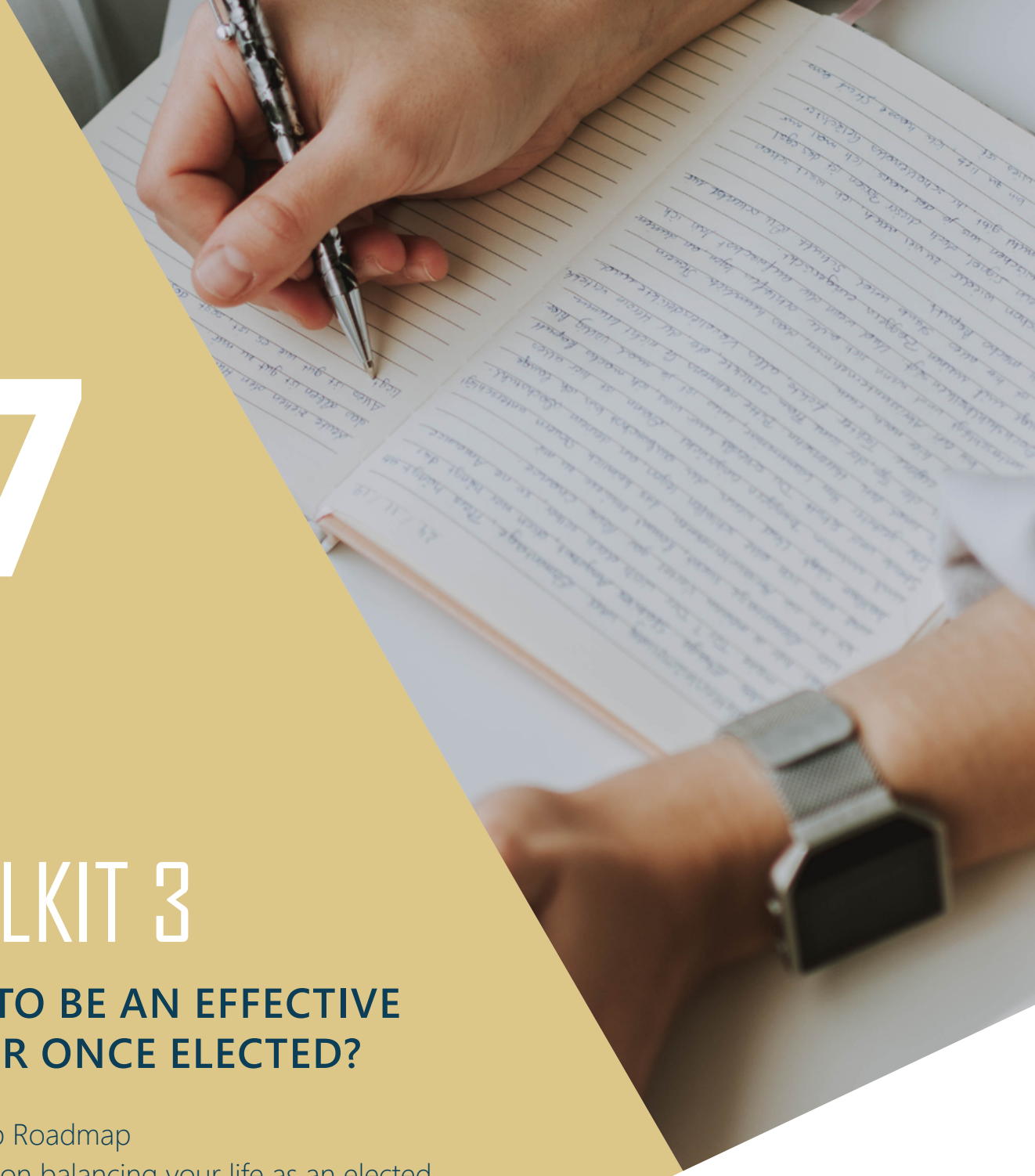


INTELLECTUAL OUTPUT 7

TOOLKIT 3

HOW TO BE AN EFFECTIVE LEADER ONCE ELECTED?

Leadership Roadmap
15 lessons on balancing your life as an elected decision maker

SWinG
Supporting Women IN achieving their Goals

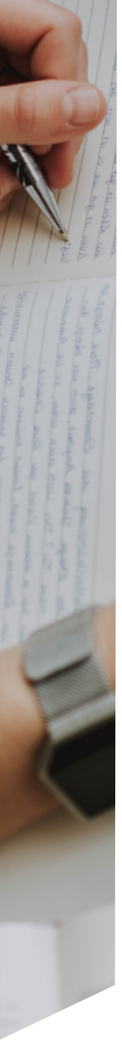


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This document is part of a series of outputs that can be read in conjunction with each other or as standalone documents. This Toolkit has been produced by Lia Tomat and Saska Benedicic Tomat from the Sports Club Partizan Skofja Loka,, under the supervision 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 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 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.»

