

LEAD  
the change  
Be the  
CHANGE

## Curriculum

Sport Leadership Programme:

# NEW LEADERS

Dream. Speak up. Act.

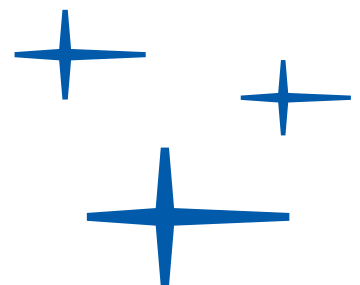
Be a leader and lead the change.

Create tomorrow's sports culture today.

One can create change, but many people can generate  
a movement – and set standards for the new normal.

#fullpotential

#gamechangers



# Your voice is a super power

Sport is more than a game. It inspires people and creates phenomena that offer role models to children and youth. Sport teaches social skills that go well beyond the game. It unites people from all over the world, from all sorts of backgrounds sharing the values of respect, friendship and fair play.

Yet, today it makes headlines for as many reasons off the field as on it, putting these core values at risk. Topics of transparency, good governance and equality in sport have raised public attention and have made the leaders of sport conscious of the need for new leadership tools based on high ethical standards. However, challenges can be turned into an opportunity.

By empowering and equipping leaders with strong tools to think, learn and act, we can transform the sports movement. New Leaders need a platform to exchange ideas and practise their skills.

They need people around to get inspired and inspire in return. New Leaders need tools to act. Action creates change.

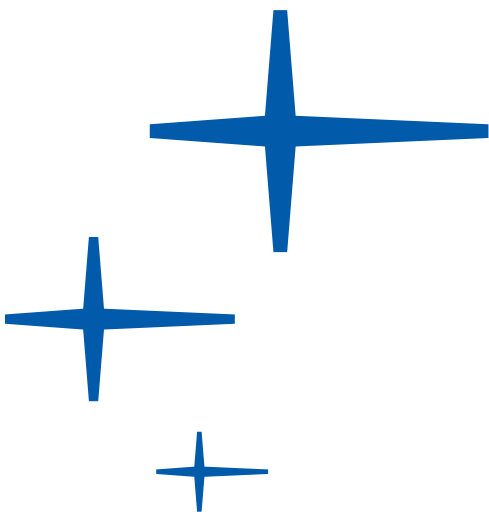
The New Leaders Sport Leadership Programme is for sports professionals who want to challenge themselves and improve leadership skills and are committed to implementing ideas into action. It is for those who want to promote and set good governance a priority, including equality, in the world of sport.

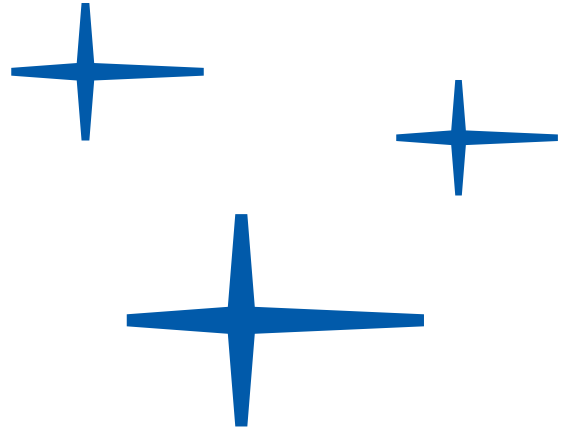
This education, and its workshops and conference allow participants to become game changers. In total, 30 European participants will be selected, ideally 15 females and 15 males. Concrete action plans will be designed on a personal and organisational level, creating a culture of change in Europe. The content is designed to implement the IOC Gender Equality Recommendations.

Mentoring champions will share their wisdom with the generation of New Leaders, and together shape the future of sport. We all have a role to play.

Without dreams there are no visions. Without visions there is no action, and without action there is no change. One person can create change, but many people can generate a movement – and set standards for the new normal. Achieving the goal of good governance in leadership, including gender balance, requires an institutional transformation. I believe institutional transformation begins with empowering and equipping new leaders with powerful tools. Your voice is a super power – you just must learn how to use it.

