

# PROMISE & POSSIBILITIES

Integrating Ethics into your Organization  
and your People



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# Workshop Goals

- Review ethics learning and implications
- Share insight and feedback
- Explore the CAC ethics implementation framework
- Identify opportunities for mutual reinforcement

# Getting Started...

- Introductions
  - Who are you?
- When it comes to ethics we tend to “know it when we see it.”
  - Imagine a coach you know in your sport whom you admire for exemplifying “integrity.”
    - What does she or he do that lives up to the sports ethics and values?
    - Why is this person worthy of admiration?

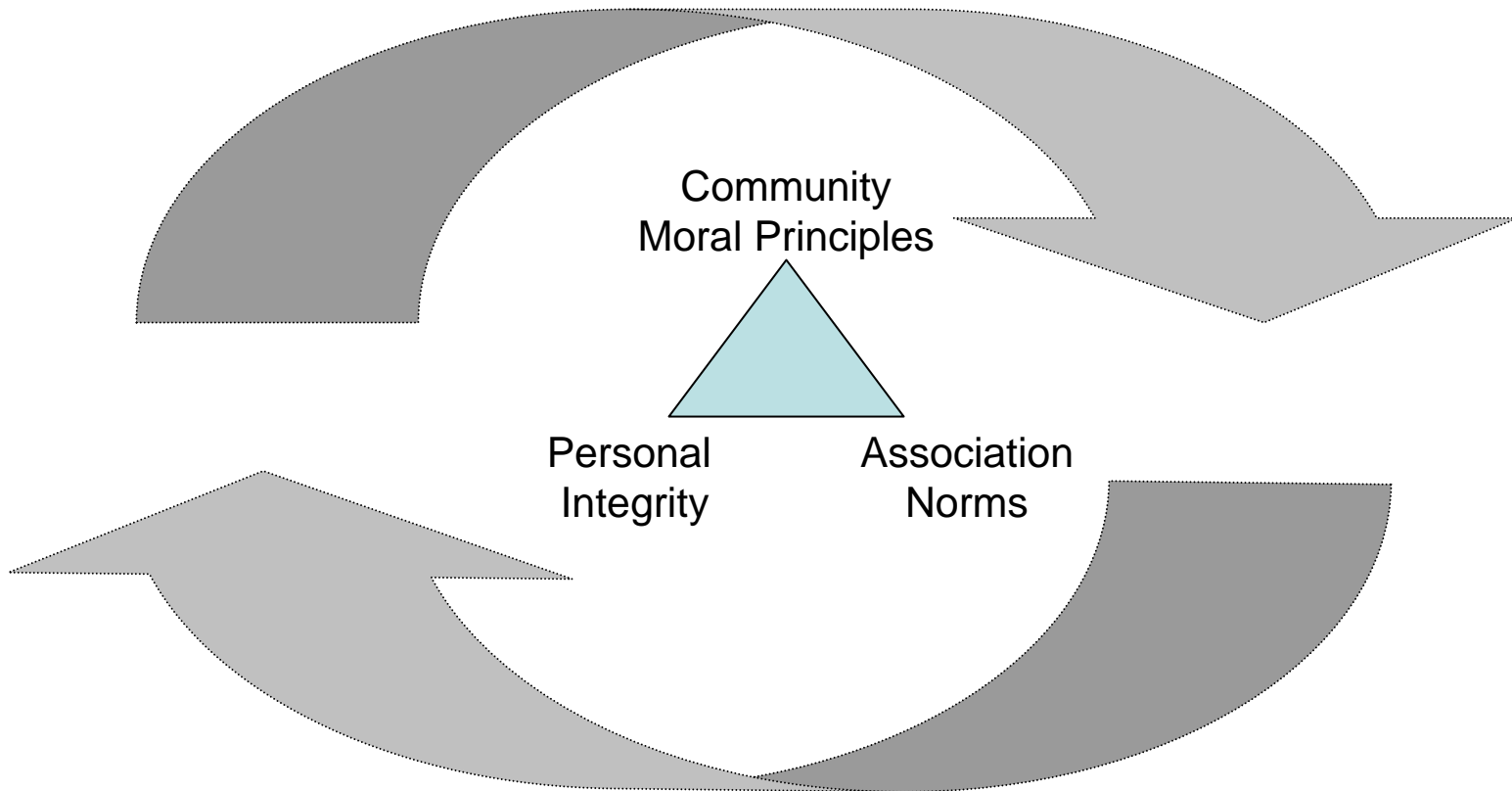
# The Values Propeller

- The starting point for this work is also in large part the solution. CAC, and the coaches it represents, have made a commitment to four principles, which in effect are the catalyst for ethical excellence and the basis for trust:



