



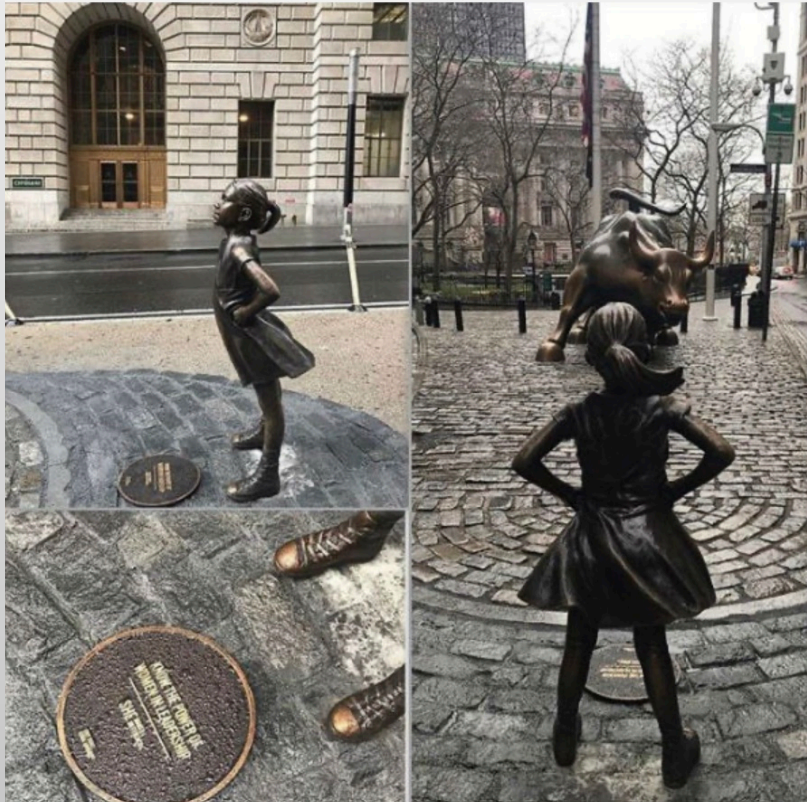
FISE

# «*Fearless Girls*»

A gender project for women of  
equestrian sport

# *Fearless Girl*

*Wall Street, New York, 8<sup>th</sup> March 2017*



On the occasion of the International Women's Day 2017, a campaign to raise awareness and enhance the role of women in the world of work, the bronze sculpture of the Fearless Girl was placed, to challenge the mighty Charging Bull, a symbol of power on Wall Street.

The plaque in front of the sculpture shows the phrase:

*Know the power of women  
in leadership*



*“We must do more to bring women into sport leadership. We have seen what women can do on the field of play. We need their intellect , energy and creativity in the administration and management of sport as well.”*

**Thomas Bach**

President of International Olympic Committee



**Equality between women and men is a fundamental principle of the European Union.**

**It is a common value of the European Union and a necessary condition for the achievement of the European Union's objectives of growth, employment and social cohesion.**



## «*RATIONALE*»

The sports sector is full of opportunities for administrative and leadership positions. However, most top positions are occupied by men, while women remain significantly under-represented, especially in key leadership positions.

Addressing this deficit plays an important role in improving governance in sport.

For a long time, women have been employed in positions with less power, lower wages and fewer opportunities for advancement.

The main barriers can be identified in the lack of networking opportunities for women in sport, the perception that women are less qualified than men and gender stereotypes that prevent women from being hired in positions of greater responsibility.





**It is essential that sports organisations are engaged in the objective of increasing the number of women on boards, committees, and in the management of sports administration and sports governing bodies.**







Strategic actions must therefore be put in place, including the implementation of training courses on leadership development for women, promotion of the creation of networks for women, support for the creation of learning communities for woman in Equestrian Sports and the use of any other means to guarantee gender equality.



