

2018

# Waikato Institute for Leisure & Sport Studies Alumni Newsletter

## Introducing our new General Manager – Jack Clayton

After just six months in the WILSS General Managers role my first impression of WILSS has been a positive one. From the support given by Jo Baily during the 10 day hand over period to the time spent with board members talking all things strategic. Without exception, the staff we have are hardworking, knowledgeable and passionate about what they do. They are getting on with the job as if nothing has changed and they have been quick to adapt to my management style which is based on open communication and collaboration. They are our most valuable asset and we need to look after them.

I have held roles as a Programme Manager at Wintec, a Development Officer at Waikato Hockey as part of Sport Waikato's Sports Force programme, and until recently, was the National Youth Manager at Hockey New Zealand

This was a strategic leadership role and allowed me to experience governance at the highest level of sport. In the end the commuting from Hamilton to Auckland got to me and Jo was very convincing when she tracked me down and offered me the opportunity to head up the WILSS operation.

My passion is helping youth to become great adults. I see no greater vehicle to do this than sport given that sport provides so many experiences that will help them when they get out into the real world. From teamwork to goal setting, humility to respect, these are things that crop up in sport all the time and we need educated adults to be able to seize these opportunities and use them to empower the young people in their care.

I also see the local community as a great place to educate adults in a setting that they are comfortable in. Our staff have the ability to get out into the community and run sessions that match their individual needs. I see this as the most unique feature of WILSS. We are not constrained by lots of bureaucracy so we can adapt and move quickly to meet community needs. We have access to some great facilitators across all of our programme so if our staff can't provide the service we can certainly engage someone to facilitate for us.

As you can see, WILSS is a good fit for me because it matches my basic philosophy. I look forward to meeting more of the alumni and hope that you will share your experiences with me as you move through your careers and use the skills and knowledge that you have gained from WILSS.

WAIKATO  
INSTITUTE FOR  
**LEISURE  
& SPORT**  
STUDIES

Linking Communities to Learning

## INSIDE THIS ISSUE

*Marie Dale - WILSS  
Graduate*

*A-Z of Volunteer  
Management*

*Talia Siddens - KiwiSport  
Community Leader Profile*

*Georgia Robcke - WAYA  
Participant*

*Top Tips for Change  
Management*

*One Way to Improve  
Change*

*Sharing Your Message*

Marie Dale - WILSS Graduate  
NZ Certificate in Business (First Line Management) (Level 4)  
NZ Certificate in Sport & Recreation (Community Development) (Level 5)



Te Awamutu Rugby Sports and Recreation Club are pleased to announce that Marie Dale has taken up the role of Programme Facilitator.

This role will incorporate functions at the Albert Park Indoor Centre as well as the Touch modules at the Club.

Marie has extensive experience in sport, covering roles of Club President, Club Secretary, School Sports Coordinator and umpiring over the last eight years.

Marie has also dedicated herself to further education with numerous successful Waikato Institute for Leisure and Sport Studies (WILSS) Certificates in Sports Administration, Business Management and Sport Community Development.

“As an organisation, we are over the moon that Marie is coming on board. Her enthusiasm and commitment to make the sport and activities successful will help our organisation grow in the future and help strengthen the delivery of sport to the members of the Club and in the wider Te Awamutu area”, said Peter Arndell, Te Awamutu Sports General Manager.

“She has been nominated for several individual awards for her dedication and skills, and having a local Waipa resident is just another bonus for us”

Marie starts her employment on June 11 and can be contacted on 0274 519 158 or [programs@tasports.co.nz](mailto:programs@tasports.co.nz)

***“For success, attitude is equally as important as ability.”***  
***- Walter Scott***

## A - Z of Volunteer Management

***“If our hopes of building a better and safer world are to become more than wishful thinking, we will need the engagement of volunteers more than ever.”***

Managing volunteers is a hugely rewarding task, but it's not without its challenges. Not only do you need to attract the right volunteers to your organisation, you need to train them, support them and keep them engaged. You need to be skilled at managing difficult behaviour, having tough conversations and resolving conflict. You need to give people freedom to do their job, while at the same time accepting accountability if things go wrong. No wonder Volunteer Managers have sleepless nights.

If you are responsible for managing volunteers, this A – Z guide will help you cover all the bases.

