

INTELLECTUAL
OUTPUT

6

TOOLKIT 2

HOW TO RUN AN ELECTION COMMUNICATION CAMPAIGN

Guidance on 9 different types of
communication methods

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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 Rachel May, Polona Fonda and Ugne Chmeliauskaite from ENGSO Youth, 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 ran between January 2019 and December 2021- has been created to facilitate and support emerging/aspiring women sport leaders in achieve election to change-making positions 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 of the governance of sport.

► WE BELIEVE IN DIVERSITY IN SPORT GOVERNANCE! NOT SIMPLY TO SATISFY QUOTAS, BUT RATHER 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 Outputs¹ 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

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 too 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

This toolkit is here to support you during the communication phase of your election campaign in which you will promote yourself, your ideas and your contributions to the relevant people to the right people. They will then decide if you are the right person to lead them. This toolkit will provide general guidance, expert advice from those who have been there before, as well as step by step instructions on how to prepare a speech; how to write a great CV; how to become a recognised face in the community; or how to get your social media profiles election-ready.

Election communication or an election campaign can come in all shapes and sizes. The type of communication you choose to adopt within your election journey will depend on:



THE ROLE
within the board that you are standing for.



THE ELECTION
process outlined by your target organisation.



THE CULTURE AND EXPECTATIONS
of the organisation or sport sector in your region, country or continent.



THE DEPTH AND STRENGTH OF YOUR NETWORK:
current relationship with the organisation and its members.



OTHER COMMUNICATION OPPORTUNITIES
you are prepared to make the most of it.

WHAT MATTERS =
EFFECTIVELY COMMUNICATE YOUR INTENTION TO STAND FOR ELECTION AND
CONVINCE RELEVANT PEOPLE!

How to run an election communication campaign

The following tools were highlighted as the ones most commonly used by previous leaders in business and sport when communicating their candidature:



NETWORKING



WRITING A CV/RESUME



WRITING A SPEECH



PRESENTING & PUBLIC
SPEAKING



IDENTIFYING THE KEY
MESSAGE



LETTER OF MOTIVATION



PREPARING FOR INTERVIEW



ONLINE CAMPAIGNING

Other tools that are also important for election and included in this toolkit are:

A few things to make sure you get the most out of this toolkit:

- Be clear on why you want to stand for election.
- Remember that the organisation exists to serve its sport, its society and its members, not you.
- Be authentic and diplomatic in your communication.
- Identify someone in the organisation who can support and advise you.

Over 20 successfully elected leaders from across the sport and business sector in Europe were surveyed during the development of this toolkit and their personal experiences and advice have been incorporated throughout the document.



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





THEORY AND PURPOSE

Theory and Purpose of Election Communication

► HOW TO USE THE SWING ELECTION COMMUNICATION TOOLKIT

The SWinG Election Communication Toolkit is specifically designed with sport in mind. It is designed for users who are leaders in sport, and who have decided to stand for election in a specific sport organisation. This may be an organisation they are already affiliated with, or not.

Have you have been developing your influence and leadership within your sport - and have you decided it is time to take the next step and volunteer for the board of your chosen sport organisation? Once you have decided 'why, where, when and how you're going to stand for election (see 'SWinG IO 5: Toolkit "How to Become an Elected Decision-maker in Sport")', you will need to inform yourself on the election procedure of your organisation and then you are ready to use this toolkit to start planning your election communication.

The Toolkit provides a range of communication tools that you may be required to fulfill or choose to implement to further increase your chance of success. **Consider the list of 8 tools and decide which are relevant for you.** Explore each of your chosen communication tools further by:

- A. Understanding the objectives, principles and methodology of each communication tool.
- B. Discovering honest advice and learnings from successfully elected leaders in sport and beyond.
- C. Actioning the next steps to start designing your own unique communication that will convince others to vote for you.

► WHAT IS ELECTION COMMUNICATION?

Election communication is the strategic communication activities you implement ahead of standing for election, within the decision-making body of a sports organisation, to convince people to vote for you. Ultimately your election communication will be your declaration to stand for election as well as your opportunity to let people know why they should want you leading the organisation and collaborate with you. **Election communication or an election campaign can come in all shapes and sizes.** The type of communication to prepare will depend on the culture of the organisation in which you intend to stand for election. Some may plan a full scale promotional campaign whilst others may make more discrete plans to network and prepare for candidacy.

The type of communication you choose to adopt within your election journey will depend on:



It will be up to you to understand the election process and the expectations of your target organisation and its members; and then understand your own strengths and readiness to maximise different communication opportunities. It may be helpful to identify a knowledgeable contact in the organisation who can advise and support your preparations.

In theory, your election can be successful down to a long history of strong collaboration and communication over many years; however, for the purpose of this toolkit - we will focus on the period between your decision to stand for election and the election itself. This period of time will of course vary depending on the timelines set by your target organisation or your own personal planning.

It is not necessary to run a full blown politicized election campaign making you infamous nationwide - but it is essential that you **effectively communicate your intention to stand for election and convince relevant people**, i.e. individuals with voting rights or people with alternative influence, that you are the right person for the job. Keep in mind that a communication plan starts with a clear understanding of where you are and where you want to be after the election campaign.



► GENERAL ADVICE



BE AUTHENTIC

There are lots of different communication styles, but be true to who you are and your motivations. You need to believe in what you are saying for others to believe in you. If you are truly passionate and confident about your motivations for standing for election, this will come across.

BE PROACTIVE



If you are reading this, you are already taking the next step within your organisation and sport, to stand for election, but now make sure it's done with all your heart. Engage, ask questions, connect with the people who don't know you yet and don't forget where you've come from. If you were a coach, or a player - take your team with you on the journey.



BE PRESENT

Get yourself known and recognised within the organisation. There are official and unofficial meetings and events at every level - make sure you take the time to be present and take these opportunities to engage.

LISTEN



You should be listening more than talking. Take the time to hear what others in the organisation care about; hear from others who have been there before you and learn; get honest feedback from people you trust in the organisation so that you can improve. Listen to more than the words, make sure you are aware when someone is not to be convinced or if you are being too forceful in trying to persuade people.



BE PATIENT

Rome wasn't built in a day - becoming a great leader can take time. Make sure you use the tools which are comfortable for you. Plan in advance, practice and be consistent in your message.

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.





TOOLKIT

Election Communication Toolkit

The following pages include guidance and instruction on different types of communication methods. It is for you to choose which of these are relevant for your election journey. This will depend on the requirements of the target organisation; the culture of the target organisation, as well as your own personal strengths and preferences with regards to communicating your message.

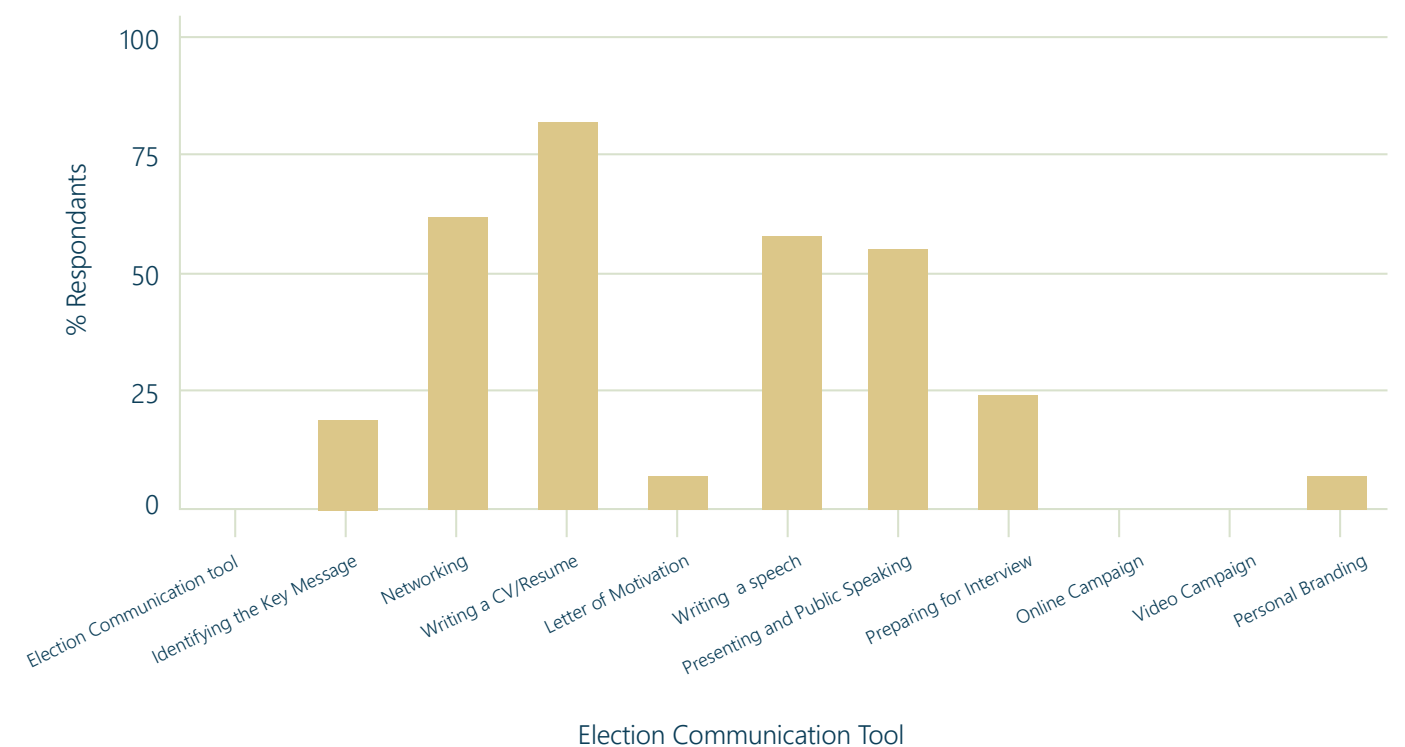
- ▶ 1. IDENTIFYING THE KEY MESSAGE
- ▶ 2. NETWORKING*
- ▶ 3. MEETINGS
- ▶ 4. WRITING A CV/RESUME*
- ▶ 5. LETTER OF MOTIVATION
- ▶ 6. WRITING A SPEECH*
- ▶ 7. PRESENTING AND PUBLIC SPEAKING*
- ▶ 8. PREPARING FOR INTERVIEW
- ▶ 9. ONLINE CAMPAIGNING

