

# Oxfordshire Sports Partnership

## **Leadership Team** ***Realising Ambitions***

September 2006

# Programme

- Welcome back
- Partnership update
- Strategic projects
- Event Focus
  - Partnership working
  - Managing change
  - Practical challenge
- Moving Forward
  - Review & reflection
  - Last event
  - Future plans

# Good News

## Since the last event

- Staffing- 250+ applications
- Core/support Team
- Steve Kemp- Club Development Officer
- Sarah Tamone-SDO  
(Netball/Swimming)
- Amie Hill- Marketing and Events
- Sarah Bowers- Administrator

# Good News

## Continued...

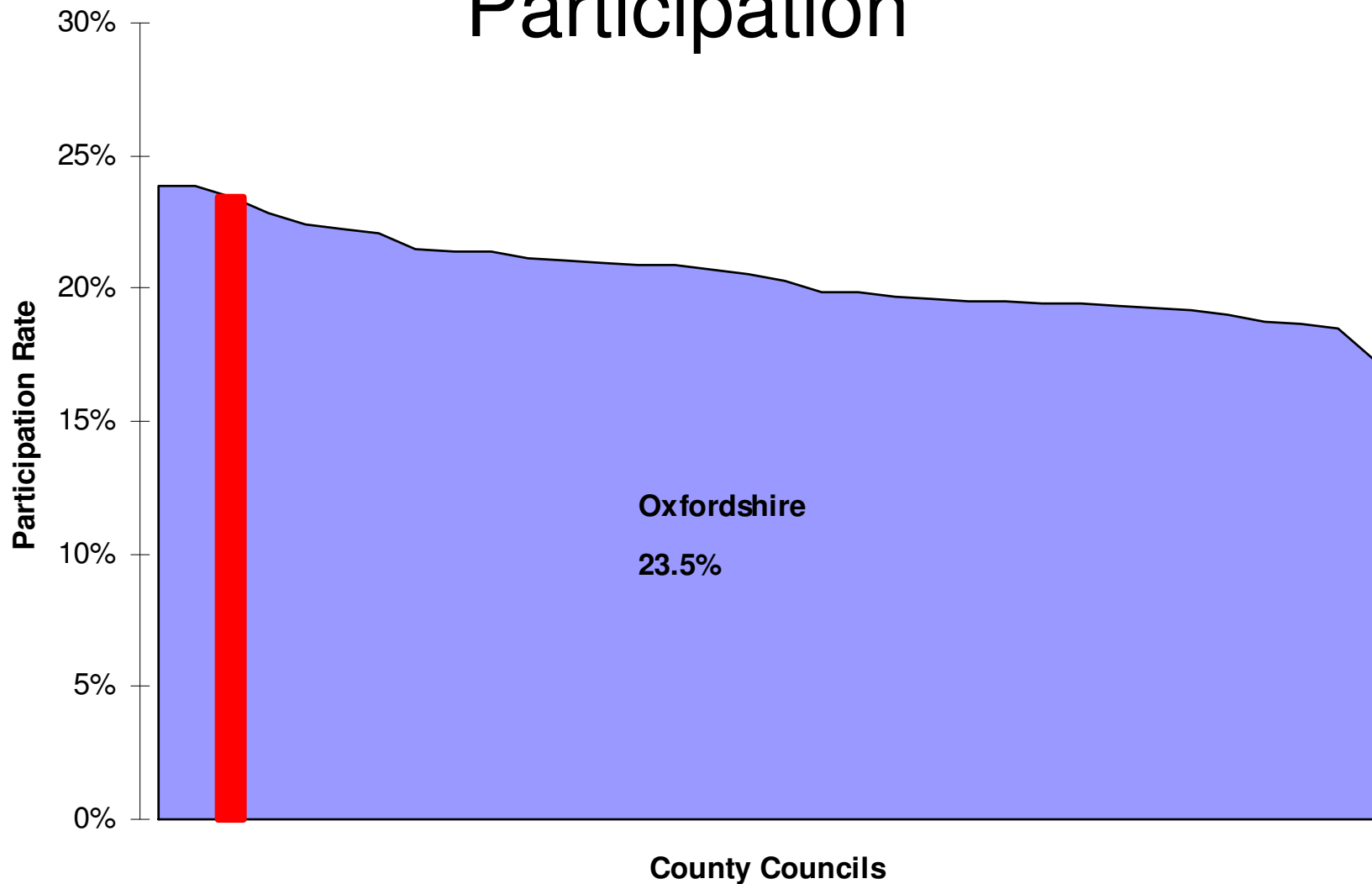
Posts to follow:

- Michelle Corbett- Marketing and Admin
- Denise Brown- Workforce Development
- Both starting 2 October
- Oxfordshire Basketball DO- Brookes
- Community Sport Coaches

