

Managing Organizations and Systems

W&M Campus Recreation
Sport Club Leadership Series
4/4/2020

Learning Outcomes

1. What is the difference between Leadership and Management?
2. How can you practice and improve Management in your Sport Club?
3. Can effective Management strategies resolve conflict within organizations in a healthy way?

1. What is the difference between Leadership and Management?

Hint: Management is about budgeting, organizing, staffing, and controlling (limiting choices), and Management is the primary responsibility of the Sport Club Office and you as a Sport Club officer.

But there is room for Leadership, too.

Figure 1: Comparison of Management and Leadership Process Differences in the Workplace

Process	Management	Leadership
Vision Establishment	<ul style="list-style-type: none"> • Plans and budgets • Develops process steps and sets timelines • Displays impersonal attitude about the vision and goals 	<ul style="list-style-type: none"> • Sets the direction and develops the vision • Develops strategic plans to achieve the vision • Displays very passionate attitude about the vision and goals
Human Development and Networking	<ul style="list-style-type: none"> • Organizes and staffs • Maintains structure • Delegates responsibility • Delegates authority • Implements the vision • Establishes policy and procedures to implement vision • Displays low emotion • Limits employee choices 	<ul style="list-style-type: none"> • Aligns organization • Communicates the vision, mission, and direction • Influences creation of coalitions, teams, and partnerships that understand and accept the vision • Displays driven, high emotion • Increases choices
Vision Execution	<ul style="list-style-type: none"> • Controls processes • Identifies problems • Solves problems • Monitors results • Takes low-risk approach to problem solving 	<ul style="list-style-type: none"> • Motivates and inspires • Energizes employees to overcome barriers to change • Satisfies basic human needs • Takes high-risk approach to problem solving
Vision Outcome	<ul style="list-style-type: none"> • Manages vision order and predictability • Provides expected results consistently to leadership and other stakeholders 	<ul style="list-style-type: none"> • Promotes useful and dramatic changes, such as new products or approaches to improving labor relations

2. How can you practice and improve Management in your Sport Club?

Discussion: If you could rate your Sport Club on a 1-10 scale, with 10 being the highest, what rating would you give your Sport Club executive board on Management ability?

(Processes effectively control risks and delivers expected results consistently)

Recommendations to Improve Management

- Create a shared document of member responsibilities with deadlines
 - Club Dues paid by x
 - IMLeagues Waiver submitted by x (day before 1st practice by new members?)
 - IMLeagues Driver Authorizations (x number needed), submit by x for team dues refund of \$x
 - Safety Officer Certification (x number needed), submit by x for team dues refund of \$x
 - Van Safety Training Certification (x number needed), email the President by x for team dues refund of \$x after certification
- Cancel a practice or refrain from 1 event in the spring semester so that club members can take Van Training and Safety Officer Certification classes – treat with the same importance as a game.

Additional Recommendations to Improve Management

- Budgeting should deliver expected results, always.
 - Do your revenues determine what home and away events you book?
 - Do you overbook home and away events, straining your budget?
 - Do you fundraise at least \$1,000.00 in a school year?
 - When you plan a budget, do you take a conservative approach so that a shortfall in fundraising means you break even instead of incurring debt?
- Being transparent with your Sport Club with your budget
 - W&M allocates \$123,000.00 to Sport Clubs and Campus Recreation shares your budget in context
 - Does your Executive Board show your team its budget request and budget allocation, in context? Do your members understand how much you have allocated to specific line items, so that members know the big-picture impact of financial decisions when they are made?

3. Can effective Management strategies resolve conflict within organizations in a healthy way?

Discussion Question: Your team and executive board may not always agree on the plan and the budget – how does your team Manage conflict, and how could your team Manage conflict?

How Conflict Feels and What Conflict Can Do

“Conflict is often **unsettling**. It can leave participants shaken and ill at ease, so it is often avoided and suppressed. Yet conflict, when well managed, breathes life and energy into relationships and can cause individuals to be much more innovative and productive. Differences of opinion, individual interests, outside influences, even active discord all have the capacity to inform and advance our collective efforts. Each might provide a provocative stimulus, moving us to think more deeply and, ultimately, to act more prudently. Thus, conflict can become a **necessary locus of energy**, rather than a source of harm” (*Uline, Tschannen-Moran & Perez, p. 1, 2003*).

Uline, Tschannen-Moran & Perez (2003). Teachers College Record Volume 105 [5], pp. 782–816; Teachers College, Columbia University. DOI 0161-4681.

Historical Perspectives on Conflict: Follet

Mary Parker Follett (1924) extolled the virtue of conflict saying, “one of the greatest values of controversy is its revealing nature by which socially valuable differences register themselves for the enrichment of all concerned” (p. 301).

Uline, Tschannen-Moran & Perez (2003). Teachers College Record Volume 105 [5], pp. 782–816; Teachers College, Columbia University. DOI 0161-4681.

Historical Perspectives on Conflict: Dewey

Dewey (1938/1961) advanced active deliberation as the means to resolve problems. Nowhere did he imply that these methods eradicate conflict. Indeed, he suggested that conflict and uncertainty are inevitable. He observed that living itself “may be regarded as a continual rhythm of disequilibrium and recoveries of equilibrium” (p. 33).

Uline, Tschannen-Moran & Perez (2003). Teachers College Record Volume 105 [5], pp. 782–816; Teachers College, Columbia University. DOI 0161-4681.