**Voted among the most commonly used tools by the experts and partners*

Upon gathering experiences from current elected sport leaders it was apparent that preparing a CV; preparing and making a speech and networking were among the most common communication tools used during their election process. However, as described, there may be others that you will choose to use or that will be required of you. One thing to keep in mind: having such a plan enables you to be proactive and credible hence opening path to success.

▲ Survey of Elected Leaders in Sport

Have you done any of the following things to campaign for your election?



1. Identifying the key message

OBJECTIVE

The purpose of identifying the key message is to be consistent with all your communication activity. It is also essential to verbalise why you want to stand for election and why members should elect you onto their board. For a more in-depth exploration refer to the Toolkit 'How to build my election agenda and become an elected decision-maker Leader' (SWinG IO 5). Keep in mind that this role exists to support an organisation and its member base, which means, it is not about you, but about them.

METHODOLOGY

1. ANSWER THESE QUESTIONS FOR YOURSELF:

A. Why do I want to be elected in this organisation?

«From A - Z my campaign for the election was focused on what I know best, love doing and want to share with others. I tried to show my passion through my experience and knowledge.»

Magdalena Nazaret
Board Member, European Hockey Federation

What values does the organisation represent - and what do I care about with regards to the sport and the organisation?

- B. What strengths, skills and experience do I have that I can lend to the organisation if I am elected?
- C. What are the challenges, opportunities and priorities of the sport organisation? What are the solutions I could bring to the table?

«There will not be an election just because of the person him/herself, the person should fit in perfectly with his or her competences to enrich the board.»

Michael Leyendecker
Treasurer, ENGSO

D. What difference do I want to make if I am elected?

«Having been a member of the Organisation for 10 years, I tried to think about what the organisation's members needed, before thinking about what my skills were, or even what the Board was looking for.»

Pierrette Doz-Perdrix
Global EMBA Assistant Director Recruitment, INSEAD

E. Go through your responses and ensure they are concrete and memorable.

«Be concrete and simplify the message.»

Arantxa de la Peña
Director, GAES-Amplifon Group

«I prepared a theme: 'Head and heart' and explained what it would mean for the members.»

Marijke Fleuren
President, European Hockey Federation

2. CONSISTENTLY ADOPT YOUR KEY MESSAGES IN YOUR COMMUNICATION ACTIVITIES


so others get to know you, what motivates you and what you can offer the organisation.

«It is important to express in your campaign what you want to achieve in your campaign and what are your key differentiating factors.»

Cecile Bernheim
Advisory Board Member, PWN Paris

3. DO NOT BE SCARED TO BUILD ON OR UPDATE YOUR KEY MESSAGE.

As you network, listen to others and get a better in-depth knowledge of the organisation you might find reason to re-tune your 'offer'.

FOR EXAMPLE	
<div> VIDEO:</div> <div>Notice the strength of the key message in 'The Speech that made Obama President':</div>	https://bit.ly/3gNSF5e
<div> FURTHER READING:</div> <div>'How to create compelling key messages', K.Harrison (2020):</div>	https://cutt.ly/kj1ggQi

2. Networking

OBJECTIVE

Networking, as most successfully elected leaders in the sport sector will say, is an essential part of the process and role.

Indeed, networking takes time, but allows you to build rapport and relationships with individuals who may be influential or supportive in your ambitions to be elected. To network effectively you must be proactive - attend events and opportunities where you can meet relevant stakeholders, and find ways to communicate with them. You must also be **genuinely curious, in order to build and sustain real relationships**. Follow up with those you are lucky to meet, find opportunities to connect, collaborate and learn from each other. Networking is the art of turning contact into connection.

Networking will be natural for some, but 'networking is work' - rest assured it does not always come easy and you may find it challenging or awkward at times. Having someone who can introduce you can help with the initial contact.

METHODOLOGY

1. IDENTIFY AND WRITE DOWN WHO YOU ALREADY HAVE IN YOUR NETWORK/ARE ALREADY CONNECTED WITH.

«In my case, it was a small association, so it was most effective to have conversations with the main figures of the federation.»

—
Zsuzsanna Bukta
Assistant Professor, ELTE University Budapest

2. IDENTIFY AND WRITE DOWN IF THERE ARE ANY PARTICULAR INDIVIDUALS WHO YOU SHOULD AIM TO MEET.

«Define what kind of people or groups you want to be with, jump to meet people, get out of your usual circles.»

—
Zsuzsanna Bukta
Assistant Professor, ELTE University Budapest

«I talked to a couple of former presidents, that helps.»

—
Anneke van Zanen-Nieberg
President, NOC*NSF

3. IDENTIFY THE EVENTS AND OPPORTUNITIES WHERE YOU CAN CONNECT WITH THESE PEOPLE.

These may be formal events organised by the sport organisation you are targeting or external events that will be relevant for you and your organisation. E.g. competitions, conferences, social

«Be present at sport events, conferences, around the hot spot and be prepared, always updated with the recent news not just from the sport world.»

—
Anett Fodor
Hungarian Football Federation

4. IF THEY ARE DIFFICULT TO MEET IN PERSON - IDENTIFY OTHER WAYS OF REACHING THEM - ask to be introduced, connect on LinkedIn, contact by email - and aim to arrange a meeting or call.

5. AIM TO BUILD A GENUINE RAPPORT WITH INDIVIDUALS, FIND COMMON INTERESTS AND PRIORITIES TO DISCUSS.

«Within networking, I have a very special interest in connecting people; I really like to find common interests between 2 people and have them start a conversation. I also noticed it actually pays back so it is a very effective way to have people thinking of you.»

—
Pierrette Doz-Perdrix
Global EMBA Assistant Director Recruitment, INSEAD

«Do research on allegiances and other candidates. Recognise where you can be successful, but also where you are unlikely to get support.»

—
Inez Cooper
Board Member, European Hockey Federation

6. YOU CAN THEN SHARE YOUR INTENTION TO STAND FOR ELECTION, AS WELL AS RELEVANT 'KEY MESSAGES'- (See Chapter '1. Identifying the Key Message').

7. MAINTAIN CONNECTIONS AND KEEP YOURSELF ON THEIR RADAR- relationships need work, and you need to demonstrate how serious you are.

«Networking needs the building of good relationships with stakeholders, it consists of a long procedure of creating trust through your actions and hard work.»

Sabina Zampetti
Board Member, European Hockey Federation

«Apart from being active during meetings and events, you need to interact with people between meetings, using social media and also personal contacts.»

Stefan Bergh
President, ENGSO

8. BE CURIOUS AND ASK QUESTIONS - you will be more effective and influential when you speak if you have really listened.

9. MAKE SURE TO END CONVERSATIONS WITH A REASON OR WAY TO BE IN TOUCH. Say that you will follow up with some more information about a project you are working on, ask for the person's business card (or provide your business card), or identify the next event at which you will meet. Make sure it is mutually beneficial and make sure you follow through on your promise to be in touch!

«Inform and nurture your network - build alliances.»

Cecile Bernheim
Advisory Board Member, PWN Paris

10. ALTHOUGH IT HAS BEEN LISTED ABOVE AS INSTRUCTIONS, SUCCESSFUL NETWORKING IS ACHIEVED THROUGH GENUINE CURIOSITY - so be relaxed, ask questions; be approachable, be yourself- and others will enjoy learning who you are. In short: give before you receive.

FOR EXAMPLE



APPLICATION:

Check out the mobile application 'Scorecard' from Dr Ivan Misner which can help you learn to be proactive and well organised when it comes to networking.

<https://ivanmisner.com/scorecard/>



FURTHER READING:

'How to Win Friends and Influence People',
by Dale Carnegie

In any bookstore or library



3. Meetings

► OBJECTIVE

During a campaign you organise meetings, and you may be asked to participate in them. Depending on the organisation you are targeting, those meetings may range from steering committee meetings, to campaign planning meetings and election meetings.

So campaign and communication meetings may vary widely according to objective (the content), tone, setting as well as degree of formality not to forget your role (organiser / facilitator / speaker).

However, the work upstream of communication meetings is essential as well as training and practice (see further sections 'Writing a speech' / 'Public Speaking'). No matter what kind of meeting you will be attending, it is important to be thoroughly prepared.

