



## APPLICATION

To nominate a leadership candidate to the academy, the current club leader should contact their local Rugby Development Officer or write a letter of support to:

Carole Thelwall-Jones, CB Volunteer Manager  
Community Rugby, Rugby Football Development  
Limited, Rugby House, Rugby Road,  
Twickenham, TW1 1DS  
carolethelwall-jones@rfu.com

The Leadership Candidate should demonstrate **some** (not all) of the items on the checklist and have potential to develop skills in other areas.

They **must** commit to lead their club/CB and complete the academy programme.

Candidates will be asked to make a contribution of £100 towards the cost as a condition of their acceptance on the programme. Candidates can seek support from clubs or other sponsor. All other elements of the programme are funded by Community Rugby.

Feb 2008



## CHECKLIST

### Personal Characteristics

- Has the passion and perseverance to lead their club/CB.
- Has the support of key volunteers.
- Has honesty and integrity.
- Shoulders the responsibility for success and failure (without casting blame).
- Intelligent, quick to learn and emotionally strong.
- Confident without being arrogant.
- Takes informed risks.

### Strategic Management

- Sets, with input from stakeholders, the long term direction for the club/CB.
- Understands the environment and social trends.
- Identifies partners, creates strategic alliances to help further the club/CB's goals.

### People Management

- Clearly communicates expectations to motivate his/her team.
- Puts the right people in the right positions at the right time with the right terms of reference.
- Identifies and deals with conflict.
- Evaluates the performance, and helps develop the potential, of each person in the club/CB.
- Shows respect for others.
- Recognises achievement.

### Process Management

- Manages change to continuously improve.
- Promotes innovation.
- Secures and allocate resources.
- Anticipates and solve problems.
- Creates and manages project plans and measures results.



# leadership academy

- ✓ Raising awareness of leadership in Rugby Union.
- ✓ Identifying the next generation of Club & Constituent Body leaders.
- ✓ Investing in potential leaders to help them develop their skills and confidence.
- ✓ Facilitating the transfer of good Leadership practices in Rugby Union.

# BENEFITS

The **club** will:

- ❑ Have a confident and competent leader with the capability to run the club.
- ❑ Benefit from new ideas and good practices to help the club reach its goals.
- ❑ Receive five rugby balls if their candidate is selected and completes the induction.
- ❑ Be awarded a plaque if their candidate completes the academy.

The **leadership candidate** will:

- ❑ Receive up to £350 worth of professional training.
- ❑ Improve their knowledge of the skills needed to run a club/CB.
- ❑ Receive coaching from an experienced mentor.
- ❑ Share good practice that will make their club better.
- ❑ Participate in a support and challenge group with their peers.
- ❑ Be presented with rugby branded clothing.
- ❑ Be reimbursed reasonable travel expenses.

The **mentor** will:

- ❑ Get satisfaction from helping others develop the skills to become better leaders for the good of the game.
- ❑ Learn about themselves and others through sharing their knowledge and experience.
- ❑ Widen their network.
- ❑ Be presented with rugby branded clothing.
- ❑ Be reimbursed reasonable travel expenses.



# PROGRAMME

Each leadership candidate will:

- ❑ Attend the academy launch to network with other leadership candidates and mentors
- ❑ Identify their strengths and areas for development to create their personal learning plan.
- ❑ Complete formal and informal learning and development opportunities.
- ❑ Review their progress and give feedback on the Academy.
- ❑ Attend an 'alumni' event in the 12 months following their attendance on the programme

The Leadership Academy will run from November to March

The **approximate** time commitment for each leadership candidate will be:

- ❑ Academy induction
- ❑ Up to 3 sessions with mentor
- ❑ Up to 3 formal learning sessions
- ❑ Up to 6 challenge and support group sessions
- ❑ Informal activity based on the individual.
- ❑ Academy review



# MODULES

Depending on the needs of the candidates, the Leadership Academy will cover a number of modules:

**Leadership:** creating an inspiring vision; setting goals and defining roles.

**Communication:** working with the media; running effective meetings; presentations & speeches; influencing, negotiation & active listening.

**Working with others:** empowerment & delegation; motivating; giving feedback; resolving conflict; team building.

**Decision making:** risk analysis; managing change; problem solving



**Planning:** project plans; strategic plans; prioritization techniques.

**Organising:** time management; finding funding; budgeting and resource allocation.

**Monitoring and evaluating:** success criteria; measurement techniques.

**Personal Values:** Understanding and development of personal attributes