



**CULTURE**

**ALIGNMENT**

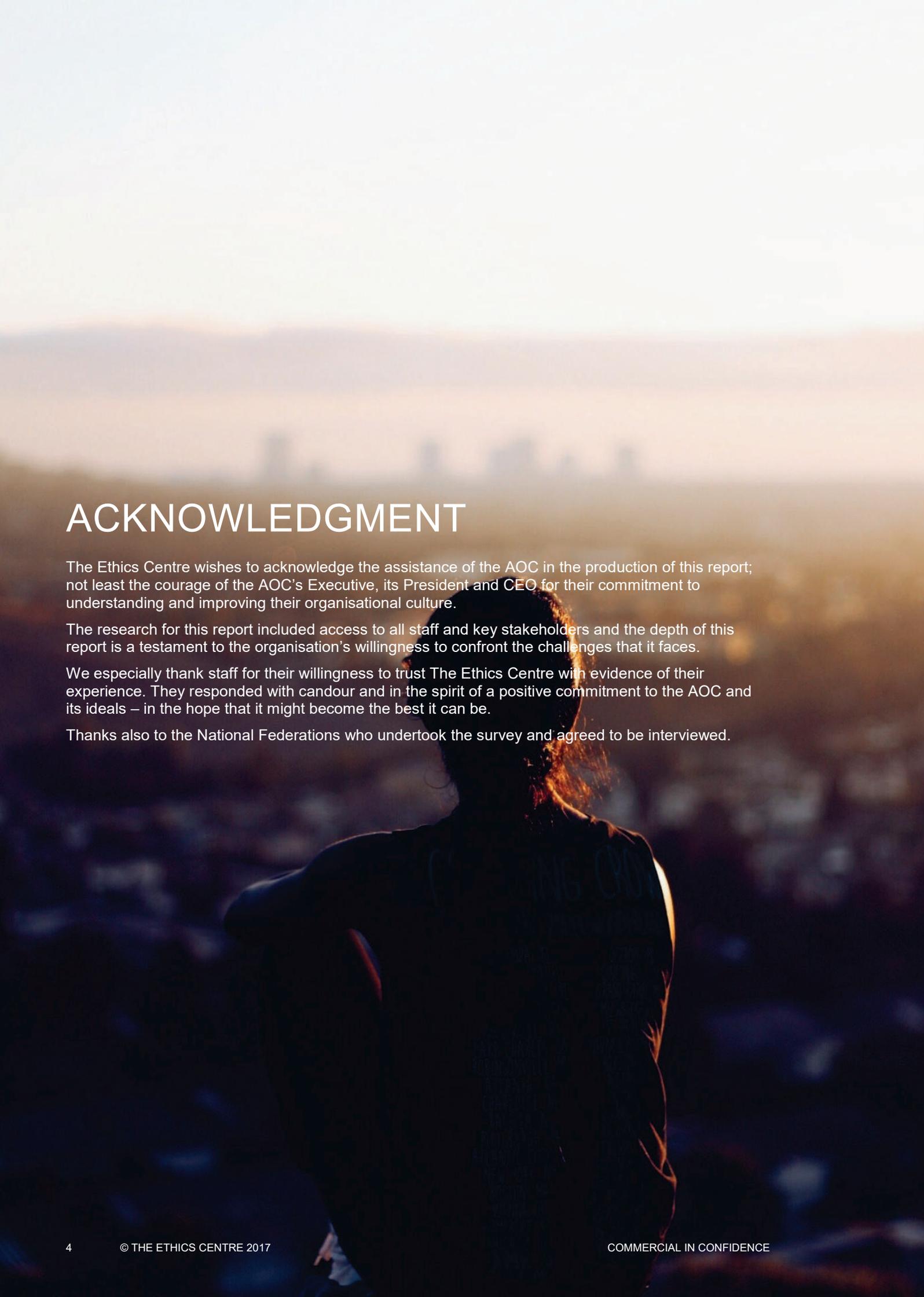
A photograph of a stone path winding through a misty, mountainous landscape. The path is made of irregular, light-colored stones and is surrounded by lush, green vegetation, including ferns and tall grasses. The background is shrouded in a thick, white mist, creating a sense of depth and mystery. The overall atmosphere is serene and natural.

THIS REPORT PROVIDES AN INDEPENDENT ASSESSMENT OF THE AOC'S CULTURE AND ITS ALIGNMENT TO ITS ETHICAL FRAMEWORK – COMPRISING ITS PURPOSE, VALUES AND PRINCIPLES.

THE ETHICS CENTRE 2017

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A person is shown in silhouette from the back, looking out over a cityscape at sunset. The sky is a mix of orange, yellow, and blue, with the city lights starting to glow in the distance. The person's hair is slightly illuminated by the low sun.

# ACKNOWLEDGMENT

The Ethics Centre wishes to acknowledge the assistance of the AOC in the production of this report; not least the courage of the AOC's Executive, its President and CEO for their commitment to understanding and improving their organisational culture.

The research for this report included access to all staff and key stakeholders and the depth of this report is a testament to the organisation's willingness to confront the challenges that it faces.

We especially thank staff for their willingness to trust The Ethics Centre with evidence of their experience. They responded with candour and in the spirit of a positive commitment to the AOC and its ideals – in the hope that it might become the best it can be.

Thanks also to the National Federations who undertook the survey and agreed to be interviewed.

# HOW TO READ THIS REPORT

The Australian Olympic Committee (AOC) plays an important role in Australian sport and culture in developing, promoting and protecting the Olympic Movement in Australia including exclusive responsibility for representation and participation by Australia at the Olympic Games, Olympic Winter Games, Youth Olympic Games, Youth Olympic Winter Games and at Regional Games, including the selection and discipline of all members of the teams to represent Australia at those Games<sup>1</sup>.

It also has a key role in promoting, raising awareness of and encouraging participation in sport for benefits of health, longevity, fitness, skill, achievement, social interaction, wellbeing and other benefits of exercise for all individuals in Australia (see page 15 of this report).

The Ethics Centre (TEC) has been commissioned to review the experience and perceptions of staff and other stakeholders, including Lagardere Sports staff and National Federations, to assess the current state of AOC's culture and its alignment to the organisation's Ethical Framework: its purpose, values and principles.

In this report, we begin by letting the data tell the story by drawing on the survey data and in-depth interviews. This allows the experience and perceptions of staff and stakeholders to frame and assess the organisation's Ethical Framework. Next, we draw on emergent patterns in the data to distil *Key Themes*: identifying systemic issues that shape the current state.

A distinctive aspect of our methodology – the Everest Process (see *Section 01: Scope and Methodology*) – has been the interrogation of data in order to identify and address a series of *Master Questions* (*Section 05*). These questions and their associated *Conditionals*, establish the preconditions for closer alignment of the organisation's current culture with its espoused ethical framework.

We invite the AOC Executive to use the Master Questions and Conditionals as a platform for dialogue and strategic deliberation. In addition, we make a number of specific recommendations (*Section 06*).

The data presented in the body of this report is intended to support actionable insights. The Appendices contain considerably more data presented at a more granular level.

Finally, in thinking beyond the immediate response to this report, we offer a Future State Framework (*Section 07*) as a potential scaffold to help guide the journey from the current to ideal future state.

For clarity, we have used the following terms throughout the report:

**Stakeholders:** all parties who hold a stake in the success of the AOC, including its staff.

**Leaders:** all staff who have people-leadership responsibilities.

**Please note – use of quotations:** to protect the anonymity of respondents, quotations used in this report are indicative only, they are written by the authors of the report based on the frequency of responses and are not attributable to any one person.

**Statement of responsibility:** This is a confidential report prepared solely for the consideration of AOC management in order to assist organisational decision making. It should not be quoted in whole or in part without the AOC's prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose.

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<sup>1</sup> International Olympic Committee, Olympic Charter p.62.

# EXECUTIVE SUMMARY

While many people in Australia are deeply cynical about the worlds of business, politics and religion, the field of sport continues to be upheld as an ideal for fair play, reward for personal effort and the arena in which teamwork can produce results far greater than any individual could achieve alone. It is this belief in a kind of 'embodied' ideal that continues to draw large numbers of people to engage with sport – either as participants or observers – on a weekly basis throughout the seasons. This is not just a matter of developing physical fitness or realising the joys of competition. There is also an ethical dimension to sport – not least in the formation of character.

It is against this background that people celebrate notable moments of 'sportsmanship'; such as when Adam Gilchrist 'walked' during one of Cricket's World Cup semi-finals or, perhaps most famously when, in 1956, John Landy stopped to help his fallen rival, Ron Clarke, during the One Mile Final of the Australian National Championships – and then went on to win the race. Of course, there are other examples, from other times and sports, that people will cite. And that is the point!

The Olympic ideal and mission is noble. As much as anything else, it is this that draws so much of the world into its orbit. In turn, it is this ideal that animates much of the engagement of stakeholders with the AOC.

Yet, there is another side to sport – the 'realpolitik' of sports administration – with its complex webs of power, influence and politics. This aspect of sport is at least as competitive as anything that takes place on either track, field or other sporting venue. There are winners and losers – and few, if any, 'second chances' for those who fall by the way. Colossal interests are at stake – with rival global corporations and the nations of the world competing for opportunity and preference. Those who administer sport carry scars earned in this arena – even (especially) if they prevail and ultimately succeed. The paradox of sports administration is that success is a product of uncompromising will-power, clear-sightedness and pragmatism combined with a willingness to compromise on almost any point other than the explicit 'rules of the game'.

Indeed, the distinction between the 'letter of the law' and the 'spirit of the game' is critical to understanding the difference between an 'idealistic' approach to sport and a 'pragmatic' approach to its administration. Both approaches can be motivated by a selfless regard for the greater good. Both can be prone to error. Both are liable to dismiss the other out of hand. None of this matters if the separate approaches remain apart. However, mutual disappointment is common when they mix.

The Olympic movement requires just such a mixing of the approaches. The predictable result is:

- + disenchantment, on the part of 'idealists', who expect the very best of sport to be present in its administration, and;
- + frustration, on the part of the pragmatists, who feel constrained by 'naïve' expectations while demanding maximum freedom to pursue their ends without restraint beyond those imposed by the rules.

Something of this dynamic is reflected in the findings that inform this report.

It is clear that the organisation is currently facing significant challenges. The modes of operation that may at one time have served it well are being questioned and its organisational culture has come under scrutiny.

While staff and stakeholders hold the AOC in high regard and express immense pride in what the organisation has achieved over the years, they describe the organisation as being out of step – with both their ideals and minimum expectations for a modern organisation. Instead of seeing the organisation as celebrating the best of the Olympic ideals, staff and stakeholders speak of a more immediate horizon of challenges and difficulties that stem from a culture that is not aligned with the ideals that the organisation aspires to uphold.

In order to meet these challenges, the AOC needs to acknowledge the reality of the challenge it faces in this area and then build a culture that is 'fit for purpose' and aligned to its espoused values and principles.

But first, the AOC must decide what the future will demand of it. This is not just a question of what the AOC must 'do' to meet future challenges. It is also a question of what the AOC must 'be'. What type of organisation must it become? What model of culture will best serve it? How must it be led? What character must leaders develop in themselves? And finally, how will they lead?

The AOC needs to answer the question of how it can play a leadership role as an organisation in the Olympic family while, at the same time, progressing the interests and ambitions of Australia – all in alignment with its distinctive Ethical Framework.

As it happens, the majority of the AOC's values are neither strongly nor consistently expressed in practice. Indeed, the AOC values are not widely recognised by staff, nor do they resonate strongly with them. Instead, the AOC's staff identify strongly with the spirit of Olympism and staff and stakeholders feel more closely connected to the ASPIRE values created for athletes.

Our review found there are improvements to be made in how the AOC articulates and operationalises its Ethical Framework to provide a better foundation for building the culture it aspires to achieve.

We make a number of specific recommendations in relation to governance, such as measures to:

- + ensure that its governance model is 'fit for purpose,'
- + determine the extent to which it ought to separate strategic oversight from executive functions, clearly communicate this decision and then clarify the role of the AOC Executive in relation to stakeholders, including: sponsors, athletes, National Federations, the Australian public and governments.

We also recommend that the AOC implement a number of measures to improve behaviour, which include to:

- + develop a cultural plan,
- + manage the risk of poor culture, and
- + implement a 'people development' plan focusing on the development of individuals and the strengthening of a team culture.

In order to re-build trust and confidence in the organisation, we recommend that the AOC:

- + increase transparency in decision making,
- + develop a more robust ethical framework, and
- + dedicate effort to developing leaders into people-leaders as an everyday practice.

To promote greater accountability – while maintaining a proper degree of independence as a member of the Olympic movement – the AOC should:

- + extend and amplify its engagement and cooperation with its members, and
- + build an institution with the structures, processes and capabilities that are appropriate for the type of organisation it aspires to be if it is to meet the demands of the future.

