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**CRICKET AUSTRALIA: LEADERSHIP IN CRISIS[[1]](#endnote-1)**

Tulsi Jayakumar and Ranjan Banerjee wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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In March 2018, Steven Smith, the 28-year-old captain of the Australian cricket team, found himself at the heart of a controversy known as the Australian ball-tampering scandal, which threatened his professional career and cast doubts over his capacity to assume future leadership positions in the sport. Cricket Australia (CA), formerly known as the Australian Cricket Board, found Smith guilty of planned foul play involving a deliberate and premeditated attempt of ball tampering in a test match against South Africa in Cape Town. Smith was not directly involved in the ball tampering, which was carried out by a junior member of the Australian cricket team, Cameron Bancroft, and guided by the vice-captain, David Warner. However, he knew of the potential plan, failed to prevent the development and implementation of that plan, and directed Bancroft on how to conceal the foreign object used for tampering. Smith also lied to the umpires when Bancroft was caught. As penalty for breaching article 2.3.5 of CA’s Code of Conduct, CA suspended Smith from all international and domestic cricket for 12 months and banned him from any leadership position in the sport for at least a year thereafter. Even later, however, he would only be considered for such leadership positions if he was accepted by fans and the public.[[2]](#endnote-2) After hearing CA’s decision to send him home, a tearful Smith admitted to a “failure of leadership” and attributed his actions to an “error of judgement.”[[3]](#endnote-3)

However, even as Smith finally took responsibility for his actions, he needed to consider the following questions: What constituted leadership, and what leadership qualities would he need to acquire? What explained his error of judgement and failure of leadership in a crisis situation? Were there lessons in leadership that could be drawn from the ball-tampering scandal? How could he recover from this huge reputational loss and major professional setback?

**AUSTRALIA’S CRICKETING TRADITION**

Cricket was one of the most popular sports in the world. It was played as a bat-and-ball game on a large field, called a ground, between two teams consisting of 11 players each. The batting team would strive to make the maximum runs possible when put to bat, while the team bowling (and fielding) would strive to put out, or dismiss, the opposing batsmen when on the field.[[4]](#endnote-4) The game was played in multiple formats; the most popular were the test match, the one-day internationals (ODIs), and the twenty20 (T20) international formats (see Exhibit 1). Cricketing nations were members of the International Cricket Council (ICC), the international governing body of cricket. Ten cricketing nations (ICC members) were recognized as test-match playing countries, 10 countries played ODIs, and 18 countries had a T20 status.[[5]](#endnote-5)

Australia was one of the world’s oldest cricketing nations. It had played the first ever test match in 1877 against England, which it had won by 45 runs. Australian cricketing excellence was a source of national pride, and the job of the Australia team’s cricket captain had been termed the “second most important job in Australia . . . next only to that of the prime minister in terms of responsibility and prestige.”[[6]](#endnote-6)

Smith had inherited the legacy of Australia’s captaincy from cricketing legends such as Don Bradman, Greg Chappell, Allan Border, and Steve Waugh.[[7]](#endnote-7) Australian cricketing lore consisted of the exploits of these captains. Over the years, Australians had cultivated an image of playing “tough, but fair,” and knowing where to “draw the line.” The benchmarks they drew were, however, their own—and, especially since the captaincy of Steve Waugh, admitted bullying and sledging under the euphemism of “mental disintegration.” Waugh, the architect of mental disintegration, had stated, “I don’t think we sledge. I would prefer to call it ‘mental disintegration.’ It’s all part of the game. Test cricket is not only about testing your skill, but testing your mind powers in certain situations, how you handle it.”[[8]](#endnote-8) The carefully cultivated aggressive persona was supported by the Australian cricket administration and the Australian cricket fans who regaled in the “exploits” of their players. However, other teams had quickly risen in rankings, and in 2018, Australia was no longer the top-ranking team. Countries like India, South Africa, and Pakistan had overtaken Australia across multiple formats in which the game was played. In 2018, Australia ranked a distant fourth in the test-series format.[[9]](#endnote-9)

**THE LEADER**

Leadership was traditionally associated with qualities such as intelligence, toughness, determination, and vision.[[10]](#endnote-10) A fundamental requirement for leaders, especially those who occupied boardrooms of companies of all kinds—private, public, or non-profit—was possession of character. Such leadership character included 11 dimensions: courage, transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability, and judgement. Of these, integrity, judgement, and accountability were found to be the top three factors associated with director effectiveness in corporate boardrooms (see Exhibit 2).[[11]](#endnote-11)

This was as true for leadership in sport, especially in highly visible sports, as in corporate life. Leaders of the national team in highly visible sports were seen as ambassadors for both the country and the sport, and their actions were continually observed and discussed, both within and outside the country.