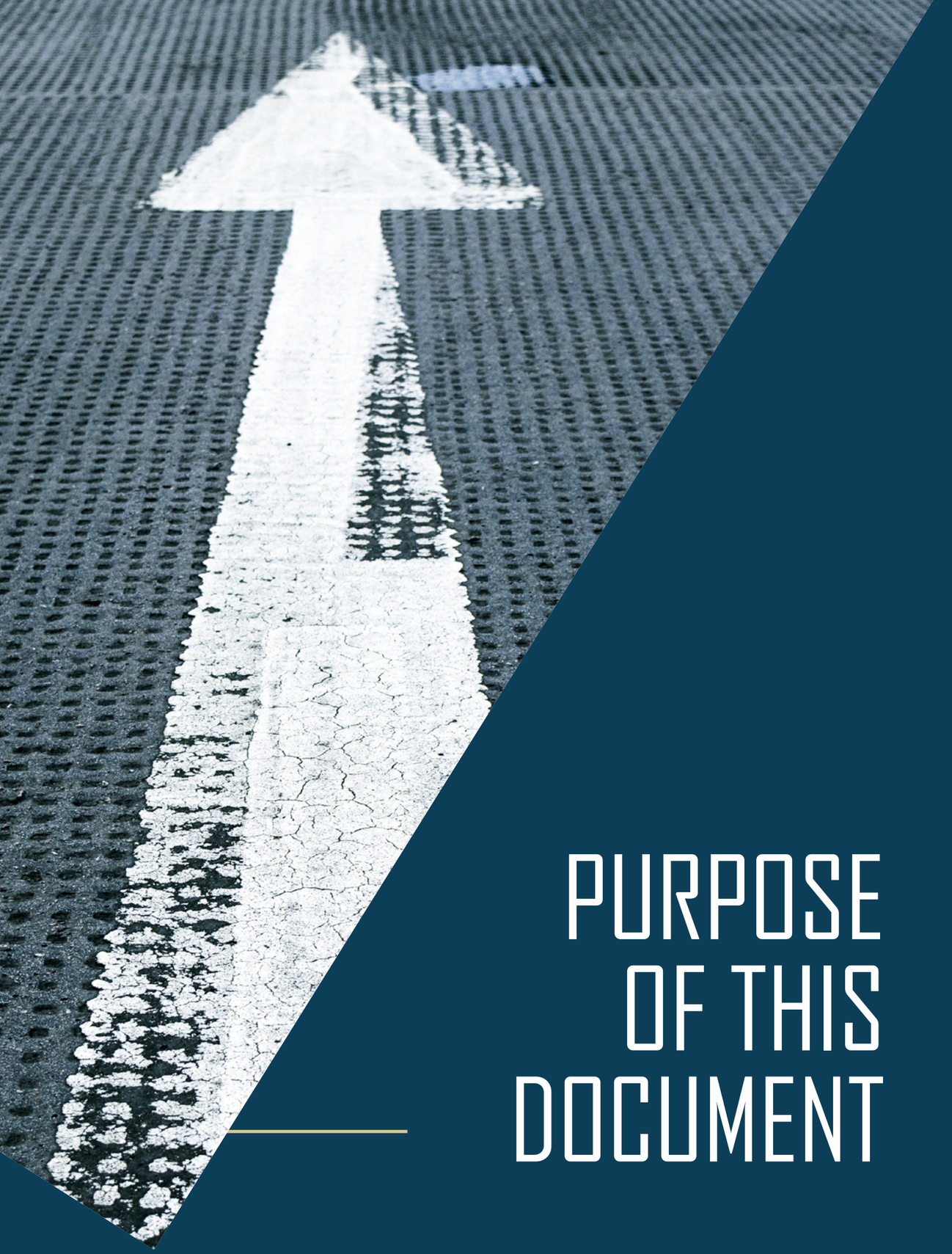
Nanette Page and Cheryl E. Czuba

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



PURPOSE OF THIS DOCUMENT

Why this toolkit and how to use it

This toolkit has been developed as a guide for women who have just been elected into decision-making positions within sport organisations, and are interested in further professional development. It is here to help you define your own leadership story and guide you through potential challenges along the way.

It is yours to use and to keep.

Leadership Roadmap

The roadmap is split in two parts

- **Self-leadership** - the ability to consciously influence your own thoughts and behaviour in order to achieve your personal goals or organisation's objectives.
- **Leadership** - the ability to influence people in order to get things done.



Together, they form 15 lessons on balancing your life as an elected decision maker. Each lesson highlights and directs you to:

- **Guidelines**
- **Personal experience of existing decision-makers**
- **Inspiring resources**

We hope it will provide you with some inspiration and a solid foundation for your leadership, as well as lead you to all the extra information that might come in handy in times of crisis.

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.

EXECUTIVE SUMMARY

SWinG Leadership Roadmap

SELF-LEADERSHIP

lead inward

01 UNDERSTAND YOUR OWN MOTIVATION

- Never lose your motivation
- Use your strengths, improve your weaknesses
- Know your leadership style

03 SPEAK & BE HEARD

- Think before you speak
- Don't be afraid to share your view
- Practice public speaking

05 DEVELOP YOURSELF

- Never stop learning
- Apply what you learn
- Be open to new ideas

07 MOTIVATE & INSPIRE

- Demonstrate integrity
- Lead by example
- Keep your word and always deliver your best

09 THINK, ACT, PLAN STRATEGICALLY

- Start small, think big
- Plan one step ahead
- Learn to evaluate risks

11 BALANCE PROFESSIONAL & PERSONAL LIFE

- Manage time wisely
- Prioritise and be present
- Don't try to be perfect

13 FIND A MENTOR / AN ALLY

- Ask for help
- Ask for feedback
- Use your network

LEADERSHIP

lead outward

02 WORK FOR PEOPLE & WITH PEOPLE

- Be approachable
- Be interested in people
- Listen and understand

04 ENGAGE & COMMUNICATE

- Engage in a two-way communication
- Make sure you are on the same page
- Communicate effectively, honestly and openly

06 DEVELOP YOUR ORGANISATION

- Be proactive
- Understand and follow internal regulations and statutes
- Encourage personal and professional growth
- Secure financial liability

08 TRUST & EMPOWER

- Give ownership instead of giving orders
- Delegate clear tasks and responsibilities
- Be honest and critical

10 FOCUS ON SOLUTIONS, NOT PROBLEMS

- Focus on the positive
- Learn from mistakes
- Challenge the norms, but stay rational

12 ACKNOWLEDGE AND RESPECT

- Accept differences of opinion
- Create an inclusive environment
- Engage in intercultural dialogue

14 BE A MENTOR / AN ALLY

- Give advice
- Give feedback
- Be supportive

15 DON'T FORGET ABOUT THE WORLD OUTSIDE THE ORGANISATION

- Be aware of what's around you
- Think global, act local
- Stay grounded

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

SWinG
Supporting Women IN achieving their Goals



TOOLKIT

01 Understand your own motivation

- **NEVER LOSE YOUR MOTIVATION**
- **USE YOUR STRENGTHS, IMPROVE YOUR WEAKNESSES**
- **KNOW YOUR LEADERSHIP STYLE**

Everything starts with you. You need to know yourself and understand your «why» before you can lead others. What makes you happy, sad or angry, what sparks your creativity, what holds you back, what makes you lose patience, what helps you keep an open mind? What motivates you? Reflecting and owning your motivation can give you the persistence and resilience you need on the journey. You can explore the world accordingly and help others find their motivation. Whenever the road gets rough, it will help you to keep going.

Knowing your strengths and weaknesses help you diversify your team and get a good variety of skills. It's pointless to hire copies of yourself. Surround yourself with people who know and can do something different.

Identify and understand your leadership style and its strengths. Use them to communicate effectively and motivate your team. Learn to adapt leadership style to the given situation and people you're working with.

«Leadership starts with self-awareness and knowing exactly where you stand as an individual, male or female. This is your starting point to better understand where you are and welcome what's coming.»

Carole El Zein Corbanese
SWinG mentor, Founding Partner, Seeders & Co

«To know yourself is a permanent job. You always discover something new and you have to improve every day. Without knowing yourself, it's hard to establish the connection with other people and become a leader.»

Corina Berekmeri
SWinG mentor, Director, Swarco Vicas

«You are stronger than you think. Don't expect others or rely on others to motivate you, you need to motivate yourself. There will always be someone that will not accept you or your role or try to put you down (it happens, unfortunately) but this must NEVER influence you negatively.»

Gabriella Bascelli
President, Lazio Foundation

«Prioritize becoming a "professional human being". Strengthen your character. Discover what your values are and adhere downright to practicing them. Learn what drives you and what sabotages you, master yourself.»

Magda Niculescu
SWinG mentor, Executive Coach, Rise and Shine Coaching

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
SWinG IO5: 'Toolkit 1: How to build my election agenda and become an elected decision-maker'	This toolkit is here to help you define your future journey and reflect on your own leadership story.	https://gamechangeher.org/intellectual-outputs/#dearflip-df_1775/15/
PODCAST: *Your Leadership Blueprint* with Doug Conant	This podcast episode is a masterclass on leadership with tips on finding your leadership style and unpacking your purpose.	https://bit.ly/3tZeWjM





02 Work for people and with people

Being on a board is not about you, it's about your organisation and its people.

- **BE APPROCHABLE**
- **SHOW INTEREST IN PEOPLE**
- **LISTEN AND UNDERSTAND**

Everyone is human, with thoughts, feelings, strengths and weaknesses. We have full and complex lives inside and outside of work. People need to see a glimpse of the real you. They need to see and experience your own personal version of leadership, in your own unique style. They need to feel that you are approachable and accessible.

If you want to be interesting to other people, be interested in them. To build a connection with each of your team members, focus on getting to know their personality, interests and preferences. This can give you an insight into their goals and motivations. It's the little moments of having coffee together, or a WhatsApp message that play a big role in the way we can progress together.

