

INTELLECTUAL OUTPUT 5

TOOLKIT 1

HOW CAN I BUILD MY ELECTION AGENDA AND BECOME AN ELECTED DECISION-MAKER?

Six steps towards your leadership

SWinG
Supporting Women IN achieving their Goals



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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 Lia Tomat and Saska Benedicic Tomat from the Sports Club Partizan Skofja Loka, Gabriella Bascelli and Luigi Vanti from Circolo Canottieri Lazio, under the supervision of the applicant FFSE, 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.** The SWinG Toolkit **"How to become an elected decision-maker in a sport organisation"** built on the knowledge and experience of the partnership and the various insights into leadership provided by SWinG role models.

THE SWING 6 STEPS TOWARDS LEADERSHIP

Each step represents one essential leading question:

ELECTED DECISION MAKER IN SPORT

06 - WHEN
are the deadlines?

04 - WHO
am I working with?

05 - WHERE
are the resources?

03 - HOW
do I achieve my goals?

02 - WHAT
do I want to achieve?

01 - WHY
do I want to take a lead?

START

How to build my election agenda and become an elected decision-maker

THE SWinG FORMULA FOR WOMEN TO BE ELECTED

Through our interviews with SWinG role models we have gathered various insights into leadership that led us to identify a common formula:

SUPPORTIVE ENVIRONMENT
family, friends, allies

\+

ROLE MODELS
to look up to

\+

SENSE OF PURPOSE

\+

READINESS
to take up challenges

\+

ABILITY
to listen and connect with others

\=

OPPORTUNITY

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

SWinG
Supporting Women IN achieving their Goals



INTRODUCTION

About the SWinG Intellectual Output 5

WHY THIS TOOLKIT AND HOW TO USE IT?

This toolkit has been developed as a guide for women who aim to hold decision-making positions within sport organisations and are interested in engaging in professional development.

It is yours to use and to keep.

An election process is just like any sport: in order to win, you need to know the rules, plan your strategy and adapt to the environment. This toolkit is here to help you define and reflect on your future journey and your own leadership story.

THE SWING 6 STEPS TOWARDS YOUR LEADERSHIP

Each step represents one essential leading question:

01	02	03	04	05	06
WHY	WHAT	HOW	WHO	WHERE	WHEN
do I want to take a lead?	do I want to achieve?	do I achieve my goals?	am I working with?	are the resources?	are the deadlines?

Each leading question highlights and directs you to:

- Supporting questions - together they complete the bigger picture
- Guidelines and tutorial
- Inspiring resources and interviews with existing decision-makers



EVERY ELECTION ACTION PLAN IS PERSONAL.

In order to use this toolkit to its fullest potential, try to answer these questions by yourself. Some of them may be difficult or uncomfortable to answer, and some answers may seem self-sacrificing or selfish. But to be prepared for each step of your election journey, it is vitally important to reflect on yourself and the reasons behind your decisions.

SO BE HONEST, BE CREATIVE, BE REALISTIC, BE YOURSELF, AND ENJOY THE JOURNEY.

We hope it will provide you some inspiration and a solid foundation for self-reflection, as well as lead you to all the information you need to write a full action plan. Use whatever other tools that work for you, but remember to keep it simple, readable, and realistic. The more straightforward and easier to read, the better.

«Knowledge isn't power until it is applied.»

—

Dale Carnegie

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.

Gender perspective on elected decision-making positions in European sport

REALITY:

The latest «Global Gender Gap study» report by The World Economic Forum from December 2019 revealed that it will be 99.5 years until we reach general gender equality and 257 years to attain pay equality.

SITUATION IN SPORT: GENDER INEQUALITY IN SPORT GOVERNANCE IS ENDEMIC

- No continent has yet achieved the 'critical mass' of 30% of female representation in the three key roles of director, chair or executives.
- Women represent only 6.3% of National Olympic Committees (NOC) presidents (13 out of 205) and 15.2% of NOC secretaries general (31 out of 205).
- Women represent only 31% of the Executive Board Members at the International Olympic Committee (IOC) - Figures from 2018.
- 13 out of 22 European countries have less than 30% leadership positions held by women - figures from November 2017 provided by the European Olympic Committees, Gender Equality in Sport Commission.
- Inequality is higher in 'key decision-making positions' (i.e. president, vice president and treasurer), than among board members in general. Women tend to get elected to boardroom positions that are more marginal, or might be related to women's sports, pastoral care, or media relations.

EU RECOMMENDATIONS[2]:

The 2020 Objectives, approved by the Group of Experts on 'Gender Equality in Sport' at its meeting in Brussels on 18th of February 2014, are providing a set of recommendations to achieve gender equality in sport. It is understood that They could function as targets for national and international plans of strategic actions.

Two of them are key to the SWinG objectives:

- A minimum of 40% of women and men in executive boards and committees of national sport governing bodies and 30% in international sports organisations located in Europe;
- All sport governing bodies to have a gender equality policy including an action plan.

Note: For further detailed information about the context the reader may want to refer to SWinG Intellectual Output 1 "State of Play Report of Women in Decision-Making Roles in Europe".

