

CINIOCI UTICAJA NA MODELOVANJE PROCESA PROMENA U SPORTU

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Apstrakt: Osnovni cilj rada je da se detektuju eksterni i interni činioci procesa promena u sportu, imajuću u vidu da je sportska organizacija dinamičan i otvoren sistem.

Promene polaze iz internog okruženja, ali događaji koji dolaze iz spoljašnjeg okruženja su impuls za same procese promena u sportskoj organizaciji. Prilikom modelovanja procesa promena potrebno je imati u vidu sledeće faktore: okolina, znanje, učenje, upravljanje. Uslovi za realizaciju modela promena u sportu su: postojanje preduzetničkog duha, spremnost na promene, otpori promenama i održavanje i afirmacija novog stanja.

Upravljanje promenama od strane sportskog menadžmenta se odnosi na proces donošenja odluka i proces sporovođenja odluka. Pri tome treba imati u vidu da sa povećanjem obima i brzine promjena, povećava se broj i kompleksnost problema.

Ključne reči: promene su sportu, modelovanje, faktori, upravljanje.

UVOD

Sport je jedna od ljudskih delatnosti koja se poslednjih decenija razvijala "vratolomnom" brzinom. Porast sportskih rezultata, nivo ulaganja svih vrsta (materijalnih i nematerijalnih), pojava novih sportskih aktivnosti i formi, medijska popularnost, itd., doveo je sport u zonu visoko intenzivnog rada. Sport u najširem pojmovnom obuhvatu danas predstavlja planetarni fenomen najširih razmera, kako po kvantitetu, tako i kvalitetu. Bez obzira o kojem se području sporta radi (takmičarski, školski, rekreacija) nivo angažovanja i obuhvatnosti, kako pojedinačno, tako i organizacionih subjekata, prevazilazi nekadašnja shvatanja o sportu kao "razbibrigi" ili "zabavi u slobodno vreme". Današnji sport, posebno njegov deo koji se ogleda kroz profesionalni sport, za sebe

FACTORS THAT INFLUENCE MODELING OF CHANGE PROCESS IN SPORT

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Abstract: The main aim of this work was to detect external and internal factors in the process of change in sport, taking into consideration the fact that a sports organization is a dynamic and open system.

Changes first start in the internal environment; however, events that appear from the external environment stimulate change processes in a sports organization. During the modeling of change process, it is necessary to take into account the following factors: environment, knowledge, learning, and management. Conditions for realization of change model in sport are: the existence of enterprising spirit, readiness for changes, resistance to changes and maintenance and affirmation of the new state.

Change management done by sports management is related to the process of making and implementing decisions. It should be also taken into account that the increase of quantity and speed of changes results in the increase of number and complexity of problems.

Key words: changes in sport, modeling, factors, management

INTRODUCTION

Sport, as one of human activities, has been developing swiftly during the past few decades. The increase of sports results, investment rate of all kinds (financial and non-financial), appearance of new sports disciplines and forms, media popularity, etc., have brought sport into a high intensity work zone. Generally speaking, sport represents a planetary phenomenon of the widest range when its quality as well as quantity is taken into consideration. Regardless of the sports domain in question (competitive, school, recreational) a level of engagement and diversity of individuals, as well as of organizational entities, surpasses old conceptions about sport as a mere 'distraction' or a 'leisure activity' done in one's free time. Today's sport, especially professional sport, is closely linked to

vezuje brojne segmente iz područja biznisa, ekonomije, politike, industrije i drugih područja ljudskog rada, što ga čini izuzetno značajnom svetskom poslovnom kategorijom. Može se reći da je jedan od fenomena unutar sporta, koji će obeležiti XXI vek, pojava ozbiljnog sportskog biznisa. Specifičnost ove pojave ogleda se i u tome, što su njegovi protagonisti isti oni koje nazivamo temeljnim stubovima sportske delatnosti: sportisti, treneri, menadžeri, sportske organizacije, itd. Kao ekskluzivni promoteri savremenog korporativnog biznisa oni putem sportskog auditorijuma (kojim suvereno vladaju) zauzimaju centralno mesto u okruženju tzv. "industrije sporta". Istovremeno, sportski protagonisti razvijaju i sopstveni biznis, gde identifikuju svoje proizvode i ciljno tržište. (Radoš, Nešić, 2008).

