

Appreciative Inquiry

Unlocking powerful sporting insight and engagement

4th May 2022

**BRAND
iGNITE**





Today

- Hello from us
- Our starting point
- Appreciative Inquiry
- Project 21
- Driving strategy
- 10 key pointers
- Any questions



Helen Marney
Director of Development
British Triathlon Federation



Kirsty Dean
Engagement Director
Brand Ignite



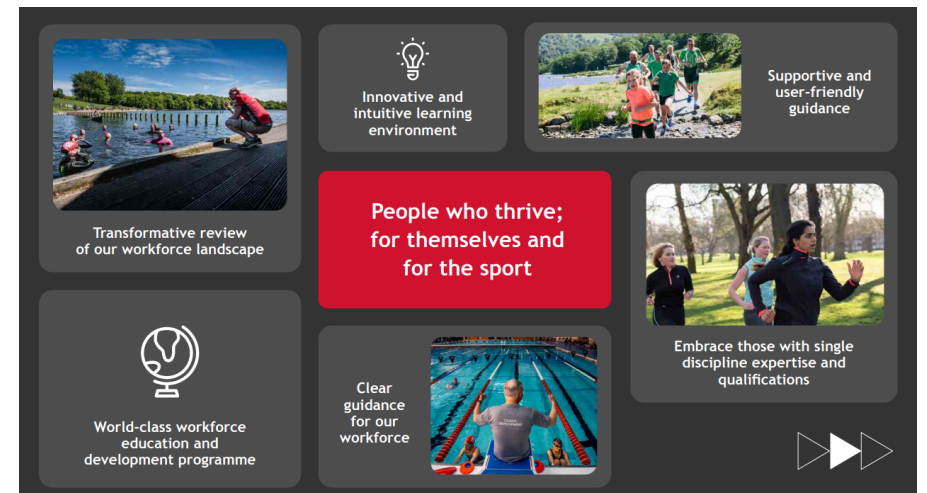
Paul Arscott
Managing Director
Brand Ignite

OUR STARTING POINT

Why the need for change?

- Key corner stone of our Big Active strategy
- Limited diversity and clear strategy to broaden
- Out-dated qualification and learning framework
- Limited engagement amongst our workforce with many detractors
- Ecosystem personalities!
- Our workforce insight was broadly unilateral and quantitative based

