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THE SOUTHERN TRUST

Trevor W Johnston

Grant Smith

GSA Design Limited

Ashburton Squash Club

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Corinne Barnard & Badminton NZ

Squash New Zealand

Central Squash Association Inc.

"Club Leadership Guide"

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Author: Trevor W Johnston

Editors: Grant Smith, Peter Fowell, Warren Patterson

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Central Squash Association Club Leadership and Planning Guide

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FOREWORD FROM SQUASH NEW ZEALAND



Squash New Zealand
PO Box 21-781
Henderson, Auckland
Tel: 09 815 0970
Fax: 09 815 0971
Email: squashnz@squashnz.co.nz
Web site: www.squashnz.co.nz

Firstly my congratulations to Central Squash their initiative and foresight in developing a practical Leadership tool of this nature for Clubs. It not only reflects their collective passion for our "beloved game" but their enthusiasm and drive to be at the leading edge. From my early preview the Central Squash Leadership and Management Guide it is likely to become the "bible" for many of the Central District Clubs in years to come, - well done.

Sport (and Squash) is all about people, we are in the "people business" not just the sporting and/or entertainment business. I believe we have three very simple "missions" in sport (at all levels); Growth (encouraging more people to become and stay involved), Best Practice (having the right funding, planning, direction and approach) and Performance (being champions on and off the court).

The Leadership and Planning Guide goes a long way towards capturing many of the ingredients needed to address these ideals by providing guidance, templates and "tried and true" examples that will support Clubs and their key people "behind the scenes" with tools to get things done well. This makes their involvement simple and enjoyable and I believe it will be welcomed by many and used by all.

Peter Fergusson
CEO, Squash New Zealand

INTRODUCTION FROM CENTRAL SQUASH



Incorporating Manawatu, Wanganui, Ruapehu & Taranaki Regions
lifestyle, fun and fitness

Central Squash Association Inc.

P.O.Box 1764, Palmerston North, New Zealand. email: centralsquash@xtra.co.nz web: www.centralsquash.co.nz
Secretary: Sharon Patterson, Phone 06 359 2561, Fax 06 359 2561, Mobile 025 299 7799
Squash Development Officer: Donna Wilson, Mobile 0274 396 326, Phone 06 357 5349, Fax 06 358 1178, email d_wilson@sportmanawatu.org.nz

The Central Squash Association is proud to endorse this Club Leadership and Management Guide.

We firmly believe that all our clubs, no matter how big or small will benefit from this resource. It is critical that our clubs ensure that they are well managed and run, if this is done well the benefits both on and off the court are great. As the guide states, clubs with "Average Facilities and Great Leadership" will outperform clubs with "Latest Facilities and Poor Leadership".

The Associations greatly acknowledges the funding received from the Southern Trust the author, Trevor Johnston, His skills regarding leadership and club planning are second to none. We would also like to thank the various clubs and organizations who have contributed information and GSA Design for the professional production of the guide.

Please use this resource to plan confidently for your club's future success.

Board of Directors
Central Squash



THE LEADERSHIP STORY

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

Finally it is the sport 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.

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:

- A. Growth in membership
- B. More money to develop the club and services
- C. Good community support
- D. A plan to help ongoing committees, so you do not drop the ball at times of change
- E. Plan to support sponsor requests.
- F. Good team spirit
- G. 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.

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

THE LEADERSHIP STORY continued

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**

CENTRAL SQUASH CLUB MODEL (Business Plan)

Kindly reprinted with the permission of
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 coordinators 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 coordinator to think about his/her role and add to or take out any of the areas.
10. Next meeting (say 3 weeks after 1st discussion paper)
 - i. Agree again on each area
 - ii. Agree again on each role
 - iii. Agree again on each Job description
11. Now advise it is their plan
12. Get copy done for each member then distribute
13. Each meeting from this point each coordinator to report on his/her area
14. Get the club in a room and sell the plan by overheads if feasible.
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 to suit
 - v. New coordinators or committee people know the role only area of responsibility so happy on 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
 - ix. Good for support when asking for
 - a. Grants
 - b. Sponsorship
 - c. New members
 - d. Donations
 - 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 led 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
- 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 Womens 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

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 coordinator 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 COORDINATORS

- 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.