Ovakve tendencije razvoja sporta u prvi plan postavljaju pitanje upravljanja organizacionim promenama. U aktuelnim shvatanjima organizacione komponente u sportu još uvek su prisutni stavovi da se eventualni nedostatak kvaliteta organizacije (unutar sportskih subjekata – klubova, saveza, federacija,...) može nadomestiti kvantitetom ljudskog potencijala, kao i odgovarajuće savremene opreme, materijala, i sl. Tačnije, prisutno je gledište da moderna sportska tehnologija i kadrovi mogu "da reše sve". Naravno da se problemi sportskih organizacija ne mogu rešavati samo promenama u organizacionoj strukturi, već se mora voditi računa i o organizacionoj kulturi, "sportsko-tržišnim" zahtevima, tehnologiji i pravcima njenog razvoja, "proizvodnom programu" sportske organizacije, okruženju, dostupnim "kapacitetima" (sportskom potencijalu u okruženju), itd.

TENDENCIJE PROMENA U SPORTU

Nasuprot relativno stabilnim uslovima egzistencije sporta i sportskih organizacija u prošlosti (relativno stabilan ekonomski sistem, "čvrsti" izvori državnog finansiranja, definisan sistem sporta, itd.), što je imalo za posledicu "standardnu" sportsku organizaciju ("okamenjenu" i teško promenljivu unutrašnju organizacionu strukturu), budućnost sporta se usmerava ka dinamičnoj organizaciji. To znači da će organizacione promene biti stalna, a ne kampanjska aktivnost. Drugim rečima, u prvi plan se postavlja napuštanje apstraktnog normativističkog pristupa u oblikovanju organizacione strukture sportskih subjekata, koga treba da zameni pragmatični pristup utemeljen na empirijski proverljivim principima "da je dobra ona organizacija koja se pokaže kao uspešna".

Najčešći uzroci organizacionih promena u sportu uslovljeni su promenama u okruženju. Od *eksternih*

numerous segments from business, economy, politics, industry and other areas of human enterprise, making it a significant world business factor. It can be said that one phenomenon within sport which will mark the 21st century is the emergence of serious sports business. Peculiarity of this phenomenon is reflected in the fact that its protagonists are the same as those we call foundational pillars of sports activities: athletes, coaches, managers, sports organizations, etc. As exclusive promoters of the contemporary corporative business, and through sports audience (which they sovereignly rule) they take a central position in the so called 'sports industry'. At the same time, sports protagonists are additionally developing their own businesses, where they determine their products and target market. (Radoš, Nešić, 2008).

These tendencies of sports development are making management of organizational change highly important. Current ideas about organizational elements in sport still contain attitudes that a possible lack of quality organization (inside sports entities – clubs, associations, federations...) can be replaced by the quantity of human potential and by suitable modern equipment, materials and such. To be precise, there is a viewpoint that sports technology and personnel can solve everything. Of course, problems of sports organizations cannot be solved just by changes in organizational structure; organizational culture, demands of the 'sports market', technology and its development, 'production program' of sports organization, the environment and available talent (sports potential in the environment) etc., all have to be taken into consideration.

TENDENCIES OF CHANGE IN SPORT

As opposed to the relatively stable conditions of sport and sports organizations' existence in the past (relatively stable economic system, 'solid' sources of state funding, well-defined sports system, etc.), which resulted in a 'standard' sports organization ('stiff' and hard on changing internal organizational structure), the future of sport is shifting toward a more dynamic organization. This means that organizational changes will be a constant rather than a random occurrence. In other words, the abandonment of abstract, standardized approach is coming to the forefront when it comes to the shaping of sports entities' organizational structure and it should be replaced by pragmatic approach based on empirically tested principles such as 'a good organization is the one that proves to be successful'.

The most common causes of organizational changes are linked to the changes in the environment. Regarding

