
Overview

This standard is about providing leadership and encouraging a collaborative culture within a sport and active leisure setting. It focuses on the need for a culture that encourages, motivates and supports colleagues and other stakeholders to achieve the vision and objectives in your area of work. 'Area of work' in this context could be an organisation or it could be a partnership initiative or project

This standard is for first line and middle managers in the sport and active leisure sector.

**Performance
criteria**

- You must be able to:
- P1 encourage a commitment to shared aims and objectives within existing constraints
 - P2 share agreed strategies with **colleagues** and **others** to ensure common aims and objectives are achieved
 - P3 lead in your area of responsibility to achieve agreed aims and objectives whilst overcoming challenges, developing solutions and capitalising on opportunities
 - P4 encourage and celebrate creativity, innovation, diversity and inclusion within your area of responsibility
 - P5 apply leadership styles that relate to **participants** and situations
 - P6 use a range of methods to communicate with **colleagues** and **others**
 - P7 give colleagues and **others** in your area of responsibility support and advice when they need it, especially trying periods of setback and change
 - P8 contribute to a culture of continuous improvement
 - P9 empower **colleagues** to develop their own ways of working and make their own decisions within agreed boundaries
 - P10 encourage and provide opportunities for **colleagues** and **others** to take the lead in their own areas of expertise and show willingness to follow this lead

Knowledge and understanding**You need to know and understand:**

- K1 the complimentary aspects of leadership, management, coaching and mentoring and their effective use
- K2 different techniques for setting direction and establishing objectives and creating strategies
- K3 methods of communications with colleagues and others
- K4 techniques for improving leadership performance
- K5 methodologies for improvement planning
- K6 techniques for facilitating creativity and innovation
- K7 requirements for equality, diversity and inclusion and how to meet these when leading a team
- K8 techniques for encouraging others to take the lead and ways in which this can be met
- K9 different approaches to developing teams and participants
- K10 your own values, motivation, vision, strengths and areas for improvement in a team role
- K11 the strength and areas for improvement of colleagues and others
- K12 the vision and objectives of the overall organisation
- K13 the vision, objectives, culture and operational plans for your area of responsibility
- K14 leadership culture across the organisation and own style of leadership

Additional information**Scope/range related
to performance
criteria****1 Participants**

- 1.1 adults
- 1.2 children and young people
- 1.3 groups whose members do not know each other
- 1.4 participants with particular needs in relation to the activity
- 1.5 individuals
- 1.6 Groups

2 Colleagues

- 2.1 more senior staff
- 2.2 working at the same level
- 2.3 those working in supporting roles

3 Others

- 3.1 clients
- 3.2 parents
- 3.3 stakeholders

Skills

Listed below are the main generic skills and qualities applied to the delivery of Outdoors Programmes.

- 1 Empathy
- 2 Active listening
- 3 Coaching
- 4 Communicating
- 5 Consulting
- 6 Influencing and persuading
- 7 Delegating
- 8 Diplomacy
- 9 Empowering
- 10 Facilitating
- 11 Following
- 12 Leading by example
- 13 Managing challenging behaviour
- 14 Mentoring
- 15 Motivating
- 16 Negotiating and compromising
- 17 Obtaining feedback
- 18 Planning and evaluating
- 19 Providing feedback
- 20 Setting objectives
- 21 Valuing and supporting others

Glossary**Organisational requirements and procedures**

Typically, these documents will set out the standards, procedures and requirements for activity delivery. They may include equipment lists, outline session plans, safety points and procedures. They also may make reference to specific NGB (National Governing Body) or other relevant national activity bodies in terms of information and guidelines related to activities. The documents may also make reference to staffing levels and standards in terms of ratios, qualifications and training/assessment undertaken, which may link to NGBs, technical advisers and other external or internal features

Links to other NOS

This standard links with SKAOP2, SKAOP5 and SKAOP12.

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