

THE IMPORTANCE OF THE MANAGER'S QUALITIES IN DEVELOPING THE SPORTS ORGANIZATION

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Abstract

Manager is the person who through his actions and decisions determines to a great extent the achievement of the programs and objectives of the sports unit.

The manager is in a system of attributions and responsibilities, which necessitates both a profound knowledge of the theoretical-methodological issue of sports activity, as well as of general management bases.

In fulfilling his/her duties, the manager must demonstrate a number of attributes that are absolutely indispensable in order to efficiently fulfill his / her leadership role. On the other hand, in the content of the activity, the manager must demonstrate specific skills, specialized and general knowledge and ability to work with the human factor.

To a large extent, the manager's behavior is determined by his temper (choleric, sanguine, phlegmatic, melancholic). There are no good temperaments and bad temperaments, but there can be inefficient temperaments and temperaments depending on a particular context.

Another important element that determines the behavior of the sports manager is the character. It is determined by all the distinctive features of the personality of man.

The character is a way of self-regulation in the major issues of relationships with peers, people with whom the manager comes into contact. It is the system of attitudes towards people, towards work, towards life and towards one's own person.

Keywords: *skills, knowledge, manager, goals, responsibility, sport*

1. Introduction

Management as a scientific process of organizing and managing a sports organization, irrespective of the importance, size or level of which it is situated, of the competences and responsibilities of the person in charge, presupposes the existence of specialists capable of meeting the requirements of the manager's activity.

In the current sense, the manager is the person or personality that meets a series of qualities accompanied by human skills that influence relationships with subordinates or external partners in order to ensure the conditions for achieving the established objectives.

In the relational and functional plan, the manager is in a system of attributions and responsibilities, which makes it necessary to have a deep knowledge of the theoretical-methodological issue of sports activity, as well as general management bases that need to have notions in different fields (psychology, sociology, logic, law, social protection, economics and administration).

By its position and role, by its attributions and responsibilities, the manager represents the person who through his actions and decisions determines to a great extent the achievement of the programs and objectives of the sports unit.

2. The qualities of the sports manager

At a careful and demanding analysis of the qualities required by the manager, they are divided into two main categories:

- subjective qualities;
- abilities specific to the content of the activity.

The first category of qualities is determined by the managerial knowledge, skills, character and education of the person concerned. This category includes intelligence, energy, perspicacity, initiative spirit, decision-making ability, emotional stability, intuition, intellectual intelligence, receptivity, sincerity, goodwill, integrity, and the spirit of justice.

Also in this category can be included the spirit of discipline, the dedication to the sport unity, the spirit of responsibility.

The manager must show initiative, firmness, perseverance, independence and self-control, self-control, sincerity, seriousness, self-confidence.

On the other hand, in the content of the activity, the manager must demonstrate specific skills, specialized and general knowledge and ability to work with the human factor.

In fulfilling his duties, the manager must demonstrate a number of attributes that are absolutely indispensable in order to efficiently fulfill his leadership role.

The attributes required of the manager are divided into two categories:

- general attributes - imagination, power of foresight, flexibility, self-respect, self-confidence, hope, ability to formulate ideas;
- collaboration skills - tact, kindness, kindness, correct attitude, exigency, communication, collegiality.

To a large extent, the behavior of the manager is determined by his temper, as follows:

- the cholerician - as a rule, hears himself in deeds and actions, harshly, decisively, has an unusual force, great, vocation for action, acts only under the impulse of great importance;

- the sanguine temper - is mobile, active, impressible, has a rapid adaptability, rapid solutions, often superficial, does not venture in a risky way, knows to give up when needed, to easily link friends and so renounce them, is not ambitious, but neither passive nor indifferent;

- the phlegmatic - unusually calm, balanced, but slightly mobile, does not abandon, but does not always act promptly; is meticulous and perseverant; can achieve remarkable performance; temperamentally, with the sense of measure, realistic and practical; remarkable positive features; reduced reactivity, weak affective processes, low adaptability, no passions, convenience;

- melancholic - patience, detailed sense and analysis, conscientiousness, self-excitement; is hardly integrated into the social environment; does not tolerate tougher relationships; increased sensitivity, is less resistant nervous; predisposed to meditative states; manifested mistrust, pessimism, predisposition to anxiety, insecurity, sadness, feeling of inferiority.

Regarding the impact of temperaments on the manager's behavior, it should be noted that there are no good temperaments and bad temperaments. We can not say that choleric temper is bad, and sanguine temper, for example, is good. Rather, these temperaments can be defined by efficiency. There may be effective temperaments and inefficient temperaments depending on a particular context.