It is important to note that, in the midst of these challenges and despite the many bruised relationships and perceived failures amongst the senior leadership team, we found a large measure of 'cautious optimism' about the organisation and its future culture. There is a belief in the possibilities to be unlocked through a renewal of its leadership model and a commitment to strive to help make the AOC the best of its kind. Staff and stakeholders continue to be inspired by the mission and goals of the AOC; its custodianship of the spirit of Olympism in Australia and its presence on the world stage as a leading sporting organisation. With already existing strong relationships between staff (within their immediate teams), and team managers who are: approachable, give honest and actionable feedback to their teams, provide clear guidance and who allow the voices of their colleagues to be heard, the AOC has a strong foundation on which to build.

It should also be acknowledged that after a lifetime of service, the current President of the AOC is recognised as a living encyclopaedia of Olympic 'lore' and 'law'. This is widely recognised as a strength that the AOC can draw on, as a whole, to maintain its position in Australian society and the wider Olympic Movement. The risk is that the holders of such depth of knowledge can become frustrated with the process of bringing others along – especially when there are critical time pressures and strategic challenges to be met. This 'strategic impatience' – and a relentless focus on excellence of execution – can turn a recognised strength into a perceived weakness. The solution is not just a matter for one or two individuals. It is for the organisation to build and invest in a leadership model that builds the capacity of the wider group.

The building needs to be done if the inspiration, passion and resilience of stakeholders is to be realised.

We hope this report can help guide the AOC and its many friends and supporters on this journey.



# SECTION 01: SCOPE AND METHODOLOGY



# THE EVEREST PROCESS

The AOC has asked The Ethics Centre (TEC) to undertake a review of its organisational culture.

The Everest Program explores the alignment of an organisation's culture with its ethical framework – its purpose, values and principles.

An ethical framework enables the delegation of authority to a distributed network of responsible decision makers while maintaining the integrity of an organisation. Such a framework should sit at the heart of an organisation's governance structures – serving as a common and authoritative point of reference for all decision makers.

Once this framework is established and formally adopted by an organisation's principal governance body, its tenets should be used as the 'litmus test' for aligning everything the organisation does now and in the future. In areas where an organisation's activity does not match up to the standards it sets for itself, then that exception should be considered carefully, and specifically justified and approved.

While an ethical framework will only be complete if it has both values and principles at its core, the question remains which values and principles should be selected as a focus. There are long-standing philosophical arguments about whether or not there is a minimum set of specific values and principles necessary for any human community to function, and if so, what these might be.

Less controversial is the claim an organisation's core values and principles should be related to its defining purpose. For example, it would be unusual if a firm of lawyers made no reference to 'justice' in its Ethical Framework.

In some cases, purpose is defined by the organisation. In other cases, purpose is conferred (at least in part) by a system such as the courts for the legal profession. Other purposes are established by authoritative third parties such as statutory authorities or other institutions established by legislation. In the case of the AOC, its purpose is defined by the International Olympic Committee (see p.15).

Finally, a sound ethical framework should be expressed in language that resonates with the people who must apply it in practice.

## MEASURING CULTURE

To measure the culture of the AOC, TEC conducted interviews and surveys to gather information about how staff and other stakeholders experience the organisation. Both approaches asked questions about how people experience the organisation, how AOC lives its purpose, what the values and principles of the AOC mean to them, and how they see the values and principles in day-to-day activities.

## STAFF SURVEY

An online survey was issued to 42 current and recent AOC staff on Thursday 8 June 2017. Staff were given two weeks to complete it. Thirty-nine (39) staff completed the survey, a 93 per cent response rate. The survey contained open ended and multiple-choice questions about:

- + What the organisation's values look like when demonstrated at their best
- + How evident the values are in their day to day work
- + Where the values are demonstrated and where they are lacking
- + The quality of behaviours, relationships, interactions and leadership in the AOC

## NATIONAL FEDERATION SURVEY

A total of 45 National Federations were invited to undertake a survey. Twelve (12) completed the survey (27% response rate).

The survey asked National Federation CEOs to provide information on their interaction with the AOC in a number of areas, including their perceptions of:

- + How well the AOC communicates with National Federations
- + How well the AOC invites and responds to feedback from the National Federations
- + Leadership in the AOC

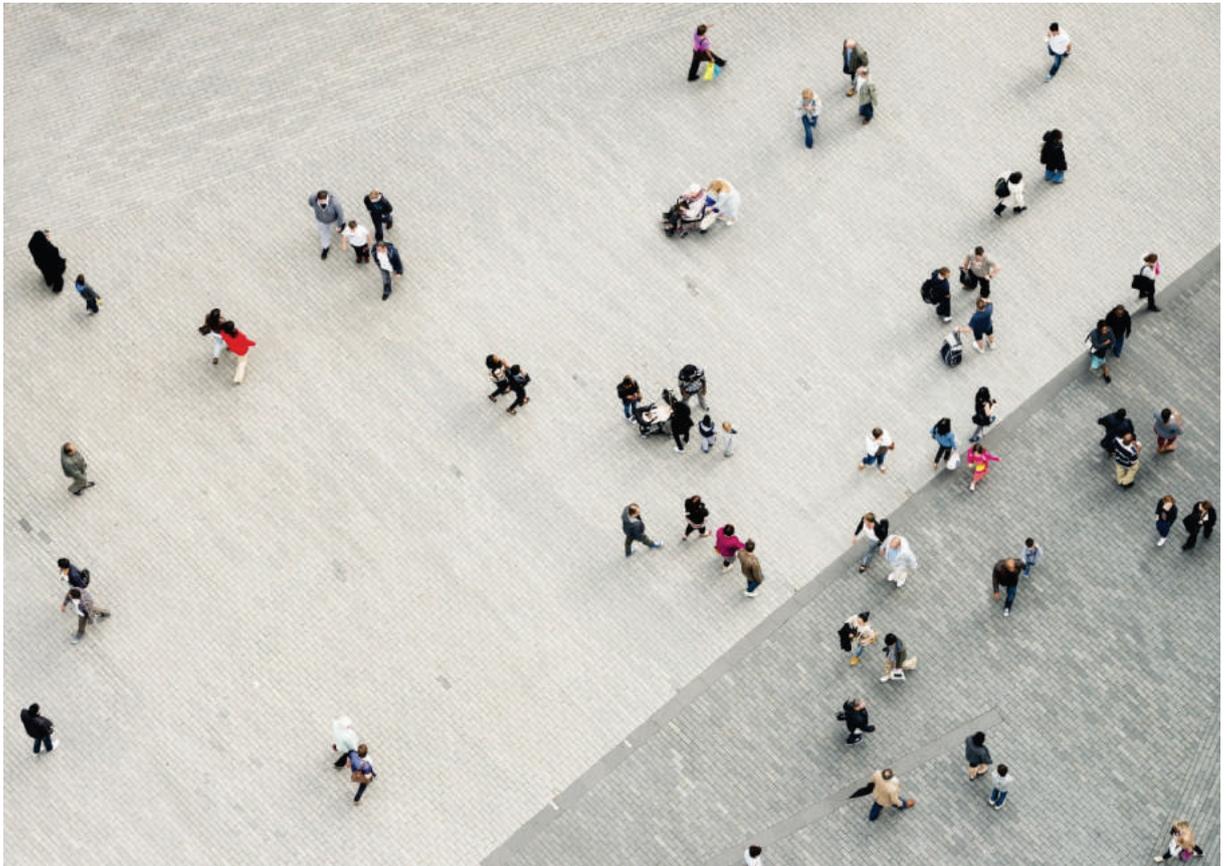
# INTERVIEWS

TEC conducted interviews with a selection of AOC stakeholders:

- + 30 staff
- + 13 Executive members, including the President and the former CEO, Fiona De Jong
- + Seven senior staff, including Media Director, Mike Tancred
- + Nine CEOs of National Federations (selected by AOC management)

While each interview format was adapted to a persons' role and relationship with AOC, they generally enquired about common, key areas relating to the AOC's culture including:

- + What motivates the AOC and its people
- + The effectiveness of the organisation's purpose statement, values and any principles that are used to guide decisions and behaviours
- + How well the AOC's espoused values are understood and resonate
- + Their experience working in and with the culture of the AOC
- + Any opportunities for the AOC to improve its culture
- + How the AOC could better live its purpose, values and principles.





# SECTION 02: THE AOC'S ETHICAL FRAMEWORK

The AOC is an incorporated association of members, including the national sporting federations (National Federations) on the Olympic program and State Olympic Councils.

A small non-profit organisation, the AOC has approximately 38 staff. It is independent of government and government funding; other than receiving contributions made by state governments to the Olympic Team Appeal.

The AOC's primary role is to select, fund and send Australian teams to the Summer and Winter Olympic games. The AOC defines itself as the custodian of the Olympic Movement in Australia, promoting the principles of Olympism and Olympic ideals and values to all, through sport. The AOC Constitution outlines the fundamental principles of Olympism which, in summary, state:

- + Olympism is a philosophy of life, balancing body, will and mind.
- + Olympism respects universal fundamental ethical principles.
- + Olympism places sport at the service of the harmonious development of humankind, promoting peace and human dignity.
- + The Olympic Movement is the concerted, organised, universal and permanent action of all individuals and entities who are inspired by the values of Olympism.
- + The practice of sport is a human right. Sports organisations within the Olympic Movement shall have the rights and obligations of autonomy.

The AOC prides itself on adhering to the highest standards in governance, which include the *ASX Corporate Governance Principles and Recommendations*, as stated in the *AOC Annual Report 2016*<sup>2</sup>.

## PURPOSE

Although not formally articulated in an ethical framework, AOC's primary role is:

- + to develop, promote and protect the principles of Olympism and the Olympic Movement in Australia in accordance with the Olympic Charter and all regulations and directives issued by the IOC;
- + to promote, raise awareness of and encourage participation in sport for benefits of health, longevity, fitness, skill, achievement, social interaction, wellbeing and other benefits of exercise for all individuals in Australia;
- + in support of the above objects, to effect its exclusive authority for the representation and participation by Australia at the Olympic Games, Olympic Winter Games, Youth Olympic Games, Youth Olympic Winter Games and at Regional Games and do all matters incidental thereto, including the selection and discipline of all members of the teams to represent Australia at those Games. The Committee is obliged to participate in the Olympic Games and Olympic Winter Games by sending athletes;
- + to promote the fundamental principles and values of Olympism in Australia, in particular, in the fields of sport and education, by promoting Olympic sporting and health, educational programmes in all levels of schools, sports and physical education institutions and universities, as well as by encouraging the creation of institutions dedicated to Olympic education, such as National Olympic Academies, Olympic Museums and other programmes, including cultural, related to the Olympic Movement;
- + to encourage the development of high performance sport as well as sport for all for the health, wellbeing and other benefits to all individuals in Australia, and in support and encouragement of those objects, the development of high performance sport as the pinnacle of the benefits of sporting participation;
- + to take action against any form of discrimination and violence in sport;
- + to adopt and implement the World Anti-Doping Code;
- + to encourage and support measures relating to the medical care and health of athletes;
- + to protect clean athletes and the integrity of sport by being a leading advocate in the fight against doping in Australia, and by taking action against all forms of manipulation of competition and related corruption, and;
- + to exercise its exclusive authority to select and designate the city or cities which may apply to organise Olympic Games in Australia.

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<sup>2</sup> AOC Annual Report 2016, page 69.

## VALUES

The AOC's values have their source in the ASPIRE values<sup>3</sup> developed by the Athletes' Commission in the lead up to the Sydney 2000 Olympics (see Appendix 2).

In 2015, the AOC undertook a re-branding exercise and revisited the ASPIRE Values. The AOC used athlete focus groups to talk about the values they thought were relevant. Out of this process, the new corporate values below were developed:

- + **PRIDE:** Pride enables us to believe and trust in our abilities, both gifted and learnt. Pride arms us with the courage to continue to do our very best, and with pride comes responsibility. Pride is 'high fives' partnering with 'humanity' with both equality and grace.
- + **LEADERSHIP:** Living Leadership has the remarkable ability to create a ripple effect to positively inspire extraordinary performances from those around us both immediate and future.
- + **RESILIENCE:** We never give up. We are courageous, and we believe that there is always better! Resilience is part of being an Australian.
- + **EXCELLENCE:** Excellence is a state of being. We encourage effort as equally as we applaud success, and strive for the highest levels always. Our biggest competition lies within, and new benchmarks like beyond yesterday's 'absolute all'.
- + **MATESHIP:** We live by the code of mateship; a bond (spoken and unspoken) that unites; allegiance to team; community; country; Olympic ideas. It's what makes us who we are and informs what we do.

## PRINCIPLES

The AOC does not articulate principles as part of its Ethical Framework. However, the organisation refers frequently to the principles of Olympism as a guide for its work. They are as follows:

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.
2. The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.
3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the International Olympic Committee (IOC), of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.
4. The practice of sport is a human right. Every individual must have the possibility of practicing sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.
5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.
6. The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.
7. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

The AOC's *Annual Report 2016* also suggests staff need to refer to the *IOC Code of Ethics* to understand how to behave. This document focuses on the principles of Olympism and includes statements such as "...act with the highest degree of integrity... impartiality, objectivity, independence and professionalism" (Article 2).

