INTELLECTUAL OUTPUT 3



SWinG MODEL: FROM CONCEPT TO ACTION

KEY ELEMENTS TO DISRUPT THE STATUS-QUO IN SPORT GOVERNANCE

A Handbook to introduce the SWinG practical Framework of Action

SWinG
Supporting Women IN achieving their Goals



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Co-funded by the Erasmus+ Programme of the European Union

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This document is part of a series of outputs that can be read in conjunction with each other or as standalone documents. This Toolkit has been produced by Ashleigh Huffman from Athletes for Hope together with the SWinG project leader Carole Ponchon, and in collaboration with the whole partnership.



BEFORE WE START

The SWinG project

THE SWING PROJECT IN A NUTSHELL

The SWinG project is focussed upon creating seeds for better governance in sport. Co-funded by the Erasmus+ programme of the European Union, the project which runs from January 2019 to December 2021- has been created to facilitate and support emerging/aspiring women sport leaders in achieving a change-making position in sport governing bodies.

The Project does so by developing a European wide concept to empowerment and working on the skills, incentives and support needed by emerging women leaders in sport.

The aim of the SWinG project is to identify and support emerging women leaders and empower them to become CHANGE and DECISION MAKERS whose impact is real in the sport and physical activity sector. In practice, the 3-year project supports 20 women to access game-changing positions of decision makers in each area and on each level in the governance of sport.

WE BELIEVE IN DIVERSITY IN SPORT GOVERNANCE! NOT TO COPE WITH QUOTAS BUT TO SEIZE OPPORTUNITIES!

The SWinG consortium conducting the project and delivering the results is unique and gathers sport and business stakeholders in a collaborative approach to ensure that education and training provision is fit for purpose and in line with the needs of the emerging leaders. Led by the French Federation for Company Sport (FFSE), it brings together two local clubs, one national federation, two pan-European sport associations, one Non-Governmental Organisation, one university and two business-oriented networks from seven different countries, including the US.



THE SWING OUTCOMES AND OUTPUTS

The project is providing an excellent opportunity to develop, transfer and implement innovative practice firstly at a European level. It will then serve as an example of best practices and a basis for larger implementation later on. Indeed, we are planning to have in-depth monitoring and evaluation to be able to identify the key factors of success and the transferable elements of the approach.

The SWinG framework of action is based on three sets of outcomes:

- A diagnostic assessment of the European sports landscape and the brakes and levers influencing women's access to leadership positions in sport
- The creation and testing of a matrix for change, building upon the concept of empowerment, which is still underdeveloped in European culture
- The development and delivery of a communication campaign targeting sport organisations in Europe to increase the number of female decision makers

The nine SWinG Intellectual Outputs[1] provides a framework for a strategic approach to ensure appropriate education, training and support systems are delivered, aimed at an increase of gender diversity in decision making committees of sport organisations:

- IO 1 – State of Play: Women in decision making roles in European Sport & beyond
- IO 2 – State of Play: Initiatives developing empowerment and leadership opportunities for women
- **IO 3 – The SWinG Model: from concept to action**
- IO 4 – Training Handbook: "Power can change" – the SWinG learning and support environment
- IO 5 – Toolkit 1: How to build my election agenda and become an elected decision-maker
- IO 6 – Toolkit 2: How to run an election communication campaign
- IO 7 – Toolkit 3: How to be an effective leader once elected
- IO 8 – Report at a Glance: What did we achieve in SWinG?
- IO 9 – Recommendations to sustain and transfer the SWinG approach

1 - The SwinG project includes the development and publication of nine documents to communicate and ensure the transferability of findings. These documents are referred to as Intellectual Outputs. The 9 SWinG Intellectual Outputs can be read in conjunction with each other or as standalone documents. All of them are to be found on the SWinG website: www.gamechangeher.org/intellectual-outputs/



Definition of key terms of the SWinG project

LEADERSHIP

«Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.»

Kevin Kruse

«Leadership is getting results in a way that inspires trust.»

Stephen M.R Covey

In other words, leadership can be described as the art of motivating a group of people to act/work towards achieving a common goal. It is based on the capacity (not necessarily on a position of power) to create a vision and to translate it into a form of reality so that others want to contribute to and to maximize their contribution to this vision. Therefore, leadership implies managing the resources at disposal but also communicating, inspiring and serving the team/group (not the other way around).

DECISION-MAKING POSITIONS

Decision-making positions in sport are found in the governing bodies of the organisations as long as those one are currently providing leadership; i.e. a vision and guidance for the organisation. Within the SWinG project, decision-making positions were defined as members of an elected Executive Board.

EMPOWERMENT

«Empowerment is a multi-dimensional social process that helps people gain control over their own lives. It is a process that fosters power in people for use in their own lives, their communities and in their society, by acting on issues they define as important»

Nanette Page and Cheryl E. Czuba

MENTORING

Mentoring is a protected mutual relationship with an intentional agenda on a mid or long term perspective. It is a safe space where learning and experimentation, together, with the passing on of life's wisdom from one individual to another, can occur. Mentoring needs and creates an enabling environment where the potential of individuals and groups can be developed and the results of the interactions can be measured.

These definitions were supported/shared by a large majority of the members of our 'sample', i.e. of the individuals working in sport organisations who were consulted as part of the project.

Further information about the project can be found at www.gamechangeher.org

EXECUTIVE SUMMARY

With SWinG, we are working together to develop the art of opening doors for women in sport. This handbook has been initially developed to set a solid foundation for testing the SWinG approach. Nevertheless, the project is meant to be more than an EU funded project and rather a concept that will roll out further in the future.
This handbook is therefore designed to introduce key components to level the playing field of sport governance and shake the status-quo, while addressing the long-standing issues of the lack of diversity in its decision-making bodies = the action to SWinG things out in sport!

The SWinG Model: from concept to action

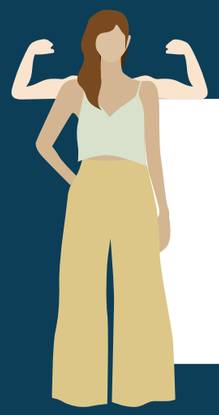


The SWinG Formula to SWinG things out in sport governing bodies = EMPOWERMENT of both individuals and organisations



HOW? THROUGH THE SWinG CONCEPT

DIMENSION 1: POWER CAN CHANGE



Pillar 1: The target group (women, and therefore one pillar on Nurturing their inner coach)



Pillar 2: The cross-sectoral and multi-dimensional aspects (the Allies)

DIMENSION 2: POWER CAN EXPAND



Pillar 3: Addressing flaws in the system (the sport organisational and cultural SWinG)



Pillar 4: Ensuring coherence and indexing progress (the External barometer)

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EXECUTIVE SUMMARY

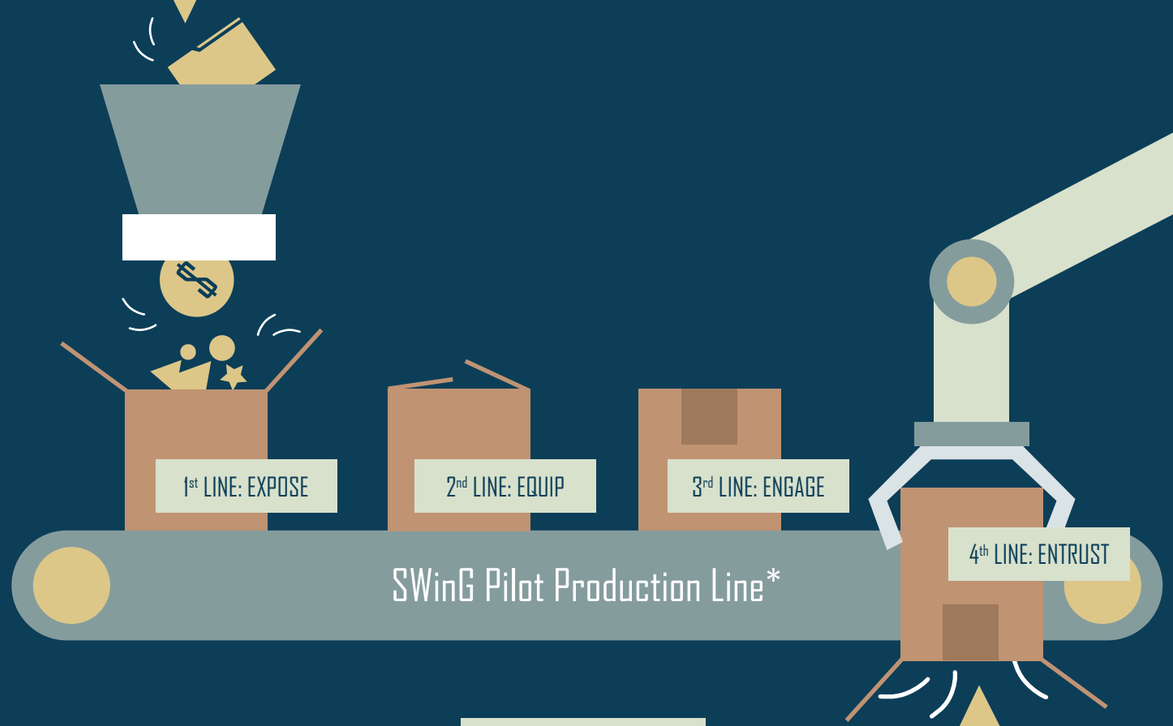
THE SWING PILOT LOGIC MODEL

FINANCE:
Erasmus+, FFSE
BeInnovActiv'

