

Meeting of East Midlands Regional Sports Board

to be held on 12 December 2005

at Sport England East Midlands

For

Discussion Decision Information



Extension - Regional Sports Partnership Leadership Project

Paper No. 13

1 PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek approval from the RSB to fund an extension to the Regional Leadership Project to:

1.1.1 continue long-term leadership development with the Regional Sports Partnership (RSP)

1.1.2 allow new members of the RSP to benefit from the leadership programme and participate in the leadership audit delivered by the Leadership Trust.

2 COST / FINANCIAL IMPLICATIONS

2.1 A total of £12,550 is required to extend the regional leadership programme. This funding is allocated within Sport England's operational expenditure budget for 2005-2006.

3 KEY OUTCOMES / OUTPUTS

3.1 This funding will deliver:

3.1.1 A repeat 3 day leadership development programme for new members of the RSP and identified Sport England staff. This will be delivered by The Leadership Trust following the success of the programmes they delivered for the RSP in 04/05.

3.1.2 A leadership audit to enable new RSP members and identified Sport England staff to undertake the 360-degree appraisal.

3.1.3 A 1 ½ day business coaching and mentoring programme for all members of the RSP. This is a follow-on from the initial leadership development programme and will also be delivered by The Leadership Trust.

4 RECOMMENDATIONS

4.1 The RSB approve an award of £12,550 from Sport England's operational expenditure budget to deliver the final part of the Regional Leadership Programme.

5 KEY POINTS

- 5.1 The Regional Leadership Programme has been up and running for one year and its success has been fully evaluated/researched. Producing the evidence base from the initial phase of this work was identified as a priority in Sport England's 2005/6 Business Plan and this is presented in Appendix 1.
- 5.2 At its meeting on 20 September 2005, the RSP debated the future of this work and it was agreed that:
 - 5.2.1 all new members of the RSP should be given the opportunity to benefit from the leadership programme that longer standing members had experienced.
 - 5.2.2 given that there were a significant amount of new RSP members (including the recent appointment of 3 new CSP managers to the region) it was worth repeating the programme designed specifically for the RSP.
 - 5.2.3 The final part of the leadership development programme specifically aimed at the RSP would focus on business coaching and mentoring.
 - 5.2.4 The future of long-term leadership development throughout the region and the potential of a substantial funding bid to CIF to ensure leadership development opportunities exist throughout the system (CSPs/CSNs) be discussed at the next leadership sub-group meeting.
- 5.3 The RSP went out to tender for its leadership development work and the Leadership Trust were appointed.
- 5.4 Under normal circumstances, the RSP would go out to tender again for the remainder of this work. However, given the specific nature of this work and the unique combination of prior knowledge, experience and background in delivering leadership opportunities for the benefit of the RSP it is intended to extend the contract with The Leadership Trust to deliver this final element of the Regional Leadership Programme.

6 FIT WITH REGIONAL PLAN (OUTCOMES AND PRINCIPLES)

- 6.1 Outcome 8, Change 4 Sport, identified 'promoting a regional initiative to develop leaders and leadership skills within sport' as a key action.
- 6.2 Action 8.2 within Sport England's 2005/6 Business Plan is to extend this regional leadership initiative the RSB agreed this was a priority for delivery in this financial year.
- 6.3 The further development of this work to deliver long-term leadership development opportunities throughout the region is also a priority for this year and is due to be determined by the leadership sub-group. Discussions have already taken place and will be taken forward when there is clarity over the new funding coming to the region to deliver on Building Capacity (RSB 12.12.05 paper 3).

APPENDICES **Appendix 1 – Evaluating the impact of leadership development in a Regional Sports Partnership (summary).**

Appendix 1 – Summary: Evaluating the Impact of Leadership Development in a Regional Sports Partnership: A Case Study

Gareth Edwards and Sharon Turnbull

This case study reports the first in a series of evaluation exercises designed to track the development of leadership in a regional sports partnership in the UK.

The findings show that a leadership development programme run by The Leadership Trust for the sports partnership had a significant impact on the development of leadership at several levels:

- At a personal level, participants developed a greater understanding of themselves;
- At an interpersonal level, participants developed a greater understanding of other people's behaviour, emotions and motivation;
- At a team and organisational level, evidence suggests a significant impact on team development back in the workplace after the programme and an impact on partnership working in this particular region.

The regional sports partnership had approached The Leadership Trust to tender for a pilot leadership development programme. Following diagnostic work, a leadership development solution was designed and delivered. All participants in the programme were invited to take part in an evaluation study and to invite their colleagues to respond to interview questions about changes in their leadership since the programme. We conducted in-depth interviews with four participants and their five colleagues.

The diagnostic work carried out before the programme highlighted a crucial point made by almost all participants. This is the need for greater partnership-working across all agencies concerned with sport, and at all levels, in order to strengthen the impact and image of sport in society.

The diagnostic work also suggested the need for leadership at all levels of the partnership, and that leadership should be:

- Strategic but also pragmatic;
- Inspirational and passionate but also empowering and devolving of responsibility;
- Challenging as well as consultative;
- Creative and bold, and more risk-taking.

Most people felt that an empowering style of leadership is most suited to the challenges facing the partnership and that people at all levels need to be inspired to work towards a common vision for sport.

Many saw their leadership responsibilities as being to support others and to provide guidance to partners. Words such as those below were common in the responses:

- Mentoring;
- Supporting;
- Empowering;
- Involving;
- Inspiring;
- Facilitating;
- Serving;
- Providing direction.

There was also a general consensus amongst respondents that they would be more effective leaders if they could develop greater self-confidence and self-awareness and influence more effectively upwards and outwards.

Other personal development areas that were highlighted as being important were:

- Coaching and listening;
- Assertiveness;
- Managing conflict;
- Innovation;
- Decision making;

- Monitoring and evaluating;
- Managing diversity.

The key requirements and objectives of the leadership development programme were therefore cited as:

- Enhancing self-awareness;
- Understanding of one's own development needs;
- Learning how to respond to different people and situations;
- Learning how to develop one's own team;
- Increased self-confidence as a leader.

The data gathered from this interim evaluation study were compared to this information from the diagnostic study to provide conclusions about the impact of the programme based on these key requirements.

Conclusion

This case study suggests that the leadership concerns of programme participants highlighted by the diagnostic study have started to be addressed in a very powerful way. For example, the need for greater partnership working in the regional areas has started to be achieved as a result of the programme; a greater understanding of self and others has led to better teamwork.

The programme has already had a significant impact on the development of leadership at several levels.

At a personal level, a greater understanding of self has been developed. At an interpersonal level, a greater understanding of other people's behaviour, emotions and motivation has developed. And at a team level, respondents report a significant positive impact on team development back in the workplace after the programme, which in turn has had an impact on partnership working in the region.

It is clear that a leadership ethos is now becoming embedded in this particular region and that an enormous amount of enthusiasm for new leadership behaviours has been generated. This momentum, however, needs to be sustained. It will be important to keep leadership and leadership development on the agenda and to continue the process of monitoring the impact that the improved leadership behaviours are having on regional performance over the medium-term and longer-term as well as the short-term. This is the aim of further evaluation of the programme.