52 - MANAGEMENT OF THE KNOWLEDGE APPLIED IN TEAMS OF HIGH PERFORMANCE: THE CASE OF THE TEAMS OF ATHLETICAL CLUB PARANAENSE

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1. Introduction

The modern organizations are facing surrounding extremely dynamic, provoking radical alterations in the way to be managed. With the globalization, the companies are, little by little, modifying itself, to remain itself competitive and adequate to this augured ticket of the industrial organization for the organization of the knowledge.

In this direction, agreeing to the most diverse theoreticians of the area, for dealing with the human behavior in the organizations, the Management of the Knowledge finishes serving as a clarifying bedding them class actions or exactly individual that occur there.

However, as Di Giovanni says (1995, p. 17), "one of the traces striking of the societies contemporaries is the individuality of the social agents. This process is a reply to the relations produced for a capitalist society that, in a economic direction, determines a type of impersonal sociability."

In the last years, in the modern societies, an intense process of association between sport and economic activity has occurred. Knowing that in the workstation, the teams represent the best vehicles so that the knowledge is developed in creative ideas that are of places in action, is agreed to Wilson (1995, p. 18), when it affirms that "the popular image of the solitary genius can be more myth of that fact, because the knowledge grows more good where it can be supported and be shared".

Treating more specifically to the sportive area, in Brazil, the clubs that more to intern the paradigms of enterprise organization had been the Teamses of Soccer, perhaps, for if dealing with the sport most popular of the country. It must be attempted against for what Giovanni explains (1995, p. 20) on the structural modernization of the Brazilian soccer that, "if deals with an institutionalized activity, that at change moments was submitted the strong pressures, in such a way internal how much external". It is noticed, then, that the external trends of changes in the sportive organization if express internally in disputes of economic nature, social politics and, composing a picture of tensions that generally result in a new configuration of forces and a new sportive order.

One becomes important, then, to enter in the field of sociology better to perceive such relations between individuals inside of a team. Thus, is necessary to cite sociologist Pierre Bourdieu (1998), that he forever believes that the existence of a net of relations is not natural data, not even social data constituted of a time by all and by a social act of institution, but the product of the work of instauration and maintenance that are necessary to produce and to reproduce durable and useful relations, apt to provide material or symbolic profits.

The debate on the age of the knowledge and the teams of high performance, that gained expression in the lines above, brought a series of investigations: 1) Which is the paper of the knowledge for the formation of teams of high performance? 2) Inversely, which is the paper of the teams for the sharing of the knowledge? 3) It is possible that the Teamses of Soccer to proper it the politics of the teams of high performance? 4) As if it gives the formation of these teams in the Athletical Club Paranaense? Thus, this study it has as objective to investigate, inside of a club of national soccer, if it exists the development of teams of high performance and which had been the taken procedures to arrive itself at this.

For this, they are presented as objective specific to go deep itself the concepts of the Management of the Knowledge; to identify the conceptual and methodologics beddings of the development of the teams; to identify to the advantages of the teams in the organizations and its implications how much to the viability to implant them; to present indications of that the development of teams takes the improvements in the organizational performance.

With this study, one searches to perceive the importance of the sharing of the knowledge in teams of high performance, especially in teamses of soccer, companies still not very organized.

2. The Management of the Knowledge and the Teams of High Performance.

If it cannot deny the relevance of the knowledge in the half organizational as management technique, since it comes each time more if constituting in focus of analysis and application in the organizations. This because, beyond the necessity of if competing aggressively in a global market, it has the permanent demand for efficiency and effectiveness, in what! the knowledge acts in the promotion of the administrative case to a superior category in relation to the ethics and the pure administration, leading to rethink the function of the management as element of the epistemology of the organizations. Thus, the study of knowing human beings to them and of the organizational knowledge they can lead to the creation of a new organization, where independent actions of change of paradigms can be observed.

With the advent and the perfectioning of the organizational theories, the knowledge became the more important economic factor in the competitive environment of the organizations. "Knowledge not in the abstract, or theoretician, but applied direction to day-by-day of the companies. Knowledge on its market, its processes, its customers, its technology, its competitors, etc., as Teixeira Filho (2000, p. 17).

Of this form, agrees itself to Teixeira Filho (2000, p. 21), when he says that, "To manage it passes well then to be essential in the current period of training of the history of the society, as much for the organizations how much for the people".