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<sup>3</sup> The ASPIRE values are 'Attitude', 'Sportsmanship', 'Pride', 'Individual Responsibility', 'Respect' and 'Express Yourself'. It states that *Together we aspire to achieve our highest level of performance and conduct thus providing the finest expression of Olympism.*



# SECTION 03: CURRENT STATE

## WHAT THE VALUES MEAN TO STAFF

To measure the culture of the AOC, we asked staff: what the values mean to them when displayed at their best, how the values are demonstrated at the AOC, and when (and under what conditions) they are found to be lacking. These questions provide us with measures to compare the AOC's lived culture (current state) with the kind of organisation they say they want to be, as expressed through their ethical framework (ideal state).

The key words used to describe each of the values at their best are provided below (Exhibit 1).

### Exhibit 1: The AOC values as described by staff when seen at their best

Pride	Leadership	Excellence	Mateship	Resilience
Hard work	Open communication	Personal excellence at work	Support	Adapting to change
National identity	Transparency	Continual improvement	Team	Do your best no matter what
The games	Lead by example	Organisational excellence	Inclusiveness	Resourceful
Doing your best	Integrity	Teamwork	Respect	Coping mechanisms
Success of athletes	No favouritism	Good communication	Resolving Issues	Taking constructive criticism
Dignity	Authenticity	Helping others	No favouritism	Innovation
Exceeding ourselves	Responsibility and decisiveness	Quality results	No sexism	Being above politics
Providing once in a lifetime experience	Decision making	Going above and beyond	Acknowledging others	Adaptive
Olympic history	Modelling behaviours	Industry leading	Encouragement	Accepting criticism
Honesty	Consistency	Doing your best	Collaboration	Dealing with pressure
No ego	Fair and merit based	Professionalism	Respect differences	Tough decisions

**Pride** was described at its best when athletes and the nation are provided with services of the highest standard, and consequently, being held in high esteem by the Australian people. Staff also felt that pride involved a sense of dignity and keeping personal egos at bay. They felt a responsibility to maintain the pride all Australians have in their Olympic brand.

**Leadership** was described at its best when people show: authenticity, integrity, self-awareness, good communication, transparency in decision-making, decisiveness and responsibility for their performance. It also includes; the right people doing the right jobs, merit-based decision-making, setting an example, and breaking down internal barriers to unify people and teams. Leaders were seen as the people who help everyone else achieve their best. Leadership, at its best, does not 'play favourites'.

**Resilience** at its best was described as not giving up when faced with the considerable challenges of supporting Australia’s Olympic participation. It was seen as being resourceful, flexible, willing to innovate and being free to make mistakes. It also involves coping in a professional way, supporting colleagues, encouraging cooperation and upholding the values of the organisation.

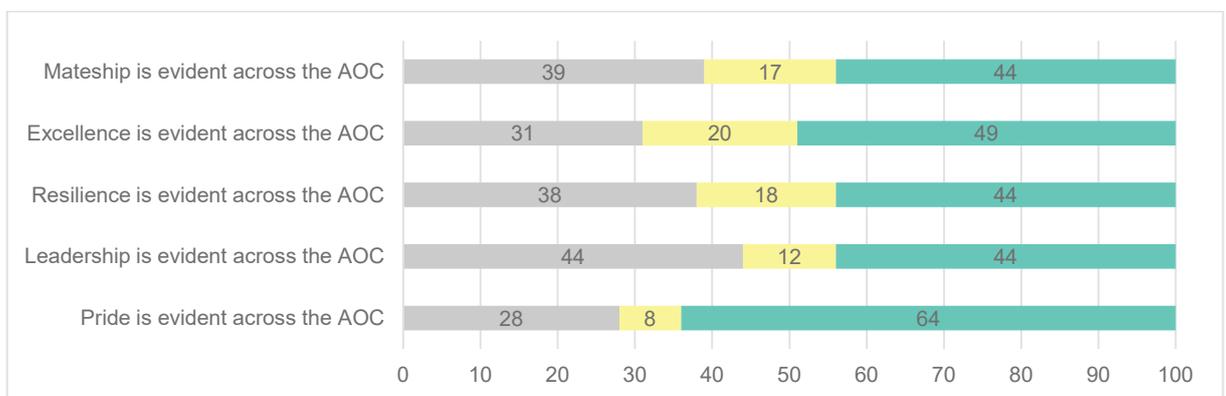
**Mateship** at its best was described as having a commitment to help, look after and respect each other. It includes: loyalty, honesty, friendship, acknowledging the work of others and celebrating achievements. It means backing each other. It does not include favouritism or sexism.

**Excellence** at its best was described as: constantly raising the bar, going ‘above and beyond’, and always improving. Excellence is seen as a collaborative responsibility achieved by good communication and teamwork. It also involves being open to discussing and taking responsibility for performance, and resolving problems.

## VALUES EVIDENT AND LACKING

Staff were asked to rate each of the values on how strongly they were evident in the AOC. A five-point scale was used to indicate whether the value was evident in the AOC. The top two (strongly agree/somewhat agree) and bottom two boxes (strongly disagree/somewhat disagree) are combined.

**Exhibit 2: Percentage of responses from staff as to how evident the values are in the organisation.**



Key:



**Pride** was felt to be most evident in: the ASPIRE program, the games (and their preparation), athletes, the President and in limited aspects of the AOC culture (particularly when staff are seen to mentor others). There was clear disappointment concerning the behaviour of senior leaders in recent times, but optimism was expressed about the organisation’s future, particularly with the arrival of the new CEO and the new commitments of the President.

**Leadership** was felt to be most evident at ‘Games time’ when some people go ‘above and beyond’ to make the games successful. Going about their work (despite recent the recent public challenges) was also seen as an example of leadership. There was optimism expressed about the organisation’s future, about renewed leadership and a commitment to improvement. However, the senior leadership team was seen as falling short when it tolerates (or exhibits): inappropriate behaviour, petty politics, poor communication, perceived favouritism and partiality in decision making. These behaviours were observed by staff and stakeholders as occurring more regularly in the lead up, during, and in the aftermath of the Rio games.

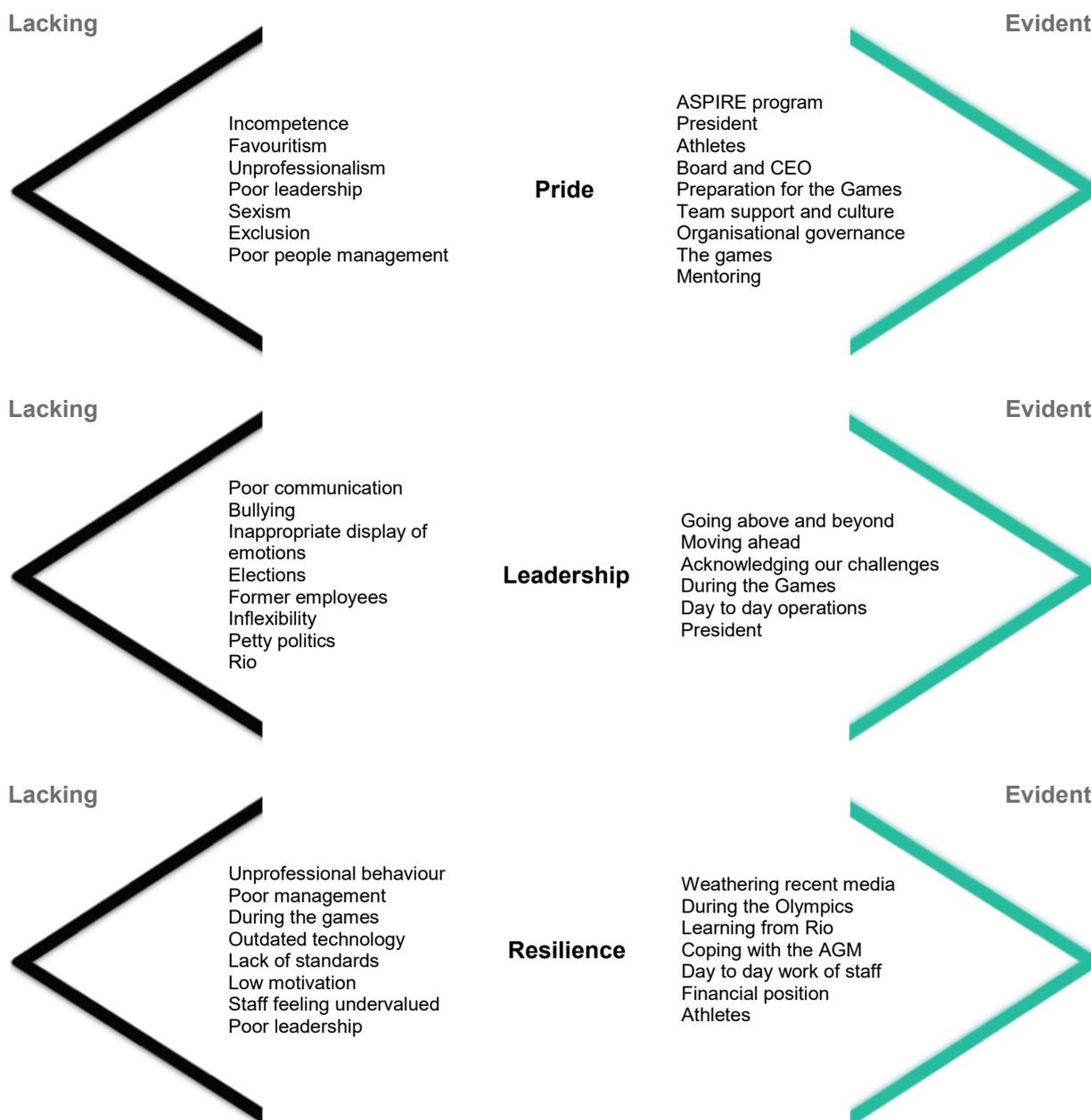
**Resilience** was demonstrated in: how staff have coped with the pressure and challenges of games time, the attitude and performance of athletes and in response to recent, critical attention. When asked about examples of a lack of resilience, staff talked about: operating in silos, problems with communication, a lack of transparency, out of date technology, and some of the right/key skills missing in the organisation.

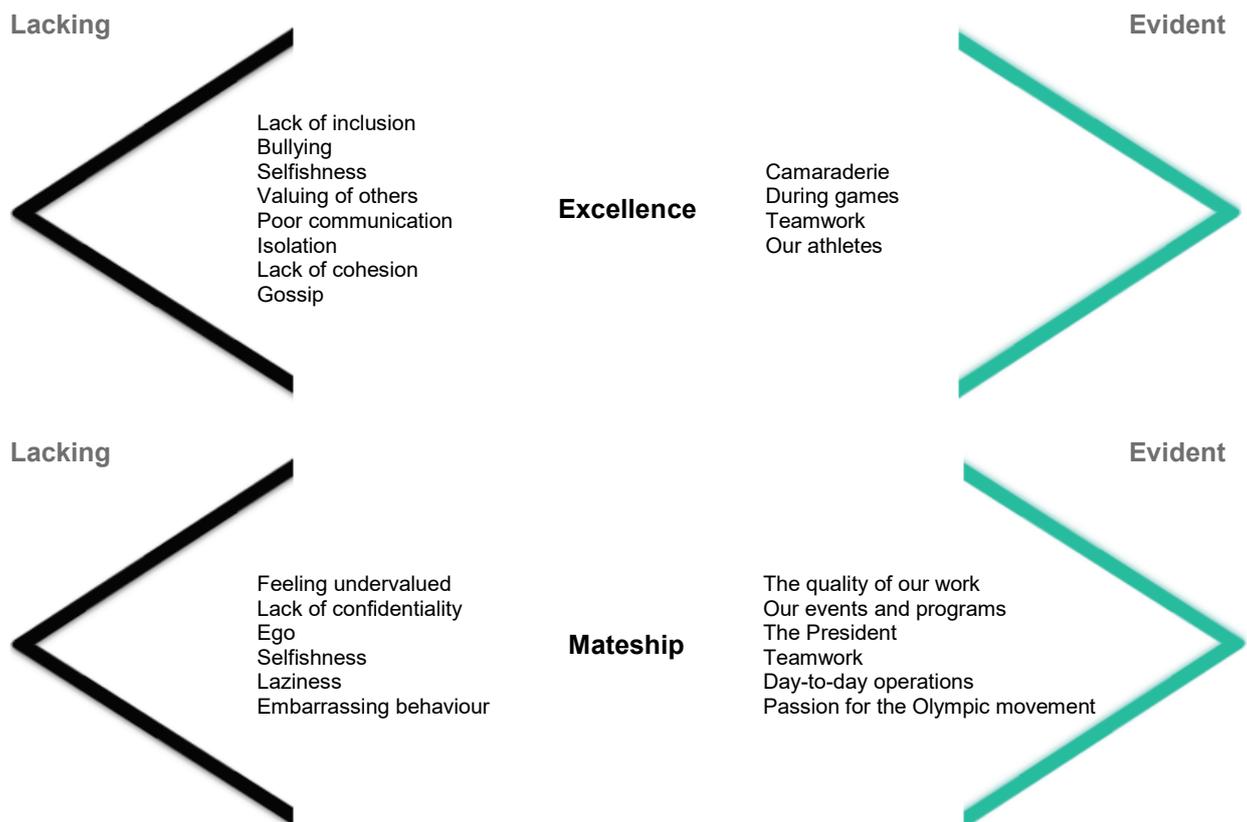
**Mateship** was demonstrated in: the quality of their work, the behaviour of their President during the elections, their teamwork and their work with the ASPIRE values developed for athletes. The value was particularly visible in the lead up to the Rio games. It was seen as lacking when people: could not trust others, through poor behaviours such as sharing confidential information, individualistic and ego-driven behaviour and laziness.

