



# Aspiring and Inspiring Youth Leaders

March 2023 Brussels

**This project is a  
collaboration  
between**



**Svenska  
Landhockeyförbundet**  
Swedish Hockey Association

# Agenda

## Antwerp time

Friday 24th of March 2023 : transnational meeting	
9.45 - 10.00 meeting up in meeting room Think Tank A	
10.00 - 10.15 Welcome and opening program	Gino
10.15 - 11.15- IO2 : wrap up feedback + next steps to make the final version	Cameron
11.15-12.30 - IO3 Leadership Curriculum Programme (framework /pathway/aims)	Thomas
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14.45 - 15.30 Youthleaders : write report from meeting + share short info from Brussels meeting	Cedric/Marek
15.30 - 16.00 Wrap up and next steps (incl. who writes report)	Gino





# Welcome and opening programme

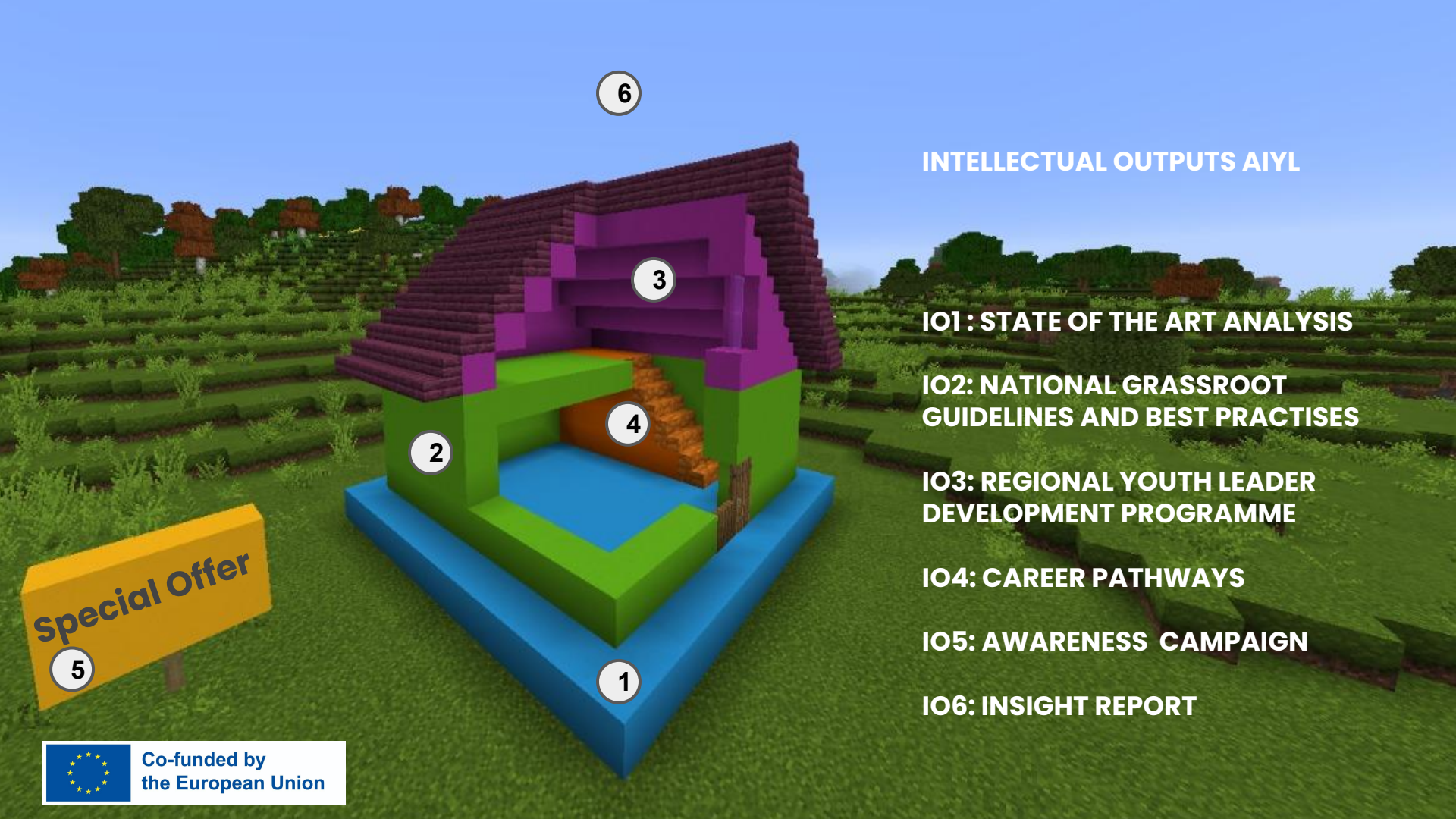
Gino Schilders

**Welcome back Andrea**  
**Welcome Michelle**



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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**



# IO2: National grassroot programme

Cameron Findler

# YOUTH LEADER GRASSROOTS PROGRAMME

What is Intellectual Output 2?

The creation of a grassroots programme designed to be adaptable to the contexts of all EuroHockey member national associations

Who is the target?

For NA's with underdeveloped youth leadership programmes

Who is working on it?



What have we done so far?



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# PROJECT TIMELINE SO FAR...



## Amsterdam/Leeds Meeting

November 2021

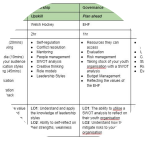
The development of IO2 kicked off during the split meeting between Amsterdam and Leeds where both groups contributed their ideas to a joint jamboard.



## Content Development

November 2021 to March 2022

Between the second and third full meetings, the project group of the EHF, Hockey Wales and Street Games met to sift through the suggestions and plan out the content.



## Manchester meeting

February 2022

During this meeting, the group tested some of the activities and brainstormed the logistics of this course (timings, feedback mechanisms, group size)



## Content Refinement

March to June 2022

Following the feedback from the Manchester meeting, the project group worked to refine the content ready to be delivered to the pilot national associations



## Pilot Review

October to December 2022

