

Supplementary material for Cultural Leadership in Physical Education and Youth Sport: Consensus from a Nordic Think Tank. SJSEP, 2024:1-9

Example from Padlet note

Round 1. Main questions: What is cultural leadership in PE and youth sport? How and why is cultural leadership relevant in PE and youth sport today?

Group 1: Cultural leadership takes places all the time. Important to be aware of "how we do things", deliberate choices. Cultural leadership also involves an organizational level, structural landscape. Context influences on the tasks and roles of the cultural leader (PE versus Youth sport, team sport versus individual sports, age differences etc.). It is important because: motivation, changing old practices and habits, coaches are important adults in the athletes' lives, promoting mental health.

Group 2: Cultural leadership in Sports and PE are integrated because most PE teachers are grown up in sports and thus they are carrier of values and practices of their sports. We discussed ethics and power relationships in groups. Who leads the culture? Is it the teacher/ coach or can it be the pupils/ athletes? What are the constraints for a coach or a teacher in changing or maintaining a culture. What is culture? Health discourse is about quantifying like 'intensity' or 'volume' of physical activity and not values like fun and the social aspects. This is maintaining culture.

Group 3: We discussed that people need a physical community today. Anomaly, decline of societal values, demand cultures. Cultural leadership is not in a vacuum. There is club culture, management rules and performance indicators, curricula etc. also the athletes/students show up with different personal values and expectations that a culture needs to be able to cater for. Maybe a generation gap? In talent development, some of the "old culture" is simply not attractive to a new generation of athletes who values sustainability, etc.

Culture is more than just the team and the training - it goes beyond both. There is not one cultural leader, but it must be understood as distributed and decentralized practices. Cultural leadership is important now because it is much harder now! Young people are consumers and individualized. Time for creating a good team culture is limited because kids and young people are time-managed by parents. Important to pay attention to the context. Important to pay attention to the students/athletes that comes into the systems: What are their backgrounds, beliefs and dreams? Maybe this must be more clearly stated in relation to creating a motivational climate.

Think Tank on Cultural Leadership in Physical Education and Youth Sport

Program and information

Time: 16-17 May 2022

Place: University of Southern Denmark, Campusvej 55, 5230 Odense M, room at main campus U52

Preamble and goal

Physical Education (PE) and youth sport comprise two different pedagogical contexts in which children and young people are physical active. While there may be significant differences in the pedagogical approach adopted by youth sport and by PE in school, one feature they have in common is that the coach or teacher plays the role of a leader. In particular, the teacher or coach plays a crucial role in creating and maintaining the culture for their pupils or athletes. They can be seen as *cultural leaders*. *A cultural leader is a person in the position to create, maintain, and/or change the culture (i.e., values and norms) of a group of learners, such as pupils or athletes.* Cultural leadership is a meta-function of the PE-teacher and the youth sport coach that penetrates all other pedagogical functions.

Relationships between the key concepts (preliminary!):

Cultural leader is a meta-role of a PE-teacher and a coach

Cultural leadership (as an activity!) is their meta-function,

Tasks (also can be challenges) of cultural leaders are what they should do to execute the function, and strategies are how they solve/work on the tasks/meet challenges.

Youth sport is becoming more and more professionalized and institutionalized which increases the demands of the leaders and coaches. Drop-out, lack of thriving and high injury prevalence is deep problems that are currently debated. PE – which is a mandatory subject in most Western countries – suffer from lack of meaning and motivation among the pupils on the one hand and diverse perceptions of what the purpose of the subject really is on the other (i.e., is it to solve the obesity crisis or to practices sports skills).

There is an increased need for well-organized and safe environments for the learners (pupils and athletes) based on fair norms and values. Current trends in talent development research shifts attention from the individual to the broader environment in which athletes develop, and it suggests that some environments are superior to others in their capacity to support individual development. Several essential features account for the positive functioning of an environment, such as the consistency between espoused values and actual behaviour, the quality of proximal role models and of interactions between the individuals in a heterogenic group (i.e., elite and prospect athletes). While these studies, taken together, indicate that leaders (i.e., coaches, managers) play a crucial role in maintaining and developing the positive characteristics of an environment, they do not explore *how* this is achieved.

The aim of this think tank is to bring expert researchers and experienced practitioner together to discuss key issues and to reach consensus on the following questions:

- What is cultural leadership in PE and youth sport?
- How and why is cultural leadership relevant in PE and youth sport today?
- What are tasks/challenges of youth coaches and PE teachers as cultural leaders?
What are (efficient and less efficient) strategies to meet the cultural leadership challenges?
- What competences (knowledge, skills, attitudes and strategies) are needed to be a cultural leader (shared vs. specific for each context)? And what does it take for them to thrive in that role?
- What are the future directions in education?
- What are the future directions for research?
- Who is the cultural leader?
- Can we give recommendations? To whom and how?

More/other questions can be added.

The short-term goal of this Think Tank is to prepare A CONSENSUS STATEMENT that can guide future research and education in the defined area. Potential long-term outcome is a DELPHY-based study on cultural leadership competences in PE and youth sport (basis created during the Think Tank). Other joint research projects relevant to the topic and meaningful for the participants will be discussed.