As stated by Ayaz Memon, a leading sports journalist,

Almost every major inflection point in cricket, whether glorious or ignominious, can be traced to the captain, directly or obliquely. Without the complicity of the captain, in thought if not in deed, very little is possible. As an old Italian proverb goes, to know how good or bad a fish is, look at its head.[[12]](#endnote-12)

The adulation, financial rewards, and performance pressure that came with the job meant that balanced judgement and integrity were absolutely critical to successful and effective leadership.

**Steven Smith**

Smith was born to an English mother and an Australian father in Sydney, Australia. At the age of 17, before he finished his final school exams, Smith—who held a dual (Australian–British) passport—flew to Cheshire, England, to play league cricket in the United Kingdom. Playing for a local club in England, Surrey’s Second XI, where he performed well, Smith received an offer from the Surrey Country Cricket Club for a three-year deal worth around £30,000 per year. This was against the first rookie contract of AU$12,000[[13]](#endnote-13) offered by Cricket New South Wales. However, as Smith stated, “It was a lot of money to potentially throw at an 18-year-old, and I’d never conceived of such a large amount in my life. . . . If it had been about money then it would have been no contest.” Smith returned to Australia to play for the country.[[14]](#endnote-14)

Debuting as a bowler in 2007–08 at the age of 18, Smith, who could “bat a bit,” played across all domestically played formats of the game in Australia and transformed himself into the world’s “best test batsman” by 2018.[[15]](#endnote-15) He made his international debut in the test-match series played between Australia and England, historically called the Ashes series, in 2010–11 (see Exhibit 1). However, with Australia losing the series, Smith, seen as a prankster and not taken seriously, was removed from all formats of the game.[[16]](#endnote-16)

Smith started working on his batting more consciously, and in 2013–14 he made a comeback to the international arena as a batsman. A minor alteration in his technique mid-innings at the Ashes series in Perth in December 2013 made Smith emerge as one of the most prolific scorers in modern cricket. After this change in technique, Smith became the number-one batsman in test cricket, as per ICC rankings.[[17]](#endnote-17)

In December 2014, Michael Clarke, who was Australian captain at the time, suffered an injury in the first test that made him unable to play. CA announced Steven Smith as Australia’s interim test captain in the Australia–India test series.[[18]](#endnote-18) In May 2013, sports journalist Daniel Brettig voiced skepticism at Smith’s possible leadership of the Australian cricket team:

For many, this may come as a shock. Smith’s dancing feet and occasionally impulsive dabbles outside off stump have not yet suggested a great deal of gravitas or even permanence at the Test match batting crease. Much of his career thus far has been dominated by debate about what he actually does. He was always considered a batting all-rounder within New South Wales, but his hard-spun leg breaks momentarily shoehorned him into the role as number one spinner for Australia, a case of mistaken identity to rival that of Cameron White. Yet there have been flashes of leadership potential.[[19]](#endnote-19)

In fact, angry responses to this article captured the sentiments associated with Smith’s possible choice as captain: “If Steven Smith is the answer then we are looking down the barrel of the worst period in Australian cricket history. The only part of his game that is remotely Test standard is his fielding. Steven Smith, captain of Australia . . . god help us, how bad are our stocks?” However, Smith silenced his critics with his game in the home series against India, “destroy[ing] the Indian attack, breaking the record for the most runs ever scored in a four-test series.”[[20]](#endnote-20)

In 2015, after the Ashes series, Smith was made the permanent captain of the Australian cricket team.[[21]](#endnote-21) The timing of this captaincy was unenviable, as Australia had just suffered a defeat in the 2015 Ashes series. However, Smith set about his captaincy, trying to lead by example and letting his bat do the talking to silence his detractors and critics.

After the 2017–18 Ashes series win against England, Mark Taylor, the former Australian captain, had stated, “At the moment his [Smith’s] bat looks six feet wide.” Ricky Ponting, another former Australian captain had this to say about Smith being compared with the cricketing greats such as Sachin Tendulkar and Jacques Kallis: “These guys have scored 15,000 and 13,000 runs, but they played in 150-plus tests. . . . [Smith] is nearly halfway there in just over 50 test matches.”[[22]](#endnote-22)

Smith was passionate about the game, playing and practicing it with single-minded focus. More importantly, however, he was seen as a selfless leader with a high level of involvement with the team. Darren Lehmann, the Australian coach, appreciated these leadership qualities:

He’s been brilliant. He’s been unbelievable. He’s been Bradman-like with the bat but all the stuff behind the scenes has been exceptional. Really pleased for him and what he’s brought to the team as a leader. . . . He’s passionate about the game, loves the game, loves his players. Helps support staff out.[[23]](#endnote-23)