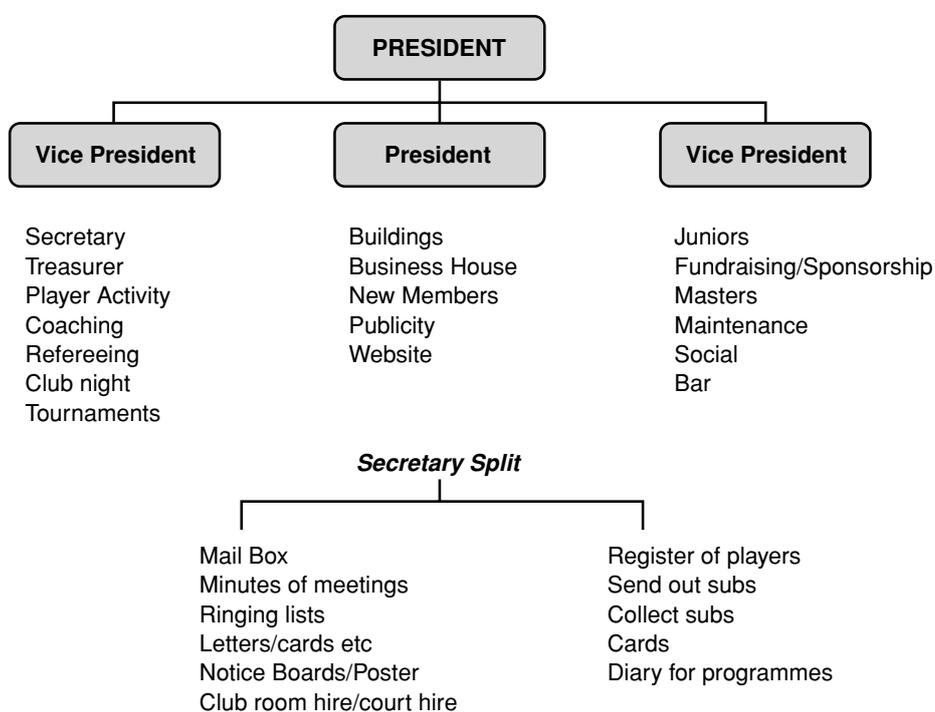
PEOPLE PLAN

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



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
 - ii. Admin team
 - iii. Supplier/sponsor team
 - iv. 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

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 & 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 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 years 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
- Postive 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/individuals

THE BASIC RULE OF A CLUB

- Great flash club facilites, 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 coordinators
5. Praise coordinator success
6. Coach coordinators when not up to your expectations
7. Advise all coordinators 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 coordinators 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 coordinators 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 Coordinator: 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.

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 2 Vice Presidents.
Support and help all coordinators.
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.

Role: Secretary

Coordinator: 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.

Role: Treasurer

Assistant: Name

Area of Responsibility: 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.

Goals: Keep the club accounts in a positive situation by good financial advice to the committee.
Develop computer accounting package suitable for club.

Role: Publicity Coordinator

Coordinator: 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 coordinators) 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.

Role: Junior Coordinator

Coordinator: Name

Assistant: Name

Sub Committee: Parents

Area of Responsibility: Promote Junior Squash.
Provide coaching opportunities.
Provide competition opportunities
i.e. 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 Coordinator

Coordinator: 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 Coordinator

Coordinator:	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: Womens Squash Development

Coordinator:	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

Coordinator: 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.

Role: Promote Club Membership/Business House Coordinator

Coordinator: 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 Coordinator.
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 Coordinator

- Coordinator:** 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 Coordinator

- Coordinator:** 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 Coordinator

- Assitants:** Name
- 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 Coordinator

- Coordinator:** 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 2 years to have all club facilities to a high standard so that members can get maximum advantage.

Role: Bar Manager

- Coordinator:** 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

- Coordinator:** 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 Coordinator

- Coordinator:** Name
- Area of Responsibility:** Members and non members
- Requirements:** Fitness/coaching.
Creche 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.

