



# Module 1: Organisational Chart/Responsibilities of a Sports Management

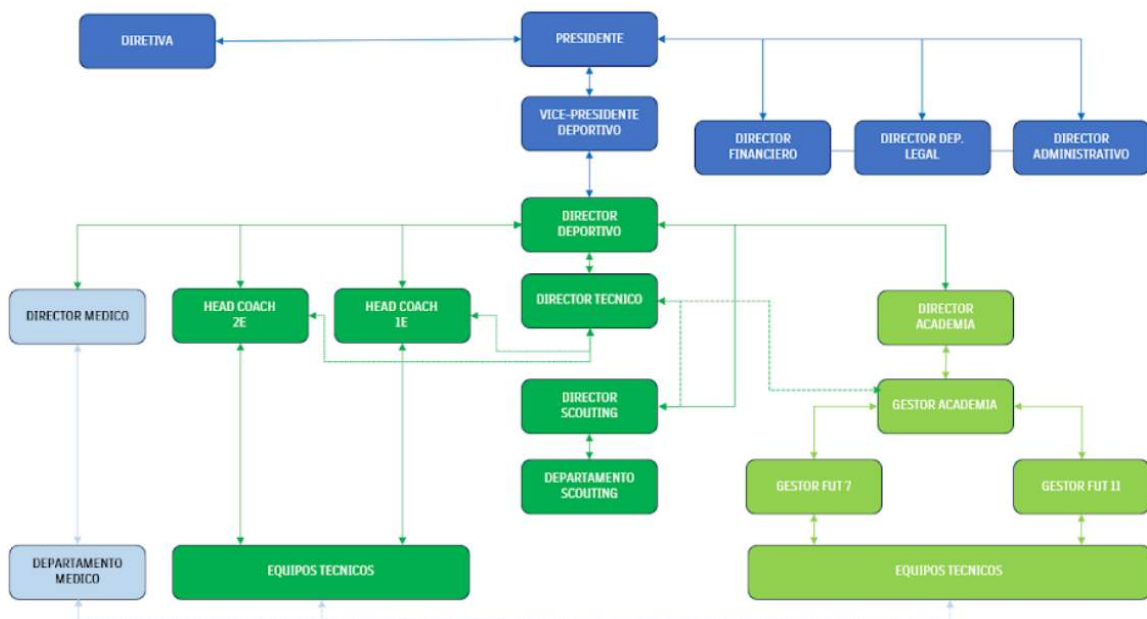


## Unit 1.1 Organisational Chart

# Unit 1.1 Organisational Chart

An organisational chart of a sports club is a diagram or graphic representation that helps visualise the internal structure of a club, detailing its functions, various departments, the names of those responsible for each area, and the relationships or connections between the members of the sports club.

**Image 1: Organisational Chart and Responsibilities of a Sports Management**



Source: Own elaboration.

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TRADUCCIÓN DEL CUADRO

DIRECTIVA: BOARD OF DIRECTORS

PRESIDENTE: PRESIDENT

VICE PRESIDENTE DEPORTIVO: SPORTS VICE PRESIDENT

DIRECTOR FINANCIERO: FINANCIAL MANAGER

DIRECTOR DEPARTAMENTO LEGAL: MANAGER OF THE LEGAL  
DEPARTMENT

DIRECTOR ADMINISTRATIVO: ADMINISTRATIVE MANAGER

DIRECTOR DEPORTIVO: SPORTS MANAGER

DIRECTOR MÉDICO: MEDICAL MANAGER

HEAD COACH 2E: HEAD COACH 2TEAM

HEAD COACH 1E: HEAD COACH 1TEAM

DIRECTOR TÉCNICO: COACH

DIRECTOR ACADEMIA: ACADEMY DIRECTOR

DIRECTOR SCOUTING: SCOUTING MANAGER

DEPARTAMENTO SCOUTING: SCOUTING DEPARTMENT

GESTOR ACADEMIA: ACADEMY MANAGER

GESTOR FUT 7: FOOTBALL 7 MANAGER

GESTOR FUT 11: FOOTBALL 11 MANAGER

EQUIPOS TÉCNICOS: COACHING STAFF

EQUIPOS TÉCNICOS: TECHNICAL STAFF

DEPARTAMENTOS MÉDICOS: MEDICAL DEPARTMENT

**Main Individual Responsibilities of the Different areas or positions  
(according to the organisational chart)**

**Board of Directors:** It is responsible for ensuring that the club is managed according to its objectives. They hold all the powers of the club, some of which may be delegated to an operational board. The

