

BASKETBALL COACHES AS LEADERS

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Abstract

Sport organization is a social structure, into which, by similarity, are social groups integrated. As every human group has its leader, that is how leading affects the productivity of the organization itself. As this work is dedicated to leading, its aim is projected into coaches' leading of young players (groups) in Tuzla. Research conducted among basketball coaches of young groups in Tuzla is provided through 10 key areas, especially important in leading of sport teams. Those are (not in order of importance): vision, selecting priorities, motivation (communication to people), political sensibility, emotional resistance, and charisma, ability to risk, flexibility and resolution. However, (Questionnaire/ Local Government Training Board) has measured sport team "heartbeats" considering key areas, and has checked the coach's success in leading the young groups. Aim of this work is to get the image of leading-the sport groups, to pay attention on areas in which work is done well and in those humble ones.

Key words: *leaders, leading, leaders' skills, and capability*

INTRODUCTION

Considering understanding of all general systems, sport systems too are a collection of inter depending and connected ideas and people, whose acting has one aim for developing wide sector of multiple values. In the first place, those are health, biological, cultural, pedagogical and in the end economic value.

Organization in general, and so is sport organization, is a social structure, in which, by the similarity principle, are social groups integrated. Social groups are collection of smaller or bigger number of individuals among who exist clear system of relationships, roles and forms of behavior, for succeeding social or personal goals, because of what they were built. As every human group has its leader, that is how leading affects the productivity of the organization itself. As this work is dedicated to leading, its aim is projected into coaches' leading of young players (groups) in Tuzla. Research conducted among basketball coaches of young groups in Tuzla is provided through 10 key areas, especially important in leading of sport

teams. Those are (not in order of importance): vision, selecting priorities, motivation (communication to people), political sensibility, emotional resistance, and charisma, ability to risk, flexibility and resolution. However, (questionnaire/ Local Government Training Board) has measured sport team "heartbeats" considering key areas, and has checked the coach's success in leading the young groups.

Aim of this work is to get the image of leading-the sport groups, to pay attention on areas in which work is done well and in those humble ones.

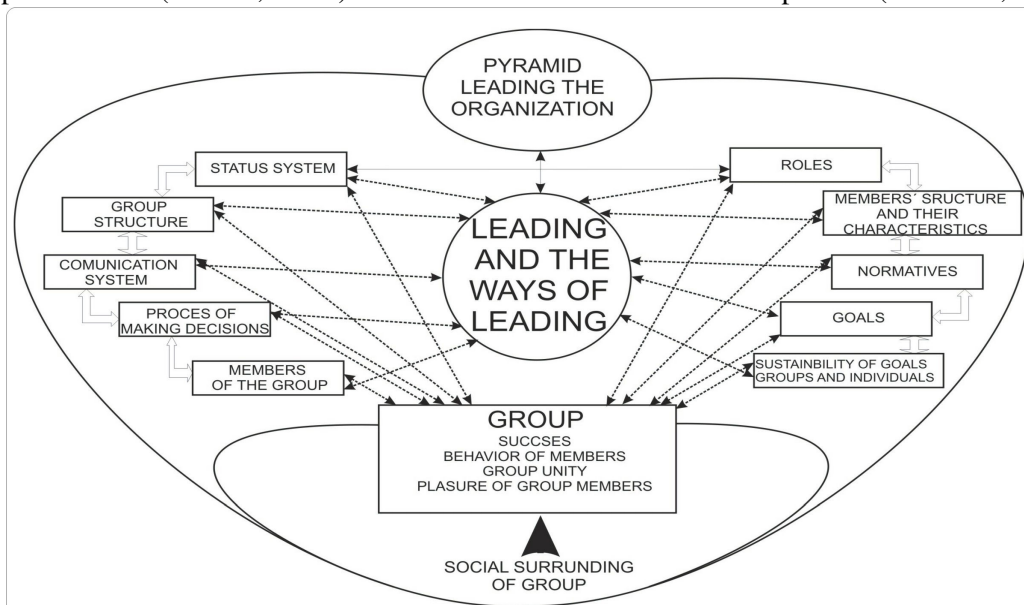
Of course, through this research we won't just give the diagnosis, in the end we will give suggestions for improving.