Mrs Birgitta Kervinen  
IOC Women and Sport Trophy Winner





# One can lead – team wins

Mrs Birgitta Kervinen won the IOC Women and Sport World Trophy in 2017, which included a grant to be used for projects that continue to promote opportunities for women and girls in sport. Encouraged by the IOC President Thomas Bach, Mrs Kervinen came up with an idea to educate women and men to be value-based leaders who see good governance and women's role in leadership positions as a prerequisite to success in sport.

The New Leaders Programme has been created to strengthen the opportunities for talented women and men whom we see as critical game-changers in the field of sport, and to assist them to bring about change in their sports

organisation, to close the gender gap. "Lead Like a Woman" and "Coach Like a Woman" are educational concepts that were successfully implemented in Finland, and similar concepts can be shared with European sports organisations. However, the involvement of men was seen important and necessary in order to change the current situation. Therefore, both women and men are invited to apply to the New Leaders Programme.

The programme is a joint effort coordinated by the NOC of Finland with the IOC, EOC, NOC of Lithuania, NOC of Ireland and one organizing NOC to be confirmed later.

## Objectives of the New Leaders programme

- Strengthen leadership skills and knowledge of decision-making in sport to attain good governance
- Create a network of value-based modern leaders
- Increase the number of female decision-makers on local, regional, national and continental levels
- Implement the IOC Gender Equality Recommendations

## OUTCOMES WILL BE:

- Personal action plan on sports leadership (personal change)
- NOC action plan – to facilitate the implementation of the IOC Gender Equality Recommendations (organisational change)
- The gender gap will be closing at European level (continental change)

**LEAD**  
the change  
**Be the**  
**CHANGE**

# Game-changers in numbers

- 3 training workshops
- 1 conference
- 1-2 facilitators
- 3-6 experts
- 5-7 partner organisations
- 18 months process
- 30 participants
- 30 mentors
- 1 project manager
- 1 project coordinator

## GAME- CHANGERS WANTED

### women and men who:

- Work in National Olympic Committees (NOCs), the Olympic Movement or national sports organisations
- Are Olympians looking for career transition opportunities
- Are between 23 to 40 years old
- Value and want to promote good governance, including equality in the world of sport

## What makes for a game-changer?

**In total, 30 game-changers will be selected: 15 females and 15 males. The game-changers will be asked to write a motivational letter describing why they want to take part in the New Leaders Programme.**

**Each application should provide:**

1.

A motivational letter and a CV

2.

A recommendation letter from their sport organization  
(e.g. NOC, National Federation, etc)

3.

Name for a potential mentor

Each application should be counter-signed by the President/Secretary General of the NOC. The game-changers are expected to have experience in the sports sector and have their sports organisation see leadership potential in them.

Previous leadership experience is an asset, but not a necessity. Eagerness to act, the willingness to create networks and the desire to build good governance and an equal culture in sport are prerequisites.

The final evaluation and selection will be conducted by the Finnish Olympic Committee, and the selected game-changers will be approved by the EOC Gender Equality and IOC Women in Sport Commissions.

