



## Topic 2. MAIN FUNCTIONS OF THE MANAGER

### *Module II. Management of small and medium sized sport clubs*



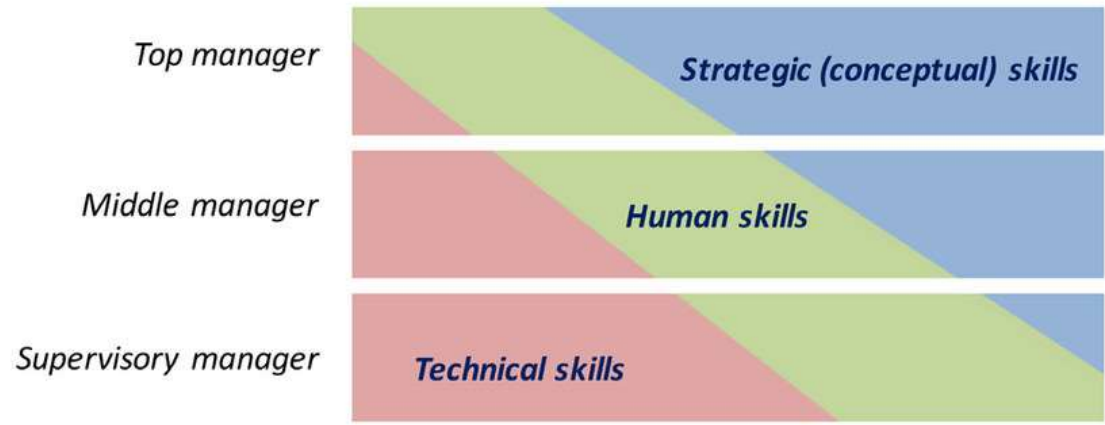
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***“Management is not more than motivating other people”***

Managers have three essential skills or competencies:  
**technical, human and conceptual**





## COMPETENCIES OF MANAGERS

- **Technical skills:** A manager must have the necessary technical skills or the ability to work with the resources, tools, techniques, procedures etc. Technical skills include knowledge of and proficiency in certain specialized such as engineering, computers, finance or manufacturing. Even though the need for technical skills is less when a manager moves higher in hierarchy but still technical proficiency helps in taking decisions.





## COMPETENCIES OF MANAGERS

- **Human/Interpersonal skills:** It is the ability to work well with other people both individually and in a group. Managers with human skills can get best out of the people working with them. They know how to communicate, motivate, lead and inspire enthusiasm and trust. These skills are needed by managers at every level but top managers need them the most.



## COMPETENCIES OF MANAGERS

- **Conceptual skills:** Conceptual skills are the ability to integrate and coordinate various activities. Managers must have the ability to think and to conceptualize about abstract solutions. They must be able to see the organization as a whole and the relationships among its various subunits and to visualize how the organization fits into its broader environment. Conceptual skills are helpful in decision-making. Since all managers have to take decisions so these skills are essential for all managers but these become more important as they make up the organizational hierarchy.





# *“Management is not more than motivating other people”*

Management is a process to achieve organizational goals which consists of four primary functions that managers must perform: **planning, organizing, leading, and controlling.**





## FUNCTIONS OF THE MANAGER

- **Planning** means defining performance goals for the organization and determining what actions and resources are needed to achieve the goals. Through planning, management defines what the future of the organization should be and how to get there.



## FUNCTIONS OF THE MANAGER

- **Organizing** involves deciding how the organization will be structured (by departments, matrix teams, job responsibilities, etc.). Organizing involves assigning authority and responsibility to various departments, allocating resources across the organization, and defining how the activities of groups and individuals will be coordinated.







## FUNCTIONS OF THE MANAGER

- **Leading** uses knowledge, character, and charisma to generate enthusiasm and inspire effort to achieve goals. Managers must also lead by communicating goals throughout the organization, by building commitment to a common vision, by creating shared values and culture, and by encouraging high performance. Managers can use the power of reward and punishment to make people support plans and goals.





## FUNCTIONS OF THE MANAGER

- **Controlling** is the process of monitoring activities, measuring performance, comparing results to objectives, and making modifications and corrections when needed.







# The top 10 management skills you need for success

Management skills are highly transferable, lucrative and beneficial. They are useful beyond employer-employee relations.



