



# Aspiring and Inspiring Youth Leaders

February Meeting  
Day 1



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# Intro

Gino Schilders



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**This project is a  
collaboration  
between**



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# Agenda

Thursday 18th of February			
Time	Min	What	Lead
10:45	10	Waiting room check in	Tijn
10:55	5	Count down	Tijn
11:00	10	Welcome and introduction	Gino
11:10	20	Getting to know each other	Chloe & Marjolein
11:30	15	Way of working	Gino
11:45	10	Objectives, roles and responsibilities	Gino, Tom
11:55	25	Recap of the expected intellectual outputs	Adam, Tom, Thomas, Tom, Gino
12:20	10	Timeline and YL involvement	Gino
12:30	5	Quick feedback	Gino
12:35	25	IO1) State of the art analysis	Adam
13:00	10	Mystery guest	??
13:10	40	Lunch Break	
13:50	15	IO1) State of the art analysis	Tom
14:05	40	IO1) State of the art analysis	Andrea & Adam
14:45	10	Digital Energizer	Chloe & Marjolein
14:55	5	Break	
15:00	30	IO2 : Approach on the "National Grassroots and Best Practises"	Tom & Amanda
15:30	15	Mystery guest	??
15:45	15	Wrap up and see you tomorrow	Gino
16:00			







**Getting to know  
each other  
at least a bit ;-)**

Chloe Jordan &  
Marjolein Torenbeek



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# Way of working

Gino Schilders



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# **“Leadership is a choice, not a position”**

S. Covey



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**“Your active participation is a choice,  
not a demand”**



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# Rules of engagement

- Set yourself and the environment up so you can focus and interact
- Phones on silent
- Chip in whenever needed
- Don't assume
- Use Chat
- Run if you need to
- Be professional
- Enjoy
- ~~Feedback~~, feedforward
- We're a team



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# Technical preps

- Download Zoom and test [Download Center - Zoom](#)
- Get into Zoom in time so you know all works well
- Start with mic off and video on
- Have your telephone on silent but have it with you (you will need it ;-)
- Make sure you have a strong internet signal
- Make sure you do not get disturbed
- Make sure you drink enough water/liquid to keep your energy high
- Contact Tijn in case of emergency



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A female field hockey player in a red uniform is captured in a dynamic pose, swinging her stick. The background is a blurred outdoor field with trees and spectators.

# Objectives, roles and responsibilities, context

Gino & Tom



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# Objectives

- Empower youth leaders to develop themselves further in sport in order to help grow european hockey
- Encourage all 43 european hockey nations to involve young leaders more to secure a sustainable future
- Have serious fun



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# Roles

## Youth Leaders

- Give input to the leadership program (what would you need ?)
- Pilot and implement the programmes we make together
- Share yr enthusiasm
- LEAD

## Federation staff ambassador

- Support the Youth Leader
- Back-up for Youth Leader or select 2<sup>nd</sup> candidate as back-up
- Help with paperwork
- Give inputs on intellectual outputs

## Experts

- Lead in delivering on the IO's
- Build on youth leaders input

# FRAMEWORK

## EUROPEAN INSTITUTE FOR HOCKEY

Project Design

EMPOWER  
INNOVATE  
RESPECT

Innovation  
Workforce

Representative

Academic

Cultural

Budget

Technological

Pilots

Politics

CRITICAL ANALYSIS  
TEST AND IMPRESS  
FISCAL RESPONSIBILITY

Intellectual  
Outcomes

RESEARCH REPORT

GOOD GOVERNANCE TOOLKIT

LEADERSHIP & MANAGEMENT FORUM

ATHLETE CAREER DEVELOPMENT PROGRAMME

COACH DEVELOPMENT

EDUCATORS & MENTORS

COMMUNICATION CAMPAIGN

INSIGHT REPORT

LEGACY & FUTURE IMPACT

GOVERNANCE

ATHLETES

COACHING

OFFICIATING

Pillars

**PATHWAYS:** LINEAR AND NON LINEAR PROGRAMMING  
**WORKFORCE:** MENTORS, EDUCATORS, TRAINERS  
**PROFESSIONAL DEVELOPMENT:** SUSTAINABILITY

Considerations

Management responsibility  
Increased efficiency  
Improved service delivery  
Increased participation  
Long term stability

Implementation

Benchmark

Integrity in sport

Economic Dimension of sport

Sport and Society

Added Value

A European Framework for Sport

Career Opportunities and progression

Communication Campaigns

Supplementary ideas for acquisition of new hockey players/members

Feasibility

ElH



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# PILLARS & PROGRAMME EXAMPLES

## GOVERNANCE

**EXECUTIVE BOARD  
GOOD GOVERNANCE**

**LEADERSHIP &  
MANAGEMENT**

**EVENT MANAGEMENT**

**YOUTH LEADERSHIP**

**FINANCIAL  
MANAGEMENT**

## ATHLETES

**DUTY OF CARE**

**ATHLETES DUAL  
CAREER –  
CAREER SUPPORT**

**ATHLETES DUAL  
CAREER –  
ACADEMIC SUPPORT**

**NATIONAL TEAM  
MANAGER**

**LIFESTYLE**

## COACHING

**YOUTH**

**YOUTH PERFORMANCE**

**COACHES 4 EUROPE**

**TOP COACHES  
PROGRAMME**

**HIGH PERFORMANCE  
COACHING**

## OFFICIATING

**TECHNICAL OFFICIALS**

**UMPIRES**

**UMPIRE MANAGER**

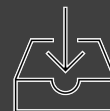
**LOCAL APPOINTMENTS**

**RENEWAL**

## other....

**RESEARCH GRANTS**

**WORK EXPERIENCE**





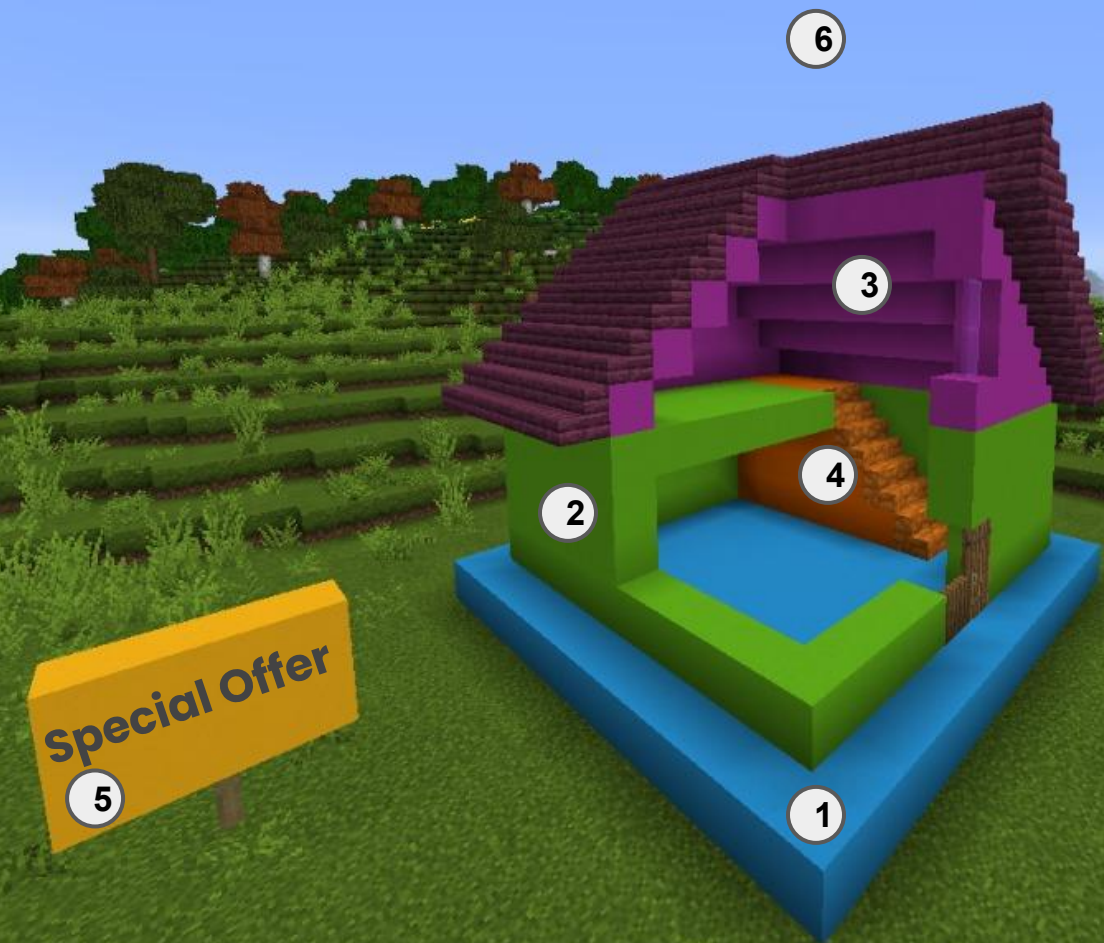
# Intellectual Outputs

Tom, Thomas, Bartel,  
Adam, Gino



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## **INTELLECTUAL OUTPUTS AIYL**