promena mogu se izdvojiti kao aktuelne: razvoj trenadžne tehnologije (koja je u direktnoj vezi sa razvojem informacionih tehnologija), globalizacija sportskog tržišta (koja je, takođe, u direktnoj vezi sa globalizacijom svetske privrede), promene uloge države u privrednim aktivnostima (jačanje privatnog sektora), demografske promene, konkurencija (kako sportska, tako i poslovna), tendencije pojave i razvoja novih sportskih sadržaja i disciplina (interesovanja sportskih konzumenata), i sl. Među najbitnijim *internim* uzrocima organizacionih promena mogu se, između ostalog, istaći: razvoj sporta (sportske organizacije) u smislu povećanja njegove rezultatske konkurentnosti (time i njegove veličine); složenosti i zrelosti organizacije; promene u domenu ljudskih potencijala (posebno sportske supstance-sportista, kojima je sport stalno izložen i što predstavlja njegovu specifičnost); promene u liderskim pozicijama i komponentama; promene u vlasničkoj strukturi; promene konceptualne, poslovne i razvojne strategije sporta (sportske grane, discipline ili kluba); itd. Osnovni cilj organizacionih promena u sportu treba da predstavlja preoblikovanje sportske organizacije na način koji omogućava istovremeno postizanje "spoljašnjeg i unutrašnjeg sklada", odnosno poboljšanje ukupnih performansi svake sportske organizacije (kluba, saveza, federacije, i sl.). Organizacione promene se preduzimaju i radi omogućavanja racionalizacije, poboljšanja kreativnosti, smanjenja troškova poslovanja, povećanja kvaliteta usluga i proizvoda, veće fleksibilnosti, boljeg korišćenja i upravljanja raspoloživim kapacitetima, efikasnija podela rada, povećanje produktivnosti rada, itd. Ovo se odnosi na bilo koji oblik organizacione promene (restrukturiranje, decentralizacija i drugi oblici organizacionog preoblikovanja). Za razliku od ranijih perioda, buduće organizacione promene u sportu će se zasnivati na povremenim radikalnim promenama, u kojima će organizacije u potpunosti menjati svoje organizacione modele. (Nešić, 2008).

Organizaciona fizionomija savremenog sporta može se posmatrati kroz tri dimenzije koje uslovljavaju njegovu budućnost: 1) strategija sportske organizacije, koja je obuhvaćena i *ekonomskom dimenzijom*; 2) ljudski potencijal sportske organizacije (*sociološka dimenzija*) i 3) postojeća ili dostupna sportska i druga korelativna tehnologija (*tehnoška dimenzija*). Prema tome, organizacione promene u sportu u prvom redu uključuju promene u tehnologiji (trenažnoj, i u vezi sa njom, svim ostalim tehnološkim parametrima), ljudima, organizacionoj strukturi i zadacima sportskih zaposlenika. U uspostavljanju novih organizacionih oblika polazi se, ne samo od formalne organizacije (njenog "čvrstog" jezgra), već i

the *external* changes, these can be singled out as current: development of training technology (which is directly related to development of information technology), globalization of sports market (which is also directly related to globalization of the world economy), change of state role in the economy (private sector becoming stronger), demographical changes, competition (in sports, as well as in business), tendency of new sports activities and disciplines to emerge and develop (sports consumers' interest) and the like. Among the most important *internal* causes of organizational changes, the following can be highlighted: development of sport (sports organization), which means the increase of the competitive strength related to performance (and thereby the increase of its size); complexity and maturity of an organization; changes of human potential (especially sports assets – athletes, to whom sport is constantly exposed to, which is its peculiarity); changes in leadership positions and components; changes in ownership structure; changes of conceptual, business and developmental strategy of sport (sports branches, disciplines or club); etc. The main goal of organizational changes in sport should be remodeling of sports organization in a manner that enables synchronous achievement of 'external and internal harmony', that is, the improvement of total performance of all sports organizations (club, association, federation, etc.). Furthermore, organizational changes are undertaken to accomplish rationalization, improvement of creativity, business cost reduction, increase in the quality of service and products, higher flexibility, better usage and management of available assets, more effective division of work, increase in the work productivity, etc. This applies to any form of organizational changes (restructuring, decentralization and other forms of organizational remodeling) (Nešić, 2008).

Organizational physiognomy of contemporary sport can be seen through 3 dimensions which impose conditions on its future: 1) strategy of sports organization which is included in the *economic dimension*; 2) human potential of sports organization (*sociological dimension*) and 3) the existing or available sports or related technology (*technological dimension*). Accordingly, organizational changes in sport primarily include changes in technology (related to training and all other technological parameters), people, organizational structure and tasks of sports employee. When it comes to the establishment of new organizational models, not only a formal organization (its 'hard' core) is to be considered, but also intangible (so called 'soft') elements of an organization, which can be crucial in sport, and which pertain to harmonious

od neopipljivih (tzv. "soft") elemenata organizacije koji mogu biti od presudnog značaja u sportu, a odnose se na harmonične međuljudske odnose, kreativnost i motivaciju, pozitivnu atmosferu timskog rada, shvatanje i usmeravanja jedinstvenosti ciljeva, itd.

