

❖ MANAGEMENT IN SPORT

REPRESENTING OF A MODEL FOR COMPILING OF COMPETENCES REQUIRED BY MANAGERS OF SPORT FEDERATIONS IN IRANAKRAM SOLTANI¹, IMAN NAZERIAN²**Abstract**

It is necessary to determine the competency model and intended capabilities for managers of sport federations at present and in the future in order to train them for better execution of works and moving along strategies and purposes for general establishment and development. According to this and given to the existing experiences for determining of the perfect model of competences and capabilities required by managers of sport and even non-sport organizations, management and leadership competencies will be studied firstly that are proposed by the clear-sighted and scholars of the management science. Then competency models of the world's superior and successful sport federations will be studied. Afterwards the most important competencies that are emphasized in most models and theories will be selected and each competency will be defined. At last, competencies are compiled in the form of a questionnaire and they will be distributed among the intended statistical population of sport managers of sport and non-sport organizations in order to specify the effect level of each competency on improving of the individual and organizational performance and also effect of each competency on future success of organizations. Data will be analyzed by means of SPSS software and finally reference model of sport federations' managers is determined.

Key words: management of sport federations, human resource strategic management, competency, capability, empowerment, succession, skill.

Introduction

More attention is focused on the customer and rapid responsiveness to him in today changeable working environment and managers as leaders and guides have been converted to a vital source at the first line of employees through all these conditions. Moreover, an efficient program for developing of individual capabilities in managerial roles is

competencies will be identified and proper decisions are made in human resources management based on these competencies (N. Mirsepasi, D. Gholamzade, 2010).

Competencies denote purposeful behaviors that include the following factors: Knowledge, skills, attitudes and values, characteristics, motivation, self-concept and social roles (Babae, 2008) that are led to superior and influential performance of the physical

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essential for permanent individual development. Therefore, viewpoint of competency and nurturing of competencies becomes important (Hay Group, 2001).

Competencies are the collection of abilities and capacities that enable individuals to have a desirable performance in performing of their working role and duties in the framework of limitations inside and outside of the organization. Furthermore, they guarantee organizational success. In fact, competencies are characteristics which are related to the superior or effective performance in the intended job and are evidences denoting that the individual has characteristics for superior or effective performance (R.E. Boyatzis, 1982).

Training of managers requires a perfect and comprehensive framework to give effect to purposes and strategies of the organization through correct and effective selection and training of managers. Various environmental and inter-organizational variables are considered in designing of such models, so accurate

exercise manager in a job.

Competencies denote purposeful behaviors that include the following factors:

- Knowledge: job qualifications, information and speciality related to the job
- Skills: the ability to perform actions related to job purposes
- Attitudes and values: mental preferences or assumptions of the individual
- Characteristics: personality characteristics and the manner to react towards conditions and individuals
- Motivation: internal stimulus and enthusiasm for taking action
- Self-concept: perception of the individual from himself
- Social roles: perception of others from the individual (M.A. Babae, 2008).

Competency models have been designed as a foundation for the most developed management programs and displacement planning. Without them

organizations are rarely able to move beyond a simple displacement approach in management and planning. These models provide primary designs for compilation of the required competency at present or in the future and create a scale and standard for measurement of training necessities of individuals.

They are more important especially when the organization is committed to train treasure of talents, since they provide a standard for all those who should be evaluated (W.J. Rothwell, 2006).

During recent decades various organizations have designed competency models for effective development of their managers. Different environmental and inter-organizational variables are considered in designing of such models so that proper competencies are identified and accurate decisions are made in human resource management by decision making based on such competencies (N. Mirsepasi, D. Gholamzade, 2010).

Through compiling of competencies required by managers of sport federations at present and in the future it is possible to prepare them to identify capabilities of sport federations' managers in environmental transitions, compile formal and informal educational programs, create a compiled and reference system in order to train managers and compiling of perfect model of competencies for managers of sport federations, make proper decisions, enhance the required skills and capabilities of employees, athletes and the society level.

The present survey will be performed towards compiling of the reference model of competencies of managers of sport and non-sport organizations in order to be able to solve one part of management problems in sport organizations.

