



Leadership and talent development initiatives not joined up









By the Sector, for the Sector













We heard from 1,500 people who work and volunteer in sport and recreation – from individual contributors to CEOs and Board Chairs



Translating Your Input





Leadership Maps: the Unique Value I Add

Communities Purpose Teams Model Role

Collaborate

To serve communities effectively, we need to develop, nurture & sustain relationships with the right people. This is about engaging, asking & listening – to understand the drivers, needs, opportunities & challenges within communities. This means finding opportunities to collaborate & partner with other agencies who share, complement or support our purpose.

Leadership is about teamwork – working with and through others to deliver on our purpose.

This requires everyone to contribute to & develop an understanding of their team's purpose & the purpose of the organisation their team is a part of. It is about role clarity – individual and collective roles; working to build cohesion, teamwork & trust. Effective teams challenge themselves & others to continually strive & improve.

Knowing who you are, where you are from, your story, values, influences & purpose is an essential element of effective leadership.

This is about self-reflection & seeking feedback to understand your reputation & impact on others. Being rewarding to deal with is the foundation for effective collaboration.

Navigate Complexity

Communities are complex environments. As your leadership context becomes broader, your decisions & actions have wider & longer-term impact in the communities you serve.

Navigating this complexity means continually growing your knowledge & understanding of other organisations, contexts, communities & cultures. It means learning to hold & appreciate multiple, varied perspectives, & to

Teamwork requires the right mix of capabilities, & effective coordination & prioritisation of effort & resources. It requires robust thinking, analysis, problem-solving, planning & decision-making.

To ensure efficiency & effectiveness in delivery, teams must develop shared situational awareness, systems, processes, routines & approaches. They must have regular & systematic access to feedback on performance so that they can adapt

While complexity is best navigated through teamwork, every individual needs to ensure they are personally well equipped to contribute.

This is about developing the skills, knowledge & understanding that will help you to contribute effectively in a complex world. It requires having curiosity & a continual desire to learn; being focused, productive & efficient; & maintaining your effectiveness in the face of ambiguity &

Culture



-change

Leadership Development System





Challenges Along the Way

- 1. Short game v. long game
- 2. Lack of conceptual thinking
- 3. Consultation is HARD
- 4. Taking the leader out of the leadership framework
- 5. TOW
- 6. NABF