Such passion for the game had its downside as well. Smith’s intensity and emotional expression made it easy for people to see how frustrated he was at times. As one journalist had put it, “He is unable to disguise his emotions, good or bad. He would be a terrible poker player.” He was seen as a perfectionist and a highly competitive person who was responsible for building a new culture of “win and win perfectly.” Between 2014 and 2018, Smith’s captaincy record consisted of 52.94 per cent wins in test matches played, 52.04 per cent wins in ODIs, and 50 per cent wins in T20s played.[[24]](#endnote-24)

Despite Smith’s personal growth as a batsman, the challenges of captaincy had been increasing. When Australia toured Sri Lanka in 2016, they lost despite Smith’s strong personal performance. Smith had scored the highest runs of 247 in the series. For Sri Lanka, it was the first win against Australia in a test series in 17 years. Next, Australia was defeated 5–0 in the ODI series against South Africa in September–October 2016, followed by an even more disappointing performance in a test-match series played against South Africa in Australia.[[25]](#endnote-25)

Smith’s captaincy was questioned and demand for his resignation arose when the entire Australian team was bowled out for just 85 runs in the second test match. However, Smith set about revamping the team by removing five players.[[26]](#endnote-26) Australia improved its performance. In the following series against Pakistan played in Australia, Smith led the team to a decisive win in the test and ODI series. He was declared man of the series for his 441 runs—the highest from both sides.[[27]](#endnote-27)

In the 2017 test series against India, which Australia lost, Smith was involved in an incident that was seen as both against the rules and the spirit of the game.[[28]](#endnote-28) In the second test match of the series, Smith was declared out for a leg before wicket (lbw) by the umpires. Instead of accepting the decision and walking out, or calling for the decision to be immediately reviewed using the decision-review system (DRS), Smith looked towards the Australian cricketers’ dressing room and waited for a signal from his teammates to decide whether to call for a review of his dismissal. This gesture was against the rules of the game. Faced with sharp criticism, he later called the moment a “bit of a brain fade.”[[29]](#endnote-29)

However, in January 2018, in the Ashes series, Smith hit three centuries, scoring 687 runs in all, and sculpted the 4–0 Australian victory. With 242 runs more than the second best, Shaun Marsh, he was awarded player of the series.[[30]](#endnote-30) Even in his defeat, Joe Root, the England captain, praised Smith for providing a role model for leading from the front.

If anything you see that and you want to be the one doing it. He’s probably been the difference between the teams. Take his runs out of it and we’ve been there or thereabouts to win. So credit to the way he’s gone about it, he’s played exceptionally well. It’s a little lesson to me on leading from the front and how he’s played different types of innings at different periods of games.[[31]](#endnote-31)

**Smudge**

Nicknamed “Smudge,” Smith’s image both on and off the field was far from the “world’s best batsman” or one who was invincible. As stated by a sports correspondent,

At the outset of his international career, Smith did not fit the classical mould of an Australian batting great, let alone an Australian captain. He was 5 feet 9 inches and had a reputation for shyness. He jumped around the crease like a frightened owl. He was 20, and looked younger. He was the butt of frequent jokes on social media.[[32]](#endnote-32)

In his initial years, Smith took all such jokes good-naturedly and claimed that his role in the team was to raise spirits by telling jokes to players.[[33]](#endnote-33) He shunned the limelight and disliked the flashy life, quite unlike a captain and especially unlike Australians, who were known for their love of parties and a flashy life. In January 2011, Clarke had posted to Twitter on Smith’s behalf, “Trying to find a date for Steven Smith to take to the AB medal? You can tweet me with your expressions of interest.” A young man who enjoyed photography, Smith had photos of himself posing with lion cubs, wearing a zebra onesie—complete with a hood and a tail—and wearing a hat with a propeller on it.[[34]](#endnote-34)

These images, however, prevented Smith from being taken seriously, sometimes to the point of obscurity. When he captained the New South Wales side in a local game in 2014, the stadium announcer had called him “Steve O’Keefe”—another Australian cricketer. As stated by a sports journalist, “Even as he approached the pinnacle of the game, Smith was everybody’s gawky younger cousin: an also-ran, a missing Pointless answer, the kid along for the ride.”[[35]](#endnote-35)

Yet, there was little doubt in his ability to lead. His first captaincy came at the age of 19, when he captained for the Sutherland District Cricket Club. He then became captain of the Sydney Sixers at 22, before becoming the 45th Australian test captain at the age of 24. Senior players who tried to treat him as a pushover realized that Smith was no kid. As stated by a correspondent, “He may look like a kid on a Contiki tour, but he’s got Australian Captain mongrel beneath those cheeks.”[[36]](#endnote-36)

