



Leading for Renewal prospectus

For System Partners

July 2022

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- Chief executive officers (CEOs)
/managing directors (MDs)
- Senior leaders
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Introduction from Tim Hollingsworth



I'm delighted to introduce the Leading for Renewal support offer, for leaders at all levels

within our System Partner organisations.

Leaders and decision-makers across the sector have faced unprecedented challenges over the past 2 years, brought about by the coronavirus (Covid-19) pandemic. Navigating without a map through continued uncertain times requires brave, collaborative and well-supported leaders, and this package aims to offer this. We also know that among leaders there's unparalleled commitment to ensuring that, in rebuilding the sector post-pandemic, we do so in a far more inclusive way than ever before.

In Uniting the Movement, we acknowledge that significant work is required to really make an impact on the inclusiveness of the sector and the diversity of people who work and participate within it. This work begins with the people who constitute the system already. We're committed to playing an active part in the change we want to see within the sector, and recognise that we too are learning and growing. We hope that Leading for Renewal demonstrates a step towards the collective future to which we aspire and an opportunity for key professionals to equip themselves to play a part in a long-term change for the better.

Tim Hollingsworth OBE
Chief executive

“ Navigating without a map through continued uncertain times requires brave, collaborative and well-supported leaders, and this package aims to offer this.”

Summary

We know that realising the power of people and leadership will be key to achieving the ambitions of Uniting the Movement, our new 10-year strategy. Leading for Renewal is an innovative, non-monetary, support package aimed at key professionals in funded partner organisations.

Specifically, Leading for Renewal represents a small step towards broadening the diversity of leaders within the sector, whilst supporting existing and aspiring leaders to develop the skills, relationships and knowledge they need to lead effectively, both now and in the future. The package takes the form of a suite of opportunities including learning and development, executive coaching, a Leader line service and a cross-sector mentoring programme for people from underrepresented groups. These packages are a unique and exciting opportunity for professionals, but spaces are limited.

With the principal aim of supporting a stronger and more inclusive renewal of sport and physical activity, Leading for Renewal sees a consortium of specialist organisations coming together to collaborate under one banner and aims to complement other leadership and development opportunities currently in progress at a local and national level. By building a support package that goes beyond our investment, we're aiming not only to support and enhance leadership but also to create sustainable connections within the sport and physical activity sector for greater long-term collaboration.

There's never been such an explicit demand from members of the professional workforce in relation to the key topics that are important to our future, such as inclusion. Therefore, we're excited to support a more open, developmental conversation – equipping people to problem-solve within their own contexts so that together we can lead and deliver the kind of sector renewal we all want to see. We've got the opportunity to use the disruption coronavirus has brought to accelerate progress – to reinvent as more agile, inclusive and resilient, and to change the way we do things so we better meet the needs of everyone, in every community. Leading for Renewal will help us to do this.





SPORT
ENGLAND

**Who's
this for?**



Who's this for?

For chief executives and managing directors

This continues to be a challenging time to be an organisational figurehead, and your effectiveness as a leader has never been more important. The decisions you're making today may well have long term ramifications, and you've got a lot of people looking to you for support and leadership. Through this targeted support we'll help you to flourish as leaders to play a part in long-term change for the better. This support package includes a portfolio of executive coaching offers, access to the Leader Line service, a series of collaborative learning spaces and a deep dive inclusion package for a select number of people.

For senior leaders and senior leadership teams

We know that senior leaders and leadership teams play a vital role in facilitating inclusive organisational cultures and in shaping and delivering the strategic direction of the sector. Leading for Renewal, the support package for senior leaders and senior leadership teams, includes executive coaching, access to the Leader Line service, a series of collaborative learning spaces and a deep-dive inclusion package for a select number of people.



For all professionals

We want to support the next generation of sector leaders. These will be people who are already in officer, manager or senior management roles and are looking to grow and develop themselves as leaders and influencers, both in their current role and for the future. We know that leadership isn't just about seniority, but it's distributed throughout organisations and that each of us has a role to play in demonstrating leadership every day.

Next generation leaders will also be able to access the Leader Line service, an extensive suite of online learning opportunities relating to leadership skills and inclusion, as well as a targeted mentoring programme for individuals from underrepresented groups.



The offer has been labelled to help you navigate this document.

Key



Coaching



Inclusion



Collaboration



Leadership skills

Every element will have a blend of all four of these priorities, but for ease of understanding one symbol is given to identify the main focus.

Please note, you are welcome to pick and mix your own support offer from this prospectus, but you'll only be able to access one executive coaching item. You're welcome to express an interest in more than one, but please indicate in your application that you've done so. We anticipate a high demand.

If you'd like to discuss your options please contact one of our System Partner Relationship Leads, or discuss with one of our Leading for Renewal Providers.

