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MANUAL

MOBILITY TO FIGHT UNEMPLOYMENT BY
GRANTING VOLUNTEERING
OPPORTUNITIES TO YOUNG ADULTS



İZNİK İLÇE MİLLİ
EĞİTİM MÜDÜRLÜĞÜ



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MOVO PROJECT

PROJECT OVERVIEW

“MObility to fight unemployment by granting Volunteering Opportunities to young adults” (MOVO) is a Small Collaborative Partnership in the field of Sport aiming to support the mobility of volunteers, coaches, managers and staff of non-profit sport organisations. The target group will be people aged 18+ interested in volunteering to explore the possibility of a career in sport by opening their own sport clubs, as well as to further strengthen their competencies.

The MOVO project is a response to the European policy of supporting volunteering in the sports sector as a means of promoting employability, economic growth, and social engagement. The outbreak of the COVID-19 pandemic has had a significant impact on the sports sector, affecting not only grassroots sports but also professional sports and the entire sports industry. The pandemic has led to mobility restrictions and lockdowns, leading to an unemployment emergency in the sports sector.

The crisis has presented an opportunity to innovate, rethink policies, and reassess priorities in the long run. The development of paths in which volunteers can build their experience and work on their skills in a sector that will have a fresh start but with little budget to invest in the beginning is a priority. The benefits of volunteering in sports are numerous, not just for sports but also for the individual volunteers, their communities, and society. Volunteering in sports is an essential component of European policy, as highlighted by the European White Paper on Sport (2007) and the EC’s Communication on “Developing the European Dimension in Sport” (2011).

The MOVO project aims to address the sectorial priorities of the sports field within the Erasmus Plus Cooperation Partnerships, with a focus on promoting employability through sports and encouraging social inclusion and equal opportunities in sports. The project targets people aged 18+ interested in volunteering to explore the possibility of a career in sports by opening their sports clubs and further strengthening their competencies. The project seeks to increase the attractiveness and operational reach of sports organizations and fill the present gap in information, thereby providing elements to be elaborated upon in further research and project initiatives.

OBJECTIVES

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Support the sports organisations and sports clubs into the recovery from the Covid-19 pandemic through strategies and best practices on improving the knowledge and operational skills of volunteers.



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Creation of a European network to facilitate the possibility for increasing the exposure of volunteering opportunities in sports organizations for young adults and promote career development for the projects' young adult target in the sports field.



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Fostering professional quality, attractiveness and operational results of grassroots Sport organizations and development of quality professionalism of staff and volunteers through Non-Formal Education and e-learning.



PARTNERS

İZNİK İLÇE MİLLİ EĞİTİM MÜDÜRLÜĞÜ



İZNİK-MEM is a local public institution which is in charge of all the educational issues in İznik in Bursa. Iznik District Directorate of National Education is an umbrella organization which is responsible for planning, organizing and assessment of educational, sportive and social activities of: pre-schools, primary schools, secondary schools, high schools and VET, Lifelong learning and adult education center, special education and rehabilitation centers, 3 private schools from all educational levels, Pre-in service training of trainee teachers and in-service training of teachers.

MV INTERNATIONAL



The European Non-Governmental Organization (ENGO) is a network of 37 NGO's - with a member organisation in each nation of the 27 EU countries; 10 in non-EU countries on the European continent; and 8 associate organizations from Africa - aimed at promoting participatory planning between NGOs and fostering the exchange of knowledge among professionals in the field of European design. As non-profit "association of associations" ENGO-MVI intends to carry out social involvement and community building activities for its members and stake holding (third) parties encouraging participation, freedom and dignity of its members.

PARTNERS

FAAL DERNEĞİ



Organization founded at the end of 2013. Faal Derneği is working with Çankaya and Keçiören Municipalities, schools, universities, sport organizations and other youth organizations in its environment in order to increase impact. The main purpose of the organization is to empower people who can take an active role in society. Active citizenship, social inclusion, integration of disadvantaged groups are main activities. The mission of Faal Derneği is to foster and support the sustainable development of local communities and individuals' empowerment through education, sport and training, human rights and international cooperation.

MOUSIKOS GYMNASTIKOS SYLLOGOS PANSERRAIKOS (MGS)



The MGS Panserraikos Club has developed great dynamism, in dozens of sports, in its 55 years of operation throughout the Greek territory. Panserraikos club currently counts 15 active teams in men and women, plus 5 active teams for athletes with disabilities and has a total of 614 registered athletes competing in national and local championships, while 702 young athletes are practicing and training in MGS academies. The vision of Panserraikos club is to promote the 'fair play' through the teaching of the values of sport and continuing education of our athletes and staff.

CHAPTERS

There are 8 chapters identified by the partners to maximise its usefulness in the Training Format, which focuses on strengthening the staff components of sports clubs and organisations in order to promote professionalism and strengthen their competences.

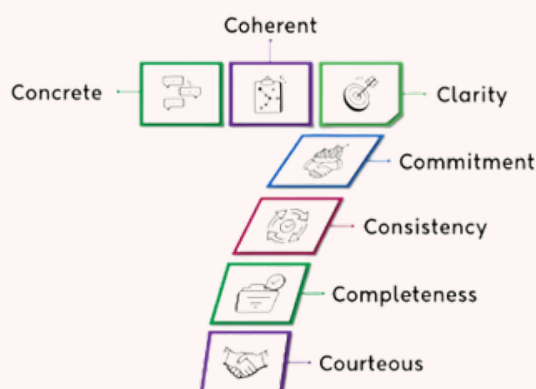
CHAPTER - 1



EFFECTIVE COMMUNICATION

Communication is a fundamental aspect of everyday life, involving the exchange of thoughts, ideas, information, or feelings between individuals through various means such as speech, writing, gestures, and artistic expression. Effective communication occurs when the sender and receiver interpret the message in the same way as the sender intended. Communication can take various forms, including verbal and non-verbal, written, visual, and listening, and can occur in person, online, over the phone, or via mail. Both sender and receiver feel satisfied when communicating effectively.

Effective communication requires us to be clear and complete in what we are trying to express. Being an effective communicator in our professional and personal lives involves learning the skills to exchange information with clarity, empathy, and understanding. To make sure we communicate in the most effective manner possible, we need to know the 7 principles of communication which are presented in Figure 1.



7 C's of effective communication

- **Concrete:** The message should be supported by factual material, including data and figures, to provide a clear understanding.
- **Coherent:** The message should be coherent, ensuring understanding of what goes where and what comes when.
- **Clarity:** The purpose of the message should be clear, preventing readers from making assumptions.
- **Commitment:** A well-committed message increases morale and leaves a greater impact.
- **Consistency:** Word choice should be minimal, with consistency in tone, voice, and content to save time.
- **Completeness:** Each message should have a logical conclusion, ensuring complete communication.
- **Courteous:** The argument should make the other person respectful, ensuring honesty, respect, openness, and politeness. Offensive words can put people off.

The importance of effective communication in social skills

Effective communication is beneficial in various aspects of life, including the workplace, education, and personal life. It helps in managing employees, growing organizations, fostering creativity and innovation, becoming a better public speaker, and building strong relationships. In personal life, effective communication can lead to improved social, emotional, and mental health, deep connections with loved ones, trust-based bonds, and better problem-solving and conflict resolution skills. By learning to communicate well, individuals can attract more opportunities, improve their personal growth, and foster stronger relationships.

Benefits of effective communication



IMPACT



Self-development and Strengthening Social Relations

Strong communication skills significantly influence various fields like youth development, sports, volunteering, and entrepreneurship, fostering collaboration, engagement, and promoting a sense of community and shared purpose.

In youth development, effective communication is essential for fostering social and emotional learning. Young people learn to express themselves clearly, listen actively, and understand others' perspectives, which are critical skills for building self-esteem, empathy, and resilience. When youth can communicate effectively, they can advocate for themselves, resolve conflicts peacefully, and collaborate with peers, enhancing their social skills and emotional intelligence.

In sports, effective communication is crucial for teamwork, coordination, and achieving common goals. Coaches and athletes must communicate clearly to understand strategies, provide feedback, and motivate one another. Strong communication skills help athletes articulate their needs, give constructive feedback, and maintain trust within a team. This fosters a positive team environment where all members feel valued and understood, ultimately leading to better performance and stronger team cohesion.

In the volunteering sector, effective communication helps build a sense of belonging and purpose among volunteers. Clear communication ensures that everyone understands their roles, responsibilities, and the mission of the organization, leading to higher engagement and motivation. Volunteers who can effectively share their experiences and the impact of their work can inspire others to join and sustain volunteer efforts, creating a ripple effect of positive change in the community.

For entrepreneurs, effective communication is vital for pitching ideas, negotiating with stakeholders, and building strong relationships with clients, partners, and investors. Clear and compelling communication can help entrepreneurs articulate their vision, attract investment, and build a loyal customer base. It also enables them to collaborate effectively with their team, fostering innovation, creativity, and problem-solving.

