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The Impact Organizational Psychology Can Have to Optimize Performance in Elite Athletes, Managers, and Executives.

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By

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Abstract

The development of major organizations has led to an increase in the use of different psychological principles. Organizational psychology has many different applications within sports organizations and, if used correctly, these applications can improve overall performance. When the principles of Organizational psychology are implemented properly, the attitude, motivation, and leadership qualities of individual members within the organization are enhanced. This improvement of individual members will have an impact on the performance of the entire organization. A successful organization should be adaptable, committed, goal-orientated, and synchronized. To apply these principles and concepts, the organization needs good leaders who can manage the entire group and make sure that all levels of the organization are working in unison. The results of analysis research suggest that organizational psychology has a major role to play within the sports world. However, it is less clear whether or not these principles can translate in to College organizations as effectively.

There are many different ways to manage a sports organization. Throughout time there have been different strategies and approaches to achieving success. Organizational psychology takes a systematic look at actions and attitudes within an organization. Actions include the behavior and performance of members of the organization. Attitude focuses on the opinions, feelings, and intentions of the people in the organization (Hanin, 19). Principles such as leadership, team-bonding, positive and negative attitude, motivation, and management all play major roles within prosperous business organizations. Many of these same principles, not only translate, but help sports organizations become more effective. With the right team these principles could be the difference between success and failure. As Hanin points out, "organizational and sports settings are very similar in many respects: achievement orientation, stresses of top performance, high visibility for outside environment" (18). It is also important to note that organizations must focus on long-term goals as well as short-term goals to maintain a competitive edge over a long period of time. Professional and college athletic organizations are always looking for ways to become more competitive. Although there are some differences between professional and college sports, both sports organizations can benefit from improved leadership, motivation, and structure. Major sports organizations that employ principles of organizational psychology have stronger organizational structure that optimizes the performance of athletes, management, and executives.

Organizational psychology focuses on the performance and behavior of the members within an organization. These members include staff, managers, directors, and CEO's. Organizational psychologists try to focus on improving productivity, worker happiness, and

the dynamics of the organization as a whole. By looking at the attitudes and actions of members within the organization, psychologist can start to implement strategies to improve overall profit and output. Some of the techniques that lead to better output are improved motivation, quality leadership, positive attitudes, and the maintenance of a close knit team. To improve productivity all aspects of the organization must be looked at. CEO's are faced with the tasks of keeping everyone happy, improving profits, and maintaining good ethical practices. By employing organizational behavioral techniques, the task of improving productivity is not quite as daunting. Individual human beings have many different characteristics and values that make them very useful to organizations. As Douglas R. McGregor states, "it is a responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves" (Gardner & Schermerhorn, 270). Sports organizations are extremely complex structures that require specific skills and personnel to be successful. From the top of the organization to the bottom, all members must speak the same language. Organizational psychology seems to be an encouraging avenue to explore in response to many of the problems faced by sports psychologist, coaches, and team administrators. Problems include communication, diverse workforce, and flow of information through the organization. These problems not only relate to the athletes but to all members of the sports structure (Hanin, 18). The balance of success is so minuscule that utilizing any new concepts in the right way can make a tremendous difference.

Over the years, sports organizations have become particularly complex and sophisticated. Within every organization there are numerous different positions, mangers,

sections, and levels. It is imperative that sports psychologist, mangers, and executives understand these different intricate levels to be able to implement any strategies they may have. These levels include organizational, inter-group, intra-group, and individual. At the organizational level, members must ask themselves, are the sport organizations' plans and tactics beneficial to accomplishing success? Has the political, economical, and social environment been looked at? At the inter-group level, the question is whether or not the members of the organization share the same goals. Intra-group level describes the environment and resources needed for team members to work in coordination and effectively. Finally, at the individual level, are roles properly defined in a manner that does not cause misunderstanding or problems? (Fletcher & Wagstaff, 431). When there is a problem in one of these levels, it is likely to permeate down through all echelons of the organization. This shows how important it is to focus your attentions equally to all levels and to understand why every member of the organization is just as important as the next. You cannot alienate any one section of the organization because that section is liable to destroy the rest of the organization.

