

# Aspiring and Inspiring Youth Leaders

Guidelines on awareness raising



## WANT TO FIND OUT MORE?

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IO Description from the application	
Output number	5
Output's title and type	GUIDELINES ON AWARENESS RAISING
Start and end date	Jan 2023 – Sep 2023
Leading organisation	Czech Hockey Federation (CHF)
Participating organisation(s)	EHF/SG/WHF/UHF/PHF/SHF/DHF
Language(s)	English
Output description (including its form, impact and transferability)	<p><b>Description:</b> Guidelines on awareness raising will be developed to highlight the importance of education and developing careers paths for young leaders in all (sports) environments.</p> <p><b>Form</b> A clear set of guidelines and a toolkit to raise awareness for the importance of Youth Leader development. A communication strategy, case study, dedicated website (optional), social media campaign will be part of this intellectual output. Of course, we will ensure all outcomes will be freely available</p> <p><b>Impact / Transferability</b> This intellectual output will be set up in a generic way and therefore will be easily transferable to every single sport who is interested to develop their young leaders. In this area we plan to work closely with NOC's, ENGSO and other organisations who's interest it is to develop young sport leaders. The aim is to equip various sport and youth organisations with a toolkit which helps them and their members to grow their Youth Leaders into key positions.</p> <p>Note : this IO will be different then the classical dissemination of the project results as the aim is to support different kind of sport and youth leader organisations in giving the guidelines and tools to develop their own awareness campaign to grow Youth Leadership in their own organisations.</p>

Please describe the tasks leading to the production of the intellectual output and the applied methodology.

- Create and develop an awareness communications brief, objectives, key concepts, target audiences
- Develop awareness communication guidelines draft version
- Scrutinise guidelines by selected project partners and selected future-users
- Develop final awareness communication guidelines and publish publicly
- Deploy the guidelines and tools to hockey and publish the awareness campaign as a case study

Number and profile of staff involved ('manager', 'teacher/trainer/researcher', 'technician', 'administrative staff'). Please justify it and link it to concrete tasks.

Partner & Profile	Partner & Profile
CU Researcher	Partner & Profile
SQ Manager	Partner & Profile
SG Manager	Partner & Profile
EHF Manager	Partner & Profile
CHF Manager	Partner & Profile
CHF Administrative staff	Partner & Profile
WHF Manager	Partner & Profile
CHF/WHF/UHF/PHF/SHF/DHF	Partner & Profile
CHF/WHF/UHF/PHF/SHF/DHF Researcher	Partner & Profile

Explanation : CU = University of Copenhagen, SQ = SportsinQ, SG = StreetGames, EHF = EuroHockey, CHF = Czech Hockey Federation, WHF = Wales Hockey Federation, DHF = Danish Hockey Federation, SHF = Swedish Hockey Federation, PHF = Polish Hockey Federation, UHF = Ukrainian Hockey Federation

Media

Final version will be published on the project Website & project FB page. A dedicated website will be considered for this specific IO to brand it as a generic free tool/model instead of a set of hockey Youth Leadership guidelines/tools

**Disclaimer:**

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# GENERAL COMMUNICATIONS (AS DESCRIBED IN THE APPLICATION)

- Besides the specific communications and awareness-raising activities outlined above, general communications and promotion activities will be coordinated by the Project Coordinator and EuroHockey. Each partner organisation will be responsible for enrolling (part of) these activities at national/organisational level.
- Project Coordinator will prepare communications guidelines which will specify technical details pertaining, in particular, to the EU rules and project's visual identity.
- More information on visibility activities are included in Chapter H.3. "Dissemination".
- We feel that the below mix of communication channels and different partners ensures both a deep and wide distribution of outputs among European companies/organisations and individuals for whom this can be beneficial :

