QUALIFICATION SYSTEM AND CONTINUOUS TRAINING OF MANAGERS OF CHESS FEDERATIONS AFFILIATED TO F.I.D.E.

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1. SCENARIO

The International Chess Federation (FIDE) has recognized the need for improved management practices across its affiliated federations, especially at the 4th and 5th levels.

Interviews and documentary research have failed to establish a clear profile for top-level federation managers along with corresponding training standards. This ambiguity arises not only from the wide range of responsibilities involved but also from a significant confusion regarding terminology and concepts. Often, the term "sports managers" encompasses a variety of roles—such as organizers, team managers, escorts and referees—that are not directly related to the leadership of the federation itself.

The model of sports management within Federations is largely based on voluntary work and carries with it the remnants of an after-work activity mentality, which struggles to align with a reality that is increasingly complex and full of responsibilities, influenced by legislative, economic, and cultural factors.

To address this, FIDE launches a comprehensive Management Development Program aimed at equipping federation managers with the skills and knowledge necessary for effective governance and management.

2. PURPOSE

The growth of the Federations must be analyzed and promoted from a systemic perspective, in which the commendable initiatives undertaken for financial assistance on specific projects are complemented by actions aimed at developing the skills of top-level sports management.

The Qualification and Continuous Training System aims to meet the preparation needs required by our sport for top-level Federation managers, guiding them flexibly but consistently to achieve the competencies necessary for their role.

3. TRAINING TARGET

Top-level managers (President, General Secretary) of Chess Federations affiliated with FIDE.

The primary target of the training program is to equip top-level managers, specifically Presidents and General Secretaries of chess federations affiliated with FIDE and their members with the necessary skills and knowledge to navigate the complexities of modern federation management.

4. DEFINITION OF A FEDERATION MANAGER

For the purposes of the Qualification and Continuous Training System, the role of the top-level manager of a Chess Federation affiliated with FIDE is defined as follows:

"A chess federation top manager is a senior executive responsible for the overall leadership, strategic direction, and governance of a chess federation affiliated with FIDE (Fédération Internationale des Échecs)."

This role typically includes positions such as the President or General Secretary, who play crucial roles in shaping the federation's vision, policies, and operations.

5. STRUCTURE OF THE QUALIFICATION AND CONTINUOUS TRAINING SYSTEM FOR FEDERATION MANAGERS

5.1 Qualification System

The qualification system for sports managers is structured on three levels, *each preparatory for the next*; the acquisition of role-specific skills occurs through participation in specific courses for:

a. Level 1 Manager (12 hours);

b. Level 2 Manager (12 hours);

c. Level 3 Manager (12 hours).

Additionally, the following will be implemented:

- Each course will be structured in modules that cover specific areas of competence (e.g., leadership, financial management, regulatory knowledge, communication, etc.).
- The qualification levels will progressively build on each other, ensuring a comprehensive education for top-level managers.

The curriculum development is detailed in Annex 1.

5.2 Continuous Training System

Managers will be required to attend at least one refresher course of no less than 6 hours every two years.

The content of these courses will focus on updating the manager's knowledge in areas relevant to current challenges within the sport, including changes in regulations, technological advancements, and best practices in sports governance.

6. ONGOING MONITORING AND DIDACTIC METHODOLOGIES

The training system will also incorporate ongoing support mechanisms to help top-level managers apply what they have learned:

- **Mentorship Programs:** New managers may be paired with experienced mentors to guide them through the first stages of their leadership roles.
- **Online Resources:** Managers will have access to an online platform that includes case studies, articles, and discussion forums for continuous learning and exchange of best practices as well as - *FIDE Federation Management Handbook.*

Learning methodologies will place the individual's real-world experience at the center of the learning process, enabling:

- Develop personal and/or group potential.
- Change the system of attitudes and behaviors of the individual or group.
- Facilitate and accelerate the learning process.

This will be done with a balanced use of teaching methodologies such as:

Frontal lecture: in which basic logic models and techniques will be presented and shared. During theoretical expositions, the inductive method (from example to rule) is preferred, which is more engaging for participants, accompanying them “to discover” effective techniques and behaviors.
Metaphors and stories: allow to reduce learners' resistance, to stimulate cognitive activity. The metaphor is always contextualized so as to enhance analogies with the organizational dynamics to which it indirectly refers.
Individual and group exercises, which will be used in the classroom are varied and also include case studies and self-cases.
Role play: represents the experiential methodology that allows participants, individually or in groups, to “experience” in the classroom the situations they will have to deal with operationally.
Cinematography: extracts or short films from the cinema will be used as a stimulus for discussion and reflection.