► METHODOLOGY

1. HAVE PREPARED AND READ ALL THE DOCUMENTS SENT IN THE INVITATION - DO YOUR HOMEWORK.

If this sounds trivial to you, great.

If not, doing your homework will help you show up as confident and informed, some people will trust you more easily. These preparatory measures indicate that you're serious about the meeting at hand. Plus, this will help you figure out how to approach participants. Last but not least, you will stand out because this is not that common!

2. INFORM YOURSELF ABOUT THE HOUSE RULES - DO YOUR HOMEWORK 'PART 2'

The more you know about the rules of use according to the country and the organisation, the lower your stress, the less chance of making "small faux pas". This will help you keep a positive energy. House rules may include "dress code" and special approach or timing to make your voice heard.

Real life example: for EPAS meetings, you turn your name tag vertically when you want to speak, something unusual.

3. PREPARE AT LEAST ONE QUESTION - SHOW UP AS AN ACTOR OF THE MEETING

And one tip here can be to actually have a question as a conversation opener and ensure everyone attending will take part: engage the audience. Keep in mind as well that by asking a question you can: demonstrate your curiosity and willingness to learn and/or be the initiator of a positive circle of give and take.

4. BE PROACTIVE AND SOLUTION-ORIENTED IN YOUR INTERVENTIONS - CONVEY THE IDEA THAT YOU ARE HERE TO SERVE.

Be mindful of your tone as well as the timing and focus on being helpful and constructive. In an election communication campaign, your role is to hear the needs and come forward with solutions or further questions.

That's part of how you will "brand yourself" so that the voters have a clearer understanding of what you as a candidate stand for.

5. KNOW YOUR POSITION

Linked to the organiser and audience expectation and based on this, compose a personal statement - be ready to convey the right message at the right moment.

For the purpose of an election communication campaign, it is highly advisable to get meaningful concrete examples of your own Action Plan / Election Agenda (or Portfolio) if you have one already. Indeed, people are more likely to vote for you if they believe that you can achieve something for the organisation. So your message shall not only be truthful and credible but also speak to the heart of your voters.

One effective trick for this statement is that it should be the answer to the question "why are you running for this position?" or "why should I support you?". It circles back to the branding element mentioned earlier and it's about aligning your image and message.

RESOURCES



FURTHER READING:

If you are the organiser:
A trick to get everyone involved

<https://capitalcampaignmasters.com/get-everyone-talking-at-your-capital-campaign-meetings/>



4. Writing a CV/Resume

OBJECTIVE

A Curriculum Vitae (CV) or Resumé may be a requirement of the organisation in order to formally express your intention to stand for election. It will also be used to inform stakeholders about you and your experience relevant to the position. CVs allow for a fairly quick comparison of candidates, so if you need to submit a CV you need to make sure it stands out, and for the right reasons.

METHODOLOGY

1. FIND OUT WHETHER YOU WILL BE REQUIRED TO SUBMIT A CV IN ORDER TO STAND FOR ELECTION.

If it is not a formal requirement, you may find it useful to this anyway, as a preparation exercise to define your strengths and your story of experience.

You should not simply submit the CV you use for job applications. This one should be tailored to the board position you are targeting.

«CV should focus on sports background and requested competences for the role.»

—
Sabina Zampetti

Board Member, European Hockey Federation

2. USE A NEAT TEMPLATE (SEE TEMPLATES BELOW) OR DESIGN YOUR OWN, THAT PRESENTS ALL THE INFORMATION IN A CLEAR FORMAT.

Your CV should be short and succinct (maximum 2 pages).

«I already had my CV prepared - using a short and clear document of 2 pages, that identified clear points of experience. It is important to update the CV to make sure that relevant experience is highlighted.»

—
Ugne Chmeliauskaite

Chair, ENGSO Youth

3. WITH REFERENCE TO YOUR KEY MESSAGES (SEE CHAPTER 1), BE CLEAR ON WHICH COMPETENCIES AND WHICH EXPERIENCES YOU WANT TO DEMONSTRATE THROUGH YOUR CV.

4. ENSURE EVERYTHING IN THE CV IS STRONG AND RELEVANT FOR THE ROLE.

«Focus on how your resume can contribute to the organisation.»

—
Arantxa de la Peña

Director, GAES-Amplifon Group

5. PROVIDE DETAILS UNDER EACH RELEVANT EXPERIENCE THAT HIGHLIGHT YOUR LEADERSHIP QUALITIES AND RELEVANT SKILLS AND COMPETENCIES.

«Highlighting again what is of interest to the Organisation members + leadership experience.»

—
Pierrette Doz-Perdrix

Global EMBA Assistant Director Recruitment, INSEAD




CV- EXAMPLE 1

GOOD PRACTICE EXAMPLE	WHAT WE LIKE ABOUT IT
<p>[Extract from a real CV]</p> <p>Professional Career</p> <ul style="list-style-type: none"> • Teacher Labour Law and social security MEAO, Assen and Zoetermeer, 1981-1991 • University Lecturer Labour Law and Social Security, University Leiden, 1992-2005 (publications: see www.leidenuniv.nl) • Interim CEO Post Graduate Education, University Leiden 1999-2000 • Director KNHB, 2002-2012 • Project Coordinator and Member of the Board of the Programm 'To a more safe Sport Environment (Naar een veiliger Sportklimaat), Delegated by the Ministry of Health, Welfare and Sport (Ministerie van VWS), 2011-2019 <p>(Sports) Administration (Voluntary)</p> <ul style="list-style-type: none"> • Board Member and Vice-President, Royal Dutch Hockey Federation (KNHB), 1994-2002 • Vice-president and President of KNHB Organisation Committees of 11 international Tournaments, 2000-2012 • Member of commission Colloquium Doctum, University Leiden, 1998- 2005 • Board member of the Association of Labour Law 1998- 2005 • Vice-president National Federation Employers in Sports, 1999-2007 • Editor Labour Law Annotations, 2000-2003 • Chair of the negotiation delegation collective agreement sport (CAO Sport), 2005-2008 • Member of National Committee "Good Governance in Sport", 2005 • Member Executive Board of the International Hockey Federation (FIH), 2011 – <p>[End of extract]</p>	<ul style="list-style-type: none"> ● Use subtitles to structure your CV ● Focus attention on the experiences that are most relevant (for example here the candidate has highlighted certain experiences in bold) ● Remember to include voluntary roles as well as paid positions. <p>The simple layout here with minimal detail is very effective when there is a large amount of information to include and gives no doubt on the wealth of experience underlying each of these positions.</p>

CV - EXAMPLE 2

GOOD PRACTICE EXAMPLE	WHAT WE LIKE ABOUT IT
<p>[Extract from a real CV]</p> <p>Myself in a nutshell</p> <ul style="list-style-type: none"> • 49 years old, married, two children. • BBA University of Amsterdam. • Entrepreneur with international experience. • Focus on communication, sales and marketing. <p>Journey of my responsibilities in Sport</p> <ul style="list-style-type: none"> • 8 years on the board of directors of the Saint Germain en Laye hockey club • Elected member of the Communication Commission of the European Hockey Federation • Member of the International Relations Commission of the FFH • Member of the European Hockey Female Leadership Forum • Organisation of numerous international tournaments for the FFH and SGHC in collaboration with the FIH and EHF (World League, Hockey Series Finals, Challenge Verrier) <p>[End of extract]</p>	<ul style="list-style-type: none"> ● Use subtitles to structure your CV ● Focus attention on the experiences that are most relevant. ● Demonstrate your path and long standing commitment <p>The simple layout here with minimal detail is very effective when there is a large amount of information to include. Note that the original example is displayed on a well-designed website which provides depth to this "simplicity" and gives no doubt on the wealth of experience underlying each of these positions.</p>

FURTHER RESOURCES

 <p>TEMPLATES</p> <p>Explore some CV templates here:</p>	<p>https://europa.eu/europass/en/create-europass-cv</p> <p>https://www.dayjob.com/cv-template-236/</p>
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5. Letter of Motivation/Cover Letter

OBJECTIVE

A letter of motivation (personal statement, cover letter, letter of interest, manifesto, etc.) may be a formal requirement of the organisation. It is a written document, usually in the form of a letter, that will be used to try to get a quick, but holistic impression of who you are and your motivations for standing for election. The content, as well as the tone and writing style will all contribute to the impression this document makes on the reader. Show who you are and what you are standing for AND make sure it is concise and to the point. Think of it as a conversation opener.

METHODOLOGY

1. FIND OUT WHETHER YOU WILL BE REQUIRED TO SUBMIT A LETTER OF MOTIVATION IN ORDER TO STAND FOR ELECTION.

2. CREATE A FORMAL LETTER FORMAT

That includes the recipient's name and address; your contact details; the date; and subject of the letter. It is key to state your purpose for writing at the very beginning.

3. CREATE SUBHEADINGS FOR THE DIFFERENT AREAS YOU WISH TO INCLUDE

This will give you structure for writing and make for easier reading. Consider your key messages that you identified in Chapter 1. In this main body of your letter, explain how your skills, knowledge and experience make you an excellent candidate. The aim is to strategically exemplify (use examples) your reasons and motivation to stand for election.

4. AVOID CLICHÉ PHRASES AND STATEMENTS THAT LACK SUBSTANCE

For example, instead of saying 'I am passionate about sport', demonstrate your passion by highlighting sports you play, roles you have had in sport, achievements you have had in sports, time that you have volunteered towards sport, initiatives you have led to improve sport, etc.