Imajući u vidu nove tendencije i kretanja u savremenom ekonomskom, socijalnom, političkom i, uopšte, društvenom okruženju nedvosmisleno se nameće pitanje shvatanja i prihvatanja novih trendova i u sportskoj oblasti. Drugim rečima, sport je u XXI veku već zahvaćen brzim i radikalnim promenama, u skladu sa razvojnim procesima celokupnog društva. S toga se u okviru "sportske struke", posebno sportskog menadžmenta, mora razvijati filozofija "proaktivnog delovanja", odnosno ići u susret sve intenzivnijim promenama. Posebno su ove nove tendencije uočljive u sportu na prostoru bivših jugoslovenskih republika i to, prvenstveno, u shvatanjima sporta kao oblasti društvene nadgradnje i čovekovog rada, gde centralno mesto zauzimaju pitanja uspostavljanja novog tipa sportskih organizacija. Preoblikovanje sadašnje forme sportskog organizovanja je kompleksno pitanje koje zahteva multidisciplinarni tretman i ne može se bazirati samo na resursima "sportske struke" (Nešić, 2008a). Zbog toga je neophodna šira društvena i stručno-naučna opservacija, koja bi se temeljila na nekoliko bitnih elemenata:

- pitanjima vlasničke transformacije,
- utvrđivanju društveno-ekonomskog položaja sportskih organizacija,
- razvoju sportskog menadžmenta,
- razvoju stručnih kadrova i njihovo visoko pozicioniranje u sistemu sporta,
- definisanju statusa sportista u odnosu na sportsku organizaciju, kao i društvo u celini,
- utvrđivanju novog modela unutrašnje strukture sportske organizacije.

FAKTORI KOJI UTIČU NA MODELOVANJE PROCESA PROMENA U SPORTU

Razmatranje problema upravljanja promenama predstavlja kompleksan zadatak. Mada su napori teoretičara i analitičara iz ove oblasti uvek usmerene ka što transparentnijem i sveobuhvatnom tumačenju različitih aspekata, kompleksnost promena gotovo uvek ostavlja "otvorena vrata" za nove dileme, nejasnoće i polemike. Za modeliranje procesa promena jedna od najznačajnijih informacija je – odakle promena dolazi (odakle se očekuje). S obzirom da sport egzistira u određenom socijalnom sistemu, odnosno tzv. "gornjem sloju društva" (društvenoj nadgradnji), promene koje u vezi sa

interpersonal relationships, creativity and motivation, positive atmosphere of team work, common understanding and focus on goals, etc.

Having in mind these new tendencies and shifts in the contemporary economic, social, political and general human environment, the question of comprehension and acceptance of new trends in sport unquestionably arises. In other words, the sport of the 21st century has already been undergoing fast and radical changes which are consistent with the developing processes of the society as a whole. Therefore, within the 'sports profession' and especially in sports management, a philosophy of 'proactivity' has to be developed, which implies a movement toward all the more intense changes. These new tendencies are especially visible in the sport of the ex-Yugoslavian countries where sport is considered to be a mechanism for the social self-development and expression of human work with the key issues being establishment of the new type of sports organizations. Remodeling of the present form of sports organization is a complex matter which demands a multi-disciplinarian approach and cannot be solely based on the resources of the 'sports profession' (Nešić, 2008a). Thus, it is necessary to have a wider social and scientific observation which would be based on these several crucial elements:

- questions of transformation of ownership
- determination of socio-economic status of sport organizations
- development of sports management
- development of professional personnel and their high positioning in the sports system
- athletes' definition of status as related to a sports organization and to society as a whole
- determination of a new model of sports organization's internal structure

FACTORS INFLUENCING MODELING OF CHANGE PROCESS IN SPORTS

Analysis of problems concerning change management is a complex task. Even though sports theoreticians and analysts' efforts are directed toward a more transparent and comprehensive interpretation of different aspects, complexity of changes leaves almost no 'open door' to new dilemmas, ambiguities and debates. Some of the most important information for modeling of change process is – the source of change (where to expect it). Considering the fact that sport exists in a certain social system, in so called 'higher spheres of society' (social self-development), changes that it brings about are usually not accidental or spontaneous.

njime nastaju ne dolaze, po pravilu, slučajno ili spontano. Ukoliko se problemu priđe globalno može se doći do zaključka da su se najčešće i najkrupnije promene u socijalnim sistemima odvijale pod uticajem promena u tehnici i tehnologiji, ali i pod uticajem upravljanja (Ristić, 2005: 235). Kvalitet "sportskog proizvoda" ili usluge u sportskoj organizaciji predstavlja svojevrsnu meru kvaliteta upravljanja. Ono zavisi od velikog broja faktora, među kojima su najdominantniji i opredeljujući oni koji dolaze iz eksternog okruženja (politički, društveni i privredni sistem, iskustvo, tradicija, i sl.), a u novije vreme kao faktor broj jedan smatra se – znanje (Nešić, Nešić, 2012).

