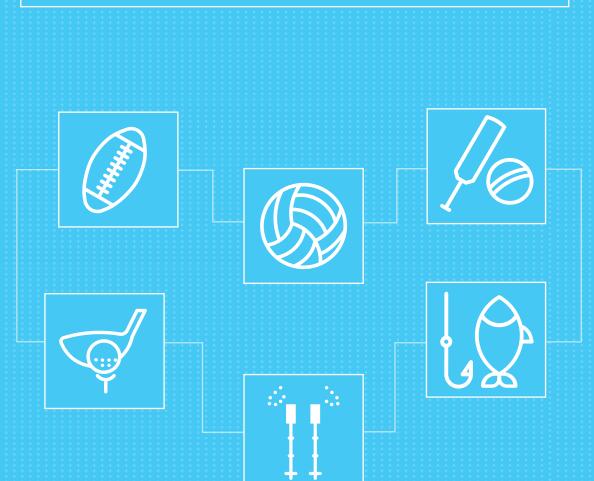


Self Development Guide Leading Teams

Getting Started







DDDDDDDDDDDDDDD



This is a practical series of guides for **Team Leaders, Supervisors or Team Coaches** to help

you develop your leadership effectiveness. It provides tips, suggestions and resources and should inform your development conversations with your Manager.

The Leadership Framework for Sport and Recreation in Aotearoa New Zealand

"Developed by the sector for the sector"



Structure of this series of guides

This series of guides consists of the following 6 modules:

Getting Started

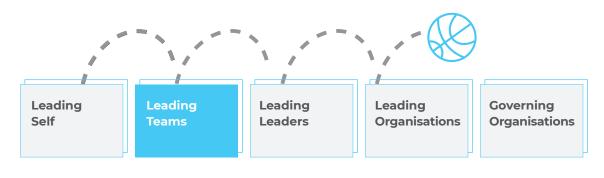
Module 1: Purpose - Kaupapa

- Module 2: Culture Tikanga
- Module 3: Deliver Kawenga
- Module 4: Collaborate
- Module 5: Navigate Complexity
- Module 6: Bringing it Together

Overview

This series of guides has been designed for you as a leader, operating at a 'Leading Teams' context. You have a key role in shaping the organisation, so we expect you to place importance on developing your leadership skills. This series of guides consists of 6 modules and is designed to be self-directed and self-paced. You may choose to work through this workbook over the course of 12 months in multiple short sittings, or over the course of 3 months in some longer sittings – it is completely up to you.

At the end of this process you will be expected to commit to some key actions in developing your leadership skills, and to share these development goals with your manager.



*While everybody working and volunteering in sport and recreation has leadership responsibility, the context of the role will determine the nature and extent of those leadership responsibilities. This guide is designed for a **leading teams** context.

Each chapter has 3 activities:



Ideas and inspiration

To get you thinking

Reflection questions

To help gain clarity, purpose & meaning

Practical ideas and suggestions

To help you take the right actions

Please Note: There are links to YouTube videos and magazine articles in this workbook, sometimes these links can change if the host moves the location in the website. If a link does not work, please use the description to search online.

Why

Self Development?

Self-Development is all about positive change and this guide is a practical resource to help you build on your leadership effectiveness by:

Becoming aware of areas where you may need to change.

02 Applying simple changes to be more effective.

The place to start for both these steps is selfreflection – reflection is a critical step in effective leadership but is often overlooked in the busyness of our lives.

Why Reflection?

Gaining wisdom from an experience requires reflection. Reflection requires you to take the time to deeply understand events, your reactions to them and what learning you can take from such events. Each module will prompt you to consider how your current behaviours and actions align with the Leadership Framework for Sport and Recreation in Aotearoa New Zealand (developed by the sector for the sector), and then provide suggestions on how to develop and build on them.

It is anticipated that you will share your reflections with your line manager. Your line manager will work through an accompanying Leadership guide called **Developing Others Leading Teams** which has been designed to give your line manager a number of questions to deepen your reflections and learning.

THE LEADERSHIP MAP FOR LEADING TEAMS:

The Leadership Framework for Sport and Recreation in Aotearoa NZ focuses on practical aspects of leadership, for both paid and voluntary roles and aims to guide, grow and inspire leaders for ever-improving community outcomes. The Leadership Map identifies the different contexts (or levels) leaders work in and outlines the unique tasks, focus and responsibilities for that particular context.

For more information on the Leadership Framework go to https://sportnz.org.nz/managing-sport/search-for-aresource/search

Leadership map for Leading Teams

		Deliver		
Navigate Complexity	 Communities are complex. As your leadership context broadens, your decisions and actions have wider and longer-term community impact. This means: Engaging and consulting to create a shared understanding of priorities and checking how your purpose fits with theirs. Building a relationship with others who are supporting your team to navigate the multiple requests and needs they encounter. Being responsive to community needs. Anticipating challenge and opposition: balancing advocacy and enquiry. Understanding how you might influence the funders and funding models to ensure sustainability. 	 Effective and efficient teams require leadership and the right mix of capabilities. As a team leader it means: Aligning your team purpose with the organisation's purpose. Role modelling effective enquiry, problem-solving and prioritisation. Periodically checking the team has the right capabilities, skills and expertise. Clearly communicating roles, accountabilities, expectations, and measures of success. Sharing insights with other teams and your wider organisation. 	 While complexity is best navigated through tearnwork, as a team leader you need to be well-equipped. This means: Delegating and supporting your team to achieve. Being comfortable with uncertainty, ambiguity and change. Stepping back to ensure you have the right perspective on challenges and issues. Understanding your thinking and decision-making processes, and be aware of personal biases. 	
Collaborate	 To serve communities effectively, you need to develop, nurture and sustain relationships within our communities. Collaborating with communities means: Getting to know your communities, key organisations and individuals, and their purpose, goals and ways of operating. Sharing your team's purpose with the right people in your communities. Finding partnering opportunities to make the best use of resources and delivering the best outcomes for your communities. 	 Leadership is about effective teamwork - working with and through others to deliver on your purpose. As a team leader, it means: Knowing your team, and develop them to be successful together and as individuals. Building cohesion and trust, establish a safe, healthy work environment and a culture of learning. Embracing and respecting diversity and inclusion. Engaging others to support, challenge and help grow the team. 	 Being rewarding to deal with is the foundation for effective collaboration. This means: Your actions and words reflecting your commitment to the team's and organisation's purpose, culture and values. Continually learning and developing leadership skills and technical competence. Being honest when mistakes are made, especially your own. Helping your team maintain perspective and resolving conflict - you are optimistic and solution-focused. 	:
	səitinummoD	smsəT	Role Model	
		Purpose		

