

LEADERSHIP IN SPORT: CREATIVE CHALLENGES AND ENCOURAGEMENT, OPTIMAL EFFECTIVENESS IN INTEGRAL INTERACTIVE TRANSFORMATION AND HIGH EFFECTIVENESS IN FINAL APPLICATIONS

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UDK 796:316.46:159.954.4

SUMMARY

The aim of the paper is to provide an overview of a series of processes which a leader in sport has to design and realize. The necessity of leadership presence (guidance) in sport can be found in the dynamic polyvalent and multidisciplinary development of contemporary human society, with the added note that management is more closely related to efficiency, and leadership with effectiveness and change. Based on the partial models of the structural and organizational system of sport constructed and presented so far, and the current global analyses of sports management and marketing, quality management, information, communication, scientific and training technology, as well as the analysis of individual models and their mutual interactions, we can conclude that the transformation processes which are in sport defined by applying increasingly more modern technologies, and in the world at large take place in a continued, dynamic and intense manner in sports organizations, should lead to the most efficient, optimal and effective modeling of increasingly newer and more modern creations, conceptions, projections and strategies, so that they could as a consequence lead to the strengthening of the role of specific sports and business functions.

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Key words: leadership in sport, creativity, efficiency, effectiveness

INTRODUCTION

We live in a new economic, scientific, technological, cultural and sports era, which calls for the integration and interaction of individuals, groups, associations, organizations and institutions. This is a time for the birth of new ideas, visions, missions, great potential and a time of amazing opportunities for various discoveries, events, means of achievement and application, where one must bear in mind that any kind of preconception – modelling and prognosis of the desired state, as well as projecting and planning courses of the most varied, optimal and effective activities, actually represents the creation of a sequence of steps into the unknown, with the simultaneous birth of ideas and hopes for new, more optimistic implementation outcomes.

Starting from the fact that people, with their genetic and work potential (creative abilities, knowledge, experience, tradition, work and motivation), hold a central place and role in the process of social reproduction, as the basic bearers of the overall activity in all the segments of the development of society, it is justified to consider that the leaders in contemporary sport also require a leading position, since competent technologists, managers and organizers in training, business and structural-organizational functions emerge as the basic creators and realizers of reforms, development and progress, through the implementation of a highly developed globally integral and interactional technology, without which, in modern society, it is very difficult to create and implement a developmental policy, science and technology (Malacko, 2011¹; Malacko & Stanković, 2014²).

The necessity of the presence of leadership management (guidance) in sport lies in the dynamic polyvalent and multidisciplinary development of modern human society, with the added note that managing is more closely connected with efficiency, and leadership with effectiveness and change. An effective leader has a developed emotional intelligence and empathic abilities, and understands the

¹Julijan Malacko, "Preventive management in sport – A challenge of new ideas", Sport Science, br 4, 1 (2011): 55-59

² Malacko Julijan and Stanković Veroljub, "New Technologies and Approaches in the Function of Health and Physical Education in Serbia". In Physical Education and Health, Global Perspectives and Best Practice. (Sagamore Publishing LLC). 395-407

differences between people to be constant, so that he could gain some advantage from it. What stems from this is that an excellent leader develops abilities in which he excels and develops them to perfection, while his philosophy of effectiveness consists of strengthening the features in which he is strong, with the projection that continued learning is what enables leaders to have high standards, ambitious goals and a real sense of a vision and mission in work and life.

THE CONCEPT OF LEADERSHIP, THE CHARACTERISTICS OF A LEADER AND SUCCESS IN BUSINESS

Leadership includes a series of processes which are primarily created by organizations or which adapt them to changing occurrences. It defines the future by guiding people in the direction needed to reach a vision of a future, and motivates them in the direction of achieving a goal despite all the obstacles. Leadership thus includes a vision and spreading of values and goals among the followers, on the one hand, as well as motivating people to accept that vision and values honestly as their own, and to jointly act in the direction of their realization. It is purpose-oriented, principle-oriented, the consistently adheres to values, communication, trust, the development and growth of people, the development and change of the organizational culture, emotional investment and motivation of followers.