Leading social groups

Leading is a process of planning, starting, conducting actions in social circumstances, and developing cooperation among social group at the same time

(Dahms, in Thomasy, 1983). This leads to projecting two principles, leading as process in which active subjects, leader/coach puts in the move passive machinery (group, team, people in the group), and leading as activity that takes certain place an which is why it has specific role (Čuturić, 2005). Rot under

that a leader is independent in choosing ways, methods, things and situations in which to expose his influence on players, by that is not like that. Leader as a person and phenomena is only a part of bigger influence and relationships in the group in around it. Leaders are led by those factors. In the picture (Picture 1, Macro



Picture 1. Macro-social determination of leading (Čuturić, 2005).

leader in a structure group considers person who has a position of a “leader “, conducts role that comes with that role and that is how affects the members' behavior that is important to sustaining the group and making goals come true (Rot, 1980).

society determination of leading) is seen “surrounding of the group”, or social system affects all his groups and makes macro-social factors of leading.

It’s a clear that we will recognize the leader by the way he affects other members in the group while doing tasks more then anyone else. General opinion is

In the picture is also seen, that macro-social character of political system will not only determine formative area of leading (roles, forms, goals, etc), but also all processes in any group (status, structure, communication, determining, etc).

Characteristics, abilities and skills of a leader

confidence, extraversion, emotional stability and energy level.

One of the most early approaches to studying leading was a personal approach, which represented that, seeing some characteristic one can see if a person is going to be a leader and will that person be successful? The line of individual attributes considers this term characteristic, which includes aspects of personality, temperament, needs, motives and values. Aspects of personality by Yukl (2006:179) are relatively stable for certain forms of behavior. E.g. includes

Term ability is the possibility of doing something effectively. As characteristics, so studying and heritage together determine abilities. Abilities can be defined on different abstract levels, reduced from general, widely defined abilities (e.g. intelligence, interpersonal abilities) to short and specific (verbal judging, ability of assuring) Katz 81995) and Mann (1965), in Yukl 2006, put abilities in these categories:

1. Technical – Knowing methods, process, procedures and techniques to conduct some specialized activities,

- and skills to use the tools and equipment relevant to that activity;
2. Interpersonal – Knowing human behavior and interpersonal processes, abilities to understand feelings, attitudes and motives of other people on what they say and do (empathy, social sensitivity), ability to communicate clear and efficient (fluent speech, persuading) and ability to set up successful and cooperating relations (tactical, diplomatic, listening, knowledge of acceptable social behaviors);
 3. Conceptual – general analytic ability, logical opinion, successful learning of terms and conceptualizing complicated different ones, creativity in generalizing ideas and solving problem, ability to analyze events and overlooking trends, anticipating changes and recognizing opportunities and potential problems (inductive and deductive judging).

4. Some authors (Hunt, 1991) make fourth ability category called administrative abilities, which are defined as abilities to perform specific leading functions (e.g. planning, negotiating, and teaching). They are usually defined like combination of technical, thinking and interpersonal abilities.

Research – leading evaluation

The goal of research is to grade the basketball coaches leading of young groups in Tuzla. From determined results we can make plan for developing leading area, or changes made in that area. Authors of the questionnaire (Local Government Training Board) have determined 10 key areas, which are especially important in leading the organization. Areas treated by questionnaire (Exhibit A) are: vision, priority tasks, motivation, skills among people (good communication to people), political sensitivity, (emotional) resistance, charisma, ability to risk, flexibility and determination. However questionnaire has measured sport team "heartbeats" considering key areas, and has checked the

coach's success in leading the young groups.

Aim of this questionnaire is:

- To get a picture of a team from leading view
- To pay attention to areas in which is work done well and those where work is done less good
- To suggest the ways of overcoming the mistakes in leading, or at least partially decrease them.

