

Leadership in sports

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Leadership in Sports

- (a) leadership theory developed within the sports context
- (b) Measurement of leadership behavior /effective coaching
- (c) factors affecting to preferred leadership behavior

Areas Concerned	Supportive Literature
(a) leadership theory developed within the sports context	<p>The meditational model of leadership Smoll and smith in 1984</p> <p>Multidimensional model of leadership Chelladurai, 1980; Chelladurai & Carron 1978).</p> <p>The working model of leadership Horn (2002)</p>

(b) Effective coaching	<p>The Coaching Behavior Assessment System (CBAS) Smith, Smoll, & Hunt (1977)</p> <p>Leadership Scale for Sports (LSS) Chelladurai and Saleh, 1980)</p> <p>Revised Leadership Scale for Sports (RLSS) Zhang, Jensen and Mann (1997)</p>
(c) Factors affecting to Coach leadership behavior	<p>Leader / coach characteristics</p> <p>Team member characteristics</p> <p>Situational characteristics of a coach Smith et al. (1978)</p>

- **Meditational Model of Leadership**

Smoll and smith in 1984 developed a model of adult leadership behaviors in sports which specifically shows factors and variables that affect coach behavior. This model of adult leadership behaviors in sports and hypothesized relationships among situational, cognitive, behavioral, individual differences variables.

[Smoll and smith model.docx](#)

- **Multidimensional model of leadership**
(Chelladurai, 1980; Chelladurai & Carron 1978).

Equal emphasis on the role of the coach, athlete and situation is to stimulate satisfaction and performance with regard to sports context.

[Multidimensional Model.docx](#)

The working model of leadership

- Horn (2002) presented the second model of coaching effectiveness namely “a working model”.
- The model initiated by Horn (2002) is more complex than the model developed by Chelladurai (1990).
- It has noted not only the direct and indirect effects of coaching behavior but also outlined the complex process by which athletes are influenced by their behavior. The working model considered both cognitive and behavioral aspects.
- In the coaching effectiveness literature, coaching effectiveness is operationally defined in terms of outcome scores or measures (Horn, 2002).
- [The Working model.docx](#)

(c) Measurement of leadership behavior / coaching effectiveness

The Coaching Behavior Assessment System (CBAS)

The Coaching Behavior Assessment System (CBAS) allows direct observation and coding of coaches’ leadership behavior during practices and games, Smith, Smoll, & Hunt (1977) (as cited in Smith and Smoll, 1989). [CBAS.docx](#)

Leadership Scale for Sports (LSS)

In 1980, Chelladurai and Saleh developed a questionnaire in order to verify the adequacy of the Multidimensional Model of Leadership developed by Chelladurai. Leadership styles/ dimensions are as follows.

- **Training and Instruction**
- **Autocratic Style**
- **Democratic Style**
- **Social Support**
- **Positive feedback**

Subscale	Description
Training and Instruction	This is of the important functions of a coach to improve the performance level of the athlete. The coach helps athletes to reach their maximum physical potential by providing them training and technical support. He or she is also expected to instruct them in how to acquire the necessary skills and to teach them the techniques and the tactics of the sports. In addition, in the case of team sports, the coach coordinates the activities of the team members.
Autocratic Style	This indicates the extent to which a coach keeps apart from the athletes and stresses his or her authority in dealing with them. In such situations, it is expected that the coach would demand strict compliance with his or her decisions
Democratic Style	It reflects the extent to which the coach permits participation by the athletes in decision making. These decisions may relate to the setting of group goals and/or the ways in which these goals are to be attained.
Social Support	This refers to the extent to which the coach is involved in satisfying the interpersonal needs of the athletes. The coach's behavior may directly satisfy such needs or the coach may create a climate in which the members mutually satisfy their interpersonal needs.
Positive feedback	Leadership behavior which is visualized by praise and reinforcement in respect to athletes' performance. It is not only the performance but the contribution made by team players who may go unnoticed and unrecognized.

Revised Leadership Scale for Sports (RLSS)

- A main emphasis was given by the authors to A Revised Leadership Scale for Sports (RLSS) developed by Zhang, Jensen and Mann (1997)
- **Training and Instruction**
- **Autocratic Style**
- **Democratic Style**
- **Social Support**
- **Positive feedback**
- **Situational consideration behavior**
(nature of the sports, level of competition, previous success/failure, presents games outcomes)