

# Oxfordshire Sports Partnership

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

Event 3

May 2006

# Programme for Day 1

- Welcome back
- Partnership update
- Advocacy & enquiry
- Influencing skills
- Business coaching
- Learning sets
- Guest speaker
- B-B-Q

# Programme for Day 2

- Learning and reflection
- Managing change exercise
- Strategic tasks
- Partnership challenge
- Future sessions

# Strategic Framework

- Whats happened since the last event
- Main elements of SF
- Questions that need answering
- Issues to address
- Breakout work
- Way Forward-Alignment

# Whats happened since the last event?

- Collated responses last Leadership Evnt
- Oxfordshire Sports Board-20 April
- CF refined responses down
- Measures have to collect
- Draft SF Implementation Team 8 May
- Version 4 today

# Answers that need answering

- Fill out Quadrants
- Actions/Targets/Resp
- Children/YP measure
- Measurement gaps
- Headlines need completing
- Who do we want to target/Widen part

# Breakout task

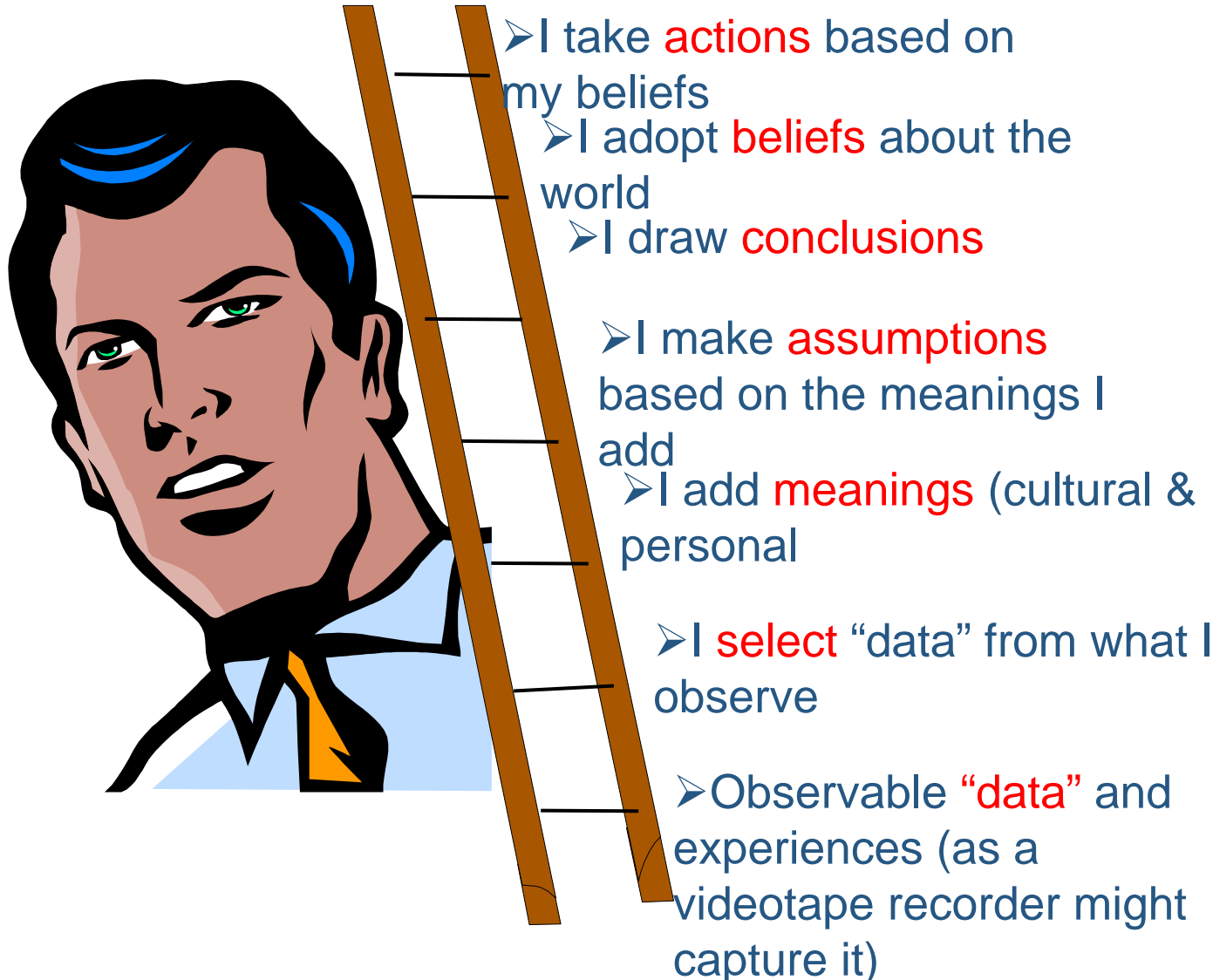
- On Quadrants
- As a group add actions/targets Resp
- Fill in any measure gaps
- Children/YP measure
- Headlines completed
- Keep them realistic

