

Effective Leadership & Management



Nigel Holl
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Perform When It Counts

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Chief Executive, **scottishathletics**



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- 9:40am
 - Saturday
 - A late night ahead
-
- Nigel talking about Leadership & Management



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SORRY!!

Blame Mark Munro



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So I thought I could covering riveting topics such as:



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Inspiring Management Text Books



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Rosa Parks



1913 - 2005

Inspiring acts of leadership



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Leadership Theory
(works really well on a
Saturday morning!)



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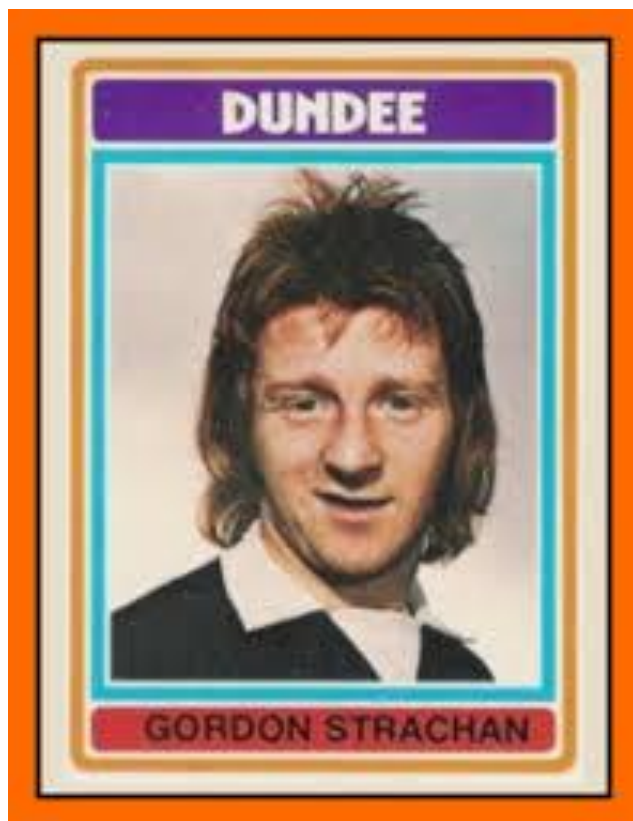
LoveOfLifeQuotes.com

Or Great Leaders

Whose words might be appropriate



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Or who have changed themselves At least in image terms!



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I always think challenges are interesting
and help you to become a better person.

- Aung San Suu Kyi



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But its OK. You can go away and do all that yourself.

I want to talk about Leadership of Athletics in Scotland

I hope its more relevant and interesting



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Crunch Question then

Where does the Leadership come from for our sport?



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- **scottishathletics?**
- Scottish Government?
- Members?
- Clubs?
- Sportscotland?
- Elite athletes (via twitter?)?
- You?
- You? Get the hint!?



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I mean it when I say

Clubs are the most vital structure in athletics –

- effective clubs = progressive sport / opportunities / solutions to challenges
- Struggling / Ineffective clubs = blame culture and the sport going nowhere.....



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So, if we / I recognise that what am I / we doing about it?

- Listening
- Reacting
- Prioritising clubs
- Influencing decision makers
- *Leading?*



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“Perform when it counts”

The scottishathletics Strategy for 2015 - 2019



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Vision / Mission

scottishathletics will:

- **Inspire** – the nation to participate and achieve
- **Engage** – everyone in Scotland to perform when it counts and contribute to our sport
- **Aspire** – to be the best – individually, as an organisation and as a sport



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To deliver we will:

Lead, develop and deliver the athlete pathway in all communities in Scotland, ensuring that it:

- Provides opportunities for all in learning, competing and contributing – at the level that is appropriate for them
- Identifies and supports athletes with potential to perform on the world stage
- **Supports strong and sustainable clubs at the centre of development and delivery**
- Motivates and supports our coaching community to excel at all levels
- Provides the right competition at the right level within the right environment
- Recruits and retains more people within the athletics community – performing in all roles
- Is resourced, managed, and governed to an excellent standard



