



Sport & Rec
YOU

YOUR GUIDE TO A CAREER
IN SPORT & RECREATION

PART OF THE **DESIGNING YOU** SERIES

SPORT & REC YOU

Your Guide to a Career in Sport & Recreation

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FDR Publishers
2017

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Did you find a typo? Let us know! Please email the details to info@DesigningYOU.org and we'll correct it in the next edition.

Sport & Recreation YOU is dedicated to all of our past, present, and future students. Be curious and never stop designing you!

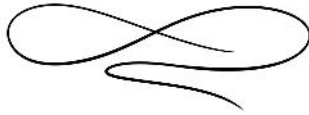


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INTRODUCTION

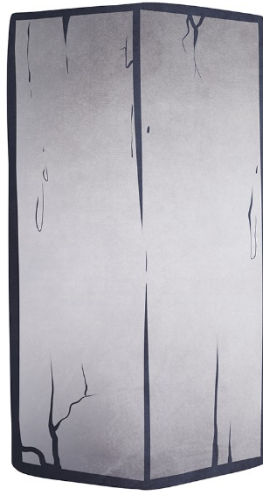
It's about Designing YOU

Sport & Recreation YOU is part of the *Designing YOU* book series. *Designing YOU* isn't just a series of books, it's a process of viewing yourself and your life more strategically.

It's about exploring and being curious.

It's about designing a map for making decisions big and small—a map that helps you address the relentless questions and unsolicited advice about your future you're probably getting right now.

This series of books is written for a specific time in your life. You're likely attending (or maybe have graduated from) college or university. Your future is starting to actually feel like *your* future. That's exciting and scary. Even if you think you know where you want to end up, there's no Google Map that'll get you there. Life is rarely that obvious. Each one of the roads on your journey offers detours, pit stops and often a few intriguing hitchhikers.



SO, WHO DO I WANT TO DESIGN?

“EVEN IF YOU THINK YOU KNOW WHERE YOU WANT TO END UP, THERE'S NO GOOGLE MAP THAT'LL GET YOU THERE.”

Now is the time to make some weighty, often intimidating, decisions for yourself. That's why building your own map right now is so critical.

Throughout the process of designing you, you'll need to be **intentionally curious**. Intentionally curious people look at the world—and their place in it—and wonder about the big picture:

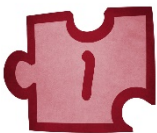
- How do things work together?
- How do these pieces connect?
- How can I influence things?
- How can I improve things?

Like any new skill, intentional curiosity takes practice. As you start to get curious about things, be humble enough to recognize that you don't know it all. Humility creates a hunger that can only be fed by answers.

In *Designing YOU*, we answer some daunting questions you may be asking:

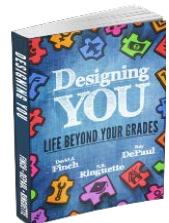
1. Why do I **like certain things** and not others?
2. How can I choose a program or courses at school that are **right for me**?
3. What questions should I ask in **interviews**?
4. Does **emotional intelligence** really matter?
5. How does my **gender impact** my life?
6. How can I find a **mentor**?
7. Am I more of an **artist or an analyzer**?
8. How can I tell **my story**?
9. How do I **prioritize and balance** all the things I want in life?
10. What should I do if **the world changes**?

Refer to the Appendix for a summary of the *Designing YOU* process.



Throughout *Sport & Recreation YOU*, you'll see a numbered puzzle piece. This icon will recommend you go to a specific step of the *Designing YOU* book or eBook for additional information.

For a limited time, go to DesignngYOU.org to download your complimentary eBook copy of *Designing YOU – Life Beyond Your Grades*.



SPORT & RECREATION YOU

Sport & Recreation YOU is a guided tour through the world of sport & recreation. By the end, you'll be able to confidently step in the direction of your future because you'll have a solid understanding of what you need for success in this industry now and long-term.

All aspiring sport & recreation professionals are faced with the same crucial questions:

- What are the **different careers** in sport & recreation?
- What **does it take** to be a sport & recreation professional?
- What's the **future of the sport & recreation** profession and what does this mean to me?
- How have other sport & recreation professionals **got to where they are today**?
- And the inevitable... **how much money can I make**?

In *Sport & Recreation YOU*, we dig into answering each of these questions with intentional curiosity.

Step 1: Explore the sport & recreation career landscape

To make the world of sport & recreation feel as familiar as your school, we explore:

1. What are the different **careers** in sport & recreation?
2. What **knowledge and skills** do I need?
3. What are the **major trends** in sport & recreation and what do they mean for my future?

Step 2: Define your destination

Your destination is where you want to be in your career 10-years from now. We call this your 10-Year Professional Mission. Knowing your destination will help you make decisions, big and small, along the way. You'll define your destination by the end of this section, but it will evolve with you over time, too.

Step 3: Develop your Mission Map

Like any epic journey, this one will require some serious planning. You'll need to determine the knowledge and skills required to achieve your 10-Year Professional Mission and map out a plan to achieve them. To inspire you as you plan this odyssey, we review 12 Mission Maps inspired by the career journeys of real sport & recreation professionals.



Reflection and *Sport & Recreation YOU*

Living in the moment is essential to a good life—but so is personal **reflection**.¹ Taking thoughtful notes and noticing what works and what doesn't ensure you're always gathering new information, analyzing it and evaluating what to do next. You'll be reflecting with the goal of trying to connect it all together. To do this, you'll ask yourself questions in three basic categories: What? So What? And Now What?

What?

1. What happened?
2. Why did it happen?
3. What did you do? What did others do?
4. What was your reaction?

So What?

1. What were your feelings when it happened?
2. What are your feelings now? Are there any differences? Why?
3. How do you think others feel?
4. What was the impact of what you did?
5. What worked well? What didn't?
6. What did you learn? How did you learn it?

Now What?

1. What are the implications for you and others?
2. What would you do differently next time?
3. What information do you need to move forward?
4. Why is this learning important to you?
5. What actions are you going to take?

Your best tool for reflection is a *Designing YOU* journal. Though there is no shortage of digital tools to capture thoughts and information (iPhone Notes, vlogs, blogs, Google Drive or a combination), we find that an old-fashioned handwritten notebook is the most effective for your *Designing YOU* work.



Going forward, when you see this symbol in the book, grab your journal and get to work. Remember to refer back to this list of questions as you reflect.²

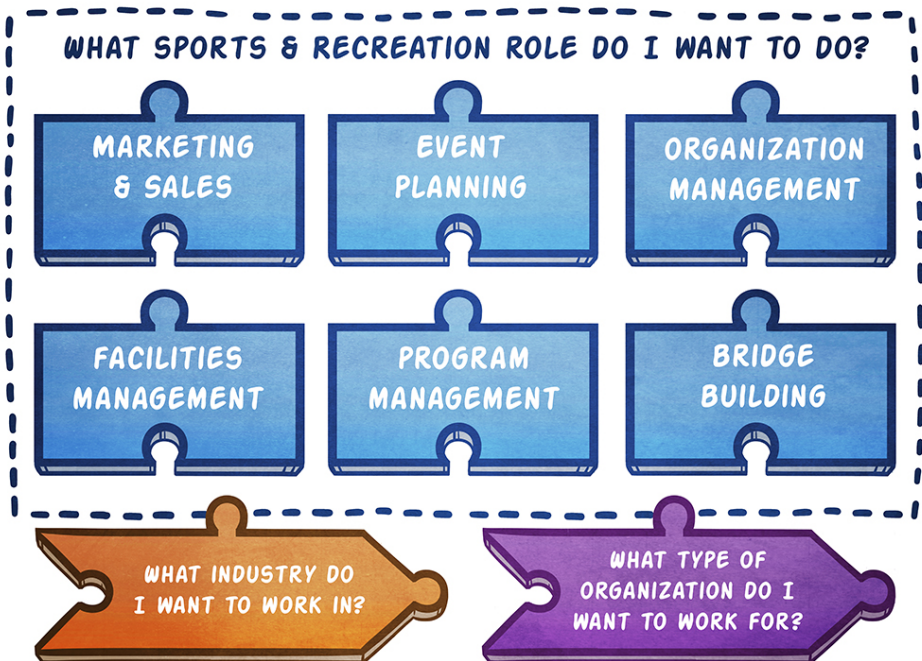
There are no rules for when or how to use your journal, but consider it a catch-all for the thoughts flitting through your head that you don't want to lose. There's something rewarding about filling a little book with your questions, thoughts, ideas and interests.

A LIFE IN SPORT & RECREATION

WHAT ARE THE DIFFERENT CAREERS IN SPORT & RECREATION MANAGEMENT?

It's helpful to think of all the jobs in sport & recreation as existing on a spectrum. You can figure out your place on the sport & recreation management job spectrum by considering three key questions:

1. What **functional sport & recreation role**—the actual job—do I want to do?
2. What **industry** do I want to work in?
3. What **type of organization** do I want to be part of?





Tackle these questions in the order that makes the most sense for you. For example, your passion may be hockey, so you'll answer the industry question first. Or you may dream of working in community recreation, so you already know what organization you're looking for. Or you may be drawn to a career as a high school athletics director or program planner for a recreation facility, meaning you already know what functional job you want.

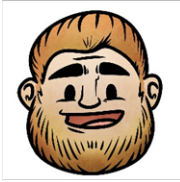
What functional sport & recreation role do I want to do?

The functional sport & recreation role is the actual job you want to do day in, day out. Sport & recreation management jobs tend to fall into one of six “career clusters” based on which function of the sport & recreation management world they're most responsible for:

- marketing & sales
- event planning
- organization management
- facilities management
- program planning
- bridge building

Keep in mind there are sport & recreation jobs being created right now—who would have guessed a year ago that eSports (competitive video gaming) would be as popular as it is today? For simplicity, we've divided existing roles into six clusters that each tackle distinct sport & recreation questions.

 <p>Marketing & Sales Jobs</p> <p>Potential jobs Marketing manager Sales manager Ticketing manager Sponsorship manager</p> <p>Questions:</p> <ul style="list-style-type: none">• What do customers value?• What is our target market?• How do I sell more?• How do I create customer loyalty?• How can we generate more revenue?• What communication channels are best?	 <p>Event Planning Jobs</p> <p>Potential jobs Event planner Project manager Tournament planner Media relations</p> <p>Questions:</p> <ul style="list-style-type: none">• Where will the event be held?• Who will be attending?• What is the schedule?• What are the logistics needs?• What is the budget?• What are our revenue sources?• What are our contingencies?
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Organization Management Jobs

Potential jobs

Fitness club manager
Recreation manager
Program manager
Sport administration

Questions:

- What is our revenue?
- What is our cost?
- Are we sustainable?
- What skills do I need in my organization?
- Who are my key stakeholders?
- What are the threats we face?
- Who are potential partners?



Facility Management Jobs

Potential jobs

Operations manager
Food & Beverage manager
Purchasing manager
Finance manager

Questions:

- What is our revenue?
- What is our cost?
- What skills do I need to run the facilities?
- What are our risks?
- What is the maintenance schedule?
- How do I secure funding for capital improvements?



Program Planning Careers

Potential jobs

Program manager
Outdoor recreation guides/instructors
Program director

Questions:

- How do we create healthy people and a healthy community?
- What do we need to do to win?
- How do we develop future talent?
- How do we engage community members?
- How do we meet current programming trends?



Bridge Builder Careers

Potential jobs

Athletic Director
Lawyer
Professor
Athlete Development
Health & Wellness
Manager

Questions:

- How do I create future leaders in sport & recreation?
- What skills do they require?
- What knowledge do they require?







Not all functional jobs are created equal—even when they have the same job title. Just think—a recreation manager in a small town may need to answer questions from all six clusters; whereas, a big city a recreation manager may be responsible for only one sub-question within a cluster.

Whatever cluster you find yourself drawn to, you can benefit immensely by **exploring the full sport & recreation spectrum**. For example, even if you love being responsible for mega events, spend some time in small, local event management to see how those types of events are run. These are considerations you can build into your Mission Map later.

What industry do I want to work in?

Industry characteristics have a **huge influence over the day-to-day job of a sport & recreation professional**. For example, the job of a marketing manager for a national sport organization (amateur sport industry) may be night and day compared to a marketing manager for a sport & recreation retailer (commercial recreation industry). Similarly, within the same industry, there are diverse functional jobs. Working as a marketing coordinator in a league office like the NHL will be a very different experience from a similar job for a sport broadcaster. Below are six industry clusters common in sport & recreation.

Sport & Recreation Industries

 <p>Professional Sports</p> <ul style="list-style-type: none"> • Major leagues • Minor leagues • Team level • Professional sport facilities • Sport management agencies • Sport media & broadcasters • Marketing agencies 	 <p>Sports</p> <ul style="list-style-type: none"> • National sport organizations • Provincial sport organizations • Municipal sport organizations • International sport governing bodies
 <p>Commercial Recreation</p> <ul style="list-style-type: none"> • Fitness clubs • Adventure sport clubs • Sport development academies • Sport & recreation equipment suppliers • Corporate • Sport & recreation retailers • Marketing agencies • Golf, tennis, ski clubs and resorts 	 <p>Public Recreation</p> <ul style="list-style-type: none"> • Municipal fitness & recreation • Provincial parks & recreation • National parks • Government bodies • Non-profit organizations
 <p>Tourism</p> <ul style="list-style-type: none"> • Regional tourism agencies • Hospitality industry • Destination recreation • Museums/Halls of Fame 	 <p>Other</p> <ul style="list-style-type: none"> • Post-secondary • Corporate • Government bodies • Non-profit organizations • Academies



In *Sport & Recreation YOU*, when it's time to narrow in on an industry, we recommend you go to Step 4 of *Designing YOU* and complete the exercises in the section titled, "What Do You Love to Do?" Afterward, consider whether a particular industry would fit your responses. For example, if one of your answers was "I love rock climbing," you may want to explore industries that offer opportunities linked to rock climbing, ranging from commercial and public recreation to tourism.

Most people don't know what industry they love (or hate) until they've experienced it. If you're like most people and you're uncertain, then be sure to include opportunities in your Mission Map to get diverse industry experiences. Find those opportunities through things like internships, summer jobs and volunteer work. You may even find out that an industry you assumed was boring actually lights your fire. At the very least, you'll be able to put your assumptions to the test.



"MOST PEOPLE DON'T KNOW WHAT INDUSTRY THEY LOVE (OR HATE) UNTIL THEY'VE EXPERIENCED IT."

What type of organization do I want to be part of?

Like industry context, an organization's type, size, scope affects the daily job of a sport & recreation professional. For example, the job of an event manager for a small local event, will have a broad scope that includes marketing and sales, event management, organization management, facilities management and program planning. In contrast, an event manager for a mega event may only be responsible for a narrow aspect of planning. Similarly, roles may vary dramatically when comparing public organizations (e.g. municipal recreation) vs. non-profit organizations (e.g. YMCA) vs. private organizations (e.g. an NHL franchise, or for-profit recreation facility).



It's time to grab your journal for your first reflection. Think about each of the three questions and your early impressions of how you'd answer today. Does the job, industry or type of organization jump out as most important to you? Why? This early reflection on "why" is important. It should start to raise questions and assumptions that you can explore with further research.

WHAT DOES IT TAKE TO BE A SPORT & RECREATION PROFESSIONAL?

There has been a lot of research that has sought to better understand how hiring managers prioritize the things they expect sport & recreation professionals to know.³ The results suggest knowledge and skills fall into two clusters.

The first cluster is **core transferable skills**. Whereas job-specific knowledge and skills are task-specific, core transferable skills can be used in lots of contexts. For example, being organized is a critical skill regardless of whether you're the general manager of a professional sports team, an accountant or a marine biologist.

The second cluster is **sport & recreation-specific knowledge and skills**. These include the knowledge and skills required for different sport & recreation management jobs. For example, understanding the principles of health and wellness or sport facility management.

In the charts that follow, look at the knowledge and skills that various sport & recreation management jobs might require. Don't worry if some of the knowledge and skills are unfamiliar to you at this point. You can refer back to these charts later in *Sport & Recreation YOU* when you're identifying the current gaps in your knowledge and skills.

Adaptability – The Real Killer Skill

By the time Corinne graduated, she had already taken a position at a national governing body for grassroots sport as a marketing and events coordinator. Unfortunately, a struggling economy meant her contract was not renewed and she was left unemployed. She had a plan for where she wanted to be, but she knew that she needed exposure to other areas of the industry to know where she fit.

To find that fit, Corinne worked in a variety of industries and roles in different cities over the next several years. She worked for a municipal government, a sports marketing agency, private industry in sports and recreation, and an NHL club. Her roles ranged broadly from program coordinator, to brand ambassador, to customer support, to marketing and event coordinating.

All of that exploring clarified that she wanted to work in the sports, specifically in athlete relations and well-being.

Corinne earned a role where she could apply her unique perspective, working with Olympians and Paralympians to create individual plans specific to their career, education and transition out of sport. To increase her knowledge in that area, she pursued a certificate in adult learning specific to academic and career consulting. After nearly five years in that position, Corinne took a career break. When she re-entered the workforce, she returned to the grassroots organization she'd worked with right after university, this time in charge of delivering national and international championship events across the country.

Corinne's Tip: Opportunities within the sport industry are limited. Focus on developing a diverse skill set and be prepared to adapt to a changing industry.

Core Transferable Skills

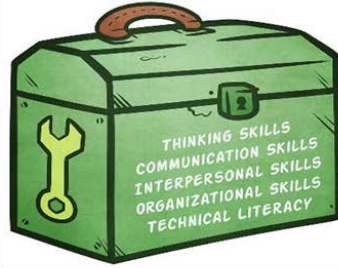
Core transferable skills are also broken into five major clusters. Each cluster includes a series of specific skills that are more (or less) important for different jobs. Refer to the glossary in the appendix for detailed definition of each skill.