Following the pilot delivery, the project team conducted one-to-one interviews with youth leaders who delivered the programme to evaluate the resources



## Pilot Delivery

June to October 2022

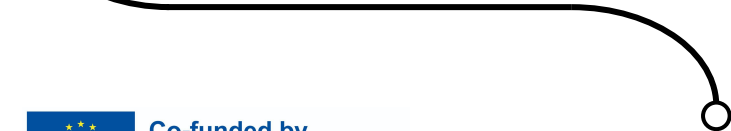
Throughout the summer and Autumn of 2022, youth leaders from the project delivered pilot sessions of the IO2 grassroots programme



## Youth Leader Training

June 2022

The project group came together and produced the first draft ready for the youth leaders and delivered an online training seminar that was recorded for future use



## Final Content Review

January 2023 to now

Using the feedback gathered from the pilot groups, we are making final changes to the grassroots programme, ready to be delivered as a programme to all EuroHockey member national associations

# YOUTH LEADER GRASSROOTS PROGRAMME

What is the Intellectual Output?

The creation of a grassroots programme designed to be adaptable to the contexts of all EuroHockey member national associations

Who is working on



Who is the target?

For NA's with underdeveloped youth leadership programmes

What have we done so far?

What next?

Once we have concluded our final content review, we will have a programme capable of being delivered locally by youth leaders in any of our member national associations. We will support this delivery with the resources that have been created but also with solidarity funding, allowing national associations to bring in expert deliverers to assist them in getting a youth leadership panel up and running in their country.

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. The text is overlaid on the right side of the image.

# IO3 : Regional Youth Leadership Development Programme

Thomas Tichelman

# AIYL

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youth leaders**



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# Background

SPORTS LEADERSHIP  
INSTITUTE



Amsterdam University  
of Applied Sciences

DUTCH NATIONAL TEAM  
MEN'S AND LADIES 2004-2014

DUTCH NATIONAL LADIES TEAM 2022-2024

FOUNDER



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## Thomas Tichelman

# AIYL

**aspiring&Inspiring  
youth leaders**

**We  
Mentor, Coach, Train  
Young Coaches,  
Referees, Players.....  
What about our projectleaders,  
boardmembers.....**

**Our leadership in Sport  
for Now&the  
Future!!**



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# Sport & Youth Leadership?

