

## Overview

This standard is about providing leadership and encouraging a collaborative culture within active leisure environments. 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 active leisure sector.

## Performance criteria

### *You must be able to:*

1. encourage a commitment to shared aims and objectives within existing constraints
2. share agreed strategies with colleagues and others to ensure common aims and objectives are achieved
3. lead in your area of responsibility to achieve agreed aims and objectives whilst overcoming challenges, developing solutions and capitalising on opportunities
4. encourage and celebrate creativity, innovation, diversity and inclusion within your area of responsibility
5. act as a role model when engaging with colleagues, others and participants
6. apply leadership styles that relate to colleagues and others
7. use a range of methods to communicate with colleagues and others
8. give colleagues and others in your area of responsibility support and advice when they need it, especially during periods of setback and change
9. contribute to a culture of continuous improvement
10. empower colleagues to develop their own ways of working and make their own decisions within agreed boundaries
11. 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:*

1. The current legislation, guidelines, policies, procedures and protocols which are relevant to your work practice and to which you must adhere
2. The complimentary aspects of leadership, management, coaching and mentoring and their effective use
3. Different techniques for setting direction and establishing objectives and creating strategies
4. Methods of communications with colleagues and others
5. Techniques for improving leadership performance
6. Methodologies for improvement planning
7. Techniques for facilitating creativity and innovation
8. How to present yourself positively and as a role model to others
9. Requirements for equality, diversity and inclusion and how to meet these when leading a team
10. Techniques for encouraging others to take the lead and ways in which this can be met
11. Different approaches to developing teams and participants
12. Your own values, motivation, vision, strengths and areas for improvement in a team role
13. The strengths and areas for improvement of colleagues and others
14. The vision and objectives of the overall organisation
15. The vision, objectives, culture and operational plans for your area of responsibility
16. Leadership culture across the organisation and your own style of leadership

SKAODP3

Provide leadership in active leisure environments

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## Links to other NOS

This standard links to SKAODP1, SKAODP4 and SKAODP9

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**Suite** Outdoor Programmes, Outdoor sector senior roles, Sports Coaching, Exercise and fitness

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