

## Leadership In Sports



- Leadership is diving for a loose ball, getting the crowd involved, getting other players involved. It's being able to take it as well as dish it out. That's the only way you're going to get respect from the players.- **Larry Bird**

Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.

**Peter Drucker**

The art of leadership is saying no, not saying yes. It is very easy to say yes.

**Tony Blair**

It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

**Nelson Mandela**

I suppose leadership at one time meant muscles but today it means getting along with people.

**Mahatma Gandhi**

Don't find fault, find a remedy.

**Henry Ford**

## What is leadership?

Leading people

Influencing people

Commanding people

Guiding people



## Definitions of Leadership

**Leadership** is "the ability to influence a group toward the achievement of goals".

(Robinson, 1995)

Some Definitions are about leadership as a directive role i.e.

- the behavior of an individual while he is involved in directing group activities (Hemphill, 1949)

Others define leadership as a social process i.e.

- Leadership is a process of social influence in which one person is able to enlist the aid and support of others in accomplishment of a common task

(Chemers, 1997)

- According to Kotter, Leadership & management are two distinctive & a complementary system.
- Each function possesses its own characteristics.
- Both Functions are necessary for an organization.
- Management-Planning, organizing, leading controlling & putting appropriate structures and systems
- Leadership focuses on not only about above aspects but also on
  - Anticipating changes
  - Coping with change
  - Adopting visionary stance

- **Leadership is "the process of directing and influencing the task-related activities of group members".**  
(Stoner and Freeman, 2006)
- **Leadership is" the ability to influence individuals and groups to work toward attaining organizational objectives".**  
(Mescrn, Albert and Khedourn)
- **Leadership is the process by which an individual exerts influence over other people and inspires, motivates, and directs their activities to help group or organizational goals.**  
(Jones, George, and Hill ,2000)

## What is a group?



A group comprises one or more people, involves interaction between people, demands an awareness of some form of common fate or goals, has a specific structure known to all members, and group norms.

Who is the leader?



## Leader

An individual who is able to exert influence over other people to help achieve group or organizational goals

- **Leader** - You must have an honest understanding of who you are, what you know and what you can do. To be successful you have to convince your followers not your superiors, that you are worthy of being followed.
- **Follower** -You must know your people. The fundamental starting point is having a good understanding of human nature, such as needs, emotions and motivation.

## LEADERSHIP QUALITIES IN THE SPORTS SITUATION

You don't need to be intellectually bright to be a competent leader

*Sir Edmund Hillary*

- Technical knowledge (or at least credibility);
- Integrity;
- Honesty;
- Inspiration;
- Commitment;
- Enthusiasm;
- 'Thick skin'; (an ability to keep from getting upset or offended by the things other people say and do)
- Willingness to work hard;
- Love of sport;
- Administrative ability;
- People skills;
- Sense of humour.

## Skills of a leader in a sports setting

It is vital to remember that while leaders are often thought to have some innate qualities, they will also require to develop and add to these qualities.

John Adair has identified a number of skills which are relevant to the sports situation.

## Skills of a leader in a sports setting contd....

- **Defining the task;**  
Having the ability to identify exactly what is required to be done;
- **Planning**—making the necessary plans for the task to be carried out;
- **Briefing**—telling everyone what their involvement is (in a shared discussion);
- **Controlling**—monitoring through the work to ensure that everything is proceeding according to plan;
- **Evaluating**—having a realistic assessment of what is happening in the Process and how close the successful completion of the task is;

## Contd.....

- **Motivating**—keeping everyone involved, enthusiastic and committed to fulfilling the task;
- **Organizing**—ensuring that everyone is working in a planned co-ordinated Way towards the end goal;
- **Setting an example**—showing a commitment and enthusiasm which will encourage others to follow and so ease the functioning of the operation towards the end goal.

