

08 - FORMATION, MANAGEMENT AND MOTIVATION OF MANAGERS OF BRAZILIAN VOLLEYBALL.

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The human capital of an organization is represented as the main feature responsible for the success or failure of institutions (Senge 2004). From this premise, the present study investigated the actions, procedures and academic managers of Brazilian volleyball ahead of 10 of the twenty seven federations of sports facilities in Brazil, the study aims to identify what motivates managers to Brazilian Volleyball stay ahead of the sport identifying which model of management exercised, if democratic, autocratic, liberal or other procedures which training managers and those which account for the proceeds from the exercise of these efforts are still looking to identify the manager appears as element important and decisive in the context of volleyball, with significant influences from individuals or group members they lead.

To Mocsányi and Bastos (2005), a sports administration still does not happen professionally in Brazil. Although in several European countries and the United States, there is a growing trend towards offering more and more specific training courses, this framework in Brazil is still very incipient where many sports organizations are unrelated to the new trends of administration and sports management.

It appears then that in the field of professional training for work in the area, actions have been developed. However, it is questionable whether the mere frequency of "sports administrators" in courses that discuss the basic concepts of surface area which is not sufficient for the desired change and the credibility of the area in the country.

Miller, Stoldt, Comfort, in Hoffman, Harris (2002), based on which recommends NASSM-NASPE (National Association of Sport and Physical Education - North American Society for Sport Management Joint Task Force) present ten areas of competence that should form the core content of the training administration degree in sport: socio-cultural dimension, management and leadership, ethics in administration, marketing, communication, budget and finance, legal aspects, economics, government, and field experience in the administration of the sport.

Souci (2002) examines the lack of preparation of administrators in physical activity and sport, highlighting that there is still a myth that the mere fact of a professional to have seniority in the institution and accreditation until it becomes a criterion for the selection of directors, without taking into account the huge difference between "do the job" and "direct labor". Such a view seems quite similar to what happens in Brazilian institutions today.

Bastos (2003) concludes "be necessary guiding theme, diversification and an increase in general studies, research, publications, exchanges between academia and professionals working in the field of Sports Administration."

Studies have been conducted on the basic training needed to work in the sports world, specifically in the area of sports management, which suggests a generic job profile, forming a professional with a focus in the areas of administration (management techniques, knowledge of taxation, schedule of events), communication and human relationships (people management, sales and marketing, communication skills, whereas administration is independent of the property, securities and power. Administration objective function is and should be the fundamental responsibility for the performance; is professional and is a function, a discipline, a task to be performed, and administrators are professionals who exercise this discipline, play their roles and perform tasks. Pires and Lopes (2001), Drucker (2002), and Pepper Zouain (2003), (Senge 2004).

Another segment found in studies of the formation of the sports manager, refers to the psychological aspects, among them the motivation, since intrinsically motivated individuals are more likely to persist, high performance, personal goals, emotional state activation and personal beliefs that lead them to perform more tasks than those that require external reinforcements (Gill, 2000; Lazarus, Sa Fonseca (1993) Santos & Fernandes, 2004), Gil (2000), Davidoff (2004), Samulski and Noce (2002), Roberts (2001), Dudley (2001), Fonseca (1993).

The sports managers are the visible face of volunteering in sporting venues, establishing itself as its most important feature. This understanding extends to managers of Federations and Confederation of Volleyball in Brazil, particularly considering that they are not paid for the exercise of their mandates. Oliveira (2003) (Pires, 2000), (Gill, 2000) (Lazarus et al. 2004).

The research was conducted through a qualitative study that enabled to meet the objectives of the study. A survey was made of the state of the art of Brazilian volleyball and to comply with this stage of the study, through the analysis of documents and then content analysis to measure results. We used the technique of the interview through a script supervisor, where they were initially interviewed 11 of the 27 presidents of the federations of volleyball namely: Acre, Alagoas, Amazonas, Amapá, Minas Gerais, Rondonia, Roraima, Paraíba, Paraná, Pernambuco and Distrito Federal.

As a result found that the eleven presidents interviewed 100% are male, with higher education complete, and only 10% have training in Administration or Sports. The managers are aged 31 to 60 years. In this sense, the data confirm and similar to the study by Bastos et al. (2006).

Regarding the characterization of the time performing the role of managers, one realizes that the experience on the job/function is relatively prolonged, since 90% of them are ahead of the management of the sport for over 15 years. Among the functions of daily life that are referenced by most sports managers, is performing official competitions and training teams, planning and organization of the federation and seeking sponsorships for the maintenance of the federation and its events. Regarding the difficulty that sports managers have to exercise its function, all show that the financial aspect is the biggest obstacle faced. Asked about the need for training in physical education and sport to manage the sports federation, all they say is necessary knowledge about Sports Marketing, Sports Management and Project Management.

As for how managers joined the federation in this capacity, 100% of them were elected, unlike what was found in the research Bastos et al. (2006), where 60% of managers entered through internal selection and indication by 29%.

Most managers develop its activities in the Federation in the form of part-time, and all said they exert activity without pay. The vast majority of managers claim to have the ability to exercise management, however, said only two managers attend training in the field of Sport Management. Regarding the infrastructure of sports federation, the majority of managers (86%) considers deficient, because there own sports facility for activities, infrastructure is, in most cases, leased or transferred, as well as

the equipment required for the operation federation, which mostly is given by the confederation.

Finally based on the findings, we conclude that there is a management culture distanced technological innovations and management procedures based mechanism managerial rationality, besides having a strong presence of voluntarism and, in the events screen, low productivity. That the profile of the sport manager of the federation specialized volleyball in Brazil to date, does not differ from profiles found in other research on the topic. It may be noted that the lack of a qualified training in the area of sports management prevails in the national scenario.

