



EHF Competence  
Academy & Network



Research

Education

Proficiency Support



[activities.eurohandball.com](http://activities.eurohandball.com)



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# Team Sport Governance

## EHF

**Helmut HÖRITSCH**

Business Group Education/ Development

EHF CAN Coordinator



EHF Competence Academy & Network





**Deutsche  
Sporthochschule Köln**  
German Sport University Cologne

Certificate programme  
**European Handball Manager**

Team Sport Governance IV  
Helmut Höritsch / EHF

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In cooperation with



**EUROPEAN HANDBALL  
FEDERATION**

## Team Sport Governance IV – European Handball Federation (EHF)



EUROPEAN HANDBALL  
FEDERATION

[www.eurohandball.com](http://www.eurohandball.com)

Helmut HÖRITSCH  
EHF Office Staff Member in Vienna/AUT (since 1993)  
Business Group Education & Development  
Management Board Member  
EHF CAN Coordinator





EUROPEAN HANDBALL  
FEDERATION

## Team Sport Governance IV– European Handball Federation (EHF)

# 25 years of “mindful” leadership (1991 - 2016)

(a humorous / psychological analysis of the EHF)

with references to Wilhelm Busch/GER poet and Johann Ingi Gunnarsson ISL/EHF psychologist

***“To most people who have leisure  
playing handball gives great pleasure!  
First, because the fees teams pay us  
for the care we take repay us!  
Secondly, that now and then  
we can dine on roasted hen!  
Thirdly, of the players’ shoes  
the EHF makes various use!  
Some folks like to rest their heads  
at events on feather beds”***

# Team Sport Governance IV– European Handball Federation (EHF)

Sport people are healthy people!

“Health comprises physical, mental and social health (WHO)!”

## Well-being and its awareness

*“Feel good, think and do well!”*

*“Experience negative emotions and  
handle them effectively!”*

## Benefit of mindfulness

*“Enjoy something while it’s  
happening!”*

## Affirmative technique

*“Touch, smell, chew and hear it!”*

## Mindfulness

*“The opposite of taking life  
for granted!”*

*“Be in touch!”*

## Being present

*“Is your mind full or are you  
mindful?”*

*“Pay attention and notice!”*

*“Re-set your mind!”*

## Stop technique

*“Slow down, take a breath,  
observe your thoughts, emotions  
and then proceed!”*

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An optimistic approach for creating the future of handball could read as follows:

***“When stakeholders, officials, referees, coaches and athletes practise mindfulness by simply paying attention to what is actually happening, not only they perform better and win more, they also become more attuned to and with each other!”***

## Happy Birthday, EHF!

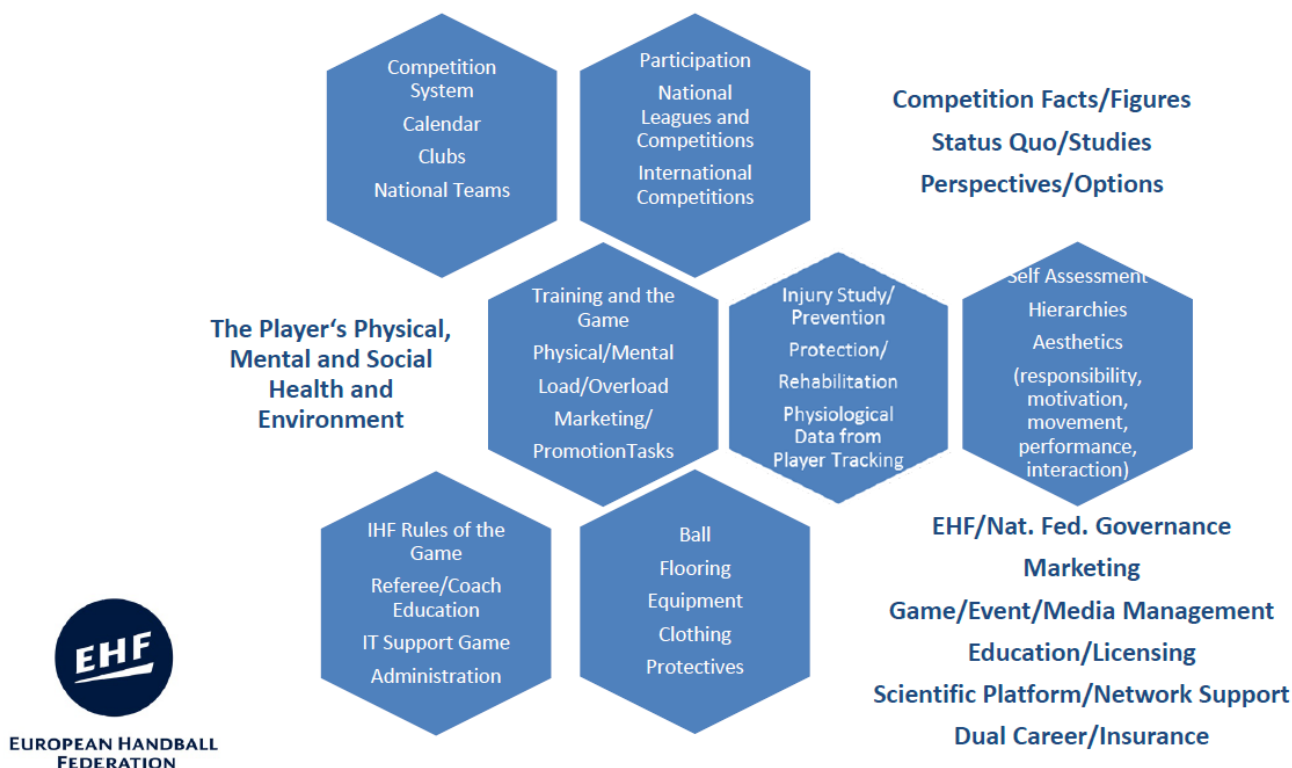
Ad multos (“mindful”) annos....!

