

Video 4.2 (00:15) you very much welcome back everyone in person and online I hope you're feeling refreshed and ready to go for the next speakers to start us off after break I'd like to introduce Dr Eric McIntosh who is joining us virtually hi Eric Dr McIntosh is a professor at the University of Ottawa his research covers management Concepts such as organizational culture the buzzword from the last discussion leadership socialization and development concepts related to Shifting the culture of sport Canada this insightful work delves into

(00:49) the functioning of the organization and how leadership can form and shape organizational culture which can then transmit positively internally in the organization and outwardly with how organizations work with their Partners so uh this kind of translation from the current discussion of systems and legal into kind of values and driving culture is a perfect segue please join me in welcoming Dr McIntosh uh thank you very much and uh thank you Julie and and Grace for the invitation and uh for hosting today's

(01:31) event uh and to the speakers that have already had a chance to talk to you um I was able to listen on both of those and made some good notes uh and so I will try to maybe bring some of what I'm GNA talk about today back to what uh Peter had said um and Hillary and Marcus as well uh i' just like to say maybe a few things about the title today and you pick up on a couple words in particular this concept of culture and values um collo colloquially they sound very self-evident and I think are often terms

(02:10) that are not self-evident and much more complex than what we may discuss dayto day about the idea of culture change and in particular the idea of values uh themselves being now part of the new Canadian sport policy this concept um but I'm not certain they are self evident and I'm not certain that they are very well understood and so today I'd like to introduce to you my take on this um and in doing so I thought what maybe we would be able to do to start off with is just get a basic Foundation that we can uh consider as we think

(02:49) about a values-based approach to Sport and this concept of Shifting values or Shifting the culture and what that might look like uh from a different perspective so so I'll offer um some maybe some new ways of thinking and approaching this topic today the main thesis that my colleagues Dr Allison dhy and Dr Shannon Kerwin from Brock University are looking at is the notion that in order to change Behavior one must address the underlying values that exist in efforts to in fact shift a culture or in another way shift

(03:27) the behaviors that are occurring in this sporting setting and so I'm going to offer a perspective on this today based on some empirical work we've done with with athletes over the last couple years and to start off um you know the the previous presenters have discussed this concept of unsafe from the organizational level uh at part system level and also part individual level which is very much an organizational behavior view of things but I thought it would be important just to kind of address some of the things that have

(03:59) gone on um and recount maybe a few of the stories without delving detail about how many organizations uh this is cut across and of course even as recently as a few days ago stories breaking about canoe kayak um uh universities across this country of ours and what we just discussed the idea of Regulation across a large um body from NSO to ptso to Community Grassroots sport where in fact many unsafe sport stories are plentiful across the system there's been excellent research in Canada on uh the perpetrators uh the prevalence rates and

(04:45) you can see here on the slide uh a number of different common accusations that have occurred that are captured within the ucms definition of Mal treatment commonly affecting