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FORMATION, MANAGEMENT AND MOTIVATION OF MANAGERS OF BRAZILIAN VOLLEYBALL.

ABSTRACT

No country in the world, in any team sport presents the amount of wins that holds the Brazilian volleyball on the international scene. These victories accredited the Brazilian volleyball title of being one of the best in the world, considering the amount of titles won at the world championships in categories juvenile, juvenile, adult, under-19 and under-21, men and women in suits. Results that are alone compel check which environments are traversed to acquire these achievements, as these victories, have a structural apparatus to which they are achieved, particularly with regard to the management of all technical and administrative framework necessary for such. The academic study investigated the role and procedures of the Brazilian volleyball managers of 10 of the twenty seven sports federation that exist in Brazil. The methodology consisted of a qualitative study using interviews, document analysis and content analysis. The results show that specific training in physical education and sports management are not the biggest buoy tenders in efforts successful, considering that 90% of respondents have no specific training but a great experience of administration in general adding to this experience as a athlete mode.

KEYWORDS: training, volleyball, motivation.

FORMACION, GESTION ET MOTIVATION D'ADMINISTRATION DE VOLELEY-BALL BRÉSILIEU**RÉSUMÉ**

Le ressource humaine d'une organisation est représentée comme la ressource principale responsable de la réussite ou l'échec des institutions (Senge, 2004). A partir de cette prémisse, la présente étude a examiné les actions, les procédures et la formation des gestionnaires de gestion de volley-ball brésilien au front de onze équipes de vingt-sept fédérations de sport au Brésil, dont l'étude visait à identifier ce qui motive les gestionnaires de volley-ball brésilien à rester en avance sur le sport en identifiant à quel modèle de gestion exercé, soit démocratique, autocratique, libérale ou d'autres procédures, la formation de ces gestionnaires et quels sont les résultats de l'exercice de ces fonctions d'identifier même si le gestionnaire se configure comme un élément important et décisif dans le contexte de volley-ball, avec influence notable parmi les personnes ou les membres du groupe qui dirigent. La méthodologie a consisté en une étude qualitative par entretiens, d'analyse documentaire et de l'analyse du contenu. Les résultats démontrent que la formation spécialisée en éducation physique et sports management ne sont pas les principales qui sous-tendent de gestion efficace, alors que 90 % des personnes interrogées n'avaient pas de formations spécifiques et elles n'avaient qu'une grande expérience d'administration en ajoutant à cette expérience d'athlète.

MOTS-CLÉS: formation, gestion, volley-ball.

FORMACIÓN, GESTIÓN Y MOTIVACIÓN DE LOS DIRECTORES DE VOLEIBOL BRASILEÑO**RESUMEN**

El capital humano de cualquier organización es representado como el principal recurso responsable por el éxito o fracaso de las instituciones (Senge 2004). Partiendo de esa premisa, el presente estudio investigó la actuación, procedimientos y formación académica de gestores del voleibol brasileño al frente de 11 de las veinte y siete Federaciones de ese deporte existente en el Brasil, cuyo estudio tuvo como objetivo identificar lo que motiva a los gestores del Voleibol Brasileño a que permanezcan a la vanguardia de ese deporte identificando cuál es el modelo de gestión ejercida, si es democrática, autocrática, liberal u otros procedimientos, cuál es la formación de esos gestores y cuáles son los resultados que surgen por cuenta del ejercicio de esas gestiones buscando identificar aún si el gestor se configura como elemento importante y decisivo dentro del contexto del voleibol, con influencias significativas junto a los individuos o miembros del grupo que lideran. La metodología constituye en un estudio cualitativo por medio de entrevistas, análisis documental y análisis de contenido. Los resultados demuestran que la formación específica en educación física y gestión del deporte no son las mayores guías de las gestiones exitosas, considerando que el 90% de los entrevistados no tienen formación específica y sí una gran experiencia de administración en general agregando a eso la experiencia como atleta de la modalidad.

PALABRAS CLAVE: Formación, gestión, voleibol

FORMAÇÃO, GESTÃO E MOTIVAÇÃO DE DIRIGENTES DO VOLEIBOL BRASILEIRO.**RESUMO**

Nenhum país no mundo, em qualquer esporte coletivo apresenta o quantitativo de vitórias que detém o voleibol brasileiro no cenário internacional. Essas vitórias credenciam o voleibol brasileiro ao título de ser um dos melhores do mundo, considerando-se a quantidade de títulos conquistados nos campeonatos mundiais nas categorias infanto-juvenil, juvenil, adulto, sub-19 e sub 21, nos naipes masculino e feminino. São resultados que por si só compelem verificar quais ambientes são percorridos para aquisição dessas conquistas, pois essas vitórias, contam com um aparato estrutural para que as mesmas sejam alcançadas, particularmente no que diz respeito ao gerenciamento de todo arcabouço técnico e administrativo necessário para tal. O estudo investigou formação acadêmica, atuação e procedimentos de gestores do voleibol brasileiro de 10 das vinte e sete Federações desse esporte existentes no Brasil. A metodologia consistiu num estudo qualitativo por meio de entrevistas, análise documental e análise de conteúdo. Os resultados demonstram que a formação específica em educação física e gestão do esporte não são os maiores balizadores das gestões exitosas, considerando que 90% dos entrevistados não tem formação específica e sim uma grande experiência de administração em geral acrescentando a isso a experiência como atleta da modalidade.

PALAVRAS-CHAVE: formação, voleibol, motivação.