«The hardest part is to personalise it and not to make it sound like a motivational paper for anything.»

Ugne Chmeliauskaite
Chair, ENGSO Youth

5. MAKE IT A MANTRA THAT IT'S NOT ABOUT YOU BUT ABOUT THEM.


Fine-tune your letter to demonstrate how you will answer their needs.

6. END WITH A STRONG SENTENCE THAT IS SELF-AWARE, BUT DEMONSTRATES YOUR READINESS.

COVER LETTER - EXAMPLE 1

GOOD PRACTICE EXAMPLE	WHAT WE LIKE ABOUT IT
<p>[Extract from a personal election manifesto]</p> <p>Why am I enlisted?</p> <p>I wanted to get involved in the «Réussir avec les clubs 20-24» list because it is made up of women and men who are, for the most part, club leaders, very committed on the field and who are part of the «French Hockey Family». This team therefore has a perfect knowledge of the functioning of the clubs, which are the essential relays for the orientations of our federation.</p> <p>We have a lot of ideas and energy to animate hockey.</p> <p>This list also shows pragmatism and creativity to develop practices (from feisure to adapted hockey, from women's hockey to health oriented hockey) and to animate the associative life. We know how to do a lot with little, are agile and know how to bring out all the talents of our men and women. Above all, we want our federation to develop and grow. We aim at focusing on the management method to ensure its financial stability.</p> <p>[End of extract]</p> <p>More about the «Réussir avec les clubs 20-24» list: https://www.reussiraveclesclubs-20-24.fr (in French only)</p>	<ul style="list-style-type: none">● Use subtitle to clearly showcase the point● Focus on the team and its assets● Demonstrate the focus and ambition of the Election Project Action Plan introduced <p>Combined with a solid Election Project Action Plan, this personal manifesto highlights the personal quality of the candidate putting the team and the organisation first.</p>

FURTHER RESOURCES

 COVER LETTER <p>It's tailored for job-search cover letters BUT includes great advice and example on how to demonstrate and exemplify your skills. Can be of some inspiration for your storytelling exercise.</p>	<p>https://www.indeed.com/career-advice/resumes-cover-letters/cover-letter-skills</p>
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6. Writing a Speech

OBJECTIVE

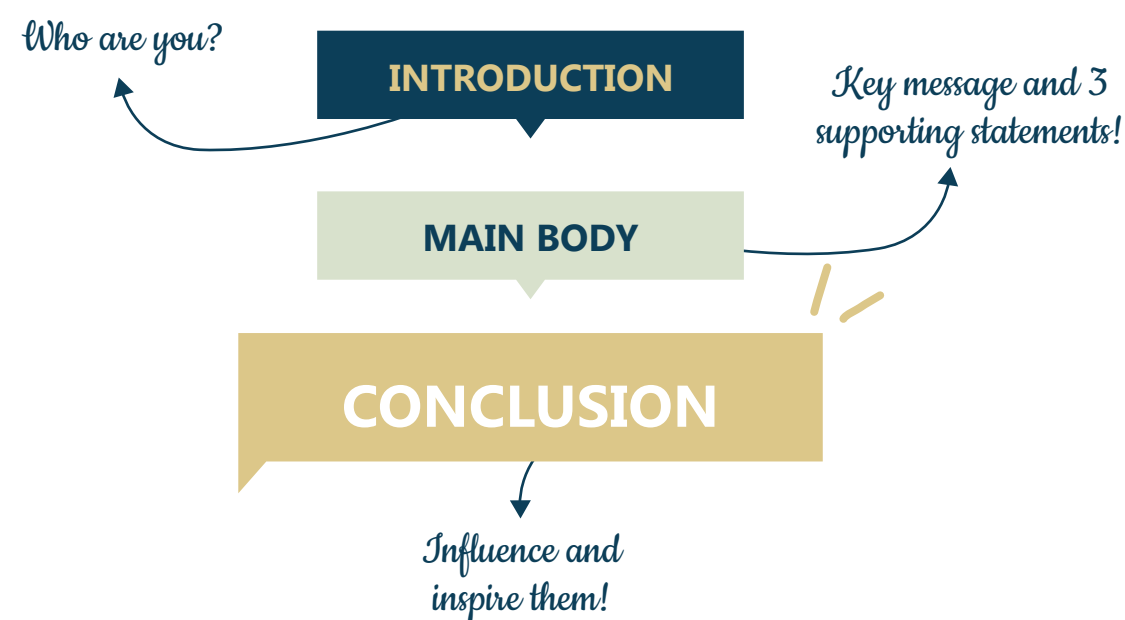
It is often expected that candidates standing for election will make a speech in front of voting members before they cast their votes. This may vary in length, but is more often than not, a strictly allocated slot of just a few short minutes. You may only have 2 minutes to present. During this time you will not be able to tell your whole story, but you should be able to present your key messages in order to convince the members that they should vote for you. As with the Letter of Motivation, the content of the speech is only part of it - your body language, tone and manner will speak thousands of words (See Chapter 7. Presenting and Public Speaking).

METHODOLOGY

1. WHEN YOU PREPARE FOR YOUR SPEECH, MAKE SURE YOU HAVE AN ANSWER TO THE FOLLOWING KEY QUESTIONS:

- **Who is my audience?** Find as much information as you can about your audience: demographics, sector, expectations. Networking and learning from members of the organisation about what is important to them will be key to ensuring you connect with them when it comes to writing your speech.
- **What is the context?** Find out whether you will be required to make a speech as part of the election process and what the conditions are.
- **What is my objective?** Be clear about what you want to achieve with your speech - and be realistic too! It's a good idea to write down your specific objective: "With this speech, I want to..."
- **What is my key message?** Summarize your key idea: what do you want people to remember about you after your speech? Go back to your key messages (See Chapter 1) and define what the one core message will be for your speech.

2. DEFINE A CLEAR STRUCTURE FOR YOUR SPEECH. THIS WILL MAKE IT LIKE A STORY - EASY FOR YOU TO REMEMBER AND EASY FOR YOUR LISTENERS TO FOLLOW. A SIMPLE STRUCTURE THAT YOU CAN USE IS:



«Emphasize no more than 3 key messages you want to get across.»

Martina Bote
HR Consultant, MBR

«For any speech, you must have max 3 key messages. You need to start first by capturing the attention of the audience with a question that will help them follow your thought thread. Make sure to use examples/illustrations they can relate to.»

Martina Bote
HR Consultant, MBR

«I wrote my speech using a negotiation method: introduction, 3 main points, supporting arguments and final remarks. Speech was 3 minutes long (sharp). It supported my main communication messages and gave the reason why I was stepping in the position.»

Ugne Chmeliauskaite
Chair, ENGSO Youth

3. ALWAYS MAKE SURE YOU HAVE A CLEAR INTRODUCTION AND CONCLUSION.

Finish strong: the first impression matters, but the last impression is crucial too. It's often the one people will remember most. Make sure your conclusion is powerful and restate your key idea.

«Define the points you want to develop, create an outline and then develop it. Be concise and direct. And transmit energy and positivity. Start and end your speech with the same concept, a concept unique and easy to remember.»

Arantxa de la Peña
Director, GAES-Amplifon Group

4. ONCE YOU HAVE DRAFTED YOUR SPEECH, REHEARSE IT OUT LOUD SEVERAL TIMES AND TIME YOURSELF.

If it's longer than the expected time, go back to your content and edit it. Rehearse again. You must avoid running out of time: if you do, you will fail to get your message across and you may appear under prepared. **Make sure your speech is well below your maximum allotted time.**

«Prepare your key messages and text. Rehearse and measure time to ensure to remain within the allotted time.»

Cecile Bernheim
Advisory Board Member, PWN Paris

5. TEST IT OUT

Let someone you trust and who has experience of running an organisation hear your speech. Ask for specific feedback about both your content and your delivery: is your message clear? Do you sound inspiring and confident when you deliver it? What could be improved?

«If I had to do it again, I would probably even insist more on my personal values and passions, rather than my professional skills. In the end, when you are an expert in your domain, what counts is the way you engage people and how much you love the topic.»

Pierrette Doz-Perdrix
Global EMBA Assistant Director Recruitment, INSEAD

6. NOW GET PRACTICING - SEE BELOW FOR PUBLIC SPEAKING AND PRESENTING



FOR EXAMPLE



VIDEO:

Martin Luther King Jr. 's 'I Have a Dream'
Still one of the best speeches ever. His message was clear and compelling, he uses vivid language to illustrate what he's trying to say, and he speaks to the head and the heart at the same time

<https://bit.ly/3h2nhz3>



VIDEO:

Steve Jobs: 'How to Live Before You Die'
Is a good example of getting across your message through a personal story

<https://bit.ly/3gO9gpu>



VIDEO:

Michelle Obama 'Democratic Convention Speech'
Maybe you will need to deliver a speech at a visio conference. See how Michelle does it - notice her personal content and tone.

<https://bit.ly/3vL8H4h>



VIDEO:

Beyonce 'Deer class of 2020'
Another great video recorded speech: Beyonce inspires the young generation by telling her story. Notice how her speech empowers the audience.

