

#### **4. What specific proposals would you have to ensure the World Sailing Board communicates with, and listens to, the concerns of the membership?**

##### **Duriye Özlem Akdurak (TUR)**

*We can establish collaborative work between World Sailing and its partners where all team members will not only contribute to the content of the projects but also to the decisions about how the group will function.*

*Building one-to-one relationship on a regular basis, applying user-friendly surveys, creating project based small teams and listening MNA's proposals, creating brain storming sessions would be some tools to reach that goal.*

##### **Philip Baum (RSA)**

*Open dialogue on a continuous basis and an approachable Board with an ethos of "Servant Leadership" need to be the foundation of WS' Communications Strategy.*

*The tools should include:-*

*- **Town Hall meetings.** This very successful COVID19 innovation should take place 10 times during the year skipping the month of August and December for northern and southern holidays respectively.*

*- **Financial updates.** These could be a standing item on the Town Halls with dedicated financial meetings for the half year and full year financial reports.*

*- **Submissions Portal.** The submissions portal proposed in Bermuda could provide a platform for brainstorming new ideas with the relevant experts in WS in real time.*

*- **Social Media.** The successes this quad in exponentially growing online communication channels such as Facebook, Twitter, Instagram and others needs to be grown and include channels attractive to the youth.*

##### **William Canfield (ISV)**

*Our current situation, despite vocalized rumors 2 ½ years ago on our financial plight, was seemingly covered up with misinformation. We need transparency and full disclosure to become WS's new culture. This should not take proposals to accomplish, just fair minded and straight forward individuals who are not afraid to admit mistakes along the way. Our books and budgets should be published quarterly, secret deals discouraged by all and the ability of any single Board member to be heard when they disagree with majority thinking should be encouraged. It should be a self policing culture not one with contrived policies.*

*Our new focus moves away from marketing, promotions and running events to be replaced with more services to sailing, classes and sailors. Better use of and*

*scheduled virtual meeting should be common place with questions encouraged. Classes should be given a bigger role in decisions . The web site must be intuitive, answered supplied to question from MNA's and individuals. Let others market e sailing and model boat racing. Right now we have too much work to do to gain credibility, restore trust in the Board and become financially solvent. Focus on core beliefs and duties, debate every dime spent and put a happy competent face forward to our future.*

### **Tomasz Chamera (POL)**

- *effective governance – balance stability and improvements - clear delineation followed by process, controls, improvement and member responsiveness – due diligence with World Sailing members;*
- *improve services of World Sailing – from administration to consulting and inspiring;*
- *financial efficiency – monitoring, controlling, stability, reality, structural model;*
- *events – balanced benefits for our organisation and benefits for the host cities/MNAs;*
- *sailing a core sport in Olympics programme - cost decrease, equipment efficiency, long-term strategy;*
- *strengthen development programme - increase importance of developing countries, increase number of sailors and better involvement of World Sailing Members;*
- *increase regional cooperation – well developed countries' legacy towards all members;*
- *continuous support for para sailing;*
- *safety issues in modern events existing in our sport;*
- *race officials - continuous development for updated requirements of our sport.*

### **Jan Dawson (NZL)**

*Again, the pandemic demonstrated that effective communication could be achieved using virtual meetings and this should be continued on a quarterly basis with a structured agenda.*

*The decision making process envisaged a fundamental change to the submission process so that suggestions could be made on a regular basis rather than the current one off date to make submissions in August. This would assist with Committee workloads and also allow for positive change on a regular basis.*

### **Luca Devoti (ITA)**

*We must have Board Members who are prepared to travel the world to see first-hand the different realities of all MNA's sailors. I speak six languages and I am prepared to travel and meet to make sure all MNA's are properly considered by World Sailing.*

**Jørgen Stang Heffermehl (NOR)**

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

*Minutes of BOD meetings (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.*

**Sarah Kenny (AUS)**

*Communicate frequently and less formally to encourage greater engagement. In turn this will support a more open relationship with stakeholders and ensure the feedback and input is obtained in a timely manner. Use technology and virtual meetings to engage more regularly and directly with stakeholders to really understand the issues, inform discussion and develop priorities. This applies to MNA's, Classes and other stakeholder groups. The MNA survey is a useful tool which should be done each Quad and could be extended to other stakeholder groups. Create or utilise suitable opportunities at or around events to engage directly with coaches and sailors. Set up a dashboard of "hot topics" or "key issues" to engage and report regularly on.*