# Good News Continued...

- Strategic Framework
  - 4 replies all positive
- West Oxfordshire CSN workshop
- TAES Validation-QLM Consultants
- *'It is evident that considerable efforts have been put in over the last 18 months to bring partners together, to gain a shared understanding and ownership of the partnership and to move forward with an accepted, shared agenda.'*

# Participation

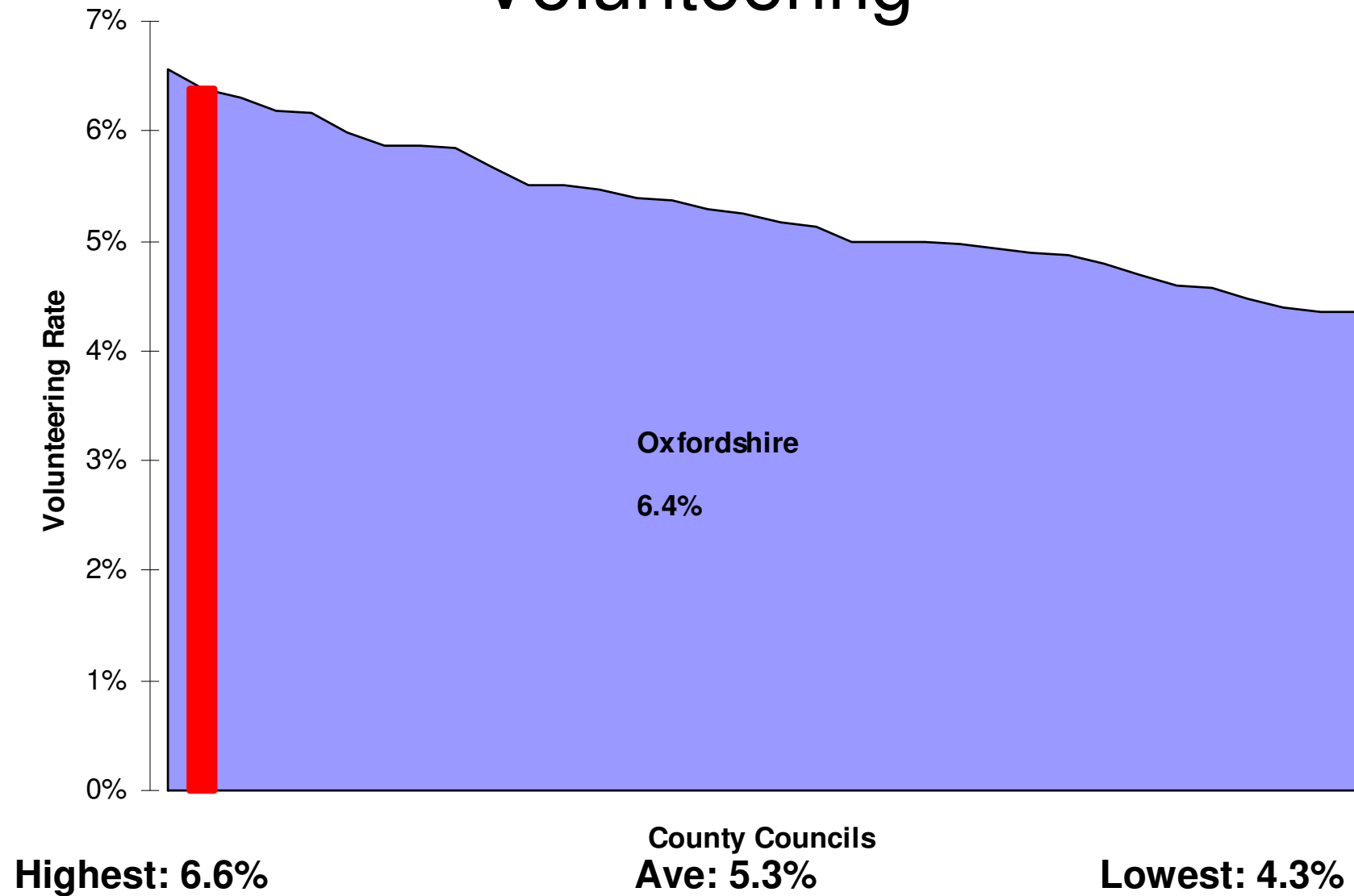