At this moment she is necessary to detach that the teams will be basic to construct the enterprise performance of the organizations in the future (KATZENBACH and SMITH, 1994). "Research has shown that teams surpass the performance of individuals acting alone or in small groups. The teams absorb and apply knowledge, experiences of life and insights of its members to be able to answer new challenges "(MOSCOVICI, 1998, p. 16).

According to Katzenbach and Smith (2001, p. 12), to understand the value and the potential of teams if it has shown much easier of that to apply disciplines it demanded so that the team presents resulted. As product of this, an extreme number of people still finds that it has equipped is the name of a organizational unit or a set of fellowship feelings.

Senge (1998) sees the team as the basic unit of learning in the organizations that search health and development.

Robbins and Finley (1997) mention diverse reasons for which, according to them, the organizations have opted to the teams, emphasizing the following advantages in which the teams increase the productivity, improve the communication, carry through tasks that common groups cannot make, make use of resources more good, are more creative and efficient in the resolution of problems, they mean decisions of high quality, they mean better products and services, mean improved

processes and differentiate while they integrate.

As Robbins (2000, p. 260) groups and teams are not the same thing. "a group is formed by two or more individuals in interaction and interdependence, that if congregate to reach definitive objectives. A work group is a group that interacts basically to share information and to take decisions to be helped mutually in the performance in its distinct areas of performance."

Still as the author, the work groups do not have necessity or chance of if involving in collective work that demands joint effort. Therefore, its performance is mere the somatória of all the individual contributions of its members. It does not have positive sinergia, creating a global level of performance that exceeds the addition of the individual contributions.

The table below detaches the differences between groups and teams of work.

TABLE 1 - Comparison between Groups and Teams of Work

	Work groups	Teams of Work
Performance	Information collective	Goal Share
Synergy	Neutral (to the times negative)	Positive
Responsibility	Individual	Individual and mutual
Abilities	Accidental and varied	Complementary

SOURCE: adapted of ROBBINS, Stephen. **Administration**: changes and perspectives. São Paulo: Hail, 2000, p. 260.

These definitions help to clarify why as many companies have recently structuralized its processes of work around teams. The administration is looking the positive synergy, that will make possible its organizations a better performance. "the generalized use of teams creates the potential an organization to generate bigger production without no increment in the input" (ROBBINS, 2000, p. 260).

Senge et al. (1998, p. 158) believes that the important one is to innovate in that already it is part of the company, and in that does not need more resources or time the people. It bets in the learning integrated to the main work of the organization, as the process of planning, the fields of together learning to the work environment (as lines of production in miniature to the side of the main line), forums of reflection and conversation through the meetings, new innovative forms of training and fields of practical management. These spaces are emphasized in literature on the organizations that learn. In part, the argument to construct such environments uses sportive teams, scenic groups and joint musical comedies as metaphor, indicating that its success depends on intense sensible contribution and of all. However, one of aspects common of this groups that must be stimulated in an organization that learns illustrates one of the great deficiencies of the work to manage organizations in the present time: the assays, trainings or "fields of practical".

3. The Athletical Club Paranaense and the Teams of High Performance

Pierre Bourdieu (1983, p. 136), to defining modern sport, affirms that the modern sport is constituted by a system of institutions and indirectly on agents direct or to the existence of practical of sportive consumptions, that have as function to assure the representation and the defense of the interests of the practitioners and at the same time to elaborate and to apply norms that conduct these practical.

The Brazilian clubs, in general, follow three models of partnership today: co-management, where the administration of the soccer is joint, but the investor does not intervene with the financial area; stockholding, where the club is transformed into company and the investing purchase most of the actions; investment for image exploration, in which the mark of the club and the department of soccer is managed separately and the investor can have a representative in the soccer.

Somoggi teaches that, so that the clubs of soccer of Brazil can count on the financial support of companies multinationals for its development, it is needed to change the credibility of the internal soccer, but so that this occurs must have the awareness on the part of the clubs, of that the modern sport is not more only based for the passion, but yes, for the responsibility as sources of generation of jobs in the same molds of the enterprise organizations. E is important to detach that, exactly thus, it has excellent examples of companies whom they had invested in the soccer and they had resulted above of the expectation, either as co-managers of the professional teamses, as partners or only as sponsors of shirts.