**IO1: STATE OF THE ART ANALYSIS**

**IO2: NATIONAL GRASSROOT  
GUIDELINES AND BEST PRACTISES**

**IO3: REGIONAL YOUTH LEADER  
DEVELOPMENT PROGRAMME**

**IO4: CAREER PATHWAYS**

**IO5: AWARENESS CAMPAIGN**

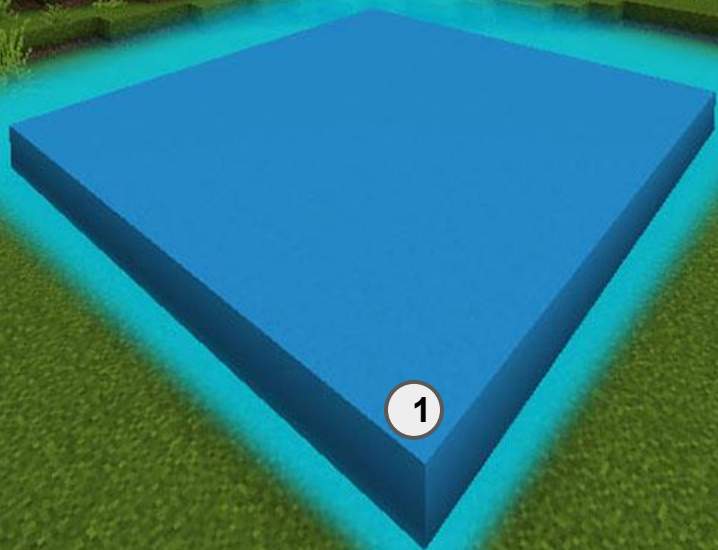
**IO6: INSIGHT REPORT**



**INTELLECTUAL OUTPUTS AIYL**

**IO1: STATE OF THE ART ANALYSIS**

**ADAM**



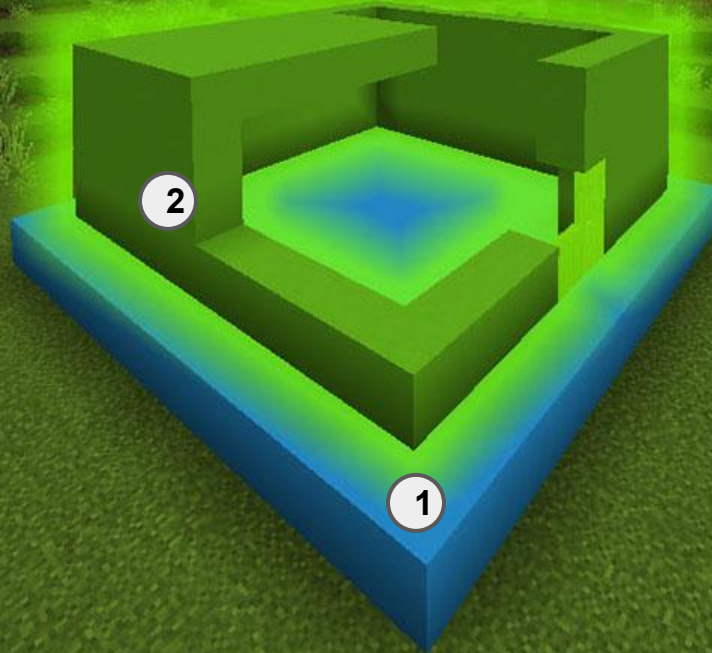


## INTELLECTUAL OUTPUTS AIYL

**IO1: STATE OF THE ART ANALYSIS**

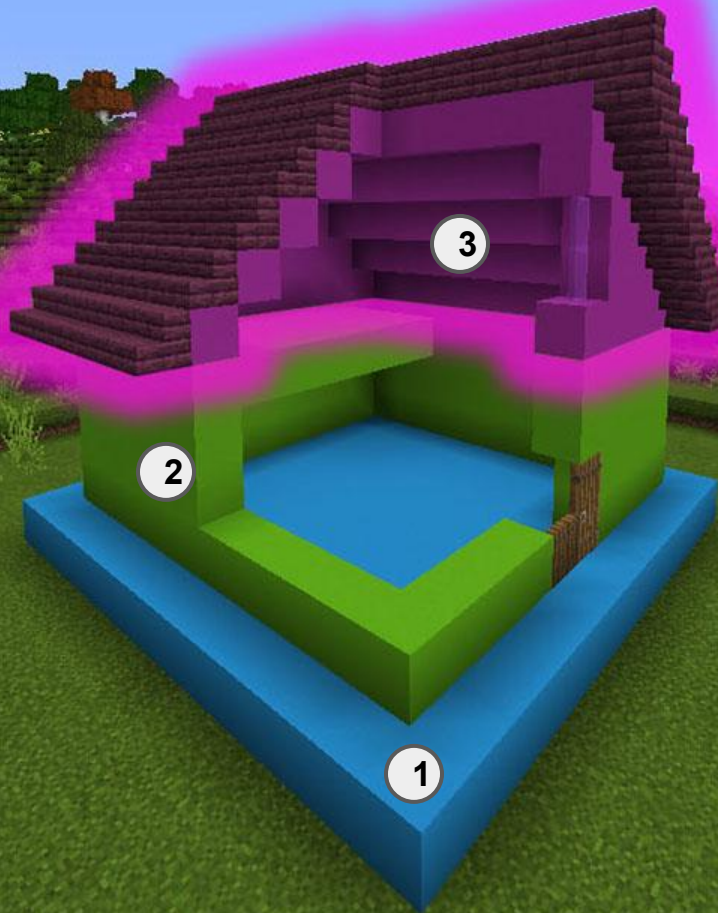
**IO2: NATIONAL GRASSROOT  
GUIDELINES AND BEST  
PRACTISES**

**TOM**





**THOMAS  
& BARTEL**



## **INTELLECTUAL OUTPUTS AIYL**

**IO1: STATE OF THE ART ANALYSIS**

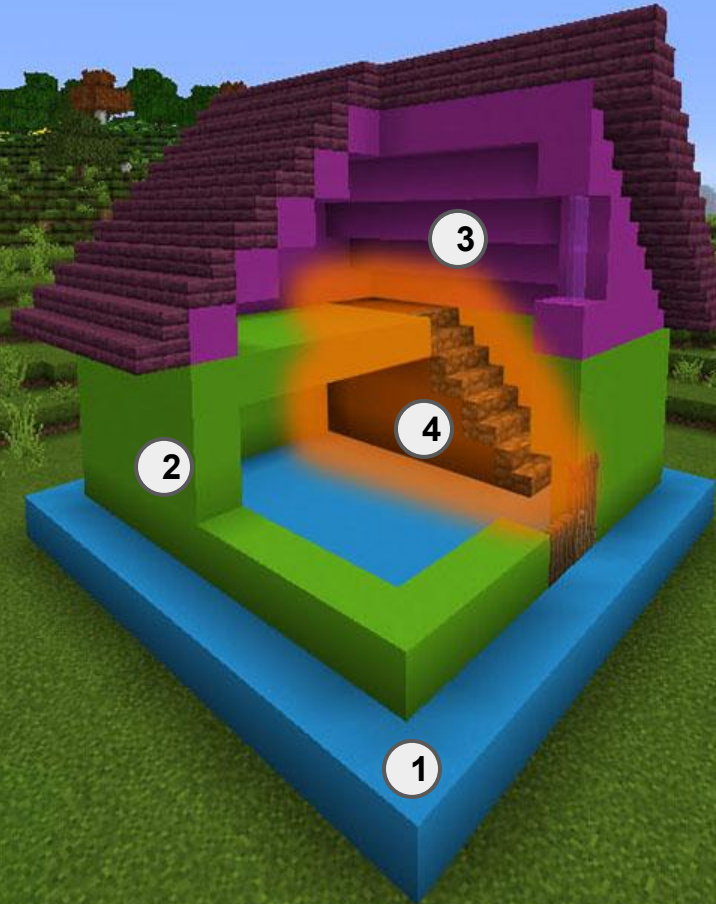
**IO2: NATIONAL GRASSROOT  
GUIDELINES AND BEST  
PRACTISES**

**IO3: REGIONAL YOUTH LEADER  
DEVELOPMENT PROGRAMME**





**TOM**



## **INTELLECTUAL OUTPUTS AIYL**

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DEVELOPMENT PROGRAMME**

**IO4: CAREER PATHWAYS**



## INTELLECTUAL OUTPUTS AIYL

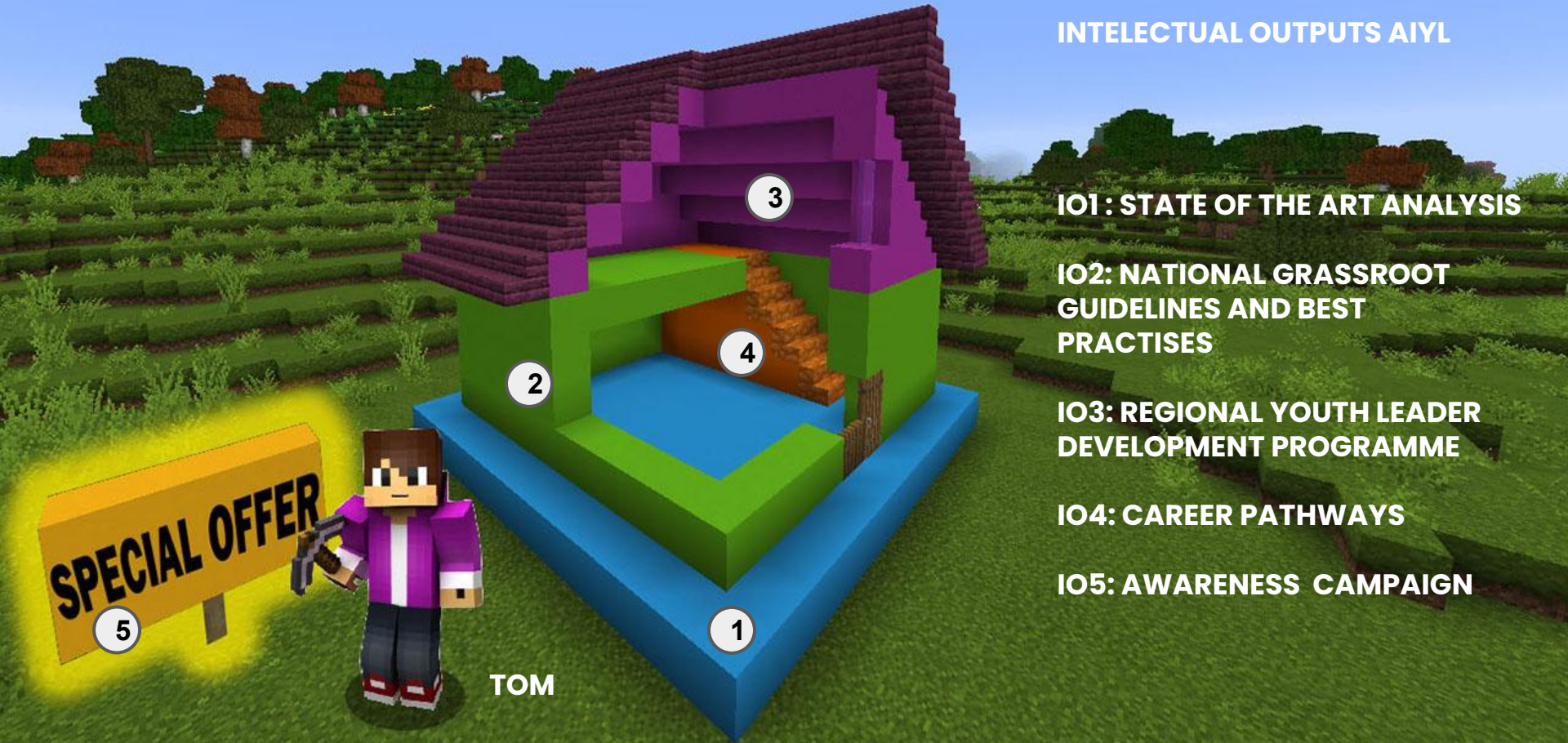
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## INTELLECTUAL OUTPUTS AIYL

**IO1: STATE OF THE ART ANALYSIS**

**IO2: NATIONAL GRASSROOT  
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**IO3: REGIONAL YOUTH LEADER  
DEVELOPMENT PROGRAMME**

**IO4: CAREER PATHWAYS**

**IO5: AWARENESS CAMPAIGN**

**IO6: INSIGHT REPORT & LEGACY**



# Timeline

Gino



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# Timeline

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
PHASE	PHASE 1	PHASE 2											
IO's		PHASE 3											
		IO 1											
		IO 2											
			IO 3										
MEETING							IO 4						
		#1 NL Amsterdam					#2 NL Amsterdam						

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE	PHASE 3											
		PHASE 4										
IO's	IO 2											
	IO 3											
	IO 4											
MEETING		#3 Wales Cardiff								#4 UK Manchester		

2023	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
PHASE	PHASE 4												
	PHASE 5												
			PHASE 6										
IO's	IO 2												
	IO 3												
	IO 5												
			IO 6										
MEETING		MP BE Brussels						#5 CZ Prague	#6 BE Brussels		MP BE Brussels		



# In which IO's are the Youth Leaders involved

- Besides the transnational meetings where we will put together, test all the IO's the Youth Leaders will be working "at home" on :

Task	What	Start	Ready	Lead organiza	Youthleaders
1b	* State of the art analysis hockey europe	Feb/21	May/21	EHF	3