athletes as you know Young female athletes in particular but not just isolated to that that would be a misnomer so if we look at again picking up on Hillary and Mark's um discussion on these concepts of options for reform there are in fact many different factors at play that we must consider and that the research has um shown us that are problematic across (05:22) the system some of which are in fact structurally oriented as we've seen this concept of winner take all ws and I will come back to this idea when I present to you some of the um findings from our work but it begs the question at least from a behavioristic point of view what values are possibly explaining the issues we know there are of course many issues to address and um there are many reasons why these issues are in fact embedded in our infrastructure in sport uh I know for example from listening to Hillary and uh and to (06:04) Marcus that accountability as a value as a concept uh has many different touch points across many of these different factors I have listed on the slides and it really is a critically important value that we need to start to unpack because it has influences in all these factors and all of the facts that back up the importance of looking at safe sport so again I often ask myself what what is a value what does this mean it's a fairly esoteric term um but when we look at the behavioral research we can kind of understand I think at least that (06:48) values cut across the personally and socially preferable aspects of individual group organizational and system level thinking that guide Behavior and the research has shown us that values Influence People groups and organizations in many different ways some of which I have listed today um on the slide you'll see but I do not believe that they are easily understood and that sometimes maybe we have lip service to this concept of of what values mean with it fully understanding the significance they have in addressing actual Behavior which I do (07:25) believe is at the root of the causes of maltreatment in sport in Canada so I I would like to kind of give you another view of this and in terms of what why maybe values are in fact somewhat confusing I guess um they take on many different forms you can see here I'll use the pyramid as uh Hillary and Marcus just did as well to address nsos ptso and Community but you can you can see here at the top is this concept of aspirational or idealized values the espoused which is what we can equate to uh many national sport (08:05) organizations in our country and and ptso and and even clubs say this is what's important to us for example on the previous slide I I show Integrity as a concept what does that look like in practice um you know accountability what does that look like in practice and so what does it mean to have words written on a wall if they're not actually addressed in Daily Behavior that's tangible or untangle and this is where I think it gets to be an interesting study of what values-based sport can mean in Canada because that bottom of the (08:43) pyramid indicates what in fact is realized or put another way perhaps a little bit easier to understand this is how sport is this is how things are in sport in Canada and as I move along the the presentation today I want you to think of the example of what we call Excellence because our study and our findings are showing that an overemphasis on specific values may in fact result in negative effects what is aspired or spoused may not be in fact realized across the system and here in lies the issue further to this (09:23) concept we are really trying to understand the values held as most important to understand their influence on Behavior and the qu the two questions I paused here U I think are really relevant to this discussion of safe sport why do we behave as we do in sport why do we tolerate what we do in sport if we are interested in changing Behavior towards anything and

not just in sport these Concepts and these questions become critically a part of how we address Behavior how values inform what we do how we do it at an

(10:01) unconscious and a conscious and a conscious level so the following two slides are introducing um what I'm just going to label as the Nexus in Spore here and another way to think about this metaphorically if you would like and how I've addressed it here is kind of like a Hollywood script where we get to write the story and we get to emphasize the actors uh the key actors and this is not an exhaustive list the sport ecosystem is is far uh much more detailed than what I have presented on the slide but I

(10:38) want you to think about the question of values and culture as it relates to the actors in sport we must address how the actors behave and in doing so reinforce and perhaps reconceptualize what we actually think matters most in sport and this is not to say for example Le that Excellence isn't important I would be foolish to say such things Excellence is extremely important and each one of these actors here views things a little bit differently and I do believe this is creating some of the ambiguity in what people believe is safe and unsafe

(11:19) regardless of the various scripts that we have that are written and codified and communicate what it is that we're trying to do um you know tongue and cheek a little bit with this I always ask myself the question do I know the scripts what's confusing in the scripts if I know them do the scripts detail what each actor in the system is meant to be doing if not why not what's missing what's confusing what's leading to ambiguous aspects of understanding idealized Behavior and so our research study um is

(12:04) uh essentially three parts as you can see listed here and we began with understanding the athletes view um and the reason for that I think might be obvious and not even need to be stated but I'm going to do it nonetheless uh we talk about athlete centered sport okay do we have athlete centered sport what unintended consequences of an athlete centered Sports system are we experiencing and I may come back to this point a little bit later to address what are the manifestations that athletes see that is unsafe but also safe what are the values

(12:46) that underly the culture in both respects and of course What mechanisms do athletes feel are required for reform and what what what that might look like in practice so I'm focus on this today but it's worth noting the second phase because the coaches and the administrators are obviously key actors who co-create many of the scripts and who live or meant to live by the policies and the codes of conduct that are codified across our system and then finally the last piece is a um quite a challenging piece we're working on at