Core Thinking Skills

Demonstrates thinking skills:

- Analytic thinking
- Transdisciplinary systems thinking
- Problem solving
- Adaptive thinking
- Intentional curiosity
- Thoughtful creativity

TRANSFERABLE SKILLS



Core Communications Skills

- Ability to communicate effectively for different audiences using written, verbal, & non-verbal mediums
- Effective listening
- Persuasive storytelling
- Conflict resolution & negotiation

Core Organizational Skills

Evidence of organization skills:

- Self-starter
- Time management
- Follow through
- Perseverance

Core Interpersonal Skills

Evidence of interpersonal skills:

- Cross-contextual competency
- Effective leadership
- Self-confidence
- Work ethic
- Effective team player
- Emotional intelligence

Confident use of Digital Technology

Technology use is integral to functioning both personally & professionally. Most career pathways require using technology to communicate, problem-solve & conduct research. Note, this is different than task-specific technical literacy.

Job-Specific Specific Knowledge & Skills

The job specific knowledge and skills in sport & recreation are broken into five major clusters. Each cluster includes a series of specific knowledge areas and skills that are more (or less) important for different jobs. Refer to the glossary in the appendix for detailed definition of each skill.

Management Knowledge & Skills

Knowledge & ability to:

- Develop and manage the implementation of a strategic plan
- Manage budget and financial issues
- Manage operations
- Manage projects
- Manage human resources
- Manage internal and external stakeholders
- Develop and implement program schedules

JOB-SPECIFIC KNOWLEDGE & SKILLS



Marketing Knowledge & Skills

Knowledge & ability to:

- Leverage research to support consumer insights
- Conduct a market analysis
- Develop & apply a segmentation strategy
- Develop & execute a pricing strategy
- Develop & execute a revenue generation plan
- Develop & execute a marketing communications plan.

Sales Knowledge & Skills

Knowledge & ability to:

- Apply principles of customer relationship management (CRM)
- Manage a sales process
- Conduct sales presentations
- Develop & execute a distribution strategy
- Leverage co-operative marketing

Apply Contextual Knowledge

The ability to apply contextual knowledge associated with professional area:

- Sport-specific knowledge
- Recreation-specific knowledge
- Programming specific knowledge
- Tourism-specific knowledge

Possess Field-Specific Credentials

Possess the relevant credentials associated with your professional area:

- Coaching certification
- Community recreation certification
- Fitness certification
- Health & wellness certification
- Project management certification

As you develop your Mission Map, you'll need to prioritize the knowledge and skills that best fit your professional mission. Many of the skills a recreation program manager requires, for example, are distinct from the skills needed to be a ticketing manager for a sports team (though there are lots that overlap).

To prioritize what experience and education you'll need, think about knowledge and skills for each job on a **four-level rating system**. Overall, you want to focus your limited time on the areas that offer maximum return.



EXPERT
GREAT AT...
GOOD AT...
NOT REQUIRED...

Level 1: Not required

Depending on what career you're pursuing, there will be a bunch of knowledge and skill areas that you won't even require a "good at" to deliver on the vision of your Sport & Recreation YOU.

Level 2: Good at

"Good at" reflects an ability to engage and understand a topic but not be completely fluent (let alone an expert) in. For example, as a marketing manager, you're likely not an accountant; however, you need to be sufficiently literate in finance to be able to manage your budget.

Level 3: Great at

"Great at" reflects advanced knowledge or skill in an area. You may not be the best in your organization in this area, but you're pretty close. For example, as a sales manager, you may not be a statistician, but you may need to be fluent in using the latest customer relationship management software to focus your sales team on near-term opportunities that emerge from your data analysis.

Level 4: Expert

You need to be an expert in this knowledge area or skill. This is a "need to know," not a "nice to know." For example, as a corporate wellness manager, you'll need to have an up-to-date mastery of the leading trends in corporate health and wellness.



At this stage you might be asking yourself, **"How can I be good at all these things?"** You can't be. Start by identifying your current knowledge and skills, with evidence to back up each.⁴

Replicate the following table in your journal. List the skills you currently have and rate them using the four-level system above. Come up with **at least ten individual** knowledge areas or skills for sport & recreation and for core transferable skills. **The most**

important part of this exercise is the proof that you can do what you say you can do. That evidence could be in the form of a certificate or associated work experience.

For example:

Cindy knows she is “great at” leadership (an interpersonal skill). Her evidence is that she was head bartender at the university pub with six staff reporting to her and experienced no staff turnover.

Marco is “great at” written communication. He has strong evidence of this since he publishes a popular blog for students at his university.

My Current Knowledge & Skills	Level Rating (1-4)	My Evidence Is...
My sport & recreation skills are....		
My core transferable skills are...		

Once you have completed this table, review it with family, friends and any current mentors you may have.

What’s a mentor?

A mentor is a trusted advisor on everything from school to jobs to volunteer opportunities and what clubs to join. This person may be a professional acquaintance or a friend. We recommend the best long-term approach is to build a team of mentors with diverse backgrounds and expertise (some professional, some personal). Dive into Step 3 of *Designing YOU* for advice on how to develop your mentor team.

THE FUTURE OF SPORT & RECREATION WHAT IT MEANS TO YOU

Some powerful trends—from technology to demographics—are redefining careers in sport & recreation. **Jobs from a decade ago no longer exist or have evolved beyond recognition.**

It's essential you consider the sport & recreation professional of tomorrow as carefully as the professional of today.

We won't pretend to predict how sport & recreation careers will change over the next decade. That's not realistic. What you can do now is **go in with your eyes wide open** to the prevailing trends that'll influence sport & recreation and reflect on how these could affect your mission.

Consider the list of the following trends as a **starting point** for what you can never stop thinking about as you define and live your 10-Year Professional Mission.



Trend 1: Obesity Epidemic

Over 60% of Canadians are classified as overweight or obese.⁵ Increasing levels of heart disease, diabetes, blood clots, cancers and other weight-related health problems are putting enormous strain on an already fragile healthcare system.

What it Means to YOU

Exploring career opportunities that target the root causes of obesity—inactivity and diet—will be of increasing value and demand. For leaders, a career in sport & recreation will become recognized and valued as a career in healthcare prevention and tackling one of Canada's greatest challenges.

Trend 2: The Baby Boomers Retire

For the first time in Canadian history, there are more seniors than children. In fact, people over the age of 100 are the fastest-growing demographic group in Canada.⁶ The Baby Boom generation drove macro sport & recreation trends from the 1950s until today, and they'll continue to do so as they become centenarians.

What it Means to YOU

An obvious impact of an aging population is the impact on public revenues through a declining tax base as baby boomers retire. Simultaneously, this demographic shift will create increasing pressure for public investment to support an aging population. Sport &

recreation careers will be recognized as valued careers in healthcare prevention. Career opportunities will emerge for those who specialize in innovatively evolving sport & recreation activity and infrastructure as a critical component for enhancing and extending the quality of life for our aging population.

Trend 3: Generation Z Driving Innovation

Generation Z are those who were born between 2000 and today; 81% of them were active in sports as children.⁷ This generation has grown up immersed in technological advancements from social media to mobile technology and that plays a huge role in their identities. Technology has triggered a hyper-social generation with unique values and demands. For many, they follow the star player, not a team, and want to feel connected to those people. This connection may be through social media, fantasy sports or real-time content off the field. Most won't sit for three hours to watch a game, but want bite-sized content they control on their terms.



What it Means to YOU

Technology is a theme that transcends many trends in sport & recreation, driven by the expectations of Generation Z. This is critical, as sport & recreation organizations and their corporate partners will seek innovative ways—from social media to eSports to biomedical data collection to augmented/virtual reality (AVR)—to engage Generation Z.

Trend 4: Social + Gamification

Whether as a participant or a spectator, sport & recreation has always had a social motivation component—that is, our need to interact with other people. However, technology will redefine the nature of social engagement. People are already doing this when they post social media updates with a GPS map of their latest run, share live video from a game or share their fantasy sports results. Technology will enhance the gamification component of this social interaction and shift even the most passive spectator to active participant through real-time fantasy sports. Similarly, technology will continue to evolve as a critical tool to transform once solitary activities—such as weight loss—to a social and gamified activity.

What it Means to YOU

Careers in sport & recreation will be defined by those who are able to move past stereotypes about gaming and innovatively embrace technology as a tool to increase active living and build communities. This will require a deep understanding of human psychology

and sociology to anticipate how technology can be harnessed to build engaged communities of fans and active participants.

Trend 5: Self-Directed Sport & Recreation

Studies show people find time one of the greatest challenges to organized participation in sport & recreation.⁸ The result may be a continued decline in traditional organized sport & recreation participation, or at the very least, adaptations to it. Traditional sport may also be displaced by more flexible self-directed activities like from running, hiking, skateboarding and 24-hour fitness centres—all to try and counter the time challenge.

What it Means to YOU

The declining participation in organized programming may create opportunities for those who can reframe traditional sport & recreation. This may include the opportunity for those who can innovatively repurpose existing sport & recreation infrastructure and/or restructure programming to meet the increasing demand for more control and autonomy.

Trend 6: The Challenges and Opportunities of Diversity

Canada's population is increasingly diverse and immigration continues to have an effect on the country's demographics. Other examples of populations that have perhaps been underserved by the sport & recreation industry include First Nations, those with disabilities, and diverse gender identities, among others. Diversity brings different traditions of sport & recreation that creates both opportunities and challenges.⁹ Look further to the challenges from declining participation in organized hockey in Canada and the explosive growth (and opportunities) of recreational soccer.

What it Means to YOU

Walter Gretzky used tell Wayne to go to where the puck will be, not to where it is. Both the challenges and opportunities that increased diversity will bring to sport & recreation can be exciting. Recognize where the puck is going next.

Create Your Own Opportunities to Learn

When Clint started university, he wanted to learn in and out of the classroom; not just from a textbook, but from experience. In his first year, he got a job as games coordinator and trainer at a local sport and social club. He used his management and organization skills to juggle education, work and his personal life. He learned to manage different sports and understand the contexts for each. It was a good way to get a breadth of experience, but he wanted more.

For a work term, Clint worked as a pro shop assistant, gaining new experience and knowledge. By the time he graduated, Clint knew where he wanted his professional career to go, but he still wanted to challenge his comfort zone by working in new areas. He saw himself as a programs manager, and didn't want to brand himself with a single organization or sport, so he took on a position at with a local soccer organization as coordinator for tournaments and festivals. He used his refined organization skills to succeed at both roles concurrently.

Today, Clint continues to challenge himself to broaden his skills and experience by constantly evaluating what he's capable of.

Clint's Tip: Challenge yourself in and out of the classroom. Put yourself out there and you will accomplish more than you thought you were capable of. The easy way is never the best way.

Trend 7: Analytics and Decision-Making

In the past decade, data analytics redefined how sport & recreation professionals make evidence-based decisions on and off the field. Data analytics includes areas ranging from advanced sport performance metrics to advanced marketing statistical analysis. Analytics are being enabled by the saturation of internet- and GPS-enabled mobile devices and sensor technology that all support real-time data collection on individual athletes, participants and fans. This trend will explode over the next decade as the volume, velocity and variety of data grow in influencing critical decision-making in sport & recreation.

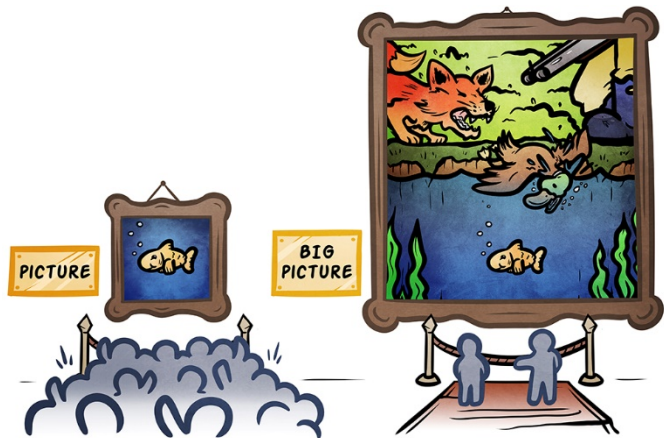
What it Means to YOU

If baseball executive Billy Bean taught us anything, the future of sport & recreation will be defined by those who can leverage analytics to make more informed and evidence-based decisions.¹⁰ Evidence-based decisions mitigate risk and enhance the probability of success. The days of relying exclusively on gut instinct and intuition are over. Obviously, not everyone can be a data scientist, but as a sport & recreation professional—like a coach, facility manager, or marketer—you'll be required to understand the opportunities that emerging technologies offer to enhance decision-making. Being technologically complacent isn't an option in the hyper-competitive world of sport & recreation.

Trend 8: Immersive Visual Computing

A decade ago when the first Nintendo Wii was introduced, the world had a glimpse of the potential of immersive computing. Computing is no longer a passive activity, rather it is evolving with the potential to be active. The next decade will see explosive growth in immersive visual computing, such as virtual and augmented

reality (AR/VR), which will be the technological game changer for sport & recreation. By 2020, immersive visual computing is forecast to be a \$150-billion market with sport being one of the near-term beneficiaries.¹¹ Today, 70% of the top VR apps use video. Sports such as boxing and mixed martial arts are anticipated to be the most appealing in the near-term for VR. In addition, professional eSports, led by the NBA, will start to blur the boundaries between sport and computing.¹²



What it Means to YOU

Immersive visual computing will blur (or eliminate) the boundaries of what is sport & recreation and what is technology. This is a field of explosive growth and will require people with the knowledge and skills to live in both these worlds. You won't need to be a

programmer, but you'll be required to understand the constraints and opportunities that evolving technologies create.

Trend 9: Content (and Control) Wins

The era of the 30-second TV spot is over. The expansion and fragmentation of digital media channels from websites to podcasts to YouTube and Snapchat has amplified the role of content in sport & recreation. This trend will continue to grow exponentially over the next decade with the advent of new technologies and changing consumer media consumption patterns. Those who can efficiently harness short-form content to engage sport & recreation fans and participants will be the winner.

What it Means to YOU

Content comes in endless mediums. This will dramatically expand opportunities for people skilled in the production and curation of content. This may range from copy and script writing to bloggers to videogame designers to videography.

Trend 10: Technology Driving Performance

Over the next decade, there will be significant technological advancements in neuro-coaching and machine medicine. This includes non-invasive brain stimulation to accelerate muscle memory and precision, using brain scanning technology to manage cognition and emotion, supplements to accelerate reaction time, immersive visual computing training, RFID tags to track performance, implantable sensors to monitor blood and technology to help people sleep better.

What it Means to YOU

Both competitive and recreational sport health and performance will incorporate increased technological complexity. From the Apple Watch to Fitbit to Under Armour smart shoes, technology to support performance will explode. This explosion means opportunities for non-traditional thinkers who are skilled at adapting and simplifying technology for mass consumption.

Does Sex Matter?



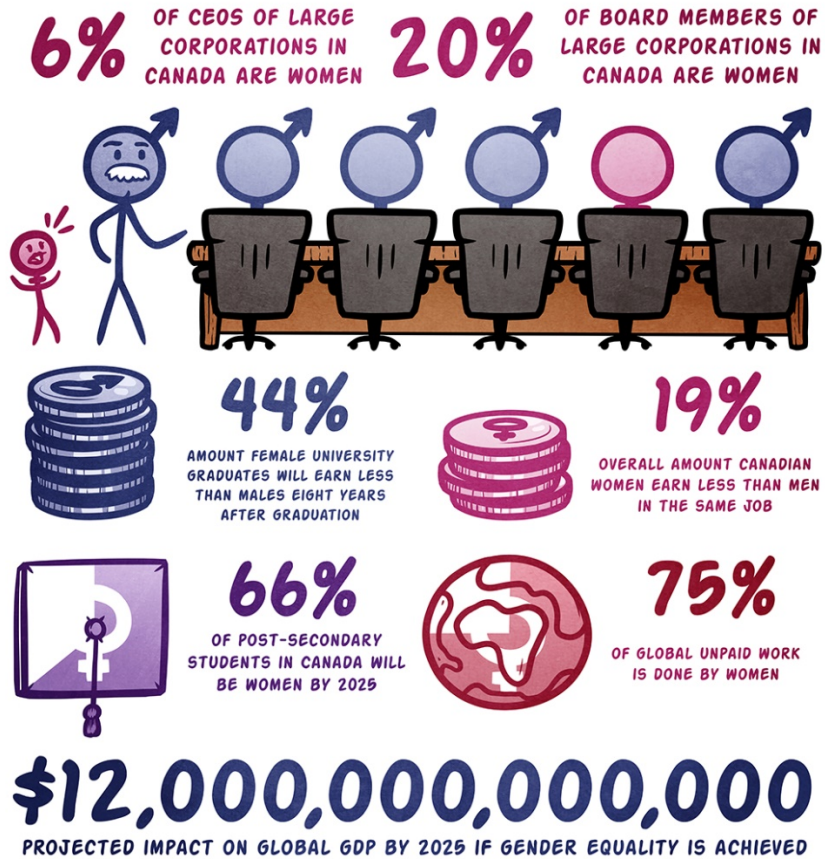
Though it's not a "trend," an important issue to consider when it comes to your career is sex. And by sex, we really mean gender here. The basic difference between the terms "sex" and "gender" is that **sex refers to biology**, while **gender refers to cultural and social perceptions of** (and biases toward) appropriate roles for different genders. There's a load of really complex research suggesting society plays a massive role in designing you based on their view of your gender.¹³ This research also suggests the brains of men and women are wired differently. Studies also show that we still treat men and women differently.

