

S2A SPORT MOBILITY

Enhancing the Skills of Sport Administrators through Learning Mobility

EUROPEAN COURSE ON SPORT ADMINISTRATION

ENHANCING THE SKILLS OF SPORT
ADMINISTRATORS THROUGH
INTERNATIONAL LEARNING MOBILITY
- S2A SPORT MOBILITY

TABLE OF CONTENTS

I	BACKGROUND INFORMATION	4
II	INTRODUCING THE S2A SPORT MOBILITY PROJECT	6
III	THE EUROPEAN COURSE ON SPORT ADMINISTRATION	8
	A - Overview	9
	B - Targeted participants	9
	C - Course Learning Outcomes	9
	D - Modules of training	10
	E - Staff	10
	F - Delivery method	11
IV	PRESENTATION OF THE 3 MODULES	12
	Module 1 – Successful Strategy	13
	Module 2 – Effective Leadership	18
	Module 3 – Adapted Marketing And Communication For Sport	24
V	CONTACTS	30



**BACKGROUND
INFORMATION**

BACKGROUND INFORMATION

The S2A Sport Mobility project embraces the Council of Europe definition which identifies sport as *“all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels.”*

Sport is recognised as a sector of significance with real potential to address wider European and national government agendas such as health, social inclusion, education, employment, personal development and economic growth.

Without being exhaustive, the sport sector is recognised as having the potential:

- To improve health
- To contribute substantially to economic growth and regeneration
- To support community development, social cohesion and the integration of migrants
- To support the education and personal and social development of young people
- To create jobs and improve employability, particularly engaging with unemployed youth.

To achieve these expectations, meet its challenges deliver quality sport experiences, and impact positively on these wider agendas, it is imperative that those working and volunteering in sport are equipped with the necessary skills and knowledge to perform in their positions.

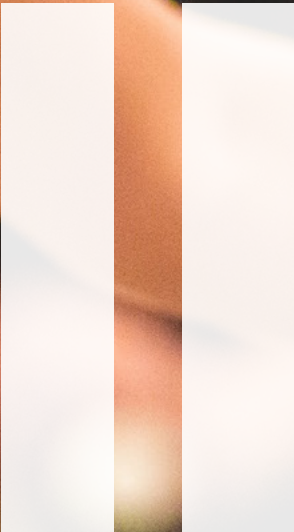
Moreover, the size of the sector in Europe is significant. Although the statistics given below predate the COVID-19 pandemic, they provide a valuable reference point. A recent study coordinated by EOSE revealed that the total number of people working in paid employment in the sport sector in the EU in 2019 was nearly 1.8 million. This represents around 0.79% of the total employment in Europe and a growth of 21% if we compare figures from 2011.

But the sector is also complex, fragmented, evolving and it has entered in Europe into a new era in a mixed economy of public, private and non-profit organisations creating new services, with new roles and demanding new skills to help them grow and thrive in this challenging environment.

In this context, new businesses and jobs are being created, and new skills are needed for both professionals and the huge army of volunteers that lies at the heart of the sector in order to match the changing and growing expectation from governments and the labour market. New education and training programmes are therefore needed to meet these new challenges.

Although it is clear that effective education and training is crucial to the sector, it has been found that courses and qualifications are often not regarded as relevant by employers and sport organisations and also by those seeking employment. There is an urgent need for sport organisations to change and modernise to meet these new demands within a growing and changing market.

This background information captures the starting point, the ambition and the driving force behind the S2A Sport Mobility project which aims to support the sector in realising its full potential by enhancing the skills of sport administrators, and strengthen their future employability and personal development through learning mobility experiences.



**S2A SPORT
MOBILITY
PROJECT**

INTRODUCING THE S2A SPORT MOBILITY PROJECT

Entitled “*Enhancing the skills of sport administrators through international learning mobility*”, which can be shortened to S2A Sport Mobility, the initiative funded by the European Commission has the main ambition to enhance the skills of sport administrators working in paid and volunteer roles, to contribute to the capacity building of their sport organisations and the development of the whole sport sector.

