

RAISING THE ORGANISATIONAL

Groningen
University of Applied Sciences

CAPACITY OF VOLUNTARY SPORT CLUBS:

A PROCESS CONSULTATION APPROACH

Dutch voluntary sport clubs (VSCs) are facing several challenges:

- perceived consumerist behavior by members;
- demands by the government to attribute to the social policy agenda;
- declining number of members in complex contexts.

Between 300-500 sport club consultants, mostly funded by local governments or sport associations, are tasked to raise the organizational capacity of these VSCs in the Netherlands. But it is unclear which approach works the best for these sport club consultants in raising the organizational capacity.

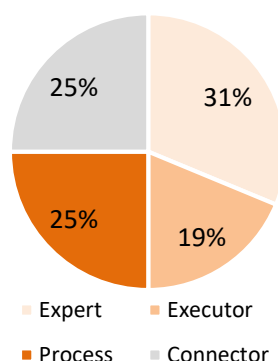
The aim of this research is to gain more insights in both approaches and interventions (repertoire) of the consultant as their competences and qualities are analyzed which will result in the profiling of the active sport club consultants so we can teach sport club consultants to perform better

METHODOLOGY

1. Expert group
2. Validating
3. Survey competences (n=130)
 - o Building trust
 - o Undertaking
 - o Resilience
 - o Organizing
 - o Performing
 - o Analyzing
 - o Considering
 - o Facilitating
 - o Influencing
 - o Governing
4. Profiling VSC-consultants
5. Casestudies (4)

“A sport club with great organizational capacity has the ability to offer their sport, now and in the future, in a sustainable and social responsible way to (potential) members”

Roles in consulting VSC (N=65):



RESULTS

Competences (N=62):

Expert:

- o Resilience
- o Organizing
- o Performing
- o Facilitating

Connector:

- o Influencing
- o Governing

Process

- o Building trust

Executor

- o Almost everywhere the lowest scores

Case (N=1):

1. Consulting (OD) at personal and group-level, not at process level.
2. Interventions aiming at creating support for process oriented organizational development

CONCLUSION

However most of the consultants use an expert role, the competences of a process oriented approach are recognized. The process oriented approach in the case serves as a means for the member to consider the optimal outcome of their problem. In this process the consultant does not change the process, but enables the members to change the process. This findings results in a focus on other competences then they are used in the education of consultants.



Figure 1: Four types of sport clubs