<https://bit.ly/3vL8H4h>

FURTHER RESOURCES



VIDEO:

'How to start a speech'
This presentation discusses how you can best start and end any speech

<https://bit.ly/3vOK1i8>



BOOK:

Allison Saphira - 'Speak with impact'
A good and comprehensive book on writing a speech and delivering it in public. She also has a website with several videos on how to improve your core public speaking skills (including how to manage stress)

<https://allisonshapira.com/>

Also available to our mentees is the SWinG Learner Manual.

7. Presenting and Public Speaking

OBJECTIVE

You have written something, but it's just a text until you actually deliver it in front of your audience: only then will it become a speech. If you are elected, your role is highly likely to involve presenting and defending ideas in front of different audiences. Public speaking is a key skill for leadership: you need to be able to communicate your messages convincingly, and confidently to rally people around them.

If you are required to make a speech as part of your election (see Chapter 5 - 'Writing a speech') - this is an opportunity to present more than the words that you say, but also who you are as a person and why they should trust and believe what you're saying. Everything from your tone to the way you dress to your body language will influence the impression you make on your audience. Ensure it is positive, strong, and lasting so that they vote for you to help lead their organisation!

METHODOLOGY

1. PRACTICE MAKES... CONFIDENT

Make sure that when you go to do your all-important speech, it is not the first time you have ever spoken in front of an audience. It is likely that to reach this point you have had to present to an audience before, but if not- try and find opportunities to do so. Prepare a presentation about your recent travels or a topic you find interesting for work colleagues; ensure you ask the panel a question at that next sport conference, or find an opportunity to represent your organisation at an event.

«Public speaking - it came along the way naturally, as I had to speak more and more in the public before/during and after elections.»

Ugne Chmeliauskaite
Chair, ENGSO Youth

«Practice, practice, practice. A good trick is to practice in front of a mirror.»

Arantxa de la Peña
Director, GAES-Amplifon Group

«To become more impactful, I prepare and rehearse a lot, so I can sound genuine and improvise, without looking for my words. I also signed up to ToastMasters a year and a half ago and this is very helpful.»

Pierrette Doz-Perdrix
Global EMBA Assistant Director Recruitment, INSEAD

ACTION

Record a video of yourself making your speech in the way you normally would. Watch it and carefully identify what works well and what could be improved. In particular, think about your body language and about the way you sound. Try listening to the video with your eyes closed and reflect on the way the speech sounds. **Try watching the video with the sound off and reflect on your body language.**

Notice that there are two things you need to be aware of when you deliver your speech: your body and your voice.

2. YOUR VOICE WILL CONVEY YOUR MESSAGE POWERFULLY. MAKE SURE YOU USE IT TO ITS FULL POTENTIAL.

There 4 things you can work on to speak with more impact:

A. **INTENSITY:** the way you project your voice so that everyone can hear you in a room. You won't always have a microphone, so get used to projecting your voice a little bit when you rehearse. As an exercise, you can imagine that your voice is a ball: when you speak, throw it away with enough energy so that it reaches the wall in front of you, and bounces back to you.

B. **INTONATION:** this is what gives life to your speech. Make sure you don't sound monotonous. If you do, people won't listen as carefully as they could, and your message won't stick. Show your passion and your enthusiasm - but don't go over the top either. Emphasise important ideas or words in your sentences. Change the tone in your voice as appropriate to indicate a question. Before your speech, always take at least 5 minutes alone. Ask yourself: what do I want my audience to feel? Identify the emotion you want to convey, and put yourself into that emotion. Be present to the moment: feel first, speak second.

C. **PACE:** this is the speed at which you speak. You should speak slowly and steadily - remember there may be non-native speakers in the room. If you are presenting in a different language - do not worry about making small errors, the tone and content of your presentation will be understood.

Use pauses at appropriate moments as a way to engage the audience. For example, a pause at the right moment might encourage the audience to reflect; give time for important words to sink in; or to allow for a reaction if you wish to make the audience laugh or answer a question or raise their hands.

D. **FREQUENCY:** your highs and lows. When you rehearse, try to record yourself. Notice if you have a tendency to finish your sentences on a high note. If you do: you may sound insecure, unsure of what you say. Make sure you finish your sentences on a low unless you ask a question.

3. YOUR BODY: THIS COVERS WHAT IS CALLED 'NONVERBAL COMMUNICATION' SO MAKE SURE YOUR BODY IS SAYING WHAT YOU WANT IT TO SAY. POSTURE, HAND GESTURES, EYE CONTACT, FACIAL EXPRESSIONS AND THE WAY YOU USE THE SPACE ALL MAKE UP YOUR BODY LANGUAGE.

Consciously try out different body languages and decide what helps you get your message across:

A. **POSTURE:** be aware if you'll be sitting or standing and then try out different postures, that inspire trust and confidence in the audience, but also make you feel comfortable and empowered. Try to keep your back straight: you will display more confidence. Keep your body open and facing the audience, and do not cross your hands or put them in your pocket.



B. **GESTURES:** It is recommended that you do not speak with paper in your hand, as this will minimise your eye contact and create a barrier between you and the audience, but it will also limit the use of gestures. You want to get the balance right with hand gestures. You don't want your hands overactive to the point that they distract the audience from what you're saying, but neither do you want to have them stuck by your sides or to a piece of paper. Use hand gestures to help describe what you're saying. For example, if you're talking about a decrease in sports participation, or the fact that you want to bring the private sector and public sector through sport - you can use hand gestures to help visualise this.



C. **EYE CONTACT:** Ensure you are looking at your audience. Make eye contact with individuals around the room - to make them feel like you're talking to them, but don't hold it for too long (2-3 full seconds is enough). Alternatively try focussing on a non-specific point in the audience, if you feel distracted by making eye contact. You can also say a full sentence while looking at a person, then look at another one when you start another sentence or idea.

D. **FACIAL EXPRESSION:** Smiling, is a great way to build trust and connection with your audience, however make sure it's appropriate with the content and context. If you are speaking about serious issues, then you should change your face expression as appropriate.

E. **OCCUPYING THE SPACE:** Try standing still, and then test out taking a small step sideways or towards the audience. Some movement looks natural, but if you find you are pacing too much you can try and think about hiding a small note under your foot.

FOR EXAMPLE	
<div> VIDEO:</div> <div>Oprah Winfrey - 'Golden Globes Award' Oprah keeps her audience engaged with a conversational and a passionate tone of her voice. A natural cadence adds clarity and energy to her speeches.</div>	<div>https://bit.ly/3vOTjDR https://bit.ly/3d6gYcw</div>
<div> VIDEO:</div> <div>Jacinda Ardern - 'Will you join us' speech at the United Nation is a good example of being eloquent and passionate while calling for action.</div>	<div>https://bit.ly/3d67TAy</div>

FURTHER RESOURCES	
<div> ARTICLE:</div> <div>'8 Elements of Confident Body Language'</div>	<div>https://bit.ly/3d4KDCK</div>
<div> ARTICLE:</div> <div>'Speech Pauses: 12 techniques to speak volumes with your speech'</div>	<div>http://sixminutes.dlugan.com/pause-speech/</div>
<div> VIDEO:</div> <div>Amy Cuddy - TED Talk about the power of body language</div>	<div>https://bit.ly/3vL8H4h</div>

Also available to our mentees is the SWinG workshop on the Art of Public Speaking (delivered by Murielle Cozette from the "Académie d'Art Oratoire de Toulouse").



8. Prepare for Interview or Questioning

OBJECTIVE

An interview (or 'Question and Answer' session) may be a formal element of your target organisation's election procedure. For this, you will have to be well prepared and ready to answer questions about your motivations, suitability for the role and ambitions within the role. Moreover, specific questions regarding the development of the organisation might be asked (e.g. naming your top priorities, your view on financial liability and possible sponsorships, strategic goals for the future). The interview will be a chance for a select number of organisation members to ask you questions which will be used as part of the selection process.

METHODOLOGY

1. FIND OUT IF YOU WILL BE INVITED TO AN INTERVIEW, AND WHAT THE FORMAT OF THE INTERVIEW WILL BE.

I.e. Who will be on the interview panel? How long will the interview last?

2. RESEARCH THE ORGANISATION, ITS MEMBERS AND THE INTERVIEW PANEL WELL.

«Study the profile of who is going to interview you, that will help you know how to approach the interview. And practice with one or some close people, asking them to be demanding.»

—
Arantxa de la Peña
Director, GAES-Amplifon Group

3. UNDERSTAND WHAT YOUR LEGAL RESPONSIBILITIES ARE AS A BOARD MEMBER.

This may vary depending on the legal structure of the organisation and the board in the country you are in.

4. CONSIDER WHAT VALUES YOU SHARE WITH THE ORGANISATION

And consider what examples you can use to demonstrate this.

5. ENSURE YOU ARE CLEAR ON YOUR KEY MOTIVATIONS AND REASONS FOR APPLYING FOR THE ROLE.

6. BE CLEAR ON WHAT SKILLS, QUALITIES, OPPORTUNITIES OR EXPERIENCE YOU CAN OFFER THE ORGANISATION (SEE CHAPTER 1)

Back all of these up with evidence to strengthen your responses.

«Preparation is key, it is important to anticipate questions.»

—
Martina Bote
HR Consultant, MBR

7. TRY TO STRUCTURE YOUR ANSWERS: ONE SENTENCE TO SUM UP YOUR IDEA, A COUPLE OF KEY POINTS THAT SUPPORT IT, AND A WRAP UP SENTENCE TO CONCLUDE.

