



# ELEVATING THE CONSCIENCE OF A SPORTING NATION

The Canadian Centre for Ethics in Sport Story

**BB&Co**  
Strategic Storytelling

The year was 1988. Canada was transfixed by the possibility of a track and field gold medal in the 100 metres at the Seoul Summer Olympics. Ben Johnson crossed the finish line first and set a new world record. *The nation roared...then winced* two days later when news emerged that *Ben Johnson had doped*, and his medal had been taken away.

# The Back Story

*“How do we inspire winning without promoting winning at all costs?”*

From this shock and embarrassment came the Durbin Inquiry, which, when completed, led to the formation of the Canadian Centre for Ethics in Sport (CCES). The organization began with an anti-doping mandate, but soon grew to understand that *sportsmanship begins far before testing and extends far beyond elite athletes*. Thus, the CCES helped create True Sport, believing that good sport begins when a 5-year old girl takes her fist kick at the soccer ball, or when parents watch their young son take to the ice for the first time.

To live up to its name, CCES had to *move beyond doping to truly encompass the broader spectrum of all ethics in sport*. But to do so, it needed to find its story, and through it, reach out and inspire the community leaders, organizers, coaches, parents and kids on every field, track, court, ice rink and gym across the country. It needed to define its purpose and clarify its vision to be able to *raise the conscience of a nation* and inspire the people within it to create sport that was fair, safe and open for all.

# Uncovering Your Story

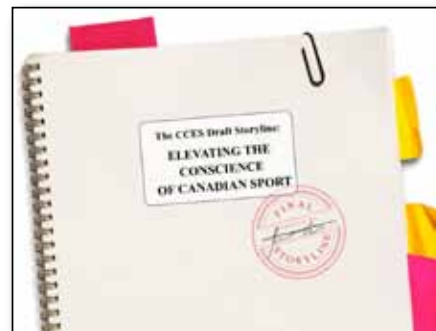


## Teamwork begins with the right team

For two days outside of Ottawa, leaders from the CCES and True Sport came together with a star university football player, two Olympic athletes, kids sport coaches and thought leaders from groups as varied as The Canadian Soccer Association, Speed Skating Canada, Sport Canada, Centre for Ethical Orientation and Canadian InterUniversity Sport. They committed their time, talent and expertise to exploring the opportunities and challenges that an organization with a mandate as far reaching as this one could and should work to address.

## The right questions inspire the right answers

Over those two days, as a group and in teams, the participants explored the many benefits of sport to individuals, communities and country. They discussed the exponentially positive impact of sport that was good and delved into the many negative repercussions of sport that turned bad. Using the insight gleaned from this exploration, the group was challenged with the right questions to determine the roles that CCES could play in fostering good sport, to uncover the strategic vision for the organization and to define the higher purpose driving its efforts.



*StoryFinding is a collaborative process that leverages the collective brainpower and experience of organizational leaders, trusted partners and relevant experts to help an organization define its brand, set a vision for their future and tackle key strategic challenges and opportunities. The outcome is a rich articulation of your brand's strategic story—e.g. what distinguishes it, the higher purpose that drives it, where it's going and why it should go there—which serves to align, focus and inspire your extended team and guide you as you navigate towards your future.*



## One story inspires another

From this StoryFinding process emerged the realization that the organization needed to better activate ethical behaviour at a grassroots level, helping parents, coaches and community leaders understand how great a difference good sport can make: specifically by instilling character in their kids, strengthening our communities and increasing opportunities for excellence. To reach such a broad audience, we needed to develop the story of the organization on the ground, and thus the True Sport story evolved with greater clarity and direction, speaking to the purpose of the movement and the seven principles that ensure it.

## A story in four parts

Following this session, we developed the Brand Storyline. With the vast number of people relying on this story to understand the role of the organization and by extension their own role within it, the story needed to be broad, inviting everyone in, yet deep enough to allow individuals to find what they needed in it. The result was an understanding and articulation of the organization's promise to Canada, the philosophical principles that drive the organization, the positive forces that the organization keeps constantly in play and the impact of its efforts—all in the name of elevating the conscience of Canadian Sport.





## A great story is told internally first

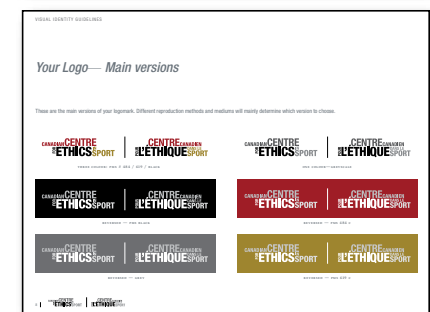
To ensure the CCES story is brought to life outside the organization, it must first come to life in the hearts and minds of those within it. Over a series of workshops, the BB&Co team helped the leadership of the CCES share their newly articulated brand story employees, partners and Board of Directors, fully engaging and aligning everyone in the process. Most notably, by attaching real life examples and compelling ideas to each element of the CCES strategic story, employees were able to better grasp the true meaning behind them. The result was an entire organization thinking, talking and acting as one.

**StorySharing** helps organizational leaders pull key audiences into their newly defined brand story and to ensure it resonates with them. Our process uses various tools and techniques to engage employees, tapping into their spirit so they see themselves in the brand story and understand how they can live it. Through StorySharing, we provide a range of creative services such as brand identities, keynote addresses, foundational print pieces, corporate films, StorySharing workshops and more...all designed to ensure your brand story lives in the hearts and minds of those needed to bring it to life.