**Excellence** was shown in: the way people went out of their way to support a team and the collegial environment in getting the job done, particularly during games time. When providing examples of where excellence is lacking, staff talked about: infighting, gossiping, favouritism and a failure to support staff through professional development.

Staff were also asked to provide evidence of how each of the values were evident and lacking in their day-to-day activities in the AOC. The following figures describe the range of examples cited by staff of where each of the values was seen as demonstrated or lacking.

**Exhibit 3: The AOC values as evident and lacking**





## SUMMARY

**As a whole**, there was little awareness of the AOC's values. *"They are as good as any others"* was a common sentiment.

Of the values, **Pride** was recognised as the most evident across the AOC with 64 per cent of staff strongly agreeing/agreeing that it was evident. However, less than half of staff strongly agreed/ agreed that the other values were demonstrated at the AOC (**Leadership** 44 per cent, **Resilience** 44 per cent, **Mateship** 44 per cent, **Excellence** 49 per cent).

**Leadership** was experienced as a particular challenge for the organisation, especially as exemplified by the behaviours and actions of senior leaders.

When staff were asked about the value of **Excellence**, they cited widespread dissatisfaction with examples of behaviour witnessed or heard about that showed leaders: acting individualistically, as driven by self-interest or ego, or undermining each other overtly, or behind closed doors.

There was mixed opinion as to whether the value of **Mateship** was old fashioned or appropriate while also being interpreted as justifying favouritism.

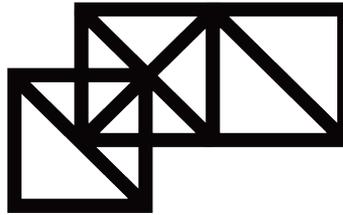
**Resilience** was widely experienced as an attitude and a way of behaving, through coping with adversity and in 'getting the job done,' particularly at games time. It was also experienced as a doubled edged sword: while staff felt they demonstrated this quality in times of greatest challenge, e.g. at games time, it was also seen as a quality that has become an unacceptable 'default' mode of operating.

# KEY THEMES

A number of key themes emerged from the data which provide a systemic overview of the AOC's organisational culture. These themes inform the Master Questions, Conditionals and Recommendations that appear later in this report. The following is intended to assist management by linking our research results and analysis with systemic issues.

The 12 key themes identified are:





## SHADOW VALUES

Shadow values are an expression of the unstated operating culture of an organisation. They are a feature of all organisational cultures but their level of significance and influence corresponds to the level of misalignment of an organisation's culture with its ethical framework. They are seeded, developed and grown in environments where organisations are experiencing stress – whether through bearing the impacts of change or a general lack of focus on maintaining and supporting the alignment of culture with the ethical framework. At their best, they throw into relief the shape of the sanctioned organisational values. At their worst, they are destructive mutations.

Shadow values are evidenced through behaviours and practices – in the way people treat each other, how decisions are made, and how work gets done. They are best thought of as the 'implicit' values that exist beneath the formally sanctioned organisational values. We identified a number of shadow values operating in the AOC. These include (in alphabetical order):

- + **Athletes first** – meeting the needs of athletes is paramount.
- + **Independence** – the passionately held independence of the AOC as beholden to no-one, from government through to any other stakeholder except the IOC.
- + **Individualism** – individual reward, individual effort and the rewards that accrue due to acts of individual heroism.
- + **Loyalty** – the bonds of loyalty owed to individuals, the AOC and the reciprocal obligations they create.
- + **Passion** – the 'appropriate' display of emotional connection to the ideals and values of sporting culture.
- + **Patronage** – the prestige of individuals within the organisation that accompanies their ability to bestow opportunities and benefits on other individuals.
- + **Power** – the pursuit of power (sometimes for its own sake) in order to control agendas, influence decisions and confer (on its holders) strategic advantage.
- + **Pragmatism** – where 'getting the job done' is prioritised; regardless of the means by which it this is achieved.
- + **Status** – the value placed on one's association with the AOC, as well as the privileges and respect that comes with this.
- + **Tradition and conservatism** – a high value for 'the way things are done' based on history and traditions with a lack of appetite for critical assessment or questioning.

#### Exhibit 4: The AOC values spectrum

ASPIRE Values	AOC Values	AOC Shadow values		
Pride	Pride	Status	Independence	Athletes first
Attitude	Leadership	Tradition and conservatism	Power	Patronage
Sportsmanship	Resilience	Individualism	Pragmatism	Loyalty
Individual Responsibility	Excellence	Passion		
Respect	Mateship			
Express yourself				

The AOC has multiple values-sets that are active in the organisation. The ASPIRE values are a recognised touchstone for many staff despite not being formally sanctioned organisational values, with the notable exception of **Pride** (which is a value shared by the AOC and ASPIRE).

The way the shadow values are experienced and expressed is not uniform across the organisation. Younger staff and those who are new to the organisation, strongly express pride and passion in the honour that comes from (and with) working for the AOC. Most staff, regardless of length of tenure, share this experience which conversely is expressed as disappointment and for some, disillusionment, when the reality of the experience of working for the organisation doesn't meet those high expectations (see *Passion and Pride* below). As a general rule, the loftier the expectations, the harder the 'fall' when they are not met!

Senior leaders in the organisation are seen to be exemplars of the shadow values and frequently express these values in their behaviours and interactions with staff.

It is widely felt that power is pursued and defended for its own sake, particularly by senior leaders. That is, most people do not recognise 'power' as a tool being employed by senior leaders in the service of the AOC and its goals. This is not to say that the use of power is actually self-serving. Its effect is to set the pattern for how other staff operate – often pursuing and maintaining informal levels of personal power. This is especially so in circumstances where portfolio responsibilities are discharged in the absence of clearly recognised and agreed formal reporting lines and accountabilities.



## PASSION AND PRIDE

Stakeholders, and staff in particular, felt a strong sense of passion and pride in their commitment to the AOC. The source of this passion and pride lies in the principles of Olympism, the achievements of the athletes and the role of supporting Australia's representatives at such a significant global and historic event.

Many staff, and the Executive in particular, have come into the organisation as sporting enthusiasts, and some as Olympic champions.

Staff spoke frequently about the honour, pride and excitement they felt when joining the AOC and expressed strongly how fortunate they felt in being given a role in what they saw as Australia's pre-eminent sporting organisation; an organisation that is responsible for securing and maintaining Australia's national standing in sport on the world stage. As noted, **Pride** was recognised as the most evident value by staff (64 per cent).

Staff expressed the value of pride in a number of ways including: 'hard work', 'national identity', 'doing your best', 'dignity' and the 'success of athletes'. They felt that pride was demonstrated in: the ASPIRE program<sup>4</sup>, the work of athletes, the Executive and President (not least for his ability to protect the independence and influence of the AOC – nationally and internationally), and in particular at games time.

At times, this passion and pride also filtered into the shadow values, **Status** and **Tradition**. That is, 'pride' was seen to have a less admirable side when linked to tenure or seniority or an over-reliance on the way things had been done in the past.

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### “Coming to the AOC was like a dream come true”

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A large number of staff felt that an overblown sense of pride (about the AOC) could, at times, mutate into 'arrogance' – with the result being that external stakeholders were not given adequate respect, particularly by senior staff and the Executive.

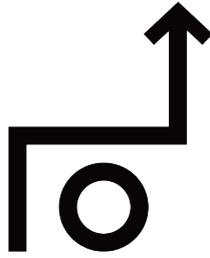
Only one in five staff felt that National Federations had a positive view of the AOC. Of the National Federations that took part in the survey, less than half strongly agreed/agreed that they were satisfied with their relationship with the AOC<sup>5</sup>. Only a quarter strongly agreed/agreed that they had opportunities to provide feedback to the AOC while only one in five strongly agreed/agreed that the AOC acts on feedback when it is provided (see *Appendix 1*).

Only a third of National Federations that completed the survey felt that their sport had a positive experience at the last Olympics (see *Appendix 1*) and there was a general view that the AOC needs to adopt a more humble and cooperative partnership with National Federations in order to address their concerns.

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<sup>4</sup> 800 athletes and officials attended the ASPIRE Program throughout 2015/2016, an effort to build the One Team theme in the lead up to the Rio Olympics. These sessions served as a team processing opportunity allowing the AOC to obtain the operational information required to send a team to the Games.

<sup>5</sup> 12 of the 45 National Federations that were invited actually completed the survey.



## GETTING THE JOB DONE

Most stakeholders agreed that the AOC is successful in selecting and sending athletes to the Olympic Games. However, there are mixed views on how effectively it delivers on this part of its wider mission; with only 43% of the National Federation members who completed the survey<sup>6</sup>, strongly agreeing/agreeing that the AOC was efficient and effective (see *Appendix 1*).

Staff described examples of how they and/or their colleagues would go 'above and beyond' their duties in making sure the needs of the athletes at games time were met. They showed concern about signs of behaviour they felt did not support an 'athlete first' approach, such as when officials look after themselves before taking care of athletes.

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**“What the AOC has accomplished for Australian sport over the decades has been monumental. We all benefit from John Coates’ success at an international level”**

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Staff and stakeholders provided examples of where the AOC, through its President, interceded at high levels during games to address situations in which Australian athletes could have been unfairly disadvantaged. Indeed, a key source of Pride for staff was attributed to the work done by the current President (and other key AOC officials) in securing Australia’s influence and standing in the IOC.

Senior AOC staff were particularly mindful of the burden of responsibility placed on them to make sure Australia is represented well and its athletes have every chance to do their best at the games. They recognised that, at certain times, people may not be treated the way they’d like. However, this is perceived as the ‘price’ to be paid in order to get the job done.

Finally, there was a widespread lack of understanding of the AOC’s wider role, including:

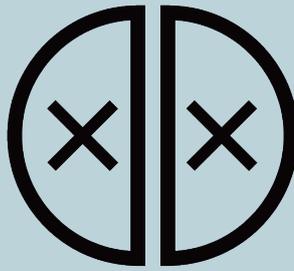
- + promoting, raising awareness of and encouraging participation in sport for benefits of health, longevity, fitness, skill, achievement, social interaction, wellbeing and other benefits of exercise for all individuals in Australia
- + promoting Olympic educational programmes in all levels of schools, sports and physical education institutions and universities
- + encouraging the creation of institutions dedicated to Olympic education, such as National Olympic Academies, Olympic Museums and other programmes, including cultural, related to the Olympic Movement<sup>7</sup>.
- + promoting, raising awareness of and encouraging participation in sport for benefits of health, longevity, fitness, skill, achievement, social interaction, wellbeing and other benefits of exercise for all individuals in Australia<sup>8</sup>.

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<sup>6</sup> 12 of the 45 National Federations that were invited actually completed the survey.

<sup>7</sup> International Olympic Committee, Olympic Charter p.62

<sup>8</sup> Ibid.



## FAIRNESS AND FEAR

Many staff spoke about being treated unfairly. This included: not having access to opportunities or not being provided with transparent criteria to explain why decisions are made. Many staff supported the view that progress within the AOC is not necessarily based on considerations of merit. Instead, the ‘politics of patronage’ was identified as a dominant leadership and decision-making model by which staff are rewarded, promoted and incentivised.

Favouritism was a common concern raised by staff in their survey responses – which could be seen as a ‘mutation’ of AOC values, including those of: **Mateship**, **Pride** and **Resilience**. Less than half of staff strongly agreed/agreed that people were recognised for their accomplishments and contributions. Stakeholders felt that personal relationships between individuals, particularly relationships between senior officials, was a key consideration in how people are appointed, held accountable, remunerated and given entitlements.

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**“The finances don’t allow us to get CPI increases then you find out about generous retention incentive payments for senior staff in addition to their already high salaries... people get rewarded for bad behaviour here”**

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We heard that new staff often entered the organisation as direct appointments; that is, appointments facilitated by individuals in the AOC without their positions being advertised and without there being formal job descriptions for the roles to which they were appointed.

