

Leadership and management in sports organisations: difficulties and opportunities

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Abstract

Management and leadership are critical components of professional sport organisation practise, and managerial leadership integrates management and leadership into a cohesive integrated paradigm. "Managers are people who do the right things, and leaders are individuals who do the right things." Sports administrators, by virtue of their official function in the sport organisation, are accountable for empowering subordinates to create and execute goals. Management is concerned with dealing with complexity, whereas leadership is concerned with dealing with change; both management and leadership are required for effective management, and excellent management skills are required to achieve goals. The level of their leadership abilities will heavily influence the results of their activities with subordinates. The issue is, what characteristics define a successful leader? The goal of this study is to convey a viewpoint on managing leadership, take a lesson from managerial leadership literature, acquire insight from research on managerial leadership effectiveness, and deduce prescriptions for practical sports administrators from this material. This article discusses management leadership functions, characteristics, and abilities, as well as effective managing leadership styles and difficulties.

Keywords: *Leadership, management, challenges & sport organization*

Introduction

Leadership continually offers challenges to the leader's talents as well as to people, things, and change; change comes difficulty, and no matter how excellent a leader is, that can't be avoided. How one responds to those obstacles defines one as a leader and has a lot to do with how effective one can be. Some challenges take the shape of persons or issues that offer impediments to achieving a goal. Far more originate inside the leader or from the condition of just being a leader. Many of these must be faced by every leader and dealt with in some fashion. A challenge is an invitation to go to the next level, to put oneself to the test and develop in the process, to demonstrate that you can achieve something that appears tough, if not impossible. Leadership difficulties are constant and arise on a daily basis. Knowing when the most difficult problems are likely to emerge, on the other hand, allows one to prepare to confront them successfully. It has long been acknowledged that the difference between success and failure, whether in war, business, or sports, can be ascribed primarily to leadership. Leadership writing has become a thriving industry. Nonetheless, despite all of the alternatives and its acknowledged relevance, leadership remains a largely unexplained notion. Significant experience, actual facts, and theoretical concepts might all be used to describe the notion of leadership, even if they appear incompatible when combined. Such inconsistency highlights the quandary in the explanation of leadership. Most effective leaders show genuine concern for their followers' personal well-being. This curiosity might lead to concerns about their families and personal life.

In any organisation, leadership is a critical process. Leaders in the past have disguised their self-interest and personal preferences as ethical activities. In reality, school officials functioned more like administrators of a restrictive institution. Globalization of economic systems, technological progress, and rising expectations have replaced previous uncertainties with a new and uncertain framework. Leaders had the difficulty of operating in a fast changing world, which resulted in dynamic changes in their attitudes. It is important to highlight that a sport organization's success or failure is related to its leadership. As a result, a successful leader should not only attempt to grasp the globalisation of economic, sociological, and technical trends and how they show themselves today, but also be active in predicting how they will influence sport organisations in the future. Sport organisations are extremely dynamic, necessitating managers with unique abilities and qualities in both management and leadership.

Managerial Leadership as a Concept

The manager-leader dichotomy serves as a method of thinking for managers of sport organisations. Managerial leadership is a phrase that combines management and leadership into a single idea. According to Griffin (1999), leadership is both a process and a property. As a process, leadership is the use of non-coercive influence to change the objectives, motives, and actions of a group or organisation toward the accomplishment of those goals. According to Mull, Bayless, and Jamieson (2005), management is defined as influencing operational functions and resources to achieve a goal, and management is more aware of the human element, including individual and group feelings, attitudes, sensitivity to fairness, and cooperation in the pursuit of a goal. To further clarify leadership, Parks & Quarterman (2003) stated that managerial leadership is the integration of management and leadership into a single concept. According to Hartzell (2006), "leadership" refers to the psychological traits and conduct of persons who have power and responsibility for leading organisations. Leadership may also be defined as the capacity to persuade followers to attain an organisational objective in as painless a manner as possible, by instilling in them a strong feeling of dedication, integrity, and honesty. To achieve success, people and tasks must be prioritised. Hersey and Blanchard (1988) define management as the practise of working with and through individuals and groups to achieve specified organisational goals. Managers are frequently leaders, but not all leaders are managers. Because all employees will act as leaders at some point, the term leader is broader than the term manager; whenever a person attempts to influence the behaviours of others, regardless of the reason, that person is considered a leader; and when others rely on a person, even if he is not in a management position, that person is a leader. Over the years, management academics have focused on the practise of management as a process, which indicates that managers utilise a continual set of interaction actions known as the underlying management process to achieve sport organisation goals and objectives. Planning, organising, staffing, directing, coordinating, reporting, and budgeting were first introduced more than six decades ago as POSDCORD, an acronym that describes the underlying processes of: planning, organising, staffing, directing, coordinating, reporting, and budgeting, but according to Gulick and Urwick (1937), scholars whittled the original seven processes down to four: planning, organising, directing, and contr (Hersey & Blanchard, 1988).