1c	* Insights into what young people/leaders expect from a lead	Feb/21	Sep/21	Streetgames	3,5
3f	* Documented experiences from the pilot of the regional you	Apr/23	May/23	EHF	5
3g	* Produce Final Youth Leader Development programme	May/23	Sep/23	EHF	6
4a	* Analyse pathways of succesfull sport officials/managers + v	Aug/21	Feb/22	EHF	3
5c	* Develop awareness communication campaign	Mar/23	May/23	EHF	5,5
5d	* Integrate campaign with content (photo, video, social etc)	Mar/23	May/23	EHF	5
					31



# Poll



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**What's the main question on the top of  
your head at the moment?**



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# IO1 : State of the art analysis and youth insights

Adam, Andrea, Tom



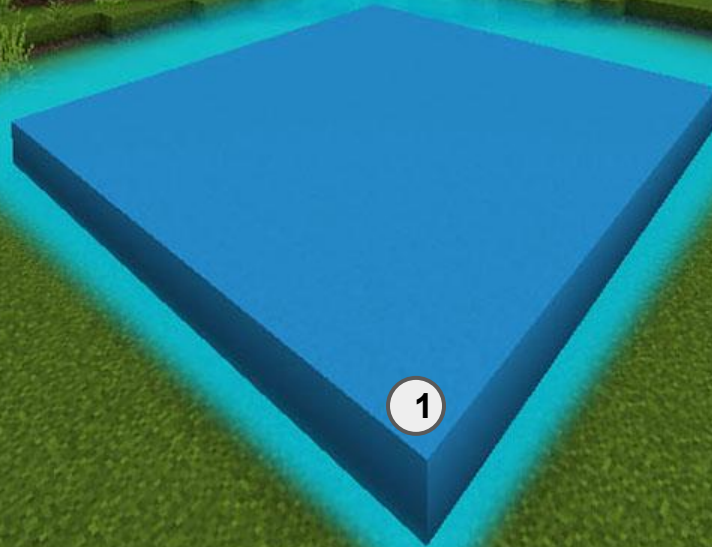
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**INTELLECTUAL OUTPUTS AIYL**

**IO1: STATE OF THE ART ANALYSIS**

**ADAM**



**1**

# AIYL Project IO1 introduction

## Scoping Review Design

Adam B. Evans, Glen Nielsen and Laura  
Wilcock  
Department of Nutrition, Exercise and Sport  
(NEXS)

UNIVERSITY OF COPENHAGEN





# Session Outline

- IO1 overview:
  - Scoping review: Purpose and outline
  - Scoping (youth) leadership programmes
  - Giving voice (and listening to) young leaders
- Delineation of study title, objectives and research question(s)
- Identifying and collating sources of data
  - Brainstorming on leadership from multiple perspectives (EHF)
  - Young people's perspectives on leadership and case study (Street Games)
- Timeline and Future Actions

## Before we go further...

- ‘What’s the point of you being here?’
- What has worked (or not) in the past
  - How was ‘it’ measured?
  - What do we ‘know’?
  - How can we avoid making the mistakes of the past?
  - What assumptions, theories and practices are programmes usually based upon?
- Beyond ‘provider acceptance’

# The Scoping Review

- A way of synthesizing evidence
  - More open than a systematic review (where Q's are often clearly - and precisely - defined).
  - Can incorporate elements of a systematic review when needed/where possible
  - Allows integration of multiple sources that go beyond academic literature
- Particularly relevant with emerging evidence & broad fields
- Relatively simple design – but can address relatively complex problems/areas
- Permits mapping of a field – state of play.
  - What we 'know'
  - Consensus, debate
  - Underpinning rationales.



