




LEA

**NORDIC INTERNATIONAL
LEADERSHIP EDUCATION**

A CO-OPERATION BETWEEN
DENMARK, FINLAND, NORWAY,
SWEDEN AND THE NETHERLANDS
IN THE FIELD OF EDUCATION IN
SPORTS



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SHIP

2025



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SWEDEN

Name: Elisabeth Egnell

Position: Member of the board of FIBA Europa

Participated in NILE: 2017-2018

Photo credit: FIBA

"NILE gave me a fantastic international network in sport and lots of tools for personal development and leadership, but above all an unfiltered and honest description of what international representation requires and entails. My advice for new NILE participants is to really listen and learn from everything you get and everyone you meet!"

OVERVIEW OF THE 2025 NORDIC INTERNATIONAL LEADERSHIP EDUCATION



SEMINAR 1:

**Goal setting and rhetoric: Persuasive communication
& International strategies/ Nordic Sports Policy**

Dates:

Norway/Denmark: 15-17 January 2025 (Oslo)

Finland/Sweden/Baltics: 22-25 January 2025 in (Helsinki)

The Netherlands: 30 January - 1 February 2025 in (Papendahl)

SEMINAR 2:

Interpersonal Dynamics Inventory (idi) and Personal Branding

Copenhagen

Dates: 12-14 March 2025

**Digital meeting 1: The Sport Political Power Index & the Arab
World's advancement in global standing**

Date: 10 April 2025 CET 10.00-12.00

SEMINAR 3:

Cross-Cultural Competences & Sport Policy

Dates: 3-6 June 2025, Papendahl

Digital meeting 2: EU Sport Policy & The European Sports Model

Date: 15 May 2025 CET 10.00-12.00

SEMINAR 4:

Argumentation Skills, Public Speaking and Lobbying Campaign

Dates: 24-26 September 2025, Bosön, Stockholm



DENMARK

Name: Hans Natorp


Position: President of The NOC and Sports confederation of Denmark

Participated in NILE: 2015-2016

Photo credit: Lars Møller

"Engaging in NILE was an enlightening journey that expanded my leadership vision and provided valuable insights into strategic planning, effective communication, and understanding different cultures skills that are pivotal in my international work today. This program has not only deepened my appreciation for diverse perspectives but also enhanced my ability to navigate the complexities of global sports leadership."

INTRODUCTION



DO YOU HAVE THE AMBITION OF MAKING A DIFFERENCE FOR YOUR SPORT AS AN INTERNATIONAL LEADER?

The Nordic International Leadership Education (NILE) gives you the tools, knowledge and confidence to go for an international sports leader position and win it.

Together with competent and motivated participants Northern European countries you will build an international network and develop skills to act on the international scene.