# Team Sport Governance IV– European Handball Federation (EHF) THE FUTURE

2016 EHF Health Sciences Launch Conference

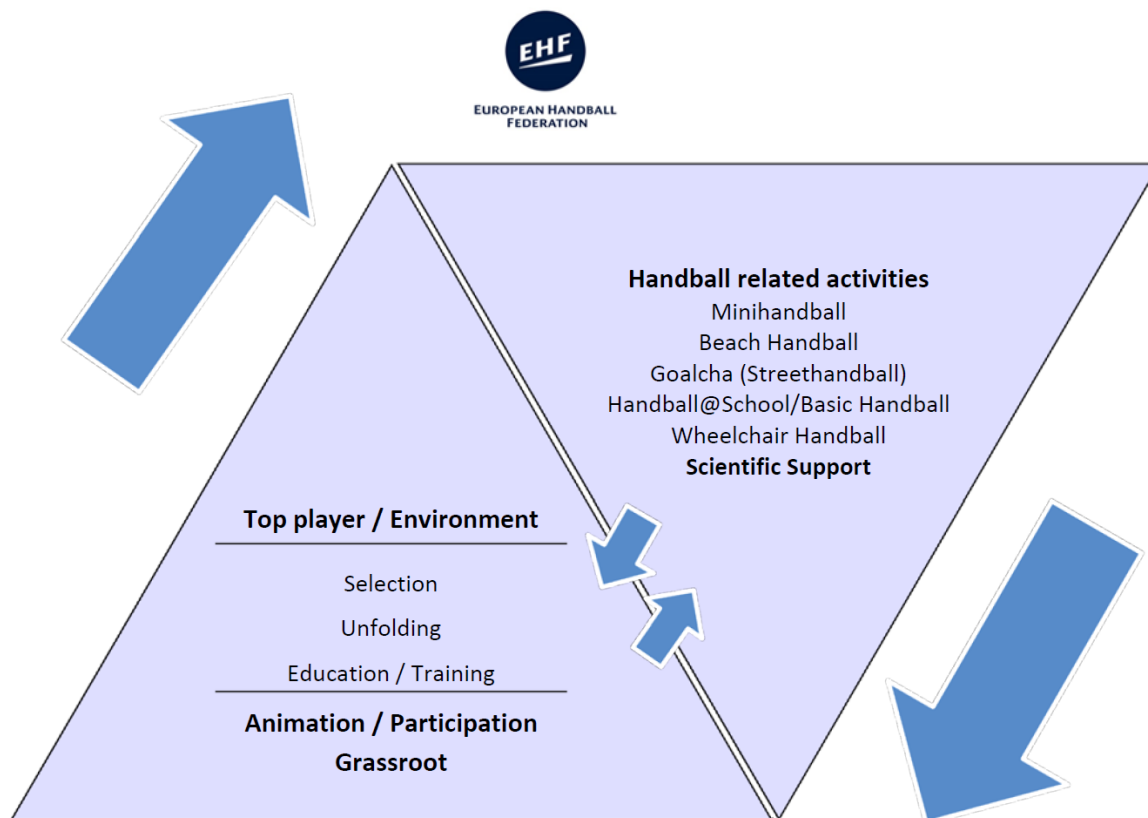
„The Player’s Health&Environment – From Participation to the Top“

status 16.08.2016/hoh



# Team Sport Governance IV– European Handball Federation (EHF) Handball Development – Public Visibility

“Enhancing the community”





# Team Sport Governance IV– European Handball Federation (EHF)

## From „WHAT“ to „HOW“ - an attempt of a practical approach to Handball in the Future

Where do we come from?



Where are we now?



Where do we want to go?



# Team Sport Governance IV– European Handball Federation (EHF) REALITY ?





# Team Sport Governance IV– European Handball Federation (EHF)

UTOPIA ?