Role: National Events Coordinator

- Coordinator:** 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 Coordinator

- Coordinator:** 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 Coordinator

- Coordinator:** Name
- Sub Committee:** Members when required
- Objective:** Run Tournament Socials
Organised 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 Coordinator

- Coordinator:** 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 Coordinator

- Coordinator:** 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.

TARANAKI SQUASH CLUB MODEL (Business Plan)

Proposed Business Plan 2004

1. Introduction

The 2003 season was viewed as a successful one for the club, with membership numbers maintained and profitability continued. The combined B Grade/Central Open tournament in May saw a big turnout. The second tournament was also the final of the Players series in August and was also well attended, with the summer Open a little down on numbers. The Ladies C Grade team was successful in winning the nationals in their grade, while a club team also brought home the National club masters title, and in doing so obtained the hosting rights for the tournament. While the bar took some time to get going, profits were well up on the year previous.

The coming 2004 year will be another huge year for tournaments, with an international field of Women playing a WISPA tournament at the club, along with three other tournaments. The club has been fortunate to pick up a substantial grant to assist with the maintenance and upgrade of facilities which will improve the overall presentation of the club.

Other areas of importance in the coming year will be membership numbers, expanding on the number of social squash and functions, and, in general overall member involvement.

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

2. Objectives for the Club

- Increase Membership
- Develop a good family environment
- Keep the management plan up to date
- Maintain club at NZ standard level
- Promote squash and fitness at all levels from Junior, Senior, and Masters
- Keep the facilities modern
- Develop full player activity programmes
- Develop a full year calendar
- Keep the club in a sound financial position
- Increase player skill levels
- Work with the Central and NZ Squash Associations
- Maintain good social activity
- Develop other activities for members

3. Goals for 2004

- 10% improvement on membership
- Maintain profitability
- Court 2 and Court 3 replastering/repainting
- Complete upgrade and hotwater system upgrade
- Upgrade mens and ladies changing facilities
- Complete roofing repairs and maintenance
- Fundraising and sponsorship to meet costs of tournaments, maintenance and social activities
- Keep business plan updated
- Raise profile of squash in town
- Develop a full programme
- Develop a new members plan
- Organise and run the B Grade Tournament
- Organise and run the combined Taranaki Open and WISPA International Tournament
- Organise and run the Summer Open
- Organise and run the NZ Club Masters Tournament

- Develop and introduce a full member database
- Develop a people friendly environment

4. 3 Year Plan

2004

- 10% member increase
- Complete payment of term loan
- Develop player activity
- New membership database
- Upgrade facilities.
- Run successful tournaments
- Continue development of the building maintenance and development plan.

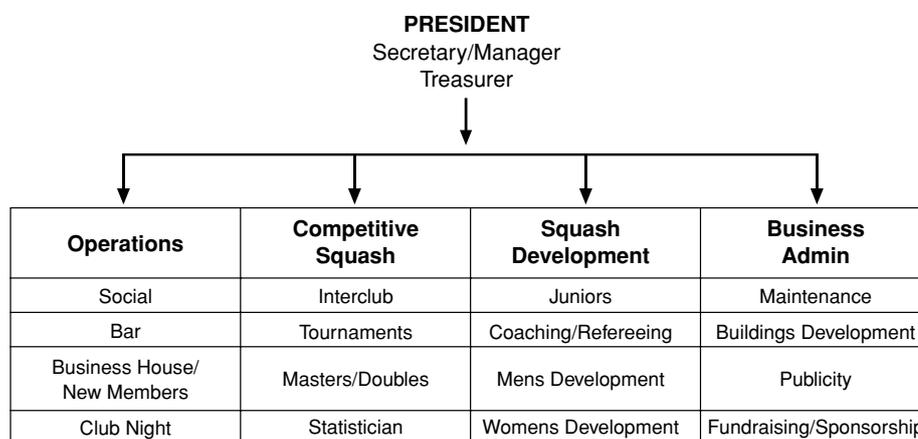
2005

- 20 member increase
- Develop further activities for players
- Investigate facility upgrades/extensions
- Keep Business Plan updated

2006

- 20 member increase
- Investigate facility upgrades/extensions
- Keep Business Plan updated