### ***Appreciation***

It's no secret that if you want to keep volunteers engaged they need to feel appreciated.

Some like to be told how much they are appreciated and respond to face-to-face messages, whereas for others its making time for coffee that will make them feel appreciated.

### ***Bite-Sized***

Nowadays, people are more likely to volunteer in bite-sized pieces, offering to help with one task, event, or even one project at a time. If you are struggling to recruit volunteers, consider breaking up the roles into smaller bite-sized pieces, or turn one role into five by offering it on a roster basis?

### ***Conflict Resolution***

It is important you have some tools and strategies in place to support you in the resolution process. Have policies and systems in place to minimise the risk of conflict, plus things like a Volunteer Code of Conduct and a Volunteer Contract with help to establish clear boundaries

and minimise the risk of misunderstanding.

### ***Diversity***

Brings strength to any team, so it is worth considering how you will attract a diverse range of volunteers.

To attract people with a diverse range of skills, knowledge and expertise, make sure you have a diverse range of roles available. People want to help in areas they feel competent and passionate about, so make sure you give them a choice.

### ***Employee Volunteer Programme***

Corporate Volunteering has become increasingly popular as businesses look for ways they can support the community, while at the same time developing loyalty amongst their staff.

### **Feedback**

Inviting volunteers for feedback, ideas and suggestions is one of the simplest ways you can make them feel like a part of the team. Each time you thank your volunteers, get into the habit of asking "how's it going for you?" Establish systems like a feedback book or online forum where volunteers are encouraged to have their say.

### **Good Fit**

When recruiting for volunteers you need to consider skills, expertise and availability, but you also need to consider how their values align with those of your organisation.

### **Hobbies and Interests**

Most people enjoy doing what they are good at, so find out about their interests and hobbies, then finding them a role to use those talents give people a sense of satisfaction and a genuine feeling of contribution.

### **Induction Process**

Make sure they are properly inducted to their role and your organisation. A code of conduct, relevant policies, team contact details and a uniform are a good place to start.

### **Just in Case**

Succession planning is not just for management and trustees – you need to consider future-proofing with volunteers as well. Have more than one volunteer trained to do the role, and have a back-up plan.

### **Keep in Touch**

It is important you keep in touch and develop a relationship with your volunteers. Make sure they receive newsletters, like your Facebook page and are invited to supporter's events. Even one-time volunteers have a connection to your cause that's worth developing.

### **Let it Go**

We need to constantly re-evaluate our volunteer programmes and be prepared to let go of ideas, processes, and policies that no longer make sense.

### **Motivators for involvement**

Whatever a person's reason for volunteering, it is important you identify and cater for their underlying motivator if you want them to stay engaged.

### **Networking**

It is important to keep in touch with other volunteer managers. Join a networking group and use it as a place to share ideas, frustrations and opportunities.

### **Online Tools**

There are loads of online tools available to help communicate, record, roster, acknowledge and generally manage volunteers and their information.

### **Policies**

Some essential policies you should have in place when working with volunteers include those that address recruitment, health and / safety, conflict of interest, reimbursement of expenses, complaints, conflict and exiting a volunteer.

### **Quick Responses**

If someone enquires about volunteering it is important you respond quickly (within 48 hours) and get them engaged.

### **Recognition**

It is important that you carefully consider what you choose to recognise with your volunteers. Consider establishing a recognition programme that highlights other behaviours such as commitment to training.

### **Shoulder Tapping**

The easiest way to recruit volunteers is to ask your current volunteers to invite their friends.

### **Training**

If you want a volunteer to properly succeed in their role, you need to make sure you properly invest in on-going training and support.

### **Uniforms**

Uniforms help create a sense of pride amongst volunteers and are a great way to raise the profile of your organisation while they are busy doing their work.

### **Value**

If you want staff and trustees to really support a volunteer programme, you need to be able to explain the true value that volunteers bring to your organisation.

### **When and where**

If you want to attract a diverse range of volunteers, you will need to be flexible about when and where specific tasks are carried out. Thanks to technology, there are plenty of roles that can be carried out remotely, so be open to discussing this option.

### **eXit interviews**

It is important when a volunteer leaves to have an exit interview. It is an opportunity for them to give you feedback about the volunteer programme and to tidy up loose ends.