(13:24) the moment participatory action research with one NSO okay so how are things done around here when you think about that concept that those words how things are done around here research posits that the idealized values or the aspirational values that are espoused by our sporting leaders are meant to become entrenched across a system are they consistent with what our national sport organizations espouse are the consistent with the Positive efforts that we're trying to put forth in for example the sporting system and there are many different ways

(14:06) that that the Canadian sector tries to do this but the bigger question is how are athletes living sport what is manifesting in behavioral practices that are considered to be unsafe and safe what are those values in sport so to conceptualize this even further it's maybe obvious to state that a commitment to Excellence is part of the high performance Sports system and that competition is a necessary trait of athletic participation in sport to begin with we don't have to look too far to see how this works the ioc espouses

(14:47) Excellence respect and friendship our national sport organizations uh do the same particularly with excellence and respect I'm not so sure about friendship but that might be a question for another day um and then these are meant to become institutionalized yet what we're finding is some key words about conflict dominance levels of authority which both of the previous presenters touched on already and and I'd like you to think about the three that have are listed on the slide a little bit further this idea

(15:19) of sporting Excellence organizational excellence and what competition means so today I'm going to talk to you about what we've uncovered in our study particularly four values of autonomy Drive Authority and meritocracy that we believe are contributing to unsafe sport conditions and and it's interesting when we look at Authority and accountability in particular I'll say a few words about all of these in a second but Authority this idea of having control having influence in formal channels um involving coaches involving athletes uh

(16:01) to some degree and certainly involving administrators in our sporting system um the importance of control and the importance of influence autonomy the importance of thinking and acting independently and we can look at that from an individual point of view or an organizational point of view um Drive the determination and effort that are valued across the system aligning with some of the aspirational levels that I just touched on in the idea of achieving excess and then of course meritocracy which I heard someone say earlier the winning at all

(16:38) cost attitude is kind of a nice way to look at that but it really is the importance of excellence and success and what that means in our Canadian system all of these four values here I think challenge our assumption that these values are in fact positive and yet we do not see them as as being necessary neily always positive in fact maybe they don't on their own seem problematic but when you start to layer an additional Theory onto this and I'll address it in a second we can see that some of these values are in fact porting

(17:15) supporting not reporting supporting the problems that we see across the system so this is a figure that uh we we like to show U that are kind of meant to understand the weighing of these particular values are leading to unsafe Sport manifestations and that these manifestations are occurring as we see unsurprisingly in coach Behavior through gatekeeping overstepping exclusionary and aggress aggression acts but that they're also inculcating the idea from teammates and athlete behavior in a similar regard part of which has to do with the (17:56) lack of resources and a fight for those resources and what the athletes are suggesting is an inattentive sport system limited uh by the reporting and the lack of accountability and there's that word again that exists across the sector so how can we understand what this might mean if you consider for example Drive obviously a highly valued aspect of sport we see it through the athlete competition we see it through coaches wanting to excel uh and I might add to keep their jobs because their jobs are predicated on the aspirations

(18:35) of excellence in to a large degree and so the choice of behaviors that get enacted simply through this one value may cause suffering may cause maltreatment in in a variety of different conditions we see this with meritocracy and the fight to succeed the fight for Li limited resources across our Sports sector and the idea of over protection again uh protecting the organization perhaps more than they are protecting the athlete and another way maybe to think about this is that and it's it's it's an attitude it's a pervasive attitude of

(19:12) we're out there for ourselves but ironically We're In It Together and so this notion of too much of a good thing which was Advanced by Pierce and aanas U are I think operating across our our Sports sector but it's also not all doom and gloom um I sometimes feel like we get trapped into this way of thinking that it's you know sport is simply just unsafe and athletes are not saying that athletes in fact are saying you know we do we do experience safe Sport and we we do so through caring through respect

(19:55) through inclusion and through credibility in particular and so what does this look like um athletes are saying obviously the knowledgeable coach and so there's a there's a place for um Education and Training and they realize that the sense of community and the sense of belonging the types of support that are offered uh and this support extends to the physical as well as the psychological um you know uh mental health support nutrition understanding these sorts of things are all developmentally important especially