Sport administration includes the processes and activities of running a sport organisation in the sport sector at local, regional, national and European level. It includes skills and competences that enable individuals to coordinate, manage, market, organise and deliver sport in line with the governance and direction of the organisation.

The S2A Sport Mobility project has been developed and exists to respond to the following needs:

- Reduce the gap between current and required skills of sport administrators
- Create conditions to increase uptake of learning mobility and make it a reality for sport
- Invest in human capital and contribute to capacity building of sport organisations
- Promote international dimension of sport and encourage transregional cooperation
- Enhance physical activity and health outcomes through effective sport administrators

The detailed work programme was designed to offer the opportunity to 40 selected sport administrators from 4 countries from Western Balkans (Albania, Kosovo, Montenegro, North Macedonia) and EU countries to take part in a fit-for-purpose European Course on Sport Administration.

Despite the best efforts of the partners, due to the pandemic and Covid related travel restrictions, it will unfortunately not be possible to hold in-person training in the Western Balkans as originally planned (Albania, Montenegro and North Macedonia).

The European Course will be delivered through online training and to increase the mobility aspect, participants will be working in mixed groups to explore national examples and case studies.

The project has a total duration of 24 months finishing on 31st of December 2021 and is co-funded by the European Commission under a specific call for proposals entitled “*Exchanges and mobility in Sport*” (EAC/S23/2019).

Coordinated by the European Observatoire of Sport and Employment (EOSE), the S2A Sport Mobility project is made up of a consortium of 8 partners including 3 National Olympic Committees, 3 universities and 2 European sport networks. Half of the partners are coming from the Western Balkans and the other half from the European Union.



Further information about the project on <https://projects.eose.org/project/s2a-sport-mobility-2/>



EUROPEAN COURSE

OFFICIAL
S
AN HO

THE EUROPEAN COURSE ON SPORT ADMINISTRATION

A - OVERVIEW

The European Course on Sport Administration has been developed to produce a reflective practitioner, who is able to work in diverse sport related settings, and the online delivery will combine knowledge sessions, applied activities, exchanges of good practice, and key note presentations.

The content of the course has been developed by the network of partners to take into consideration the expected knowledge, competences and performance requirements to be engaged in sport administration in Western Balkans and in Europe.

In other words, this course aims to propose a modernised and fit-for-purpose training opportunity with the ultimate goal to equip those working and volunteering as sport administrators with the right skills and competences expected by sport organisations.

The course is not accredited with university or vocational credit points, but is a course for continuing professional development. A certificate of attendance will be provided for participants at the end of the course with the logos of the S2A Sport Mobility Partners.

There is no assessment as part of the training course.

B - TARGETED PARTICIPANTS

The intended profile of the participants was discussed and agreed by the group of partners so all candidates should be:

- Aged between 20 to 35 years old
- Able to understand and speak English confidently
- From an EU country (including the UK) or from Albania, Kosovo, North Macedonia or Montenegro
- Actively involved in the running of a sport organisation as a member of staff or a volunteer (*e.g., a sport federation, a NOC, municipality, a sport club, a sport for all organisation, a sport council*)
- Motivated to learn, benefit from learning from other countries and strengthen their network of contacts at all levels
- Inspired to enhance their skills and play a more strategic role in their organisation or in the sport sector
- Committed to attend the 3 weeks of training

Moreover, it was also underlined the importance to gather a wide diversity of participants (*e.g., gender, type of organisations, sport*).

It is crucial that all participants who sign up to the course attend all three weeks of training.