Don't just hear, listen. Take people's perspective into account and truly consider what they have to say. Listening is crucial to gaining a complete understanding of a situation and forms the foundation of good relationships. It shows that you care. By listening, you will transmit respect, build trust and have motivated and committed team members. The quality of our listening determines the quality of our influence.

«We need to have courage, otherwise nothing happens. It's important to have the courage to share our ideas, but at the same time also the courage to share our doubts, our fears and ask for help. Because the magic happens when we understand each other, we know each other better and understand what are the needs out there and what are the doubts we have.»

Saška Benedičič Tomat
President, Sports Club Partizan Škofja Loka

«Develop such relationships that can easily pick up the phone or send a brief email to get a better understanding of what they need or want, in a specific matter or in general.»

Gina Luzzatto
Secretary General, European Multisport Club Association

«Keep in mind that we need not to hide, but to put our ego aside.»

Carole Bretteville
President of the "Women's Commission", Local Football District (Bas-Rhin) - Executive Board Member, FFSE and Member of the "Women sports" Commission, EFCS

«Listen with the intent to understand rather than the intent to reply because you've got to take other people's views into account.»

Lara Lill
Director, Global Active Ltd Independant - Director and Trustee, UK Deaf Sport

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
SWinG WEBINAR: Episode 2 with Saška Benedičič Tomat - "You are a change maker!"	This webinar is a call to action. Saška demonstrates there is no right or wrong in leadership when you are you.	https://gamechangeher.org/webinars/
PODCAST: *Dare to Lead* with Dr. Pippa Grange	This episode gives you tips and real life stories on how to show courage. Pippa is passionate about finding a different archetype for women working in sport and other male dominated areas.	https://bit.ly/3wiRy2f

03 Speak and be heard

- **THINK BEFORE YOU SPEAK**
- **DON'T BE AFRAID TO SHARE YOUR VIEW**
- **PRACTICE PUBLIC SPEAKING**

Before speaking, ask yourself: What's going on here and what do I want? If you don't know before speaking, ask yourself: What's going on here and what do I want? If you don't know what you want (or want to pursue self-centred goals), take your time and speak when you are prepared to articulate properly. If you're having a bad day or a bad week, don't let it pile up or bring it to work. Don't take it out on someone who has nothing to do with your mood. Never speak from a place of hate, jealousy, anger or insecurity.

Don't be afraid of bothering people. You've been appointed to your position because you have the skills and others want you to contribute. You're here to talk, so talk. Express yourself and share your ideas. If you don't, the group loses the value of your insight. Getting over the fear of being rejected or looking like a fool, will allow you to develop your ideas further, accept micro-failures and gain more confidence.

No matter who you're speaking to - a few people at a board meeting, social gathering or a large audience at a conference - being able to speak publicly is extremely important for a leader. With public speaking skills and experience, speakers are able to captivate the interest of their listeners in order to deliver the message. When you practice public speaking, you are practising both verbal and non-verbal skills, and both will improve. The more you speak out, the better you get at communication.

«Realise that every time you act, you are not always the same person. Depending on the situation, if you have slept well, if your kids were lovely, if you are sad, ... you are a different leader. Realise who you are at the moment, it will help you explain what's going on. Then, who is the other? Is the other a volunteer, is it a paid professional, a friend, or a very important person? And the last part is to realise in which situation you are. If the organisation is in a crisis, if your team is happy, if you are in a situation where two people have difficulties with each other, ... all these things ask from you as a leader, a different approach.»

Marijke Fleuren
President, European Hockey Federation

«I was quite quiet when I started and didn't articulate myself openly. I always liked to listen to what people say. I'm rarely the first person to speak - I'm always closer to the last and it helps me to think better. But I think it's really important that you communicate what you think, even if it's not something certain at that moment and say: here's where my head is at now. Because if you don't, the group loses the value of your insight.»

Lisa Jacob
SWinG mentee, Team Manager, Hockey Ireland

«A barrier for me was to be heard. It partially comes from a traditional education - not to bother people, not to stay there, not to say too much. I had to struggle with it and to fight it.»

Corina Berekmeri
SWinG mentor, Director, Swarco Vicas

«I personally encoutered certain external barriers or biases related to gender. Especially in the first half of my career, I found condescending behaviours. When you are assertive in their minds, sometimes you see certain smiles or surprised faces. The difference between being considered a boss or being seen as a bossy female. So the tendency was to be, especially kind, always negotiating, avoiding confrontation or conflict. It seems that in certain contexts we are supposed to always act this way. »

Arantxa de la Peña
SWinG mentor, Marketing CRM & Customer Operations Director, GAES-Amplifon Group

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
SWinG WEBINAR: *The Art of Public Speaking*		Available to mentees only
TedX VIDEO: Simon Lancaster - *Speak like a leader*	Simon Lancaster is one of the world's top speechwriters. In this talk, he sets out the techniques that you can use to speak like a leader.	https://bit.ly/3i5UJ9J
BOOK: Julian Treasure - *How to be Heard: Secrets for Powerful Speaking and Listening*	Julian reveals how to speak so that people listen - and how to listen so that people feel heard. The secret lies in developing simple habits that can transform your communication skills, the quality of your relationships, and your impact in the world.	In any bookstore or library

04 Engage and communicate

You could be doing the best things in the world, but if you don't communicate it to the right people, or timely, or sensitively, it just might not work.

- **ENGAGE IN A TWO-WAY COMMUNICATION**
- **MAKE SURE YOU ARE ON THE SAME PAGE**
- **COMMUNICATE EFFECTIVELY, HONESTLY AND OPENLY**

In the rush to express ourselves, it's easy to forget that communication is a two-way street. Accept questions from others and support those who challenge paradigms. Don't assume that your perception is the objective truth. Encourage team dialogue and feedback. Keep everybody involved at all times. That will help you work toward sharing a dialogue with others to reach a common understanding together.

To avoid miscommunication, make sure that everybody involved knows what's being talked about and why. Whether it's due to a language barrier, not listening or our own perceptual filters, most miscommunication and misunderstandings happen because we think we're speaking about the same thing, but we're thinking about something else.

Make sure that all the communication happens here and now. When people leave the meeting, everything should be open, transparent and absolutely clear. Be honest and don't withhold information that could jeopardize the success of the organisation. Avoid any 'car park talk', gossiping or a competitive atmosphere - these can cause conflicts that tear groups apart.

«Engagement is the engine, communication is the fuel. Thus, the organisation moves forward.»

Corina Berekmeri
SWinG mentor, Director, Swarco Vicas

«Make sure there isn't any car park chat. That all the talking takes place in the room and everything's open and transparent so that people have the confidence to contribute. Then they don't feel as if somebody is going to talk about it later because they've said the wrong thing.»

Lara Lill
Global Active Ltd Independent Director and Trustee, UK Deaf Sport

«Communication today is key within all organisations, as well as confidentiality of certain information. Be aware of how your organisation is perceived by all stakeholders and the outside world. Keeping engaged with your colleagues will promote cohesion and trust.»