Board of Directors oversees the club and is accountable before members. Under their management, leadership, and direction are the different areas or departments, such as Finance and Accounting, Marketing and Commercial, Legal and Compliance, Administration, Project Development, Social Initiatives, and so on.

**President:** The President is the highest authority in the Board of Directors. The President represents the club at local, regional, and national levels and acts as a supportive leader for all club members. The President facilitates the club's activities and, most importantly, ensures that planning and budgeting for the future are carried out according to the members' wishes. The President is responsible for setting and overseeing the club's goals, leading club meetings, appointing committee chairs, and delegating tasks as necessary. Additionally, the President is responsible for recruiting, training, and retaining members and maintaining regular communication with the manager of each division.

**Sports Vice President:** The Sports Vice President works with the President and the Board of Directors to ensure the club has clearly defined sports aims and goals, and documented strategies and implementation plan about how to achieve them in the next years/seasons. The Sports Vice President must regularly communicate with the President to ensure that the club meets its overall objectives.

**Treasurer/Financial Vice President:** The Treasurer is responsible for managing the club's financial operations and banking activities. This position carries significant legal responsibility and is usually entrusted to individuals of the highest confidence.

**Secretary:** The Secretary is the executive who certifies the decisions made by the Board of Directors and drafts the meeting minutes. This member also holds the responsibility of issuing certificates to banking authorities if necessary.

**Board Members or Area Managers:** Board Members are members of the Board who do not have any specific area of responsibility assigned. However, they have the right to voice their opinions and vote and share responsibility with the other members. Board Members are appointed based on discretionary capacity or as stipulated by the clubs by laws.

The **organizational chart of a sports club** must be adapted to the specific needs of each case. Another particularly important aspect is assessing the available human capital. Often, the appointment of executives is not a matter of suitability but rather making the best of the available resources. However, there are certain structures you can choose from to enhance the organisation that best aligns with your interests.

1

## Presidential Model

The **Presidential Model** is essentially a version of strong corporate leadership. It can only function effectively in highly centralised structures led by a **charismatic leader**. The issue arises when this leader is no longer present, the sports club's organisation weakens. The core idea is that the president has the **final say** in all the significant decisions.

2

## Delegation of Sports Functions

This model assumes a certain level of **specialisation** and it is essentially a way to separate sports management from economic management. The president remains the highest authority, but the planning and sports management responsibilities are delegated to a manager. This is the model used by many first-division football clubs.

Delegation of sports functions has been implemented in several professional clubs, especially for former players to take on these roles.

3

## Distribution by Functional Areas

The distribution by functional areas is, in fact, a model of **complete delegation**. The president would take on a representative role, while the day-to-day management would be delegated to different managers. Typically, there would be a manager for economic matters, another responsible for sports, and other managers in charge of areas such as institutional relations or marketing. Only large sports clubs are in a position to successfully implement this organisation.

### **The Advantage of Professionalising the Club's Management**

The **organisational chart of a sports club** is essential for improving a club's management. If you have personnel to make decisions, decision-making will be much more effective.

Effective decision-making provides an advantage, and in the long run, this will translate into **improved results**. Professional management yields more **benefits** in the form of better results and increased revenue. Professional sports clubs are, after all, businesses. Management should not differ from that of a company, regardless of who the owners are.

However, it is essential to know who you can choose. Some organisations require more complex management, while others need swift decision-making. It is advisable to plan the organizational chart that best suits your club, weighing the pros and cons.