C - COURSE LEARNING OUTCOMES

Based on the needs expressed by partners, the Course has been designed around the following learning outcomes:

- Understand, develop and evaluate organisational strategy
- Contribute to workforce development and utilise leadership skills appropriately within your sphere of influence
- Improve the marketing of your organisation to maximise opportunities including, for example, increases in membership
- Formulate practical and theoretical responses to work-based challenges, in a socially responsible and ethical manner
- Evaluate your own learning; identifying and improving key competences such as strategic thinking, leadership and effective communication

D - MODULES OF TRAINING

The European Course on Sport Administration is composed of three Modules:

- Module 1 – Successful Strategy
- Module 2 – Effective Leadership
- Module 3 – Adapted Marketing and Communication for Sport

(A full description of the 3 Modules is included later in the Handbook)

E - STAFF

European Course Director

The European Course will be led by a Course Director who has been appointed by EOSE through the S2A Sport Mobility partnership.

The Course Director will be Mrs Kirstie Simpson who is Associate Professor and Deputy Dean of Chester Business School at the University of Chester (UK). Each module will be under the leadership of Kirstie.

Organising and Supporting Committee

The following representatives from EOSE and the partnership will constitute the organisation committee:

- | | |
|-----------------------|---|
| • Mr Aurelien Favre | EOSE – European Observatoire of Sport and Employment |
| • Mr Ben Gittus | EOSE – European Observatoire of Sport and Employment |
| • Mr Besim Aliti | National Olympic Committee of Kosovo |
| • Mr Geoffrey Carroll | EOSE – European Observatoire of Sport and Employment |
| • Mr Jakob Wikenstål | EASM – European Association of Sport Management |
| • Mr Kliton Muca | National Olympic Committee of Albania |
| • Mr Sasho Popovski | National Olympic Committee of North Macedonia |
| • Mr Stavri Bello | National Olympic Committee of Albania |
| • Mr Stevo Popovic | University of Montenegro Faculty Sport & Physical Education |
| • Mr Thierry Zintz | Université Catholique de Louvain (BE) |

F - DELIVERY METHOD

Due to the pandemic and travel restrictions, the European Course will be delivered online using Zoom. Each day of the Course will include a variety of delivery methods such as knowledge sessions, applied activities, team work using breakout rooms, reflective moments etc.

Each module is underpinned by a variety of learning and teaching methods. As you gain skills and confidence in your approaches to learning, higher levels of reflective and critical learning will be facilitated. There will be significant emphasis on individual participation and a key part of the course will be to relate to the everyday experience that you bring with you to each module.

Teaching and learning methods will emphasise the shaping of critical thinkers who are able to describe and evaluate relevant philosophies and perspectives.

A detailed programme for each week will be provided to the participant in due course.

Each day of the course will include knowledge sharing through lectures and there will also be a large focus on applying and activating knowledge through case studies and extensive group work.





V

PRESENTATION OF THE 3 MODULES

Questões Críticas (será? consequências)

QUESTÃO - PARECE (EM 27/04/19...)

Podemos atrair e treinar makers suficientes para os projetos neste tempo?

CONSEQUÊNCIAS...
REUNIR 40 MESTRES OS PAULISTA MAREM EM MESM LUGAR?

CONSEQUÊNCIAS...
REUNIR 40 MESTRES OS PAULISTA MAREM EM MESM LUGAR?

CONSEQUÊNCIAS:
SEPARAR:
- TAMBÉM C/ STRUTURA de ESTUDO C/ SR?

CONSEQUÊNCIAS...
REUNIR 40 MESTRES OS PAULISTA MAREM EM MESM LUGAR?

CONSEQUÊNCIAS...
REUNIR 40 MESTRES OS PAULISTA MAREM EM MESM LUGAR?

CONSEQUÊNCIAS...
REUNIR 40 MESTRES OS PAULISTA MAREM EM MESM LUGAR?

PRESENTATION OF THE 3 MODULES

MODULE 1 – SUCCESSFUL STRATEGY

Delivery Dates

From 27th September to 01st October 2021 – 5 half-days from 14.00 to 17.00 CET (online delivery)

Module Outcomes

This module looks at how participants can support strategic development in sport, through focussing on how to undertake relevant environmental analyses in order to write strategy. The terminology of strategy will be explained as well as how to write, monitor and evaluate a strategy.