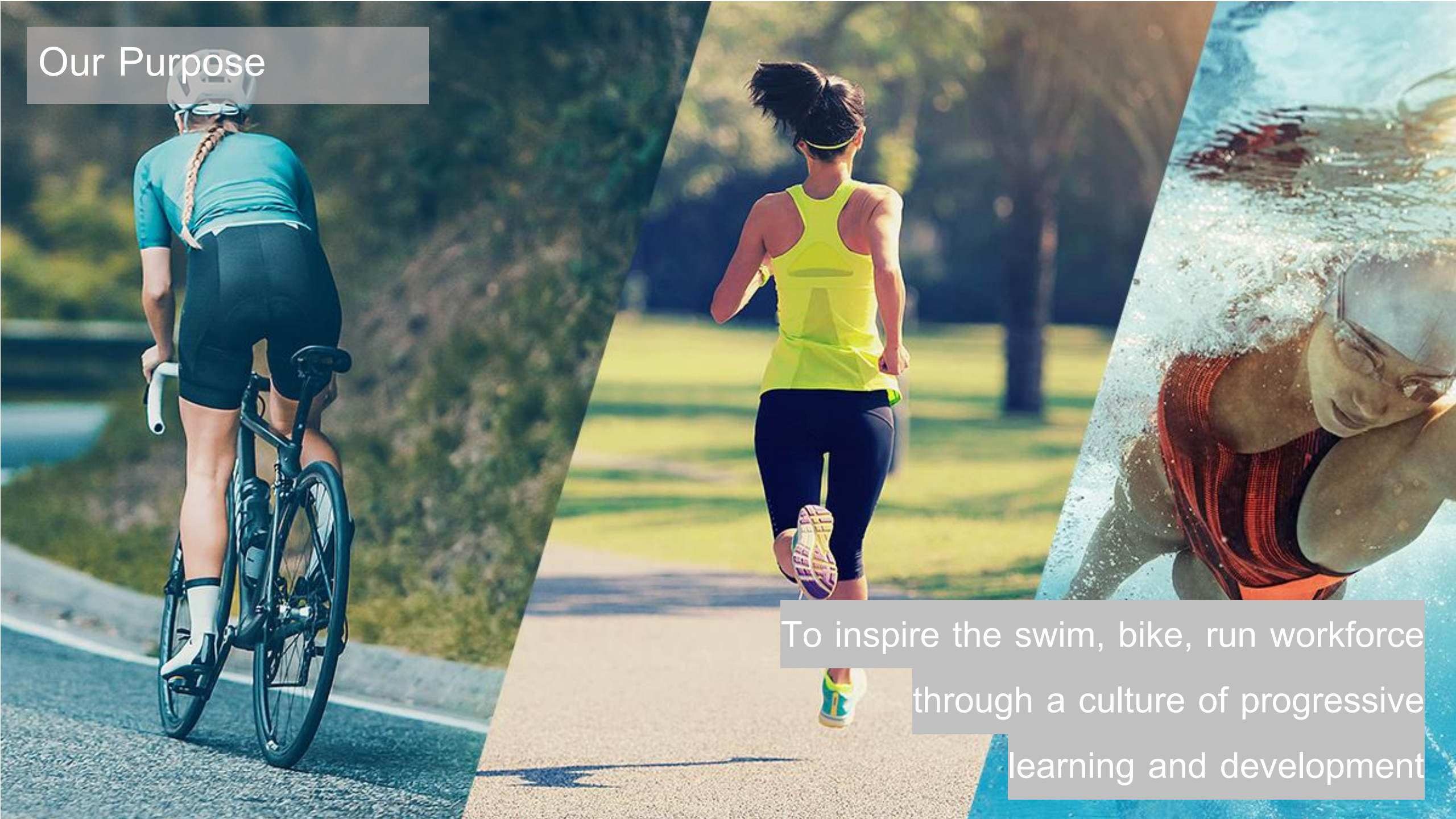
- <https://www.triathlonengland.org/the-big-active>



Why Appreciative Inquiry?

- Balancing the governing role with the developing role and what this means for our workforce
- Historical issues with engagement
- The power of a strength based conversation

Our Purpose



To inspire the swim, bike, run workforce
through a culture of progressive
learning and development

INTRODUCING APPRECIATIVE INQUIRY

Appreciative Inquiry builds, rather than fixes...



LEVERAGING CORE STRENGTHS

To discover the
root causes of **success**

*(strengths and achievements,
rather than failure)*

Magnifying them
to inspire innovation

To produce effective and energising change

Appreciative Inquiry works and 'sticks' because...