HUMAN RESSOURCES:
Executive Level mentors, SwinG partnership (10 organisations)

INTELLECTUAL RESSOURCES:
Data collection and Analysis, Concept development, Evidence based curriculum

INPUTS



OUTPUTS

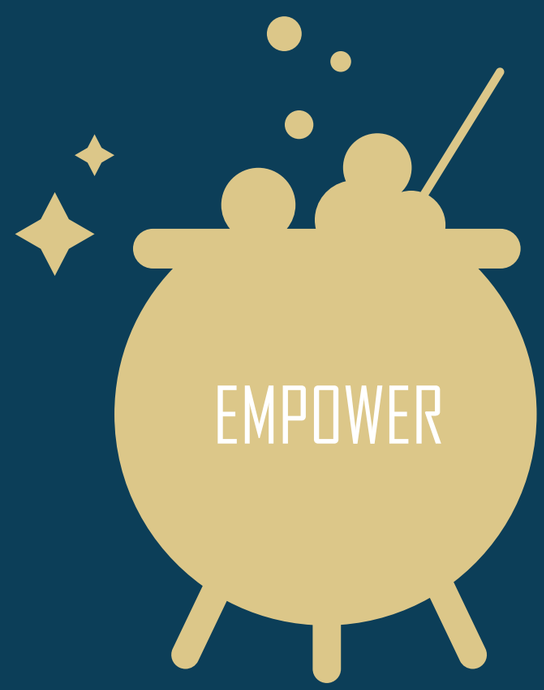
- Number of participants
- Number of organisations and countries involved
- Number of educational hours
- Number of actions and campaigns
- Number of elected mentees

*Inspired by the award winning U.S Department of State Global Sport Mentoring Program co-created by Dr Ashleigh Huffman and Dr Sarah Hillyer

The SWinG Model: from concept to action

THE CONCRETE PILOT TESTING

The SWinG mentoring programme's secret recipe for a successful mentoring relationship'



- **E**MOTIONAL INTELLIGENCE
- **M**UTUAL RESPECT
- **P**ERSONAL INVESTMENT
- **O**PEN AND HONEST FEEDBACK
- **W**ISDOM IN CONFLICT
- **E**XPERTISE AND NETWORKS
- **R**EFLECTIVE LISTENING

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INTRODUCTION

About the SWinG Intellectual Output 3

WHY THIS HANDBOOK?

This handbook has been developed to introduce the SWinG practical Framework of Actions which highlight the conceptualisation of the SWinG approach and offer practical implementation tips and recommendations. This will allow other organisations and stakeholders to replicate the SWinG model in the future to multiply its impact and ultimately change the status quo.

HOW DOES THE HANBOOK LINK WITH THE FIRST TWO IOs?

The SWinG Framework of Actions introduced in this handbook, including the concept and the logic model, draws upon the mapping exercises that have been carried out as part of IO 1 (State of Play Report of Women in Decision-Making Roles in Europe) and IO 2 (State of Play Report on Developing Leadership Skills for Women).

The same reasoning applies to the mentoring component, which was developed using the expertise of the project partners and some of the learnings acquired through the Desk Research phase.

HOW SHOULD THIS TOOLKIT BE USED?

This handbook has first and foremost been developed to set a solid foundation for the testing of the SWinG approach.

However, it is the hope of the consortium that it could help the sport sector potentially begin a journey to replicate the project model (ie to "SWinG things out") and address the long standing issue of the lack of diversity in the sector's decision-making bodies.

«The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic.»

Peter Drucker

With SWinG we are working together to develop the art of opening doors for women in sport. We believe it's time to #PressForProgress and change the way we lead in sport.



RATIONALE

ANSWERING SOME IDENTIFIED NEEDS

The SWinG consortium affirms that **any work to promote and improve gender equality in sport decision making will be beneficial to all** and that the time is now for sport to **press for progress** and become a positive mirror for - and contributor to- society! Indeed, research in other sectors has shown that better decision making and superior results are achieved if gender diversity is incorporated in decision-making bodies and decision-making processes.

In order to address this broad objective, the partners have developed a specific concept designed to answer specific needs (see below) identified by former participants to existing programmes, to support women in sport programmes as well as European and national sport federations.

In answering these five needs, the SWinG project offers a comprehensive approach. It is our belief that only a **cross-cutting approach** will enable the governance and management of sport organisations to be more responsive to issues of equality between women and men.

IDENTIFIED NEED 1:

To analyse the pre-requisites for women's access to leadership positions in sport organisations in Europe (Observation-Evaluation)

SWinG Solution

Carry out a mapping of current resources, strategies and initiatives on the state and status of female decision makers in sport organisations and of existing theories concepts and good practices around women leadership and empowerment.

IDENTIFIED NEED 2:

To provide an appropriate training scheme to the main stakeholders

SWinG Solution

Deliver a flexible and tailor-made educational programme to both the mentors (the mentorship and empowerment approaches are not common practice in Europe) and the participants/mentees. This should ensure that all those involved in the development and testing of this innovative approach will have a common understanding of what is at stake and equip themselves with the tools they need to build a plan to serve the organisation to which they wish to be elected. They will focus only on the realization of this plan and their election hence preventing them of suffering from the impostor syndrome!

IDENTIFIED NEED 3:

To promote the idea that executive board roles are positions where women are welcome and can perform (Communication - Awareness)

SWinG Solution

Develop a communication campaign concerning some role models and the ambitions of the project, profiling the mentees and showcasing their achievements by building upon the principle of *«If you can see it, you can do it.»* The intention is to encourage more women to step up.

IDENTIFIED NEED 4:

To provide a safe and supportive space where meaningful connection can be made and nurtured (Animation of network)

SWinG Solution

Gather the sport and business worlds for the first time in Europe around this topic, with the support of a transfer of knowledge from the US partner, Athletes for Hope.

IDENTIFIED NEED 5:

To lift the barriers towards more women leaders in the sport boardroom

SWinG Solution

Bring into life the concept of empowerment for emerging leaders while offering them and individualised support scheme, equipping them with relevant tools and accompanying them in developing their associative action plan.



THE PARTNERSHIP

In January of 2019, the SWinG project was awarded the initial funding to undergo a three-year multinational partnership to promote women's executive leadership in sport. Funded by the Erasmus+ Programme of the European Union, the French Federation for Company Sport was selected as the recipient and assembled a team of nine other organisations to establish the framework for the SWinG Project. Those organisations include:

- Athletes for Hope (United States)
- European Federation for Company Sport (France)
- European Hockey Federation (Belgium)
- European Non-Governmental Sport Organisation (Sweden)
- Femmes Chefs d'Entreprises Mondiales (France)
- Professional Women's Network Paris (France)
- Società Sportiva Lazio (Italy)
- Sport Club Partizan Skofia Loka (Slovenia)
- University of Copenhagen (Denmark)

THE THREE PHASES OF THE SWING PROJECT

The SWinG project marks the first time, at a European level, that multinational, cross-sectoral stakeholders have come together to develop a European wide concept to empowerment that will allow to bring in more diversity into the boardroom of sport organisations.

The SWinG project has been developed as a pilot with a view to develop and test this concept.

Taking the form of a roadmap, its implementation is taking place in three distinct phases:



1 - RESEARCH AND DEVELOPMENT

The initial phase of SWinG focused on data collection to establish baseline information on women in sport leadership around the world *(Research)*. Through interviews, surveys, and a systematic review of existing studies and websites, SWinG researchers created a sports leadership audit designed to provide an objective look at organisational leadership among executive decision-making levels of sports teams, governing bodies, and boards. The research results offered a gender ratio analysis in current levels of leadership, including women serving in roles such as President, Vice-President, Treasurer or CEO, COO, and CFO. The audit provided the context for understanding why mentorship is needed and the evidence that women are grossly underrepresented at all levels of leadership, except administrative or entry-level positions.

Additionally, the research provided a look at best practices in mentorship, as well as a deep dive into external and internal barriers women face ahead of attaining leadership positions. With the disproportional number of women at the top, many have argued that the issue is disinterest or a lack of motivation by women to seek out such leadership positions. The SWinG research contended that there are a significant number of other variables, including institutionalised gender norms and male definitions of leadership that keep women from moving forward. The research also indicated it is less about internal female motivation and more about sociological and psychological systemic constraints that limit preparedness, skill-acquisition, and ultimately, upward mobility.

