

Transformational Leadership In Australasian Sports Organisations

*Mate atu he tete kura, whakaeke mai he tete kura***

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Leadership Theory

The opening of any introductory text at a chapter labeled 'Leadership' will demonstrate the plethora of studies and theories which have been devoted to this important topic.

Principal amongst these studies is the following. From 1904 to 1948 over 100 leadership studies were carried out without conclusive results¹. In the 1980's a more robust list of traits emerged from research. Amongst the principal traits of successful leaders were the following²:

- Adaptable to situations
- Alert to the social environment
- Ambitious and achievement oriented
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant
- Energetic
- Persistent
- Self-confident
- Stress tolerant.

Kotter³ studied General Managers and concluded that liking for power and achievement, ambition, above average intelligence, moderate analytical strength, strong intuition, emotional stability, optimism and strong relationship skills were common 'success' dimensions or traits.

* 'A fern frond dies but another will take its place' – a fern frond is symbolic of a chief or leader. Our thanks to Jim Maniopoto of the Hillary Commission for his advice on Maori leadership concepts.

Yukl and Van Fleet⁴ identified a wide diversity of leader behaviours (19 categories) which indicate how varied the role can be.

Misumi and Peterson⁵ reassert the notion of leader behaviour as having task and maintenance components.

Consequences of leader behaviour constitutes another strand of leadership research and the Blake – Mouton Managerial Grid is the most widely recognised⁶.

A distinctive research strand is that of situational leadership which is dismissive of universal leadership traits and accounts for divergence by examining the situation or context. The three dominant situational models are the contingency model of Fiedler⁷, Vroom-Yetton's⁸ participatory styles model, and House's path-goal model⁹.

Recent developments in the research literature have examined substitutes for leadership in professional settings where individuals are highly motivated and have a strong professional identification or where feedback is directly supplied to subordinates¹⁰. The interaction of leadership style and follower response is again under the microscope¹¹.

The Need for Transformational Leaders

The authors believe that transformational leadership is the most relevant domain of study for leaders of Australasian sport and recreation into the new millenium given the very significant changes in our society and in the roles of sport and recreation.

The ability to generate excitement, have a vision, be able to communicate that vision, build trust and maintain positive self regard are seen to be the characteristics of transformational leaders¹².

The author's experience shows that the charismatic leader who makes sweeping changes can have limited tenure given the need for consolidation and sustainability of change and, more particularly the need to empower a large number of people if this is to occur.

Parker¹³ writes about John Hart, All Black Coach, as a typical transformational leader. Hart's formula for success has '15 steps to a winning edge':

- Provide leadership with a clearly articulated vision

- Respect the history of the organisation
- Maintain consistency in discipline, standards and values upon which the organisation has been based and grown
- Develop the ability to predict, lead and manage change
- Encourage continuous learning at both the organisational and individual level
- Know and respect the opposition
- Benchmark against the world's best
- Encourage contestability – and the accommodation of alternative views
- Encourage creativity and innovation
- Retain respect for the individual and the ability to manage diversity
- Encourage the boundary-less organisation with flat structures and cross fertilisation
- Ensure reward mechanisms are totally integrated with the strategic direction of the organisation
- Think customers and suppliers
- Be prepared to introduce new people into the organisation
- Have fun!

The above steps are very similar to many transformational leaders comments in the management and sport literature.

One needs to examine the context or situation if one is going to match leadership style with strategic imperatives, so what of the New Zealand context?

The New Zealand Context

On-going studies by Dr Sue Walker and Simon Gianotti of the Hillary Commission demonstrate a number of key contextual factors which sport leaders will need to cope with:

- Increasing legislation in the practice, funding and management of sport
- Increased public funding may be temporary
- Resurgence of the Arts and attractiveness to sponsors
- Club funding is often marginal due to decreased 'bar takes'
- Changing work habits – longer and more fragmented with seven day opening hours in some industries
- Pay-for-play phenomena increasing (rather than club membership)
- A shift from team sport to individual sports

- Increasing numbers watching rather than participating
- Sponsorship pool thoroughly raked over
- Maori population expected to grow significantly – currently 14% of the population
- Changing demographics and values – ‘NZ is becoming browner, greyer and greener ‘
- Changing immigration patterns – since 1970’s more Pacific Islanders (5.0 % of the population) and in the 90’s more Asians (4.8% of the population)
- 1/3 of men and ¼ of women belong to clubs of some sort
- Club membership similar in urban and rural areas
- Clubs with high membership rates are those with team activities or have special equipment
- Boys play 4.2 hours of sport per week
- Girls play 3.9 hours per week in a school situation– this is an overall increase
- Significant portion of children brought up by a solo parent
- Technological innovation and media options to watch and bet on sport increasingly feed watching rather than participating.