7. EVALUATION AND CERTIFICATION

Upon completion of each level of the training program, the participants will undergo an evaluation process to verify the acquisition of the necessary skills. This process may include written or practical exams, presentations, or group exercises, depending on the course objectives.

- **Level 1 Certification:** Recognizes basic management skills and basic operations within a sports federation.
- **Level 2 Certification:** Focuses on intermediate skills, including organizational development and operational planning, event management, stakeholder engagement, and financial planning.
- **Level 3 Certification:** Emphasizes leadership in complex environments.

The certifications will be issued by an accredited body recognized by FIDE.

8. CONCLUSION

The Qualification and Continuous Training System is designed to professionalize the leadership of chess federations affiliated with FIDE, ensuring that top-level managers are equipped with the knowledge, skills, and resources needed to lead effectively in a rapidly changing and increasingly complex environment.

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ANNEXED 1 – CURRICULUM DEVELOPMENT

For the purposes of the Qualification Training System, the role of top-level manager of a Chess Federation affiliated with FIDE is for the President and the General Secretary.

A. Job Description

Position Overview: President
The President of the chess federation serves as the chief executive officer, providing strategic leadership and vision to guide the organization. This role involves overseeing all federation activities, representing the organization externally, and ensuring effective governance.

Key Responsibilities

- Lead the development and implementation of the federation's strategic plan.
- Oversee all operational aspects of the federation, ensuring alignment with goals.
- Chair board meetings and ensure effective decision-making processes.
- Represent the federation at national and international events.
- Foster relationships with stakeholders, including other federations, sponsors, and government bodies.
- Ensure compliance with regulatory requirements and organizational policies.
- Advocate for the growth and promotion of chess at all levels.
- Supervise and support the General Secretary and other executive staff.
- Act as the primary spokesperson for the federation.

Position Overview: General Secretary
The General Secretary plays a vital role in the administration and management of the chess organization, responsible for ensuring efficient administration and smooth operations. This role involves managing communications, coordinating events, and overseeing membership activities while supporting the board of directors in strategic planning and policy development.
The General Secretary is crucial in fostering a vibrant chess community and enhancing member engagement, ensuring that the organization meets its goals and promotes chess effectively. He/she is responsible for the day-to-day operations of the chess federation.

Key Responsibilities

- Manage administrative functions, volunteers and ensure efficient operations.
- Maintain accurate records of meetings, decisions, and correspondence.
- Coordinate communication between the board, members, and external stakeholders.
- Organize meetings, including preparing agendas and minutes.
- Implement policies and procedures in line with federation goals.
- Oversee membership management, including renewals and new registrations.
- Support the organization of events and tournaments.
- Assist in the preparation of reports and documentation for board meetings.
- Serve as the primary point of contact for inquiries and information requests.

B. Knowledge/Skills

For both roles the following minimal knowledge and skills are required:

- Leadership and motivation.
- Team management and team building.
- Communication and interpersonal skills.
- Negotiation and conflict resolution.
- Strategic thinking and problem-solving abilities.
- Knowledge of chess and the chess community.
- Governance and organization of a chess Federation.
- Build and maintain relationships with diverse stakeholders.
- Project management

C. Learning Modules

Considering the knowledges and skills to be activated for the position of President and Secretary General, the following learning modules are identified for a total of 36 hours of lesson.

Module	Duration
Leadership	2 hs
Motivation	2 hs
Team management and team building	2 hs
Communication and interpersonal skills	2 hs
Negotiation and conflict resolution	2 hs
Strategic planning 1	2 hs
Strategic planning 2	2 hs
Problem solving	2 hs
Knowledge of chess 1	2 hs
Knowledge of chess 2	2 hs
Knowledge of chess community 1	2 hs
Knowledge of chess community 2	2 hs
Knowledge of chess community 3	2 hs

Governance 1	2 hs
Governance 2	2 hs
Governance 3 (Implement rules and procedures)	2 hs
Project management	2 hs
Fund rising	2 hs

The content of the modules will be developed after validation of the Qualification System for Managers.

