



Swansea University
Prifysgol Abertawe



KU LEUVEN

Inspiring Ice Hockey Reform

Gareth S Parry

Swansea University

Prof Mike McNamee

Swansea University, KU Leuven



DRIVER FOR CHANGE (Katwala, 2000)

1) Organisational
change from within

2) External
Pressure

3) Forced change as a
result of crisis

IIHF Governance
Review

Geeraert (2015) Sports Governance Observer

- Transparency,
- Democratic Processes,
- Checks and Balances,
- Solidarity

- Ineffective EC with insufficient power to execute important functions (weak)

- Limitations
 - Lack of involvement from key stakeholders
 - Quantitative nature of research

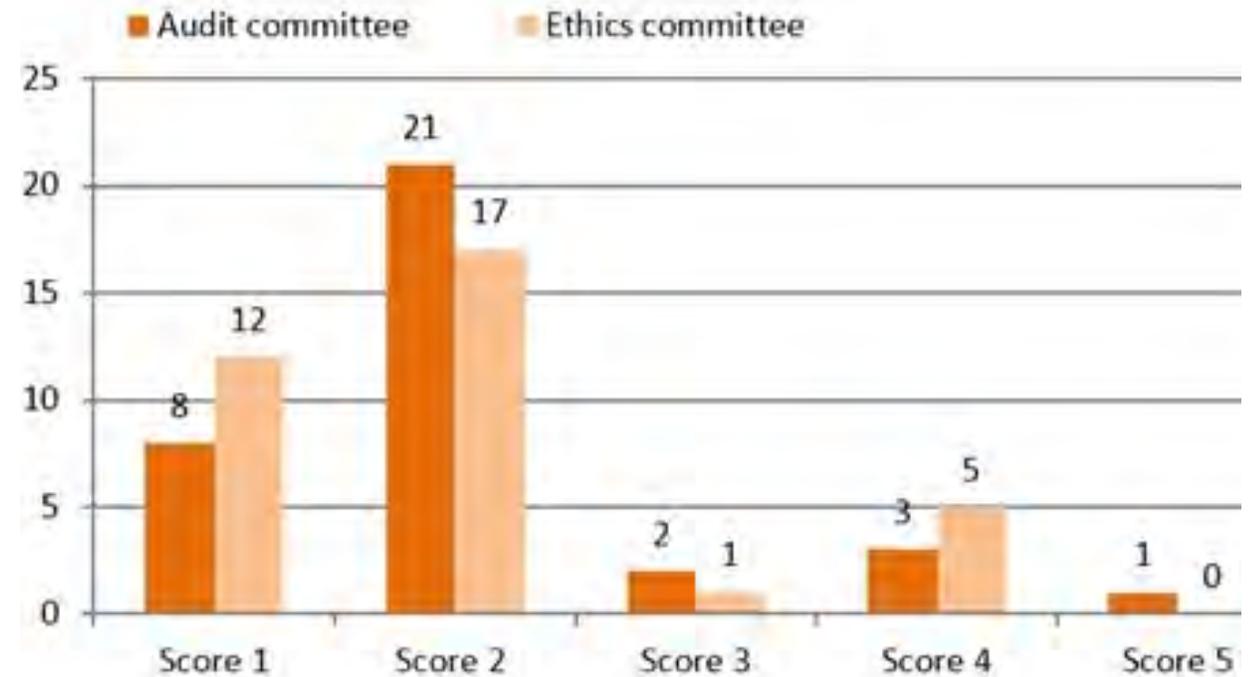


Figure 2: Geeraert (2015a) Showing whether organisations have internal audit and ethics committees (n =35) and how competent they are.

BUILDING ON GEERAERT

- **Stakeholder Typology – importance of relationships** (Mitchell, Agle & Wood, 1997)
- **Understanding stakeholders views a core activity** (FRC, 2018)
- **Hard / Soft Governance** (GLFW, 2015)
- **Sport Sector has its own set of characteristics**



(De Waegeneer et al, 2016)
(Babiak & Wolfe, 2009)

OBJECTIVES OF THE RESEARCH

- Provide insight into the level of knowledge and understanding of **key stakeholders' perceptions of IIHF Ethics and Integrity** current structure and functions stand and what they should be in **the future**.
- Provide insight into the perceptions of key ethically salient **governance issues** of accountability, transparency and **better working relationships** from **key stakeholders**.
- Provide **recommendations and guidance** for the optimal integration of Ethics and Integrity functions through **effective change management** into the Statues and operation of the IIHF