Communication is extremely important to help members in the organization successfully interact with one another. If members of the organization are unable to communicate properly, then there will be breakdowns in tasks, meetings, and performances. These breakdowns could prove extremely costly to large organizations Communication with sports organizations is vital to success on the field or court. Very often, top sports teams and organizations utilize communication more effectively than its competitors. As Fletcher and Wagstaff explain, twenty sports and business leaders were interviewed and asked about their

opinion on organizational effectiveness in regards to group dynamics, including management, group unity, and communication. The results were as expected with communication seen as a critical tool within an organization, "The importance of communication to organizational success was illustrated by the participants citing numerous examples of how these factors could "make or break" and organization's effectiveness" (429-430). Clearly this shows that communication can be the difference between success and failure in business and sports organizations. With such diversity in today's world, communication is more important than ever. It is critical that all verbal and non-verbal messages are understood and explained correctly. Improved communication will help enhance productivity and worker satisfaction. Having an accomplished leader will make communicating easier, as they will have the confidence, skills, and experience to clarify any misunderstanding. Members of the organization should pay attention and use good listening skills so that they do not make any needless mistakes.

An organization is characterized as, "a formal structure of planned coordination, involving two or more people, in order to achieve a common goal" (Hanin, 19). This definition epitomizes what a sports organization is, a team pulling in the same direction for a common cause. When you analysis what professional sport is, it is simply a business with a "unique product", that being the team (Frontiera, 74) In business you want your product to be as good as it can be. It is the same principle in sports. Your product is the team and everyone within the organization must do everything they can to improve the team. There are many different roles, processes, and collaborations that lead to the product being its best. It is this collective effort that leads to accomplishment. It is important to remember that the

organization is more than just the performance of its best athletes, "It is a big and very complicated organization interacting with other bodies and organizations at both domestic (national) and international levels" (Hanin, 18). By understanding the organization and how it interrelates to everything around it, top level managers will be able to set goals and create objectives that suit the internal and external environment. These goals will help maintain the motivation of its members.

A vital step in creating a successful organization is making sure that members of the organization have easy access to each and every part of that organization. In other words, any gaps between an athlete and coach, athlete and sports team, athlete and fans must be eliminated. There is also a more recent gap that has developed between the performance team (athletes and coaches) and team administrators (CEO's and management). These gaps of communication and coordination can be detrimental to the organization. By "bridging the Gap" the organization will be able to work more efficiently and solve problems from the top of the organization all the way down to the bottom (Hanin, 19). The perception nowadays is that major problems at the top of the organization will cause the most difficulties for executives. However, as we have seen from Hanin's examples, deep lying issues throughout the organization are equally as important and should be dealt with. These smaller more discrete problems are usually the ones that end up tarnishing an organization.

There are many aspects of business organizational theories that can be coupled with theories used within sports organizations. Improvements in attitude, leadership, motivation, and management can all improve productivity within the sports organization. Leadership from managers within the organization is a major part of being successful. Managers must possess a wide variety of skills to successfully navigate the organization on a path to profit.

There are different levels of managers throughout the organization who all have their own unique roles. These levels are top, middle, and first-line. The managers at the top control the organization by setting goals and strategies and being the representative of the entire organization. The middle manager is in charge of implementing the policies and tactics of the top manager and looking after the lower managers, this would be like a coach in a sports setting. And finally, the first-line mangers coordinate the activities and put into practice what the top managers have set out, this would be your athlete or player (Hanin, 20). One thing that all organizations have in common is the interaction between these levels of management. The most successful organizations interact and work diligently to maintain a good line of communication. This interaction must be mutual from top to bottom and visa-versa by uniting and working towards the same goals. An important characteristic a manger should possess is trustworthiness; lower members of the organization will have greater respect for a manger that they trust. The same can be said in the sports setting, managers who have integrity usually gain more respect from their peers.

Aside from the different levels of management, there are also many roles and skills involved in management at all levels. With any management position, there are always going to be responsibilities, pressures, and obstacles encompassed in the daily duties. There are three different categories in management roles, "Interpersonal (dealing with people: figurehead, leader, liaison), Informational (processing of information : monitor, disseminator, spokesperson), and Decisional (making decisions: entrepreneur, disturbance handler, resource allocator, negotiator)" (Hanin, 20). As well as these roles, there are also a number of skills that managers must possess such as technical, analytical, diagnostic, reasoning and interactive. Obviously, not all mangers will have or even need all of these

skills. The number of skills each manger will have is dependent on the level they are at and the role they are in. Mangers at the top do not require as many technical skills because they are not involved in the hands on things. Top-level managers will need to be accomplished at analytical and diagnostic skills so that they can communicate the organizations policies and strategies (20). Top managers and coaches within sports organization must be highly skill in the art of communication and motivation. Athletes without motivation are nowhere near as profitable as the athletes that have drive and determination.