(20:34) within the high performance sector towards performance rules and regulations are followed and that includes a variety of different things some of which were noted in in Peter's discussion about um you know how we should sanction what athletes would like to see in terms of that for the organization or the person uh that was the perpetrator and then prioritizing the athletes in the sense of development and and that isn't necessarily development towards podium in this case it's development towards an overall which is an important

(21:12) consideration as a as a as a good value underlying saves for okay so what does all this actually mean um great question I'll pause it it to myself and try to up with an answer for this um you know we have struggled in the Canadian sports sector from for a long long time where traditional inherent embedded values haven't been challenged to the degree that they should be especially in the case with with with maltreatment situations being so prevalent as we've seen uh in the research and in today's

(21:57) presentations and we've we've had this idea of athlete centered sport for some time this is not a new idea athletes can was founded on this concept but some of the responses towards realizing the athlete centered ideal uh may have some unintended consequences for the athletes themselves might it be the values that are are are um overemphasized that are creating some of the issues that we know are being perpetuated ated across a sport system and this would also include uh provincial Territorial and I would

(22:35) argue even Grassroots and Club level Community sport to some degree my contention is yes uh we we have perhaps um a myopic F focus on a few things and and not a a great understanding of the underlying values that are causing the conditions that we're talking about today and have been talking about quite a bit over the last couple of years and so how how does this um maybe change the way we approach Sport and how could considering a a different way of looking at values shift the needle you know in our study one of the things we looked at was

(23:19) how are athletes feeling in the high performance setting and our our our um our data was pointing towards this idea of vulnerability fearfulness a lack of trust a sense of devalued and an isolated aspect okay that's definitely not a good thing um think we can all agree on that how can we shift the needle to this safer sport of feeling valued trusted and belonging and our contention in this study is that if we actually start looking at the mechanisms that we have in place how they're Crea with whom they're

(24:02) created and whom they are supposed to uh influence the most we need to understand that we have to start thinking about things from a process perspective and not just an outcome orientation which is I think causing a large part of the issues we're experiencing in maltreatment so a management by values approach offers uh ways that we can consider how to do this it's one thing say we value Excellence we value respect we value value Integrity it's an entirely different thing to have the understanding of what that looks like in

(24:45) practice um we know that athletes have a variety of different experiences across many different sports and that the idealized athlete Centric model from a a democratic governance perspective is thought to be the best approach but the practice tips component within this what we incentivize um how we comply and sanction and how we look at process across a level of attribution espoused and aspirational values makes a big difference the larger the Gap the bigger the problems and our findings I think start to allow us to interrogate a little bit

(25:27) further where values may have gone astray maybe breaking down some of the negative characteristics of culture that are so greatly discussed in popular media how do we Implement A system that allows us to go from this sort of esoteric concept of high in the sky values to actual behavioral mechanisms that make a difference and doing so I believe requires a little bit of a cognitive redefinition in terms of what Excellence can look like if we really want safe Sport and I think we do we need to Define what that looks

(26:05) like in practice more clearly what should training look like what structural support is needed for intended Behavior to to be exhibited what is rewarded and what is reinforced can we look at the old traditional way of of examining excellence and create a new more meaningful intention uh an intentional aspect behind the emphasis of process in particular towards the desired behavior that we wish to see so understanding the values does make a big difference H particularly addressing Behavior change and our our work is is examining uh this with the

(26:47) coaching with the coaches and administrators across the system as well because they're AB absolutely critical to this idea of a culture shift to begin with but what we're seeing with that and I don't have obviously time to talk about it today but what we're seeing with this is Nuance between all of these positions um in fact levels of ambiguity around what Authority actually means or what accountability actually means in different senses and so it's important to understand what is different what is