Equally important in the creation of solid foundations for the project, was the co-construction of an approach that would address the identified issues and help challenging the status quo *(Development)*. The partnership developed a Framework of Actions, including a Logic Model and a detailed Concept to describe the potential scenario going forward.

Special attention was given to the development of the SWinG mentoring programme including recruitment, selection and matching strategies as well as the overall approach and monitoring tools and plan.

All of these results were collected and developed during the first nine-month phase of this project (Jan. 2019 – September 2019).

2 - SPECIALISED SUPPORT AND CAMPAIGNING

The second and perhaps most critical phase of the SWinG project is the two year-long specialised support which targeted both the internal and external barriers identified through the first phase.

The specialised support provided through the SWinG project is made up of two components: the mentorship programme (individual and tailor-made backing) AND the expertise brought in by the partners (collective capacity building guidance and community development).

By calling upon the partners in the SWinG consortium, phase two therefore included:

- Practical recruitment, selection, and matching of mentors and mentees,
- Curriculum development and delivery during mentor/mentee orientation sessions,
- Production of capacity-building tools and expert guidance
- Activation of the SWinG community (various ring including mentors, mentees, project partners, & allies)

The specialized support represents phase two of the SWinG project, running from June 2019 to June 2021.

3 - RECOMMENDATIONS

The third and final phase of the project relates to the development of guidelines and recommendations learned through the process to enhance the mission of female leadership in sport decision-making roles. Ultimately, the research plus the mentorship and subsequent elections as well as specialised support and campaigning will indicate what policies still need to be implemented, which structural changes need to be actioned, and which lessons can be applied to other regions or programmes around the world.

The goal for phase three has three parts:

- To improve the design and delivery of the SWinG programme of actions with the hopes of continuing the project, thereby creating a greater pool of qualified candidates for promotion to senior elected change and decision making positions in sport organisations in Europe.
- To provide specific recommendations and key findings to influential stakeholders regarding mentorship best practices and organisational policies that promote the hiring, advancement, and retention of women in elected leadership and decision making positions.
- To serve as a model for other regions interested in developing a similar cross-sector, cross-sport mentorship programme for female advancement in sport.

Phase three runs from June 2021 – December 2021 and will conclude the formal three-year agreement for this project. Results, findings, and recommendations will be resolved as part of the final six-month monitoring and evaluation efforts (though monitoring and evaluation will take place during the whole project period).



LOGIC MODEL

The SWinG Pilot Logic Model

Following the needs assessment covered through IO 1 and IO 2, the partnership has developed a specific SWinG logic model. It illustrates how our pilot programme will work to fill the identified needs of the SWinG community of mentees. It communicates our partnership inputs, programme of activities, operations, outcomes as well as expected long term impacts.

THE LOGIC MODEL

IMPACT

Increased diversity in sport boardrooms
More pathways and access for women to achieve decision-making positions
More equitable funding and opportunities in sport for all, regardless of gender, Improved sport governance
Decreased corruption, Increased transparency, Increased accountability

OUTCOMES

Short-Term
Increase knowledge and capcity in:
- Leadership
- Campaign Strategies
- Communication Skills & Messaging
- Crucial conversations and negotiations
- Strengths-based Leadership
- Design Thinking

Long-Term
- Increase self-confidence
- Increase leadership capacity
- Increase communication & presentation skills
- Increase ability to create effective campaigns
- Increase appreciation for diversity and inclusion
- Increase ability to create awareness via social media
- Increase professional networks
- Increase ability to implement campaign action plans

OUTPUTS

Number of actions: Number of campaigns created, number of elective decision-making positions decured

Number of hours: Number of mentorship hours & number of educational hours

Number of organisations and countries involved: Number of organisations involved, number of countries represented, number of sports organisations represented

Number of participants: 20 mentors, 20 mentees

ACTIVITIES[2]

Entrust: Election Process

Engage: Mentorship, action planning for election

Equip: Communication skills, campaign strategies

Expose: Leadership development training

INPUTS

Intellectual Ressources: Data collection and analysis of European women in decision-making roles in sport, evidence-based curriculum, best practices in mentoring (including award-winning program design)

Human Ressources: Executive-level mentors, the SWinG partnership (10 organisations)

Financial ressources: Erasmus+, FFSE, BeInnovActiv'

2 - Inspired by the award winning U.S Department of State Global Sport Mentoring Program co-created by Dr Ashleigh Huffman and Dr Sarah Hillyer.

MONITORING AND EVALUATION

Monitoring and evaluation is a critical component of the SWING project for three primary reasons:

- To improve the design and delivery of the project in real-time
- To assess short and long-term project impact on mentors, mentees, and sports federations
- To improve future projects with a similar mentorship model. More details about our monitoring and evaluation plan can be found in the following sections

For the purposes of this project, our goals are to:

- Increase diversity in sport boardrooms
- Create more pathways and access for women to achieve decision-making positions
- Promote more equitable funding and opportunities in sport for all regardless of gender
- Improve sport governance by decreasing corruption, increasing transparency, and increasing accountability

Ultimately, we seek to achieve these goals through the election of women from the SWinG project into positions of leadership in sport throughout Europe. Although SWinG organisers know that not all women in this programme who run for election will succeed, the purpose is to understand the skills necessary for successful leadership in sport federations and to continue pressing forward with dialogue and opportunities that advance women. Our goal is a 30%-election rate with at least six of the twenty women securing an elected decision-making leadership position.

As noted in McKinsey's most recent report, *Diversity Wins* as well as a number of other research articles[3], 30% is recognized as the number in which real change, from policy to profitability, occurs.

"[McKinsey] found that the greater the representation, the higher the likelihood of outperformance. Companies with more than 30 percent women executives were more likely to outperform companies where this percentage ranged from 10 to 30, and in turn these companies were more likely to outperform those with even fewer women executives, or none at all."

We know 30% may be difficult to achieve given numerous institutional barriers and the economic impact of a global pandemic, but we remain hopeful that the lessons learned through this project will prove invaluable to advancing the conversation on gender equity in sport.



3 - https://www.30percentcoalition.org/, https://us.30percentclub.org/initiative/boardroom-diversity/, https://diversityq.com/30-club-sets-new-targets-to-boost-gender-and-ethnic-diversity-on-boards-1509791/

OUTCOMES

In addition to the ultimate impact noted above, we also intend to achieve various short and long-term outcomes focused on changes in knowledge, capacity, attitudes, and behaviors. Regarding short-term outcomes, we aim to increase the knowledge and capacity of SWinG mentees in the following areas:

- Leadership abilities
- Campaign strategies
- Communication skills and messaging
- Crucial conversations and negotiations
- Team dynamics
- Human-centered design thinking

Through an evidence-based curriculum built on the fundamental principles of Strengths-Based Leadership, Crucial Conversations, and Human-Centered Design, mentees learn how to increase their capacity as leaders, communicators, teammates, and ultimately, elected officials. Through the mentee orientation, as well as check-in calls with SWinG organisers, bi-monthly seminars with experts, and active, ongoing assignments with mentors, mentees are regularly introduced to new resources and feedback to advance the intended development goals stated above.

In addition to the short-term outcomes, we also have intended long-term outcomes related to changes in attitudes and behaviors. We anticipate that participants in the SWinG project will grow in the following domains:

- Self-confidence
- Leadership skills
- Communication & presentation skills
- Professional networks
- Ability to create effective campaigns
- Appreciation for diversity and inclusion
- Ability to create awareness via social media
- Ability to implement campaign action plans

Through three distinct phases of curriculum and mentorship, mentees in this project will reflect on their own leadership styles, learn effective methods of leadership within sport governance, and discover how to build alliances and improve team performance. We believe participants must first learn how to lead self, then how to lead others, then how to lead organisations. Throughout this project, participants will continually be challenged in these three domains, with the ultimate long-term outcomes demonstrated in new mentee confidence, leadership skills, team dynamics, and situational awareness.

METHODS

We will measure short and long-term outcomes using a variety of quantitative and qualitative methods. Pre and post-tests, focus groups, check-in calls, interviews, and election campaigns will all serve as indicators of project success.

Prior to the mentee orientation in November 2019, SWinG organisers deployed a 26-question pre-test, designed to measure baseline knowledge, as well as perceived capacity in leadership abilities and campaign strategy. Following the orientation, organisers deployed the same 26-question test and will also deploy the same test at the end of the three-year campaign. When the final post-test is deployed, results will be analyzed and shared as part of the cumulative project impact and lessons learned (IO8).

Outcomes will also be measured per 5 check-in calls between SWinG project organisers and mentees from February 2020 to July 2021. Through those scheduled conversations, organisers will offer new resources and feedback to mentees, as well as answer questions and improve delivery of information. This is a cyclical and iterative method of evaluation, designed to improve the program in real-time and ensure mentee progress toward campaign completion.