A key concept that executives, coaches, and players within the organization must understand is the fact that major organizations have a diverse workforce. To be successful members of the organization must understand how to deal with the diversity that exists and use the right methods to deal with problems. Differences in values, beliefs, and culture can lead to communication difficulties. Members of the organization need to know how to deal with these differences. By looking at business organizational behaviors regarding diversity, sports organizations can also be successful. It is crucial that mangers are highly trained to deal with this diversification within the organization and encourage teamwork regardless of values, beliefs, and culture. Managers should look to use organizational psychology to neutralize the problems with a diverse workforce, "Organizational approaches to teamwork could encourage us to re-think individual diversity in teams, the need for flexibility, and the relationship between teamwork and changing contexts" (Baker et al, 129). Flexibility and adaptability are major factors in successful teamwork. You may not always agree or get along with other team members, however, to be successful members must maintain a professional attitude and be willing to listen and change their opinion for the good of the

team. This collective approach should outweigh any individualistic mindsets within the team.

Role-related issues can occur because of a lack of understanding and knowledge of certain boundaries. A good example of this is explained by Wagstaff and Fletcher; they recommended that different roles are clarified, especially when it pertains to areas where professional overlap may occur. By defining the roles of each job, you take away the chance of disagreements and conflict, and further enhance your chance of maintaining job satisfaction and a positive environment. This role identification is usually associated with management teams and sports medicine teams. By communicating and emphasizing what vision they have for individual roles, it should help with group functioning and individually members will be content (429). It is clear that teamwork and an efficiently working organization are important, but it is wrong to believe that individual roles don't play a major part in a successful organization. To alter an organization and make them better, "individuals who operate at all layers" must be given just as much attention as the entire organization. Although most roles within the sports organization may differ, they each make up a fundamental part of the entire organization. Each roles plays a part in making the sports body move.

Within a sports organization there are usually a number of issues which athletes face that may be detracting from the team being successful on and off the field. They are environmental issues, personal issues, leadership issues, and team issues. Environmental issues include training facilities, travel arrangements, accommodations, selection, and a competitive environment. Personal issues include diet, injuries, your own personal expectations, and team goals. The leadership issues were individual coaches and their

styles. And finally, team issues included the atmosphere of the team, roles within the team, communication, and support from other members of organization (Fletcher & Wagstaff, 429). As you can see, there are many different obstacles in the way of an organization being successful. All of these different issues can lead to athlete's performing below par. Very often once they start to worry about one particular issue; it can have a knock on effect which will translate into the athlete having numerous different problems. Not only do higher level managers need to deal with their own difficulties, but they must also help athletes feel at ease. The athletes will evidently perform to a higher level if they feel fully comfortable with their environment. Personal issues in today's world are extremely important. Diet and professionalism off the field or court has such a vital part to play in how successful an athlete will be on the field or court. If the athlete does not treat his or her body right by consuming the right foods and fluids, then this can have a consequence on the athlete picking up injuries or being out of shape. In turn, the athlete will then perform way below their best and hurt his or her team's chances of playing at their premium level. Every team has different styles of management and different ways of doing things. With all the different personnel and personalities it is very difficult to please everyone. Good coaching is extremely important to mesh all these diverse personalities together. However, before the manager and coaches can do this, the top level executives need to make sure they select the right coach for the job. What works in one environment may not necessarily work in another environment. Overall, it is important to look at issues internally and externally and follow the right procedures to correct the problems.

Athletes, managers, and executives have to deal with numerous stresses within the daily events of an organization. A study of a sample of elite British athletes underlined the main causes of stress on professional athletes. The stressors identified in the study were training issues, unhealthy aspects of interpersonal relationships, interference from the governing body, competitive environment, and different personal issues within the organization (Fletcher & Wagstaff, 429). In can be very difficult to eliminate all stresses associated with competitive professional sports. The pressure to perform on a daily basis and maintain a professional attitude can cause major issues for members of a sports organization. These issues can be the reason why you get fired or have your salary reduced, so it is imperative that sports organizations have measures in place to combat these stressors. Team chemistry, strong structured support, positive leaders, and trustworthy co-workers can all have a positive impact on reducing stress. By using some of these organizational techniques, members have a far greater chance of performing with a clear mind and a positive outlook.

