

LEADERSHIP ACADEMY 2019



1 WHAT IS THE LEADERSHIP ACADEMY?

We are looking for gymnastics club leaders with a passion for learning and a strong desire to develop. The Leadership Academy programme is all about you – the person – and helping you develop the skills and behaviours you need to be an awesome club leader!

The course is a great opportunity to work with other club leaders from across the country sharing experiences and discussing issues. You will hear from some inspiring speakers and be encouraged to apply the learning into your own club setting. It will be up to you how deep you want to go with each topic with online learning pointing you in the direction of where to find out more should you wish.

Our vision is to support clubs to be the best they can be and assist them in achieving their ambitions.

1.1 Aims of the course

Across the 12 months of the programme there are three main aims:

- Increase confidence and competence in a range of leadership behaviours.
- Develop commitment to continuous personal and professional development.
- Foster networking between leaders in gymnastics clubs in Scotland.

1.2 Areas of Learning

Having researched what it takes to be a great leader we have developed a Leadership Framework of six core topics which will make up the main content of the programme:



These can be broken down into separate competencies as follows:

	Competency Area
Overall	Continual Learning: Grows and develops as a leader through feedback and on-going learning whilst pursuing self-development.
	Networking: Develops and uses networks in a way that builds relationships and strengthens alliances in service of personal and club work and goals.
Understanding Self	Authenticity: Demonstrates integrity; personal credibility and communicates thoughts, ideas, and priorities in an open, honest, and compelling manner. Walks the talk.
	Values: Can articulate personal values and demonstrates these in their behaviour, actions, and decision-making.
	Philosophy: Establishes credibility by articulating and applying a personal leadership philosophy on a daily basis.
	Integrity/Honesty: Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
	Self-awareness: Assesses and recognises own strengths and weaknesses; holds an accurate view of self and impact on others, as well as socially aware while cultivating self-management and relationship management skills.
	Drive & Purpose: Understands personal passion and motivation and uses individual growth and development to effect positive change in the club.
Managing Self	Interpersonal Skills: Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
	Resilience: Deals effectively with pressure; Responds constructively to criticism or feedback; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
	Emotional Intelligence: Recognises the feelings and emotions in others and manages own emotions in challenging circumstances to avoid negative impact on others.
	Flexibility: Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
	Time Management: Manages own role and time positively to achieve goals and in line with personal values.
	Personal Equilibrium: Values wellbeing of self and seeks to maintain a healthy symmetry within professional and personal pursuits.
Leading Others	Leveraging Diversity: Fosters an inclusive environment where diversity and individual differences are valued and leveraged to achieve the vision and mission of the club.
	Influencing/Negotiating: Recognises the importance of who to influence and when; persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

	<p>Conflict Management: Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.</p>
	<p>Communication: Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed. Writes in a clear, concise, organised, and convincing manner for the intended audience.</p>
	<p>Strong Relationships: Builds strong relationships with board, workforce, stakeholders, members and external organisations.</p>
	<p>Team Building: Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.</p>
<p>Managing Others</p>	<p>Accountability: Holds self and others accountable for measurable high-quality, timely, and cost effective results. Accepts responsibility for mistakes. Complies with established control systems and rules.</p>
	<p>Developing Others: Ignites the desire to learn in others; develops the ability of others to perform and contribute to the club by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.</p>
	<p>Feedback: Embraces giving and receiving constructive feedback and appreciation.</p>
	<p>Performance Management: Maintains a constant focus on all aspects of the club's performance and makes time to reflect on and improve own and other's performance, taking action to address performance problems.</p>
	<p>Delegation: Delegates challenging tasks and responsibilities that help others to develop their overall capabilities.</p>
	<p>Empowerment: Empowers others and gives them appropriate freedom to undertake their role by ensuring necessary change is delivered and resistance is minimised.</p>
<p>Creativity and innovation</p>	<p>Customer Service: Anticipates and meets the needs of members. Delivers high-quality products and services; is committed to continuous improvement. Shows a commitment to serve the membership.</p>
	<p>Problem Solving: Demonstrates a positive appetite towards problems and recognises chances to stimulate learning; works with creativity to identify opportunities for innovative solutions, identifying novel ways of resolving issues.</p>
	<p>Research & Insights: Researches relevant topics and contributes ideas to help drive the club agenda. Develops new insights into situations; designs and implements new or cutting edge programs/processes.</p>
	<p>Encouraging Creativity: Provides an environment that encourages and develops the creativity of others, encouraging new ideas and innovations.</p>