The BERL¹⁴ report also indicates a number of key contextual issues :

- The business of sport has grown impressively since 1991 by 16%
- Sport and leisure contributed \$1,758 million dollars to the economy in 1996 and all of that grown was in the commercial sector
- 19,200 were employed directly
- indirect employment lifted the total to 31,055 – an increase of 26% since 1991
- More than 1000 jobs were created in the tourism industry in outdoor and adventure activities
- One billion dollars is spent by New Zealanders on sports goods and services each year
- Spending increased by 26% since 1991
- While manufacturing grew at 3.7% the manufacturing of yachts and pleasure craft grew by 17% - reflecting NZ’s status as a sailing nation
- ‘Sport watching and playing tourists’ spend \$120 million per year
- \$340 million in taxes is generated by the sector.

Of particular note is the role of volunteers, ‘the unpaid heroes of New Zealand sport’ - as Peter Dale, Chief Executive of the Hillary Commission calls them.

Clearly the commercial arm of sport and leisure is booming and the number of jobs and volunteers is increasing whilst Central Government's contribution has been decreasing.

On the organisational front there have been very significant moves towards a more corporate structure for National Governing Bodies (NGB's) with an evolution from volunteer managed to some combination of volunteer and professional through to a fully professional Chief Executive and a small corporate board. For example, Rugby engaged in a high profile examination of their sport, closely followed by Cricket and major re-organisation of their sports resulted. Paradigm shifts have occurred with the splitting off of the professional elite teams from what used to be seen as the pyramid of sport. Some restructuring at the top of the sport has led to amalgamation of clubs and lack of financial viability at club level. Some 're-organisations' have not addressed the power of the Chief Executive to mandate what happens within regions. Still others refuse to acknowledge the changing nature of sport and its delivery in our society and despite declining membership, refuse to change.

Another contextual issue is the role of the Treaty of Waitangi. The implications of the Treaty and the application of the spirit of the Treaty in sport is an on-going discussion point. One could claim that sport has largely ignored the values and needs of Maori, Pacific Island and Asian peoples yet a rich seam of ideas for new games and expressions of ethnicity awaits exploration.

The enduring need throughout these changes in society, sport and organisational forms is often stated to be 'Leadership'. However, what is meant by the term is often contradictory and opaque but one aspect permeates the various interpretations – *the need to manage change and to transform*.

The confusion between the terms 'management' and 'leadership' is easily solved – *managers* administer the stable state while *leaders* seek opportunities to question, re-focus, and to change paradigms.

If one turns to Maoridom for insights about the role of the chief or leader one finds the need to 'stand forth' and to encourage the group. The following statement supplied by Jim Maniopoto of the Hillary Commission encapsulates the role of leader:

Kia tu te rangatira ki te tohu

Ka toa te kairakau
Ta te ware, he whakapahunu
I nga toa.

The sentiment is that a chief should stand forth to lead, for they will give courage to those who bear weapons, while a commoner would only dishearten the warriors. Not only in combat but in any endeavour requiring the combined efforts of the many, a spirited leader is necessary to encourage the group.

Some sport managers and members of governing bodies could be said to be snared in a psychic prison and seek to perpetuate how sport was administered and organised despite the clear need for change.

What of the Australian situation?

The Australian Context

The comprehensive report of the Standing Committee on Recreation and Sport (SCORS)¹⁵ reports the need for urgent and substantial reform of the sports industry. The report states, 'disunity within sports, ineffective governance, lack of shared national leadership, poor communication, duplication of resources and failure to achieve economies of scale were among the most common concerns expressed during the consultation process'.¹⁶ The proposed reform process indicates the specific 'key shifts' required of sports organisations as follows:

| From | To |
|---|---|
| Lack of shared national vision | Nationally integrated organisations which are driven by a shared vision |
| Lack of shared national leadership | Strong sense of belonging and participation in a national organisation |
| Unclear definition of roles and responsibilities | Roles and responsibilities clearly defined and understood |
| Poor communication | Direct communication between all levels |
| Cumbersome, slow and intrusive boards and councils | Streamlined boards which are swift, responsive and effective – understand the distinction between management and governance |
| Parochialism and lack of business skills in the boardroom | Less emphasis on representation, more on skills of directors |
| Male dominated boards | More women on boards |
| Traditional national structures | Sports adopt more business-like national structures |
| National disunity | Linked constitutions, integrated, cohesive national/state plans |
| Duplicated resources | Streamlined national/state administration |
| Limited economies of scale | More co-operative alliances, partnerships amalgamations |
| Slow uptake of new information technology (IT) | Swift application of IT |
| Low CEO remuneration, limited competency | Higher CEO remuneration, higher competency |
| Static organisations | Learning organisations |
| Limited training for directors and CEO's | Competency based training opportunities |
| Limited support for change management | Increased access to change management expertise |
| Low priority given to access and equity issues | Boards adopt and practice access and equity principles |
| Sport or 'product' oriented | People or customer oriented |
| Poor member/customer knowledge | National member/customer database |
| Over reliance on government funding | Sustainable financial independence, reduced reliance on government |
| Weak or disjointed organisational culture | Strong, nationally integrated organisational values and culture |

Evidence of all of the above items is evident in the sports industries in Australasia. In New Zealand, the Hillary Commission has formed a strategic alliance in order to help sports help themselves to reposition for the future and to tackle the issues based however on the 'Dale Principle' that 'sport owns and runs sport'.

The Hilary Commission Initiatives

In response to these needs the Hillary Commission in 1997 (in association with Fletcher Industries) set up the first chief executives development seminar and attendees clearly indicated that the management of change was their top priority and that it was their most difficult challenge.

Also in 1997 the Hillary Commission formed the Strategic Management Unit to help sports identify and manage the process of change and futures thinking. Crucial in this process is the issue of leadership, that is, having a vision of the sport in the future, building a coalition of power aimed at change, obtaining a mandate to change and developing a process to empower those in the sport to be part of the change process.

Sometimes leading change in Australasia organisations is particularly difficult as some of the following eight steps to transformation proposed by Kotter¹⁷ are absent or cannot be created:

- Establishing a sense of urgency
- Forming a powerful guiding coalition with enough power to lead the change
- Creating a powerful vision and developing strategies to achieve it
- Communicating the vision by teaching new behaviours
- Empowering others to act on the vision by getting rid of obstacles to change
- Planning for and creating short-term wins
- Consolidating improvements
- Institutionalising new approaches which link new behaviours with success.

Of particular note is the need to blend in volunteer energy, knowledge and commitment with professional management and excellent coaching. This blend is sometimes very difficult to achieve but is vital if transformational change is to occur.

One of the early and crucial questions facing members of the Innovation and Competitiveness Project were ‘What are the attributes of an *organisation* capable of producing winning performances over time?’ and, ‘What sport leaders must aim for in their organisations’. These questions led to the ‘Captains of Industry and Sport’ Project.

The Harvard Business Review¹⁸ on the occasion of their 75th anniversary asked five powerful thinkers – Drucker, Handy, Dyson, Saffo and Senge

to look ahead to see the problems and challenges they see already taking shape for executives. ‘What is perhaps most interesting about their comments is how each thinker...has identified challenges that are not so much technical or rational as they are cultural: how to lead the organisations that create and nurture knowledge; how to know when to set our machines aside and rely on instinct and judgement; how to live in a world in which companies have ever increasing visibility; and how to maintain, as individuals and organisations, our ability to learn’.

These prophetic comments have, we believe, much relevance in the industry of sport in Australasia and will become the key challenges for those leading individual and organisational change and transformation.