BY and WITH you

not TO you

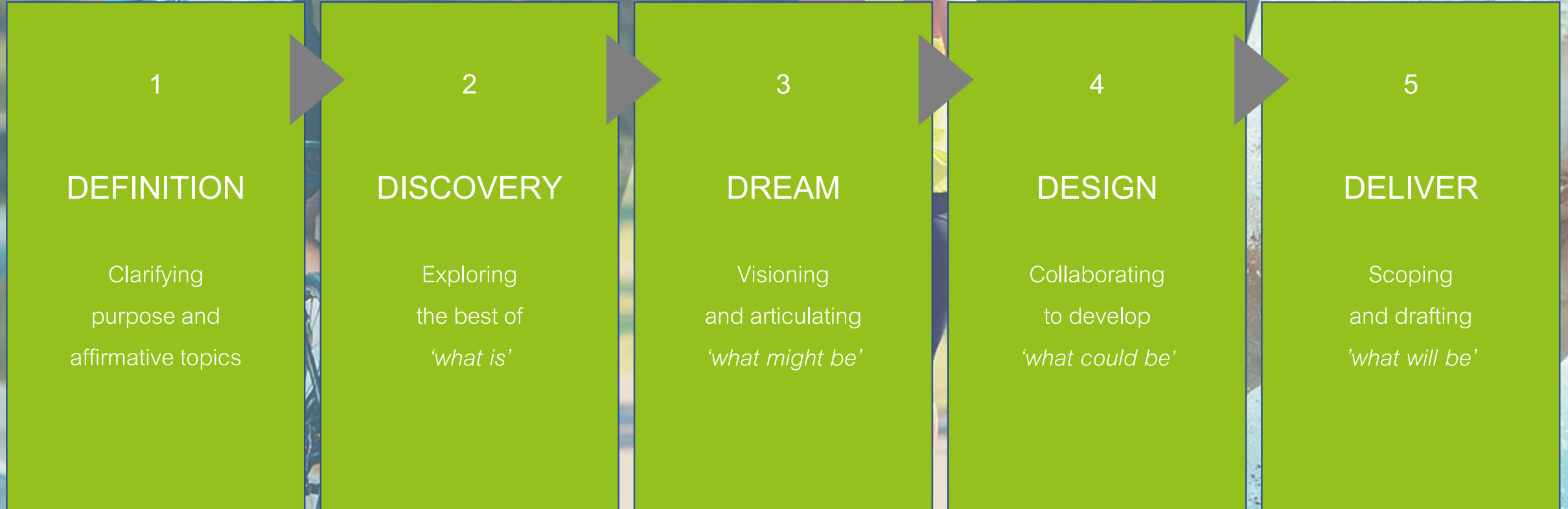
As an agency, we *facilitated* the process.

All content and ideas came from BTF.