	Arksey and O'Malley's Framework	Enhancements by Levac et al.
1	Identify research question	Clarifying and linking the purpose and research question
2	Identify relevant studies/data	Balancing feasibility with breadth and comprehensiveness of the scoping process
3	Study selection	Using an iterative team approach to selecting studies and extracting data
4	Charting the data	Incorporating a numerical summary and qualitative thematic analysis
5	Collating, summarizing and reporting the results	Identifying the implications of the study findings for policy, practice and research
6	Consultation	Adopting consultation as a required component of scoping study methodology

## Scoping review: Procedure

- Developing a title, objective and identifying the research question
- Identifying relevant studies/literature and databases
- Selection of sources
- Charting the data and
- Collating, summarizing and reporting the results.

## Developing a title/question

- Working title:

Identify and categorize the main practices, solutions, or programmes already in existence in the field of leadership programmes, particularly in relation to young people.

Thoughts and feedback



# Developing objectives

- Identification and categorization of the main practices, solutions, or programmes already in existence in the field of leadership programmes, particularly in relation to young people.
- Focus upon methodologies, standards/gold standards, goals and objectives of previous programmes.
  - E.g. the rationale behind programmes; psychological, political etc.
- Analyse the evidence in relation to the **current context and experiences** of stakeholders by engaging with a representative panel.
  - Search for evidence of Credibility, Proportionality, Transparency, Scalability and Sustainability
  - This might also involve empirical research with a sample of target groups
- Thoughts and comments
  - Research questions will be developed to influence search strings.

# Identifying relevant studies/literature and databases, & Selecting Sources

- Academic literature review covered by UCPH
- Publicly available databases, websites etc
  - E.g. Eurobarometer,
  - E.g. Global/continental/company websites, missions statements, etc. – what kind of companies are we targetting?
  - Others? Brainstorm!!
  - Any sources of quantitative data?
    - Numbers of schemes and accredited companies etc.
  - Specific sources of textual or other Qualitative data?
    - Relating to competencies and responsibilities
- National Case-Studies and/or research; You guys!
  - 'Grey' literature

# AUSTIN POWERS



# INTERNATIONAL MAN OF MYSTERY



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# Lunch until 13.50



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WHAT IS  
LEADERSHIP

# Word Cloud





An aerial photograph of a tropical coastline. On the left, a dense forest of green trees and palm trees borders a narrow, light-colored sandy beach. To the right of the beach, the ocean is a vibrant turquoise color, with white foam from waves breaking near the shore. Darker patches of coral or rocks are visible beneath the water's surface. The word "PERSPECTIVE" is overlaid horizontally across the center of the image, with the first part on the forest and the second part on the water.

PERSPECTIVE

# A comparative exercise

Leadership 'now' and in the past

# Milestones Activity

[https://padlet.com/andrea\\_livesey/cflkrhtlr0m3t778](https://padlet.com/andrea_livesey/cflkrhtlr0m3t778)

Think about when you were the age listed in each column

- What were you doing?
- What did leadership look like to you?
- Who were the leaders in your life?





#TrustInUs



See video link in your chat



# Gathering Youth Voice

- 16 young females volunteers
- Responsibility for gathering insight
- Initial training session on research methods and toolkit





THOUGHT WALL/GRAFFITI BOARD



MOOD BOARD



QUESTIONNAIRES AND SURVEYS



INTERVIEWS



VOTE WITH YOUR FEET ACTIVITIES



CONTINUUM QUESTION ACTIVITIES

# Feedback

“The quality and honesty of the feedback they can provide and gather from participants has been highly valued”

“They have achieved good response rates from their peers and their position and base in the community means they could make the connections and likely to communicate more ‘naturally’ with the target beneficiaries”

Moving forward:

Developing a research protocol into Gathering Youth Voice

[https://padlet.com/andrea\\_livesey/ic21zq2rkqg1ztx4](https://padlet.com/andrea_livesey/ic21zq2rkqg1ztx4)

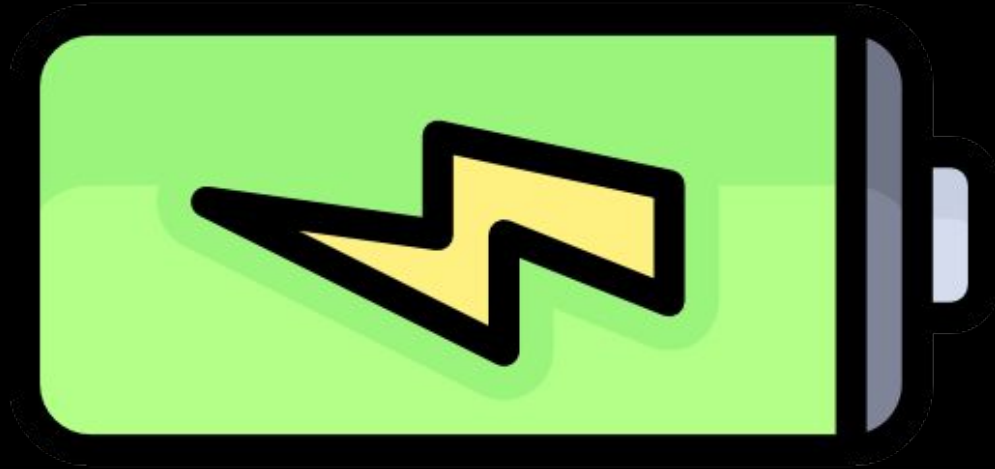
- Who could you connect with?
- Mark on the map your country and add details of who you could connect with to gain insight.





# Actions

- UCPH run the search and begin collating evidence
- Steering group to produce a pro-forma for case-study generation/data collection
  - Contact will be made with each partner
- Based upon the two groups of evidence, design a protocol for data collection on young peoples' experiences and perspectives on leadership
  - Giving voice



A female field hockey player in a red jersey with the number 14 is captured in a dynamic pose, swinging her stick. The background is a blurred outdoor field with trees and spectators.

# IO2 : Approach on the "National Grassroots and Best Practises"

Tom, Amanda, Chloe



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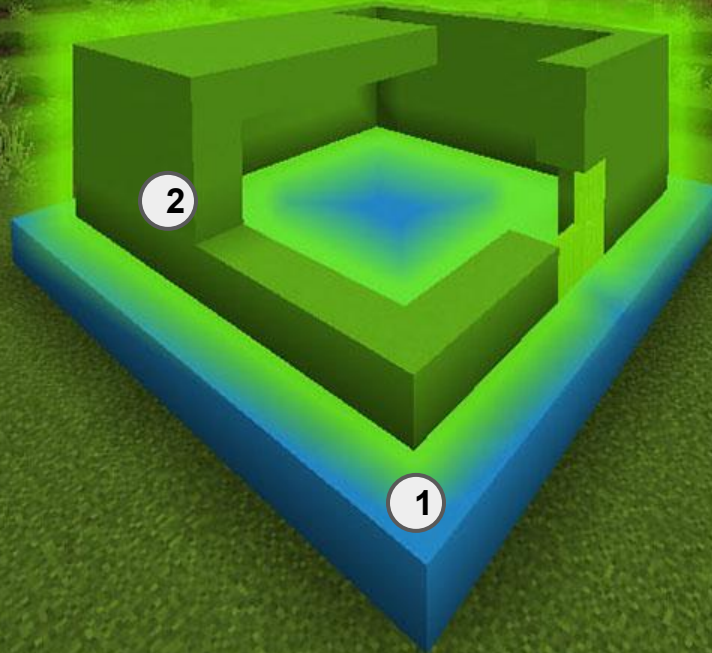
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## INTELLECTUAL OUTPUTS AIYL