**Highest: 23.8%**

**Ave: 20.5%**

**Lowest: 17.3%**

# Volunteering



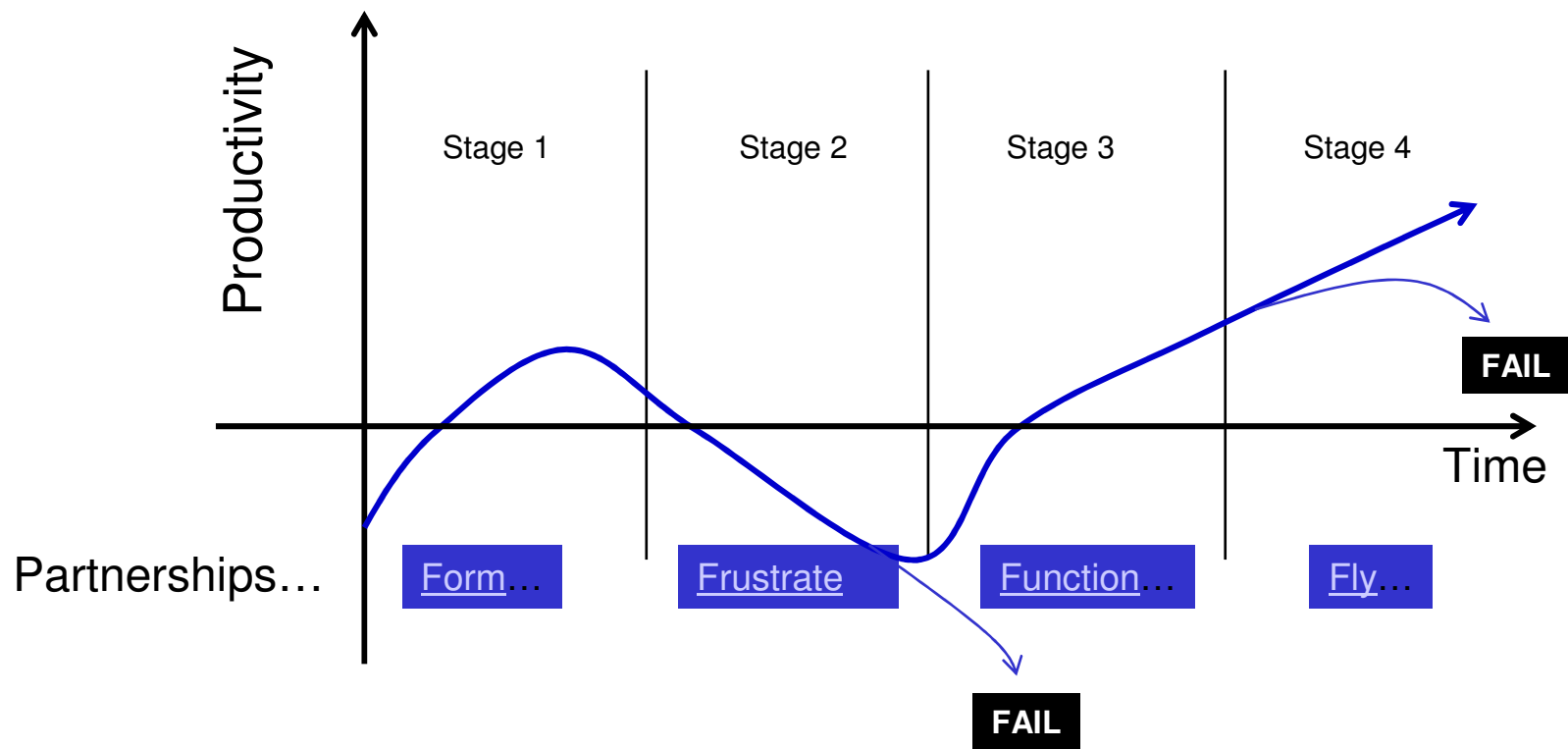
# Outstanding/Emerging Issues

- Move from planning to action
- Partner plans linking to Strategic Framework
- Roles & responsibilities
- Start of core team
- Marketing and branding
- CHANGE!

# Partnership Working

- Partnership models
  - What's yours?
- Partnership values
  - What's yours?
- Rate yourself
  - Consider views from the last event
  - Identify what you need to do differently