The concept of leadership in sport can best be defined by means of a purposeful and optimally projected strategic prevention, or futuristic design and creation of such a leader's philosophy, vision and mission, which are in the service of a long-term continued ontogenesis of organization, and its essence is expressed in the construction of a future desired state and the development of an integral, functional and interactive system of sport where answers are sought about the possible projections and courses which could be used to develop more homogenous future events, which stem from changes in the external and internal environment and thus represent the basis which is further followed by the relevant functions and organizational technologies.

Attempts to treat leadership in sport as an independent strategic category, with its own specific ideas, visions, missions, laws, technologies and applications, has its justification since its use requires new, more clear, objective and safer ways of improving sports development. However, this does not mean that leadership can be studied in isolation from other categories or functions in sports organizations, and instead it is necessary to determine the concept of the so-called integral and interactive dealings, as the first fundamental segment which refers to the future general development.

In the available literature, there is a predominant conviction that leadership is the key for the effectiveness of corporations and that it is a key factor in organizational success, but that it is not limited to it. In addition, it plays a key role in politics and sport, as well as a great number of other activities. Determining leadership from the aspect of personality refers to the determination of personal characteristics or features of leaders. Research (Petković, Janićijević & Bogićević, 2002³) has shown that there are some features which are more desirable for a leader, since they increase the possibility of success, but their possession is also the possession of certain features which do not have to be a sufficient condition for someone to become a leader. Some features, thus, increase the possibility of success, but the possession of certain other features does not have to be a sufficient precondition for someone to become a leader. Some features, thus, increase the possibility of someone becoming a leader but do not guarantee it.

The general conviction that dominates business circles according to some sources (Grinberg & Baron, 1998⁴) is that leadership is the key to the effectiveness of corporations, that is, that effective leadership is a key factor in organizational success, but is not limited to it. The power of leadership is based primarily on the fact that leadership represents a social process which includes the interaction of leaders and followers whose basic quality lies in the influence which can be realized in persuasive eloquence or personal examples whereby this process has various results, the most obvious of which is the achievement of organizational goals, but also the commitment of individuals to an organization, the increase in group cohesion and strengthening or changes in the organizational culture (Dirkes et al., 2001: 415⁵). It usually plays a key role both in politics and sport, as well as a great number of other activities. Understanding business success from the aspect of individuals must include leadership as its manifestation. Leadership can refer to, except in the sense of achieving greater effectiveness of the organization, but also the effectiveness of achieving success on a personal level. Successful individuals themselves achieve high business effects which qualifies them for assuming leadership positions in society.

³ Mirjana Petković, Nebojša Janićijević i Biljana Bogićević, Organizacija: Dizajn, Ponašanje, Ljudski resursi, Promene (Beograd: Ekonomski fakultet, 2002)

⁴ Džerald Grinberg and Robert A. Baron (1998). Ponašanje u organizacijama: Razumevanje i upravljanje ljudskom stranom rada. Želnid, Beograd.

⁵ Meinolf Dierkes, Ariane Berthoin Antal, John Child and Ikujiro Nonaka. *Organizational Learning and Knowledge*, Oxford University Press Ince, New York, 2001.

The realization of effective leadership is based on principles which are a part of the organizational culture, and which are incorporated by the leader himself. This guidance spreads self-responsibility and releases the energy and creativity of the collaborators. Springer (Sprenger, 2000: 172⁶) cites the following as the basic principles of leadership: integrity based on identical attitudes, values and convictions of the leader and his behavior; effective communication for the successful communication of a vision; authority and responsibility for the actions taken and the visions realized; positive mental attitudes based on belief and a look to the future; enjoying the respect of followers and respecting them in return; a consistency in goals reflected in the perseverance regarding goals and loyalty to principles, visions and goals; team work; effective management of resources which are related to money, time, human potential, activities which need to be managed in an optimal way.

The characteristics of leaders in current research (Glomazić, 2011⁷; Ajduković, 2007⁸) indicate that most of the managerial jobs of leaders are mostly done by middle-aged married men, who are usually from working-class families. They are intelligent, curious, well-informed, people with vision, ambitious, consistent, persistent, with great working energy, without any tendency towards depression and conflict. They are fans of sport and music, are funny, charming, but this is usually not their shared characteristic. Whether due to their numerous obligations, the controversies which are related to their business dealings and their political biographies, they do not trust easily and it is difficult to establish contact with them. The risks of leadership come into play here, since they are deeply connected with the readiness to changes styles of management when the organization is developing. The initial success and creation of organizations is often the result of the work of one man, but its demise can also be a consequence of a misunderstanding of the fact that the evolution of an organization requires a change in the styles of management, usually in the direction of decentralization, since old styles are no longer functional (Ross & Kami, 1973⁹). Unlike the time when they were just starting out, today none of the leaders are politically active in terms of public engagements, but they are still present in politics, usually as the financiers of parties.