OUR APPRECIATIVE INQUIRY



Appreciative Inquiry – Method Design



Our Appreciative Inquiry Journey

1

DEFINITION

*Clarifying
purpose and
affirmative topics*

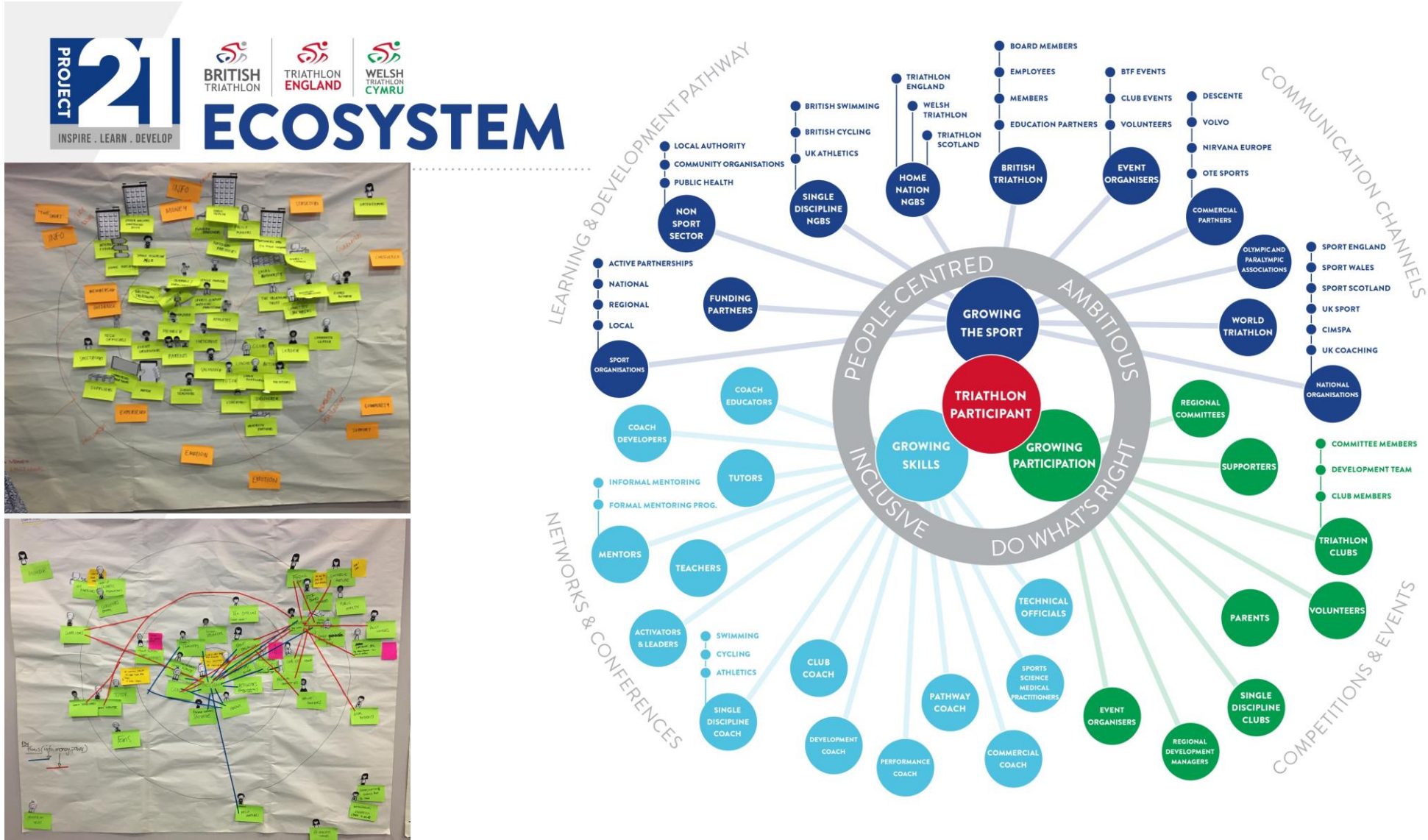
Our Audience



WORKFORCE: Coaches, Technical Officials, Volunteers, Activators, Tutors



Our Ecosystem



Affirmative Topics – our positive core

Celebrating innovation and individualism

Changing lives through lifelong engagement

Creating positive experiences for everyone

Championing a passion to be at our best

Collaborating for the greater good

Our Appreciative Inquiry Journey

1

DEFINITION

*Clarifying
purpose and
affirmative topics*

2

DISCOVERY

*Exploring
the best of
'what is'*

And so it began...

Wide and deep

Invitees

8,270 activators, coaches & officials

Discovery

53 depth interviews

731 survey respondents



Dream - Regional

4 live workshops

2 virtual workshops

52 attendees

Design and Deliver - National

20 @ virtual workshop

12 @ live workshop

WORKFORCE AT ITS BEST: THE HIGH POINTS

Almost **1,000 stories** help us understand what drives individuals and teams...

When I qualified, I was 18 stone and could barely run. I remember how difficult it was trying to get running myself! I remember how hard it was for me - I use this personal experience to help others. Only about 50% of those that do a Couch to 5k, actually, stay running - if I can change one person's life, then it's worthwhile.

Activator

One of the great moments ... was to set up a course specifically for women. We had 30 people join.. On the first night, I could see all 30 women ready to take part. I took a deep breath, walked past them and into the first session, thinking I've done this!

Triathlon Coach

Young kids who are really excited about taking part in what is probably their first event and say they really enjoyed it and want to do it again and do the swimming next time. As a team that's what makes us go 'ayes, we'll do it all again next year'. That's what keeps us going. Week to week training the coaches get the feedback and it's always been positive.

Club Chairperson



**BEING PART OF
AN EVENT**



**SEEING OTHERS
SUCCEED**



**BRINGING NEW
IDEAS TO LIFE**



**PERSONAL
PROGRESS OR
REACHING A GOAL**



**PASSION FOR THE
SPORT, CLUBS AND
SOCIAL COMMUNITIES**



**WINNING AWARDS
OR BEING
RECOGNISED**

I remember – a participant had terminal cancer. Triathlon was on their bucket list and asked could they do transition from their camper van as they didn't want other athletes see them changing. We could have said no, as it wasn't in the guidelines but, for me, what's the point of spoiling their race? It's using your common sense and enhancing their race experience. The little things you decide make the bigger picture, especially for this athlete.

Technical Official

The process of becoming a tutor. I used to come away from the session wanting to get started straight away which enthused me and bled into daily life. I started talking to people about what I had learnt and began implanting it into my tutoring role.