<p>Activity Title</p> <p>Team Talk Relay</p>	<p>Activity Nr.: 1</p>
<p>Duration</p> <p>1 hour</p>	<p>Turkiye/IZNIKMEM</p>
<p>Nr. of people;</p> <p>8-15 participants</p> <p>Target group;</p> <p>-Young adults interested in pursuing a career in the sport industry/or enhancing their professional profile</p>	<p>Materials;</p> <p>-Cones or markers to set up a relay course, -Whistle or bell, -Flipchart or whiteboard, Markers, -Cards with sports scenarios</p>
<p>Main objectives;</p> <p>To enhance communication skills crucial for a career in sports, such as clear articulation, active listening, and providing constructive feedback in a dynamic, team-based environment.</p>	
<p>Warm-up (10 minutes):</p> <ul style="list-style-type: none"> - Have participants introduce themselves and share one example of good communication they have experienced or witnessed in a sports setting. - Explain the importance of effective communication in sports, highlighting how coaches, players, and support staff use communication to build trust, convey strategies, and motivate teams. <p>Activity Instructions (10 minutes):</p> <ul style="list-style-type: none"> -Divide participants into 2-4 teams. -Each team stands in a line, and the first person receives a sports scenario card.The goal is to convey the scenario's message to their team by acting it out (role play) without speaking. They have one minute to prepare and 30 seconds to act it out. -The next person in line will then relay the interpreted message verbally to the following team member, who will perform a similar non-verbal role-play.This process continues until the last person, who has to convey the final message verbally and summarize what they think the original scenario was about. 	

Main activity (20 minutes):

- Start the relay. Each team should act and pass the message as described.
- A facilitator observes each team, noting effective and ineffective communication behaviors, such as clear gestures, use of body language, active listening, and the accuracy of relayed messages.

Debriefing and Feedback (20 minutes):

- Gather everyone together and discuss the experience.
- Ask each team to share their final message and compare it to the original scenario to see how much it changed.
- Facilitate a group discussion on what communication skills were effectively used and what could be improved. Questions could include:
 - "What was the biggest challenge in conveying the message?", "How did non-verbal communication impact your understanding?", "What did you notice about your listening skills?"

Tips for Facilitators:

- Adjust the complexity of the scenarios based on the participants' experience levels. For beginners, use more straightforward scenarios; for advanced participants, add complex or nuanced situations.

Scenario Cards:

1. Coach Giving Simple Game Instructions:

A coach explains a basic strategy, like passing the ball more frequently, to the team before the start of a game.

2. Player Encouraging a Teammate:

A player cheers up a teammate who is feeling tired or discouraged during a practice session.

3. Team Captain Calling for a Team Huddle:

The captain calls all team members together for a quick huddle to discuss the next play.

4. Parent Cheering from the Sidelines:

A parent enthusiastically cheers for their child's team during a game, shouting words of encouragement.

5. Referee Starting a Match:

A referee blows the whistle and uses hand signals to start a match, ensuring both teams are ready.

Further reading:

[Communication Effectly](#)

[What is communication?](#)

[What is effective communication today?](#)

[14 Tips for effective communications](#)

[Effective Communication on Organizational Performance](#)

<p>Activity Title</p> <p>Sports Press Conference Challenge</p>	<p>Activity Nr.: 2</p>
<p>Duration</p> <p>70 minutes</p>	<p>Turkiye/IZNIKMEM</p>
<p>Nr. of people;</p> <p>8-15 participants</p> <p>Target group;</p> <p>Young adults interested in pursuing a career in the sport industry/or enhancing their professional profile</p>	<p>Materials;</p> <ul style="list-style-type: none"> • A mock press conference setup • Notecards or slips of paper • Stopwatch or timer • Camera or smartphone for recording (optional) • "Press" badges or props for added realism (optional)
<p>Main objectives;</p> <p>To enhance communication skills related to sports careers, such as public speaking, persuasive communication, quick thinking, and the ability to convey clear, concise messages under pressure.</p>	
<p>Instructions;</p> <p>1st Step: Introduction and Warm-Up (10 minutes)</p> <ul style="list-style-type: none"> - Do a "Word Association" game focused on sports. One participant says a word related to sports (e.g., "goal"), and the next must quickly say a related word (e.g., "score"). Continue around the circle to get everyone thinking fast. - Explain the importance of communication in sports careers, emphasizing the role of public speaking, media relations, and the ability to articulate thoughts quickly and effectively, especially in high-pressure situations. <p>2nd Step: Divide Into Teams and Set-up (10 minutes)</p> <ul style="list-style-type: none"> -Divide participants into two groups: "Sports Professionals" (coaches, athletes, team managers) and "Journalists." - Each "Sports Professional" picks a scenario card that outlines their role and a situation they are facing (e.g., "Coach addressing a controversial loss," "Athlete announcing a career-defining decision," "Team manager responding to a scandal"). 	

- The "Journalists" are given notecards to write down challenging questions based on the scenario, focusing on clarity, directness, and relevance to the situation.

3rd Step: Main Activity - Press Conference (30 minutes):

- Set up a mock press conference area with a table and chairs for the "Sports Professionals" and a designated area for "Journalists."
- Each "Sports Professional" takes turns at the table to address their situation. They start with a 2-minute statement about the scenario and then open the floor to questions from the "Journalists."
- The "Journalists" ask questions one by one, and the "Sports Professional" must respond clearly and confidently. Each response should be no longer than 1 minute.
- The facilitator times each response and observes for effective communication skills such as clarity, body language, staying on message, and handling tough questions.

4th Step: Debriefing and Group Reflection (20 minutes)

- Gather everyone and discuss the experience.
- Ask "Sports Professionals" to share how they felt under pressure and what strategies they used to communicate effectively.
- Ask "Journalists" to provide feedback on what they found convincing or unclear in the responses they received.
- Facilitate a discussion on key communication skills: How did preparation help? What role did body language play? How did participants manage challenging or unexpected questions?

Evaluations:

What Did I Expect? What Did I Find?

Using the [Menti.com](https://www.menti.com) program, participants will be asked two questions: "What did you expect?" and "What did you find?"

After answering these questions, they will be further prompted with questions such as:

"What do you think about today? What did today contribute to you? Did you learn something 'new' today? Is there something you would like to pay more attention to?"

Tips for facilitators:

- For added creativity and empathy-building, swap the roles of "Sports Professionals" and "Journalists." Have the new "Sports Professionals" create their own sports-related scenarios, and the new "Journalists" prepare questions accordingly.
- Repeat the press conference with the new roles, encouraging participants to apply the feedback they received earlier.

CHAPTER - 2



LEADERSHIP AND TEAM COLLABORATION

Leadership is the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team. Leadership often is an attribute tied to a person's title, seniority or ranking in a hierarchy. However, it's an attribute anyone can have or attain, even those without leadership positions. It's a developable skill that can be improved over time. An effective leader has the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance, willingness to take risks, open to change, level headed and reactivity in times of crisis.

Team collaboration is working together as a group on a project, process, or concept to achieve a better result than what could be obtained individually. It involves brainstorming, thinking creatively, offering unique skills, seeing the bigger picture, and meeting a common goal. Team members share workloads while discussing ideas, new methods, or different perspectives to attain better solutions.

The importance of leadership and teamwork in sports career

Leadership development training is a valuable tool for personal and professional growth. It fosters a positive attitude and work ethic, preparing individuals for success in both the workplace and personal life. By acquiring these skills, individuals can effectively lead and manage themselves in both professional and personal settings.

Teamwork and team spirit are essential skills for success in various aspects of life. Team sports involve a leader and teammates, fostering unity and collaboration. Team spirit fosters a sense of belonging, support, and shared goals, enhancing performance and overall well-being. Effective teammates require good communication, self-discipline, decision-making, and accountability. These soft skills are related to sport and employability, making them crucial for success in various fields. The MOVVO project aims at improving these skills to provide various career opportunities to young adults in sport sectors.

IMPACT

Promoting leadership and teamwork in volunteering and entrepreneurship in sport

The development of leadership skills and team collaboration has a significant impact on the fields of youth, sport, volunteering, and entrepreneurship by building a foundation for personal growth, community engagement, and career advancement.

In the youth sector, nurturing these skills helps young people develop a sense of responsibility, confidence, and resilience, which are essential for navigating challenges both in and outside of sports. By engaging in team-based activities, they learn to appreciate diversity, foster mutual respect, and build social connections that strengthen community ties.

In sports, leadership and teamwork are critical in creating a positive team culture that drives performance, enhances motivation, and reduces conflicts. They empower young athletes to take initiative, mentor peers, and maintain a collaborative spirit, which is crucial for achieving both individual and team goals. Effective leadership and team dynamics also contribute to a more inclusive environment, where every member feels valued and encouraged to contribute, fostering a sense of belonging and mental well-being.

