



**Sport has the Power to Change the Europe!  
European Sport Volunteers as a  
Social Leader and Social Innovator**

**603555-EPP-1-2018-1-TR-SPO-SCP**

**Module-1: Volunteering and leadership**



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

<p><b>Module Description</b></p>	<p>This module addresses the issue of volunteering and leadership in the sports field. It consists of an introduction to the contents and basic concepts, which will give you an idea of key aspects of this topic. This module will cover from the general principles of sports volunteering, which agents are involved and what it means to be a sports leader, to recommendations and good practices for all those who wish to be introduced to the field of sports volunteering. Strategies for the recruitment and management of sports volunteers will also be introduced.</p>
<p><b>Learning Outcomes</b></p>	<p>At the end of this module, sport volunteers will be able to:</p> <ul style="list-style-type: none"> <li>• Describe basic concepts regarding volunteering and leadership in sports.</li> <li>• Explain the sports leader-volunteer role.</li> <li>• Understand strategies to recruit and manage of volunteering processes.</li> <li>• Apply the recommendations and good practices for volunteers during an event.</li> </ul>
<p><b>Learning Activities</b></p>	<ul style="list-style-type: none"> <li>• To watch 1 introduction video</li> <li>• To watch 1 video tutorial</li> <li>• To complete 3 game-like interactive tasks related to the video tutorial</li> <li>• To reading the articles related to Volunteering and Leadership in sports</li> <li>• To reading the good examples/case study</li> <li>• To watch the expert video</li> <li>• To get 80 score from the quiz</li> </ul>
<p><b>Estimated duration</b></p>	<p>Total workload is 2 hours including:</p> <ul style="list-style-type: none"> <li>• 20 minutes for watching videos</li> <li>• 60 minutes for exploring obligatory reading material</li> <li>• 30 minutes for exercises</li> </ul>
<p><b>Video Transcript</b></p>	<p>VIDEO INTRODUCTION</p> <p>Hi! Welcome to the Module 1.</p> <p>Nowadays, many clubs, associations and other entities consider volunteers a key figure for the entity. The time, effort and dedication of volunteers are the fundamental basis for their development. Volunteering is the reason behind basic sport. The big clubs and federations are often and increasingly nourished by volunteering. Sometimes, volunteers have a large number of tasks and responsibilities. This is why it is necessary to have tools that allow us to attend to the needs of the entity and the volunteers with our own perspective of the social moment we are living. There are many reasons that make someone want to volunteer: the experience within the organisation of clubs and sports events, to meet relevant people within the chosen sport and people who carry out important functions in the world of sport in general, and to test their abilities. In the same way, there are other additional reasons such as learning through community service, being fit, feeling useful, creating bonds with a group of people, being an agent of change, improving self-esteem, feeling part of a project, experiencing commitment, improving skills, discovering oneself and so on, doing all this in a fun and joyful atmosphere.</p>

On the other hand, it is important to know what is a sports leader within this context of volunteering, where we will see that it is not just a role, but it is also about the behaviours exhibited by this role. Keep in mind that the leader influences followers with the actions.

In this lecture, we will learn the importance of sports volunteering and the key aspects necessary for a proper management. Specifically, the lesson will be developed around six interrelated topics:

- General principles of sports volunteering.
- Leadership and the sports leader-volunteer role.
- The recruitment and characteristics of volunteers.
- The management of volunteering.
- General recommendations during the development of an event
- Decalogue of good practices for sports volunteer.

Get ready to learn more about the world of sports volunteering and leadership!

## TUTORIAL VIDEO

### 1.1 General principles of sports volunteering, approaches and agents involved

Sport volunteering has become a fundamental aspect for the development of small clubs, associations and sports entities, and it is also the mainstay of grassroots sport. Through a useful and effective commitment, volunteering contributes to the Welfare State as a means of relationship, collaboration and participation.

One of the main advantages of volunteering is based on the benefits of participating in this type of activity, whether personal (freedom and autonomy, expression and innovation through social relations, bond creation and connections, personal satisfaction and motivation towards the task, ethical values, etc) or social (transformation and improvement of society, non-discrimination and pluralism, participative coexistence, positive social feedback, among others).