Sabina Zampetti
Board Member, European Hockey Federation

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
SWinG WEBINAR: Episode 1 with Marijke Fleuren - *Who are you?*	This webinar makes it clear that communication and connecting with people is a key element of successful leadership. Marijke exemplifies the different roles and what is at stake when you want to be a leader.	https://bit.ly/2QsizkD
SWinG IO6 TOOLKIT 2: *How to run an election communication campaign*	Though based on election communication, this toolkit provides a range of communication tools and advice that you could use once elected. In particular, the section on public speaking could be of great interest to you.	https://gamechangeher.org/intellectual-outputs/
TED TALK: Katherine Hampsten - *How miscommunication happens (and how to avoid it)*	Katherine describes why miscommunication occurs so frequently, and how we can minimize frustration while expressing ourselves better.	https://www.youtube.com/watch?v=gCfzeONu3Mo&ab_channel=TED-Ed
PODCAST: *Dare to Lead* - Armored versus Daring leadership	This episode provides real examples and actionable strategies on how to lead with courage when feeling afraid or vulnerable.	https://bit.ly/3wd0ZAs
TED TALK: Mariana Atencio - *"What makes you special?"*	Mariana uses her story to showcase that the only thing we all have in common is being human. A great mindset when starting a connection with someone else!	https://youtu.be/MY5SatbZMAo

05

Develop yourself

Unless you try to do something beyond what you have already mastered, you will never grow.

- **NEVER STOP LEARNING**
- **APPLY WHAT YOU LEARN**
- **BE OPEN TO NEW IDEAS**

Did you know that learning can actually help you have a longer and healthier life? Learning is a workout for your brain. It will give you energy and keep you effective. If you want to keep your motivation and inspiration, try to learn something new every day. Read books, listen to podcasts, follow the news, try a new recipe, engage with other leaders on social media - basically, expose yourself to new ideas and concepts.

Nevertheless, take time to apply what you learn. This generation has taken in more information information than all the other generations combined. We question, Google and search non-stop, even though it's humanly impossible to properly process and understand everything we hear in today's society. You don't need to be the expert on everything. A leader doesn't always know, but knows somebody else who knows.

Be receptive and reflective. Ask questions and question yourself. Question stereotypes and challenge the norms. Try different things. Listen to other peoples' opinions and be open to new ideas - do not just stick to what you know. But most of all, be adaptive. If you can become the person who can adapt the most and react to different situations, you will become irreplaceable for your team.

«Self-improvement is a part of always growing. That's what I have always done and am still doing and will probably do until the end of my life. Being connected to what's going on and understanding where I stand, so I can better understand the people around me, communicate my energy and enthusiasm. I learned over the years, to become much more vulnerable and break a little bit that wall of convention that we all carry which really doesn't help the connection. It's a permanent process, a never-ending one.»

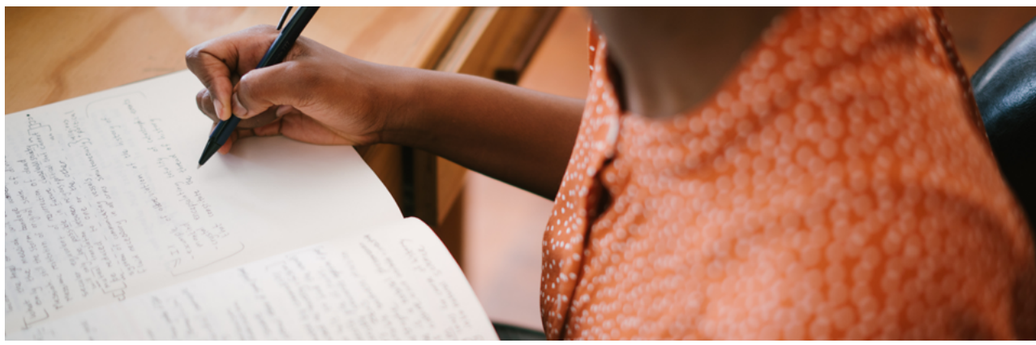
Carole El Zein Corbanese
SWinG mentor, Founding Partner, SEEDERS & Co

«The executive committees or boards don't search for people that simply know everything, but who are dynamic, know how to face problems and have leadership skills, people that can face uncertainty and know how to take risks. They don't need people who think they know all the answers; they want leaders who can ask the right questions and find the right solutions.»

Arantxa de la Peña
Marketing CRM & Customer Operations Director, GAES-Amplifon Group

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
SWinG WEBINAR: Episode 3 with Carole Bretteville - *No need to put a mask on!*	This webinar is about the power of being a student of life. Carole explains why a leader is a lifelong learner and shares strategies to be on the path to success.	https://bit.ly/3yn6sXp
BOOK: *The Infinite Game* by Simon Sinek	The book argues that people who view business as an infinite game that is constantly evolving are more successful, while those who aim to "win" don't end up as well-off. "How do we win a game that has no end?"	In any bookstore or library
VIDEO: *Developing a Growth Mindset* with Carol Dweck	Carol exemplifies the power of "yet" and why people succeed or don't. It's what's within our control that can foster our success.	https://bit.ly/3fkWFbmE



06 Develop your organisation

- **BE PROACTIVE**
- **GROW TOGETHER AS A TEAM**
- **UNDERSTAND AND FOLLOW INTERNAL REGULATIONS AND STATUTES**

Learn all you can (yes this also includes areas where you might be less comfortable such as finance or accounting). Take time to listen to stakeholders, board members, staff, and all those that influence and support your organisation. Learn from everybody. Learn about the culture of your organisation by talking to the cleaning people, because the way people who have nothing to offer are treated, tells a lot about the organisation. Don't hesitate to discuss the difficulties and put in place solutions to implement change for good.

A leader is a perceptive person who has to anticipate. On this account, keep up with the news in your field - new innovations, opportunities, possibilities, restrictions, regulations, as well as new people joining the community. Listen to the strategies put in place by competitors and encourage exchange of experience with other organisations. However, this will only be powerful if you do it together with your team. Be intentional about taking different perspectives of seeing and analysing. To do so, it's a good idea to ask the opinion of somebody from the outside - a consultant or a new team member, to gain a different perspective and a refreshing approach.

Policies and procedures are an essential part of any organisation. Together with the code of conduct, they prevent day-to-day work from evolving into complete chaos, so the organisation can run smoothly. The structures and teams operate as they're meant to, mistakes can be identified quicker, time and resource usage is more efficient, and each person knows what they're responsible for, what's expected of them and what they can expect from others. No matter your position, there are always some regulations that you need to follow.

«The club's governance is not despotic but democratic. Many exchanges go through relays. For instance, the sports director deals with sports-related issues, for new projects we go through a member of the steering committee: everyone has well established tasks and responsibilities. When a project is to be integrated into the board of directors, they can come and discuss it with me as the president. When it comes to organising a tournament, it's with the sports department, and financially it's with the financial department. At each General Assembly, we are reminded that we should not hesitate to come and talk directly with each other, as the organisation I work for is still a club with a human dimension.»

Christine Aubère
Board Member, Chair of the Women Commission, French Federation for Company Sport

«To develop your organisation you need to constantly gather information from all sorts of data: resources like guidelines and regulations, but also articles, reviews and trends from outside. I believe keeping this double perspective is important to understand processes better. Sharing the main visions in your organisations could lead to getting your team to focus on the same priorities and thus empower future strategies.»

Sabina Zampetti
Board Member, European Hockey Federation

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
BOOK: *Focus: The Hidden Driver of Excellence* by Daniel Goleman And related VIDEO	This book delves into the science of attention and focus. He reveals what distinguishes experts from amateurs and stars from average performers. In the video, Daniel gives a speech at Google to highlight the main findings and lessons from his book.	In any bookstore or library https://bit.ly/3vGldmr
BOOK: *Culture Renovation: 18 Leadership Actions to Build an Unshakeable Company"* by Kevin Oak	This book offers an actionable playbook to create organisational cultures that create competitive advantage, unlock performance, and rehumanize work.	In any bookstore or library
WORKSHEET/GUIDE: *Operationalizing your organisation values* - a downloadable tool provided as part of the *Dare to Lead* website from Brené Brown	A step by step guide to identify shared values and assigning behaviours that align with those values. This worksheet clarifies specific behaviours that are expected, encouraged, and rewarded within an organisation's culture.	https://bit.ly/3fsqSp5

07

Motivate and Inspire

Managers do things right. Leaders do the right things.