Additionally, mentors will be interviewed in November 2020 by a team of researchers from the University of Copenhangen. Independent research will allow participants to give anonymous feedback regarding project structure, communication, and mentorship. Researchers will employ a grounded theory approach, allowing for open-ended yet guided discussion of the program.

Lastly, SWinG organisers will also track essential quantitative elements to measure project success. This includes tallying the number of educational hours, as well as mentorship hours completed, as both are critical to developing an effective campaign with potential for election. Moreover, what makes the SWinG project unique is the diversity of organisations involved, the number of countries represented, the award-winning curriculum, and the quality and level of input from mentors as part of this project. We believe all of these factors are vital to project success and will be explained in greater detail in the lessons learned section of this document.





CONCEPT

THE SWinG Concept

THE CONTEXT

Building upon the African proverb *«It takes a village to raise a child»*, the partnership knew from the very beginning that addressing the identified needs would require a cross-sectoral approach and long term commitment from a various range of stakeholders.

While gender equality in sport has been the topic of many projects, the SWinG proposal is unique in terms of:

- Its objectives
- Its timing (fitting with the elective calendar of organised sport)
- Its unique transversal and holistic approach based on the concept of empowerment through long standing support and managerial skills and leadership mind-set development.

Obviously the problem of gender inequality has remained unsolved because its numerous intertwined facets are too complex to solve alone. Solving one problem will never solve 'the' problem. This is the reason why the SWinG project aims to create **a new set of solutions that should -all in all- fit into one single jigsaw, each piece nurturing the others.** It will focus on identifying success stories, success factors and challenges of women in leadership position, leveraging the inner and personal barriers of emerging leaders, facilitating the creation of a new inclusive culture in sport organisation and providing key recommendations.

The partnership is aware that the project in itself will not solve the whole issue. The innovative dimension of the project proposal is in fact to see **the whole project as a pilot to develop and test a holistic approach (as per the model below) to improve sport governance while facilitating gender mainstreaming and the access to decision making roles for women in sport** while building partnerships with organisations that support women's empowerment and self-realisation.

Therefore, the concept should be understood to be a project outcome in itself and a potential solution for future development: not all its components will be tested during the project period.

It is a conceptual framework to address the identified issue of the lack of diversity in the governance of sport organisations.



FROM AN IDEA TO A CONCEPT

The proposed model below is a conceptualisation attempt for the ideal SWinG approach embracing all the components deemed necessary to address the issue of the under representation of women in sport governing bodies. SWinG aims to create a set of relevant actions that boost engagement and provide a safe and supportive space (empowerment).

The **concept of EMPOWERMENT is at the core** of the SWinG methodology The SWinG partnership chose this very specific angle based on the issue we are aiming at addressing: the lack of diversity in sport governing bodies. An issue that requires a **multi-dimensional approach** and that, **at its core, handles the imbalance of power,** hence EMPOWERMENT is a critical focal point for the SWinG Concept.

As per the article by Nanette Page and Cheryl E. Czuba from October 1999, *«the possibility of empowerment depends on two things. First, empowerment requires that power can change. If power cannot change, if it is inherent in positions or people, then empowerment is not possible, nor is empowerment conceivable in any meaningful way. In other words, if power can change, then empowerment is possible. Second, the concept of empowerment depends upon the idea that power can expand [...] You are not taking [power] from someone else or at someone else expenses.»*

The SWinG concept was thus developed thinking of the components deemed relevant to **create the conditions for a shift and expansion of power within sport organisations** in Europe: empowering women to chase and occupy change and decision making positions in sport organisations through the double sided dimension of empowerment.

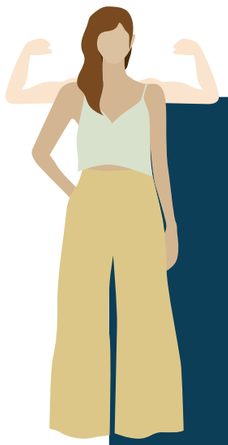
This implies an approach is needed that embeds a multi-dimensional process while advocating and understanding that we would focus on aspects of power that are not zero-sum.





THE SWinG CONCEPT

DIMENSION 1: POWER CAN CHANGE



NURTURE WOMEN'S INNER COACH

- Giving a voice
- Nurturing ambition
- Equiping with skills & mindset
- Supporting through a community



ALLIES BUY-IN & SUPPORT

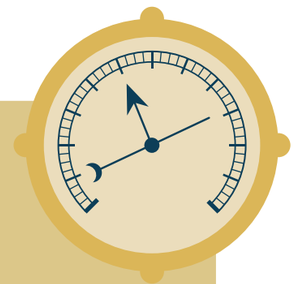
- Women mentors from the business sector
- Men ambassadors within sport organisations

DIMENSION 2: POWER CAN EXPAND



ORGANISATIONAL & CULTURAL SWING

- Awareness raising actions
- Strategy for bringing in diversity
- Appropriate policies & support to change-makers



EXTERNAL BAROMETER: SCRUTINY ROLE

- State of Play
- M&E indicators
- Celebrating & sharing good practices

THE CONCEPT IN DETAILS

THE 4 PILLARS OF THE SWING CONCEPT

The relevance of the **innovative SWinG concept relies on 4 main pillars, which together address the two dimensions of empowerment.**

DIMENSION 1: POWER CAN CHANGE

- Pillar 1: The target group (Women, and therefore one pillar on Nurturing their inner coach)
- Pillar 2: The cross-sectoral and multi-dimensional aspects (The Allies)

DIMENSION 2: POWER CAN EXPAND

- Pillar 3: Addressing flaws in the system (The sport organisational and cultural SWinG)
- Pillar 4: Ensuring coherency and indexing progress (The External barometer)

All these pillars are further developed below, including description of their potential components.



THE KEY COMPONENTS OF EACH OF THE 4 PILLARS OF THE SWING CONCEPT

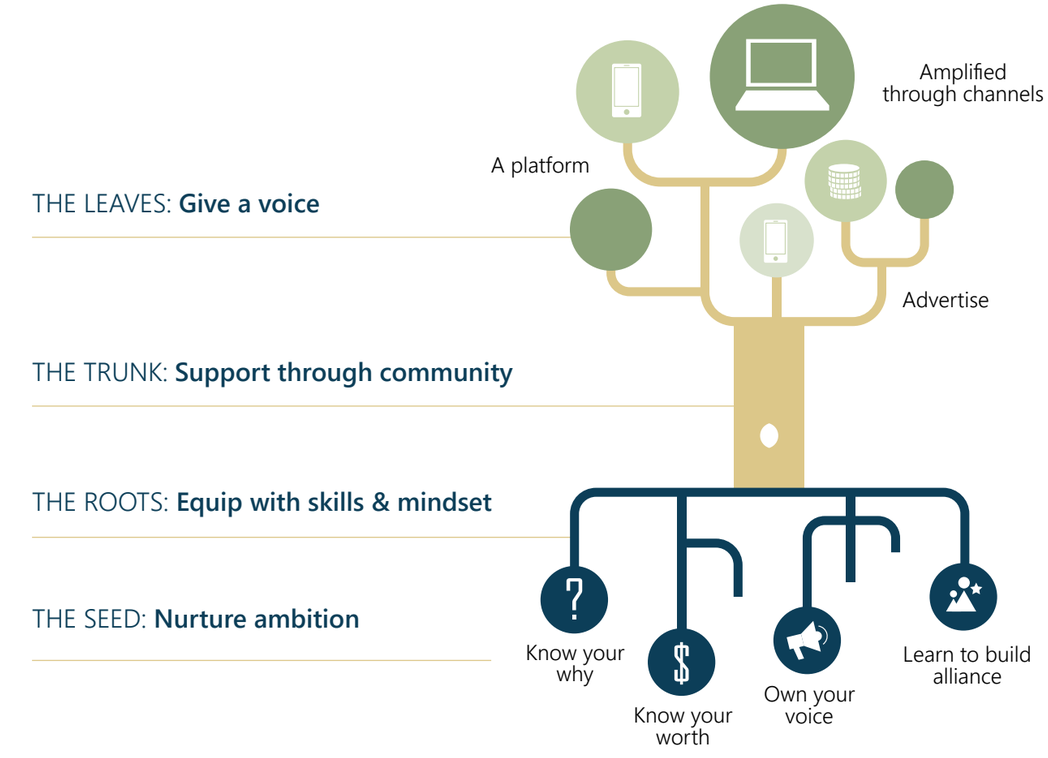
The Why and How of nurturing women's inner coach

By nurturing women's inner coach, we mean to intentionally address the internal barriers identified through our initial Desk Research. A 'strong inner coach' will be a positive internal figure which counterbalances the effects of self-doubt that many women experience.

The ambition through this pillar is to provide a tailored support system which is developed and delivered by the SWinG partners to the selected emerging leaders.