The approaches to volunteering are also very varied. Among others, the approaches that place volunteering as an element to promote transparent, participative and sustainable social projects; those that place volunteering as a tool for social transformation; the organizations that focus on the search for excellence through quality volunteer management and finally, the multidisciplinary approach, especially interesting for the sports volunteer due to the versatility and its transversal character. In this regard, one of the disciplines or areas that are included in the wide range of volunteering is sports volunteering. The fundamental objectives are the integration of different social groups into the same team or activity, serving as a motivating and not limiting element, and the social awareness of healthy living and leisure guidelines as an alternative to sedentary habits.

Several agents participate in sports volunteering. We can point out the following:

- Voluntary sports organisations: Any association, group or sports club, federation, foundation or similar that carries out actions with volunteers.
- Volunteer
- People targeted by the volunteer programme.

### 1.2 Leadership and the role of the volunteer-sports leader

In sports volunteering, as in all other areas, the role of the leader takes on great importance. Sports leadership is based on the confidence that the leader awakens in the team/group members, being this role essential for the group structure and its future development.

Several studies corroborate the existence of different types of leadership, such as authoritarian, democratic, transactional, transformational, etc. However, it is possible to define a series of common features to the different types of leadership based on updated theoretical frameworks. The most widely accepted proposal points out the following as relatively universal traits of leaders: (a) Motivation for achievement, (b) Motivation to influence others, (c) Relevant and necessary knowledge for the group functioning; (d) Cognitive competition, (e) Social competition, (f) Self-confidence in their own competences, (g) Flexibility and capacity to adapt their behaviour to different situations and followers.

According to the answers from experts in sports volunteering, the sports leader is a role that contributes and collaborates for the benefit of all the citizens who make up the sports system. Therefore, sport volunteering is actually a form of citizen participation in the society. Both, the sports leader and the sports volunteers, freely decide to participate in the improvement of their environment by engaging in different causes through non-profit entities. This profile seeks a way to put into practice values such as solidarity, generosity, commitment, involvement or participation, thus contributing to the construction of team cohesion and social capital.

The main functions of the sports leader would be the design, planning and implementation of sports activities to achieve the purposes set by the program manager, relying on the sports volunteer's team. In fact, thanks to the voluntary participation of the sport leaders as the main axis, it is possible for the volunteers to carry out all the necessary phases in the management of the sport activities. This includes an adequate development from the planning, direction, execution and evaluation of the activities, through which the sport leaders can develop the transversal competences that are directly related to employability.

Moreover, it is important to emphasize the importance of differentiating the role of the sports volunteer depending on the context where is working. For instance, when the context is the University sports, everything takes on a different dimension. On the one hand, solidarity structures are created, facilitating the integration, as well as promoting values that contribute to the integral vocational training of the students. On the other hand, it encourages the talent recruitment. Volunteering can provide an ideal platform for discovering students with the potential to be on charge of positions involving a higher responsibility in the future.

### 1.3 Recruitment of volunteers and characteristics

Considering the main aspects of sports volunteering and the sports leader role, one of the key points can be addressed, the recruitment of volunteers. There are mainly two recruitment methods: broad recruitment and targeted recruitment. For both cases and, in order to carry out the recruitment, a strategy has to be followed based on the organization of informative conferences for potential candidates (university students, club members, NGO's, educational centres), campaigns to promote volunteerism, conferences and congresses related to sports and so on. Furthermore, other associations, volunteer assistance office and special mentions to the honorary volunteers could be also important.

Usually, the advertisements for the selection of sports volunteers seek people with empathy, enterprising and enthusiasm as their main characteristics or skills. Once volunteers are selected, roles can be assigned based on the characteristics of each volunteer. Among the main functions of the sports volunteer are protocol and language assistance, health care, transfer support, track assistants, accreditation and results management.

### 1.4 Management of volunteering in the sport organizations

Once volunteers' team is selected, another important point to take into consideration is the management of the volunteering within the sports organizations. The entity has a structure and an organization in which the volunteer can develop the activity and to contribute to the own knowledge, time and experience.

Some prior knowledge of volunteer management is necessary since volunteers have rights that must be protected, as well as obligations that must be fulfilled. The volunteer is the main competition asset in sports organisations, and the participation of volunteers always involves costs that can be substantial and must be taken into account. Finally, it is important to consider that, even if the organisation is not profit-oriented, it has to be competitive in order to achieve its objectives.

We can define the following phases of volunteer management:

Phase 1: The functional structure. In this phase, take place the definition of units (organization chart), the definition of the member's functions, the definition of suitable activities for volunteers and experts, as well as the establishment of an appropriate ratio between paid staff and volunteer.

