



# AIS Leadership and Culture

## **DEVELOPING OTHERS**

Background Program overview

November 2021



# Background

## Why focus on 'Developing Others?'

As you are probably aware, for the High-Performance (HP) system to have sustainable sporting success the system needs exceptional leaders, high functioning teams and high-performing cultures. The AIS has invested in a range of individual and team-based development initiatives to grow the capability of the HP system workforce. To support this priority, the AIS Leadership and Culture team have designed and is delivering several key programs, one being "Developing Others".

The reason this topic is being explored is because development and management of others has been identified through NSO and NIN feedback as key competencies and skills necessary for our High-Performance team members to be successful in their roles. To inform the design of the program, the AIS undertook a system wide consultation to ensure the content for the AIS Leadership and Culture 'Developing Others' program best meets individual, team, organisational and system needs. The insights were used to inform the design of this program.



# Background

## What are the 'AIS Leadership and Culture Development Programs'?

The AIS has invested in a range of individual and team-based development initiatives to grow the capability of the High-Performance workforce.



### Developing Others

**Delivery:** Face-to-face / Virtual

#### Program Delivery

2 full day workshop  
2 half day extension session  
Multiple Trio sessions

**Program length:** 12 weeks

*A program designed to enable leaders to broaden their perspectives and enhance how they develop others to succeed in a complex and continuously changing environment. This program is targeted at leaders across all levels of the sport system.*

#### Target Group:

CEO, HP Directors, Pathway Managers, Operations Managers  
Performance Support & Coaches



### Stakeholder Management

**Delivery:** Face-to-face / Virtual

#### Program Delivery

2 full day workshop  
1 half day extension session  
Multiple Trio sessions

**Program length:** 4 weeks

*A program designed to help navigate the complex HP stakeholder system by initiating and maintaining strategic networks and relationships. This program is focused on developing competencies in earning trust, effective communication and system and organisational awareness.*

#### Target Group:

CEO, HP Directors & Managers,  
Pathway Managers, Operations Managers,  
Performance Support & Coaches



### Strategy Design and Execution

**Delivery:** Face-to-face / Virtual

#### Program Delivery

3 full day workshop  
Mentoring with PwC partners

**Program length:** 5 weeks

*A program designed to build and enhance the strategic competencies identified by NSO and NINs as necessary for success as leaders within sport. This program is focused on developing competencies in strategic thinking, design, execution and influence.*

#### Target Group:

CEO, HP Directors & Managers,  
Pathway Managers,  
Operations Managers & Performance Support Leaders



### Optimising Collaboration for Performance

**Delivery:** Face-to-face

#### Program Delivery

Facilitator Check in  
2 full day workshop  
60min Community of Practice

**Program length:** 5 weeks

*A program designed to enable performance support members to build the awareness, skills and knowledge to work effectively and collaboratively in performance teams. This program is targeted at early-career performance support team members.*

#### Target Group:

Performance Support members

# 'Developing Others' program learning outcomes



This program aims to enable leaders at all levels across the sport system to broaden their perspectives and enhance how they develop others to succeed in a complex and continuously changing environment.



Understand the concept of psychological safety, why it is important to developing others and how to create it

Develop a deeper awareness and understanding of our thinking patterns and how it impacts behaviour, perspective taking and development

Gain greater self-awareness of how we can expand our perspective and capacity to develop others

Become more aware of our own and others' emotions and how to manage these

Describe and practice key developmental coaching skills to effectively develop others