# Team Sport Governance IV– European Handball Federation (EHF)

## What can we observe?





# Team Sport Governance IV– European Handball Federation (EHF)

a **LEADER** is  
a **MANAGER OF CHANGE**





# **Team Sport Governance IV– European Handball Federation (EHF)**

**MANAGEMENT without LEADERSHIP  
is STAGNATION**

and...

**LEADERSHIP without MANAGEMENT  
is CHAOS**



## Team Sport Governance IV– European Handball Federation (EHF)



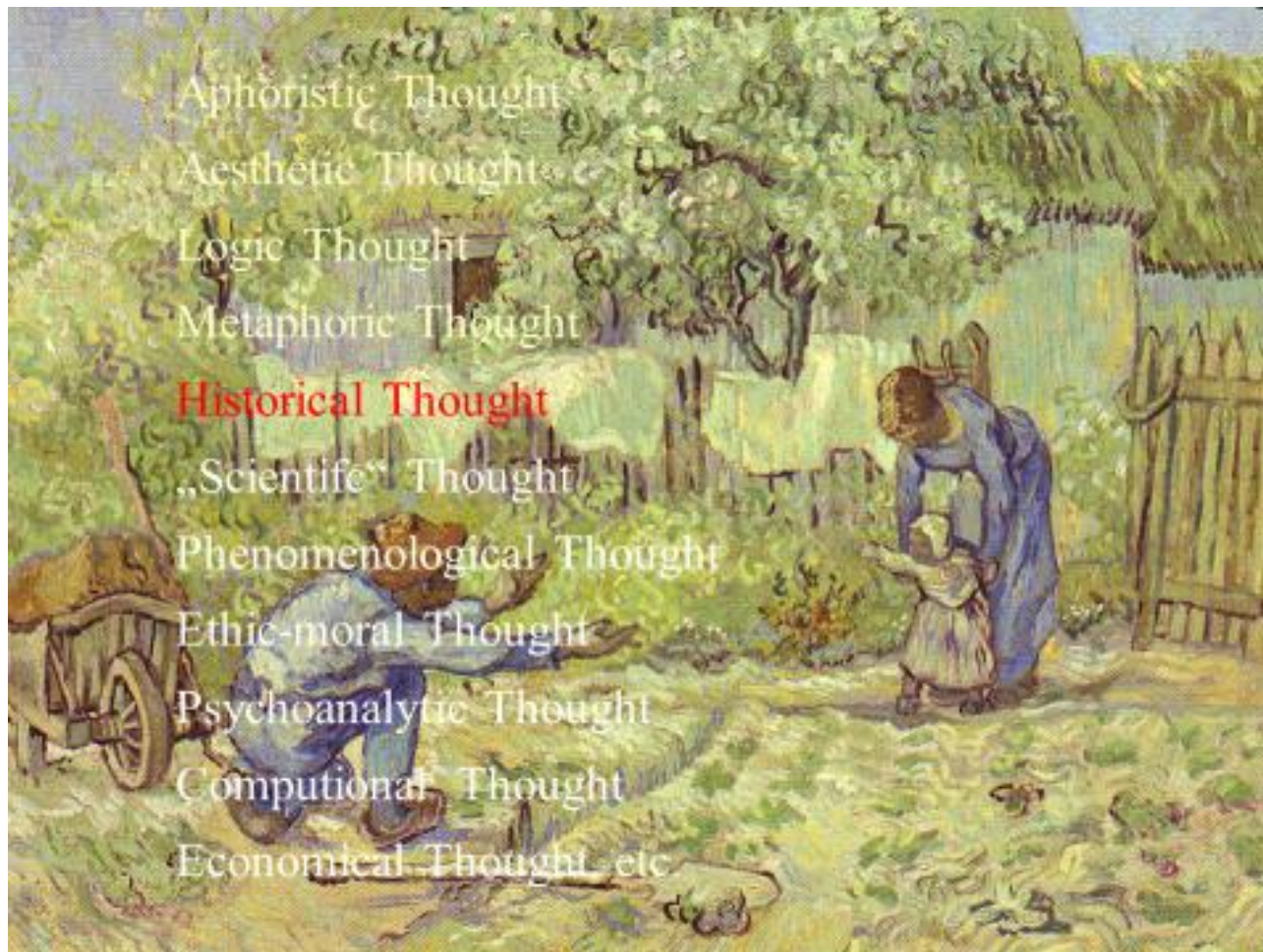
Institute for Social Aesthetics  
and Mental Health

# SOCIAL AESTHETICS AND HANDBALL

M. Musalek  
Institute for Social Aesthetics and Mental Health  
Sigmund Freud Private University Vienna, Austria



## Team Sport Governance IV– European Handball Federation (EHF)



## Team Sport Governance IV– European Handball Federation (EHF)



Jean Francoise Millet: First Steps, 1858<sup>[1]</sup>  
(Lauren Rogers Museum of Art, Laurel, Mississippi)

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Institute for Social Aesthetics  
and Mental Health

### SOCIAL AESTHETICS

Social aesthetics is, ..., an aesthetic of the situation.  
... Like every aesthetic order, social aesthetics is contextual. It is also highly perceptual, for intense perceptual awareness is the foundation of aesthetics. Furthermore factors similar to those in every aesthetic field are at work in social aesthetics, although their specific identity may be different ... creative processes are at work in its participants, who emphasize and shape the perceptual features.

