

## **EUROPEAN LEADERSHIP COURSE**

PROLead Erasmus+ project Intellectual Output 2



**June 2021**

PROLead is a collaborative partnership project coordinated by European Elite Athletes Association (EU Athletes). Partnership include German Sport University Cologne and 8 player associations from different countries and sports. Focusing on the topic of dual careers of athletes, the project aims to enhance leadership skills of athletes, as well as volunteers and staff of player associations, by designing and implementing leadership courses at the European and national level.

For more information: [www.euathletes.org](http://www.euathletes.org)

 EU Athletes

Co-funded by the  
Erasmus+ Programme  
of the European Union

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## Introduction

### **PROLead Erasmus+ Project**

PROLead is a collaborative partnership project co-funded by the Erasmus+ Programme of the European Union and coordinated by European Elite Athletes Association (EU Athletes). Partnerships include German Sport University Cologne and 8 player associations from different countries and sports (GPA, RPI, PPF, FNASS, UBE, TCA, AJFS, AJJV). Focusing on the topic of dual careers of athletes, the project aims to enhance leadership skills of athletes, as well as volunteers and staff of player associations, by designing and implementing leadership courses at the European and national level.

### **European Leadership Course**

As a part of the PROLead project, EU Athletes in cooperation with all partners, designed and delivered a European Leadership Course for player associations staff and volunteers. The Course has been developed based on a [review](#) of academic literature on sport leadership and leadership education for athletes, input from all partners, consultations with player associations (members of EU Athletes and World Players Association) and following the example of Gaelic Players Association's Jim Madden GPA Leadership programme.

### **Timing and programme**

Due to the impact of the Covid-19 pandemic, it was decided to deliver the Course fully online. The Course was implemented through 3 sessions taking place in January/February, March and May and finished with a Graduation in June 2021. Each session contained four 90-minute modules split over two days. Facilitators and speakers included leadership experts from both the world of sports and non-sport contexts. The course was delivered in English only, no translation was provided.

#### **Session 1 – January/February 2021 (online)**

Thursday 28<sup>th</sup> of January 14:00-16:30 CET

1.1 Personal Skills and Self Awareness

Friday 29<sup>th</sup> of January 2021 10:00-13:30 CET

1.2 Leadership Behaviours and Styles

1.3 Leadership in Action

Monday 1<sup>st</sup> of February 2021 11:30-13:00 CET

1.4 Trust and Engagement, Intro to Problem Solving and Decision Making

### **Session 2 - March 2021 (online)**

Monday 22<sup>nd</sup> of March 2021 10:00-13:30 CET

2.1 Organisational Culture

2.2 Communication Skills

Wednesday 24<sup>th</sup> of March 2021 10:00-13:30 CET

2.3 Inter/Intrapersonal Skills/HRM

2.4 Leadership in Action, the Leadership Panel Discussion

### **Session 3 - May 2021 (online)**

Tuesday 25<sup>th</sup> of May 2021 10:00-13:30 CET

3.1 Flexibility and Adaptability

3.2 Crisis and Change Management

Thursday 27<sup>th</sup> of May 2021 10:00-13:30 CET

3.3 Design and Delivery of a Leadership Programme

### **Graduation – June 2021 (online)**

Monday 14<sup>th</sup> of June 2021 10:00-12:00 CET

3.4 Graduation

The Course was free of charge for the participants. Interested participants were required to attend and actively participate in the full Course. In very few exceptions, a recording of the session was provided for participants who could not attend a session for a legitimate reason.

Participants were provided with an outline of the module's content, learning objectives and recommended reading material before each session. Some individual work was required before and after each session. Participants were strongly encouraged to keep a dedicated notebook for the course and use it for notes, exercises, and as a reflective journal.

Each module was evaluated through anonymous feedback questionnaires sent to all participants. The feedback from the evaluation was considered in the planning and delivery of the subsequent sessions.

### **National Leadership Courses**

In the next phase of the PROLead project, taking place in 2021/2022, seven player associations will each set up a National Leadership Course for their member players. This will follow the

outline of the European Leadership Course, adapted to specific sports and countries and with support provided by the project staff.