### **Yes, yes, yes**

Make yes your first response to any ideas and delegate the responsibility back to the idea maker. Give them some guidelines for implementing the idea and then empower them to get on with the job.

### **Zzzzzzzz**

To do a good job, you need to make sure you look after yourself. Get plenty of sleep, set boundaries and manage expectations.

*Tonic Magazine Issue 35*

## **WHEN IT'S TIME TO GO 'EXITING A VOLUNTEER'**

One of the issues that volunteer co-ordinators struggle with is how to exit a volunteer who, for whatever reason, is no longer suitable for their role.

There are many reasons why a person can no longer fulfil this role, and need to be exited from an organisation. They could include not being effective in their role, not meeting the requirements of the job, not observing the organisation's boundaries, maybe their values do not align with those of the organisation, or it is simply time that they retired or moved on.

If you do not want to lose your volunteer from the organisation there are a number of options to consider:

**Re-assign** – is there another role or different responsibilities they are more suited to? Depending on the fit and dynamic, this may be within the same team or another team altogether.

Volunteers who have been with your team for some time are a valuable asset to assist with the training or support of new volunteers. For example, a volunteer driver who is no longer able to drive could be asked to accompany new drivers on their run until confident and comfortable on their own.

**Refer** – is there another organisation the volunteer is better suited to? Acknowledge they may not be suited to your organisation, and let them know that you would like to help them find a volunteering opportunity that would be more fulfilling for them.

**Retire** – are you holding onto a volunteer where their role is no longer needed? Have changes to their circumstances, health or abilities impacted on their ability to carry out their duties? It is always important to thank them and to acknowledge their service and contribution to the organisation, your clients and the community. Let the volunteer determine their departure date within a defined time frame. This gives them some control over the process. Give them the choice of how they want to leave; some might like a farewell, but others may prefer not.

It is never easy to have an exit conversation with someone. Understand the message that you need to convey before you deliver it, and if necessary talk it through first with your manager or an appropriate colleague. Be prepared and be kind to yourself and to the volunteer.

**Heather Moore** – General Manager for Volunteering Waikato

Email:

[manager@volunteeringwaikato.org.nz](mailto:manager@volunteeringwaikato.org.nz)

**“ACTION  
IS THE  
FOUNDATIONAL KEY  
TO ALL SUCCESS.”  
—PABLO PICASSO**



**Leadership  
Development**

**Practical Experience**

**Being Part of a  
motivated Team**

**Making a Positive  
Contribution to Your  
Community**

**Gaining New Skills  
and Knowledge**

**Developing a CV That  
Stands Out From the  
Crowd**

**Being acknowledged  
as a leader**



## **KIWISPORT LEADERSHIP DEVELOPMENT PROGRAMME**

Sport New Zealand, WILSS and KiwiSport Waikato have teamed up to develop, support and provide opportunities for young leaders in their Waikato communities

KiwiSport aims to develop students with the skills and confidence to demonstrate leadership/volunteerism within a Kiwisport context, their school environment and the wider community.

### **KiwiSport Community Leader Profile: Talía Siddens**

What do you think you gained from being involved in the KiwiSport Community Leader Programme?

*“I think that being a KiwiSport leader means that I am able to document my volunteering and is a good way for students to be rewarded, who usually might slip under the radar. I also enjoy reading and hearing about others within the community and in my school who are also volunteering.”*

What is the most enjoyable role you have held as a volunteer? What did this role involve?

*“I really have loved organising Tiny Sticks within my community. This is hockey for preschool aged kids to come along and give hockey a go. Myself and a couple of my friends decided to start the project as part of a health assessment and from there I took on organising it. I have been able to organise other willing volunteers to help run the sessions, I have received funding for equipment and have even had some Blacksticks come and take pictures with the kids. Now we are getting 10-15 kids turning up to the sessions. It makes me feel good to know that I was able to give an opportunity to these kids to get out and get active.”*

Would you recommend volunteering/being a volunteer to other young people?

If yes, why?

*“I would definitely recommend volunteering to others. It is so rewarding and I find that it is a great way to meet new people and get out of my comfort zone. I find that it is way better to be out helping someone else rather than sitting at home on social media.”*

How have you shown leadership this year at school?

