

INTELLECTUAL
OUTPUT

9

RECOMMENDATIONS

TO SUSTAIN AND TRANSFER
THE SWinG APPROACH



TABLE OF CONTENT

Before we start - Introduction to the SWinG project	4
Executive Summary	8
Introducing the methodology of the consultation	10
Why - Motivation of and for SWinG	14
How - Recommendations of SWinG	20
What - Activation of SWinG	26
Conclusion - SWinG sustained and transferred	36
Acknowledgement	40



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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 recommendation report has been produced by Tom Pedersen Smith and Marijke Fleuren from the European Hockey Federation and the SWinG project leader Carole Ponchon, in collaboration with the whole partnership.





BEFORE
WE START

The SWinG project

► THE SWING PROJECT IN A NUTSHELL

The SWinG project 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 did 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 was also 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 supported 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 brought 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 provided an excellent opportunity to develop, transfer and implement innovative practice firstly at a European level. It will from now on serve as an example of best practices and a basis for larger implementation. Indeed, we created an 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

SWinG is about developing the Art of Opening Doors for Women in Sport as we believe it's time to #PressForProgress and change the way we lead in sport.

The motivation of the SWinG project was clear through the original submission to the European Union! The following three years -2019 to 2021- have demonstrated that purpose has been actioned. A diverse range of examples have proven this, following consultation across organisations and individuals involved.

▶ SWinG AS CONCRETE EXAMPLE OF A SUSTAINED COLLABORATION IN ACTION

The European Union programmes are meant to provide organisations the opportunity to:

- Work together on common projects
- Expand professional and personal networks
- Learn about European cultural diversity
- Discover their rights and responsibilities as citizens
- Develop their professional skills and expertise

SWinG has met all the above.

By sharing knowledge through connecting a range of local, national, continental and global sports organisations, the project has facilitated the correct processes, programmes and environments to maximise understanding, implementation and application of good governance

▶ SWinG AS A PLATFORM TO POSITIVELY CLAIM SPORT'S CONTRIBUTION

SWinG review of resources

Provided the emphasis for change and the building of lasting resource tools (*all found at www.gamechangeher.org*).



SWinG review of mentor and mentee pilot

Made it become increasing clear that the rationale to bring together a project team of female business leaders with varying levels of understanding, resource and education around sport has provided a greater learning opportunity for all the mentees.

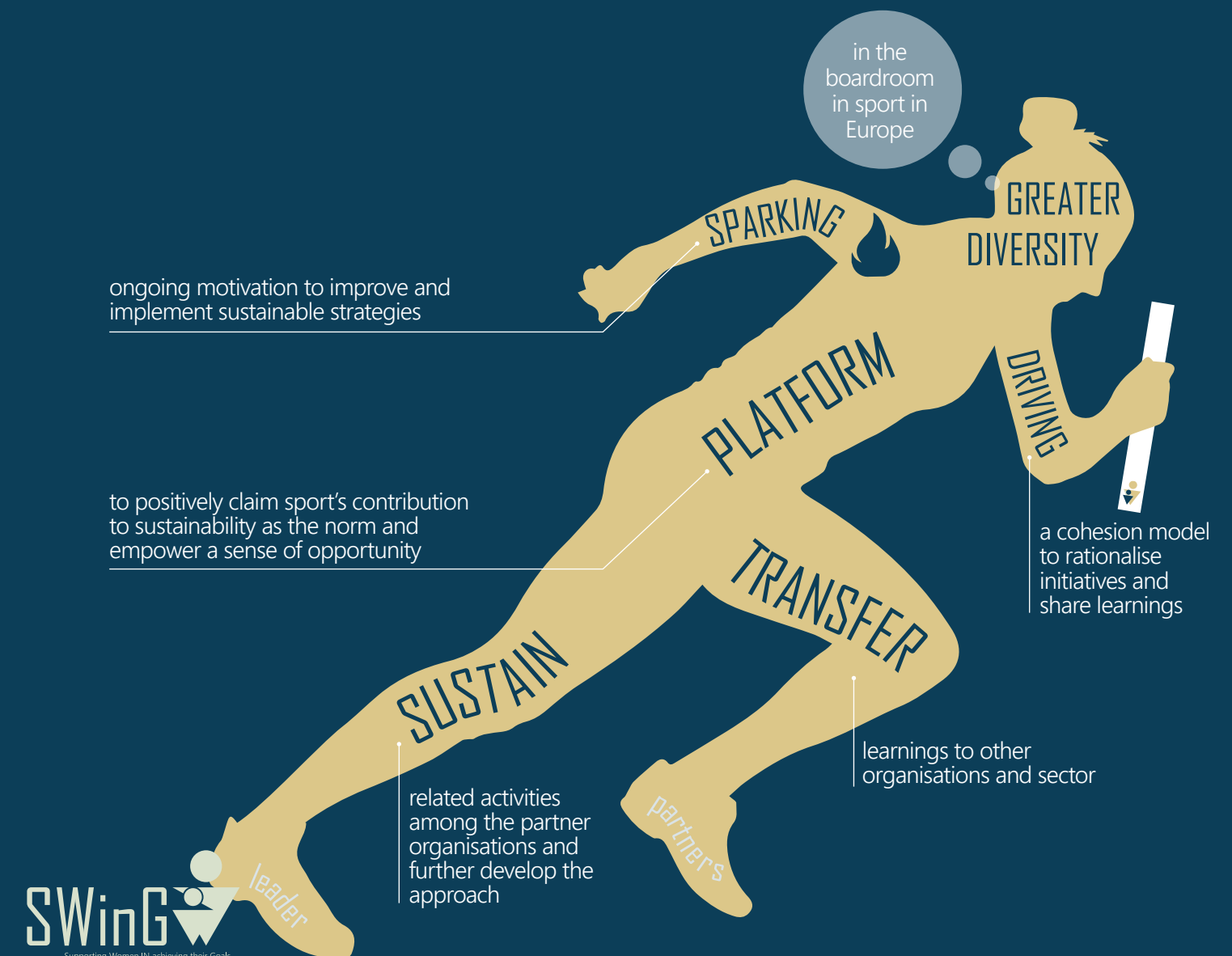


SWinG future

This is all evidence which is being disseminated across external partners in global sport to **support the sport's (sector) position in pioneering the influence and power sport has in effecting change for good.**