Da bi se sačinio adekvatan *model* procesa upravljanja promenama u sportskoj organizaciji moraju se imati u vidu sledeći faktori:

Okolina – potreba za novim stanjem (za promenom stanja) dolazi iz okruženja (internog i eksternog). Iz okruženja se crpe informacije (o rezultatima konkurencije, trendovima i tendencijama razvoja sporta u celini, kao i određene sportske grane ili discipline, sopstevnoj poziciji i konkurentnosti u odnosu na okruženje, i sl.) koje stvaraju osnovu za stvaranje stava o potrebi i želji za promenom, a sama okolina je područje uočavanja novina;

Znanje – nastupajuće doba u celini, a posebno u sportu, može se smatrati dobom znanja. Protok informacija i naučnih saznanja danas je intenzivniji nego u celokupnom razvoju ljudskog društva. U sportu više nije problem (kao nekada) dostupnost informacija, već upravo njihovo mnoštvo i raznolikost. Danas je "veći problem" znati gde potražiti neku informaciju (o trenajnoj tehnologiji, sportskim rezultatima, saznanjima komplementarnih naučnih oblasti bitnih za razvoj sporta, i sl.), nego da li je "uopšte negde ima". Informacije iz okruženja predstavljaju fond znanja.

Učenje – predstavlja senzor koji u okviru sistema "znanja" prati i registruje promene. Učenjem se ne stiče samo novo znanje, već se njime ovladava samom veštinom sticanja novih znanja koja su od bitnog značaja za prelazak u novo stanje (realizacija promene). Zbog toga se u sportu mora praviti razlika između onih koji imaju stvarnu potrebu za učenjem, od onih koji se samo površno informišu da se "tu oko nas nešto događa";

Upravljanje – kada je reč o promenama može se tretirati kao vođenje sportske organizacije. Upravljanje pomoću učenja o promenama u funkciji je uobličavanja odluka o vođenju (i rukovođenju) u pravcu realizovanja neophodnih promena, odnosno da artikuliše "volju" organizacije da se promenama utiče na postojeće stanje.

If the problem is approached from a global perspective, the conclusion can be derived that most frequent and biggest changes in social systems have happened under the influence of technical and technological changes, but also under the influence of management (Ristić, 2005: 235). Quality of 'sports product' or service in a sports organization represents a certain measure of management quality. It depends on numerous factors, among which the most domineering and determining come from the external environment (political, social and economic system, experience, tradition, etc.), and as of recently, the most important factor is considered to be - knowledge (Nešić, Nešić, 2012).

In order for an adequate *model* of change management process to be created in sports organization, one has to have the following factors in mind:

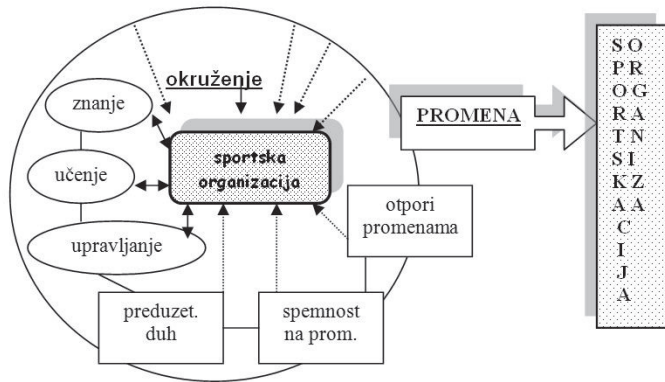
Environment – the need for a new state (for the change of state) to come from the environment (internal and external). The new information is derived from the environment (about competitors' results, trends and tendencies of the development of sport as a whole, as well as of certain sports branches or disciplines, one's own position and competitiveness in comparison to one's environment and such.); this information creates basis for attitude formation about the need and desire for change, and the environment itself is a field where novelties are noticed.

Knowledge – the upcoming age as a whole, and especially as it pertains to sport, can be considered the age of knowledge. The flow of information and scientific discoveries have been more intense nowadays than in the entire development of human society. The availability of information is not a problem anymore (as it used to be), on the contrary, its multitude and diversity is. Today it is 'more problematic' to know where to look for a piece of information (about training technology, sports results, findings from correlated scientific domains that are important for development of sport, and the like), than the lack of it. Information from the environment represents a fund of knowledge.

Learning – is a sensor which monitors and registers changes in the system of knowledge. Not only is the new knowledge acquired by learning, but the skill of acquiring new knowledge is mastered, which is very significant for transition to a new state (realization of change). Therefore, the difference must be made in sport between those who have the real need for learning and those who just superficially inform themselves about the events from the environment.