# Issues to address

- Alignment
- Priority Sports
- Roles and Responsibilities
- Cascade SF down
- Measurement
- Well Being Fund
- Community Sports Coaches

# Influencing Skills

# The Ladder of Inference



# what is successful influencing?

- Getting a result which meets the legitimate needs of both sides (win/win)
- Achieving results which stick
- Improving or at the very least, not damaging, the relationship between the people involved
- Avoiding confrontation in a relationship
- High morale
- Achieving common goal

# what influencing is not

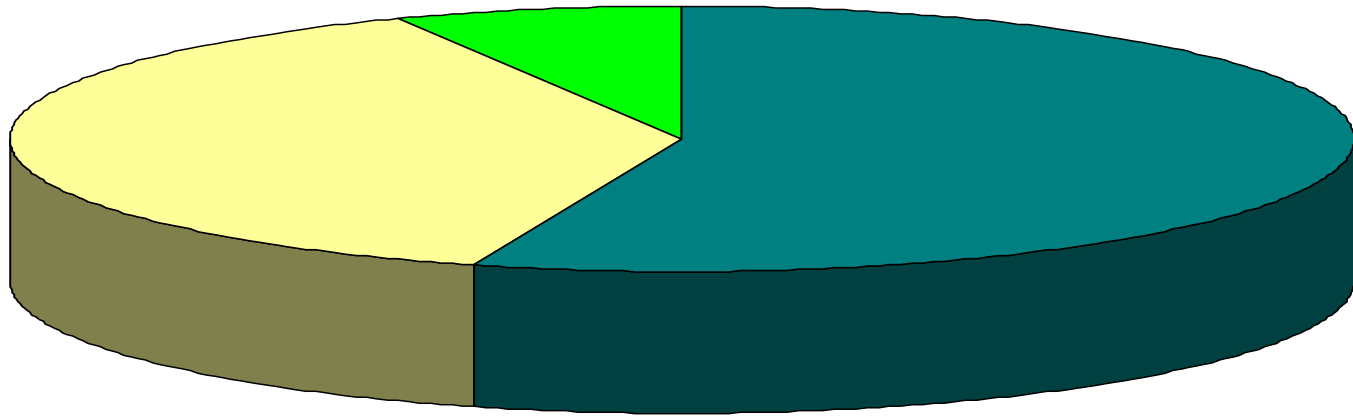
- Forcing others to accept your point of view
- Continuously nagging until they agree
- Bargaining
- Giving in to someone else's view even when you believe they are morally wrong
- A debate
- Manipulation which signals a negative regard for others

# why influencing matters...

- **The pointlessness of control**
- It is impossible to force people to work effectively on something they disagree with
- Organisations are so complex and diverse it is pointless trying to control them
- Much of the control exercised in organisations is pointless – people can manage themselves if given feedback
- Control reduces risk taking
- Attempts at control are exhausting