# «*GENDER BALANCE IN ITALY*»

A single significant statistic:

On the occasion of the well-known Covid-19 health emergency, the Italian government appointed a Task Force made up of 450 experts and scientists, **all male**



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# «*GENDER BALANCE IN FISE*»

From the analysis of the data relating to the year 2019, it emerges that the female gender is represented as follows:

Under 18 members: 78%

Over 18 members: 63%

Instructors and trainers: 55%

Officials: 51%

Members of the Governing Boards of the Associations: 51%

Association Presidents: 39%

Regional Board Members: 23%

Federal Committee Members: 30%

Federal Board Members 17%

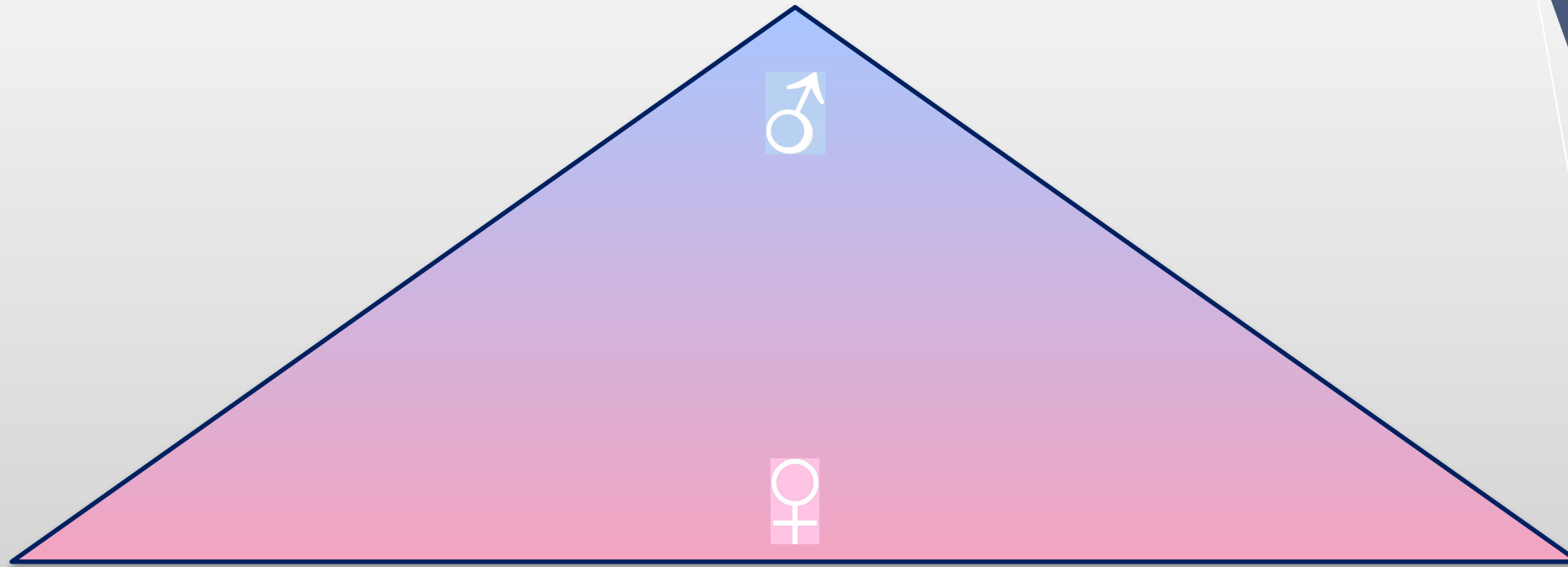
Regional Presidents 23%

Federal Executives 25%

Employees: 76%

**IT IS CLEAR THAT WOMEN WHO REPRESENT THE MAJORITY OF MEMBERSHIP, HAVE LESS REPRESENTATION AS THE LEVEL OF GERIARCHY INCREASES**





**In practice, Italian equestrian sport is like a pyramid with a pink base and a blue vertex!**

# «*Objectives*»

This project was designed for those women in Equestrian Sports, who hold positions of various kinds in sports organisations, whether voluntary or paid.