General activities	When	Tools
<b>Project website</b>	Whole project's duration	<p>Project Coordinator will commission the creation of the project website at the very beginning of the project's implementation.</p> <p>Articles from meetings, project documentation, information about the development of activities etc. will be presented there, as will be the project's outputs upon their finalisation.</p> <p>The website will be linked to the official websites of partner organisations where information and promotion will be done in local languages.</p>
<b>Partner specific</b>	At a regular basis	<p>A social flow will be set up with help of the Marketing and Social media specialist who is part of the project team. This will be a combination of the following:</p> <p>Facebook: A specific project account will be set up on Facebook, cross-linked to partners' accounts. Another option will be to use the EuroHockey Facebook page</p> <p>LinkedIn: Promotion via LinkedIn will help to improve our profile and to help to educate viewers by sharing outputs</p> <p>Partner's social media: Promotion on social media channels of partner organisations</p>

<b>Partner specific</b>	At a regular basis	<p>We will have a number of national hockey federations involved who will use their communication channels to reach out to their members/fans.</p> <p>Besides this we will use the power of non-hockey partners who allow for sharing of outputs to a wider audience. These are University of Copenhagen (Denmark), SportsinQ (Netherlands) and StreetGames (UK).</p> <p>On top of this we will share interesting content with non-official partners who have promised us their support (for a list of these partners see chapter G.1.).</p>
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## TASKS

- Create and develop an awareness communications brief, objectives, key concepts, target audiences**
- Develop awareness communication guidelines draft version**
- Scrutinise guidelines by selected project partners and selected future-users**
- Develop final awareness communication guidelines and publish publicly**
- Deploy the guidelines and tools to hockey and publish the awareness campaign as a case study**

## TASKS

- Create and develop an awareness communications brief, objectives, key concepts, target audiences**



# BRIEF

The coming 3 years we're going to produce a number of outputs via the Erasmus programme to promote that young leaders will get a bigger voice at the table when it comes to management decisions in sports. Though many senior leaders will rationally acknowledge the fact that involving the next generation is key to the success of any organisation, we know they are overall not very active in taking steps to get young people invited to the decision table. The assumption is that they expect young people to knock on the door themselves. Partly this is true but we have started this project for a reason and that reason is that we realize that young people need mentoring, coaching and support to make these kind of (career) steps. For this reason we need committed to making a communications plan taking into account the various stakeholders involved. The communication plan is to be ready by the end of 2023 so it can be implemented by the time the deliverables will be ready. At the same time we plan to build on a number of key awareness activities like the 2 multiplier events which are planned. Also all participants are briefed that their dissemination activities during the project will contribute to our communication objectives (though this is not in the scope of this specific IO, it will only support all our activities of the final deliverables as various stakeholders will be aware about the process and progress). For that reason we will document the various communication activities during the project via a dissemination overview which is to be part of the final reporting.





# OBJECTIVES

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The overall objective is to ensure that the various outputs are both shared but also used by the target audiences to reach the overall objectives of the programme: implementation of programmes/guidelines and tools to help youth leaders growing faster in their organisations to ensure they have a bigger impact on developing the future of sports

Specific awareness objectives:

- Ensure that the whole European Hockey family are aware about the outputs made available during the project
- Ensure that the project team youth leaders implements IO2 in their country + shares the other outputs actively in their country and within their network (network workshop planned in one of the transnational meetings + results documented)
- Ensure that the project team experts share the outputs actively with their network
- Ensure the EHF (now called EuroHockey) will make IO2, IO3 and IO4 available via their development platforms and inspires federations and youth leaders to implement IO2 (Grassroot model), apply for IO3 (Youth leader programme) and share IO4 (Career pathways)
- Ensure Copenhagen university makes the academic deliverables (IO1 and IO6?) available via their university digital library with the academic world

# KEY CONCEPTS

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The main concept will be about the development of leadership and life skills. It will be about personal leadership, about growth and sharing the values of the hockey family.

The awareness campaign should attract the young generation and should therefore be light, funny, crispy, inspirational and aspirational. It should be very visual and to achieve this we want the youth leaders in the project to be heavily involved.

For the awareness campaign we also will use young people where possible to deliver on the content. The concept will be further worked out during the workgroup meetings.

