talent pathway was probably already far greater than anyone in the sport [coaches, administrators, volunteers]"</i> (Performance manager, NGB 2)
Changes in human resources (Beeri, 2009)	Athletes given roles to entice them to stay within sport e.g., coaching and talent identification	Places too much pressure on athletes, particularly as NGB was often unable to pay	<i>"Now my personal role at the moment I am going to actually step down from in the summer. For various reasons, but I cannot dedicate the time it takes to do this role properly in a voluntary position."</i> (Athlete, NGB 3)
Changes in the internal management structure (Boyne, 2004)	Attempts to replace the managers lost after the funding cuts	Loss of knowledge and skills for the NGB and a lack of succession planning a major issue	<i>"The idea that you get rid of all the old farts is a nonsense, even though some people would have you do that, you need to find a role for them, even whilst recognising that younger talent coming through is far more dynamic and enthusiastic and energetic and will move things, you need the memory in order to help that process."</i> (CEO, NGB 3)

Identified the key weaknesses in the organisation (Beerli, 2009)	NGB galvanised by the stark reality of their situation and focused the rationale for reorganisation on the threat to their organisational survival	Threat perception enabled acceptance of need to change and facilitated quick reorganisation (1)	<i>“Well, on the first one I’ve always said never waste a crisis. Massive problems can force you to relook and come up with something more innovative. That’s the sort of spirit that we’re going forward on. “Let’s not sit around moping about it.” (CEO, NGB1)</i>
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