## Content of the European Leadership Course

### Module 1.1 Personal Skills and Self Awareness

#### Module Outline

In this module participants will explore personal skills, strengths and attributes and critically examine when they are useful and impactful in the workplace. Participants will also reflect on their potential skills gaps or blind spots in relation to what is needed to lead a person or a team through challenging conversations, experiences, or tasks.

Participants will also reflect on how they may need to adapt their preferred communication and behaviour styles when moving from a sport to business and work environment in relation to understanding others.

Furthermore, participants will explore various tools that can help in the process of identifying signature strengths of an individual.

#### Target Outcomes

##### *Participants*

Content	Deliverable
Understanding personal skills, strengths, and attributes	<ul style="list-style-type: none"> <li>• Participants to complete a DISC PPA prior to workshop</li> <li>• Increase knowledge and understanding of emotional intelligence in action</li> <li>• Increase personal awareness of strengths that support our leadership style</li> </ul>
Understanding others around us to promote effective relationships	<ul style="list-style-type: none"> <li>• Overview and discussion around differences in behavioural styles</li> <li>• Understanding personal style and how to relate to others, modifying behaviour</li> <li>• Apply this learning to the sports and work environments</li> <li>• Identifying most effective communication approaches</li> </ul>
Current tools and use of these in a leadership role	<ul style="list-style-type: none"> <li>• Explore the application of profiling tools such as DISC, VIA, Myers Briggs, Insights, Spotlight</li> <li>• Establish best practice guidelines for using these tools; increased awareness of the pros and cons.</li> <li>• Discuss application of this learning to understanding others and as a way of proactively managing relationship</li> </ul>

*PROLead Project*

<b>Content</b>	<b>Deliverable</b>
Reflective diary	<ul style="list-style-type: none"><li>• Participants will assess the depth of thinking on subject area</li></ul>
Discuss own profile with colleague or facilitator	<ul style="list-style-type: none"><li>• Identify 2 key strengths and development needs from own profile</li></ul>

## Module 1.2 Leadership Behaviours and Styles

### Module Outline

In this module, the participant will examine what leadership is and what it is not, will look at the interconnected strands of leadership – personal, interpersonal and group leadership. It will examine the key behaviours of leadership – what I can ‘say and do’ to influence my personal actions and the behaviours of my peers and the team. This module will also look at personal awareness and understanding of how different leadership styles apply in various situations.

### Target Outcomes

#### *Participants*

Content	Deliverable
Understanding leadership	<ul style="list-style-type: none"> <li>• What is leadership and what it is not</li> <li>• Absence of one universally accepted definition of leadership or one definitive way of applying leadership</li> </ul>
Understanding leadership behaviours	<ul style="list-style-type: none"> <li>• Key leadership behaviours</li> <li>• Personal reflection linked to module 1.1 – what are your strengths and developmental areas</li> <li>• Personal leadership – motivation, values, authenticity</li> </ul>
Leadership styles	<ul style="list-style-type: none"> <li>• Personal awareness and understanding of how different leadership styles apply in various situations</li> <li>• Leverage personal leadership skills and application of these</li> </ul>
Acknowledgement and understanding of transferrable skills developed through sport	<ul style="list-style-type: none"> <li>• Practical examples of athletes’ personal journeys from sport to leadership in business</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>• Participants will assess the depth of thinking on subject area</li> </ul>

## Module 1.3 Leadership in Action

### Module Outline

Following on from the second module on Leadership Behaviours and Styles, this module will allow the participant to examine leadership in action. It will examine the personal histories of two panelists: how they have developed themselves into the leaders they are today, their strengths and developmental areas. It will highlight the behaviours and styles that each leader views as critical to their success but also will explore how they as leaders are required to adapt and flex depending on the task, situation, person or group they are dealing with.

The module will examine via the panel authentic leadership and the role that emotional intelligence can play in a great leader.