Participants

Name	Title and affiliation
Louise Kamuk Storm	Associate professor, SDU, LETS (organiser)
Annemari Munk Svendsen	Associate professor, SDU, LETS (organiser)
Kristoffer Henriksen	Professor, head of research unit, SDU, LETS
Carsten Hvid Larsen	Associate professor, SDU, LETS & head of sport psychology in Danish Football Association
Andreas Küttel	Assistant professor, SDU, LETS
Rob Book	PhD student, SDU, LETS
Signe Højbjerg Larsen	Associate professor, Movement, Culture and Society, SDU
Natalia Stambulova	Professor, University of Halmstad
Dean Barker (online)	Associate professor, University of Örebro
Christian Thue Bjørndal (online)	Associate professor, Norwegian School of Sports Science
Noora Ronkainen (online)	Assistant professor, University of Bern
Ulrik Jørgensen	Head of coach education, Danish Handball Federation
Pil Christiane Lindekron	Consultant with responsibility of coach education, Danish Gymnastics federation
Jonas Vestergaard	Consultant with responsibility of coach education, National Olympic Committee (DIF)
Emil Peter Søhus	Consultant with responsibility of coach education, National Olympic Committee (DIF)
Torben Hansen	Project manager, PhD, Dansk Skoleidræt
Bodil Borg	Lecturer, VIA university college, teacher education

NB: during the meeting (and/or during preparation of the consensus statement) we will ask for all participants' own descriptions of your competencies and expertise related to the topic. We have three people who will take notes during the discussions (one in each group): Sofie Dideriksen, Simon Jørgensen and Nicklas Slot Wenzel.

Program 16/5 2022

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| 10.00 | Welcome and introduction to the think tank and to each other.
Presentation of our preliminary notion of cultural leadership
by Louise Kamuk Storm and Annemari Munk Svendsen |
| 10.45 | Group work – first round: What is cultural leadership in PE and youth sport?
See schedules below |
| 12.15 | Lunch in the University restaurant |
| 13.15 | Group work – second round: PE teachers and youth coaches as cultural leaders:
Tasks and strategies.
See schedules below |
| 14.45 | Coffee break – walk at the stadium |
| 15.15 | Group work – third round: Key competencies and future
directions
See schedules below |
| 17.00 | Short break |
| 17.15-
18.00 | Joint summing up |
| 19.00 | Dinner |
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Group session 1: What is cultural leadership in PE and youth sport?

Speed-keynote by Kristoffer Henriksen – Why environment and culture: applied insights and reflections (15 minutes)

Short 5 minutes break before the discussion starts

Group discussions on the following topics (40 minutes):

- What is cultural leadership in PE and youth sport?
- How and why is cultural leadership relevant in PE and youth sport today?

Group 1:

Pil Christiane Lindekron
Emil Peter Søhus
Carsten Hvid Larsen
Christian T. Bjørndal (online)
Annemari Munk Svendsen*

Group 2:

Jonas Vestergaard Jensen
Torben Hansen
Dean Barker (online)
Natalia Stambulova
Louise Kamuk Storm*

Group 3:

Bodil Borg Høj
Ulrik Jørgensen
Noora Ronkainen (online)
Signe Højbjerg
Rob Book
Kristoffer Henriksen*

Communal discussions (25 minutes):

- Each group provides a short summary of their discussions. All members of the Think Tank may comment.
- We aim to agree on an overall summary, which will form the basis of a section of the consensus statement.

*To keep the members on topic and to make sure that all are included and contribute to the discussion we have a person in each group for that task.

Group session 2: PE teachers and youth coaches as cultural leaders: Tasks and strategies

Speed-keynote by Natalia Stambulova – Coaches and PE teachers as cultural leaders: Combining old and new in defining tasks and strategies (20 minutes) Short 5 minutes break before the discussion starts		
Group discussions on these topics (40 minutes)? <ul style="list-style-type: none">• What are tasks/challenges of youth coaches and PE teachers as cultural leaders?• What are (efficient and less efficient) strategies to meet the cultural leadership challenges?		
Group 1: Torben Hansen Bodil Borg Høj Dean Barker (online) Annemari Munk Svendsen*	Group 2: Emil Peter Søhus Pil Christiane Lindekron Ulrik Jørgensen Christian T Bjørndal (online) Carsten Hvid Larsen Louise Kamuk Storm*	Group 3: Jonas Vestergaard Jensen Noora Ronkainen (online) Natalia Stambulova Rob Book Signe Højbjerg Kristoffer Henriksen*
Communal discussions (20 minutes): <ul style="list-style-type: none">• Each group provides a short summary of their discussions. All members of the Think Tank may comment.• We aim to agree on an overall summary, which will form the basis of a section of the consensus statement.		

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Group session 3: Key competencies and future directions

Speed-keynotes by Dean Barker and Christian Thue Bjørndal - insights and reflections (15 minutes each)

Short 5 minutes break before the discussion starts

Group discussions on these topics (40 minutes)?

- What competences (knowledge, skills, attitudes and strategies) are needed to be a cultural leader (shared vs. specific for each context)? And what does it take for them to thrive in that role?
- What are the future directions in education?
- What are the future directions for research?
- Who is the cultural leader?
- Can we give recommendations? To whom and how?

Group 1:

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Jonas Vestergaard Jensen DIF
Emil Peter Søhus DIF
Torben Hansen
Bodil Borg Høj
Ulrik Jørgensen
Annemari Munk Svendsen*

Group 2: (online)

Dean Barker
Christian Thue Bjørndal
Noora Ronkainen
Louise Kamuk Storm*

Group 3:

Rob Book
Signe Højbjerg
Natalia Stambulova
Carsten Hvid Larsen
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Program 17/5 2022

9.00 Consensus and wrapping up. We aim to agree on an overall summary of all three rounds of discussion, which will form the basis of the consensus statement.

11.30 Sandwich to go

13.00 Public PhD-defence Robert T. Book. Title: Empowering youth athletes against the odds: Athletic talent development environments in underserved communities. Supervised by prof. Kristoffer Henriksen and prof. Natalia Stambulova.

The evaluation committee: professor Sine Agergaard, professor Brett Smith, and associate professor Thomas Bredahl (chair).

Place: Lab for Leg og Innovation, Building 39