**SPORTS IS A KEY FIELD TO DEVELOP  
STARTS AT A YOUNG AGE  
WITHIN AND AROUND SPORTS  
EVERYONE HAS POTENTIAL TO  
BECOME A LEADER**

# What is Youth Leadership?

**DIFFERENT TRAITS  
ACROSS MULTIPLE SCALES  
COGNITIVE  
CAN BE TAUGHT**

To name a few:

**Communication  
Decision-making  
Problem-solving  
Teamwork  
Adaptability  
Self-awareness  
Social Skills**



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# Why a Youth Leadership Program?

ENTHUSE AND INSPIRE  
IMPROVE GOVERNANCE IN HOCKEY  
UNIDENTIFIED INTEREST GROUP  
CREATE NEXT GEN LEADERSHIP  
EMPOWER EHF VALUES  
**VITALIZE AGENDA**



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# candidate profile **(AI)YL?**

Is a Young Change Maker and Care Taker.  
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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# who is the (AI)YL?

European  
Involved in Hockey  
Wants to create impact in nation(s)  
17-27 yrs of age  
Proficient in English  
100% participation commitment  
Program Investment 60hrs & 2 days physical meeting  
Internet access  
**Brings a plan**



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**the candidate brings a plan**



**#EQUALLYAMAZING**





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young leaders

**IMAGINE...  
YOU WANT TO  
CREATE A NEW  
CLUB**



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**IMAGINE...  
YOU WANT TO CREATE  
A HOCKEY PROGRAM  
FOR CHILDREN WITH A  
DISABILITY**



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**IMAGINE...  
YOU WANT TO BUILD  
A NATIONAL  
SCHOOL LEAGUE**



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**IMAGINE...  
YOU WANT TO DONATE  
A FIELD TO A SCHOOL  
IN GREECE**





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young leaders

**IMAGINE...  
YOU WANT MORE  
FEMALE COACHES IN  
YOUR NATION(S)**

# AIYL

## Enter the Program

JAN 2024



JAN

FEB

MARCH

JUNE

ONLINE

### FEDERATION

- \*Promotes the candidate
- \*Checks the requirements
- \*Assigns a Federation Mentor
- \* Consent of National Board