<p>Activity Title</p> <p>Sport Career Crisis Management</p>	<p>Activity Nr.:3</p>
<p>Duration</p> <p>Around 1,5 hour</p>	<p>Organisation County/Name</p> <p>Turkiye/IznikMEM</p>
<p>Nr. of people;</p> <p>10-15 participants</p> <p>Target group;</p> <p>Young adults interested in pursuing a career in the sport industry/or enhancing their professional profile</p>	<p>Materials;</p> <ul style="list-style-type: none"> • Challenge cards (each card contains one of the scenarios from the provided list) • Whiteboard or flip chart • Markers, Timer or stopwatch • Pens and notepads • Space for group discussions
<p>Main objectives;</p> <p>To enhance participants' leadership, critical thinking, problem-solving, and teamwork skills by navigating multiple crises and challenges typically encountered in a sports career.</p>	
<p>Step 1: Introduction and Warm-Up (10 minutes)</p> <p>-Briefly explain the purpose of the activity to simulate real-life crises and challenges in a sports career and develop leadership and teamwork skills by making strategic decisions.</p> <p>- Conduct a quick "Leadership Bingo" where participants find others in the room who have faced certain challenges or scenarios in their real lives, such as dealing with conflict, managing a team, or making a career decision.</p> <p>Step 2: Group Formation and Role Assignment (10 minutes)</p> <p>- Split participants into small groups of 4-6 people.</p> <p>Assign Roles</p> <p>1.Team Captain: One participant acts as the "Team Captain" to lead the discussion and make the final decision.</p> <p>2.Assistant Coach: Another participant serves as the "Assistant Coach" who advises the Team Captain and mediates conflicts within the group.</p> <p>3.Team Players: The remaining participants are "Team Players" who contribute ideas and perspectives.</p> <p>4.Observer: One participant from each group is designated as an "Observer" to monitor the process and provide feedback on team dynamics and decision-making.</p>	

Step 3: Crisis Management Rounds (40 minutes)

- Provide each group with a set of 3-4 challenge cards, each describing a different sports career crisis or problem (e.g., Injury Setback, Sponsorship Conflicts, Media Scandal Response).
- Each group discusses the first challenge for 10 minutes. The Team Captain, with input from the group, decides on a course of action. The Observer takes notes on the decision-making process, including how well the group communicated, considered options, and reached a decision. Move to the second challenge and repeat the process, rotating roles if desired. Continue for all assigned challenges.

Step 4: Group Presentations (20 minutes)

- Each group prepares a brief presentation (3-5 minutes) summarizing:
 - The challenges they faced.
 - The decisions they made and the reasoning behind them.
 - The role of each participant and how they contributed to the decision-making process.
 - The feedback from the Observer about team dynamics and leadership.
- Groups present their findings to the whole group, sharing insights and reflections on their decision-making processes.

Step 5: Debrief and Reflection (10 minutes)

- Conduct a debriefing session with the following questions:
 - What were the most challenging aspects of navigating the crises?
 - How did different leadership styles affect the decision-making process?
 - What role did communication play in resolving conflicts or making decisions?
 - How can the skills practiced in this activity apply to real-life sports careers or other professional contexts?
 - Observers from each group share their observations on how well the group communicated, how decisions were made, and how leadership was demonstrated.

Evaluations:

Invite participants to reflect on what they learned about themselves as leaders or team players and how they can apply these insights in their own sports or professional careers.

Tips for Facilitators:

- To give everyone a chance to lead, consider rotating the "Team Captain" and "Assistant Coach" roles in each round.
- Tailor the challenge cards to fit the specific interests or backgrounds of your participants.

- Offer additional resources like articles or case studies to help teams think critically about each scenario.
- Incorporate real-life sports stories or headlines related to each scenario to make the activity more engaging and relevant.

Examples Challenges Cards

Team Leadership Change:

- Scenario: "The team's head coach is suddenly replaced mid-season, and the new coach has a different approach to training and strategy. How will you adapt to the new coaching style and ensure team cohesion?"

Doping Allegation:

- Scenario: "A doping accusation has been made against a key player on the team. What steps will you take to address the accusation, maintain the team's integrity, and manage public perception?"

Diverse Team Integration:

- Scenario: "A new player from a different cultural background joins the team, leading to communication and integration issues. How will you foster an inclusive environment and ensure team unity?"

Equipment Shortage:

- Scenario: "The team faces a shortage of essential training equipment, which impacts practice sessions. How will you address the shortage and ensure the team can continue effective training?"

Unexpected Budget Cuts:

- Scenario: "Due to unexpected financial constraints, the team's budget is significantly reduced. How will you prioritize expenses and adjust the team's operations to cope with the reduced budget?"

Further reading:

[Crisis Management in Sports Marketing](#)

[Crisis Management strategies for sports industry](#)

Activity Title Team Challenge Relay	Activity Nr.: 4
Duration 1 hour	Organisation County/Name Türkiye/IznikMEM
Nr. of people; 10-15 participants Target group; Young adults interested in pursuing a career in the sport industry/or enhancing their professional profile	Materials; <ul style="list-style-type: none"> - Cones or markers (for setting up stations) - Rope or string (for some challenges) - Various sports equipment (e.g., different balls) - Stopwatch or timer - Whiteboard or flipchart (optional, for debrief)
Main objectives; To improve teamwork, communication, and problem-solving skills through a series of collaborative challenges designed to test and strengthen team dynamics in a sports context.	
Instructions; 1st Step: Introduction and Warm-Up (15 minutes) <ul style="list-style-type: none"> - Explain the purpose of the activity — to strengthen teamwork and communication through a series of sports-related challenges. - The Human Knot: Have all participants stand in a circle, facing each other. Instruct everyone to reach out and grab hands with two different people in the circle, making sure that no one is holding the same person's hands. This will create a tangled "human knot." The challenge is for the group to work together to untangle the knot without letting go of anyone's hands. They will need to communicate effectively, coordinate their movements, and problem-solve to find the best way to untangle the knot. 2nd Step: Divide Into Teams and Set-up (30 minutes) <ul style="list-style-type: none"> - Divide participants into teams of 4-6 people. - Assign roles within each team (e.g., team leader, coordinator, encourager) to facilitate effective teamwork. - Create different strategy stations where teams will face various scenarios that require planning and execution. 	

-Prepare Performance Metrics: Consider setting simple performance metrics for each challenge, such as completion time, accuracy, or creativity. An evaluator will observe the groups and evaluate each performance of the teams. Comparing these metrics across different teams or individuals can help identify areas of strength and areas for improvement.

Strategy Stations: (You can decide the number of stations and choose the ones you like according to the group profile)

1. Blindfolded Dribbling:

- Scenario: One team member is blindfolded and must dribble a basketball from one cone to another while guided verbally by the rest of the team.

2. Human Pyramid:

- Scenario: Teams build a human pyramid, requiring balance, trust, and coordination.

3. Team Pass Challenge:

- Scenario: Teams must pass a soccer ball from one end of a field to another using only their feet, with no player allowed to touch the ball twice consecutively.

4. Strategic Play Design:

- Scenario: Teams design a new play or strategy for a specific sport (e.g., a unique basketball play or soccer formation) and present it to the group.

5. Resource Management:

- Scenario: Teams are given limited resources (e.g., one soccer ball, a few cones) and must create a practice session or team-building activity.

3rd Step:- Reflection and Discussion (15 minutes)

- Gather participants and facilitate a discussion on the experience. Use these questions to guide the discussion:

- How did your team approach each challenge?
- What strategies worked well, and what could have been improved?
- How did roles within the team impact performance and collaboration?
- How did you handle any conflicts or disagreements during the challenges?
- What did you learn about teamwork and communication from the activity?

-Summarize the main takeaways and lessons learned from the activity. Emphasize the importance of teamwork, strategic thinking, and effective communication in sports and other team-based settings.

Evaluations:

Telegraph

Participants are invited to take a few minutes to think about the day and then share their impressions with the group using three words: one positive word, one negative word, and one final word.

For example: Fun - Headache - Tired

Participants may be asked to write their telegraphs on sticky notes and put them on the wall for everyone to read.

Tips for Facilitators:

- Allow teams to think outside the box and come up with innovative solutions.
- Modify the difficulty of scenarios based on participants' experience and skill levels.
- Ensure all activities are safe and appropriate for participants.
- Highlight the value of diverse perspectives and collaborative effort in achieving success.

Further readings:

[-Street League, Teamwork and Sport](#)

[5 reasons why teamwork is important](#)

[Encouraging Team Spirit:](#)

[Teamwork Skills](#)

[What is team collaboration?](#)

CHAPTER - 3



FUNDING STRATEGIES AND NETWORKING

The chapter topic, "Funding Strategies and Networking: Establishing and Managing the Necessary Relationships," focuses on two key areas critical for the sustainability of sports organizations, events, and entrepreneurial ventures. The first aspect, funding strategies, involves the development of comprehensive plans to secure financial support, which is crucial for the execution and longevity of sports-related projects. This includes understanding the different sources of funding available, such as corporate sponsorships, government grants, or community fundraising, and learning how to create compelling sponsorship proposals. These proposals must effectively communicate the value of a project to potential sponsors by highlighting the audience demographics, benefits for the sponsor, and how their contribution will make a tangible difference.

The second focus is networking, which refers to the practice of building and nurturing relationships with individuals, organizations, and businesses that can provide support, whether financial or otherwise. Networking plays a vital role in not only securing initial sponsorships but also maintaining long-term partnerships that can sustain an organization or event through multiple cycles. In the sports world, where competition for sponsorship is high, the ability to form and sustain professional relationships can be a deciding factor in an organization's success. As participants learn these skills, they will be better equipped to manage the financial and relational aspects of sports projects.

The role of networking and funding in business development and employment

The importance of this chapter within the MOVO Project lies in its role in addressing one of the most pressing challenges for sports and community-based initiatives: financial sustainability and growth. Many sports organizations, particularly those that are volunteer-driven or youth-focused, often struggle to secure consistent funding, which can severely limit their ability to scale their operations or sustain their efforts over time. By learning to craft effective sponsorship proposals and network strategically, participants can overcome these financial barriers and ensure their projects have the resources needed to thrive. This is particularly crucial in the MOVO Project, where the aim is to empower youth and volunteers in sports to develop sustainable initiatives that can contribute to personal and community development.