Research techniques will be conducted through the questionnaire (Exhibit A). This method (Mužić, 1973) was used to research opinion and attitudes of the smaller population (basketball coaches in Tuzla).

There are 4 basketball clubs in the area of Tuzla, with 22 coaches (younger selections, BC "Iskra", BC "Magic", BC "Falcons" and BC "Sloboda Dita"). To conduct this research we selected 15 coaches. We selected them in a way "for the purpose", and specific purpose are coaches of younger selections in Tuzla. This population is typical because there are only coaches of younger selections, considering that questionnaire is made for all coaches in Tuzla. Research place is BiH, Tuzla Canton, and city of Tuzla.

Time of realization is February and March 2009. For making data is used statistical form with techniques of making tables and description, and also graphical tables and conclusions. Limits are that not all coaches took part because if the population were larger, research would be more valid. Questionnaire in our research wasn't very precise because the organization of every club is different.

In general, research results will make progress in sociable, pedagogical, psychological and method meaning, leading area, explaining the process of phenomena through the influence on people, and also to building the organization theory asserting the structure of sport team. Social consideration comes from role importance of the coach in modern sport activities. BiH makes efforts in creating the social, political and

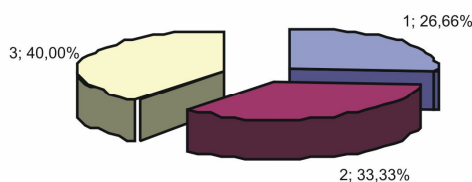
economical surrounding for conducting

strategically changes in sport.

RESULTS AND DISCUSSION

From all given abilities coaches should have chosen those they think are most important, and considering that make a decision. Area of vision hypothetically they saw in these values: 4 of them or 26,66% has a problem of saying where players don't take tasks interesting, challenging and important, so they don't set higher goals but where exists trust in

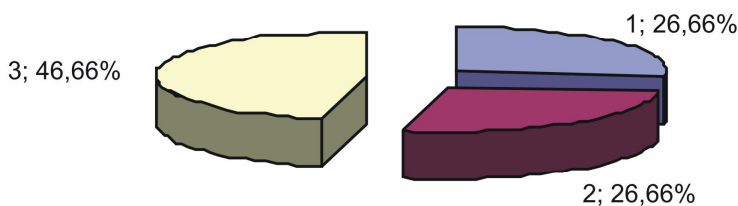
coach and where they see him as intellectual stimulation; 5 of them or 33,33% have acceptable attitudes and opinions while 40% of coaches or 6 of them have acceptable attitudes and set up higher goals for them selves and for players, and so players see coach as a person as inspiration, which later affects the quality of players. See graphic below



Legend of hypothetical explanation for Characteristic "VISION":
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

Aspect "priority tasks" itself is well shown because 80% of questioned coaches has non- problematic and acceptable explanation with tendency to improve it. 20% has problem with these

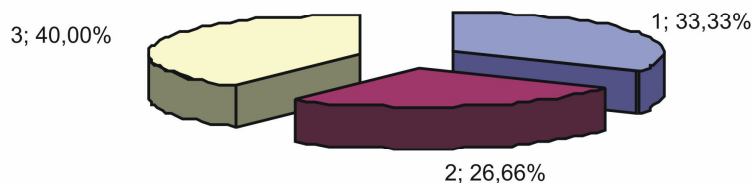
attitudes. Aspects themselves for "motivation" are positively articulated because 11 coaches or 73, 33% of them give hypothetical explanation as acceptable and non-problematic.