On November 25, 2014, Phillip Hughes, Smith’s friend and batsman, died while batting in a local match when he was struck on the head by a ball. Hughes’s family had expressed concern about the on-field sledging and taunts and the failure of the umpire to restrict the short-pitched deliveries as possible causes for his death.[[37]](#endnote-37) In December 2014, just a few days after his friend’s death, Smith had displayed a tough mental stance and scored a century in the first test against India. Afterwards, he ran onto the field where a 408 was painted and held his bat upwards as a tribute to his friend. He later stated, “I know that’s what Hughesy would have wanted, all of us to be out here doing our job.”[[38]](#endnote-38)

However, just what constituted the jobof cricketers was open to debate. Smith had been accused of sledging and of exhorting his players to “go for it” in regard to their verbal taunts and on-field aggression.[[39]](#endnote-39) Not only this, but he, too, was responsible for physical on-field aggression. In a match against England played in December 2017, umpire Aleem Dar had to stand between Smith and England’s Jimmy Anderson to prevent physical fisticuffs. James Sutherland, CA’s chief executive officer, had downplayed the incident at the time as a “bit of banter” and had stated, “I know our players are conscious of wanting Australian cricket fans to be proud of them, proud of the way they represent the country, proud of the way they play their cricket. Certainly, I’m very proud of our team and the way they go about it.” Smith had shrugged off the sledging and on-field sparring by calling it the responsibility of the umpires and match referees—although the preamble to the *Laws of Cricket* held the two captains responsible for ensuring fair play.[[40]](#endnote-40)

**BALL TAMPERING**

The practice of ball tampering in cricket had to do with the bowler’s ability to swing the ball (i.e., to get the ball to veer sideways as it travelled through the air towards the batsman). The difficulty faced by the batsman, and hence his chances of being dismissed, was directly proportionate to the bowler’s ability to swing. A new ball possessed a conventional swing, which depended largely on the skills and technique of the bowler. As the ball became older, a reverse swing could be engineered through making one side of the ball rougher, while keeping one side as shiny as possible. This changed the aerodynamics of the ball and allowed it to swing more severely and later, in the delivery, made it far more difficult for the batsman. The rougher the worn side, the better the swing to assist the bowlers.[[41]](#endnote-41) Ball tampering, therefore, referred to the practice of making one side of the leather ball rougher so as to provide the ball with a greater swing to assist bowlers.

The practice of ball tampering was believed to be as old as the game of cricket itself, with several known incidents of ball tampering throughout history (see Exhibit 3).

While the ICC *Code of Conduct* allowed for a ball to be roughed up through non-artificial means—for instance, through rubbing against the trousers, using saliva to add shine, or even by bouncing it in from the boundary—there was no guarantee of altering the same side of the ball. Bowlers were then tempted to try to use illegitimate means to “scuff the rough side of an old ball” to extract more reverse swing.[[42]](#endnote-42) The ICC *Code of Conduct* differentiated between four levels of offences, with Level 1 offences defined as those of a “minor” nature, Level 2 offences as those of a “serious” nature, Level 3 defined as offences of a “very serious” nature, and Level 4 as those of “an overwhelmingly serious” nature. Ball tampering was classified as a Level 2 offence, as per clause 2.2.9. The range of permissible sanctions for Level 2 offences included “the imposition of a fine of between 50–100 per cent of the applicable match fee and/or up to two suspension points.” This meant the maximum sanction was a one-test suspension.[[43]](#endnote-43)

**SANDPAPERGATE: THE BALL-TAMPERING SCANDAL**

The Australian team arrived in South Africa in February 2018 after a successful test series against England. Smith had led his team to regain the Ashes with a 4–0 win.[[44]](#endnote-44) He had been awarded man of the series, scoring the highest number of runs in the test series. South Africa, on the other hand, had failed to perform well in the preceding series against India in January–February 2018 and had been defeated by the Indians in both the ODI and T20 formats of the game.[[45]](#endnote-45)

The events preceding the ball tampering were marked by overt tensions both on and off the field, with each team trying to outdo the other in mental disintegration (see Exhibit 4). The aggressive behaviour, which the series had come to represent, was a test of the players’ mental strength and stamina, in addition to their physical skills and endurance. Smith had supported this aggression as being part of the Australian DNA:[[46]](#endnote-46)

I think that’s the way we play our best cricket, when we’re aggressive, we’re in the fight together, we’re hunting as a pack and we’re working for each other and backing out mates up on the field. That’s part of being an Australian in my opinion. I’m comfortable where it’s all at, it’s just ensuring we stay within the spirit of the game.[[47]](#endnote-47)

The South Africans knew this aspect of the Australians and responded in equal measure, as stated by the South African captain, Faf du Plessis: “As I said before the series, every single match that I’ve played against Australia you expect it. So, I’m certainly not sitting here complaining about it. It’s the way we play our cricket against them. We expect it. For me, that’s not a surprise.” The ball-tampering incident occurred on day three of the third test match in Cape Town. The two teams were evenly placed until that point, with Australia having won the first test match by 118 runs and South Africa having won the second test by six wickets.[[48]](#endnote-48) However, both test matches had been marred by unpleasantness, with Smith, along with his vice-captain, Warner, from the Australian side, the South Australian wicket keeper Quinton de Kock, and fast bowler Kagiso Rabada, involved in sledging and similar aggression (see Exhibit 4).