# THE TIME IS NOW – CREATING TOMORROW'S SPORTS CULTURE TODAY

## ACHIEVING THE FULL POTENTIAL

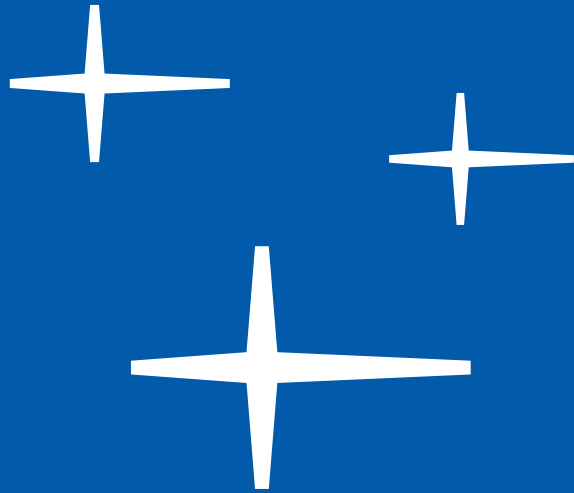
	WORKSHOP 1.	WORKSHOP 2.	WORKSHOP 3.	CONFERENCE
#fullpotential #gamechangers	<b>KNOW YOURSELF AND KNOW YOUR ENVIRONMENT</b> <ul style="list-style-type: none"> <li>• strategic goal setting</li> <li>• strategic leadership</li> <li>• analysis of the current status quo in Europe</li> </ul> <p>Organised by the NOC of Lithuania 21-23 January 2019</p>	<b>KNOW THE OTHERS</b> <ul style="list-style-type: none"> <li>• conflict management</li> <li>• inclusive organisation culture and diversity in leadership</li> <li>• intercultural competence</li> </ul> <p>Organised by the NOC of Ireland 9-11 April 2019</p>	<b>KNOW WHAT TO DO AND HOW TO DO IT</b> <ul style="list-style-type: none"> <li>• persuasive communication</li> <li>• lobbying and public speaking</li> <li>• strategic action planning</li> </ul> <p>Organised by the NOC to be confirmed 19-21 July 2019 (tbc)</p>	<b>TEAM EFFORT – ONE VICTORY</b> <p>Content will be designed and implemented together with the Game Changers.</p> <p>A Powerful platform to speak up, act and set standards for the new normal.</p> <p>Organised by the NOC of Finland fall 2019 (tbc)</p>
<b>APPLICATION &amp; PREPARATION PROCESS</b>	<ul style="list-style-type: none"> <li>• Personal development plan and action plan for the organisation</li> <li>• Homework &amp; Tasks between the sessions</li> <li>• The Mentoring Programme with experienced Champions</li> </ul> <p>Content of the Programme aligns with the IOC Gender Equity Recommendations</p>			<b>EVALUATING AND RESULTS</b>

The Finnish Olympic Committee, in partnership with the International Olympic Committee, provides the content for each workshop (following the structure of the curriculum).

The conference will be designed and implemented with the partners involved in the workshops. However, the main content of the conference is in the hands of the participants.

### Timeline

- **September 2018:** Application process begins.
- **November 2018:** 30 game-changers are selected. First online assignment sent.
- **21-23 January 2019:** The New Leaders Programme begins with the first educational workshop in Lithuania.
- **9-11 April 2019:** Second educational workshop in Ireland
- **19-21 July 2019 (dates tbc):** Third educational workshop, place (tbc).
- **Fall 2019:** The conference concludes the New Leaders Programme.



ACHIEVING THE  
FULL POTENTIAL:  
Content of the  
Programme

# Workshop 1.

## KNOW YOURSELF AND KNOW YOUR ENVIRONMENT



TIME:  
21-23 January 2019

PLACE:  
Lithuania

“You miss 100% of the shots  
you don’t take.”  
– Wayne Gretzky

### Prior to the workshop, participants should:

- Write a list of their top three goals for the programme
- Conduct a self-assessment of their own organization using the IOC Gender Equality Review project, as the framework.

### Part one: Know yourself

Without dreams there are no visions. Without visions there is no action, and without action there is no change. When it comes to leadership, goal-setting is crucial. In this seminar, game-changers learn to set concrete goals and create a strategic development plan on how to reach their goals.

Prior to the first workshop, an assignment will prepare game-changers to reflect upon their own values, perceptions of the culture of sport and the change they want to see in the sports movement. Each game-changer will conduct a self-assessment of her/his own organisation in relation to the IOC Gender Equality recommendations.

In addition, game-changers will start to analyse the current situation of the sports movement and reflect on their own personal goals in relation to the present state of European sports organisations.

### Part two: Know your environment

We all have a role to play. Sport in Europe today and tomorrow.

The workshop encourages the game-changers to examine the sporting world through the lenses of equality (based on the IOC Gender Equality recommendations), sustainability, human rights and social responsibility. It offers an opportunity to analyse why ethical leadership is needed and how value-based leadership is beneficial. The workshop invites game-changers to reflect upon how a discrimination-free and safe environment can be built.