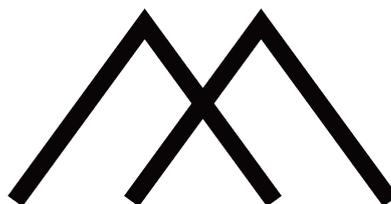
A number of staff felt that they were unfairly denied opportunities to be part of the ‘away team’ that attends Olympic games. Staff often did not know how these selection decisions were made or the criteria used. Prior to any announcement, the nature of these appointments was perceived to be a keenly anticipated (but closely guarded) secret. These appointments are not only functionally central to the mission of the AOC. They are also perceived to be symbolically central to the identity of those who work at the AOC. As a result of this, the levels of disappointment amongst those ‘left behind’ has toxic effects. Suspicion fills the void left by an absence of criteria for selection. The perception of unfairness leads staff to assume that personal relationships, patronage and internal politics are the only means by which decisions are reached.

Some staff felt that the response to any mistakes that they might make was disproportionate and inversely calibrated to levels of seniority. More junior staff described being exposed to: ‘public’ shaming (either directly or virtually through the BCC function in emails), the loss of privileges/opportunities, or threats of reputational damage. It was felt that more significant mistakes, made by senior staff and the Executive, including those that have caused direct reputational damage to the AOC, were ignored. Critically, the staff survey showed that less than a third of staff strongly agreed/agreed that people admitted mistakes.

The elevated status of the shadow value of **Tradition** also meant that challenging the *status quo* or delving into what were believed to be sensitive subjects, could have severe, adverse personal and professional consequences. Although the survey showed that staff strongly agreed/agreed that 'my voice is heard and my opinions listened to and respected,' only a third of staff strongly agreed/agreed that people challenge each other with respect about how they arrive at decisions (33.3%), and that 'people are able to have difficult conversations in a constructive and respectful manner' (30%). Similarly, only a third of staff strongly agreed/agreed that 'people deal well difficult issues between each other when they arise' (31%). The evidence suggests that when it comes to more difficult issues, such as questioning 'sacred cows' or whole-of-organisation issues, people are less likely to speak up and challenge accepted practice.

Some staff also expressed a lack of certainty (and reported a lack of clarity) about their position descriptions. They claim that their role has changed over time – without any formal process of review or discussion. Concerns have not been addressed when raised. There was also criticism of a failure to address requests for an annual review of salaries. Some staff expressed resentment that they had to forgo CPI increases, while other senior staff were perceived to have been granted disproportionate benefits.





## HIGH IDEALS AND DISAPPOINTMENT

Despite the shared passion and commitment to AOC's mission, many staff and members of the Executive expressed a gradual disillusionment with the organisation over time. The principal cause of disillusionment is the way the organisation's leadership treats staff and external stakeholders.

All stakeholder groups were able to provide examples of senior AOC officials acting poorly. Stakeholders described this behaviour as at times being: 'deceitful', 'two-faced', 'egotistic' and/or 'belligerent' – in connection with both internal and external relationships.

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### “I used to love telling people I worked for the AOC”

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Recent, adverse publicity – much of it arising in the context of a hotly contested Presidential election and associated 'frictions' – has also caused considerable embarrassment amongst staff. A number of staff expressed a new reluctance to declare their association with the AOC.

**Loyalty** to individuals emerges as an implicit (shadow) value of the organisation, to an extent that, in the eyes of staff, it can over-ride all other considerations. The survey, for example, identified widespread concern about favouritism.

We heard high levels of disappointment in the lack of formal governance of the organisation which were perceived as inconsistent with what many people regarded as good governance standards. TEC notes that in the AOC's *Annual Report*, it commits to applying the *ASX Corporate Governance Principles and Recommendations*, and talks about the Executive's role in ensuring ethical standards across the organisation. Despite this, a number of staff described the AOC as 'the most dysfunctional' organisation that they have worked for. The gap between ideal and actual standards of governance is explored, in detail, later in this report. It notes that the AOC is free to choose whatever standard it thinks best – but whatever standard it chooses must be applied in practice.

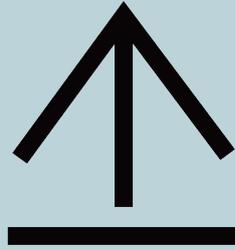
Staff described a 'command and control' structure that is akin to that of a conservative 'family business.' There was a widespread feeling that difficult conversations are avoided by senior leaders in favour of short-cut 'work arounds' that minimise the need to engage directly with staff. Less than one in three staff surveyed felt that people in the organisation are able to have difficult conversations in a constructive and respectful manner. Poor behaviour is not directly dealt with and is considered part of the normal daily grind.

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**The AOC supports the International Olympic Committee in its role to “encourage and support the promotion of ethics and good governance in sport as well as education of youth through sport and to dedicate its efforts to ensuring that, in sport, the spirit of fair play prevails and violence is banned”**

### Olympic Charter on the Role of the IOC

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## QUALIFIED OPTIMISM AND GOODWILL

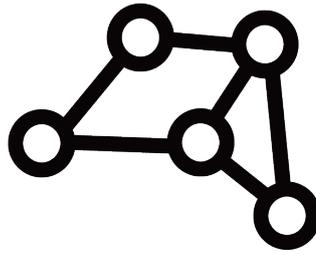
Despite the turmoil surrounding recent events, relationships between team members and their direct line managers is strong. Staff spoke highly of how well team leaders and junior staff work together. 69 per cent of staff strongly agreed/agreed that, 'people ask for help when needed' and 64 per cent of staff strongly agreed/agreed that, 'I feel my voice is heard and my opinions are listened to.'

There is also a strong foundation of cooperation and communication between teams and team leaders with 73 percent of staff strongly agreeing/agreeing that 'My manager fosters a good environment in our team'. A majority of staff also strongly agreed/agreed that they were 'able to maintain an appropriate and healthy balance between my work and my personal commitments' (79%). A large number of staff also believe that they are beginning to experience a more positive work environment. The culture is already moving well away from that described by former members of staff (who characterise the former culture as being "toxic").

Importantly, there is a strong sentiment that a number of people perceived as 'root causes' of poor culture are no longer in positions of influence in the organisation. The appointment of a new CEO is seen as a hopeful sign that that the organisation is on a track to recovery. Finally, there is hope that the various investigations/cultural reviews will lead to positive change.

However, a general level of increased optimism is qualified by a matching degree of caution. Many staff are aware of cases in the past in which personnel changes resulted from inappropriate behaviour, only for the problematic behaviour to re-emerge in different individuals at a later point in time. They are hoping that this pattern is not repeated.

It is important to note here the intersection between the influence of powerful individuals and organisational culture. The AOC's history is one in which the character of individuals has often shaped that of the organisation (usually for good, sometimes for ill). People assume that this is how it must be at the AOC. Thus, there is an unusually high degree of focus on the personalities and conduct of leaders as being both the cause of (and remedy for) organisational problems. The AOC would be better placed if it relied less on the 'reform' of individuals and more on the 'reform' of the organisation and its distinct and separate culture.



## MULTIPLE MODES OF GOVERNANCE

### OVERSIGHT AND EXECUTION

The AOC is committed to implementing accepted standards in corporate governance, in particular the *ASX Corporate Governance Principles and Recommendations*. Through its *Annual Report*, the AOC commits to the *ASX Corporate Governance Principles and Recommendations*, which include laying the foundations for management and oversight, ensuring ethical and responsible conduct, having independent processes to verify the integrity of corporate reporting and remunerating fairly and responsibly.

One of the established principles of this approach to corporate governance is to respect the separation of board and management (i.e. strategic vs operational/managerial control). As noted above, the AOC's stakeholders saw the involvement of the President at both strategic and operational levels as inconsistent with this principle.

In fact, stakeholders questioned how the President can take over management control while simultaneously providing strategic oversight. This was identified in relation to brand protection, licensing, sponsorship, and media and communications. This perception may have been exacerbated during the period in which the President assumed much of the responsibilities of the CEO (from March 2016) following the decision of the former CEO Fiona de Jong to retire from the AOC, and previously following the departure of former CEO Craig Phillips.

It is important to note that, in relation to these perceptions, the AOC has been through an unusual period where from 1 January 2017 until 6 May 2017 the President was formally acting as CEO. However, concerns about the need for a clearer split between 'board' and 'management' are more general than can be explained by reference to this exceptional time.

There is also a widespread perception, amongst stakeholders, that the Executive has historically either not been able or allowed to exercise strategic control of the organisation. Formally, the AOC places with its Executive the responsibility of ensuring that it has adequate internal controls and ethical standards of behaviour as well as the integrity policies and procedures governing: harassment, discrimination, bullying, vilification, recruitment, training, remuneration and succession planning.

The President is perceived to exercise overriding influence or control over the AOC. Members of the Executive expressed an appetite for greater opportunities for participation in decision making through greater consultation and formal discussion.

As mentioned above, individual merit is perceived to be undervalued by the senior leadership. There was a widely-held belief, amongst those interviewed, that personal relationships with and between senior AOC leaders have an undue influence on decision making.

While the powers of the Executive are set out in the AOC Constitution<sup>9</sup> there are varying interpretations of the role of the Executive and what representing the 'Olympic movement at large' might include. That is, some interpret the role of the Executive as independent 'directors of the board', charged with making decisions in the best interest of the organisation, consistent with corporate governance principles. Others suggest that the role of the Executive is to represent the National Federations, either individually or as a collective<sup>10</sup>. There is a lack of clarity concerning the experience members bring and how this can best be utilised.

<sup>9</sup> The members of the Executive "will not represent any particular body or sport and will represent the Olympic movement at large" (The AOC Constitution, 6 May, 2017, C1.16.1. See also C1.22).

<sup>10</sup> Despite being contrary to the AOC constitution and corporate governance principles.

In fact, the norms for corporate governance in Australia may not be best applied to an organisation like the AOC. For example, it is common in the USA to have boards led by an Executive Chair. Also, the President of the IOC (and its Executive) performs a fully executive function.

In the end, the AOC needs to make a transparent decision about the standards of governance that it thinks best in order to realise its defining purpose. In doing so, it needs to make a case for any exception from the application of the norms that it claims to support and uphold. Finally, the standard that the AOC chooses needs to be consistently applied.

## **BUSINESS AS USUAL**

In order to make sense of these experiences we have identified two possible competing modes of decision making in effect within the AOC; one mode is dominant at 'games time' with an alternative mode operating between games.

'Games time' brings high pressure, stress, anxiety and a significant spike in the workload of all staff. With this comes a 'brutal pragmatism' designed to execute the prime objective of delivering the Games. The CEO, President and Chef de Mission are often required to make executive decisions on behalf of the organisation and use both formal and informal relationships in a way that would not be expected or sanctioned at other times and in different professional contexts.

When the organisation comes out of 'games mode', it may not return to a culture of decision making that is less reactive. That is, the pragmatic approach to management and decision making that is required during the Games continues to dominate.<sup>11</sup> The effect of this is that the AOC behaves as if it is, either consciously or unconsciously, in a perpetual 'state of emergency'.

There was also some discussion, amongst those interviewed, about the appropriateness of the AOC having a 'business model'. For some, the organisation of Australian sport is an endeavour primarily driven by passion and the volunteerism that accompanies it. A number of people question the relevance to the AOC of commercial business models of management and governance. However, if the AOC is not to rely solely on a commerce model what should be the index of good practice? What should count as the proper measure of success in the 'sports industry'?

All of this leads one to ask why the AOC has pinned its 'governance colours' to the mast of the ASX *Corporate Governance Principles and Guidelines*. Is this a model that best suits the reality of how an organisation like the AOC must be governed? If not, why choose a public standard that the AOC is bound not to meet by virtue of it being subject to the direction of the IOC?

As noted above, the challenge for the AOC is to identify and subscribe to a governance standard that it is committed to apply in practice. To do so will, at least, remove any grounds of perceived ambiguity. While the AOC's Annual Report does make a case for all exemptions to the ASX Principles and Recommendations in its Corporate Governance Statement, using the if not / why not approach, there are significant areas where stakeholders lack an understanding of what are essentially IOC requirements for these exceptions.

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<sup>11</sup> Our attention was drawn to a number of documents that articulate the formal lines of delegation and responsibility outside of and during the Games period. However, despite the formal documentation of these responsibilities, we found that they were not evident in practice in guiding behaviors outside of the games period.



## INTEGRITY IN DECISION MAKING

It is clear that stakeholders – especially staff – have difficulty with the competing modes of governance and ways of behaving, particularly in relation to decision making. Lack of transparency was raised frequently in surveys and interviews; particularly in relation to important decisions about the treatment of staff or external stakeholders. This ranged from issues related to remuneration, professional development opportunities, and opportunities to take part in away teams.

Only 23% of National Federations who completed the survey<sup>12</sup> strongly agree/agreed that the AOC was transparent and, as discussed above, there is a perception amongst staff that decisions do not follow any clear ‘due process’ and as a result, the relevant decisions are perceived to lack fairness and legitimacy.

This lack of transparency is also felt at the Executive (Board/Committee) level. Despite the existence of program and funding guidelines, executive members don’t feel that they have visibility of the operational issues affecting AOC, or adequate visibility of decisions are made about their involvement. For example, there was little understanding of how decisions are made about which Executive members are recommended for subcommittees. Some Executive members spoke of being nominated to sub-committees without any prior discussion with them.