The Captains Project – building a winning organisation

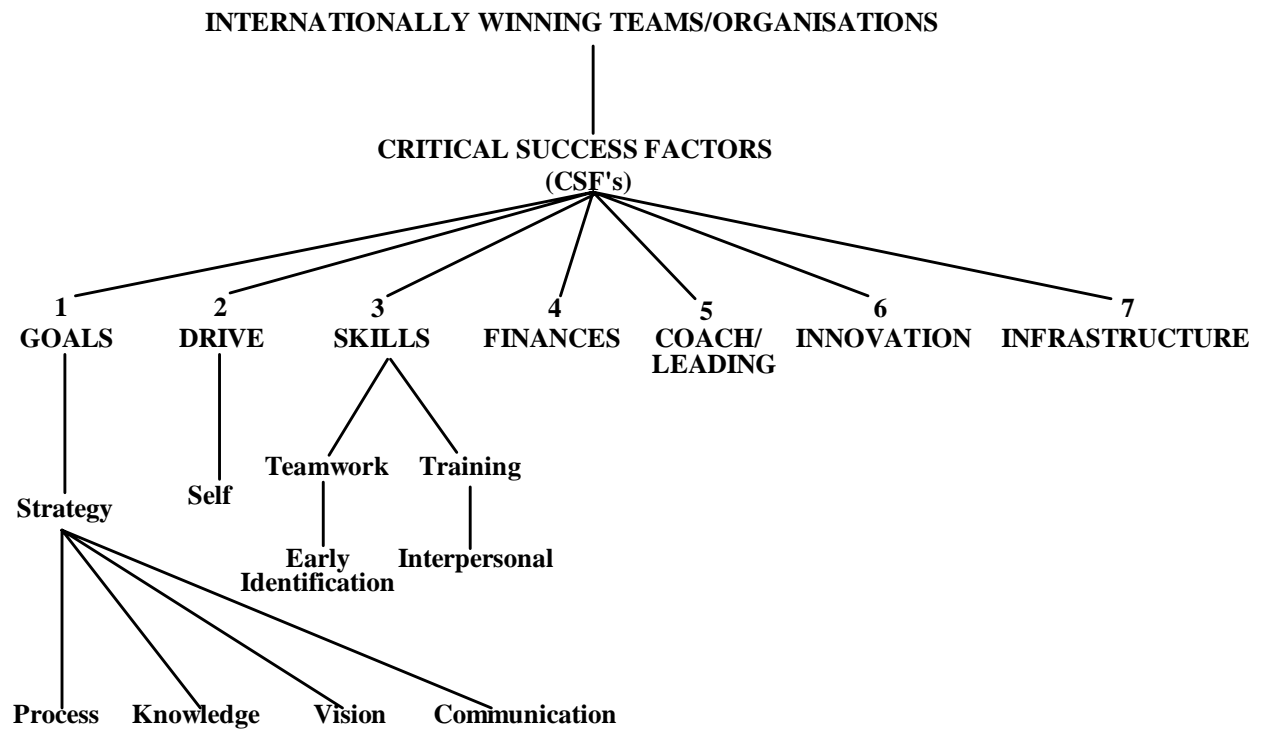
Studies of the human side of international competitiveness have largely relied on competence listing and skill indexing (see Campbell-Hunt & Harper¹⁹). These classification approaches do not address the dynamic human processes of building a team capable of sustained winning in the international arena. Crocombe, Wright & Porter²⁰ used sports examples to illustrate their model of competitive advantage by reference to ‘factor’ and ‘advanced’ factors which explain New Zealand’s dominance in sport. By holding New Zealand sport in focus it was clearly Porter’s intention to challenge business in New Zealand to reverse its productivity problems in work.

The Captains project sought to bring together exemplars of success in building winning and internationally competitive teams in both sport and business to explore those factors critical for success in the international arena.

Critical Success Factors

One hundred and thirty-two comments were received in answer to the question ‘What are the Critical Success Factors for Winning?’ The participants grouped these into 13 factors critical for success. In total 7 critical success factors were identified. Figure 1 is a conceptual map of the data and outlines the main inter-relationships.

Figure 1. - Critical Success Factors in building internationally winning teams



A definition and example(s) of the themes associated with each factor follows.

1. Goals

The first critical success factor identified was the need for a vision, dream or end point, which became a challenging goal. Ten percent of all comments made related to the need for such a goal. The following comments are illustrative:

Have a dream - vision.

Shared clear vision

Strategy to get there that realistic

Regular reappraisal of the goals and the means to achieving them

1.1. Strategy

Associated with goals was the need for a long-term plan for success. Understanding oneself, the environment and being prepared to change

were seen to be vital. Twenty seven percent of all comments made related to the need for a strategy. The following comments are illustrative:

Knowledge of the game
Know the market: Know the competition
Analyse the strengths and weaknesses of own team and the opposition
Be prepared to change
Recognise in the end people make the difference

Directly associated with strategy is the need to identify and understand the process, vision, knowledge and communication aspects associated with creating specific goals.