This will prevent you from digressing too much, and will make you come across as confident and poised.

8. ENSURE YOU HAVE A FEW INTERESTING AND THOUGHTFUL QUESTIONS TO ASK TOWARDS THE END OF THE INTERVIEW.

It comes across well if you show curiosity and willingness to learn more.

FOR EXAMPLE

Sample of Campaign Interview Questions:

- What will you do.... for me/...my members/ ...my country?
- What will your contribution be?
- Why are you the right person?
- How do you consider the grassroots part of our sport?
- How do you see the connection between sport and society. What are you planning to do to make it happen?
- What does good governance mean to you?

FURTHER RESOURCES



ARTICLE:

SWinG Innov'Action Canva (see SWinG IO 4, page 38).

[Training Handbook towards Mentees Empowerment](#)

Available to SWinG mentees only is the SWinG Learner Manual

9. Online Campaigning

OBJECTIVE

Social Media platforms like LinkedIn, Twitter and Facebook offer enormous opportunity for online campaigning. This can also be an opportunity to directly engage with other stakeholders and your target organisation, albeit virtually.

Social media profiles are often used by others as a way to find out who you are and what you represent. It is a platform for your personal brand. You may also consider building a website if this is appropriate or expected in the organisation you are targeting.

METHODOLOGY

1. PART OF BUILDING A CAMPAIGN STRATEGY IS ALSO RESEARCHING THE ORGANISATION. SPEND SOME TIME EXPLORING THE ONLINE PROFILES OF YOUR TARGET ORGANISATION:

- A. How is the organisation structured?
- B. What are the organisation's values (which are being communicated to the public)?
- C. What is the organisation's branding and how is the organisation communicating their branding/message?
- D. How is the organisation speaking to the public?
- E. What is the political position of the organisation when it comes to communications?
- F. Which members of the organisation are active on social media, and might give you an opportunity to engage with?

2. ONCE YOU KNOW YOUR GOAL AND THE ORGANISATION YOU ARE APPLYING TO, START BUILDING/DEVELOPING YOUR PROFILE:

- A. Find out what your existing profiles look like to others.

ACTION

Use a friend's account to look at your profiles. Use an incognito browser to look at your profile as someone who is not signed in or who is not connected to you.

- B. Make a list of all the public social media platforms you currently have a profile on - this may include platforms you have not used in years.
- C. Decide for yourself which of these you would like to use as a 'professional' platform and which will remain purely 'personal'. Twitter and LinkedIn profiles can be particularly useful as professional communication tools. The suggested guidance below is primarily for the profiles you wish to use and promote in a professional capacity.
- D. Choose professional photos of yourself. Be creative but make sure the photo is high quality. Consider using a profile picture that you would be happy to use on the front cover of your autobiography. This is preferably a photo of you on your own (avoid group photos where it might not be clear who you are) with a neutral background or 'in action' to give an impression of who you are.
- E. Write your presentation in 2 short sentences and use them for the social media profile description section. Keep the message concise and clear. Write it based on your personal, and the organisation's values. Be clear with what you do/want/strive for.

3. SOCIAL MEDIA PLATFORMS LIKE TWITTER AND LINKEDIN ARE EFFECTIVE AS PROFESSIONAL CHANNELS TO DEMONSTRATE THE WORK THAT YOU DO AND THE ISSUES YOU CARE ABOUT.

- A. LinkedIn is, by its own definition, designed for professional networking. Make sure your profile is up to date with your professional experience and engagements to create an impression when people go to find out who you are.
- B. Twitter is a very dynamic environment for providing thought leadership. You can demonstrate leadership and knowledge and understanding by actively sharing new opinions, ideas and thinking, encouraging debate or raising awareness on the topics you care about. Engage with other stakeholders and topics in your sport. Your comments will be directly attributable to you, so make sure they are well-considered, but also - be yourself! Authenticity will go towards demonstrating your leadership qualities.

4. BUILD A WEBSITE IF IT IS APPROPRIATE FOR THE ELECTION PROCESS OF YOUR TARGET ORGANISATION AND IF YOU HAVE THE TIME AND CAPACITY TO MANAGE IT.

A website can be a great tool if you are sharing a lot of information, if you are standing for election as a group or if you are willing to write a blog or articles on your ideas and thought leadership. Your comments will be directly attributable to you, so make sure they are well-considered, but also - be yourself! Authenticity will go towards demonstrating your leadership qualities.

5. ONCE YOU HAVE BUILT YOUR PROFILES, BEGIN USING THEM.

Rather than posting about yourself, post about your values, good practices, past experiences, projects you follow and admire.

- A. It's important to stay respectful and avoid "spamming" the organisation and its members (do not tag them unless you have good reason to). It is good to engage with them occasionally.
- B. Use hashtags and tag organisations that could help you spread the word about your work and the profile.
- C. Check your social media political stance. While it is important to express genuine views, it is also crucial to take a step back and stay diplomatic. Do not get into political fights - choose words carefully, and use respect and openness as the foundation of your social media engagement.

6. TRY TO STAY ACTIVE AND RESPONSIVE ON YOUR PROFESSIONAL SOCIAL MEDIA ACCOUNTS IF YOU HAVE THEM.

Aim to post at least three-times per week on any social media channel.



SOCIAL MEDIA GOOD PRACTICES: INSPIRATION

ON TWITTER

▲ STYLE: AUTHENTIC AND BOLD

One of the most popular female leaders on social media today is Alexandria Ocasio-Cortez (US representative). Although she is not from the world of sports, she is a great learning example about how far authenticity, politeness and confidence can get you. Her approach to social media is modern, professional and fun.



Tip: film the video (vlog) to express your opinion and present yourself:
<https://twitter.com/AOC/status/1337406134089605123>



Alexandria Ocasio-Cortez @AOC · Dec 11, 2020
Last January I was sworn in for my first term in Congress.

So, what have we accomplished since then?

Let's take 2(ish) minutes to review.



Express your opinion in a clear, concise way, but stay respectful. Do not insult others.



Alexandria Ocasio-Cortez @AOC · Feb 19
Charity isn't a replacement for good governance, but we won't turn away from helping people in need when things hit the fan.

People understand that now is the time for collective action and doing what we can w/ whatever we've got.

🙌 Thank you y Pa'lante!



▲ STYLE: PROFESSIONAL AND DIPLOMATIC

Mariya Gabriel is the European Commissioner for Innovation, Research, Culture, Education and Youth. Due to the nature of her work, and the diversity of EU members and her target audience, she needs to stay diplomatic and professional.



Tip: when sharing an opinion on a sensitive topic, stay diplomatic and reserved. Mariya's profile offers good examples of Twitter diplomacy. Rather than her opinion, she shares and presents her work.
<https://twitter.com/GabrielMariya>



Mariya Gabriel @GabrielMariya

European Commissioner for #Innovation #Research #Culture #Education #Youth
#Sport @EUScienceInnov @EU_ScienceHub @EUErasmusPlus @EU_Commission.
Tweets by myself

📍 Sofia, Strasbourg, Bruxelles 🌐 facebook.com/mariya.gabriel...
📅 Joined October 2013

2,392 Following 59.8K Followers

Example of a post to express gratitude of being part of a meeting / project.



Mariya Gabriel @GabrielMariya · Feb 16
Glad to participate in the launch of the @FIBA Europe #WiLEAD Women in Leadership programme.

Sport helps us build confidence, dream big, learn to follow & to lead.

Nobody with a talent should be locked out. We need more #women & girls in #sports.

👉 fiba.basketball/news/fiba-euro...



▲ STYLE: INCLUSIVE AND EQUAL

The profile of Marijke Fleuren, the president of the European Hockey Federation, tells you right away her beliefs and work are about equality, inclusiveness, positivity, fair play, etc.



Tip: include the key words (values) on the cover image of your profile.
https://twitter.com/ehf_marijke



▲ STYLE: DETERMINED AND COURAGEOUS

Marisol Casado, is the president of the International Triathlon Federation and a member of the International Olympic Committee. She is loud and bold about her personal and professional beliefs and values.



Tip: support your fellow women. Congratulate and express gratitude to be part of something.
<https://twitter.com/MarisolCasado/status/1362348893372039172>



Express you are proud of being a part of something, even if it's just a small club or a local organisation.



Marisol Casado @MarisolCasado · Feb 9
I am extremely proud to be a member of an organization that has inclusion, diversity and gender equality as key elements, and will continue to support female athletes, coaches, sport representatives and managers.



IOC Statement on gender equality in the Olympic Movement - Olympic ...
Inclusion, diversity and gender equality are integral components of the work of the International Olympic Committee (IOC).
olympic.org

▲ STYLE: YOUTHFUL

Jayathma Wickramanayake is the UN Youth Envoy. On her private profile, she stays warm, grateful and youthful. She is engaging with like-minded Twitter users (networking) by staying positive and respectful.

<https://twitter.com/jayathmadw>

On certain topics she stays critical and bold.



Jayathma Wickramanayake @jayathmadw · Nov 7, 2020
"We don't need separate parallel tables for women and for youth. We need women and youth at the main table".

Great words of wisdom by Valentina from @unoy_peace.