D. Profile of the qualification system courses

Level 1 Certification ***Level 2 Certification*** ***Level 3 Certification***

Modules	Hs		Modules	Hs		Modules	Hs
Leadership	2		Team mngt & bldg	2		Strategic planning 1	2
Communication	2		Project management	2		Strategic planning 2	2
Problem solving	2		Motivation	2		Negotiation and conflict resolution	2
Knowledge of chess 1	2		Knowledge of chess 2	2		Fund rising	2
Knowledge of chess community 1	2		Knowledge of chess community 2	2		Knowledge of chess community 3	2
Governance 1	2		Governance 2	2		Governance 3	2
Total hours	*12*		*Total hours*	*12*		*Total hours*	*12*

E. Content of training modules

Level 1

Leadership

Organizational behavior; Situational leadership; Leadership styles; Autonomy and follower motivation; Cycle of follower development.

Communication and interpersonal skills

Verbal and non-verbal communication; Active listening, Communication styles; Assertiveness.

Problem solving

Nature of problems in organizations; Rational model (problem identification, search for causes, possible solutions, choice of solution, application of solution); multidisciplinary tips.

Knowledge of chess 1
Chess history from the beginnings to the present day (the Indian period, from India to Persia, the Arabian phase, the spread to Europe, the birth of modern chess, the game at a distance, artificial intelligence, online chess).

Knowledge of chess community 1
FIDE outline; FIDE website; Planning & Development Commission; PDC development funds; How to submit a fund application; How to report

Governance 1
Sports system; Organization of a chess federation; player, clubs, arbiters, instructors.

Level 2

Team management and team building
Team development cycle; Leadership styles in the team; Behavior patterns; How to integrate tasks and responsibilities of team members.
Project management
Planning and control process; Planning techniques; Role of organizational structure; Role of the project manager.

Motivation
What is motivation; Maslow's Hierarchy of needs; Hygiene and motivator factors (Herzberg); How to apply in a chess federation the theories of Maslow and Herzberg

Knowledge of chess 2
Chess: game and sport; Benefits of chess at school: skills that can be developed with chess; Practical tips for "chess at school" projects.

Knowledge of chess community 2
FIDE organization and officials (analysis and discussion of the FIDE organizational model); Fide Commissions (explanation of the main tasks of each FIDE commission).

Governance 2
Introduction to Accounting and Finance in Chess Organizations. The Role of Accounting in a Chess Organization: Basic Financial Terminology; Overview of Financial Statements

Level 3

Strategic planning 1
What is strategic planning; How strategic planning is done in a federation; SWOT Analysis; PEST analysis

Strategic planning 2 (wokshop)
Each participant presents their federation's strategic development plan based on SWOT and PEST analysis.

Negotiation and conflict resolution
How to resolve conflict with negotiation; basic elements; negotiation styles; benefits of win/win negotiation.

Fund rising
Drafting and design of a project (purpose, objectives, activities, benefits, chronogram, evaluation, costs, sustainability); Presentation of a project; National and international donors/agencies; Expectations of donors.

Knowledge of chess community 3
Understanding FIDE's Regulations and Key Requirements to organize a FIDE Event. FIDE's regulations on event structure, time controls, player eligibility, fair play, and reporting.

Governance 3
Key principles of good governance in chess organizations; Implementing Organizational Procedures; Establishing a Code of Conduct

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Nov. 15, 2024
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ANNEX 2 – Timetable, Certificate Delivery & Participant Presentations

This annex provides the practical implementation framework for the Capacity Building Programme for Chess Federation Managers, including an indicative timetable, certificate delivery rules, and the participant presentation requirement (non-licensing model).