### EHF

### MODERATORS

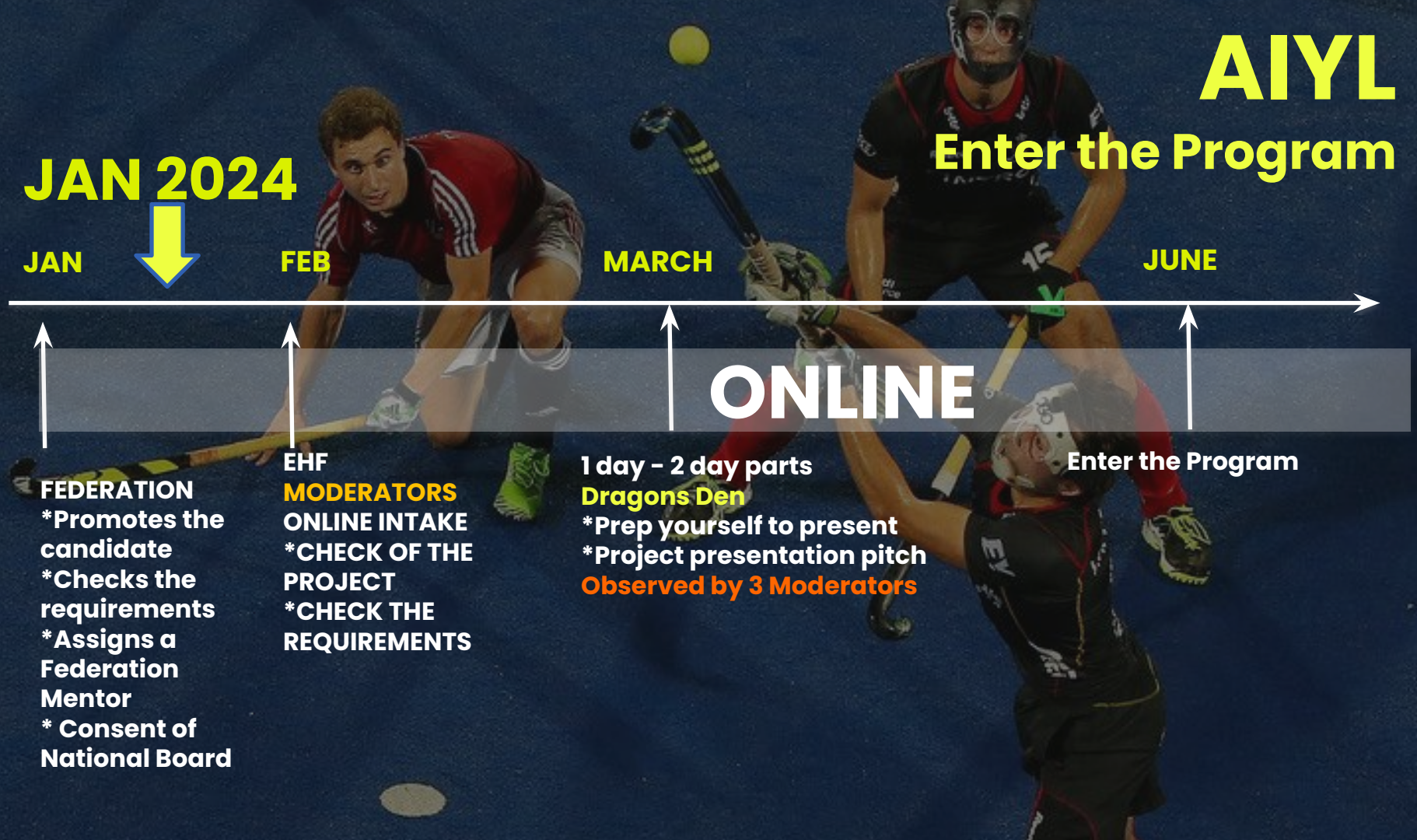
- \*CHECK OF THE PROJECT
- \*CHECK THE REQUIREMENTS

### 1 day – 2 day parts

### Dragons Den

- \*Prep yourself to present
- \*Project presentation pitch
- Observed by 3 Moderators**

### Enter the Program



## 2 ONLINE SESSIONS (1<sup>ST</sup>)

1. Curriculum session + assignment
2. Field research and wrap up
3. Online presentation

## 2 ONLINE SESSIONS (2<sup>ND</sup>)

1. Curriculum session + assignment
2. Field research and wrap up
3. Online presentation

**IN PERSON FINAL EVENT**  
EHF FINAL 8 EASTER  
1 Moderator, 6 Clients in jury

AUG

SEPT

OCT-NOV

JAN-FEB

MARCH

APRIL

**APRIL 25**



**ONLINE**

**F2F**

Opening of the Program  
Introduction  
Project presentation  
candidates  
Moderator –Participant  
teams

Managed by 3 Moderators

## 2 ONLINE SESSIONS (3<sup>RD</sup>)

1. Curriculum session + assignment
2. Field research and wrap up
3. Online presentation

## PRESENTATION PREP

Coaching of the Mentor  
Educator Guidance

**AIYL**  
Program  
cycle

## CULTURAL AND ORGANIZATIONAL CONTEXT

### Sports Governance

- \* How is the Eco system of sports organized?
- \* Governance of a club and a federation
- \* About IOC and beyond

### Cultural & Organizational DNA

- \* Introduction in Organizational psychology
- Cultural differences in organizations
- \* Cultural differences and the sport context

## PERSONAL DEVELOPMENT

### Leading yourself

- Self reflection capacity
- \* Exploring inner values
- \* Inclusiveness and open mindedness
- \* Self regulation

### Leading teams

- \* Respect for differences
- \* Foster collaborations
- \* Develop group goals and focus
- \* Creation of a safe environment
- \* Alignment of teams
- \* The Aristotle project
- Amy Rdmunson

## VALUE CREATION

### What is value?

- Terminology into practice
- SDG's introduction

### Introduction of value creation models

- How to use value creation models for your / project



## PROJECT MANAGEMENT

### Business case development

- The creation of a Business strategy for Sports related projects
- How to integrate the SDG;s
- How to build an integrated M&S campaign
- Digital media and communication planning