*“This year I am the Academic leader at Hauraki Plains College. As part of this we have implemented a Peer tutoring system into our school. I tutor several students myself and have found that it has been super rewarding when the people who I tutor pass a maths test or get an excellence in a social studies paper. I have also taken the role of the coach of the 2nd XI girls hockey team. This is the first time I have coached secondary aged kids (usually I coach kids aged 7-10) so this has been a different experience for me, but our team is improving each week.”*

What advice would you give to a new KiwiSport Leader?

*“Take every opportunity that comes your way. Although sometimes I feel like I have made to many commitments I am usually able to juggle my school work, volunteering sport and social life. But one thing to note is that it's totally okay to ask others if they can lend you a hand.”*

**At the 2018 Hauraki/Thames Coromandel District Sports Awards, Talía won the Secondary School Contribution to Sport Award.**

## TOP TIPS FOR SUCCESSFUL CHANGE MANAGEMENT

- ◆ Focus on the people not just action and logistics
- ◆ Make sure the Board and the leadership team have signed off the change and are all on the same page strategically. If this is not the case, organise a strategic planning day first.
- ◆ There will always be resistance. People go through six phases in a change process; anticipation, confrontation, realisation, depression, acceptance and enlightenment. Keep checking in with people throughout the process and afterwards. They need to know you care about them.
- ◆ People accept change at different paces. Some find change easier than others. Some thrive on change and get bored without it, others loathe it. Take the time to find out where each person is at with it.
- ◆ Look after people to the best of your abilities, but allow people to exit if that's what they really want.
- ◆ Involve your team through the process and get their ideas and suggestions.
- ◆ Know what your main challenges will be and make sure that you tackle them in the right order.
- ◆ You may need help for implementation so that you can focus on taking care of your team and supporting them through the process.



***"You can't put a limit on anything. The more you dream, the farther you get."***

***-- Michael Phelps, Olympic-medal winning swimmer (present)***

### **Georgia Robcke represented New Zealand at World Junior Squash Championships WAYA - Thames Participant 2017**

Georgia Robcke was selected to represent New Zealand at the World Junior Squash Championships in Chennai, India.

The Thames High School student flew to Chennai, India, on July 13 to compete in the week-long competition, competing in the individual under 19 women's grade.

Georgia, 16, said she was really happy to be selected and was looking forward to visiting India.

"It's going to be different, a bit of culture shock."

She was selected after a training programme in Auckland and selectors also reviewed her tournament results and training ethic, she said.

Georgia has been playing squash socially at Thames Squash Club since she was about 6-years-old.

"I have a brother as well so we just messed around [with squash], but we played netball and rugby so we didn't really get into it," she said.

However, three years ago, Georgia became serious about squash. Georgia quit netball to focus on playing squash competitively at regional and national events around the country, including the Waikato Open tournament, the Auckland Junior open and the New Zealand junior open.

"I play mainly the junior tournaments, one of the section tournaments was in Invercargill and then there was one in Waikato and one in Auckland, but I try to play the big events, the national ones."

She said it was an underrated sport.

"When you say that you play squash, people are like, oh yeah, and it's not until you get into it, that you find out how hard it is physically."



"And then there's a massive mental aspect to it as well. You can be as fit as possible but when you're on the court, it's just you and your opponent, nothing else really matters, and they can easily get into your head because you're in a box, it's personal, and you have to be really mentally strong."

Georgia trains five times a week, including two trainings each week with Thames-based Waikato coach Phil Buscke Somervell.

"I want to thank the squash club, my coach and my parents," she said.

## One Way To improve Change

Technique in sport is a topic that often polarises opinion. How do we find the balance of developing players who are technically proficient with game intelligence? Founder of TOVO Academy, Todd Beane share what he believes to be the most important factor in improving football 'technique'.

The #1 Element your players need to find today to guarantee better performance is ....SPACE.  
All great players find it, and exploit it and benefit from doing so.

*"As an eventual receiver of the ball, you have to look in the open space for a position enabling you to get the football in good conditions.... It is often a matter of one step more or less"* – Johan Cruyff

START Your Member ship here

We speak of space being time, and time is gold. It is that valuable. Gold. And it can be cashed in to accomplish remarkable results on the pitch. A player with space has time and that time affords a more effective technical execution. It may be less than a meter or it may be three. All space that can be exploited to your benefit against an opponent is worth seeking.