**IO1: STATE OF THE ART ANALYSIS**

**IO2: NATIONAL GRASSROOT  
GUIDELINES AND BEST  
PRACTISES**

**TOM**





# WALES



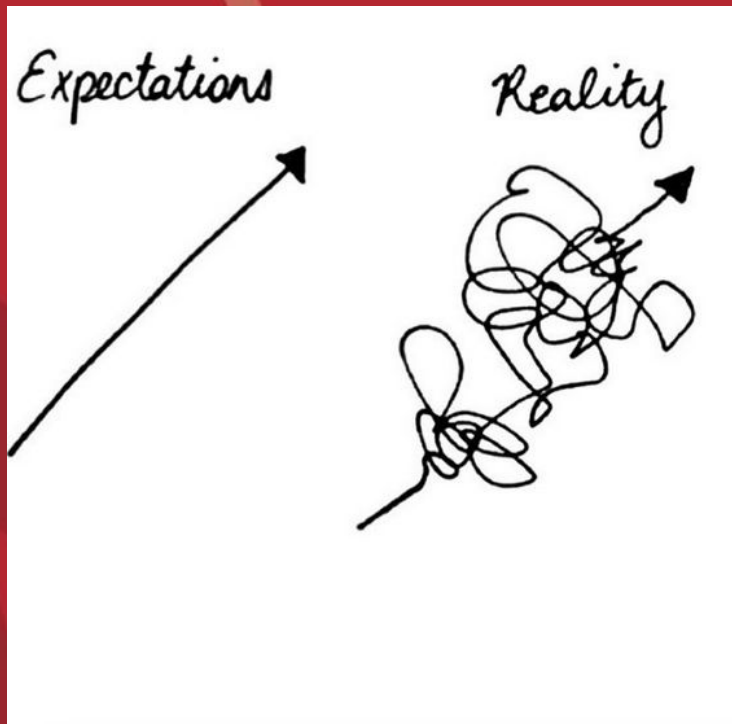
*Hockey*  
**YOUNG**  
**AMBASSADORS**

*The voice of young people*

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## Our Journey

- Started in 2012
- Olympic Legacy – To inspire a Generation
- 400+ Young People
- Ageing membership
- Recognised that we had some exceptional Young People who could lead our sport in the future

## Sustainability

- It didn't all happen at once!
- Embedded in the National Association
- Return on investment:

*Per Year*

*Average of 650 Volunteer Hours = £6,500*

*2012-2021*

*5,850 Volunteer Hours = £58,500*

- Identified our leaders of the future to drive hockey forward!



**Youth Panel**

**Workshops / Learning  
Opportunities**

**Partnerships**

**Volunteer Opportunities**

**Hockey Young Ambassadors**

- Young People aged 12-30 years
- Schools, Hockey Clubs and Communities
- Anyone with a passion for developing hockey and inspiring others
- Apply to be part of the programme
- 4 x Levels based on experience
  - Bronze+
  - Silver
  - Gold
  - Platinum

## Hockey Young Ambassadors

**Workshops / Learning  
Opportunities**

- Try to support and develop the whole person
- Variety of workshops based on Young Persons needs
- National Association fund the workshops
- Invite Young Leaders from other sports

- National Partner
- Delivery Partner

### **Partnerships**

- Fund the programme or provide experiences for the Young People
- Formal Partnerships



- Provide opportunities for the Young Leaders to use the skills they have learnt
- Local, Regional and National Opportunities
- Record volunteer hours online
- Promote other sporting opportunities

### **Volunteer Opportunities**

## Youth Panel

- Ensure a Youth voice is heard at all levels of the National Association
- A sounding board for Hockey Wales
- Help shape what the Hockey Young Ambassador Programme looks like
- Discuss themes relating to current climates and how we can effect change through the power of hockey

**Youth Panel**

**Workshops / Learning  
Opportunities**

**Partnerships**

**Volunteer Opportunities**

**Hockey Young Ambassadors**



PANEL  
FESTIVAL

AIYL

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# Recap

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# Aspiring and Inspiring Youth Leaders


February Meeting  
Day 2



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# Welcome and agenda

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# Agenda

Friday 19th of February			
Time	Min	What	Lead
10:45	10	Waiting room check in	Tijn
10:55	5	Count down	Tijn
11:00	5	Welcome + agenda for day 2	Gino
11:05	30	IO3 : Approach of the "Regional Youth Leader Development Programme"	Thomas
11:35	15	Manday tracking	Katerina
11:50	5	Break	
11:55	80	Selfregulation #1	Marjolein
13:15	30	Lunch	
13:45	80	Selfregulation #2	Marjolein
15:05	5	Break	
15:10	10	Digital Energizer	Chloe & Marjolein
15:20	30	Dissemination	Marek
15:50	10	Recap and next steps	Gino
16:00			



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# IO3 : Approach of the Regional Leadership Development Plan

Thomas Tichelman &  
Bartel Berkhout

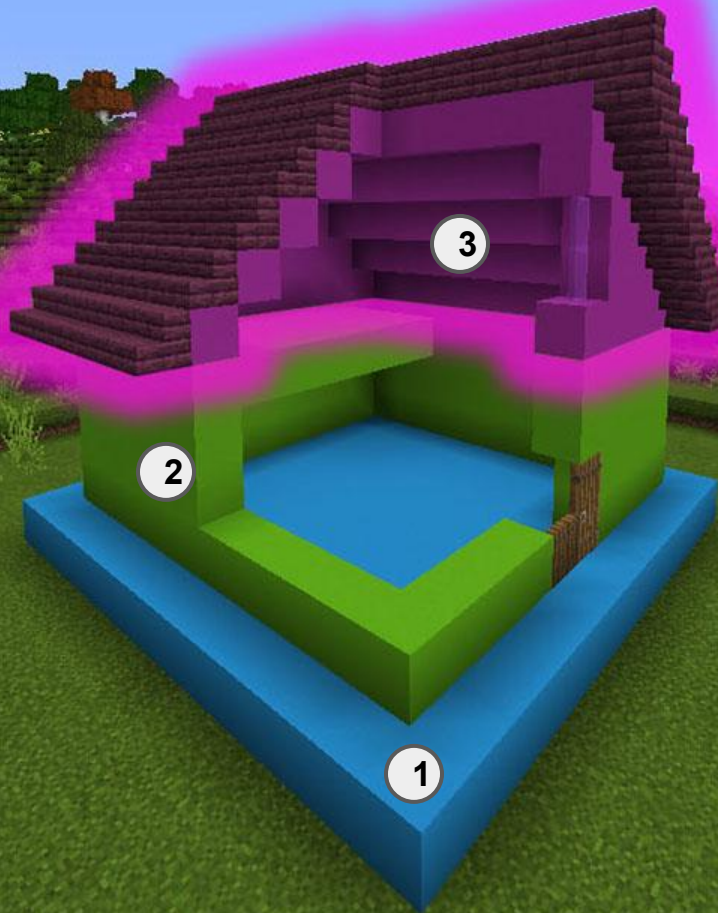


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**THOMAS  
& BARTEL**



## **INTELLECTUAL OUTPUTS AIYL**

**IO1: STATE OF THE ART ANALYSIS**

**IO2: NATIONAL GRASSROOT  
GUIDELINES AND BEST  
PRACTISES**

**IO3: REGIONAL YOUTH LEADER  
DEVELOPMENT PROGRAMME**





# DEFINING OUR PLAYING FIELD

## HAVING THE SAME STARTING AND FINISH LINE



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70





# FRAMING OUR WAY OF THINKING WITH YOUR INPUT!



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# AGENDA



01 SYLP  
ANALYSIS

02 WHO IS OUR TARGET  
GROUP?

03 THRESHOLDS  
WHAT DO YOU NEED TO MASTER?KNOW IN  
ORDER TO PARTICIPATE?

04 HOW MUCH TIME DO WE HAVE?



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## AIYL CORE ELEMENTS

01

**YOUNG  
PARTICIPANTS**

02

**LEADERSHIP**

03

**PROGRAM  
(GREAT LEARNINGS)**



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# WHAT MAKES A GREAT LEARNING PROGRAM?

1. **Knowing your target group**
2. **Clear learning objectives**
3. **Alignment modules**
4. **Values and purpose of the program**
5. **Modern competencies & skills and know how**
6. **Inspirational!**



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# WHAT MAKES A GREAT LEARNING PROGRAM?