**Teamwork**



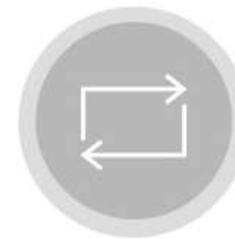
**Leadership**



**Entrepreneurship**



**Conflict management**



**Negotiation**



**Strategic thinking**



**Project management**



**Time management**



**Adaptability**



**Communication**





## THE TOP 10 MANAGEMENT SKILLS YOU NEED FOR SUCCESS

- **Teamwork** skills are the qualities and abilities that allow you to work well with others during conversations, projects, meetings or other collaborations.
- **Leadership** skill is to organize other people to reach a shared goal and consists of several skills as decision making, communication, confidence, responsibility, vision and integrity.
- **Entrepreneurship** is the ability and readiness to develop, organize and run a business enterprise, along with any of its uncertainties in order to make a profit.





## THE TOP 10 MANAGEMENT SKILLS YOU NEED FOR SUCCESS

- **Conflict management** is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict.
- **Negotiation skills** are qualities that allow two or more sides to reach a compromise.
- **Strategic thinking** is simply **an intentional and rational thought process** that focuses on the analysis of critical factors and variables that will influence the long-term success of a business, a team, or an individual.
- **Project management** skills are the competencies and traits a person needs in order to effectively coordinate a project from start to finish.





## THE TOP 10 MANAGEMENT SKILLS YOU NEED FOR SUCCESS

- **Time management** skills include a variety of skills that will help you manage your time well as organization, prioritization, goals settings, communication, planning, delegation and stress management.
- **Adaptability** is a soft skill that means being able to rapidly learn new skills and behaviours in response to changing circumstances.
- **Communication** is the ability to communicate effectively with superiors, colleagues, and staff is essential, no matter what industry you work in.





## MANAGER OF A SPORT CLUB

- Ensuring the club meets its aims and goals, and its obligations, as outlined in its constitution.  
Making sure there are people and resources available to achieve these aims and goals including recruit staff, retain staff and manage staff.
- Managing any potential risks to the club.
- Developing and implementing policies that achieve its aims and goals.
- Involving everyone in the club with achieving its aims and goals.
- Ensuring the long term well-being of the club, both financially and organizationally.







## MANAGER OF A SPORT CLUB

- Monitoring and evaluating the club's activities for quality and relevance.
- Providing a job description for each role within the work team. Job descriptions outline the key tasks and responsibilities of each of the management roles.
- Ensuring financing resource of the club.
- Organizing different events related to the aims and goals of the club.

**The good manager should have the right attitude, skills and knowledge.**





# Club manager skills divided to Organizational and Emotional skills

<b>Organisational</b>	<b>Emotional</b>
Business Writing	Motivational
Complaint Handling	Understanding different personalities
Time Management	Supervision
Identifying priorities	Leadership
Organisation	Vision
Delegation	Translating Vision and Mission into reality
Upselling products & events	Empowerment of staff
Prepared	Awareness of body language
Administration	Bring solutions not problems
Recording	Build rapport with all levels of the organisation
Interviewing and selection	Manage upwards not downwards
Structuring and planning	Manage stress
Questioning techniques	Ability to gain respect; commitment from team
Planning and evaluating	
Measuring objectives	
Monitoring	



## TENNIS CLUB MANAGER WANTED

Extract from a job offer for the position of a manager for one of the big clubs members of LTA:

*The job includes day to day administration, including accounts, reporting and cost control, management of the bar and catering operation, events and team matches, maintaining the Club's database and website and supervision of the general upkeep of the premises.*

*The successful applicant will ideally have several years tennis management experience, good IT and communication skills, and some familiarity with Club Health and Safety and Employment regulations.*



## GOOD GOVERNANCE

- Good club governance is the foundation for all successful and well run tennis clubs.
- Strong governance ensures that the tennis club is professionally managed, safe and compliant with its legal obligations.
- A well-run club will attract and engage members and players and will be financially sustainable.

### Useful tips (LTA):

A Self service guide to club governance:

<https://www.lta.org.uk/globalassets/venue/club-governance-guide-a4-digital.pdf>

Club Management' section of the Resource Library of LTA website:

<https://www.lta.org.uk/workforce-venues/tennis-venue-support/resource-library/>