A man with a shaved head, wearing a dark suit jacket over a light blue shirt, is seated and gesturing with his right hand pointing towards the right. He is holding a stack of papers in his left hand. The background is a blurred office setting.

The Activation Project



For everybody working in sport and physical activity, there's a significant opportunity to enrich lives, build stronger communities and create a healthier and happier nation.

We recognise that, for leaders, this opportunity presents many challenges. From improving the customer experience and addressing inequalities, encouraging your workforce to think differently and be different, to engaging stakeholders both inside and outside your organisation. Furthermore, coronavirus has increased the burden on leaders, with many working harder to get their organisation back on its feet.

Leaders often don't have an outlet where they can discuss their challenge in a safe space and receive 1:1 coaching and mentoring to support and guide them to create the right solutions and approach. It can be difficult to find time to explore what they need to do - now, and for the longer-term.

We know that, in these situations, the quality of decision making is directly impacted by the depth of thinking and expertise they can draw on.

Leader line has been set up to provide 1:1 coaching for leaders facing these key challenges.

Leaders will have up to five 90-minute coaching sessions with our experts to work on the challenges each leader feels are the most important for them at this time.

Through this form of development and coaching, we'll create more leaders with the right capability to lead their organisation and workforce forward, further and faster. This'll enable the sector to do more, enrich more lives, build stronger communities and ultimately create a healthier and happier nation.

Who's this for?

Leader line will be fully customisable to suit the specific needs and challenges of every individual leader and is open not just to CEOs but everyone in a leadership or management role.

This coaching offer will be ideally targeted towards professionals striving for innovation, leading change, improving customer experience and widening participation.

How can I apply?

Leader line opportunities will be offered in waves throughout the year, the first wave opens in July.



Wave 1 is now open from July 2022

[Application Link](#)



Sport and Beyond



CEO executive coaching with Catherine Baker

Sport and Beyond will be providing a premier coaching offer to 10 CEOs.

The Sport and Beyond offer within Leading for Renewal will be delivered by their founder, Catherine Baker. She'll be your dedicated coach to guide, support and challenge you, and facilitate the building of a skillset which will enable you to continue to flourish. Developing your ability to think strategically, make good decisions and provide the best leadership you can to your organisations, now and in the future.

The Pandemic has thrown up new and testing leadership challenges within our sector. Considered with a change in focus under Uniting the Movement a different skillset has been, and will be, required – one that prioritises collaboration, agility and interpersonal skills, and one where clarity, and the ability to think and plan strategically, are paramount.

The offer consists of six in-depth coaching sessions, to be held at regular intervals over five months. The programme will start with the use of a market-leading behavioural profile to ensure insight-driven support. Catherine will work closely with the selected CEOs throughout the coaching period.

Who's this for?

This year, Sport and Beyond's offer will be supporting up to ten new CEOs. These will be those coming into an executive role for the first time, those new into the sport and activity sector or those newer CEOs with significant strategic challenges. All must demonstrate a desire to learn and improve, and an ability to commit to the process.

How can I apply?

In order to take advantage of this unique offering, Catherine would like to receive applications direct to her at catherine@sportandbeyond.co.uk with the subject line 'Leading for Renewal'. Your application can take whatever format you prefer but must cover why you'd like to be accepted onto this programme and what you hope to achieve with it. Catherine will then arrange chemistry-meet sessions.



Application deadline:
Wednesday 31 August 2022



Management Futures



CEO executive coaching

Management Futures will be offering bespoke executive coaching packages to 10 CEOs, who'd like support in taking their organisation, and their leadership, to the next level. Each CEO will have 4 x 1 hour sessions.

Management Future's coaches are amongst the most experienced in Europe. All have experience of leading themselves, as well as many years' experience of coaching CEOs like yourself. This coaching support will be tailored and confidential, providing practical timely support on specific challenges you're facing. Your coach will help you think through issues and support independent thinking and decision-making.

Your coach may also provide support materials and offer tools and techniques as needed, but their primary role is to support your independent thinking and decision-making around topics of your choice.

It's your choice what you focus on.

Examples of topic areas from our CEO coaching last year include:

- How to prioritise with less resources, and align people behind these.
- Leading change. Reinventing. Strategy implementation. Implementing a new structure.
- Building a high-performing senior team.
- Developing greater self-awareness and flexibility around your leadership behaviours
- Developing culture
- Improving financial sustainability
- Managing key relationships
- Greater confidence to face challenges in your role
- Making better use of your time
- Personal resilience – becoming more composed and less overwhelmed.



Who's this for?

We want this programme to benefit people who consider themselves to be more established in their role as CEO and are ready to take the next step in their leadership.

What CEOs took from the support last year

"Brilliant to have an opportunity to discuss/ explore some immediate issues I was dealing with, look at them objectively and have clarity on steps to address them."


