

The Dynamics of Change in a Complex Sporting Environment:
Australian Cricket

Peter Tanswell

Thesis submitted for Doctor of Project Management degree

2016

This thesis is dedicated to my father
the late Kenneth Claude Tanswell
who lost his brave battle against cancer on
8 November 2016

CERTIFICATE OF ORIGINAL AUTHORSHIP

I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as part of the collaborative doctoral degree and/or fully acknowledged within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

Signature of Student:

Date:

Acknowledgements

I would like acknowledge Dr Shankar Sankaran, my supervisor, teacher and mentor, whose patience and guidance made this thesis possible. Thanks also go to my co-supervisor Dr Michael Er, who also provided patience and guidance and who contributed to make this thesis possible.

Special thanks to Cricket Australia and State Cricket Associations for the assistance provided in allowing me the time to conduct interviews and meetings with Board members, CEOs and staff throughout Australian cricket.

I want to give special thanks to my parents Ken and Nell Tanswell who have supported and encouraged me on this journey. To Ken my father, who is an inspiration to all who meet him as they witness the exceptional courage and braveness that he displayed through until the end.

Thanks also should be paid to Dr Stewart Hase and Fiona Sims who both provided constructive feedback relating to content and presentation in the last weeks prior to submitting this Thesis.

Table of Contents

1.	THESIS INTRODUCTION	1-9
1.1	INTRODUCTION	1-9
1.2	EDUCATION CONTEXT & ACCOMPLISHMENTS.....	1-10
1.3	BACKGROUND AND JUSTIFICATION FOR THE STUDY.....	1-11
1.4	STATEMENT OF RESEARCH OBJECTIVE AND RESEARCH QUESTIONS	1-13
1.5	RESEARCH METHODOLOGY.....	1-14
1.6	LIMITATIONS AND DELIMITATIONS	1-14
1.7	OUTLINE OF THE THESIS	1-14
1.8	KEY TERMS AND CONCEPTS	1-16
1.9	CHAPTER SUMMARY.....	1-16
2.	LITERATURE REVIEW	2-18
2.1	INTRODUCTION	2-18
2.2	ORGANISATIONAL CHANGE.....	2-23
2.3	SUSTAINABLE CHANGE.....	2-68
2.4	CHALLENGES TO SUCCESSFUL SUSTAINABLE CHANGE	2-70
2.5	CHANGE WITHIN SPORTING ORGANISATIONS.....	2-73
2.6	VISION.....	2-82
2.7	CHAPTER SUMMARY.....	2-93
3.	HISTORY OF AUSTRALIAN CRICKET	3-96
3.1	INTRODUCTION	3-96
3.2	THE GAME OF CRICKET EXPLAINED.....	3-97
3.3	CRICKET HISTORICAL INFORMATION	3-98
3.4	THE HISTORY OF CRICKET IN AUSTRALIA	3-101
3.5	CRICKET AUSTRALIA	3-110
3.6	THE MOVE TOWARDS PROFESSIONALISM.....	3-111

3.7	CRICKET AUSTRALIA – STRATEGIC PLANNING.....	3-111
3.8	VISION FOR AUSTRALIAN CRICKET	3-112
3.9	FIVE KEY PILLARS	3-112
3.10	THE ARGUS REVIEW	3-113
3.11	GOVERNANCE REVIEW	3-115
3.12	TWENTY20 CRICKET IN AUSTRALIA.....	3-117
3.13	WOMEN’S CRICKET IN AUSTRALIA.....	3-118
3.14	DRIVERS FOR CHANGE IN AUSTRALIAN CRICKET	3-119
3.15	KEY STAKEHOLDERS.....	3-120
3.16	TALENT MANAGERS AND CRICKET OPERATIONS.....	3-121
3.17	CHAPTER SUMMARY – THE CHALLENGES AND CHANGES	3-121
4.	RESEARCH METHODOLOGY	4-123
4.1	INTRODUCTION	4-123
4.2	RESEARCH QUESTIONS.....	4-124
4.3	JUSTIFICATION OF A QUALITATIVE CASE STUDY	4-125
4.4	QUALITATIVE RESEARCH PARADIGMS.....	4-127
4.5	CHARACTERISTICS OF QUALITATIVE RESEARCH	4-129
4.6	THE APPROPRIATENESS OF QUALITATIVE RESEARCH TO THIS STUDY	4-132
4.7	THE CASE STUDY METHODOLOGY	4-133
4.8	RATIONALE FOR THE USE OF THE CASE STUDY	4-134
4.9	THE RATIONALE FOR ADOPTING A THREE CASE STUDY APPROACH.....	4-137
4.10	METHODS OF DATA COLLECTION AND SOURCES OF DATA.....	4-138
4.11	NVIVO IN QUALITATIVE RESEARCH	4-151
4.12	ETHICAL CONSIDERATIONS.....	4-154
4.13	CHAPTER SUMMARY.....	4-156
5.	AUSTRALIAN CRICKET – DEBACLES, DILEMMAS AND SUCCESSES	5-158
5.1	INTRODUCTION	5-158