### Target Outcomes

#### *Participants*

Content	Deliverable
Understanding Leadership in Action	<ul style="list-style-type: none"> <li>• A leadership Panel that will allow you explore the personal journey of 2 leaders</li> <li>• Explore how they have developed into the leaders they are today, their strengths and developmental areas</li> <li>• Listen to them 'call out' the key leadership behaviours and styles that have helped or hindered them</li> <li>• Explore how they adapt and flex their styles</li> <li>• Allow you ask questions via a Q&amp;A</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>• Participants will assess the depth of thinking on subject area</li> </ul>
Panel Discussion	<ul style="list-style-type: none"> <li>• Leaders in action to share their own personal leadership journey</li> </ul>

## Module 1.4 Trust and Engagement, Intro to Problem Solving and Decision Making

### Module Outline

In this module participants will consider the importance of trust in engaging colleagues, peers, teammates and teams. The module will breakdown trust into component parts and will explore what are the critical behaviours that lead to trust and engagement as an output of trust.

The module will look at the different levels of engagement and will explore each of them focusing on what a leader can do to help move people up the scale. It will explore how leaders create the right environment for the various people on their teams. It will also examine how trust and engagement are built in sport and does this transfer easily outside sport i.e., in business, wider community or relationships.

### Target Outcomes

#### *Participants*

Content	Deliverable
Trust and its importance to leadership	<ul style="list-style-type: none"> <li>• Component parts of trust</li> <li>• Learn what the critical behaviours of trust are</li> <li>• Explore via an example how you build trust</li> </ul>
Engagement – The key output of leadership	<ul style="list-style-type: none"> <li>• Understand the concept of engagement</li> <li>• Different levels of engagement</li> <li>• Explore via example how engaged you and your team are</li> </ul>
Intro to Problem Solving & Decision Making	<ul style="list-style-type: none"> <li>• Understand the basic concepts and models of the decision-making process</li> <li>• Understand the concept and application of creative problem-solving philosophies</li> </ul>

#### *ProLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>• Participants will assess the depth of thinking on subject area</li> </ul>

## Module 2.1 Communication Skills

### Module Outline

This module will focus on being able to generate and send messages that are rooted in the values and culture of an organization and are of importance to key stakeholders, e.g., employees, customers, strategic partners, shareholders, and the media. It will explore techniques such as active listening and providing feedback.

### Target Outcomes

#### *Participants*

Content	Deliverable
Communication Skills	<ul style="list-style-type: none"> <li>• Understanding your natural communication style</li> <li>• Identifying most impactful methods of communication</li> <li>• Authentic communication</li> </ul>
Stakeholder Management	<ul style="list-style-type: none"> <li>• Developing your network</li> <li>• Applying different styles to specific audiences</li> <li>• Conflict management</li> </ul>
Communication styles	<ul style="list-style-type: none"> <li>• Ability to deliver with purpose</li> <li>• Active listening</li> <li>• Making an impact</li> <li>• Providing feedback</li> </ul>
Your Personal Brand	<ul style="list-style-type: none"> <li>• How do you want others to perceive you?</li> <li>• How to build rapport</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>• Participants will assess the depth of thinking on subject area</li> </ul>

## Module 2.2 Inter/Intrapersonal Skills/HRM

### Module Outline

This module will focus on having the tools to inspire and enable others to do their absolute best together to realize a meaningful and rewarding shared purpose. It will explore the links to clear communication, personal skills like empathy and goal management.

This module will reflect on the self-awareness assessment conducted as part of Module 1.1 and understand how natural behaviour styles influences leadership of self and others.

### Target Outcomes

#### *Participants*

Content	Deliverable
Interpersonal Skills	<ul style="list-style-type: none"> <li>Reflection on DISC assessment; natural behavioural styles, how this influence leading yourself</li> </ul>
Intrapersonal Skills	<ul style="list-style-type: none"> <li>Understanding how your natural behavioural style influences your engagement with other individuals and their feedback</li> </ul>
Group Skills	<ul style="list-style-type: none"> <li>Understanding how your natural behavioural styles influences your engagement with other teams/groups</li> </ul>
Goal management	<ul style="list-style-type: none"> <li>Managing different types of goals</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>Participants will assess the depth of thinking on subject area</li> </ul>

## Module 2.3 Organisational Culture

### Module Outline

In this module the participants will learn to interpret an organisational culture and intercultural differences. The module will explore how to influence the behaviour of people within an organisation by establishing a high performance (HP) culture by creating shared beliefs and values. In addition, it will examine how to communicate and reinforce those beliefs and values through various methods and what the role of leadership is in creating a HP culture.