By the end of this module you will be able to:

- Understand the process of strategy including internal and external analysis
- Understand relevant 'strategy' terminology and utilise this effectively to develop an organisation's strategy
- Identify your contribution to the design, development and implementation of your organisation's strategy as appropriate to your role and responsibilities
- Understand how to monitor and evaluate the implementation of an organisation's strategy
- Identify best practice in the development, implementation and evaluation of strategy

Session Learning Outcomes

Day One and Two: Understanding your industry

By the end of this session, you will be able to:

- Identify your contribution to the design, development and implementation of strategy as appropriate to your role
- Understand the strategy process and terminology
- Research and analyse your organisation's internal and external environment

Day Three: Supporting strategic development in sport

By the end of this session, you will be able to:

- Develop vision, mission, aims, objectives and performance indicators for your organisation
- Understand the importance of project planning and operationalising strategy

MODULE 1 - SUCCESSFUL STRATEGY

Day Four: Monitoring and evaluating strategic plans

By the end of this session, you will be able to:

- Monitor and evaluate the impact of sport and physical activity initiatives
 - Understand how to apply the notion of a logic model to evaluation of impact
-

Day Five: Communicating strategic plans

By the end of this session, you will be able to:

- Promote a strategic plan to colleagues and stakeholders and gain their support
- Implement and evaluate your strategy to influence policy and policy makers



MODULE 2 - EFFECTIVE LEADERSHIP

Delivery Dates

From 25th to 29th October 2021 – 5 half-days from 14.00 to 17.00 CET (online delivery)

Module Outcomes

This module will focus on enabling participants to assess their own leadership style and skills, in order to manage both the personal and professional development of themselves and others. In addition, participants will understand their own leadership style(s) and how to use this knowledge to lead others effectively.

Participants will complete a personal SWOT analysis which will lead into the development of a personal development plan, in order to identify the support and development they require to facilitate effective interventions.

By the end of this module you will be able to:

- Analyse and evaluate a range of leadership and behaviour change concepts, theories and models
- Evaluate how your organisation can best apply theory to understanding and leading people, and managing change successfully and responsibly
- Understand how to assess your own and others career goals in order to be a more effective leader
- Lead appropriately planned community sport initiatives/ interventions that connect to the organisational strategy
- Identify best practice in leadership of self and others

Session Learning Outcomes

Day One: Understanding what leadership is

By the end of this session, you will be able to:

- Understand the difference between management and leadership
 - Define what leadership is and identify your dominant leadership style
 - Identify your own values and how these may influence your dominant leadership style
 - Understand the importance of effective leadership in managing change
-

Day Two: Looking at different concepts of leadership

By the end of this session, you will be able to:

- Identify key principles and theories that relate to current workforce management in sport
- Understand how to apply different and appropriate leadership strategies to different people and leadership situations
- Describe a range of ethical and effective methods for motivating and rewarding staff in the workplace

MODULE 2 - EFFECTIVE LEADERSHIP

Day Three: Leadership skills

By the end of this session, you will be able to:

- Explain the competences of a successful leader
 - Understand your competences as a leader and how you can develop these to become more effective
 - Evaluate the current and future leadership requirements of your work role in the sport organisation
 - Understand how to support and coach others for success
-