2 - Source: Report "Gender Equality in Sport - Proposal for Strategic Actions 2014 – 2020

Brief summary of roles and tasks of an elected decision-maker

ROLES	TASKS
PRESIDENT Legal representative	• Provide the general direction of the organisation and gathers around him/her • Responsible for all liabilities and insurance matters • Carries out the duties provided for by the national and international sports regulations • Leads official meetings such as General Assembly or Executive Committee, and attends the meetings and events of all the bodies and commissions of the organisation • May call upon advisors and experts for technical and strategic topics • Represents the organisation in all events/meetings where the organisation is invited to, and can nominate other representatives if needed • Has the right to open, in the name of the organisation, any bank account or postal cheque account and may delegate his/her financial competencies to any member of the executive committee and/or the treasurer • Can delegate tasks and topics to be addressed to different members of the organisation or staff
VICE PRESIDENT Second most important position after the President	• Assists the President with the above mentioned tasks • May be delegated specific tasks • In absence of the President, takes over the role until the President returns
BOARD MEMBER	• Set the strategy of the organisation • In charge of finding and delegating the resources • In charge of planning the organisation's activities and development • Accept and edit association's regulations • May be assigned specific tasks (which may be technical, legal, marketing, ...)

ROLES	TASKS
SECRETARY GENERAL Administration & Coordination of commissions and association	• In charge of the administrative management • Coordinates the organisation • In charge of the implementation and verification of the board's decisions • Participates -with or without voting rights (depending of the country regulation)- in the meetings of the organisation, carrying out the functions of secretary and keeping of the minutes of the meetings • Carries out the duties provided by the national & international sporting system • Adopts the statute, revisions or statutory modifications, as well as the relative interpretative and applicative guidelines • Decides on the recognition measures for sports purposes • Approves the general guidelines on the activity of the entity in the framework of the budget and the final balance; ratifies the resolutions of the board concerning budget changes
TREASURER Responsible for the current conduct of the financial affairs and the establishment of the budget	• Financial reporting • Design of budget following President and Executive Committee requests • Alert on financial issues and advice about possible development and investments • Collaboration to provide all elements to the external auditor (when needed) and work progress with them



INTROSPECTION

SWinG introspection: A little about myself ...

- **WHAT AM I DOING IN SPORTS RIGHT NOW?**
- **WHAT AM I DOING IN A SPORT ORGANISATION?**
- **WHAT IS MY TARGET ORGANISATION FOR MY ELECTION JOURNEY?**
- **WHAT IS MY TARGET POSITION (PRESIDENT, VICE PRESIDENT, BOARD MEMBER, ...)?**

GUIDELINE & TUTORIAL

STARTING POINT - WHERE I AM AT RIGHT NOW?

At some point, the road may get tough and you may feel despondent or have negative thoughts, it's normal we all do. Don't let it change your behavior. Keep taking action that will eventually help you fulfill your 'purpose'.



INSPIRING RESOURCES

«It's an incredible world, go and explore!

Never stop reading, learning and listening!

Find things that interest you and pursue them relentlessly. Always be prepared to work harder than everyone else! Passion is what will keep you going when things get tough.

Life is full of challenges, always see them as opportunities!

Keep smiling, attitude is everything. You can accomplish anything you set your mind to – don't ever believe anyone who tells you otherwise!»

Royston Hoggarth
Chair of England Hockey

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
EXERCISE: SWinG Innov'action CANVAS	An easy and tailor made manual to make an audit of the organisation you are targeting.	SWinG IO 4: SWinG Mentees Learner Manual
BOOK: *Think and Grow Rich* by Napoleon Hill	A book that examines the psychological power of thought and the brain in the process of furthering your career.	In any bookstore or library
TedX VIDEO: *Designing your life* by Bill Burnett	Bill Burnett offers a simple but life-changing advice on designing the life you want, whether you are contemplating college or retirement.	https://www.youtube.com/watch?v=SemHh0n19LA





STEP 1 - WHY?

STEP 1: WHY do I want to take a lead?

- **WHY DO I DO WHAT I DO, WHAT IS MY PURPOSE?**
- **WHY SHOULD I GET ELECTED?**
- **WHY IS THIS IMPORTANT TO ME?**

GUIDELINES AND TUTORIAL

UNDERSTAND THE SCOPE AND VALUE OF YOURSELF

«He who has a why can endure any how.»

Frederick Nietzsche

It's the story of your life, and you don't want it to be a dull tale! Like any well-written story, there are different components that make it good.

Understanding your 'Why' is the key to motivation. It will unlock the door to taking action and finding fulfilment. A clear sense of purpose enables you to focus on what matters most, take courageous risks & persevere.



INSPIRING RESOURCES

«Growing up and starting to take a lead, I was surprised that some leaders seemed to miss real interest in others. I thought that my people deserved a more emphatic person.»

Marijke Fleuren
President, European Hockey Federation

«I think everyone on this planet is important, and each person has a role to play. I realized very young that I do like to manage and to lead in order to create synergy and to create things. Leading is also about people, putting yourself at the service of a cause bigger than you.»