SUSTAINING AND TRANSFERRING THE SWinG APPROACH

Many organisation's value clarity and decisive programmes and evidence to help them improve equality, diversity and inclusion as evidenced through external feedback. The visual representation below highlights ways on how SWinG is providing an answer to this need.



SWinG will have a vital role to play, in shaping, inspiring and showcasing sport's contribution in the future as the world develops post COVID-19.

Sport at all levels deserves this chance to show how it 'swings' the lives of so many communities.



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



Introducing the methodology

► BACKGROUND & RATIONALE

To analyse and define the sustainability and transferability of SWinG we categorised and comparatively assessed a range of motivations, expectations and realities.

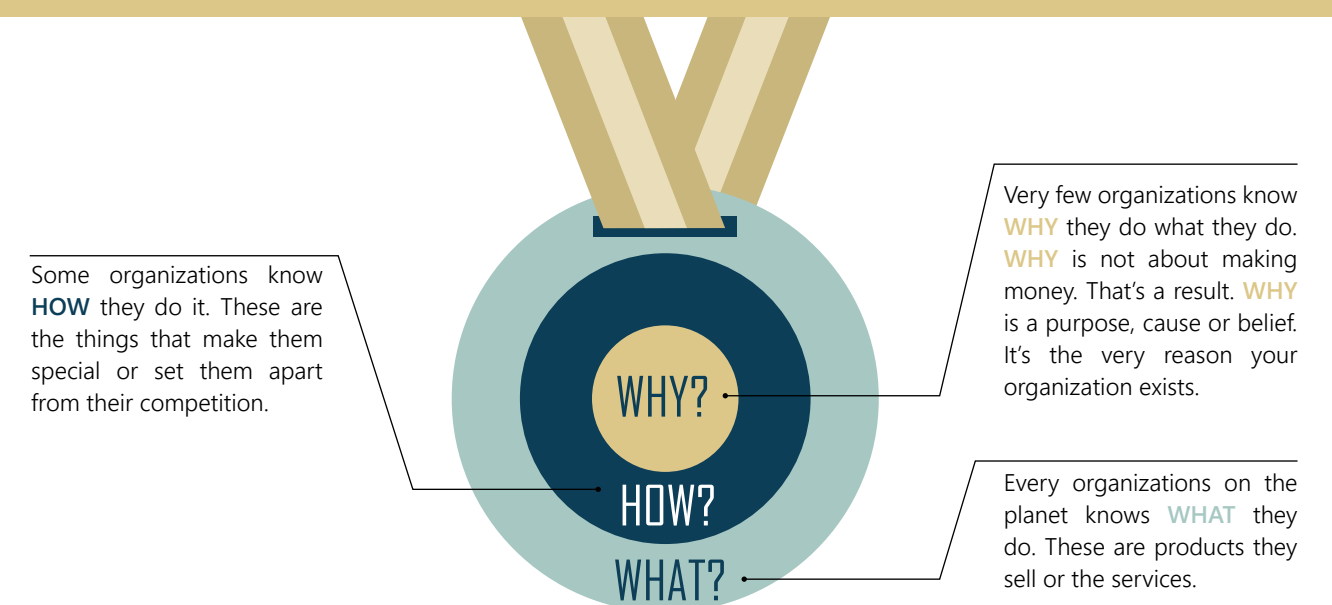
The consultation conducted across the following two groups a summary of assessment of emerging trends (main tendencies/directions):

- **Categorisation of internal stakeholder viewpoints:**
 - Feedback from the SWinG consortium partners
 - Feedback from the SWinG mentee and mentor pilot programme
- **Categorisation of external stakeholder viewpoints:**
 - Feedback from individual decision makers of organisations external to the SWinG project – multiplier events
 - Specific individuals' interviews

This consultation was underpinned by asking the two groups their feedback on the 'USEABILITY' of the completed intellectual outputs that had been produced, such as the academic research, toolkits and resources. The consultation methodology tracks the motivations before, during and perceived future thoughts of consortium partners and the potential new organisations that can (could) adopt the SWinG projects or principles and resources from SWinG.

In order to develop a strategic SWinG transfer and sustainability approach we have considered the elements of the golden circle made famous by Simon Sinek, an author, speaker and consultant on leadership. The diagram pictured below shows that there are three layers to any business/organisation story: (1) the what, (2) the how, and (3) the why.

Figure 1: The Golden Circle



©2015 Simon Sinek, Inc.

METHODOLOGY



In our perspective, this was a key framework to develop a strategic legacy approach as almost every organisation knows exactly what they do, some know how they do it, and even fewer know why they do it. And well if this is the case for organisations, let's be sure it's the same or even worst for projects!