Trait Approach theory:

Is built on a collection of universal characteristics that have been linked to successful leaders. The mentality, talents, and physical characteristics of a leader may all be categorised.

Behavioral Approach theory:

Good leaders exhibit one or two primary types of dimensions: thoughtfulness and starting structure, according to the belief that people require more than particular personality qualities to be effective leaders. Considerations refer to the extent to which leaders have connections with their subordinates that are built on mutual trust, respect, and consideration of their views and feelings. Explain the extent to which leaders set goals and arrange their subordinates to achieve those goals while establishing structures.

Situational contingency approach theory:

There is no one ideal style of leadership for every scenario with this sort of approach; effective managers are those who can adapt their leadership styles to fit the demands of their followers and the situation at hand. The Fiedler contingency model, the path-goal model, and the situational leadership model are all examples of this situational approach to leadership. According to Fiedler's contingency theory, a group's performance is determined by the interplay of leadership style and situational circumstances.

Managerial leadership Skills:

The term skill refers to the concept that managerial abilities are acquired rather than innate. It is possible to learn and improve it via both experience and formal instruction. Conceptual, interpersonal (human), and technical abilities are required of managers in all sorts of companies, according to Katz (1974). Conceptual skills: refers

to the capacity to see the organisation as a whole, as well as the relationships between the many components that make it up;

Interpersonal: The capacity to communicate with others and coordinate individual and group activities toward a common objective.

Technical skills are the specific knowledge and resources that are utilised to help an organisation achieve its objectives.

Managerial Roles

Interpersonal Roles:

Roles that need interpersonal interaction with others When management leaders participate in these positions, they are largely involved in interpersonal interactions with others, as Muizberg (19990) recognised three categories of interpersonal roles: figure head, leader, and liaison. Leader role indicates related to management leaders' interaction with their subordinates by figure head managers engaging in symbolic and ceremonial methods (duties). Managers recruit, select, train, motivate, assess, and guide the energy and efforts of their subordinates toward achieving the organization's goals. The capacity of a managerial leader to create and cultivate relationships with individuals and groups outside of their work unit or company is referred to as the liaison position. Informational Roles: Managerial leaders participate in informational positions when they share and process information. These roles include monitor, disseminator, and spokesperson.

Monitors: Manager in the role of scanning the environment for information that can affect the organization.

Disseminators: Managers in the role of passing information on others in the organization or work unit;

Spokespersons: Managers in the role of transmitting information to persons or groups outside the manager's respective organization or work unit.

Decisional Roles: Decisional roles may be exhibited in four specific categories: entrepreneur, disturbance handler, resource allocator, and negotiator.

Entrepreneurs: Managers in the role of searching for ways to affect change and improve on organization.

Disturbances handlers: Managers in the role of responding situation that might disrupt the organization's normal operation.

Resource allocators: Managers in the role of determining how best to allocate resources to each employee, group, or work unit, or to the entire organization.

Negotiator: Managers in the role of conferring with persons inside or outside the work unit or organization to obtain concessions or to agree on pivotal issues.

Major Dimension for Classifying Managerial Leader

While all managers have formal authority for directing the work activities of others, different managers possess different degree of authority in the hierarchy of an organization; managers are usually classified as (1) top-level manager (2) middle-level manager (3) supervisor-level managers (Glueck, 1980)[8] .

Top-level managerial leaders: The executive or senior level managers of an organization who have the most power and authority;

Middle-level manager: Managers who are selected by and responsible to top-level managers, they are responsible supervisory managers and sometimes for technical specialist. Supervisor-level managerial leaders: Managers who report to middle –level managers and are responsible for non-managerial employees.

Characteristics of Successful Managerial Leaders

Identified seven key skills needed to be an effective and efficient leader. The generalize concepts these skills are relevant for managerial leaders in sport organizations they trust their subordinates; they develop a vision; they keep their cool; they are experts; they invite dissent; they simplify; they encourage risk.