Marion Guigon-Lacroix
General Secretary, European Olympic Academies

«It is when I feel I have something to show and share, something what others are looking for and I already have it. Then I "take the lead". But for me it is not really about leading but about sharing.

Everybody's story is different. So what I do, is tell them my story – for a start, as an encouragement. Then I proceed to technical issues. Only when others see that you are not more special than them, they will realize it all depends on one's own good will, determination, passion and of course a little support from your close ones.»

Magdalena Nazaret
Executive Board Member, European Hockey Federation



WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
VIDEO: *Start with why* by Simon Sinek	Putting words on your 'Why' is not easy. This inspiring video might help you with that. The 'Why' statement is the simplest way to discover our purpose.	https://simonsinek.com/commit/putting-words-to-your-why/ To go further, don't miss the blog article: https://simonsinek.com/commit/the-science-of-why/
EXERCISE: *Ikigai: The Japanese Secret to a Long and Happy Life* by Héctor García and Francesc Miralles	Find your purpose and bring meaning and joy to all aspects of your life.	http://www.theartofpureliving.com/wp-content/uploads/2018/11/3-steps-to-find-your-ikigai.pdf In any bookstore or library
EXERCISE: "I am committed to ..."	Practice and feel your 'Why'. This version of the exercise where you are committing to values (Why) rather than goals (actions) is different than the one we practiced in Copenhagen. Connect with your feelings and say your commitment out loud. Say it again and again until you can feel it in your whole body.	SWinG IO 4: SWinG Mentees Learner Manual
BOOK: *Playbook for success* by Nancy Liberman	This book focuses on teaching women how to recognize their own strengths and how success is propelled in this primarily male industry - through attitude and belief.	In any bookstore or library
BOOK: *Design your life* by Bill Burnett, Dave Evans	How to plan your life? Life has questions. This book has answers.	In any bookstore or library
BOOK: *The power of understanding yourself* by Dave Mitchell	Uncover your true purpose and approach to life. Find a map for achieving greater personal happiness, professional success and self-awareness.	In any bookstore or library



STEP 2 - WHAT?

STEP 2: WHAT do I want to achieve?

- WHAT CAN I DO?
- WHAT IS MY TARGET ORGANISATION LOOKING FOR?
- WHAT CAN I BRING TO THE ORGANISATION? (WHAT ARE MY STRENGTHS?)
- WHAT CAN I IMPROVE? (WHAT ARE MY WEAKNESSES?)
- WHAT ARE THE ISSUES I WOULD LIKE TO ADDRESS? (WHAT DO I WANT TO CHANGE?)
- WHAT ARE MY SHORT AND LONG TERM GOALS?

GUIDELINES AND TUTORIAL

«If you want to change the culture of an organisation, change the way it develops its leaders.»

Jack Welch

SET YOUR GOALS

When setting goals there are 3 keys of success:

1. **Your goal is aligned with your values.** Bring your heart into the goal-setting process
2. **Your goal is specific.** Make sure your goal is not too broad, general, or overwhelming. Align your aspirations with a SMART goal (Specific, Measurable, Attainable, Realistic, and Timed)
3. **Your goal is supported.** Enroll supporters that will hold yourself accountable (family, friend, mentor, etc)



CONDUCT EXTENSIVE RESEARCH

Be thorough. Understand the details and ask thoughtful questions. Always be well-informed and methodical as you are the one who will be responsible for possessing best understanding of the goals, needs, and expectations, as well as the decision-making process.

Set time aside to consider some tough questions about process, organisational politics, and risks.

- What is the potential of my target organisation?
- What is the organisation's status, history, and terms of reference?
- What is the organisation's culture?
- What is the organisation's structure? (internal and external management)
- What are the organisation's relationships? (internal and external)
- What are the organisation's practices and rules?

Remember: Compelling evidence supports the idea that leaders who focus on their strengths have greater success in their development plans.



INSPIRING RESOURCES

«I believe that being physically active is the key to our wellbeing, both physically and mentally. My passion is to share and transfer the knowledge and experience from person to person, city to city, and country to country. With my small contribution on a local level, as well as in my professional life – on a global level, I see that with small steps and some time we can make changes. This enables me to have a strong understanding of what drives and motivates people around me - my colleagues and friends.

It is a great pleasure to think globally, and act locally.»

Saška Benedičič Tomat
President, Sport Club Partizan Škofja Loka

«I have always been operationally driven, preferring to focus on making things happen. I believe in setting ambitious goals, simplifying tasks and plans, getting teams to prioritise on no more than two or three key objectives and then working hard to deliver ahead of the plan.»

Royston Hoggarth
Chair, England Hockey

«When I entered the sport organisation's world and I was climbing up on the ladder, I have been facing with many stereotypes again plus casual sexism because of my gender and I got fed up with it and at the same time I became extremely curious to know more about it. Therefore, I started my personal development in the field of gender equality and sport, I learned how the European Union, the UN, the IOC and different international sport organisations were addressing this issue and I decided that I want to be part of the change and this movement.»

