



Women's Leadership Development Programme 2023 / 24

AKTIVE

WOMEN'S LEADERSHIP DEVELOPMENT PROGRAMME

The Aktive Women's Leadership Development Programme (WLDP) will bring together a third cohort of diverse women leaders to take part in an 18-month programme. There will be limited places available for women from outside of Auckland. The WLDP will provide a unique opportunity and environment for learning that will support these women to further develop their confidence and leadership competences to step up and make an impact in the sport sector. The WLDP is available to anyone who identifies as a woman.





"Mā te huruhuru ka rere te manu" (Adorn the bird with feathers so it may soar). The more feathers you provide the higher the bird will fly no matter how old you are. The Aktive Women's Leadership Development Programme has provided me an environment of meaningful learning, professionalism, networking and sisterhood. I am definitely a more confident leader as a result." Maraea Howe, Cohort 2 participant

"We have collectively created a safe space to grow, bounce ideas around, and share our challenges and successes. The programme has challenged me to think outside of traditional "boxes" of female leadership and provided me with valuable tools, such as those associated with having challenging conversations. I definitely feel that my confidence in myself and my ability to lead has grown as a result of being a part of the programme." Roxanna Holdsworth, Cohort 2 participant



"It is so exciting to be part of a programme that is having a tangible impact women's confidence, capability and in turn, influence on the sport sector. Sport has created so many opportunities for me and I'm passionate about leveraging the platform it provides to make a difference in our communities by supporting more wahine toa to step up and reach their potential." Hannah McLean, Programme Facilitator

"Thanks for an awesome day today team! My cup is full once again...and I walk away inspired and empowered, with some new ideas and skills to add to my kete."

Tarsh Poching-Ileremia - Cohort 2 participant



PARTICIPANT TESTIMONIALS



"The WLDP has afforded me an incredible opportunity. The length of the programme and depth of the content has ensured I've been able to build meaningful connections across not only Tāmaki Makaurau Auckland, but Aotearoa New Zealand. I believe that it has already positively impacted my leadership capability, and I'm looking forward to the remainder of the programme to see where it takes us."

Hollie Ellis - Cohort 2 participant

"The WLDP has introduced me to some tools and approaches which have enabled me to be a more engaged leader within my role working with coaches, referees and other volunteers. Overall, the programme has pushed me to challenge my thinking and be open to new opportunities and experiences knowing there is a network of women leaders willing to support each other."

Nicola Post, Cohort 1 participant



"I've loved being on the Aktive WLDP, learning alongside like-minded, passionate, powerful women. This programme and mentorship have helped build confidence, develop knowledge and leadership skills. I now have an invaluable network to call upon in the women's sport sector."

Sarah McIlroy, Cohort 1 participant

"Through a variety of different workshops and projects, I have added to my own repertoire of presentation styles and expanded my delivery toolkit. The women I have met on the programme continue to inspire me and I'm grateful these wāhine toa are part of my network. Thanks to

Aktive for bringing us together!."

Gayle Vaughan, Cohort 1 participant



PROGRAMME OBJECTIVES

There are two key objectives for the programme that support the further development of the following:

- **Leadership competencies** – supporting women to further develop their leadership competencies or behaviours, consolidate their own leadership style, empower them to be who they want to be and navigate the challenges that are part of governance
- **Confidence** – encouraging women to identify their strengths, pursue goals, take opportunities, and progress their career path. They will be confident to champion themselves and others going forward.