The means and therefore components of this pillar are:

Figure 1: The SWinG Ecosystem to nurture's women's inner coach



- **To nurture ambition (the seed)** - This component implies to intentionally create a pool of emerging leaders. This can be done by providing information about the roles and expectations of board members, facilitating access to role model stories, facilitating the identification of promising women with a potential through a specific relay of information, recording the interest, etc.

- **To equip with skills and mindset (the roots)** - This component is one of the most crucial. It shall be designed to allow the selected participants to be rooted and know their *'Why'* (as per Simon Sinek definition) and *'Worth'*: something that will be the foundations to any success. The curriculum to be developed shall focus on providing ways to get to know themselves, stay connected with their commitment and further develop their own leadership skills. In particular, emphasis will be placed on getting to know themselves (strengths and weakness, why) as well as their commitment. The curriculum will also focus on strengthening their presentation skills (elevator pitch style, storytelling), and improving their understanding of the practicalities of running a campaign (developing an associative project –organisation development- and identifying key influencers) and the strategic importance of teaming up in support networks.

- **To support through community (the trunk)** - This component is essential in allowing the selected women to grow stronger and aim higher. Through the SWinG community of support, they obtain different perspectives and a space to share their doubts, fears and successes. The community encourages them to reach their goals while providing feelings of support from their peers, the network of partners as well as existing leaders in the sector. In bringing together participants from various levels of experience and various sports, SWinG is meant to create an ecosystem that allows participants to learn from one another, as well as corporate enterprises and sport systems of different countries. The SWinG community is also a concrete example of how women can be allies: when moving up, they must send the elevator back down for other talented women.

- **To give a voice (the branches)** - This component is key in providing the selected women a space and platform to develop and express ideas and a vision that links to their Election Action plan. It is also about amplifying their message through both the project and partners' channels and networks.



The Why and how of bringing in allies

Within the scope of the SWinG concept, allies are those who will be in a position to sponsor and mentor the selected participants. No real change will occur until we team up. The SWinG concept is meant to bridge the gap between aspiring leaders in sport and a community of good-willed and experienced allies. In order to adequately prepare aspiring women leaders, increase opportunities for success and to affect change in the sector, women can look to those who have taken the path –men and women- before them. Sharing knowledge and experience will fast track development in the sector and allow new generations of leaders to build further on what has already been achieved and the barriers that have already been weakened. In so doing, research suggests that **giving women a voice and an active stake in sports governance can engender the culture change necessary to ensure gender equality in this field.**

The means and therefore components of this pillar are:

- **A mentoring programme (the successful business leaders)** - By involving experienced business leaders as mentors, the SWinG concept will equip the participants with the necessary support and mindset to take a further step up within sport governing bodies. The experience of the FFSE has demonstrated the link between the access to responsibility for women in Company Sport and in Company and what one field can bring to the other. This explains the specificity of the SWinG mentoring approach. Indeed, mentors from the business world will showcase the importance of nurturing women network in order to reach decision-making positions and sustain them. They will also bring in the specific set of leadership skills as well as productivity tools and attitudes such as assertiveness that women volunteers in sport may lack and yet need to be demonstrated in the sport boardroom.

- **A sponsoring programme (the men in The place)** - The sport world is largely dominated by men but, just like other areas of society, the time for change has come and many recognise it. The concept of men as allies has become a focal point of gender diversity initiatives, gaining ground in our corporate and societal lexicon. The SWinG concept will ensure that male allies will stand for more diversity in the governing bodies and sponsor[4] women candidates based on their potential contribution to the future development of the organisation. While men supporting women is a start, the SWinG concept underlines that for real change, they must actively promote under-represented groups. What is needed and what matters is action: in the SWinG concept men are becoming advocates/champions for women as they not only know but also recognise and understand that gender inequity is a missed opportunity for their sport and society as a whole! The SWinG concept aims to get committed elected men leaders to advocate on behalf of the SWinG mentees. In addition, because the majority of senior leaders in today's sport world are men, they are in the best position to influence cultural and organisational change.

4 - In the business world, there is a distinction between mentors – who advises someone and sponsors. In that context sponsors take a direct role in the advancement of their protégés. They advocate for them and act as a career champion. In return, the protégés support and drive a sponsor's vision.

The Why and How of advocating for a sport cultural and organisational SWinG

The initial Desk Research phase of the SWinG project has clearly demonstrated that change is needed to address bias within the sport sector. Addressing the lack of diversity in sport governing bodies does not only require work with the human actors (i.e. helping the underrepresented group to learn to operate within the existing system and getting the support of some allies), but for real change to happen, the concept shall also aspire to change the systems and structures themselves to create a truly inclusive environment.

When we advocate for a real cultural and organisational SWinG (i.e. change) within sport, we are calling for the sector to recognize and address structural barriers that prevent the brilliance of all talented and skilled people to shine. This might be done referring to the Iceberg model by Torben Rick.



The means and therefore components of this pillar are:

- **Awareness raising actions** - Clearly there is still a need to bring about the issue of the lack of diversity in governing bodies as 1. A Governance issue and 2. A missed opportunity for the sector. With this leg of the SWinG concept, the aim would be to ensure decision makers and election makers are at the heart of a change of operation – not because they should, but because they must in order to succeed in today's world. It shall prompt self-awareness and clarity of responsibilities within the sport sector and its governing bodies.

- **Strategy for bringing in diversity** - Reality has demonstrated that the hard work for most organisations and current leaders is recognising and acknowledging that the dominant culture in most organisations is a (white) male culture, and that this culture affects everyone's behaviour. The SWinG concept builds on a holistic approach: organisations willing to tackle the lack of diversity at decision level, shall aim at developing a gender mainstreaming approach. A gender mainstreaming approach will ensure that we focus on aspects of power that are not zero-sum: creating the condition for a shift and expansion of power within sport organisations in Europe The SWinG partners recognised that the sector may need some specialized advice to bring a cultural and organisational change and will develop a library of knowledge and share some recommendations and suggestions for structural change. Indeed, men need insight, training and tools as much as women do in order to create inclusive cultures.

- **Appropriate policies and support to change-makers** - Specific actions will be required to rethink and adjust the existing election systems which often fail to be as transparent as they should be. Little research exists which provides insights into the election procedures followed by sports governing bodies, federations and clubs. Yet, that which does exist suggests that such processes can be opaque, are prone to favour those in 'insider' positions, and structured around informal relationships, personal support and 'old boy's networks.' Although more research is required, evidence is suggestive that more open and transparent procedures are required which have explicit statements towards actively supporting diversity in sport governance, and thence to create culture change. Ultimately, such actions will create an environment for a more robust culture where everyone contributes to deliver the best work possible.



Not everything that matters can be measured. Not everything that we can measure matters. Yet in the context of the lack of diversity within sport governing bodies, it is our belief that we would benefit from a power of scrutiny: one that would measure and provide consistent reality checks.

Let's not forget that while claiming we need more diversity in the board rooms of sport organisations, the idea of the SWinG concept is not to promote board members based on gender, but to have the best talent available for the selection!

Thus, one pillar would need to ensure the measurement of progress with regards to gender equality in order to be better equipped to help the sector make the change needed. This means an external set of eyes and a method that would go further than self-reporting within sport organisations to ensure consistency across different through time periods, sports and countries.

The means and therefore components of this pillar are:

- **State of Play** - A State of Play Report will provide a picture of the reality on a regular basis. The SWinG Concept would advise to run an in-depth State of Play report every four years based on data collection and surveying. The publication of this State of Play could echo with the sport movement election timeline and therefore take place every four years.

- **M&E indicators** - The SWinG concept strongly advocates for a weighted Gender Diversity Index or Scoreboard to measure individual organisations' performance against a set of comparative criteria. These indicators will need to be developed and it is highly recommended to partner with existing and well-established organisations that have experience in developing, conducting and analysing such indexes in the business world (ex: Equileap, EWOB Gender Diversity Index, Equilar, to name few).

- **Celebrating AND sharing good practices** - But the scrutiny role, that of the Observatory to be created, shall not be to focus only on poor performance by organisations and sports but most importantly to also celebrate and share good practices facilitating progress towards more diversity. By facilitating the exchange of information and ideas, the sector would benefit from an upward cycle of change.





ZOOM IN

Practical implementation tips and recommendations: ZOOM IN on the SWinG Mentoring programme

RATIONALE FOR THE FOCUS ON THE MENTORING PROGRAMME

Being pragmatic about what can be developed and tested!

As part of the SWinG project, the partnership was committed to not only create a concept but also to extensively develop and test multiple elements of the concept.

To be cost and time effective (i.e. within the constraints of the 3 years EU funding), it was decided that one key element of the project would be the practical training and mentoring of aspiring female candidates (touching upon two of the pillars previously introduced).