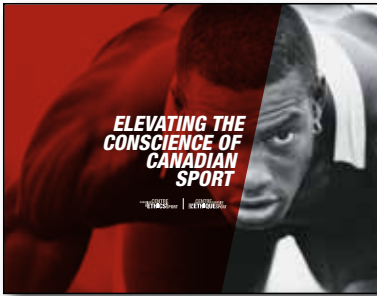
## Creating a visual language for the story

Once the verbal language of a brand story is elevated, the visual language often needs to catch up. Such was the case with CCES, and we therefore created a new graphic identity for the organization. The new logo celebrates the multitude of voices that come together around sport, capturing the energy of open dialogue and the multicultural landscape of Canada. By using the full name of the organization rather than its common acronym, the logo also conveys a sense of confidence and authority. We also developed a new logo for the Canadian Anti-Doping Program.

CANADIAN CENTRE  
FOR ETHICS IN SPORT

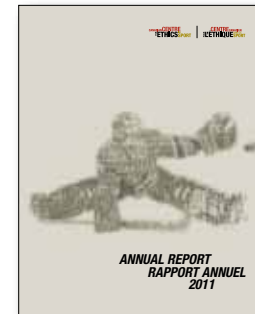
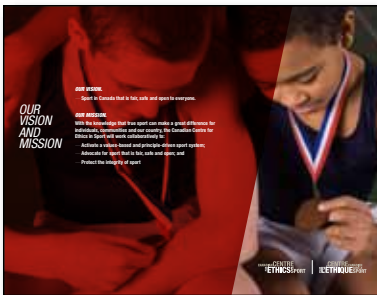


# Telling Your Story



## Two stories to hold and refer back to

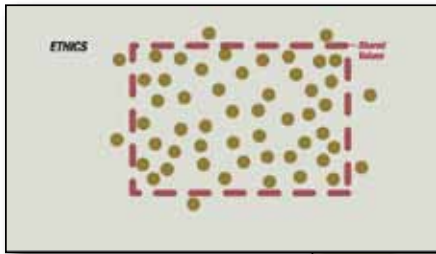
Along with telling the story, it's essential to have a story that you can hold on to, read, and reread. We developed two visually vibrant and graphically dynamic print pieces that communicate in words and images the stories of the CCES and True Sport, reflecting the vision for each and the philosophical drivers that drive them. Inspiring and engaging, these documents become the well-used touchstones of storytelling that employees and partners can refer to again and again.



## Infusing the story in all communication

The brand story doesn't just live in one printed piece. It lives in every piece of communications the organization creates. The organization's annual report, website and conference banners were developed to align the externally focused communications with the CCES vision and direction.

# Telling Your Story



## The CEO as Storyteller-in-Chief

Everyone in the organization needs to tell the story, but no one more than the head of CCES. BB&Co helped the CEO develop the core building blocks of a keynote address that he uses for various speeches, speaking opportunities and media

interviews. By uniting the brand story with the external message delivered by the person at the top of the organization, CCES has been able to inspire the vision of its story in each person who hears it.

# Living Your Story

## Strategically activating the True Sport story

Through the insight and ideas gleaned from a variety of StoryActivation workshops with the True Sport leadership and, eventually, all True Sport staff and key partners, BB&Co was able to build a strategic plan that would guide the movement's efforts over the next three years. BB&Co is also a sitting member of the True Sport Hub, a select group responsible for refining the True Sport strategic plan as it unfolds and evaluating progress against it..

*StoryActivation helps leaders take the core concepts inherent in their brand story and connect them to the tactical plans for their business and operations. The process helps them to develop and deploy a strategic plan that will assist them as they navigate through change and, in doing so, bring their brand story and strategic vision to life. StoryActivation makes real your brand story and creates a tangible impact that will resonate and endure.*

## A website rethought and restructured

While the True Sport story and the tools and initiatives of the movement were all strong, there existed an opportunity to improve the way those elements were presented and organized on the website. BB&Co worked with the True Sport team and its website designers to unpack their website, restructuring it in a way that would make the navigation more intuitive while fostering greater appreciation of the organization's brand story and the uptake of the movement's many tools and initiatives.



# The power of the right story

**2 brand stories**

that will define  
and inspire good  
sportsmanship for  
generations to come

**225  
municipal  
leaders**

engaged in  
the story

**3 years of  
strategic  
planning:**  
developed  
and being  
implemented

**2836  
groups**

who have signed  
on to the principles  
of True Sport

**40  
employees**  
engaged and  
aligned

**one  
nation**  
that can look  
forward with  
confidence

“ This entire process has enabled us to look at our organization and the work we do with fresh eyes. We now have a deeper appreciation for and pride in the broader mandate we carry. The brand stories we’ve crafted for CCES and True Sport certainly impact how we speak and how we look; but more importantly, they have changed the way we think and feel, bringing greater meaning to our collective efforts.”

Paul Melia, CEO, Canadian Centre of Ethics in Sport



Storytelling, when applied strategically, can connect people to ideas, to each other and to a future that is achievable and worth achieving. If you would like more information on how BB&Co can help you uncover the one true story of your brand, set a strategic vision for your future, and then engage and align the human energy needed to bring that brand story to life and make that vision real, contact us at **+1 604 868 1924** or **bill@billbakerandco.com**