# Ethics: A Dynamic Imperative

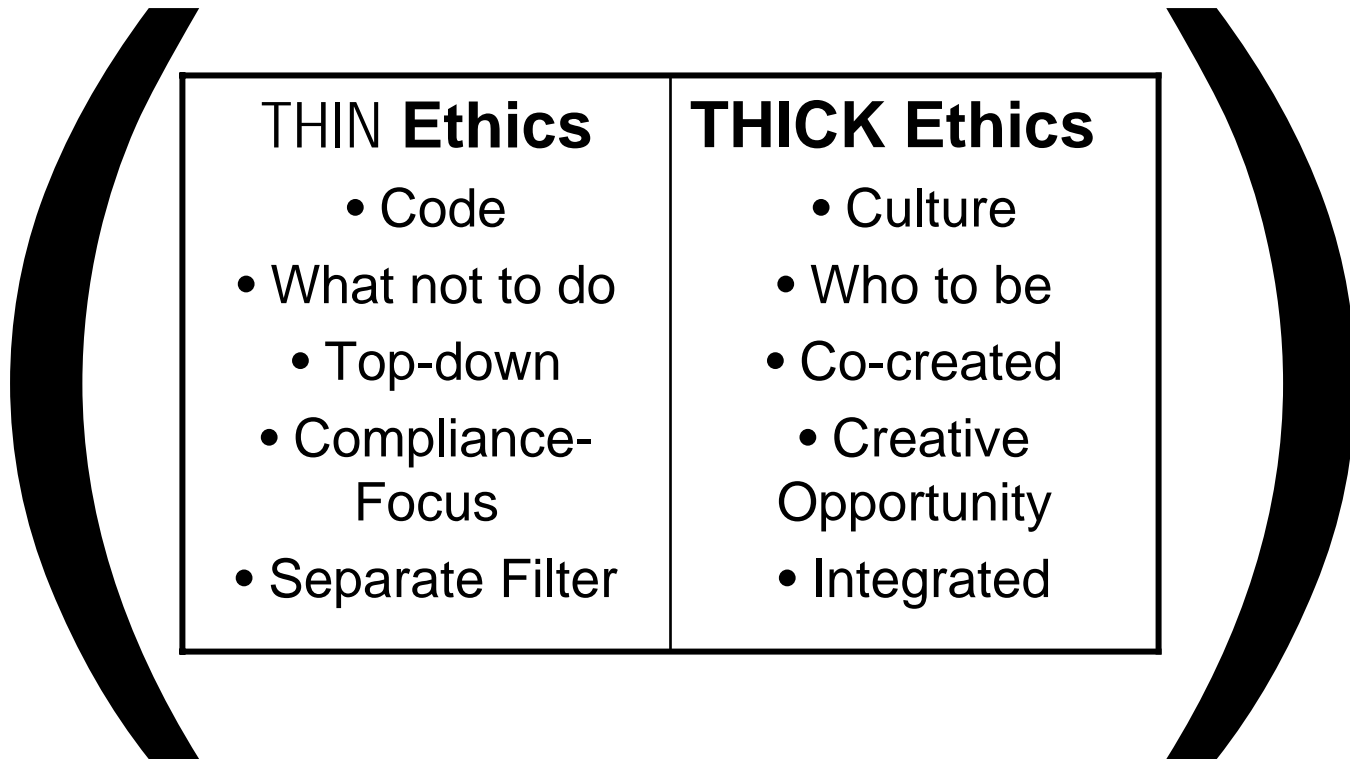
- Active, interactive, continuously improving system for inspiring and aligning behaviours that live our values:



# Beyond Code



# Beyond Code to Culture



# Methodology & Agenda

- Feedback from Questionnaires & Enquiry
- CAC Board Input
- CEO Report and Recommendations

# Summary of Lessons

1. Ethics are an underdeveloped competence and opportunity
2. Good intentions are undermined by lack of experience and confidence in managing ethics.
3. Complexity of ethical issues is growing faster than ethical competence.
4. Consistent appreciation for Values but only vague understanding of practical implications.
5. With so many pressure points on coaches ethics become another performance burden rather than a resource for dealing with the pressures.
6. Coaches are expected to perform to a higher ethical standard by communities, which often means dealing with ethical problems that the community has yet to resolve.
7. Coaches need practical help: simple; accessible and fast.