Some known examples of clubs that already had become companies in Brazil, or that they had been born of them, are the Malutron, of the Paraná; the CFZ, originally created in Rio De Janeiro, but that it competes currently disputing the Championship of the Federal District, and the Figueirense of Santa Catarina.

The object of this study, the Athletical Club Paranaense, that comes developing a management based on the teams of high performance, demonstrates through its Direction Technique great efficiency and quality by means of the application of the knowledge in the conduction of its work. The proposals of the club can here be reference as a new paradigm for and evolution of the sport of high level.

The current direction technique of the club, initiated its works in October of 2000 and in these five years, it came after demonstrating year to year, a infinity of positive results. The works are developed in a center of training of high income and the directive team is formed in intention to take care of a work to multidiscipline, giving all to necessary support to the athletes in all the areas.

The organization chart of the directive team, defines eight specific departments that conduct the works of all the administrative and operational area of the sport, being the department of base soccer, the department of professional soccer, administration of the training center, department of documentation and register, department of computer science, sector of national and international interchange, laboratory of porting preparation and department of health, that work with professionals formed and directed exclusively toward the comprehend areas of its departments.

The departments have its peculiar functions and are coordinated by a specific professional of each area. The works are developed in integrated way inside them sectors and between the departments, for the reach of objectives previously established. The professionals of each area, who develop an integration of the processes and evaluation of the results, carry through the application of the knowledge. Part of the excellency of the process elapses, also, of the qualification of the involved professionals, who constantly search the recycling and specialization in its areas.

The center of training of high income offers to the athletes all an educational base and sportive formation keeping in its dependences, a school of basic and basic education, as well as, pedagogical accompaniment in integral time. The club also keeps accords with institutions of superior education for the academic formation of the athletes and already if it finds in development process, the implantation, in the club, of a university of the soccer in Curitiba, the first institution of superior education of the sort in Latin America.

In accordance with the idealizers of the project, the objective of the creation of this new institution is to offer what it has more good of in technology and education in the formation of professionals of all the on areas to the soccer, such as, medicine of the soccer, engineering of the soccer, arbitration, coordination technique, trainers, nutrition, computer science, among others.

The strategically planning of the directive team is dimensioned for the reach of annual, resultant goals of a

chronogram elaborated for five years (plain of expectation). Therefore, it can be observed that all the work developed with the application of the knowledge, is come back toward the strengthening not only of the sport of high level, but mainly, for the rise of the club as enterprise organization.

The objectives planned and in constant phase of evolution, suggest the formation of an institution that is international reference in education, search and technology of the knowledge in the soccer, creating the first worldwide agency of the sector and with expectation of beginning in a stated period of ten years.

Thus, it is defended idea of that if it must have seriousness in the administration of the soccer, which must necessarily be professionalized. Already more the done administration only with passion does not support itself.

She can yourself be said that a great model of club-company for Brazil, which had to its characteristics of sportive legislation and for the debts of its clubs of soccer, is the soccer of the Spain, that in the decade of 80 passed very for similar problems: the television paid low values very to transmit the championships, the violence in stadiums was highest, the majority of its Clubs had and still it has debts with the Spanish Hacienda and banks, and the value of the product soccer was low. Until in 15 of October of 1990 the Law of the Sport was promulgated, with very similar aspects to the Law Zico and Lei Pelé. Thus, through this law, Association of Professional Soccer was created National, that was responsible for the organization of the Spanish Championship and Rey Cup.

It was important to cite this example to demonstrate as in such a way the Law Zico as the Law Pelé had been two chances of lost professionalization of the soccer in Brazil. It must be detached, however, that the Clubs that not to professionalism its management and not to create new prescription sources, run the risk to declare insolvent and not to be able to participate of the championships. It must be emphasized that the necessary Brazilian soccer of organization to changed itself into a attractive and income-producing business.

Despite the negative points, the Brazilian soccer is remained as the best one of the world. Brazil is the country that more exports players, due to the talent of the same ones. To have idea, only in the seasons of 2000 and 2001, about 700 Brazilian players they had been to play in the exterior. What it is inconceivable is that countries with the same financial problems, as Russia and Mexico, had become financially interesting for the athletes. The reason: the soccer in these countries is managed professionally and provides investments on the part of the Clubs.