It should also be noted that there are no pure temperaments. We can not say that a person has a choleric or blood temper. There are dominant temperaments and secondary temperaments. A person can have a dominant temperament and one, two or three secondary / complementary temperaments.

The decision-making process includes five managerial functions: provision, organization, command, coordination and control. Being an innate personality structure, the footprint the temperament puts on managerial activity is durable over time. It is therefore important to know the role of temperaments for each managerial function.

From the point of view of balance, the sanguine and phlegmatic temperaments are considered balanced, and choleric and melancholic are considered unbalanced temperaments.

Balance in provision will be reflected in achieving a harmonious relationship between the present and the future. Present conservatism and adventurous hazard in the future are foreign to these people. The temperamental balance allows for the development of prudent and long-established predictions. These temperaments have the ability to correctly assess the difficulties of the future and to prepare appropriate action strategies for their resolution.

There are differences in correlating the balance with other features. Temperatures in which balance is associated with power - blood and phlegmatic - have the ability to produce high-amplitude forecasting images and mentally configure their main goals in perspective programs.

The temperament that does not possess power - phlegmatic - will produce predictive images of small amplitude. Of the two temperaments to which balance is associated with power, only the sanguine temper has the advantage of being mobile, which in its foresight is expressed through a proactive, rapid capacity. The phlegmatic, due to inertia, has a slower projective capacity.

Moving temperaments – sanguine and choleric temper - have the ability to quickly and completely detect the possible alternatives in the decision, to make a quick choice of the optimal alternative and to quickly identify the means of completing it. Inert temperaments - phlegmatic and melancholic - will show a certain slowness both in receiving and processing the information, and in choosing the right alternative.

The choleric temperament being strong and unbalanced, having an excess of energy, may exhibit a behavior of underestimating the difficulties and overestimating its own capacities.

In the process of organization, balanced temperaments - sanguine, phlegmatic - will be manifested by establishing an effective relationship between goals, programs and means. Managers with such temperaments will try to balance the logistics and human resource.

Mobile temperaments can exhibit an organizational, dynamic, flexible, and always adaptable context.

Mobility requires a good balance – sanguine temper - that ensures an effective relationship. Inert temperatures - phlegmatic, melancholic - are less apt to quickly adapt organizational structures to the dynamics of events.

Balanced temperaments practice harmonious coordination, which involves tact, delicacy, opportunity in intervention, diminishing the tension and conflicting relationships in the organization.

Unbalanced temperaments are prone to tense coordination marked by good times and bad times, depending on the situation.

Mobile temperaments - sanguine, choleric - have the ability to promote dynamic operative coordination, as opposed to inert temperaments whose operability is less. In the control activity, balanced temperaments are advantageous because usually control and guidance are closely associated.

People with balanced temperaments perform a tactful, agreeable, effective, understood by people in a positive way.

Those with unbalanced temperaments are inclined towards control in a rigid manner, with elements of hardness that can be understood by people as negative, as a way of retaliation, persecution.

People with mobile temperaments can practice operative control, quickly focus on difficult situations, and offer optimal and effective solutions.

Poor temperaments, unlike powerful ones, quickly exhaust their energy, practicing non-continuously guidance and control, alternating with rest periods, necessary to replenish the energy potential.

However, we emphasize that the most important element that determines the behavior of the sports manager is the character.

The term "character" comes from the Greek language and means, at the origin, engraving. It is the seal of a person - his system of traits or his lifestyle. When we say that someone has character we mean his moral perfection. It represents, in certain coordinates, the valued, valued personality.

If the temperament is genetic, the character is gradually shaped throughout its life. Character can be open or closed, collective or selfish, strong or weak, features that are modeled by will, emotion and intellect.

From the point of view of character, man is not viewed in terms of his physical image, but under that of his psychic structures, which we can deduce from his own model of behaving in

relations with others and in daily activity. Particularities of character imply a certain constancy or stability.

Character refers to the position, the reporting, the person has to a particular situation, an event (attitude) and the power to preserve and promote this position (will).

The character brings together features or peculiarities of the relationships that the subject maintains with the world and the values he is leading. In the formation of character, the value judgments (good and bad) and the social responsibility accompanying the conduct of man take responsibility first, which involves the conscious assumption of their own actions.

The distinction between temperament and character is net. Someone may be mobile or inert, slow or fast (behavioral traits), but he is appreciated by features such as; kindness, kindness, diligence, sincerity - qualities that do not depend on temperament.