Management – when it comes to changes, it can be viewed as managing of sports organization. Management helped by the learning about changes serves to shape decisions on leadership (and management) toward realization of necessary changes, that is, toward the articulation of or-

Upravljanje u sportu mora biti korespondentno sa osnovnom filozofijom sporta – brže, dalje, jače.



Shema 1.-Model promena u sportu

Uslovi za realizaciju modela promena u sportu, u odnosu na aktivnosti menadžmenta sportske organizacije, odnose se na ispunjenje sledećih uslova:

- *postojanje preduzetničkog duha*, koji ima odlučujuću ulogu u razvojnim koncepcijama sporta;
- *spremnost na promene*, predstavlja fundamentalni element modela promena u sportu (promena postojećeg stanja i transformacija u novo stanje predstavlja proces za koji je potrebno određeno vreme);
- imati u vidu moguće *otpore prema promenama*, koji je kao socijalni fenomen uvek prisutan (u čijoj je osnovi strah od promena);
- *održavanje i afirmacija novog stanja*, koje mora biti intenzivno radi uspostavljanja funkcionalnosti novog rešenja (da bi funkcionisao u određenom vremenskom periodu svaki sistem mora biti održavan).

Promene najčešće označavaju menjanje postojećeg stanja, neizvesnost i rizik gubitka do tada stečenih pozicija. Zbog toga strah od onoga što će zameniti postojeće stanje, često okreće organizaciju više samoj sebi, nego što je "otvara" i omogućava da pristupi promenama. Promene pokreću lideri i njihova aktivnost je usmerena ka stimulisanju menadžmenta na području odgovarajućim promenama, jer bez aktivne uloge menadžmenta organizacije nije moguće menjati uloge pojedinaca, grupa ili sportske organizacije u celini. Da bi došlo do realnih i trajnih organizacionih promena, članovi sportske organizacije (i zaposleni) moraju verovati u njihovu neophodnost. Zbog toga je, između ostalog, osnovna svrha definisane i jasno predočene Vizije organizacije (kroz strateško planiranje) da članovima i zaposlenima daje pravac akcije i osećaj da se promenama tačno zna kuda

organizational 'will' so that changes affect the existing state. Management in sport has to be aligned with the fundamental philosophy of sport – faster, further, stronger.

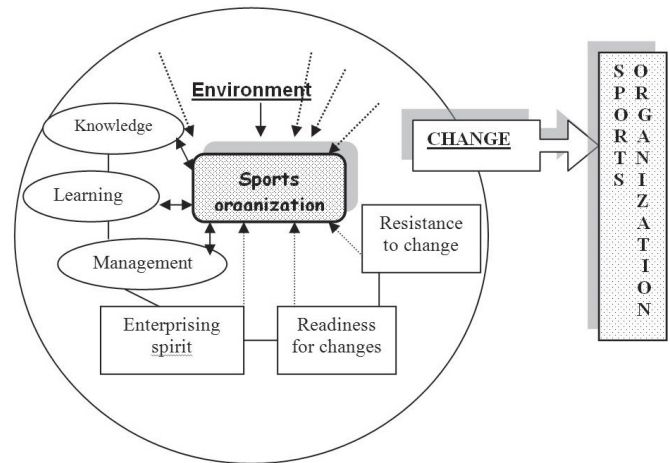


Diagram 1.-Model of change in sport

Conditions that have to be met for realization of change model in sport in relation to management activities of a sports organization are the following:

- *The existence of enterprising spirit*, which has a decisive role in developing of sports notions;
- *Readiness for change*; it is a fundamental element of change model in sport (change of the existing state and transformation to a new one represents a process that takes some time);
- Possible *resistance to changes* should be taken into consideration as it is a social phenomenon that has always been present (due to our fears of change);
- *Maintenance and affirmation of the new state*, which have to be intense so that the new solution is established and fully functional (for a system to function within a time period, it has to be maintained).