The guidance in *Sport & Recreation YOU* is applicable, regardless of your gender identity. As you launch your professional life, however, there are **gender realities in the workplace worth understanding** and incorporating into your thinking.

For example, research shows the value of building diverse teams; companies with gender balance on their boards and executive teams perform better than those without it.¹⁴ Yet,

women remain drastically underrepresented in the senior ranks in many fields and equal pay for equal work remains elusive. Research also shows that females are far less active in sport & recreation while growing up compared to boys. This is a contributing factor, when considering the role of gender in sports & recreation careers.¹⁵ Similarly, many employment fields remain so-called “pink ghettos,” where women are overrepresented, there’s little room for advancement and pay is often poor.¹⁶ **The reasons behind this difficult reality are multifaceted.** They include women’s career choices, career disruptions (e.g. taking time off to raise children), stereotypes, discrimination and many other factors.¹⁷ **There’s no “quick fix.”**

SEX STILL MATTERS!



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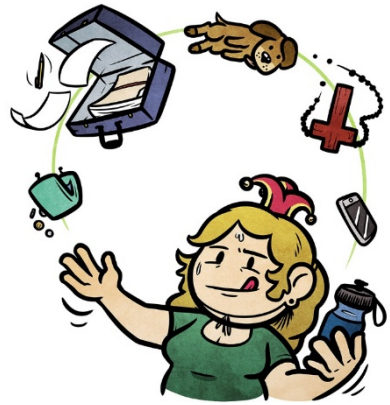
Society has not yet achieved true equality. This includes not only gender, but also areas such as sexual orientation, race, ethnicity or religious beliefs. Keep this all in mind when you’re designing you.

For most of us, unconsciously or otherwise, our expectations of men and women are different. Sheryl Sandberg, the chief operating officer of Facebook, wrote a bestselling book called *Lean In*, in which she discusses how we all have **powerful unconscious biases about gender roles and gender behaviour**.¹⁹ Think about it: The same behaviour that's viewed as strong, positive leadership from a man is often seen as negative and overbearing when it comes from a woman. For instance, more than 60,000 women and men were asked whether they preferred male or female managers. While slightly over half of respondents reported having no preference, the rest preferred male over female managers by a 2:1 ratio. Justifications for this preference tended to focus on negative stereotypes about female behaviour, such as women being too “emotional,” “moody,” “catty” or “dramatic.”²⁰

It's human nature to notice other people's biases, while being blind to our own. Regardless of your gender identity, when you find yourself judging a woman for behaving aggressively, ask yourself whether you would be as critical of a man acting the same way. Also consider how prepared you are to challenge gender bias when you observe it happening around you. **Gender bias is deeply seated, so we all need to be self-critical to weed it out.**²¹

We can be hampered if we think of “men's jobs” and “women's jobs.” In *Sport & Recreation YOU*, you'll research potential jobs and conduct informational interviews to explore what sort of opportunities might be out there for a person of your skillset and interests. This process provides a prime opportunity to push beyond any (often unconscious) gender biases you may have about your future professional life. The great thing about conducting informational interviews is you're exploring possibilities, which should include possible jobs that you might not consider at first because of your gender. **Don't rule out any role simply because it seems stereotypically more suited to another gender.**

Be sure to talk with people in non-traditional gender roles. Is their field of work improving for the underrepresented gender? Or are there still deeply entrenched barriers that are difficult to overcome? As part of this process, consider your own willingness to be in the minority in your field. Does the thought of being a trailblazer appeal to you?



With some research, you should be able to determine whether the role in question is an opportunity to improve diversity and foster equal opportunities. For example, when investigating a particular industry or company, research their current leadership teams. If there is some degree of diversity, that's a promising sign for prospective women and minority candidates. If it's entirely white men, look into whether the organization is doing anything to encourage diversity. You may also want to check into the organization's work/life policies. Does the organization subsidize daycare? Top up maternity/parental leave

benefits? Pay for fitness club memberships? In a competitive market for talent, you want to define a mission and join an organization that recognizes people as its most important asset.

Finally, **your 10-year Professional Mission might include a consideration about starting a family.** Since the biological reality remains that females are the ones with the potential to give birth, “starting a family” means quite a different thing depending on your sex (unless you are adopting a child).

Having children is a particularly difficult thing to plan years in advance. In fact, even after a woman is pregnant, it’s impossible to predict exactly when her maternity leave will start. **The more realistic approach is to expect to update your Mission Map down the road when you are ready to start a family.** Or as Sheryl Sandberg puts it, don’t “lean out” of your career until you’re actually pregnant. You might miss wonderful opportunities if you put too much focus on a possible future pregnancy that may or may not happen as planned.²²

Never Stop Asking Questions

Every great sport & recreation professional knows research—competitive intelligence and intentional curiosity—is core to identifying opportunities and threats. Consider these nine macro-level trends as a start and rigorously continue to evaluate other trends, both inside and outside of sport & recreation.

Look at this type of market intelligence gathering as a daily task. **Follow lots of industry leaders on social media channels or blogs.** Find out what they’re thinking about and the questions they’re asking; remember to keep asking yourself the implications that emerging trends have on your life as a sport & recreation professional.



DEFINING YOUR PROFESSIONAL MISSION

When you know your destination, you can use it to support your decision-making enroute. To define your professional mission, you'll consider your current and future experience, knowledge and skills, all of which create your unique value as a professional sport & recreation professional.

First, make sure you've answered the questions from the start of *Sport & Recreation YOU*:

1. What **functional sport & recreation management job** do I want to do?
2. What **industry** do I want to work in?
3. What **type of organization** do I want to be part of?



In your journal, consider these questions once again. Have your answers changed? Why? Why not?

You'll need to tap into that **intentional curiosity we talked about earlier**. **Great research starts with asking great questions**. Below are some **thought-starter questions** you may want to consider as you start exploring your professional mission:

1. What are the different types of careers in sport & recreation?
2. How is the field of sport & recreation changing? What's driving this change?
3. What parts of sport & recreation are growing the fastest?
4. What type of education do I need to be successful in different sport & recreation management jobs?
5. What are the most important knowledge and skills for sport & recreation jobs in each career cluster?
6. What's the starting salary for sport & recreation management jobs?
7. Do people stay in sport & recreation for their entire careers?
8. What are the common entry-level positions in sport & recreation?
9. How does the locale impact careers in sport & recreation?
10. What international opportunities may exist in sport & recreation?

Answering these big questions can't be rushed, so go slow and expect this part to take weeks or months to complete. Don't forget that predicting the future is hard and few of us get it right, so when doing your research, use **the principle of triangulation**: If you see or hear something from three credible sources then there's a very good chance you should pay attention and add it to your Mission Map.

Step 1: Conduct Secondary Research

Your secondary research, sources will include:

- government reports (e.g. employment studies, census data)
- annual reports of companies, periodicals (e.g. newspapers)
- other media (e.g. podcasts)
- scholarly journals
- commercial information (e.g. North American Society for Sport Management)
- credible online publications (e.g. Scientific American, Fast Company).

This research will uncover industries, educational programs, people, books, websites, podcasts, companies and jobs in sport & recreation you've never heard of.



Replicate the following table in your journal and use it to track your research. Keep notes on the sources of your information and the nuggets you find. The invaluable part about existing information is that it can trigger questions. Jot down these questions for your informational interviews later on.



As a starting point to answering these questions, we suggest you follow the detailed research process in Step 4 of *Designing YOU*. Below is a condensed version of this process. Here's a sample table to see how you can identify opportunities:

Potential Opportunities	My Questions
Recreation Program Manager	<ul style="list-style-type: none">○ How much can I get paid?○ What type of education and experience do I need?○ Do I need to move?
Sponsorship Manager	<ul style="list-style-type: none">○ What type of education is required?○ Are there internships available?○ Where are these jobs?

Step 2: Analyze Sport & Recreation Job Postings

Job postings are easy to find online and are invaluable for identifying emerging opportunities and trends in the areas that you love. They can also expose you to the types of jobs that exist in your areas and companies of interests. Also:

1. It's simple to collect a large and diverse sample. Review a **minimum of 25 job postings** in a specific area you love to ensure an effective comparison.
2. Many job postings are archived and are accessible via www.archive.org/web, so you can assess trends over time.
3. The extra work you put in to summarize the job postings can help you identify trends and themes that may not be obvious to others.

When you're summarizing job postings, it's helpful to collect information on several major areas of employment that you're interested in. Use a spreadsheet program such as Microsoft Excel or Google Sheets to track the answers to the following questions:

Company Details

1. Industry
2. Size of organization (e.g. number of employees)
3. Location (the location may reflect culture, language and compensation)

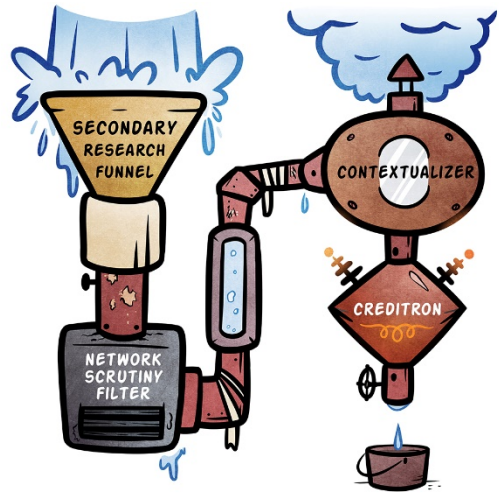
Job Details

1. Title
2. Level of position (titles can be misleading)
3. Responsibilities (e.g. does it mention what they'll be doing?)

Qualifications

1. Education (do they specify a major?)
2. Professional experience (years and type of experience)
3. Professional credentials (does it mention specific credentials are required?)
4. Industry engagement (does it mention if active involvement in a professional association is important?)
5. Personal attributes (does it mention the importance of any specific interpersonal or communication skills?)
6. Are each of the qualifications "required" or "preferred"?

Below is a sample of a summary table of job postings related to the job of a marketing and sales manager.



Professional Mission	Major Themes	So What?
Marketing & Sales Manager – NHL Team	<p>75 per cent require a university degree.</p> <p>All jobs ask for previous experience in marketing or sales with the majority asking for a minimum of five years.</p> <p>50% ask for marketing or sales experience in sport. Only 10% specify themes associated with organization type and scope.</p> <p>70% ask for experience in managing a team.</p> <p>60% ask for experience using customer relationship management (CRM) software.</p>	<p>I must complete my university degree, but the specific major or minor appears to be a secondary consideration.</p> <p>I need to break into sales while in school to build evidence of expertise.</p> <p>I should get diverse sales expertise in different industry contexts and target to narrow this expertise down within five years.</p> <p>I need to learn CRM! I'll look for online CRM training.</p> <p>It remains unclear how a sales manager role will evolve over the next decade.</p>

Step 3: Networking and Talking to Real Sport & Recreation Professionals

The next step is to immerse yourself in the industry by meeting and interviewing real sport & recreation professionals. These people can tell you what the next ten years of sport & recreation may look like. It's important that you do the work in Steps 1 and 2 first so that you go to your interviews armed with enough information to get a deeper level of knowledge.



In Step 4 of *Designing YOU* we walk through a detailed process on how to network, book interviews, and get the most value out of these meetings. Each interview will raise new themes or questions that you'll want to explore and test in future interviews.



One useful approach to determine what you're trying to learn from these interviews is to notice the assumptions you're making about the field, industry or job, and then use the interviews to test these assumptions. For example, your earlier work may have uncovered design as a possible career path. To dig deeper into design, you would list a set of assumptions and how you might validate them. For example:

My Assumption	How I Can Test This
To be in sport marketing analytics, I need to be minor in statistics.	Search past job postings to look for qualifications. Interview sport marketers about the skills they use every day.
The best way to break into civic recreation is by starting out as a volunteer.	Search past job postings in civic recreation to understand qualifications. Interview a broad range of civic recreation staff to explore their pathway.

How do I book an interview?

The first rule of an informational interview is respect. **Every person you want to interview is doing you a favour.** Most of these interviews won't exceed 30 minutes, so they need to be laser-focused. Consider the following:

1. **Connect through a mutual contact.** For example, "Hamid Zakari suggested I contact you because of your expertise in..."
2. **Make it personal.** Demonstrate you know something about them through your digging. For example, "I see you also studied accounting at the University of..."
3. **Be persistent and keep asking.** As you're the lowest priority in their inbox, you'll likely have to send a couple of reminders. Be polite and persistent and if they say no, ask them for anyone else that they could suggest. This'll ensure you'll have a return on your effort.
4. **Make it easy for them.** Offer to work to their schedule and meet them at their office or anywhere they'd like to meet. This interview is for you—not them. Don't be surprised if the interview is a month or more out. Professionals are busy people.

What should you ask?

In addition to the questions above, below are some more thought starter questions to consider asking during your interviews (there is an expanded list in the appendix of *Designing YOU*):

1. What does your current job entail? What does a typical day look like?
2. What kind of decisions or issues are you often faced with in your job?
3. What type of training or education prepared you for your current job?
4. What's the best part of your current job?
5. What's your least favourite part of your current job?
6. What courses at school best prepared you for your career in sport & recreation?
7. If you could go back to school and start all over again, would you do anything differently?

8. Did you do a co-op or internship in college/university? Would you recommend this? Why?
9. Are there specific extracurricular activities that might help me prepare for a career in sport & recreation?
10. What jobs and experiences have led you to your present position?
11. When you reflect on your career so far, what would you do more of? What would you do less of?
12. When you look at people who have succeeded in sport & recreation, what characteristics do they tend to have?
13. What would you suggest is the most important thing someone entering sport & recreation should know?
14. If you were going to do it all over, would you become a sport & recreation professional again?
15. What do you wish you'd known before you became a sport & recreation professional?

Always Look for Ways to Grow

Sean knew university alone couldn't prepare him for his future, so he started coaching little league baseball to develop his communication and leadership skills. After graduation, he got a position at a premiere private club as a marketing assistant. He used that experience to earn a role as event assistant for a non-profit sports event company, and was soon promoted.

Sean built on his experience and earned a management role back at the private club. After five years in that role and two years as a supervisor, Sean realized there was no more room for him to grow there. He took a huge leap on a position as operations manager at a newly founded elite training and athletic performance centre. The role allowed him flexible hours, so he pursued his Master's degree in sports management. Sean continues in his role as operations manager, where he looks for every possible chance to improve himself.

Sean's Tip: Don't expect a repetitive, eight-hour workday to help you grow. It may pay the bills, but you should always be looking for ways to learn and develop in and out of the workplace. Don't fall into the same routine!

Consider this only a start

Ideally, this interview is not simply a one-off. A core objective of this process is for you to **build your professional network** and identify mentoring candidates. Following the interview, ensure you send a note thanking the interviewee for their time. Personalizing the note by identifying some key themes they highlighted shows you were paying attention and reinforces the value of the time they spent with you. In your note, ask if they'd be open to keeping in touch so you can reach out with any additional questions.

Step 4: Defining your Professional Mission

Once you've completed your informational interviews, you should be closer to defining your professional mission. There are three stages to defining your mission:

What's Your "What"?

For the first stages, let's go back to the original three questions we asked.

1. **What** functional sport & recreation job do I want to do?

2. **What** industry do I want to work in?
3. **What** type of organization do I want to be part of?



Your research should have inspired you to be able to **answer at least two of these three questions**. In addition, you should have a sense of priority. Replicate the table below in your journal.

Here is the challenge—you need to project yourself 10 years into the future. These aren’t just questions for next week or next year... but a 10-year target.

The 10-Year “What”	Your Mission	Priority
I want to be a...		
I want to work in....		
I want to be part of...		

Here’s a sample.

The 10-Year “What”	Your Mission	Priority
I want to be a...	Director of Business Analytics	1
I want to work in....	Professional Sports	2
I want to be part of...	An NHL Club	3

What’s Your “Why”?

The limitation with the above exercise is that it tells us what you want to be, but not **why anyone would want to hire you** compared to other candidates. Therefore, the next step requires you to articulate “why you?” compared to others. This will allow you to create your unique value proposition—in other words, what makes you the best choice for the job.

Remember, you're **projecting 10 years into the future** here. To do this, complete the table below:

Your Professional Mission	
For...	Who's your target industry or company?
That...	What's their specific need that isn't being met?
I am...	What's your functional sport & recreation job?
Who...	What's your specific skill or knowledge that'll satisfy their need?
Unlike...	Who are your competitors who are also trying to satisfy this need?
I...	What unique skills and experience do you have that'll differentiate you from all the other employees?

Here's a sample of how these questions might be answered.

Your Professional Mission	
For...	An NHL franchise.
That...	Needs to leverage both data and dynamic content.
I am...	A curator of innovative and targeted content.
Who...	Is both a data scientist and an artist.
Unlike...	Those who are either data analysts <i>or</i> creative specialists.
I...	Am a seasoned professional in data analytics with a degree in fine arts.

In answering these questions, consider the things you love to do and what you're good at combined with real opportunities in the marketplace for you to make a living. If all those elements are there, you've just defined your professional mission! If you have trouble answering these questions, it probably means that you'll have to go interview more people or find some additional information. Be honest with yourself.

What if I get stuck?

Remember, getting to the point where you can articulate your professional mission is hard but important. **Don't be in a rush to move on and don't be frustrated if you conclude you don't have any unique value yet.** At the start of this process, this is understandable.