4. Conclusion

The results of the research had indicated that the model of work developed for the directive team of soccer of the club, comes gradual presenting the results waited for the expectation plan. It is important to stand out that, in only five years of work, the team of high performance directed the activity end of the club to its maximum performance, never before reached in all the history of the club.

The proposals presented for the model of current management of the directive team, configure the changes that the organizations must present to compete and to grow.

It was proven with the results reached for the club, in the sportive context, of that the sharing of the knowledge and of experiences, through a disciplined model of management introduced in the organizational environment is a characteristic example of that the management of teams using the knowledge leads to the evolution of the organizations.

The teams of high performance are characterized by adopting discipline it correct in the accurate period, in the case of the Athletically club Paranaense, the performance of the directive team demonstrated to establish clear objectives of performance, defined and searched the goals based on performance, found the work boarding integrating abilities and, mainly, it developed objective ways to implant disciplines it conscientious of that all are mutually responsible for the presented results.

With this study, the importance of the sharing of the knowledge in teams of high performance could be perceived, especially in the Athletically Club Paranaense, that presented an incredible growth, as organization, after adopted this type of management.

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MANAGEMENT OF THE KNOWLEDGE APPLIED IN TEAMSES OF HIGH PERFORMANCE: THE CASE OF THE TEAMSES OF ATHLETICAL CLUB PARANAENSE

Abstract

Summary the modern organizations are facing surrounding extremely dynamic, provoking radical alterations in the way to be managed. Thus, with the advent and the perfectioning of the organizations theories, the knowledge became the more important economic factor in the competitive environment of the organizations. Treating more specifically to the sportive area, in Brazil the clubs that more adopted the paradigms of enterprise organization had been the Teamses of Soccer, perhaps, for if dealing with the sport most popular of the country. This study it has as objective to investigate, inside of a Club of national Soccer, if it exists the development of teams of high performance and which had been the taken procedures to arrive itself at this. The methodology of the research used in this study is of the qualitative and exploratory type, of the point of view of its nature that has as characteristic an applied research. For the collection of data the half-structuralized interview was used as instrument. The analysis was established in the procedure of the content analysis. The conclusions of the research had pointed that the results reached in the activity end of the club, the sportive context, using the sharing of the knowledge through a disciplined model of management are an example of that the management of the knowledge lead to the evolution of the organization. In the case of the Athletical club Paranaense, the performance of the directive team demonstrated, through the management of the knowledge, to establish clear objectives of performance, defined and accomplished the goals based on performance, found the work boarding integrating abilities and, mainly, it developed objective ways to implant disciplines it conscientious of that all are responsible for the presented results.

Key-Word: teamses; high performance; knowledge.

GESTION DE LA CONNAISSANCE APPLIQUÉE DANS LES ÉQUIPES DE RENDEMENT ÉLEVÉ : LE CAS DES ÉQUIPES DU CLUB ATLÉTICO PARANAENSE

Resumé

Les organismes modernes font face à l'entourage extrêmement dynamique, changements radicaux de provocation de la manière d'être contrôlé. Ainsi, avec l'arrivée et perfectioning des organizacionais théories, la connaissance est devenue le facteur économique plus important Dans condition de concurrence des organismes. Traitant plus spécifiquement au secteur d'esportiva, au Brésil les clubs qui ont eu le plus adopté les modèles de l'entreprise l'organisation avait été le Teamses du football, peut-être, pour si traitant le sport le plus populaire du pays. Cette étude qu'elle a comme objectif à étudier, à l'intérieur de d'un club du football national, si le développement des équipes de rendement élevé existe et qui a eu été les procédures prises à arriver elle-même à ceci. La méthodologie de la recherche utilisée dans cette étude est de type qualitatif et d'exploratória, du point de vue de sa nature, qu'il a comme caractéristique que un appliqué recherche. Pour la collecte des données l'entrevue de moitié-structuralized a été employée comme instrument. L'analyse a été établie dans le procédé de l'analyse du contenu. Les conclusions de la recherche s'étaient dirigées que les résultats ont atteint dans l'extrémité d'activité du club, le contexte d'esportivo, employer le partage de la connaissance par un modèle discipliné de gestion c'est un exemple de cela la gestion de la connaissance menez à l'évolution de l'organisation. Dans le cas du club Atlético Paranaense, l'exécution de l'équipe directive a démontré, par la gestion de la connaissance, pour établir des objectifs clairs d'exécution, il a défini et il a accompli les buts basés sur l'exécution, il a trouvé les capacités d'intégration embarquantes de travail et, principalement, il a développé des manières objectives d'implanter des disciplines il consciencieux de que tout est mutuamente responsable des résultats présentés. Mot-clef : équipes ; rendement élevé ; la connaissance.