Changes often imply disruption of the status quo, uncertainty and risk of losing previously attained positions. Thus, the fear of the new that will replace the existing status often turns an organization to itself more than it 'opens' it up for changes. Changes are initiated by leaders and their activity is focused on stimulation of management so as to gain their support for changes, because without the active management's role in an organization, it is impossible to change roles of individuals, groups or sports organizations as a whole. In order for the real and lasting changes to be created, members of a sport organization (and employees) must believe in their necessity. Therefore, the main purpose of a clearly defined and presented Vision of organi-

se ide. Radi efikasnog *savladavanja otpora promenama* (koji su uvek prisutni) menadžment sportske organizacije treba da ima u vidu i određene principe koji se odnose na sledeće (Glamočanin, 2007:30):

- s obzirom na činjenicu da su razlike u ciljevima, vrednostima i interesima između ljudi u organizaciji sastavni deo života, otpori su prirodni i neizbežni, te ih treba očekivati i imati na umu uvek kada promene nastaju ili se izazivaju;
- otpori se ne pokazuju uvek eksplicitno i otvoreno, već ih treba pronaći;
- postoje mnogobrojni izvori otpora (mogu ga pokazivati i oni koji gube i oni koji dobijaju promenama);
- reakcija ljudi na promene je najčešće emocionalna, a na emocije ne treba reagovati logikom;
- otpori se savladavaju na različite načine, odnosno njima se može upravljati različitim mehanizmima.

U prevazilaženju otpora promenama sportska organizacija može koristiti različite strategije:

- strategija *informisnja i komunikacije*, koristi se kada izvori otpora leže u nepoznavanju ili nedostatku informacija;
- strategija *edukacije*, koristi se kada članovima organizacije i zaposlenima nedostaju kompetencije u novoj organizacionoj strukturi;
- strategija *kooptacije*, sastoji se u uključivanju u proces promena onih aktera za koje se veruje da su moćni i da, ako budu protiv, mogu da ugroze proces;
- strategija *pregovaranja*, obuhvata činjenje ustupaka moćnim akterima da bi se za uzvrat dobila saglasnost za promene;
- strategija *manipulisanja*, primenjuje se kada menadžment nema direktan uticaj na ljude, i, kada promene proizvode različite radikalne i nepovoljne posledice;
- strategija *moći ili prinude*, sastoji se u pretnji određenim sankcijama ukoliko se ne prihvate promene.

ZAKLJUČAK

U najopštijem kontekstu, promene predstavljaju prelazak iz postojećeg stanja u neko novo stanje. Promene u sportskoj delatnosti, koje se neminovno nameću kao sastavni deo globalnih svetskih društveno-tehnoloških promena, trebale bi da predstavljaju značajan događaj u sportskom sistemu. Uspešnost bilo koje promene,

(through strategic planning) is to provide members and employees with direction of action and a feeling that it is well known where the changes are leading. For the effective *overcoming of resistance to changes* (that is always present) sports organization's management should have in mind certain principles in relation to the following (Glamočanin, 2007:30):

- Considering the fact that differences of goals, values and interests among people in an organization are a natural part of life, resistance will be normal and unavoidable, and thus it should be anticipated and borne in mind when changes are happening.
- Resistance doesn't always show up explicitly and openly, but it should rather be discovered;
- There are many causes of resistance (it can be visible in those who are losing and in those who are gaining as a result of changes);
- Reaction of people to changes is usually emotional, and emotions shouldn't be responded with logic;
- Resistance can be overcome in different ways, that is, it can be managed via different mechanisms;

A sports organization can deal with resistance to changes with different strategies:

- Strategy of *information and communication*, it is used when sources of resistance lie in the lack of knowledge or information;
- Strategy of *education*, it is used when members of an organization and employees lack competence in the new organizational structure;
- Strategy of *cooptation*, it consists of involving parties that are believed to be powerful into the process of change; however, they can also endanger the process if they happen to be against it;
- Strategy of *negotiations*, it involves making concessions to powerful parties so as to gain their agreement for changes;
- Strategy of *manipulation*, it is used when management doesn't have a direct influence on people and when changes produce various radical and unfavorable consequences;
- Strategy of *power or coercion*, it consists of threatening with certain sanctions if the changes are not accepted.

CONCLUSION

In the widest context, changes represent a transition from the existing state into a new one. Changes in sport, which are unavoidable part of global socio-technological

pa tako i u sportu, valorizuje se novim stanjem. Da li će do promene, odnosno novog željenog stanja i doći, zavisi od više faktora: okruženja, upravljanja, znanja, želje za promenom, nivoa i intenziteta otpora promenama, motivacije, prihvatanja rizika koje nose promene, itd.

Proces koji se odnosi na promene predstavlja kompleksan "događaj" u svakom, pa tako i u sportskom sistemu. On nije ni malo lak, brz i jednostavan. Da bi se proces promene realizovao potrebno je zadovoljiti nekoliko elemenata: a) doneti odluku o nastupajućoj promeni, b) pokrenuti inicijativu za sprovođenje promene, c) "obežbediti" vreme da novo rešenje počne da funkcioniše (da se održi i dovede do novog kvaliteta) i d) spoznati činjenicu da je funkcionisanje novog-aktuelnog rešenja samo prelazna faza ka daljim promenama.