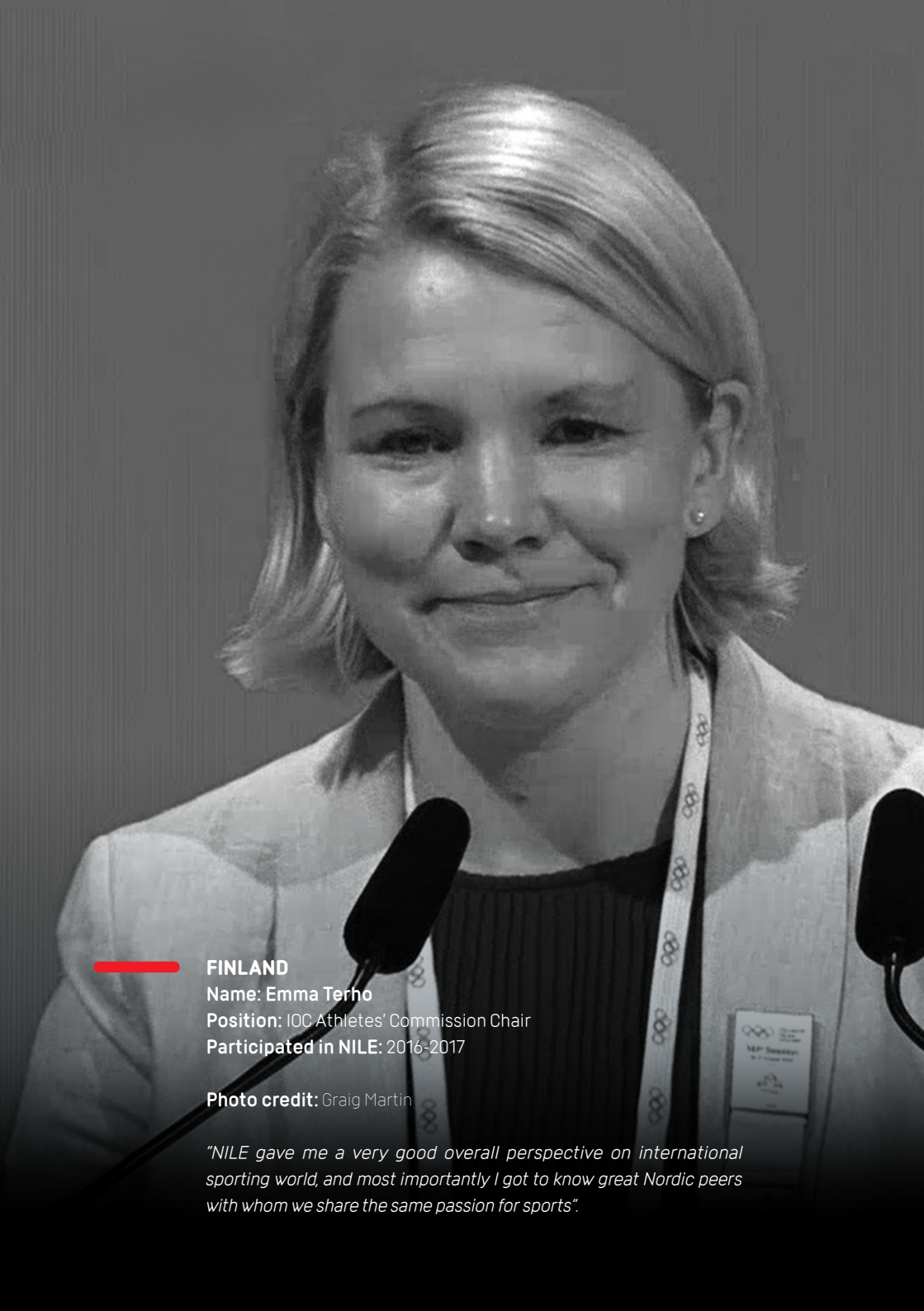
NILE began in 2013 as a co-operation between Denmark, Finland, Norway, Sweden, and the Netherlands to enhance the development of sports federations' leader talents giving them better opportunities to position their representatives in top positions of international federations. In this folder, the NILE 2025 edition is presented, which, for the first time, will include three participants from the Baltic nations. These participants will join the program on equal terms and contribute new perspectives to the group.

NILE TARGET GROUP

The NILE program caters to the needs and aspirations of distinct audiences within the sports domain. These include:

- Strong domestic sports leaders who are already well placed on boards or executive committees of various national sport federations and who are now seeking election to the board of an international or European sport federation.
- Sports administrators at the executive level of sports federations who have the backing of their national board to be elected to an executive committee or board of their international or European sports federations in the near future.
- Identified "talents" with great personal competences who receive a strong backing from their national federation to become an international sports administrator in the future.
- Already elected leaders to international or European sports federation, who believe that taking part in the Nordic International Leadership Education would strengthen their possibility to get a higher position in the European or international federation or further strengthen their international career.

In accordance with IOC guidelines, NILE aims to have 50 % of each gender and welcomes diversity. We therefore encourage candidates of all genders, ethnicities, backgrounds, and abilities to apply.



FINLAND

Name: Emma Terho


Position: IOC Athletes' Commission Chair

Participated in NILE: 2016-2017

Photo credit: Graig Martin

"NILE gave me a very good overall perspective on international sporting world, and most importantly I got to know great Nordic peers with whom we share the same passion for sports."

THE STRUCTURE OF THE LEADERSHIP EDUCATION



The international leadership education consists of four physical seminars and two digital meetings taking place over a 10-month period (January – September 2025).

The first seminar will be held in three countries: The Netherlands for the Dutch, Norway for the Danish and Norwegian, and Finland for the Swedish, Finnish, and Baltic participants. The following seminars will be organized as common seminars between all countries and will be held in Copenhagen, Papendal and Bosön, Stockholm alternately.