Join our campaign - When #YouthLead 🌍 Women a peace and Security 💪

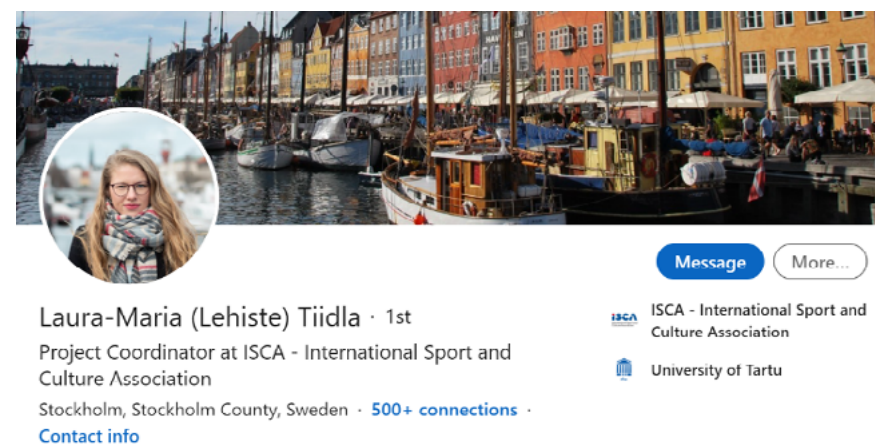
#UNSCR1325 #Youth4peace

Follow the UN international days and share your thoughts on specific topic (being celebrated that day).
Example: #YouthDay



ON LINKEDIN

Laura-Maria Tiidla is a project coordinator at ISCA - International Sport and Culture Association, and a member of the IOC Sport & Active Society Commission Member. Her LinkedIn profile is professional and concise; it serves an online CV and features all Laura's experiences and accomplishments.





SUPPORTING SWING MENTEES

Examples and Learning from the SWinG Election Communication Campaign

For future editions and hosts of the SWinG programme

In order to support the mentees participating in the SWinG programme, an article was written for each to profile them. A devoted area of the website was developed to showcase all mentees: www.gamechangeher.org/swing-mentees.

The above profiles were promoted on various online platforms: Twitter, Facebook, and LinkedIn. The following provides some details and analysis on the success of this initiative which can be used as guidance and learning for future facilitators of a similar or follow-up version of the SWinG programme. Mentees had the opportunity to have a professional headshot photograph taken during the project which were used for these profiles, and were given to the participants for their own purposes.

► SWING MENTEES POSTING FINDINGS

Sport organisations, whether international or national, can have a powerful impact on candidates' online presence and communication.

SWinG mentees were posted on four different social media channels, three of which have the widest reach among professional public and sport stakeholders – Twitter, Facebook and LinkedIn. SWinG partners, including organisations and individuals, were active in the promotion of these posts under the leadership of ENGSO Youth as IO 6 Leader in charge of coordinating the campaign with the support of the project leader.

Twitter has been recognised as the most successful tool in gaining reach, and a momentum, among the specific (target) public and connecting with potential sport partners. When it comes to organic, (non-paid) publishing, and based on SWinG mentees campaign findings, the Tweets received a fifteen-time greater reach (impressions) when compared to Facebook and LinkedIn posts.

► TWITTER AS THE WINNER

Twitter might have a lower number of overall users but its simplicity allows the algorithm to be much more efficient. Posts, labelled as "tweets", gain a bigger reach compared to other social media platforms. Posts of SWinG mentee profiles confirmed this claim: SWinG tweets were much more successful than SWinG Facebook or LinkedIn posts.

Due to its networking capacity, the majority of global sport stakeholders and sport leaders use Twitter to follow the politics and trends, and connect with like-minded sportspeople. Most often, sport events and forums are "live Tweeted" to the network and present an opportunity to engage with (a specific organisation) and showcase your stance/expertise.

SWinG mentees' most successful posts were the ones that were "retweeted" by a sport organisation. The sport unit of the European Commission, the French Federation for Company Sport, the European Hockey Federation and ENGSO, as well as presidents of federation and SWinG mentors and partners, all contributed to high impressions of specific mentees' profiles.



LINKEDIN WAS ESSENTIAL

Although LinkedIn posts had a lower reach, and the network has a much smaller audience in general, the platform still presents an essential tool when aiming to be elected into a leadership position.

LinkedIn acts as curriculum vitae. It is not a network to be used daily; it is a tool to be perfectly crafted to showcase your career development, achievement and agenda for the future.

SWinG mentees gained a similar number of impressions, ranging from 180 to 399. The higher number of reactions on particular posts was usually a result of colleagues and like-minded people supporting the mentee with a “like”.

Support from the organisation and its employees matters when it comes to LinkedIn. Simple “like” can go a long way in increasing the reach and strengthening the online presence of a candidate.

FACEBOOK - ORGANIC VERSUS PAID

Facebook organic reach has drastically decreased over the past year, and the SWinG campaign was no exception in experiencing this limitation. Two mentees had a higher number of impressions than the rest because they shared their posts on personal pages (profiles) and engaged their friends to do the same – share the posts. Mentees’ posts reached between 1700 (most successful) and 230 people.

Support in sharing the posts is essential when helping a candidate to spread the word about their nomination. Organisations and its employees can have a tremendous effect on extending the mentee’s reach and gaining momentum on Facebook.

The second promotion option would be to set up a paid Facebook campaign. Paid advertisement can go a long way but if the content of the campaign is thought-through, has specific aim and goals, and targets the right public/community.



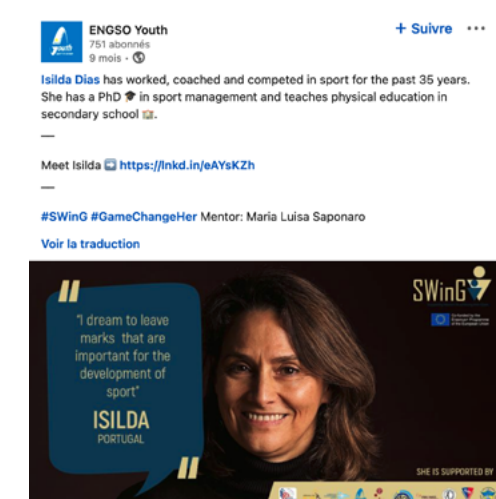
Website: [SWinG mentees profiles](#)

EXAMPLES OF POSTS:

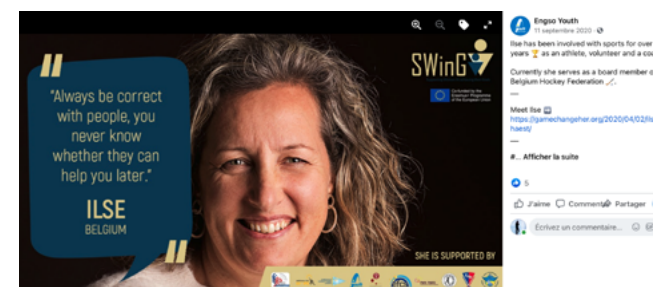
Twitter: [Ivana](#)



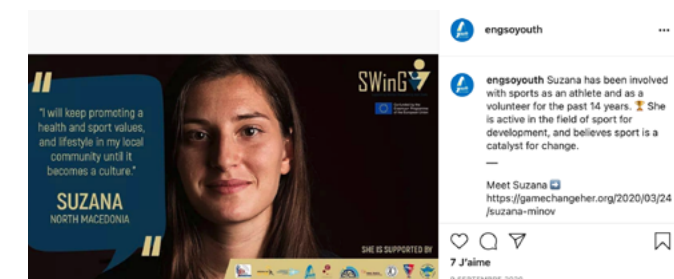
LinkedIn: [Isilda](#)



Facebook: [Ilse](#)