2. Drive

The second critical success construct identified was related to the urge or drive an individual has to work or the amount they are motivated or driven to succeed. Four percent of all comments made related to the need for a drive to succeed. The following comments are illustrative:

Motivation!
Attitude!
Desire to achieve - succeed

2.1 Self

Associated with drive was the need to identify, understand and have a belief in oneself. Fourteen percent of all comments made related to the need to identify aspects of self. The following comments are illustrative:

Belief in self
Faith in self and advisers
Being realistic - Being positive
Belief what you are doing is important

3. Skills

The third critical success construct identified was the need to have a special proficiency, ability or training which can become a special or recognisable skill. Eleven percent of all comments made related to the recognition of special skills. The following comments are illustrative:

Match skills with people

Right person for the job - Right people form the right concept

Everyone comes with skills, see what skills they have - fine tune them, for their success, when they are successful they are coaching themselves/hungry for knowledge

3.1 Teamwork

A key area associated with skills was recognising others abilities, working efficiently and working co-operatively to create the best environment for effective teamwork to occur. Fifteen percent of all comments made related to being able to work effectively in a team. The following comments are illustrative:

Appreciating diversity - analyse strengths and weaknesses

Can't succeed without full co-operation and participation

Common set of values - Complementing each other

3.2 Early Identification

Directly associated with teamwork was the need for early identification of individuals with outstanding skills and abilities. Two percent of all comments made related to the need to identify individuals early on. The following comment is illustrative:

A passion to be the best - and a dedication to the effort required to excel

3.3 Training

The other key area associated with skills was the need to encourage individuals to practice, focus, and get appropriate instructions to build on their skills and abilities. In other words, recognising the importance of on-going development and training. Ten percent of all comments made related to the need and value of training. The following comments are illustrative:

A passion to be the best and a dedication to the effort required to excel

A combination of early skill development and later continuous skill 'honing'

Program to develop own strengths and eliminate or hide weaknesses and to exploit opposition weaknesses and bypass their strengths
Focus, focus, and focus
Being prepared to make serious errors, learning from them

3.4 Interpersonal

Directly associated with training was recognition of the important relationship(s) we have with others. One percent of all comments was identified relating to their interpersonal associations. The following comment is illustrative:

Respect for others around you

4. Finances

The fourth critical success construct identified was the need to have appropriate financial or funding conditions to create an environment for success. Two percent of all comments made related to the importance of having adequate finances. The following comments are illustrative:

Finance to develop these ideas and back them

5. Coach/Leadership

The fifth critical success construct identified applied to the role and value of learning from an experienced individual, guide, coach or leader. Seventeen percent of all comments made related to the role and benefit of having a good coach or leader. The following comments are illustrative:

Leadership at the top, encourages and sustains motivation

Sees potential

Faith in self and advisers

The coach never discovers the player; they only give the confidence to discover themselves.

We are all only bound by the limits of our own imagination

6. Innovation

The sixth critical success construct identified was the need to continually try new methods or ways of doing things and improving. Success and innovation were said to go hand-in-hand. Three percent of all comments made related to the need for innovation. The following comments are illustrative:

Be prepared to change

Be prepared to make errors, learning from them

Make the most of every single opportunity, these should be evaluated all the time and no new idea should be cast aside until the team has had a chance to explore it

7. Infrastructure

The seventh and final critical success construct identified the need to have a good system or structure within a stimulating and resourceful environment to create the appropriate infrastructure. Four percent of all comments made related to the need for a good infrastructure. The following comments are illustrative:

Need good support structures / coaches /mentors / business skills

Recognise that in the end it is people that will make a difference.

And that the structures are there to make it happen

These seven key success factors form the template for success which leadership of the organisation must address. It is particularly important for sports are now in a market situation where 'consumers' needs and preferences are constantly changing.

To reinforce the critical success factors for organisations and teams, participants were asked to state what they considered the 'essence of winning' to be. Their ideas are given below.

Illustrative Quotes - 'the essence of winning'

Exceptional performances require a individual or team to utilise all their skills, in order to maximise their performance, which will require exceptional sacrifices but offer great challenges and rewards.

Ms Phillipa Baker - Olympic Gold Medallist

The right choice of people will help make the right decisions that will go a long way towards winning.

Mr Peter Blake - Yachting World Champion

Know your product, the market, the company personnel and culture, accept no boundaries and be prepared to “win” and occasionally “lose” (taking responsibility).

Mr Lynton Bridger - CEO

*Shared vision, and regular recommitment to the goals.
Gold medals are won in the boardroom five years before the race*

Mr Peter Dale - CEO

Maximise your skills talents and abilities and fulfil your dream by sacrificing everything to achieve it.