"Really good to have some focus-time on me. It was also really nice to have someone independent to speak to where I didn't feel like I was being judged and could be completely open."

"I have a better understanding of my team, what motivates them and how we can collectively be successful. Personally, I appreciate the value of time more and why it is crucial. Although I remain busy, I am more thoughtful and appreciative of people and more relaxed at work and home."

"I feel more positive and confident. It has also been a big help with anxiety and stress. It has been so good to feel 'looked after' and listened to for an hour a month."

How can I apply?

To receive a copy of the application form for this coaching, please email leadingforrenewal@managementfutures.co.uk, putting 'CEO coaching application' in the subject of your message. What you share in your application will remain confidential between yourself and your coach at Management Futures.

 **Application deadline:**
Wednesday 31 August

Management Futures took me out of the daily grind. I felt energised by the coaching sessions which were like a shot of vitamins, oxygen and adrenalin all at once."

CEO





1:1 Leadership skills sessions for CEOs

Leadership is no different to any other skill. Achieving a high level of mastery depends on repeated, purposeful practice in a safe environment, with feedback and coaching.

As CEOs, we need to be incredibly skilled in giving feedback, delivering key messages, influencing, and coaching. While we all try to work on these skills, when was the last time you got some high-quality and unbiased feedback on how you're coming across?

Our 1:1 skills development sessions enable you to work on and hone your impact as a leader through a combination of practice, coaching and feedback.

As with coaching, you set the agenda in terms of what skill you'd like to focus on. Examples of skills you can use these sessions to work on include:

- Having courageous conversations
- Giving feedback
- Personal impact or presenting
- Influencing and persuading
- Coaching skills.

How it works

We've got capacity to work with up to 21 CEOs and senior leaders.

We'll send you further information in advance of the session, to help you get clear on which of the above skills you want to work on, and come prepared with some real scenarios you can use to practice.

You'll then choose a preferred day and a time to book a 40 minute session with one of our coaches from the selection of slots offered.

How can I apply?

If you're interested in signing up for a 1:1 skills session, email leadingforrenewal@managementfutures.co.uk, putting 'CEO 1:1 skills' in the subject of your message.



**Application deadline:
Wednesday 31 August**



Senior leaders executive coaching with Management Futures

We're offering a limited number of 1:1 executive coaching packages for senior leaders who feel they'd benefit from some additional support to problem solve.

This coaching offer will be provided by Management Futures, whose coaches are the most experienced in Europe. All have experience of leading themselves and all have many years' experience of coaching senior leaders such as yourself.

You'll be able to access up to 3x40-minute sessions with one of our coaches. The coaching will be tailored and confidential, providing practical timely support on specific challenges you're facing.

Your coach will help you think through issues and support independent thinking and decision-making and may also provide support materials and offer tools and techniques as needed.

It's entirely your choice what you focus on but examples of topic areas include:

- Achieving greater clarity on priorities
- Leading change
- Building a high performing team
- Developing greater self-awareness and flexibility around your leadership behaviours
- Developing critical leadership skills you want to work on, such as feedback conversations
- Managing key relationships
- Greater confidence to face challenges in your role
- Making better use of your time
- Personal resilience – becoming more composed and less overwhelmed.

Who's this for?

A senior leader is someone who has senior management responsibility that includes contributing to the leadership, direction and vision of an organisation. These are people who operate at a strategic level and may sit within an executive team or senior management group. We realise roles will vary between organisations, but job titles could include director, strategic lead or head of.

We're particularly interested in hearing from senior leaders who:

- have a particular focus on building inclusion into their future strategic thinking
- consider themselves to be part of an underrepresented group in the sector's leadership
- demonstrate a desire to learn and improve, and an ability to commit to the process.

What senior leaders took from the support last year

"Opportunity to discuss/ explore some immediate issues I was dealing with, look at them objectively and have clarity on steps to address them."


"Taking time out and being given the platform to not only explore key challenges, but also be challenged to come up with my own solutions and actions. This gave me a sense of ownership and helped hold me accountable for what was agreed."

"'Time out' to reflect - the questions my coach used were really thought-provoking and challenged me to look at things in a different way."

"The ability to have an honest and open conversation about issues, challenges and plans. I felt challenged throughout the conversation, in a good way, to put things into practise and take action. Each session filled me with confidence and I've taken away some great ideas that I've immediately put into practise."

How can I apply?

To receive a copy of the application form for this coaching, please email leadingforrenewal@managementfutures.co.uk putting 'Senior leader coaching application' in the subject of your email.

 **Application deadline:**
Wednesday 31 August





Leadership skills online workshops

Practical insights on skills which underpin high-impact leadership.