1. Indicative timetable (36 hours / 18 sessions)

Programme structure: 3 Levels × 12 hours

Session duration: 2 hours (online)

Total learning time: 36 hours (18 sessions)

Timetable Options

Option A – Monthly Model (18 months)

- 1 session per month
- Low workload per month; high continuity
- Recommended if participants have limited availability

Option B – Compact Model (9 months)

- 2 sessions per month
- Faster completion within one season/year
- Recommended as the default programme timeline

Option C – Weekend Block Model (6 weekends)

- 3 sessions per weekend (6 hours/weekend)
- 6 weekends × 6 hours = 36 hours total
- Recommended for intensive delivery with minimal disruption to monthly calendars

2. Session Calendar Template (Fill-in Table)

Level	*Session*	*Module*	*Duration*	*Format*	*Month/Date*
L1	S1	Module 1	2h	Online/Offline	TBC

L1	S2	Module 2	2h	Online	TBC
L1	S3	Module 3	2h	Online	TBC
L1	S4	Module 4	2h	Online	TBC
L1	S5	Module 5	2h	Online	TBC
L1	S6	Module 6	2h	Online	TBC
L2	S7	Module 7	2h	Online	TBC
L2	S8	Module 8	2h	Online	TBC
L2	S9	Module 9	2h	Online	TBC
L2	S10	Module 10	2h	Online	TBC
L2	S11	Module 11	2h	Online	TBC
L2	S12	Module 12	2h	Online	TBC
L3	S13	Module 13	2h	Online	TBC
L3	S14	Module 14	2h	Online	TBC
L3	S15	Module 15	2h	Online	TBC
L3	S16	Module 16	2h	Online	TBC
L3	S17	Module 17	2h	Online	TBC
L3	S18	Module 18	2h	Online	TBC

3. Certificate Framework (Non-Licensing Model)

The programme is non-licensing and does not include exams. Participants who successfully complete each level receive a Certificate of Completion.

Certificates issued:

- Certificate of Completion – Level 1 (Foundation)
- Certificate of Completion – Level 2 (Professional)
- Certificate of Completion – Level 3 (Executive)

Minimum requirements to receive the certificate:

- Attendance of at least 75% of sessions within the level.
- Delivery of one applied participant presentation linked to one of the module themes within the level.

Issuing authority and visibility:

- Certificates are issued under the framework of the FIDE Planning & Development Commission (PDC).
- The programme coordination team may co-sign certificates where applicable.

4. Participant Presentation Requirement (Applied Output)

Instead of exams, each participant delivers a short-applied presentation to confirm learning transfer into real federation practice.

Presentation format:

- Online presentation: 5–7 minutes, plus 3–5 minutes discussion/Q&A.
- Optional written format: 1–2-page concept note (PDF).
- Recommended language: English.

Topic selection:

- The presentation must be based on one of the official programme module themes.
- It should address a real federation challenge, with proposed solutions/actions and expected outcomes.
- Participants are encouraged to present a practical improvement proposal that can be replicated by other federations.

5. Best Presentations, Publication & Handbook Integration

Selected participant presentations will be published through the FIDE PDC communication channels. The best transferable practices may be documented and considered as supplementary annexes to the FIDE Federation Management Handbook, creating a practical library of applied federation management examples.

Selection criteria (indicative):

- Relevance and practical applicability
- Clarity and feasibility of the proposed actions
- Transfer value as a best practice for developing federations

- Alignment with governance, transparency, and development priorities

6. Online Delivery & Participation Format (2-hour session template)

Recommended structure of each 2-hour session:

- 30 min – Input and key concepts
- 20 min – Guided discussion
- 30 min – Practical cases and examples
- 30 min – Participant sharing and peer learning
- 10 min – Wrap-up and next steps

7. Documentation and Reporting Outputs

For quality assurance and PDC documentation, the programme maintains the following outputs per level:

- Attendance record and participant list
- Session summary notes (key outcomes)
- Presentation library (PPT/PDF)
- Selection of best practices for publication (when applicable)

ANNEXED 3 - Training Modules and Session Themes

This section outlines the structured learning modules (18 modules × 2 hours = 36 hours) organised across three progressive levels (12 hours per level). Each session is delivered in an interactive format and supports applied learning through participant presentations aligned with module themes.

Level 1 – Foundation (12 hours)

Module 1: Leadership

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, introduces leadership responsibilities in chess federations, focusing on the President and General Secretary as top-level federation managers in volunteer-based and mixed organisational environments.

Session Outcomes

- Understand leadership responsibilities linked to governance and representation.
- Recognise leadership styles and their impact on organisational culture.
- Apply basic leadership approaches in real federation situations.

Key Topics

- Leadership in sports federations
- Leadership vs management
- Roles of Presidents and General Secretaries
- Leading by example and credibility

Key Skills Strengthened

- Leadership skills
- Institutional responsibility

Module 2: Motivation

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, focuses on motivation as a core leadership skill in chess federations, exploring how to sustain engagement and commitment among volunteers, staff, and stakeholders.