# Curriculum

# AIYL



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# Learning Outcomes **YL**

**Pitching a project in a Dragons Den**

**Project development skills**

**Personal mentoring**

**Understanding of the Eco-system of Sports  
management**

**Intro into network of (inter)national Hockey**

**Official Project Presentation for relevant client**

**Project Application and integration of SDG's**

**ETC.**



# The AIYL CONTRIBUTORS & TIMELINES

# OCT 2023



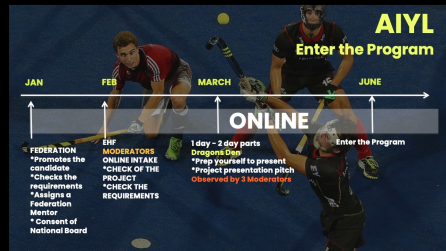
## FEDERATIONS

**1 MENTOR (8 SESSIONS + 1 F2F)**  
**1 POTENTIAL CANDIDATE**  
**ACCESS TO BOARD MEETINGS & OFFICIALS AND NATIONAL OFFICE**

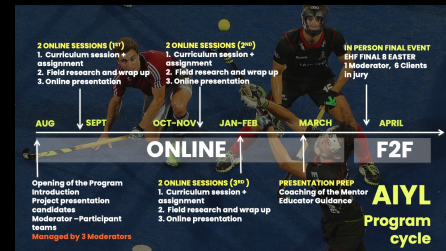
## EHF

**PROGRAM & TEAM MANAGEMENT**  
**3 MODERATORS (1 MODULE EACH)**  
**FULL ACCESS TO TOURNAMENT ORGANIZATIONS AND OFFICIALS AND EHF OFFICE**

# JAN 2024



# APR 2025



## Timelines

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# Driving the program **YL**

**6-8 positions per class, 1 class per year  
8 month program**

**Program starting in September – Ending in April  
Recruitment starting in January every year  
Participation confirmed on 1<sup>st</sup> of June**



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young leaders

**Q?**



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Lunch



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# Braindump dissemination options

Gino Schilders

# Categories : 3 flipchart papers

WHO?

- Organisations where you have a connection?
- Organisations/groups where you do not have a direct connection?

WHAT?

- What shareable things we need to make?

# Organisation where you have a connection

## CEDRIC

EHF Youth Leadership panel

ENGSO Youth

IOC Young leaders programme

KBHB

KNHB

Flemish Sports Federation

Flemish Hockey League

University of Gent

Belgian Athletic Federation

ISCA

## OSKAR

SWE3

East Cheshire Hockey

CHF

Keele University



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# Organisation where you have a connection

## MAREK

Czech Hockey clubs

Old Youth festival group and old CZE group

## GINO

EHF, FIH Andre Oliviera, ČOV, ČUS, NSA

Czech Hockey Federation



# Organisation where you have a connection

## DANYLO

Ukrainian Hockey Federation

Hockey clubs: DHC Hannover, DTV Hannover

MSC Sumchanka and others clubs in Ukraine

## ANDREA

Sport England

Sport Leaders UK

UK coaching

CIMSPA

Sport for development coalition

Youth Sport trust



# Sharfable things (can be combined with the second slide)

- Brief summary document (2 pages)
- Case studies
- videoclips : of training in progress
  - Of participants talking about experience
- Logo/visual (???, IO2, IO3) hockey institute
- Content which would be attractive
- Photos from Youth leadership festival (as an aim for what you can do next)
- Stickers with slogan/logo

## Testimonials

- Video with elevator pitch

# Sharfable things

- Infographics poster
- Slide deck/ presentation
- T-shirts
- Short interviews with participants

# Connections

- Euro asian sport + ???
- Academic -> ISSA, QRSE, ECSS, BSA
- DIF/DEI - Danish sport ass'ns
- Senegalese NOC
- UCPH Media Dept (Danish + ??? media)
- Kokusaikan University
- INT Universities (Adam) - lots!