⁶ Sprenger Reinhard (2000). *Načelo sam o`odgovornosti*, Grmeč- Privredni pregled, Beograd.

⁷ Glomazić Hajdana (2011). *Liderske karakteristike i poslovna uspešnost*. Antropologija 11, 1:223.

⁸ Ajduković Gordana. *Liderstvo u zemljama tranzicije: Lideri i liderstvo viđeni očima ljudi iz Srbije*, Zbornik radova, FTB, Beograd, 2007.

⁹ Ross E. Joel and Kami J. Michael (1973). *Corporate Management in Crisis: Why the Mighty Fall*, Prentice Hall, Cliffs.

The concept of business success can, in a broader sense, be defined through the effects which it has on the more narrow and more broad social community, in the sense of development and prosperity of the local community and society as a whole, and it mostly achieved based on economic indicators such as the value of capital, the annual growth of capital, the number of employees, the value of the company and business conducted abroad, and in a more narrow sense, via its economic dimensions, and includes those who achieve business success, the employed workers, management, and primarily the leaders. Leadership has special significance because leaders are the creators of visions, and a vision is a far-reaching view of and new response to important problems (Howard & Tamarkin, 1992: 115¹⁰).

The business success of a sports organization can be viewed through achieving success of the organization and the success of an individual, the leader in the organization, so that the overall business success must be viewed from both aspects, since they are, except in a theoretical sense, impossible to separate. Achieving the integrally interactive success of the organization refers to its position on the market mostly in terms of realizing gain or profit, quality of service and innovation, and the success of the individual and teams in their highly valuable sports results.

THE GOALS OF THE STUDY

Today leadership is said to be proactive, goal-oriented, focused on the creation and implementation of a creative philosophy, vision and mission, considering the fact that it represents a process of transformation of the organization from what it is now to what the leader would like to achieve, mostly as a consequence of dissatisfaction with the existing state, then a vision of what the desired goal is, as well as an integral, polyvalent, and interdisciplinary process to be realized through the mission.

In order for a leader in sport to be able to begin the construction, modelling, structuring, programming and application of some future activity, it is necessary to design and realize the following tasks and goals:

¹⁰ Howard G. Haas and Bob Tamarkin (1992). *The Leader Within...*, Harper Colins, New York.

1. to clearly define and analyze the creative challenge and incentive in his ideas, visions and missions in the chosen activities;
2. to determine a continued and optimal effectiveness in global and local interactive transformations;
3. how to achieve high effectiveness in the final applications, both in the global environment and in is specific and situational conditions.

THE CREATIVE CHALLENGE AND ENCOURAGEMENT IN IDEAS, VISIONS, AND MISSIONS

The creative process is long, difficult, responsible work which undergoes a series of predicted and unpredictable periods of time, stages and phases. Without a well-prepared basis and preconditions, which are predominantly genetic, methodological and technological in nature, in training technology it is almost impossible to provide any kind of creative work in advance, considering that this process can also produce inadequate, that is, unwanted outcomes.

In almost all the spheres of human activity among theoreticians, scientists and technologists, there is still no unified conclusion on the question of the concept, emergence, development and qualitative implementation of creativity, and regarding the structure, organization and complex creative process. The opinion that the creative process refers to the discovery and development of predominantly new products and innovations is still current, and the strongest motivation for creative work is precisely the tendency to actualize one's own (genetic) potential. It is linked to a divergent opinion which is characterized by the ability to produce a great number of responses to the same question, with fluency ideas, a desire to experiment, an independent style of thinking which is unaffected by the perceptions of the environment and which is opposite to the conformist attitude.