As Joe Dudeck, founder of Keyhole Marketing suggests

«Far too often, companies communicate their business purpose to their customers and employees from the outside in: first talking about their what, touching on their how, and usually ignoring their why. And in the process, they leave everyone feeling totally uninspired. Instead, try flipping that around by thinking, acting, and communicating from the inside out. That's when true magic happens.»

Staged across these 3 areas, the consultation provides an helicopter examination of the usability and transferability of the SWinG project. That's why in the following sections of this report, the sustainability and transferability elements for SWinG are judged, analysed, described and determined utilising this approach.





WHY

Why - Motivation of and for SWinG

► WHY DO YOU DO WHAT YOU DO? - MOTIVATIONS

«We believe in diversity not simply to satisfy quotas, but rather to seize opportunities!»

→ THE SWinG WHY

The above quote defines the 'why' of SWinG and positioned the methodology framework for the transferability and sustainability of SWinG.

Motivation is a driving force that initiates and directs behaviour. Some motivations are biological (such as physiological drives), such as the motivation for food, water, and sex. But there are a variety of other personal and social motivations that can influence behaviour, including the motivations for social approval and acceptance, the motivation to achieve, and the motivation to take, or to avoid taking risks (Morsella, Bargh, & Gollwitzer, 2009).

Therefore, informed by work from researchers on *"The Influence of of Intrinsic Motivation and Synergistic Extrinsic Motivators on Creativity and Innovation"* and *"Motivating Change: a grounded theory of how to achieve large-scale, sustained change"*, analysing original (internal, or intrinsic) and new (external or extrinsic) motivations on SWinG helped the partners shape the ability to transfer and sustain SWinG and its useability.

We positioned the internal and external motivations and framed this under four headers:

- Intrinsic Goals
- Extrinsic Goals (End State)
- Extrinsic regulation of behaviour
- Intrinsic regulation of behaviour

The reasoning behind this categorisation is that motivations are often considered in psychology in terms of drives, which are internal states that activate when the physiological characteristics of the body are out of balance, and goals, which are desired end states that we strive to attain. Motivations are closely related both to your own emotions, and the emotions of others.

Feedbacks gathered below are coming from the SWinG consortium partners well as the SWinG mentee and mentor and were collated at various stage points through the Monitoring and Evaluation strategy conducted.

1 - Source : Research article published by Carmen Fischer, Charlotte P. Malycha and Ernestine Schafmann in February 2019 - <https://www.frontiersin.org/articles/10.3389/fpsyg.2019.00137/full>

2 - Source : Research article published in BMJ by Jenna P Breckenridge, Nicola Gray, Madalina Toma, Sue Ashmore, Ruth Glassborow, Cameron Stark and Mary J Renfrew in June 2019 - <https://bmjopenquality.bmj.com/content/8/2/e000553>



Table 1: Categorisation of internal stakeholder viewpoints on the WHY of SWinG			
Intrinsic Goals	Extrinsic Goals (End State)	Extrinsic regulation of behaviour	Intrinsic regulation of behaviour
Purpose	Knowledge	Youth Representation	Creativity
Endeavour	Change	Empathy	Outside of the box
Need	Project Experience	Change	
Feminist	Research	Equality	
Passion	Learn	Luck	

To ensure the legacy of the project and in particular its transferability, special consultation took place with external stakeholders at various stages of the project. Feedback gathered below are coming from individual decision makers of organisations external to the SWinG project and were collated through specific individual interviews as well as during multiplier events. They shed a different perspective on the “WHY” of SWinG.

► DIVERSITY SHALL BECOME A PRIORITY OF SPORT GOVERNING BODIES

«Empowering women and girls and promoting gender equality is crucial to accelerating sustainable development. [...] Diversity in sport in one of the pledges and pillars of Paris2024.»

Cathelijne Rockall
Vice President, French Hockey Federation

«I am a believer and an advocate of gender equality in governing bodies. In our official university (advisory) councils and committees a gender balanced composition is mandatory (max. 2/3 of the same gender). I am president of a working group concerning sport for employees. This working group is perfectly balanced regarding gender participation.»

Dirk Van Haelter
Secretary of the Board of Governors, Ghent University

«I very strongly believe that diversity shall become a priority of sport governing bodies as through my research I demonstrated that currently there is a massive gap and challenges when it comes to diverse representation and voices.»

Anirban Chakraborty
Senior Manager , Dream A Dream India - Phd Student

► WORKING TOWARDS MORE GENDER EQUALITY IN SPORT GOVERNING BODIES ALSO REQUIRES TO BUILD ON STRONG PERSONAL PURPOSE/MOTIVATION

«I strongly believe that sustainable development of French hockey can only happen if we are all on board. We can't leave 50% of the population behind, whether that is in development of players or the leadership talent. Having a “role model” is of vital importance to inspire, motivate and engage a new generation (and I speak out of experience!)»

Cathelijne Rockall
Vice President, French Hockey Federation

«The theme fascinates me for 35 years already and I believe in a strong woman or man in the right place.»

Martine Verheyen
General manager, FROS Multisport Vlaanderen

«My purpose is inclusion, creating change and equal opportunity for all.»

Maquate Onyango
Founder, Kenya Mathare Girl Power Project

«In Malaysia, being a sports official is not a common occupation. Majority are volunteers and there is a big age gap within that group. There is a general perception that women do not participate because they have other priorities or that they are not interested in sports. And when women are in, there is then always a perception that women in sport organisations are only there to be a secretary! This is true even for MHPF and its members. I am an anomaly because I play the sport, I have my background in sports management, and I want to be part of the organisation to grow the sport. To me, diversity means to have a balanced mix of volunteers who are technical experts and genuine fans of the sport.»