5.2	DEBACLES, DILEMMAS AND SUCCESSES	5-159
5.3	THE CURRENT STUDY	5-162
5.4	ANALYSIS OF INTERVIEW DATA	5-163
5.5	KEY OBJECTIVES OF THE DATA ANALYSIS	5-164
5.6	STEPS INVOLVED IN THE STUDY.....	5-164
5.7	DRIVERS AND DELIVERY OF CHANGE – CRICKET AUSTRALIA.....	5-171
5.8	CHAPTER SUMMARY.....	5-173
6.	RESULTS, DISCUSSION AND INTERPRETATIONS OF THE CASES.....	6-175
6.1	INTRODUCTION	6-175
6.2	INTERVIEW ANALYSIS FINDINGS, INTERPRETATIONS AND DISCUSSION.....	6-177
6.3	THE CHANGE PROCESS FOR INCREASING PARTICIPATION IN AUSTRALIAN CRICKET.....	6-207
6.4	THE CHANGE PROCESS – CORPORATE GOVERNANCE	6-221
6.5	THE CHANGE PROCESS FOR THE RE-LAUNCH OF THE BIG BASH LEAGUE	6-233
6.6	DATA ANALYSIS USING NVIVO.....	6-250
6.7	CHAPTER SUMMARY.....	6-255
7.	CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE WORK.....	7-258
7.1	INTRODUCTION	7-258
7.2	OVERVIEW OF THE RESEARCH STUDY	7-258
7.3	FINDINGS IDENTIFIED IN THE STUDY.....	7-260
7.4	LIMITATIONS OF THIS RESEARCH.....	7-278
7.5	RECOMMENDATIONS FOR FURTHER RESEARCH	7-279
7.6	CHAPTER SUMMARY.....	7-280
8.	APPENDICES.....	284
8.1	AUSTRALIAN CRICKET TIMELINE.....	284
8.2	FIVE PILLARS TO SUCCESS	284
8.3	RESPONDENT PARTICIPATION CODES	285
8.4	FROM THE NATIONAL CRICKET CENSUS 2015	286

8.5	AUSTRALIAN CRICKET CENSUS DATA 2002/03 TO 2013/14.....	291
8.6	INTERVIEW QUESTIONS.....	296
8.7	ETHICS INFORMATION SHEET	299
9.	REFERENCES.....	300
9.1	GLOSSARY OF TERMS.....	347

Table of Figures

FIGURE 1-1 – STRUCTURE OF THE THESIS	1-15
FIGURE 2-1 – LEWIN’S THREE-STEP CHANGE MODEL	2-32
FIGURE 2-2 - KOTTER'S EIGHT-STEP CHANGE MODEL	2-46
FIGURE 2-3 THE MCKINSEY 7S FRAMEWORK	2-48
FIGURE 3-1 - OLD STRUCTURE OF THE BOARD OF CRICKET AUSTRALIA	3-116
FIGURE 3-2 - NEW BOARD STRUCTURE FOR CRICKET AUSTRALIA	3-117
FIGURE 3-3 – AUSTRALIAN CRICKET KEY STAKEHOLDERS	3-120
FIGURE 6-1 – GROUPINGS OF RESEARCH QUESTIONS RELATED TO CHANGE INITIATIVES	6-179
FIGURE 6-2 – ROLES PLAYED DURING CHANGE INITIATIVES	6-191
FIGURE 6-3 – CHANGE DRIVERS FOR CHANGE INITIATIVES	6-196
FIGURE 6-4 – STRATEGIES UTILISED FOR CREATING SUSTAINABLE CHANGE INITIATIVES	6-202
FIGURE 6-5 - PLAYERS AND CHILDREN TAKING PART IN MILO IN2CRICKET SESSIONS	6-211
FIGURE 6-6 – SIMPLIFIED CHANGE MODEL FOLLOWED FOR INCREASING PARTICIPATION IN AUSTRALIAN CRICKET	6-212
FIGURE 6-7 – OVERVIEW OF THE CHANGE MANAGEMENT MODEL UNDERPINNING THE INITIATIVE TO INCREASE PARTICIPATION LEVELS IN THE GAME	6-213
FIGURE 6-8 – PARTICIPATION FIGURES FOR CRICKET NSW	6-220
FIGURE 6-9 - THE BBL EXCITEMENT AND ATTRACTING RECORD CROWDS	6-239
FIGURE 6-10 – AUSTRALIAN CRICKET ATTENDANCE FIGURES	6-243
FIGURE 6-11 – BBL ATTENDANCE GROUPS	6-244

