



Governance in National Sport Organizations: the perspective of modernization



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Governance and Sports Organizations



- ✓ Governance has increasingly become a vital aspect for sports organizations (Dowling, Leopkey, and Smith 2018)
- ✓ The NSO have been pressured by their most diverse stakeholders to adopt an increasingly professional management, approaching the logic of private business management.
- ✓ Such change has been demanded in these entities due to scandals involving corruption and mismanagement schemes by their leaders, which ultimately discredits the management of the sports field (Chappelet & Mrkonjic, 2019)



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- ✓ The management behavior, practices and governing board dynamics are linked to the organizational governance of a sports organizations (Henry & Lee 2004).
- ✓ In order to analyze the adoption of governance principles by NSO, frameworks have been proposed by researches, relating good governance with transparency and public communication, democratic process, checks and balances and solidarity. (Geeraert, 2015; Chappelet 2008)
- ✓ The NSO have been adopting principles of good governance, whether through pressure from government regulatory and funding bodies, from legislation or from other stakeholders involved (Parent *et. al.*, 2018)



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- ✓ Researchers assume that the adoption of good governance is a necessity for all sports organizations and can enhance the organizational performance of these institutions (Girginov 2019).
- ✓ The adoption of a code of governance by these organizations could be perceived as an external legitimizing process through which they demonstrate adherence to the behavioral norms associated with the private-sector culture (Walters & Tacon, 2018).
- ✓ These changes in NSO management and organizational behavior can be understood as a movement towards the modernization of these institutions' structure.





Governance and Sports Organizations: the improvement

✓ Modernization of the sports organizations is related to:

“ the improvement of the services, the use of new technologies to measure performance, incorporation of business practices and auditing practices” (Houlihan & Green, 2009);

“ strategy of governance could be understood as a facilitating element for the adoption of changes in institutions, towards greater efficiency and effectiveness in service delivery” (Adams, 2009);

“ The management of sport organizations, now uses techniques and strategies from modern business world” (Hoye & Cuskelly, 2006).



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✓ Although some authors have been analyzed the modernization process of some particular sports organizations, the concept of modernization of an NSO is not clear yet as well as what practices of management would fit in what is called “business practices” ;

✓ Also, the components that could compose the notion of modernization, as a principle of governance in NSO could be better defined.

✓ So, in this sense....



Aim of the Study

- ✓ The aim of this study is to discuss the principles that may constitute the notion of modernization of NSOs, while an indicator of good governance, and in what way this practice can positively impact on performance of the management of these institutions.





Conceptualization

- ✓ The changes occurring in the management of sports organizations have resulting in the adoption of business principles by them and in the professionalization of the boards, emphasizing commercial type considerations of finance and strategy;
- ✓ According to Hoye and Cuskelly (2007, p. 187) “ changes are often brought about by the demands of statutory requirements from regulators, to meet grant funding conditions from government sport agencies”
- ✓ Dowling et al. (2015), explored the consequences of modernization on the policy-making processes of Athletics Canada, and concluded that the organizations’ focus shift up to governmental agencies and away from the needs and demands of its stakeholders.





Conceptualization

- ✓ It is possible to analyze the impact of modernization in NSO by two different, but interrelated perspectives;
- ✓ One of them, is the perspective linked to the business-like elements and the emphasis in commercial-type considerations adopted by sports organizations;
- ✓ The other one, is linked to the boards of the NSO, the composition of these boards, their roles, and the skills that their components should have...



Conceptualization

Principles of Modernization	Theoretical Support
Use of key performance indicators	Houlihan; Green (2009) / Taylor; Sullivan (2009) / Hoye; Cuskelly (2006)
Clarification of the organization's strategic focus	Shilbury; Ferkins (2011) / Henry; Ian; Lee (2004)
Key personnel turnover	Dowling; Denison; Washington (2015)
Adoption of an evidence-based approach to the decision making process	Dowling; Denison; Washington (2015)
Adoption of a strategic approach to the investments	Dowling; Denison; Washington (2015)
Performance management through measurable outcomes	Houlihan; Green (2009) / Adamns (2011)
Narrow of strategic focus (Olympic-drive medal success)	Houlihan; Green (2009)



Conceptualization

Principles of Modernization	Theoretical Support
Separate the roles of chairman and CEO	Taylor and O'Sullivan (2009)
Board and management roles to be distinguished and specified	Zwart and Gilligan (2009) /Hoye and Cuskelly (2007)
Role, responsibilities and liabilities of Board members	UK Sports (2004)
Code of conduct for the board approved by the General Assembly	Dutch National Olympic Committee, (2005)





Future Directions

- ✓ The data presented here light up principles that could be arranged as a framework, to measure the modernization of national sports organizations, in order to analyzed how these modernization could impact the organizational performance of these institutions ;
- ✓ In this sense, it is expected that by leveraging the modernization of the NSO, it would enhance the management of them, and would make these institutions more trustable for its stakeholders, as for the society;
- ✓ As well, the non-adoption of these practices could negatively impact organizations by making room for corrupt practices, loss of sponsors and problems with raising funds by them;
- ✓ More research is needed in order to better understand the process of modernizations of NSO, and how these organizations could improve their management;



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Thank you!
Obrigada!



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