Chee Ee Laine
Interim General Secretary, Malaysia Ice Hockey Federation

► **WORKING TOWARDS MORE DIVERSITY IN LEADERSHIP IS PART OF THE CURRENTLY ACCELERATING COURSE OF HISTORY**

«At this moment, this topic is on top of the priorities list of the Flemish sports authorities. Today, women have become important players both at Sport Vlaanderen and at the Minister's Office. Indeed, successful and competent women are occupying leading posts in management and consultancy. This also applies to the sector of Flemish Sport Federations.»

—
Martine Verheyen
General manager, FROS Multisport Vlaanderen

«We see in France that this is accelerating now with more women being elected in leadership roles in sport governing bodies: female minister of sport, female president of the NOC, female president of the FFH.»

—
Cathelijne Rockall
Vice President, French Hockey Federation



The original 'why' for SWinG can still be agreed as relevant, this is supported from the wide-ranging motivations from the internal and external partners. This feedback embeds the SWinG philosophy that there is and are a wide range of opportunities (motivations) from current and prospective partners which can be seized via SWinG.

The useability of the SWinG mentor pilot provides further and specific evidence that the 'why' of SWinG is a success and an applicable transferable programme can be implemented across the sports sector, but importantly because SWinG seizes opportunities the mentor programme can be used across all areas of equality, diversity and inclusion, not just gender imbalance.

Evidence extract taken from I08 - the impact of the SwinG Mentoring programme (at time of publication in October 2021):

- 94,12% of mentees reported being better equipped ('slightly' to 'hugely') to break the glass ceiling than 2 years ago
- 80% of mentees reported that taking part to SWinG has -"Possibly" to "Definitely"- contributed increasing their profile
- 100% of mentees reported they gained new skills or knowledge as a result of taking part
- Number of elected & appointed mentees: 11

This consultation conclusion on SWinG must consider the 'internal' feedback was prior to the programme beginning and directly about motivations to join the consortium. The new 'external' feedback was via a series of multi stakeholder multiplier events and/or interviews whereby individuals were given an overview of SWinG and asked for a range of reactions to the presentation of the project.

Even though a slight difference in motivational questioning the reality is clear that SWinG seizes opportunities and has produced a range of resources that can be implemented. This is explored in the next chapter.

How – Recommendations for SWinG

► HOW DO YOU DO WHAT YOU DO? - RECOMMENDATIONS

«We seize opportunities by producing academic, sport and business resources which are collaborative and diverse for the stakeholders.»

→ THE  HOW

Modelling the recommendations for SWinG draws upon Intellectual Output 3 “The SWinG Model”³ and consults internal and external feedback across all the intellectual outputs of SWinG which can be found on the project website: www.gamechangeher.org

Through the aforementioned methodology for sustaining and/or transferring the SWinG outputs we have consulted on all nine intellectual outputs. Considering the review of useability within this methodology of consultation of completed intellectual outputs it is important to reaffirm that this SWinG Model is aimed to support a wide depth and breadth of potential users (audience) to sustain and transfer this project.



HOW

3 - The SWinG Model is a handbook which has been developed to introduce the SWinG practical framework of Actions. This Framework highlights the conceptualisation of the SWinG approach and offers practical implementation tips and recommendations.

Table 2: Categorisation of internal stakeholder viewpoints on the <u>usability</u> of SWinG resources			
ID	Title of the resource & quick snapshot	 How to use it?	Where to find it
1	State of Play: Women in decision making roles in European Sport & beyond A mapping of current resources, strategies and initiatives on the state and status of female decision-makers in sport organisations and companies.	- As an evidence-based report that allows to educate everyone from youth leaders, undergraduates, postgraduates, administrators, players, coaches and executive leaders about gender inequality in sports governance. - As evidence for change, decision making and supporting funding grants.	https://bit.ly/3yJ3ig7
2	State of Play: Initiatives developing empowerment and leadership opportunities for women A mapping of existing theories, concepts and good practices concerning women's empowerment and leadership.	- As an instrument for advocacy for strategic changes in the election structure or advocating for good governance including supporting HR policies. - As a tool to be used to have an overview on practical cases and linkage between sport and business worlds, considering women in governing bodies.	https://bit.ly/3jQsICh
3	The SWinG Model: from concept to action This handbook has been developed to introduce the SWinG practical Framework of Actions.	- As the starting point to understand the SWinG concept. - As an instrument to collect implementation tips and recommendations allowing different types of organisations and stakeholders to replicate the SWinG model. - As a case study for sport development it offers the inter-sector cooperation and good example of practical cooperation points (e.g. mentoring).	https://bit.ly/3lWudlb
4	Training Handbook: "Power can change" – the SWinG learning and support environment This handbook gathers the educational guidance developed to facilitate the process of supporting the mentees getting into the appropriate mindset and being equipped with appropriate tools.	- As a solid starting point to establish a leadership development programme as the whole SWinG curriculum is available - As a resources for those interested in setting up a mentoring programme and supporting system: includes templates and canvas. - As a case study if you would like to bring more diversity in your sport club or to local community (<i>example of how SWinG project has tested a set of educational tools to support the mentees in taking their next step towards leadership for life as well as improving their interpersonal skills and helping them easily transition to the campaigning period for election on sport organisation board</i>).	https://bit.ly/3fZr3cx