Does Personality Moderate Leaders in Conflict Situations?

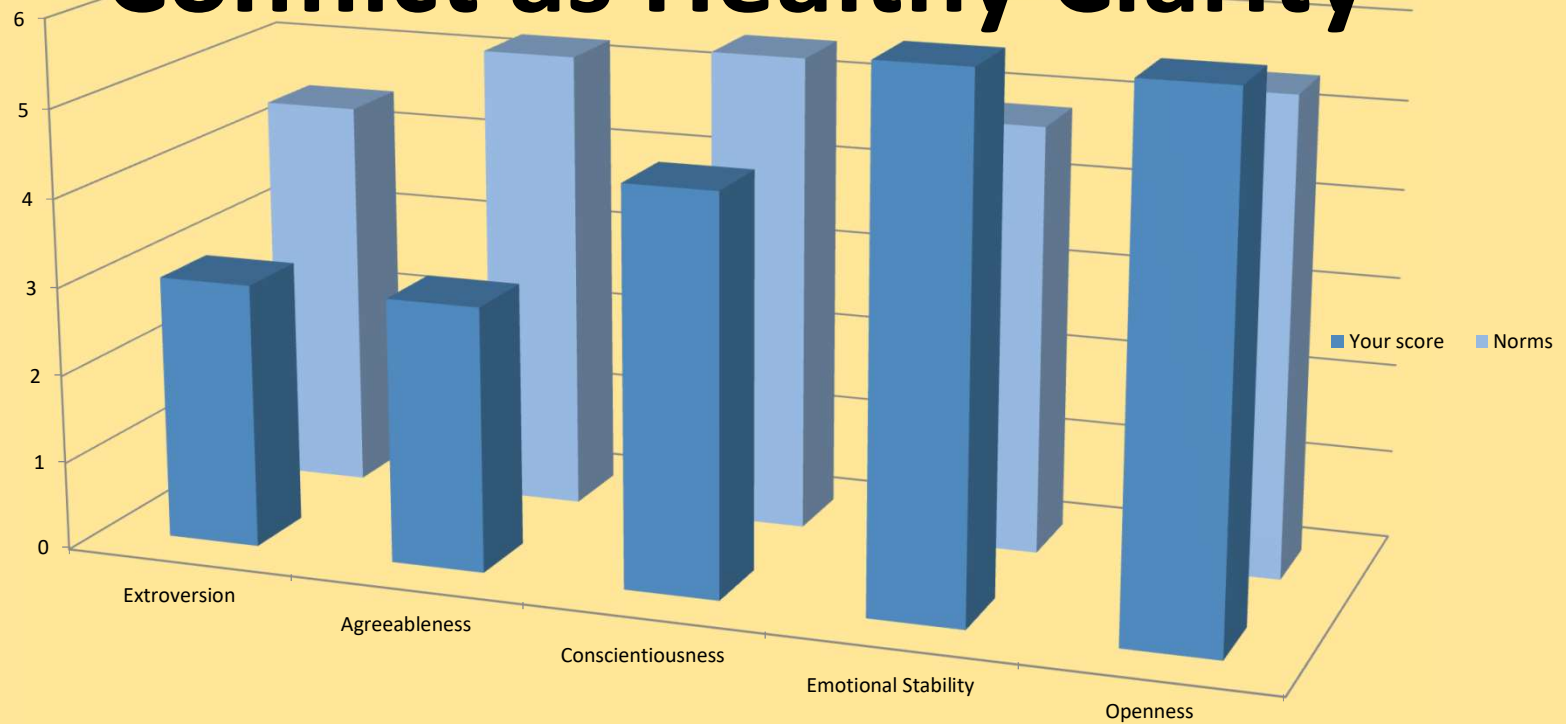
Hint: We need to learn about our own personality as it relates to conflict!

Big 5 Personality Test Instrument

- Download this Google Sheet as your own Excel file:
- https://docs.google.com/spreadsheets/d/1CBxNux4jSQxBglxG_PE6UQrv6c_gblCGsTvqCulB2TQM/edit?usp=sharing

Gosling, S. D., Rentfrow, P. J., & Swann, W. B., Jr. (2003). A Very Brief Measure of the Big Five Personality Domains. *Journal of Research in Personality*, 37, 504-528.

Dan Gardner's Scores: Conflict as Healthy Clarity



Your Leadership When Conflict Happens

- How do you perceive organizational conflict?
 - Do you see conflict as something to be avoided at all costs?
 - Do you see conflict as inevitable?
- From your experience, how has conflict impacted your team or executive board?
 - Has conflict made everyone's perspectives on topics known, instead of hidden or unexpressed?
 - Has the clarity of everyone's perspectives, brought into the open by conflict, resulted in shared decision making by democratic processes (votes, consensus)? Or has your team defaulted to autocratic leadership in response?

What Have We Learned?

1. What is the difference between Leadership and Management?
 - Management is about planning and budget in a low-risk approach
2. How can you practice and improve Management in your Sport Club?
 - Build a system and process for everyone to do what they need to do, on time, with built-in incentives and natural consequences
3. Can effective Management strategies resolve conflict within organizations in a healthy way?
 - Conflict should be Managed with public forums (team or executive meetings) where members are encouraged to express views and where democratic procedures find a way forward that satisfies your needs.

Questions?

If you want a Management consultation from the Sport Club Office,
or have questions, reach out!

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