- **LEAD BY EXAMPLE**
- **DEMONSTRATE INTEGRITY**
- **KEEP YOUR WORD AND ALWAYS DELIVER YOUR BEST**

As a leader, part of your job is to inspire people around you to push themselves. To do this, you must show them the way by doing it yourself. Nobody will follow your rules if you don't follow them yourself. Nobody will do their best if you don't do it even better. No matter where you are, you are always a role model for somebody. Never say one thing and then do another. If you do as you say, your team will most likely follow you anywhere.

Integrity includes ethical, moral, honest and honourable actions – even when you know no one is watching. Most of them are coherently connected with common sense; always be on time and finish your tasks, follow-up meetings and discussions, meet the deadlines, be prepared for a meeting, deal with conflicts personally and professionally, be honest about your mistakes and successes, take responsibility for your actions, uphold confidentiality, be reliable, and stand up for what's right even when it means rocking the boat.

Admit what you don't know. Never pretend. Don't make promises you cannot keep and keep the ones you make. Do not commit to what you cannot deliver. This way, your team will stand behind you even when things go wrong, because they know you have honest intentions.

«We must inspire each person on our team. At the same time, I think we have to develop more trust in our own work and in our people. Trust is the foundation for our own resilience and the resilience of the team.»

Arantxa de la Peña
SWinG mentor, Marketing CRM & Customer Operations Director, GAES-Amplifon Group

«You are always a role model, whatever you do. If you are in your leading role, if you are shopping ... if people see that your behaviour is different from what you are preaching in your leading role, then you lose your credibility. You are indeed a role model for somebody else and you must always be credible in that.»

Marijke Fleuren
President, European Hockey Federation

«If you take a board position and commit to that, then make sure you take your whole self to those meetings every time. Because yeah, you've got to do the pre-reading, you've got to do the understanding. Otherwise, you're not fully committing yourself to that position and you can't do the best you can within the board.»

Lara Lill
Director, Global Active Ltd Independent Director and Trustee, UK Deaf Sport

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
BOOK: *Drive: The Surprising Truth About What Motivates Us* by Dan Pink And related VIDEO	In his book, Daniel examines the three elements of true motivation - autonomy, mastery, and purpose - and offers smart and surprising techniques for putting these into action. The video captures the essence of the book in only 10 minutes.	In any bookstore or library https://www.youtube.com/watch?v=KgGhSOAtAyQ
BOOK: *Leading with Values: 8 Common-Sense Leadership Strategies for Bringing Organizational Values to Life* by Bud Bilanich	In this book, Bud not only demonstrates clearly why values are nothing more than words unless and until everyone in the organisation uses them to guide daily behaviours. He also provides a roadmap to help you and your organisations practice and live into these values.	In any bookstore or library
BOOK: *Leaders Eat Last: Why Some Teams Pull Together and Others Don't* by Simon Sinek	This is one of the best books on people management. Simon shows that leaders who are willing to eat last are rewarded with deeply loyal colleagues who will stop at nothing to advance their vision.	In any bookstore or library

08 Trust and Empower

People want to work for people who make them better.

- **GIVE OWNERSHIP INSTEAD OF GIVING ORDERS**
- **DELEGATE CLEAR TASKS AND RESPONSIBILITIES**
- **BE HONEST AND CRITICAL**

The best leaders spend five times more time teaching with open-end questions than telling people what to do (Source: Christine Comaford, Leadership and Culture Coach, Serial Entrepreneur, and New York Times bestselling author). An order doesn't allow the other person any space to think for themselves. It suppresses their creativity, critical thinking, and a chance to learn. Orders should be reserved for emergency situations. Instead, offer direction and guidelines. Give people space to work through options and challenges and find their own way forward. Instead of saying how to do something, say what you want to be done and leave the rest up to their efforts. They might find something that you didn't know was even possible.

Understand your peoples' strengths, weaknesses, and preferences. Always choose the right person for the task - perhaps someone who is excellent at it, or a person who's weak in the specific area, but you are supporting them to grow. Provide clear guidelines and offer constructive feedback. Always say thank you and give the credit. You can delegate the task responsibility, but as a leader, you always need to take the overall responsibility.

Try to stay positive and find good in everything. However, if you work with people, they are not always doing their best. As a leader, give them the possibility to account for their work and perhaps improve. If it doesn't work, you need to have the strengths to let them go.

«I love to empower my team. I love to let them do and I love to see how happy they are when they are really doing. Achieving something on their own. That's why I said that it's extremely important to have trust and to empower your people.»

Corina Berekmeri
SWinG mentor, Director, Swarco Vicas

«Give people ownership. But it's very important, that if you gave them ownership, that indeed you are doing it.»

Marijke Fleuren
President, European Hockey Federation

«A leader knows how to get the best out of their team, put the right person in the right place and trust them. You need to know all the skills of the people who make up your team and accept that they can be better placed to carry out this or that action.»

Carole Bretteville
President of the "Women's Commission", Local Football District (Bas-Rhin) - Executive Board Member, FFSE and Member of the "Women sports" Commission, EFCS

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
VIDEO: Inno-Versity - *Leadership on a Submarine*	This animated video is a masterpiece on leadership in a short and engaging format. Refreshing and inspiring.	https://www.youtube.com/watch?v=HYXH2XUfhfo
SWinG WEBINAR: Episode 4 with Susan Carty and Lisa Jacob - *Dialogue between a mentor and a mentee*	In this episode, Su and Lisa uncover the importance of being clear, mindful and empathetic.	https://bit.ly/3fuQtxx
BOOK: *Mindful Leadership: The 9 Ways to Self-Awareness, Transforming Yourself, and Inspiring Others* by Maria Gonzalez	This book offers interesting insights to mindfulness, meditation that can lead to improved judgement, better time management and enhanced team effectiveness.	In any bookstore or library

09 Think, act and plan strategically

Strategy may not be everything you need for success, but without strategy, even the most brilliant ideas will just remain shiny thought-bubbles.

- **START SMALL, THINK BIG**
- **PLAN ONE STEP AHEAD**
- **LEARN TO EVALUATE RISKS**

Don't worry about too many things at once. Focus on a few simple things to begin with, then progress to more complex ones. All your choices need to be considered, deliberate and focused - right down to the emails you send, who you associate with, and how you allocate your time. It can be a battle at times when you want to procrastinate (yes, even rest should be meaningful, not just a distraction). Focus on what you're doing right now, but keep your future plan in mind. Don't ever waste the time or opportunities that are right in front of you and don't let the current circumstances derail the big picture. Don't get emotionally involved in problems and drama. There is always a solution at hand and if you have a clear vision of your goal, decisions will be easier to make.

Take one step at a time, don't rush to get things done. Do the planning, do your homework and be prepared. Gather as much information as possible about a given situation. Anticipate the questions people might ask you. Anticipate potential scenarios and be ready for changes. Prepare plans B, C and D. When you know what is happening and are prepared for what comes next, you will not be caught off guard. You will be able to respond calmly, professionally and directly. And you will be more respected for it.