## Implications of Leadership



## Power and Influence

- **Power:** The ability to influence others
- **Influence:** The act of changing others behaviour
- **Other people:** Subordinates/followers

## Sources of Managerial Power

- Legitimate Power
- Reward Power
- Coercive Power
- Expert Power
- Referent/Personality Power

## Power: The Key to Leadership

- **Legitimate Power**
  - The authority that a manager has by virtue of his or her position in the firm.
- **Reward Power**
  - The ability of a manager to give or withhold tangible and intangible rewards.
  - Effective managers use reward power to signal to employees that they are doing a good job.

## Power: The Key to Leadership

- **Coercive Power**

- The ability of a manager to punish others.
  - Examples: verbal reprimand, pay cuts, and dismissal
  - Limited in effectiveness and application; can have serious negative side effects.

- **Expert Power**

- Power that is based on special knowledge, skills, and expertise that the leader possesses.
- Tends to be used in a guiding or coaching manner

## Power: The Key to Leadership

- **Referent Power**

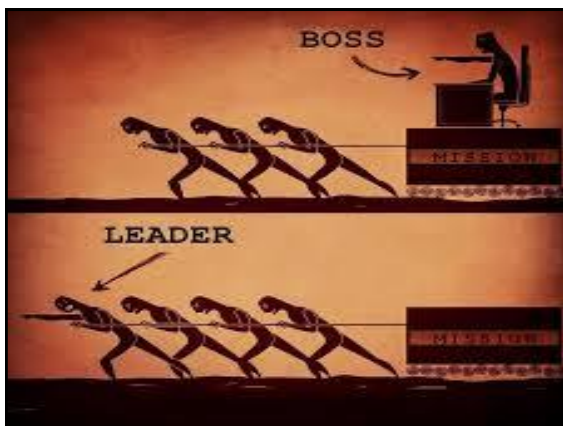
- Power that comes from subordinates' and co-workers' respect, admiration, and loyalty
- Possessed by managers who are likable and whom subordinates wish to use as a role model

- Power Sources (Reward/Coercive power.....etc.)

Power

Influence

Get the ability of getting things done from others



## Leadership and Management

Kotter (1990, What do leaders really do? Harvard Business Review, 68, 103-111.) felt that leadership and management are two distinctive a complementary systems, each having its own function and its own characteristic activities, but both are necessary for the management of complex organisations.

According to Kotter, management is about planning, controlling, and putting appropriate structures and systems in place, whereas leadership has more to do with anticipating change, coping with change, and adopting a visionary stance.

Executives Are Often More Involved in Management than Leadership

- The difference between managers and leaders

	Managers...	Leaders...
<b>Bennis &amp; Nanis</b>	<b>...do things right</b>	<b>...do the right thing</b>
<b>Kotter</b>	<b>...cope with complexity</b>	<b>...cope with change</b>

What Do Managers and Leaders Do?

Function	Managers	Leaders
<b>Deciding what to do</b>	<b>Planning and budgeting</b>	<b>Setting direction</b>
<b>Creating networks of people</b>	<b>Organizing and staffing</b>	<b>Aligning people</b>
<b>Ensure that tasks are accomplished</b>	<b>Controlling and problem-solving</b>	<b>Motivating and inspiring</b>

Lessons

- In a stable, high-competition environment, good management is paramount
- In a dynamic, uncertain environment, leadership is key

Styles of leadership

The three major styles of leadership are (U.S. Army Handbook, 1973) :



- Authoritarian or autocratic
- Participative or democratic
- Delegative or Free Reign

Autocratic – The authoritarian leader makes decisions alone as power is centralized in one person. Decisions are enforced using rewards and the fear of punishment. it is an abusive, unprofessional style called **“bossing people around.”**



Democratic- The participative leader include one or more employees in the decision making process. Communication flow freely; suggestions are made in both directions. The participation encourages member commitment to the final decision.



Laissez-faire- The free-rein leader gives power to subordinates to make the decisions. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation. Deligative style is generally not useful.