	Break with Tradition: Leading by example in supporting the club to break with traditional methods, questioning conventional approaches.
	Long-term Implications: Recognises and considers long-term or wider implications of taking particular courses of action.
	Change: Communicates a clear vision of change, the reasons or drivers for change and its intended impact; undertakes transformational, rather than incremental change, where this will achieve improvement.
Providing direction	Vision: Takes a long-term view and builds a shared vision with others; acts as a catalyst for club change. Influences others to translate vision into action using resources efficiently and effectively to achieve the agreed goals.
	Decisiveness: Demonstrates decisiveness in day-to-day actions including taking unpopular decisions and actions when necessary recognising the impact and implications of decisions.
	Common Purpose: Shapes the efforts of everyone in the club towards a common purpose including managing resources to maximise effectiveness
	External Awareness: Understands and keeps up-to-date on policies and trends that affect the club and shape stakeholders' views; and is aware of the club's impact on the external environment.
	Contingency Planning: Positively understands and addresses long-term underlying issues, opportunities, or forces affecting the club; anticipates obstacles and develops applicable contingency plans.
	Culture: Comprehends, fosters, and is the keeper of the club's culture driven by its vision, values, beliefs and norms.
	Entrepreneurship: Positions the club for future success by identifying new opportunities; builds the club by developing or improving products or services. Takes calculated risks to accomplish club objectives.
	Partnership Working: works effectively with internal and external people to ensure that the needs of the business are met, developing networks and building alliances.

1.3 What does the programme include?

We want you to take charge of your own learning. We will offer plenty of opportunities across the year but it is up to you how much you engage and how deep you go.

The programme includes:

- An overnight stay in Stirling at the start of the programme to get to know everyone better
- Different presenters across the sessions to challenge and inspire
- Activities to link learning with your own club
- Question and answer sessions
- Support through 1-2-1s and a mentor
- Personality profiling and future-gazing for your personal development
- Online learning to deepen your knowledge
- Opportunities for further connection with other club leaders in Scotland

1.4 Our Inspiring Presenters

These are our core team of external speakers who will each lead a session theme. However we may well bring in one or two other surprise guests as the course unfolds!

Understanding Self **Bruce Milroy:** Founding Operations Director, Ethos Consulting



Bruce has specialised in the field of leadership development and the psychology of organisational change for over 25 years and has worked across the globe. He regularly consults and coaches at Board level in both UK-based and global organisations, in industries such as Media, Education, Government, Utilities, Financial Services, I.T., Professional Services and FMCG. He is known as a direct and honest facilitator helping individuals and teams to resolve business issues fast. He is a highly skilled coach, facilitator and public speaker, a qualified NLP Practitioner and a guest lecturer for the Graduate School, Roosevelt

University, Chicago, and Durham Business School in the UK. His project-list is extensive including clients who are among the most well-known household names: Aviva, Sage PLC, HBOS, M&G Investments, The NHS, Scottish Widows, Yorkshire Water and The Home Office among others. [More about Bruce](#)

Managing Self **Isla McCrone:** Director, Action Provocateurs



Isla is an experienced professional with over 30 years working in the private and public sector. Her background is extensive and includes customer service, IT, training and development, human resources, sales and marketing, business development and public policy development and delivery. Isla is adept at relationship building, problem solving and strategic planning. Coupled with her coaching and broad business experience, she is able to help clients step back and focus on what's really important, gain perspective on things and take action.

Isla is a Director of Action Provocateurs, which provides a blend of business and people development and is all about inspiring positive change. [More about Isla](#)

Leading Others **Sue Stockdale**



Sue is an accomplished leadership specialist and coach, with over 20 years of experience working with some of the UK's top business executives and leaders in sport. She was the first British woman to reach the Magnetic North Pole and has represented Scotland in athletics. She has an MBA in Entrepreneurship and MSc in Quality Management and is an ILM Accredited Trainer, accredited coach and coaching supervisor. In 2005, Sue was recognized by HM The Queen as a Pioneer to the Nation, and in 2013 received a Global Coaching Leadership Award

at the World Coaching Congress in Mumbai. Her career highlights include a senior management role in British Gas, and a period working with the United Nations in a war zone. She is author of several popular business books including *Motivating People*, *The Personality Workbook* and *Risk*. [Sue's website](#)