# what influences?

What we actually say  
7%

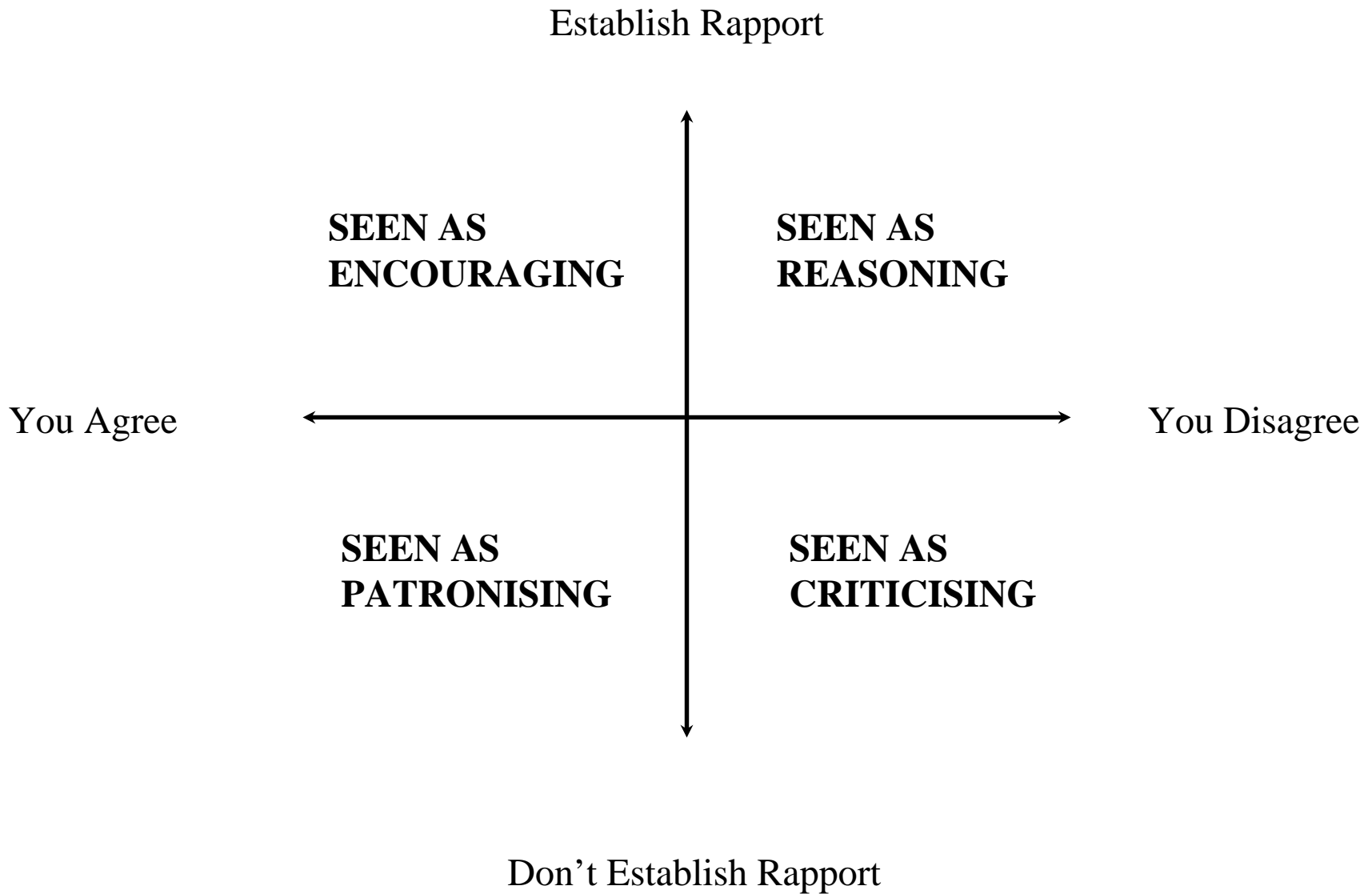


How we say what we say  
38%

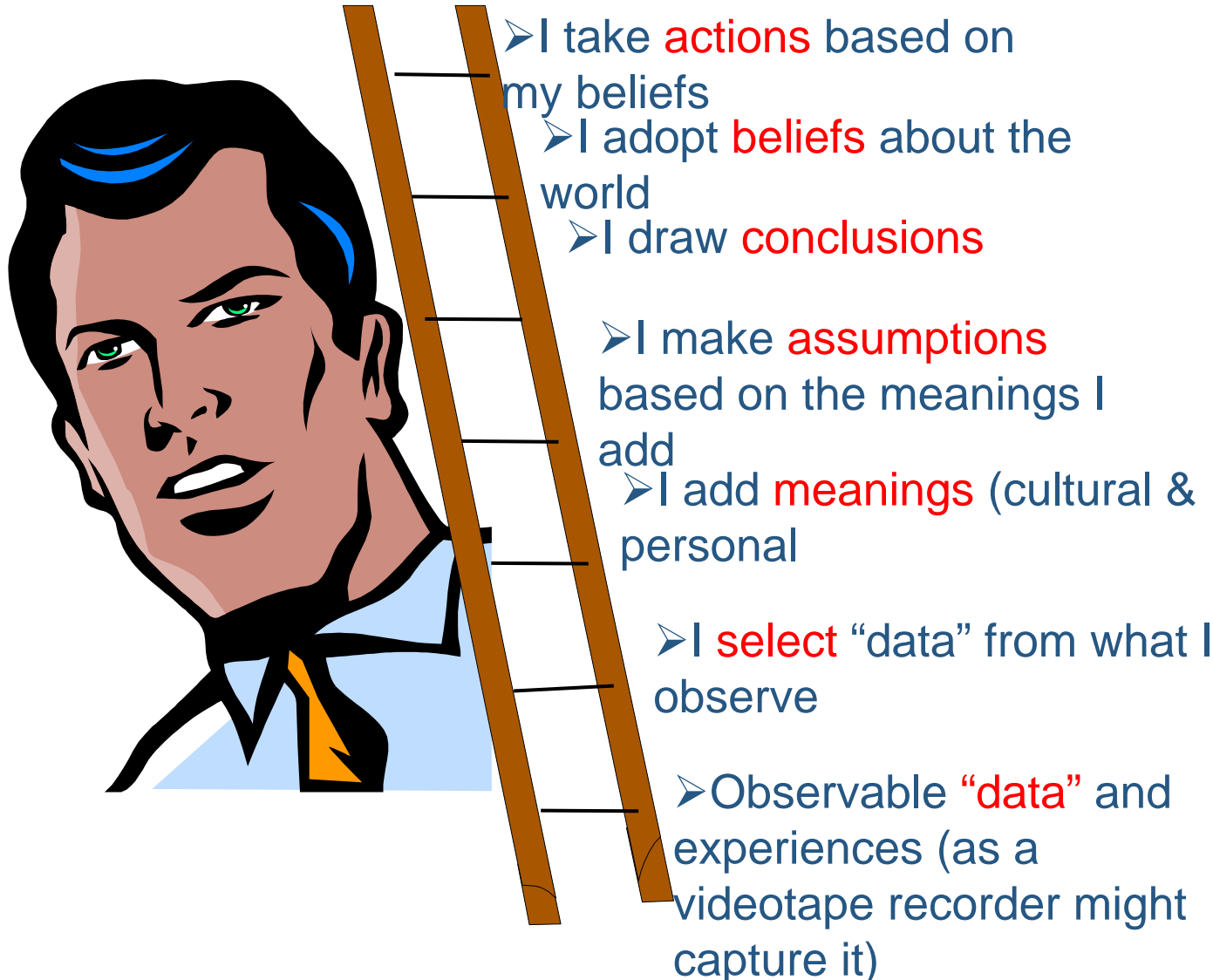
Body language  
55%

# what do you default to?

|   |  |
|---|--|
| <p><b>Captive</b></p> <p>Use same style for all occasions</p> <p><i>= if not work, then what?</i></p> | <p><b>Shotgun</b></p> <p>Try everything - hope something sticks</p> <p><i>= confused and messy</i></p> |
| <p><b>Bystander</b></p> <p>Not step into the circle</p> <p><i>= no positive influence</i></p>         | <p><b>Tactician</b></p> <p>Assess situation</p> <p><i>(Situational leadership)</i></p>                 |



# The Ladder of Inference



# Advocacy and Inquiry

## ➤ **Advocacy**

- ⇒ State ideas
- ⇒ Reveal thinking
- ⇒ Engage other(s)
- ⇒ Listen

## ➤ **Inquiry**

- ⇒ Solicit views
- ⇒ Tell why
- ⇒ Listen and understand
- ⇒ Experiment

# ADVOCACY

- **State your assumptions and describe the data that led to them**
- **Explain your assumptions**
- **Make your reasoning explicit**
- **Give examples of what you propose**
- **Picture the other people's perspective**
- **Encourage others to explore your model**
- **Reveal where you are less clear in your thinking**
- **Stay open to different views**

# INQUIRY

- **Gently walk others down the ladder of inference**
- **Use non - aggressive language**
- **Draw out their reasoning**