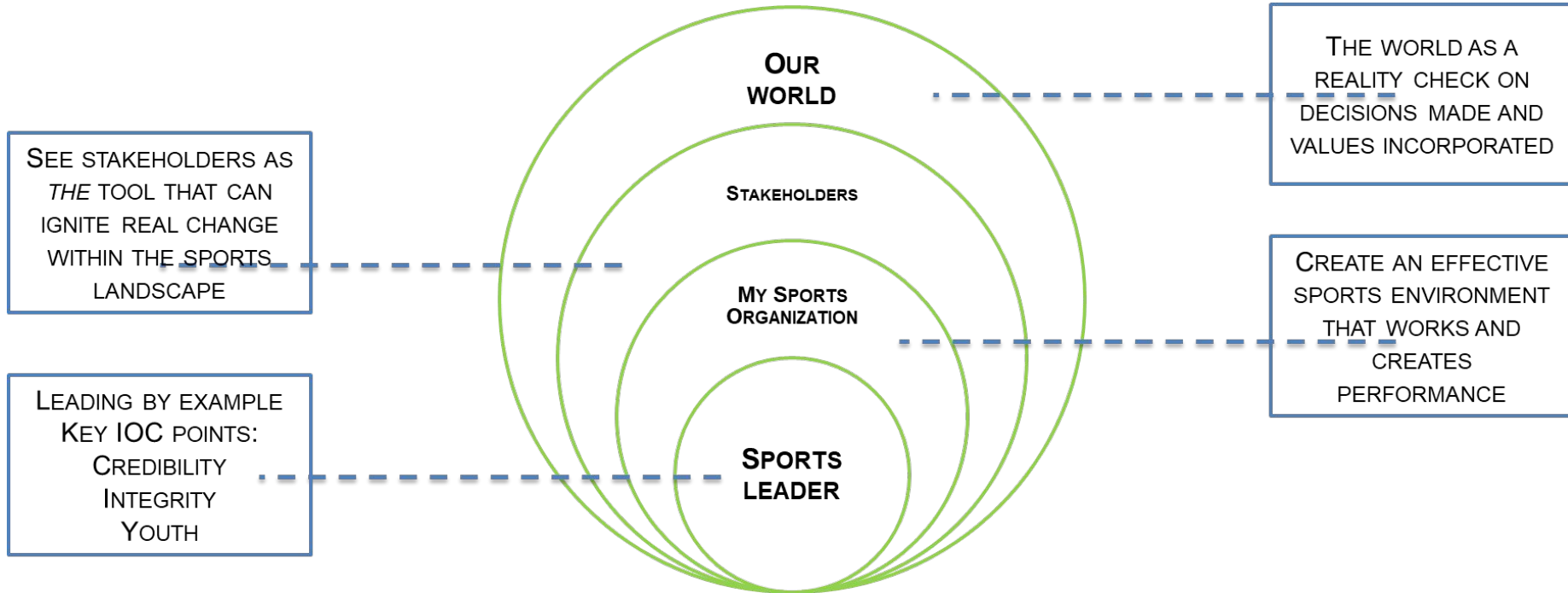


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# Sports Ecosystem: using an holistic approach that inspires others to follow



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**AIYL**

## SIX-WEEK LEARNING SPRINT

OCTOBER 12 – 30

Registration

→ REGISTER HERE

NOVEMBER 2  
– DECEMBER 11

Delivery of the online course

Successful completion of the course  
is a requirement to continue in the process.

## IOC YOUNG LEADERS PROGRAMME

NOVEMBER 27 –  
DECEMBER 13

Application Process

Eligible applicants will be asked to  
fill out a formal IOC application, provide a  
letter of motivation and submit a vlog,  
or video reflection.

END OF DECEMBER

Selected candidates will be announced

JANUARY 2021

Beginning of the programme



# IOC YOUNG LEADERS

Worldwide Partner

# Panasonic



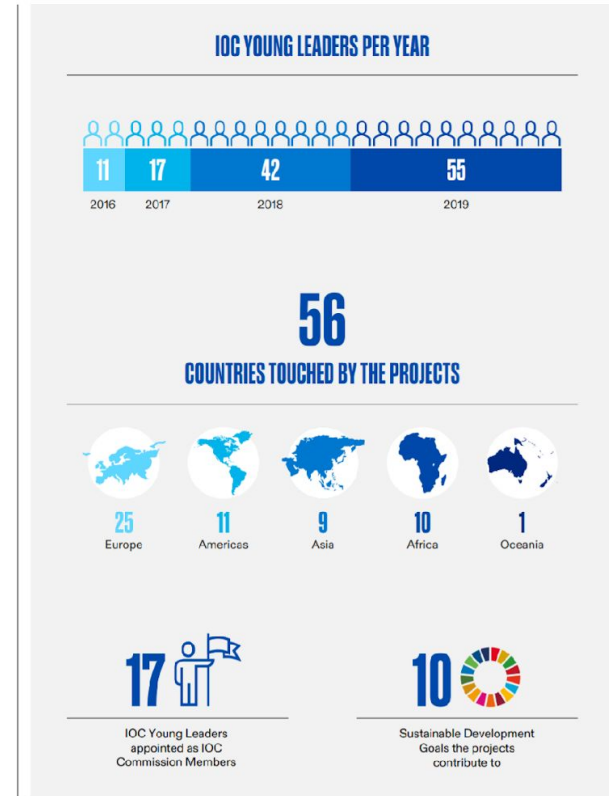
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## IOC YOUNG LEADERS PROGRAMME CHARACTERISTICS:

- A strong focus on supporting exceptional young people to **solve local problems** through grassroots sports initiatives and sustainable business models
- A four-year programme with each year concentrating on a specific stage in the phases of **developing a solution**.
- A mandatory six-week learning sprint to provide an **online introductory** education.
- A **blended learning** approach with monthly learning activities and in-person events
- An emphasis on **leadership development**



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The Business School  
for the World®



## Leading yourself

- Learn to monitor yourself and your behaviour at work
- Mould different aspects of yourself to become an effective and mindful leader
- Develop the practice of mindfulness to become aware of your surroundings and manage your emotions



## Leading others

- Create a work environment that motivates your team and helps them realise their full potential
- Discover techniques that can help you understand your relationships with yourself and others
- Learn how to give effective feedback and have difficult conversations



## Leading teams

- Learn what is different about collaborations in a digital organisation
- Create conditions conducive to forming effective and successful collaborations, especially in the face of a digital transformation
- Face the challenge of building a shared mindset, shared identity and shared understanding in a digital age



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# FUTURE LEADERS



Enhance your **leadership skills** - self-awareness, team building, conflict management, and resilience



Build your **business acumen** - the fundamentals of management, grounded in today's complex realities.



Create **sustainable impact** - tangible value for your career, your team, organization through your **in-company project**



Join IMD's exclusive **Alumni network** and a community of peers, mentors and coaches



**Fast-track your progress towards IMD's Executive MBA (EMBA) and go straight to step 2**



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“Exceptional success requires *exceptional circumstances*.”







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ODISHA 2018

ODISHA MEN'S WORLD CUP

#H

FINALS 2018

NATIONAL &  
GRASSROOT

REGIONAL  
YOUTH LEADER DEVELOPMENT  
PROGRAMME

ODISHA ODISHA

Hero Hero

ODISHA ODISHA

Hero Hero



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ODISHA 2018

ODISHA MEN'S WORLD CUP

#H

FINALS 2018

**NATIONAL &  
GRASSROOT**

**REGIONAL  
YOUTH LEADER DEVELOPMENT  
PROGRAMME**

**EUROPEAN  
PROGRAMME**

**IOS YOUNG LEADERS  
PROGRAM**

**ADVISE US**

ODISHA ODISHA

ODISHA ODISHA

hero hero

hero hero

**TO FRAME  
THIS COURSE / PROGRAM**

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# AIYL CHAT

## YOUR PERSONAL THOUGHTS.....

should the program adhere and promote certain values? examples...

should the program be suited to establish personal goals; evoke personal growth?

should the participant make an impact at a certain scale with a social entrepreneurship project...or other projects.....?

are there certain skills and /or knowledge you think a Young Leader needs to acquire to manage his/her role better

how much time would be realistic to invest in a Young Leadership project per year..estimate Other..?

STARTING POINT  
THOUGHTS ABOUT PROGRAM



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BO

Once you are "in" the programme  
you want to learn?.....work in break out groups

Can you compare your findings with this list?

Ecosystem mapping techniques  
Ideation  
Project design – strategy  
Culture DNA organisation  
Leadership skills  
Customer understanding and segmentation  
Public relations  
Fundraising  
Digital communications  
Finance  
Presentation skills  
IOC Olympic Agenda 20+20  
UN Sustainable goals program  
International sport ecosystem  
The world of High Performance Hockey?

PROGRAMME



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What are your ideas of the AIYL candidate profile..? (WORK IN BREAK OUT GROUPS)

Can you compare your ideas with ours?...

A diverse group of with different backgrounds, perspectives, skill sets, motivations and experiences

A strong passion for sport, either as an athlete, coach, fan or as an active participant or official in delivering sport for development programmes.

A strong interest in community action

A strong communicator who is willing to learn and grow

A commitment to completing the course and its required tasks

Proficiency in English

Reliable access to internet

18-30 years old

Passion for HOCKEY & PEOPLE

Strong engagement and sense of local responsibility

Strong interest in developing a sport and/or a social business to solve local challenges

Ability to manage technological tools and platforms

Able to effectively take on a mentorship role during the programme

Strong interest for personal leadership development

**COMMENT?**  
**in? out? or missing?**

**PROFILE**



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## WHO IS....?? .....our humble idea

Is a Young Change Maker and Caretaker. Takes initiative in social entrepreneurship and young governance activities on themes such as Health & Active Living, Inclusion, Equality, Sustainability, and Peace & development, delivering projects which use the Enjoyment of Hockey as a purpose in itself and leverage the power of Hockey- and in a broader sense Sports for a better world



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An aerial night photograph of a sports complex. In the foreground, a basketball court with a blue floor and red seating is brightly lit. Behind it, a large, dark, oval-shaped stadium is visible. The surrounding area is dark, with some city lights and a road with light trails in the background.