We've developed a further series of 90-minute workshops, focusing on the skills that are setting the best leaders apart at this time.

As with last year, each of these sessions is open to anyone and will be highly practical and interactive. Combining input of insights with breakout discussions to explore how you can apply these insights. The aim is to help you be more effective the minute you leave the workshop.

This next round of topics includes:

1 Improving psychological safety:

The conversations we're avoiding are likely to be some of the most important conversations we need to have.


We'll help you build your own confidence and skill in speaking up. As well as improving our ability to create an environment that encourages others to speak up.

 **15 September 2022, 10–11.30am**
[Sign up here](#)

2 Personal impact and influencing skills

Having good ideas is not enough. In order to help shape –thinking, we need to grow our credibility, the ability to bring our thinking to life, our personal impact, and our ability to listen to people's counterintuitive.

The aim of this session is to help people build their ability to have leadership influence from anywhere in the hierarchy.

 **6 October 2022, 10–11.30am**
[Sign up here](#)

3 Feedback skills

Feedback is the one skill most people will willingly acknowledge they want to get better at. So many opportunities for improvement are missed through people not having the confidence and skill to offer effective feedback.

This session will break it down into four key skills, bringing each to life through demonstrations and practice. We'll also look at how to deal with negative responses.

 **8 November 2022, 10–11.30am**
[Sign up here](#)

4 Leading through change

We are all having to adapt to and make a lot of changes at present. Our ability to get people on board with these changes and support them in adapting is critical. As is managing our own response to changes.

This workshop will give an opportunity to explore and practice;


- The key skills of adaptive leadership, which help us to respond at pace to what is in front of us
- Three stages of transition people move through as they respond, and what great leadership looks like at each
- A simple framework for communicating change in a way that engages people.

 **12 January 2023, 10–11.30am**
[Sign up here](#)

5 Identifying and using our strengths

Our biggest opportunity for improvement is to make more of our strengths.


Recognising and playing to our strengths improves our impact, and gives us more energy.

 **22 February 2023, 10–11.30am**
[Sign up here](#)

6 Building a high performing culture

This session is for leaders who recognise that their role is less about being an expert, and more about making the most of the expertise and talent around them.

We'll take a deep dive into 5 key ingredients of high performing cultures. Including clarity of intent, performance insight, responsibility & freedom, feedback and collaboration. Benchmarking our leadership effectiveness in creating each of these.

 **21 March 2022, 10–11.30am**
[Sign up here](#)

How can I apply?

To join these sessions, please sign up via the links above.

 **Deadline:**
Wednesday 31 August 2022





Team Effectiveness Survey

While many leadership teams are 'fine'; few would describe themselves as 'high-performing'.


There are 6 natural tendencies which tend to stop potential great teams from being as effective as they could be:

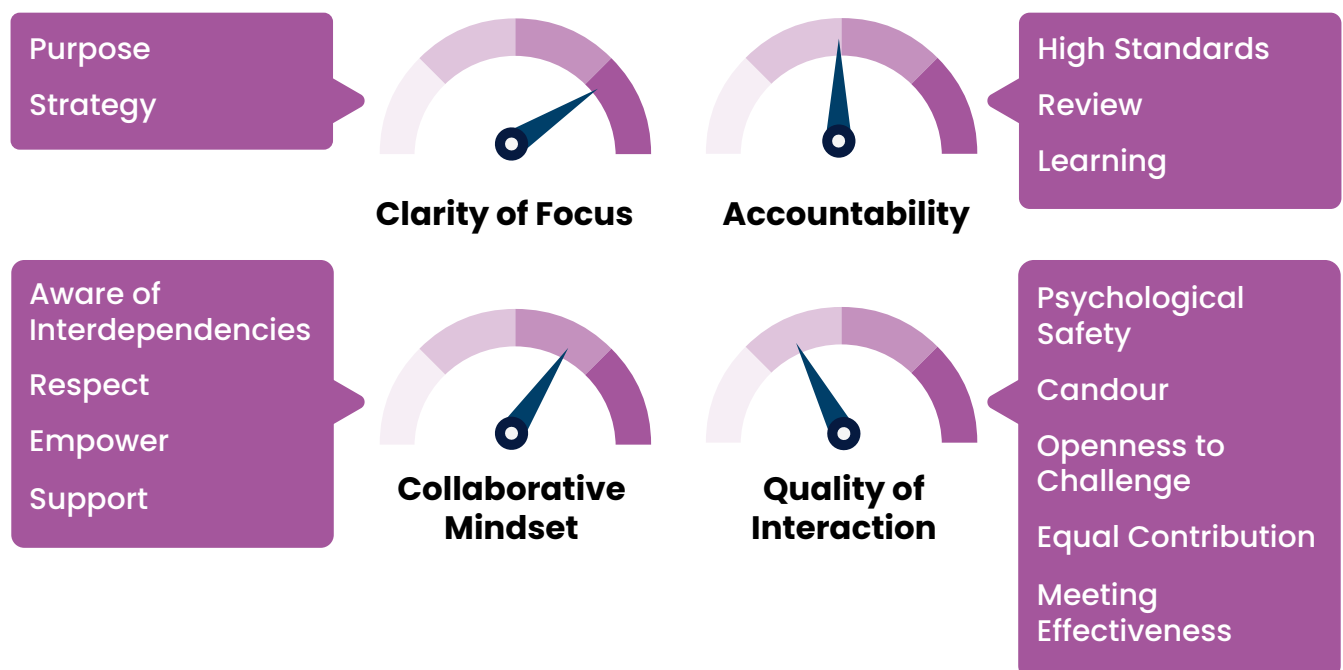
1. Silo working/tribal behaviour
2. Poor use of time
3. Unequal contribution
4. Group think
5. A lack of psychological safety
6. Fixed position, lack of openness to input from others.

