29 - SOCCER TRAINERS: AN ASSAY BY MEANS OF SOME DIFFICULTIES IN THE PRODUCTIVITY OF THESE PROFESSIONALS

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1- Retracing the Origins of the Soccer and its Current Situation

Since its introduction, either in England in 1863 or Brazil in 1894 for Charles Muller, the soccer passed of sport of the elite for most popular in the whole world.

In the beginning of century XIX, in Brazil, the old British sport created a contradictory cultural character to the traditional values. The society, hierarchic and slavery, accustomed to play and not to compete, reacted differently to the soccer, therefore this democratize gave emphasis to the performance, producing winner and losing, hindering the names or to other preconceptions. The soccer made with that the society learned to separate the rules of the men of the game, thus starting to be appreciated by all.

Visa as an activity of great popularity, the soccer must this thanks to its allure, to the power easiness to be practised in small spaces and to the low cost of the material, therefore, a simple done ball of old stocking, stuffed of paper, play for bare-footed feet, excites, amuses and socializes a collective (LEAL, 2000, p. 25).

Today, one searchs through the soccer, an commercialization of its popularity, as well as the perfectioning of practical its, in the infinite search of overcoming and modernization.

In a world-wide vision, a moment of transformation with the age of the globalization is lived, where the technological advances provide to a bigger integration between diverse cultures and greater easiness in the attainment and interpretation of data that contribute in the most diverse activities. Therefore, she is evidenced the necessity of evolution in the soccer, searching contributions that can assist in this process.

In Brazil, the soccer comes crossing a moment of reorganization in its organization and has attracted each time more, the attention of entrepreneurs and, consequently, the interest of a more active participation in this new market, where the possibilities in the exploration of the marketing and the supervaluation of the involved professionals are basic points for the economic interest. It appears then, the age of the club-company.

Innumerable administrative questions that finish for affecting the practical one of the soccer in the clubs, therefore with the diverse involved interests still exist, the concern in the structure and organization of the specific work finishes being without the necessary attention.

Therefore, the administrative metamorphosis that the Brazilian soccer also crosses, requires new a proposal of organization of the work in the different actions of the club, since its direction, commission technique and players and, knows, that the organization of the work in any institution, is one of the main factors who take a company to reach its objectives, therefore the professional adoption of positions and planning, is action of utmost importance for its development.

2- The Structure of the Soccer and the Figure of the Trainer

Inside of the structure of the soccer, the professional classroom of the trainers is considered of utmost importance in the performance and constant evolution of this sport. In Brazil, however, the trainers come frequently being considered responsible for low the productivity of a team, thus not obtaining, to reach its objectives.

In Brazil, the formation of this professional as well as its specialization is reason of constant quarrels. For being the soccer widely divulged by the media and with the evolution and modernization of exactly, the function of the trainer involves responsibilities that demand a qualified formation, knowing the culture general of this sport, as well as its forms of expression and communication (LEAL, 2000, p. 211).

Criticized and, in some cases, until ironyzads, the trainers frequently are called of imcompetent people, unprepared and exceeded in its methodology of work. However, these critical ones, generally are carried through or influenced for the always trustworthy agencies of communication nor and with credibility for such, that many times carry through limited analyses of the problem.

The organizer structure of the Brazilian soccer, in many cases, still under amateur directions, the lack of time to place itself in practical a planning, the vision of the press, searching to always compare the past with the gift and nor recognizing the natural evolution of other teams with the globalization, added to a possible inadequate formation of operating professionals in the organizer project, could be the key for an understanding of the difficulties faced for the professional trainer of soccer.

The professional instability of the soccer trainer comes being justified many times for directions of clubs, for the lack of positive results in the command of its respective teams. A organizer planning whose resulted the medium and long run are foreseen normally is interrupted by chamber pressures, wants either of the direction of the clubs, as of twisted, many times, taken decisions of precipitated form and without the knowledge of the internal problems that really could be harming the productivity of the team. The change of the trainer and consequently the coming of a new "saviour professional of fatherland", it brightens up the pressures and it deviates the attention, thus searching, new attempts to improve the income.