Tutor, Triathlon Coach

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Club Chairperson

STRENGTHS TO LEVERAGE & THREE 'GENIE' WISHES

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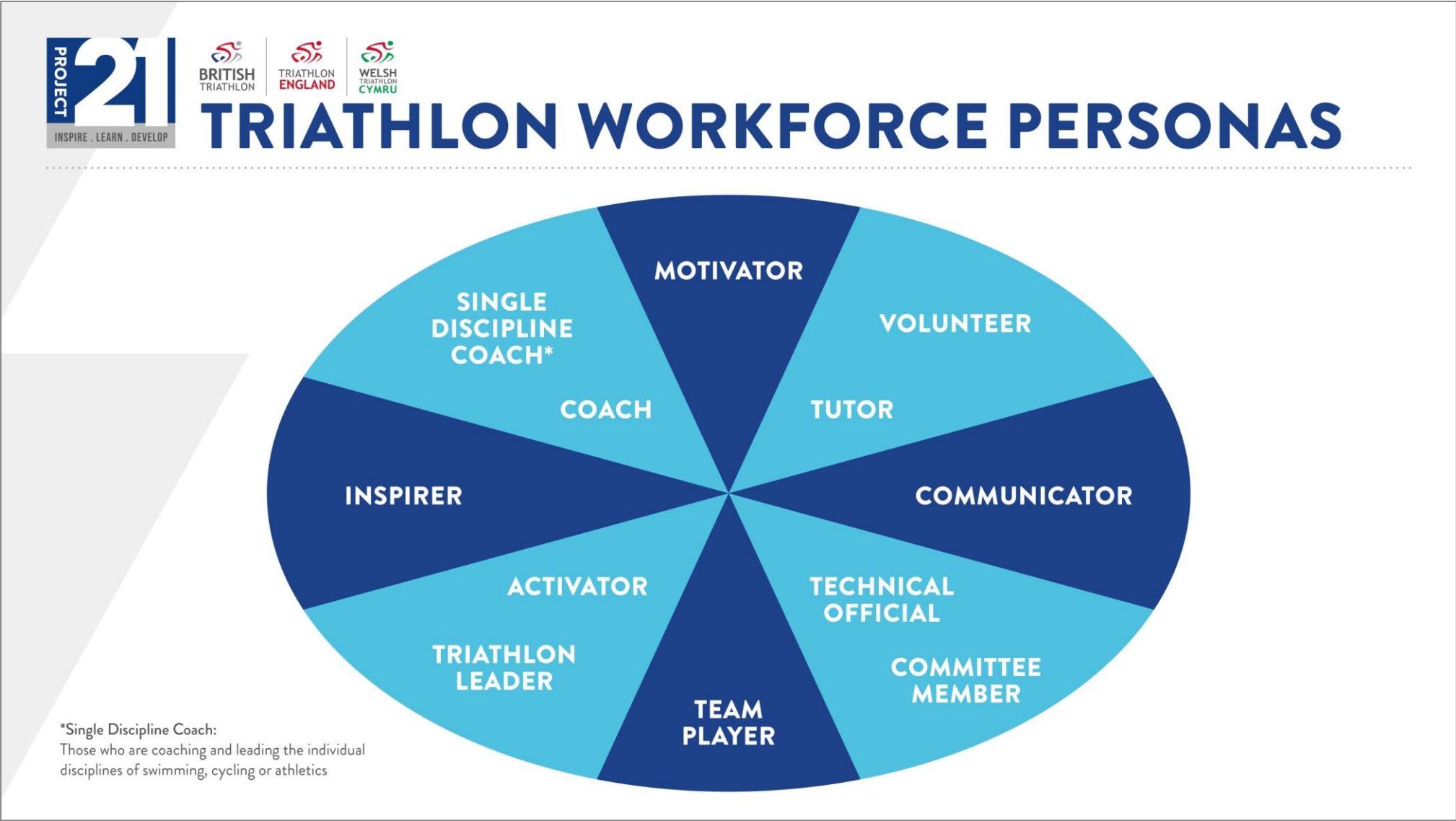
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Tutor, Triathlon Coach

Understanding behavioural and landscape drivers



Workforce relationships



Our Appreciative Inquiry Journey

1

DEFINITION

*Clarifying
purpose and
affirmative topics*

2

DISCOVERY

*Exploring
the best of
'what is'*

3

DREAM

*Visioning
and articulating
'what might be'*



Identify opportunities

DOLOR

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Innovation: Imagine the
future and fill in the gaps.