# TARGET AUDIENCE

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The target audience are young leaders between 18 and 28 years old who are active in the European hockey family. This can be on club, federation or institute level. Though the focus is on hockey, the outcomes and learnings will be mostly generic, meaning they can be applied by other sports (and even partly outside of sports) as well. Loyal to the Equally Amazing mantra of the EHF/EuroHockey, we are reaching for an inclusive target audience where anybody will have a chance to connect, disregard from background, orientation but also e.g. financial possibilities.

The second target audience are the national federation management and club management whom we will need as ambassadors/mentors and coaches to be able to truly utilize the tools we will offer. For this reason we will reach out to them during the awareness campaign with (partly) different communication. In IO3 they will play a critical role due to the nature of the programme which requires a mentor to be supporting the youth leader applying for the leadership programme.

## **b. Develop awareness communication guidelines draft version**

Together with the Czech Hockey Federation (project lead), EuroHockey (main communicator) and SportsinQ (IO3 lead) we brainstormed about the content of the guidelines. We asked the workgroup for additional inputs.

Main inputs:

- Main communication via EuroHockey, aimed at national federations and youthleaders
- Communication to be interesting for young people especially
- Use the new EuroHockey Institute platform as central place for all information about the programmes we will offer
- Go digital where possible, video/picture preferred over text
- Use EuroHockey committee meetings (especially Development Committee) and EuroHockey Youth Festivals to create awareness about the project outputs
- Translate IO2 into more languages to make it easy accessible
- Key to share first successes, optimally via participants
- Align with existing Youth Festival and sell as second tier development option  
Use networks from workshop to share as they are the main ambassadors (below outputs of an inventarisation workshop done during the transnational project meeting in Brussels)



## Dissemination workshop

### WHO?

1. Organisations where you have a connection?
2. Organisations where we do not have a direct connection?

### WHAT?

3. What shareable dissemination materials to consider?

### 1. Organisations where you have a connection?

EHF Youth leadership panel	Cedric/Chloe	East Cheshire Hockey	Oskar
Engso Youth	Cedric/Chloe	Old Youth Festival group	Marek
IOC Young Leaders Programme	Cedric/Chloe	Czech Hockey clubs	Marek
KBHB/KNHB	Cedric	Ukraine hockey clubs	Danylo
Flemish Sport Federation	Cedric	DHC Hannover, DTV Hannover	Danylo
University of Gent	Cedric	Sport Leaders UK	Andrea
Belgian Athletic Federation	Cedric	CIMSPA	Andrea
ISCA	Cedric	UK Coaching	Andrea
Keele University	Oskar	Sport England	Andrea
CHF	Oskar	Sport for development coalition	Andrea

### 1. Organisations where you have a connection?

Youth Sport Trust	Andrea	Euro asian sport	Adam
EHF/IH	Gino	Academic - ISSA, QRSE, ECSS, BSA	Adam
Czech Olympic Committee/CUS/NSA	Gino	DIF/DEI - Danish sport ass'ns	Adam
National Sport Agency	Gino	42 EHF Member national associations	Cameron
XX8 Sport Federations Czech	Gino	EHF Youth Leadership Festival	Cameron

Erasmus partners from other projects	Gino	Youth Sport Trust	Chloe
Senegalese NOC	Adam	Hockey Wales	Chloe/Lily
UCPH Media Dept	Adam	Safe sport International	Chloe
Kokusikan University	Adam	Ulster university (Sport NI)	Chloe
INT Universities	Adam	Sport Wales	Chloe

### 1. Organisations where you have a connection?

University of south Wales	Chloe		
Cardiff Met university and hockey Club	Lily		
Sport Wales	Lily		
Hereford Sixth form College	Lily		
Stride Active Hereford	Lily		
MadHockey	Lily		
Future Sports	Lily		

### 2. Organisations where we do not have a direct connection?

Mediterranean Youth Foundation			
Sport Youth Social media groups			
Other sport federations in the country			
Regional and international federations			
IOC Youth Leaders Programme			
Hockey England			



### 3. What shareable dissemination materials to consider?

A brief summary document/tool kit		T-shirts	
Video clips of training in practice		Small gadget with logo	
Video clips of testimonials/ambassadors			
Logo/visual/brandstyle			
Pictures from Youth Leadership Festival (to show what is possible)			
Stickers with logo/visual			
Video with elevator pitch			
Infographics poster that can be used on social media			
Slide-deck/presentation			