Phase 2: The recruitment methods described above are achieved (broad and targeted).

Phase 3: Planning takes place. The number of required volunteers is quantified, the ideal profile is identified, the activities necessary to select the staff are scheduled, the calendar is established and the training and integration of staff is carried out. In addition, in this phase the necessary logistic resources for the organisation's staff must be foreseen (food, transport, accreditation, uniforms, gifts, parties...)

Phase 4: The goal is to maintain the relationship with the volunteers. It seeks to achieve a group cohesion and a shared identity within the volunteer collective as well.

#### 1.5 Behind the scenes of volunteering in sports

We must take into account the challenges that can arise from volunteering in sport-related events. Volunteers must learn to deal with certain situations, so we cannot forget that being part of the sport world can bring a lot of benefits but equal challenges. The main aspect to take into consideration while signing up for volunteering in sports is that you are as important as the athletes and should act likewise. You need to be fast, diligent, think critically, pay attention, be responsible and very fast-reacting. The preparation of the volunteers should be an intensive, long-term and, whenever possible, continuous process. It is a necessary step where a lot of effort and time should be invested. The volunteers play a critical role in providing opportunities for sports participation for others and equally for themselves. Having the chance to volunteer in a sport event means you are part of this event and you need to support it to happen at high standards for everyone involved.

The majority of the sport events have staff placed in key positions. Helping someone is always desired, as long as it necessary without overstepping the assigned tasks. As a volunteer, they have responsibilities and tasks to complete and they should stick to them even if they would like to help around a bit more.

In order to avoid typical problems on the stage, some examples of good advices or practices for the volunteers could be necessary, for example, avoid transporting heavy or dangerous objects. In addition, it is possible to explore the event stage beforehand and walk around carefully in order to mark the places that involve some risk. Volunteers should also be clear about the areas with more transit and those with less in order to avoid the potential audience to affect the normal course of the event. Finally, a good coordination and communication between all the volunteers and members of the organisation is crucial to avoid unforeseen

events and, in case they occur, take advantage by resolving the issue in a quick and efficient manner.

#### 1.6 Decalogue of good practices for sports volunteers

When talking about volunteering, we can surely mention a lot of benefits that it can bring us. Sport volunteering though goes beyond that. It is as exciting as the sports performed, it's challenging and demanding, and although it requires a lot of focus, it rewards you with incredible moments that could not be experienced anywhere else.

There are many aspects that come in our mind when we talk about volunteering in sports, yet we chose the top 10 most important ones as unofficial rules for such kind of experience:

1° Communication. Concerning the volunteering, communication is crucial. The tasks performed by the volunteer are directly affecting the games and everything connected to them. Constant talking and keeping everyone updated is the main point here.

2° Respect. For a great success of the event, the volunteers should know how to respect the people they have to work with. This is a place where the personal life must be left aside and acting professionally is a must.

3° Punctuality. Your colleagues and coordinator depend on you. Being late can start a chain reaction. The competition won't wait for sure, but your absence can create a lot of difficulties for your coordinator or colleagues.

4° Critical thinking. There are different ways to react to a potential event and prevention is essential here. You are in the event to observe, analyse, interpret, reflect, evaluate, solve problems and make decisions.

5° Speed of reaction. The experience is intense and it is concentrated in a very short amount of time in which anything can happen. You need to be able to react fast, to intervene when needed and yet, to keep your calm and know your limits.

6° The mirror. The way you behave and react is the mirror that the people perceive about the event. You are responsible for bearing the entire image of the organization team and there might be a lot of pressure on you for this. Be positive, support your colleagues, outperform in your tasks, assist the public or the media and, in summary, get involved as much as you can and desire, but always showing a good attitude.

7° Learn and support. Sharing is caring. Share with the others the solutions you figured out, support them, get involved, make a difference, create an impact. Volunteering is about giving as much as we get.

8° Fair play. Just like in sports, fair play in volunteering is essential. You are part of a team and, together, you have a common goal. Everyone can make a difference by cooperating.

9° Enjoy the sport. Sports can offer you lessons that might be difficult to learn outside the gym. You will find not just a great team work, cooperation, communication and support, but also great performances and a great show. The best way to volunteer in sports is to speak the sports "language".

10° Have fun. Enjoy your working and free time equally. A sport event is more than just the sport itself.