# Ethical Expertise Ratings

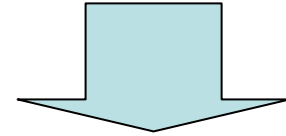
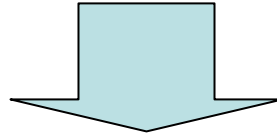
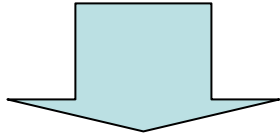


Ethical Awareness		2	8	1	
Clear on Expectations	2	4	4	1	
Confidence to Engage	4	6		1	
Proactive on Ethics		5	6		
Sufficient Resources		6	4	1	
Comfortable Collaborating	4	4	3		
Committed		6	4	1	

# The Ethical Stresses

- Overbearing parents
- Athletes - needing discipline or being complacent
- Pushing athletes beyond their capability
- Less and less “joy in the game”
- Society’s problems leaking into the locker room
- Managing power relationships
- Fair play

# The Ethical Stresses



<b>Relationships</b>	<b>Situations</b>	<b>Social Issues</b>
<ul style="list-style-type: none"><li>• Dialogue with Parents</li><li>• Respect for Athletes</li><li>• Dealing with Officials</li><li>• Links to Association</li><li>• Competing and collaborating with other Coaches</li></ul>	<ul style="list-style-type: none"><li>• Pressure to win</li><li>• Managing talent variances</li><li>• Clarity in “the heat of battle”</li><li>• Not abusing power</li><li>• Safety</li><li>• Respecting all involved</li></ul>	<ul style="list-style-type: none"><li>• Human Rights</li><li>• Diversity and Equity</li><li>• Fairness, including by Gender and Sexuality</li><li>• Discrimination</li><li>• Drug misuse and abuse</li><li>• Privacy protection</li></ul>

# Ethical Stresses - Implications

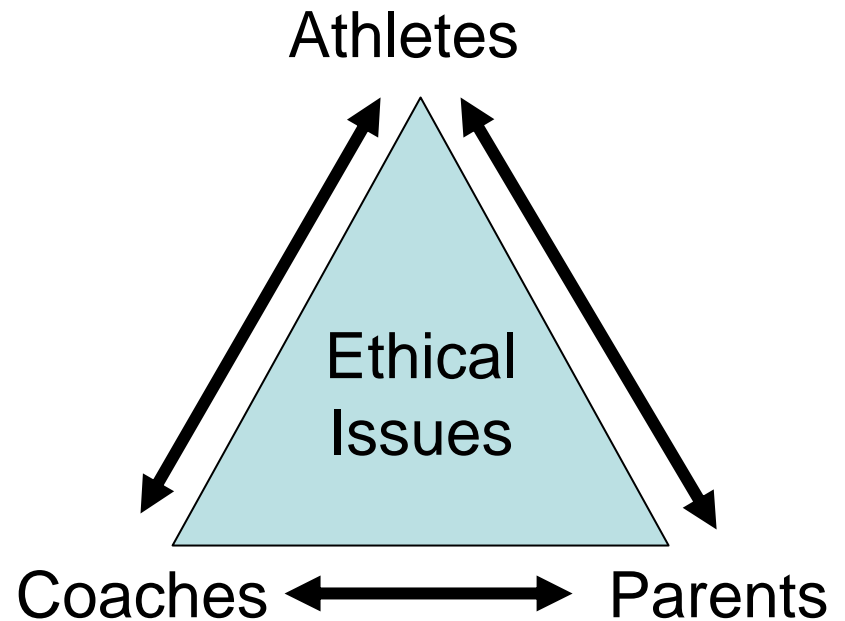
- Coaches stand at the intersection of numerous pressure points, for which they are increasingly responsible yet over which they have little control.
- The key skill set in such a dynamic situation involves:
  - Self-awareness and understanding of personal ethical principles
  - Commitment to not only ideals but also the creative problem-solving to achieve them
  - Communication skills - especially in “ethical conversation” to manage relationships and engage the wider community
- For coaches to be the exemplars of ethical sport, they need examples to follow and tools for getting there.