Berleant A (2005) Ideas for a Social Aesthetics.  
In: Light A & Smith JM (eds.) The Aesthetics of  
Everyday Life. Columbia University press, New York



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SOCIAL AESTHETICS  
IS THE  
SCIENCE OF  
BEAUTIFUL ENCOUNTER



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## AESTHETICS – DEFINITION

Ästhetik ... ihr Gegenstand ist das weite Reich  
des Schönen, und näher ist die Kunst, und zwar  
die schöne Kunst ihr Gebiet ...

Aesthetics ... its subject is the enormous field of beauty,  
and more than that it is the field of arts and here namely  
the field of beaux-arts ...

Hegel GWF (1842/1976) Ästhetik I u. II. Aufbau Verlag, Berlin

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„SURFACE-AESTHETICS“  
(„OBERFLÄCHENÄSTHETIK“)

decoration, ornamentation, cosmetics,  
adornment, tanning, „behübschen“



„AESTHETICS BEYOND AESTHETICS“  
(„TIEFENÄSTHETIK“)

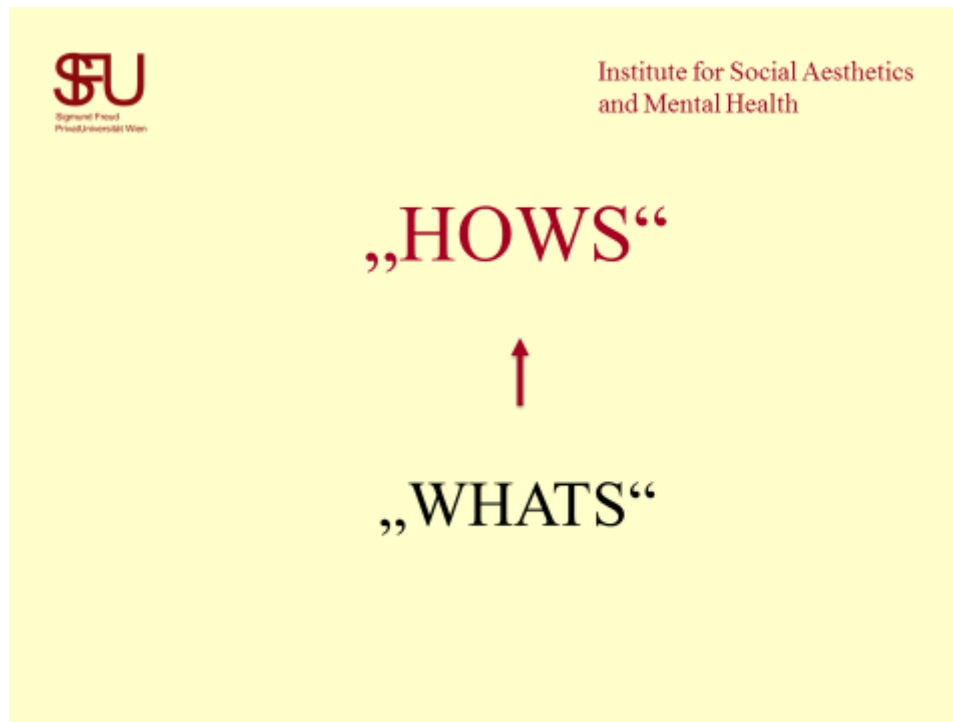
aisthesis, new perspectives, creation,  
„Gestaltung“, (trans-)formation, configuration

Welsch W (2000) Ästhetik außerhalb der  
Ästhetik. Journal für Philosophie 12, 6

## Team Sport Governance IV– European Handball Federation (EHF)



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Institute for Social Aesthetics  
and Mental Health

### TASKS OF SOCIAL AESTHETICS

- cultivation of human contacts and interactions
- introducing humanity in blank rituals and behaviors
- creation of atmospheres and offering hospitality
- deconstruction of barriers and push back boundaries
- enabling to establish *beautiful* situations/relations
- opening up new perspectives for human future, ...

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and Mental Health

### COLUMNS OF SOCIAL AESTHETICS

- full acceptance of the others (esteem)
- heightened perception (p. of sensuous qualities)
- freshness and excitement of discovery (fascination)
- recognition of the uniqueness (individuum/situation)
- full personal involvement (engagement/opening)
- relinquishing of restrictions and exclusivity
- abandonment of separateness (places/atmospheres)
- mutual responsiveness („reciprocity“)

A.Berleant 2005

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### SOCIALAESTHETIC IMPERATIVE

CONFIGURE YOUR LIFE IN A WAY  
THAT IT IS BEAUTIFUL,  
NOT ONLY FOR YOURSELF  
BUT ALSO FOR THE OTHER

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and Mental Health

„Social Aesthetics in Handball“

## FIELDS OF INTEREST

social aesthetic competencies („skills“)  
responsibility aesthetics („fairness“)  
motivation aesthetics („strong will“)  
appreciation aesthetics („collaboration“)  
otherness / strangeness („hospitality“)  
mental / physical / social health  
resiliency / ressources („competencies“)  
identification aesthetics, etc.