Day Four: Building and leading an effective team

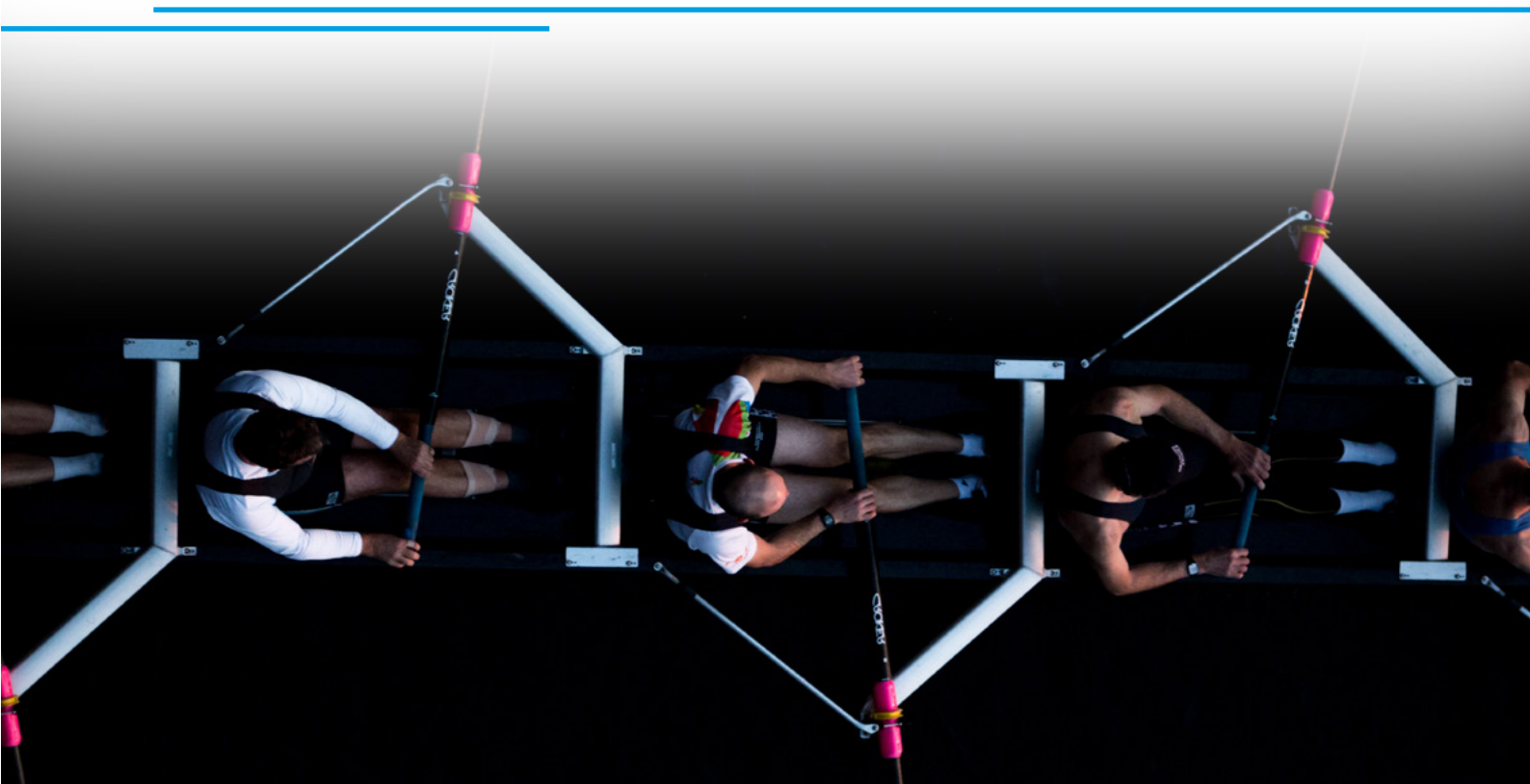
By the end of this session, you will be able to:

- Understand the purpose and required attributes of a team and select those that match the team's requirements
 - Understand how to support team personal and professional development
 - Understand the key components of an effective human resources plan and how this plan can be developed
-

Day Five: Managing yourself

By the end of this session, you will be able to:

- Assess your career goals, work objectives and personal development to date
- Set personal work objectives and produce a personal development plan to address any identified gaps
- Identify continuing professional development activities to enhance your professional practice



MODULE 3 – ADAPTED MARKETING AND COMMUNICATION FOR SPORT

Delivery Dates

From 29th November to 03rd December 2021 – 5 half-days from 14.00 to 17.00 CET (online delivery)

Module Outcomes

The work of a sport organisation needs to be publicised and communicated effectively with the community in order to maximise potential. This module will enable participants to understand effective marketing and communication, including how to plan for this considering best practice in a variety of areas including customer relations.