Anett Fodor
Member of the Women and Sport Committee, Hungarian Olympic Committee

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
AUDIT TOOL: SWinG Innov'action CANVAS	This time use this tool to identify your What (goals and actions). Find what is your target organisation looking for, and might not even know it (search for the gaps and missing puzzle pieces).	SWinG IO 4: SWinG Mentees Learner Manual
SELF ASSESSMENT TOOL: *The 8-Minute Strengths Assessment* by Zenger and Folkman	A quick self-assessment tool - though it is based on 'business', its interest is (beside the short time needed) to provide an indicator of where you might stand with each of 16 differentiating competencies in terms of leadership. It can help you to visualize where you can improve based on your perception.	On the website of Zenker-Folkman: https://zengerfolkman.com/8-minute-assessment/
SELF ASSESSMENT TOOL: *The VIA Character Strengths Survey* by the VIA Institute on Character	How to find your greatest strengths.	On the website of the Via Institute on Character: www.viacharacter.org
DOCUMENTS: Your target organisation's Statute, culture and history	Every organisation has a statute where you can find all their objectives, structure, practices and rules. It might help you with understanding their status, history, terms of reference, culture, structure, relationships, practices and rules.	Publically available on the organisation's website.

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
BOOK: *Know yourself: Strength & Weaknesses* by Bobby Mani	A book to help you acknowledge your strengths and bridge your weaknesses.	In any bookstore or library
TedX VIDEO: *Focusing On Strengths* by Eva Katharina Herber	An invitation to stop fixing your weaknesses and start leveraging your personal strengths.	https://www.youtube.com/watch?v=t9ED7t2VeJI





STEP 3 - HOW?

STEP 3: HOW do I achieve my goals?

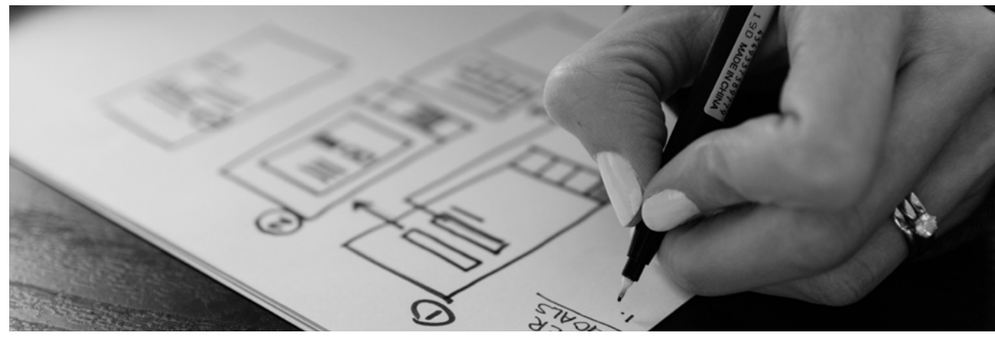
- HOW DO I USE MY STRENGTHS AND IMPROVE MY WEAKNESSES?
- HOW DO I COMMUNICATE?
- HOW DO I KNOW I'M ON THE RIGHT TRACK?
- HOW DO I PRESENT MYSELF?
- HOW DO I CREATE MY NETWORK? HOW DO I MAKE ALLIES WITH MEN AND WOMEN?
- HOW DO I OVERCOME BARRIERS (INTERNAL AND EXTERNAL)?
- HOW DO I COPE UNDER THE STRESS? (HOW DO I KEEP MY SH*T TOGETHER?)
- HOW DO I STAY MOTIVATED? FOCUSED?
- HOW DO I BALANCE THE ELECTION WITH MY PERSONAL LIFE?
- HOW DO I DO ALL OF THE ABOVE IN RELATION TO THE TARGET ORGANISATION AND THEIR STRUCTURE?

GUIDELINES AND TUTORIAL

READ, ASK, LISTEN, TAKE PART!

Discover what is needed and what you can bring to the organisation.

Leadership is about listening. Great listeners connect to the strategy and needs of their organisation. They listen to the employees and volunteers, as well as cherish their talents, energy, and passion.



▲ CREATE YOUR CAMPAIGN OUTLINE

Build a pathway with a specific goal, and create small steps to get there.

Organise your thoughts, formulate what might work for the project, and then transform everything into a discussion. Take this time to build a simple project plan outline - it doesn't have to have all the details just yet. It may seem like a lot, but it all leads to building a solid, sustainable plan. The more you prepare, anticipate and visualize, the more chance you have to reach your goal; visualisation is indeed a powerful tool.

- How does the election process work?
- How are you going to find out when you can stand for election? (Some organisations do not publicise this widely)
- Inform yourself on the deadlines, protocols, and criteria that are specific to your target organisation
- Put key dates in your diary
- How do I fill the gap in the organisation? (Don't try to give them something they already have)
- How do I help the organisation to act on the issues?
- How do I promote myself and my goals?
- How do I gain support and advice from current decision-makers with experience?
- Clarify what questions you still have and what your specific asks are
- Identify who might have answers to some of your questions (Step 4)
- Identify who holds a similar position, someone that you could talk to for advice (Step 4)



INSPIRING RESOURCES

«Just keep your head cool. The only thing you must do ... is going to the toilet. For all the other things you have a choice: do it today, do it tomorrow or don't do it...»