It also represents an opportunity related to the concept of "Dual Career" for active athletes and former athletes, as it aims to improve the managerial and leadership skills of participants to prepare them for more challenging management roles.



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The aim of the project is to prepare Equestrian Sports women for more demanding positions in sports organizations, i.e. positions in governing bodies or in management, through actions such as:

- Provide women with the opportunity to acquire knowledge and develop the skills required for higher positions in sports organizations;
- Encourage women to aim for decision-making positions within their organizations and within organisations hierarchically higher in the sports system,
- Provide the opportunity to create a female network in equestrian sport



# «*Objectives of the training programme*»

The main purpose of the training programme is to prepare women for more demanding positions in sport organisations, i.e. positions in governing bodies or top management.

The reason for organising the training programme could be the lack of opportunity for women to participate in similar programmes or targeted preparation of individuals for their career advancement.

The idea of including more women in decision-making positions in sport organisations is in line with the IOC strategy for women in sport. It also contributes to the European overall aim of achieving a full gender balance in the representation in decision-making positions in sport government.





# «*What does the programme consist of?*»

The project programme aims to expand the managerial and leadership skills of the participants, actively contributing to a unique learning community and supporting good governance.

By developing and presenting case studies, sharing experiences and studying teaching materials, participants will learn how to manage their organisations more effectively.

The main objective of the programme is to contribute to the overall European objective of achieving a full gender balance in the representation of decision-making positions in the governing bodies of our sport.



# *«Creating a learning community for future women leaders of sports organisations»*



Although the aim of the programme is to develop women's individual skills in sport, it also aims to create a learning community for women from sports organisations.

To do this, participants will be given the opportunity to share an unlimited wealth of experience and expertise. This sharing will be crucial for the development of a learning community as discussions about what happens in a 'sports organisation' will allow those belonging to other "sports organisations" to learn from their experience.

## «*The network*»

The creation of a reference network of women in Equestrian Sports will allow the sharing of knowledge and experiences, values and objectives, to broaden the vision of their role in order to address and exceed their limits.



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It will also allow the share of relationships and to set up exchange relationships in an organised and mindful way, creating relationships of reciprocity and interaction which generate a virtuous cycle of giving and receiving.

All of this through the project's Facebook page and Instagram.

An Ambassador for the project will be chosen among successful women in the sporting world who will inspire and be the perfect role model. Following the project they will play a role of testimonial to promote the network and the importance of women in the sports field.





# «*Application of theory in practice*»

Participants will transfer, apply and adapt the theoretical principles to their own sports organisations by creating a project work.

A mentoring system will support participants in the development of their project work and promote synergy between sports organisations.



# «*The partnership with the School of Sport*»



For this project , the FISE makes use of the prestigious collaboration of the School of Sport of CONI, one of the excellences of Italian Sport, which, since 1966, is confirmed as a Center of Higher Education.

The School of Sport is, in the educational field, the reference point of the Technical Direction and Centre of Study of the National Sports Federations and Associated Sports Disciplines, and is aimed at all those who, during or at the end of a sports career, after graduation or during their professional career, intend to invest in a technical and managerial qualification adding increased value to their curriculum.

Its mission is to train highly specialised personnel, to deal with technical, scientific and methodological progress in the field of sports through studies, research and cultural and technical exchanges with the international world, through an annual programme which provides, amongst others, technical courses and seminars for high-performance activities.

The School of Sport is masterfully directed by a female executive, Dr Rossana Ciuffetti.

The hashtag **#School of Sports together we inspire** is very appropriate!



# «*What is the profile of the participants?*»

The target group consists of women identified as future leaders in sport by their sports organisations.

Participants shall meet the following minimum basic criteria:

- Working with a sports organisation (whether on a paid or voluntary basis);
- Possess a minimum of upper secondary education or comparable professional experience;
- Possess sufficient skills to follow the course effectively.
- Participants may also be athletes with important results, to stimulate the "Dual Career"; they can thus develop in parallel their sporting talents and their professional vocation.