IMPACT

Networking skills of young people who gain self-confidence

The impact of mastering funding strategies and networking extends across multiple fields, including youth development, sports, volunteering, and entrepreneurship. For young people, especially those seeking careers in sports management or entrepreneurship, understanding how to secure funding is a critical skill that will enable them to turn their ideas into viable projects. Whether it's launching a sports event, starting a new sports club, or even creating a fitness-related startup, these skills provide the foundational knowledge required to navigate the financial aspects of these industries. By learning how to pitch to sponsors and network with stakeholders, participants not only gain practical business skills but also enhance their professional confidence and strategic thinking.

Activity Title Building a Sponsorship Proposal	Activity Nr.: 5
Duration 70 minutes	Organisation County/Name Greece/MGS
Nr. of people; 10-15 participants Target group; Young entrepreneurs and volunteers in sports management	Materials; <ul style="list-style-type: none"> • Laptops, • Internet Access, Templates for Sponsorship Proposals
Main objectives; <ul style="list-style-type: none"> • Teach participants how to create a professional sponsorship proposal. • Highlight the importance of networking in securing funding. 	
Instructions; Introduction to Sponsorship (10 minutes): Brief introduction on the basics of sponsorship, including what sponsors are looking for and the critical elements of a successful sponsorship proposal. Group Assignment (5 minutes): Divide participants into small groups and assign each group a fictional sports event that requires sponsorship. Guided Proposal Creation (35 minutes): Guide groups to create their sponsorship proposals using provided templates. Offer support during the process by explaining the importance of aligning the proposal with the sponsor's goals and audience. Presentation of Proposals (20 minutes): Each group presents their sponsorship proposal, simulating a real-life pitch to sponsors. Provide feedback based on their presentation quality, proposal structure, and alignment with sponsor goals.	

Evaluations:

Group Feedback and Reflection:

After each presentation, provide constructive feedback on the strengths and areas for improvement in their proposals. Consider the clarity, persuasiveness, and alignment with sponsor goals. Encourage the other groups to also provide feedback, fostering a peer-learning environment.

Self-Assessment:

Provide a self-reflection questionnaire where participants can assess their understanding of sponsorship strategies and their experience in crafting the proposal.

Example questions:

How confident are you in developing a sponsorship proposal after this activity?

What part of the process did you find most challenging?

How would you improve your proposal based on the feedback you received?

Tips for Facilitators:

1. Provide Real-World Examples:

Begin by showing examples of successful sponsorship proposals from major sports events or organizations.

2. Encourage Collaboration and Creativity:

Suggest that they think beyond standard benefits like logo placement and consider unique opportunities (e.g., behind-the-scenes access for sponsors, exclusive VIP experiences).

3. Simulate Real-World Challenges:

During the presentations, simulate potential challenges they might face in real-world sponsorship pitches. For instance, ask probing questions from the sponsor's perspective to test the participants' ability to defend their proposals and adapt their messaging on the spot.

Further Readings:

Videos:

- [How to Build The Perfect Sponsorship Proposal](#)

A step-by-step video on crafting a compelling sponsorship proposal, including tips on what sponsors are looking for.

- [Sponsorship Proposal Basics in About 15 Minutes](#)

This video provides a 15-minute breakdown of the essential components of a sponsorship proposal.

Activity Title Building a Network for Sports Management	Activity Nr.: 6
Duration 75 Minutes	Organisation County/Name Greece/MGS
Nr. of people; 10-15 Target group; Young adults aiming to build a network in sports organizations	Materials; Networking strategy templates, Role-playing cards, Laptops,
Main objectives; Understanding Networking Fundamentals: Participants will gain a foundational understanding of what networking is and why it is crucial in the sports industry. They will learn the importance of building relationships not only for financial support but also for career development, mentoring, and collaboration opportunities.	
Instructions: 1. Introduction to Networking in Sports (10 minutes) -Start with a brief presentation on the value of networking in sports management. Use real-life examples of how networking has helped successful professionals in the industry. -Explain key concepts such as building professional relationships, stakeholder engagement, and long-term relationship management. -Highlight the difference between transactional (short-term) and relational (long-term) networking, stressing that sustainable success comes from building mutually beneficial relationships. 2. Identifying Key Stakeholders (15 minutes) -Provide a list of key stakeholders in the sports industry (e.g., corporate sponsors, sports media professionals, event organizers, government agencies, fellow sports managers, athletes, and sports clubs). -Ask participants to brainstorm in pairs about which stakeholders would be most relevant to their career or project goals. For instance, someone organizing a community sports event may need to network with local businesses, sponsors, and city officials.	

3. Creating a Personalized Networking Strategy (20 minutes)

- Distribute a Networking Plan Template that includes sections such as:
-Goal Statement: What do you want to achieve through networking? (e.g., securing a sponsor, building career connections, finding a mentor).
-Target Stakeholders: Who are the key people or organizations you need to connect with?
-Methods of Engagement: How will you approach them? (e.g., attending sports events, using LinkedIn, sending professional emails).
- Allow participants time to fill out the template, identifying their networking objectives, target stakeholders, and how they will approach networking opportunities.
- Facilitator Support: Circulate around the room, providing personalized feedback and suggestions as participants work on their strategies.

4. Role-Playing Networking Scenarios (30 minutes)

- Divide participants into pairs or small groups. Assign each group a different networking scenario to role-play. Scenarios can include:
 - -Approaching a potential sponsor at a sports networking event.
 - -Introducing themselves to an influential industry professional.
 - -Following up with a contact they met at a previous event.
- Provide role-playing cards with basic character descriptions (e.g., “You are a sports manager looking to secure sponsorship for an upcoming event. Approach a representative from a major brand to pitch your idea.”).
- Each pair or group should take turns practicing their networking pitch, while the others observe and provide constructive feedback.
- After each role-play, ask the observing participants to give feedback on what worked well and areas for improvement (e.g., clarity of pitch, level of confidence, ability to engage the contact).

Evaluations:

Group Evaluation and Peer Feedback:

At the end of the session, participants will engage in a group discussion to share their experiences and feedback on the networking plans and role-playing activities. This peer evaluation encourages participants to reflect on what they learned from their peers and how they might incorporate new ideas or strategies into their own networking efforts.

Tips for Facilitators:

1. Provide Clear Instructions and Context:

- At the start of the activity, give participants a clear understanding of why networking is important in the sports industry. Use real-life examples to illustrate how networking has been crucial for professionals’ success. This will help participants see the value in developing these skills.

3. Offer Personalized Guidance During Networking Plan Creation:

While participants are working on their Networking Plans, circulate around the room to provide personalized feedback and suggestions.

4. Prepare Realistic Networking Scenarios for Role-Playing:

When setting up the role-playing scenarios, try to make them as realistic as possible. Use examples that are relevant to the participants' goals (e.g., pitching to a potential sponsor, seeking a mentor, or collaborating with event organizers).

If possible, use real-world case studies from sports management or industry professionals to give the role-playing exercises more authenticity.

Further Readings:

[Networking WILL Get You Sports Jobs](#)

Quality and intentional networking efforts can help you obtain the sports jobs you want, but how do you go about doing so? Brian Clapp explains how networking will boost your sports career

[Step by step guide to networking in football](#)

CHAPTER - 4



MENTAL TOUGHNESS AND RESILIENCE

Mental toughness refers to the ability to remain focused, composed, and determined in the face of adversity, while resilience is the ability to recover from setbacks, maintain a positive attitude, and adapt to challenging situations. In this chapter, we aim to explore how these qualities can be developed and strengthened to improve performance in a variety of contexts, including sports, volunteering, and professional settings.

In sports, mental toughness plays a crucial role in an athlete's ability to perform under pressure. Athletes often face high levels of stress during competition and training, and their success is largely dependent on their ability to stay calm, confident, and determined even when things aren't going their way. Similarly, resilience helps athletes recover from losses, injuries, or poor performances and continue working toward their goals. Without these qualities, even the most physically talented athletes may struggle to reach their full potential.

The role of mental resilience in achieving goals

Mental toughness and resilience are fundamental to success and well-being in various areas of life. In the context of the MOVO Project, this chapter is particularly important because it equips young people and volunteers with the mental tools they need to thrive under pressure, manage stress, and recover from setbacks. The MOVO Project aims to empower participants to become leaders in sports, volunteering, and entrepreneurship, and mental resilience is a key component of effective leadership and personal success.

IMPACT

Competences that mental resilience gives us

The impact of building mental toughness and resilience extends across several fields, including youth development, sports, volunteering, and entrepreneurship. Each of these areas benefits from the cultivation of mental resilience in different ways, but the common thread is that resilience enables individuals to handle challenges with grace and perseverance.

In youth development, mental resilience helps young people navigate the challenges of growing up, including academic pressures, social difficulties, and personal setbacks. Adolescence and early adulthood are often filled with uncertainty, and young people who develop mental toughness are better equipped to handle the stresses of school, relationships, and transitioning into adulthood. Resilient youth are more likely to bounce back from failures, maintain a positive outlook in the face of adversity, and continue striving toward their goals, even when faced with obstacles. This contributes to their overall personal development and future success.

In sports, mental toughness and resilience are key to an athlete's ability to succeed at any level of competition. Athletes constantly face physical and mental challenges, including injuries, losses, and intense competition. Those with strong mental resilience can push through difficult training sessions, maintain focus during competition, and recover quickly from setbacks. This not only improves their performance but also their long-term commitment to their sport. Mentally tough athletes are more likely to achieve their goals, avoid burnout, and stay motivated, even when the road is difficult.