Session Outcomes

- Understand motivational dynamics in voluntary organisations.
- Apply basic motivational techniques to improve engagement.
- Support a positive and productive organisational environment.

Key Topics

- Motivation in voluntary sports organisations
- Individual and group motivation
- Engagement and commitment
- Leadership behaviour and motivation

Key Skills Strengthened

- Leadership skills
- Human relations

Module 3: Team Management and Team Building

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, develops practical skills for coordinating teams within chess federations, including commissions, volunteers, staff, and working groups, emphasising role clarity and collaboration.

Session Outcomes

- Organise and coordinate teams within federation structures.
- Define roles and responsibilities for team effectiveness.
- Apply team-building principles to strengthen delivery capacity.

Key Topics

- Team roles and responsibilities
- Team development cycle
- Coordinating volunteers and staff
- Managing team dynamics

Key Skills Strengthened

- Team management
- Organisational capacity

Module 4: Communication and Interpersonal Skills

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, addresses communication as a core management skill for federation leaders, strengthening internal communication, stakeholder interaction, and constructive organisational dialogue.

Session Outcomes

- Communicate effectively within federation structures.
- Apply interpersonal skills in leadership contexts.
- Manage communication challenges and misunderstandings.

Key Topics

- Internal and external communication
- Communication styles and listening
- Communication in governance processes
- Managing misunderstandings and conflicts

Key Skills Strengthened

- Communication skills
- Stakeholder interaction

Module 5: Governance 1 – Structure of a Chess Federation

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, introduces the basic governance architecture of chess federations affiliated with FIDE, explaining how institutions are organised and how legitimacy and accountability are created.

Session Outcomes

- Understand core governance structures and bodies.
- Recognise the function of statutes and regulations.
- Operate within transparent governance frameworks.

Key Topics

- Structure of chess federations
- Governing bodies and roles
- Statutes and regulations
- Governance principles

Key Skills Strengthened

- Governance awareness
- Regulatory awareness

Module 6: Governance 2 – Roles, Statutes, and Decision-Making

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, builds on Governance 1, focusing on statutory roles, decision-making processes, and the practical implementation of governance rules in federation operations.

Session Outcomes

- Interpret statutes and key governance rules in practice.
- Understand formal decision-making procedures.

- Support transparent and accountable governance.

Key Topics

- Statutory roles and responsibilities
- Decision-making processes
- Institutional accountability
- Governance in practice

Key Skills Strengthened

- Governance practice
- Decision-making

Level 2 – Professional (12 hours)

Module 7: Strategic Planning 1

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, introduces strategic planning as a core managerial responsibility, helping leaders translate vision into priorities and structured objectives for federation development.

Session Outcomes

- Understand principles of strategic planning in sports federations.
- Define objectives aligned with federation mission.
- Contribute to basic strategic planning processes.

Key Topics

- Vision, mission and objectives
- Strategic thinking concepts
- Planning processes
- Leadership role in planning

Key Skills Strengthened

- Strategic thinking
- Organisational planning

Module 8: Strategic Planning 2 (Action Planning)

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, focuses on turning strategy into action through action plans, prioritisation, assignment of responsibilities, and basic monitoring tools for implementation.

Session Outcomes

- Translate strategic objectives into action plans.
- Identify priorities and allocate responsibilities.
- Apply basic monitoring and evaluation logic.

Key Topics

- From strategy to action
- Action planning and prioritisation
- Monitoring basics
- Implementation challenges

Key Skills Strengthened

- Strategic implementation
- Performance management

Module 9: Problem Solving

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, develops structured problem-solving skills relevant to federation operations, emphasising diagnosis, root-cause analysis, option assessment, and decision-making discipline.

Session Outcomes

- Identify and analyse operational problems.
- Apply structured problem-solving approaches.
- Support informed and timely decisions.

Key Topics

- Problem identification and analysis
- Root-cause thinking
- Decision-making techniques
- Practical federation cases

Key Skills Strengthened

- Analytical skills
- Decision-making

Module 10: Project Management

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, introduces project cycle management for federation initiatives, including planning, delivery, monitoring, risk awareness, and reporting responsibilities.

Session Outcomes

- Understand basic project management principles.
- Plan and organise federation projects.
- Support monitoring and reporting for accountability.