As a group, the game-changers will define the biggest challenges and the desired change in the sporting culture in Europe. The outcomes will also serve as the themes or topics of the upcoming conference in September 2019. The conference will offer an opportunity to the participants to put the learned skills into action.

The mentoring process of the programme will be introduced in this workshop.

### In this workshop participants will:

- Work towards their vision of a more equal and diverse sporting world.
- Receive tools and techniques for personal goal-setting

- Explore the current situation of the sports movement in their own NOC and in Europe
- Discover the benefits of a safe and discrimination-free environment.
- Analyse the roles and responsibilities as a leader and discuss what gender equality leadership means
- Start designing their conference sessions
- Plan and design a roadmap for mentoring
- Discuss the role of the NOC in assisting and guiding National Federations towards better access and opportunities for women and girls in sport, including equal leadership opportunities

### Part 3: Conference planning

Game-changers have the opportunity to plan and design the conference in October 2019.

Throughout the educational programme, game-changers will be given time to design their conference sessions and it is expected that the planning stage will continue between the workshops using online devices.

The topics will have to align with the IOC gender equality recommendations.



# Workshop 2.

## KNOW THE OTHERS



TIME:  
9-11 April 2019

PLACE:  
Ireland

“Champions keep playing  
until they get it right.”  
- Billie Jean King

### Prior to the workshop, participants should:

- Take an IDI-test

### Part one: Constructive conflict

If you hope to create sustainable and positive solutions to the issues and challenges of the sporting world, this workshop helps you to answer the questions: “How can I bring positive change into my organisation? As a leader, how can I inspire positive change?”

Often conflicts are seen as a threat to an organisation, and people tend to avoid conflicts. The workshop analyses conflicts from a different perspective – what if questioning, challenging or changing old habits is a positive thing and a way forward? What if a constructive criticism is a way to create something new?

### Part two: Know the others

This workshop guides you through different groups of people and human behaviour. The game-changers will get insights into what moves and motivates individuals to achieve their goals. In addition, each game-changer will learn how others experience you, and how you are able to influence them. Understanding human dynamics is critical to building relations, influencing and motivating, as well as identifying sources of conflict and handling it successfully.

Simple and ready-to-be-used methods will be practised on how to motivate others, how to make them committed, and how to use the power of networks – and create a movement.

By exploring inclusive organisation culture and diversity in leadership, the game-changers will analyse their effects on the work environment, results and outcomes.

### In this workshop participants will:

- Analyse how to resolve or manage conflicts
- Explore inclusive organisation culture and diversity in leadership
- Take an IDI test, analyse its results and put the results into in action
- Learn about the power of networks and working together (how to create a movement)
- Receive tools to lead others and to make your colleagues committed



# Workshop 3.

## KNOW WHAT TO DO AND HOW TO DO IT



TIME:  
19-21 July 2019

PLACE:  
tbc

“Some people say I have attitude - maybe I do... but I think you have to. You have to believe in yourself when no one else does - that makes you a winner right there.” ‘

- Venus Williams

### **Prior to the workshop, participants should:**

- **Have a draft version of their personal and organisational action plans**
- **Identify potential partners to support the action plan**

### **Part one: Know what to do**

Each of us have the possibility to change and lead the change. Change begins from you. The workshop allows the game-changers to turn possibilities (visions) into reality – and further plan and practise some concrete actions.

Throughout the programme, the game-changers will analyse and design their own personal action plans, reflecting their own organisational action plans, aligned with the objectives set by the IOC Gender Equality Review Project report. Prior to the third workshop, draft versions of personal and organisational action plans are expected to be ready to clarify and crystallise the wanted change.

Once the goals are clear, the group of game-changers will pinpoint the factors that are blocking the wanted change. In addition, the game-changers will

identify potential partners, with whom they can partner. The potential partners may include an Olympic organisation or an international federation whose best practice could be useful. Partners outside the sporting world will be explored, such as Council of Europe and UN Women.

The workshop encourages game-changers to plan for short-term wins before reaching the final goal. It allows participants to analyse and overcome the biggest challenges related to equality and good governance in sport.