Standard policies, processes and procedures are not regarded as relevant to daily, or even strategic, decision-making. Some suggest frameworks largely don’t exist, while others report that there is a plethora of outdated policies that are ignored. There is, for example, little to no awareness of a staff *Code of Conduct*, and when such documents are found in the system, there is uncertainty as to their currency. Indeed, the *Annual Report* appears to suggest that the staff *Code of Conduct* is, in fact, the IOC *Code of Ethics*, yet staff are largely unaware of this.

It is noted that a *Code of Conduct* was developed for members of the Executive. There is also an *Ethical Behavioral By-Law*, dated May 2016. However, we could find no signs that this, and other documents, were known, let alone used, operationally. While these documents are not in themselves solutions to the problem of poor behaviour, they set a baseline agreement, for the organisation and its stakeholders, about the importance of professional behaviour and the standards that should apply.

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<sup>12</sup> 12 of the 45 National Federations that were invited actually completed the survey.



## LEADERSHIP

It is clear that different, and often competing, models of leadership are evident in the AOC. Many staff see the best form of leadership at the AOC as cooperative, engaging, and inclusive. A smaller number of staff perceive leadership, at its best, as the ability to: achieve outcomes, exert influence and maintain independence. Importantly, only 44% of staff strongly agreed/agreed that the value of Leadership (along with Resilience and Mateship), was evident at the AOC.

Yet, it should also be noted here that many people cite the example of the President's championing of the AOC's independence – and his projection of the AOC's influence – as being a source of pride. The connection between these achievements – and the adoption of a particular leadership style – is unclear.

What is clear is that stakeholders, from the AOC Executive to National Federations, widely expressed the need for the AOC to change its approach to leadership. Indeed, the media attention in recent times (concerning alleged inappropriate behaviour by senior staff) came as no surprise to stakeholders. There was already an existing awareness of what they described as the 'dysfunctional' nature of relationships between senior AOC officials.

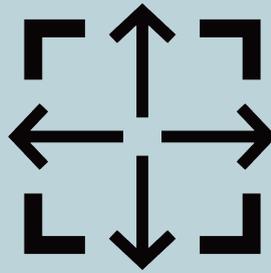
As stated above, staff were notably disappointed and ashamed when they witnessed – or heard about – leaders exhibiting poor behaviours – from being too 'individualistic,' 'egotistical,' 'belligerent' – through to overt and implicit intimidation. Staff at all levels perceived senior leaders undermining each other, working around each other, and openly displaying hostility towards each other. All stakeholder groups were able to provide examples of senior AOC staff/officials exhibiting these behaviours, both within the AOC and more broadly in the sporting community.

For staff, 'leading by example', 'transparency', 'integrity', 'impartiality', 'communication' and 'authenticity' were all words that captured leadership at its best in the AOC. Many staff reported these qualities in their immediate colleagues and managers. Indeed, the staff survey showed that a majority of staff strongly agreed/agreed that their immediate manager is: approachable, responsive and gave honest and actionable feedback (85 per cent). Similarly, a majority of staff strongly agreed/agreed that their manager fosters a good environment in their department.

However, when it came to senior management, the level of satisfaction with leadership behaviours dropped. Less than half of staff (49 per cent) strongly agreed/agreed that the senior management team fosters a good culture and leads by example. Less than a third of staff strongly agreed/agreed that the Executive modelled the AOC values (31 per cent). This result can be partially explained by the phenomenon of 'social distance' – in that we tend to look more favourably on those who are closest to us and with whom we have regular contact. However, this is only a partial explanation.

The staff survey showed that staff place a high value on leadership as demonstrating fairness and merit, co-operation and modelling behaviours consistent with core values and principles. However, the acrimonious relationship between the President and other stakeholders is viewed by some as the AOC 'surrendering the high ground' – which, according to the ideals of Olympism, it should occupy... whatever the provocation. The President relies on the AOC's paramount obligation under the Olympic Charter to preserve its independence and autonomy including the right of elections free from any outside influence (see *Fundamental Principles of Olympism, Olympic Charter*, August 2016). This divergent understanding of what constitutes 'good leadership' at the AOC is, in itself, a significant problem that is acknowledged.

As noted previously, the different expectations of leaders, a perceived incongruity of leadership behaviours and inconsistency in the AOC leadership model, is potentially a product of the different modes within which the AOC operates ('games mode' v. 'normal mode'), or it may be a reflection of the difference between the idealised notion of the Olympic spirit and the reality of sports administration. Whatever the cause, the discrepancies need to be acknowledged and addressed.



## DEVELOPING PEOPLE

Staff talked about aspects of their experience at the AOC that present specific challenges for them (as professionals) and which deserve special consideration by management.

For many staff, the AOC is the pinnacle organisation for those developing a career in sports management. It was commonly felt that leaving the AOC is a 'demotion' in their career path – a 'step down'. This has a significant influence on organisational behaviours.

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### “We have nowhere to go”

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There is a strong view expressed, by many staff, that some people have stayed in the organisation for too long. It is suspected that they remain in order to enjoy the *kudos* of being an AOC staff member and the benefits that come with it. A historical lack of formal and robust performance and professional development processes has meant that their professional skills have not kept up with the demands of the organisation and what it requires to succeed. As a result, their career pathways have become restricted and don't have well defined transition options.

There are also suggestions that the prestige that accrues from being part of the AOC also means that staff more readily put up with poor behaviour in the workplace.

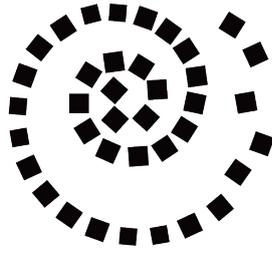
Staff also feel that leaving the AOC on negative terms would be career limiting. For this reason many staff felt that personal relationships with senior leaders in the organisation, can't be jeopardised. Due to the shadow values of **Tradition and conservatism, Status, and Loyalty**, staff and stakeholders are not encouraged to be transparent about their occasional mistakes or to question organisational traditions, customs and practices. As noted previously, only one in three staff strongly agreed/agreed that people admitted mistakes, challenge respectfully or felt able to have difficult conversations. Organisational innovation and efficiency suffers as a consequence.

Staff are also dissatisfied with the absence of pastoral care at the AOC and lamented the removal of a Human Resources position which once existed. This function formerly offered an alternative channel through which concerns could be raised. It provided some degree of assurance that levels of consistency were being applied across the organisation when addressing 'industrial relations' issues. Professional development opportunities are perceived by staff as a reward for loyalty to specific leaders – rather than as a benefit accruing to all staff by virtue of their employment at the AOC.

Staff were asked whether they would recommend the AOC as a great place to work. The aggregated Net Promoter Score<sup>13</sup> was -33%, which is a significantly low score.

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<sup>13</sup> The Net Promoter Score is based on the percentage of 9 and 10 responses less those rated 6 and below. It rates between -100 and +100.



## COMMUNICATION

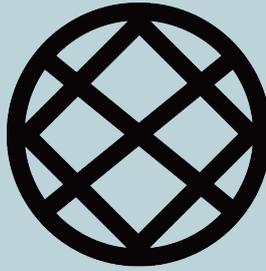
Ways of communicating and the level and quality of communication were key issues of concern identified by staff and stakeholders. There is a common view that open and honest communication is not a standard way of communicating at the AOC. Rather, the style of communication was characterised as being ‘tactical’ and ‘strategic’. Many examples were cited of staff, at all levels, using Blind Copy (BCC) emails to shame or criticise others in order to achieve tactical outcomes.

The AOC is not a large organisation and there is an expectation from staff that they should know more about what is happening close to them. However, as noted previously, staff report a general lack of involvement in decision making in the organisation. Only a third of staff surveyed, strongly agreed/agreed that people are consulted about decisions that affect them.

There was also a widespread view that conversations touching on strategic and systemic issues, particularly those requiring difficult conversations, are avoided in favour of short-cut work arounds that minimise the need for direct staff engagement. Less than one in three staff surveyed strongly agreed/agreed that people in the organisation are able to have difficult conversations in a constructive and respectful manner. Poor behaviour, particularly of senior staff, is not confronted and has come to be an expected part of the normal ‘daily grind’.

In light of recent events, the organisation will need to address transparency issues, which will also mean making deliberate decisions about how information is to be communicated to staff. Senior management cannot merely assume that important information about decision making will be disseminated or even understood – just because the organisation is relatively small in size.





## MULTIPLE ETHICAL FRAMEWORKS

Our assessment of AOC's Ethical Framework is informed by the information collected in the surveys and interviews. The AOC framework was also assessed against general attributes of an effective ethical framework (see *Section 04*).

The purpose of selecting, funding, transporting and accommodating athletes at the games and returning them home in safety – all done in a way that supports their performance – is well known and focuses the attention and effort of staff. It galvanises the organisation at games time and provides a cogent organising principle for AOC officials.

The interviews revealed less understanding of AOC's other roles; in particular, AOC's role outside of game time in spreading the Olympic spirit and supporting Olympic sports.

There was little awareness of the AOC's values. 'They are as good as any others', was a common sentiment. Stakeholders often made reference to the ASPIRE values. Notably, the ASPIRE values are referenced and articulated in the AOC's *Annual Report* for 2016; however, the report does not mention the AOC's values.

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### “The values are as good as any others”

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There are no clear AOC principles, apart from the Principles of Olympism and information provided in the IOC *Code of Ethics*. While these principles can provide guidance in relation to the broad mission of Olympism, feedback suggested that they are not considered functional organisational principles that can assist staff and stakeholders in their decision making and behaviours.

However, staff and stakeholders show a high level of awareness of the ASPIRE values and Olympic principles, particularly in relation to: fair play, decisions based on merit and the absence of discrimination.



# SECTION 04: ETHICAL FRAMEWORK ATTRIBUTES

The Everest methodology includes an assessment of the AOC's Ethical Framework against the core attributes of an effective ethical framework. The evaluation below is based on qualitative measures from interviews and open-ended responses to the staff survey.

○ Incomplete fit with attribute   ● Complete fit with attribute

Attribute	Description	AOC	Evaluation
Articulated	Does the organisation have an expressed purpose, values and principles? Are the values and principles supportive of that purpose?		While there is information regarding purpose, values and principles, there is no clear articulation of the purpose in relation to the articulated values and an absence of explicit organisational principles.
Understandable	Are the words used commonly understood and easy-to-understand? Can everybody in the organisation explain them easily?		All the values appeared to be understood by stakeholders with the possible exception of <i>Mateship</i> . There was mixed opinion as to whether this value was old fashioned or appropriate while also being interpreted as justifying favouritism.
Attainable	Is the purpose attainable? Do stakeholders recognise how each value and principle helps attain the purpose?		The AOC has a description of its purpose, although not within an ethical framework. While there was agreement about the core purpose of getting athletes to and from the Olympics safely and in a way which supports their best performance, people were less clear about AOC's other purposes, such as those related to spreading the spirit of Olympism in Australia.
Enduring	The purpose, values and principles will stand the test of time by guiding and stretching the organisation into the future.		While the purpose is enduring, the values lack cohesion and are not representative or resonant for all stakeholders.
Galvanising	Do the purpose, values and principles provide motivation and focus?		The AOC values were not generally known by staff. Staff appear more galvanised by the ASPIRE values and games time objectives.
Relevant	Is there a relevancy to the purpose, values and principles? Do people see them as important to getting their jobs done well?		While a number of the values are seen as relevant to their roles, others, such as <i>Mateship</i> as noted above, are ambiguous and suggest a double meaning and supports a range of problematic behaviours.

Attribute	Description	AOC	Evaluation
Demonstrated	<p>Do the values and principles readily translate into behaviours?</p> <p>Are the behaviours practised across all levels, roles and areas of work?</p>		<p>While staff have an intuitive understanding of the meaning behind the values, they could not identify specific guidance on how they could be interpreted in terms of observable behaviour.</p>
Fundamental	<p>Purpose, values and principles describe the identity of the organisation and the minimum behaviours of all staff.</p> <p>They are the fundamental minimum expectations rather than being aspirations.</p>		<p>Information about the purpose, values and principles of the organisation provides an image of the drivers behind the organisation but they are not described, operationalised and celebrated as foundational. The organisation provides the Olympic spirit as its foundation.</p>
Reinforced	<p>Are the purpose, values and principles prominent in communications, performance frameworks, leadership development and decision-making processes?</p>		<p>Staff could not identify any deliberate method by which the corporate values were communicated or included in their performance reviews/leadership development. The ASPIRE values were however widely regarded.</p>
Deliberate	<p>Are leaders given the authority, incentives and skills to continuously develop the culture?</p> <p>Are leaders held accountable for continuously shaping the culture of their teams?</p> <p>Do leaders intentionally role model behaviours that are aligned to the purpose, values and principles?</p>		<p>Cultural initiatives were organised in relation to games, such as IGNITE in 2014-15, during the lead up to Rio, and leadership appeared to reinforce the ASPIRE values in amongst athletes. However, stakeholders did not consider the same mindfulness of the values (ASPIRE or the AOC values) in relation to how AOC staff treated each other while at the games or back in Australia.</p>



# SECTION 05: MASTER QUESTIONS AND CONDITIONALS

Organisations that are seeking to improve already strong cultures sometimes lack the 'burning platform' of a problem to solve. In other cases, the 'burning platform' is clear and comes directly from a poor organisational culture. In either case, we encourage organisations to consider a number of Master Questions which arise out of our research (but which are not always statistically significant findings). Conditional Responses set the conditions that must be met in order for a Master Question to be answered in the affirmative.