Recent studies done on organizational psychology in elite sports explains how it is not enough to focus on the individual mind-set. The focus of individuals within the sports organization must look at the entire picture and on existing external and internal influences within the sports body. The effect of these social and organizational issues on performance is the key to understanding why it is so vital to look at all levels of the organization. Fletcher and Wagstaff conducted a study that revealed a number of different variables that influenced the performance of Olympic athletes. These included organizational aspects such as; strong unity, positive coach-athlete bonds, coaches capability to deal with problems,

social support, the general expectation of the team, distractions within Olympic housing, and transportation issues (Fletcher & Wagstaff, 428). It is evident that result of good performances comes down to more than just the athlete and his talent level. Coaching, team-mates, the organization, and fans all play a significant role in how the athlete will do in competition. With positive coaching, encouraging team-mates, and a supportive fan base, the athlete is liable to feel considerably more confident to perform at his or her best.

In most cases the problems within an organization do not solely lie with one person. Often, the public perceives the head coach as the center of the sports organization, but this is an ill-informed perception. Any failures that may be occurring can usually be attributed to the whole organization. Joe Frontiera explains that "it is possible and even likely that poor-performing sports organizations' issues extend deeper than the coach" (Frontiera, 71). By improving the structure of the organization, clearly defining roles, and emphasizing the important characteristics such as motivation, good attitude, and leadership; executives have a better chance of maintaining a successful sports program. In the past, organizations have been far too quick to fire the head coach because of poor results. This does not always solve the problem because the issues go much deeper than the coach. To get a positive change in fortune, the organization must look at all levels and investigate what the underlying problem may be. By doing this, it is easier to figure out whether or not the coach was doing everything they could or whether it is time for a change of personnel. Executives must be able to male calculated decisions and not jump to conclusions on why the organization is not performing to the best of their ability.

An important quality of any organization is problem solving. The importance of being able to solve different difficulties that may arise is a crucial ingredient in being prosperous. The role of problem solver radiates throughout the organization, however, mangers and executives should specialize in this area and lead the organization. Nearly all good leaders have the aptitude to deal with problems in numerous different ways. The skills include good recruiting, socialization, and a specific incentive system (Frontiera, 74). By recruiting the right members to the organization, it automatically reduces the chances of problems in the future. Socialization is associated with acquiring skills, norms, and values related to the position or organization that a leader is a part of. And finally, a specific incentive system gives workers the added motivation they need to get the job done. Members of the organization are less likely to fail when there is a reward at the end of the project or duty. As well as these processes, the role of a leader to influence the organization has many more aspects including, "inspirational motivation, intellectual stimulation, idealized influence (charismatic), and individual stimulation. With these, transformational leaders are able to tap into the personal value system of employees, while making the connection between organizational values and desired outcomes explicit" (Frontiera, 74). This is an extremely important point that emphasizes the skills necessary to be a top-level manager. The best mangers are able to make employees realize that their individual work is for the greater good of the organization. The leaders should relate to the organizational members on a personal level to underline that constant progress and growth is a key ingredient to individual and collective success. Finally, transformational leaders should lead by example and epitomize the values and goals of the entire organization. This example will help other members act in the correct manner and perform their roles diligently (74). As

stated before, problem solving can come from all levels of the organization. However, top level leaders need to be highly skilled in this department so that other members can follow their example and make decisions far easier.

Although success does not lie with any one part of the organization managers and coaches do play a major part in directing the organization and helping it be as successful as possible. As Wagstaff and Fletcher explain, leadership, guidance, and management are extremely important and require certain skills, "More specifically, the implication is that head coaches, team managers, and performance directors need to possess an array of complex managerial skills, including the ability to inspire and motivate others, build a unified team of administrators and technical staff, and maintain clear lines of communication. Importantly, these competencies will likely differ from the technical skills typically used by coaches and the political acuity commonly exhibited by directors "(430). This quote highlights the complex job that many head coaches and directors have. It also emphasizes the level of skill and knowledge that you must possess to be competent in this role. There is a great responsibility on the shoulders of coaches and managers to coordinate and lead so many other members. This is why they are usually the first to be sacrificed when the team is losing games and money. If coaches or managers can understand the psychological problems within the organization, as well as the physical problems, they will have a better chance of maintaining their role as a coach and gaining the triumphs they need to be successful.