The home team won the toss and elected to bat in the third test match. South Africa scored 311 in the first innings, while Australia countered this with a score of 255. On day three, the host team went to lunch with a lead of more than a 100 runs for the loss of one wicket. Australia seemed to be heading towards a defeat.[[49]](#endnote-49) As the game resumed post-lunch, Cameron Bancroft was caught on-camera tampering the ball with a foreign object—what was earlier referred to by both Bancroft and Smith as “sticky, yellow adhesive tape,” but later turned out to be sandpaper—and some dirt in order to get the ball to reverse swing. After he realized that he was caught on TV cameras, Bancroft tried to hide this “tape” down the front of his trousers. Caught on the giant screens, Bancroft was questioned by the umpires in Smith’s presence and later charged. The umpires found no evidence of an alteration in the ball’s condition and therefore chose not to replace the ball but imposed a five-run penalty. They also charged Bancroft under article 2.2.9 of the *Code of Conduct* because his actions were likely to alter the ball’s condition.[[50]](#endnote-50)

In the press conference held that day, Smith attributed the ball-tampering idea to the “leadership group” and justified it by saying that it was “an important game” and that they viewed ball-tampering as “an opportunity.” The leadership group, as it turned out later, comprised only two individuals: the captain—Smith—and the vice-captain— Warner—with Warner primarily initiating the plan to tamper the ball. While Smith referred to the incident as “regrettable” and an “error of judgement,” he refused to resign and said they would move on. The ICC ruled for a one-match ban for Smith, in addition to a fine of 100 per cent of the match fee under article 2.2.1 of the ICC *Code of Conduct*. Bancroft was fined 75 per cent of his match fee in breach of article 2.2.9 of the *Code*. Warner was not punished by the ICC.[[51]](#endnote-51)

However, Smith had underestimated the angst and sense of outrage among the Australian cricket fans and political leaders. The fans denounced this act of “cheating,” and the Australian prime minister exhorted CA to swiftly take strong and decisive action. With Smith and Warner stripped of and stepping down from their leadership positions and Tim Paine being made the temporary captain, the third test match continued, and Australia lost to South Africa by 322 runs.[[52]](#endnote-52)

CA carried out its investigation and imposed “draconian sanctions” against Smith and the other two players involved for “cheating” and “damaging” the sport. Smith’s deception was far deeper than simply hatching the plan to alter the ball’s condition. He had not only known about the ball-tampering plan and failed to act on it but had also directed Bancroft to conceal this evidence on the field. More importantly, he had lied to the umpires on the field when they caught Bancroft and had misled match officials and the public through his explanation of the events.[[53]](#endnote-53)

Smith was suspended from all international and domestic cricket for 12 months and was banned from being considered for any team leadership positions for at least one year after that, following his return to the sport. Further, such future leadership positions were conditional on his acceptance by fans and the public. He was permitted to play club cricket, so as to maintain links with the cricket community, while completing 100 hours of required community service.[[54]](#endnote-54)

The penalties had serious financial repercussions for Smith, who had emerged as the world’s highest-paid cricketer, including both salary and match fees. His salary as captain of the Australian cricket team was $1.5 million, while his salary from the Indian Premier League—a professional T20 cricket league in India—contested in April and May every year, was $2 million.[[55]](#endnote-55) In addition, he also earned $500,000 annually through his endorsements of companies like Weet-Bix cereal, Milo beverage, Qantas Airways, and New Balance Athletics, Inc.[[56]](#endnote-56) Smith lost both his salary and match fees on account of the ban.

CA was also singed by this scandal in equal measure. Experts estimated that CA would earn no more than $600 to 700 million through bids for its broadcasting rights contract, as opposed to the expected $1 billion before the scandal. Australia, with its record of five-time ODI World Cup championship organized by the ICC Cricket World Cup, was seen as a “giant of cricket” until then, with the team portraying itself as the “guardian of the spirit of the game.” Up until the third test and the ball-tampering scandal, Australia and Smith had constantly spoken about their dedication of “playing hard but fair” and never crossing the line.[[57]](#endnote-57)

**Recovering from the Scandal**

The scandal resulted in the country’s and Smith’s images suffering a huge reputational loss. With his ability to hold future leadership roles in question, Smith would need to put the past behind him and work towards recovering from the set back.[[58]](#endnote-58)

What could the barriers to such a recovery be for Smith, and how should Smith overcome such barriers? Having fallen after a successful Ashes series, would Smith be able to rise from the ashes to lead the Australian team again?