This focus choice was also motivated by (1) the partnership's belief that board members must have the necessary attributes, skills and competences required to carry out the role effectively with skills being regularly assessed and performance evaluated and (2) the fact that the experience and skills gathered through the partnership would allow us all to develop and deliver a solid proposal in this area.

In the following section, we will focus in particular on the SWinG mentorship programme.

THE CHALLENGE

Mentorship. It's a major 'buzzword' in today's workplace. A concept that has existed informally for years and traditionally benefited a monocultural and homogenous majority is slowly evolving. As pressure mounts on brands and businesses to demonstrate more equitable management at the top, companies and organisations view mentorship as a tangible action to 'equip' marginalised groups for leadership positions.

As noted in February 2019's Forbes article, *The Top Employee Mentoring Trends for 2019*, mentoring is a business priority. Moved by compelling evidence that suggests those who are mentored are three times more likely to succeed than their mentor-less peers, companies are seeking ways to institutionalise mentorship programmes and move employees up the proverbial corporate ladder. Through improved technologies and access to global networks, mentorship in today's world knows no bounds. If there is a willingness by both parties to engage, the technological platforms and recognised need to 'pass the baton' are present. As Human Resource programmes become more attuned to retention, particularly of minorities, mentorship programmes have proven to be a high-reward, low-cost solution.

In response to retention and promotion of women, the 2019 McKinsey & Company Women in the Workplace study acknowledges both the glass ceiling and the glass walls pervasive in corporate culture that undermine women from advancing into actual decision-making roles. Although some women have pierced the glass ceiling, unless addressed, the systematic absence of women in middle management will continue to keep the number of women at the top low. This concept, referred to as the 'broken rung' has been deemed the most significant problem for companies to address in order for real, equitable progress to be made.

Sport organisations are no exception. In fact, most sport organisations are the last bastion of maleness, inherently protected by those at the top who recruit, mentor, and promote those that 'look like them'. Gender imbalance is evident at every level, from coaching to management to ownership. According to the most recent global study of women in sport leadership by Drs. Hann, Norman, LaVoi, and Knoppes (2019), the lack of procedural transparency and inherent institutional biases among those hiring, deciding, and instating policies in sport, keep women on the bench instead of in the game. However, sport, like business and government, is no longer immune to the growing pressures of equitable treatment and parity in governance.

As institutions and sport organisations search for answers to mitigate discrimination and ultimately produce a better, more inclusive product, the concept of mentorship has entered the sports world as well. Because the male version of leadership in sport has become the accepted definition of leadership, women often find themselves mimicking 'masculine traits' in order to advance. Instead of operating with their own intuition and emotional intelligence, women take on the characteristics often associated with male leaders and are then criticized for their 'masculine' behaviour (e.g. aggression, competitiveness, high-risk decision-making).

As the definition of leadership continues to evolve, women need mentors who can help them successfully navigate the institutional hindrances and internal hurdles that hold them back. They need other women who have successfully climbed the professional ladder to lead, guide, and direct them on the journey. They also need the support of men to gain insight into the 'game', including its rules and how best to play.

THE SOLUTION

With the financial backing of the Erasmus+ programme of the European Union and strong multinational partners, the FFSE has created a solution – the SWinG project, Supporting Women in achieving their Goals.

The SWinG mentoring programme is one component of the project. It pairs women from 20 countries in Europe. 20 women mentors in business are providing support to 20 women mentees willing to advance into sport leadership positions. The programme is based on sound curriculum, election campaigns, and mentorship to facilitate pathways for emerging women to earn elected positions in sport federations. Over the course of two years, selected mentees will work with the SWinG consortium of staff and mentors to develop strategies to be elected for executive roles within sport governing bodies. Mentors and mentees will work collaboratively, in person and/or through virtual meetings, to create election campaigns with strategies to research and address:

- Organisational Structure
- Board Structure
- Organisational Challenges
- Organisational Opportunities
- Institutional Values & Mission
- Policies & Finances
- Equity & Diversity
- Personal Communication Style
- Partnerships & Buy-In
- Leadership Philosophy
- Vision and Future Growth

The goal is not only to advance women but to promote greater diversity and inclusion in the boardroom. More women at the decision-making table allows for greater variance of thought, new perspectives on old issues, and potentially more equitable and inclusive funding, policies, facilities, and marketing reflective of all genders being governed. As noted, **the goal is not to satisfy quotas, but to develop the necessary foundation for a qualified and systemic increase of female decision-makers in European sport organisations** that ultimately create a more inclusive, equitable, and competitive product on the fields, courts, tracks, and pools. If successful, we see the SWinG mentoring programme AND the SWinG concept as the model for other global regions moving forward.

KEY ELEMENTS OF THE SWING MENTORING SELECTION PROCESS

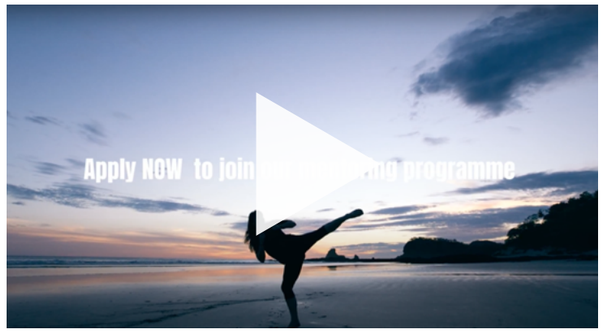
The SWinG selection process is designed to ensure the highest level of success from the mentoring relationship.

The process includes the creation and dissemination of a hand crafted call for participants and then an intensive selection process.

In using an Application Form, the SWinG mentoring programme allows for matching that combines the mentee and mentor's 'wish lists' with any background knowledge we could have about them as individuals. It provides time for reflection and intentional pairing.

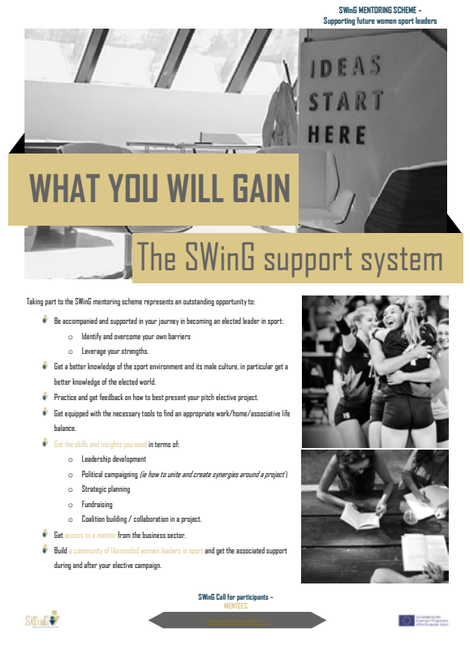
As a pilot programme, inspiring messages, special efforts and high quality communication tools will be needed to market the opportunity and reach the target using the network of partners.

- Example of the video "Calling for mentees": https://youtu.be/0oJOgLdAmls



- Example of the call for participants:





In the context of the SWinG mentoring programme, 14 criteria were chosen for the selection process and weighted:

INTRINSIC ELEMENTS OF EACH APPLICATION

1. The language
2. The quality and experience of mentors
3. The capacity of the mentee to clearly express their needs
4. The mentee aspiration, potential and will to run for election (Purpose/Platform/Passion)
5. Specific set of qualities
6. Commitment

ELEMENTS LINKED TO THE SPECIFICITY OF THE PROJECT

7. A balance of geographical coverage in the Europe
8. Elective plan for the mentee
9. Piloting (and need for some diversity in the couple to test few ideas such as Age diversity)
10. Group dynamic (introversion/extraversion)

MATCHING ELEMENTS

A specific matching process to ensure a personalised one-to-one connection was developed and included the following criterion:

11. The needs of the mentee vs the experience of the mentors
12. The geographical or cultural closeness
13. The potential prospective bonds based on the qualities/human traits mentioned
14. The time and ability constraints of the mentors and mentees participating.

The matching process has to be connected to the strategy or at least be coherent with the overall purpose of the programme.

In the context of the SWinG project and its mentoring pilot programme, the partnership obviously chose 'Manual pre-matching' where a team of coordinators assigns mentors to mentees according to several strategic criteria (as per above) and according to the mentors and mentees' profiles.

KEY ELEMENTS OF THE SWING MENTORING TRAINING

The SWinG project seeks to unite women across sectors in decision-making roles to mentor and equip the next generation of emerging females for executive sport leadership positions. The goal is to create more diversity and inclusion in the top tiers of decision-making, which in turn, should create a more equitable model of governance and success on-the-field.

The mentorship component of the SWinG project is one of the most significant determinants of success in meeting the intended outcomes. Therefore, a lot of time and energy has been put forth to create a systematic, empowering, and relational mentorship model that promotes personal and professional growth.

Relying heavily on staff expertise, twenty-five years combined mentorship experience, and desk research detailing effective mentorship programmes, the framework for the SWinG mentoring programme was created during the first semester of 2019.