Activity Title Strengthening Mental Resilience in Sports	Activity Nr.: 7
Duration 85 Minutes	Organisation County/Name Greece/MGS
Nr. of people; 10-15 participants Target group; Athletes, sports volunteers, and young professionals in the sports industry	Materials; <ul style="list-style-type: none"> • Resilience Assessment Tools (self-assessment questionnaires), discussion guides, and scenario cards. • Videos on mental toughness, whiteboard /flipchart • Notebooks for group and individual activities • Timer and pens
Main objectives; <ul style="list-style-type: none"> • Develop Mental Resilience: Equip participants with strategies to stay focused, maintain composure, and recover from setbacks in high-pressure situations. • Enhance Stress Management Skills: Teach participants how to effectively manage stress and anxiety in competitive sports and personal life. • Boost Self-Confidence: Help participants build confidence in their ability to overcome challenges and persist in the face of adversity. • Promote Positive Thinking and Mindset: Encourage participants to adopt a growth mindset and positive thinking patterns to improve overall mental toughness. 	
Instructions: <ol style="list-style-type: none"> 1. Introduction to Mental Resilience (10 minutes) <ul style="list-style-type: none"> • Begin with a short explanation of what mental resilience is, emphasizing the ability to bounce back from setbacks, stay focused under pressure, and maintain a positive mindset. 2. Self-Assessment of Resilience (15 minutes) <ul style="list-style-type: none"> • Distribute Resilience Assessment Tools (e.g., self-assessment questionnaires) and ask participants to fill them out. • Once completed, allow participants to reflect individually on their results, identifying their strengths and areas for improvement. • After the reflection, facilitate a group discussion where participants can voluntarily share their insights and reflections on their resilience levels. 	

3. Group Discussion on Stress and Setbacks (20 minutes)

- Divide participants into small groups and give each group scenario cards with sports-related challenges (e.g., "You're losing in the final minutes of a game," or "You've just experienced an injury that will sideline you for months").
- Each group will discuss how they would mentally approach the situation and what strategies they would use to maintain focus and resilience.
- After discussions, each group will present their findings to the larger group, sharing strategies for managing stress and overcoming setbacks.

4. Practice Resilience Techniques (25 minutes)

- Introduce resilience-building exercises such as visualization, breathing techniques, and positive self-talk:

-Visualization: Guide participants through a visualization exercise where they imagine overcoming a major challenge in their sport.

-Breathing Techniques: Teach simple breathing exercises to reduce stress and regain focus during high-pressure moments.

-Positive Self-Talk: Have participants write down negative thoughts they've experienced during stressful situations and then work in pairs to reframe these into positive, empowering statements.

- Practice these techniques together, ensuring participants feel comfortable using them in real-life scenarios.

5. Personal Resilience Action Plan (15 minutes)

- Provide each participant with a notebook and ask them to write a personal action plan based on what they learned during the activity.

- The plan should include:

-Personal goals for building mental resilience.

-Specific resilience strategies they will apply (e.g., visualization, stress management techniques).

-Challenges they anticipate and how they will overcome them.

- Participants can voluntarily share parts of their plan with the group and discuss how they plan to implement resilience techniques in both sports and daily life.

Resilience Self-Assessment Questionnaire

Instructions: Read each statement and rate yourself on a scale of **1 to 5**, where:

1 = Strongly Disagree / **2** = Disagree / **3** = Neutral

4 = Agree / **5** = Strongly Agree

1. I am able to stay calm and composed when facing high-pressure situations.

Rating: _____

2. When things don't go as planned, I quickly adjust and find alternative solutions.

Rating: _____

3. I maintain a positive attitude, even when faced with setbacks or challenges.

Rating: _____

4. I am good at controlling my emotions during stressful or difficult situations.

Rating: _____

5. I don't get discouraged easily when I experience failure or disappointment.

Rating: _____

6. I actively seek out learning opportunities from challenges and difficult experiences.

Rating: _____

7. I can stay focused on my goals, even when I encounter obstacles.

Rating: _____

8. I am able to bounce back quickly after a loss or failure.

Rating: _____

9. I use positive self-talk to motivate myself when I feel stressed or overwhelmed.

Rating: _____

10. I remain determined and committed to my goals, even during difficult times.

Rating: _____

Reflection:

After completing the questionnaire, reflect on your results. Consider:

- **Strengths:** In which areas do you feel you already demonstrate strong mental resilience?
- **Areas for Improvement:** In which areas do you need to work on building more resilience?

Action Steps: What specific steps can you take to strengthen your mental resilience based on your results?

Scenario Card 1: Final Minutes of a Game

Situation:

You are down by 10 points with 3 minutes left in the final game of the season. The pressure is high, and your team is counting on you to lead the comeback. Your body feels fatigued, and the opposing team is playing aggressively.

Challenge:

How do you maintain focus, manage your energy, and stay mentally strong to lead your team in these final crucial minutes?

Scenario Card 2: Injury Setback

Situation:

You've just experienced a serious injury during training, and your doctor says you'll be out for 6 months. This is devastating news, as you were preparing for a major competition that you can no longer participate in.

Challenge:

How do you mentally cope with this setback, stay motivated during recovery, and maintain a positive outlook for your return to the sport?

Scenario Card 3: Criticism from a Coach

Situation:

Your coach gives you harsh feedback after a poor performance in a big game. You feel embarrassed and frustrated, and it's affecting your confidence in the next training session.

Challenge:

How do you process the criticism, use it constructively, and rebuild your confidence for future games?

Scenario Card 4: Losing Streak

Situation:

Your team is on a 5-game losing streak, and morale is low. Teammates are frustrated, and the negative energy is affecting your individual performance as well. The pressure to win the next game is overwhelming.

Challenge:

How do you stay mentally strong, encourage your teammates, and refocus your mindset to break the losing streak?

Scenario Card 5: Balancing Sports and Life

Situation:

You are struggling to balance your training with school/work responsibilities. The stress of managing both is affecting your performance in sports, and you feel overwhelmed and unsure how to handle the situation.

Challenge:

How do you mentally prioritize, manage stress, and find a balance that allows you to stay focused on both your sport and your responsibilities outside of it?

Evaluations:

Facilitator Feedback:

Facilitators can provide feedback based on the participants' engagement in activities, such as how effectively they develop their action plans, participate in discussions, and practice the resilience techniques taught during the session. Facilitators can highlight both areas of improvement and strengths in participants' approach to mental resilience.

Tips for Facilitators:

- Reinforce that there is no "right" or "wrong" way to build resilience everyone's journey is personal, and what works for one may not work for another.
- When introducing resilience strategies such as visualization, breathing techniques, or positive self-talk, provide real-life examples from sports to make the concepts relatable. For instance, share stories of athletes like Michael Phelps using visualization or Serena Williams utilizing positive self-talk during matches.
- Break down each technique step by step, and ensure participants understand how and when to use them in real-world scenarios.

Further Readings:

[Michael Jordan: Cut From High School Team, Became an NBA Superstar](#)

[Michael Jordan's Story - Cut from Varsity to NBA Champion](#)

[Stress Resilience Training](#)

[Building stress resilience](#)

[Managing Stress and Building Resilience Masterclass](#)

[Positive Psychology: Resilience Skills](#)

Activity Title Mental Training for Volunteers	Activity Nr.: 8
Duration 70 Minutes	Organisation County/Name Greece/MGS
Nr. of people; 10-15 participants Target group; Athletes, sports volunteers, and young professionals in the sports industry	Materials; <ul style="list-style-type: none"> • Role-playing cards with volunteer-related scenarios, discussion guides, and resilience worksheets to practice mental resilience techniques. • Flipchart/whiteboard, notebooks, and pens , • Timer
Main objectives; <ul style="list-style-type: none"> • Develop Mental Resilience: Equip volunteers with strategies to stay calm and focused during stressful or challenging situations. • Enhance Stress Management: Teach practical techniques for managing stress and preventing burnout in volunteer settings. • Improve Emotional Regulation: Help participants learn how to control their emotions and maintain composure while leading or participating in volunteer activities. • Build Confidence in Decision-Making: Strengthen participants' confidence in handling difficult situations and making sound decisions under pressure. Instructions: <ol style="list-style-type: none"> 1.Introduction to Mental Resilience in Volunteering (10 minutes) <ul style="list-style-type: none"> • Begin with a brief introduction explaining why mental resilience is critical in volunteering. 2. Role-Playing Exercise (30 minutes) <ul style="list-style-type: none"> • Divide participants into small groups and give each group a scenario card with a challenging volunteer-related situation (e.g., dealing with team conflict, managing a crisis, or handling an emotionally demanding situation). • Each group will discuss how they would approach the situation, focusing on mental resilience strategies such as staying calm, using positive self-talk, and maintaining focus. 	

- After discussing within the group, participants will role-play the scenario. One person will take on the role of the volunteer, and others will play different roles (e.g., team members or supervisors).
- Following the role-play, allow for group feedback and discussion on what strategies worked and how they could be improved.

3. Group Discussion on Stress Management (15 minutes)

- Facilitate a group discussion where participants share their experiences of stress in volunteer roles.
- Write down common stressors on a flipchart/whiteboard (e.g., time pressure, team conflict, emotional fatigue).
- Guide participants in brainstorming stress management techniques, such as deep breathing, visualization, and time management. Discuss how these techniques can be applied in volunteer settings.
- Ask each participant to share which stress management strategy they find most effective and why.

4. Personal Action Plan for Mental Resilience (15 minutes)

Provide each participant with a notebook and ask them to write a personal action plan for building their mental resilience.