It may seem counter intuitive, but if you teach players to play with a deeper understanding of space, they will execute better. The parents on the sidelines and the casual onlooker will think that Johnny or Jane has become so much better technically. Wow, a completed pass. A probing shot. A purposeful dribble.

Ok, maybe not the parents who yell "BOOT IT" but we cannot win over everyone. The most important beneficiary of the productive management of space will be your player. He/she will dance within that space and confidence. They will find solutions with a fraction more time afforded to them. Your player will not only appear technically better, but also become technically better as they seeks more technical quivers to add to their arsenal of skills. Demand will drive supply.

Ball control void of spatial awareness is of little service to a true footballer.

The greatest masters of the game were masters of so many components of the game. They could pass, receive, shoot, dribble and head the ball. But so many players worldwide can do that. Di Stefano, Pele, Cruyff, and Maradona were artists that delivered a solution when needed most.

*"There's only one moment in which you can arrive in time. If you're not there, you're either too early or too late"* – Johan Cruyff

In the end we must be honest with our children by explaining that there are no shortcuts to success within or beyond football. And to refute my entire article here we should not reduce the beautiful game to guarantees and false promises.

But we can suggest that football is a multi-directional game, a choreographed dance in time and space to be enjoyed thoroughly with best friends, caring coaches and loving parents. And we can go out to train as such.

*"The ideal space must contain elements of magic, serenity, sorcery, and mystery."* – Luis Garragan

Websites:

<https://athletenation.co.nz/> - Athlete Nation

<https://startwithwhy.com/>

- Simon Sinek, Creating great leaders

<https://playerdevelopmentproject.com>

– Player Development Project

***"I HAVE LEARNED THAT SUCCESS IS TO BE MEASURED NOT SO MUCH BY THE POSITION THAT ONE HAS REACHED IN LIFE AS BY THE OBSTACLES WHICH HE HAS HAD TO OVERCOME WHILE TRYING TO SUCCEED."***

***—BOOKER T. WASHINGTON***

## Five good Ideas: Sharing Your Message

There are lots of ways to share your message with potential supporters and the more you share, the more chances you have of making an impact. Repetition builds reputation, so it's important that you make the most of opportunity. Check out these great ideas for getting your message out there.

### Vines

If you have a teenager you'll know what a vine is, but for those who don't, Vine is a video sharing app designed to show 6 seconds of film or images which then play on loop. This short burst of imagery can be used to sum up a feeling or illustrate the power of a moment in the work you do.

How can you sum up the impact of your work in 6 seconds? Is it high fiving a friend, a child flipping or neighbours laughing over the fence? Creating a Vine forces you to think about why your work matters and how you can illustrate that in a single moment.

Vines are a bit different and will give you a contact with a whole new audience, but remember those six seconds need to make people want to know more.

### Hashtags

A hashtag is a keyword or phrase that follows the #symbol and is integrated into all kinds of social media platforms. The main purpose of a hashtag is to make your content searchable, which means not only can people find your message or conversation; you can track the success of the campaign. By including a hashtag with your message, people can easily join the conversation and you can interact with others who are sharing similar messages or are interested in the same theme.

Hashtags make it easy for you to share your message in a conversation that exists. For example, how can you share your organisations message in relation to #mothersday. #throwbackthursday or even climatic events like #OneloveManchester.

### On the Flipside

The back of your business card is an often under-utilised billboard that gets put in the hands of potential donors, sponsors, volunteers and partners. Consider how you can use the power of an image, a testimonial or an emotional question to spark interest and share your message. Be clever with your word count, make sure different staff members have different stories, and refresh them all at the end of each batch to ensure new stories are always coming through.

### Video

Most non-profits are aware of the benefits video brings, but some are scared off by a perceived lack of technical know-how or budget. If that's you, you may need to know there are many easy to use tools available and you can make something effective even if you are short on time, money and expertise. If you are still not sure, look at recruiting a volunteer to help you with the process.