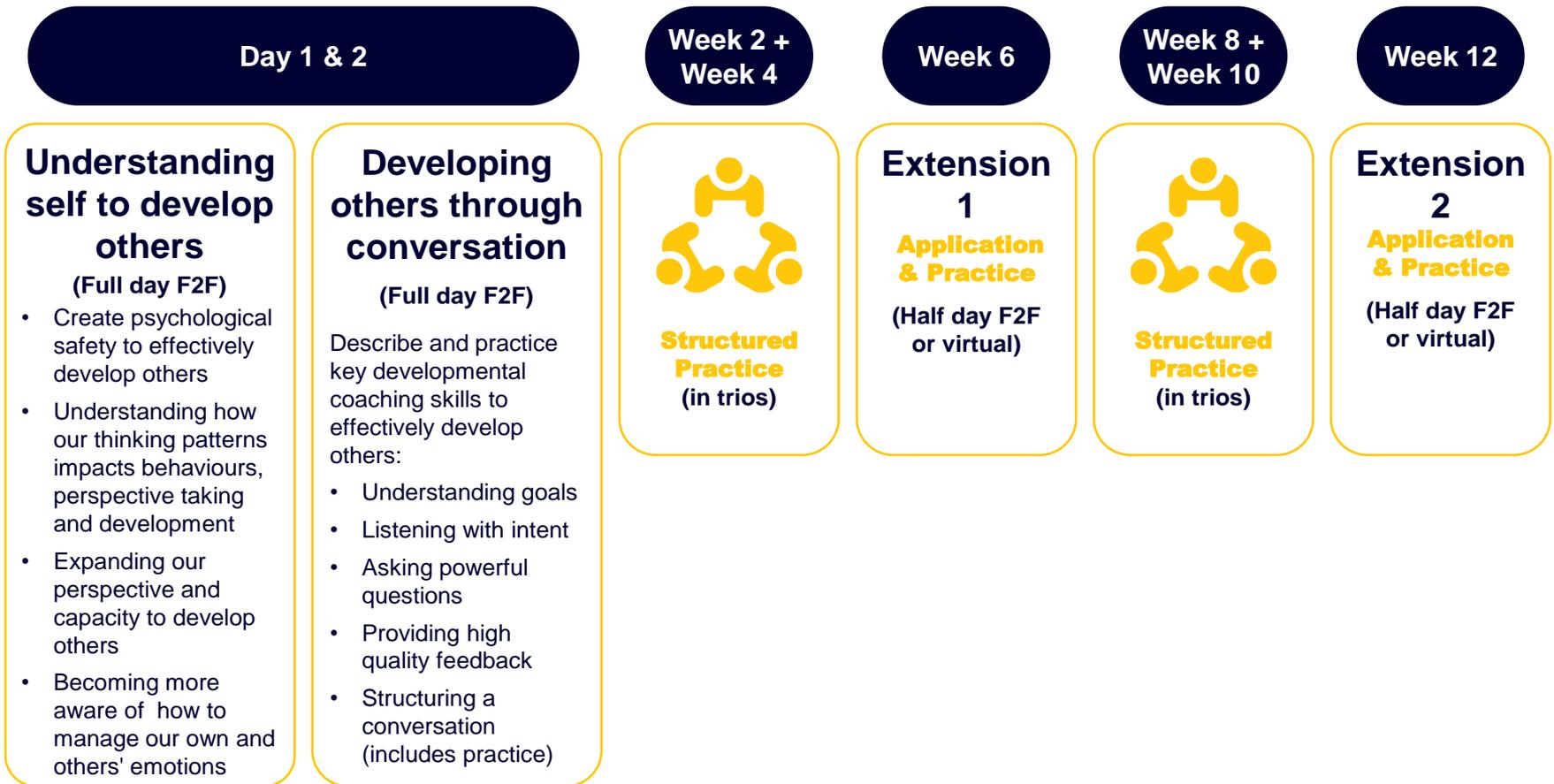




# Participant Face-to-Face Experience

## Participant Learner Journey

This is a 12-week program that will enable leaders across the sports system to broaden their perspectives and enhance how they develop others to succeed in a complex and continuously changing environment.



**Day 1 & 2**

### Understanding self to develop others

(Full day F2F)

- Create psychological safety to effectively develop others
- Understanding how our thinking patterns impacts behaviours, perspective taking and development
- Expanding our perspective and capacity to develop others
- Becoming more aware of how to manage our own and others' emotions

### Developing others through conversation

(Full day F2F)

Describe and practice key developmental coaching skills to effectively develop others:

- Understanding goals
- Listening with intent
- Asking powerful questions
- Providing high quality feedback
- Structuring a conversation (includes practice)

**Week 2 + Week 4**



**Structured Practice (in trios)**

**Week 6**

### Extension 1

**Application & Practice**

(Half day F2F or virtual)

**Week 8 + Week 10**



**Structured Practice (in trios)**

**Week 12**

### Extension 2

**Application & Practice**

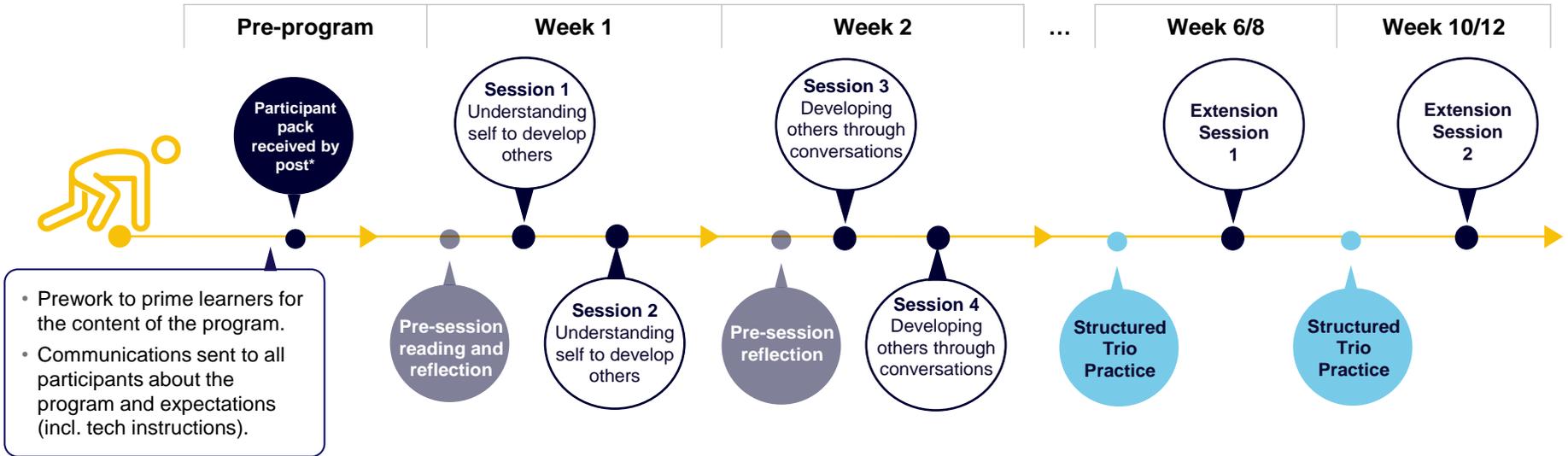
(Half day F2F or virtual)



# Participant Virtual Experience

## Participant Learner Journey

The participant experience throughout the 'Developing Others' program is outlined below, expanding over the same length of time as the face-to-face version of the program.





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