The plan should include:

-Challenges they anticipate and how they will overcome them.

- Participants can voluntarily share parts of their plan with the group, fostering accountability and support.

Scenarios:

Scenario Card 1: Handling an Emotionally Demanding

You are volunteering at a disaster relief center where families affected by a natural disaster are arriving daily. One day, a family arrives visibly distressed, with parents upset and children crying. You are responsible for assisting them.

Challenge: How do you remain calm, compassionate, and focused while helping the family get the support they need, despite the overwhelming emotions around you?

Scenario Card 2: Managing a Crisis

During a large fundraising event, the power suddenly goes out, causing confusion among the attendees and volunteers. As one of the event coordinators, you are responsible for leading the team and calming the crowd.

Challenge: How do you manage the situation and maintain a clear head to ensure that the event continues smoothly and everyone stays safe and informed?

Scenario Card 3: Dealing with Team Conflict

While working on a community project, two of your fellow volunteers have a disagreement about how to approach a task. The conflict escalates, affecting the group's morale and productivity.

Challenge: How do you mediate the conflict and help your team find a solution, ensuring that the project stays on track and team dynamics improve?

Scenario Card 4: Facing Volunteer Burnout Situation:

You've been volunteering consistently for weeks, and recently, you've started to feel emotionally and physically drained. You're finding it harder to stay motivated and focused, and you're beginning to feel overwhelmed by the demands of the role.

Challenge: How do you recognize and manage the signs of burnout, and what steps can you take to recover while still fulfilling your volunteer responsibilities?

Scenario Card 5: Working with Limited Resources Situation: You're volunteering for an organization providing food and supplies to people in need. On a busy day, you realize that the supplies are running low, and more people are waiting in line. You need to find a solution while managing the expectations of those still in need.

Challenge: How do you handle the situation, ensure fairness, and communicate effectively with the people waiting, despite the limited resources?

Evaluations:

Peer Feedback:

During the role-playing exercises and group discussions, participants can offer and receive peer feedback. Peers can provide constructive feedback on areas such as communication, problem-solving, and teamwork.

Group Reflection and Debrief:

At the end of the activity, facilitators can lead a group reflection where participants share their experiences and insights. Encourage participants to reflect on:

- Which resilience techniques were most effective for them.
- What challenges they encountered during the role-playing and how they overcame them.
- How they plan to apply these skills in their volunteer work and personal life. This reflection allows the group to evaluate the collective learning experience and understand the real-life application of mental resilience.

Post-Activity Questionnaire:

A post-activity questionnaire can be distributed to assess how well participants feel they have grasped the resilience concepts. Sample questions could include:

- How confident are you in applying resilience techniques in your volunteer work? (Rate 1-5)
- Which technique do you think will be most useful, and why?
- What area of mental resilience would you like to improve further?

Further Readings:

[Stress Resilience Training](#)

[**Building stress resilience**](#)

[**Managing Stress and Building Resilience Masterclass**](#)

[**Positive Psychology: Resilience Skills**](#)

[**Mental health and resilience - the secrets of inner strength | DW Documentary**](#)

[**InBrief: The Science of Resilience**](#)

CHAPTER - 5



CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility is the ensemble of policies, behaviours and activities that a business or a company adopts both internally and externally in order to favour a positive social and environmental impact. Corporate Social Responsibility is based on the belief that businesses can have a great impact in society beyond the business area.

The importance of sports clubs for the employment of young adults in sport

The interest in this topic within the MOVVO project stems from the fact that CSR can activate a network of opportunities for young people who are interested in pursuing a career in sport and act as a catalyst for a win-win relationship, i.e.: training personnel to fit the needs and professions of the labour market in this field and on the other hand offering opportunities for young people to gain experience in the field.

IMPACT

Impact of the steps to be taken by important actors on employment

Meeting with sports clubs can prove useful in terms of employability for both sides. The first is from the point of view of participation in activities, that is, in actual sports practice. Indeed, the sports environment represent the perfect place in which to develop a whole range of soft skills such as: initiative, teamwork, team building, resilience, problem solving, etc., which are invaluable for anyone's CV once they enter the job market.

Activity Title SWOT Analysis for pursuing a career in sports	Activity Nr.: 9
Duration 75 Minutes	Organisation County/Name Italy/MVI
Nr. of people; 10 Target group; Young adults interested in pursuing a career in the sport industry/or enhancing their professional profile	Materials; <ul style="list-style-type: none"> • SWOT Analysis template/paper • Pens
Main objectives; Support the target group in understanding their skills, strengths and weaknesses from a professional perspective in order to understand what steps to take to pursue a career in sports.	
Instructions: <ol style="list-style-type: none"> 1. KICK-OFF (15 min). The trainer briefly explain to the participants the scope of this exercise. The trainer provides the participants with the SWOT Analysis template and instructs them on how it works and how best to fill it out. The trainer remains available to help participants during the compilation process. Participants are asked to focus on a particular career desire by analyzing and identifying their strengths and weaknesses, the steps they need to take, and the obstacles to achieving their goals. 2. INTO THE SWOT (15 min). Participants begin to fill out the swot analysis. Participants do a deep reflection on their skills, strengths and weaknesses, inserting adjectives and short sentences in the right spaces. 3. SHARING EXPERIENCES (15 min). Participants share their impressions of the exercise, expressing what difficulties they found in completing it and on what points were easier. Participants, if comfortable, are invited to share their SWOTs highlighting certain points and discussing with peers possible actions to take in order to pursue their career goal. 4. CREATE AN IDEA (30 min) Divide the participants into groups of 4-5 and ask them to develop an imaginary CSR project. Then everyone will present their project and give their opinions about each other's projects. 	

Evaluations:

Participants compare and discuss the difficulties they encountered in carrying out the exercise and its usefulness. The opportunity to reflect and compare with peers enables them to understand how to act to achieve their career goal.

Tips for Facilitators:

Be well prepared on the purpose and how to compile a SWOT Analysis. Print out copies with the SWOT Analysis template/ provide participants with sheets where they can create the template with the 4 divisions with pens.

Further readings:

Strength, Weakness, Opportunity, and Threat (SWOT) Analysis:

<https://www.spiderstrategies.com/blog/swot-analysis-template/>

SWOT Analysis: What It Is & How to Do It [Examples + Template]:

<https://www.semrush.com/blog/swot-analysis-examples/>

Activity Title Be prepared to show your talent	Activity Nr.: 10
Duration 80 Minutes	Organisation County/Name Italy/MVI
Nr. of people; 10 Target group; Young adults interested in pursuing a career in the sport industry/or enhancing their professional profile	Materials; <ul style="list-style-type: none"> • CV templates • Pens • Paper
Main objectives; Support the participants to understand their professional objective in career sports and enhance their CVs.	
Instructions: 1) FIRST STEP. the trainer asks participants to brainstorm and name career opportunities in sports, such as: sports doctor, physiotherapist, commentator, journalist, social media manager, coach, etc. (10 min). 2) SECOND STEP. According to similar interests, participants are divided into small groups 2 or 3 people and asked to list all the skills they are required for pursuing that kind of career (20 min). 3) THIRD STEP. Every participant is asked to elaborate their CV in order to make it more appealing for the chosen professional path. Trainer will provide templates or let the participants choose to produce a video/media/online CV (35 min). 4) FOURTH STEP. Participants are asked to present their works to their peers (or in small groups) in order to share feedbacks and confront on the skills and experiences they decided to stress the most (15 min)	
Evaluations: Participants share ideas, advices and feedbacks on how to enhance their background and profile in order to foster their employability attractiveness.	

Tips for Facilitators:

Prepare templates or alternatives for CV preparation.

Depending on the group dynamics decide how to divide participants into groups both in the 2nd step and in the 4th.

Further Readings:

Canva.com contains lots of CV templates.

Tips for video CV: [Create a great CV](#)

Example of careers related to sports:

[Most Promising Careers in Sports](#)

CHAPTER - 6



SPORT VOLUNTEERING

This chapter explains the role and importance of volunteers in the world of sport. It details how volunteers contribute to sport organisations and the benefits they provide to sporting communities. Sport volunteering helps sport organisations run successfully, while encouraging community commitment and individual development.

Benefits of volunteering for individuals, communities, and sports organizations

Within the scope of the MOVVO Project, it is important to highlight the importance of sports volunteering, to show how volunteers can contribute to the sports sector and to support them. This helps volunteers develop their skills, sports organizations operate effectively and young people discover career opportunities in sports. It also provides strategies to mitigate the effects of the Covid-19 pandemic on the sports sector.

IMPACT

Benefits of volunteering for individuals, communities, and sports organizations

Youth: Volunteering in sports increases the chances of young people entering the business world and contributes to their personal development.

Sports: Sports organizations can operate more effectively and sustainably thanks to volunteers.

Volunteering: Encouraging volunteering increases social commitment and social responsibility.

Entrepreneurship: Young people can evaluate the opportunities to pursue a career in sports and establish their own sports clubs.