ID	Title of the resource & quick snapshot	 How to use it?	Where to find it
5	Toolkit 1: How to build my election agenda and become an elected decision-maker A toolkit to support the mentees getting into the appropriate mindset and being equipped with appropriate tools to run a campaign to get elected.	- As a 6-step process and a solid foundation for self-reflection that offers training material for those involved or wanting to be involved in running sports organisations. - As a "helping hand" in building up an election campaign and a good guide for ambitious and career-oriented men and women. - As an entry point into self-development	https://bit.ly/3lUlhMm
6	Toolkit 2: How to run an election communication campaign The Toolkit provides a range of communication tools that the user may be required to fulfil or choose to implement to further increase your chance of success. It also embeds a report sharing findings and good practices on the communication methods facilitating the process of supporting the mentees in their journey.	- As training material for emerging leaders to engage into election application process focusing on knowledge about communication skills in real life. - As a collection of inspiring real-life examples to run an election campaign using various communication tools as well as some tips and recommendations - As a resource if you are willing to champion someone in her/his election campaign and are looking for some inspiration on what may work.	https://bit.ly/3sjdJ80
7	Toolkit 3: How to be an effective leader once elected The Toolkit provides a Leadership Roadmap with 15 lessons on balancing life as an elected decision-maker	- As a guidance to identify and understand your leadership style and its strengths and tell your own leadership story. - As a lift bearer of your last internal breaks and barriers to act in Game-changing positions of decision-makers. - As a resource to come back to when going through potential challenges along the way. You will learn that for effective leadership we need to believe in lifelong learning, that empower personal and organisational development.	https://bit.ly/3xJeJmR
8	Report at a Glance: What did we achieve in SWinG? This report introduces the SWinG strategic programme impact assessment strategy and introduces key learnings on 2 to 3 areas.	- As an example on how to evaluate sport development projects in the community at a continental level. - As a lightning access to SWinG main learnings points to fast track any adaptation you may think of.	https://bit.ly/3CISFMH
9	Recommendations to sustain and transfer the SWinG approach	As an easy access to all resources developed through SWinG with recommendations to be inspired for your own organisational adaptation.	https://bit.ly/37CMJqA

In addition to these insider recommendations from the partners, other elements were pointed out as key takeaways on how to provide a shift towards more gender diversity in the sport governing bodies in the future through specific individual interviews as well as during multiplier events. They are introduced below:

► **NEW THINKING AND ACTION WILL BE NEEDED TO ADDRESS THE SPORT ORGANISATIONAL CULTURE - IN PARTICULAR IN TERMS OF STATUES AND ELECTION PROCEDURES AND LEADERSHIP PATHWAYS**

«In our organisation a lot of attention is already going to this topic. I am the living proof of that. However, having said that, I must admit that our board is rather male dominated. This is the direct consequence of the fact that we actually recruit our board members from the club delegates (General Assembly) who in general are men. The newly created Experts Committee Multisport though consists of 3 women and 3 men. Hopefully, this will bring a long-term satisfactory solution. We could recruit (partially) board members on the basis of their expertise.»

—
Martine Verheyen
General manager, FROS Multisport Vlaanderen

«The current situation for us is not so much on diversity but rather the lack of volunteers who are committed and knowledgeable. Since we took office in late-2020, we've had one council member resign due to work (because of Covid-19), and our General Secretary stepped down from her role as well due to personal reasons. Our members (state associations) do have women in their council but it does not appear that they are in a decision-making position.»

—
Chee Ee Laine
Interim General Secretary, Malaysia Ice Hockey Federation

«The challenges according to my research are: Discrimination and Stereotypes, Role of men in restricting voices of women, Construction of sport organisation is such that it prefers masculinity, over femininity which can be defined by organisation culture, Challenges women face with respect to travel, family etc.»

—
Anirban Chakraborty
Senior Manager, Dream A Dream India - Phd Student

► **VIEWS ON HOW ORGANISATIONS COULD MAKE USE OF THE SWING OUTPUTS AND RESOURCES**
(available here: <https://gamechangeher.org/resources/>)

«The SWinG resources and in particular 'Toolkit 3: How to be an effective leader once elected' will be helpful for our staff in terms of capacity building. In addition, the SWinG mentoring programme and any adaptation of it will be really helpful for women who are looking for leadership opportunities and pathways.»

—
Anirban Chakraborty
Senior Manager, Dream A Dream India - Phd Student

«My main takeaway is that we are having similar experiences in different countries and an ability to work with different sports and organisations.»

—
Kenny Carroll
Development Officer, Hockey Ireland

«The resources will help build the capacity of our members. And I hope this could help solve our biggest organisation's challenge which is the sustainability of our programmes.»

—
Maqulate Onyango
Founder, Kenya Mathare Girl Power Project

«The best tools I see are the interviews with role models and the webinars. These would help those already in position to learn from their peers and top executives. I would recommend those who are considering a position in MIF and its members to use the intellectual outputs to get started.»

—
Chee Ee Laine
Interim General Secretary, Malaysia Ice Hockey Federation

«Could be really powerful resource to support our drive for full diversity across leadership in our organisation.»

—
Mark Pain
Regional Development Manager, Scottish Hockey

Such a vast set of positive engagement from internal and external organisations to participate and use SWinG resources **underpins the ability for 'all' to gain and use the SWinG Model.**

In fact, the project's contribution sets and provides a range of operational and administrative leads (resources) to provide an effective and efficient use -underpinning a joint positive opinion and feeling around the 'how' and sustainability of SWinG within the sports sector.



WHAT

What - Activation of SWinG

► WHAT DO YOU DO? - ACTIVATIONS

«We just so happen to have a great model. Want to implement it?»

→ THE  WHAT

SWinG has been designed to create and provide new paths for good governance in sport while opening doors for more diversity in the boardrooms.