Anneke van Zanen-Nieberg
President, National Dutch Olympic Committee

«I'm analytical. I look at the facts, weigh up options, and look to find the optimum solution. I believe I have the ability to place myself in others' shoes and see things from a different perspective. This helps in formulating a strategy to get people on side. People are usually the biggest barrier, but need to communicate well.»

Inez Cooper
Executive Board Member, European Hockey Federation

«My best weapon regarding the barriers are dialogue and transparency in any circumstances. I believe in teamwork and also that listening to others can pull out the best in everyone and force you to not give up on things.»

Marion Guigon-Lacroix
General Secretary of the European Olympic Academy

*«I never work when I am tired. I am an old school student and take notes with a pen and paper. I carefully listen to people talk. I have learnt to explain my feelings and not express them. I have always tried to convince myself that this is the way I am and people have to accept me as much as they expect me to be accepting them. I don't give a sh*t. But only now, when I am 39.»*

Magdalena Nazaret
Executive Board Member, European Hockey Federation

«I am an ever optimistic and positive person. I will always see the half-full glass, ie the way forward rather than the problem. With such a mindset, I can make things evolve.»

Cécile Bernheim
Former President, Current member of the Advisory Board, PWN Paris[3]

3 - At the time of the interview

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
ARTICLE: *4 Messages You Need to Know (and Nail) to Pitch Yourself* by Alex Honeyset	Standing up for an election is both, presenting a project idea (your vision for the organisation), but also introducing yourself. It's not easy for anyone to pitch themselves!	On themuse.com website: https://www.themuse.com/advice/4-messages-you-need-to-know-and-nail-to-pitch-yourself Also use SWinG Learner Manual p10
EXERCISE: "The Persuasive Speech - Using the Monroe's Motivated Sequence"	Want to motivate, persuade or convince your audience? 5 step process for writing a persuasive speech based on the normal thinking process that someone goes through when confronting a problem.	https://www.write-out-loud.com/support-files/persuasive-speech-outline.pdf Note: For guidelines on each step you can have a look at: https://www.write-out-loud.com/persuasive-speech-outline.html
BOOK: *The art of Self Promotion* by Debby Stone	This book reveals the secrets to mastering the art of self-promotion and explains why this is a critical skill at every stage of your career path.	In any bookstore or library
TOOLKIT: *The Path to Boardroom* by Egon Zehdner	Despite the fact that the toolkit was originally written for non-executive board position (where you get appointed to), there are some tips and tricks on what steps to take (or not take) that might be helpful for you in your journey towards election.	On Women on Boards website (you may need to create a free account to get access to the article): https://www.womenonboards.net/womenonboards-AU/media/UK-PDFs-Research-Reports/The-Path-to-the-Boardroom,-EgonZehnder.pdf

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
PODCAST: *Lead through Strengths*	This series of podcast provides a thorough analysis of how to identify and then build on your strength.	https://leadthroughstrengths.com/listen/
BOOK: *Stop Playing Safe* by Margie Warell	Define your strategy on how to take the bold moves needed to enjoy more success in your work and greater influence as a leader.	In any bookstore or library
VIDEO: *Flying High While Still on the Ground*	Understand how to envision what you are you going to do before you are doing it through the lens of a testimony from an elite athlete.	https://www.nytimes.com/video/sports/olympics/100000002720727/flying-high-while-still-on-the-ground.html





STEP 4 - WHO?

STEP 4: WHO am I working with?

- **WHO INSPIRES ME? WHY?**
- **WHO IS SUPPORTING ME, AND WHO WILL SUPPORT ME (PERSONALLY AND PROFESSIONALLY)?**
- **WHO WILL CHALLENGE ME CONSTRUCTIVELY, WHO CAN HELP ME DEVELOP (PERSONALLY AND PROFESSIONALLY)?**
- **WHO KNOWS ME WELL AND WHO DO I GO TO WHEN THINGS GET HARD?**
- **WHO IS MY MENTOR AND WHO CAN I ASK FOR HELP?**

GUIDELINES AND TUTORIAL

TALK WITH YOUR TEAM. BE OPEN FOR DISCUSSIONS AND AMENDMENTS.

Starting an action plan must begin with clear communication of the goals and the effort required to meet them. Running ideas by others and having an open dialogue about the approach cannot only help you with building a plan, it's also a big help in getting everyone to think about the idea in the same terms. It's also great to utilize the super-smart people surrounding you to get their input, and to question your own thinking.

- Who will do what?
- Who will elect me?
- Who will benefit from me getting elected?
- Who is or has been in this position before? What is their story?
- Who, from current decision-makers, will speak for me?
- Who is not supporting me and who is my competition?