Our Team Effectiveness Survey creates a great foundation for an honest conversation around the biggest opportunities for improvement, by getting the team to benchmark its effectiveness against 14 key characteristics.

The survey only takes about 10 minutes for each person to complete. We then send you a summary report and have a follow-up call with you as the team lead to help you interpret the feedback and identify some quick wins.

To receive a copy of the application form for this offer, please email leadingforrenewal@managementfutures.co.uk

 **Application deadline:**
Wednesday 31 August



A woman with short white hair is speaking into a microphone. She is wearing a black jacket with large white polka dots and a floral pattern on the sleeves. She has a lanyard around her neck with a badge that reads "ACCREDITATION PASS 1-4 SEPTEMBER 2016 EVENT STAFF". The background is a solid blue color.

Inclusive Employers

Introduction

Inclusive Employers have already embarked on their second year offer covering three separate tiers of activity targeting different audiences.

If you'd like to be considered for future Inclusive Employer offers through Leading for Renewal, please contact them to register your interest.

Inclusive leadership, Inclusion enablers and Inclusion influencers programmes will be on offer to executives, senior management teams and the whole workforce, respectively.

An organisation can choose to participate in up to all three tiers if they wish. In fact, this is recommended as the different programmes will form a solid foundation for embedding inclusivity into your organisation's strategy and activity, with the purpose of making inclusion an everyday reality.





Inclusive leaders

Delivered by Inclusive Employers, a select group of 25 CEOs (or equivalent) will participate in a one-year transformational programme to help them better understand what inclusion means for them and their organisation, and to help them shape their future strategy.

The programme will be delivered through three (half-day) events over 12 months. Participants will have access to guidance, resources and toolkits; and tailored advice through their Inclusive Employers account manager; three inclusion surgery webinars and attendance to a final event where they will share their experience, and the impact from their participation, with the cohort of CEO (or equivalent) peers joining in year two.

At the end of the programme participants will:

- be comfortable and confident in articulating the inclusive vision of their organisation
- be authentically driving equality, diversity and inclusion in their organisation and influencing inclusion across sport and physical activity
- understand their impact upon inclusive culture and be role models for inclusion
- actively challenge inequalities that exist within the system and empower change.

Who's this for?

This Inclusive leaders offer is for CEOs (or equivalent) from System Partners who are genuinely committed to being part of transformational sector change by making inclusion an everyday reality.

How can I register my interest for future offers?

To find out more about the programme and register your interest, email us at:

sport@inclusiveemployers.co.uk





Inclusive enablers

Inclusive Employers will work with the senior leadership teams of 10 organisations to embed inclusive leadership into their work, their team and their organisation's strategy and everyday operations.

This one-year programme will commence with a one-day (virtual) event. Participants will have access to guidance, resources and toolkits, as well as tailored advice through their Inclusive Employers account manager, three inclusion surgery webinars and attendance at a final event where they will share their experience, and the impact from their participation, with the cohort of senior leadership team peers joining in year two.

At the end of the programme participants will:

- be clear on what inclusion is
- be able to wire-in inclusion to their strategic objectives so it's a core activity rather than initiative focused
- be ensuring inclusive policies are in place and further developing inclusive practice
- understand how they can measure and report on inclusion impact/diversity dividend
- be driving accountability on inclusion and be role models for inclusion.

Who's this for?

This offer is for senior leadership teams from System Partners who are genuinely committed to being part of transformational sector change by making inclusion an everyday reality. We're looking for organisations who are ready to weave inclusion into their strategic direction, to lead the way and have the capacity and commitment to embed inclusive thinking.

How can I register my interest for future offers?