To study the behavior of the players in the field, its main errors, its virtues, its behavior in relation to the friends and front to the team adversary, they are done analyses constantly for the teams in the search of its perfectioning. With the technological advance, where the InterNet, digital videos, cameras, computers, radios intercoms, tvs the handle, at last, electronic devices, facilitates the comment of the teams in collective games, it would be taking the analysis of the game to be considered basic instrument for the elaboration of action strategies that result in a bigger productivity.

The information collected from the analysis of the behavior of the athletes in natural contexts (trainer and competitions) currently are considered one of the 0 variable that more affect the learning and the effectiveness of the porting action (GARGANTA, 2001, p. 57).

The trainer must be intent to the importance to analyze the income of the teams for, with the collected and interpreted data, to elaborate its program of work in accordance with its necessities and qualities. Thus being, we perceive as

eminent problem of this study, the fact of if perceiving few professional clubs that carry through a consistent work of performance analysis, existing only sporadical and temporary works where the empiric prevails.

Thus occurring, they finish for appearing some questionings that we cannot leave to detach has seen the relevance of these for all the structure of the presented research. They are they:

· Would be this fact still an limited vision of the trainers?

· It would be the lack of organizer structure of the clubs?

· It would be the professional instability in the command technician of the teams, who results in the lack of time for the rational organization of a work plan?

We understand that the study and the analysis of these questions they will finish for not only contributing with the soccer, but also to establish a parameter of reflections that can make possible a great advance in the constant search of overcoming and evolution.

3- The Interaction Soccer X Society: its Importance for the Brazilian Nation

The soccer, introduced in Brazil for Charles Muller in the end of century XIX, currently mobilizes millions of people in all the domestic territory. Practised initially by young of the high classroom, young these that had known the sport in its trips for studies in the Europe, mainly in England in the end of century XIX, the soccer were introduced in the elitist Brazilian colleges.

[...] what Charles Muller brought, in 1894, was a university sport and bourgeois, elegant and obedient to a code. Sport of ` Gentlemen ', accurately as is the tennis and the golf today [...] at least ten years following, the soccer continued an English game and of the elite: the players were, in its smashing majority, English technician industrial and engineers (SANTOS, 1981 apud FREITAS, 2000, p. 3).

However, in little time, practical its was not more privilege of the elites, being practised in clubs, plants for the laborers and favored layers less. The importance that the people atribuíam to the soccer can be justified by the possibility of the dispute in conditions of equality with representatives of countries that in the social life had always been superior.

However, in the soccer field, a victory is test of a superiority and this result exceeds to the proper game, expanding its conquests and would honor to the group that is directly on to the winner (in this in case that the wick, which if feels how much the proper player so important), synthecizing can be said that the success gotten for the individual passes directly to the group (FREITAS, 2000).

The soccer club, is one of the forms of organization and occupation of the social space that discloses a double movement of configuration of the society, therefore, at the same time where the club if constitutes an element of integration of the immigrant in the local society, the immigrant, for its population presence gives to the city a new partner-cultural configuration (RIBEIRO, 1998 apud FREITAS, 2000).

One searchs explanations for the great popularity of the soccer in Brazil. A justification would be the idea of that the blacks, whose number is great in Brazil, possess physical characteristics and cultural of the race that would propitiate the corporal expression, detaching them in activities of rhythm and coordination, as the capoeira, the samba and other activities of origin of the African continent.

Another reason for the o success of the soccer in Brazil also could be the easiness of being practised, for the possibilities of execution in some spaces and with simple and adapted materials. Moreover, its rules are considered simple if compared of other sports as volleyball and the basketball.