Using the acronym E.M.P.O.W.E.R., mentors chosen for SWinG were selected based on their willingness and ability to demonstrate key characteristics for empowering mentorship. Those characteristics include:

- Emotional Intelligence
- Mutual Respect
- Personal Investment
- Open and Honest Feedback
- Wisdom in Conflict
- Expertise and Networks
- Reflective Listening

SWinG curriculum for mentor orientation build on these seven EMPOWER principles.



EMPOWER PRINCIPLES

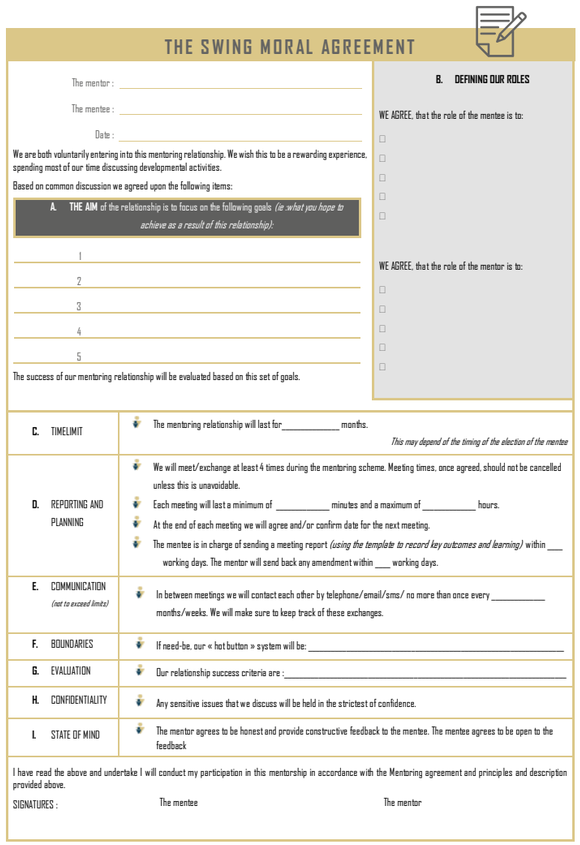
PRINCIPLE	DEFINITION
EMOTIONAL INTELLIGENCE	• The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically. Emotional intelligence has been described many times as the key to both personal and professional success. Attentiveness to someone else's feelings and situational awareness for his or her challenges are critical components to successful mentorship. Mentors must understand the context in which a mentee works, the individual passion and skills the mentee possesses, and the forward thinking of how organisations operate in order to strategically guide mentees through a successful election process.
MUTUAL RESPECT	• Successful mentorship is built on a healthy respect for one another's accomplishments. It's also built on a willingness to be vulnerable and to trust one another in moments of failure or inadequacy. Without a well-established pattern of respect, it's difficult to give open and honest feedback. The purpose of mentorship is to empower, not to tear down, belittle, or demean. If there is respect, regardless of personality, chemistry, or power dynamics, feedback is more likely to be received and acted upon professionally and not misinterpreted as criticism of character or thought.
PERSONAL INVESTMENT	• Personal desire and interest to be a mentor is critical to a successful mentor-mentee relationship. With so many mandatory or institutionalized mentoring programmes, it can be difficult to find mentors who feel equipped to be a mentor and have the motivation and desire to do so. Everyone is busy. Without a strong personal investment in the relationship, mentorship tends to wane. Life is relational and goals are met because people feel accountable to one another and to the mission. Personal investment and a willingness to give time, energy, and emotions cannot be understated, especially in a mentorship programme lasting six-months or more.
OPEN AND HONEST FEEDBACK	• The most fruitful mentoring relationships are those that involve open, authentic, and consistent feedback. Early, honest feedback is what allows for future success. 'Failing' on a small scale (e.g. privately in front of a mentor) provides a greater chance of succeeding on a grand scale (e.g. winning an elected leadership position). The best mentors offer feedback early and often. They are honest yet balanced in their approach and offer solutions that move ideas forward. The best mentors offer feedback in private and ground their comments in objectivity and addressable behaviours, rather than emotions. Great mentors are clear on the purpose of the feedback and have developed enough rapport, that even difficult feedback, is received with dignity.

PRINCIPLE	DEFINITION
WISDOM IN CONFLICT	• Conflict is inevitable, especially in leadership. A leader who can skilfully navigate political dynamics and find diplomatic solutions among disparate opinions is an incredible resource in a mentoring relationship. Given the nature of the SWinG project, many of the mentees participating in this programme are the first or the only woman at the decision-making table and are assuredly challenging the status quo. Winning an election as a woman in an industry dominated by men requires successful conflict resolution skills, articulate communication, and smart negotiation techniques. Creating space for mentors to share lessons learned in managing conflict is an important part of the SWinG mentorship ideology.
EXPERTISE AND NETWORKS	• Gaining contacts and confidence are two of the most important elements for early career success. Good mentors can offer both. Through lived experience, mentors often have a level of expertise that can help mentees navigate potential challenges and an expansive network that can open doors for partnerships or promotion. Mentees who apply lessons learned from their mentors can avoid potential pitfalls, integrate into the industry more seamlessly, and advance into leadership more quickly. In addition, mentors often have some level of influence and can provide credibility to mentees as they launch their careers. For elected positions, such as those within the SWinG project, mentor endorsements, the influence they carry and confidence they provide, are essential to an effective campaign.
REFLECTIVE LISTENING	• Mentors are often busy and successful professionals, responsible for reporting to external audiences, managing an internal team of employees, and maintaining some semblance of work-life balance. Mentoring, unless given designated time by the company, is often an added, unpaid commitment to an already full schedule. Only the most intentional mentors practice the last piece of the EMPOWER philosophy: Reflective Listening. Reflective listening requires a mindful commitment to listen without interrupting, without offering premature advice, and without multitasking. Reflective listening requires suspending all other activities in order to be present – to hear the words but also the intent behind the words. Reflective listening on the part of mentors encourages SWinG mentees to find their voice, one of the most critical elements of the entire EMPOWER process.

KEY ELEMENTS OF THE SWING MENTORING MONITORING

The SWinG project is currently in its pilot phase. Therefore, it is crucial to embed within the concept creation a solid way to evaluate and monitor the process in order to gain as much insight from the participants (mentors and mentees) regarding the experience as possible.

The elements introduced below are considered as key to ensure a proper monitoring and evaluation of any spin off of the SWinG mentoring programme. Most importantly they are key components to make sure to provide the mentor/mentee relationships with the support and resources they need to be successful.



THE SWING MORAL AGREEMENT

The mentor : _____

The mentee : _____

Date : _____

We are both voluntarily entering in to this mentoring relationship. We wish this to be a rewarding experience, spending most of our time discussing developmental activities.

Based on common discussion we agreed upon the following items:

A. THE AIM of the relationship is to focus on the following goals *(ie what you hope to achieve as a result of this relationship)*:

1 _____

2 _____

3 _____

4 _____

5 _____

The success of our mentoring relationship will be evaluated based on this set of goals.

B. DEFINING OUR ROLES

WE AGREE, that the role of the mentee is to:

- ☐
- ☐
- ☐
- ☐
- ☐

WE AGREE, that the role of the mentor is to:

- ☐
- ☐
- ☐
- ☐
- ☐

C. TIMELIMIT	The mentoring relationship will last for_____ months. *This may depend of the timing of the election of the mentee*
D. REPORTING AND PLANNING	We will meet/exchange at least 4 times during the mentoring scheme. Meeting times, once agreed, should not be cancelled unless this is unavoidable. Each meeting will last a minimum of _____ minutes and a maximum of _____ hours. At the end of each meeting we will agree and/or confirm date for the next meeting. The mentee is in charge of sending a meeting report *(using the template to record key outcomes and learning)* within ___ working days. The mentor will send back any amendment within ___ working days.
E. COMMUNICATION *(not to exceed limits)*	In between meetings we will contact each other by telephone/email/sms/ no more than once every _____ months/weeks. We will make sure to keep track of these exchanges.
F. BOUNDARIES	If need-be, our « hot button » system will be: _____
G. EVALUATION	Our relationship success criteria are :_____
H. CONFIDENTIALITY	Any sensitive issues that we discuss will be held in the strictest of confidence.
I. STATE OF MIND	The mentor agrees to be honest and provide constructive feedback to the mentee. The mentee agrees to be open to the feedback

I have read the above and undertake I will conduct my participation in this mentorship in accordance with the Mentoring agreement and principles and description provided above.

SIGNATURES : The mentee The mentor

- **A mentoring agreement between the mentor and the mentee** - With a view to provide a strategic framework for the mentoring experience, a template mentoring agreement has been developed. With this folder and agreement, the SWinG partnership is aiming to offer each SWinG mentor and mentee pair an opportunity to go a step further in their moral obligation and commitment to one another. It provides a solid foundation for their mentoring relationship - laying out mutually agreed goals. It is meant to serve as a guiding document through their mentoring journey SWinG provides the framework, the mentor and the mentee then create the rules of their relationship (i.e. the core content of the Agreement is for them both to define) so that they feel comfortable.The intention is to create a safe space between them both.