A key goal of this process is to identify the knowledge and skills that'll make you unique and valuable in the future. The difference between the you of today and the you of tomorrow is the gap that forms the foundation to your Mission Map.

Articulating your 10-Year Professional Mission Statement

Now, you'll condense your answers to these six questions into a concise **10-Year Professional Mission Statement. Keep it under 100 words.** Your mission statement offers a simple description of the future you. Having this mission statement allows you to check if you're spending your precious limited resources (time and money) on a meaningful purpose.

Here's the trick to an effective mission statement: It can't be constrained by history, the status quo, your comfort zone or your current identity. Your 10-Year Professional Mission Statement is about defining your professional identity; it will be a big part of your personal identity.

At this stage, you don't have to fully understand how to achieve your mission, but you should be able to see some of the major milestones along the way. Below is an example:

"In 10 years, I will be a director of sales for a major sports & recreation manufacturer. I will be an expert in branding, market segmentation and emerging industry trends. I will be a sought-after public speaker and a mentor for emerging talent in sport marketing."

Defining your 10-Year Professional Mission is hard and it's a house of cards. When it all comes together it feels great, but sometimes the littlest unexpected thing (good or bad) can disrupt it all.



For this reason, we encourage you to **map out at least three** 10-Year Professional Missions based on **three distinct "what if" scenarios** using the table below. When you're considering the possibilities for your "what ifs," be aspirational. For example, "what if" in one of your scenarios you stay in the city you grew up in, but in another scenario, you move to New York? What if in another scenario, you decided to stay in amateur sport for the next decade? But in another scenario, you decided to go to professional sport? The system-wide implications of one "what if" may be massive or small, but through "what if" planning you can start to understand life's trade-offs. (We are only considering the professional mission "what ifs" here. In *Designing YOU* we challenge you to think about all the other potential "what ifs" that could influence your future, such as relationships.)

The goal of reflecting on these "what ifs" isn't intending to paralyze you, but to inspire you. Instead of being crushed when circumstances get in the way of achieving your chosen professional mission, you'll know that it was only one of many possible scenarios.

"What If" Scenario A: _____	"What If" Scenario B: _____	"What If" Scenario C: _____



As part of the “what if” reflection, engage your mentors for input. Refer to Step 3 of *Designing YOU* if you don’t have a mentor yet.

Don’t Forget About Everything Else

If you’ve come this far, you have a pretty good sense of what your professional mission looks like. Maybe you aspire to be the General Manager of an MLS team or the Director of Global Partnerships at the International Olympic Committee. Your professional mission should be audacious. Your ambitiousness should highlight the gaps between the you of today and the you envisioned in your 10-Year Professional Mission.

However, there’s one problem. You’re more than just a paycheck; you have relationships and other passions that extend beyond a career. This is **everything else in our life that is important and only you know what those things are.**

Over your lifetime, you and the world around you will continuously change. This re-iteration process is common. It’s a sign of a great sport & recreation professional; a professional who doesn’t fall in love with a single idea, but rather one who is prepared to change and adapt when the evidence tells them it’s time.



At this stage, we recommend you head to Step 5 of *Designing YOU* and test your professional mission relative to **everything else** in your life.

Be Curious and Explore

Right out of high school Ryan had an opportunity to move to Arizona to play collegiate baseball, but after a year he decided it wasn’t for him. He returned home and rather than continue university right away, he became an apprentice plumber.

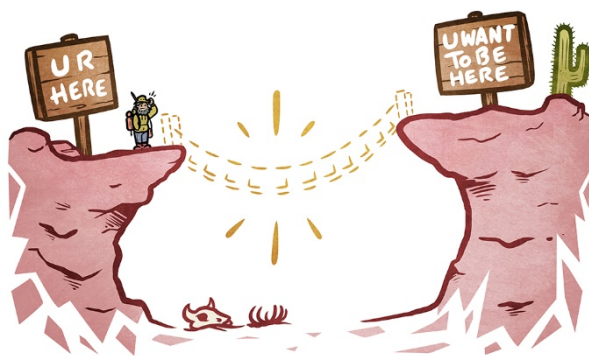
Eventually, university and baseball called again. He began to study sport and recreation management and resuming his career as a collegiate athlete and coaching community baseball. Ryan soon realized that his hands-on experience as an entrepreneur and a coach was a foundation for operations management.

Today, Ryan is the operations manager for a collegiate summer baseball team and a provincial team baseball coach.

Ryan’s Tip: Take time to have different experiences, and to figure out what you enjoy and what motivates you in life. Travel or complete a semester abroad, and you will find that success comes easier later in life.

GETTING FROM HERE TO THERE

Your 10-year mission is aspirational and ambitious. It's a little scary, but it's supposed to be. The ambitiousness in your 10-year mission highlights gaps between the you of today and you in ten years. If your mission is the destination, then the gap is the journey—it is the actions required to reach your destination.



The map to get you from here to there involves a series of complex and interdependent activities. In this section, you'll build the Mission Map to get you to your 10-Year Professional Mission.

Link Your Professional Mission to Knowledge and Skills

To create your Mission Map, you'll first need to understand the critical skills core to your 10-Year Professional Mission. Then we'll address the gap between here and there.

First, recall the six career clusters we introduced earlier: sales & marketing, event management, organization management, facilities management, program planning and bridge building. At the highest level, any jobs that fall under a specific career cluster require a **common set of marketing & sales, knowledge and skills**. You probably saw this trend in the research you did earlier when certain knowledge areas or skills such kept appearing over and over. This is because certain knowledge areas and skills are critical to specific career clusters. So, if you want a career in the “creation” cluster, there are minimum skills you'll need to develop. **On the next page, we break down the critical knowledge and skills required by the six career clusters.**

Refer to our four-level ranking system from “not required” to “expert” and rank the knowledge and skills relevant to your 10-Year Professional Mission. By the time you're ten years into your career, you'll need to be at least “great at” (and often an “expert” in) each of these areas.



Job-Specific Knowledge and Skills by Career Cluster



Marketing & Sales Careers

Potential jobs
Marketing manager
Sales manager
Ticketing manager
Sponsorship manager

Job-Specific Skills

- Market analysis
- Segmentation
- Consumer insights
- Pricing
- Branding & positioning
- Content marketing & curation
- Revenue generation
- Marketing communication
- Public relations
- Promotions & sponsorship
- Event & experiential marketing
- Sales & distribution management
- Financial management
- Contextual knowledge



Event Planning Careers

Potential jobs
Event planner
Project manager
Tournament planner
Media relations

Job-Specific Skills

- Project management
- Financial management
- Stakeholder management
- Scheduling
- Operations management
- Market analysis
- Segmentation
- Consumer insights
- Pricing
- Branding & positioning
- Revenue generation
- Marketing communication
- Promotions & sponsorship
- Event & experiential marketing
- Sales & distribution management
- Contextual knowledge



Organization Management Careers

Potential jobs
General manager
Recreation manager
Sport administration

Job-Specific Skills

- Financial management
- Human resource management
- Stakeholder management
- Scheduling
- Market analysis
- Consumer insights
- Branding & positioning
- Revenue generation
- Marketing communication
- Sales & distribution management
- Contextual knowledge




Facility Management Careers

Potential jobs
Operations manager
Food & beverage manager
Purchasing manager
Finance manager

Job-Specific Skills

- Operations management
- Financial management
- Human resource management
- Stakeholder management
- Market analysis
- Branding & positioning
- Revenue generation
- Marketing communication
- Sales & distribution management
- Contextual knowledge




Program Management Careers

Potential jobs
 Program manager
 Outdoor recreation guide/
 instructor
 Program director

Job-Specific Skills

- Contextual knowledge
- Human resource management
- Scheduling expertise
- Program development and planning
 - Program objectives
 - Promotion
 - Organization
 - Trends
- Market analysis
- Consumer insights
- Revenue generation
- Program specific certification



Bridge Builder Careers

Potential jobs
 Lawyer
 Health & Wellness manager
 Athlete development
 Professor
 Physical education program
 director

Job-Specific Skills

- Contextual knowledge
- Job-specific training and certification (e.g. law degree)
- Graduate education
- Professional development and certification (e.g. coaching certificate)
- Experience



The next step in developing your Mission Map is a **professional gap analysis** so we can plot your journey. **Complete the Mission Map Table 1 below**, which considers the following four questions:

1. What are the specific priority knowledge and skills (both sport & recreation and transferable) required to achieve your 10-year mission?
2. What is your evidence these priorities are important (e.g. interviews, research)?
3. What is the required level you'll need to achieve in 10 years?
4. What is your best guess of your level today?

The third and fourth columns represent your professional gap. **There should be A LOT of gaps. Your Mission Map will allow you to close these gaps over time.**

Mission Map Table 1 – Mission Map Gap Analysis

Specific Knowledge & Skills	Evidence this is Important	Required Level in 10-Years	My Level Today
Financial management	7 of 10 interviews. 70% of job postings.	Expert	None

Be sure to share your results with your mentors.

Bridging the Gap

For most twenty-somethings, ten years may as well be 100 years. As a result, a lot of people get frozen by the daunting task of looking ahead ten years. One of the biggest barriers to moving forward is the question:

What is the first *real job* I should get after graduation?

There's a problem with this question. "Real life" doesn't begin after graduation. It's happening right now.

The development of your foundational knowledge and skills is happening in the context of five professional types of **building blocks experiences**:

1. Education & learning
2. Employment experiences
3. Volunteer experiences
4. Contextual experiences
5. Relationships

The knowledge and skills you defined as critical to your 10-Year Professional Mission can't all be learned by accident. Rather, they need to **be the outcome of an intentional development process**. In other words, the expertise you'll possess in ten years, whether it be leading a sales team or being a sought-after designer, won't be a fluke.

PROFESSIONAL YOU BUILDING BLOCKS



Let's review each of these experiential building blocks. In your journal, consider the sample questions based on the current you and the you 10 years into your career.



Education and learning refers to traditional forms of education (like university or college) and other forms of lifelong learning ranging from professional development courses to awesome podcasts and books.

Questions to explore:

1. What should I major and minor in?
2. What specific courses should I take?

3. Do I need to go to graduate school?
4. What certifications will I need?
5. What podcasts should I listen to?
6. What books should I read?



Employment experience means every job you'll ever have—full-time and part-time alike—that contributes to

your skill development (even beyond sport & recreation). While in school, this could include co-op terms, internships, and part-time and summer employment.

Questions to explore:

1. What type of internships or co-op positions should I take while in school?
2. What could be my first job in sport & recreation when I graduate?
3. What are the benefits of working for a sport & recreation agency compared to working for a company?
4. How can I get employment experience so I can become knowledgeable across all six career clusters?
5. How much time should I spend in various jobs?



Community experience includes all those volunteer and extracurricular activities that

contribute to your knowledge and skill development. This might include involvement in clubs, teams or community organizations.

Questions to explore:

1. How can volunteer roles support the development of my key knowledge and skills?

You Only have One Chance to Make a First Impression

Blake's practicum job at an elite training centre for Olympic and Paralympic athletes gave him something school alone could not: context. As a special projects coordinator, he began to understand the structure and organization of sports and recreation organizations. He knew he could use this knowledge to better position himself in the eyes of hiring managers.

After graduation, Blake worked at a public recreation centre as a sport and wellness programmer. He oversaw, designed and executed all adult sport programs, and all skating-related systems. He assisted with the planning of budget and program guides, and began to learn the specifics of skating-based recreation.

By the time he interviewed for a position with a major junior hockey club, Blake was easily capable of proving his knowledge in the specific field of hockey marketing and coordination. He leveraged his value over his competition for the job and was promptly hired thanks in part to his memorable interview.

He was quick to gather more information about the landscape of hockey marketing and coordination, as well as the environment of the city's professional hockey. Now, Blake is the community relations manager for an NHL club, handling community public relations while working directly with the players in developing programs that benefit the organization's foundation and compliment the athletes' charitable interests.

Blake's Tip: Prepare for every job interview. Know the organization's context and be prepared to ask questions. Show them how insightful you are and do whatever you can to stand out. Don't just say, "I'm a hard worker;" prove it through preparation.

2. How can volunteering support my networking?
3. What types of organizations align with my values?
4. Do I want to assume a leadership position in an organization?



Contextual experience includes international experiences, industry experiences, organization type and scope, and travelling experiences.

Sport & Recreation experiences: Being actively involved in sport & recreation as a player, participant or manager.

Questions to explore:

1. How can active participation in a sport or recreation activity contribute to my knowledge and skills?
2. Should I stay involved in various sport & recreation activities or should I start to specialize based on my mission?
3. How is parasport different?

International experiences: Paid or unpaid international work experience.

Questions to explore:

1. What are the benefits to doing a semester abroad?
2. How can working internationally contribute to my knowledge and skills?
3. How is working internationally in sport & recreation different than international sport & recreation?

Industry experiences: Specific industry sector experiences throughout your career.

Questions to explore:

1. How could my choice of industry sector change my job as a sport & recreation professional?
2. Should I work agency side, client side or both?
3. Should I get experience in both product and service sport & recreation?
4. I'm not very technical; does this mean I'm at a disadvantage if I want to be a technology sport & recreation professional?

Organization type and scope: The type of an organization can have a significant impact on the scope and depth of a role.

Questions to explore:

1. How does working for a small organization (boutique recreation facility) or large organization (multifaceted recreation facility) influence by job?

2. What are the benefits and risks of me building an entire sport & recreation career in a single large company?
3. Should I take a job at a large global multinational organization to meet my goal of working internationally?

Travelling experience: International experience and exposure to diverse cultures can contribute to your personal and professional development.

Questions to explore:

1. How can travelling internationally contribute to my knowledge and skill development?
2. If I take time out of my career to travel, am I risking being passed by people who don't?
3. Can I blend my desire to backpack around the world with a desire to work internationally in sport & recreation?



Relationships captures three major categories—mentors, networking and personal relationships.

Questions to explore:

1. How can mentors help me get ahead?
2. How can my professional network contribute to knowledge and skill development?
3. My professional mission is part of my life—but it's not my whole life. How can I ensure I maintain successful and fulfilling personal relationships while still pursuing my professional mission?

Great Professionals Learn from Every Challenge

Max's idea of the perfect job in sports and recreation was an enjoyable, stress-free role without conflict or negativity. He wasn't willing to settle, so tried a lot of jobs before and during university. He was a media assistant intern for a professional football club, a game day assistant for another football club and a youth basketball instructor.

None of those were the perfect job, so Max knew he needed more experience. He used his football connections to get a one-season communication internship, while also volunteering in sports-related positions as much as possible.

After graduation, he found employment with his alma mater writing game recaps and doing related media work. He spent less than a year in that role, instead trying another football internship in community relations. It was half a year into that position when Max realized that the perfect job he was looking for was nonexistent. Every job had its challenges. He'd been so focused on the negative parts of his employment that he had never considered each position's positive aspects.

Max used his experience and connections to prove his value to a football club and was hired as community relations and communications coordinator.

Max's Tip: The only way a job can be perfect is if you let it be. Don't take all the good moments for granted. Don't let the minor conflicts and stresses blind you from the positive aspects of work life.

Sample Mission Maps

Before you develop your own Mission Map, we'll review 12 sample Mission Maps based on someone who is **10 years into a career**. **These maps are summaries of real people and their real experiences.**

There is never just one single map to get from here to there. **Consider these sample Mission Maps more of a compass than a GPS.** They won't tell you exactly how to get from here to there, but they'll point you in the right direction, tell you where to start and offer example activities along the route.

Below are the 12 Mission Maps included in *Sport & Recreation YOU*.

Marketing & Sales Jobs	Event Planning Jobs
<ul style="list-style-type: none"> ○ Marketing Manager – Provincial Sport Organization ○ Director, Community Relations – Professional Sport ○ Product Manager – Sport & Recreation Manufacturer 	<ul style="list-style-type: none"> ○ Tournament Manager – Major Golf Tournament ○ eSport Tournament Manager
Organization Management Jobs	Facility Management Jobs
<ul style="list-style-type: none"> ○ General Manager – Recreation Centre ○ 	<ul style="list-style-type: none"> ○ Operations Manager – Stadium
Program Management Jobs	Bridge Builder Jobs
<ul style="list-style-type: none"> ○ Outdoor Recreation Guide – Entrepreneur/Self-Employed ○ Parasport Program Coordinator – Civic Recreation ○ 	<ul style="list-style-type: none"> ○ Assistant Athletic Director – University/College ○ Athletic Director/Coach – High School ○ Health & Wellness Manager – Corporate ○ Sport Lawyer

The “10 years into a career” bit is important because **the real people behind these Mission Maps all started in a place like you.** It was their diverse experiences that made them what they became.

The 12 Mission Maps are composed of the following four sections:

Job Title & Sector: Pay attention to the sector or industry.

Job Description: What this person does in their role.

Salary Range: This is the estimated range this position earns (with 10 years' experience) in Canada in 2017 dollars. As you will note, the salary ranges can vary dramatically depending on the not only the functional role, but also by industry and organization type.

Priority Knowledge and Skills: The knowledge and skills (both job-specific and transferable) you'll require to be an “expert at,” in year 10 for this job.

The Tip: Something so important about this person's role we had to tell you about it.

Building Block Experiences: This section is broken down by the five professional building blocks and examines how each contributed to this professional’s knowledge and skill development.



Regardless of your 10-Year Professional Mission, **read and reflect on all the samples below** and take lots of notes in your journal. You may not be interested in being a marketing manager, but you may find it interesting how this person got started in the non-profit sector; you may not aspire to be a director of sales, but you may find it valuable how this person used extracurricular experiences to develop their networking skills.