These analyses, or either, the easiness of practical its and the possible advantages of the existing racial miscegenation in the practical one of the Brazilian soccer, would lead to an excellent contribution to justify its popularity. The Soccer, added the advantages cited to a cultural context of our population, would take care of the necessities of the Brazilian, being more of the one than only one playful game, making possible characteristic situations of the game, that brings contributions in the cultural formation of the man, in the understanding of its limits, living deeply victories and surpassing defeats, common in the daily one of a society.

The soccer is a form that the Brazilian society finds to express itself. It is a way it national man to extravasate characteristic emotional deep, such as, passion, hatred, allegiance, happiness, sadness, pleasure, pain, resignation, courage, weakness and many others (DAMATTA, 1997).

The charisma one for clubs and the national election of soccer arrives, in competitions as the Pantry of the World, to renew the spirit nationalistic of a people, spirit this forgotten by the difficulties faced for the population most devoid.

The soccer is present in the day the day of the Brazilian. In periodicals, magazines, television, radios, in the work environment, at last, when analyzing the daily one of the Brazilian population notice musics, films and novels always detaching the soccer in its programmings.

Football terminologies are part of our vocabulary: to "to tread in the ball", to "to knocke in the bean", "goal of letter", "ball faded", among others; incorporated expressions the daily manifestations.

The Brazilian suffers for its teams. How much bigger the difficulty seems that the love increases. "No Brazil, this allegiance comes since the birth, when the boy receives a name, a religion and a teams of soccer for which all" goes to twist the life; (DAOLIO, 1998, p.3).

The global recognition of the importance of the Brazilian soccer justifies for being Brazil the only country world-wide pent-champion, the only one to participate of all the Pantries of the World, being still the exporting greater of player, to have the biggest stadium of the world, among others aspects of common knowledge of those contemplate of this modality.

However, everything this, contradicts with problems such as: calendar with constant games that clubs, twisted players sacrifice and; the wage average is low in relation to few players of great teams; the clubs are become indebted in with behind wages; resignations of players and commission technique are frequent, not existing the respect to a planning the medium or long stated period; evasions of income and amateur administration where, in many cases, politicians use themselves of the club to only collect votes, investing in electoral periods and abandoning them in disastrous situations after the elections.

4- The Work of the Trainers of Soccer in Brazil

Currently, the organization of the work of soccer trainers has faced diverse difficulties and several are the reasons. The professional instability, with constant changes of the clubs in its command technician, exactly that these clubs search in the new act of contract, a professional with profile that has affinities with the philosophy adopted for the club, provokes ruptures in the structure of the Department of Soccer, therefore constant changes can harm the involved integration of the diverse areas and professionals in this organization. It measures this, is inevitable the loss of productivity in virtue of the period of adaptation not only of the professional, but also of its collaborators.

According to Leal (2000), called as specialists, they continue today, many trainers to be former-players, who, when locking up the career, keep bonds with the clubs. After 1939, the School of Physical Education and Sports of the University of Brazil, today Federal University of Rio De Janeiro, brought in its objectives beyond the formation professors porting Physical Education technician, between them of soccer.

One knows that the organization of a work passes necessarily for diverse phases, of the knowledge of the company (club), the knowledge of the to be exerted work and of the executors of this work (athlete and commission technique). With this

knowledge, it can be raised possible imperfections in the elaboration of the task and be applied recommendations with the objective in the improvement of the productivity.

In this process, the functions of a trainer, in reason of the popularity of the soccer, demand of same an ample knowledge of the modality as well as a good communication, therefore the forms of if expressing will be of utmost importance in its professional life. For YOU MARQUES (2001), who wants to have success as trainer in the sport of high income has that to be owner of a vast set of resources in knowledge and abilities, a time that with intuition and inspiration is not only gotten resulted.

The trainers of soccer, as characteristic in its forms to command its teams, are many definite times as strategists, a time that this assignment attributes to this professional a great practical knowledge to the game, organizing its players in field of a harmonious form, looking for to explore its points strong and to brighten up the weak points of its cast, with the capacity to change its form of game for game, with sights the successive progress, reaching to form its objectives with an effort economy. Beyond the strategist, trainers are called disciplinarian, dictators, democratic, accidental, versatile, psychologists, at last, as the characteristic of used action more.