Individuals have attempted to incorporate psychology into sports for some time with varying degrees of success. Sports psychologists have looked into athlete's mental states

including their motivations, attitudes, and influences. However, organizational psychology goes deeper and looks into the sports culture and environment as well as an individual athlete's mental state to analyze performance. As Fletcher and Wagstaff explain "the tendency has also been to overlook the climatic and cultural factors associated with the optimal development of athletes" (428). This means that not only do we need to analyze the player; we must also analyze the player's life as a whole. How he/she is conducting him/herself off the field may help to answer questions about his/her performance on it. Mental preparation and focus is important for athletes, but, to overlook outside influences and the environment in which athletes spend most of their day is not wise. Social and organizational influences have just as big an impact as the mental state of an athlete when it comes to performance. What athletes do when they are away from the team can influence their performance, "elite athletes do not live in a vacuum; they function within a highly complex social and organizational environment, which exerts major influences on them and their performances" (Fletcher & Wagstaff, 428). Throughout time, stories of sports stars falling from grace, because of poor life choices have dominated the headlines. Anything from gambling, drinking, or even failed marriages can cause bad performances. Big-time sports are constantly in the public eye nowadays so any mistakes that are made will be translated across the world. In college sports last year there were a number of scandals that affected the output coming from those schools, "big-time intercollegiate athletics is undermining the integrity of our institutions, diverting presidents and institutions from their main purpose" (Pappano, 2). These off the field activities are clearly having an effect on the way these college organizations are run. With the time and effort of presidents and top level mangers going into dealing with internal violations, other areas of the organization are

faltering. As stated before, when there is a problem with one level of the organization it filters down throughout the entire institute. . That is why it is important to analyze every aspect of a players life and not just what you see on a Sunday. By helping players off the field, the entire organization is likely to prosper.

With any successful brand or organization, longevity is an integral part of the keys to success. Short and long-term goals must be in place in the sports organization, as it can make early strides to improve the organization and maintain these developments over time. Organizational functioning is defined as a collection of individuals working together at their maximum potential to achieve the goals set by the organization (Wagstaff et al, 27). By setting goals, the members within the organization have something to strive for and will perform with greater motivation. This motivation should be the key to improved results. Another way to have continued success is to keep your members happy. If the members of an organization are happy then they will maintain a high standard of work and remain loyal to any given organization for years to come. In a sports organization, you need to know how to accommodate all the players and staff so that everyone is performing to the best of their ability. As Wagstaff explains, organizations are multifaceted units that rely on interconnected factors, where no individual mind has a complete overview of what goes on and success is related to a collective effort of members working together (27). This is a perfect example of how an organization should be run. By involving all parts and members, the organization can move in the right direction towards common goals. A collective effort is a crucial aspect of how and why successful organizations remain at the top. It is not

individuals who create success; it is the sum of all those individuals working together in harmony.

A further way to achieve long-term success is to uphold a strong relationship with your external environment and the society in which you operate. External environment is anything that is outside of the organization that could possibly affect it. This includes general environment (nonspecific organizations) and task environment (specific organizations). In terms of general environment, this may comprise of economic, technologic, social, political, and international dimensions. Task environment on the other hand will include specific organization such competitors and partners that directly affect an organization (Hanin, 21). Therefore, sports teams must realize that society plays a big part in the overall success of the organization. Walonick explains, "Organizations receive their charter from society as a whole, and therefore their ultimate responsibility is to society" (Walonick). Society and the surrounding environment is ever changing. Each and every year new problems, competition, and goals arise and it is very important that the organization is able to adapt to these changes. If the environment changes the organization cannot sit still and let the other competitors gain major advantage. Frontiera states that the organizations which emphasize the importance of adaptation are the one who will succeed, "The best performing organizations were those with an adaptive culture, where the culture encourages continuous change internally and externally. This change-embracing culture must come from leadership, and while the adaptive culture must value leadership, the leadership, reciprocally, must value the core constituencies of the organization" (72). By adapting to the ever changing environment, the organization increases their chances of maintaining a competitive

advantage. Very often the organization that adapts the best and fastest will be the one who gets the positive results. It is extremely important to understand when to change and when the external environment is changing. Frontiera insists that the best leaders are able to look at their own organization at the end of each year and evaluate what is and is not working (81). This approach can be highly effective and allows the organization to assess what facets of their organization need to be altered, "The concept of adaptability and an openness to change is critical for continued organizational success and has been found to be directly correlated to organizational performance" (81). Change is not a bad thing, organizations that adopt innovation and modifications will give themselves the best possible chance of being the best.