Marketing Manager – Provincial Sport Organization

SALARY RANGE (2017): \$50,000–80,000²³

My job is to sell my sport. To do this well, I need to know the fundamentals of my sport and translate this into value for a broad range of stakeholders from athletes to sponsors, spectators, sport governing bodies and government. I also need to understand the competitive landscape and invest in opportunities to build my sport’s reputation.

The Tip: Context is everything in sport marketing. Consider starting your career in a marketing agency that has diverse clients invested in sport. This may include sponsors, events or sport organizations.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific</p> <ul style="list-style-type: none"> • Market analysis • Segmentation • Consumer insights • Financial management • Branding & positioning • Content marketing • Revenue generation • Marketing communication • Promotions & sponsorship • Event & experiential marketing • Contextual knowledge of sport 	<p>Core Transferable</p> <p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management) with a minor in marketing • Certificates in web and social media analytics • <i>The Agent: My 40-Year Career Making Deals and Changing the Game</i> by Leigh Steinberg • Industry publications 	<p>My major in sport & recreation gave me the fundamentals of sport and my minor in marketing provided a depth of product, pricing, and promotional expertise. This, combined with training in digital media offers me the foundation to work in an increasingly convergent sports marketing world. I need to learn something new every day.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Retail sales experience while in school • Marketing coordinator for university athletics for a summer. Was offered a full-time position at graduation. • Account coordinator at local sponsorship marketing 	<p>Working in retail teaches you that all marketing is selling. Working in university athletics gave me the experience of doing more with less. This is the world of sport marketing. Working at a sponsorship agency allowed me to understand how to create value for sponsors on their terms.</p>

Community Experiences: <ul style="list-style-type: none"> • Executive of the ski school club • Active in my university’s alumni association as a mentor 	The ski club experience allowed me to gain exposure to marketing and selling and learn what motivates people. As an alumni mentor, I have learned how to work with different people.
Contextual Experiences: <ul style="list-style-type: none"> • Attended marketing conferences and Sport Marketing Council of Canada meetings to be exposed to how brands are solving problems 	It’s important for me to be well-rounded because this role is more of a generalist than a specialist, plus I need to be able to influence others.
Relationships: <ul style="list-style-type: none"> • I have a mentor in my field • I constantly seek out leaders within my sport who can advise and provide me professional insight 	My mentor coached me on the importance of developing effective working relationships with different stakeholders. I needed to learn how to speak their language and translate my activities into things they appreciate.



Director, Community Relations – Professional Sport

SALARY RANGE (2017): \$66,000–\$144,000²⁴

The professional team I work for has a long and deep history in our community. To succeed both on and off the ice, we need the goodwill and the support of our community. My job is to genuinely listen, engage and build the trust of the communities we serve—from players to fans, government and sponsors. If we do, we’ll succeed in building a sustainable and winning organization.

The Tip: In the world of hype of analytics and big salaries, people sometimes forget professional sports is about connecting to real people. So, get out from behind your screen and listen to someone different in your community every day.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific

- High level of emotional intelligence
- Market analysis
- Segmentation
- Event & experiential marketing
- Marketing communication
- Public relations
- Promotions & sponsorship
- Content marketing
- Contextual knowledge of sport

Core Transferable

Be an expert at all core transferable skills:

- Thinking skills
- Communication skills
- Organizational skills
- Interpersonal skills
- Technical literacy

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management) with a minor in political science • I read everything I can find on the link between stakeholder trust and behaviour • Current favourite podcast is the Sports Illustrated Media Podcast With Richard Deutsch 	<p>It didn't take long for me to realize when it comes to strategy, stakeholders can be an asset (through advocacy) or a liability (through active resistance). Multiply this exponentially in the sport & recreation sector because we are part of our community fabric. I invest my informal education in understanding and empathizing with them to enable me to make better decisions.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked as a student ambassador in university and toured high schools • At graduation, started as a communications coordinator for a minor league team • Took a position in customer service for my current team and worked my way to become customer service manager • Appointed to Director of Community Relations 	<p>Community relations is a senior role that requires years of industry experience. To build to this role, I needed to spend time learning the core business of both communications and professional sports. My experience taught me how to leverage old and new media tools and the technical dimension of the industry. This enabled me to become an effective storyteller.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On board of the local chapter of KidSport and the chair of community and programs committee 	<p>I focused on coordinating programs for KidSport, allowing the refinement of my event management skills from promotion to execution.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Passionate traveler. My personal goal is 30 by 30. Thirty countries by age 30. • During university I did a three-month international work-term in Australia with the Australian Football League (AFL) 	<p>Travel taught me the reality that “context matters.” I've learned humility by recognizing how much I don't know. For me, this recognition has triggered an intrinsic and authentic curiosity in people.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Developed a diverse mentor team of people both inside and outside of sport 	<p>My mentors coached me to avoid specializing too early and to get out of the cubicle and into the field. I owe them a lot for pushing me.</p>



Product Manager – Sport & Recreation Manufacturer

SALARY RANGE (2017): \$80,000–\$120,000²⁵

Walk into any sporting goods or outdoor recreation retailer and you'll experience some of the impact of my job. I develop both what's inside the box and the feeling you get when you see the brand on a shelf; it must stand out from the competition. Sometimes my work helps customers imagine a new lifestyle, or it signals social status, or the customer wants to perceive good value from the packaging. I communicate these benefits on everything from product design and packaging to Instagram feeds to TV campaigns to community events.

The Tip: Do a program with work terms or create your own workforce experience. This forces you to get out of a classroom and apply yourself. Your GPA will be the one thing that doesn't differentiate you.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific	Core Transferable
<ul style="list-style-type: none"> • Financial management • Consumer insights • Market analysis • Segmentation • Sales & distribution management • Product launch strategy • Pricing • Revenue generation • Marketing communication • Branding & positioning • Content marketing • Promotions & sponsorship • Public relations • Event & experiential marketing • Contextual knowledge of product category 	<p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Business (Marketing) with a minor in sport & recreation management • Diploma in finance from local college • Certificate in digital marketing from Coursera • Listen weekly to Under the Influence Podcast 	<p>Being a product management in sport & recreation is what I aspired to. The challenge is, it's what a lot of people aspire to. To compete, I need to be current and understand not only marketing, but also finance in sport & recreation. Leveraging education and learning was critical to be one step ahead of my competition.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Did an internship at a large sporting good manufacturer. This company offered me a position at graduation. • This company offered a structured development plan and in five years I worked in creative, sales, market research, finance and manufacturing • Promoted to assistant product manager and then product manager 	<p>My big break happened by deciding to do an internship. This single decision redefined my career. It showed me what I love to do and what I am good at. It also allowed me to show this to others. I didn't always love the jobs I was assigned to do, but I realized that to become a product manager, I was accountable for the whole business from design to distribution. Finally, my commitment to the organization built my personal brand equity.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On the board of my local marketing association • Coach soccer at the Boys & Girls Club 	<p>Volunteering not only allowed me to contribute my skills to my community, it broadened my network and relationships. The diversity of these relationships forced me out of my comfort zone.</p>

Contextual Experiences: <ul style="list-style-type: none"> • Becoming a parent is huge context 	Balance requires discipline and perspective. I've become a better manager because I've internalized the principle of "don't sweat the small stuff."
Relationships: <ul style="list-style-type: none"> • Cold-called a product manager at sporting goods company in first year. This cold call led to my internship and 13 years later she is both a mentor and a friend. 	All relationships take risks. The biggest challenge was that first phone call I made. I realized that if I didn't make it, someone else would. I took a leap and never regretted it.



Tournament Manager – Major Golf Tournament

SALARY RANGE (2017): \$50,000–\$74,000²⁶

As the tournament manager, I oversee and manage all aspects of my golf tournament including scheduling, contracting, budgeting, promotion and administration. This role has a huge scope because I own everything from generating revenue from ticket sales and sponsorships to managing suppliers, volunteers and golf course operations. My job may peak for one week of the year, but it takes enormous focus and discipline for the other 51 weeks to deliver.

The Tip: Being a professional in sport & recreation requires being passionate about the game and the business. It is the combination that will make you unique.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific <ul style="list-style-type: none"> • Financial management • Human resource/volunteer management • Project management • Scheduling • Consumer insights • Revenue generation • Sales & distribution management • Marketing communication • Public relations • Promotions & sponsorship • Event & experiential marketing • Market analysis • Branding & positioning • Content marketing • Contextual knowledge of sport 	Core Transferable Be an expert at all core transferable skills: <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management). • Completed event marketing diploma at local college • Class “A” Member of the Professional Golf Association (PGA) of Canada: <ul style="list-style-type: none"> ✓ Passed the Class “A” Playing Ability Test ✓ Passed the level II RCGA Rules of Golf Test ✓ Completed the PGA Equipment Fitting Workshop ✓ Completed National Coaching Certification Program (NCCP) ✓ Completed PGA Core Competency Modules • Follow Mike Weinberg’s Sales Simplified sales training 	<p>Professional golf is super competitive (both on and off the course). To maintain a competitive advantage, I needed training that spanned sport & recreation, but also business. Securing my PGA of Canada credential not only gave me legitimacy in the industry but also taught me perseverance and discipline. For this reason, learning is core to my life every day.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Worked at local golf club since I was a teenager • Co-op internship for the Canadian Open • Hired full-time as an assistant golf professional at a local golf course following graduation. Qualified for Class “A” PGA status with 3,000 hours of work experience. • Took a sponsorship sales role for the Mackenzie PGA Tour (Canada) • Became tournament director of a major tournament on the Mackenzie PGA Tour 	<p>In professional golf, performance creates opportunities. Out of university, as an assistant golf professional, I focused on revenue generation through innovative programming and activities. In this role, I learned to balance tradition and innovation. Finding this balance was critical to advancing my career in golf.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Chaired the capital campaign to build a new indoor golf training facility in my city 	<p>I am passionate about golf and I am an exceptional sales person. I leveraged these two assets to lead a capital fundraising campaign for a new golf facility. I made a difference and I learned so much.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Three-year member of the junior provincial golf team • Competed at the PGA Canada Qualifying School three times 	<p>I couldn’t do what I do without being immersed in competitive golf from a young age. These experiences anchored my work ethic and taught me resiliency.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • Had professional mentor in first professional golf job out of university • Client networks • Personal relationships 	<p>Success in professional golf is about building strong relationships and networks. This is done by recognizing all relationships must be win-win. Being in golf can involve long hours (early mornings and late nights) so I needed to have strong personal relationships.</p>



Tournament Manager – eSport

SALARY RANGE (2017): \$50,000–\$74,000²⁷

As the eSport tournament manager, I manage all aspects of my golf tournament including scheduling, contracting, budgeting, promotion and administration. This role has a huge scope because I own everything from generating revenue from ticket sales and sponsorships to managing suppliers, volunteers and golf course operations. My job may peak for one week of the year, but it takes enormous focus and discipline for the other 51 weeks to deliver.

The Tip: Being a professional in sport & recreation requires being passionate about the game and the business. It is the combination that will make you unique.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific	Core Transferable
<ul style="list-style-type: none"> • Financial management • Human resource/volunteer management • Project management • Scheduling • Consumer insights • Revenue generation • Sales & distribution management • Marketing communication • Public relations • Promotions & sponsorship • Event & experiential marketing • Market analysis • Branding & positioning • Content marketing • Contextual knowledge of sport 	<p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy

BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management). • Completed event marketing diploma at local college • Completed Game Design: Art and Concepts Specialization from California Institute of the Arts Coursera 	<p>Since I was a teenager I dreamed of being in sport management. I followed this into studying sport management but was exposed to the growing impact of eSport on traditional sport. I decided to be unique, my education needed to reflect the mash-up of both sport management and technology.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Did a marketing internship at local game developer start-up. My job was to set-up local tournaments to generate video 	<p>My big break happened by deciding to do an internship one summer with a local game developer who organized eSport tournaments. This single decision has defined my career. It</p>

<p>content.</p> <ul style="list-style-type: none"> • First position after graduation, I became a tournament coordinator for a national sport organization. • Became eSport coordinator for large established gaming company. • Recruited to become manager of eSport for the NHL. 	<p>showed me the future potential of eSport. I specifically chose to take a traditional event management role because this gave me the skills to manage large complex events. When I went to a larger eSport company and then to the NHL, my unique set of skills and experiences set me apart.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Joined gamer club in my community when I was 16 years-old. This helped build my network and identify local mentors. When I am back in my hometown I host an annual gamer hackathon via this club to mentor up and coming designers • Was on executive of my university eSport gaming club. Very active in both eSport gaming and traditional sport communities. 	<p>Volunteering not only allows me to contribute my skills to my community, it broadens my network and relationships. The diversity of these relationships forces me out of my comfort zone.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • I have played varsity soccer and continue to play in an elite adult league today. 	<p>Sport has always been a huge part of my life. I really believe that playing the sport at an elite level makes me better at my job. I really empathize with the competitive culture of elite eSport.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • The principal of the tech start-up I did my internship at was a visionary. He saw the marketing potential of gaming events to drive subscriptions and sales. 	<p>Invest in your relationships with the purpose of getting outside of our comfort zone. It's easy to build a network of people "just like me"...it's much harder to build a network of people who challenge your norms. This challenge will make you a better person.</p>



General Manager – Recreation Centre

SALARY RANGE (2017): \$70,000–\$120,000²⁸

I love my job because my office is my favourite place in the world—a recreation centre. I'm living the dream, but it's long hours and hard work. I need to manage staff, programs and volunteers. I deal with happy and not-so-happy customers every day. I'm a manager, a motivator and a mentor to my team.

The Tip: If the most interesting thing about you is something you read in a textbook, you're probably not a very interesting (or unique) person. Go live life and have stories to tell.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific</p> <ul style="list-style-type: none"> • Financial management • Human resource management • Market analysis • Segmentation • Consumer insights/customer relationship management (CRM) • Revenue generation • Pricing • Sales & distribution management • Branding & positioning • Marketing communication • Promotions & sponsorship • Event & experiential marketing/program planning • Facility management • Contextual knowledge of sport 	<p>Core Transferable</p> <p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skill • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management) with a minor in finance • Diploma in finance via Coursera • Canadian Society for Club Manager (CSCM) designation • Canadian Society for Exercise Physiology (CSEP) Certified Personal Trainer 	<p>I knew a university degree was key to break into sport & recreation management. Doing a minor in finance helped me to understand some key financial principles that led me to a diploma in finance. As a general manager responsible for revenue generation and profitability, I need to always push myself and my staff away from complacency. If we aren't leading, we're following.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Two internships at fitness clubs during university (one private and one public) • Worked as a personal trainer during university • At graduation, became marketing coordinator for a private local fitness centre • Promoted to marketing manager at private local fitness centre • Recruited as club manager for newly opened municipal recreation centre 	<p>Being in sport & recreation is not about money, it's about a passion. At the early stages of my career, I needed to persevere through the ups and the downs and using my sport & recreation network was critical to remain positive. This professional network and my reputation have become my greatest career assets.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Coordinator of intramural sports for two years during university • I coach youth sport 	<p>Volunteer activities introduced me to people outside of my industry and network. This created the ability to develop, expand and prove my skills. My volunteer work has been an important foundation for building my humility.</p>

Contextual Experiences:	
<ul style="list-style-type: none"> • An avid rock climber. Have climbed in nine different countries. 	Exposure to diverse cultures reinforced my humility because it showed me the world is big and what I know is so small.
Relationships:	
<ul style="list-style-type: none"> • The athletic director at my university was my professional mentor • Client networks and personal relationships 	Personal and professional relations are an anchor to professional success in sport & recreation. Invest in them with purpose and make them a priority.



Operations Manager – Stadium

SALARY RANGE (2017): \$92,000–\$150,000²⁹

In this job, I oversee all activities involved in the successful preparation and execution of events in my stadium, including: event preparation, housekeeping, event staffing, set-ups and changeovers, and crowd and risk management. Whether it is the field conditions or the lineup for the bathroom, the buck stops with me. To be great at this job I need to have the skills to build and manage a great team. With my team, I am responsible to develop an annual operating budget and recommend capital budget improvements to my board of directors.

The Tip: Be different and do one thing every year that causes people to ask, “so, why did you do that?”

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific</p> <ul style="list-style-type: none"> • Deep knowledge of facility and operations management • Financial management • Revenue generation • Human resource management • Market analysis 	<p>Core Transferable</p> <p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management) with minor in operations management • Completed certificate in Facility and Property Management from Ryerson University • Professional Project Management certification Project Management Institute • I love this article in Sloan Management Review Shen, Y., Cotton, R. D., & Kram, K. E. (2015). Assembling your personal board of advisors. MIT Sloan Management 	<p>I find that the blend of sport & recreation, operations management training, and project management offers me an enormous advantage because I straddle these three worlds in my role. Great operations managers need to know how to ask the hard questions with confidence—whether it be to the operations team, sales & marketing, clients or community partners—and then delegate the execution to the experts.</p>
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Review, 56(3), 81.	
Employment Experiences: <ul style="list-style-type: none"> • Ticket manager for university athletics for my final two years of undergrad • Took a position of operations coordinator for municipal parks & recreation after university • Became assistant operations manager for university athletics. In this role I was responsible for managing the university stadium. • Promoted to operations manager for university athletics • Recruited to become operations manager for major league baseball stadium 	<p>This pathway taught me about interdependencies and the need to become a systems thinker. For example, if operations messes up, it impacts our customer experience, which then impacts loyalty and ultimately revenues. To succeed in this job, I needed diverse experiences in sales, marketing and operations. It was key that I was proactive in mapping out the knowledge and skills I would need and how to go out and get them.</p>
Community Experiences: <ul style="list-style-type: none"> • President of local chapter of the International Facility Management Association (IFMA) • Alumni mentor for my university 	<p>My IFMA role provided great opportunities for me to build relationships and diversify my contextual experiences. Building operations is a very small world and by investing in the industry association I get to experience what “best in class” really is.</p>

Contextual Experiences: <ul style="list-style-type: none"> • For the past decade, I have travelled to at least one new country each year. Each trip focuses on blending culture and exposure to leading edge international sport facilities. 	<p>Sport is international and travel is education. I learnt very quickly in some areas we are leaders, but in most we are not. I use travel to inspire me as a professional,</p>
Relationships: <ul style="list-style-type: none"> • Had both sport & recreation and operations mentors to guide development 	<p>I invest in mentorship with a goal. Different people bring different experiences</p>



Assistant Athletic Director – University/College

SALARY RANGE (2017): \$100,000–\$110,000³⁰

This job has two goals: to promote athletic engagement and excellence. To deliver on this, I work with the athletic director and guide athletic activities, supervise the coordination of athletic events and manage the athletic department budget. I have input on team coaching and management and I am responsible for revenue development and fundraising activities. One of the best things in this role is to liaise with national, regional and other school sport administration. This always offers insights on how we can do the little things better.