# The Partnership Life Cycle

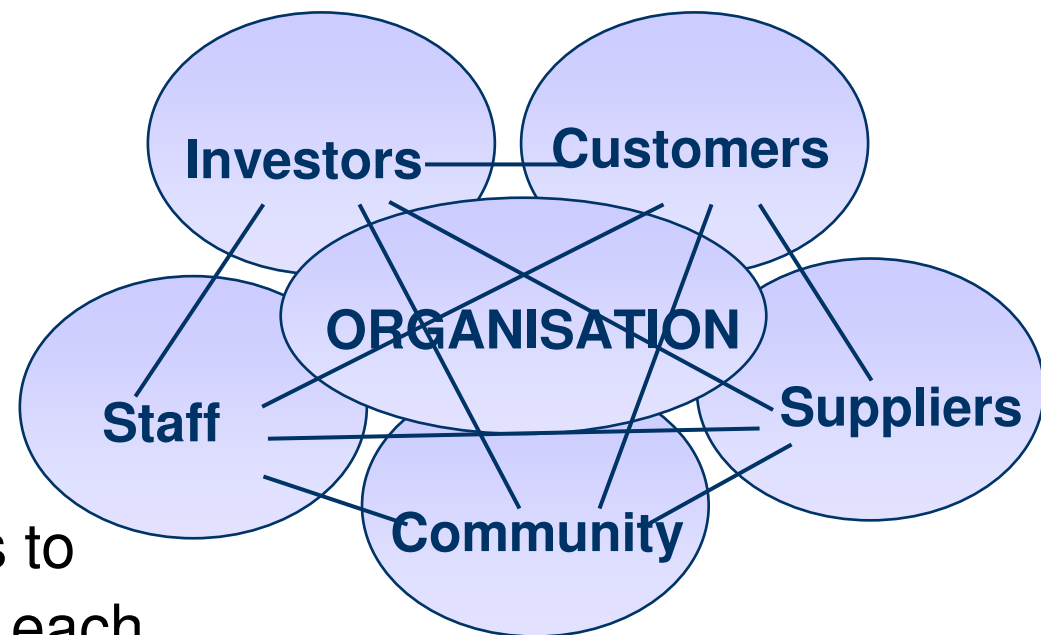


# Changes in Organisations

- The disappearance of the middle manager
  - More people have more to do, with larger spheres of influence
- Lean is mean
  - Poor performance is more visible – your performance might be associated with an inability to work with people – i.e. an inability to influence
- The rise of the customer
  - Skills of dealing with customers have become a prime arena for influencing
- Working across organisations
  - Collaboration can solve problems – collaboration needs skills in influencing
- The death of authority
  - The alternative to traditional authority is influencing

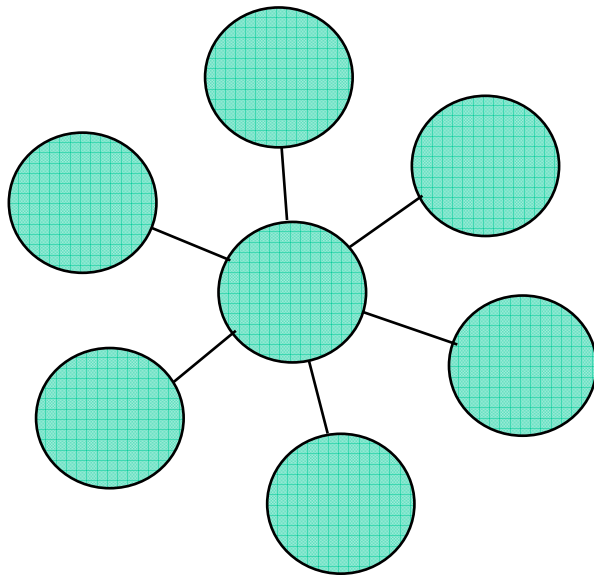
# New Views of Organisation

- organic not a machine
- a web of relationships
- distributed intelligence
- performance depends on connections
  - quantity
  - quality
- role of top management is to engage stakeholders with each other

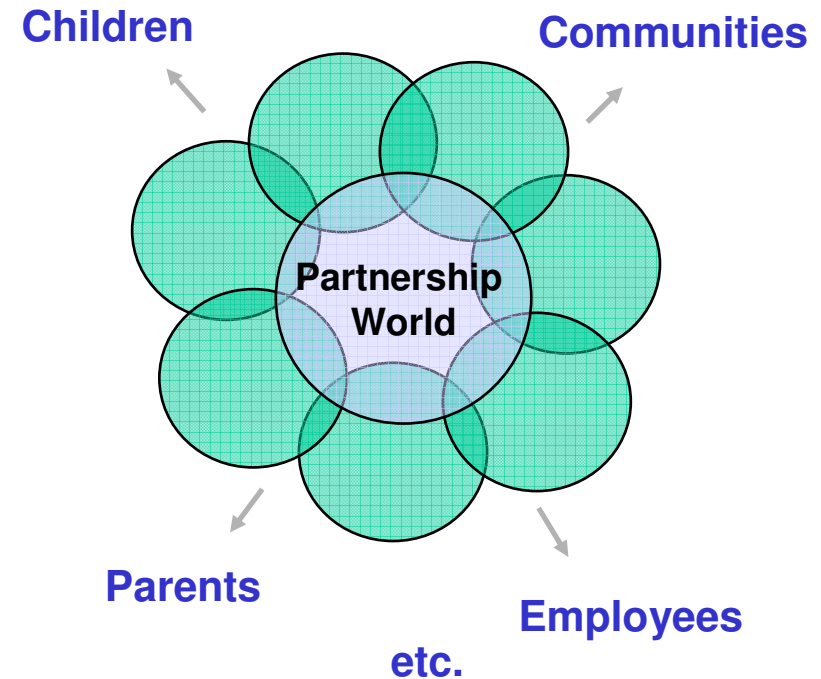
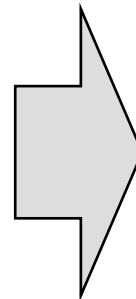