An organization is epitomized by the norms and values that its members and supporters believe in. Sports organizations have different values that they hold dear to their particular organization. By having different values, it gives the players, coaches, and fans something to unique to relate to. To maintain these cultures organizations must adapt, be consistent, get involved, and have goals. With different beliefs and customer needs, the organization is constantly changing. Not only is the environment changing but so too is members within the organization. These members must remain consistent with the quality of work they produce and the rate they produce it. In sporting terms, athletes must deliver good performances on a consistent basis and make the right decisions at the right times. Everyone inside and outside the organization must be dedicated and stay involved no matter what goes on. To have a dedicated organization will ensure that no matter how bad times get, your members and supporters will remain loyal. Finally, abiding by a mission statement and

pushing towards common goals will give your whole organization motivation to achieve success (Frontiera, 73). Focusing on commitment, innovation, and consistency can help higher and lower level members achieve greater levels of output. Being goal-orientated can have a positive effect on the direction the organization is moving. All of these components translate very effectively to a sports setting and could make the difference between a championship season or a losing record. The attention of the organization must be a fine balance between outward and internal focus, "organizations that focus outwardly on customers and stockholders and inwardly on employee fit and communication have stronger performance" (73). With the correlation between successful organization and adaptive cultures, organizations will have better insight on which direction they want their organization to go. Add to this a consistent and interactive following of supporters and you have a great chance to thrive. The internal and external environment must interrelate so that any changes being made are for the benefit of the organization, but also the people they affect.

Successful sports organizations are present in many different countries and many different sports. Psychology has started to play major roles in different fields, with organizational psychology already having a place in the business world. Most sports and sports organizations are now multi-billion dollar businesses so it is obvious that the fields of sports, business, and organizational psychology are going to cross. A big question that looms is whether these concepts can translate into the world of college sports. Many people only consider professional American football and basketball as sports organizations. It is evident that the structure of college and the professional market is different. However,

college athletes, coaches, and presidents are becoming more and more focused on success and money and not on education. By winning games college teams can earn enormous income for the university. With all the TV coverage, sponsorship deals, and bowl games available now universities have shifted their attention to the business side of college sports, "The explosion in televised games has spread sports fever well beyond traditional hotbeds" (Pappano, 2). With this shift, college organizations have started to model their teams and schools on professional organization, even if there are some big differences. Amateurism within college sports has become increasing less with many calls for student-athletes to get paid. Many of today's top college athletes are more famous than professional athletes which returns to the question of does organizational psychology have a place in College organizations? Overall, it seems that sports and academic organization exist separately within colleges. This divide means that some of the principles used in organizational psychology could work, but only if you use them separately in each organization (Athletic and academic). One of the aspects of a successful organization is to have common goals, in college academic and athletic success often collide, "Last semester, the University of Central Florida cancelled afternoon classes before the televised game against University of Tulsa" (Pappano, 7). The conflict between academics and athletics is an ongoing problem within college organization. To solve this problem the top-level leaders of the organizations will need to come to some agreement and schedule games or classes better.

It is clear that many of the principles within Organizational Psychology will lead to an improved sporting organization. These improvements will enhance the performances of athletes, management, and executives. If used properly, the principles implemented will

lead to better attitudes, greater leadership, and superior motivation to be successful. Organizational Psychology will help to define roles within a sports organization giving all stakeholders a clear picture of the working structure of the group. By clearly defining the structure and roles, every member of the organization will be able to undoubtedly perform their tasks at much greater levels. Understanding the society the organization operates in is extremely important to maintain long-term success. A successful organization will intertwine with the society it operates in, adopting its values, cultures and beliefs. By adapting and changing to the environment the organization stands a far greater chance of being successful and gaining a competitive advantage over its rivals. If the organization does not set goals that cater to the longevity of the organization, then it is likely the executives and organization as a whole won't be very successful. These goals give members of your organization something to strive for. Motivation will be crucial for optimal performance, and setting goals is an ideal way to create motivation. Finally, to enhance the organizations competitive advantage, the correct use of these organizational principles is vital. All levels of management including higher, middle, and lower must work together and utilize the specific sets of skills they each possess. By communicating with each other and performing their distinct roles to the best of their ability they will undoubtedly gain big profits and greater performances from the athletes. Success or failure lies in the hands of the whole organization and a collective effort is essential. From analyzing and researching information in this field I believe that organizational psychology has many benefits to a sports organization. The concepts and processes are very similar in business and sports settings which should allow for an effortless transition. The sports world has become one of the world's largest businesses, and this is why I believe that the organizational behaviors

that's have made business organizations so successful will fair just as well in a sports

setting.

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