INSPIRING RESOURCES

«With men, I don't deny I use my female charm and sensibility now and then. In Italy, mainly respecting men's entitlement and role, so to let them feel important. To establish allies with women instead is not so difficult for me, since I have never felt any form of envy. I'm always happy for other women's achievements. I strongly believe envy is sometimes what blocks women working well together!»

Sabina Zampetti
Executive Board Member, European Hockey Federation

«Angela Merkel has inspired me. To take care for the refugees. I know all the comments, but she understood that she couldn't leave them alone. Thomas Bach has inspired me by the way he is supporting women. He is a real HeforShe advocate. My husband inspires me, because of the way he listens to our children. The real connection. Fantastic to see.»

Marijke Fleuren
President, European Hockey Federation

«A short story:

What do you get when you put 100 leaders in a room?

Not much!

Probably a lot of self-promotion, separate agendas, arguments ... Not much real work gets done. Followership is essential; there is no leadership without followership. Listen and speak last.»

Saška Benedičič Tomat
President, Sport Club Partizan Škofja Loka

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
ARTICLE: *The hidden psychology of voting* by Zaria Gorvett	Though it is linked to political election with the focus on the USA, this article can serve as a warning of some of the triggers that play an important part in voting. It simply shows that there are some factors you cannot control and that's okay.	On BBC Future website: https://www.bbc.com/future/article/20150506-the-dark-psychology-of-voting
BOOK: *The Speed of Trust: The One Thing That Changes Everything* by Stephen M. R. Covey	How does trust function in every transaction and relationship, and how to establish trust intentionally.	In any bookstore or library
BOOK: *Never eat alone* by Keith Ferrazzi	Explaining how to turn one-time contacts into a lifelong circle of mentors, colleagues, and friends; this guide to the art of networking reveals the fundamental principles of what it takes to build lasting, mutually beneficial relationships.	
TedX VIDEO: *3 ways to be a better ally in the workplace* by Melinda Epler	In this actionable talk, Epler shares three ways to support people who are underrepresented in the workplace. *«There's no magic wand for correcting diversity and inclusion. Change happens one person at a time, one act at a time, one word at a time.»*	https://www.ted.com/talks/melinda_epler_3_ways_to_be_a_better_ally_in_the_workplace
PODCAST: *Finding and engaging men allies*	Tips and concrete examples on how to inspire a male colleague or boss to be your ally in removing the barriers to your success. In a hurry? Go straight to min 20.	On Pennsylvania Conference for women podcast: https://www.paconferenceforwomen.org/finding-and-engaging-male-allies-2019-session/



— STEP 5 - WHERE?

STEP 5: WHERE are the resources?

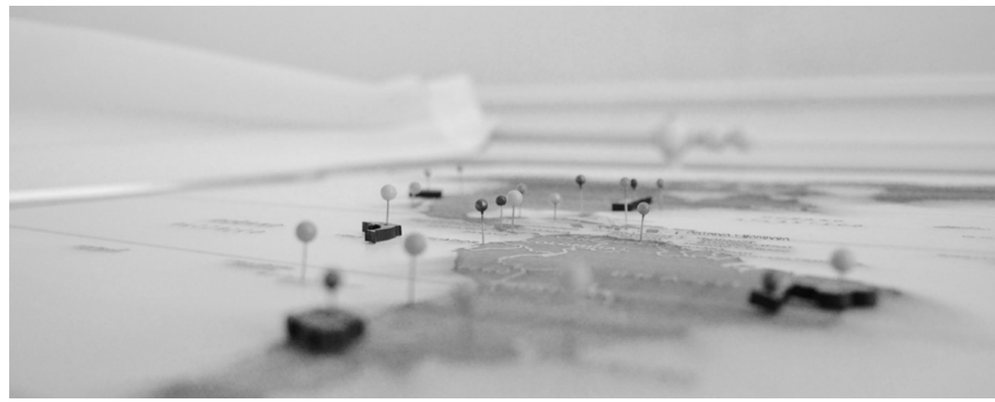
- **WHERE CAN I FIND RESOURCES? (HUMAN, FINANCIAL, PHYSICAL, INTELLECTUAL...)**
- **WHERE CAN I FIND EXTRA KNOWLEDGE?**
- **WHERE DO I SEE MYSELF IN THE FUTURE?**
- **WHERE DO I WANT TO VOLUNTEER? - WHAT SHOULD THE COOPERATION AND WORK CULTURE/ ENVIRONMENT FULFILL FOR ME (PEOPLE, FINANCES, PHYSICAL ACTIVITIES, ...)**

GUIDELINES AND TUTORIAL

CREATE A THOROUGH AND MINDFUL RESOURCE PLAN

Equally as important is the quality of any resources you use. Don't just take whatever comes your way; find a balance between cost and worth.

- Where are the resources coming from, and where are they going?
  - Make a list of everything you need for your campaign and then try and identify where you can find support for each.
- Where will you be allocating your resources?
- Where can I find more information?
- Where should I publish and promote myself?



INSPIRING RESOURCES

«My resources are drawn from exchanges and the strength of ideas.»