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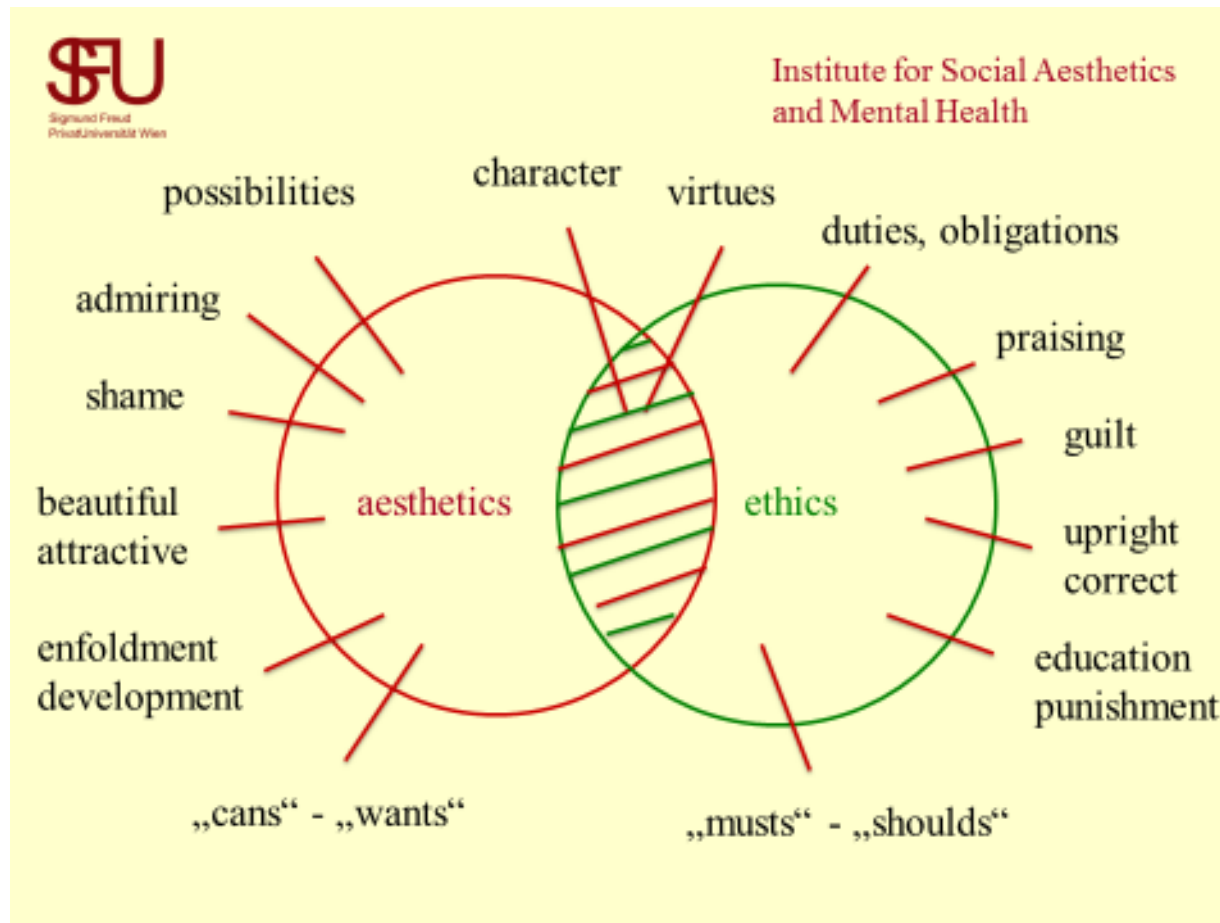
Institute for Social Aesthetics  
and Mental Health

„Social Aesthetics in Handball“

## TARGETS OF INTEREST

players  
referees  
coaches  
trainers  
officials  
organizers  
sponsors  
supporters  
beholders

## Team Sport Governance IV– European Handball Federation (EHF)



# Team Sport Governance IV– European Handball Federation (EHF)

## EMPOWERING GRASSROOTS

*Grassroot = the most basic level of an activity or organization -  
"Improving the game/the image of a sport at grass-roots level"*