(27:15) shared amongst these key actors within our Sports setting to actually move beyond what we now know uh is existing towards our idealized shift to a safer sporting culture uh I'd just like to say a big thanks to my two colleagues and to uh Sher for supporting This research um and certainly happy to answer any questions if there are any thank you very [Applause] much so uh insightful talking I like the the visual that he created around the scale where certain values are weighing down this system making it difficult for

(27:58) for safe sport Innovation to happen and others are almost too light and not having an impact so please any questions uh online or from the floor yes please um so first of all thank you for the uh presentation second of all when we how important do you think it is for future research to explore for example organizational Excellence um to discuss the Paradox of eded agency and how that impacts sport cult culture and Sport behavior and secondly from the institutional perspective how important is it also for future scholar to look at isomorphism

(28:38) and how organizations of sports tend to look similar and how that could be impacting Sports in the long run okay so agency and isomorphism um okay those are not simple question to address uh of course so I mean if you look at let's let's just take for example um stakeholder theory if you look at agency the principal agent in particular what I understand of that is that um there will be some conflict between what the manager in this case the pr uh the um the agent and the organization might be trying to

(29:25) do uh so I mean answer your question to the best that I can with that without going into the theoretical piece too much uh there's obviously a level of power and authority at stake uh there's research being done right now in Canada and in the UK in particular that looks at Power um to me it's it's power is almost in obvious though I I do not to say that that's not important to look at it is important to look at but I think contextually we need to look at the isomorphic piece as well so there's a

(29:57) little bit of hand in hand with this um you know our our organizations across the country operate under the umbrella of sport Canada and under the funding agreements that are intact um and so they do so in such a way that you can expect them to behave a particular way towards those expectations that needs to be interrogated U at the at the higher levels because I do believe that that's part of the problem that uh that we are experiencing right now so in short all kinds of research opportunities are are evident to

(30:35) me and I think there's a lot of value to use that word in doing so and looking at both agency and and isomorphic tendencies if I might Eric to elaborate on that the discussion so far has been that Community or gr level there's quite a gap right and in a a very homogenized powerful you know system where isomorphism as a concept means the powerful actors control what everybody does do you think there's the Gap enables agency in any way for local sports to take up their you know to drive the wrong direction in this or

(31:15) they really have no agency and that Gap just makes it worse in terms of a culture change yeah I no I I would I would think that everybody has agency in this room regardless of if they're high high performance or Community level uh and I actually think there needs to be a wider conversation in our country about what this looks like because it's it's a select few opportunities that we discuss these things uh in in a selected body in a selected room with selected people I don't know how much of this message gets

(31:45) across to the to the parents and the officials and the ones that are involved in the grassroot sector in particular only because I don't specifically do much of my own work in that most of the stuff I do is high performance level Focus um but there are I think opportunities to to bring this conversation to a wider audience where we can have more discussion around the role of the parent for example or or the role of the volunteer even or some of the bystander in sport I many of the discussions I have with with colleagues and at

(32:17) different conferences and stuff all kind of come back to the same idea of we're asking volunteers to do more can they do more um what should they do you know are we are we put the emphasis in the wrong spot uh it's there's no easy answers to these questions it just needs to be more boots on the ground I think great thank you not online yet else hi Eric Lindsay Smith here nice to see you again um I took a question around the management by values appro or values based approach and we think about redefining values in sport a question

(32:55) that's come up um recently in some of my discussion is whose values when we think about sport it's such a homogeneous group still particularly at the high performance level um

and even typically when we look around rooms like this that got conferences and forums that we go to the group looks pretty pretty identical from room to room to room so thinking about kind of the shift and redefining is that something you've thought about in your research with professors dhy and Kerwin um the limitations of a values based

(33:27) approach when those values are actually Reed yeah it's a great question um and I think I come out this from a few different angles and and maybe provide some perspective on this uh that I didn't really address today so far um there are obviously organizations in our in our country that advocate for a certain way of doing things you can think about the true sport principles if you'd like um those are founded on a Canadian level uh survey work that is trying to advance different underlying values the sports system um you can