Objectives of research

1-Compiling of the reference model of competencies required by sport federations' managers

2-Helping to training orientation of managers of federations based on needs and demands

Methods of determining of competencies model

Various methods have been offered for preparing of competencies list and compiling of competencies model that we refer to some of them.

First William Byham's methodology is stated that is the most basic and common method for determining of competencies model and then some of the represented models by researchers and applied methods in organizations will be explained.

1- The method for determining of Byham's competencies model

This approach has five major steps that will be stated briefly in the following. It is noteworthy that many of the clear-sighted have accepted this approach.

A) Studying of research literature and internal documentations: a research is done here to study the existing internal models and external models that may exist for various roles. In fact, opinions of various clear-sighted from previous years until now are studied in this

phase and their views about management competencies are exploited. This issue could have two main benefits:

First a complete list of competencies is obtained.

Secondly when competencies are studied from the viewpoint of different clear-sighted it is specified that which competency is more considered by them (identifying of frequency number of each competency).

B) Interviewing with successful and prominent individuals in the organization:

First it is possible to evaluate the prepared list in the previous phase. It is in a way that we obtain a list of competencies through interviewing with prominent individuals.

Secondly it is possible to domesticate competencies to some extent in a way that the intended competencies are specified in a specific organization.

Sherman and et al (2002) are among those who have represented this method. But in this phase they add another section to their method and that is doing interview with experts about competencies and studying of them from their viewpoint. This issue could include the above-mentioned benefits.

C) Preparing of the primary list of competencies: a list of competencies is obtained by performing of the first and second phases that is indeed the primary list of competencies.

D)Validation of competencies: list of competencies that has been obtained in the previous phase is in fact the raw list of competencies. Because of this it must be validated. Actually purpose of validation is:

1- Each one of the managers of these levels must undoubtedly have specific competencies that are different from other levels. Competencies related to each level (senior, middle and operational) are determined in validation.

2-Competencies are different from one organization to another organization. In other words, all middle managers don't need similar competencies in all organizations.

3-A manager doesn't need all proposed competencies on his management level to a same degree. In other words, various competencies must be weighted too.

E)Preparing of competencies model: after validation of competencies, the intended and valid competencies are identified and then the competency model is prepared for different levels (M. Karami, 2008).

2- The method for compiling of competencies model of Rothwell and Kazanas

Rothwell and Kazanas have three methods for identifying of competencies:

1- comparative evaluation method (benchmarking) or borrowing of a model, 2- method of compiling of competencies proportional to the conditions of the organization, 3- synthetic method.

Each viewpoint has its own advantages and disadvantages and the best way to select a method is to determine it based on situational conditions and factors. Benchmarking method or borrowing of a model from

similar organizations is a quick and easy way to have competencies.

Another method in the present changing world is to determine and identify competencies through benchmarking from successful organizations in the world and domestication of the model through experts' views. This method studies similar samples through deep studying in the first place and exploits competencies of similar industries and then develops competencies model of managers of the company by means of opinion poll from managers and experts of that organization (Young et al, 2006).

3- Dan McCarthy's method for compiling of competencies model

Dan McCarthy has stated the following steps for compiling of competencies model respectively:

- 1- Determining of strategies of the organization
- 2- Studying and reviewing of competency models of successful organizations
- 3- Choosing of key competencies that are led to the organization's success (8 to 12 competencies)
- 4- Reviewing of the obtained model by the organization's senior management team
- 5- Developing of the final model of competencies (D. McCarthy, 2008)

4-Several other operational methods in compiling of competencies model

The following steps have been traversed in communications organizations in Sri Lanka for compiling of competencies:

- 1- In the first step a list of capabilities and competencies was prepared from the press and research literature.
- 2- All options of competency were studied in order to standardize the list and those competencies with conceptual similarity took a similar title. At last a list including 107 competencies was obtained.
- 3- A group of experienced experts and managers of the company were asked to rank the obtained competencies list based on their importance for activities of the company.
- 4- A group of managers of the company were selected randomly and were asked to rank the obtained list of competencies again.
- 5- Both obtained lists from the previous two steps were analyzed by two researchers separately and the most important competencies were identified and dualities were omitted.
- 6- The final list was obtained through analyses and views of two researchers. This list includes 31 competencies that were introduced as competencies model of communications organizations in Sri Lanka (V. Wikramassin, N. Dezoyza, 2008).