### c. Scrutinise guidelines by selected project partners and selected future-users

The above guidelines were put together with input from the whole group and though there were more topics mentioned we tried to distill the overview to the key components to make sure we will use them once we are going to share the project outputs. The group also agreed that some main concepts add value but that we also need to leave flexibility to adapt to local/cultural needs. In various areas there were different views on “best practise” and the learning was that we also need to rely on the people who will share/communicate that they do this in a natural/authentic way. So although we plan a strong, centralized and effective first wave of communication at the start, we want to partly rely on those sharing the information further to the next level. For the workgroup we agreed they would get a set of various communication materials which they can use as they see fit in order to reach our objectives.

### d. Develop final awareness communication guidelines and publish publicly

The above guidelines were put together with input from the whole group and though there were more topics mentioned we tried to distill the overview to the key components to make sure we will use them once we are going to share the project outputs. The group also agreed that some main concepts add value but that we also need to leave flexibility to adapt to local/cultural needs. In various areas there were different views on “best practise” and the learning was that we also need to rely on the people who will share/communicate that they do this in a natural/authentic way. So although we plan a strong, centralized and effective first wave of communication at the start, we want to partly rely on those sharing the information further to the next level. For the workgroup we agreed they would get a set of various communication materials which they can use as they see fit in order to reach our objectives.

#### Guidelines

1. **Friends believe friends: build on the network as the main awareness platform for sharing. People trust their friends and people they know more than people they do not know. Though we will go for “mass communication” in the beginning direction all federations/nations, we plan to use our own networks which, we believe, will tap into the people who are most prone to use the deliverables. At the same time the workgroup themselves are part of the target audience as well so this is our biggest chance to activate people at the start of the implementation. The above network inventarisation will be activated once EuroHockey has send out the formal communication about the 2 programmes to the federations and youthleader d-base. The workgroup members will be asked to share this communication with their network. They will have all information regarding the programme (EuroHockey Institute portal info) and will receive the promo videos in order to share effectively).**
2. **Keep the key concept and values of EHF/EuroHockey in mind when producing the communication materials. Use the existing branding guidelines.**
3. **Looking at the target audience, use as much as possible visual communication materials (video/pictures) and keep in mind the look&feel mentioned above.**
4. **Take into account the timing of the communications to ensure it reaches the audiences at the time they are “open minded” for our ideas we want to share. Eg beginning of the year probably better than Nov/Dec months or during holiday season.**
5. **Optimally use EHF/EuroHockey or project website as single point of reference where all (or most) info can be found. Optimally the Hockey Institute is to be the place where all info can be found.**
6. **Offer IO2 in multiple languages to lower the threshold for young leaders to set up their sessions with youth leaders in their nations.**
7. **Use digital communication where possible and minimize use of paper for environmental reason.**
8. **Use teasers during the project duration to plant seeds and use management meetings on European and national level to update key target audiences.**



### 3. What shareable dissemination materials to consider?

A brief summary document/tool kit	Ready (jockey institute site)	T-shirts	Not selected
Video clips of training in practice	Not selected	Small gadget with logo	Ready (notebooks/cards)
Video clips of testimonials/ambassadors	Ready (promo videos)		
Logo/visual/brandstyle	Ready (youth leaders rock)		
Pictures from Youth Leadership Festival (to show what is possible)	Ready (used materials and videos)		
Stickers with logo/visual	2024?		
Video with elevator pitch	Ready (promo videos)		
Infographics poster that can be used on social media	Not selected		
Slide-deck/presentation	Ready (IO2/IO4)		

#### e. Deploy the guidelines and tools to hockey and publish the awareness campaign as a case study

As the IO3 will start in April 2024 it was agreed to start the application process in January 2024 as it would not get the attention in the December month as we would have liked. As we want to communicate the full programme/development possibilities to show the width and depth of the project outputs, we decided to focus all the communication in the beginning of the year. Tom Pedersen and Cameron Findler (EuroHockey) have committed to get the message out beginning 2024 with the aim to get about 8-12 applicants for IO3 and to have about 8 countries initiating a IO2 session involving youth leaders.

