

Chapter 4.1

Motivating for involvement

Benefits of this chapter

Meeting the challenges of change

Motivating your National aquatics Federation can be a difficult task all on its own, but even more challenging is motivating your federation during a time of change. If your federation is planning on implementing a new plan or a new structure, or would simply like to recruit volunteers for an upcoming event, motivation can be a powerful tool to achieve your federation's aquatics goals.

There are a few things to keep in mind. However, the most important is to remember that change is important! Without change there can be no breakthroughs and without breakthroughs there can be no future for your federation. This is not to say that your federation should change constantly, however as your aquatics federation begins to grow you should become more and more aware of your sporting environment. Knowing what goes on within your country such as the growing interest in aquatics as well as the interest of other sports can help you to adjust your techniques and respond accordingly.

This chapter can help your federation understand how change can affect your federation and how you can use it to motivate your staff.

Introduction

Operating your national aquatics federation is a challenge, even more so during a time of change. As a leader in your federation you must constantly be aware of changing external environments in order to keep up with the challenges within the world of aquatics.

Unexpected events such as new aquatics guidelines, new products such as new swimsuit designs or water polo balls and new technological advancements such as timing systems are all factors which are continuously evolving outside the spectrum of your day-to-day aquatics operations which you need to be aware of.

More and more social trends are changing. Being aware of the changing trends can greatly affect your sport, some examples of changing trends found in federations include:

- The balance of power between you and your potential aquatics supporters. As other sports within your country evolve and grow, your supporter have more choices which sports they want to play or watch.
- Professionalisation of national sport federations. More federations are becoming professional, and so their structures and processes are becoming more organised.
- Values of employees are changing. The need for work/life-balance is becoming an important factor for employees and their quality of life.
- Team mentality. More employees are expressing the need for self-development and team oriented work settings.

No matter the trend facing your national aquatics federations, it is important to know that they can be included in one of three sections – Cultural, Social and Technical. And that in order to achieve sustainable changes within your federation you should consider all the essential elements of your organisation.

Managing change to motivate

Mutual support can be motivating.

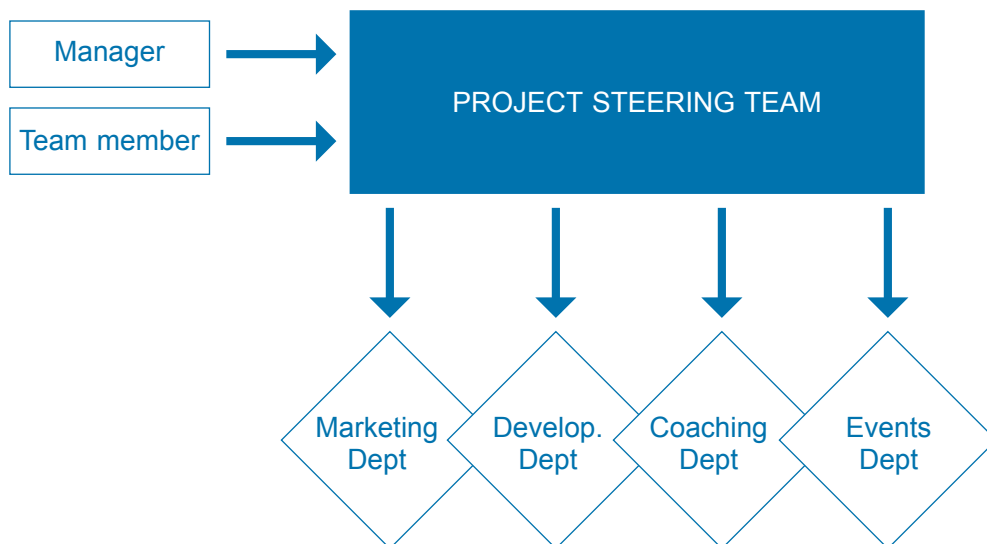
This can be helpful when trying to implement a new change, the more support you have within your federation the easier it will be to manage the change you want to implement.

Many federations have begun setting up internally cross functional department teams in order to manage change effectively. Finding the key people from different departments to work together towards the same goal can go a long way. Having a representative from different departments shows that your federation is including the input of each department forward while also keeping the interest of the entire federation a priority.

Having a team of representatives or a “project team” which is effective can increase the motivation and productivity of your federation. Furthermore, asking an individual to be part of the “project team” can also motivate individuals,

making them feel important and honoured, which can help gain support for the change throughout your federation quickly.

Diagram 4.1 a



Building the case for change

As mentioned previously, change can bring uncertainty and resistance within your federation. Your mission as an aquatics leader is to build a strong case within your organisation for change.

In order to gain the support you want, you need to have your staff, members, and athletes understand the reasons for the change.

Important steps to building the case for change within your federation:

- Identify the problem
- Generate practical solutions
- Demonstrate the benefits
- Use benchmarking and evaluation

Communicating the case for change

Your case for change needs to be properly communicated in order to ensure you have the support from your staff and members across your aquatics federation.

The following are steps to making sure your federation not only builds a strong case for change but a strong communication platform as well.

- 1/ Always tell the truth
Being truthful lets you build trust with your staff and members and will help you gain their support.
- 2/ Share the thinking and analysis
Sharing the reasoning and process for your new aquatics plans will help build support for your decisions.

3/ Make it logical

Keeping the explanation of the new changes for your federation brief, compelling and above all logical will make understanding it easier for your staff and members.

4/ Encourage participation

Engaging your staff to be part of the change and the discussions can help them express any concerns and lets them feel like part of the process.

5/ Aim for trust

The best way to motivate your staff is to gain their trust. If they trust in your federation, they will trust in the new changes you are implementing. Aim to achieve credibility with any new change you seek to implement.

Useful hints

Motivation is contagious – gaining support from key people in your federation can influence support for new changes.

Inspire by increasing knowledge – Informing your supporters and staff about potential changes in your federation and the reasons for having them can diminish the risk of resistance and can inspire a positive movement for change

Keeping your staff and members of your federation included in the change process can help increase their performance. The open communication gives them the opportunity to contribute to the project and take ownership of the future of your national aquatics federation.