

SKAA322 - SQA Unit Code H49H 04

Provide leadership in sport and active leisure



Overview

The standard is about providing leadership and encouraging a collaborative culture within a sport and active leisure setting. The standard focuses on the need for the environment to be created 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.

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

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Performance criteria

- You must be able to:*
- P1 Enable colleagues and stakeholders to contribute towards setting a clear direction.
 - P2 Encourage a commitment to shared aims and objectives, within existing constraints.
 - P3 Reinforce the agreed direction with colleagues and stakeholders to ensure shared aims and objectives are achieved.
 - P4 Lead your area of responsibility to achieve agreed aims and objectives whilst overcoming challenges, developing solutions and capitalising on opportunities.
 - P5 Encourage and celebrate creative conflict, diversity and inclusion within your area of responsibility.
 - P6 Apply leadership styles that are appropriate to people and situations.
 - P7 Use of a range of appropriate methods to communicate with colleagues and stakeholders.
 - P8 Give colleagues and stakeholders in your area of responsibility support and advice when they need it especially during periods of setback and change.
 - P9 Contribute to a culture of continuous improvement.
 - P10 Celebrate success in a way that encourages and recognises creativity and innovation.
 - P11 Empower colleagues to develop their own ways of working and take their own decisions within agreed boundaries in an environment of trust and respect.
 - P12 Encourage and provide opportunities for colleagues and stakeholders to take the lead in their own areas of expertise and show willingness to follow this lead.

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Knowledge and understanding

You need to know and understand:

- K1 The complementary aspects of leadership, management, coaching and mentoring.
- K2 Different techniques for setting direction and establishing objectives.
- K3 Different methods of communicating with colleagues and stakeholders.
- K4 A range of different leadership styles and when to apply them.
- K5 Techniques for improving your leadership performance.
- K6 Different methodologies for improvement planning.
- K7 Techniques for facilitating creativity and innovation.
- K8 Requirements for equality, diversity and inclusion and how to meet these when leading a team.
- K9 Techniques for encouraging others to take the lead and ways in which this can be achieved.
- K10 Different approaches to developing teams and individuals.
- K11 Your own values, motivations and emotions.
- K12 Your own strengths and limitations in a team role.
- K13 The strengths, limitations and potential of colleagues and stakeholders.
- K14 Your own role and responsibilities.
- K15 The vision and objectives of the overall organisation.
- K16 The vision, objectives, culture and operational plans for your area of responsibility.
- K17 Leadership culture across the organisation and own style of leadership.

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Skills

Listed below are the main generic 'skills' which need to be applied in this unit. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Active listening
- Coaching
- Communicating
- Consulting
- Influencing and persuading
- Delegating
- Diplomacy
- Empowering
- Facilitating
- Following
- Leading by example
- Managing challenging behaviour
- Mentoring
- Motivating
- Negotiating and compromising
- Obtaining feedback
- Planning and evaluating
- Providing feedback
- Setting objectives
- Valuing and supporting others

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Suite Managing Sport and Active Leisure

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