EXHIBIT 1: GLOSSARY OF CRICKETING TERMS

|  |
| --- |
| Ashes: Referred to a test-cricket series played between England and Australia since 1882. |
|  |
| Batsman: The player who batted with the objective to score maximum runs when playing. |
|  |
| Bowler: The player who bowled to a batsman with the intention to dismiss (or get out) the batsman when playing. |
|  |
| Decision-review system: The DRS was a technology-based system in cricket used to review controversial decisions made by the on-field umpires, especially pertaining to lbw decisions. Field umpires could call for a decision review. More importantly, the rules of cricket permitted players to call for a decision review of umpires’ lbw decisions using DRS. Such decision-review calls were not allowed after two unsuccessful calls per innings. A batsman could seek help only of his own teammate at the non-striker’s end to decide whether to call for such a review, and that, too, within 15 seconds of the umpire’s decision. He could not seek external help from other team members off-field, as they could technically assist in correct decision calls owing to available technology such as video replays, etc., which went against the rules. |
|  |
| Dressing room: The place where the players stayed during match time. It was the room where players rested while the team was batting or resting between matches. |
|  |
| Leg before wicket: In cricket, if a ball, when bowled, hit the batsman first without the bat hitting it, an lbw could be declared by the umpire. The umpire declared an lbw if he believed that the ball would have hit the stumps had it not been obstructed by the batsman’s pads. |
|  |
| Mental disintegration: The euphemism used for sledging, coined by Australian cricketer and captain Steve Waugh. |
|  |
| One-day internationals: A format of cricket in which the two teams played one innings each, consisting of 50 overs. |
|  |
| Referee: The official who enforced the ICC *Code of Conduct* and handed out penalties for any breach of conduct. He was present on the field throughout the game but made no decisions relevant to its outcome. |
|  |
| Short-pitched deliveries: Balls that had bounced relatively close to the bowler and had hence risen high enough to even hit the batsman. |
|  |
| Sledging: Insulting or verbally intimidating an opponent (i.e., trash-talking). |
|  |
| Test cricket: The traditional format of the game, played between two teams, each playing two innings across five days. |
|  |
| T20 internationals: In the T20 format, each team played a single innings consisting of 20 overs. |
|  |
| Umpires: Officials, appointed on the field by the ICC, who ensured that cricket rules were followed during the game, made decisions, and notified the scorers of these decisions. The game had two umpires on the field. A third off-field umpire was in charge of video decisions (i.e., decisions based on watching video replays of the calls, when the latter were too close for the field umpires to decide). |

Notes: DRS = decision-review system; lbw = leg before wicket; ICC = International Cricket Council; T20 = Twenty20.

Source: Collated by the case authors from “The Ashes,” *Lords*, accessed April 3, 2018, www.lords.org/history/mcc-history/the-ashes/; “Cricket Rules,” accessed May 11, 2018, <http://cricket-rules.com>; “Decision Review System,” ICC Rules and Regulations, accessed May 10, 2018, www.icc-cricket.com/about/cricket/rules-and-regulations/decision-review-system.

EXHIBIT 2: 11 dimensions of LEADER CHARACTER

|  |  |  |
| --- | --- | --- |
| **Serial Number** | **DIMENSION\*** | **DESCRIPTION** |
| 1 | Integrity | Authentic, candid, consistent, principled, transparent |
| 2 | Judgement | Adaptable, analytical, cognitively complex, critical thinker, decisive, insightful, intuitive, pragmatic, situationally aware |
| 3 | Accountability | Accepts consequences, conscientious, responsible, takes ownership |
| 4 | Collaboration | Collegial, cooperative, flexible, interconnected, open-minded |
| 5 | Transcendence | Appreciative, creative, future oriented, inspired, optimistic, purposive |
| 6 | Humility | Continuous learner, grateful, modest, reflective, respectful, self-aware, vulnerable |
| 7 | Drive | Demonstrates initiative, passionate, results-oriented, strives for excellence, vigorous |
| 8 | Courage | Brave, confident, determined, resilient, tenacious |
| 9 | Justice | Equitable, even-handed, fair, socially responsible |
| 10 | Temperance | Calm, composed, patient, prudent, self-controlled |
| 11 | Humanity | Compassionate, considerate, forgiving, empathetic, magnanimous |

\*In order of director effectiveness

Source: Gerard Seijts, Jeffrey Gandz, Alyson Byrne, and Mary Crossan, “Learnings from Boardroom Perspectives on Leader Character,” Ivey Business Journal, January/February 2015. Available from Ivey Publishing, product no. 9B15TA06.