These denominations can mean points positive and or negatives of the formation of this professional, having each one, know moment certain e the forms of use of these determined behaviors. Assisted for a commission technique, formed normally for professionals of diverse areas, the soccer trainer is today responsible for all the programming to be developed by the team.

Not only for the training technician and tacticians, but also in the days of recess of the cast, schedules of trips, concentrations, gone or not in integrant trips of of the commission technique, at last multiple functions that finish for confusing its performance specific, exactly that these functions search to assist it. This problem is being rethink for the clubs, whose organization of the work starts to be carried through of more professional form.

The trainers normally work with 2 types of training: the technician and the tactician. The training technician serves to improve the quality of the athletes in the treatment with the ball in the beddings of the soccer, or either, domain, conduction, pass, dribble, kick, to nod and disarm. The tactical training is applied to inside distribute the players of the field observing itself the individual characteristics, without taking off its creativity and capacity of improvisation, searching thus a bigger productivity.

5- Organization of the Work of Trainers of Soccer

The Organization of the work is decisive factor for the success of any company. The soccer clubs, with the sprouting of the new imposed enterprise philosophy and in function of the constant competitiveness that face, are in constant search of modernization and solutions for its problems.

Questioned how much the main difficulties faced in the work, were verified that the current trainers face diverse problems to play its functions in the respective clubs. The professional instability, with 42%, was considered as the main problem of the classroom. The problematic one of the current calendar of games was cited by 23% of the trainers; 19% had detached the interference of directions of the clubs; 12% the interference of the press and 4% the relationship with players as main problem (Figure 1).

These results demonstrate that the search of immediate results and the constant games that hinder any planning, allies the pressures of direction, the press and twisted, finish for imposing barriers to the professional Trainer of Soccer. This instability proved for the constant occured changes in the clubs during 1ª phase of the Brazilian championship of 2001 (Figure 2).

Phase of the Brazilian Championship had 26 changes in the command technician of the 28 participant teams of 1ª, or either, 15 professionals had lost its jobs in the period of 4 months; 5 professionals had changed of clubs and only 11 of the 28 clubs had kept its trainers of the beginning to the end of 1ª phase of the championship, whose durability was of only 4 months. Another significant data sample that of the 8 finals clubs of the competition, 6 had kept its trainers since the beginning, or either, had believed of the necessity of time for the resulted application and consequence of a planning.

These information demonstrate to the importance and the result of the work when executed with adequate time and planning. Moreover, it can indicate to the clubs that they had carried through such changes and they had not gotten success, that the problem can be of organizer order of the proper club and not of the functions and abilities of the trainers.

6- Consideration Finals and Proposals Concerning Thematic the Boarded

In this article, we look for to analyze the organization of the work of soccer trainers, some of its main difficulties and strategies of action in the search of a bigger productivity, relating the importance of other people's factors to the instant of the game in all its context. We start to perceive that the soccer, for its paper of prominence in the world-wide scene, demands of the professional Trainer of soccer a special attention in relation the evolutions in diverse areas. New forms of organization of the work in the constant search of one better performance and consequence productivity increase must be daily concerns of this class.

In the intention to brighten up the question of the professional instability, main difficulty told for the trainers, we dare to consider the beginning of a study related to the inclusion in the regulation of the championships (inclusion this imposed by the directive maximum agency of the soccer), of an eventual limitation in the exchange of trainers in one same competition. We believe that this could contribute to bring a bigger stability besides propitiating a consequent aiding of adjusted planejamentos more for the work of these professionals.

We still look for, to present contributions to the organization of the work of Trainers of soccer in Brazil, however, it is evident the necessity of new studies for a bigger understanding and evolution of the Brazilian soccer and in special of this professional.