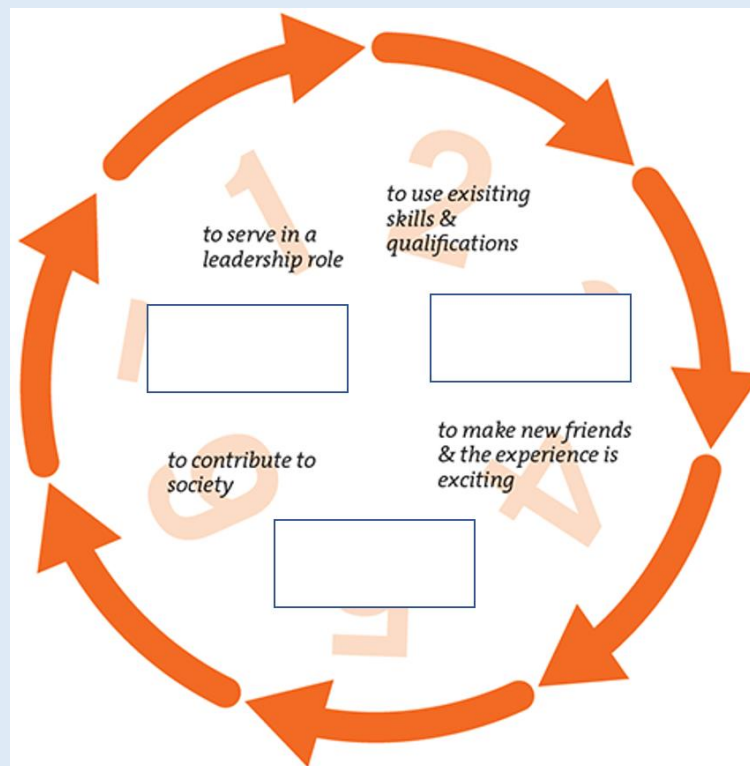
**Gamification-  
Based  
Interactive  
Tasks**

**Task-1:** Read the following article from ASPETAR about Volunteers in Sport.

<https://www.aspetar.com/journal/viewarticle.aspx?id=30#.X3mYEGzaCo>

There are six main categories of general volunteering motives. Try to choose two of them as the most common motives for volunteering in youth. Give an argument for each in the box below:

**Task-2:** Try to fill the gaps with the correct answer in this figure.



**Number \_\_\_:** To find a sense of belonging

**Number \_\_\_:** To contribute to the organisation & to see inside the event

**Number \_\_\_:** To feel that their input is valued by the organisation

	<p><b>Task-3:</b> Concerning the strategies for success in sport volunteering, “Encourage volunteers to engage with leaders” seems to be a good one. Please, try to think about one example in real life (a real event), How do you think a leader could improve interaction with sports volunteers by promoting teamwork and engagement in the event?</p> <div data-bbox="349 360 1505 786" style="border: 1px solid #4a7ebb; border-radius: 15px; height: 190px; margin: 10px 0;"></div>
<p><b>Reading</b></p>	<p>Effects of a sport leadership programme on the perceptions of university students about their leadership competencies:  <a href="https://ccd.ucam.edu/index.php/revista/article/view/1530">https://ccd.ucam.edu/index.php/revista/article/view/1530</a></p> <p>Volunteerism and volunteer management in sport:  <a href="https://www.sciencedirect.com/science/article/pii/S1441352317300013">https://www.sciencedirect.com/science/article/pii/S1441352317300013</a></p> <p>Volunteers and mega sporting events: developing a research framework:  <a href="https://core.ac.uk/reader/9024667">https://core.ac.uk/reader/9024667</a></p>
<p><b>Reading Good Examples/Case Study</b></p>	<p>ESLP Erasmus+ project: <a href="https://www.europeansportleadershipprogramme.eu/home-sp">https://www.europeansportleadershipprogramme.eu/home-sp</a></p> <p>ABLE mentor programme: <a href="https://www.ablebulgaria.org/en/">https://www.ablebulgaria.org/en/</a></p> <p>Handbook of the youth volunteer in sport:  <a href="https://www.bulsport.bg/img/documents/Naruchnik_Dobrovoltsi_Sporta.pdf">https://www.bulsport.bg/img/documents/Naruchnik_Dobrovoltsi_Sporta.pdf</a></p> <p>Volunteer at Walmer Sports Project South Africa:  <a href="https://www.youtube.com/watch?v=Q0VO-Nhuzxo">https://www.youtube.com/watch?v=Q0VO-Nhuzxo</a></p>
<p><b>Expert Video</b></p>	<p><u>Expert:</u> Francisco José Cánovas Álvarez (UCAM-Spain):  <a href="https://youtu.be/A71x11qWO6A">https://youtu.be/A71x11qWO6A</a></p>