METHODOLOGY

- **Semi-Structured Interviews**
- **9 high level internal/external key stakeholders of the IIHF**
- **Selective high level sample**
- **Interviews lasted between 60-90 minutes at a safe location**
- **Analysis**
 - **Transcribed verbatim**
 - **Inductive content analysis**
 - **Quotes, Themes, Sub-Themes**
 - **Consensus on validation by 2 both researchers independently**



KEY THEMES (274 quotes)

Sub-Themes

Ethics and Integrity Structure and Function

Role of committees, dispersed model, rules vs values based, safety net

Managing Key Stakeholders

Voice, harmonisation, media, clubs, leagues, power, culture variations, player welfare, end of career

Integrity of the Game

Fair competition, on ice ethics, corruption, right people – right structure

Democracy

Political ethics, power, diversity, skills matrix, board representation

Governance Principles

Transparency, roles and responsibilities, structure vs culture, skills balance

Virtues and Values

Equality, family, loyalty, empathy, respect

“what’s going on this ice surface is **untouchable**. And I said to everybody this, this is the **Holy Grail**. Ok. This you cannot touch, because as soon as you touch this, you lose the credibility”

“**education, education**,. I can’t put that word often enough”

“What if someone said if **ethics is everybody’s problem** it’s nobody’s problem, I mean I could certainly see that as being a criticism.”

“We have Skoda 25 years (...) we have our fan group, our people, **our family is a popular family?**”

“to take people from let’s say sports and **ethics studies**, but who had never ever something to do with hockey, ooff, **this will be a challenge**”

“the head of NBC? (...) came to visit (...) [and said], ‘we pay so much money...’, and you know what, you can offer all the money you want, we will say no. Because this goes against the game”

“I think you should disconnect it, don’t even call it a committee. You should have a **special Board for that**. And I think that they should report straight to the Congress”.

“that’s why I wanted to say to you maybe it’s a **red wave** and not a red line. A wave suggests that in some instances we can move the line a bit, depending on different circumstances, situations and cultures”

“You know you’re so exposed, especially with **social media** and all that (...) but I think that’s where you put your personal integrity.”

“But the first thing I thought anyway you have to **get involvement. Bottom up**. You have to get the people that are going to do the work, they have to be involved.”

RECOMMENDATIONS

Area	Recommendation	Change Mgt
Nomenclature, Scope & Power	Comparison with IF's; Distinct Purpose; Composition; Independence; Upskill Staff; Future Risks, Audit	2,3,5,8
Awareness & Visibility	Internal Communication; Evaluate Education Programmes for all Stakeholders; Change Agent Talks; Culture Audits	3,4,5
Managing Key Stakeholders	Stakeholder Mapping Exercise (power relations); Deliver Ethics Workshops to Sponsors; Review Stakeholder Engagement.	2,3,4,5
Ice Hockey Family	Closed shop; Fit and Proper Person's Test; Whistleblowing; Review "Spirit of the Game"; Revise Code of Ethics with "Family"; Culture	2,3,5,6,8
Ethics & Social Media	Review Safeguarding Systems and Social Media Policies and Associated Training; No Hiding Place; GDPR	3,4,5,6

FUNDAMENTAL CHANGE MANAGEMENT (KOTTER, 1995)



CONCLUSION

Unparalleled/Unrestricted Access – 6 Key Areas – 18 Recommendations – Framed in Kotter’s CM Model

24th May 2019 - The IIHF Congress approved all recommendations (S & Bylaws)

“ETHICS BOARD”

Congress shall elect five members, in accordance with the voting procedures for the Council in Statute xx, to the Ethics Board, in accordance with Statute xx, by Full MNAs for a four (4) year period. Only candidates who have had their 21st or later birthday and their 75th or earlier birthday in the appointment year are eligible for the Ethics Board. The Ethics Board members are equals and completely independent of the Council. They shall distribute tasks fairly and equally.

As part of performing its duties as set out above, the Ethics Board may request any kind of relevant information from all bodies, committees, officials and other individuals within IIHF and shall be entitled to conduct or authorize reviews into any matters within the scope of its duties.”

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