Master Questions, and their associated conditionals, invite deeper questioning and we encourage the AOC to use these as a platform for deliberation and in due course, reform.

In developing and responding to each Conditional, we recommend the AOC consider the following questions:

- + What changes must be adopted to realise that condition? What impediments must be removed?
- + Would the proposed course of action be consistent with the AOC's purpose, values and principles?
- + Is it practical to create this condition (commercially viable, efficient, effective)?

# 1. Master question

Is it possible for the AOC to have a shared culture that is understood and lived by everyone across the organisation and is aligned to its purpose, values and principles?

## Conditionals

Yes, if:

01.  
There is a recognition of an alternative model of culture that would be recognised as best in class for a sporting organisation which is supported by all stakeholders.

02.  
The model of culture is 'serviceable' both at 'games time' and in the normal course of operations.

03.  
The AOC is clear about the most appropriate values and principles for its purpose.

04.  
Leaders understand and personally model the values and principles and drive their team's alignment to those values and principles.

05.  
Every person and position in the organisation is held accountable for their decisions and performance in relation to the Ethical Framework.

06.  
The AOC places a strategic priority on achieving clarity and consistency of staff and stakeholders understanding of their purpose, values and principles.

07.  
Culture is actively managed including monitored and measured regularly against the purpose, values and principles.

08.  
Staff can raise issues, speak up and engage in critical debate in AOC without fear of retribution.

09.  
The AOC is able to articulate its responsibilities to staff as much as athletes and other stakeholders.

## 2. Master question

Is it possible for the AOC to fulfil its mission for all stakeholders including its members, the Australian nation, and the Olympic movement, with its current Ethical Framework?

### Conditionals

Yes, if:

01.

The AOC understands the different operational cultures, leadership models and ways of working between the IOC and domestic operations.

02.

The AOC is able to navigate the different cultures without subordinating its own Ethical Framework.

03.

The AOC acts in a way which fulfils the expectations of Olympic sporting associations in Australia.

04.

The AOC acts in a way which fulfils the expectations of the broader Australian population.

### 3. Master question

Is it possible for the AOC to implement an appropriate mode of governance for the organisation that it aspires to be?

## Conditionals

Yes, if:

01.

It has a clear view of the organisation it wants to be and it is supported by all of its stakeholders.

02.

The organisation it aspires to be is aligned to the IOC and the principles of Olympism.

03.

The AOC can agree with stakeholders on an appropriate level of impartiality in roles and responsibilities.

04.

The function of the Executive is consistent with the needs and purpose of the organisation and can gain stakeholder acceptance as part of an agreed framework for good governance.

05.

The stakeholder supported model of governance is seen as positively supporting the AOC in its mission and not impeding it.

06.

Subject to the requirements of the organisation, the CEO can effectively manage the executive functions of the AOC at 'arm's length' from the President and the Executive.

07.

The AOC governance model can adopt an operating model that is 'fit for purpose' during both 'games' and 'non-games' periods.

08.

The AOC can acknowledge and accommodate the potentially divergent demands of 'passion' and 'business acumen' when managing and promoting sport.

09.

The governance model can accommodate and actively promote constructive debate.

## 4. Master question

Is it possible for the AOC to be more successful in its mission, by being both independent and collaborative?

### Conditionals

Yes, if:

01.

The AOC can view collaboration and cooperation as a strength not a weakness.

02.

The AOC is more inclusive in its relationships with its member organisations without jeopardising its independence in performing key roles and responsibilities.

03.

The AOC can recognise the challenges of the past and acknowledge the effect that it has on stakeholders (and *vice versa*).

04.

The AOC can develop the skills and capabilities to listen and respond to stakeholders.

05.

The AOC can give greater priority to the voice of members in its decision making.

## 5. Master question

Is it possible for AOC to learn from itself, its stakeholders and other organisations?

### Conditionals

Yes, if:

01.

The AOC becomes more open to learning from other organisations; including those outside the Olympic movement.

02.

The AOC can develop a discipline around reviewing its own performance in a way that is not threatening to staff and other stakeholders.

03.

The AOC can find the capability to be more proactive and strategic while maintaining an appropriate level of responsiveness.

# SECTION 06: RECOMMENDATIONS

It is recommended that:

1. The AOC Executive review its governance model – ensuring that it is ‘fit for purpose’ as a ‘committee’ dependent on it complying with all IOC directions requirements for recognition as a NOC and not merely derived from generally accepted standards.
2. Subject to the *caveat* above, the AOC should determine the extent to which it ought to separate strategic oversight from executive functions, clearly communicate this decision and then clarify the role of the AOC Executive in relation to stakeholders, including: sponsors, athletes, National Federations, the Australian public and governments. This matter should be included as part of an organisational review of reporting lines and responsibilities.
3. The AOC Executive should support the CEO in a review of the organisation’s infrastructure, including: its systems, policies, and processes. This review should be undertaken in consultation with staff and where necessary other stakeholders. This will help to create greater clarity and transparency around decision making and the standards of behaviour expected of those who represent the AOC.
4. The AOC Executive and CEO should acknowledge to staff and stakeholders that there have been behaviours and practices that have not been aligned to the AOC’s ethical framework.
5. There is a renewed commitment by all leaders to model personal leadership in a way that is consistent with the AOC’s ethical framework.

More generally, it is recommended that the AOC:

6. Delegate, to a sub-committee of the Executive, responsibility for the active monitoring and maintenance of culture, in accordance with a cultural plan (see recommendation 7). The Executive sub-committee should be provided with appropriate support to perform this function.
7. Develop a cultural plan, as part of a strategic plan, which identifies the organisation’s target culture and a plan for closing the gap between the current and target culture. This plan should include, or make reference to, a communications strategy explaining how staff and external stakeholders will be informed of and involved in, this plan. It is also recommended that progress against the plan be tabled regularly at the meetings of the Executive.
8. Identify an Executive Member to monitor and champion cultural improvements within the organisation and support the CEO in implementation of the cultural plan.
9. Identify how critical or emergency operational matters should be managed and (if necessary) clearly distinguish how such a model might differ from ‘business as usual’ operating modes and governance. What are the exceptions and under what conditions do they apply?
10. Consider revising the AOC’s explicit ethical framework in consultation with staff and stakeholders to enable it better to articulate its purpose, values and principles. These should be clearly aligned to the organisation’s duties to its stakeholders, including: its members, athletes, The IOC and the Olympic movement. This process should take into consideration:
  - a. The Objects of the AOC under its Constitution
  - b. The role and relevance of the ASPIRE values
  - c. The appropriateness of the current AOC values
  - d. The inclusion of formal AOC principles in the ethical framework
11. To achieve greater recognition and awareness of the role that values and principles play in decision making, develop a practice of explicitly communicating to staff how decisions and actions reflect and reference the ethical framework.
12. Include the AOC’s organisational culture as a strategic risk category on the organisation’s risk register. Improvements to organisational culture should be tracked through the audit program for at least the next 4 years and be reported to the Executive.
13. Appoint a dedicated Human Resources function to support the CEO in reviewing and managing: professional development, complaint handling, Codes of Conduct, recruitment, remuneration, reporting and other human resource management processes. Any review should be designed to reflect the size, nature and mission of the AOC. The review should include policies and procedures that apply to the Executive. The HR function would work closely with the nominated Executive Cultural Champion and Culture sub-committee.

14. Develop and implement a People Development and Capability plan that includes a robust and transparent performance appraisal process which includes, amongst other things, assessment of performance against the AOC values and principles (amongst other measures). For senior leaders, this should include specific responsibilities and indicators of success that show cultural improvements in the short, medium and long term.
15. Prepare a succession plan as a central part of the People Development and Capability plan. The succession plan should define critical organisational roles and identify the skills, capabilities, experience, knowledge and qualifications for success in these roles. All Executive roles should be included. Priority should be given to supporting the President's decision to not seek re-election when his term expires and the succession plan.
16. Develop a formal process for re-engaging with the National Federations, including a transparent cycle of feedback and consultations with the sector, to identify the current challenges and the measures the AOC will use to meet its obligations in response to those challenges. This should include a process for soliciting feedback from the National Federations about their expectations regarding their relationship with the AOC.
17. Develop initiatives to encourage organisation-wide-innovation. This should include post-project reviews and strategies to share knowledge and insights with partner organisations and other NOCs. Methods might include: secondments, strategic research and training partnerships. Consideration should also be given to initiatives to encourage critical reflection and discussion on organisational matters.



An underwater photograph of a swimming pool lane. The view is from below, looking up towards the surface. A central lane line runs vertically through the center of the frame. On either side of the lane line, there are dark, grid-patterned lane lines. The water is clear and blue, with light reflecting off the surface and creating a shimmering effect. The perspective is looking down the length of the pool, towards the horizon.

## SECTION 07: FUTURE STATE FRAMEWORK

The future is no longer remote. It is part of a 'perpetual present'.

To assist AOC in moving from the current state to a desired future state, we offer a Future State Framework to help guide your path.

The five domains of Culture, Ecosystem, Leadership, Readiness and Legacy are populated with foundational questions that assist organisations to determine what their best future state might be.



## CULTURE

Culture is the operating system through which people create meaning, purpose and belonging. That's why it's an organisation's most valuable asset.

- + What does a thriving AOC culture look like in the future?
- + How can the AOC better harness the pride and passion of its people to create an organisation of the future?
- + As Australia's pre-eminent sporting organisation, what can the AOC contribute to Australia's national sporting identity?
- + What can the AOC teach the world's NOC's about high performing organisational cultures?



## ECOSYSTEM

Organisations, like organisms, are complex, interconnected and interdependent. They sustain, and are sustained, through relationships, mutual dependencies and the value they bring to the whole.

- + In your ideal future state, how far does/could your influence extend?
- + What uniquely characterises your contribution to the network of purpose, values and principles you operate within?
- + How can the AOC help sustain and add life to the whole?



## LEADERSHIP

Leadership is the *sine qua non* of an organisation's systemic integrity. Leadership provides the guidance, direction and consistency that allows an organisation to respond to the challenges of uncertainty and change.

- + How different would an AOC leader of the future be from an AOC leader of today?
- + Does the AOC have a conscious, intentional and purposive leadership model?
- + How can the AOC change the International sporting landscape for the better?
- + Could the AOC contribute to a model for all leaders of the future?



## READINESS

Readiness is the ability of an organisation to anticipate and respond to uncertainty. In being attuned to what is incipient and emergent, an organisation can pre-empt a possible future before it arrives fully formed.

By being sensitive to small changes in state, we are attuned to the bigger signals that mark a systemic shift.

- + What is the role of innovation within the AOC and how can new forms of innovation open up new opportunities?
- + What are the five future state challenges for the AOC?
- + What appetite is there for innovation in what the AOC strives to achieve in the realisation of its purpose?



## LEGACY

Legacy is the future's perspective on the present. It is the horizon of possibility that was chosen, the legacy left behind for others, and the opportunities that were not pursued – whether through lack of foresight or by failing to question unthinking custom and practice. It is the map we leave behind for others to follow.

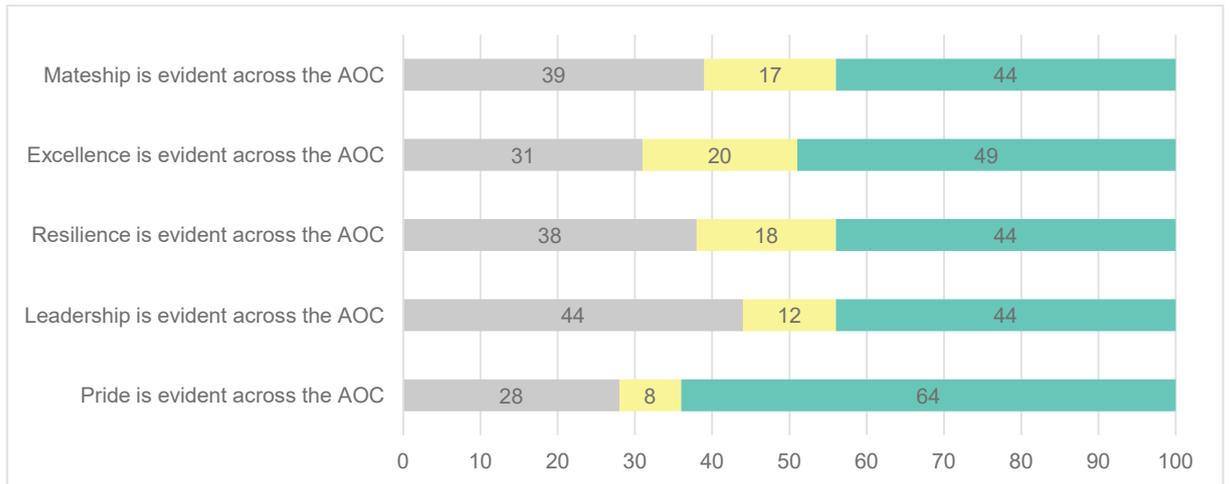
- + What would a world look like if the AOC didn't exist?
- + What would the world look like if the AOC contributed to its fullest?
- + What is the relevance of the AOC beyond 'Games time'?
- + What can the AOC contribute to society and the world beyond 'Games time'?
- + In a world where the Games did not matter, what would the AOC's purpose be?