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## Conclusion

**The professionalisation of sports club management is a non-negotiable issue. Therefore, it is not surprising that the organisational chart is of paramount importance. In the long run, this is a way to enhance competitiveness.**

## Sports Manager

Football sports managers are responsible for a club's overall football philosophy, from youth teams to the first team, as well as working with the head coach and technical director to identify transfer targets, coaches, discuss budgets, buy, and sell players, and offer new contracts to existing players.

The sports manager must act as the club's football expert and provide informed recommendations on key matters such as player recruitment, academy strategy, and the appointment of coaches and support staff.

They should serve as the liaison between the board of directors and their senior direct reports, as well as all subordinate areas below

(professional team technical staff, medical departments, scouting department, academy, etc.).

Additionally, the sports manager is the club's spokesperson in the media regarding football-related management issues.

### **Technical Director**

A technical director is responsible for the general management and strategic direction of a club's footballing aspects. They oversee club operations, including player recruitment, coach development, performance analysis, sports science, and strategic planning.

### **Head Coach**

The coach's responsibilities include leading training sessions, providing motivation and advice during games, developing game plans, attending try outs, and scheduling team meetings. They must be able to identify each player's individual skills and provide individual training when necessary.

The head coach is also responsible for delegating tasks to the rest of their coaching staff. In this case, they are the spokesperson in the media regarding issues related to the matches and players on their team.

## **Medical Manager**

The team's head physician has the ultimate responsibility for medical decisions regarding the health and well-being of the team, including the prevention, treatment, and management of injuries and illnesses.

## **Scouting Manager**

Under the guidance of the sports manager and the technical director, the scouting manager is responsible for player identification. They coordinate a scouting team to build a database of detailed player information and evaluations, from early identification to advanced scouting assessments, reporting, ranking, and projecting potential player acquisitions at all professional levels of the club. They also oversee the development of the club's scouting processes and the management of their team.

## **Academy Manager**

The academy manager's role is to provide a framework for the development of young players and oversee the recruitment and development of players and coaches within the club's academy. The academy manager is also responsible for managing the academy's budget and all staff, and they are the primary decision-maker when recruiting players recommended by the scout team for the club's non-professional categories.

## **Professional Sports Management Department**

The responsibilities of a sports management department at a football club involve the overall management of the areas necessary for successful sports operations.

This area is managed by the football or sports manager (varies from club to club), considering the club's overall objectives and resources.

They report directly to the sports president and the vice president.

Some of the responsibilities of the professional sports management department are the following:

1

### **Establishment of Short-, Medium-, and Long-term Strategies for the Football Department**

Sporting objectives (short-, medium-, and long-term) must be identified according to the reality and overall goals of the club. Strategies must also be established to address these sporting objectives, creating mechanisms to achieve them.

2

### **Management of Existing Squads (Players and Staff) from a Technical and Economic Perspective**

## **Performance Analysis Management**

Performance analysis is an integral part of the modern game. To reach the highest performance levels, the deployment of analysis must be precise and structured to ensure its effectiveness in influencing both the game and the individual or collective performance of the respective squads.

**3**

### **Squad Planning (Players and Staff)**

An area where the technical department has a significant impact on the functioning of the department is the management of its human resources. In general, it may seem like a very simple equation, but in fact, it is an area that requires a great deal of planning, attention, and time, as many factors are necessary for an optimised management.

**4**

### **Identification of Squad Needs**

Before initiating a recruitment process for a squad or multiple squads for the coming seasons, the existing squads must be identified, not only from the perspective of quality and quantity.

5

### **Squad Evolution (Players and Staff)**

The professional development needs of both players and staff must be managed. Weakness areas must also be recognised and addressed. Additionally, the duration, renegotiation of contracts, and recruitment of players and staff must be defined.

Once all the previous work in planning is completed, the sports management department focuses on the effective management of human resources and contracts.

Considering the existing squads from the perspective of quantity and quality, existing contracts, necessary areas for improvement, available financial resources, as well as the overall sporting objectives of the club, a large amount of work and detail must be organised. Ineffective management can have future implications.