# No direct connections

Sport national association - Marek

Czech softball?? Association, few czech florbal's clubs, other Slavia teams - Marek

National Olympic committees, Coca Cola

National governments

**School ???**, Football clubs or other sport clubs

Local governments

Olympic Youth organisation

Other youth organisations from other sports

Social media groups from hockey, United nations

Mediterranean Youth Foundation

**???**



# Closing

Gino

# Next steps?

## Description:

Motivational career pathway definitions for Youth Leaders starting from grassroots development up to executive board positions

## Form

A document describing possible pathways and the skills/competencies needed to successfully grow in the sport administration arena.

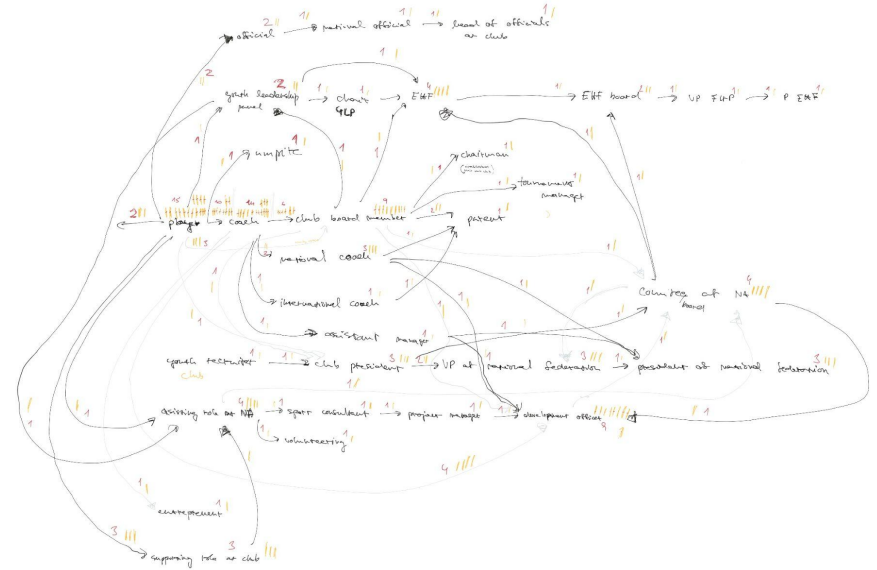
## Impact / Transferability

The career pathways will ensure that Youth Leaders are not only equipped to “drive the car” but we will also provide them with a “map” to get to their destination. By including ways how to navigate in the political processes, the impact will be enhanced even more as this part of the process is one which is underrated based on our experience



# Career pathways

- Aim to find out how various people grow within the sport environment as inspiration for youth leaders
- 21 inputs collected





## How did you first get involved in sport?

- Parents - players, chose this sport for them
- Friends
- School
- Their child started playing

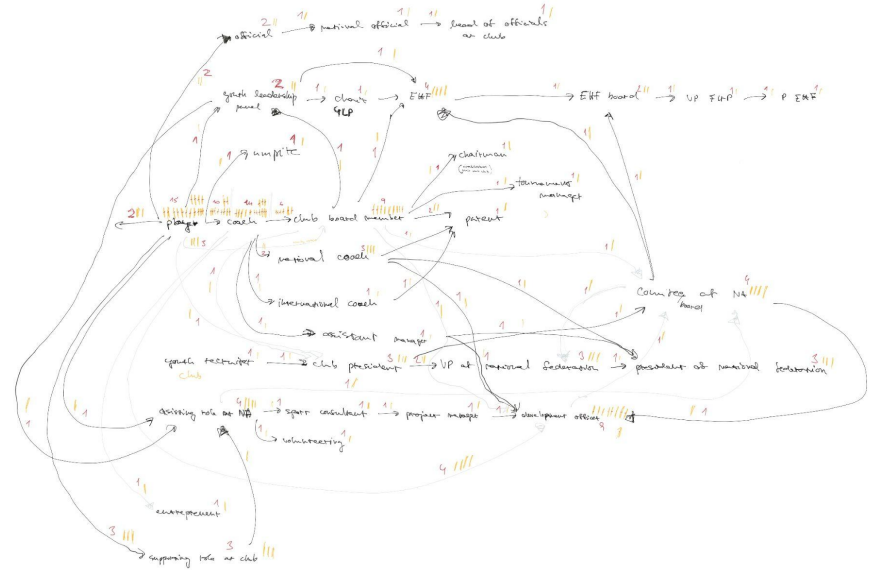


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# Roles in sport

- Starting roles
  - Player, coach, volunteer
- Most common pathway:
  - Player → coach → club board member
    - Interesting that they do not usually go for NA level or EHF
- Interesting trend
  - Coach → development officer
  - Development jobs seems to be quite popular for more senior roles