Managing Others **Alan Lynn: National Coach, Scottish Swimming**



Alan Lynn is National Coach for Scottish Swimming and was formerly Technical Director. He has significant experience in leading international teams and creating performance environments. Author, coach developer and mentor, he has worked in Scottish Rugby, British Curling, Scottish Athletics and Scottish Basketball. He set up the UK's first online Masters programme in performance coaching at Stirling University. [Read more here](#)

Creativity & Innovation

Malcolm Cannon: CEO, Cricket Scotland



Malcolm is an ambitious and experienced leader having worked in 5 different market sectors and having held CEO positions in 4 different companies. His energy and competitive spirit stems from a lifelong passion for team sports and he derives great excitement from developing a strong team ethos and sharing in the success that this tends to deliver. Having led Hunter during its transformation and financial turn-around from functional outdoor product to iconic international fashion brand Malcolm then moved to focus on property management. [Read more here](#)

Providing Direction

Guy Richardson: Founder & CEO, Eiger Performance



Guy is a hugely experienced and respected leader with a distinguished track record. With a diverse background that combines armed forces experience with senior management roles, he has the skills and protocols to manage complex projects from initiation to conclusion across a broad range of environments and cultures. His infectious enthusiasm, meticulous attention to detail, and ability to inspire others have allowed him to consistently achieve high levels of success. [Guy Richardson profile](#)

Inspiring Speakers



Dan Purvis: Recently retired, Dan is one of Britain's most successful men's artistic gymnasts having won British, Commonwealth, European, World and Olympic medals. A strong all-around gymnast and a regular presence in British teams over the years, Dan played a major role in the historic bronze medal won by Team GB at the London 2012 Olympics.



Tracy Whittaker-Smith: Tracy holds the role of Head National Coach for Trampoline with British Gymnastics. Tracy is well established within elite trampoline in Great Britain having been Head Coach and Performance Director at Northamptonshire Trampoline Gymnastics Academy, Great Britain National Support Coach and more recently women's and then men's and women's National Coach. She has coached at four Olympic Games and numerous World and European Championships.

The whole programme will be overseen and brought together by:



[Steve Paige](#)

Head of Development, Scottish Gymnastics.



[Jacqui Stone](#)

Club Business Manager, Scottish Gymnastics.

2 LOGISTICS

2.1 Selection Criteria

Ultimately we are looking for club leaders who have a passion for learning and a strong desire to develop. We are seeking expressions of interest from people who:

- Have current responsibility for influencing and leading within a gymnastics club
- Or have been identified by the club through succession planning as an aspiring leader
- Are committed to continuous professional development
- Can show a track record of implementing previous learning
- Want to further develop and refine their leadership competencies or behaviours

2.2 Cost

The overall leadership academy is underwritten and subsidised by Scottish Gymnastics. The overall cost per place is £1000 plus VAT. We are asking for a contribution from each participant to support course costs for the 12month programme. The cost is £400 per candidate. This can be payable in one chunk prior to course commencement or in four £100 instalments across the year. (First payment prior to course starting / October 2019 / January 2020 / March 2020)

2.3 Dates

You will be expected to attend all scheduled dates below as part of the course and in the event of not being able to attend any sessions there is an expectation for you to be proactive in catching up with any missed learning.

MILESTONES	DATES	VENUES
Closing date for expressions of interest	9am 27 May 2019	
Selection Day	15 June 2019	Caledonia House, Edinburgh
Pre-course work	July/August 2019	
2019 EVENTS		
First Leadership Session: UNDERSTANDING SELF (2 days + overnight stay) Bruce Milroy + Tracy Whittaker-Smith	7 & 8 September	Stirling Court Hotel
1-2-1 with the SG Team (TBA individually)	October/ November	Location of your choice
Effective Club Framework/ Talent Principles/ Self-Assessment Tool Session	20 October	Caledonia House, Edinburgh
Second Leadership Session: MANAGING SELF (1 day) Isla McCrone	1 December	Caledonia House, Edinburgh
Inspiring Leader & Mentors Networking Event (Evening event from 5pm onwards)	17 December	Edinburgh Zoo
2020 EVENTS		
Third Leadership Session: LEADING OTHERS 1 (day) Sue Stockdale	19 January	Caledonia House, Edinburgh
1-2-1 with the SG Team (TBA individually)	February/March	Location of your choice
The Huddle with other leaders & Inspiring Speakers (Optional but Recommended)	18 February	Stirling Court Hotel