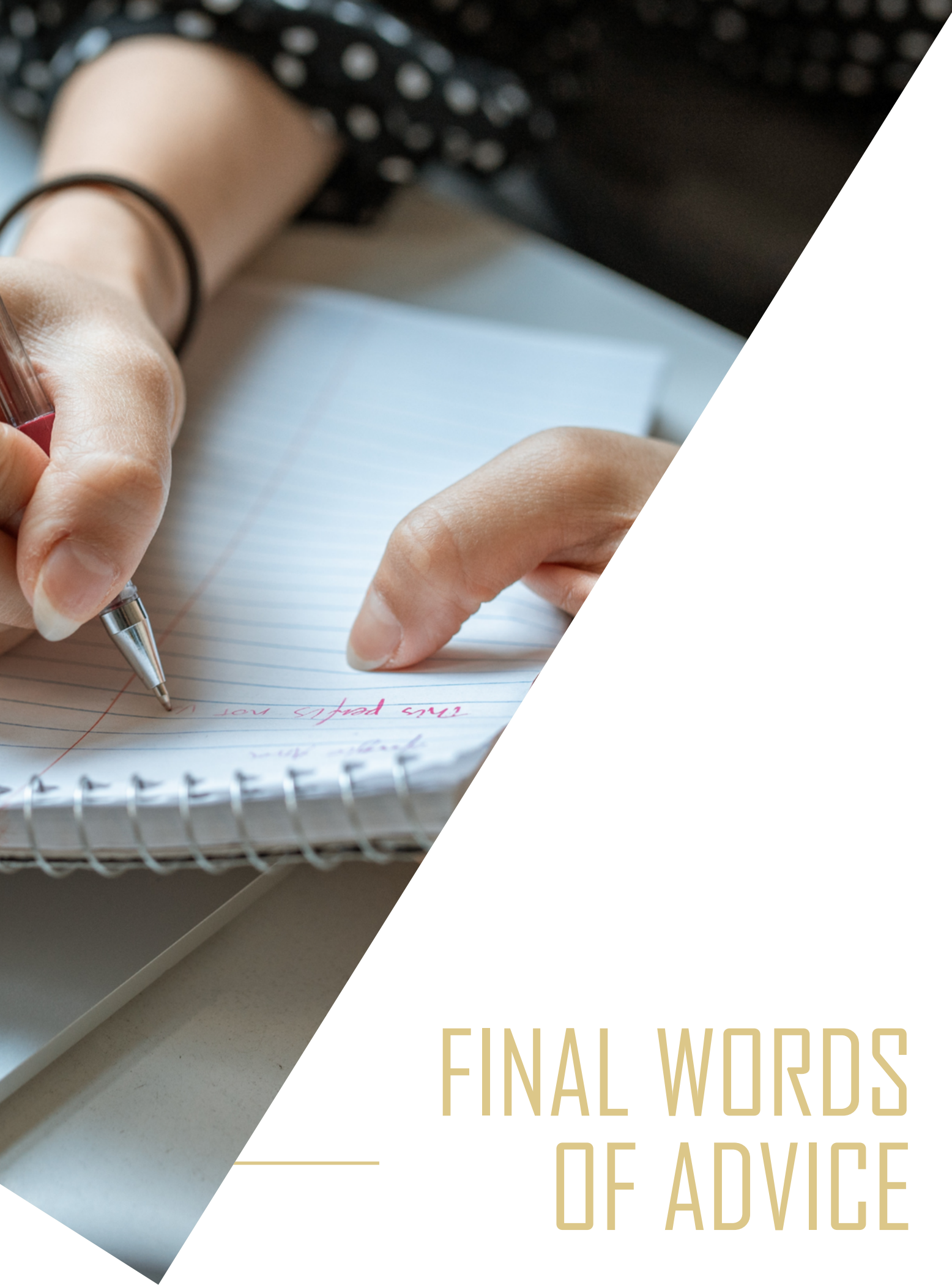


Instagram: [Suzana](#)



CANDIDATES NEED TO KNOW WHERE THEY'RE APPLYING TO AND WHY SO THAT THERE IS A STRONG MESSAGE IN THE PROFILE

Candidates need to closely follow the vision, agenda, political position and the work of the organisation they are applying to. It's important they choose an organisation which fits their personal agenda as well. This way they can build a communication campaign / candidature campaign which is built on authenticity and their long term personal/career goals. The above Election Communication Toolkit can further guide candidates.



FINAL WORDS OF ADVICE

The following generous words of advice are shared by successfully elected men and women in sports and business across Europe. They have all once been where you are now and have the advantage of hindsight and the perspective to know what is important to keep in mind when preparing for election.

- “Be sure of what you want and why you want it.”
- Arantxa de la Peña - Marketing CRM & Customer Operations Director, GAES-Amplifon Group
- “Be yourself and speak your mind. If you love what you do, care for people and are genuinely engaged with the cause you are campaigning for, no need to oversell.”
- Pierrette Doz-Perdrix - Global EMBA Assistant Director Recruitment, INSEAD
- “Make sure you answer to yourself first - what would be the additional value of you leading the organisation?”
- Ugne Chmeliauskaite - Chair, ENGSO Youth
- “Act naturally.”
- Zsuzsanna Bukta - Assistant Professor, ELTE University Budapest
- “Talk to and listen to everyone.”
- Magdalena Nazaret - Board Member, European Hockey Federation
- “Be modest. Take care that you don’t talk too much. Listen. Asking others what they think is important. Be honest and appreciate other people’s honesty.”
- Marijke Fleuren - President, European Hockey Federation
- “Get involved with the sport and make sure they can point to things they have done to support the development of the sport in their countries. Note, we should be seeking to have competency based Boards, so it is paramount that any candidate is aware of what skills and capabilities the Boards are seeking to attract.”
- Marijke Fleuren - President, European Hockey Federation
- “Build up a strong network with different stakeholders.”
- Stefan Bergh - President, ENGSO
- “Make sure you have the right network and don’t hesitate to ask others what is important in the election.”
- Anneke van Zanen-Nieberg - President, NOC*NSF
- “Identify 1 to 2 people to help you and champion you” - “Do your homework - understand the process, allegiances, build a network, talk to people who are veterans of the process and ask for advice and support.”
- Inez Cooper - Board Member, European Hockey Federation



FAQS

Election Communication FAQs

▶ WHAT IF I AM NOT ELECTED?

There are lots of reasons why you may not be successful in an election. Perhaps the voting members didn't feel like they knew you; perhaps there were other stronger candidates who were more established in the organisation; or maybe you did not manage to communicate your election message effectively to convince the voting members that you're the person for the job. Whatever the reason - do not be disheartened, and do not shy away.

Take this as an opportunity to demonstrate your professionalism; your desire to grow and learn and your commitment to the organisation. Although you may be disappointed:

1. Make sure to congratulate the successful candidate(s) as they will have influence on the future of the organisation and you may need them as allies.
2. Get honest feedback from voting members so that you can understand why they didn't vote for you so that you can move forward and already start preparing for the next election.
3. Take time to reflect on what more you could have done or why you think you were unsuccessful this time round.
4. Continue contributing and developing your relationships to demonstrate your commitment to the organisation.

▶ SHOULD I STAND FOR ELECTION AGAIN IF I'M UNSUCCESSFUL?

Yes. As long as you still believe you have something positive to offer the organisation. Do not lose sight of your goal, nor of the fact that standing for election is already a brave and challenging achievement. Many men and women stand numerous times before being elected, this does nothing to lessen the achievement!

«Failures are finger posts on the road to achievement»
—
C.S. Lewis

▶ WHAT IF I WANT TO STAND FOR RE-ELECTION?

If the organisation allows you to stand for a further term, and you still have more to offer the organisation, then re-election is maybe something for you. It can also be positive for the organisation to have continuity to support long-term thinking. However, it is important to reflect aloud on what you have achieved in your previous term and why you want to stand for another term. Each election term should be defined by certain objectives and successes. The communication methods detailed in the toolkit are equally relevant for preparing for re-election. In particular take time to redefine your purpose for standing for election (see Chapter '1. Identifying the Key Message').



CONCLUDING REMARKS

Concluding Remarks

This Toolkit offers a starting point and aims to provide you with some inspiration to start and some handrails to guide you on your election journey. Communicating for election is only the beginning, but much of it is a long term strategy that will see you through your new journey as an elected sports leader, where communication remains key. Your communication is how you will take people with you.

Use the guidance here and from the other recommended resources as a starting point, allow your personal experience and creativity to provide the content and your ambitions be the inspiration. If the different communication tools are the brushes in your toolbox - then you already have all the different colours of paint. Remember that not all the tools will be relevant for you, and as long as they're not expected or required by the organisation, choose the methods most natural to you.

Decide what impression you want to make, then choose what you're going to say and how you're going to say it. Good luck!



Acknowledgements

We would like to warmly acknowledge the kind and generous contributions from all current or previously elected leaders in sport or business who have shared learnings from their own leadership journey to support the SWinG Project's mission to increase diversity in the boardroom and support more women leaders in being elected within the sport sector.

Special thanks to:

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- 🏆 Carole Bretteville, Member of the "Women sports" Commission, European Federation for Company Sport, France
- 🏆 Cathelijne Rockall, Vice-President 'Marketing & Communication', French Hockey Federation, France
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- 🏆 Françoise Derolez, Co-President, PWN Paris, France
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- 🏆 Isabelle Jouin, President, French Hockey Federation, France
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- 🏆 Magdalena Nazaret, Board Member, European Hockey Federation, Poland
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- 🏆 Murielle Cozette, Founder, Académie d'Art Oratoire de Toulouse, France
- 🏆 Nataliia Omelchuk, General Secretary, All-Ukrainian Physical Culture and Sports Society, Ukraine
- 🏆 Pierrette Doz-Perdrix, Global EMBA Assistant Director Recruitment, INSEAD, France
- 🏆 Royston Hoggarth, Chair, England Hockey, United Kingdom
- 🏆 Sabina Zampetti, Board Member, European Hockey Federation, Italy
- 🏆 Stefan Bergh, President, ENGSO, Sweden
- 🏆 Ugne Chmeliauskaite, Chair, ENGSO Youth, Lithuania
- 🏆 Zsuzsanna Bukta, Assistant Professor, ELTE University Budapest, Hungary

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/

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.



Developing the Art of Opening Doors for Women in Sport



ABOUT ENGSO YOUTH

ENGSO Youth is the independent youth body of the European Sports NGO (ENGSO). ENGSO Youth focuses on the youth sport-for-all sector in Europe and represents young Europeans under the age of 35 in sports in more than 30 countries.

Since 2002, ENGSO Youth has been at the forefront of youth sport advocacy at European level. ENGSO Youth actively works on current youth sport issues (equal opportunities, fair play, fight against discrimination and doping, healthy lifestyle, social inclusion, sustainable development, volunteering, youth employment) with its member organisations (National Sport Confederations or National Olympic Committees), European institutions and partners from civil society.



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.

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