5. Club Management 2004



6. Duties 2004

PRESIDENT
Secretary/Manager
Treasurer
OPERATIONS DIRECTOR
Social
Bar (2)
Club Nights/Days (2)
Business House/New Members
COMPETITIVE SQUASH DIRECTOR
Tournaments
Masters/Doubles
Interclub
Statistician
SQUASH DEVELOPMENT DIRECTOR
Coaching/Refereeing
Juniors
Mens Squash Development
Womens Squash Development
BUSINESS ADMIN DIRECTOR
Publicity
Maintenance
Building Development
Fundraising/Sponsorship

7. Committee Rules

- A) Meetings
- monthly
 - 1st Monday of month
 - 7:30 pm start sharp
 - Each Director to run their section of the meeting
- B) Reports
- Each coordinator to report activity on:
 - achievements
 - needs
 - To be present at each monthly meeting
 - If unable to be present, to give report to another member
 - All unplanned expenditure to be through committee for approval
 - Any changes that affect the club to be through committee for approval
 - Each committee member to support each other with help and advice
 - Coordinators to select a sub-committee from the club to assist

8. Rules for Directors

- Directors are there to ensure the smooth operation of club functions in their area.
- It is their job to assist each of the coordinators, assisting them as much as possible to make their jobs easier.
- Directors are there to provide the communication with the President.

9. Rules for Coordinators

Overall responsibility to the committee for the role and reporting.

- Select a team and deputy as required
- Seek help from others, especially your Director
- Use other coordinators for support, eg new member coordinator may need to call on the coaching coordinator
- Spending of club funds through committee
- Develop new concepts, be innovative
- Keep the job description alive, add changes through the year

10. Communication Plan

A) To members:

- Newsletters - about 6 weekly
- Emails - about fortnightly
- Divide membership list into groups and distribute to committee members for ring-arounds
- Divide notice board into areas. Make sure an area is dedicated to club news
- Get visitors to fill in visitors book at entrance

B) To Sponsors

- Letter to sponsor initially, and include sponsorship prospectus and business plan
- Send a copy of newsletters and emails
- Invite sponsors to club dinner
- Invite sponsors to sponsors shout
- Sponsors board kept up to date

C) Others

- Information Centre - info for visitors
- Community - newspaper column
- Radio - reports
- Signage - better external signage at club

11. People Plan

- New Members kit
- Offer support and help to club members in tragic/difficult circumstances
- Recognise member achievements within the community
- Recognise births, engagements, marriages, birthdays.
- Other ideas to make people feel part of the club
 1. Look after members when they're in a "down" position. People never forget the support they receive.

12. Position Descriptions

Role:	PRESIDENT
Coordinator:	
Vice Presidents:	
Area of Responsibility:	<p>To oversee the management of all club activities. Setup an effective Business Plan by delegating roles with full Job Descriptions to Committee members. Preside over the monthly meetings with the involvement of four Directors. Support and help all Coordinators. Be innovative in bringing new concepts to the club. Work with sponsors and business houses who support squash. Promote the many advantages of squash.</p>
Goals 2004:	<p>Ongoing development of a successful business plan. Work with happy committee. Help all members to feel part of a "great" team. Focus on improving weaknesses in the club, such as sponsorship, new member development.</p>

Role:	Secretary / Manager
Coordinator:	
Reports to:	Executive Committee
Area of Responsibility:	<p>Take minutes of all meetings Keep player register. Lounge room hire. Arrange commercial cleaners for post function cleaning. Advise bar of function requirements (staff/catering/refreshments). Casual player hire. Keeping season calendar up to date. Provide and update booking sheets. Send out club correspondence. Receive all inward mail. Receive and pay all accounts. Invoice debtors, and follow up on unpaid invoices. Banking. Bank Reconciliations Send declaration of SEMS to NZ Squash Issue membership tags, and maintain register. Sign up new members, and issue new member pack. Pass on name to Business House/New Member Coordinator. Arrange cleaning of toilets, vacuuming, sweeping of courts (3 hours per week)</p>
Goals:	<p>Support the President, Treasurer, and, all committee members with a good secretarial service. Improve computer literacy and therefore improving productivity Help with development of computer member database.</p>

Role:	Treasurer
Coordinator:	
Area of Responsibility:	<p>GST Returns Monthly Reports required: a) cash movement for month/year to date b) debtors outstanding c) creditors/invoices to pay Prepare year end accounts. Arrange audit Maximise interest on surplus funds Prepare year end reports/budget for AGM Send copy of AGM accounts to all stakeholders Prepare adhoc reports as required. Keep the club within budget Consult with coordinators regarding expenditure.</p>
Goals:	Implement documentation to assist Secretary/Manager with duties.