Throughout the education, participants will be paired with an international 'buddy' to exchange experience, ideas and engage in deeper discussions on training topics. This partnership is designed to broaden perspectives and enrich participants' learning experience.

The educational programme covers the following leadership skills areas:

- Strategic goal-setting
- Personal branding
- Persuasive communication techniques
- Cross-cultural awareness and understanding
- Relations building, motivation, and avoidance
- International lobbying for sport – planning, strategy, and execution
- International sports policy



THE NETHERLANDS

Name: Michel Everaert

Position: Vice President of the European Volleyball Confederation

Participated in NILE: 2015-2016

"The leadership education gave me a better understanding of the international field and it has equipped me to work within the different cultural contexts."

CONTENT OF THE LEADERSHIP EDUCATION

SEMINAR 1 GOAL SETTING AND RHETORIC: PERSUASIVE COMMUNICATION & INTERNATIONAL STRATEGIES/ NORDIC SPORTS POLICY

Dates

- Norway/Denmark: 15-17 January 2025 (Oslo)
- Finland/Sweden/Baltics: 22-25 January 2025 in (Helsinki)
- The Netherlands: 30 January - 1 February in (Papendahl)
- Max 25 national participants can take part in each national seminar.

In this seminar you will get a preliminary overview of international sports policy. You will also receive concrete communication tools that will enable you to define, develop and deliver clear and convincing leader messages. The seminar also serves as a momentum to select the participants who will continue on to the international seminars.

Seminar 1 content:

- The structure of international sports cooperation
- The Olympic Family
- International strategies in national federations / shared Nordic Sports Policy topics
- The experience of an experienced international sports leader

- Strategic goal setting and creating individual development plans
- Persuasive communication technique for leaders

SEMINAR 2 INTERPERSONAL DYNAMICS INVENTORY (IDI) AND PERSONAL BRANDING

Copenhagen, March 12-14, 2025

Day 1: The Seminar begins with the opportunity for participants to get to know each other and share the goals they defined for themselves during Seminar 1. Participants will also be assigned their international "NILE-buddy".

Interpersonal Dynamics Inventory (IDI)

After lunch, the Seminar moves into its first of two exciting development topics: IDI. Through IDI you will learn how you impact others today, your strengths and weaknesses as a leader, as well as how you differ from others in your communication style, decision-making style, relational needs, motivational drivers, and more. Armed with these insights, you will discover how to more effectively communicate, motivate, influence, build relations and handle conflict with others in any situation. Prior the seminar, you will complete an IDI-survey and invite

others to complete the same survey on you. Understanding human dynamics is critical to building relations with and influencing those who matter to winning an international sports leadership position.

Day 2-3: During these two days, your training topic will evolve from self-introspection to self-projection as you begin to explore "Why should others vote for you?".

Personal Branding

This topic equips you with a structured approach to defining your personal brand today – who you are professionally and what differentiates you from others. Following the approach, you will then clearly identify the brand you need to win an international position of influence, explore how to build this brand, and discover how to promote your brand internationally.

DIGITAL MEETING 1 THE SPORT POLITICAL POWER INDEX & THE ARAB WORLD'S ADVANCEMENT IN GLOBAL STANDING

Date: 10 April 2025 CET 10.00-12.00

This online seminar focuses on the Sport Political Power Index and a special examination of the Arab world's rise in the global sports arena. Drawing from the comprehensive data of the Sports Political Power Index, the seminar will offer a detailed analysis of how nations leverage sports for political influence. A key high-

light will be a presentation by a sports representative from the Arab world, providing an insider's view on the country's strategies and successes in enhancing its sports-related global standing. This session will give insight into the intersection of sports, politics, and international relations, offering a unique perspective on the growing influence of sports in global diplomacy.

DIGITAL MEETING 2 EU SPORT POLICY & THE EUROPEAN SPORTS MODEL

Date: 15 May 2025 CET 10.00-12.00

This seminar offers an in-depth exploration of EU Sport Policy and the European Sports Model, tailored to understanding the complexities and nuances of sports governance in the European context. The seminar will feature expert presentations providing insights into the framework, challenges, and future directions of EU Sport Policy and the European Sports Model. You will have the opportunity to gain comprehensive knowledge about these topics, enhancing your understanding of how sports policies are shaped and implemented within the European Union. The seminar aims to encourage you to reflect on the broader implications of these policies in the global sports arena.