### Target Outcomes

#### *Participants*

Content	Deliverable
Recognising and assessing different types of organisational culture	<ul style="list-style-type: none"> <li>Understanding what an organisational culture is</li> <li>Understanding different frameworks to analyse culture (including intercultural differences)</li> <li>Understand the correlation between HP culture in sport and business (Barcelona Case study)</li> </ul>
Influencing Behaviour	<ul style="list-style-type: none"> <li>Applying your leadership style(s) to influence organisational culture</li> <li>The importance of authentic leadership in organizational culture</li> <li>Understanding the relevance of team-building and conflict management in a HP culture</li> </ul>
Values	<ul style="list-style-type: none"> <li>Understand the role of values in defining culture</li> <li>Learning how to develop shared values in a group setting (followership)</li> <li>Understand how to align organisational and individual values</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>Participants will assess the depth of thinking on subject area</li> </ul>

## Module 2.4 Leadership in Action, the Leadership Panel Discussion

### Module Outline

Following on from the previous modules on Communication, Inter/Intrapersonal Skills and Organisational Culture, this module will allow the participant to examine leadership in action. It will explore the personal histories of two leaders, how they have developed themselves into the leaders they are today, their strengths and developmental areas, especially in context of the skills covered in sessions 2.1, 2.2 and 2.3.

### Target Outcomes

#### Participants

Content	Deliverable
<p>Understanding Leadership in Action</p> <p><i>Potential contributors leaders in sport/business who have built and developed strong sports/organisational culture</i></p>	<ul style="list-style-type: none"> <li>• A leadership Panel that will allow you explore the personal journey of 2 leaders</li> <li>• Explore how they have developed into the leaders they are today, their strengths and developmental areas in especially in relation to inter/intrapersonal communication skills and organizational culture</li> <li>• Listen to them 'call out' the key leadership behaviours and styles that have helped or hindered them</li> <li>• Explore how they adapt and flex their styles</li> <li>• Allow you ask questions via a Q&amp;A</li> </ul>

#### PROLead Project

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>• Participants will assess the depth of thinking on subject area</li> </ul>
Panel Discussion	<ul style="list-style-type: none"> <li>• Leaders in action to share their own personal leadership journey</li> </ul>

## Module 3.1 Flexibility and Adaptability

### Module Outline

In this module the participants will be introduced to the key leadership concepts that are challenged in relation to fluid work environments, changing team dynamics and high-pressure situations. Attention will be given to the roles, responsibilities, and behaviours of the leader. These will be linked to a profiling tool e.g. DISC, Spotlight, to help participants understand how leadership styles and approaches could be adapted and modified in a response to uncertainty and change.

### Target Outcomes

#### *Participants*

Content	Deliverable
Mindset	<ul style="list-style-type: none"> <li>• Understanding fixed vs growth</li> <li>• Consider COPE framework</li> <li>• Understand individual motivational strategies</li> </ul>
Behavioural Style	<ul style="list-style-type: none"> <li>• Maximising personal character strengths</li> <li>• Applying Flexing to connect approach</li> <li>• Recognising blind spots</li> </ul>
Responding to uncertainty	<ul style="list-style-type: none"> <li>• Flexing your decision-making approach</li> <li>• Understand COPE to thrive approach</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Personal leadership</li> <li>• Inter-personal leadership</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>• Participants will assess the depth of thinking on subject area</li> </ul>

## Module 3.2 Crisis and Change Management

### Module Outline

This module will explore the preparation for and response to moments of crisis - fundamental aspects of successful leadership. It will focus on adopting some key learnings from the previous module on adaptability on a more practical level. Participants will understand how the application of individual mindset preferences can enable appropriate response to crisis or change.

