



**DAME KELLY
HOLMES TRUST**



**MORE
THAN
MEDALS**

Sally Conway

I believe it's incredibly important to prepare for life beyond sport.

The support and guidance I've received from Dame Kelly Holmes Trust has opened my eyes to the opportunities out there, and has provided me with the skills and training to capitalise on them. This was extremely reassuring to know during preparations for Rio.

Working with the Trust has given me the knowledge and confidence that, when the time is right, I can take everything I've built up from sport into new arenas and be equally successful.

Rio 2016 Team GB Olympic Bronze Medallist



www.damekellyholmestrust.org

About Dame Kelly Holmes Trust

We develop world class athletes beyond sport and then support them to deliver programmes that transform the lives of young people facing disadvantage.

Dame Kelly Holmes Trust is a UK charity that supports long-term behaviour change in young lives. Our work is centred on empowering young people aged 14–25, who are facing disadvantage, to lead positive lives. It is our world class athletes who deliver our support and mentoring programmes.

We provide athletes with the right training and support needed to deliver a lasting legacy to the wider community, either by mentoring others or through leading successful lives beyond sport.

More Than Medals is a campaign aimed at raising awareness of the benefits of world class athletes to our society and our economy, as proven by independent research from the University of Stirling. Its aim is to help us ensure these exceptional high performers become a highly productive workforce for our society, our economy and our communities .





Welcome

Every year hundreds of world class athletes reach a position where they need to consider their lives beyond sport. I've experienced first-hand the importance of receiving crucial support at this stage in my life, to ensure all the attitudes and experiences I'd built up could be used positively off the track.

I am delighted that over the past eight years we have been able to evidence the role elite athletes can have in supporting social change. However, that's not the only role they can play in society.

More Than Medals is a campaign that we launch today that is designed to highlight what I've believed for many years. Through the awareness we hope you will help us to raise, I am confident we can alter perceptions about the broad and diverse ways athletes can benefit society and the UK economy.

Thank you for attending today and I look forward to working together to ensure this workforce is fully utilised.

Dame Kelly Holmes

Founder and President at Dame Kelly Holmes Trust



Conference agenda and speakers

Monday 17 October, 2016

Deloitte, 2 New Street Square, London, EC4A 3BZ

09.00 – Welcome to Deloitte

Chris Recchia, Partner, Deloitte LLP

09.05 – Welcome to More Than Medals

Emma Atkins, CEO of Dame Kelly Holmes Trust

09.20 – Game Changers: elite athletes as a model for employability potential

Professor David Lavalley, University of Stirling

09.40 – High performance: transcending sport

Liz Nicholl, CEO of UK Sport

10.00 – Athletes as vehicles for social change

Dame Kelly Holmes, Founder and President of Dame Kelly Holmes Trust

10.20 – Preparing athletes for beyond sport

Emma Atkins, CEO at Dame Kelly Holmes Trust

10.40 – Call to action

11.00 – Close





More Than Medals

Genetics, social background or simply born brilliance: what is it that allows someone to compete on the biggest sporting stage of all?

The truth: it's none of the above.

Yes, certain individuals will be built for a particular sport. Yes, access to leading advancements in sports science will provide marginal gains. Yes, having the world's best coach will refine performance.

However, all of this is irrelevant if that person fails to demonstrate a set of core attitudes and values needed to achieve at the highest level.

If you were listening carefully to the interviews of medallists during the summer's Rio Games you'll have heard a consistent theme running throughout. The words 'motivation', 'focus', 'determination' and 'resilience' were repeated over and over again.

I've seen first-hand the enormous sacrifices athletes make over a four-year period to board that plane: particularly their phenomenal ability to deal with setbacks and come back fighting; more determined than ever before.

British Olympic Javelin thrower Goldie Sayers sums this up perfectly, saying: "Success is a decision not a gift. Attitude is a small thing that makes a big difference."

Equally after his 2012 triumph Sir Chris Hoy commented: "Anyone can achieve great things in their lives if they are willing to work hard, make sacrifices, and dedicate themselves to the dream they have."