The above mentioned guidelines will be used when going “public” and the workgroup networks will be activated to amplify the call-to-action. Though the project will be officially over in 2024, all workgroup members indicated their wish to stay involved, atleast for 2024. Bartel Berkhout and Thomas Tichelmann (SportsinQ) will stay connected as instructors and co-lecturers regarding IO3. Tom Pedersen and Cameron Findler (EuroHockey) will stay connected as owners of the programmes. Gino Schilders (Czech Hockey) will stay connected during 2024 as ambassador of the programme with the aim to secure we meet our objectives and will evaluate the first year in order to secure we take learnings for year 2.

The youthleaders agreed during the last session their willingness to support the roll out in their own country and to support new countries which are interested to start in their country (physical attendance or online support). In the beginning of 2024 there will be an active engagement from the workgroup to deploy the guidelines and activate the tools. After that it will be Jamie Hooper (EuroHockey consultant/lecturer) who will have the lead to run the IO3 programme. Cameron Findler will see through that IO2 gets launched and promoted in all 42 hockey nations and that IO4 (Carree Pathways) becomes a know-how document shared via these programmes with the young leaders joining the programmes.

#### Awareness campaign plan

When	What	Who
Nov 2023	Invite EuroHockey Development committee members and EuroHockey board for the multiplier event	Gino / Tom
Dec 2023	Festive days. No communication	
Jan 2024	Official Kick-off communication of both programmes to the federations and youth leaders forum members (letter + link to details Aspiring and Inspiring Youth Leadership Certificate (AIYL) - EuroHockey and National Youth Leadership Certificate - EuroHockey , IO3 resp IO2). First option to apply	Cameron / Tom
Jan 2024	Amplifying the kick-off communication via the network of the workgroup (see definition of communication package in the next chapter)	Gino + workgroup members
Jan/Feb 2023	AIYL info webinar for all interested to learn more about the programme possibilities	Cameron / Gino
Feb 2024	Repetition of the communication via EuroHockey + last possibility to apply for the AIYL Certificate	Cameron
Mar 2024	Dragon's Den and communication about first selected participants of the AIYL Certificate	Jamie
Aug 2024	Evaluation of IO2 roll out sessions done + Summary communicated via EuroHockey website	Cameron
Aug 2024	Participant/s of the AIYL Certificate to inspire their peers during the EuroHockey Youth Leader Festival	Jamie
Oct/Nov 2024	Final AIYL Certificate session where participants present their results to an international jury	Jamie
Nov 2024	Invitations send out for second round of AIYL certificate in 2025	Jamie



## Communication package

All key-stakeholders who we will ask for help with communicating about the programmes (see target audience: federations, youthleaders), will receive the following communication package:

- Intro letter from EuroHockey with key information about the programmes : Why, what, when, who
- Awareness guidelines as defined in this document
- Link to the EuroHockey Institute portal with the programmes for easy sharing. All information about the programmes will be available here in one place
- Promo videos (if not already part of the EuroHockey Institute portal)
- Information about promo materials (notebooks/pens/cardgame) which will be given to the first interested parties to organize their National Youth Leader Certificate (IO2) in their country.





# GUIDELINES FOR AWARENESS BUILDING

## Aspiring and Inspiring Youth Leaders

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1. **Friends believe friends: build on the network as the main awareness platform for sharing.** People trust their friends and people they know more than people they do not know. Though we will go for “mass communication” in the beginning direction all federations/nations, we plan to use our own networks which, we believe, will tap into the people who are most prone to use the deliverables. At the same time the workgroup themselves are part of the target audience as well so this is our biggest chance to activate people at the start of the implementation. The above network inventarisation will be activated once EuroHockey has send out the formal communication about the 2 programmes to the federations and youthleader d-base. The workgroup members will be asked to share this communication with their network. They will have all information regarding the programme (EuroHockey Institute portal info) and will receive the promo videos in order to share effectively).
2. **Keep the key concept and values of EHF/EuroHockey in mind when producing the communication materials. Use the existing branding guidelines.**
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