# «*What are the obligations of the participants?*»

Participants must attend all training sessions - 100% participation is required in principle (absences and recoveries will be assessed on a case-by-case basis), in order to successfully complete the Programme. Participants will have to develop a presentation on the topics covered by the Programme in relation to their own organisations and two case studies on the topics chosen by the participants.

As part of the Programme, participants will have to assess the impact of the Programme on their organisation and on themselves through the development of a report on the learning process, which will be presented and discussed during the final session.

In addition, participants will complete an anonymous final internal evaluation questionnaire on the content and teaching methods of the Programme.



# «*How and where do the educational sessions take place?*»

The first session will be organised in January 2021 in Rome, at the School of Sport - Largo Giulio Onesti 1, during which the teachers, the participants and the detailed programme of the course will be presented.

The lessons are organised online with a schedule that will be communicated during the first session.

The second and final session "Graduation Ceremony" will be held in November 2021 in Rome, at the School of Sport, during which each participant will have the opportunity to present his project work.

"Inside the event" will be organised in a collegial moment during the CSIO5\* in Piazza di Siena, included in the FEI calendar from 26<sup>th</sup> to 30<sup>th</sup> May 2021.





# «PROGRAMME»

Online lessons on the Sds Teams Educational platform

2 lessons of 2 + 2 hours every Monday

Total course duration about 6/8 months

- from January/February 2021 - not during July/August holiday period- end of course September 2021
- 120 total hours of lectures
- Tutoring for the final project work - each candidate will choose the topic
- 3 events in attendance:
  - Opening of the course at SDS
  - Closing and Graduation Ceremony at the SDS with presentation of the project work by the candidates
  - "Inside the event" in Piazza di Siena

## ARGUMENTS

1. General overview and competitive environment
  2. Structuring and planning of a sports organisation
  3. The figure of the Sports Manager in Equestrian Sports
  4. Sport law and management
  5. Regulatory framework and fiscal aspects
  6. Strategic management
  7. Human Resources Management - People management
  8. Economic management: accounting and management control
  9. Team management
  10. Managing marketing and communication: Sport marketing in equestrian sports
  11. Organisation of an equestrian sports event: Event management
  12. Leadership and communication
- &
13. Inside the event: workshop during the CSIO in Piazza di Siena:



# «*Formative Credits*»

Participants will have the opportunity to receive formative credits for future training projects for technical personnel organised by the federation.

Participants who meet the required requirements will be included in the list of federal teachers for their specific discipline.



# «*THE PROJECT WORK*»

During the training course the participants will transfer, apply and adapt the theoretical principles to their own sports organisations creating their Project Work, individual work on issues related to their own organisations and/or on current issues in the equestrian sports sector.

Laboratories will be provided to provide support with the analysis of the operating modalities and progress of individual projects.

A mentoring system will support participants in the development of their project work and will promote synergy between sports organisations.