Specifically, WLDP will support women to:

- Further develop confidence and competence in a range of leadership behaviours
- Produce a Personal Development Plan with clear goals
- Develop career strategies
- Accelerate their learning through the provision of a WLDP leadership mentor
- Participate in regular networking
- Develop greater self-awareness as a leader in sport
- Gain greater knowledge and understanding of the women and sport movement in New Zealand and globally

TIMETABLE AND COMMITMENT

WLDP is an 18-month programme, starting July 2023, comprising:

- Personal development in leadership environments
- WLDP leadership mentoring
- One residential workshop and two one-day workshops (in person)
- Three online workshops (up to two-hours)
- Opportunities to attend networking and other leadership events

16 May - 16 June 2023 - Applications Open

July - August 2023 - Pre Programme Tasks

15 & 16 August 2023 - Two Day Residential Workshop
Location : Bruce Pulman Lodge

3 October 2023 - Online Workshop

14 November 2023 - One Day Workshop
Location : AUT Millennium

20 February 2024 - Online Workshop

16 July 2024 - One Day Workshop and Graduation
Location : Remuera Golf Club

15 October 2024 - Online Workshop

31 December 2024 - Programme Ends

Mentoring

PROGRAMME STRUCTURE

WLDP consists of several mandatory elements; all of which are essential for the critical learning and development that will take place.

Workshops

Sessions will be delivered in workshop style and are an integral part of the learning process. All workshops will have clear learning outcomes and are tailored to maximise learning; they will be challenging, constructive and highly interactive.

Each participant will produce a Personal Development Plan setting goals on developing their leadership behaviours, career strategies and future opportunities, as well as to consolidate learning.

Building social capital

Building social capital is an important element in career advancement and appears to be an area where women lag behind men due to a lack of career enhancing networks and high-status mentors.[1] We also know from research that women get less of the support that advances careers[2]. Women are less likely to receive advice from managers and senior leaders on how to advance, and employees who do are more likely to say they've been promoted in the last two years. Similarly, women are less likely to interact regularly with senior leaders, yet employees who do are more likely to aspire to progress their careers.

This programme will focus on building social capital by:

- Providing each participant with a leadership mentor
- Identifying and tapping into existing networks (national, regional, and local)
- Developing the participants themselves into a regional network
- Connecting the participants into the wider Women in Sport Aotearoa network.

[1] (Marilyn Clarke, (2011) Advancing women's careers through leadership development programs

[2] Lean In and McKinsey 2017

WLDP LEADERSHIP MENTORS

Each participant will be allocated a WLDP leadership mentor to support them on their WLDP journey. Leadership mentors will be allocated after the women have indicated their top choices. The plan is to have four to six sessions depending on need and these are 1.5 to 2-hour face to face/phone/zoom calls between September 2023 and December 2024.

Mentors will feedback anonymously on training needs to help inform the Programme Leaders of issues/challenges as well as progress. Other feedback will be used to inform the content of the workshops.

The role of the mentors is to support the participant with the implementation of their personal development plans by acting as a sounding board, supporting the woman to work out the answers for themselves, as well as being able to offer tailored support from their knowledge and experience where appropriate.

NETWORKS

We will develop the women leaders into a regional network, and we will set up social media groups using technology such as WhatsApp or Facebook to facilitate this. Our aim is also to identify and tap into existing networks (national, regional, and local) and will work with WISPA and other networks on this.



PROGRAMME CONTENT

WLDP – Leadership Competency Framework

We have drawn from a variety of competencies or behaviours to help shape the competency framework for WLDP. This comprises three main areas that are critical to be a great leader in the sport sector. For each competency area we have listed some examples of the types of positive behaviour that leaders might demonstrate.

**Drives
Self**

**Develops
Excellence**

**Executes
Effectively**

Drives Self

Self-awareness:

1. Is aware of the impact of own behaviour on others
2. Demonstrates effective reflective practice on a regular basis to review and enhance own performance
3. Is aware of own needs to operate at one's best (wellbeing)

Passion for learning and improvement:

4. Seeks and acts on both positive and challenging feedback
5. Is relentlessly curious and seeks learning opportunities
6. Embraces unfamiliar or uncomfortable situations to learn and develop

Personal drive and ambition:

7. Displays future-orientated aspirations with long-term goals that fulfil own needs and personal desires
8. Uses a variety of strategies to overcome and quickly recover from difficulties (resilience)
9. Has a strong network that supports own well-being



Develops Excellence

Philosophy:

10. Can articulate own leadership philosophy and approach based on ethics, integrity, personal values, knowledge and experience.
11. Consistently demonstrates behaviour that is in alignment with own leadership philosophy and approach
12. Applies the principles of coaching to facilitate other's development