Role:	OPERATIONS DIRECTOR
Coordinator:	
Area of Responsibility:	<p>Operations of the club, namely bar, club nights, socials, business house and new members. Communication from operations to President and committee Report on these areas at meetings.</p>
Goals:	<p>To provide an effective communication channel from operational areas to the committee To actively assist the club night, bar, social, new member and business house coordinators and ensure the smooth running of these areas. To promote squash and club operations.</p>

Role:	Club Night Coordinator (2)
Coordinator:	
Area of Responsibility:	Run club nights
Goals:	<p>Encourage as many members to attend as possible Aiming at new members Opportunity for fellowship Opportunity for coaching Opportunity for refereeing/rules Programme all year round</p>

Role:	Bar (2)
Coordinator:	
Area of Responsibility:	<p>Keep stock and open as required Organise roster for events and functions Arrange a reward scheme for members when rostered for functions Arrange and coordinate kitchen for events</p>
Goals:	<p>Provide refreshments for club members Increase turnover and profits</p>

Role:	Social Coordinator
Coordinator:	
Area of Responsibility:	Arrange club social events
Goals:	<ul style="list-style-type: none"> Organise Club dinner Organise tournament socials Organise Rugby Grandstands Organise Season Start Function Organise Club trip(s) Organise Club Merchandise Liase with Bar

Role:	Business House/New Members Coordinator
Coordinator:	
Area of Responsibility:	<ul style="list-style-type: none"> Attract and introduce new members to the club To promote and organise Business House squash. Organise and run Club open day - Squash awareness day Plan and run new members night Liason with Coaching Coordinator Promote and attract high school members. Offer all Business House players a discounted membership package. Encourage buddy system, players to introduce new players to club and look after their welfare.
Goals:	<ul style="list-style-type: none"> Develop a reward scheme for members bringing in new members. Develop a promotion package. Develop a New membership plan. Make new players feel very welcome Implement measures to make players feel welcome in club.

Role:	COMPETITIVE SQUASH DIRECTOR
Coordinator:	
Area of Responsibility:	<ul style="list-style-type: none"> Competitive squash areas, namely tournaments, interclub, masters, doubles and the communication of these results back to Squash NZ. Communication from competitive areas to President and committee Report on these areas at meetings.
Goals:	<ul style="list-style-type: none"> To provide an effective communication layer from competitive areas to the committee To actively assist the tournament, interclub, masters/doubles, statistician coordinators and ensure the smooth running of these areas. To actively promote competitive squash play

Role:	Tournament Coordinator
Coordinator:	
Area of Responsibility:	Organise and run the club tournaments - B Grade - Taranaki Open - Summer Open
Goals:	Organise and run the Central Open Organise and run the final of the Players Series Open (in conjunction with Taranaki Open 2004)

Role:	Interclub
Coordinator:	
Area of Responsibility:	Organise and run - The Open Club Champs - Interclub Teams and Court Allocation - Masters/Composite Inter club Teams and court Allocation
Goals:	Setup a Monday night internal league.

Role:	Masters/Doubles
Coordinator:	
Area of Responsibility:	Organise and run - The Masters Club Champs - Taranaki Closed Doubles - Any Masters tournaments
Goals:	Arrange masters challenge match between the club and another Taranaki Club

Role:	Statistician
Coordinator:	
Area of Responsibility:	To supply NZ Squash with all results for national gradings. Place current gradings on notice board Supply grading code and grading for all new players Keep our grading list up to date
Goals:	To provide point of contact for all members with issues about there grading.