Sir Richard Hadlee - New Zealand Cricketer

The result must not give the opportunity to later say “if only”

Sir Murray Halberg - Olympic Gold Medallist

Must have the desire to succeed above all else

Mr Allan Harwood - CEO

Know thyself

Mr Neville Jordan - CEO

Do your best!

Know your competition

Mr Arthur Lydiard - Olympic Coach

Another crucial question is ‘What is the role of the captain as organisation/team leader?’

Illustrative Quotes - 'the role of the captain' as leader

The role of the captain was considered to be crucial. Participants were asked to state what they considered the captain's role to be. Their statements follow:

The captains' role is to accept responsibility to make decisions with a clear ideal of how to meet the team's vision

Ms Phillipa Baker - Olympic Gold Medallist

The captains' role is to provide the encouragement and motivation necessary to the team.

Don't ask anyone to do anything you wouldn't be prepared to do yourself. Treat member of your team, as you would expect them to treat you

Mr Peter Blake - Yachting Champion

The Captain attracts and channels collaborative energy from the team to empower others and to establish, work through and evaluate agreed objectives.

Mr Lynton Bridger - CEO

Respect for team members

Be the motivator

Mould team spirit

Mr Arthur Lydiard - Olympic Coach

Stretch the borders of the big picture, then help the team members to work within it

Mr Peter Dale - CEO

To gain respect, the captain needs to set the standard by leading by example and having a sound knowledge of the game so that a common team objective is achieved.

Sir Richard Hadlee - New Zealand Cricketer

Remain a vibrant innovative human being

Sir Murray Halberg - Olympic Gold Medallist

The Captain's prime competency is people relationship skills

Mr Allan Harwood - CEO

Keep your hands on the helm and don't fiddle with the sails

Mr Neville Jordan - CEO

The role of the captain is to incite performance from the team by serving as the strategist responsible for identifying the players' roles and objectives. This is accomplished through establishing an atmosphere of respect for each other in a participative, not interfering manner.

Mr Tom McGuigan - CEO

The captain is the one who is able to build consensus on a strategy and vision, provide the tools (continuous skill-building/training) to people, empower people to make decisions that affect their ability to accomplish their goals (delegate) and motivates people through recognition and reward.

Mr Jim Miller - CEO

The captain must be accessible to those around him, encapsulating and administering the team's vision while maintaining the broader values and standards of the greater organisation.

Mr Graham Mourie - Rugby Champion

You are successful when 'all the team are Captains'

** Communication * Vision * Respect * Knowledge - are the key elements*

Ms Lois Muir - Coach Silver Ferns

The captain should both lead and listen

Mr Blythe Tait - Olympic Gold Medallist - Equestrian

The Leaders Challenge – building a winning culture

Constant reference was made to the need to build a culture within which individuals could excel. In exploring the attributes of such a culture the participants identified the following beliefs (which underpin organisational practice) are seen as imperative:

- **There are no limits to achievement**

Aim high - there are no limits - records are always broken
There are no limits to achievement in sport, whereas there are many inhibiting factors in business.
The competition in sport is so clear cut

- **Hard work always 'pays' off**

Sacrifices are necessary to achieve results
You must work hard for results
Financial rewards cannot be your only motivation but will hopefully become the outcome

- **People make the difference**

The feeling in a team originates at the top.
Successful teams are based on good administration and leadership.
Successful sports generally have
A long term plan to select and develop the key performers to a higher level of achievement
There is a danger of thinking that sport in New Zealand is well organised
In fact by and large it is not, rather it is a happy combination of excellent coaches and great athletes combining to produce great results.
In sports - teams place a high regard on leaders; this is not so clear in business

- **Every problem has a solution**

All problems have solutions
Be flexible in your approach to the problem, there are more solutions than problems
A lesson from Rugby - Don't over-complicate things and get lawyers involved

- **A is for attitude**

Persevere through the good, bad and indifferent times with a bright and optimistic attitude.

- **There's a whole new world (market) out there**

New Zealand sports people have been prepared to take on the world outside of New Zealand

- **Teams and goals - get them clear**

Groups with clear purposes allow personalities to play second fiddle.

The best teams are small closely integrated self controlling units where the impetus to perform is

...Strongly shared. The organisation they belong to must identify the environment in which they

...Can perform and let them get on with it.