### Challenges and Responsibilities

*"Facing societal changes and responding..."*

*"Serving the sport and its people..."*

*"Sharing experience and values to facilitate..."*

*"Enhancing the community and taking care..."*

# Team Sport Governance IV– European Handball Federation (EHF)

## GRASSROOT BEST PRACTICE EXAMPLES

- ✓ Minihandball Festivals
- ✓ Beach Handball Activities
- ✓ Handball at School
- ✓ Summer Camps
- ✓ Academies
- ✓ Ambassadors, Testimonials
- ✓ Cooperation with Universities
- ✓ #BeActive European Week of Sport  
(2015 EHF Open Day of Handball)
- ✓ Goalcha (street handball)- 2016 EHF Men's EURO POL



# Team Sport Governance IV– European Handball Federation (EHF)

## EHF DEVELOPMENT AID PROGRAMMES

- ✓ SMART Programmes
- ✓ Short Term Programmes
- ✓ EHF Educational Services  
for referees, delegates, coaches and club managers

# Team Sport Governance IV– European Handball Federation (EHF)

## EHF LECTURER SYSTEM + EQUIPMENT SUPPLY

- ✓ Coaching (EHF Methods Commission)
  - EHF Coaching licensing (RINCK Convention), clinics
- ✓ Refereeing (EHF Competition Commission)
  - EHF Young Referee Programme, candidate courses
- ✓ Beach Handball (EHF Beach Handball Commission)
  - EHF Combined referee, delegate and coaches courses

## Team Sport Governance IV– European Handball Federation (EHF)

### GOALCHA PROJECT IN POLAND



## Team Sport Governance IV– European Handball Federation (EHF)



- GOALCHA workshops at the Academies of Physical Education in 4 Polish cities (Ruda Śląska, Gdańsk, Kraków, Wrocław) between September and December 2015 139 participants
- ➔
- GOALCHA activity stands at fan zones during the EHF Men's EURO 2016 in Poland  
5 GOALCHA Instructors educated during the workshops in 2015  
volunteers supporting the project



## Team Sport Governance IV– European Handball Federation (EHF)



## Team Sport Governance IV– European Handball Federation (EHF)

GOALCHA<sup>TM</sup>  
(STREET HANDBALL)

- ✓ Huge interest
- ✓ Good feedback



- ✓ Great atmosphere





## Team Sport Governance IV– European Handball Federation (EHF)



OFFICIAL  
PARTNER



9<sup>th</sup> EHF CONFERENCE FOR  
SECRETARIES GENERAL



# Team Sport Governance IV– European Handball Federation (EHF)

## SOCIAL MEDIA – EHF CAN Facebook Channel



# Team Sport Governance IV– European Handball Federation (EHF)

## SOCIAL MEDIA – EHF CAN YouTube Channel



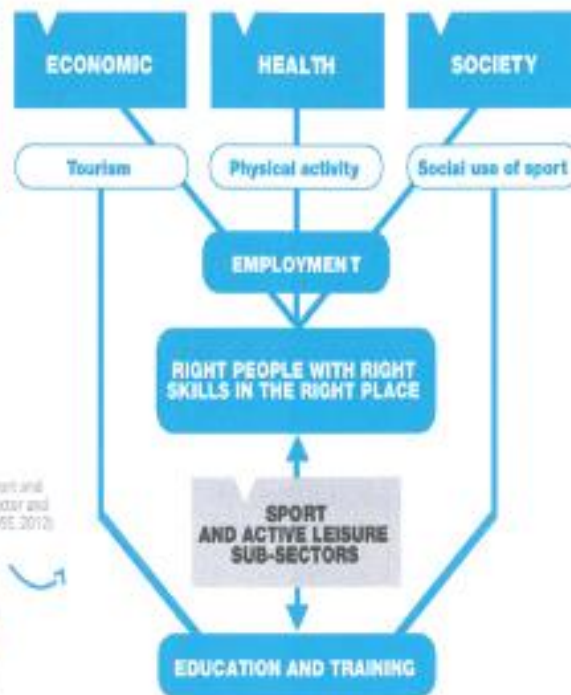
## Team Sport Governance IV– European Handball Federation (EHF)



Responding to  
societal changes –  
Our choice!  
Our chance!  
Our responsibility!



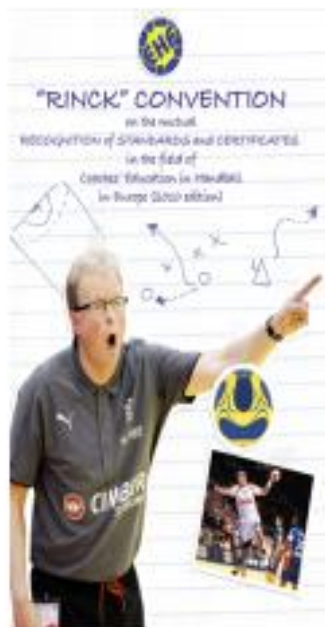
Figure 1: The sport and  
active leisure sector and  
its potential (EOSE 2012)