*Sources: Meg Wheatley, Roger Lewin & Birute Regine*

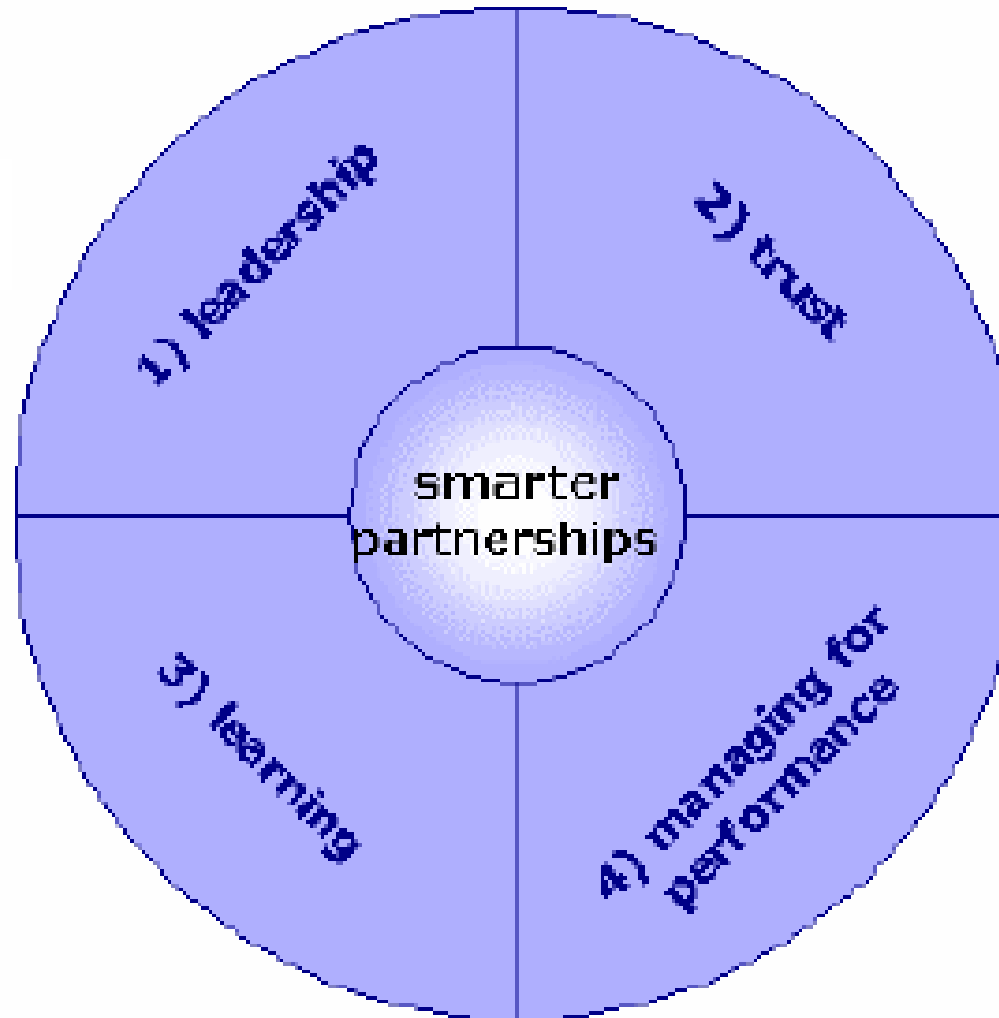
# Why move?