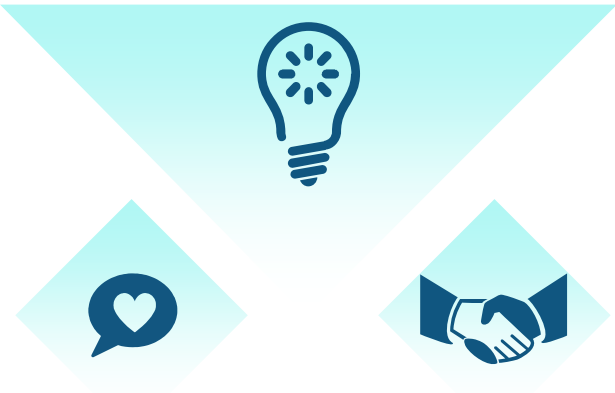
Brian Halligan

Workforce Dreams, Imagination and Innovation

Modular, digital,
transferable and transparent

People skills to
support participant needs

A personalised pathway -
about me and what I want to achieve



Learning &
Development
Framework



Diversity & Inclusion



Workforce Engagement



Collaboration

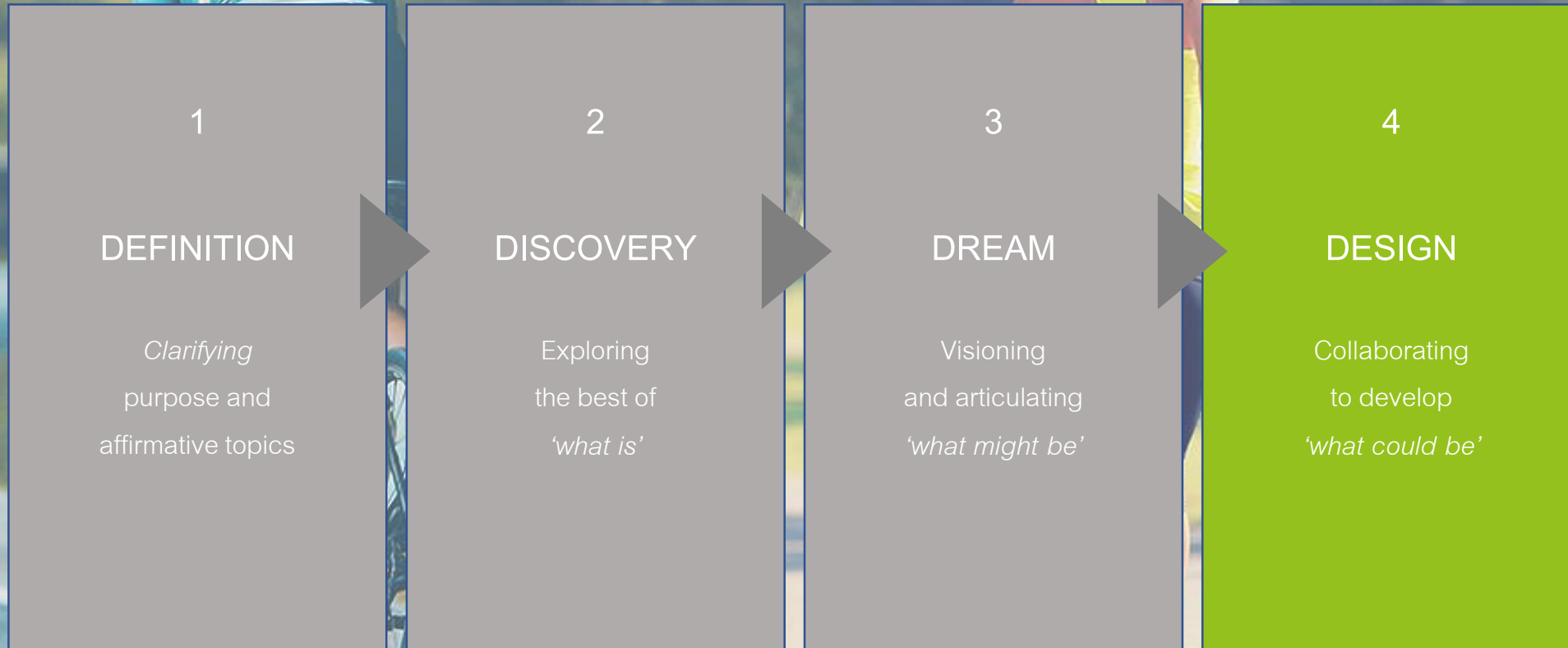


Feeling part of British
Triathlon – culture & values



Organisational structure

Our Appreciative Inquiry Journey





Design workshop

With special guest
Alistair Brownlee

Organisational change frameworks