**„We see a new  
role FOR sport  
leading to new  
roles IN sport!“**

# Team Sport Governance IV– European Handball Federation (EHF) BEST PRACTICE

## 2000 – 2016 EHF RINCK CONVENTION (EHF Coaching Convention)



34 Signatories: AUT, BLR, BUL, CRO, CYP, CZE, DEN, ENG, ESP, EST, FRA, GER, GRE, HUN, IRL, ISL, ITA, LAT, LUX, MKD, MLT, MNE, NED, NOR, POL, POR, ROU, RUS, SLO, SRB, SVK, SUI, SWE and TUR

+ FIN, ISR and LTU (2014)  
+ BEL (2015)

**38 EHF RINCK Convention  
Signatories**

# Team Sport Governance IV– European Handball Federation (EHF)

## EHF COACHES' LICENSING RELATED TO EHF RINCK CONVENTION

EHF RINCK CONVENTION (RC)	EHF COACHES' LICENSING
RC Category/Level IV=Master Coach*	<b>EHF PRO Licence**</b>
	RC Category/Level III coaches either need - 3 EHF Licensing Course Modules (160 hours) or - 1 NAT Master Coach course with EHF Lecturers (160 hours) for the <b>EHF PRO Licence</b>
RC Category/Level III	<b>EHF Coaching Licence mandatory for EHF Competitions (transition period exemptions)</b>
RC Category/Level II	Individual or federation upgrade possible
RC Category/Level I	

\* "Lifetime" title

\*\* Validation period 2+2 years, prolongation subject to attendance at an EHF (or EHF recognized) further training course (IHF course, national course with EHF/IHF Lecturers) – 16 hours



# Team Sport Governance IV– European Handball Federation (EHF) BEST PRACTICE

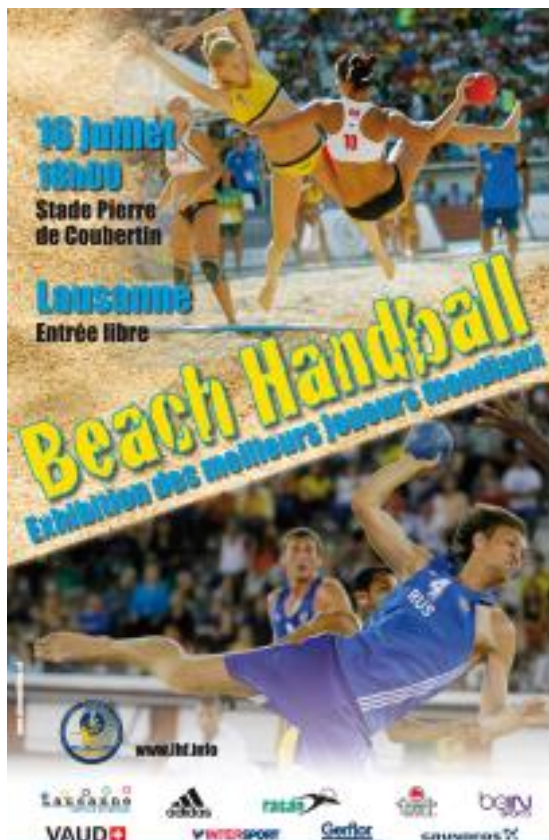


Discussion





## Team Sport Governance IV– European Handball Federation (EHF)



### The goal

A Beach Handball Exhibition Tournament, with four teams (men's and women's) composed of the World's Elite BH Athletes, was staged in Lausanne / SUI, last July, in the collaboration of the IHF and the IOC for the benefit of the further development of beach handball.

The goal: Beach Handball to become Olympic discipline by the Summer Olympic Games of 2024

# Team Sport Governance IV– European Handball Federation (EHF) BEST PRACTICE WHEELCHAIR HANDBALL

## 2015 European Wheelchair Handball Nations' Tournament 12 – 13 December • St. Pölten / Austria



**EHF**  
**Wheels on Fire**  
2015 European Wheelchair  
Handball Nations' Tournament  
12 – 13 December • St. Pölten / Austria

The European Handball Federation is organising the 2015 European Wheelchair Handball Nations' Tournament! Wondering how Handball can be played in a Wheelchair?  
**Come - See - Cheer!**

**THE TEAMS**

	NED		NOR
	POR		SWE

**PLAYING SCHEDULE**

Date	Time	Match
12 December	14:00	1. NOR vs NED
	15:00	2. POR vs SWE
	17:00	3. SWE vs NOR
	18:00	4. NED vs POR
13 December	10:00	5. NOR vs POR
	11:00	6. NED vs SWE
	14:00	7. 3. vs 4.
	15:00	8. 1. vs 2.