Svaka sportska organizacija promenama pristupa na sebi svojstven način, tako da nema opštevažećeg ili univerzalnog "recepta" za promene. Jedinstvenost odvijanja promena mora se posmatrati kroz kontekste u kojima se one dešavaju. Promena je ono što se događa "unutar" sistema (organizacije, sportskog kluba, pojedinca, i sl.), dakle polazi iz internog okruženja. Međutim, ono je povezano sa izazovima koji dolaze iz "spoljnog sveta", odnosno eksternog okruženja kome organizacija, svakako, pripada. Drugim rečima, promena je svojevrstan "odgovor" na impulse okoline, ali u kontekstu kretanja (pokretanja) organizacije pravcem koji sama odabere.

Bez obzira da li je reč o fizičkim, društvenim ili ekonomskim promenama (za sportsku delatnost su bitna sva tri aspekta promena) može se reći da su one kao pojava konstantne (Adizes, 1996). Karakter stalne prisutnosti za promenu vezuje tri osnovna pojma: 1) svaka promena stvara problem, 2) problemi traže rešavanje, a 3) rešavanje dovodi do promene koja stvara novi problem.

Drugim rečima, što je obim i brzina promena veća, to se složenost i broj problema, takođe, uvećavaju. Upravljanje promenama znači rešavati nastale (uočene) probleme, odnosno, rešavanjem problema održavati sportsku organizaciju u životu. Uloga sportskog menadžmenta je upravo u razrešavanju problemskih situacija i spremnosti da se odgovori izazovima promena. Upravljanje promenama u osnovi se oslanja na dva procesa: 1) donošenje odluka (*šta da se uradi?*) i 2) sprovođenje odluka (*uraditi-izvršiti*). Kvalitet odluka koje menadžment treba da donese u vezi sa nastupajućim aktivnostima realizacije promena uslovljen je njihovim jasnim definisanjem. Kod donošenja odluke o promenama mora se decidno i jasno odrediti usmerenje aktivnosti:

changes, should be a significant event in the sports system. Successfulness of any changes, and so of those in sport, is measured by the new state. Whether changes or a desired state will be achieved depends on several factors: environment, management, knowledge, desire for change, level and intensity of resistance to changes, motivation, acceptance of risk that comes with changes, etc.

The process related to changes is a complex 'event' in every system, and so it is in the sports system. It is not easy, fast or simple. In order for the change process to be realized, it is necessary to undertake several steps: a) make a decision about the forthcoming change, b) initiate action to accomplish the change, c) ensure that there is enough time for the new solution to start functioning (to be maintained and to bring new quality) and d) realize that functioning of this new – current solution is only a temporary phase toward further changes.

Each sports organization approaches changes in its own way, so there is no general or universal 'recipe' for changes. The uniqueness of the change process has to be observed through contexts where it occurs. Change is what happens 'inside' the system (of an organization, sports club, individual and so on), so it starts internally. However, it is connected to challenges that come from the 'outside world', that is, the external environment to which organization certainly belongs. In other words, change is a kind of response to the stimuli from the environment happening within a context where an organization moves in direction it chooses itself.

Regardless of whether changes are physical, social or economic (all three of these aspects are important in sport), it can be said that change is a constant phenomenon (Adizes, 1996). This constant presence links three major ideas to change: 1) each change creates a problem, 2) problems need to be solved, and 3) problem solution brings change that creates a new problem.

Furthermore, the bigger and faster the changes, the more numerous and complex are the problems. Change management implies solving present (perceived) problems and maintaining sports organization alive via problem solution. The role of a sports manager is to solve problematic situations and respond to challenges that come with changes. Change management consists of two basic processes: 1) decision making (*what needs to be done?*) and 2) realization of decisions (*make it happen*). The quality of decisions which management needs to make in relation to the forthcoming realization of change is bound by their clear definition. When it comes to decision making about changes, it is necessary to have clear directions of action: 1) **what** needs to be done; 2) **how** it

1) **šta** treba da se učini; 2) **kako** da se učini; 3) **kada** da se učini, i 4) **ko** da učini.

Izjava autora

Autori pridonijeli jednako.

Konflikt interesa

Mi izjavljujemo da nemamo konflikt interesa.

should be done; 3) **when** it should be done; and 4) **who** needs to do it.

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The authors have contributed equally.

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