SWinG partners proudly state that the project model can be translated, adapted, modified and/or intellectual outputs and resources can be cherry-picked to suit the individual and/or organisational needs across Equality, Diversity and Inclusion (EDI).

This claim is examined across 3 pillars of objectivity from the internal and external reactions.

► PILLAR 1: THE INDIVIDUAL AND ORGANISATIONAL CHANGES THAT COULD BE MADE TO THE SWinG PROJECT TO CONTINUE ACTIVATION

Though SWinG was designed as a pilot and there is clear and acknowledged need to further work and develop the SWinG approach, this section is aiming at telling the reader – ie potential new user- what to consider for their own use.

That's why we will explore room for further development and implementation of the SWinG approach (recommendations) to boost individual and organisational changes.



Table 3: Categorisation of internal stakeholder viewpoints: Feedback from the SWinG consortium partners, mentees and mentors as regard organisational change they observed or felt during the project period			
Intrinsic Goals	Extrinsic Goals	Extrinsic regulation of behaviour	Intrinsic regulation of behaviour
- Implemented mentor programmes - Lived experiences	- Provided networking across multiple communities and or sectors - Packaged the sharing knowledge - Provided Academic Literature principles for all areas of EDI - Changed 'decision makers' attitudes by providing academic and practical evidence	- Improved communication on a micro level (club, local) through change in use of language - Offered personal development for company staff, mentors and mentees - Contributed to the transparency of company values	- Using the same principles, male models could also have key roles - SWinG being embed into current EDI or sustainability strategy for added value - Small step into one area of EDI

Exchanged with external stakeholders also enriched this discussion, making it clear that “SWinGing” organisation will be only achieved in the long term.



«We feel strongly supported and have several tools available to us to accelerate the diversity in governing bodies. However, it takes time to implement and to change a work culture.»



Cathelijne Rockall
Vice President, French Hockey Federation

► **PILLAR 2: DEMONSTRATING THE POTENTIAL IMPACT OF SWING THROUGH EXPANDED GEOGRAPHICAL AND ORGANISATIONAL DISCUSSIONS**

Even with SWinG not fully completed at time of publication (early November 2021), a number of meaningful discussions with a range of stakeholders has taken part as SWinG continues to be disseminated.

These activities (as listed in table 5) are:

- Proving and demonstrating the size of the potential impact of the project after its official ending trough their geographical scope and impact.
- Generating a platform for future implementation of SWinG.

Table 4: Example of some key dissemination activities and their impact			
Organisation	Country or Region	Purpose and/or results of the discussion	When
IPC and International Para Hockey	Australia	Consultation on and upcoming women’s sport development programme.	Summer 2021
High-Level Group on Gender Equality in sport	Europe	The work of these experts will lead to the implementation of concrete actions at the national and European levels.	2021
Dream a Dream	India	Consultation on women in leadership in sport for both a PhD work and application on the ground.	2020
Shift Foundation	New Zealand	Discussion on empowerment, diversity in leadership.	November 2020
APOGESD (Portuguese Association for Sport Management)	Portugal	Contribution to a special round table discussion on « <i>Leadership, Women, and Sport</i> » to help shed light on the new APOGESD strategic approach on this topic.	November 2020
European Association for Sport in Society, and the European Journal for Sport in Society	Europe-wide	Discussion of gender balance and roles in the association governance structures, and that of the journal (EJSS).	September 2021
ENGSO	Europe-wide	Discussion on the importance of the gender-balance governing bodies, reviewing the gender quotas in ENGSO and ENGSO Youth statutes/ standing orders, addressing the gender balances issues internally .	2020
Donegal Local Sports Partnership CLG	North West of Ireland	Exchange on learnings so far from the SWinG project that could be transferred to the local work and research for a Women in Sports Leadership they were delivering in North West Ireland linking with Ireland’s 20 x 20 campaign to get 20% more women into sport.	February 2020
Athletes for Hope - Australia	Australia	Discussion on the state of affairs as it relates to leadership in sport throughout Australia.	2021
EHF member National Associations (40+)	Europe	Forum on the executive balance of board rooms and decision-making positions and the new mentor mentee scheme to be delivered under the EHF Institute following SWinG Model.	November 2021

Concrete example of the potential impact of SWinG, is this personal commitment to take up challenges:

«Two months ago I decided that I would run for a position in IIHF at the next election, which is in 2026. To achieve that, I will need to start networking with its member associations. Currently I have been in contact with the Asian members and will continue to do so in 2022. In this journey of mine, I'll probably make use of the SWinG resources.»

Chee Ee Laine
Interim General Secretary, Malaysia Ice Hockey Federation

Another inspiration on how to take on-board new actions in the near future has also been provided from as far as India:

«[A potential concrete next step I could take in 2022 will be] to create awareness and support women leadership programs and answer the critical question ‘How can increase more women in leadership positions in sports industry and how can we support them?’»

Anirban Chakraborty
Senior Manager , Dream A Dream India - Phd Student

► **PILLAR 3: ENSURING LEGACY BEYOND THE FUNDING SCHEME THROUGH PARTNERS STRATEGIC COMMITMENT**

The usability and therefore sustainability of the SWinG project and its resources and learnings is demonstrated by the outwards strategic thinking and planning from the partner organisations which were involved in the project.

The following pages will introduce some of the partners’ strategic intent for the project in its life beyond the EU funding scheme. As could be seen, partners are proactive in sustaining and using SWinG learnings in their own development plan.