FIGURE 6-12 – BBL ATTENDANCE GROWTH & PROJECTED GROWTH	6-245
FIGURE 6-13 – PLANNED CHANGE MODEL FOR INTRODUCING CHANGE INTO THE ESTABLISHED BBL	6-247
FIGURE 6-14 – PIE CHART SHOWING WHICH PART OF CRICKET STUDY PARTICIPANTS CAME FROM	6-252
FIGURE 6-15 – NVIVO SOFTWARE SHOWING KEY REFERENCES	6-253
FIGURE 6-16 – NVIVO SOFTWARE SHOWING KEY RESPONSES	6-254
FIGURE 6-17 – NVIVO SOFTWARE AS A WORD CLOUD – SHOWING THE WORDS MOST COMMONLY REFERENCED	6-255
FIGURE 7-1 - CHANGE MANAGEMENT PROCESS FOR IMPLEMENTING CHANGE IN A SPORTS ENVIRONMENT	7-273

Table of Tables

TABLE 2-1 - COMPARISON OF MODELS FOR IMPLEMENTING CHANGE	2-29
TABLE 6-1 - QUOTES MADE BY PARTICIPANTS	6-193
TABLE 6-2 -- DESIRED OUTCOMES OF CHANGE INITIATIVES	6-197
TABLE 6-3 - THE CHANGE MANAGEMENT PROCESS ASSOCIATED WITH CA'S PLANNED INTERVENTION INTO CRICKET IN AUSTRALIA TO INCREASE PARTICIPATION LEVELS.....	6-217
TABLE 6-4 - ANALYSIS OF CHANGE IN CORPORATE GOVERNANCE	6-229
TABLE 6-5 - STEPS TAKEN IN SETTING UP AND USING NVIVO 11.....	6-251
TABLE 7-1 - MODEL FOR SUSTAINING CHANGE IN COMPLEX SPORTING ENVIRONMENTS.....	7-275

Abstract

During the period 1995 to 2005, Australian cricket was considered by most of their opponents to be the world leader in the sport in terms of innovation, strategy and tactics. The expertise on and off the field was chiefly responsible for this success. However, this was insufficient to ensure its commercial competitiveness among sports organisations in Australia. This required Cricket Australia to undertake a series of significant organisational changes. This study investigated the reasons for undertaking these changes, factors that led to the successful implementation of the selected change initiatives and the factors that enabled these changes to be sustained. The setting for this study is Australian Cricket and the changes that were implemented between 2005 and 2015.

The research aimed at seeking a deeper understanding of the complex issues of change management and the sustainability of change in a complex sporting organisation. The research methodology was exploratory, qualitative and based on a multiple case study approach. Data was collected using semi-structured interviews from a diverse sample of respondents from different parts of Cricket Australia and State Cricket Associations. The respondents included Board members, CEO's, executive managers, staff and volunteers. The data collected from interviews was supplemented by secondary data obtained from the organisation as well as what was reported in the media and observations.

Results of the study highlighted the complex, multifaceted and situational nature of change in a sporting environment where the implementation of change proved to be a challenging task. Findings indicated that even though organisational change was driven by the highest levels of the organisation, necessary conditions such as engaging with key stakeholders and developing a trusting environment had to be created to ensure the success of the change initiative and its sustainability.

Three selected cases of organisational change were investigated. The three cases studied included:

1. the intervention into game development with the intention being to increase participation levels in the sport
2. the establishment of a 'best practice' corporate governance model and a reorganised Board
3. the re-launch of the domestic Twenty20 cricket competition – the Big Bash League

Through the analysis of the data collected each of the change initiatives demonstrated the importance of leadership, personal and shared experiences and the positive impact of a shared vision or strategic direction to succeed and sustain the implemented change. Engaging team members in a shared vision was not only a key component of transformational leadership but it was essential in order to provide direction and clarity of purpose.

This study revealed that a vision or strategic direction provides orientation and meaning for leaders and teams and is a strong driving force for the successful implementation and sustainability of change in a complex sporting environment. The results of this study contribute to the theory and practice of change management and sustaining change in sports organisations.