**Task controlling  
confrontational  
organisation**



**Collaborative  
organisation**

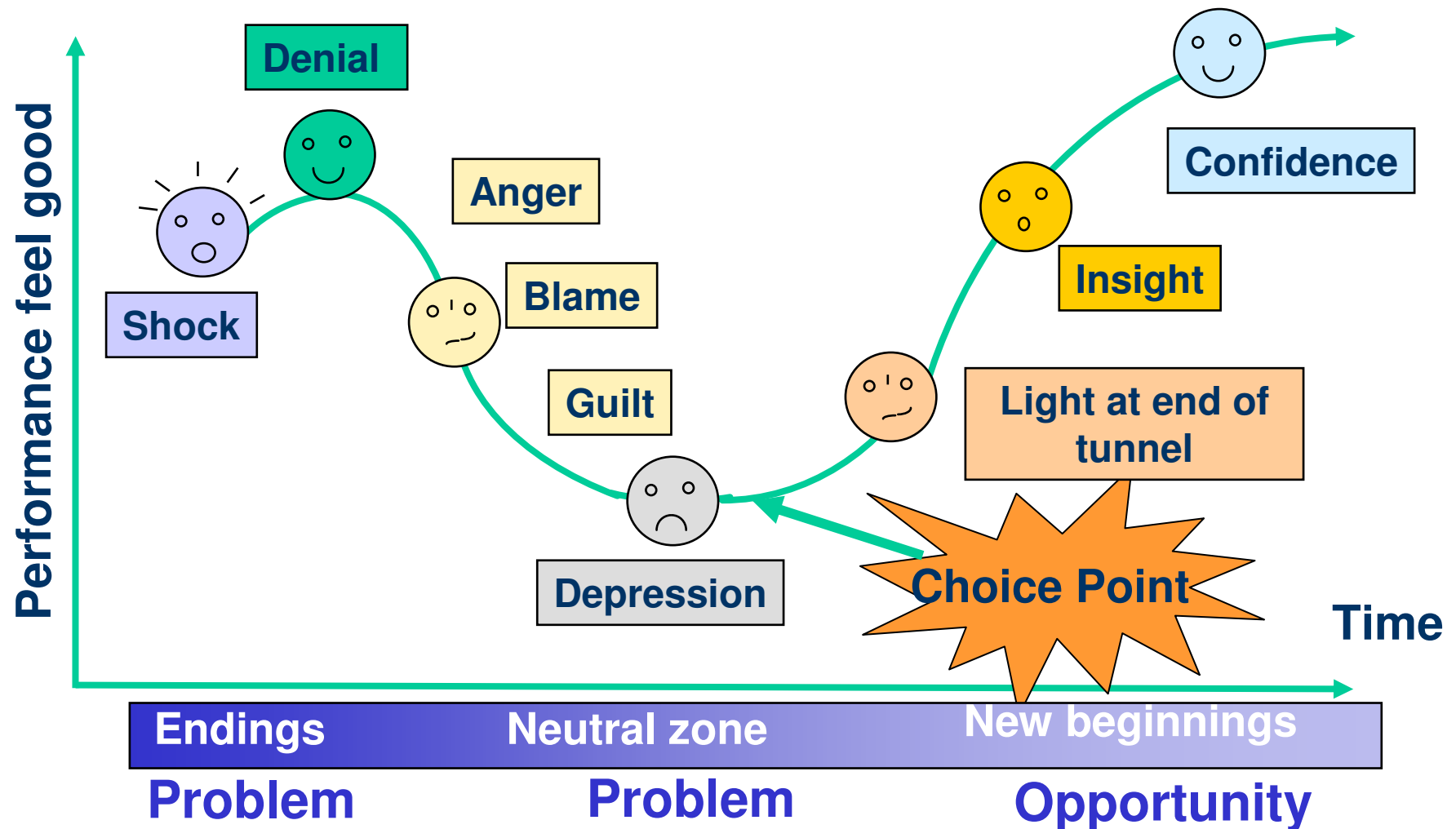


[www.lgpartnerships.com](http://www.lgpartnerships.com)

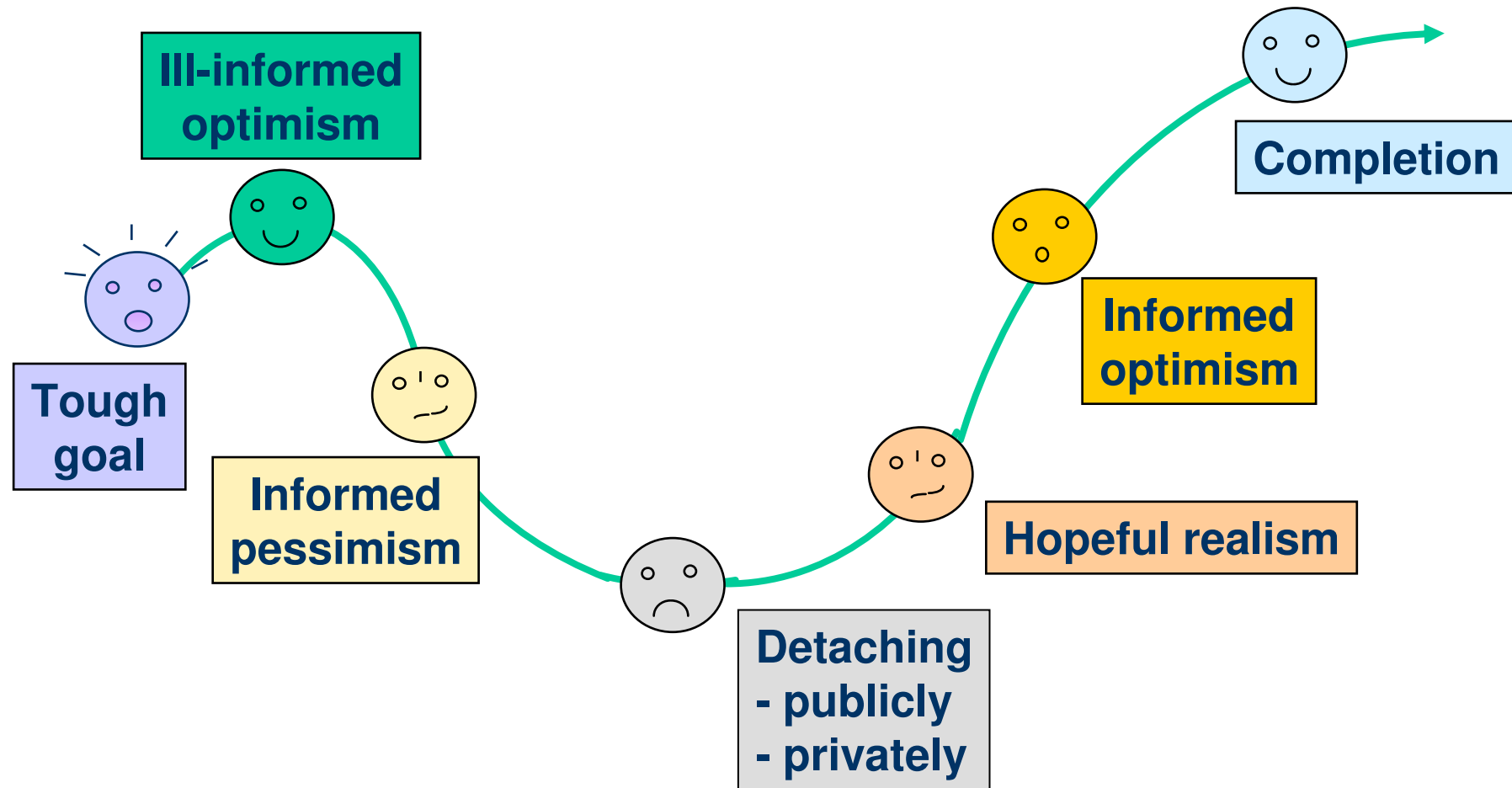
[www.ourpartnership.org.uk](http://www.ourpartnership.org.uk)