Legend of hypothetical explanation for characteristic "MOTIVATION"
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

"Skills among people" shows that 5 coaches or 33, 33 % has a problem and this is relatively large number concerning

it very delicate population (young players). In graphic it looks like this:

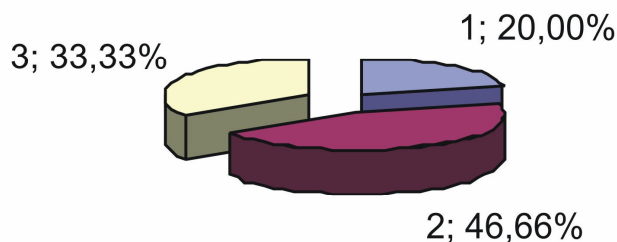


Legend of hypothetical explanation for characteristic "SKILLS AMONG PEOPLE"
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

In the area of "Political sensibility" results show that 10 coaches or 66,66% of them has acceptable and non-problematic attitudes.

lack of trust, beliefs that e.g. changes are unnecessary, that something can't be done, economic treat, fear of personal failure with players, loss of power and status... 12 of them or 80% doesn't have problems with this dimension or it is non-problematic, which is very important in sport.

"Resistance" as a common subject in individuals and organizations can come from many reasons that are not inner connected. This could be explained trough

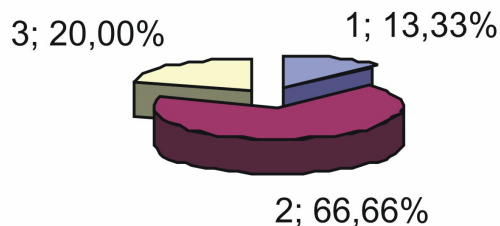


Legend of hypothetical explanation for characteristic "RESISTANCE"
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

"Charisma" is a Greek word which means "divinely inspired gift", like ability to perform miracles or see future events. (Yukl, 2006:248). Weber (1947:98) used this term to describe a form of influence which is not founded in tradition or formal authority, but on inheritance perception that their leader is gifted with overwhelming abilities. Those after him experience certain success as a vision, so

they start seeing leader as a remarkable person. 12 of them or 80% show this dimension as acceptable with some corrections towards better and in general non-problematic.

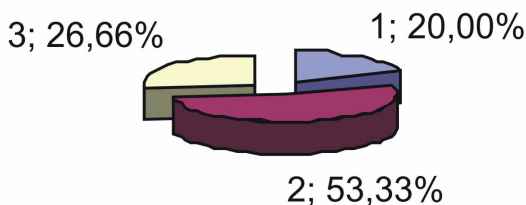
"Taking risks" as a subjective attitude, coaches experience as the most acceptable dimension and very common in sport. That is 13 coaches or 86,66% of them



Legend of hypothetical explanation for characteristic "TAKING RISKS"
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

"Flexibility" and "determination", as compatible values (12 coaches) 80 % of them, are in the area of acceptable and with chances of non-problematic. Flexibility assumes if leader should change his attitude trying to compact it with situation demands or should he be determined to his leading style that he already uses. This question has its answer, that leading model demands a leader with all suitable competences. In order to

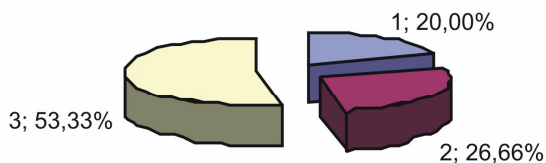
successfully accomplish his role in a wide specter of tasks, leader needs certain competences which are named as coaches' standards, standards of competence or basketball coach competence profile. For Trninić, among everything else, they articulate them selves by abilities to give knowledge, ability to communicate, to motivate, constructive relationship towards sport players, confidence and empathy (Trninić, 2006:333).



Legend of hypothetical explanation for characteristic "FLEXIBILITY"
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

"Determination", as an important sport variable reflects trough the choice of playing model that suits team potential and

some players. It refers to modeling in training process and to real games with opponents (Trninić, 2006:334).