By the end of this module you will be able to:

- Understand the basic principles of effective communication and the importance of this in the workplace
- Understand basic marketing principles and how to apply these in your organisation
- Describe the process of developing a marketing plan, including the principles of identifying, developing, prioritising and evaluating marketing objectives
- Understand effective customer service and the importance of communicating with care
- Communicate more effectively with others to strengthen your organisation and to lobby for support
- Identify best practice in marketing and communication in sport and the wider world

Session Learning Outcomes

Day One: Understanding what marketing and communication is

By the end of this session, you will be able to:

- Understand the difference between effective communication and ineffective communication in organisations
 - Understand how marketing and communication is connected
 - Identify the key marketing and communication skills required in the digital age
-

Day Two: Marketing principles

By the end of this session, you will be able to:

- Understand basic marketing principles and how to apply these effectively
 - Understand the competences needed to plan, implement and monitor these marketing principles
-

Day Three: Developing a Marketing Plan

By the end of this session, you will be able to:

- Identify main target groups and priority marketing objectives for your organisation
- Develop a marketing plan, including the principles of identifying, developing, prioritising and evaluating marketing objectives

MODULE 3 - ADAPTED MARKETING AND COMMUNICATION FOR SPORT

Day Four: Communicating and collaborating responsibly

By the end of this session, you will be able to:

- Understand how to interact, communicate and collaborate through digital technologies while being aware of cultural and generational diversity
 - Manage your own digital identity and reputation, as well as your organisation's
 - Understand the importance of protecting physical and psychological health, and to be aware of digital technologies for social well-being and social inclusion
 - Be aware of the environmental impact of digital technologies and their use
-

Day Five: Using communication to influence

By the end of this session, you will be able to:

- Use effective communication techniques to provide appropriate representation that maximises your organisation's opportunities
- Develop lobby campaign strategies to achieve policy influence
- Evaluate opportunities to achieve policy influence



MODULE 3 – ADAPTED MARKETING AND COMMUNICATION FOR SPORT

Use this space to take notes and write down:

- What you will try in the workplace
- What you have found useful/ not useful
- Good ideas from colleagues
- Questions for the teaching team

Personal notes :



V

CONTACTS

CONTACTS



If you have any questions, worries or concerns whilst undertaking the European Course, please do not hesitate to contact the Course Director:

Kirstie Simpson

k.simpson@chester.ac.uk

+44 (0) 7799 264 571

You can also contact the EOSE co-ordination team by e mail/ phone/ WhatsApp:

Aurélien Favre

aurelien.favre@eose.org

+33 (0) 650 492 274

Ben Gittus

ben.gittus@eose.org

+44 (0) 7931 331 463

Geoff Carroll

geoff.carroll@eose.org

+44 (0) 7973 262 413



CONTACT DETAILS:

EOSE – 1, Grande rue des Feuillants – 69001 Lyon – France

eosesec@eose.org

+33 (0) 437 431 939



www.eose.org



[@EOSE_skills](https://twitter.com/EOSE_skills)

PARTNERS OF THE PROJECT



S2A SPORT MOBILITY

Enhancing the Skills of Sport Administrators through Learning Mobility



EOSE Secretariat
1, Grande rue des Feuillants
69001 Lyon - FRANCE

Tel.: +33 (0) 437 431 939
Mail: eosesec@eose.org
Web: www.eose.org



©2021. S2A Sport Mobility. All rights reserved. The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.