# Managing Change

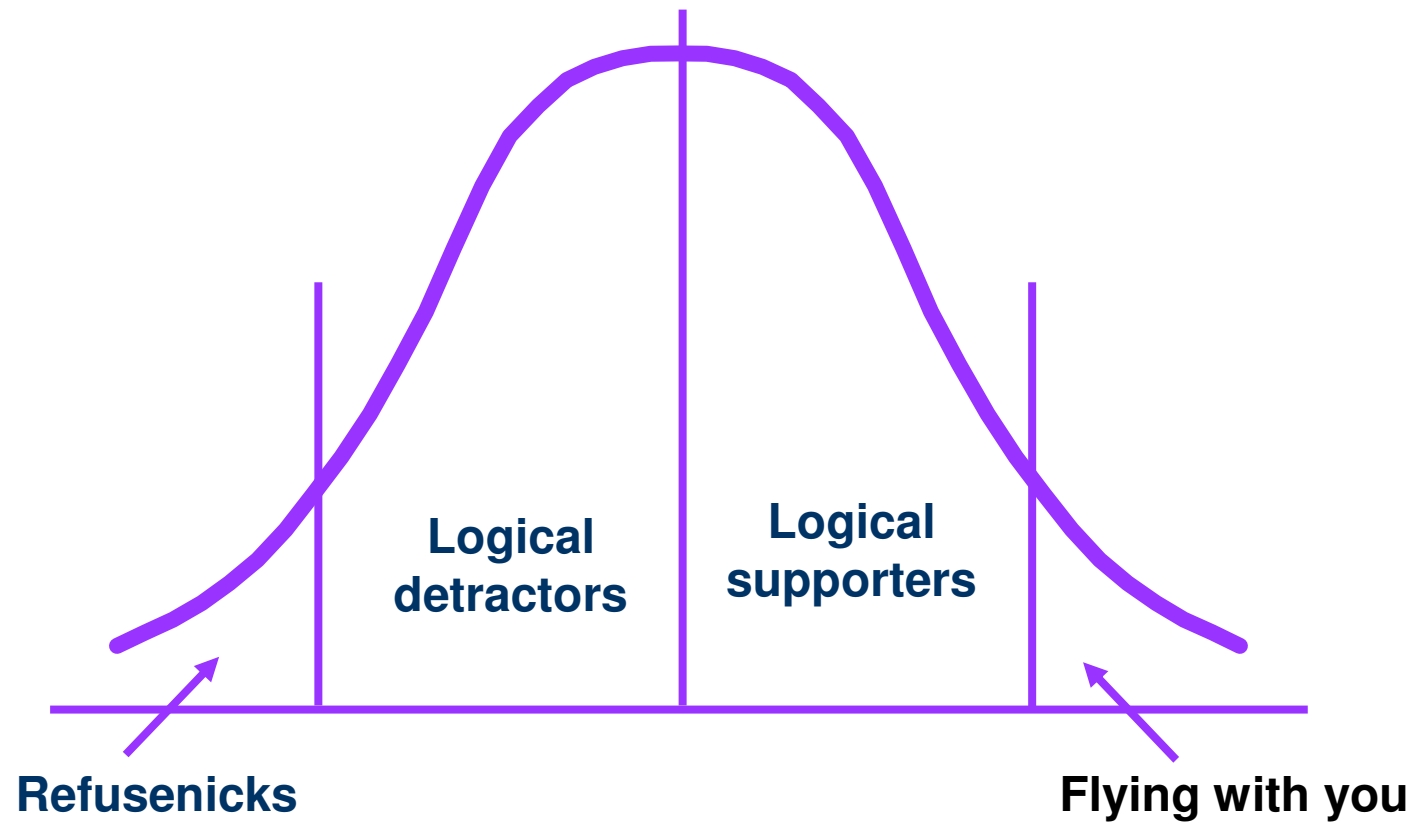
# Transition curve - where are you?