**Yann Rocherieux (FRA)**

*- Continue to have Townhall meetings with members to have open discussions.*

*- Releasing a global timeline of project / topics, the Board would like to work on, therefore members can send their concerns in advance of Board discussions / decisions.*

*I hope members will also send ideas not only concerns.*

*- Re-confirm the global strategy and vision, so members with concerns entirely outside of the organisation scope, would understand better why their concerns could not be fully resolved.*

*(But we would have done our best to listen and understand them.)*

*- Being able to have face to face meetings again and seeing each other during regattas, conferences and sailing events would also be a good opportunity to*

*discuss any concerns you may have. I hope not to be a “behind the screen” only Vice-President!*

*- Having a good and clear share of responsibilities within the Board, between Board and staff, so we can be even more reactive to answer members’ concern.*

*- I am fully committed and would always be available to serve our members for the next 4 years, just give me a call!*

### **Cory Sertl (USA)**

- *Make effective use of committee member expertise, task forces and working groups to understand issues and develop solutions that are communicated regularly to the board.*
- *The board together with the CEO host quarterly meetings with member MNAs and classes to update financial status and to communicate progress on strategic initiatives and to receive feedback.*
- *Facilitate the sharing of best practices by hosting forums and presentations that are helpful to MNAs, classes, race officials, event organizers and other stakeholders.*

### **Malav Shroff (IND)**

*1) Strategy: World Sailing has to implement a robust strategy with measurable goals where the Board is held accountable at all times to achieve agreed objectives. My overarching strategy for World Sailing is to, as stated in my ‘Goals’ election brochure, maximize the potential of our sport by ensuring the highest standards of decision-making, governance and financial transparency are adhered to.*

*2) Structure and Governance: World Sailing should invest fully to empower all MNAs. The Board must represent and serve all MNAs and the sport of Sailing. There should be a fair representation of MNAs on the Board.*

*3) Culture – I believe that the leadership culture should always strive to be collaborative and supportive. This is how I would intend to work as a Vice President. Through greater consultation and a mutual understanding of the different needs of MNAs around the world, we can make better and faster decisions that create more benefits and avoid conflicts.*

*4) Processes – We should always implement processes and govern in a way that upholds the highest levels of integrity, transparency and ethics. Where possible, World Sailing should simplify processes for decision-making so we can move forward with plans for greater efficiency.*

**Riccardo Simoneschi (ITA)**

*it is important that the Board if made of members that are still active in sailing in different way, that are present at the events, that may see directly on the field what is going on and that may have a direct feeling of the sport. We need people that has a solid culture of Sailing, that has been realistically part of it in their life and can collect the respect of the active actual sailors "speaking the same language" sharing the same emotions. this should make every other communication easier. The board MUST REMEMBER is representing the whole World of Sailing not just few nations or cultures. The goal is to enlarge the base of our sport in terms of participants and sailing nations. To reach this goal we have to be inclusive of all kind of sailing and respect diversity of our wide sport*

**Marcus Spillane (IRL)**

*The onset of the coronavirus has forced us to communicate more regularly, through technology with all our stakeholders. That should continue. The town hall meetings have been successful. While in person meetings are always welcome to build our relationships, we have to do a better job at engaging those who cannot attend every meeting in person.*

*I believe each member of the board should have responsibility for a geographic group of MNA's. There should be regular scheduled meetings with agreed objectives bearing in mind that each region will have their own particular priorities and requirements. I believe each board member should be required to formally update the board and Council on progress against agreed goals.*

**Yui Shing Tong (HKG)**

*We have seen with the COVID and the introduction of the 'Town Hall' meetings. We should continue with these regular meetings allowing Council, MNAs, and classes to discuss issues within an open forum. We can discuss topics before the AGM has formulated submissions that have been discussed as issues and come to a consensus from these meetings. With more of the 'Town Hall' meetings with our partners, we can have more meaningful discussions. The Board needs to listen to the partners and follow their recommendations, not have the Board dictate their will on Council.*

*The Board should produce a regular newsletter for all the members. The newsletter shouldn't be a presidential message but one from a united Board. The newsletter should be explaining what action the Board has achieved from the meetings with the Council.*