The Tip: Don't get a mentor. Get mentors. No single person has all the answers. I find the real learning isn't in what they agree on, it's what they disagree on. This is where you can really start to ask hard questions.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific</p> <ul style="list-style-type: none"> • Revenue generation • Human resource management • Consumer insights • Market analysis • Scheduling • Public relations • Promotions & sponsorship • Event & experiential marketing 	<p>Core Transferable</p> <p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Education • Master of Education in Coaching Studies (University of Victoria) • Completed Advanced Coaching Diploma (ACD) via the National Coaching Certification Program • This has led to a commitment to being a lifelong learner. I commit to reading one book a month. 	<p>I followed my passion into a degree in education. What gets me up in the morning is making a difference to my students and my community. As an educator, I identified opportunities to enhance sport program delivery through innovation. This led me to complete my coaching certification and pursue leadership in this field.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Taught and coached in high school for five years • Transitioned to assistant coach of local college hockey team and teaching in health and physical education • Assistant athletic director at university where I also taught 	<p>Experience in education and coaching at different levels set the stage for my career. These experiences were less about a plan and more about learning about myself.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Since high school, I have spent one week a year volunteering at a YMCA camp. For the past five years I have been on the local YMCA Board. • Member of advisory board for Respect in Sport 	<p>My high school basketball coach and mentor introduced me to the YMCA camp and I still spend one week a year as a volunteer counsellor and program coordinator. The personal reward I receive by impacting youth, far exceeds the contribution of my time. This experience taught me that I was born to make a difference as an educator.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Played varsity basketball in university. Continue to play twice a week. • Teaching in high school, college and university was critical to my development as a leader • I am a passionate believer in Margaret Mead’s principle that “...a small group of 	<p>The impact of my engagement in high-performance athletics changed my life. It taught me discipline, work ethic and resiliency. The lessons I learned on the court became the foundation of my educational and coaching philosophy today.</p>

thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”	
Relationships: <ul style="list-style-type: none"> • The people I work with—from my basketball coaches to the people I teach with—have evolved to be important mentors. In seeking mentors, I sought diversity with intention. 	The diversity of my mentors often created internal conflict and challenges. This was a good thing. I think building a uniform mentor team of people “just like me” may be comforting, but I found it to be a poor strategy. I now use mentors to challenge me and what I think I know.



Parasport Program Coordinator – Civic Recreation

SALARY RANGE (2017): \$41,000–\$73,000³¹

My mission is to make health and fitness inclusive for all. I don’t consider this a job. As a parasport program coordinator in civic recreation, the most important job I have is to find the most qualified and energetic instructors. Our instructors are our brand. A big part of this is ensuring I am engaged actively in my community, listening to people and not only staying ahead of parasport trends, but being influential in defining trends. My job is about being super-organized and ensuring all the people and moving parts are working together. If I do it well, our clients and staff are happy and we are growing our parasport programs. If I do this poorly, I see it in the demand for our programs.

The Tip: Pick external certifications that align to your mission and build a plan to get these one by one. They not only signal expertise, they signal intentionality and focus.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific <ul style="list-style-type: none"> • Contextual knowledge of parasport and pararecreation programming • Market analysis • Consumer insights • Service launch strategy • Appropriate certifications 	Core Transferable Be an expert at all core transferable skills: <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

Education & Learning: <ul style="list-style-type: none"> • Bachelor of Health and Physical Education (Sport & Recreation Management) • Completed National Coaching Certification Program • Follower of Paralympic newsfeeds • Active listener of health & wellness podcasts. Current favourite is The Ultimate Health Podcast 	My major taught me the fundamentals of sport & recreation. My coaching certification enabled me to apply my classroom knowledge in the real world of parasport and pararecreation.
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Employment Experiences:	
<ul style="list-style-type: none"> • Worked as a recreation instructor in university specializing in parasport • Residence leader in university • Marketing coordinator for local private fitness club. Also taught parafitness classes. • Parasport program coordinator at municipal recreation centre 	<p>My experience at university as a residence leader taught me to be a good listener. I found being a great program coordinator is first about listening and then about acting. We all love to hear what is working, but the real value is listening actively to what is not working. This ensures we can continue to innovate our programs and maintain client loyalty.</p>
Community Experiences:	
<ul style="list-style-type: none"> • Volunteer yoga instructor at local seniors centre • Event coordinator for local wheelchair basketball club • Volunteer for Team Canada at 2016 Paralympics Games in Rio 	<p>In my day job, I manage a team of volunteers. My volunteer experience with the local recreation centre gave me an opportunity to enhance my volunteer management skills and learn how to motivate and engage a group that is not driven by traditional financial rewards. My volunteering for the Paralympic Games opened my eyes to the scope and impact of parasport globally.</p>
Contextual Experiences:	
<ul style="list-style-type: none"> • Was a varsity athlete in university in team sport and was voted captain in final year 	<p>As a varsity athlete and leader, I developed a strong work ethic and a reputation for getting things done no matter what. The discipline required in a high-performance team sport taught me the importance of coordination and leadership.</p>
Relationships:	
<ul style="list-style-type: none"> • I seek to foster good working relationships with all the people I am dependent upon for deliverables. They need to know me well enough to understand my intentions. • Many of the people I met in Rio from all over the world will be professional and personal friends and mentors for life. 	<p>I understand motivation and how/why people do what they do. I need to know how to read people and know who's having a bad day and how to deal with that so I always get the best out of them.</p>



Outdoor Recreation Guide – Entrepreneur/Self-Employed

SALARY RANGE (2017): Dependent on individual

Being my own boss has always been my dream. I like the variety and the independence it provides. I care deeply about my work, choosing partners and clients who share my values and solving problems that challenge me. But being “choosy” about clients and projects means that I am not only an outdoor recreation guide, I am an entrepreneur and sales person. As my own boss, I schedule two months a year to travel. This takes discipline because if I am not bringing in business, no one is.

The Tip: Education is lifelong and not limited to a classroom, so don't just rush off to university or college because you think it is expected. The best decision I made was to take four years off after high school to work as a guide. It taught me what I needed to learn. When I went back to school, I went back with a purpose.

PRIORITY KNOWLEDGE AND SKILLS:

<p>Job-Specific</p> <ul style="list-style-type: none"> • Specialized outdoor recreation certifications • Market analysis • Consumer insights • Financial analysis • Revenue generation • Sales & distribution management • Segmentation • Public relations • Promotions & sponsorship 	<p>Core Transferable</p> <p>Be an expert at all core transferable skills:</p> <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelors of Business Administration – Co-op (marketing) with a minor in outdoor recreation • Certified level 1 ski instructor • Certified rafting guide • Certified adventure guide • Completed multiple courses in entrepreneurship at local college 	<p>Since high school, I have had an insatiable thirst for learning. This thirst pushed me to take control of my own education and not get trapped in a traditional track. I knew I needed a university degree but I also knew that what would ultimately make me successful was blending classroom credentials with specialized sport & recreation certifications.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Was rafting guide and ski instructor for four years after high school. Worked in both Canada and New Zealand. • Worked as an Outward Bound instructor during university. Hired as wilderness operations coordinator following graduation. • Started year-round guiding company three years ago. We focus on backcountry skiing and rafting trips. 	<p>After high school, taking four years to travel and work as a guide taught me that rivers and mountains are my classroom. For this reason, I have never separated career from education. Instead, I simply look to roles where people will pay me to teach and learn. There is not one day on the river or in the mountains I don't learn something new.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • On the board of Outward Bound Canada. I chair the board's committee for Women of Courage programming. 	<p>Being a guide taught me key skills in building my network and always selling. This led me to first a role with Outward Bound and now a board position.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Experience in New Zealand after high school opened my eyes to the world • Take two months every fall to travel internationally. My bucket list of adventure 	<p>International travel feeds my thirst for learning. It has made me humble and taught me to recognize how little we know and how much more we need to learn.</p>

travel experiences is a lifetime pursuit.	
Relationships: <ul style="list-style-type: none"> • Had a mentor in high school who advised me to take time off before I went to university • My spouse has taken time from their career while children are in pre-school 	<p>Taking time off after high school was a very hard sell to my family, but I trusted my mentor's experience and judgment. My Mission Map isn't for everyone because it can create personal and professional stress. Balance is difficult to locate as an entrepreneur but my spouse is my bedrock to push me back on course when I lose balance and perspective.</p>



Health & Wellness Manager – Corporate

SALARY RANGE (2017): \$59,000–\$101,000³²

My job is to ignite passion for wellness, because I know wellness is not only good for the body and mind, it is good for the bottom line. As a manager of health & wellness in a large corporation, I develop supports and programs to keep our staff healthy. This involves working with diverse community partners and experts, from health professionals to fitness programmers, who support me in achieving this goal.

The Tip: Refine your skills through volunteering in your community. This is a low barrier to building evidence that you can actually do what you say you can do. Once you prove this, someone will hire you to do it.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific <ul style="list-style-type: none"> • Health wellness certifications • Consumer insights • Market analysis 	Core Transferable Be an expert at all core transferable skills: <ul style="list-style-type: none"> • Thinking skills • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

Education & Learning: <ul style="list-style-type: none"> • Bachelor of Health Sciences with a minor in psychology • Masters of Business Administration (Health Services Management) • Diploma in analytics from local community college • Voracious consumer of psychology resources including the Hidden Brain podcast 	<p>I consider myself a health & wellness educator. My education in the health sciences combined with psychology and training in business created a unique combination of skills and knowledge. These skills taught me the fundamentals of health & wellness and how to motivate people to engage.</p>
Employment Experiences:	<p>Since my time in university, I have focused on</p>

<ul style="list-style-type: none"> • Summer job with tourism bureau while in university. I was responsible for coordinating health and wellness programming. • On executive of student union in university • Started career as the marketing coordinator for a non-profit health & wellness foundation • Hired as health & wellness coordinator for large company. Recently promoted to manager at this same company. 	gaining diverse employment experiences and roles that let me explore my motivational triggers. This drive is what keeps me engaged in continually learning about health & wellness education.
<p>Community Experiences:</p> <ul style="list-style-type: none"> • Volunteer teaching a course in health & wellness to non-profit organizations so they understand the critical role of health & wellness in an organization's performance • On board of my local YWCA, where I chair our community health & wellness sub-committee 	I realized early on my passion for health & wellness education could be expanded through volunteer experiences.
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Active health & wellness blogger and personal storyteller • Voracious consumer of health & wellness culture and the factors that drive trends 	My goal is becoming recognized for being an expert in health & wellness. In such a fast paced sector (where everyone is pitching the latest fad) you need to be immersed in emerging trends. My blog is my platform.
<p>Relationships:</p> <ul style="list-style-type: none"> • Seek mentors who are leaders in health and wellness how have diverse experiences 	Being a specialist in health & wellness motivation offered me insight into myself. I am motivated by learning and one way I support this is through building a diverse network.



Athletic Director/Coach – High School

SALARY RANGE (2017): \$47,000–\$83,000³³

I am a coach and a mentor. I coach students in a gym, on a field, on a track or on ice. To be an athletic director is a serious commitment. My day rarely ends at 3 p.m. and my workweek is often six or seven days long. There are students and coaches that need support and guidance and my job is to give them the tools to succeed. There are highs and some lows, but I tell my students that commitment and passion are what differentiate a high-performance student athlete from the pack; it's also what differentiates great athletic directors from the pack.

The Tip: As an educator and coach have humility. Recognize you can learn as much from your students or team as they will learn from you.

PRIORITY KNOWLEDGE AND SKILLS:

Job-Specific

- Education & coaching certifications
- Volunteer management/mentoring

Core Transferable

- Be an expert at all core transferable skills:
- Thinking skills

<p>As an athletic director, expertise in the following is important:</p> <ul style="list-style-type: none"> • Consumer insights • Promotions & sponsorship • Revenue generation • Sales & distribution management 	<ul style="list-style-type: none"> • Communication skills • Organizational skills • Interpersonal skills • Technical literacy
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BUILDING BLOCK EXPERIENCES:

<p>Education & Learning:</p> <ul style="list-style-type: none"> • Bachelor of Sport & Recreation Management with a concentration in physical education (honours) • Nationally certified coach • Current favourite resource is The Coaching & Leadership Podcast 	<p>I am both a coach and an athletic director. My education and learning reflects this convergence.</p>
<p>Employment Experiences:</p> <ul style="list-style-type: none"> • Camp counsellor in high school and university. My final year I was the sport program coordinator. • Undergraduate research assistant. Supported professor studying influence of team sport on leadership skill development. • Coached at a private school in the UK for three-years • Athletic director for seven years 	<p>I learned how to be flexible and thrive within ambiguity. I learned how to rely on others, and to be relied upon. I became comfortable in a fast-paced environment with a high potential for the unexpected. My experience allows me to control my emotions so stressful situation don't escalate. I always practice the best ways to check in with people and how to defuse tension.</p>
<p>Community Experiences:</p> <ul style="list-style-type: none"> • My community commitment intersects with my commitment as an athletic director and coach 	<p>A big part of this role is mentoring my own school's coaches. Most have limited experience or training as coaches but are passionate educators.</p>
<p>Contextual Experiences:</p> <ul style="list-style-type: none"> • Played varsity volleyball in university. Played on provincial team for two years. • Teaching at a UK private school immersed me in the impact of culture on education and athletics 	<p>My contextual experiences framed my values. It taught me both the value of work ethic and the influence of cultural context on values. The UK experience taught me the power of empathy and active listening. This experience was cultural "shock therapy" that now influences everything I do, every day.</p>
<p>Relationships:</p> <ul style="list-style-type: none"> • I sought to foster good working relationships with all the people I am dependent upon for deliverables. They need to know me well enough to understand my intentions 	<p>As a coach, I understand motivation and how/why people do what they do. I need to know how to read my student athletes and coaches and know who's having a bad day and how to deal with that so I always get the best out of everyone.</p>

CONSOLIDATING YOUR MISSION MAP

This is it. Now that you’ve been inspired by the sample Mission Maps, it’s time for you to connect the dots and put it all together in a concise and actionable plan. To develop your Mission Map, refer to the knowledge and skill gaps you identified in Mission Map Table 1 (p. 32) and link these to professional building blocks. In the sample below, data analytics was identified as a gap. **To close this gap, we identified four possible building block activities.** Executing these activities is your Mission Map.

You might find it useful to create a checklist based on the activities you’ve identified as key to your mission. See the appendix for a Mission Map checklist designed to be accomplished during a four-year university program.

Mission Map Table 2 – Linking to Professional Building Blocks

Knowledge or Skill Gap	Professional Building Block Activities Required
Data analytics	Education: Do my minor in statistics. Employment: Internship or summer job at sport marketing agency. Community: Join analytics club at school. Relationship: Secure a mentor who is immersed in analytics.

Mission Map Finale

You’ve put in the work and now it’s time to write down your Mission Map in your journal. Follow the template below. This information includes the concise 10-year mission statement from earlier and the professional building block activities from Table 2 above.

What is your final 10-year mission statement?

What are the priority knowledge and skills you’ll need to achieve your mission?

Expert	Great at	Good at

What are the building block experiences you'll need to achieve your mission?

Now map out priority building block experiences you'll need to achieve your mission. In the near-term (years 1-3) these should be more refined. For example, these may include specific courses or volunteer opportunities you'd like to pursue. In the longer-term (years 7-10) your building blocks will be more aspirational.

Experiences	Years 1-3	Years 4-6	Years 4-6
Education & Learning Experiences			
Employment Experiences			
Community Experiences			
Contextual Experiences			
Relationships & Mentors			

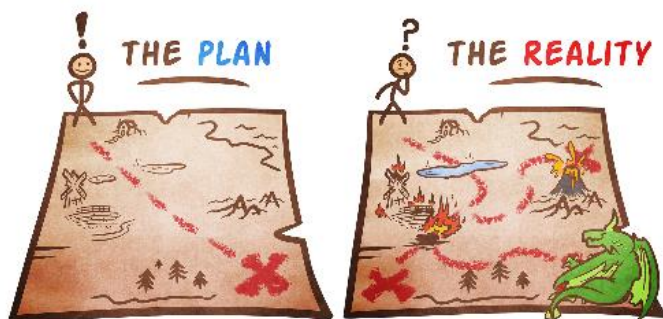
ADAPT AND CHANGE

“THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE.”