# Ethics Deficits in Coaching

- What is missing, lacking or under-developed:
  - Practical experience working through ethical issues.
  - Daily teaching and reinforcement of Values.
  - Confidence to speak out or converse about ethics issues.
  - Clarity about how to balance ethical expectations with the expectations for high performance.
  - Real collaboration - left isolated within a milieu that seems to value winning at (almost) any cost.
  - Time to delve into ethics issues when already stretched by other duties and priorities.
  - Mechanism for criticism, questioning or expressing concerns.
  - Support system or rewards for taking ethical risks or achieving ethical outcomes.

# Dynamic Practice

- *Awareness* skills to identify issues and implications
- *Engagement* skills to creatively work through options & decision
- *Communications* skills to explain, teach and reinforce



# Development Opportunities

- **What Coaches Need:**
  - **Education:** to learn and to teach ethics
    - Make ethics accessible and transmittable as a skill set
  - **Exposure** to situations and problem-solving strategies
    - Provide case histories, heroes stories and awards not as tests but as models
  - **Connection** for learning together and sharing issues
    - Create networks for ethics conversation among peers and with experts
  - **Professional development** in which ethics are integrated
    - Imbed ethics in all training supports and tool kits
  - **Practical tools** for everyday assistance
    - Create checklists, talking points and exercises
  - **Recognition** for taking the ethical high road
    - Elevate the profile of ethical coaching excellence
    - Gratitude for commitment and contribution

# Lessons & Implications

- **Grow capacity to grow commitment.**
  - General awareness and dedication.
  - Need data, tools and support systems so that ethics develop as another integral training regimen.
- **Respect the coaches to respect the values.**
  - Coaches must be the recipients of the ethical principles they are being asked to uphold.
  - This means responding to their needs, inviting their participation, ensuring that they are treated ethically, and extending support to them in ways that respect the wide variance in their respective skills.
- **Integrate for integrity.**
  - The key is to embed ethical principles within the everyday materials and resources for elevating coaching knowledge, technical proficiency, and skills development.
- **Nothing is neutral.**
  - Every interaction (between coaches and the association, as well as between coaches and athletes) is an occasion for strengthening ethical commitment or depleting it.

# CAC Board Input

- **Initiate**
  - Get data/Define Terms/Identify the Models/Set Targets
- **Integrate**
  - Embed/Educate/Make Ethics Intrinsic to Performance
- **Celebrate**
  - Remember/Reward/Honour/Learn From the Beacons of Integrity
- **Translate**
  - Communicate/Dialogue/Interpret Society's Changing Expectations
- **Collaborate**
  - Across Sports/Associations/Levels/Sharing Ethical Knowledge/Impacts

# CAC Board Strategic Trajectories

1. Aggressive yet deliberate:
  - Immediate impact with long-term horizon
2. Fact-based yet emotionally charged:
  - Set measures and strategic rationale
  - Instill qualities of personal care:
    - Respect by taking Joy in the accomplishment
    - Coaching responsibly by applying Care to duties
    - Maintaining integrity by initiating reciprocity
    - Pride in Honouring Sport
3. Responsible yet creative:
  - Improve ethical judgment by instilling confidence and creativity
4. Consistent yet customized:
  - Aim high, with graduated variances to respect levels of expertise

# Implementation

	Aggressive Deliberate	Fact-Based Emotional	Responsible Creative	Consistent Customized
Short-Term				
Mid-Term				
Long-Term				

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Short-Term	<ul style="list-style-type: none"> <li>• Elevate aims</li> <li>• Conversation capacity</li> <li>• Signify commitment</li> <li>• Embed in everyday projects</li> </ul>			
Mid-Term	<ul style="list-style-type: none"> <li>• Cross-sport coordination</li> <li>• Coaches dialogue</li> </ul>			
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# Workshop Questions

1. What opportunities are suggested or inspired for your sport? And what opportunities are suggested or inspired for collaboration across sports?
2. What have been your biggest breakthroughs in ethics that may be of benefit to colleagues?
3. What immediate and practical projects are on your TO DO/Now list for spreading ethical excellence?

# CAC To Do/NOW

## 1. Communicate

1. Paint the picture
2. Invite participation

## 2. Do the usual, *differently*

1. Put the principles everywhere
2. Make the ethics invisible for making them part of everyday

## 3. Aim high

1. Engage culture and world sport
2. Set and create measures to share with the world

## 4. Reverse engineer

1. Inculcate ethics so that it is seamless within the best technical and proficiency training material

## 5. Be helpful

1. Coach the coaches
2. Dialogue to grow confidence and anticipate new challenges