Key Topics

- Project planning
- Implementation monitoring
- Risk awareness
- Project reporting

Key Skills Strengthened

- Project management
- Accountability

Module 11: Knowledge of Chess (Sport & Regulations)

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, strengthens sport-specific knowledge required for informed leadership decisions, including competition formats, regulations, and institutional aspects of chess.

Session Outcomes

- Understand structures of chess competitions and formats.
- Recognise key regulations governing chess activities.
- Support informed decisions related to chess events and development.

Key Topics

- Chess competitions and formats
- Regulatory framework of chess
- Institutional aspects of the sport
- Decision-making implications

Key Skills Strengthened

- Sport-specific knowledge
- Regulatory awareness

Module 12: Knowledge of Chess Community (National & Stakeholders)

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, focuses on the chess ecosystem at national level, including clubs, players, officials, and stakeholders, supporting inclusive growth and stronger community engagement.

Session Outcomes

- Understand key actors of the chess community.
- Engage effectively with clubs and stakeholders.
- Support community-based development initiatives.

Key Topics

- Chess clubs and associations
- Stakeholder relationships
- Community engagement
- Inclusive development

Key Skills Strengthened

- Stakeholder engagement
- Community development

Level 3 – Executive (12 hours)

Module 13: Governance 3 – Implementing Rules and Procedures

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, addresses the practical implementation of statutes, regulations, and internal procedures, ensuring compliance, consistency, and institutional accountability in daily operations.

Session Outcomes

- Implement statutes and regulations consistently.
- Apply governance procedures in daily management.
- Strengthen compliance and accountability mechanisms.

Key Topics

- Implementation of governance rules
- Internal procedures
- Compliance mechanisms

- Accountability practices

Key Skills Strengthened

- Governance implementation
- Compliance

Module 14: Negotiation and Conflict Resolution

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, develops negotiation and conflict-resolution skills for leadership roles, supporting constructive institutional relationships and effective resolution of disputes.

Session Outcomes

- Apply practical negotiation techniques.
- Manage conflicts constructively within organisations.
- Maintain strong relationships with stakeholders.

Key Topics

- Negotiation principles
- Conflict resolution approaches
- Managing institutional disputes
- Win/win outcomes

Key Skills Strengthened

- Negotiation skills
- Conflict management

Module 15: Knowledge of Chess Community – International (FIDE System)

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, strengthens understanding of the international chess system, FIDE structures, continental bodies, and effective federation representation at international level.

Session Outcomes

- Understand international chess governance structures.
- Engage effectively with international stakeholders.
- Represent the federation within the FIDE environment.

Key Topics

- FIDE and continental organisations
- International stakeholder relations
- Institutional representation
- Communication protocols

Key Skills Strengthened

- International relations
- Institutional representation

Module 16: Fundraising

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, introduces fundraising as a sustainability competence, focusing on identifying resources, developing partnerships, and presenting federation initiatives to donors and sponsors.

Session Outcomes

- Identify funding sources and opportunities.
- Build partnerships and sponsorship approaches.
- Develop and present funding-oriented initiatives.

Key Topics

- Funding sources
- Sponsorship and partnerships
- Project value proposition
- Sustainability strategies

Key Skills Strengthened

- Fundraising skills
- Partnership development

Module 17: Executive Leadership and Change Management

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, consolidates executive leadership competences for managing change, strengthening institutional culture, and leading in complex federation environments.

Session Outcomes

- Provide executive leadership in complex environments.
- Guide organisational change and improvement.
- Strengthen leadership culture and accountability.

Key Topics

- Leadership in complexity
- Change management basics
- Institutional culture
- Accountability and ethics

Key Skills Strengthened

- Executive leadership
- Change management

Module 18: Institutional Vision and Strategic Representation

This session, designed for Presidents and General Secretaries as top-level Chess Federation Managers, focuses on institutional vision, strategic positioning, external representation, and long-term sustainability of chess federations within national and international frameworks.

Session Outcomes

- Define and communicate institutional vision.
- Strengthen federation positioning and credibility.
- Represent the federation at the highest level.

Key Topics

- Institutional vision
- Strategic positioning
- Representation and diplomacy
- Long-term sustainability

Key Skills Strengthened

- Strategic vision
- Institutional representation