After reading the lesson make sure that you can answer following questions.

1. What is leadership?
2. Good qualities and skills possessed by a leader.
3. Difference between;
  - Leader and follower
  - Leader and manager
4. What are the sources of power?

You may also write a short answer on

“My most favorite sport leader in Sri Lanka” (should be a player or an athlete)

## Sport Management, Sport Industry and sport Organizations

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## Is Sports for everyone?

### IT IS NOT EVERYBODY'S CUP OF TEA

There is something for everyone in sports

*Arnold Beisser*

Managers, administrators, coaches and participants involved in sport must always remember that sport is not for everybody. Just because so many people are enormously committed to sporting activity doesn't mean that 100 per cent of the population will find it appealing. Some of the following quotations might help put such a belief in context:

Organised sport is an occasion of pure waste—waste of time, energy, ingenuity, skill and often money

*Roger Caillois*

Sports and games are entirely non-creative; no game yet played had any lasting effect on human well-being

*H Campbell*

Like every other instrument Man has invented, sport could be used for good and evil purposes. Used badly, it can encourage personal vanity and group vanity, greedy desire for victory and even hatred for rivals, an intolerant *esprit de corps* and contempt for people who are beyond arbitrary selected pale

*Aldous Huxley*

*Esprit de corps (French)* - a feeling of pride and mutual loyalty shared by the members of a group.

- Therefore, it can be concluded that sports is not for everyone but there are different stakeholders who are interested and who can make influences on sports and sports activities.
- Hence, this lesson developed to cover following areas.
  - Identify the concept of sport Industry and organizations
  - Identifying the stakeholders including sport organizations and evaluating there impact on sport
  - Identifying the diversity persist among sport personnel

## What is an Industry??

- An “industry,” as defined by Porter (1985), is “a market in which similar or closely related products are sold to buyers” (p. 233).
- Some industries may contain only one product. It is more typical that an industry comprises a variety of product items sold to many existing or potential consumers who vary demographically and psychographically, and who may change in need, want, desire, or demand (Porter).



## What is sport??

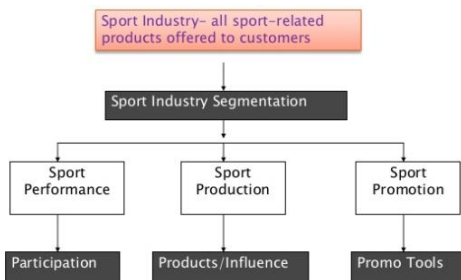
- The term sport, as used in contemporary sport management and in relation to the sport business industry, is a broad concept term used to denote all people, activities, businesses, and organizations involved in producing, facilitating, promoting, or organizing any activity, experience, or business enterprise focused on fitness, recreation, sports, sports tourism, or leisure (Parks et al, 1998; Pitts, Fielding, and Miller, 1994).

## What is sport Industry?

- Sport industry** is a market in which people, activities, business, and organizations are involved in producing, facilitating, promoting, or organizing any activity, experience, or business enterprise focused on sports.
- It is the market in which the businesses or products offered to its buyers are sports related and may be goods, services, people, places, or ideas.

(Source :The Sport Business Industry, West Virginia University)

## Sport Industry : Broader classification



## Segments of the Sport Business Industry:

- Sports tourism
- Sporting goods
- Sports apparel
- Amateur participant sports
- Professional sports
- Recreation
- High school and college athletics
- Outdoor sports
- Sport marketing firms
- Sports sponsorship industry
- Sports-governing bodies