An important distinction is also between skill and character. While the former is invested in activity and appreciated by the results obtained, the character traits are the way of dealing with the different sides of reality. After the quality of performance of an activity we appreciate a person as being able or not, we determine the level of his skills. By the way it relates to activity (favorable attitude or not, diligence or layout, conscientiousness or neglect) we appreciate one or other of the character traits.

The same person can be appreciated from the perspective of skills and attitudinal qualities, differently (for example, intelligent but arrogant, mischievous).

Character has a first component that includes motivation, goals, and concerns about knowledge. The second component is executive and involves a way of self-regulation.

The latter component can only remain at the stage of intent (someone can be good, merciful, willing to help, but does not have the voluntary capacity to carry out the intentions).

In this case, character is considered to be more dominated by affectivity and deficient in executive-volunteer relation. Every person can discover one, two cardinal features that dominate and control the others. There is then a group of main features that can easily be recognized by a person as their own.

To know someone means to first determine their cardinal features. For some of the dominant ones are: the pride and the desire for power, for others modesty and generosity; some are imposed by great confidence in their own forces, others, on the contrary, are terrorized by distrust in themselves.

Along with temperament and character traits, the personality of the sports manager is also defined by certain skills.

As managerial skills we mention the following:

- to select useful information;
- to set priorities;
- to communicate;
- to think economically;
- to discover the essence of the phenomena;
- to participate in decision-making,
- adaptability;
- organizational sense;
- to lead.

Among the main attributes that a manager has to possess, the ability is an essential place.

Capacity is a complex of qualities, attributes, skills, focused on the personality of the manager, plus the authority, responsibility and training that confers managerial competence.

In managerial relationships of particular importance is the authority.

Authority means imposing on one subject an influence on another subject in order for the latter to conform, obey, and execute the provisions of the former. It follows that authority appears as a hierarchical relationship, which implies influence, the right to make provisions, to impose obedience, by virtue of a quality or empowerment.

The manager's authority resides in the fact that he inspires trust, respect, conviction, professional capacity and firmness in his behavior and activity.

In managerial activity the authority is associated with responsibility.

There is no authority without responsibility, as there is no responsibility without authority.

Responsibility defines the obligations of the manager.

The manager is responsible not only for his work, but also for his collaborators and subordinates.

The authority is not conferred, but is won by the qualities, skills and responsibility of the manager.

3. Types and styles of management

The efficiency of managerial work depends to a large extent on the manager's thinking, manifestation and action, which has generated the classification of work management in different types and style manners.

Types of management are determined by the set of knowledge, qualities and skills that characterize a particular group of managers, which gives them a certain attitude to the processes and relationships of managerial work.

There are different criteria for classifying managerial types, but taking into account the aspect of work in sports organizations, the best criterion is the managerial attitude towards the outside world. In relation to this criterion, we have the following types:

- extraverted managers, who manifest themselves as open, energetic, optimistic, outward-looking, objective, sociable, confident people;
- introverted managers, closed, susceptible, reserved, distrustful, subjective, pessimistic.

Management styles are determined by the level of operationalization of the knowledge, qualities and skills specific to a category of managers. There are, in this respect, a number of factors that influence managerial work such as.

- the degree of awareness of power;
- ability to solve various problems;
- manager-subordinate relationship;
- the managerial methods and techniques used, all of which influence in a one way or another, managerial style, determining personal management style.

Various criteria for classification of managerial styles are established, of which W.J. Reddin, based on the three-dimensional theory (concern for tasks, human characters and for yield), is all-encompassing. Thus, eight management styles can be established: negative, bureaucratic, autocrat, autocrat with goodwill, altruist, conciliator, promoter and developer.

4. Conclusions

At the head of a sports organization, there must be a manager who knows the sport of that sporting entity to understand the processes inside.

In most cases, athletes who give up performance become federal employees or coaches for sports clubs.

Regardless of where the managers are, within or outside the sports unit, those professionals in the field must meet certain qualities that are characteristic of the profile:

- to possess professional knowledge and skills and to have the competence of lead;
- the ability to develop a viable and efficient relationship system with collaborators and subordinates, which is a climate conducive to performance;
- modeling of one's own behavior that will influence the behavior of the subordinates in a positive way;

- to show authority as much as it was invested, ensuring a unity between formal authority (the one with investment responsibilities) and informal (the one recognized by subordinates):
- to have creativity, knowing changes, technological and social improvements, to creatively choose the necessary measures;
- to have a native resistance, but also through training, to deal with physical and psychological demands, on the situation of the sports organization, the employees, and the decision making optimal and effective.

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