- **Explain your reasons for inquiring**
- **Check your understanding of what they have said**
- **Listen for new understanding**

# Coaching

- Instructional
- Developmental

# THE ToGROW MODEL

- 1. TOPIC - BROAD CLARIFICATION**
- 2. GOAL SETTING**
- 3. REALITY: CHECKING TO CLARIFY  
CURRENT SITUATION**
- 4. OPTION SELECTION**
- 5. WHAT NEXT?**

## TOPIC

- **BUILD RAPPORT**
- **IDENTIFY AREA FOR IMPROVEMENT**
- **IDENTIFY LONG TERM GOAL**

## GOAL SETTING

- **CLARIFY TOPIC INTO FINITE GOAL**
  - **SET GOAL FOR SESSION**
  - **GAIN BUY-IN TO GOAL**

## REALITY

- **GAIN OBJECTIVITY**
- **AVOID JUDGEMENT**
- **INCLUDE FEELINGS AND ATTITUDES**

## OPTION SELECTION

- **GENERATE POSSIBILITIES**
- **OFFER SUGGESTIONS CAREFULLY**
  - **DISCUSS OPTIONS**
- **GAIN BUY-IN TO OPTION SELECTED**

## WHAT NEXT?

- **GAIN COMMITMENT TO ACTION**
- **AGREE AND DRAW UP ACTION PLAN WITH STEPS AND TIME PHASING**
- **IDENTIFY POSSIBLE OBSTACLES AND WAYS TO TACKLE THEM**
- **AGREE SUPPORT**
- **AGREE REVIEW TIMES**

# Guest Speaker

# Programme for Day 2

- Learning and reflection
- Managing change exercise
- Strategic tasks
- Partnership challenges
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# Reflection and Learning

- Yesterday
- Leadership Programme
- Learning Log

# Task Groups

# Partnership Challenge

## ➤ The Big Lottery Fund

# Future Events