Fourth Leadership Session: MANAGING OTHERS (1 day) Alan Lynn	15 March	Caledonia House, Edinburgh
Fifth Leadership Session: CREATIVITY & INNOVATION (1 day) Malcolm Cannon	26 April	Caledonia House, Edinburgh
Sixth Leadership Session: PROVIDING DIRECTION (1 day) Guy Richardson	31 May	Caledonia House, Edinburgh
Final Leadership Session: OVERALL COURSE SUMMARY (1 day) Steve Paige & Jacqui Stone + Dan Purvis	21 June	Venue TBC
Next Steps 1-2-1 with the SG Team (TBA individually)	July/August	Location of your choice

2.4 How to Apply

In order to apply for a place on the above programme you have two options:

Either fill in the online form through this [surveymonkey link](#) no later than 9am on 27 May 2019.

Or take a video of yourself addressing the following questions:

- 1 Please explain how you meet the criteria for the Leadership Academy.
- 2 Please explain why you would like a place on the Leadership Academy. (Think about what you want to personally gain & which leadership aspects you most want to develop)
- 3 Please tell us how you will find the time to undertake the course.
- 4 Please tell us about your future career aspirations and how you think the programme may support these.
- 5 Recognising that everyone will bring something different to the Leadership Academy, please tell us what unique skills, knowledge and experience you have that you will bring.

Send the video by email to development@scottishgymnastics.org with the subject heading 'Leadership Academy Application 2019' and within the email make sure you also include the following details:

- Applicant Name
- Club
- Applicant Email Address
- Applicant Phone Number
- Whether you have support from your club leader to apply?
 - What is their name
 - What is their email address
- If there are any of the dates that you will not be able to make.

2.5 Contact

For more information about the course or if you have any questions please contact:

Jacqui Stone
Club Business Manager

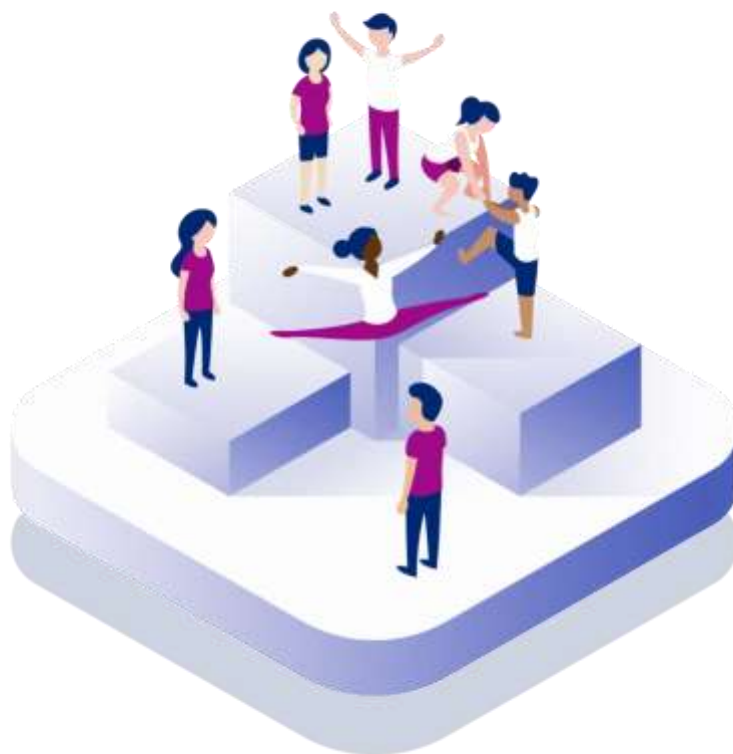


07825 828 867



jacqui.stone@scottishgymnastics.org

Work days: Monday - Thursday



Scottish Gymnastics, Caledonia House, 1 Redheughs Rigg, Edinburgh EH12 9DQ
T: 0131 271 9750
E: info@scottishgymnastics.org
scottishgymnastics.org
Registered in Scotland company number SC177815