This is not just a cliché or rhetoric for the media. What we witnessed in Rio was much more than simply a display of sporting excellence; instead it's a lesson in the art of high performance.





Importantly, high performance transcends sport. It applies within all walks of life. If someone can demonstrate a core set of attitudes and values on a track, field or pool, there's an extremely high chance (with appropriate re-training) that they'll be able to replicate this on a new set of goals outside the sporting arena.

The vast majority of athletes have something called 'growth mindset', which means they believe their basic qualities, like their intelligence or talent, are not simply fixed traits and can be developed. It is only through growth mindset that athletes can reach the highest level.

This year Team GB's squad consisted of 366 Olympians and 258 Paralympians. A percentage of these will now be exploring life beyond sport and eventually all will be required to pursue alternative career paths.

It was back in 2008 on the eve of the Beijing Games when Dame Kelly Holmes realised something: if world class athletes can be effectively supported beyond sport, they could benefit society enormously.

If we could harness all their high performing attitudes and qualities, they can deliver a lasting legacy. As a result of this vision, over the past eight years the work of Dame Kelly Holmes Trust has transformed the lives of thousands of young people facing disadvantage across the UK. It's also delivered far reaching benefits to local communities and the wider economy.

However, mentorship is only one potential avenue for world class athletes to benefit the economy in their lives beyond sport.

New research being presented today by Professor David Lavalley will prove that this group are extremely high performing across a diverse range of workplaces. Specifically they are more confident, proactive and determined to bring about meaningful change than those around them.

Professor Lavalley's research also highlights the potential of athletes to be "future leaders and influencers" and deliver indirect benefits to the performance of their colleagues. This leads to the whole team raising their game.

We began in 2012 after London to tap into this 'wasted workforce' (as I like to call it), yet, we are a long way off realising its true value and potential.

We often talk about 'Olympic legacy' in terms of sports participation, infrastructure and tourism. It's time we added world class athletes to this list.

Emma Atkins
CEO of Dame Kelly Holmes Trust





The evidence

The employment market is one of the toughest in history, not just for job seekers but also for employers. We are at the dawn of an unparalleled skills crisis across the world, witnessing a significant transformation of the workforce. Human capital will soon rival, and eventually surpass, financial capital in terms of drivers of economies.

At the same time, a changing culture of employability is rapidly emerging. Because jobs are changing so rapidly and it is nearly impossible to predict the competencies needed to succeed in even a few years, employability is not solely whether a person has the right skills or not; it's also whether they have the potential to develop and adapt into fundamentally different and increasingly complex roles and environments.

The objective of our research was to test whether a unique population – elite athletes who have made the transition from their sport into work – have this employability potential.

Our initial research involved an experiment inviting employers to evaluate curricula vitae for a typical entry-level graduate position in their organisation. Results demonstrated that engagement in sport elevates evaluations of potential job candidates (goo.gl/vZoZvk).

Our research then compared elite athletes who had made the transition from their sport into employment with matched employees who had not participated in sport. The results demonstrate that being an elite athlete significantly impacts employability potential by being more confident in their abilities to carry out broader roles in the workplace through, for example, being more open to organisational changes.

Further, athletes reported higher levels of identifying opportunities, taking action, and persevering until they brought about meaningful change. Athletes reported higher levels of taking personal initiative to have an impact on the world around them and being more able to make changes regarding job demands and job resources.

Finally, athletes were reported by their supervisors to have superior job performance in their roles compared to the matched, control participants. They were also found to lift the productivity of the colleagues they worked with.

All relationships between the study variables were found to be positive and significant.

Self-efficacy was also found to predict job performance and the relationship is explained through employability potential.

All relationships between the study variables were found to be positive and significant.





The following graphics represent some of the key findings from the University of Stirling's research report.

Role-Breadth Self Efficacy

On a scale of 1–5 how confident do you feel to carry out a broader and proactive role in the workplace beyond traditional and prescribed requirements? This was assessed across 10 different questions.

1 = Not confident 5 = Very confident
Values = 4.6 Athlete and 3.81 Control



Proactive Behaviour

On a scale of 1–7 do you agree that you are forward-thinking and change-oriented at work? This was assessed across 10 different items?