# Typical project as a 'transition'

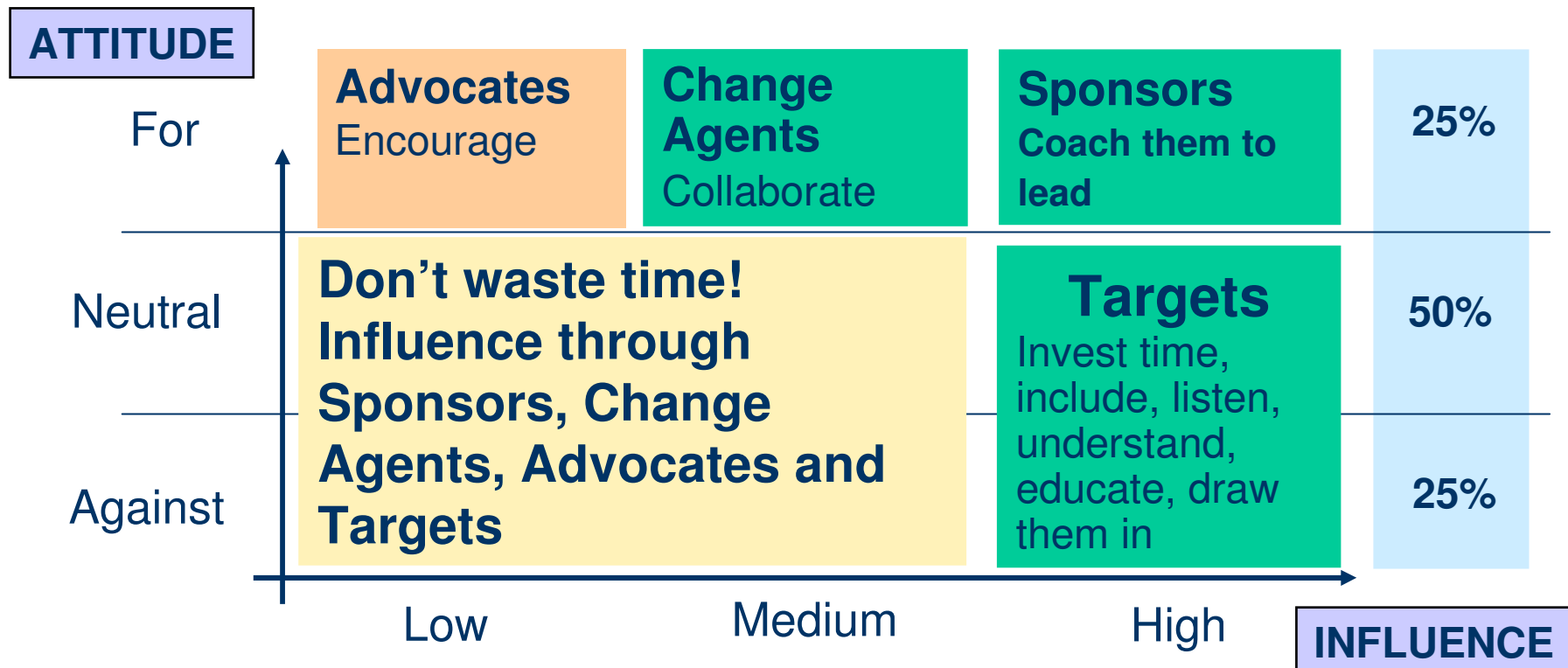


# Reactions to change



# Plan to Engage Stakeholders

- engage the few who have the greatest influence on the many
- mark your stakeholders on this map



# Managing Change

## Key Components

1. Pressure for change
2. Clear shared vision
3. Capacity for change
4. Actionable first steps
5. Model the way
6. Reinforce and solidify change
7. Evaluate and improve

## Consequences

*(if component is missing)*

1. Bottom of the box
2. Quick start - fizzes out
3. Anxiety, frustration
4. False starts
5. Cynicism & mistrust
6. Back to old ways
7. Stagnate

# Practical Challenge

- Design partnership agreement

# Next Event