Participants will reflect on varying responses to stress and pressure and the importance of crisis communications. They will explore how the leadership of self and leadership of others, thanks to effective communication, can help navigate through crisis management scenarios.

The module will conclude with a leadership panel with two speakers who will reflect on their own experiences of leadership through crisis and change management situations.

### Target Outcomes

#### *Participants*

Content	Deliverable
Mindset	<ul style="list-style-type: none"> <li>Applying COPE model framework in an experiential crisis scenario</li> <li>Understanding how your individual mindset preference influences crisis management preparation and response</li> </ul>
Behavioural Style	<ul style="list-style-type: none"> <li>Ability to adapt and flex individual mindset and behavioural style depending on the crisis scenario</li> <li>Understanding when mindset is useful to influence the crisis situation</li> </ul>
Crisis Communications	<ul style="list-style-type: none"> <li>Understanding your response to stress and pressure</li> <li>Influencing and leading others in times of stress and pressure through your communication approach</li> </ul>
Panel Discussion	<ul style="list-style-type: none"> <li>Personal reflections of crisis and change management scenarios from a leadership perspective</li> </ul>

#### *PROLead Project*

Content	Deliverable
Reflective diary	<ul style="list-style-type: none"> <li>Participants will assess the depth of thinking on subject area</li> </ul>



Panel Discussion

- Leaders in action to share their own personal leadership journey

## Module 3.3 Design and Delivery of a Leadership Programme

### Module outline

This module will seek to have participants review and relay what they have learned throughout the different modules of the European Leadership Course.

Each group will review and reflect on the overall PROLead Course modular content to date in the context of the requirement to design and deliver a National Leadership Course. Each group will be given a different module to review, analyse it and report back.

The participants will explore the key learnings and how these may be applied in the development of their National Leadership Courses.

### Target Outcomes

Content	Deliverable
Your Personal Learnings from the PROLead European Leadership Course	<ul style="list-style-type: none"> <li>Each group to present on the key learnings from one of the modules via Power-Point presentation</li> </ul>
Your Personal Concerns on Designing & Delivering a Leadership Programme	<ul style="list-style-type: none"> <li>Each group to present feedback on any concerns they might have or any suggestions for changes</li> <li>Opportunity for Q&amp;A and feedback on modules</li> </ul>
Presentation Design and Delivery of Leadership Programme	<ul style="list-style-type: none"> <li>Overview of what should be included in the Design and Delivery of Leadership Programme (outlined below)</li> </ul>

## Module 3.4 – Graduation

### Module outline

The final module will facilitate a graduation for all the participants who have successfully completed the course.

### Target Outcomes

Content	Deliverable
Welcome from EU Athletes President	<ul style="list-style-type: none"> <li>• President to give an overview and recap of the course and reasons behind its creation</li> <li>• Congratulate all participants for taking part</li> </ul>
Group Presentations	<ul style="list-style-type: none"> <li>• Each group to present their own Design and Delivery of Leadership Programme from Module 3.3</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Overview of what will be required from each organization participating in the PROLead project</li> </ul>
Conclusion	<ul style="list-style-type: none"> <li>• Wrap up and graduation</li> </ul>

## Annex – Basic recommended reading for the European Leadership Course

### Articles

- S. Aurora, [What makes a strong organizational culture?](#)
- I. Boreham [Matching Personal Values to Organizational Values - What The Theory Says](#)
- R. Goffe, G. Jones, [Why Should Anyone Be Led by You?](#)
- R. Kaiser, [The Best Leaders Are Versatile Ones](#)
- T. Pitt et al., [Knowing these 4 mindsets will help you work better with others](#)

### Videos

- [Coach Carter – Give up Mr Cruz](#)
- [Dan Pink - The puzzle of motivation](#)
- [Newton Institute - 6 Characteristics of a High Performance Culture](#)
- [Remember the Titans – Leadership](#)

### Podcast

- The John Maxwell Leadership Podcast, [Leadership Lessons from Michael Jordan's "The Last Dance"](#)