# Skills Gained from these Experiences

- **Management techniques**
  - Planning, adjusting, adapting
  - Trusting your vision
  - Inviting volunteers and engaging with their passion
- **Team**
  - Valuing teamwork, and communication
- **Leadership**
  - Practicing empathy and patience
  - Being proactive, open minded and a good listener
  - Empower and trust your people
  - Understanding that everyone has unique value that they bring to the team



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*"People need to believe you want the best for them, so you need a certain amount of motivational skills to tell a story."*

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## Motivation to pursue a career in the sport

- Skill development in the following areas:
  - Collaboration/Teaming
  - Social skills
  - Sense of responsibility
- Passion for the sport and nostalgia
- The ability to work with peers and the next generation of players (legacy)



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# Biggest Obstacles Faced

- **Operational**
  - Recruiting kids
  - Bureaucracy as well as dissimilar and unclear agendas and opinions
  - Balancing responsibilities outside of the sport
- **Mental Barriers**
  - Lack of self confidence, stemming from lack of experience and the male dominated environment
  - Lack of acknowledgement for my contributions and also for different opinions



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*"In many roles I was the only woman. In the beginning I didn't feel that very clearly, but being the only woman in a male dominated position, makes you feel lonely. This feeling has been an obstacle I had to overcome. Not only was I a different sex, I had a different opinion and a different point of view and vision."*

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# Recommendations for a youth leader

- Being proactive, open minded, while confident in your vision will help you progress
- Pursue opportunities that excite you but take the resulting responsibilities seriously
- Allow outside experience to inform decision making
- Have clarity on why you are actually doing what you're doing and why you like to grow



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# Lunch



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A nighttime photograph of Prague, Czech Republic. The image shows the illuminated Prague Castle complex on a hill, with the prominent St. Vitus Cathedral. Below the castle, the Charles Bridge spans the Vltava River, its arches and statues lit up. The city buildings are also illuminated, and their lights reflect on the water. The sky is a deep blue twilight color.