To find out more about the programme and register your interest, email us at: sport@inclusiveemployers.co.uk





Inclusion influencers online learning series

Inclusive Employers will deliver a series of online inclusion workshops for up to 400 members of the workforce that will guide people through the process of embedding inclusion within their work deliverables, approaches and organisational culture.

We've got capacity for up to 40 organisations to nominate up to 10 staff members each to be part of this one-year programme.

Inclusion influencers will be delivered through monthly online learning sessions, tailored for the sport and physical activity sector. These sessions will equip colleagues with greater understanding of equality, diversity and inclusion.

Prior to the delivery of the online sessions, a project activation meeting with the participants from each organisation will be held to assess the organisation's level of inclusion maturity. The participants will then be grouped so they can receive a tailored offer based on maturity.

Inclusive Employers will host quarterly virtual events to support participating organisations to evaluate their progress, identify any emerging needs and share learning. Participants will also have access to the wider Inclusive Employers membership webinar programme, advice through their Inclusive Employers account manager and access to resources, guidance and toolkits.

At the end of the programme participants will:

- be clear on what inclusion is
- understand the opportunity of inclusion and be role models for inclusion in their organisation and across sport and physical activity
- be embedding inclusion into everyday activities/projects/programmes
- be looking for opportunities to address the wider societal issues of exclusion through sport and physical activity
- be influencing more inclusive practices throughout their organisation and across sport and physical activity.

How can I register my interest for future offers?

To find out more about the programme and register your interest, email us at:

sport@inclusiveemployers.co.uk



Moving Ahead – Mentoring



MissionINCLUDE

MissionINCLUDE is a targeted cross-company mentoring programme bringing individuals from underrepresented groups together with leaders from organisations across the sport and physical activity sector in mentoring partnerships.

Through these mentoring partnerships we aim to shine a light on talent that whispers, ensuring we retain and develop diverse talent across sport.

Through cross-organisational mentoring within the sport and physical activity sector, participants will work with a mentoring partner to create the space to think differently, with fresh perspectives, to embrace and declare our ambitions, and to build the muscles and skills of inclusion through walking in the shoes of another and stretching to be the best we can be.

The programme will be delivered to 50 mentees and 50 mentors from across the sector, with wrap-around line manager development. To learn more about the Moving Ahead flagship MissionINCLUDE programme [watch their video here](#).

MissionINCLUDE for us will begin with a series of showcase events for organisations who're interested in finding out more.

Who's this for?

At Moving Ahead, we define diversity as understanding, respecting, actively advocating and appreciating what makes us different. This spans the nine protected characteristics (including age, gender, ethnicity, religion, disability and sexual orientation) but also broader behavioural and background diversity, such as thinking and personality types, socio-economic background and life experience. Organisations are invited to identify people who are interested in being part of MissionINCLUDE, either as Mentors or Mentees.

- **Mentees:** High-potential, diverse colleagues who consider themselves from an underrepresented group, who are committed to their personal growth and development and who'd like to share their diversity story to help others walk in their shoes. Organisations can select mentees from all levels.
- **Mentors:** Leaders from middle-management up to board level, who are committed to developing their mentoring skills and muscles around being an inclusive leader and walking in the shoes of others.

Selection Criteria

Mentees	Mentors
<ul style="list-style-type: none">• High-potential underrepresented employees from all levels of the career pyramid.• Keen to develop and prepared to take responsibility for progressing their career.• Ready to be mentored, with a willingness to seek feedback and receive advice.• Aware of their own strengths and limitations.• Resilient and consistently committed to getting things done.• Willing to take ownership of the mentoring relationship and adopt a proactive approach to working with mentors.	<ul style="list-style-type: none">• Typically, with 10–15 years' experience.• Have line manager responsibilities.• Can act as a positive role model.• Understand how an organisation works and can share broad perspectives based on their experiences.• Are committed, reliable and able to keep confidences.• Have great listening skills and are easy to talk to.• Want to make a positive difference and help someone work through a challenge.

How can I be a part of this?

Each participating organisation will need to provide a programme partner as lead contact for the coordination of the programme. This person could be a senior leader, manager or HR/L&D professional. Programme partners are invited to put forward the names of interested individuals from their organisation. We'd expect a minimum of one pair (one mentee and one mentor) to participate and suggest no more than six* pairs per organisation.

Individuals interested in taking part in the programme are required to reach out to their organisational HR/L&D lead or line manager who can help to endorse their application, as participation is only via organisations signing up to take part. Individual applicants can't be accepted as we require a minimum of two applicants per organisation (at least one mentor and one mentee).

Find out more

To find out more, join us at one of our programme showcase events. The showcase is open to all System Partners. [Click here](#) to book.

* Please let us know if you have additional interest for the programme from mentors or mentees.



CEO Reverse Mentoring

The CEO Reverse Mentoring programme connects CEOs with individuals from underrepresented groups to facilitate greater awareness, empathy, and inclusion among leaders across the sport and physical activity sector.