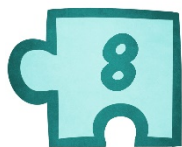
–Albert Einstein

During our interviews with working professionals for this series, we’d ask a common question: “What advice would you give your 18-year-old self?” The most common answers were to be proactive and develop a plan, **but**

embrace opportunities when they come. In other words, planning to be an executive for sport team or commercial recreation organization in ten years is important, but always **be prepared to adapt and change** as you grow and learn.



This principle of evolution is essential. Your 10-Year Professional Mission in your 30s will look very different from the 10-Year Professional Mission in your 20s. Regardless of where you are on your 10-year Mission Map, don’t sit back. Life inevitably will throw you a curveball. You’ll find new skills, new interests, opportunities and relationships. But that’s why this process is so important and fun.



Adapting, learning and growing are your only options. At certain times in your life, your professional mission may be most important, and at other times it may be your relationships, your health & wellness or your spirituality. How and where they each fit in depends on how you define success at any moment in time. Stepping back and reflecting on everything else important in your life gives you a solid foundation to make those big (and small) decisions in life.

Recall, you considered several “what if?” scenarios before arriving at your 10-Year Professional Mission. That same exercise is really practical throughout your life. When you’re faced with a change in life, use it as a reason to wonder “what if?” and revisit your 10-Year Professional Mission. If you have a job opportunity on the other side of the world, consider what your 10-Year Professional Mission might be if you went for it. If you lose your job in a recession, consider “what if?” scenarios around going back to school, or starting your own business, or taking time off with the kids. “What if?” is your best tool against sticking to a path simply because you’re already on it.

AT A GLANCE

1. *Sport & Recreation YOU* is based on three steps: (1) Explore; (2) Define your professional mission; (3) Designing your Mission Map.
2. To design you, you need to be intentionally curious.
3. Start a journal so you can reflect every day on the process of designing your life in sport & recreation.
4. A career in sport & recreation is influenced by three big questions:
 - What functional sport & recreation job do I want to do?
 - What industry do I want to work in?
 - What type of organization do I want to be part of?
5. It is critical for you to build a diverse team of professional mentors.
6. When plotting your 10-Year Professional Mission, you must focus on the development of job-specific knowledge and core transferable skills.
7. Sport & recreation is influenced by prevailing trends—from technology to demographics—that are redefining that it means to be a marketer. Reflect on how these trends may influence your mission and the knowledge and skills that'll be valued in the future.
8. Commit to doing rigorous research when defining your 10-Year Professional Mission. Be patient and remember to triangulate your research from credible sources.
9. When you think you've defined your 10-Year Professional Mission, reflect on everything else in life and how you define success. Don't be afraid to stop and change if your professional mission doesn't align with all these other important factors in your life.
10. Designing your Mission Map is based on connecting three questions:
 - What's your 10-Year Professional Mission?
 - What skills are critical to your 10-Year Professional Mission?
 - What professional choices and experiences (building blocks) create the critical knowledge & skills demanded by your professional mission?
11. Once you've answered these questions, build a Mission Map to deliver on your professional mission:
 - Evaluate your 10-Year Professional Mission scenarios and be ready to change directions if the evidence tells you its time.
 - Borrow from the sample Mission Maps included in *Sport & Recreation YOU*.
 - Engage your mentor(s) for feedback. They are the experts.

APPENDIX

KNOWLEDGE AND SKILLS GLOSSARY

Core Transferable Skills

Core Thinking Skills

Analytical thinking: The ability to deconstruct issues (and data) into smaller, more manageable pieces, use evidence and reasoning to identify unique relationships and weigh the costs and benefits of the alternative actions discovered.

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Transdisciplinary systems thinking: In the future, it won't be good enough to be an expert in just one specific area. The ability to understand and apply knowledge from across disciplines and can think like the experts in those disciplines will be essential. Transdisciplinary systems thinking is highly dependent on being intentionally curious beyond one's natural area of expertise.

Problem solving: Problem solving often leverages analytical thinking. Effective problem solving is made up of four inter-related skills:

- The ability to identify vital questions and problems and communicate them clearly.
- The ability to gather and evaluate relevant information.
- The ability to think open-mindedly, recognizing and assessing assumptions, implications and practical consequences.
- The ability to come to well-reasoned conclusions and solutions, testing them against relevant criteria and standards.

Adaptive thinking: The ability to successfully adjust to changes in circumstance or environment. Adaptability includes learning and growing from experience.

Intentional curiosity: The ability to be curious with a purpose and identify and explore a deeper meaning than what is being overtly expressed. Intentionally curious people look at the world (and their place in it), see big questions, are humble enough to acknowledge they don't know it all and seek to understand the unknowns.

Thoughtful creativity: Bringing a fresh voice or approach that helps projects stand out in a noisy marketing environment, yet in a way that is appropriate for the corporate culture of an organization, client and brand.

Core Communications Skills

Written communication: The ability to share information and explanations with a target audience in writing in a persuasive, engaging and influential way. This includes grammar, tone, vocabulary and style.

Verbal communication: The ability to share information and explanations with a target audience by speaking in a persuasive and influential way. This includes vocabulary, tone, pace, volume and articulation.

Non-verbal communication: The ability to indirectly imply meaning through non-verbal cues that subtly influence a target audience. This includes body language, such as gestures, expressions, stance, eye contact, proximity and appearance.

Effective listening: The ability to commit full attention to what other people are saying, taking the time to understand points being made and ask questions when appropriate, without interrupting at improper times.

Persuasive storytelling: The ability to leverage a story, supported by evidence and delivered with conviction, to influence the attitudes or behaviour of a specific audience. The persuasiveness of a story may be influenced by the mediums used to tell it (speech, video, visual, text). For example, an accountant may be influenced by a logical argument supported by statistics; whereas a graphic designer may be influenced by a story that possesses depth and emotional appeal.

Conflict resolution and negotiation: The ability to resolve conflict or create common ground and reach an agreement to settle a topic that creates friction between individuals.

Core Interpersonal Skills

Cross-contextual competency: The ability to work well no matter the context. The contextual setting can include the culture, socio-economic conditions, organization size, industry type and team composition in which one is working. Having cross-contextual competency requires adaptive thinking and communication skills to operate effectively across contexts and with diverse people.

Effective leadership: The ability to guide others to complete a task through charisma, rank, intellect, will or experience. A leader's influence may be formal (e.g. a boss) or informal (e.g. social influence). Effective leadership includes three elements: the ability to establish a clear goal; the ability to communicate this goal to others; and the ability to balance the interests of others to engage them to deliver on this goal.

Self-confidence: To trust in oneself and in one's skills, abilities and knowledge.

Work ethic: To find value in a job well done and understand the importance of doing high-quality work with the discipline and determination to complete any assigned task.

Effective team player: The ability to cooperate with others to work towards a common goal.

Emotional intelligence: The ability to identify, assess and influence one's own feelings and the feelings of others. Emotional intelligence requires a mix of self-awareness and empathy

towards others. There are six recognized dimensions to emotional intelligence: emotional management, self-awareness, optimism, motivation, empathy and social skills.

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Core Organizational Skills

Self-starter: The discipline and ambition to start a task, regardless of difficulty, with limited guidance from others and be self-reliant under pressure.

Time management: Efficiently and effectively managing one's own time, the time of others and deliverables for projects. Time management also includes the ability to manage and filter vast levels of information to make timely decisions.

Follow-through: The discipline to stay effective and committed to complete a task or project.

Perseverance: The ability to remain persistent in overcoming all obstacles to achieve a goal. Obstacles are broad and may include previous failure, criticism, physical pain or injury. Perseverance is not, however, blindly sticking to a goal when all credible evidence says it is unachievable.

Core Technical Literacy

Confident use of digital technology: The ability to effectively use digital technology to access, manage, integrate, evaluate, create and communicate information. Most career pathways require using technology to communicate, collaborate, solve problems and conduct research, so understanding how to navigate an increasingly automated world is vital. Note that this broad technical literacy is different from task-specific technical literacy.

Job-Specific Knowledge & Skills

Management Knowledge & Skills

Strategic planning: Develop and manage the implementation of a strategic plan

Manage budget and financial issues: The ability to develop and stick to a comprehensive forecast of costs and income for a project or department. This includes the ability to calculate the financial benefit of a product or service for either the customer purchasing it or the company offering it for sale. For example, "with a \$50,000 annual investment in X, you will save \$90,000 a year in labour costs."

Manage operations: The ability to manage an organization's operational resources to support the organizational goals. A key dimension of operational management is to maximize utilization of facilities (e.g. stadium), land (e.g. fields), equipment (e.g. vehicles), technology (e.g. software), information (e.g. customer data) and people (e.g. staff and volunteers).

Manage projects: The ability to apply knowledge, skills, tools and techniques to deliver on a project's goals within defined resources and scope. Influencing others to meet deadlines and goals is essential.

Develop and implement program schedules: The ability to develop and implement complex scheduling involving numerous stakeholders including leagues, teams, facilities, funders/ sponsors and media/ broadcast partners. Scheduling in sports and creation will be contextual but may involve, tournaments, programming and regular and play-off scheduling.

Manage human resources: The ability to manage issues related to managing employees or volunteers. This may include recruiting, delegating and directing roles and responsibilities, compensation and performance management.

Manage internal and external stakeholders: The ability to engage monitor and maintain relationships with a range of different internal and external groups. Internally, this may include employees, management, the board of directors or investors. Externally, it may include customers, suppliers, competitors, governments, partners (e.g. leagues).

Marketing Knowledge & Skills

Leverage research to support consumer insights: Possess a foundational knowledge of the sciences behind human persuasion. Incorporates the ability to use different research methods, including secondary, qualitative and quantitative research, to identify trends in behaviours to increase the appeal of a product or service for a specific consumer.

Conduct a market analysis: The ability to analyze an organizations internal environment (e.g. inside a company) and external environments (e.g. market conditions, competition) to identify opportunities and threats that may influence strategy. Incorporates contextual factors such as industry context, organizational structure and culture.

Develop & apply a segmentation strategy: The ability to subdivide a large market into identifiable groups having similar needs, wants, or demand characteristics. The goal is to design products, programs and services that appeal to the unique needs of each segment. The four major factors used to segment markets include: behavioural trends (e.g. past purchases and current needs), demographic characteristics (e.g. age or income), psychographic characteristics (e.g. values and beliefs) and geography (e.g. address or climate).

Develop & execute a pricing strategy: The ability to identify the best price for a product or service by factoring in a variety of aspects that influence the market, including overall marketing objectives, consumer demand, product features, competitors' pricing and trends in the market and economy. A full product cost analysis may also be required.

Develop & execute a revenue generation plan: The ability to develop and execute a comprehensive plan focused on generating revenue for an organization. A revenue generation plan may include revenue streams associated with: product revenue, service revenue, membership revenue, ticketing revenue, broadcast and media rights revenues, sponsorship revenue, community investment revenue, grant revenue, strategic partnerships.

Develop & execute a marketing communications plan: The ability to define and execute a marketing communications plan for a product, service or brand. Marketing communications plans incorporate all or some of the following elements: brand strategy, media strategy, sponsorship strategy, earned media strategy, event/ experiential marketing strategy and promotional strategy.

Sales Knowledge & Skills

Apply principles of customer relationship management (CRM): The ability to use computer systems to identify, target, acquire and retain customers, and sell the most relevant products or services to them. Leading CRM systems include Microsoft Dynamics and Salesforce.

Manage the sales process: The ability to rigorously manage sales teams or channels and the sales process itself to achieve a defined objective. Sales management includes planning, execution and post-sales support. Requires an in-depth understanding of consumer psychology, organizational power structures and decision-making processes.

Conduct sales presentations: The ability to use evidence-based storytelling to present product or service information in a way that focuses on the benefit the product or service provides for the targeted customer. Sales presentations are a sub-component of a multi-stage sales process that starts at prospecting and ends with post-sales follow-up.

Develop a distribution strategy: The ability to create and execute a plan to get a company's product or service to its customers. Distribution may be direct (e.g. company-owned stores) or may be via third-party retailers or distributors.

Leverage co-operative marketing: The ability to develop and execute a strategy to combine marketing strategies with another organization, including complementary companies or competitors, for mutual benefit. For example, beer companies may collaborate to promote responsible drinking or to co-operatively promote their local craft beers at a regional or national level.

Apply Contextual Knowledge

Sport-specific knowledge: This includes being knowledgeable about the past, present and future of a specific sport or sport issue. For example, if you want to specialize in baseball, you'll need to be extremely knowledgeable about current issues/ trends facing the game at different levels, and the ability to apply this knowledge to make effective decisions.

Recreation-specific knowledge: This includes being knowledgeable about the past, present and future of a recreation-specific issue. Recreation (and leisure) comes in many forms and includes activities ranging from individual or team experiences, to dance, camping and outdoor activities. For example, specializing in the link between engagement and recreation and mental health requires being knowledgeable about research in this area, emerging trends and the ability to apply this knowledge to support decision making.

Tourism-specific knowledge: This includes being knowledgeable about the past and future of a specific tourism-related area. For example, this may include specializing in a geographic area, a specific form of tourism (e.g. adventure-tourism) or a specific dimension of the tourism industry (e.g. transportation, accommodation, park systems).

Program Planning-specific knowledge: This includes being knowledgeable about educational and program delivery and planning aspects of sport and recreation. This may include specializing in specific areas of sport and recreation education (e.g. hockey / power skating) or a specific audience (e.g. early-childhood education).

Possess Field-Specific Credentials

Possess the relevant credentials associated with your professional area:

Coaching certification: The National Coaching Certification Program is the Coaching Association of Canada's flagship program. Training is usually sport-specific, but certificates can be multi-sport as well. Some things, such as Make Ethical Decisions (MED) training is mandatory. Other related training is Fundamental Movement Skills, relating to children learning the basics of physical activity and coordination, Coach Developer Training, which teaches how to coach coaches, and the Advanced Coaching Diploma, which is recognized as the pinnacle of coach education.

Community recreation certification: Community recreation certifications will vary depending on the context. This includes but is not an exhaustive list:

- The Canadian Society for Club Management, Business Management Institute (BMI)
- The Canadian Parks & Recreation Association's Professional Development Certification is a certification for parks and recreation professionals.
- The National Council for Therapeutic Recreation Certification (NCTRC) is the premier credentialing organization for the profession of Therapeutic Recreation.
- The Association of Canadian Mountain Guides is a national certifying body for climbing, skiing, and hiking guides
- The Interpretive Guides Association has a mission to establish and maintain high standards in heritage interpretation in Canada's mountain parks.
- Paddle Canada promoted recreational paddling instruction, safety and environmental awareness to all Canadians.
- The Canadian Avalanche Association's mission is to ensure that their diverse membership of avalanche practitioners meets the highest standards, and adhere to best practices to secure the confidence of governments, industry and Canadians.
- The Canadian Association of Nordic Ski Instructors promotes and advance the sports of cross country and telemark skiing in Canada through the provision of high quality instruction.

Fitness certification: The Society for Exercise Physiology (CSEP) Certified Personal Trainer is the leading national credential in Canada and requires two-years to complete. There are also many other locally recognized and or company specific fitness credentials.

Health & wellness certification: Health and wellness certifications will vary depending on the context. This could include:

- Life Coach certification including Associate Certified Coach, the Professional Certified Coach, Master Certified Coach

Teaching certification: A bachelor's Degree in Education (BEd) and a provincial teacher's certificate are required to teach in elementary, junior high or high school in Canada.

Project management certification: Completion of one or more of the Project Management Institute's project management certification programs: professional project management (PMP) certification; Program Management Professional (PgMP) certification; Portfolio Management Professional (PfMP); Certified Associate in Project Management (CAPM); PMI Professional in Business Analysis (PMI-PBA); PMI Agile Certified

Practitioner (PMI-ACP); PMI Risk Management Professional (PMI-RMP). Refer to the [here](#) for additional details on certification.