**EXHIBIT 3: BALL-TAMPERING INCIDENTS IN CRICKETING HISTORY**

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| **Year** | **Player Involved (Player’s Country)** | **Method Used** | **Penalty Imposed** |
| 1976 | John Lever (England) | Vaseline was rubbed on the ball in the test match against India. | While the ball used by Lever was tested and traces of Vaseline were found, no penalties were imposed. |
| 1990 | Chris Pringle (New Zealand) | Bottle top was used to scratch the ball during a match against Pakistan. | None; he was let off after he admitted his mistake and accused Pakistani players of doing the same. |
| 1994 | Michael Atherton (England) | Dust was filled in the pockets in a test match against South Africa. | Let off with a warning from the ICC but fined by the English Cricket Board. |
| 2000 | Waqar Younis (Pakistan) | Fingers were used to tamper with the ball in a limited-overs match against Sri Lanka. | Fined 50 per cent of his match fees. |
| 2001 | Sachin Tendulkar (India) | A piece of grass was removed from the ball during a match in South Africa. | Was suspended for one match. Decision was later revoked by the ICC after thorough investigation into the matter. |
| 2003 | Shoaib Akhtar (Pakistan) | Fingers were used to scratch the ball during a match against New Zealand. | Was suspended for two matches. |
| 2004 | Rahul Dravid (India) | Lozenge was applied to the ball during a match with Zimbabwe. | Fined 50 per cent of the match fees. |
| 2006 | Pakistan Team/ Inzamam-ul-Haq (Pakistan) | The condition of the ball was changed during a test match against England. | The Pakistani team was penalized by awarding of five penalty runs to England to start with. The Pakistani team refused to take the field after the tea break. The umpires waited for 15 minutes, then awarded the game in England’s favour. Later, a ban for four matches was handed out to Inzamam |
| 2010 | Shahid Afridi (Pakistan) | Bit the ball during the ODI with Australia. | Banned for two matches. |
| 2010 | Stuart Broad (England) | Stepped on the ball with spikes on his boot in a test match against South Africa. | No punishment given. |
| 2013 | Faf du Plassis (South Africa) | Rubbed the ball on the zipper of his pant pocket. | Was fined 50 per cent of the match fee. |
| 2014 | Vernon Philander (South Africa) | Used his fingers and thumb to scratch the ball. | Was fined 75 per cent of his match fee. |
| 2016 | Faf du Plassis (South Africa) | Used his saliva on the ball to alter its shape in a test match against Australia. | The ICC fined him 100 per cent of his match fees and gave three penalty points for his misconduct. |

Notes: ICC = International Cricket Council; ODI = one-day internationals.

Source: Adapted by the case authors from “Top 10 Ball Tampering Incidents in Cricket History,” Sakshipost.com, March 20, 2018, accessed March 31, 2018, <http://english.sakshi.com/news/2018/03/29/top-10-ball-tampering-incidents-in-cricket-history>; “Major Ball Tampering Incidents in Recent Cricket History,” Mint, March 27, 2018, accessed March 31, 2018, www.livemint.com/Sports/5Oi4IluEJZ4S3xMJ6oRckO/Major-balltampering-incidents-in-recent-cricket-history.html; Express Web Desk, “Famous Ball Tampering Incidents: From Sachin Tendulkar to Marcus Trescothick,” *The Indian Express*, November 23, 2016, accessed March 31, 2018, <http://indianexpress.com/article/sports/cricket/virat-kohli-from-sachin-tendulkar-to-marcus-trescothick-a-look-at-some-famous-ball-tampering-incidents-4390370/>; “How Australian Cricket’s Ball-Tampering Scandal Stacks Up with Other Cases,” ABC News, March 25, 2018, accessed March 31, 2018, www.abc.net.au/news/2018-03-25/how-australias-ball-tampering-shame-stacks-up-with-other-cases/9584594.