These SWinG adaptations are going in different ways and as such form a platform that shall not only contribute to the sustainability part of the project but also - this is our hope - act as an inspiration (sound-board) for other organisations to join the movement and be creative in their use of the available model and resources.

	Name of the SWinG partner org	EHF - European Hockey Federation
	Name of the foreseen initiative	The EHF mentoring programme
	Quick overview	Under the EHF Institute we offer executive and youth leadership forums and a youth leadership certificate in management skills. We would like to add a mentor / mentee programme that connects both the current executives and the youth leaders over a 12month programme
	What are you taking on board from SWinG?	Each of the IO's.
	What element will be adapted?	Budget for face-to-face meetings and 50/50 gender balance of mentors and mentees. Each mentees development will be tracked after the programme for 5 years
	Who will benefit (main target)?	The Youth Leaders (Aged between 18-30)
	What is the timeline?	Each Cohort will be on a 12-month programme (Goes live from 2023)
	What is the foreseen budget?	Circa 10k per year





Name of the SWinG partner org	FFSE - French Federation for Company Sport
Name of the foreseen initiative	SWinG 360
Quick overview	SWinG 360° will be a research action project with the aim to propose a simple lens to facilitate gender sensitive and responsive sport boards. It will develop, test and provide 2 concrete tools to equip the sport sector with a practical approach to be self-reflective about how well sports bodies are prepared for inclusion and diversity, and to what extent the governance models are fit for welcoming and integrating diversity and new voices. It is our hope that the SWinG 360° tools will contribute to help creating inclusive environments that foster equity and equality in sport board rooms.
What are you taking on board from SWinG?	SWinG 360° will build on initial findings and learnings from the ongoing (2019-2021) SWinG project. The existing SWinG communities (partners, mentors, mentees) will be involved as associates.
What element will be adapted?	The SWinG model will be further tested. In particular, the supporting scheme will be adapted to provide support to women leaders already elected. In addition, the Research/action approach will allow us to focus on power games to address the needed sectoral and organisational change.
Who will benefit (main target)?	The sport sector: access to some compelling tools and reflection AND inspiration for a new model of shared and inclusive governance. Newly and/or aspiring elected decision maker: a more inclusive journey to step into their new role + an increased awareness of barriers & levers they may face in terms of power game in the boardroom.
What is the timeline?	A 1-year project from Jan 2022 to Dec 2022
What is the foreseen budget?	60 000 euros - could be adjusted based on financial opportunities



Name of the SWinG partner org	EFCS - European Federation for Company Sport
Name of the foreseen initiative	Embedding SWinG learnings into strategic development of the Federation
Quick overview	Propose further discussion and dissemination through General Assembly, meetings of the Executive Committee and communication tools. Engage the Diversity Commission to be inspired from SWinG approach and tools and to develop opportunities for emerging women leaders within the federations. Support and invite the national members to develop a reflexion on good governance, but also implement actions to «feminise» their boards
What are you taking on board from SWinG?	All IO's
Who will benefit (main target)?	Sport sector, in particular national company sports federations, company sports clubs.
What is the timeline?	2022 and onwards



Name of the SWinG partner org	ENGSO Youth
Name of the foreseen initiative	ENGSO Youth Sport Academy (EYSA)
Quick overview	EYSA focuses on developing soft skills of youth coming from different deprived areas and disadvantaged backgrounds. We want to support them to make a positive change in their communities through sports, while equipping them with employability competences and soft skills in the process. The long-term program is based on both e-learning and offline educational workshops, development of local initiatives and mentoring program targeting 30 youngsters from disadvantaged areas from all across Europe.
What are you taking on board from SWinG?	Mentoring framework, materials as a background (e.g. leadership webinars)
What element will be adapted?	One mentor for 3 mentees (from the same region); shorter mentoring period (up to 3 months) with more intensive meetings (at least 12).
Who will benefit (main target)?	Youth (16-18 years old (50%), 18-30 years old (50%))
What is the timeline?	12 months (2022-01-01 - 2022-12-31) planned, could be adjusted according to financial possibilities
What is the foreseen budget?	105 950 EUR for 12 months (including personal meetings)
Anything else worth mentioning?	Higher focus to disadvantaged Youth (mixed groups, not only female)



Name of the SWinG partner org	University of Copenhagen
Name of the foreseen initiative	The strategic academic consensus conference - Additional gender-equality projects in sport
Quick overview	The conference is intended to facilitate discussion amongst global experts on gender equality in sports governance, with a view to highlighting the state of play in research and practice. This enables consensus statements to be generated and published with serve as a landmark in driving research forward in the field.
What are you taking on board from SWinG?	IO1 and 2 in particular can push this forward.
What element will be adapted?	IO1, with additional publications
Who will benefit (main target)?	The academic community, as well as policy makers and practitioners who would benefit from insights into the current state of play, as well as points of consensus and debate in relation to gender equality in sport.
What is the timeline?	Probably held 2022
What is the foreseen budget?	Not defined yet
Anything else worth mentioning?	Such conferences are impactful, and publication can be guaranteed through EJSS.



Name of the SWinG partner org	AFH - Athletes for Hope
What are you taking on board from SWinG?	Mentoring framework and best practices, SWinG toolkits and resources, leadership webinars
Who will benefit (main target)?	Global network of athletes
What is the timeline?	Ongoing
Anything else worth mentioning?	AFH is committed to highlighting the often difficult but critical element of including athlete voice in sport governing bodies as we enact the findings of the IO 8 in our strategic thinking.