# *The technical programme*

# «*General outline and competitive context*»

Number of module hours: 4

Number of meetings: 2

Teacher Simone Perillo





# «*Structure and planning of a sports organisation*»

Number of module hours: 8

Number of meetings: 4

Teacher Umberto Trulli



# «*The role of the Sports Manager*»

Number of module hours: 2

Number of meetings: 1

Teacher Stefano Bellotti



# «*Sports Law and Management*»

Number of module hours: 4

Number of meetings: 2

Teacher Enrico Lubrano



# «*Legal framework and fiscal aspects*»

Number of module hours: 4

Number of meetings: 2

Teacher Fabio Romei



# «*Strategic management and risk management*»

Number of module hours: 12

Number of meetings: 6

Teacher Martin Schnitzer



# «*Human resource management - People management*»

Number of module hours: 8

Number of meetings: 4

Teacher Guido Ghirelli



# «*Economic management: accounting and management control* »

Number of module hours: 8

Number of meetings: 4

Teacher Giovanni Palazzi





# «*Team management*»

Number of module hours: 4  
Number of meetings: 2

Teacher Stefano Bellotti



# «*Marketing and communication management: Sports marketing*»

Number of module hours: 8

Number of meetings: 4

Teachers Alain Ferrand - Francesco Giorgino



# «*Organisation of a sporting event: Event management*»

Number of module hours: 8

Number of meetings: 4

Teachers Filippo Bazzanella - Daniela de Rosa



# «*Leadership and Communication*»

Number of module hours: 8

Number of meetings: 4

Teacher Mirella Grillo



# «*Equestrian Sports in the national and international scene*»

Number of module hours: 18

Number of meetings: 9

Teachers from FISE



# «*Project work*»

Number of module hours: 24

Number of meetings: 12

Teachers Angelo Altieri & Claudio Mantovani



# «*Inside the Event*»

4 workshop days during the organisation of the CSIO 5 \* in Piazza di Siena.

The candidates will be involved in practically all the organisational aspects of the event and the collateral events.





## «*The Teachers*»



They have been identified among the top excellences in their field in the Italian sports and cultural context.



# «*The Teachers*»

**Angelo Altieri:** Ph.D. in Advanced Technology In Rehabilitation Medicine and Sport, Specialised in Sport Management and Economics, Professor of Scuola dello Sport.

**Filippo Bazzanella:** Secretary General of the 2019 Alpine World Ski Championships for Juniors in Val di Fassa (ITA) and researcher at the University of Innsbruck. FIFA authorised football agent, he has written a book on the sustainability of sporting events. Former Secretary General of the Winter 2013 Universiade Organising Committee, Sport Manager of the University of Trento.

**Stefano Bellotti:** FIPAV (Italian Volleyball Federation) Development and Training Area Manager, FIPAV Anti-Doping Sector Manager, third degree volleyball trainer and teacher of Scuola dello Sport.



# «*The Teachers*»

**Daniela De Rosa:** Master in Geopolitics SIOI (Italiano Society for International Organisation), Master in Sport Management SdS, Diploma of expert in National and International Ceremonial, Ceremonial Director of international relations and awards at Tarragona Mediterranean Games. Consultant for the Italian Sports Medicine Federation, teacher of Scuola dello Sport.

**Alain Ferrand:** Professor University of Poitiers, Director of the Master Sports Management, Director of the Executive Master in Management of the Olympic Sports Organisations

**Francesco Giorgino:** Journalist for TG1, professor of Sociology of journalism at the Luiss Guido Carli University of Rome, (Department of Political Sciences) and of Sociology and Communication at the R. Lombardi Higher Training Institute of FIT and at the Sports School of CONI. Author of essays and research on journalism and newsworthiness



# «*The Teachers*»

**Guido Ghirelli:** Work psychologist and sports psychologist

**Mirella Grillo:** mental coach, publicist journalist, has been in the communication sector for twenty-five years

Author of "Difficult People", "Mental Dynamics" and "Self-motivating Dynamics".

Specialist in communication, mnemonic techniques and study methodology, fast reading, time management, mental dynamics and self-motivating dynamics both in Italian and in English.

Particular attention to the Cross Cultural and Gender Communication.

**Enrico Lubrano:** Cassation Lawyer at the Lubrano e Associati Law Firm, Professor of Sports Law at the Law Department of the Free University of Social Studies - Luiss Guido Carli in Rome



## «*The Teachers*»

**Claudio Mantovani:** Coordinator and Scientific Manager of training courses for sports trainers CONI Scuola dello Sport  
CONI Consultant for Scuola dello Sport.