Legend of hypothetical explanation for characteristic "DETERMINATION"
 1. Problem!!! 2. Acceptable, still to improve 3. Seems like not a problem

Although it was expected, statistic data analysis doesn't confirm connection of

hypothetical explanations by skills, characteristic and abilities. Today, successful

coach assumes proactive work and anticipation of the problem and also it's solving before problems become appear. Mataja says that Professionals as coaches mustn't only satisfy the form in which members take part with interdisciplinary work they offer, but they have to do it with work demanded by coach as a leader, who personally has to know what to ask or expect (Mataja, 2003:286). Further, Mataja says that main personality of sport can only be the coach who is capable to integrate meanings of science dimensions which lead to complicity of human acting. However, research was conducted among basketball coaches of young selections, so we can see it's about leaders and not managers because all answers were projected on people that are players of young selections. Coaches characterizes determination to clear vision, orientation to future, veal to change, veal to risk, accessibility to his men and veal to motivate.

Over 50% of coaches, or 8 of them saw "determination" as dominant dimension in their coaching existing. Determination in sport as a category expresses it self in different circumstances or conditions. However, just like in research determination in conditions of risk (both dimensions were measured) is a determination where results aren't exactly safe but possibilities for different results are known.

Conclusion taken from results is that the most problematic areas and discharges coaches should work on are "skills among people", and fairly "motivation" as the most important variable in work with young generations. To these good results sure suits the fact that over 70% of coaches are educated in universities.

CONCLUSION

Results given by the questionnaires (Local Government Training Board) in which are incorporated 10 key areas which are very important in leading the organizations, in our case sport teams, we have "discovered" hidden problems and good sides in treated area. Huge discharges from coach to coach did not appear, and mostly their understandings are compatible considering leaders and players. Former researches, as Samuel C. Cetro says, show that a good

leader can only be the one born with talent to lead, because it can't be learned, modern approach to leading is based on assumption that leading is more complex question, and that successful leading contains combination leaders them selves, the ones after them and specific situations concerning leading (Sikavica P. in Bahtijarević-Šiber, F. 2004:31). Research shows that leading articulates players' preparation to put them selves in the game, what coach wants they do it. That gathers activities in vision, priority tasks, motivation, skills among people, political sensibility, charisma, risking, flexibility and determination which are all into interaction between coaches and members of the team. The most important thing in leading is coaches' ability to influence the ones he trains so they could make progress to the team, club and their goals.

Measures which would give the efficiency in treated area are continuous professional education of basketball coaches with young selections. In developed countries of EU they pay big attention to this dimension. Approach they like is that everybody should be first professionally educated and then be places like a coach, and also continue education while coaching.

Research gave image of the team from the view of leading, articulated areas where job is done well and less good, paid attention to areas where job is done well and less good, and of course clubs them selves together with coaches should suggest measures for overcoming the mistakes in leading or even partial decreasing them.

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KOŠARKAŠKI TRENERI KAO VOĐE

Originalni naučni rad

Sažetak

Sportska organizacija je društvena struktura u koju su, po nekom principu sličnosti, integrisane društvene grupe. Kako svaka ljudska skupina ima vođu (leader) tako i vođenje ima uticaj na učinkovitost same organizacije. Kako je ovaj rad posvećen vođenju, cilj je projiciran na trenerovo vođenje mladih košarkaških selekcija u Tuzli. Istraživanje koje je provedeno među košarkaškim trenerima mladih selekcija u Tuzli je osmišljeno u okviru 10 ključnih područja koja su naročito važni prilikom vođenja sportskih ekipa. To su (nisu poredana po redoslijedu važnosti): vizija, određivanje prioriteta zadatka, motiviranje, spretnosti među osobama (u smislu dobre komunikacije sa ljudima – op.prev.), politička osjetljivost (emocionalna) otpornost, karizma, sposobnost reskiranja, elastičnost i odlučnost. Zapravo, (Upitnik/Local Government Training Board) izmjerio se „puls“ sportske ekipe uzimajući u obzir spomenuta područja i tako provjerio uspješnost košarkaških trenera, mladih selekcija u vođenju ekipe.

Cilj ovog rada je da se dobije slika organizacije-sportske ekipe sa gledišta vođenja, da se usmjeri pozornost na područja na kojima se radi dobro a i ona gdje su skromnija.

Ključne riječi: vođe, vođenje, osobine, sposobnosti, vještine vođe

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