- **A check-in strategy** - While the mentoring relationships is in the hands of each mentor and mentee, the SWinG consortium and project leader (acting as programme coordinator) is there to provide guidance and facilitate discussion whenever possible. The SWinG individualised check-in strategy (through regular calls) with mentors and with mentees is therefore a means to provide support wherever possible (in particular seeking synergies with our networks) and ensuring smooth running of the programme. It also aims at keeping the mentors and mentees engaged. Indeed, it is likely that the mentor and mentee can get side-tracked and put off their mentoring relationship at some point. Therefore, check-in with all participants throughout the programme is essential. This will maintain momentum, help identify any unforeseen challenges or issues that may arise and give opportunity for the project facilitators to re-engage participants that may start to become distanced from the programme.

EXAMPLE OF THE SWING CHECK-IN WITH MENTEES STRATEGIC FRAMEWORK

WHY ARE THESE CHECK-IN CALLS CRUCIAL?

The first and main aim is to ensure the SWinG mentees know we got their back: i.e. we are here for them and care about them personally as much as their SWinG journey.

PURPOSE OF THE CHECK-IN CALLS

The sub-objectives of these check-in calls are to:

- Be able to document the mentees journey (trough the calls they may tell us more than what we will get from meetings reports)
- Identify any troubles or challenges they may encounter AND key success factors (part of the monitoring and evaluation)
- Be in the capacity to identify any general patterns or concerns among the SWinG mentees
- Adapt our support system accordingly (i.e. webinars, tools, etc)

DURATION

Shoot for an average of 20 minutes. Reality has proved that these kind of calls depends on the will of the mentees to provide details and share anecdotes/stories. So it can take from 15 to 35 minutes.

They should feel we are here to listen to them.

PURPOSE OF THE CHECK-IN CALLS

Check-in calls will take place every 4 months (with the Mentees Orienteering session being the start point)

- 1st Check-in call (4 months in): February 2020
- 2nd Check-in call (8 months in): June 2020
- 3rd Check-in call (12 months in): October/November 2020
- 4th Check-in call (16 months in): February/March 2021

ASPECTS AND DIMENSIONS WE WANT TO FOCUS ON:

- Create a relationship with the mentee and a safe environment (=>Know her: read her application, her profile and her 'mentor/mentee' meetings reports).
- Let them know we are here to support them and learn from their process.
- Inspire them and maybe reassure them.

CONCLUSION

Mentorship is a significant piece of the overall puzzle in advancing women into leadership positions. It's a low-cost, high-reward strategy if implemented with incredible intentionality and investment by all.

SWinG participants, both mentees and mentors, engage in an orientation with their peers in order to understand best practices and lessons learned in effective mentoring. Using the E.M.P.O.W.E.R. philosophy as the framework for the SWinG mentorship programme, mentees and mentors are to challenge each other to apply the seven guiding principles: Emotional intelligence, Mutual respect, Personal investment, Open and honest feedback, Wisdom in conflict, Expertise and networks, and Reflective listening.

The intended outcome of the mentorship is greater mentee confidence, preparedness, communication, presentation skills, and a well-defined campaign strategy for sport leadership election. The formal mentorship component of this project concludes in June of 2021, after the conclusion of elections for decision-making positions.





IT'S WORTH IT

SWinGing things out in sport will require time and investment – but it's worth it!

We would like to remind our readers about the distinction between the SWinG project – which is time bounded and meant as a pilot – and the SWinG Concept introduced in this Handbook.

Indeed, **the SWinG concept is more ambitious and would require more investment than the project itself.**

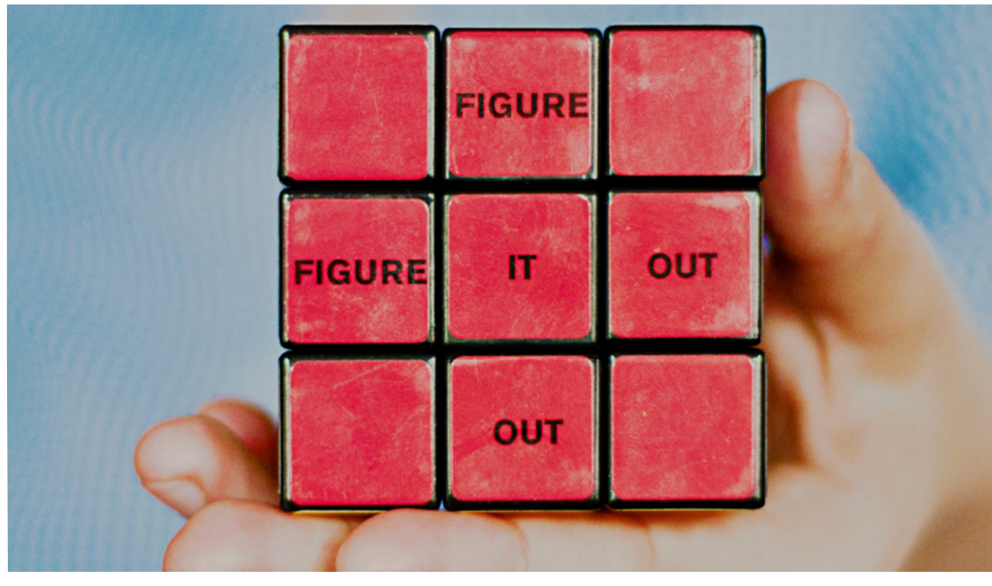
This handbook therefore offers a practical Framework of Actions highlighting the conceptualisation of the SWinG approach (the SWing concept) and offering practical implementation tips and recommendations (special focus on the SWinG mentoring programme).

Regardless of the actual outcomes of the project, SWinG partners see this project as a means to open dialogue on gender equality, stimulate conversation about the advancement of women, inspire confidence among mentees and other women to run for office, and to create pathways and support systems that make female advancement more likely in the future.

Ultimately, the end goal is to implement the model further to increase diversity in the boardroom and in decision-making positions in sport to create a more equitable, sustainable, and successful sports ecosystem.

Investing in women will have a ripple effect: the objective is not to support women because of their gender but because, in bringing in more diversity in the boardroom, they will allow the sector to cope with its challenges more effectively which will in the end be beneficial for the whole of society. The goal is to create more diversity and inclusion in the top tiers of decision-making, which in turn, should create a more equitable model of governance and success on-the-field. This can only be achieved through a deep investment and work on various dimensions.

The SWinG concept offers an initial set of solutions.



About SWinG

SWinG is an ambitious 3 years project, co-funded by the Erasmus+ Programme and led by the French Federation for Company Sport.

With the SWinG project, the FFSE, Athletes for Hope, the European Federation for Company Sport (EFCS), the European Hockey Federation (EHF), ENGSO Youth, the network of Les Femmes Chefs d'Entreprises Mondiales (FCEM), the Professional Women's Network (PWN), the Società Sportiva Lazio, the Sport Club Partizan Skofja Loka and the University of Copenhagen are joining forces to identify and nurture women emerging leaders and empower them to become real actors of change, CHANGE and DECISION MAKERS in the sport and physical activity sector.

It has been designed to DEVELOP & PILOT a new TRANSFERABLE APPROACH. It offers an opportunity for the 10 founding partners and the sector as a whole to position as a reference point.

The aim of the unique partnership gearing the project is to act as a CATALYST FOR CHANGE in gender mainstreaming while giving a tremendous boost to the access of women to change-making positions in sport governing bodies. The project will promote Executive Board as an option for women volunteers in sport while also focusing on motivation, training, and skills development for the participants.

In 2020, the SWinG project has joined the Sport for Generation Equality Initiative led by UN Women, a powerful multi-stakeholder coalition to make gender equality a lived reality in and through sport.

ABOUT ATHLETES FOR HOPE

Athletes for Hope was founded in 2007 by several high-profile, philanthropically-minded athletes including Andre Agassi, Muhammad Ali, Mia Hamm, Jeff Gordon, and Jackie Joyner-Kersee.

As athletes who shared a deep commitment to giving back, our founders joined forces to create an organisation that brings athletes together, to educate, inspire, and to empower them to channel their energies for a common goal: to make a difference in the world.

ABOUT FFSE

The French Federation for Company Sport (FFSE) is the SWInG project leader. The FFSE was formed on March 29th 2003, transforming an already existing organisation that had been created in 1952. It groups together more than 2,000 structures which work on the development of sport for all within a community of work. The FFSE promotes the physical exercise and grassroots sport practice as a user-friendly way to improve health and well-being, as well as to strengthen social links and productivity within a company.



Developing the Art of Opening Doors for Women in Sport

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INTELLECTUAL OUTPUT 3

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SWinG
Supporting Women IN achieving their Goals

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