Corine Mirlin
General Secretary, French Federation for Company Sport

«Very simply, I believe the main resource is ... myself, thanks a lot to my parents. A reasonable intellectual level, hard work capacity, the willingness to be almost excellent in everything I am doing, the physical healthiness and appetite for sport, and a bit of chance as usual, to meet the right people at the right moment.»

Marie-Catherine Boinay
Treasurer, PWN Global

«The best resources are definitely the human ones, and all the values that I learn from my mentors and my family such as integrity, respect, honesty and humility.»

Marion Guigon-Lacroix
General Secretary, European Olympic Academy

«Act as a leader at all times. You cannot take a leave ... people always look at you as the leader, so be as normal as possible, then you don't play a role. You are the role. Make people around better than they were before ... If I can work with strong people, then I become a stronger leader.»

Anneke van Zanen-Nieberg
President, National Dutch Olympic Committee

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
GUIDE: *Guide on EU funding for sports industry 2014-2020* by EU Sport Clusters Alliance	This document is mapping all EU funded opportunities for sport.	https://www.clustercollaboration.eu/sites/default/files/profile-article/guide_on_eu_funding_for_sports_industry_2014_-2020_.pdf
DATABASE: *International Grants* by Non Profit Expert	This database provides a detailed list of international grants available to non-profit organisations and a quick explanation of their purpose. Note: You may found similar database at national level	https://www.nonprofitexpert.com/international-grants/
A TOOLKIT/CHECKLIST: *Analysing your club's financial health* by the Australian government	Because it can help you understand and look for some key indicators and ratios. You will therefore be better equipped to look for useful information and understand how the resources of the organisation are allocated.	On the Government of South Australia website: https://sport.nsw.gov.au/sites/default/files/Club%20health%20check.pdf
ARTICLE: *Social media guide for political campaigns* by Heliz Mazouri	New ideas on how to brand yourself and be an actor of your messaging on social media. If your life aligns with the way you present yourself on social media (i.e. you are true to yourself), people trust you much more easily.	https://sproutsocial.com/insights/social-media-for-political-campaigns/
Know your leaders	In your home country you should know who is in charge of the highest sport organisations and ministry of sport.	Available on organisation's websites



STEP 6 - WHEN?

STEP 6: WHEN are the deadlines?

- **WHEN IS THE ELECTION?**
- **WHEN CAN EACH MILESTONE BE ACCOMPLISHED?**
- **IF ELECTED, WHEN DO I START WORKING IN MY NEW POSITION?**
- **ARE THERE ANY DATES WHEN I WILL NOT BE AVAILABLE?**

GUIDELINES AND TUTORIAL

CREATE YOUR PROJECT TIMELINE

Know your schedule, and make some space, whenever possible, for flexibility. Work backwards from the final deadline, but take into account that it can always change. Anticipate hold-ups. That way, when they don't happen, you can do some fine-tuning instead.

- When is the last-drop deadline?
- What are the factors or events that are calling for a a date (a meeting, an ad campaign, an event)?

Remember: Election date is not the end date - if elected, that's when the real work begins! :)

MASTER YOUR TIME, DON'T LET IT MASTER YOU!

- Be patient. Everyone has their own timeline.
- Plan your week. Then you will be able to counteract unexpected events.
- Turn off your phone! Get rid of anything that might distract you while working. When is the last-drop deadline?



INSPIRING RESOURCES

«We have only one life on earth, it is important to live as much as possible, your own life, to lead it in line with your values. For me they are, kindness, respect, collaboration and boldness.»

Françoise Derolez
President, PWN Paris

«After my International Hockey career I realized I didn't want to leave the sport's scene. But what exactly I wanted to do is still not clear to myself: I see a growing path and a journey, but not a final aim.»

Sabina Zampetti
Chair of England Hockey

«I don't think there are any deadlines. We can dream and make plans all our lives and put them into practice when we are ready. We can also quietly wait for this very special moment, a special person to drag us with them to the lead or to our adventure.»