Competency models from several companies Dell Company

Basic capabilities model of Dell Company is a fundamental and benchmarking model for many organizations which has training programs of managers or succession management. All employees of this company are evaluated according to the following capability (competency) when are entering in to the primary ranks, job levels and management posts:

- 1- technical-specialized skills
- 2- personal and personality uniformity and confidentiality
- 3- intelligence quotient
- 4- business flair
- 5- commanding skills

In addition to the above capabilities, nine other capabilities have been introduced as successful factors for leaders and managers of this company that complete the above list. They are:

- 1- the ability to distinguish and regulate priorities
- 2- skills for problem solving
- 3- complementarily and consequentiality
- 4- the ability to constitute effective teams
- 5- training of subordinates,
- 6- paying attention to customers and focusing on them
- 7- the ability to design and manage active organizations,
- 8- the ability to learn while taking action
- 9- the ability to encounter with ambiguity (Falmer and Kanger, 2009).

General Electric Company

General Electric Company that is a sample organization in regulating and compiling of educational-displacement programs of managers has clarified its desirable characteristics for larders of this organization in the 21 century. In addition to general aspects such as 1- cohesive thinking, 2- high intelligence, 3- various and global experiences and etc, these characteristics include three main features which are known as 3E in the General Electric that are:

- 1- high energy
- 2- the ability to induce energy to others
- 3- effrontery or bravery of movement in encountering with a blind (Abolalae, Ghafari, 2007)

Canada Government

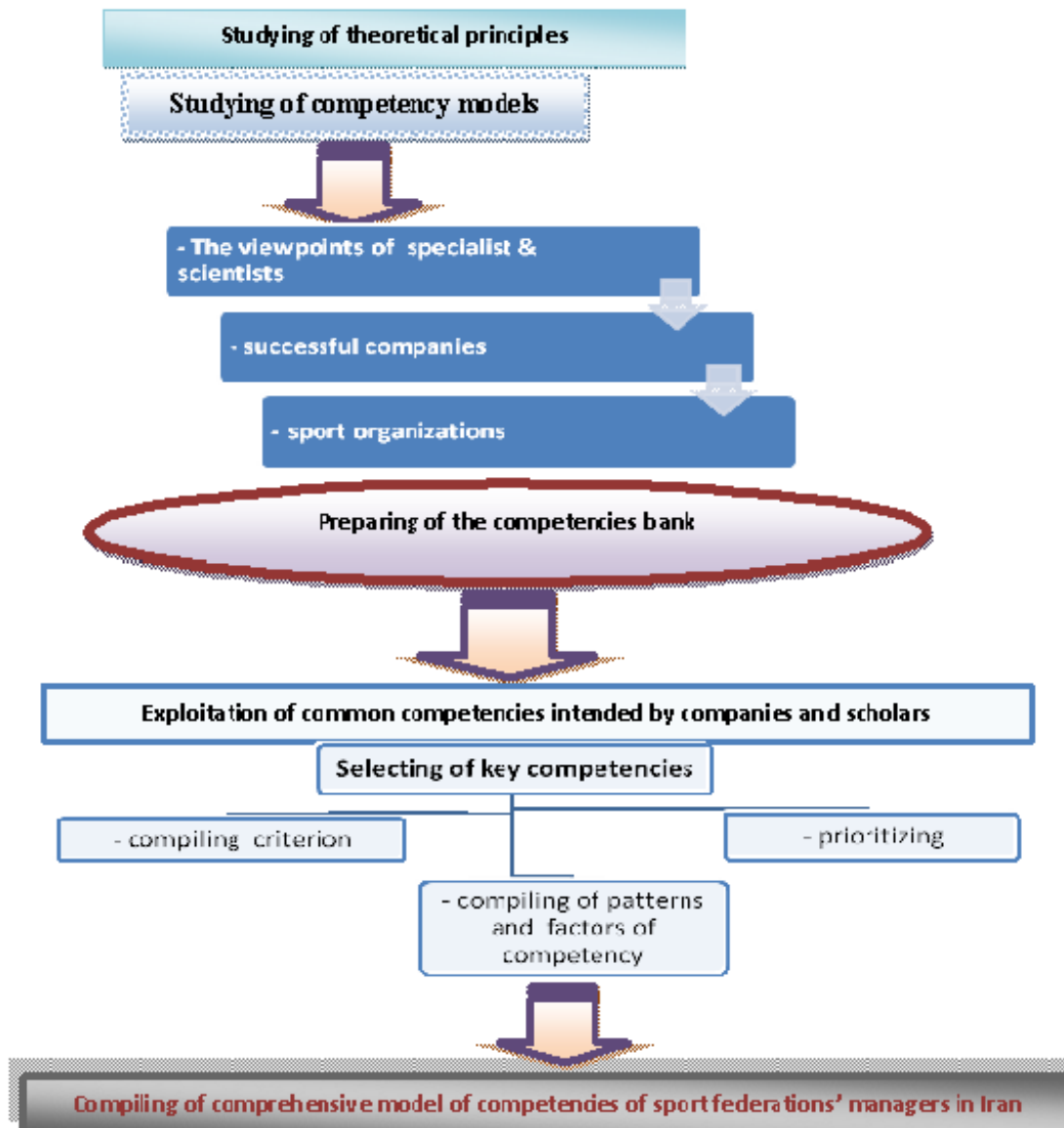
Canada government has compiled competencies as the following for its managers:

- 1- effective communication
- 2- customer oriented
- 3- the ability to have win-win negotiations
- 4- self-awareness
- 5- seeing big picture
- 6- ethics oriented (professional behavior) (Ghafari, 2008).

The model for compiling of competencies of sport federations' managers

Given the stated subjects, we can show the principles and components for compiling of competencies of sport federations' managers in model 1:

Model 1- components for compiling of competencies of sport federations' managers in Iran



Step one: studying of opinions of the clear-sighted in management and examining of management competencies of the successful sport and non-sport organizations in the world

The stated management competencies by the clear-sighted and scholars of management science were studied and a list of competencies were obtained. Then it was examined by different scholars and a list of successful organizations in the world was developed. Competencies model was tested and competencies list of sport federations was studied.

Step two: by exploiting of competencies from models and opinions in this relation the following actions are done.

- Preparing of a complete list of competencies.

- Determining of frequency of competencies and specifying of those competencies that have been more emphasized.

- Choosing of superior and key competencies, determining of competencies of the same group and omitting of repetitive ones.

- Preparing of final bank of indexes.

Step three: definition of competencies

Step four: evaluation of competencies that the following actions are done in this step:

- Preparing of a checklist for competencies.
- Preparing of validation criteria.
- Distributing of the modified checklist.
- Data collection.
- Analysis
- Determining of competencies' priority.

Step five: compiling of competencies model of sport federations' managers on two levels of

strategic and key competencies and supporting competencies.

Research methodology

This research is of metrical type.

Statistical population

Statistical population of this survey include managers of sport federations in Iran who are 48 in this survey. contact@analefe.ro

Determining of the sample volume

Questionnaires will be distributed among managers of sport federations in Iran given the nature of the survey and statistical population.

Tools of data collection

Researcher self-made questionnaire is the tool of data collection in this survey.

Validity

Content validity is used in order to test the validity of the questionnaire. Content validity of the questionnaire is determined in this regard by means of management scientific texts and mainly competencies model of organizations and successful federations of the world, applying of appropriate components and obtaining of opinions of the clear-sighted, advisor professor and guiding professor.

Reliability of the questionnaire

Reliability of the questionnaire in this survey is estimated through alpha cronbach method.

Method of data analysis

Frequency, percentage and mean are used on descriptive statistics level and independent t, T-test, ANOVA test, Friedman test, factorial analysis by help of SPSS and MINITAB software are applied on inferential statistics level if necessary.

Conclusion and discussion

Improving of sport performance in sport federations requires trained managers and employees. When managers obtain appropriate capabilities and competencies they can play an effective role in proceeding of the group. An oriented training and working for managers of the federation necessitates determining of those capabilities they need to perform their present and future duties. Therefore, compiling of reference competencies model give rise to purposefulness of education and it is possible to compile an appropriate educational program for employees. The result of the present article is compiling of the required competencies for which we can reduce decision making and managerial error of sport federations' managers to a large extent.

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