The concept of creativity today still definitely does not exist and is not defined in a unique way, and accordingly, there is no joint approach in the development of creativity. It is still considered that it is "the creation of a new system and new combinations from existing information", "the transfer of known relations to new situations and the creation of new correlations", "the ability to find relations which in the shape of new patterns of ideas are manifested as new experience, ideas or products" ... Similarly, even in sport what we mostly consider to be based on motor skills, creativity is the "purposeful organization of movement into some partially organized models, which belong to some greater repertoire" or "the ability to give different and numerous answers to previous incentives regarding some impulse, and offer and more original and high quality

motor response". In addition, there is no clear determination of creative leadership. Some authors (Mainemelis at al., 2015: 398-399¹¹) cite the existence of three concepts which attempt to explain it: *facilitative* creative leadership oriented to stimulating the creativity of the group members; *directive* creative leadership, in which the leader's creative vision is realized through the effort of others; *integrative* creative leadership in which the leader synthesizes his creative work with the creative contributions of others.

Regarding creativity, numerous authors (Rogers, 1959¹²; Kvaščev, 1976¹³) consider that the subject matter, means, methods as well as conditions might be very different, and accordingly, they can have also various types on influence on the development of creative powers of men. Similarly, some authors, in the case of creative leadership, ask the question of whether the same behavior of leaders will encourage creativity in various situations (Ford, 1995:33¹⁴), while others (George, 2007:459¹⁵) conclude that the creative potential of leaders can be encouraged or inhibited depending on whether the tasks are creative or non-creative.

OPTIMAL EFFECTIVENESS IN INTERACTIVE TRANSFORMATIONS

Success in the performance of athletes significantly depends on their personality features, but they cannot be the only predictor of effectiveness. The interactive model sees the question of effectiveness in sport as the interaction of personality and situational factors. Not even personality itself, not even the situation itself can explain the success of an athlete, but the interaction of these two factors is significantly more predictive. This interaction includes other moments such as the behavioral factor, including physical or motor abilities. Cox (Cox, H.R., 2007: 47¹⁶) cites four features as the significant indicators of the psychological profile of elite athletes – low level of neuroticism and increased independence, assertiveness and extroversion, as well as his mood, which belong to the influence of situational factors, and includes decreased confusion, tension,

¹¹ Mainemelis Charalampos, Kark Ronit and Epitropaki Olga (2015). Creative Leadership: A Multi-Context Conceptualization, *The Academy of Management Annals*, 1(9), 393-482

¹² Rogers Carl (1959). Toward a theory of creativity. In Anderson, H. (Ed.). *Creativity and its cultivation*. New York: Harper - Brothers Publishers.

¹³ Kvaščev, Radivoj (1976). *Psihologija stvaralaštva*. Beograd: ICS.

¹⁴ George M. Jennifer (2007). Creativity in Organizations. *Academy of Management Annals*, 1, 439-477

¹⁵ George M. Jennifer (2007). Creativity in Organizations. *Academy of Management Annals*, 1, 439-477

¹⁶ Cox H. Richard *Sport Psychology*, McGraw Hill, Boston, 2007.

fatigue, depression, anger and high energy. The connection between these two groups of elements determine sports effectiveness. When this balance is disrupted, then there is a need to act and bring about change.

Optimum effectiveness in interactive transformations must be achieved by leaders in sport through big changes, on the one hand, in the global sports organization, and on the other hand, over a relatively short period of time during team work and/or individual work. The need for transformation comes when adaptive changes no longer function. Then the leader tries to change the entire system and realize quick changes in performances, since he is usually not able to realize them on his own. However, he has the ability to gather around himself a critical number of associates to carry out the changes, to collaborate with a larger group of associates with various specialties, which specifically means that he must, in addition to the modern managerial and technological skills, be in possession of the so-called information technology skills, so that he could not only implement the necessary information, but also understand it, modify it, innovate it, and integrate it into the everyday creative practical activities.

The current strategies and applications indicate that leadership in sport, on the one hand, refers to managing an athlete/team with the help of a sports coach, team of experts and sports scientists, with the aim of achieving top results, and on the other hand, the effective and efficient management of the overall system of sport on the part of sports managers, marketing managers and volunteers. Without a well-structured and organizationally structured sports system, global management cannot provide its purposeful content, and vice versa, without a properly structured and organizationally functional management in sports organizations (a sports club, association and institution) elite sport does not possess an integral, interactional – optimal power for its activities, transformations and development (Malacko & Rado, 2004¹⁷).