**1st (OR 2nd) of August in Prague**

# One session left due to online (Covid) session

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	

## April or May 2023? If IO3 pilot (video)

# LOONEY TUNES

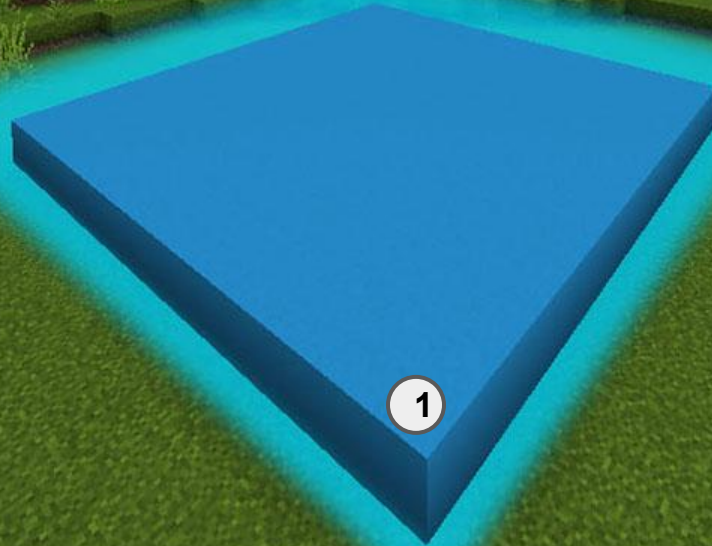


*That's all*

INTELLECTUAL OUTPUTS AIYL

IO1: STATE OF THE ART ANALYSIS

ADAM

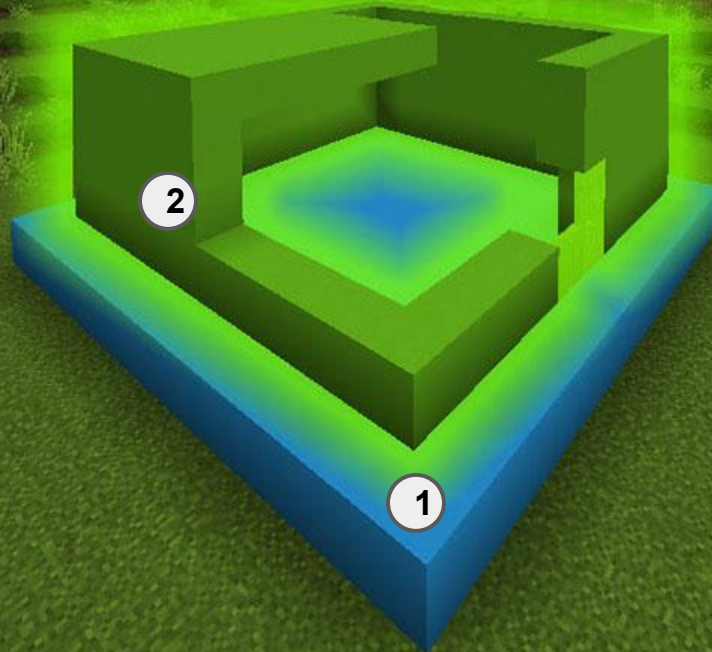


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GUIDELINES AND BEST  
PRACTISES**

**TOM**



**THOMAS  
& BARTEL**



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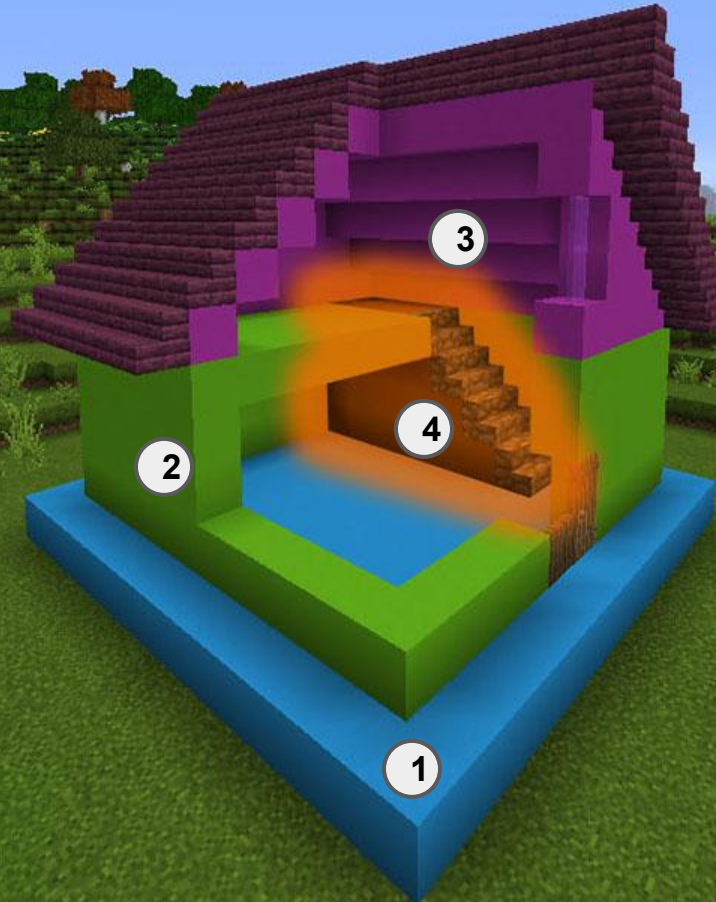
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**IO4: CAREER PATHWAYS**

**TOM**



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**IO4: CAREER PATHWAYS**

**IO5: AWARENESS CAMPAIGN**

**SPECIAL OFFER**

5



TOM



3

4

2

1





## INTELLECTUAL OUTPUTS AIYL

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DEVELOPMENT PROGRAMME**

**IO4: CAREER PATHWAYS**

**IO5: AWARENESS CAMPAIGN**

**IO6: INSIGHT REPORT & LEGACY**