to create blueprints for each priority area



Learning &
Development
Framework



Diversity & Inclusion



Workforce Engagement



Collaboration



Feeling part of British
Triathlon – culture & values



Organisational structure



Purpose

Relationships

Environments

Structure

Rewards

Helpful
mechanisms



Our First Followers

"I want to be part of future partnerships and development"

"I want to help make Swim, Bike, Run the best it can be!"

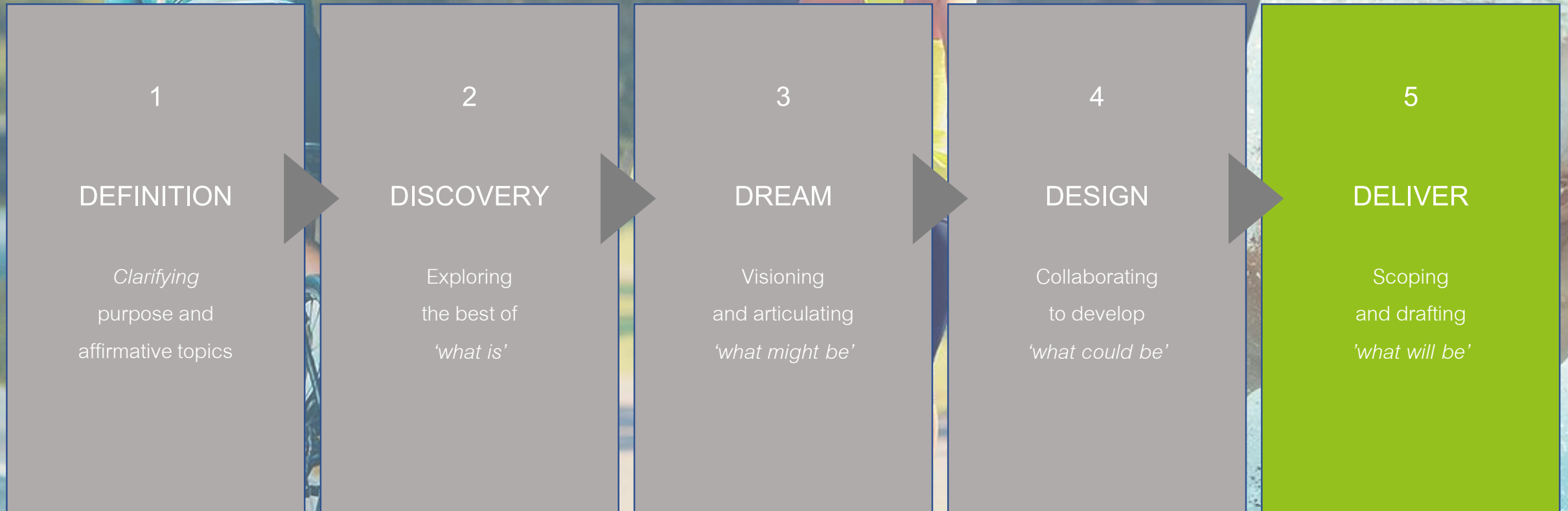
"Part of the team moving forwards, shaping the future"



"A driver towards inter-club collaboration, local networks and competitions!"