HIGH EFFECTIVENESS IN THE FINAL APPLICATIONS

Starting from the fact that people, with their genetic and work potential (creative abilities, knowledge, experience, tradition, work and motivation), hold a central place and role in the process of social reproduction, as the basic bearers of the overall activity in all the segments of social development, it is justifiable to

¹⁷ Malacko Julijan and Rado Izet (2004). Tehnologija sporta i sportskog treninga. Sarajevo: Univerzitet u Sarajevu, Fakultet sporta i tjelesnog odgoja.

believe that leadership and management of human resources in sport holds the leading position, since competent technologists, managers and organizers in training, business and organizational functions emerge as the basic creators and realizers of reforms, development and progress, through the implementation of highly developed integral and interactive technology, without which modern society can only with great difficulty realize developmental policy, science and technology (Poole, 1990¹⁸).

What stems from this is that the modern training leader – coach must have at his disposal a very broad, general and specific spectrum of theoretical and practical knowledge. In addition, he must also possess an intuitive, creative ability, to usually without anyone's help, and especially if the athlete becomes the so-called "one of a kind", that is, overcomes the model characteristics of athletes from a particular branch of sport, make his way through new, unknown and unpredictable situations, to over a relatively short period of time solve the recurring problems, and so possesses a sense of identifying and solving problems, both when it comes to training, and when it comes to the personal and life needs of his athletes. The task of a leader is to encourage the creative potential of the athletes themselves when it comes to achieving their effectiveness and efficiency. Success does not only require that one do good work, but that they also do the right things, which includes fluency of ideas on the potential actions and the ability to evaluate and make proper decisions. Creativity requires a certain level of freedom, autonomy and experimenting and can be stifled by excessive monitoring; however, excessive creativity with a lack of discipline will not contribute to effective results (Townley, 2009:945¹⁹). This could be of special importance in sport, since many situations require making optimal decisions in the moment when there is not much time to think or ask for advice.

During creative contact we must not overlook the fact that athletes expect from their leaders very precise, correct and timely professional information, which means that they require of their leaders – coaches a clear and objective evaluation of their abilities when it comes to achieving results. Thus, along with providing a diagnosis, a leader must also provide a prognosis of the further course, relying mostly on his knowledge, experience and intuition, considering that over a relatively short period of time he must make decisions quickly, since he is not in a position to verify his findings in an exact manner (Malacko &

¹⁸ Poole Michael (1990). Editorial: Human resource management in an international perspective. *International Human Resource Management*, 1, 1:15.

¹⁹ Barbara Townley, Nic Beech and Alan McKinla (2009). *Managing in the Creative Industries: Managing the Motley Crew*, Human Relations, 62(7), 939-962.

Popović, 2016²⁰). In addition, the satisfaction of the needs of the team members is one of the priority tasks of leadership. Whether we are dealing with the evaluation, planning or the very performance of activities which should lead to the realization of goals, the management of the interpersonal process is of key importance. Interpersonal needs include adequate motivational actions, offering a sense of psychological certainty as well as managing emotions and conflict.

That is why it is necessary for the training leader to incessantly monitor the reactions of the athletes during the operational realization of the training program, and to, in as much detail as possible, study their individual needs and abilities, so as to over a certain point in time, during the training process, come up with a construction and composition of the training session based on which he could through intuition, determine which training means, methods and load are most suitable and effective in the given moment, considering that athletes' reactions are individual, and to find and apply the most optimal training regime (Stanković, Malacko, Bojić & Ilić, 2013²¹). Naturally, today, in this case, during the realization of modern training technology, there is a very pronounced tendency to, in the most effective manner possible, replace the existing means and procedures, which are still predominantly based on the spur of the moment, intuition and coincidence, with more precise, reliable and objective parameters and procedures (Malacko & Rađo, 2006²²).

CONCLUSION

On the basis of partial models of structural and organization systems of sport constructed and presented so far, and the existing global analyses of sports management and marketing, quality management, informational, communication, scientific and training technology, as well as the analysis of the individual models and their mutual interaction, we can conclude that the transformation processes which take part in sport, determined by the application of increasingly newer technologies, and continually, dynamically and intensively realized in sports

²⁰ Malacko Julijan and Popović Dragan (2016). Technology sports training. Publisher: Scholar's Press - trademark of OmniScriptum GmbH & Co.KG Saarbrücken, Deutschland/Germany.