6

### **Market Analysis through the Scouting Department**

Market analysis, with the aim of adding talent to the squads, is a fundamental process in the qualitative and quantitative improvement of the squads. The success of any well-run organisation must include a succession plan. A scouting department is an essential, critical, and highly important area of any successful sports organisation. It must be fully integrated into the overall technical department/technical secretariat and its operations.

A basic principle is: if you recruit well, you have a higher chance of winning; if you recruit poorly, you have a high chance of failing.

### **Scouting Department**

We consider it to be one of the most important and relevant departments in the development, growth, and success of football clubs. The level, performance, and value of the players that clubs have, lead to the growth of all other departments, increasing their productivity and performance.

There are a series of important points mentioned below:

- Investment in the department (technical department of the club).
- Professionals led by the scouting manager.
- Detailed knowledge of all major international leagues.

- Control and tracking through a database that should always be owned and controlled by the club.
- The role of the manager or football director in player recruitment, to present the club's vision and the player's individual career plan.
- Monitoring of an appropriate progression plan established by the sports management department, setting goals with the player.
- Monitoring the player's adaptation and personal situation, ensuring emotional stability.
- Educational support with private tutors and dietary control.

## 7

### **Supervision and Control of the Technical Game Philosophy**

An objective game philosophy must be created that respects the football culture of the club in line with its overall goals. It is also necessary to identify the technical-tactical strengths and weaknesses of the existing squads and adapt the game philosophy, respecting the club's football culture and aligning with the global evolution of the game.

#### **Principles of the Working Group**

- Do not fear competition, but incompetence.
- The achievements of all civilizations were made by groups, not by one person alone. The leader is very important, but without the group, they are nothing.
- Less "me"; more "us" and "you".

## **Characteristics**

Football professionals must take responsibility and be specialists in all areas that influence performance. Their dedication must be absolute, and they should be highly motivated.

Premises for the Sports Manager:

- Leadership is more important than ever.
- Leadership is often mythologised.
- Leadership is the talent to influence others.

What does it mean to be a leader? A leader sets the tone, transmits energy, and builds the team.

Questions any professional should ask themselves: "Who has made or is making a mark on my professional career?" "Who has served as a reference or role model in my life?" "Who has helped me face or solve a

difficult or adverse situation in my personal or professional life?" "Who has helped me see things differently and change the way I approach them?"

The four Ds of talent: delight, diversity, dedication, and domination.

### **Types of Sports Managers**

1. Internal promotion from within the club.
2. Former player of the club.
3. Established external candidate.
4. External bet.

### **Evaluation Points for the Sports Manager in the Media:**

Does he give interviews?

Does he filter information?

Does he answer the phone?

Does he address my concerns?

Which agents does he work with?

What is his media profile?

Does he know the club's history and identity and its influence on the society and culture of the region or city?

**Weaknesses of the Sports Manager in the Media:**

Does he have the backing of the board or management committee?

What is his relationship with the coach?

Is he in control?

What is his contract?

What is his success rate in decision-making? And in signings?