Leadership:

13. Translates the strategic direction, including vision, mission, and values into effective plans
14. Makes tough decisions in high-pressure situation
15. Positively embraces creativity, change and innovation to improve performance in the organisation

Performance culture:

16. Invests time to involve teams in determining a high-performing culture
17. Creates an environment where two-way positive and challenging feedback is the norm
18. Creates a culture that supports taking responsible risks and one where change is expected and supported

Executes Effectively

Develops systems:

19. Creates an inclusive environment, one from which people can grow and benefit
20. Works with people to set challenging and achievable goals with clear accountability for results
21. Recognises, rewards and celebrates team and organisational achievements

Builds networks:

22. Builds strategic relationships with key decision-makers and influencers to ensure delivery of vision
23. Connects with networks to support professional growth and development
24. Brings people with complementary skills, interests and viewpoints together ensuring the organisation benefits from diverse input

Communicates with impact:

25. Consults and communicates clearly and credibly with widely varied audiences and stakeholders
26. Expresses thoughts, feelings, and ideas in a clear, succinct, and compelling manner
27. Leads meaningful communication of shared vision to inspire and influence others.

PRE-WLDP

To ensure that the content of WLDP is as relevant as possible to the differing circumstances of each participant, we ask for some tasks to be completed prior to the first workshop.

Detailed instructions and templates will be provided for all the steps as soon as the individual is accepted onto the programme in June 2023.

These include:

1. Submit a brief leadership profile and image
2. Undertake a self-assessment against WLDP competencies (see above) to help the participant develop a plan to address development needs
3. From the self-assessment determine a small number of strengths and areas to develop and collect 360 feedback from colleagues and peers against these
4. Analyse the 360 feedback to determine initial key areas of focus to develop through the WLDP programme
5. Submit an image that represents leadership and one sentence describing own leadership philosophy.

We will spend some time at the residential session considering the 360-leadership feedback and helping the individual to develop short and medium-term goals to develop these behaviours.

WLDP will also invite the employer/line manager to share with us any areas of focus the participant should consider for their development.





DURING WLDP

We know that investing in people is of the utmost importance and that time and money spent in learning and development must pay off. We fully recognise that changes in behaviour must be embedded and sustained over time and ensuring that people take responsibility for their own self-sustained learning is at the heart of everything we do.

The following principles guide all WLDP activities:

- The WLDP programme will be facilitative rather than prescriptive allowing participants to focus on self-sustained learning
- Participants will be supported to take ownership of, and responsibility for, their own learning
- We will create a safe working environment and nurture a sense of collegiality and trust for all participants
- We will set scaled challenges that take people out of their comfort zone and into the stretch zone, so learning is maximised
- We allow time to practise new techniques successfully and support the participants to apply the learning to their current or future situation
- We actively encourage participants to give and receive feedback that builds their confidence
- We will develop a set of shared values to encourage reciprocity, mutuality and respect of differences and diversity
- We believe that a flexible approach to meet the diverse needs of specific groups, individuals, and cultures is essential
- We draw on a variety of theories, ideas, opinions and approaches to develop learning that 'sticks', and we are innovative and creative in our approach.

POST WLDP

After the final workshop, we will continue to support the women to:

- Achieve their goals by staying connected
- Undertake monitoring and evaluation after the programme finishes, then after six months and one year and this includes feedback from the employer/line manager.
- Be part of a network of women leaders
- Review their Personal Development Plan and set goals for year two.

LOGISTICS

Once a participant is accepted onto the programme, we will send out all the details needed to accept the place and formally register for the residential session in August 2023.

Active funding will cover:

- WLDP registration fee
- All tuition and WLDP programme materials
- Breakfast, lunch, evening meals and other refreshments
- One night's accommodation for the two-day residential
- All programme components including WLDP leadership mentors

Funding does not cover transport and aspects outside of this scope.

Applications for Active's next Women's Leadership Development Programme open 16 May 2023.