<p style="text-align: center;"><b>Quiz (for MOOC)</b></p>	<ol style="list-style-type: none"> <li>1. Regarding the approaches to volunteering, which is not belonging to those referred in the lecture? <ol style="list-style-type: none"> <li>a. A tool for social transformation</li> <li>b. An element to promote transparent, participative and sustainable social projects</li> <li><b>c. Focus on the improvement in the bussiness from the organizations perspective</b></li> <li>d. The multidisciplinary approach, versatility and its transversal character</li> </ol> </li>   <li>2. The most widely accepted proposal points out the following as relatively universal traits of leaders (Select the incorrect one): <ol style="list-style-type: none"> <li>a. Relevant and necessary knowledge for the group functioning</li> <li><b>b. Low level of cognitive and social competitiveness</b></li> <li>c. Flexibility and capacity to adapt their behaviour to different situations and followers</li> <li>d. Self-confidence in their own competences</li> </ol> </li>   <li>3. Once volunteers are selected, roles can be assigned based on the characteristics of each volunteer. Among the main functions of the sports volunteer are: <ol style="list-style-type: none"> <li>a. Protocol and language assistance</li> <li>b. Accreditation and results management</li> <li>c. Health care and transfer support</li> <li><b>d. All are correct</b></li> </ol> </li>   <li>4. The phase 2 of volunteer management is defined as: <ol style="list-style-type: none"> <li>a. Planning takes place. The number of required volunteers is quantified, the ideal profile is identified</li> <li><b>b. The recruitment methods are achieved.</b></li> <li>c. The functional structure</li> <li>d. The goal is to maintain the relationship with the volunteers</li> </ol> </li>   <li>5. We can define the phase 4 of volunteer management as: <ol style="list-style-type: none"> <li>a. The functional structure</li> <li>b. Planning takes place. The number of required volunteers is quantified, the ideal profile is identified</li> <li><b>c. The goal is to maintain the relationship with the volunteers</b></li> <li>d. The recruitment methods described above are achieved (broad and targeted).</li> </ol> </li> </ol>
<p style="text-align: center;"><b>Questions (for Gamification)</b></p>	<ol style="list-style-type: none"> <li>1. Several agents participate in sports volunteering. Select the correct one: <ol style="list-style-type: none"> <li>a. Volunteers, sport event and athletes</li> <li><b>b. Voluntary sports organizations, volunteer, people targeted by the volunteer programme</b></li> <li>c. Volunteers, voluntary sports organizations and atheletes</li> <li>d. Voluntary sports organizations, sport event and athletes</li> </ol> </li>   <li><u>2</u> There are mainly two recruitment methods in sport volunteering: <ol style="list-style-type: none"> <li>a. General and specific recruiment</li> <li>b. Broad and narrow recruiment</li> <li><b>c. Broad and targeted recruitment</b></li> <li>d. General and narrow recruiment</li> </ol> </li> </ol>

2 medium questions:

- 3 Which option is one of the main functions of the sports leader?
- a. The logistic organization of the sports event and the recruitment of volunteers together with human resources
  - b. Design, planning and implementation of sports activities to achieve the purposes set by the program manager, relying on the sports volunteer's team**
  - c. Collaborate as a volunteer in the management of the organization and sports events with a business orientation
  - d. None is correct
- 4 What is the correct option regarding some aspects of the decalogue of good practices for sports volunteers?
- a. Communication, punctuality, critical thinking and Fair play**
  - b. Respect, the mirror, have fun, take the profit
  - c. Communication, speed of reaction, learn and support, take the opportunity (famous athletes)
  - d. None is correct

1 difficult question:

- 5 Following the decalogue of good practices for sports volunteers, which is the explanation for "Critical thinking"?
- a. The experience is intense and it is concentrated in a very short amount of time in which anything can happen. You need to be able to react fast.
  - b. You are part of a team and, together, you have a common goal. Everyone can make a difference by cooperating
  - c. There are different ways to react to a potential event and prevention is essential here. You are in the event to observe, analyse, interpret, reflect, evaluate, solve problems and make decisions.**
  - d. You are responsible for bearing the entire image of the organization. Outperform in your tasks and get involved as much as you can.