# THE LEARNINGS

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# Manday tracking

Katerina Lacina



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# Payment process

- Payment split:
  - Management fee
  - **Intellectual outputs (=mandays)**
  - Travels
  - Extraordinary costs

<p><u>Funding rules for Collaborative Partnerships, which is based on unit costs</u></p> <p><b>Process for payment: 4 Payments</b> x1 Nov 2021 = 30% x1 Nov 2022 = 20% x1 Nov 2023 = 20% x1 final payment after project completion = 30%*</p> <p><i>*EU can still withdraw money if it felt the project did not fulfill the aims so recommends final payment to partners after the green light</i></p> <p><b>Each payment includes</b> Project Management + Intellectual Outputs</p>		<p><u>Project management Payment</u></p> <p><b>1000 Euro / year / partner</b></p> <p>Agreement with partners to hold back funding from this expenditure bucket for miscellaneous items that would come up (i.e. if a partner is asked to increase the mandays on intellectual outcomes, part time project assistant, unforeseen travel), .</p>	<p><u>Intellectual outputs</u></p> <p>i.e. working days: fixed costs based on the EC grid depending on countries and categories of staff</p>	<p><b>T O T A L</b></p>	<p><u>Travel and project meetings</u> € 575 per participant per meeting covers accommodation (except meeting host who is expected to covers own costs)</p> <p>This money is managed centrally by the Czech Hockey Federation (CHF) as are all your bookings for return travel and x1 night accommodation.</p> <p>If you are under 100km (straight line) away from a location your travel is not covered by Erasmus+ funding but the CHF will cover this where needed.</p>
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# Timesheet

## TIME SHEET (# days / IO) - Aspiring and Inspiring Youth Leaders (AIYL)

	2021														2022														2023																		
Czech Hockey Federation Marek Zgraja	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total real	Total plan	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total real	Total plan	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total real	Total plan	alpha	beta	Delta		
IO1: STATE OF THE ART ANALYSIS AND YOUTH INSIGHTS		3		2			4		1	2	4		16	16													0	0												0	0	16	16	0			
IO2: NATIONAL GRASSROOT GUIDELINES AND BEST PRACTISES													0	9													0	5												0	5	0	19	-19			
IO3: REGIONAL YOUTH LEADER DEVELOPMENT PROGRAMME													0	14													0	2												0	17	0	33	-33			
IO4: CAREER PATHWAYS													0	4													0	15												0	0	0	19	-19			
IO5: AWARENESS CAMPAIGN													0	0													0	0												0	22	0	22	-22			
IO6: INSIGHT REPORT & LEGACY REPORT													0	0													0	0												0	17	0	17	-17			
TOTAL # days	0	0	0	0	0	0	0	0	0	0	0	0	0	43	0	0	0	0	0	0	0	0	0	0	0	0	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	61	0	126	###		

Signed off by Marek Zgraja  
Date

Signed off by Gino Schilders (Program Manager)  
Date



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# Timesheet

Each partner – their own timesheet

Google Drive -> Timesheet and travel/accommodation request form

<https://drive.google.com/drive/folders/1SKeYol4uxX0G-cdslm1UgBHDBjoYd0Fm?usp=sharing>

Fill in every month

Be honest with the working days

Contact us when the real total number is way higher than planned

If lower, don't worry, we have a long way to go



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# Funding

Management Fee = to the federation or partner

Intellectual Outputs = to the Youth Leader and to those working on the IO's



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# 5 Minute Break

# 5



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A female field hockey player in a red jersey with the number 14 is captured in a dynamic pose, swinging her stick. The background is a blurred outdoor field with trees and spectators.

# Aspiring and Inspiring Youth Leaders: an amazing chance!

Marjolein Torenbeek



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# Programme

- Introduction
- Experiencing coaching self-regulation skills, while learning a skill
- Shifting focus to your role in this programme: preparation phase
- My and your peer coaching role during the 3 years



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# Can you... juggle?

- Let me explain
- What is your level?
- So, at which level will you practice?
- Breakout rooms: one will learn the skill, and one will coach



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# Coach instructions

- You only ask questions (and don't give any tips)
- Ask questions like:
  - What is your goal?
  - What will you focus on specifically?
  - How is it going?
  - Why is it (not) going well?
  - What could you do differently?
- Enjoy! 😊



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# How did it go?

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# Shifting focus

1. What is the goal of the AIYL programme?

2. What will be your role in this?

3. Mentimeter:

- Which competences will be useful, in order to fulfil this role?
- Make them as specific as possible (e.g. collaboration or communication is not specific enough)!



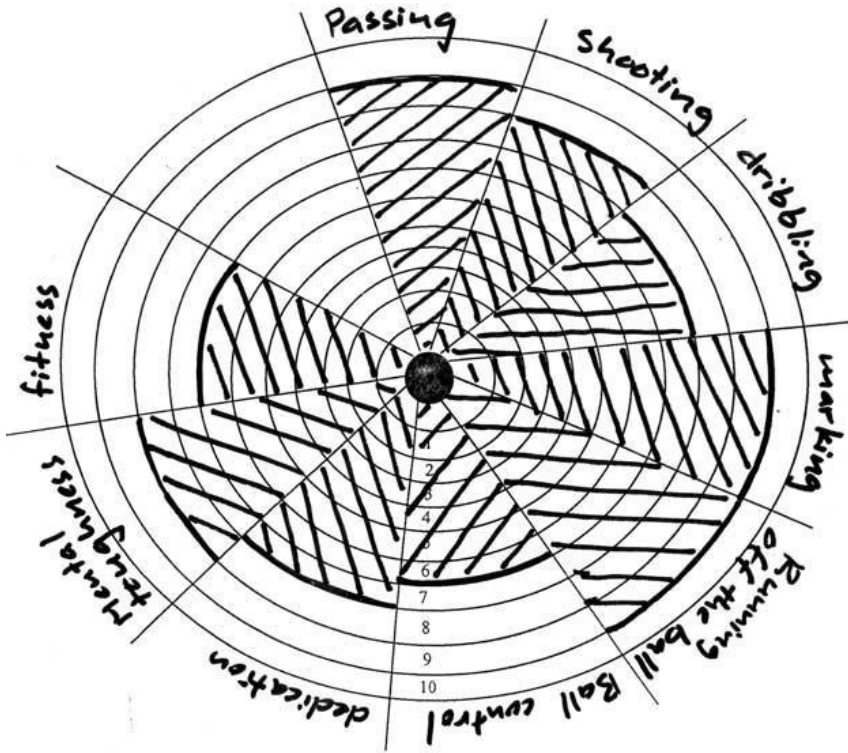
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# Performance profile

- Helps to get insight and overview of your strengths and weaknesses
- Helps to understand what is required to be successful in this project
- Helps to set challenging goals
- Helps to monitor progress
- So... it helps to grow!



# Instructions

- Choose the 8 most important competences for you to have a successful role in this programme
- Give each one a score: 1 = not important, 10 = extremely important
- Give a score for how well you manage each competence right now
- Subtract the scores



# Example (basketball)

	A) Importance	B) My level	A - B
<b>Rebounding</b>	<b>10</b>	<b>6</b>	<b>4</b>
<b>2 point shot</b>	<b>9</b>	<b>7</b>	<b>2</b>
<b>Free throw</b>	<b>7</b>	<b>7</b>	<b>0</b>
<b>Etc...</b>	<b>...</b>	<b>...</b>	<b>...</b>