"Involved in future discussions, workshops and activating wider the next steps"

Our Appreciative Inquiry Journey



DRIVING STRATEGY
THROUGH APPRECIATIVE INQUIRY

LEARNING & DEVELOPMENT PATHWAY

PROGRESSIVE
ADAPTIVE
INCLUSIVE

JOURNEY INTO...

- > Why Triathlon?
- > My choices
- > My ambition
- > My commitment

LEADERSHIP

COMMUNITY

CLUB

EDUCATION

COACHING

FOUNDATION COACH

GROUP COACH

PERSONAL COACH

PATHWAY COACH

CORE CONTENT

CORE CONTENT

CORE CONTENT

CORE CONTENT

TRIATHLON (from Single Disciplines)

TOP UP MODULES

For coaches already qualified by British Swimming, British Cycling or UK Athletics

TECHNICAL OFFICIAL

LOCAL TECHNICAL OFFICIAL

REGIONAL TECHNICAL OFFICIAL

NATIONAL TECHNICAL OFFICIAL

CONTINENTAL TECHNICAL OFFICIAL

INTERNATIONAL TECHNICAL OFFICIAL

BRITISH TRIATHLON COURSES

WORLD TRIATHLON COURSES

MOTORCYCLE OFFICIAL – BRITISH TRIATHLON COURSE

ADDITIONAL DEVELOPMENT

CHOICE MODULES

Can be completed stand alone or contribute to qualifications. Each module has an Essential and Advanced level.

ESSENTIAL

ADVANCED

HIGH PERFORMING COACH PROGRAMME

ONGOING BRITISH TRIATHLON AND HOME NATION SUPPORT

Learning hub

Mentoring programme

Communities of practice

Conferences and events

ONLINE • REGIONAL

COACHING DEVELOPMENT PATHWAY

PROGRESSIVE
ADAPTIVE
INCLUSIVE

JOURNEY INTO COACHING

- > Why coach
- > My choices
- > My ambition
- > My commitment

FOUNDATION COACH

CORE CONTENT



SAFEGUARDING



BRITISH TRIATHLON PASSPORT

Unlocks ACCESS to
CHOICE MODULES
and badges

RECOGNITION

GROUP COACH

CORE CONTENT



PERSONAL COACH

CORE CONTENT



PATHWAY COACH

CORE CONTENT



PERFORMANCE

CHOICE MODULES

Can be completed stand alone or contribute to qualifications. Each module has an Essential and Advanced level.

ESSENTIAL

SAFEGUARDING	FIRST AID	LIFEGUARD	
TECHNICAL	OPEN WATER SWIMMING	STRENGTH & CONDITIONING	PHYSIOLOGY
PEOPLE SKILLS		MENTORING	MENTAL HEALTH
DIVERSITY & INCLUSION	CHILDREN & YOUNG PEOPLE	PEOPLE WITH DISABILITIES	
CLUB MATTERS	COMPETITION RULES		



ADVANCED

SAFEGUARDING	FIRST AID	LIFEGUARD	
TECHNICAL	OPEN WATER SWIMMING	STRENGTH & CONDITIONING	PHYSIOLOGY
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HIGH PERFORMING COACH PROGRAMME

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Going Beyond the Boundaries of Project 21

- Use of culture carriers to embed Appreciative Inquiry as a key leadership tool
- Continued engagement with workforce as it grows and develops
- Embedding the recommendation and investment to achieve next steps
- Attract further investment for additional insight work to drive continual learning
- Raise awareness and increase buy in amongst board members

10 KEY POINTERS

10 Key Pointers

- 1 Clarify your purpose. Be bold
- 2 Ensure stakeholder alignment and active support
- 3 Design your method to drive insight AND impact (*eg content creation*)
- 4 Identify and back your 'culture carriers' – you'll need them
- 5 Take good time to articulate your positive core
- 6 Ensure the project is accessible to everyone
- 7 Encourage expansive dreams and transformative design
- 8 Empower your 'first follower' and delivery teams – skills, time, budget
- 9 Playback outcomes - be seen to be embedding your collective strategy
- 10 Then, periodically measure and refine

THANK YOU!

Any questions?

Come say hello...

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