(34:01) think about some of the things that are advocated for even within athletes can for example I know Lindsay you probably know that organization fairly well uh the challenge I think with this concept itself is in fact the idea that values are very much esoteric who are they um what's shared universally I I think it's it's a critically important question to address we have discussed it um you know the the inclusion concept for example what that looks like I don't think many people in the in the room or not in the

(34:34) room today could argue for the importance of the value of inclusion but that can also mean different things to different people and the notion of whose values matter more than others is a contestable area of debate um from a humanistic point of view it's very nice to look at the individual value Laden system and and see what in fact is in fact a shared value and how much it's shared and how much that means and so so the research needs to move in that direction great any other questions in the room yeah time yeah if I can ask yeah thank

(35:16) you uh just just to go back to your presentation just a little bit of clarity for me on what you see as a as an athlete centered environment because I think you were drawing parallel to it being uh Democratic by nature and I think that challenges my own view right so that was thinking about that great yeah no if I said it was Democratic by Nature what I meant by that is that's the ideal I don't think that's the case I in fact I think it's probably still quite otherwise um you know we hear from

(35:52) the athletes that it's their their sentiment is that it is very much unidirectional top down or oriented and it's a responsive mechanism Across The Wider sport system um Democratic governance would have you looking at it the the very much the other way where there's some Equitable balance across you know two-way communication uh not necessarily top down I don't think it's I don't think we're in that setting right now I I know we're not in that in that setting right now despite the efforts of you know many

(36:25) organizations across our country and that's too bad um and there's reasons I think there are reasons for that but that doesn't mean that they can't be overcome at the same time I we need to have more dialogue in in this in this area and it's it's a shortcoming of our system that we don't have more of it quite frankly to that point Eric um you mentioned a couple things like uh remedies and this these needed mechanisms can you give advice on something that comes to mind for you that can be implemented lower in the

(37:08) system around these needed mechanisms around the culture that and values you're seeing I to put you on the spot yeah um yeah the hamster wheels turning on this one now um it's it's such an important question and it's very difficult for me to just kind of say one or two things about it um there is a preferential distribution of how resources work in our country



there's the Haves and the Have Nots and I think each situation dictates a little bit of a different context that we need to think about um you know bringing it down

(37:45) to the community level I would rather see the community level figure out ways to bring it up um do you know what I mean like it's like even thinking about it from that perspective but that's a huge huge task uh in in in in a system that is very much under capacity in different ways and it's almost unfair to have you know have it work that way so there needs to be better alignment right I think one of the people there was discussing the idea of alignment earlier to me that's one of the biggest

(38:18) challenges at the moment is this concept of jurisdiction and Alignment U and and I don't have a I'd be lying if I said I had a clear answer for that I don't think it's a simple solution by any means yeah that's great I think you're right like how can we Infuse that support to the level that needs it the most right and the system and structure is not really built for that for the resourcing to make that to make it way down so you know one one of the well just maybe just one of the things I can

(38:48) think of too is that I don't know about the rest of you in the room but I'm kind of sick of ambulance chasing I'd I'd like to actually hear about some of the success stories you know like like what's a community success story look like like to me that's valuable information that needs to be shared and I I can't think off the top of my head who's doing any work in that space right now you know or what organizations have a successful story that they could share so that we can model the way in

(39:15) different aspects there's value in that yeah so the the lens for that is called positive organizational scholarship right uh celebrating in and researching the success not the failure so uh Alison did you want to share anything no I'll just I'll talk to a bit about some organizational success when I speak okay I just was making a note that I have it's not publicized as well as it should be obviously but there's some good things happening out there anything else gra nothing online yet one more in

(39:44) the room that's okay otherwise it can take a five minute break till 11:40 well anything else here Eric thank perfect uh Insight thank you so much [Applause]