Role:	SQUASH DEVELOPMENT DIRECTOR
Coordinator:	
Area of Responsibility:	Development of squash, namely juniors, mens/womens development and coaching/refereeing. Communication from development areas to President and committee Report on these areas at meetings.
Goals:	To provide an effective communication layer from development areas to the committee To actively assist the coordinators and ensure the smooth running of these areas. To actively promote development of squash

Role:	Junior Coordinator
Coordinator:	
Subcommittee:	Parents Area of Responsibility: Promote Junior squash during the year Provide coaching opportunities Provide competition opportunities Maintain Junior Ladder Monday afternoon training (youngsters) Wednesday afternoon training (college) Friday club nights, leagues and junior ladder. Skills challenge programme Identify advanced squash for competition and coaching opportunities.
Goals:	Enlist and roster parent assistance. Document Monday/Wednesday/Friday agendas. Draw up a calendar for Friday night activities. Establish code of conduct. Introduce young people to squash. Provide development and competition opportunities.

Role:	Mens Squash Development
Coordinator:	
Area of Responsibility:	Development of Men's Squash. Development of beginner and "up and coming" players in all grades Development of teams in preparation for eliminations team event.
Goals:	Weekly coaching sessions Encourage Business House Men to attend club nights and join club. Encourage participation in interclub and tournaments. To promote men's squash and increase player numbers Organise elimination squad training and squad managers

Role:	Womens Squash Development
Coordinator:	
Area of Responsibility:	Development of Women's Squash. Development of beginner and "up and coming" players in all grades Development of teams in preparation for eliminations team event.
Goals:	Weekly coaching sessions Encourage Business House Women to attend club nights and join club Encourage participation in interclub and tournaments. To promote women's squash and increase player numbers. Organise elimination squad training and squad managers.

Role:	Coaching/Refereeing
Coordinator:	
Area of Responsibility:	Organise refereeing sessions Organise coaching sessions Use available resources from Central and NZ Squash, eg videos
Goals:	Improve the coaching and umpiring standards of all players. Encourage members to gain Level 1 coaching skills Encourage members to gain umpiring skills Develop a list of coaches for members to call on.

Role:	BUSINESS ADMIN DIRECTOR
Coordinator:	
Area of Responsibility:	Business Administration Communication from business and admin areas to President and committee Report on these areas at meetings.
Goals:	To provide an effective communication layer from competitive areas to the committee To actively assist the coordinators and ensure the smooth running of these areas.

Role:	Repairs & Maintenance Coordinator
Coordinator:	
Area of Responsibility:	Maintain club premises and grounds Identify problems. Organise working bees. Work in with Building Development Coordinator for overall plans. Security - maintain contact. Keep premises looking good and attractive for members. Keep WOF up to date on building. Develop outside features. Look after heating control.
Goals:	Look after keys and locks (except membership tags) Minimise maintenance costs. Complete spouting and re-roofing. Paint external side wall with mural. Develop further external signage.

Role:	Facilities Development Coordinator
Coordinator:	
Area of Responsibility:	Develop plans and opportunities for the improvement of buildings and facilities. Seek grants and financial assistance to cover the changes. Assess new ideas of facility development.
Goals:	Keep longterm maintenance schedule updated. Investigate options for additional facilities

Role:	Fundraising/Sponsorship Coordinator
Coordinator:	
Area of Responsibility:	Organising fundraising and obtaining sponsorship for the club. League sponsorship Advertising on all courts and walls Naming rights sponsor. Maintain communication with sponsors (emails, newsletters, letters of thanks, Xmas greetings) Ladder league sponsorship Tournament sponsors. Support from community Assess fundraising options using members Help at projects
Goals:	Develop a sponsorship portfolio outlining details of current sponsors and details of sponsorship. Set a 2004 goal for fundraising for a project. Obtain sponsorship in areas currently not filled. Assist teams with sponsorship/fundraising

Role:	Publicity Coordinator
Coordinator:	
Area of Responsibility:	Promote and maximise exposure of the Squash Club Newsletter reports to newspaper. 6-8 weekly newsletter, fortnightly emails Keep internet site updated Take photos Photos/Newspaper clippings to be kept Radio interviews
Goals:	Raise awareness of squash in the district Promote new players Permanent display board of club photos Business Card board.

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 to a proven “**Backbone**” so a great start for you.

