

2. What changes would you like to see to World Sailing's governance and decision-making culture?

Duriye Özlem Akdurak (TUR)

It is clear that we need to simplify the procedures and find a way for a significant shift in the current way of taking decisions. Nevertheless, we need to implement a holistic approach and protect the representation of every MNA in all aspects rather than splitting the community.

Philip Baum (RSA)

Simply, I would like everyone to have clarity on one question: "HOW ARE DECISIONS MADE AROUND HERE?"

In hundreds of hours of discussion and multiple surveys over two and a half years the stakeholders of WS - NOT the Governance Commission - identified 5 key areas for reform:-

These are:-

- moving WS from being Olympic fixated to having a balanced set of activities concentrating on the Olympics and Growing the sport equally*
- dealing with Integrity, Transparency and Conflicts of Interest*
- clarifying Levels of Authority*
- introducing a Nomination & Election Process to give WS stakeholders, especially the MNAs, a greater say in representation*
- a new Submissions process to cut costs in a Post Covid19 virtual world, increase participation for all interested parties and allow real-time decision making year round*

For reasons of continuity as a member of the Governance Commission I have a contribution to make. My commitment as a VP is WITH AN OPEN MIND to FLEXIBLY resolve these issues with solutions supported by at least 75% of MNAs.

William Canfield (ISV)

The most important cultural change needed immediately will be to rebuild the faith and trust of the stakeholders (the MNA's). This will take some patience, good communication and the ability of the new "team" to move forward in a coordinated fashion. Once harmony and trust are established we can look to improve organization, decision making process and governance. My most desired cultural changes will be a move to improved transparency and much better communication (more dependence on scheduled virtual meeting open to

all parties where possible). The books and budget will easily accessed by all MNA's with as few limitations as possible. Our new goals should include dissenting opinions open to discussions, input from MNA's, Classes, Sailors and a strong Council to control the Board and protect smaller Nations and those without voting representation. Other large changes to governance should come slowly and in manageable bites. One thing that comes to mind is a smaller separate group to lessen the load on Council to focus on only Olympic issues.

Improvement in the submission process is called and it should be simplified where possible but keeping it structured enough to satisfy our constitution and by-laws. Work on this has already been and will be discussed in the October meeting.

The continued use of the Isle of Man should be investigated as to its practicality and importance. We must somehow leave the London offices in as civilized manner as possible and relocate offices in a convenient and inexpensive destination. Quite possibly we should be incorporated in that entity when it is chosen with a smaller staff.

Tomasz Chamera (POL)

- *bringing back sailing wise communication and attitude;*
- *extended dialog to all members;*
- *World Sailing to serve its Members;*
- *strategic approach.*

Jan Dawson (NZL)

One of the few benefits of Covid 19 has been that everyone has realised that it is possible to connect more often and to discuss and make decisions on a timelier basis without the need to wait for a face to face meeting. I would like to see this continue in a post pandemic world, using the decision-making process and portal option that was embodied in the recommendation of the Governance Reform. This speed and flexibility of decision making must be considered hand in hand with the clear description of who can make the decision. World Sailing has evolved a decision-making process whereby decisions made in one forum can then be overturned by the next forum and this is divisive and counterproductive.

Luca Devoti (ITA)

The agenda should be to focus primarily on the Sailors, MNA's, Yacht Clubs and Classes and grassroot sailing projects. I would like the sailors to be the

focus of our organization World Sailing must be a service organization to Competitive Sailing.

In order to do that, it is important that WS is not distracted by other interests. Increased transparency can help in achieving this. This is especially needed at this time, having regard to the financial challenges ahead of us.

Jørgen Stang Heffermehl (NOR)

a) BoD governance, reporting and communication

The BoD should adopt an irrevocable (unless with councils' approval) instruction for its work where inter alia the following items should be implemented:

The administration of WS shall report monthly on financial results vs. budget to the BoD

BoD shall quarterly report results and balance vs. budget to all MNAs

BOD meetings minutes (censored for private or secret information) shall be communicated to all MNAs 1 month after each meeting

Electronic "Town Hall meetings" shall be held quarterly where one agenda item shall be hearing MNA viewpoints on matters decided by the BoD in the preceding period and matters of common interest in the succeeding period.

b) Committees and submission process

Regular committee meetings should be held electronically with a possibility for the MNAs to listen. One physical meeting yearly should be convened in conjunction with the annual meeting.

Decision on submissions should be made by the committees and submitted to councils for review. Councils cannot change the decision of the committee with less than a 75% majority vote.