SEMINAR 3 CROSS-CULTURAL COMPETENCES & SPORTS POLICY

Dates: 3-6 June 2025, Papendal

Cross-Cultural Competences

When seeking international leadership positions and working as an international leader it is crucial to be aware of different countries' culture. Therefore, this seminar is all about improving your cross-cultural competences and equip you with resources to develop your understanding of different cultures to build an even better plan.

Sports Policy

The session will focus on carefully chosen topics within sports policy, ensuring an engaging and pertinent discussion. The session is structured in two parts. It begins with a detailed presentation on the selected sports policy topics, aimed at providing a comprehensive understanding and setting the context for further dialogue. The second part involves breaking into smaller groups for in-depth discussions. This interactive format is ideal for you to delve deeper into the nuances of sports policy and to practically apply your cross-cultural competences.

SEMINAR 4 PUBLIC SPEAKING AND LOBBYING CAMPAIGNS

September 24-26, 2025, Bosön

The seminar pulls together the tools and techniques of the previous four seminars and applies them to both public speaking and lobbying in the world of sport, either for yourself or for a cause important to your sport. Prior to this final seminar, using the skills gained from Seminar 1, par-

ticipants will build a draft version of their personal "vote for me" speech. You will have opportunity to meet with your Nile-buddy and fellow national participants to exchange your pitches and practice presenting them prior to the final seminar.

Day 1: The first day of the final seminar will equip you with the skills and confidence to deliver a strong, credible and inspiring personal pitch. You will have opportunity to practice presenting your pitch in small groups and receive feedback and personal coaching on your delivery style to develop your public speaking skills.

Day 2 and 3: The final training topic gives participants a structured approach to developing and managing a lobbying campaign to effectively influence the actions, policies or decisions of others. These insights may be critical to your own election and are essential to winning support for causes important to you and your sport federation.

Working in small groups, you will choose a lobbying topic and apply the lobbying strategy, as well as the tools and insights from the other seminars and online sessions, to build a complete campaign. On the final day, each group will present their campaign in competition with the others. The best campaign will be selected.

At the end of this seminar, participants will receive a diploma certifying their completion of the NILE programme.

2021 EPC General
Assembly and Conference
7, 2021 Limassol



CY
PARAL

EUROPEAN
PARALYMPIC
COMMITTEE

NORGE

Name: Terje Jentoft Roel

Position: Board Member of the European Paralympic Committee

Participated in NILE: 2015-2016

Photo credit: Julie Ravio, NIF

"NILE gave me a better understanding of the organisation, roles and functions of the various bodies in the international sports movement. Not least, NILE helped me get to know myself better and give me the confidence to run for international positions."

EUROPE
TERJE JENTOFT ROEL

PRACTICAL INFORMATION

Sports federations can nominate applicants for the education and only two candidates from each federation can be nominated. The application must include:

- a description of why the applicant wants to be an international representative as well as the applicant's motivation for participating in the programme
- the curriculum vitae of the applicant
- a description of the sports federation's current international involvement and activities.
- a commitment from the national federation to bring the participant a minimum of one meeting in the relevant international federation in 2025 (if selected for the international seminars)

Based on the applications received, there will be selected up to 25 participants for each of the first seminars.

The selection of participants will be made based on an assessment of the applicant's profile and the profile of the specific Sport Federation

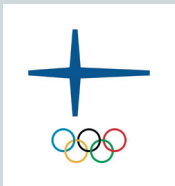
Applicants must represent one of the National Sports Confederations or one of the Sports Federations.

Applicants must be able to communicate at a high level in English, and preferably have additional language skills in French, German, or Spanish.

After the first national seminars there will be elected 3-5 participants from each of the countries. These participants will advance to the next 4 seminars.

The selection will be made on basis of the participant's profile, the participant's ambition and performance at the national seminar and on the basis of an assessment across the participants from the five countries.

For the participants that participate in all five modules there will be a participation fee determined by each country individually. The participants that only participate in the national module will not have to pay a participation fee, but there can be costs for accommodation and food, determined by each country.



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NATIONAL OLYMPIC COMMITTEE AND
SPORTS CONFEDERATION OF DENMARK

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