**THE VENUE**

**SPORT.ZENTRUM. N**  
SPORT.ZENTRUM.Niederösterreich  
Dr. Adolf Scharfstr. 25  
3100 St. Pölten  
AUSTRIA  
[www.sportzentrum-noe.at](http://www.sportzentrum-noe.at)

**EHF**  
EUROPEAN HANDBALL  
FEDERATION

**EHF CAN**  
EHF Competence  
Academy & Network



Arbitres:  
FRANCE &  
AUTRICHE

Vainqueur:  
NEDERLAND




**EHF**  
**Wheels on Fire**  
2016 European Wheelchair  
Handball Nations' Tournament  
– 8 December • Sölvesborg / Sweden

# Team Sport Governance IV– European Handball Federation (EHF) BEST PRACTICE – “investing in skills and qualifications of people”

## MESGO PARTNERSHIP



The Executive Master in European Sport Governance (MESGO) is a unique programme designed for sports sector

professionals wishing to master the complex dimensions and the diversity of international practices related to professional sport on an international level.



[www.mesgo.org](http://www.mesgo.org)

## UNIVERSITY COOPERATION



For the global development of handball, the contribution of experts in the various fields is vital. The Union of University Handball Teachers (UUHT) has been formed to fulfil precisely this task. Its members dedicate their time and energy analysing the game, distributing the sport and sharing their know-how and philosophy with others on high educational level.



[activities.eurohandball.com/university-handball-teachers/by-nation](http://activities.eurohandball.com/university-handball-teachers/by-nation)

## EHF - University Las Palmas/ Gran Canaria (ULPGC) Cooperation



EHF referee video teaching material, 2D and 3D animated promotion web tools for Minihandball and Handball at School developed by the University Las Palmas



<http://tiny.pl/gxc fj> <http://tiny.pl/gxc fp> <http://tiny.pl/gxc fn>

Possibility of ECTS (Education Credit Transfer System) certification of the EHF Master Coach education by the ULPGC in cooperation with EHF

## EHF - German Sport University Cologne Cooperation



Certificate programme “European Handball Manager”

EHF cooperation with the German Sport University Cologne (DSHS Köln) on the implementation of a 12 month University Course [as of the 2015/16 season]



[www.dshs-koeln.de/ehm](http://www.dshs-koeln.de/ehm)

# Team Sport Governance IV– European Handball Federation (EHF) BEST PRACTICE – TECHNOLOGY SUPPORT – EHF CREDIBILITY

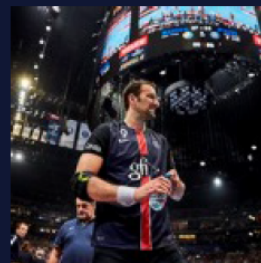
## EHF GAME ADMINISTRATION

### TECHNOLOGY SUPPORT (EHF Final4s, EHF Cup, EHF EUROs)

- 1) Goal line proof
  - VisionSport / FRA
- 2) Goal light technology ( red lights behind the goal – ball in/out of play )
  - EHF system ( EHF Final4 )
- 3) Instant replay (real time scouting - camera feed or host broadcaster based)
  - Vision-Sport / FRA
  - Observer system Antonio Ojeda/ESP (referee online platform)
  - Implementation proposal by EHF referees Sabroso , Raluy / ESP - on referee request only
- 4) Digital Scoresheet (video match report)
  - Antonio Ojeda/ESP - Maxosystem



EHF Competence Academy & Network





# Team Sport Governance IV– European Handball Federation (EHF)

## EHF CAN - Philosophy and Services EHF Recommendations

Important issues for „Good Governance“ in Sport Federations

- Modern „leadership“ - internal and external „strategic thinking“
- Overall view on the various levels of administration/management
- Building-up a professional and competent staff crew at the office
- Improving efficiency by means of education, innovation and technology
- Motivation/pro-active attitude to cope with future challenges
- Openmindedness, integrity and transparency
- Enhancing the community (Social media, CSR, New partners, etc.)



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# Team Sport Governance IV– European Handball Federation (EHF)

## MISSION BRIEF

Evolving good sport  
governance practices



Good afternoon, Special Agents.

Your mission, should you choose to accept it, involves highly visionary and expert based work. Europe's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. This is your last mission.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions.

This message will self-destruct in five seconds...

*TODAY IS 3 NOVEMBER 2025.*

*TAKE THE STAKEHOLDER PERSPECTIVE ASSIGNED TO YOUR TEAM OF SPECIAL AGENTS.*

*HANDBALL HAS BECOME TEAM SPORT NO. 1 IN BOTH YOUR REGION AND COUNTRY.*

*WHAT HAPPENED IN THE PAST NINE YEARS IN TERMS OF GOOD HANDBALL GOVERNANCE FACILITATING THE GROWTH, PERFORMANCE AND PUBLIC TRUST IN/OF THE SPORT?*

*LIST AS MANY DETAILS AS POSSIBLE AND AGREE ON PRIORITIES WITHIN YOUR GROUP OF SPECIAL AGENTS.*

### TIPS FOR A SUCCESSFUL MISSION

- Consider this a brainstorming
- Allow yourself to take the perspective that in 2025 everything is possible
- Do not say no to perspectives of others that you disagree with
- Listen to and encourage the voices of everyone
- Account for as many different ideas and perspectives as possible

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„All the best! – Good luck!“  
Thank you!