²¹ Stanković Veroljub, Malacko Julijan, Bojić Ivana and Ilić Jelena (2013). Relations between morphological variables and normal and pathological conative characteristics of handball players. *SportLogia*, 9, 2 (89-99).

²² Malacko Julijan and Rađo Izet (2006). Menadžment ljudskih resursa u sportu. Sarajevo: Fakultet sporta i tjelesnog odgoja Univerziteta u Sarajevu i Olimpijski komitet BiH.

organizations, should lead to the most effective, optimal and effective modelling of increasingly newer and modern creations, concepts, projections and strategies, so that they as a consequence strengthen of the role of certain sports and business functions, which, in accordance with the requirements of the surroundings and the needs of the organization, will continually adapt and change individual constituents, based on their philosophies and visions, and the missions of the global system of sport in certain countries.

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ЛИДЕРСТВО У СПОРТУ: КРЕАТИВНИ ИЗАЗОВ И ПОДСТИЦАЈ, ОПТИМАЛНА ЕФИКАСНОСТ У ИНТЕГРАЛНО ИНТЕРАКТИВНИМ ТРАНСФОРМАЦИЈАМА И ВИСОКА ЕФЕКТИВНОСТ У ФИНАЛНИМ АПЛИКАЦИЈАМА

САЖЕТАК

Циљ рада је приказ низа процеса које би лидер у спорту морао да осмисли и реализије. Неопходност присуства лидерског управљања (вођења) у спорту лежи у динамичком поливалентном и мултидисциплинарном развоју савременог људског друштва, с напоменом, да је управљање више повезано са ефикасношћу, а лидерство са ефективношћу и променама. На основама до сада конструисаних и презентованих парцијалних модела структуралног и организационог система спорта, затим досадашњих глобалних анализа спортског менаџмента и маркетинга, менаџмента квалитетом, информационе, комуникационе, научне и тренажне технологије, као и анализе појединачних модела и њихове међусобне интеракције, може се закључити, да трансформациони процеси који се у спорту детерминишу применом све новијих технологија, и у свету се континуирано, динамично и интензивно одвијају у спортским организацијама, треба да доводе до што ефикаснијег, оптималнијег и ефектнијег моделовања све новијих и савременијих креација, концепција, пројекција и стратегија, тако да имају за последицу јачање улоге одређених спортских и пословних функција

Кључне речи: лидерство у спорту, креативност, ефикасност, ефективност

ЛИДЕРСТВО В СПОРТЕ: ТВОРЧЕСКИЕ ПРОБЛЕМЫ И ОБУЧЕНИЕ, ОПТИМАЛЬНАЯ ЭФФЕКТИВНОСТЬ В ИНТЕГРАЛЬНОЙ ИНТЕРАКТИВНОЙ ТРАНСФОРМАЦИИ И ВЫСОКАЯ ЭФФЕКТИВНОСТЬ В ЗАКЛЮЧИТЕЛЬНЫХ ПРИЛОЖЕНИЯХ

АННОТАЦИЯ

Целью статьи является обзор ряда процессов, которые должен разработать и реализовать лидер в спорте. Необходимость лидерского присутствия (руководства) в спорте прослеживается в динамичном поливалентном и многодисциплинарном развитии современного человеческого общества, с добавлением того, что управление более тесно связано с эффективностью, а лидерство - с эффективностью и изменениями.

На основе частных моделей структурно-организационной системы спорта, построенных и представленных к настоящему времени, проведенный глобальный анализ спортивного менеджмента и маркетинга, управления качеством, информационных, коммуникативных тенденций, науки и современных технологий обучения, а также анализ отдельных моделей и их взаимодействия, позволяют сделать вывод о том, что трансформационные процессы, которые происходят в спорте на основе быстрого обновления технологий, должны привести к наиболее эффективному, оптимальному и действенному моделированию новых и более современных творений, концепций, прогнозов и стратегий, с тем чтобы они могли привести к усилению роли конкретных спортивных и деловых функций.

Ключевые слова: лидерство в спорте, креативность, эффективность, результативность.

Received on 21.9.2018.

Accepted on 2.11.2018.