SPORT & RECREATION CAREER RESOURCES

Sport & Recreation Job Resources

The Government of Canada tracks careers and emerging skill needs in extensive detail. This is a powerful source to start to better understand different roles in sport & recreation:

Government of Canada Job Bank: <https://www.jobbank.gc.ca/home-eng.do>

Sports Information Resource Centre: <http://sirc.ca/careers>

Alberta Recreation and Parks Association: <http://arpaonline.ca/jobs/>

Sask Sport Inc. <http://www.sasksport.sk.ca/jobs.php>

Workinsports.com: <https://www.workinsports.com/sports-jobs.asp>

Global Sports Jobs: <https://www.globalsportsjobs.com/>

Jobs in Sport: <http://www.jobsinsports.com/>

Women Sport Jobs: <http://www.womensportsjobs.com>

Sport Career Finder: <http://www.sportscareerfinder.com>

Skills & Knowledge

Minten, S. R. (2008). Graduate Employability in the Sport and Recreation Industry: An analysis of the transition from Higher Education to the workplace (Doctoral dissertation, University of Sheffield). Available at: http://etheses.whiterose.ac.uk/3631/2/487593_VOL2.pdf

Other Resources

North American Society for Sport Management: <http://www.nassm.com>

SHAPE America – Society of Health and Physical Educators: <http://www.aahperd.org>

Athletic Business: <http://www.athleticbusiness.com>

The Future of Sport Report. Retrieved from: <http://futureof.org/wp-content/uploads/The-Future-of-Sports-2016-Report.pdf>

Women Sports Foundation: <http://www.WomensSportsFoundation.org>

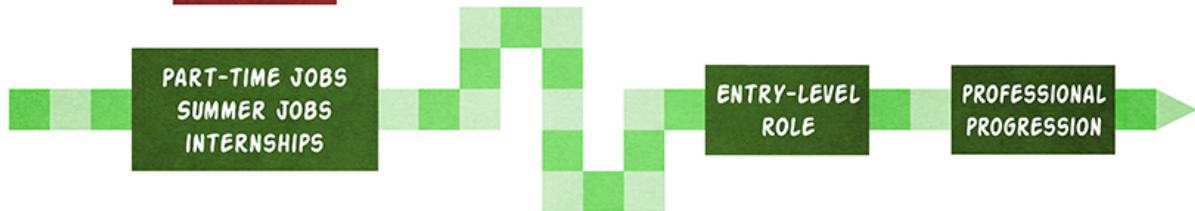
HOW TO GET THE MOST OUT OF YOUR UNIVERSITY EXPERIENCE

Building Blocks	Year 1 – Explore	Year 2 – Engage	Year 3 - Lead	Year 4 – Transition
Education & Learning	<ul style="list-style-type: none"> ❑ Meet with academic advising to map out courses. ❑ Explore all your student learning resource and student counselling resources and workshops. ❑ Be intentionally curious. Explore different courses with a goal. ❑ Narrow down what you like and what you are good at via Designing YOU. ❑ Book meetings with professors. ❑ Go to career development workshops. 	<ul style="list-style-type: none"> ❑ Select a major or specialization. ❑ Select a minor. Think interdisciplinary. ❑ Build relationships with professors. ❑ Pick electives with intentionality. ❑ Explore other learning and skill development opportunities via books, podcasts and online courses. ❑ If your program doesn't have a work term, explore a co-op placement. 	<ul style="list-style-type: none"> ❑ Meet with advising and map out your courses to graduation. ❑ Balance your courses – both course and content - to get the most out of them. ❑ Explore doing a project with a professor. ❑ Attend graduate school fair to explore your options. 	<ul style="list-style-type: none"> ❑ Leave your educational options open by finishing with solid grades. ❑ Turn your course work into evidence. ❑ Explore graduate school options and entrance requirements.
Employment	<ul style="list-style-type: none"> ❑ Get a part-time job focused on transferable skill development. ❑ Plan a summer job that test drives potential career paths. ❑ Start a LinkedIn profile. ❑ Explore all the career resources from the Alberta government. 	<ul style="list-style-type: none"> ❑ Get promoted at work and manage people. ❑ Test drive different contexts in your summer job. ❑ Join targeted LinkedIn groups and take targeted courses via Lynda. 	<ul style="list-style-type: none"> ❑ Identify skill gaps you need to close. All your jobs should be focused on targeted skill development. ❑ Have employers provide recommendation via LinkedIn. ❑ Summer jobs may be a gateway to a job post-graduation. 	<ul style="list-style-type: none"> ❑ Turn your employment experiences into employer benefits on LinkedIn. ❑ Ask for more responsibility at work. ❑ Get letters of references from all your employers. ❑ Build your professional network through your employer.
Community	<ul style="list-style-type: none"> ❑ Just say YES to every opportunity! ❑ Join clubs to meet people with similar interests. ❑ Explore volunteer opportunities on campus and in the community. ❑ Get involved in intramural sports. 	<ul style="list-style-type: none"> ❑ Take a leadership position in a club. ❑ Volunteer for a professional association linked to your professional mission. ❑ Organize an event on campus or in the community. 	<ul style="list-style-type: none"> ❑ Sit on the executive of student club. ❑ Pick something to lead in the organization you are engaged in. ❑ Build your professional network via a professional organization. 	<ul style="list-style-type: none"> ❑ Leverage your club executive role to build your professional network. ❑ Mentor new students through programs like the Peer Health Educator program.
Contextual	<ul style="list-style-type: none"> ❑ Start informational interviews to explore different career options. ❑ Explore Healthy Campus opportunities through Wellness Services. ❑ Explore diversity programs on campus. ❑ Explore international opportunities. 	<ul style="list-style-type: none"> ❑ Conduct more informational interviews to explore different contexts. ❑ Do a semester abroad or work overseas in the summer to explore different contexts. 	<ul style="list-style-type: none"> ❑ What contextual experiences are you lacking? Fill these gaps through class, employment or volunteer experiences. 	<ul style="list-style-type: none"> ❑ Get your post-graduation plan into place. Be opportunistic to build your experiences.
Relationships	<ul style="list-style-type: none"> ❑ Start to build a mentoring team. ❑ Join a professional association. 	<ul style="list-style-type: none"> ❑ Tap your mentors for informational interviews. 	<ul style="list-style-type: none"> ❑ Tap your mentors for support in building out your job-specific skills. 	<ul style="list-style-type: none"> ❑ Ask your mentors to advise on your post-graduation career path. ❑ Join university alumni association.

YEAR 1

10-YEAR MISSION FRAMEWORK

YEAR 10



— THE DESIGNING YOU PROCESS —

The *Sport & Recreation YOU* is just one piece of the puzzle. Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager. The product manager is the captain of the ship without whom your product faces the risk of failure due to being poorly designed, costing too much, being late, being too much like something else in the market or just not being perceived as valuable.

There can only be one product manager in your case—only you can create your plan, be nimble enough to change it, launch it and tell the world your story.

“GREAT PRODUCTS DON'T HAPPEN BY ACCIDENT. PRODUCTS HAVE A MAP, AND MORE IMPORTANTLY, THEY HAVE A CHAMPION: THE PRODUCT MANAGER.”

Designing YOU follows an eight-step process. This process isn't new or revolutionary. In fact, almost every product manager follows a similar map to develop the products you use every day. We've just adapted it to design you.



Step 1 — Becoming your product manager walks you through the seven key attributes of a product manager and why you must adopt these to become the champion of your life. A great product manager:

1. Is intentionally curious.
2. Thinks about the whole.
3. Is empathetic.
4. Gets feedback early and often.
5. Relies on evidence, not simply intuition.
6. Is resilient.
7. Is accountable.



Step 2 — Exploring the Current YOU is about reflecting on the you that you are today. It involves exploring your current personality, knowledge and skills. We all live our lives in the bubble that's our home community, family and friends, so a big part of this step is getting out of that comfort zone and being inspired by the world and the people around you. This inspiration is your launching pad for the Whole YOU.



Step 3 — Building your mentor team focuses on the team effort required to design you. We explore the value of your relationships and from this you'll

form your **mentor team** of experts who will support and guide you through the *Designing YOU* process.



Step 4 — Defining the future Professional YOU explores career options. First, you'll evaluate what you love to do and what you're good at, then you'll explore how to leverage it to make a living. By the end of Step 4, you'll start to have a vision of the future Professional YOU. **This is the point where *Sport & Recreation YOU* goes deep into designing your professional mission in the fast-paced world of sport & recreation.**



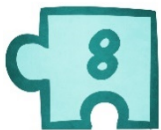
Step 5 — Defining the Whole YOU is when you'll discover how your professional mission fits into your Whole YOU. The Whole YOU is about how you define success. You'll think about where you want to live, the people you want to be around, the importance of your bank account and other factors important to you. The alignment of all these factors is the Whole YOU.



Step 6 — Defining your roadmap is possible after you've identified your definition of success in Step 5. The map allows you to implement the Whole YOU. Every decision you make in pursuit of your destination now has a purpose. There are many paths to this destination, some direct, others slower and scenic. We encourage you to take some of the scenic drives and explore. In fact, taking a side route may change your destination and guide you toward a different Whole YOU. This is the value of exploring, adapting and changing.



Step 7 — Telling your story recognizes that having the best product that no one has ever heard of or cares about is called "going out of business." Your story is how you'll connect to the audience you care about and how you'll make them care about you. You'll figure out what you can offer the world and develop a strategy to communicate it. Your story must be so compelling that they can't wait to be part of what happens next.



Step 8 — The Whole YOU 2.0 and beyond is about the ever-evolving you. The book *Designing YOU* and the tools you learn within it aren't only useful in your current stage of life. To be always relevant you must constantly update yourself and adjust to new realities. As your mission changes and you decide to try new things and develop new skills, the guidance contained in *Designing YOU* can be there for you.

ABOUT THE AUTHORS



Before becoming a university professor **David J. Finch** spent almost two decades in product management and marketing roles primarily in the technology sector. After working away in cubicles and on airplanes for some giant companies like Bell Canada and Rogers Communications, David followed his own dream and co-founded a sports marketing agency.

Starting his own marketing agency taught him the importance and limitations of having a plan. Big companies, he realized, like having a plan, but big companies are terrible at actually following them because they're so big. Small companies aren't great at making plans, but they're agile and adaptable.

After twenty-years in these different roles asking questions, David decided it was time to find some answers, so he pursued his PhD in management and became a university professor. It turns out being a university professor is less about finding answers and more about asking better questions. As he started asking those better questions, it struck him that education and product management have a lot in common. Each year, universities and colleges churn out really expensive products called students; some of these products find an audience, but many don't. This led to the question, "What if students started to manage their lives as if they were product managers?" This was the inspiration for the *Designing YOU* series and *Sport & Recreation YOU* career guide.



David Legg is the past president for the Canadian Paralympic Committee, and past board member for the 2015 Pan Am/Parapan American Games in Toronto. Presently, he is on the International Paralympic Committee's Sport Science Committee, among many other Calgary- and Alberta-based initiatives.

Academically, David was a previous research fellow at Northeastern University in Boston and is presently an instructor for the sport management program within the Erasmus Mundus Masters of Adapted Physical Activity at Leuven University in Belgium. He has also been a visiting professor while on sabbatical at Dalhousie University in Halifax and Deakin University in Melbourne, and an adjunct faculty member at Memorial University.

David's research interests include those related to sport management and adapted physical activity. He edited and wrote multiple chapters in the book *Paralympic Legacies* and is co-investigator of a project studying the impacts of the 2014 Commonwealth Games and 2015 Parapan American Games on communities of people with disabilities. One other major project, SPLISS (Sport Policies Leading to International Sporting Success), is a study funded by Sport Canada and includes researchers from the UK, Netherlands, Belgium, and 13 other nations.



Julie Boone completed a Bachelor of Recreation Studies at the University of Manitoba. After her undergraduate degree, she worked for the Hurricane Island Outward Bound School and the University of Missouri's Experiential Education program before returning to the University of Manitoba to complete a Master of Arts degree focusing on the impact of wilderness education on youth at risk. Julie's PhD is from the University of Calgary in the Department of Graduate Division of Educational Research. Her dissertation focused on the impact of an

educational development program on university instructors' teaching assumptions, philosophies and practices.

Julie is currently researching the impact the mandatory Respect in Sport parent program has on parental behaviour at minor hockey games. Her other research project focuses on what students say about their classroom experience in an anonymous forum.

NOTES

(In case you want to dig deeper!)

- ¹ For a fascinating TED Talk on the power of being open and empathetic, see Ash Beckham: *We're all hiding something. Let's find the courage to open up.*
https://www.ted.com/talks/ash_beckham_we_re_all_hiding_something_let_s_find_the_courage_to_open_up
- ² For further information on the benefits of journaling, see: Slatcher, R. B., & Pennebaker, J. W. (2006). How do I love thee? Let me count the words: the social effects of expressive writing. *Psychological Science*, 17(8), 660-664.
- ³ Minten, S. R. (2008). Graduate Employability in the Sport and Recreation Industry: An analysis of the transition from Higher Education to the workplace (Doctoral dissertation, University of Sheffield). Available at:
http://etheses.whiterose.ac.uk/3631/2/487593_VOL2.pdf
- ⁴ In Step 2 of *Designing YOU*, we go deep into exploring your personality, emotional intelligence and inventory of your knowledge and skills. If you haven't explored these areas yet, now is a good opportunity to give you a sense of where you stand.
- ⁵ Public Health Agency of Canada. Obesity in Canada. 2011. Retrieved from
http://secure.cihi.ca/cihiweb/products/Obesity_in_canada_2011_en.pdf
- ⁶ Refer to: <https://www.theglobeandmail.com/opinion/the-hordes-of-centenarians-are-coming-with-adventure-vigour-and-ambition/article35066988/>
- ⁷ The Future of Sport Report. Retrieved from: <http://futureof.org/wp-content/uploads/The-Future-of-Sports-2016-Report.pdf>
- ⁸ Canadian Fitness & Lifestyle Research Institute. Children's active pursuits during the after school period. 2010 Physical Activity Monitor: Facts and Figures. 2010. Retrieved from
<http://www.cflri.ca/media/node/922/files/PAM%202010%20Bulletin%204%20-%20Active%20Pursuits%20EN.pdf>
- ⁹ Framework for Recreation in Canada.
- ¹⁰ For additional reading on Billy Bean and analytics, refer to: Davenport, T. H. (2006). Competing on analytics. *Harvard Business Review*, 84(1), 98.
- ¹¹ The Future of Sport Report. Retrieved from: <http://futureof.org/wp-content/uploads/The-Future-of-Sports-2016-Report.pdf>
- ¹² Refer to: <http://www.nba.com/article/2017/05/04/nba-2k-esports-league-17-nba-teams-participate-inaugural-season>

¹³ For additional information on how men and women's brains are wired differently, see: <https://www.theguardian.com/science/2013/dec/02/men-women-brains-wired-differently>

For additional resources on gender related issues in the workplace, please see the following:

[OECD Report on Closing the Gender Gap in Canada.](#)

[Viser Gender Equity Report.](#)

A bestselling book by Sheryl Sandberg: <http://leanin.org/>

An excellent podcast on gender issues is:

<http://www.stuffmomnevertoldyou.com/podcasts/>

In addition, it is important to note that issues related to transgender inequality are emerging in the workplace. For additional information, see:

<https://othersociologist.com/2014/12/01/transgender-women-inequality-work/>

¹⁴ For more information, see Noland, M., & Moran, T. (2016, February). Study: Firms with more women in the c-suite are more profitable. *Harvard Business Review*.

<https://hbr.org/2016/02/study-firms-with-more-women-in-the-c-suite-are-more-profitable>

¹⁵ For further information refer to the Canadian Advancement of Women in Sport & Physical Activity at <http://www.caaws.ca/>

¹⁶ For more information, see: Berinato, S. (2010, April). Is a woman's MBA worth less? *Harvard Business Review*. <https://hbr.org/2010/04/the-pay-gap-and-delusions-of-p>

¹⁷ For additional reading see:

Eagly, A.H., & Carli, L. L. (2007). *Through the Labyrinth: the Truth About How Women Become Leaders*. Boston, MA: Harvard Business School Press

http://www.salon.com/2016/04/13/its_not_choices_its_pure_sexism_women_get_paid_less_for_one_reason_theyre_discriminated_against/

¹⁸ Infographic: Yes Sex Matters! Please see: the Organisation for Economic Co-operation and Development (OECD) study on Closing the Gender Gap available at:

<https://www.oecd.org/canada/Closing%20The%20Gender%20Gap%20-%20Canada%20FINAL.pdf> Also, please see the *Viser Insights* Gender equity report: <https://www.visier.com/lp/visier-insights-gender-equity-report/>

Please see, *McKinsey Global Institute* (2015) report - the power of parity:

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- ¹⁹ For more information and resources associated with *Lean In*, refer to <https://leanin.org/>
- ²⁰ For more information, see: Elsesser, K. M., & Lever, J. (2011). Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey. *Human Relations*, *64*(12), 1555-1578.
<http://hum.sagepub.com/content/64/12/1555.full.pdf+html>
- ²¹ McKinsey & Company has an online psychological test you can take to measure whether you have an unconscious gender bias: <https://esurveydesigns.com/wix/p46257077.aspx>
- ²² This section on gender is borrowed from the gender impact of designing you by Leah Hamilton and Laurie Stretch. For more detailed reading on this topic please head to *Designing YOU*. At the end of each step, Laurie and Leah provide their insights into the gender issues and how to factor them into your thinking during this step.
- ²³ Refer to: http://www.payscale.com/research/CA/Job=Marketing_Manager/Salary or <https://alis.alberta.ca/occinfo/occupations-in-alberta/occupation-profiles/marketing-manager/>
- ²⁴ Refer to:
http://www.payscale.com/research/CA/Job=Director%2c_Community_Relations/Salary
- ²⁵ Refer to:
[http://www.payscale.com/research/CA/Job=Product_Manager%2c_\(Unspecified_Type\)/Salary](http://www.payscale.com/research/CA/Job=Product_Manager%2c_(Unspecified_Type)/Salary) or <https://ca.indeed.com/salaries/Product-Manager-Salaries>
- ²⁶ Refer to: http://www.payscale.com/research/CA/Job=Event_Manager/Salary
- ²⁷ Refer to: http://www.payscale.com/research/CA/Job=Event_Manager/Salary
- ²⁸ Refer to:
http://www.payscale.com/research/CA/Job=General_%2f_Operations_Manager/Salary
- ²⁹ Refer to: http://www.payscale.com/research/CA/Job=Director_of_Operations/Salary
- ³⁰ Refer to: https://www.glassdoor.ca/Salaries/canada-athletic-director-salary-SRCH_IL.0,6_IN3_KO7,24.htm
- ³¹ http://www.payscale.com/research/CA/Job=Fitness_Manager/Salary
- ³² Refer to: http://www.payscale.com/research/CA/Job=Wellness_Manager/Salary
- ³³ Refer to:
http://www.payscale.com/research/CA/Job=Physical_Education_Teacher/Salary
- ³⁴ For additional information on evidence-based management, see:
<https://www.cebma.org/>

³⁵ Step 2 of Designing YOU goes deeper into EI, including an assessment. For further information, see: Goleman, D. (2004). What makes a leader? *Harvard Business Review*, 82(1), 82-91.