EXHIBIT 4: EVENTS LEADING up TO THE BALL-TAMPERING SCANDAL

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| **DATE** | **EVENT** |
| February 16, 2018 | The Australian team arrived in South Africa. |
| Test Match 1  March 5, 2018 | A.B. de Villiers, the South African batsman, was run out for a duck (without scoring any runs) by David Warner, the Australian vice-captain, and Nathan Lyon. This led to a “wild” celebration by Warner and Lyon. Warner unleashed a spray on Aiden Makram, the other batsman involved in the run out, while Lyon dropped the ball on de Villiers after running him out and dislodging the bails when de Villiers was sprawled out on the turf.  Former South African captain, Graeme Smith, called Warner a fool and added that Nathan Lyon, the more “experienced cricketer,” might regret his unnecessary celebration. |
| March 5, 2018 | Warner was involved in an off-field confrontation with Quinton de Kock, the South African wicket keeper, during the tea break on day 4 while the teams walked up to the change rooms. Video footage emerged showing Warner being held back by Usman Khwaja and then dragged away by the captain, Steven Smith. Warner alleged that de Kock had made a ‘”vile” and “disgusting” comment about his wife that had got him heated up. |
| March 7, 2018 | Warner charged with a Level 2 offence and penalized with paying $13,500 (75 per cent of the match fees) and three demerit points; de Kock was charged with a Level 1 offence and one demerit point. |
| March 8, 2018 | Cricket Australia chief executive James Sutherland and the match referee Jeff Crowe intervened to defuse the situation. Sutherland released a statement to the Australian players before commencing the second test match, asking them to behave. Crowe called the two captains and managers of the two teams on the evening of the second test and advised them on expected behaviour from the players during the series. |
| Test Match 2  March 9, 2018 | Kagiso Rabada took five wickets in just 18 balls and helped South Africa dismiss the Australians for 243 runs on day 1. Further, as Rabada dismissed Smith for a leg before wicket, he appeared to intentionally bump into the Australian captain with his shoulder during his follow-through. |
| March 10, 2018 | An incident of two of Cricket South Africa’s (CSA’s) top officials donning masks of Sonny Bill Williams (referred to as the mask stunt) occurred. Williams was a New Zealand rugby player with whom Candice, Warner’s wife, was alleged to have had a tryst in 2007. This was done to taunt and embarrass Warner, whose wife had accompanied him on the first day of the second test. CSA apologized for these actions, but the organizer of the stunt, Mark Dorward, did not. |
| March 13, 2018 | South Africa won the second test and Rabada was declared man of the match. He also learned that he was banned from playing two test matches. He appealed the ban. |
| March 20, 2018 | On Rabada’s appeal, his ban was overturned and he was cleared to play in the third test match. Smith was not part of the appeal process. |
| March 21, 2018 | Smith spoke out about Rabada’s ban being overturned. He believed it had “set a troubling standard and precedent for the game.” He suggested that in the wake of this incident, Cricket Australia would need to reconsider its own policy of not challenging ICC match referee charges. |
| March 22, 2018 | The third test match began in Cape Town. |
| March 23, 2018 | The ball-tampering scandal erupted. |

Note: CSA = Cricket South Africa; ICC = International Cricket Council.

Source: Adapted by the case authors from “How Australian Cricket Imploded: A Timeline of Events in South Africa,” *The Guardian,* March 28, 2018, accessed March 30, 2018, www.theguardian.com/sport/2018/mar/28/how-australian-cricket-imploded-a-timeline-of-events-in-south-africa; “Tempers Fray As Australia Close On Victory Against South Africa,” *The Guardian*, March 4, 2018, accessed March 31, 2018, www.theguardian.com/sport/2018/mar/05/mitchell-starc-puts-australia-one-wicket-from-victory-against-south-africa; “David Warner Opens Up On 'Vile And Disgusting' De Kock Sledge,” *The Guardian*, March 8, 2018, accessed March 31, 2018, www.theguardian.com/sport/2018/mar/08/david-warner-opens-up-on-vile-and-disgusting-de-kock-sledge; “David Warner Caught by CCTV in Off-Field Row During First Test in South Africa,” *The Guardian*, March 5, 2018, accessed March 31, 2018, www.theguardian.com/sport/2018/mar/05/david-warner-caught-by-cctv-in-off-field-row-during-first-test-in-south-africa; “Rabada Charged Over Steve Smith Shoulder Bump, Faces Ban,” *The Hindu*, March 10, 2018, accessed March 31, 2018, www.thehindu.com/sport/cricket/rabada-charged-over-smith-shoulder-bump-faces-ban/article23033296.ece; Sriram Veera, “Kagiso Rabada suspension: Merits and Demerits of the Case,” *The* *Indian Express*, March 14, 2018, accessed March 31, 2018, <http://indianexpress.com/article/sports/cricket/merits-and-demerits-of-the-kagiso-rabada-case-5096836/>; “The Night That Led to Vile Abuse of David Warner and His Wife Candice,” *News.com.au*, March 15, 2018, accessed March 31, 2018, www.news.com.au/sport/sports-life/the-night-that-led-to-vile-abuse-of-david-warner-and-his-wife-candice/news-story/c0f8fe2b20c455a3468ffc15f049d4e3; “David Warner: Cricket South Africa apologises over Sonny Bill Williams masks,” *The Guardian*, March 10, 2018, accessed March 31, 2018, www.theguardian.com/sport/2018/mar/10/david-warner-cricket-south-africa-apologises-over-sonny-bill-williams-masks.

**ENDNOTES**

1. This case has been written on the basis of published sources only. Consequently, the interpretation and perspectives presented in this case are not necessarily those of Cricket Australia or any of its employees. [↑](#endnote-ref-1)
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7. “List of Australia Cricket National Captains,” op. cit. Australia had played its first ODI in 1971. [↑](#endnote-ref-7)
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