Many times throughout your journey, you're going to be making major decisions, many involving a risk. To be successful, you need to know which risks are worth taking. First, identify situations that may cause harm to the organisation and, especially, its employees. Determine how likely it is that this situation will happen and how severe the consequences would be. Then decide what steps you can take to prevent these situations from happening or to control the risk.

«I believe in hard work, I believe in teamwork, but I also believe in homework.»

Saška Benedičič Tomat
President, Sports Club Partizan Škofja Loka

«Leadership after a point becomes new territory. It is a strange feeling when you get to the point of being able to persuade people to a certain vote. For a while this sat uncomfortably with me because I do not see myself as one who wants power. However, at times, if you believe something needs to happen you have to make it happen - you have to persuade and use your power. Otherwise there is no point in you being there. Step into that power and use it for good. Know when something is not that important and let it slide, and when something is you can really push.»

Lisa Jacob
SWinG mentee, Former Board Member and now Team Manager, Hockey Ireland

«The important thing is that you've got to take some risks sometimes, but they have to be calculated risks. Don't go wild and don't go mad. Look at those risks and think: "Are they worth taking?"»

Lara Lill
Director, Global Active Ltd Independent Director and Trustee, UK Deaf Sport

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
ARTICLE: Andy Nelson - *"The Why's and How's of Walking Meetings*	Walking meetings are a great way to squeeze in some physical activity in your agenda and will make you and your team more focused. This article will equip you with some tips on how to make it successful.	https://bit.ly/3eXyi4M



10

Focus on solutions, not problems

Problems are problems, because they have a solution. If a problem doesn't have a solution, it is not a problem. It's a fact.

- **FOCUS ON THE POSITIVE**
- **LEARN FROM MISTAKES**
- **CHALLENGE THE NORMS, BUT STAY RATIONAL**

It is human nature to see and remember the negative faster than the positive, so it's not surprising that it's easier to focus on problems and troublesome consequences instead of solutions and learning opportunities (See article by Roy F. Baumeister, and al, "Bad Is Stronger Than Good," published in 2001 in The Review of General Psychology). When you encounter a problem, ask yourself: Is it urgent or can it wait a little? Are you able to solve it right away or does it need more work? Can you do it alone or do you need help? Don't jump into action right away full of emotions. Take a step back, think about possibilities and ask for help.

No matter the outcome of your work, learn from it. Learn from yours and others' successes and failures. No one is immune to making mistakes, but it's how you deal with them that makes a difference. First, admit a mistake and apologise, if necessary. Analyse it honestly and objectively until you get to the root of the cause. Reframe the mistake as an opportunity to learn and become more resilient. Then put the learned lessons into practice. Making a mistake is not a mistake, but repeating it is. Make sure it doesn't happen again.

Nonetheless, some things in life will always be hard. There will always be some kind of inequality or injustice. As a leader, of course, speak up, challenge the norm and question authority - that's what can create a change. Do your best and persist as long as you can. Even so, be aware of your boundaries. Choose your battles wisely. Not everything is worth your time and energy, otherwise you'll be too tired for what really matters.

«I believe that mistakes are also good. We learn a lot from them, but we don't want them to control us. If we make mistakes, we need to recognize them, monitor them, then understand what we actually learned. They make us sad or nervous and that's okay. At the same time, they also push us into finding something new or into a discussion, deeper discussion with colleagues or with people around us.»

Saška Benedičič Tomat
President, Sports Club Partizan Škofja Loka

«If somebody is really not receptive to change, I'm going to just leave him and go on. But don't feel insulted. That's first. And second, stay at the table. That's one of my big pieces of advice, because your first reaction can be: thank you very much. I leave. No, don't leave the table. Stay there.»

Marijke Fleuren
President, European Hockey Federation

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
ARTICLE: *What it takes to be an abundant leader* - Garima Deveshwar-Bahl	This article provides some insights into the strategy to work on introspection and how to connect your inner game with that of your organisation. It brings light on the 3 levels you can work on as a leader to expand our deeper human qualities.	https://idronline.org/what-it-takes-to-be-an-abundant-leader/
ARTICLE & CASE STUDY: *Successful People Focus on Solutions!* - Eric Deschamps	This article provides an example that will help you wash away your approach to problems. Are you ready to look for solutions?	https://rhapsodystrategies.com/successful-people-focus-on-solutions/

11 Balance personal and professional life

- **MANAGE TIME WISELY AND YES SLEEPING SHOULD BE PRIORITIZED**
- **PRIORITISE AND BE PRESENT**
- **DON'T TRY TO BE PERFECT**

Know when you are working and when you are not. If you're constantly on call or always ready to respond to an email, your time at home will feel like an extension of the office. Having designated hours of work and rest will increase your productivity and well-being. Make a schedule and stick to it.

However, work-life balance isn't just counting the hours and splitting them in two equal parts. Make sure you are there when it counts. Working 50 hours a week doesn't mean anything when you miss an important meeting. Getting home early isn't as valuable when you miss an important birthday. Moreover, physically being somewhere is different from truly "being" there. Striking the right balance means balancing your time, as well as your energy. Whatever you're doing, learn to focus completely on doing that one thing.

Never forget that it's impossible to be perfect. It's impossible to have all the answers, to please everybody, to have time for everything and be happy at the same time. You will go through bad times, you will make mistakes and doubt yourself, there will be obstacles you cannot overcome. All you can do is do your best.

«It's a personal challenge to find this thin balance between your family life and work life. That is something I'm constantly, even today, struggling with, because there's never the right answer. You have to be strategic. I couldn't be there for everyone and I needed to be selective and think ahead from the long-term perspective.»

Maria Luisa Saporano
SWinG mentor, Freelance on development programmes and strategies

«Whether you are eating mindfully or whether you are walking or running or doing some sort of physical activity, or if you're singing or painting, any of these activities can be done mindfully. You can be talking to a friend, you can be talking to a peer or somebody from work, you can be running by yourself and the pounding of your foot placement gives you a rhythm, like your heartbeat that is regular, and it is a great opportunity to do those things mindfully. So it's less about the activity and more about the mindset that you bring to that moment.»

Jill Brooks
Clinical Neuropsychologist & Owner of Head to Head Consultants

«It's very funny, because I tend to think that leadership, management and motherhood have the same pattern.»

Anne Sophie Gimenez
SWinG mentor, Co-founder WiDiD

«The thing is, you'll always doubt yourself or most people will. There might be a rare person in the world that doesn't have that voice in their head that has them question themselves or doubt themselves or whatever. You won't have all the answers. You're not meant to, but there's always somebody to go to. You don't need to have it all worked out. You make it as you go, you create it as you go. But underneath it all, it's the willingness to do what needs to be done at the time it's needed.»

Susan Carty
SWinG Mentor, Member of the IRFU Union Committee, Member of the World Rugby Council

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
APPLICATION: Recommended APP by Jill Brooks: Calm, Headspace, 10% Happier*	This app can help you try different ways of entering into meditation exercises.	On Google Store and App Store
BOOK: *The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are* by Brené Brown	This self-help book helps us find courage to overcome paralyzing fear and self-consciousness, to strengthen our connection to the world and helps us to believe we are worthy of self-discovery, personal growth, and boundless love.	In any bookstore or library

12

Acknowledge and respect

- **ACCEPT DIFFERENCES OF OPINION**
- **CREATE AN INCLUSIVE ENVIRONMENT**
- **ENGAGE IN INTERCULTURAL DIALOGUE**

Everybody has different views and opinions. Teams solve problems faster when they're more cognitively diverse. Nevertheless, not everybody is going to agree with you and you're not going to agree with everybody. And that's okay. Even if you don't agree, try to understand. Even if you don't understand, always respect the other. Respect different kinds of communication, different working styles, even different approaches to life.