# SECTION 08: APPENDICIES

## APPENDIX 1: SURVEY DATA

### AOC VALUES DEMONSTRATED AND LACKING

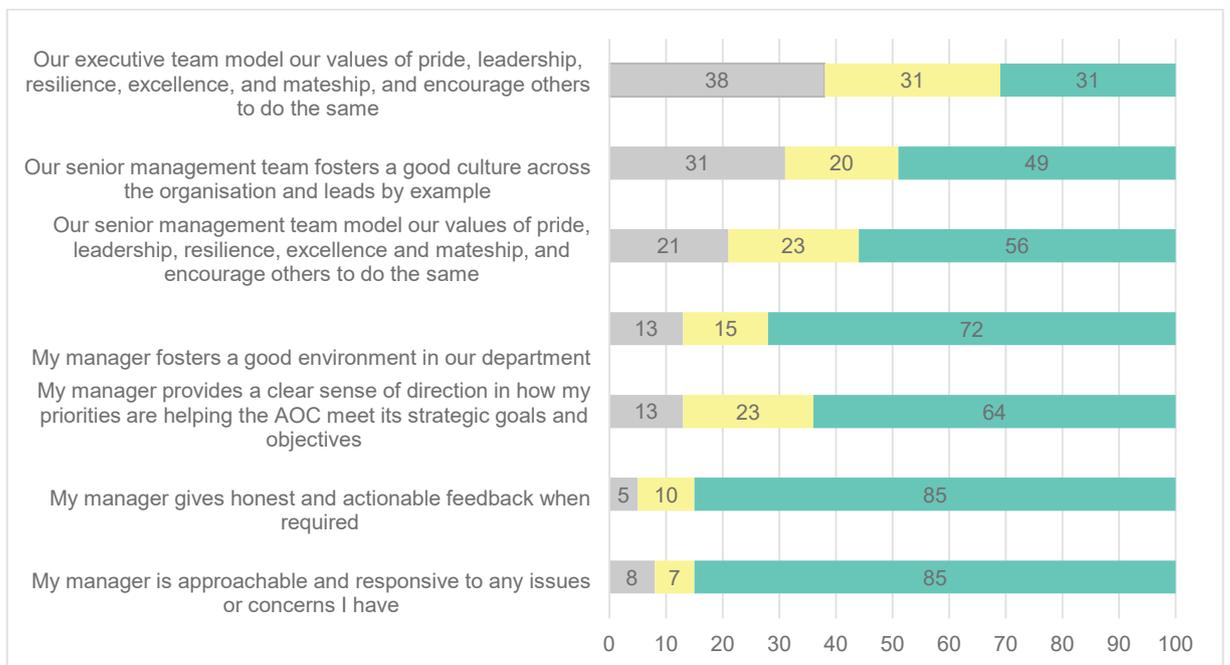
**Exhibit 5: Percentage of responses from staff as to how evident the values are in the organisation**



Key:



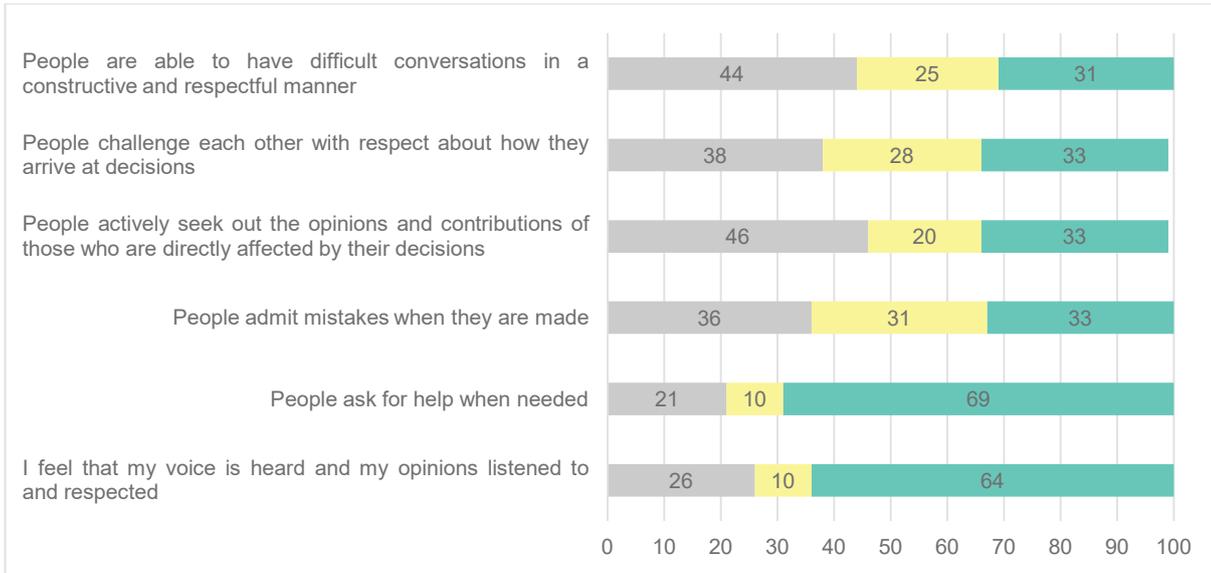
### LEADERSHIP ATTRIBUTES



Key:



## SPEAKING UP AND COMMUNICATION



Key:



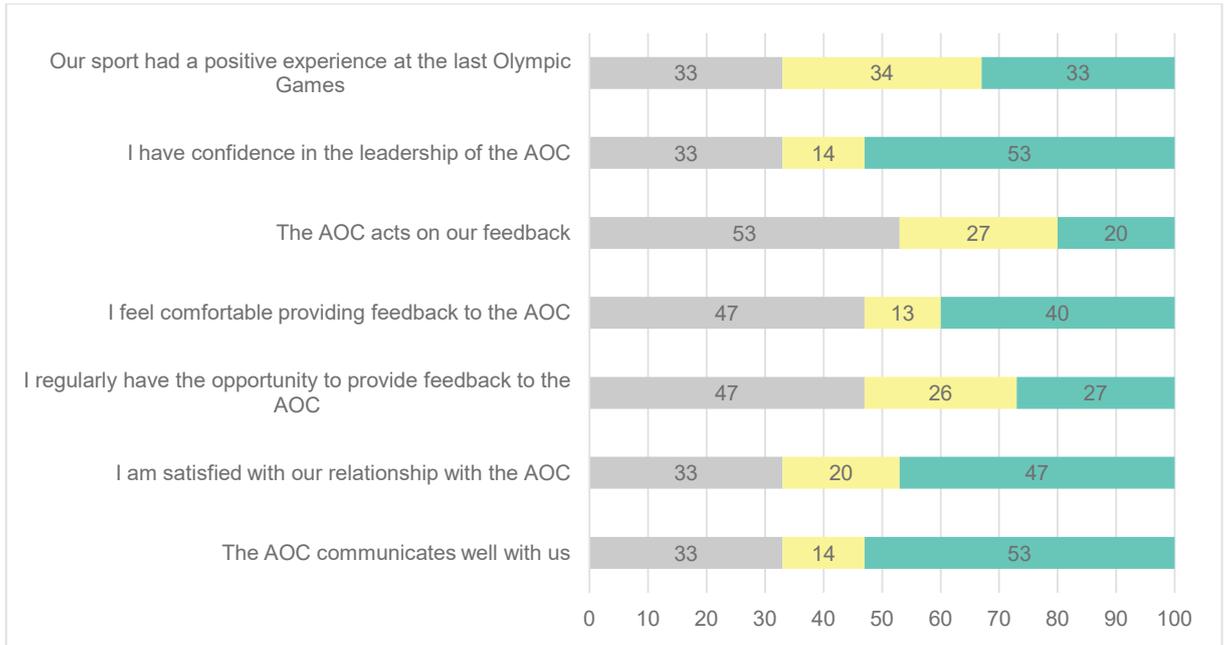
## RELATIONSHIPS AND REWARDS



Key:



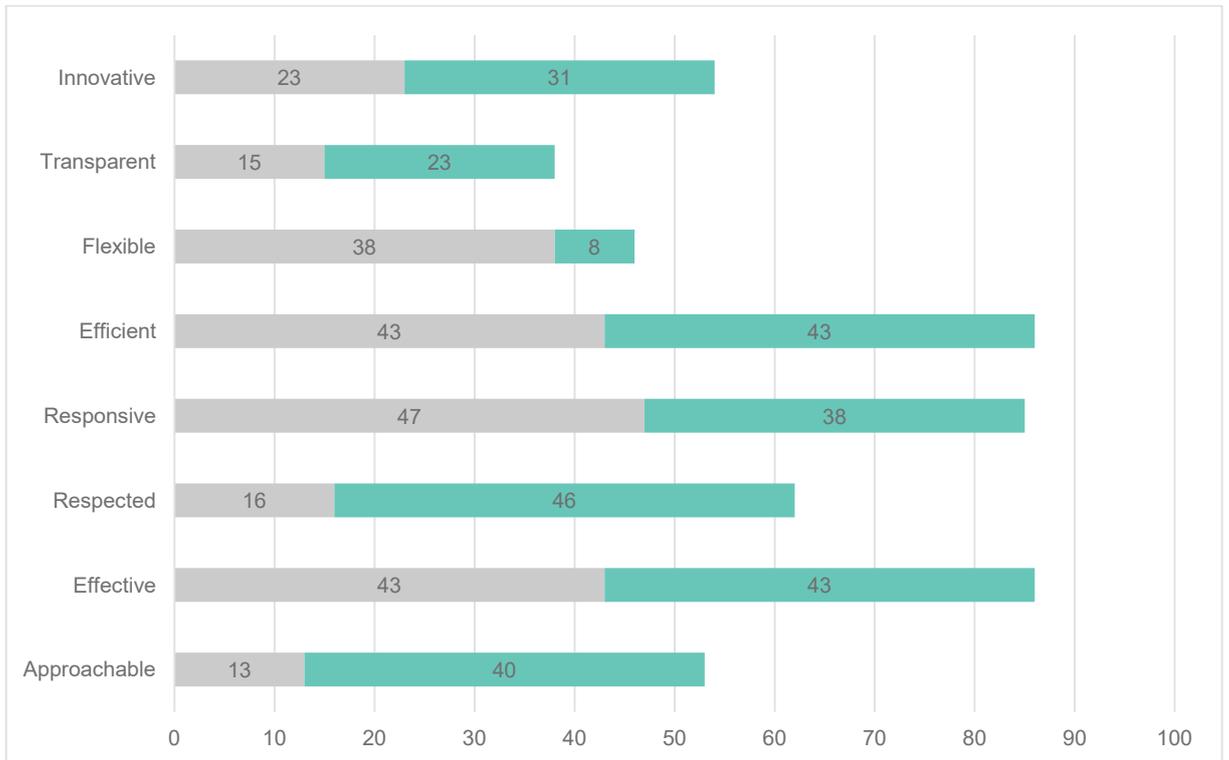
## NATIONAL FEDERATIONS EXPERIENCE OF THE AOC



Key:



## NATIONAL FEDERATIONS VIEW OF THE AOC



Key:



# APPENDIX 2: ASPIRE VALUES

## Australian Olympic Team Values



Sport can reflect human endeavour and human spirit at its best. For sport to be inspirational, sportsmen and women need to respect a set of values.

**A**ttitude – My positive attitude is essential in overcoming obstacles to help me improve and give of my best. My positive attitude is a key ingredient to success and leadership.

**S**portsmanship – I recognise that sport is greater than the individual; that cheating reduces the stature of sport and all who love it; that class, race and creed are never factors in the attitude of true sports people and those who respect the virtues and values of sport.

**P**ride – Pride drives me when the temptation is to settle for something less. I am proud to have been chosen to represent our country.

**I**ndividual responsibility – I alone am responsible for my performance but I will be generous in acknowledging the support of others.

**R**espect – I respect sport, the efforts of my competitors, my team mates and officials. I respect Australia and its indigenous heritage. I respect our nation's Olympic past and the spirit of Olympism.

**E**xpress yourself – I have an opinion and will express my view with thought and consideration to others. In showing my emotions I do so with individuality and, where possible, good humour and humility.

Together we aspire to achieve our highest level of performance and conduct thus providing the finest expression of Olympism.