The Captains Project II – leading the team

While the first project provided much new evidence and insight it left an unanswered question which caused much debate, namely. ‘What is the link between Captain and Coach?’ The NZ Sports Foundation sponsored a seminar of all national team captains to explore their challenges and to provide support.

The key problems that emerged were

- the relationship with the coach,
- transitional training from team member to captain,
- Interpersonal issues.

These findings raise a most intriguing question ‘What is the optimal relationship between coach and captain?’ A popular exhortation in management magazines is to recast the Chief Executive as ‘Coach’ of the organisation/team yet this is not possible unless the cultural values are aligned with this perception of the role of leader.

Values – the cornerstone of transformation

One key problem the authors have found in working with Boards and Chief Executives is the need to re-address or indeed re-discover the values underpinning sport. Many sports do not articulate their values and this seems to be a key leadership function not only as the means to guide decision making but as a means of marketing sport and recruiting new members, especially children. Naturally, designated leaders, as well as high profile athletes, must exemplify these values otherwise the credibility of the whole sport is compromised.

One particularly destructive belief one encounters in New Zealand sport is the notion that traditional ‘kiwi’ values of ‘playing for the black jersey’, modesty, justice, fair play and values associated with excelling and professionalism are somehow at odds. This argument assumes that professional athletes and sport leaders have no values.

This false dichotomy is more to do with the need for generating sponsorship dollars and the financial organisation of elite sport than about the values themselves.

Cunningham et al²¹ argues there has been a shift from ‘traditional sports values’ to ‘corporate values’ and this dimension of leadership needs to be resolved if resulting factional conflict is to be avoided.

What is clear is that values must be the key starting point for transformational leaders for it is by their exploration and re-affirmation that one can identify appropriate and inappropriate decisions and behaviours. Also clear is the need to resolve any conflict between so called ‘corporate values’ associated with elite sports teams and the ‘sports values’ assumed to underpin those who are amateur.

Many sports like Equestrian are examining their value base and the translation of these values into actual behaviours on and off the field of play. Interestingly, many sports that are members of the Olympic Movement and thereby agree to foster Olympism ideals and values have little knowledge of what these values are.

Managing Transformational Change

The constantly intertwined themes running through the Captains Projects and the work of the Strategic Management Unit have been *transformational leadership and innovation*.

However, a highly complex web of forces works for and against managing change and innovation in sports. These range from situations where Chief Executives initiate changes which are overruled by an elected President; where the Board of a sport is split over issues of marketing and professionalism; where Presidents initiate change and the Chief Executive does not have change skills; where a sport is technically insolvent; where different parts of the same sport attempt to split off.

Some of the reasons changes in sports have and can fail are as follows:

- Elite forgets the roots of the sport (wrong metaphor - need that of a tree which needs strong roots to flower and bear fruit)
- Ignore changes in the 'market' and in 'competition' for disposable time and dollars
- Structural tinkering but no behaviour change
- Trust and desire to work together gives way to a revival of parochialism
- Harvesting and forgetting manuring and re-sowing
- Regressive behaviour (What's in it for me')
- Power grabbing at either the centre or the provinces
- Refusal to absorb demographic profiles
- The 'great leader' syndrome.

The crucial role of the leadership process is to energise the constituent members to find a compelling and exciting vision of the future and to create the readiness for change. Sometimes the need is for transformation and the communication of a compelling future by the Chief Executive or Board member. Often one person, irrespective of their position cannot accomplish major change.

What this means in practical terms for each sport in the short run is:

- An educational intervention to establish the roles and responsibilities of those in governance versus those in management

- Creating a culture for change
- Identifying core values underpinning the sport
- Research into the organisation and management of sports in other countries
- Upskilling of board and management
- Benchmarking and research into member needs and satisfaction levels

And, for the longer term

- Identifying a compelling and exciting vision for the sport in the changing milieu of New Zealand society
- Fostering innovation in all aspects of the sport from Internet sites to merchandising to coaching methods.

The words of the founder of the Modern Olympic Games, Baron Pierre de Coubertin²² could well be the best advice about the effective management of the transformational leadership process in New Zealand sport:

*See Far
Speak Frankly
Act Firmly.*

At an individual level, transformational managers of sport will need to first transform themselves into leaders if they are to become, as the Maori proverb would have it,

Ko te tumu herenga waka
The stake to which the canoe (waka) is tied

ENDNOTES

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