Respect diversity. Not only in terms of gender and race, but also age, physical and mental abilities, religion, social and ethnic backgrounds, sexuality and culture. Diverse and inclusive workplaces are difficult to find and even harder to create. Even if you are not a member of an underrepresented group, you have the ability to create a change as an ally. Take action to support those groups. Use your position and credibility to create a workplace where everybody can thrive.

View differences as positive. Rather than being fearful and critical of people who are different, learn about their differences, it can be fun. Avoid all stereotypes whether negative or positive, and avoid imposing your own values. Some others' cultural norms might make you uncomfortable, but it's still important to resist the urge to judge. If you are to work with somebody from a completely different culture, make sure to learn about it before starting the communication, or visiting them in their country. Treat others the way you want to be treated yourself.

«I think the more differences of opinion that are in the room, the more creative, the ideas and the more likely we are to solve the world's problems.»

Ashleigh Huffman
International Affairs Specialist, US Department of States

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
ARTICLE: Paul Axtell - *Make your meetings a safe space for honest conversation*	This article gives advice on how to increase the quality of the conversations in a meeting. The author dives into two areas: giving permission and creating safety.	https://bit.ly/3wj8GVS
TOOLBOX: The Mood Meter chart	This toolbox could help you get a better knowledge of your feelings and moods by expanding your emotional vocabulary and discovering emotional nuances. You can gain greater insight in your emotional life.	https://bit.ly/3yqFu18



13 Find a mentor

You are not doing the job alone. You have people around you.

- **ASK FOR HELP**
- **ASK FOR FEEDBACK**
- **USE YOUR NETWORK**

You are not doing the job alone. You have a lot of people, resources and support around you. Make a list and use them. Develop a good set of relationships and networks - it's the people who make decisions, block things, open doors, support or give out. Every relationship counts. One good deed, though, won't be enough to form an alliance. Alliances need nurturing, so engage with potential and actual allies regularly. This will keep those connections in a healthy state of readiness.

Ask for positive and negative feedback on your leadership. Ask about specific events, troubling patterns, personal impact and recommendations. Vague questions, like "What feedback do you have?" rarely elicit a useful response. When receiving feedback, give your full attention, listen carefully and don't try to defend yourself with excuses. Own your reactions, demonstrate gratitude, reflect and evaluate, and then take action towards improvement.

It's okay to ask for help. You're not going to lose value or control. It's not only okay to ask for help, it's essential for creating a true sense of support and empowerment in your relationships. No decisions or conversations are easy, and having a person to work through that with will make a whole world of difference.

«It doesn't matter how smart you are or how fast you are,you cannot do this alone. The world out there is too difficult to fight alone. Ask for help and give help. I've observed women make bold and wise decisions as leaders while relying on others to be part of their team. The environment is less authoritarian and more cooperative. This is what people are looking for today.»

Saška Benedičič Tomat
President, Sports Club Partizan Škofja Loka

«You are never alone. I like soccer - and in Liverpool, when you go into the stadium, the supporters say, you will never walk alone. In Strasbourg, in my city, we'd say to our soccer team: "You are 11, but we are thousands." Why I said that? Each and every leader feels lonely at some point. That's because you are alone at the time of taking the decision. It's a human trait to feel like this, it's normal, but it's just a feeling. It's just your sensation. You are not alone. You don't have to be overwhelmed by this sensation. Know how to surround yourself, know how to collaborate, how to delegate. If you have a good collaboration with all the staff, you will not be alone when you make the decision.»

Carole Bretteville
President of the "Women's Commission", Local Football District (Bas-Rhin) - Executive Board Member, FFSE and Member of the "Women sports" Commission, EFCS

«My main mentor I had is everything - what I am today, professionally, and what I know, it all comes from him. But when I put myself out and took another management position. I did things in my way and it came naturally.»

Corina Berekmeri
SWinG mentor, Director, Swarco Vicas

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	WHY WE ARE SUGGESTING IT	WHERE TO FIND IT
SWinG WEBINAR: Episode 4 with Susan Carty and Lisa Jacob - *Dialogue between a mentor and a mentee*	In this episode Su and Lisa discuss their mentor/mentee relationship, what it's bringing to each of them and what makes their relationship productive and powerful.	https://bit.ly/3fuQtxx
SWinG WEBINAR: Episode 6 with Jennifer Cooper - *Sport for Generation Equality – Building Back Better for Gender Equality*	In this episode, Jennifer tells us about the power of network and coalition to bring changes.	https://bit.ly/33VByqX
BOOK: *All you need to do is ask* by Wayne Baker	This book provides a set of tools to improve your ability to ask for the things that contribute to success.	In any bookstore or library
VIDEO: Sheila Heen - *How to use others' feedback to learn and grow*	In this video, Sheila explains why figuring out how to receive feedback is a smart investment - even poorly delivered feedback, and using it to fuel growth.	https://www.youtube.com/watch?v=FQNbaKkYk_Q

14 Be a mentor

- **GIVE ADVICE**
- **GIVE FEEDBACK**
- **BE SUPPORTIVE**

Coaching and mentoring builds stronger relationships and helps to bring out the best in people. As a leader, you need to make learning a part of your culture. A good way to start is by teaching others what you've learned over time. Not only will it affect the person you're teaching, but they will also start teaching others. Try to become such a great teacher, that your organisation can run itself without you there. That's when you can focus on the higher goals and develop the organisation even further.

Focus on delivering constructive feedback, without breaking anyone's confidence. Point out the positive and negative aspects, and then offer your guidance and support to improve their work. Be specific, do it face-to-face, do it consistently and in a timely manner. Don't let too many things bottle up and explode. Don't make it personal - remember that you are not giving feedback on their personality, but their actions and work performance. If it feels like a personal attack, the individual will be more likely to shut down and lose trust than to listen to what you have to say.

Be generous with your support. Start by offering your support to others when you can see that they need it. And if you're not sure what they need – ask them. The more openness, support and positivity that you offer, the more likely the universe will find a way of returning the favour. It may or may not always come back from the people you helped specifically, and that's okay. Don't 'keep score', but look for opportunities to genuinely help those around you.

«No matter where we are in life, there's something that we need to learn. And then there's something that we need to give. We're constantly a mentee and a mentor all at the same time. I can remember when I first started, like being asked to speak on anything, I thought, what in the world do I know? Yeah, I've travelled to a lot of places, you don't realize how much you've learned over time until someone asks you to be a mentor or someone asks you to speak on it. So it's: "Oh yeah. Okay." So, I think I learned as much as a teacher and a mentor as I did as a mentee, because you have to prepare you, you dig in, you have these resources and you get asked questions that you don't know the answer to, and that's okay. It's beautiful because then it just expands what you were thinking in a way that's so different.»

Ashleigh Huffman
International Affairs Specialist, US Department of States

«As an elected leader we have the privilege and the responsibility to carve the path for other women and to engage in meaningful and supportive relations. A true leader acknowledges that mentoring is a great tool for capacity building and advancing leadership skills at women. After all, we need to use our power to empower others in becoming leaders and agents for change.»