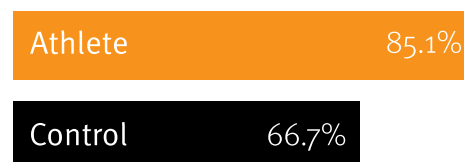
1 = Strongly disagree 7 = Strongly agree
Values = 5.81 Athlete and Control 5.22



Job Crafting

On a scale of 1–6 how often do you redesign your jobs in ways that can foster positive outcomes, including job performance? This was assessed across 15 different questions.

1 = Hardly ever 6 = Very often
Values = 5.11 Athlete and 4.00 Control



In-Role Performance

On a scale of 1–5 the participants' line managers were asked how strongly they agreed with seven questions about their performance.

1 = Totally disagree 5 = Totally agree
Values = 4.82 Athlete and Control 3.7



Evidence summary

Independent research conducted by Professor David Lavalley and Dr Pete Coffee at the University of Stirling demonstrates:

- Engaging in elite sport elevates employer evaluations of potential job candidates
- Elite athletes making the transition into work possess essential employability skills
- Employers should view elite athletes in transition as valuable resources and capitalise on their extraordinary skills to manage challenging economic times
- Professional athletes lifted the productivity of the colleagues they worked with

The value of world class athletes

Attitudes realised by going through a high performance system:

Focus

Resilience

Motivation

Confidence

Determination

**World class athletes
transitioning beyond sport**

+

**Dame Kelly Holmes Trust
support and training**



**DAME KELLY
HOLMES TRUST**

Lee Shinkin

I have been with Dame Kelly Holmes Trust for two years. During this time, I have worked my way up from being an athlete mentor to an athlete team leader for the London region.

I strongly believe that my sporting background has enabled me to pass on my skills of resilience, confidence and effective team working to the young people I have worked with through a number of the Trust's transformational programmes.

I feel humbled to have been able to help so many young people who have suffered some real hardship, and I always try to remember that. I wake up thinking about my goals, I go to sleep thinking about my goals. I want to be the best that I can be.

Working with the Trust and its partners has built my confidence and helped me to become a productive and brilliant team leader, and now I'm ready for the next challenge.

Lee Shinkin, National judo champion and Commonwealth medallist

The value of world class athletes to society, the workplace and the UK economy:

Empowering young people

Benefitting businesses

Tackling inactivity

Developing communities





A wasted workforce World class athletes

Athlete wellbeing >.....

Empowering young people

Two-thirds of young people were in education, employment or training within just five months of completing Get on Track programme

“ I didn’t think it would be possible to pursue a career in music given I was at risk of being expelled from school, but I have really developed as a person since working with my athlete mentor. ”

Joshua, AQA Unlocking Potential

Benefitting businesses

92% of athletes participating in our Champion Voice programme felt motivated to achieve their leadership potential

“ Our findings highlight the positive impact athletes can have within the workplace and their potential to be future leaders and influencers. ”

Professor David Lavalley, University of Stirling

Tackling inactivity

Three of of five young people were regularly participating in sport within five months of completing Get on Track*

“ My motivation to be fit and healthy has completely changed since working with the athlete team. ”

Jessica, Get On Track



Developing communities

84% of young people on AQA Unlocking Potential now feel connected to their local community

For every £1 spent on Get on Track there is a social value of £3.70*

*All statistics are from our impact evaluation of 2015–2016



“The Trust has been there for me in every way I could ask. To have people to turn to for advice, who understand what drives sports people and who can relate to the position you are in, really is a godsend.”

Pippa Wilson, Beijing 2008 Gold Medallist



“Through the Trust I have a support network of others in my position. I felt this would be lost after retiring.”

Chris McCready, GiveBack Team





MORE THAN MEDALS






“I’ve been given a second chance at a sporting career and have been able to inspire young people. But the privilege has been how they have inspired me.”

Jack Rutter, Team GB Cerebral Palsy Football Team Captain, Paralympics 2016



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