THE WLDP TEAM

The programme will be delivered by facilitators who are experienced in developing women leaders.





PROGRAMME GRADUATES

2022 / 23 Programme

- Anna Skipper - Performance Physiologist – High Performance Sport NZ
- Danika Mowlem - Participation Lead, Canoe Racing NZ
- Emily Hodges - Sport Development Advisor / Women and Girls Co-Lead, Harbour Sport
- Hayley Stirling - Area Manager Auckland Team Lead, Northern Region Football
- Hollie Ellis - Programme Manager – Legacy and Legacy FIFA World Cup 2023, Tātaki Auckland Unlimited
- Kathryn Jones - Primary and Intermediate Schools Manager, Aktive
- Katie Horne - National Partnership Manager, Volleyball NZ
- Kylie Norton - National Programme Manager - Ready Steady Go Kids, Counties Manukau Sport
- Kylie Robertson - Senior Communications Advisor, Sport New Zealand
- Larissa Cuff - General Manager – Strategic Partnerships, Sport Bay of Plenty
- Maraea Howe - Kaiohutohu Hohenga – Activations Advisor Maori Outcomes, Auckland Council
- Michelle Au - Diversity & Inclusion Manager, Badminton NZ
- Raewyn Burke - Sporting Manager, MotorSport NZ
- Roxanna Holdsworth - Targeted Participation Team Lead, Sport Waikato
- Sacha Wright - Games Campaign Co-ordinator, Paralympics NZ
- Serena Somlyai - Development Manager, Counties Manukau Cricket
- Steph Murray - Tournament Services Manager, ICC Women's Cricket World Cup 2022
- Tarsh Poching-Ieremia - Thriving Club Manager, Auckland Rugby League
- Vicky Mailei - Regional Sport Director, Sport Auckland

2021 / 22 Programme

- Alysha Jensen - National Programmes Manager, Netball New Zealand
- Bernie Tovio - General Manager, CLM Community Sport
- Casey Flood - Education & Programmes Manager, Blind Sport New Zealand
- Gayle Vaughan - Coach Development Manager, Tennis New Zealand
- Heidi Wilde - Funding and Partnership Manager, Paralympics New Zealand
- Jessica Baker - Sports Team Leader, The University of Auckland
- Karla Matua - Kaiwhakahaere, Aktive
- Karyne Ross - Community Netball Manager, Netball Northern Zone
- Kirsten Spencer - Associate Professor in Sport Coaching and Performance Analysis, AUT
- Leah Marelic - Senior Cricket Administrator, Auckland Cricket
- Leilani Fuemana - Facilities Coordinator, Auckland Council
- Lisa Walker - Education Manager, Drug Free Sport New Zealand
- Liz McKinnon - Talent & Coach Development Officer, Golf New Zealand
- Maddi McLean - Board member and Young People Participation Manager, The Shift Foundation & Golf NZ
- Nicky van den Bos - Programme Director, Women in Sport Aotearoa
- Nicola Post - Community Lead – South Auckland, Basketball New Zealand
- Nicole Terrill - Marketing & Sponsorship Manager, Bruce Pulman Park
- Raynor Haagh - National Sport Development Director, Yachting New Zealand
- Rebecca Annan - Partnership Manager, Netball New Zealand
- Robyn Neil - Board Member, Auckland Hockey
- Sarah McIlroy - Women's Rugby Participation Manager, NZ Rugby Union
- Sian Clancy - General Manager Athlete Services, Drug Free Sport New Zealand
- Tamara Pereira - Junior & Youth Cricket Coordinator, Auckland Cricket Association

CONTACT:

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The word "ACTIVE" is written in a white, stylized, hand-drawn font. Each letter is composed of thick, slightly irregular strokes, giving it a dynamic and energetic feel. The letters are closely spaced but distinct. The 'A' has a small circle at its base, and the 'K' has a small circle at its top. The 'I' is a simple vertical stroke. The 'V' has a small circle at its base. The 'E' has a small circle at its base. The overall style is modern and approachable.