While one-off videos are great, it's important to think about how you can incorporate video into your overall marketing strategy. How can you use it across all social media platforms, what extras can you add in, and where else can you use it? You might like to think about making a mini-series and getting people hooked, or combining your story with other bloggers and bloggers sharing similar messages. Make sure you are clear from the start as to what you want your video to achieve.

### Twitter

You may not think 140 characters is enough to tell your story, but it is an incredibly effective way of getting your name and brand in front of lots of people at once. The real challenge is making your message stand out in such a short space. Keep in mind that it needs to be easily re-tweetable.

Always include a link to the full story – Twitter is just the jumping-off point, the really juicy stuff comes when people visit your website. If your URL is long, check out owly.com or bit.ly to condense things and keep your character numbers down. Try to use only 100 where possible – this makes it easier for people to re-tweet your post without editing it.

Catching people's attention with a question is a great way to kick things off, so try asking "Did you know...?" or "Do you ever wonder how ....?"

Whatever medium you are using to share your story, remember to stick to your purpose and be consistent in your message. Getting your message out in various ways places the best chance you have of connecting with new people. Why not give something different a try?

*Rosie Julou @ Tonic (Issue 35)*  
*www.exult.co.nz*

***"COMING TOGETHER IS A BEGINNING;  
KEEPING TOGETHER IS PROGRESS;  
WORKING TOGETHER IS SUCCESS."***

***—HENRY FORD***

## Creative Communities

Excellent leaders and role models are vital in all walks of life and nowhere more so than in schools and communities, where leaders are often faced with a volunteer 'work force' and limited resources.

Community development programmes support people to become better leaders via the work they are doing within their communities. Current and future leaders learn and build on everyday practical leadership skills. The objective to 'learn by doing' using a variety of interactive activities.

**Stacey Walker** joined the WILSS Team in October, taking over the role of Community Programmes Coordinator. Term 4 has been busy for Stacey with many communities booking in for our Christmas workshops. The most popular item to create has been the Kokedama (Japanese moss balls). This fun and hands-on activity has had many participants of the workshops fascinated in the art of making the Kokedama.

Stacey is available to run workshops in Holiday Programme Training, Parenting Fuel Up, Youth Leadership & Development and Parents Supporting Play as well as running our Live Large Leadership Holiday programme during the first week of school holidays.

If you would like a workshop organised for your community, Stacey can be contacted at [stacey@wilss.ac.nz](mailto:stacey@wilss.ac.nz) or phone 027-699-8067.



## BUSINESS QUALIFICATION

### REGISTRATIONS NOW OPEN FOR THE 2019 PROGRAMME

#### Programme Overview:

You will be given the opportunity to:

- Learn effective communication
- Grow resilience
- Develop and maintain high performance teams
- Work on a significant project which will make a difference to your organisation
- Achieve the NZ Certificate in Business (Level 4)

#### Want to know More?

For further information about the programme, dates or to request an Enrolment Form, please contact:

**Naomi Bates - Sport Programmes Manager**

Phone: 07 839 9908 / 027-232-9025

Email: [naomi@wilss.ac.nz](mailto:naomi@wilss.ac.nz)

Website: [www.wilss.ac.nz](http://www.wilss.ac.nz)

#### Entry Criteria:

To be eligible to attend this course:

- Participants need to be currently leading a team of either volunteers or within a workplace.
- People in the not-for-profit sector currently performing an administration role or similar.
- Participants will require a mentor/coach who should ideally come from the participant's area of interest. If this is not possible, assistance can be given to find a suitable mentor/coach.
- Early registration recommended as participant numbers are limited to 12 to maximise the learning and one-to-one coaching opportunities for participants.

**Next programme starting early 2019**

***"WITHOUT CONTINUAL GROWTH AND PROGRESS, SUCH WORDS AS  
IMPROVEMENT, ACHEIVEMENT AND SUCCESS HAVE NO MEANING"  
- BENJAMIN FRANKLIN***

**Waikato Institute For Leisure & Sport Studies (WILSS),  
178 Ruakura Rd, Private Bag 3105, Hamilton 3240  
Phone: 07 839 9908, Email: [wilss@wilss.ac.nz](mailto:wilss@wilss.ac.nz), Website: [www.wilss.ac.nz](http://www.wilss.ac.nz),  
Facebook: <http://www.facebook.com/wilsswaikato>**