### **Part two: How to do it**

The action plans will be used as the basis to practise public speaking, lobbying and presentation skills. The power is within those who are good communicators, and therefore it is essential for the game-changers to learn the use of communications techniques.

Speeches or presentations will be formed and practised to approach potential partners or stakeholders. Game-changers will learn how to get the message through.

In addition, the workshop teaches participants how to move forward from words to action. The game-changers will leave the workshop with concrete action plans and a mission to implement their plans.

### **In this workshop change makers will:**

- Analyse personal and NOC/organisational action plans and reflect how individual plans support the continental change (how the gender gap will be closing at European level)
- Pinpoint the factors blocking the wanted change
- Learn to work with partners
- Plan short-term wins to attain equality and good governance in sport
- Learn techniques for public speaking, communication and presentations to better execute the action plans
- Discuss governance leadership development
- Draw together the skills learned during the educational programme. The final outcomes will be presented at the conference in fall 2019.

# SILENT WISDOM – UNLEASHED POWER: The Mentoring Programme

Today's mentoring is about learning together. It is about respected equality between generations. It is shared experience. It allows two people to get to know each other and build a bond. Mentoring process empowers and can inspire to move to another level as a leader. Current sports leaders can be champions for the new generation.

"New Leaders" mentoring programme connects accomplished sports veterans with leaders of the new generation. The channel through mentoring aims to inspire and benefit both sides. The goal is that no new leader is left without a support from a champion.

## Why mentoring?

Tomorrow's sports culture is defined by the leaders of sport. By connecting potential future leaders with experienced leader champions, experience will be shared, and new ideas will be unleashed – shaping the future of sport.

## How it will be done?

During the selection process, each applicant will propose a person by whom they would like to be mentored. Participants will explain why they would like to have that person as a mentor. Female participants are encouraged to select a male mentor and male participants a female mentor. In addition, the EOC Gender Equality Commission and IOC Women and Sport Commission are committed to giving their support, finding potential mentors for every game-changer.

Prior to the first workshop, participants will be given guidance to connect with their mentors. The first workshop gives tools to work with the mentor. Mentors and mentees will connect a minimum of six times throughout the programme,

"I have had the privilege to work with young and talented people. They have inspired me. They have opened my mind towards new ideas.

I have been their mentor and in return, they have mentored me."

– Birgitta Kervinen,

IOC Women and Sport Trophy Winner

either virtually (phone, Skype, email) or face-to-face. Time will be given during the workshops to reflect on the mentoring process.

Mentors will be invited to the New Leaders Conference. A unique session will be dedicated to highlight the role of the mentors and their work.

## Objectives of the mentoring programme:

- Sharing knowhow, history and insights
- Introducing and sharing networks and connections to each other
- To support, advice and listen the generation of less experienced leaders
- Empowerment of both sides (mentor-mentee)

## Expectations for mentors:

- The mentor is expected to work in a high position within the sports sector or in the Olympic Movement, preferably as a President, Secretary General, national NOC/organisation board member, EOC board member, EOC/IOC Commission member or similar.
- Commitment to meet the mentee either online or face-to-face a minimum of six times during the mentoring process.

- Mentors are encouraged to attend the final Conference during autumn 2019 when the New Leaders educational programme will conclude.

## What will be the expected outcomes of the mentoring programme?

The final outcomes of the New Leaders Educational Programme are:

- Personal action plan on sports leadership (personal change)
- NOC action plan – to facilitate the implementation of the IOC Gender Equality Recommendations (organisational change)
- The gender gap will be closing at European level (continental change)

It is the hope that the mentoring process will support the achievement of these goals. Through constructive dialogue between new and experienced sports leaders, the mentoring process is hoped to produce new perspectives, new ideas and new opportunities in the field of sport.

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# TEAM EFFORT – ONE VICTORY: The New Leaders Conference



This Conference is about stepping up the change. It will bring together sports leaders and professionals from European countries. In addition, experts from outside the field of sport will be invited (e.g. UN, NGOs, private sector, academics). The conference will address actions taken since the Vilnius Women's Leadership in Sport Forum in October 2017 and review the outcomes of the IOC Gender Equality Review Project.