So Now:

A. **Accept the need to change**

- The present system not working well - “**You Know That**”

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

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

1. • A lot, to do a bit, is better
 - Than few doing a lot
2. • 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
 - Don't rely on the “Annual Meeting” as people do not put their hand up and volunteer.- “**You Know That**”

D. **Once plan** and team is ready:

- Sell to the Club
- Get the buyin
- 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 eg:

- New Events
- Club Nights
- Dinners
- Guest Speaker
- Community Events
- Many exciting team involvement events etc

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

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 years** 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**”

SUMMARY continued

Now you have a **Booklet**, which give you many ideas. Concepts that have come from **successful clubs** so enjoy the:

- Challenge
- Of creating change at your club
- And experience 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 you Future
- You can do it
- We all know "**you can**"

WHAT'S NEW

Look at the following stories:

- 2500 years ago (9 points of the Art of War)
- Do unto others
- Lee Iacocca's view - 40 years ago on Business
- Definition of Leadership

So far there is nothing **new** in the importance of looking after people.

As they have **always** been our **most** important **asset** and will continue to be in the **future**.

We simply need to get back to **basics** of life and look after **our** people and the rest happens.

WHAT'S NEW continued...

The 9 Points of the Art of War

Concentration at my level will continue to be based around business principles best described by SunTzu some 2,500 years ago, entitled “The 9 Points of the Art of War” -

- | | |
|-------------------------|---|
| 1. Leadership | Vision, design & delegation |
| 2. Organisation | Structure, roles & team building |
| 3. Human capital | Treating people as people |
| 4. Communication | Reporting procedures & accountability |
| 5. Motivation | Incentives |
| 6. Research | Doing the homework |
| 7. Information | Intelligence gathering |
| 8. Preparation | Planning, resource acquisition and allocation |
| 9. Execution | Skills, timing, co-ordination |

WHAT'S NEW continued...

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 behavior 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.

WHAT'S NEW continued

What does Iacocca say?

Or look at my own career. I've seen a lot of guys who are smarter than I am and a lot who know more about cars. And yet I've lost them in the smoke. Why? Because I'm tough? No. You don't succeed for very long by kicking people around.

Now, there's one phrase that I hate to see on any executive's evaluation, no matter how talented he may be, and that's the line: "He has trouble getting along with other people".

To me, that's the kiss of death. "you've just destroyed the guy," I always think, "He can't get along with people? Then he's got a real problem, because that's all we've got around here. No dogs, no apes – only people. And if he can't get along with his peers, what good is he to the company? As an executive, his whole function is to motivate other people. If he can't do that, he's in the wrong place.

When all is said and done, management is a code of values and judgements. And that's why, in the end, you have to be yourself.

Which brings me to the best rule of management. Pick a style that you're comfortable with and stick with it. You can have role models, but don't try to be somebody else. Be yourself, stay natural and dammit, smile once in a while!

WHAT'S NEW continued

What is a Leader? - Definition:

Leadership is as essential in the workplace today, as it was at the beginning of time.

People in early times probably followed leaders who had the skills to help gather food and find shelter from the elements and wild animals. Today people are leaders in different ways... In their personal lives, in business, in the community and in government.

Some leadership roles are more clearly defined than others, but all have one thing in common.

Unless the leader is effective, people will not follow. Today an effective leader needs to be a good communicator, motivator and a persuader...

Leadership and learning are indispensable to each other.

A leader is the one who ***gets followed***.

CONTACTS

For further information, or a Club Committee presentation contact:

Secretary

Central Squash Association Inc.
PO Box 1764
Palmerston North
Phone/Fax: 06 359 2561
Email: centralsquash@xtra.co.nz
www.centralsquash.co.nz

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 8 sites
throughout New Zealand)

Sport: Played Rugby for 6 Years
Played Squash for 41 Years

Sport

Administration: Coached Rugby for 3 Years
Administration Rugby for 3 Years
Administration Squash for 20 Years (of which
10 years President of 3 Clubs)

Community: Rotary - 25 Years to date
Chairman Ashburton Enterprise Board 3 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 many sporting clubs throughout New Zealand over
the past 10 Years, covering:

- Squash
- Badminton
- Tennis
- Surf Life Saving
- Business Presentation to many companies on "Good Leadership"
ideas, and concepts over the past 20 Years.
- 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.