The AGM may bring the decision of the committee up for vote if 20 MNAs so request. The AGM may overturn the decision by a 75% majority vote

c) Council meetings

The present council should be split in an Olympic council and a Participation & Development council in order to increase the focus on non-Olympic sailing. The councils may have several meetings yearly, physically or electronically. One physical meeting should be convened in conjunction with the annual meeting with MNAs following the meetings electronically.

Councils' meeting minutes should be communicated to the MNAs asap after meetings.

d) AGM – annual meetings

Annual meetings should be held physically, but with the possibility to attend electronically. Voting may be made physically and electronically.

Sarah Kenny (AUS)

Change is needed but we must understand MNA and other stakeholder concerns and address them. It is important that the members of World Sailing own the governance reform. Governance should be effective, efficient and user-friendly. The submission process needs to be replaced or significantly streamlined to facilitate better discussion and decision making and more timely input from MNA's, Sailors, Classes and other stakeholders.

Yann Rocherieux (FRA)

Submission process definitely needs to be improved with a more efficient and reactive solution.

Per quadrennial a strategic decision voted by the majority should not be challenged at every meeting by any members, we need to reach a balance between democracy and consistency. If a decision is taken with the proper process by the majority, and with [big] impact on sailors, MNAs, Classes, it has to be respected.

Looking for solution to be more transparent will never hurt but members also need to understand when confidentiality is needed.

It is important to have a good view on the progress of any process.

Some process can have a public outcome but needs to remain confidential when being put in place / negotiated / investigated.

Olympic money is an important part of our sport.

Olympic dream is a big one but I am sure we can have conferences and meetings with a better distribution of the time spent in each areas of our sport.

Cory Sertl (USA)

- *The Board needs to work with the structures that are in place and, with the Members, find ways to make the structure better work for us.*
- *Ensure an effective and efficient submission process is available to encourage effective debate.*

- *Enable the voice of Athletes/Sailors to be heard and included in every decision that is taken.*
- *Drive gender equality by developing women to be capable leaders and officials. It is not enough that there are equal Olympic medals and quota numbers for Men and Women.*
- *Leverage volunteers and committee members in support of staff to ensure all that needs to be done can get done in a timely manner.*

Malav Shroff (IND)

Governance: World Sailing should invest fully to empower all MNAs. The Board must represent and serve all MNAs and the sport of Sailing. This means there should be fair representation of MNAs on the Board.

Furthermore, we should adopt a consensual approach to decision-making. More detailed discussions need to be held before decisions are made and any proposed reforms, should be analysed in greater detail.

MNAs should also be consulted on any major reforms to be undertaken and a majority view must be asked before decisions and actions are ratified.

The Board should be held accountable at all times to achieve agreed objectives. My overarching aim for World Sailing is, as, to maximize the potential of our sport, by ensuring, that the highest standards of governance and decision-making is adhered to.

Riccardo Simoneschi (ITA)

WS needs to slim and make more efficient its decision making process. We have tech committes which suggestion have to be taken seriously in account. However it is fundamental not to forget that we are a Sport Federation not a Company. This give us the duty to find the right balance in between "technical development" that may suit some MNAs and the development and promotional approach that is needed in others in order to enlarge our audience in term of sailors and MNAs.

Marcus Spillane (IRL)

3 years ago, we started a comprehensive governance reform exercise. I would like to see us continue that effort. It requires more debate and a better understanding of the concerns of MNA's. But I do not believe we should start over from scratch. Our Federation will be far better served by a new structure leading to transparency, effectiveness, engagement and prudent financial management.

We need to update our structures and the way we conduct our affairs. We need to be more modern and effective. For example, it is nearly universally accepted that our submission process is cumbersome and slow. We can leverage today's technology to share information, discuss issues and make decisions in a far more congruent, streamlined, effective and timely manner. Another way we need to leverage technology is to better engage with MNA's that have traditionally not travelled to our annual conference. In that way we incorporate them into our decision making.

Yui Shing Tong (HKG)

In terms of the governance and decision making the culture of World Sailing, I believe that we have to solve the problem of language and communication barrier for non-English speakers in discussions, so that more of them can be able to engage in discussions and spark new thoughts, as well as to provide more insights to the Council and committees, lastly lead to a better decision making.

I also believe that World Sailing must have an enhanced level of transparency, with fair and just international organisation power, which can be achieved through new administrative reforms. I will approach this in an unbiased manner, so that I can develop reformation ideas to intergrade and accommodate the needs and desires within our community, especially the difficulties of countries and regions that need help in the development of sailing. In this way, stability would be achieved.