Magdalena Nazaret
Executive Board Member, European Hockey Federation



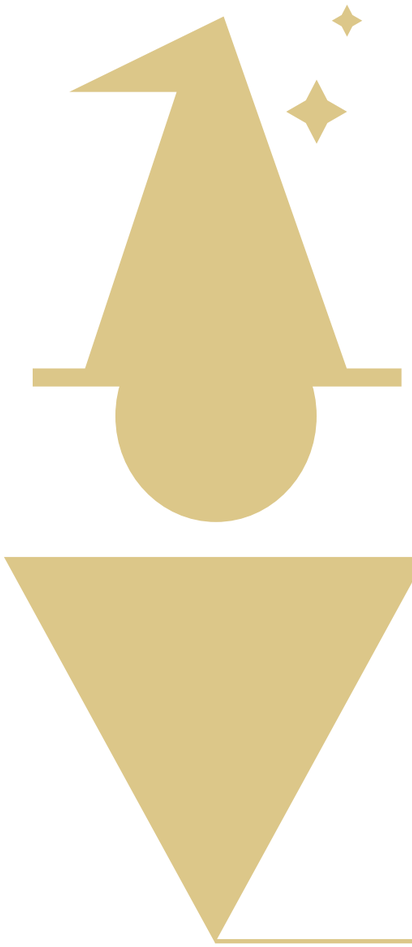
WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
DOCUMENT: The statutes and by-laws of the organisation you are targeting	In terms of election process, they must mention the timeline. I.e. they are the playbooks for the election.	On your organisation website (or on the request to the administration)
TedX VIDEO: *How to Multiply Your Time* by Rory Vaden	Hints on how to take your time and organise yourself. You can't solve today's time-management challenges with yesterday's time-management strategies. And it's all about 'self-management'.	https://www.youtube.com/watch?v=y2X7c9TUQJ8
BOOK: *Welcome your success* by A.J. Novak	Solutions and practice techniques to better manage your time and achieve your goals.	In any bookstore or library
BOOK: *The Power of Habit* by Charles Duhigg	Deeper understanding of how to break bad habits, create new ones, and maintain those that work. How to stay productive on a day-to-day basis.	In any bookstore or library



CONCLUSION

The SWinG Formula for women to be elected

We would like to thank all of our role models for their time, their personal stories and various insights into leadership. Due to invaluable answers, we have been able to find a common formula, that might work for every woman who aims to hold a decision-making position in a sport organisation. The fundamental principles are:



SUPPORTIVE ENVIRONMENT
family, friends, allies

ROLE MODELS
to look up to

SENSE OF PURPOSE

READINESS
to take up challenges

ABILITY
to listen and connect with others

OPPORTUNITY

The inspirational quotes provided by our role models are only short pieces of their leadership stories. To read their full interviews, please visit:
www.gamechangeher.org/interviews-with-role-models/

Appendix

No matter the position or the status of the organisation you are targeting, do your homework: know who are the people surrounding you, and know who will vote.

LIST OF RESOURCES TO GO THE EXTRA MILE

GENERAL LAW KNOWLEDGE ON SPORT

Statute of your highest sports organisation (National Olympic Committee or Ministry of Sport)	In each country, the highest ranking sport organisation governs the sport system, by laying out the principles in their Statute. All other organisations must follow them. This will help you understand how the sport system works in your country.	By EU law all statutes are to be made public on the website of the organisation.
Statute of national federations	If you are interested in becoming a leader of a specific organisation, it is recommended to read their statute and understand its' internal layout.	Websites of the chosen sports federations/associations/ organisations etc.
The EU White Paper on Sport	In this document, the European Commission addressed sport related issues in a comprehensive manner for the very first time.	https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52007DC0391
Action Plan Pierre de Coubertin	The accompanying document of the EU White Paper for sport. Principles proposed by Pierre de Coubertin.	https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52007SC0934
EU Sports Law and Policy	The book investigates the birth of EU sports law and policy by examining significant court decisions, the possibility of exempting sport from EU law, sport and the EU treaty.	Sports law and policy in the European Union, Richard Parrish
International Olympic Committee and the International Paralympic Committee	The highest sport organisations in the world.	https://www.olympic.org/the-ioc https://www.paralympic.org

SWinG Partners

FFSE
www.ffse.fr/

Athletes for Hope
www.athletesforhope.org/

European Federation for Company Sport
www.efcs.org/

Circolo Canottieri Lazio
www.canottierilazio.it/

European Hockey Federation
www.eurohockey.org/

ENGSO Youth
www.youth-sport.net/

Les Femmes Chefs d'Entreprises Mondiales
www.fcem.org/fr/

Professional Women's Network
www.pwnparis.net/

Sports Club Partizan Skofja Loka
www.sdpartizan.si/

University of Copenhagen
www.ku.dk/english/

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 SPORTS CLUB PARTIZAN SKOFJA LOKA

The Partizan is a local sport club located in Škofja Loka, Slovenia. It organises different leisure sport programs (aerobics, gymnastics, table tennis, karate, archery, running, dance, beach/indoor-volley, workouts for kids and seniors) in/for the local community of Skofja Loka (15.000 inhabitants). The activity of the club is oriented towards promoting health, inclusion, participation, solidarity, tolerance, dialogue, volunteering, youth leadership empowerment and European awareness. With around 2000 members, the club is among the larger members of the Sports Union of Slovenia, the largest sport-for-all association of the country. Sports Club Partizan Skofja Loka is acting as IO5 co-leader.

ABOUT CIRCOLO CANOTTIERI LAZIO

Lazio is the oldest and largest multisport society in Italy founded in Rome on January 9th 1900. As a Multisport club Lazio promotes several sport disciplines, both professional and grass- roots, within the same organization and denomination: currently more than 10.000 athletes are enrolled in 44 sections and 18 associated activities, practicing more than 70 different sports, with a strong social focus in Olympics, Paralympics and Special Olympics disciplines. Circolo Canottieri Lazio is acting as IO5 co-leader.

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 5

WWW.GAMECHANGEHER.ORG



SWinG
Supporting Women IN achieving their Goals

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

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