Silvija Mitevska
SWinG mentor, Advisor for sports, Government of the Republic of North Macedonia

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
SWinG MENTORING: Mentors Booklet	This booklet provides the key information about the SWinG project and it's Mentoring scheme. It offers a framework of reference for SWinG mentors regarding the expected core values and tools to be used.	Available to mentors only - Get in touch to know more: SWinGLeader@gamechangeher.org
SWinG WEBINAR: Episode 5 with Dr Ashleigh Huffman - *Prepare to Launch*	In this episode, Ashleigh explains that being a mentor or a teacher is a state of mind of forever expanding your perspective and sharing your ressources.	https://bit.ly/2S4pPUu
GUIDE & TIPS: Volunteering Western Australia - *Tips for Providing Performance Feedback to Volunteers*	Providing feedback can be tricky. This short document offers some guidelines to create a positive experience around feedback.	https://bit.ly/3v4RRxM

15 Don't forget about the world outside your organisation

«In today's rush, we all think too much, seek too much, want too much, and forget about the joy of just being.»

Eckhart Tolle

- **BE AWARE OF WHAT'S AROUND YOU**
- **THINK GLOBAL, ACT LOCAL**
- **STAY GROUNDED**

When you fully commit yourself to your organisation, your position and your career, it's very easy to forget that there are other things in the world around us. Has something happened this week that can widely influence your work? Is there a world problem that you should address as a leader of your organisation? Has a new great invention come to life that could improve the world's lifestyle? Always try to see the bigger picture, look at life from a wider perspective, and don't be afraid of new ideas and new activities.

Starting today ask yourself, do you and your organisation's efforts affect the bigger picture? Focus on your local environment and your own small acts will add up, slowly leading to change in an office, then a neighborhood, then a community, a city, a state, and so on.

Last but definitely not least, in order to keep up with the world, you need to stay selective. If you stay selective with what you put your energy into, you'll have much less to worry about. Take time to stop and reflect and say: are we on the right way? Once in a while, tune out all the noise. Stop, breathe, focus, and reset. Disconnect from social media and the news, and turn off your phone. Go outside bare feet, look at the beautiful sky at night or spend a weekend in the forest. Appreciate life's simple pleasures.

«Reflect on the world too and act according to it. You're not in a bubble. What's really important is to just stop being so busy, long enough to breathe and slow down, see where the world is headed and if you like it and where your life is headed and if you like it.»

Ashleigh Huffman
International Affairs Specialist, US Department of States

TO LEARN MORE, GO TO:

WHAT IS THE RESOURCE	**WHY** WE ARE SUGGESTING IT	**WHERE** TO FIND IT
BOOK: *A New Earth: Awakening to Your Life's Purpose* by Eckhart Tolle	This book is a wake-up call for the whole planet that helps us to stop creating our own suffering and obsessing over the past and what the future might be, and to put ourselves in the now.	In any bookstore or library
ARTICLE: Camilla Mize - *Emotional Endurance*	This article reminds us all to stay grounded and build on the foundation of our relationship to sport. It explores the concept of endurance and how physical and emotional endurance are related.	https://bit.ly/2RvHJiL
ARTICLE: Summer Allen - *Eight Reasons Why Awe Makes Your Life Better*	This article is not only providing eight reasons, but it also points to some study in the topic of Awe. It can help you to feel part of something bigger, gain perspective and find inspiration.	https://bit.ly/3fY5HeV



TO SUM UP: WHAT IS EFFECTIVE LEADERSHIP

In the words of the SWinG network

> *"It's doing what needs to be done at the time it needs to be done."*
> **- Susan Carty, SWinG Mentor, Member of the IRFU Union Committee, Member of the World Rugby Council**

> *"Being able to make a positive impact on anyone's work or life."*
> **- Maria Luisa Saporano, SWinG mentor, Freelance on development programmes and strategies**

> *"Having potential to guide and influence a group of people towards a particular direction or achieving some objective."*
> **- Martina Bote, SWinG mentor, Founder & CEO, MBR Human Resources**

> *"Mainly trust and empowering. And then being a model and inspiring."*
> **- Corina Berekmeri, SWinG mentor, Director, Swarco Vicas**

> *"Growing, serving, loving. Looking for ways to make a difference and serve people you are leading; and then go to the end of it, in an impeccable manner."*
> **- Magda Niculescu, SWinG mentor, Executive Coach, Rise and Shine Coaching**

> *"Passion and creativity. Conviction and efficiency to move on. Vision and strategy. Having a clear and reliable vision to embark. Communication is the key."*
> **- Francoise Derolez, President, PWN Paris**

> *"To be able to make others want to follow, continue and spread my ideology. To attract others by being open, kind and modest."*
> **- Magda Nazaret, Board Member, European Hockey Federation**

> *"Listening, being capable of integrating information, storing it and compressing it in order to create a project around this information. Transmitting it in a positive way so that the project can succeed."*
> **- Christine Aubère, Board Member & Chair of the Women Commission, French Federation for Company Sport**

> *"A leader enhances people to their highest potential and inspires towards a common, ambitious purpose, making the path feel engaging and full of fun."*
> **- Clotilde Teson Ruiz, SWinG Mentor, Europe and Asia Director HR & Culture, Corporate Social Responsibility & Environment, DRAXTON Mobility inspired**

> *"Listening, tolerance and fairness."*
> **- Lynda Ho You Fat, President, Guyana Regional League for Company Sport**

> *"a. Being clear about your values and what you are standing for.*
> *b. Listening and communicating well, particularly being able to articulate the vision and strategy."*
> **- Inez Cooper, SWinG mentor, Board Member, European Hockey Federation**

"Effective leadership is being able to transmit my passion and share know-how with the team to benefit the community or association. It's putting myself at service of a common goal."
- Sabina Zampetti, Board Member, European Hockey Federation

"Effective leadership is focused on a solution and a team's joint efforts. Clear and smooth communication is focused on «sharing is caring». For effective leadership we believe in lifelong learning, that empower personal and organisational development."
- Saška Benedičič Tomat, President, Sports Club Partizan Škofja Loka

"Most of all it is having courage to act and speak when you believe in something, and trusting your instinct when there is no right answer. It must be done with people - excellent relationships and being authentically you allow you to lead effectively."
- Lisa Jacob, SWinG mentee, Former Board Member and now Team Manager, Hockey Ireland

"It is about team vitality, it's a process, influence in terms of teamwork towards organisational goal."
- Agne Vanagiene, Vice President, ENGSO

"Helping other people to find the area they are good at and encouraging them to keep growing."
- Ugne Chmeliauskaite, Chair, ENGSO Youth

"An effective leader is an enabler, a catalyst. Someone that challenges people beyond."
- Arantxa de la Peña, SWinG mentor, Marketing CRM & Customer Operations Director, GAES-Amplifon Group

"A good leader must be human and mission oriented. He / she values his / her collaborators and motivates and influences them to complete tasks they wouldn't do on their own initiative."
- Guy De Grauwe, Vice President, European Federation for Company Sport

"Leading by example. You will get the best out of your team by showing them you are not afraid of hard work or doing the work they do."
- Gina Luzzatto, Secretary General, European Multisport Club Association

"Being able to create a team that works as such towards common goals. Transferring trust and good values."
- Gabriella Bascelli, President, Lazio Foundation

"Being sure that the vision and the mission of the organisation are in line with your own passion and ambition, and always keeping in mind all members and not the interests of just one person/party."
- Ilse Haest, SWinG mentee, Board Member, Royal Belgian Hockey Association

"Showing your team, the direction in which the organisation is going. It is about being inspirational and instilling faith in the future."
- Cécile Bernheim, Advisory Board Member & Former President, PWN Paris





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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 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 7

WWW.GAMECHANGEHER.ORG



SWinG
Supporting Women IN achieving their Goals

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