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We need the following to ensure we “perform when it counts”

- A sub-strategy for performance foundations – linking to the Performance role fulfilled by UK Athletics
- **A club development and excellence sub-strategy that links schools and pre-club activity**
- A competition sub strategy
- A facility sub-strategy
- A Jogscotland and RR sub-strategy
- A training and upskilling sub-strategy – covering coaching, officials, volunteers and staff
- Strong governance and management – ensuring effective structure, Board, Income and financial management, Communications, stakeholder management.



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2020 vision – where we will be

- World medal zone (Top 8) athletes (annually)
- Greater numbers of participants (measured through competition & events / membership / club strengths)
- A modernised coaching structure - key clubs and delivering the pathway – sustainable and secure.
- Athletics & jog / run recognised as impacting on the improving health of Scotland
- Increased resources into the sport – from a wider range of sources



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So what does that mean in detail for athletics clubs?

Our leadership in this area means:



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- Support **effective** club structures and programmes that ensure continued **growth**, and **retention**
- Clubs '**modernised**' - reflecting best practice around **governance**, **development** and **delivery**
- Targeted approach through '**Club Together**' programme: expansion and movement towards excellence of delivery across all aspects of club operations (governance, coach development, athlete development, capacity building)
- Address '**professionalisation**': administration and coaching structures/delivery within clubs where appropriate



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- Clubs **'inclusive'** & 'integrated' - opportunities & pathway for disabled athletes
- Clubs **equitable** - equal opps - particular emphasis: female coaches
- **Schools** programme: resources, programmes & clear competition pathway for schools working effectively with clubs and club development
- Environment where **talent** is identified, nurtured & developed with clubs sitting at the core of the early stage of the athlete pathway
- **Competition** opportunities that reflect good practice by age & stage
- **Coach development** and learning: skilled coaches at every stage of the athlete pathway



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Key questions.....

- Lots of words. **Can we together turn them into action?**
- We think those priorities enable a menu of support for clubs. **Do you see opportunities for you and your club in them?**
- Today is about leaders and leadership. **Are you leading your club forward? Is there a vision?**



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Summarise that lot Nigel!

Simple.

- You are leading small businesses (my vision – 6 days per week businesses!)
- Business have a habit of growing, adapting, or dying
- What are you doing – personally and as a club to lead your business for the next 10 years?
- Are you changing? Adapting?



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I know the answer to that question

Yes

Because you are here, and I see and hear about so many stunning examples of change, adaptation, impact, hard work, effort, inspiration, innovation

All of which are leadership in action



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So in my spare time I sail

My “dingy with a lid”
pictured here just off
heading up the Sound of
Sleat

The analogy



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“If your hand is not on the tiller you go round in circles, hit the rocks, or go where you didn’t expect to go”



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You are the leaders that count in athletics. So:

- Is your hand on the tiller, looking forward, on course, but ready to react to the squall that might hit?
- Have you planned your route? Considered the currents, taken note of the forecast?
- Is your crew briefed, trained, and know what to do?
- Have you lined up a replacement skipper for when you need a break, or worse fall overboard?



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Get back to athletics Nigel OK:

- Plan in place for the club?
- People identified – right skills, right energy, right attitude?
- Looking ahead, or dealing day to day? Vision, strategy or operational?
- Learning from others? You should today
- Looking forwards not back?



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I'm sure many  to those questions.

But ask yourselves them again ...because:



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“We've always done it this way” is invalid when that way hasn't led to more life, greater growth, or maximum efficiency.”

“A quote But I didn't recognise the source!”



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Today is a chance to consider different ways, to look at where others have succeeded, to think “what if”, rather than “we can’t”.

The challenge then – leading and managing change to be able to look back in 6 months and have everyone see the difference and impact.



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And then do it again!!



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Questions, comments, thoughts?

We are listening its core to our leadership!