Activity Title A Simulation on Crisis Management and Volunteer Coordination	Activity Nr.: 11
Duration 80 Minutes	Organisation County/Name Italy/MVI
Nr. of people; 10-15 people Target group; Volunteers over the age of 18, young people who want to make a career in sports organizations	Materials; <ul style="list-style-type: none"> • Projector and computer, • Whiteboard and pens, post-it notes, flipchart paper, coloured pencils, participant notes, timer, role cards (cards representing different volunteer roles)
Main objectives; Developing crisis management and volunteer coordination skills in sports volunteering, increasing volunteers' rapid decision-making and collaboration skills; and understanding the importance of volunteering through real-life scenarios	
Instructions: Introduction (10 min): <ul style="list-style-type: none"> • The trainer explains the general importance and benefits of sports volunteering. • The trainer explains the importance of crisis management and volunteer coordination in sports organizations. Step 1: Scenario Introduction and Grouping (5 min): <ul style="list-style-type: none"> • Participants are divided into groups of 5-6 people. • Each group is given different scenarios for crisis situations that may arise during a sports event (for example, a sudden fire at a major sports event, a mass casualty situation, a change in the event area due to adverse weather conditions, etc.). • The groups take a short time to read and analyse the given scenarios. Step 2: Crisis Management and Volunteer Coordination (20 min): <ul style="list-style-type: none"> • Each group creates a crisis management plan in accordance with their scenarios and determines volunteer roles. • The groups write their plans and coordination strategies on post-it notes and flipchart papers. • Each group creates a step-by-step plan on how to manage the crisis (e.g., what tasks volunteers will undertake in the event of a fire, communication routes, use of emergency equipment, etc.). 	

Step 3: Role Playing and Simulation (30 min):

- Each group role-plays the crisis management plan they have created.
- The other groups and the trainer observe each group's performance and provide feedback.
- During the simulation, unexpected situations are added (e.g., one of the volunteers getting sick or equipment shortages) to test the flexibility of the groups and their ability to make quick decisions.

Step 4: Evaluation and Discussion (10 min):

All participants evaluate their simulation experiences and discuss the importance of sports volunteering in crisis management. Ideas are exchanged on the feasibility and sustainability of volunteering projects.

Closing (5 min): The trainer summarizes the main points of the activity and thanks the participants. Participants share their thoughts and learnings about the activity.

Evaluations:

Participant surveys (Post-event feedback form) and feedback from group discussions.

Tips for Facilitators:

Use interactive and creative methods to keep participants active, encourage equal division of tasks among groups, and allow each group to express and develop their ideas freely.

Further Readings:

- The Impact of Covid-19 on Sport (Grix et. al., 2021)
- How coronavirus infected sport (European Parliament)

Activity Title Sports Volunteering and Team Building	Activity Nr.:12
Duration 75 Minutes	Organisation County/Name Italy/MVI
Nr. of people; 10-15 people Target group; Volunteers over the age of 18, young people who want to make a career in sports organizations	Materials; <ul style="list-style-type: none"> • Projector • Whiteboard, flipchart paper • Pens, post-it notes, coloured pencils, • Bandanas (for group identification)
Main objectives; <p>Understanding Social Identity Theory (Tajfel & Turner, 1979) and strengthening group cohesion among volunteers.</p>	
Instructions: <p>The trainer explains the basic concepts of Social Identity Theory (Tajfel & Turner, 1979). According to the theory, individuals define themselves by their sense of belonging to social groups, and this sense of belonging to groups influences group behaviour.</p> <p>Step 1: Team Building and Identity Development (15 min): Participants are divided into groups of 4-5, and each group chooses a coloured bandana. The bandanas form the visual identity of the groups. Each group determines their own team name, logo, and values.</p> <p>Step 2: Social Identity and Team Tasks (30 min):</p> <ul style="list-style-type: none"> • Each group works on specific tasks and challenges that may be encountered in sports volunteering. (Example tasks: event organization, volunteer motivation, crisis management, etc.) • Groups develop strategies for how to accomplish their tasks and increase group attachment using the principles of Social Identity Theory. • During this phase, groups collaborate with each other to create a common activity plan. <p>Step 3: Presentations and Group Discussion (20 min):</p> <ul style="list-style-type: none"> • Each group presents the strategies they developed and the group identity they created to the other participants. • The trainer evaluates the strategies presented by the groups in terms of Social Identity Theory and provides feedback. 	

Evaluation and Closing (10 min):

- All participants share what they learned and experienced during the activity.
- The effects of sports volunteering on social identity and group dynamics are discussed.
- The trainer summarizes the main points of the activity and thanks the participants.

Evaluations:

Participant surveys and group feedback.

Tips for Facilitators:

Encourage group work and keep participants active.

Further Readings:

An integrative theory of intergroup conflict (Tajfel & Turner, 1979)
Social identity theory (Ellemers & Haslam, 2012)

CHAPTER - 7



TIME MANAGEMENT AND PRODUCTIVITY

Time management involves organizing and controlling how you allocate your available time to various tasks, enabling you to work more efficiently. By managing your time effectively, you can achieve a better work-life balance, which brings several advantages such as reduced stress and increased quality time with family and loved ones. Time management strategies can vary significantly among individuals based on their roles within an organization and their specific objectives.

For a business owner, effective time management might involve reducing time spent on routine tasks to concentrate on overarching strategic goals. Conversely, for an independent freelancer, the focus of time management may be to allocate sufficient time to each client while avoiding excessive time consumption.

The role of time management in managing life

Effective time management offers numerous advantages for both your professional life and overall work-life balance. It is crucial for maintaining control over your workday, enabling you to advance your business endeavors while preserving personal time. While developing and implementing strong time management skills requires effort and practice, the benefits become evident over time. As you refine your ability to manage time, you will find that accomplishing tasks becomes more efficient. This improvement leads to time savings, enhanced energy and productivity, and reduced stress as you navigate your responsibilities.

IMPACT

The impact of using time well on daily life, volunteering, and entrepreneurship

Time management is a crucial skill for entrepreneurs, pivotal for achieving goals, maintaining productivity, and ensuring a healthy work-life balance. Effective time management enables entrepreneurs to capitalize on opportunities and attain success. Key aspects of this skill include recognizing the value of time, setting realistic goals and deadlines, prioritizing tasks while delegating responsibilities, and minimizing distractions and time-wasters. Entrepreneurs should maintain a schedule, take regular breaks, and stay organized with appropriate tools and systems.

Additionally, managing stress, avoiding burnout, and remaining adaptable to changes are vital. Regularly evaluating and adjusting time management strategies further enhances their ability to navigate the challenges and seize opportunities in entrepreneurship. By integrating these practices, entrepreneurs can better manage their time and resources, whether they are just beginning or have years of experience in running their business.

Time management has a profound impact on youth as well, influencing various aspects of their lives. It plays a crucial role in academic success by helping students organize their study schedules, meet deadlines, and prepare effectively for exams, which often leads to improved grades. Proper time management also helps reduce stress by preventing last-minute rushes and minimizing anxiety related to academic and extracurricular responsibilities. Moreover, it enhances productivity, enabling young people to balance their academic work with extracurricular activities, hobbies, and social interactions.

Developing time management skills equips youth with essential life skills such as prioritization, goal setting, and self-discipline, which are valuable for their future careers and personal lives. Additionally, mastering time management can boost self-esteem as young individuals experience the satisfaction of meeting their commitments and achieving their goals. It also contributes to a better work-life balance, allowing them to allocate time for studies, relaxation, family, and social activities, thus promoting overall well-being and preventing burnout. Furthermore, these skills prepare youth for future responsibilities by teaching them how to manage multiple tasks and deadlines effectively. Overall, effective time management helps young people achieve their goals.

Activity Title Mastering your time	Activity Nr.: 13
Duration 80 Minutes	Organisation County/Name Turkiye/Faal Derneği
Nr. of people; 8-15 people Target group; Young professionals and students (ages 18-35) looking to improve their time management skills.	Materials; <ul style="list-style-type: none"> • Projector and screen for presentations • Handouts summarizing time management techniques • Worksheets for personal planning • Whiteboard and markers for group discussions • Pens and paper for participants • Timer for the Pomodoro technique exercise
Main objectives; To equip participants with practical time management skills, helping them prioritize tasks, reduce stress, and enhance overall productivity in their personal and professional lives.	
Instructions: 1. Introduction and Icebreaker (10 minutes) Begin with a brief introduction of the facilitator. Participants introduce themselves and share one time management challenge they face. Use a fun icebreaker related to time (e.g., "If you could time travel, where would you go?"). 2. Understanding Time Management (10 minutes) Present a brief overview of what time management is and why it is important. Discuss common time management pitfalls (e.g., procrastination, lack of prioritization). 3. Introducing Time Management Techniques (10 minutes) <ul style="list-style-type: none"> • Introduce various techniques such as: • Eisenhower Matrix: Distinguishing between urgent and important tasks. • Pomodoro Technique: Working in focused sprints with breaks. • Time Blocking: Allocating specific time slots for tasks. 	

4. Group Activity: Prioritization Challenge (20 minutes)

- Divide participants into small groups (4-5 people).
- Give each group a list of tasks (both urgent and important).
- Ask them to categorize the tasks using the Eisenhower Matrix.
- Groups share their categorizations and reasoning.

5. Personal Planning Exercise (20 minutes)

- Participants create their own weekly or daily schedule using their chosen techniques.
- Encourage them to set specific, measurable goals for the week.
- Provide worksheets to guide them through the planning process.

6. Sharing and Feedback (10 minutes)

- In pairs, participants share their plans and discuss potential challenges.
- Encourage them to provide constructive feedback to each other.

Evaluations:

Participant surveys and group feedback.