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TRAINERS OF SOCCER: AN ASSAY BY MEANS OF SOME DIFFICULTIES IN THE PRODUCTIVITY OF THESE PROFESSIONALS

Abstract: The present subject has the intention to present information concerning the important function played for the soccer trainer, being presented factors that demonstrate to its yearnings and the reality where this if inserts. It still brings some situations that involve the Porting Clubs and its directions that constantly are come across with problems in the structure and the organizacional planning, intervening directly with the routine of the trainers. We search with this study, to quantify aspects important for the profession of Trainer, being intent to be optimizing the productivity of this professional, whose information will be able to contribute in the construction of new strategies that will facilitate the strategical organization aiming at to contemplate the objectives of this professional.

Word-key: Trainers; Soccer; Organizacional Planning;

ENTRAÎNEURS DU FOOTBALL: UNE ANALYSE AU MOYEN DE QUELQUES DIFFICULTÉS DANS LA PRODUCTIVITÉ DE CES PROFESSIONNELS

Sommaire: Le sujet actuel a l'intention de présenter l'information au sujet de la fonction importante jouée pour l'entraîneur du football, étant présenté les facteurs qui démontrent à ses désirs et à la réalité où ceci si des insertions. Il apporte toujours quelques situations qui comportent les clubs de mise en communication et ses directions qui constamment sont trouvés par hasard avec des problèmes dans la structure et la planification d'organizacional, intervenant directement de la routine des entraîneurs. Nous recherchons avec cette étude, pour mesurer des aspects importants pour la profession de l'entraîneur, étant attentifs optimiser la productivité de ce professionnel, dont l'information pourra contribuer dans la construction des nouvelles stratégies qui faciliteront l'organisation stratégique visant contemplent les objectifs de ce professionnel.

Mot-clef: Entraîneurs; Le Football; Planification d'Organize;

AMAESTRADORES DEL FÚTBOL: UN ANÁLISIS POR MEDIO DE ALGUNAS DIFICULTADES EN LA PRODUCTIVIDAD DE ESTOS PROFESIONALES

Resumen: El actual tema tiene la intención de presentar la información referente a la función importante jugada para el amaestrador del fútbol, siendo presentado los factores que demuestran sus deseos vivos y la realidad donde esto a si los rellenos. Todavía trae algunas situaciones que impliquen los clubs que viran hacia el lado de babor y sus direcciones que se vengan constantemente a través con problemas en la estructura y el planeamiento del organizacional, interviniendo directamente con la rutina de los amaestradores. Se busca con leste estudio, en la cuantificar los aspectos importantes para la profesión del amaestrador, siendo atentos optimizar la productividad de este profesional, que información podrá contribuir en la construcción de las nuevas estrategias que facilitarán la organización estratégica que tiene como objectivo comtemplaban los objetivos de este profesional.

Palabra-llave: Amaestradores; Fútbol; Planeamiento del Organizacione;

TREINADORES DE FUTEBOL: UM ENSAIO MEDIANTE ALGUMAS DIFICULDADES NA PRODUTIVIDADE DESTES PROFISSIONAIS

Resumo: O presente tema tem a intenção de apresentar informações acerca da importante função desempenhada pelo treinador de futebol, apresentando fatores que demonstram seus anseios e a realidade onde o mesmo está inserido. Demonstra também as nuances acerca da instabilidade profissional que estes treinadores constantemente se deparam além de enfatizar questões que dizem respeito à denominada “ciranda dos técnicos”, enfocando ainda a quebra existente não só na produtividade deste profissional, mas também em toda uma seqüência de trabalho anteriormente realizada. Apresentamos também algumas situações que envolvem os Clubes Desportivos e suas diretorias que constantemente se deparam com problemas no que diz respeito a sua estrutura e planejamento organizacional, interferindo diretamente na rotina dos treinadores. Buscamos com este estudo, quantificar aspectos de suma importância para a profissão de treinador, na intenção maior de estar otimizando a produtividade deste profissional.

Palavras-chaves: Treinadores; Futebol; Planejamento Organizacional.