The stage will be open to sharing ideas, best practices and experiences among sports leaders. Inspirational and influential individuals from the field of sport and other sectors will be invited as speakers. The IOC Gender Equality recommendations' five themes (Sport, Portrayal, Funding, Governance and HR, Monitoring and Communications) will constitute the framework for the conference.

A special role will be given to the "New Leaders" game-changers, who will organise and facilitate sessions during the conference. In addition, the "New Leaders" mentoring programme will be presented, and a few mentor-mentee pairs will introduce their journey together.

Partners taking part in the "New Leaders" Educational Programme will have an opportunity to plan and implement content for the conference, in collaboration with the game-changers.

In addition, the conference offers an opportunity to evaluate the current European status quo in regard to equality. The IOC's aim of equal representation of men and women in elected positions in sports organisations by 2020 can be discussed, and specific action can be planned to move forward to reach this goal.

## Conference will:

- Be the conclusion of the educational programme. Game-changers will organise, implement and facilitate sessions at the conference. It allows the game-changers to practise lobbying: planning, strategy and execution.
- Cover IOC Gender Equality Recommendation themes.
- Invite all mentors and key actors together to discuss, exchange insights and officially end the mentoring process. Selected pairs will present best practices and experiences on stage.
- Monitor and evaluate the educational workshops;
- Offer a forum for sports leaders and professionals to meet, and together influence and change the sports movement.
- Offer a platform for European sports professionals to discuss and act upon current trends, developments and topics related to good governance in sport.
- Invite participants from different levels and sectors of sport: estimated 200 participants.
- Offer a concept model to future conferences. Game-changer of the Educational Programme together, with their mentors, will form an alumni who will come together actively every two years at this European Conference, building an active network of ethical leaders.
- Share best practice information between countries and across continents.

# OUR EXPERIENCE IS FOR YOUR BENEFIT - The Monitoring and Evaluation

Monitoring and tracking system will be established to follow up the personal, organisational and continental developments.

The programme aims has three main goals which will be monitored and evaluated throughout the programme:

- 1) Personal Change
- 2) Organisational Change
- 3) Continental Change

## 1. Personal Change

Throughout the programme, the workshops and tasks aim to provide tools for personal development. At the end, the game-changers are expected to have a picture of what kind of leaders they are, what are their values and what is the force that drives them forward. In addition, personal goals should be aligned with the organisational action plan.

Changes in behaviour and career plans will be documented as well as lessons learned during the process (educational programme, mentoring programme, personal action plan and progression paths).

## 2. Organisational Change

At the beginning of the programme, the game-changers are asked to evaluate their own organisation, reflecting the IOC Gender Equality recommendations. In addition, each participant sets goals for their own organisations in relation to their personal goals. Throughout the programme, organisational goals will be revised and evaluated. These goals should be aligned with closing the gender gap in sports organisations.

## 3. Continental Change

Each game-changer is expected to have a realistic goal that relates to equality and good governance. The organisational action plans are expected to continue and support the personal goals. Together, 30 game-changers, their personal goals and NOC action plans will create a culture of change in Europe. The conference will highlight the most important topics needed to be discussed and addressed.

For Europe, the educational programme and conference will create a model that can be used again, no matter who the organisers are.

The programme is a worldwide concept that will be used and shared among the global Olympic Movement or with international sports federations. A global network of game-changers will be created – and they will shape the direction of tomorrow's sports culture today. A database will be collected to document who has taken the New Leaders Programme.

“If it is not documented, it doesn't exist.”

– Anonymous

## Evaluation includes:

- Personal change, organisational change and continental change: the evaluation will be conducted from the application phase until the end of the programme. The evaluation includes three bigger evaluations (beginning, middle and end) and smaller/lighter evaluations in-between sessions.
- Feedback from experts, mentors and participants (questionnaire and discussions)
- Number of female decision-makers by 2020
- Role of partners and stakeholders
- New direction of the sports movement and wanted change (concrete goals coming out of the continental action plan)
- Closing the gender gap at the governance level and in funding.
- Gender-neutral portrayal in sport