LA GERENCIA DEL CONOCIMIENTO SE APLICÓ EN EQUIPOS DEL ALTO RENDIMIENTO: EL CASO DE LOS EQUIPOS DEL CLUB ATLÉTICO PARANAENSE

Resumen

Las organizaciones modernas están haciendo frente a rodear extremadamente dinámico, alteraciones radicales que provocan de la manera de ser manejado. Así, con el advenimiento y perfeccionamiento de los organizacionales teorías, el conocimiento se convirtió en el factor económico más importante en ambiente competitivo de las organizaciones. Tratando más específicamente al área del esportiva, en el Brasil los clubes que tenían más adoptado los modelos de la empresa la organización había sido el equipos del fútbol, quizás, para si se ocupa del deporte más popular del país. Este estudio que tiene como objetivo a investigar, dentro de un club del fútbol nacional, si existe el desarrollo de equipos del alto rendimiento y que tenía sido los procedimientos tomados a llegar sí mismo esto. La metodología de la investigación usada en este estudio está de tipo cualitativo y de la exploratoria, del punto de vista de su naturaleza, que tiene como característica que un aplicado investiga. Para la recogida de datos la entrevista de la mitad-estructurada fue utilizada como instrumento. El análisis fue establecido en el procedimiento del análisis del contenido. Las conclusiones de la investigación habían señalado que los resultados alcanzaron en el extremo de la actividad del club, el contexto del esportivo, usar compartir del conocimiento a través de un modelo disciplinado de gerencia es un ejemplo de eso la gerencia del conocimiento conduzca a la evolución de la organización. En el caso del club Atlético Paranaense, el funcionamiento del equipo directivo demostró, a través de la gerencia del conocimiento, para establecer objetivos claros del funcionamiento, definió y logró las metas basadas en funcionamiento, encontró las capacidades que integraban que subían del trabajo y, principalmente, desarrolló maneras objetivas de implantar disciplinas él concienzudo de que todo es mutuamente responsable de los actuales resultados.

Palabra-llave: equipos; alto rendimiento; conocimiento.

GESTÃO DO CONHECIMENTO APLICADA EM EQUIPES DE ALTA PERFORMANCE: O CASO DAS EQUIPES DO CLUBE ATLÉTICO PARANAENSE

Resumo

As organizações modernas estão enfrentando ambientes extremamente dinâmicos, provocando alterações radicais no modo de serem gerenciadas. Assim, com o advento e o aperfeiçoamento das teorias organizacionais, o conhecimento tornou-se o fator econômico mais importante no ambiente competitivo das organizações. Tratando mais especificamente da área esportiva, no Brasil os clubes que mais adotaram os modelos de organização empresarial foram os Times de Futebol, talvez, por se tratar do esporte mais popular do país. Este estudo tem como objetivo investigar, dentro de um Clube de Futebol nacional, se existe o desenvolvimento de equipes de alta performance e quais foram os procedimentos tomados para se chegar a isso. A metodologia da pesquisa utilizada neste estudo é do tipo qualitativa e exploratória, do ponto de vista de sua natureza, que tem como característica uma pesquisa aplicada. Para a coleta de dados foi utilizado como instrumento a entrevista semi-estruturada. A análise foi fundada no procedimento da análise de conteúdo. As conclusões da pesquisa apontaram que os resultados alcançados na atividade fim do clube, o contexto esportivo, utilizando-se o compartilhamento do conhecimento através de um modelo disciplinado de gestão é um exemplo de que a gestão do conhecimento conduziu à evolução da organização. No caso do clube Atlético Paranaense, o desempenho da equipe diretiva demonstrou, através da gestão do conhecimento, estabelecer objetivos de atuação claros, definiu e efetivou as metas baseadas em desempenho, encontrou a abordagem de trabalho integrando habilidades e, principalmente, desenvolveu meios objetivos de implantar a disciplina consciente de que todos são mutuamente responsáveis pelos resultados apresentados. **Palavras-chave:** equipes; alta performance; conhecimento.