When leaders hear bias and inclusion stories from someone in another organisation, they can really listen without feeling judged, and find parallels and solutions in their own organisation.

The programme will be delivered to 20 CEOs and 20 Reverse Mentors from across the sector, and will include a launch event, a series of five guided one-to-one reverse mentoring sessions, two facilitated group mentoring circles, and a close event.

Who's this for?

At Moving Ahead, we define diversity as understanding, respecting, actively advocating and appreciating what makes us different. This spans the nine protected characteristics (including age, gender, ethnicity, religion, disability and sexual orientation) but also broader behavioural and background diversity, such as thinking and personality types, socio-economic background and life experience.

CEOs, Managing Directors or people in equivalent roles are invited to put themselves forward for the programme as mentees, and are invited to identify at least one person at any level who considers themselves from an underrepresented group in their organisation/the sector who is interested in participating as a mentor in the programme.

- **Mentees:** CEOs, Managing Directors or people in equivalent roles who are committed to personal growth, becoming more inclusive leaders and walking in the shoes of others.
- **Mentors:** Individuals who are willing to share their lived experience to help others walk in their shoes and make the sport and physical activity sector more diverse, equitable and inclusive. Organisations can select mentors from all levels.

Selection Criteria

Mentees

- CEO, Managing Director or equivalent
- Focused on personal growth, particularly inclusive leadership.
- Keen to explore different perspectives of the world and workplace.
- Committed to driving positive culture change within their organisation and the sector.
- Open to be Reverse mentored, with a willingness to seek feedback and receive advice
- Willing to take ownership of the mentoring relationship and adopt a proactive approach to working with mentors.

Mentors

- May be any level within the organisation
- Consider themselves to be part of an underrepresented group
- Willing to share their lived experience to help others grow
- Keen to build own career and on building visibility with senior leaders
- Want to make a positive difference and help someone work through a challenge.

How can I be a part of this?

CEOs are invited to put themselves forward directly for the programme and work with other leaders and/or HR/L&D/DEI professionals to identify an individual within their organisation to join the programme as a mentor.

Find out more

Please email Moving Ahead at SE-MImentoring@moving-ahead.org to register your interest and find out more about this.





Meet the Leading for Renewal partners

The five suppliers are:

Inclusive Employers



Moving Ahead



Management Futures



Sport and Beyond



The Activation Project



Inclusive Employers



Making inclusion an everyday reality in sport and physical activity.

Inclusive Employers are the UK's leading membership organisation focused on workplace inclusion, offering fresh approaches, support and guidance on how to embed inclusion into the everyday. The inclusive sport team at Inclusive Employers have extensive experience and a proven track record working with sport and physical activity organisations. The team includes: Debbie Epstein, head of inclusion and diversity – sport, Michelle Daltry, senior inclusion and diversity consultant (who has over 20 years' experience in the sector) and Richard McKenna, founding partner of Inclusive Employers.

Inclusive Employers recognise that every organisation is at a different point in its understanding of and commitment to equality, diversity and inclusion. This programme, (offered through Leading for Renewal) aims to guide you through the process of embedding inclusion in a way that is supportive and relevant.

Using interactive blended learning approaches we'll upskill colleagues in different roles and at different levels of the organisation to feel confident to deliver on equality, diversity and inclusion, to drive change and embed inclusion into all aspects of sport and physical activity.

We're offering three separate programme tiers that target different segments of the workforce within your organisation:

- Inclusive leaders (executive or equivalent programme)
- Inclusion enablers (senior management team programme) and
- Inclusion influencers (whole workforce programme),

Organisations can choose to participate in as many or as few tiers as they wish. The different tiers of support from Inclusive Employers will form a solid foundation for embedding inclusivity into your activity with a vision of making inclusion an everyday reality.

Website: [Inclusive Employers](https://www.inclusiveemployers.org.uk)

Moving Ahead



MOVING AHEAD

Moving Ahead is a specialist social impact organisation dedicated to advancing workplace diversity and inclusion.

We do this through mentoring, learning and development programmes, and consultancy.

Everything we do is underpinned by robust research and powerful storytelling. We work cross-company, cross-sector and cross-diversity strand, from gender and ethnicity to thinking and learning styles, and socio-economic background.

We're leading the way in mentoring programmes that connect people and create inclusive organisations, and currently deliver the world's largest cross-company mentoring programme.

We believe in the power of human connection to make the world a better and more inclusive place for everyone.

Website: [Moving Ahead](https://www.movingahead.org.uk)

Since 2014, Moving Ahead have supported more than 30,000 individuals through proven, practical and powerful mentoring and development programmes that bring diverse perspectives together to share stories and experiences, and break down barriers to create real, meaningful connections, understanding and inclusion.