1 = not important  
10 = very important

1 = can't do this yet  
10 = national team  
level



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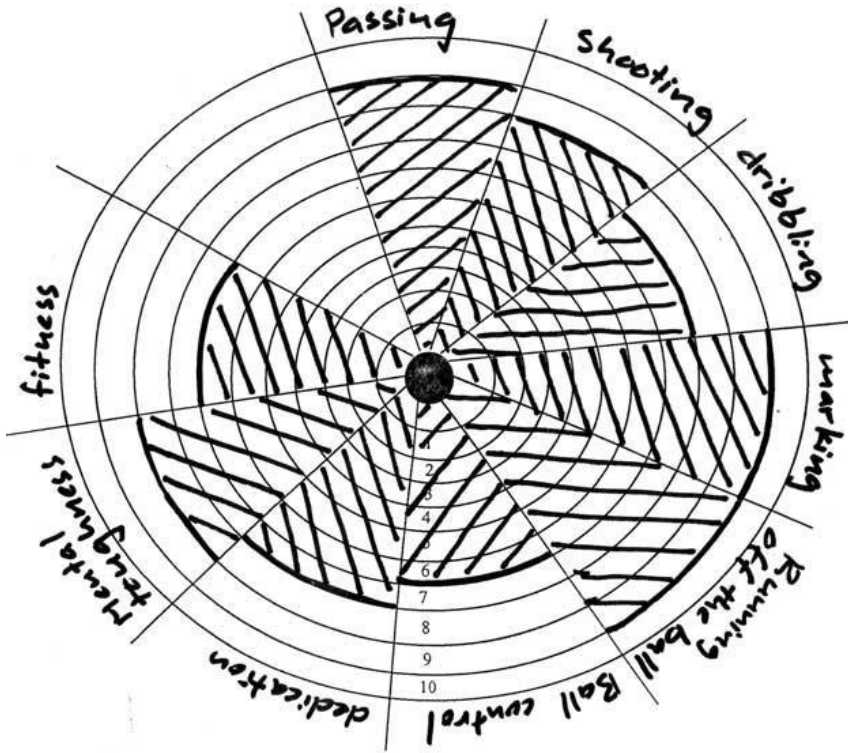
Lunch

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# Performance profile

- Share your profile in the breakout room
- Be curious: ask questions!





## Your preparation phase

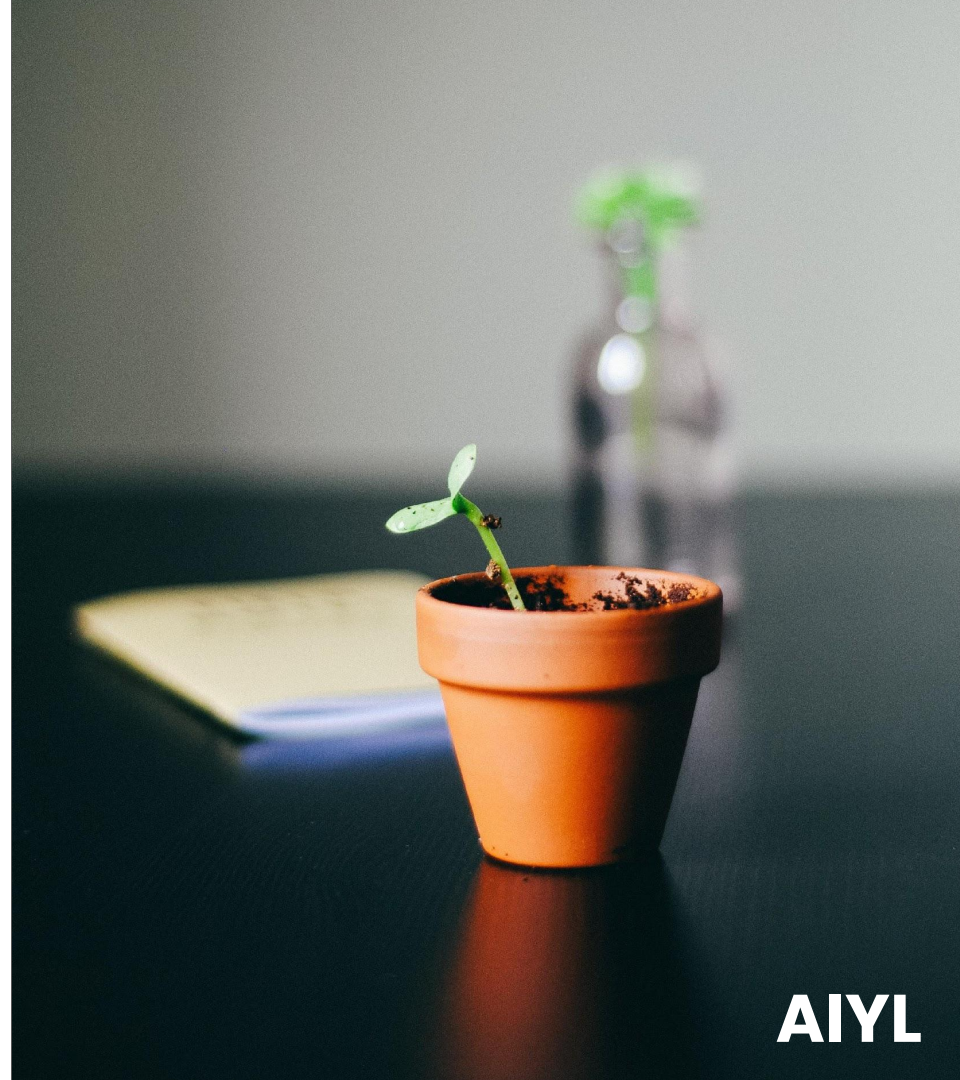
- Pick one/two competences
- Set a SMART goal
- Make a plan
- Consider possible pitfalls
- Think about what/who you need for development in this competence

# Self-regulation during the programme

- I will be in contact (Zoom) with you every 4 months (monitoring, reflection, adjusting goals)
- You will be in contact for peer-coaching every 4 months as well
- So everyone has a coach call every 2 months.
- You'll receive a plan and instructions later on



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# Thank you for your attention.

For more information,  
do not hesitate to reach  
out to me.

[m.torenbeek@gmail.com](mailto:m.torenbeek@gmail.com)

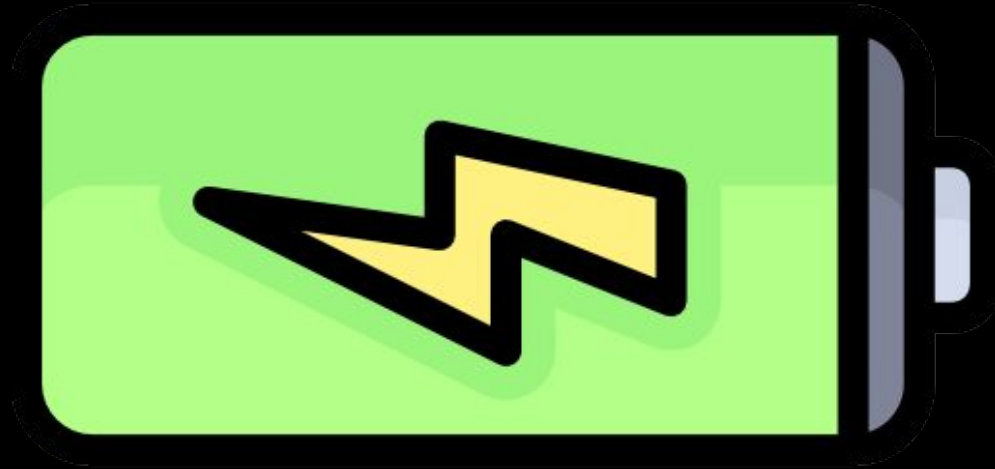


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# Energizer

Chloe



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# Dissemination

Marek Zgraja



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# Website

- Progress overview
- News
- Interesting posts
- Account for every youth leader
  - Personal insights
  - Personal introduction
  - Shareable intellectual outputs



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# Social media

- Facebook
- Instagram
- LinkedIn
  - Join as employee
- Content
  - Sharing website content
  - Actual progress - photos from meetings
  - Inspiration/motivation

# Dissemination report

How?

<https://docs.google.com/spreadsheets/d/1URnW-2IqE8rheTmV90EjtTQygtRPiF9GIhs3QIPHTnY/edit?usp=sharing>

Why?



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**Feel free to create .....**



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**..... and lets start today :-)**



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# Wrap up

Gino



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# Next steps

- 10 homework
- Info on websites (see mail) and send to Katerina
- Dates next sessions



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# Next session dates

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE	PHASE 1	PHASE 2										
IO's		PHASE 3										
		IO 1										
		IO 2										
			IO 3									
MEETING								IO 4				
		#1 NL Amsterdam						#2 NL Amsterdam				

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE	PHASE 3											
		PHASE 4										
IO's	IO 2											
	IO 3											
	IO 4											
MEETING		#3 Wales Cardiff								#4 UK Manchester		

2023	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE	PHASE 4											
	PHASE 5											
		PHASE 6										
IO's	IO 2											
	IO 3											
	IO 5											
			IO 6									
MEETING		MP BE Brussels						#5 CZ Prague	#6 BE Brussels		MP BE Brussels	





# Sept session in Amsterdam

- Write preferences in chat
- 2/3/4/5th Sept
- 23/24/25/26th Sept



**“Is motivation mainly extrinsic or intrinsic?”**



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**Thank you for your attention.**



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