Tips for Facilitators:

- Create a Comfortable Environment
- Be Flexible
- Provide Practical Examples

Further Readings:

- [Prioritize Your Time](#)
- [Pomodoro Technique](#)

Activity Title Time Management and Productivity Bootcamp	Activity Nr.: 14
Duration 90 Minutes	Organisation County/Name Turkiye/Faal Derneği
Nr. of people; 10-15 people Target group; High School Students College Students Working Professionals	Materials; <ul style="list-style-type: none"> • Time audit worksheets • Sticky notes and markers • Flip charts or whiteboards for group discussions • Handouts on the Eisenhower Matrix and SMART goals • A list of time management techniques • Feedback forms
Main objectives; <p>This activity plan is designed to be interactive and practical, allowing participants to actively engage with time management concepts while applying them to their own lives.</p>	
Instructions: <p>1. Icebreaker: “Time Thieves” (15 minutes) Participants share their biggest distractions or “time thieves” in small groups. Each group presents one common theme to the larger group.</p> <p>2. The Time Audit Challenge (20 minutes) Participants complete a simple time audit worksheet, tracking how they spent their time in the past week. Discuss findings in pairs: What surprised you? What patterns did you notice?</p> <p>3. The Eisenhower Matrix Exercise (30 minutes) Introduce the Eisenhower Matrix: Urgent vs. Important tasks. Participants categorize their current tasks into the matrix using sticky notes. Groups discuss strategies for handling tasks in each quadrant, focusing on prioritization.</p>	

4. Goal Setting Workshop (25 minutes)

Teach the SMART criteria for goal setting.

Participants write down one personal and one professional SMART goal.

In small groups, participants share their goals and get feedback on how to refine them.

Evaluations:

Group reflection: What is one key takeaway from today's workshop?

Tips for Facilitators:

- Encourage Participation: Foster an inclusive environment where everyone feels comfortable sharing.
- Provide Examples: Use real-life scenarios to illustrate the effectiveness of each time management technique.
- Be Energetic: Keep the atmosphere lively to maintain engagement, especially during discussions and activities.
- Follow Up: Offer optional follow-up resources, such as a group chat or online meeting, to check on progress and maintain accountability.

Further Readings:

- [How to prioritize your to-do list](#)
- [Prioritize Your Time](#)

CHAPTER - 8



ENTREPRENEURIAL SKILLS AND INNOVATION IN SPORTS

Entrepreneurial skills and innovation play a pivotal role in revolutionizing the sports industry, enhancing both operational efficiency and fan engagement. Strategic thinking allows sports leaders to set and achieve long-term objectives, while effective risk management addresses financial uncertainties associated with player contracts and sponsorships. Building strong networks and relationships with sponsors, media, and fans is key to securing deals and boosting visibility. Financial expertise supports budgeting and funding, and robust marketing and branding efforts elevate the profile of sports organizations.

Encouragement to develop and realize new ideas

Entrepreneurship has emerged as a crucial driver of innovation, change, and employment within the sports industry, becoming essential for addressing the rapidly evolving needs of consumers. For sports organizations, entrepreneurial skills and innovation are not only vital tools for effective business management but also crucial during times of crisis. These skills provide a competitive edge by helping organizations stay ahead of competitors and adapt to market shifts. Entrepreneurial strategies enable sports entities to identify and exploit new opportunities, while innovation enhances fan engagement through advanced technologies and personalized experiences, fostering loyalty and boosting revenue.

IMPACT

The combination of all acquired skills and innovative ideas

The combined impact of MOVVO and entrepreneurial skills and innovation in sports on entrepreneurship is profoundly transformative, driving substantial growth and development within the sector. MOVVO's emphasis on career development nurtures a new generation of entrepreneurs by enhancing their skills and competencies, thereby fostering effective leadership and innovation. This support leads to the creation of new ventures, opportunities, and programs, enriching the sports landscape.

Entrepreneurial skills and innovation improve operational efficiency by streamlining processes and optimizing resources, while also boosting fan engagement and revenue through creative new approaches. Together, MOVVO and entrepreneurial innovation help expand the sector's reach by introducing novel sports formats and initiatives that appeal to diverse audiences. They also promote sustainable practices, aligning with consumer expectations and enhancing the environmental and social impact of sports organizations. Ultimately, this synergy strengthens the sports ecosystem by creating a network of skilled professionals and innovative solutions, driving the sector's growth and adaptability.

Also, the impact of MOVVO and entrepreneurial skills and innovation on youth is significant and multifaceted, shaping their development and future opportunities in profound ways. MOVVO's support for career development in sports provides young people with valuable pathways to explore sports careers and engage in meaningful volunteer work. This exposure can inspire and equip them with the skills necessary to pursue entrepreneurial ventures within the sports sector. By fostering an entrepreneurial mindset, MOVVO helps youth envision and realize opportunities such as starting their own sports clubs or initiatives, encouraging innovation and leadership from an early age. Additionally, the emphasis on entrepreneurial skills and innovation cultivates critical competencies such as problem-solving, creativity, and strategic thinking. These skills are essential for navigating the dynamic sports industry and can be applied beyond sports to various career paths.

Activity Title Entrepreneurial Skills and Innovation in Sports	Activity Nr.: 15
Duration 90 Minutes	Organisation County/Name Turkiye/Faal Derneği
Nr. of people; 10-15 people Target group; Aspiring Entrepreneurs (ages 16-30) interested in sports, Sports Coaches and Trainers, Athletes looking to develop business skills, Community Sports Organizers	Materials; <ul style="list-style-type: none"> • Printed Handouts: • Entrepreneurial skills checklist • Innovation frameworks (e.g., Design Thinking) • Flip Charts/Whiteboards: • Markers/Pens: • Post-it Notes:
Main objectives; This activity plan aims to empower participants with the skills and mindset needed to innovate in the sports industry while fostering an entrepreneurial spirit.	
Instructions: 1. Icebreaker: “Pitch Your Sport” (15 minutes) Participants introduce themselves and share a unique sport or activity they enjoy. <ul style="list-style-type: none"> • Each participant gives a one-minute pitch about why their chosen sport is innovative or exciting. 2. Exploring Entrepreneurial Skills (15 minutes) Discuss key entrepreneurial skills relevant to sports (e.g., creativity, resilience, networking). Small group discussions on how these skills can be applied in various sports contexts. 3. Introduction to Innovation Frameworks (10 minutes) Brief overview of innovation frameworks like Design Thinking and Lean Startup. Discuss how these frameworks can be applied to develop sports-related ideas. 4. Idea Generation Session: “Innovate Your Sport” (25 minutes) Participants brainstorm innovative ideas for a sports product, service, or initiative using the frameworks introduced. Use Post-it notes to jot down ideas and categorize them into themes.	

5. Pitch Session (25 minutes)

Participants prepare a 2-3 minute pitch for their business idea, focusing on its uniqueness and potential impact in the sports sector.

Participants present their pitches to the group.

Encourage constructive feedback from peers and facilitators after each pitch.

Evaluations:

- Group discussion on key takeaways and the importance of innovation in sports entrepreneurship.
- Distribute feedback forms and resources for further learning.

Tips for Facilitators:

- Encourage Open Communication: Create a welcoming environment where participants feel comfortable sharing their ideas.
- Use Real-World Examples: Share successful sports entrepreneurs and innovative startups to inspire participants.
- Be Engaging: Keep activities dynamic and interactive to maintain participant interest and energy.
- Facilitate Networking: Encourage participants to connect and collaborate beyond the workshop.
- Follow Up: Consider creating a platform for ongoing support, such as a group chat or social media group for sharing progress and resources.

Further Readings:

[The Lean Startup](#)

Activity Title Developing Entrepreneurial Skills	Activity Nr.: 16
Duration 90 Minutes	Organisation County/Name Turkiye/Faal Derneği
Nr. of people; 10-15 people Target group; Young Entrepreneurs (ages 16-30) Students interested in entrepreneurship	Materials; <ul style="list-style-type: none"> • Flip Charts/Whiteboards: • Markers/Pens • Post-it Notes • Projector (optional): For presentations or visual aids.
Main objectives; <ul style="list-style-type: none"> • To develop essential entrepreneurial skills such as creativity, problem-solving, communication, and business planning. • To encourage participants to identify and pursue their entrepreneurial ideas. 	
Instructions: 1. Ice breaker: 'My Entrepreneurial Spirit' (25 min.) The participants introduce themselves and are then divided into groups. The groups first discuss the basic entrepreneurial skills: creativity, flexibility, networking and adaptability. A group discussion takes place on how these skills can influence personal and professional development. They then present the important skills they have identified to the other groups and exchange ideas. 2. Idea Generation Session: (35 minutes) Then, the facilitator assigns a topic-area to each group. Participants brainstorm in groups and develop an entrepreneurial idea based on the given areas. Each group prepares and presents a short presentation (2-3 minutes) for their idea, focusing on the unique value proposition. 3. Problem Solving Workshop (20 minutes) Introduce SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) as a tool to evaluate ideas. Participants work in pairs to conduct a SWOT analysis on a selected entrepreneurial idea.	

4. Pitch Preparation and Practice (10 minutes)

Participants improve their presentations based on feedback from peers and facilitators.

Evaluations:

- Group discussion on key takeaways and next steps in their entrepreneurial journeys.
- Distribute feedback forms and additional resources for continued learning.

Tips for Facilitators:

Foster a Collaborative Environment: Encourage open dialogue and idea sharing among participants.

Provide Constructive Feedback: Offer supportive, actionable feedback during pitch sessions to help participants improve.

Further Readings:

- [How to become-an-entrepreneur](#)
- [How To Become an Entrepreneur in 2025](#)



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