Effective Managerial Leadership

Effective leaders are characterized by intelligence and self – assurance – Effectiveness is concerned with capacity to use strength, health and aspirations in individuals to achieve high performance. This creates a pertinent issue that organizations should show concern on how to recruit, develop, and keep officers who will become effective leaders. In developing the new paradigm of Managerial leadership Greenfield & Rabbini (1993) believe that all we can do is to work with the character of leaders. They believe that leaders have to be able to function in a context of Complexity, ambiguity, paradox and trust worthiness. Subjects should be able to have faith in their leaders. In an attempt to provide distinction between the two, the differences in terms of activity performance of the manager and leaders in an organization are tabulated below:

Table 1: In an attempt to provide distinction between the two, the differences in terms of activity performance of the manager and leaders in an organization are tabulated below:

Activity	Managerial	Leadership
Creating an agenda	Planning and Budgeting	Establishing Direction
Developing a human Network for achieving The agenda	Organizing and staffing	Aligning people
Executing plan	Controlling and Problem solving	Motivating and inspiring
Outcomes	Produces a degree of Predictability and order, and has the potential to consistently produce major results expected by various stakeholders (for example, for customers, always being on time, for stockholders, being on budget)	Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (for example new product that customers want, new approaches to labour relations that help make a firm more competitive.

Source: Griffin (1999) ^[13]

Managerial Leadership Challenges

Being a leader is in itself a challenge. The challenges of leadership are really of three kinds: external, coming from people and situations; internal, stemming from within the leader himself; and those arising from the nature of the leadership role.

Leadership itself

Managerial leadership makes great demands on people. As a leader, you are responsible for your group's vision and mission, for upholding a standard, often for being the group's representative to the rest of the world and its protector as well. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden. In addition to its responsibilities, leadership brings such challenges as motivating people - often without seeming to do so - and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware of serving their group and its members and all that that entails. In other words, they have to be leaders all the time.

External challenges

It's almost impossible to imagine a situation where a leader doesn't have to cope with external challenges. In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads. Social, economic, and political forces in the larger world can affect the organization as well. To some extent, the measure of any leader is how well he

can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of fuss, most of the external issues are hardly noticeable to anyone else. How to cope with external challenges.

Internal challenges

While leadership presents to each of us the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance (all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader into a great one. One of the greatest challenges of leadership is facing your own personal issues, and making sure they don't prevent you from exercising leadership. Some characteristics can be double-edged swords, positive in some circumstances and negative in others. The real challenge is in knowing the difference, and adapting your behavior accordingly. Acknowledging the attitudes and tendencies that get in your way, and working to overcome them is absolutely necessary if you're to become an effective leader. Among the most common personal traits that good leaders have to overcome or keep in check are:

Insecurity: Many people feel, at least some of the time, that they're not up to the tasks they face. They may even believe that they're fooling people with their air of competence, when they know they're really not very capable at all. Insecurity of that sort keeps them from being proactive, from following their vision, from feeling like leaders. It can be crippling to both a leader and her group or organization.

Defensiveness: Also born of insecurity, defensiveness shows up most often as an inability to take criticism (other people might catch on to the fact that you're as incompetent as you know you are), and continuing hostility to anyone, even an ally, who voices it. Defensiveness often also includes a stubborn resistance to change ideas, plans, **or assumptions, even if they've been shown to be ineffective.**

Lack of decisiveness: Sometimes it's hard to make a decision. You never know till later - and sometimes not even then - whether you made the right decision. Maybe if you had a few more facts... The reality is that leaders are called on to make decisions all the time, often with very little time to consider them. It is important to have as much information as possible, but at some point, you just have to make the decision and live with it. Some decisions are reversible, and some are not, but in either case, it's important to learn to make a decision when necessary and understand that living with the consequences is part of being a leader.

Inability to be direct when there's a problem: Many people want so badly to be liked, or are so afraid of hurting others, that they find it difficult to say anything negative. They may be reluctant to tell someone he's not doing his job adequately, for instance, or to address an interpersonal problem. Unfortunately, by letting these things go, they only make them worse, which makes them still harder to address. It's essential to learn when firmness is necessary, and to learn how to exercise it.

Impatience - with others and with situations:

Given the importance of decisiveness and firmness, that patience is not a virtue a managerial leader needs. In fact, it is perhaps the most important trait to develop. People in unfamiliar situations need a while to orient them. Managerial leaders who are impatient may make rash decisions, may alienate staff members or volunteers or allies, and can often make situations worse rather than better. It's hard to be patient, but it's worth the effort.

Conclusion

Managerial leadership poses a host of challenges. They come in three categories: external (from people and situations); internal (from within the leader herself); and stemming from the circumstance of being a leader. They often arise in periods of instability or change, such when a program or period of work is beginning or ending, or when a group or organization is in transition. Some are concrete and limited dealing with a particular situation, for instance - but many are more abstract and ongoing, such as keeping your group focused on its vision over the long term. For each category of challenge, there are strategies that can help leaders cope.

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