Name of the SWinG partner org	Sport Club Partizan Škofja Loka
Name of the foreseen initiative	Empowering women in a local community
Quick overview	We are developing a concept for local community (67 sport clubs) for guiding women who would like to or have just been elected into decision-making positions within sport organisations, and are interested in further professional development.
What are you taking on board from SWinG?	Full SWinG package
Who will benefit (main target)?	67 sport clubs in local community
What is the timeline?	2022 - 2023
Anything else worth mentioning?	It would be good to have "a follow up" meeting with SWinG partners at the end of 2023 or beginning of 2024 to learn what have we completed and how, or to share challenges we have when there is no project available, and we are back in real life without a project's support.

Following the analysis of Why (motivations), How (recommendations for use) and What (activations), the SWinG project feedback provided a range of recommendations that

SWinG can be adapted and acted upon; solidifying that SWinG has a framework for **useability** by other individuals and organisations in sport.

The impact will grow with this mindset that SWinG can evolve to break down the glass ceiling by modifying and enhancing the useability of SWinG resources. This is especially important when making potential new adopters of SWinG aware that **these concepts and resources belong to various levels of micro and macro sports organisations from clubs to international federations.**



CONCLUSION

SWinG sustained and transferred

The analysis of information collected through the consultation of the SWinG project and processes used prove that all elements can and should be sustained and transferred. The result of this is wide ranging. SWinG as a project and the resources developed are useable for individuals and for organisations. As all the resources that were deemed to have lasting useability at every level and size of organisation.

Four other key findings were determined through this thorough consultation as part of the monitoring and evaluation process.

▶ WHAT SHOULD THE CURRENT CONSORTIUM DO

Engagement and participation are key and that's why SWinG as a multi-stakeholder, multi-sport, partnership promoting and sharing the concepts between different sports in each intellectual output has worked so well. SWinG consortium aimed to ensure an effective and efficient use of the human and financial resources available in the project and to maximize the outcomes so that responsibility for sustainability in sport is not determined by only those organisations initially involved, hence the drivers and platforms that readily show the range of engagement and interest of SWinG.

▶ WHAT THE FUTURE OF SWinG SHOULD LOOK LIKE

Rather than being an ideological exercise, SWinG will ensure that it improves a range of other sports organisations strategic objectives which can be met and exceeded in accordance with the European Union's benchmarks towards governance deliverables in sports organisations. While partners will keep activating their own network and seize opportunities to further pass on and transfer the learnings, the SWinG project will also need active contribution and support from other stakeholders. Strategic discussion will take place on how to best use the link with the US Department of State. But it's clear that it also needs on the European continent the support of the EU stakeholders (Sport Unit of the European Commission, Member of the European Parliament, EACEA, etc) to actively promote SWinG and the www.gamechangeher.org website of resources. In particular, it is our ambition and expectation that SWinG could be included within the recommendations from the High-Level Group on Gender Equality in sport to the European Commission, Member States and the Sport Movement, in order to help propel the implementation of concrete actions at national and European level in the field of gender equality in sport.

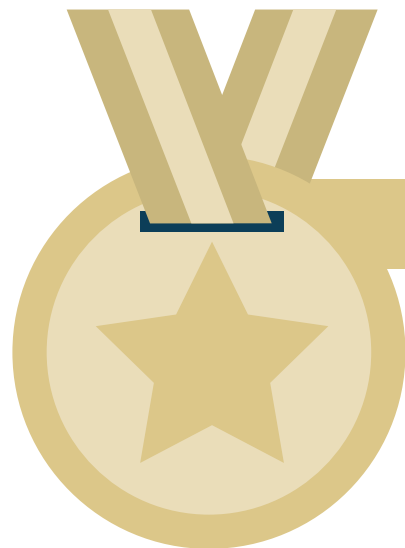
▶ WHAT COULD AND SHOULD OTHER ORGANISATIONS TAKE ON FROM SWinG

Others can foster and implement the findings and developments of gender balance competencies that SWinG has proven. The SWinG consortium in conducting this project and research has provided **a range of key resources** which results are **reusable, transferable and up-scalable**. In particular, sport organisations could be inspired by the openly available Model towards more diversity in their boardrooms, the proposed Framework for Actions to support women in achieving their goals as well as the Monitoring and Evaluation approach. And these are just some elements among the whole library of resources.

► **CATEGORISATION OF SWING AND IT'S BENEFITS**

SWinG has produced an efficient bank of resources. There is a unilateral agreement between the internal and external partners that SWinG initiatives promoted cooperation, peer learning and exchange of knowledge and acceptance of opportunity.

Adhering to the methodology all evidence points towards the value and understanding of SWinG as demonstrated through the Golden Circle model.



WHY do you do what you do? - motivations

«We believe in diversity not simply to satisfy quotas, but rather to seize opportunities!»

→ THE SWinG WHY

How do you do what you do? - recommendations

«We seize opportunities by producing academic, sport and business resources which are collaborative and diverse for the stakeholders.»

→ THE SWinG HOW

What do you do? - activations

«We just so happen to have a great model. Want to implement it?»

→ THE SWinG WHAT

«Aspiration is a start. Action will make the difference!»



Acknowledgements

We would like to warmly acknowledge the kind and generous contributions from all external stakeholders 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 and help us shape these recommendations.

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- 🌟 Mark Pain, Regional Development Manager, Scottish Hockey, Scotland



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 has been 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 joined 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 promoted the 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 THE EUROPEAN HOCKEY FEDERATION - EHF:

The European Hockey Federation (EHF) is the continental governing body for the sport of hockey in Europe. Founded in 1969, EHF today has 42-member National Associations. For more information, visit eurohockey.org



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 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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OUTPUT

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