**Giovanni Palazzi:** Founding partner and board member of STAGEUP srl

**Simone Perillo:** LUISS - Degree in Political Sciences - MSc in Politics of World Economy. Secretary General of FISE, he was International Relations and Planning Manager for the Rome 2024 Committee and Secretary General of FOTA (Formula One Teams Association) in Geneva, Switzerland

**Fabio Romei:** Professor of the School of Sport on fiscal aspects, Chartered Accountant and auditor

# «*The Teachers*»

**Martin Schnitzer:** PhD and senior scientist at the University of Innsbruck. Vice-director of the Winter Universiade Innsbruck 2015, Deputy Venue Manager Turin 2006 and then as coordinator of the local committee of the City of Innsbruck, guest of the European Football Championships in 2008. Visiting professor for the MEMOS Master and at the Olympic University of Sochi (RIOU) in Russia.

**Umberto Trulli:** organisational and managerial consultant, temporary manager and corporate coach, as well as international trainer in the disciplines of competence and consultant and teacher for the Scuola dello Sport.



# "How to register?"

The course is open to 20 candidates who meet the following requirements:

- Age between 25 and 40 years
- Valid FISE membership
- Sign the Ethical Code of the Italian Equestrian Sports Federation

The selection of participants is carried out in two stages.

## PHASE 1

Through the membership of sports organisation

1. Electronic form "Application form for participants"
  2. The "letter of application" signed by the legal representative of the Association?
- Applications close on 15th December, 2020 at midnight
  - Applications will no longer be accepted after the deadline.
  - Incomplete applications will not be considered.
  - On the basis of the minimum basic criteria, FISE makes the first selection of candidates.

**PHASE 2** - to be implemented in case of oversubscription of registrations

- Motivational talks online.
  - Based on the results of the interviews, a second and final selection may be carried out.
- FISE reserves 5 places to be assigned with an internal call and 5 places for athletes of federal interest, these will be assigned by 1st December 2020.**





# «*Organisation Breakdown Structure (OBS) of the project*»

<b>Project manager</b>	Barbara Ardu
<b>Organising secretariat</b>	Karin Quarta
<b>Scientific secretariat</b>	Barbara Ardu, Anna Loddo (SdS), Andrea White,
<b>Selection Committee</b>	Barbara Ardu, Grazia Basano, Andrea White, Simone Perillo
<b>Project Auditor</b>	Enzo Algarotti



*In spite of their increased participation in sports activities at various levels in different sectors, women remain underrepresented in the decision-making bodies of sporting institutions at local, national, European and global levels.*

The European Institute for Gender Equality



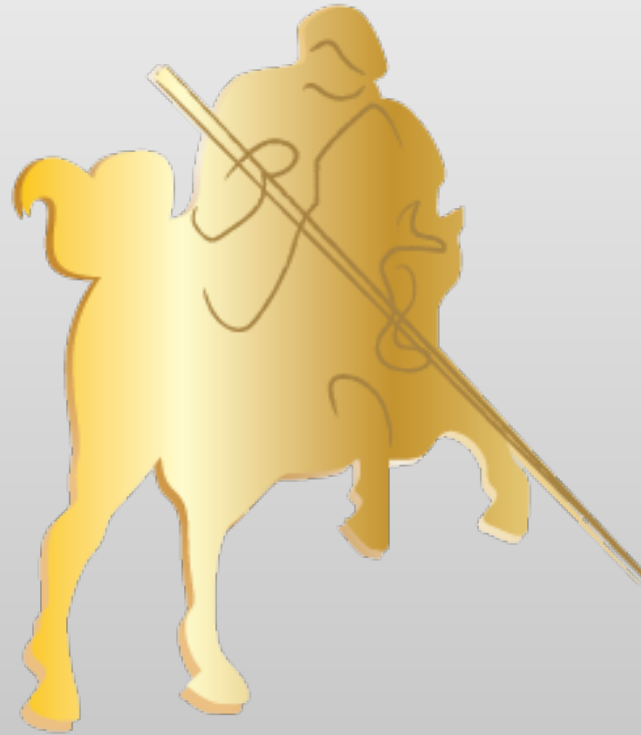
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*Gender equality is not a women's issue – it's a  
basic human right  
of profound importance*

**Thomas Bach**  
President of International Olympic Committee



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# «*TITOLO*»