As part of the Leading for Renewal offer, Moving Ahead will be delivering two mentoring programmes which bring together sporting and physical activity organisations to create learning, development and inclusion across the sector: MissionINCLUDE and CEO Reverse Mentoring.

Liz Dimmock, founder and CEO of Moving Ahead, is the programme sponsor, with Hannah Parsons leading the programme team.

Management Futures



At Management Futures we partner with ambitious organisations and leaders to help them create a great performance culture.

We were one of the early pioneers of executive coaching and coaching skills training in the UK, and have been qualifying English Institute of Sport (EIS) performance lifestyle coaches for the last 10 years.

Our social purpose is to make great leadership the norm rather than the exception, thereby benefiting individuals, teams, families and communities. We have five core service areas: executive coaching, leadership skills, team performance, culture and coaching skills qualifications – with more than 20 years' experience in each.

Current clients include Sport England, UK Sport, EIS, Coca Cola, Dyson, NHS, Asthma UK and British Lung Foundation.

Website: [Management Futures](https://www.managementfutures.co.uk)



Sport and Beyond



Our focus at Sport and Beyond is improving the performance of senior leaders with tailored, insight-driven coaching.

We've been selected by Sport England for our knowledge of the sector, together with the cutting-edge expertise we bring from the corporate world and our level of quality and professionalism.

Founder of Sport and Beyond, Catherine Baker, has a wealth of experience of working with leaders from global boardrooms through to leaders in sport, and brings a healthy dose of challenge, support, flexibility and humour to all her coaching.

Website: [Sport and Beyond](https://www.sportandbeyond.co.uk)

// Everybody needs a coach."

Eric Schmidt, chairman of Alphabet and former CEO of Google

// Can I thank Sport England and Catherine for the opportunity to participate in this programme. It was exceptional and probably the best short programme of support I have ever experienced, and the timing and focus couldn't have been better. THANK YOU!"

// The whole experience was excellent and one I would highly recommend. Catherine provided a platform to discuss existing issues, future plans and strategy in a very open and approachable manner. She provided great support and expertise that enabled you to look at things clearly and with an open mind and most importantly get clarity of thought to focus on the most important objectives."

The Activation Project



At The Activation Project, we partner with organisations across the UK playing their part in creating a healthier, happier and more active nation.

Working with them, we're aiming to inspire, encourage, develop, coach and support every single person who's working, volunteering or leading in sport, activity, health and wellbeing. We equip individuals and organisations with the capability to improve their organisations to make even more of a difference.



Meet our team of coaches:

Phil Davis

- 30 years of experience in innovation, change and leadership development.
- Children's football coach.

Simon Gardner

- 25 years in innovation, large scale change and team development.
- Running enthusiast.

Nick Fawcett

- 20 years in customer service and experience, change and leadership development.
- Aspiring trail runner.

Charlotte Leyland

- 20 years in innovation, team and performance coaching.
- Outdoor explorer.

We draw on an extended team of specialists to help support our programmes and beyond.

Website: [The Activation Project](https://www.theactivationproject.co.uk)

Our privacy notice

Privacy notice – Leading For Renewal

Leading for Renewal is a leadership support package that we've designed in collaboration with several funded independent organisations who we term collaboratively as our partners. There'll be a total of five partners involved in this project and each partner will provide different tools or services which may require the processing of personal data. It's important for you to be aware of how and by whom your personal data will be managed as each partner has a responsibility to comply with UK GDPR obligations.

Purpose

In delivering the leadership support package, different organisations may require use of your personal data. The purpose of this notice is to tell you what role each organisation plays in relation to your personal data and to advise you where to go to find out more about your data rights.

Your data

In all cases, we, at Sport England, are not the data controller of your personal data that may be processed when you sign up to a service offered by any of these five partners. Additionally, we won't process or receive personal data from any of the partners throughout the course of their service.

More details about what data will be processed by a partner, how it'll be managed, and what your rights to that data are can be found in the respective privacy notices that will be made available to you by each partner.

However, in the ordinary course of communication, we may process personal data should you choose to get in touch with us for any reason. In those circumstances, the terms of our privacy notice, which can be found [here](#), will apply.

Partners

The following five partners will be providing resources under the Leading for Renewal Program. Each partner provides their services in their own capacity:

1. Inclusive Employers Limited
2. Management Futures Limited
3. Moving Ahead Limited
4. The Activation Project C.I.C
5. Sport and Beyond

These five partners will be independent data controllers of your personal data. This means that they will have their own obligations with respect to UK GDPR compliance. They won't be sharing your personal data with us in any instance.

When you leave this prospectus to complete your application with these respective partners, your personal data will be managed by that partner and details of that processing will be advised to you by their respective privacy notices.



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