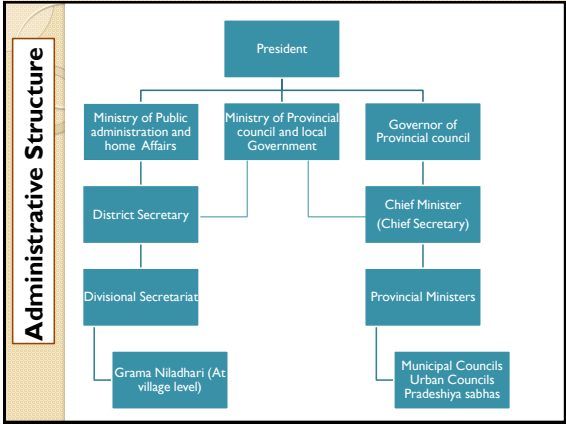
## Sport organizations as a major Stakeholder of sport

- Ownership of Sport organizations can be categorized under
  - Public Sector
  - Nonprofit Sector
  - Commercial sector

## Public sector Hierarchy and public sector organizations in Sri Lanka

- 13th amendment to the constitution of Sri Lanka, (1987)**, provides for power sharing on the basis of devolved subjects through three lists devolved, central government, and concurrent list
- Provincial Councils Act no 1987 and act no 12 of 1989**, further devolved powers to divisional secretaries by act no 58 of 1992
- Local government bodies including**
  - Municipal councils 17
  - Urban councils, 38
  - Pradeshiya sabha – 257
- Municipal Council Ordinance, Urban Council Ordinance and Pradeshiya Sabhas Act No. 15 of 1987**
- Supervision, and administration of local government devolved to Provincial Councils but cannot reduce powers of local councils

- The Thirteenth Amendment to the Constitution of Sri Lanka (13A) is amendment to the Constitution of Sri Lanka which created Provincial Councils in Sri Lanka. This amendment also made Sinhala and Tamil as the official languages of the country and English as the "link language".



- Activities of Public Sports organizations are governed based on the administrative structure prescribed in the previous slide.
- In 1973, the Sports Law was introduced, in line with the policies of the then government. The Law introduced for the establishments of a National Sports Council, sports committees and national sports associations.

- ### Governing Law of Sports in Sri Lanka - Sports Law (No. 25 of 1973)
- The Sports Law regulates following main activities.
    - Establishment of a national sports council, district sports committees, a national association of sports coaches and technical officers and a national Olympic committee of Sri Lanka.
    - Establishment and administration of the National Sports Fund.
    - Registration and Supervision of National Associations of Sports
    - Establishment of National Institute of Sports Science

Main sport organizations governed under public Sector	
Name of The Organization	Description
<b>Ministry of Sports</b>	1. Formulation of policies monitoring and evaluation of sports related subjects of Departments and Statutory institutions under the purview of the Ministry. 2. Taking necessary action to encourage sports activities and provision of necessary infrastructure facilities in order to achieve desired tasks 3. Promotion of sports education 4. Work out new methodologies and programmes in order to make use of the sport to build Sri Lanka's image internationally.
<b>Department of Sports Development</b> (functioning duties under the Ministry of Sports From the year 2010 and onwards)	<b>Human resources development</b> <ul style="list-style-type: none"> <li>• Providing formal training for sportsmen and sports women</li> <li>• Arranging the required background to refer sportsmen and sportswomen to national and international competitions</li> </ul> <b>Infrastructure facilities development</b> <ul style="list-style-type: none"> <li>• Providing foreign training for sports Coaches and Sports Officers</li> <li>• Construction of Sports complexes appropriate for international competitions</li> <li>• Development and modification of Sports grounds at national and district level</li> </ul>

- To carry out the above tasks the following institutions have been established under the Ministry of Sports.
  - 1 Sports Development Department
  - 2 Sugathadasa National Sports Complex Authority
  - 3 National Institute of Sports Science
  - 4 Institute of Sports Medicine
  - 5 Sri Lanka Anti-Doping Agency



## What is Sport Management

Sports Management is all people, activity, businesses and organizations involved in producing, facilitating, promoting or organizing sports, fitness and recreational products.

Sports Management is also the name given to many university level academic programs designed to prepare students to assume positions in the sport industry.