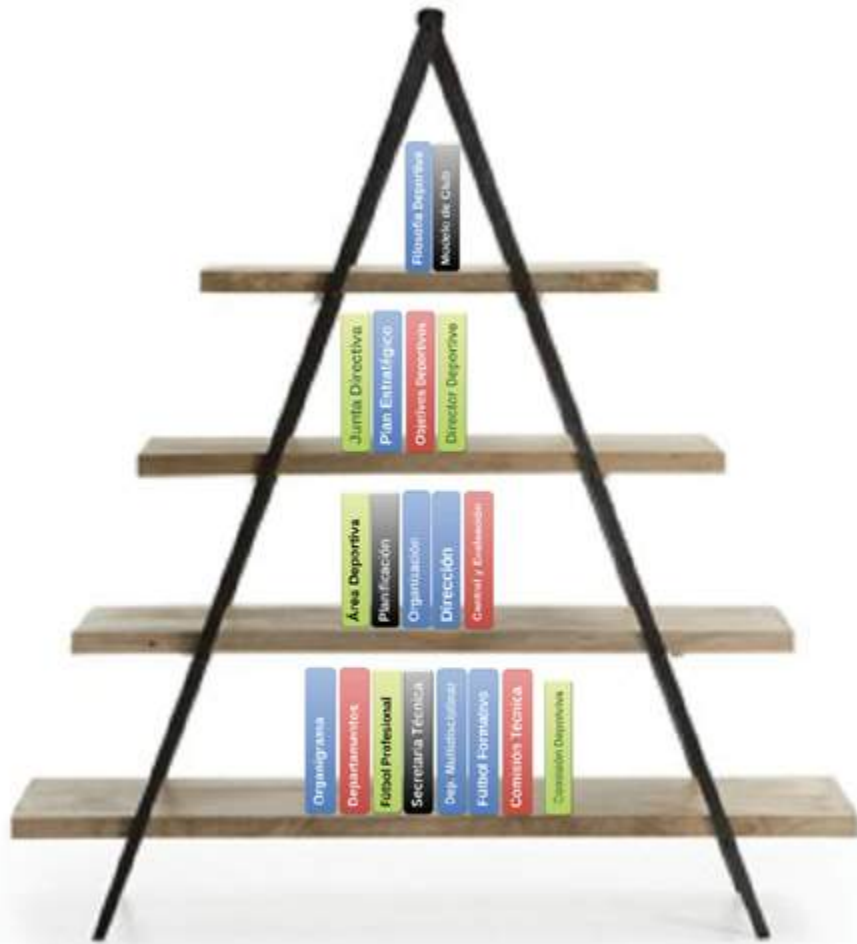
**Image 2: Decision-making in Player Selection**



Source: own elaboration.

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### **Image 3: Key Concepts**



Source: own elaboration.

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TRADUCCIÓN:

FILOSOFÍA DEPORTIVA: SPORTS PHYLOSOPHY

MODELO DE CLUB: CLUB MODEL

JUNTA DIRECTIVA: SPORTS BOARD

PLAN ESTRATÉGICO: STRATEGIC PLAN

OBJETIVOS DEPORTIVOS: SPORTS GOALS

PLAN DEPORTIVO: SPORTS PLAN

DIRECTOR DEPORTIVO: SPORTS MANAGER

AREA DEPORTIVA: SPORTS AREA

PLANIFICACIÓN: PLANNING

ORGANIZACIÓN: ORGANISATION

DIRECCIÓN: MANAGEMENT

CONTROL Y EVALUACIÓN: CONTROL AND ASSESSMENT

ORGANIGRAMA: ORGANISATIONAL CHART

DEPARTAMENTOS: DEPARTMENTS

FÚTBOL PROFESIONAL: PROFESSIONAL FOOTBALL

SECRETARÍA TÉCNICA: TECHNICAL DEPARTMENT

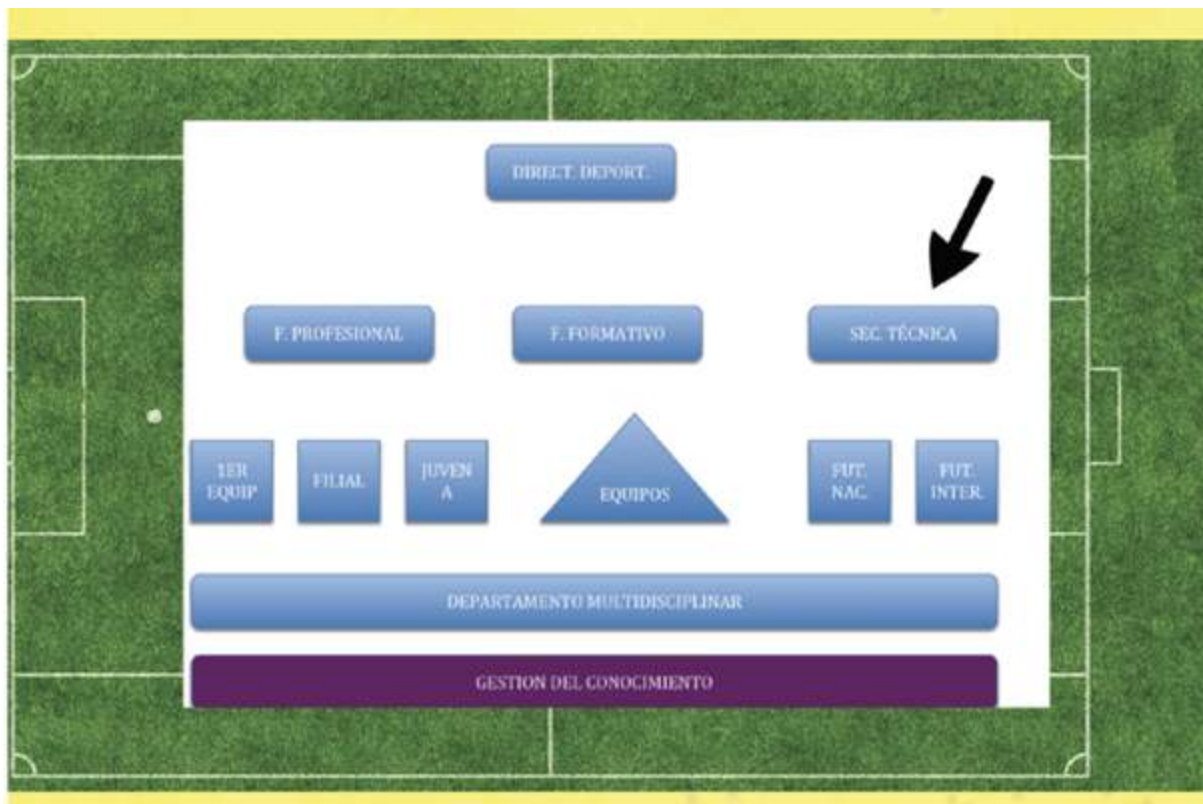
DEPARTAMENTO MULTIDISCIPLINAR: MULTIDISCIPLINARY  
DEPARTMENT

FÚTBOL FORMATIVO: FORMATIVE FOOTBALL

COMISIÓN TÉCNICA: TECHNICAL COMMITTEE

COMISIÓN DEPORTIVA: SPORTS COMMITTEE

**Image 4: Knowledge Management of the Multidisciplinary  
Department**



Source: Own elaboration.

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## TRADUCCIÓN

DIRECTOR DEPORTIVO: SPORTS MANAGER

FUTBOL PROFESIONAL: PROFESSIONAL FOOTBALL

FUTBOL FORMATIVO: FORMATIVE FOOTBALL

SECRETARÍA TÉCNICA: TECHNICAL DEPARTMENT

PRIMER EQUIPO: FIRST TEAM

FILIAL: AFFILIATE TEAM

JUVENIL A: JUVENILE A

EQUIPOS: TEAMS

FUTURA NACIONAL: NATIONAL FUTURE

FUTURA INTERNACIONAL: INTERNATIONAL FUTURE

DEPARTAMENTO MULTIDISCIPLINAR: MULTIDISCIPLINARY DEPARTMENT

GESTIÓN DEL CONOCIMIENTO: KNOWLEDGE MANAGEMENT

**Image 5: Global Season Calendar**



Source: Own elaboration.

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## TRADUCCION

CALENDARIO GLOBAL TEMPORADA: GLOBAL CALENDAR OF THE SEASON

SEMANAL: REUNIÓN SECRETARÍA TÉCNICA: WEEKLY: TECHNICAL DEPARTMENT MEETING

MENSUAL: ACTUALIZACIÓN OBJETIVOS POR MERCADOS: MONTHLY: UPDATE OF GOALS PER MARKETS

FILTROS TRIMESTRALES: QUARTERLY FILTERS

COMISIÓN TÉCNICA: TECHNICAL COMMITTEE

ACTUALIZACIÓN LINEAS DE SUCESIÓN: SUCCESSION PLANNING  
UPDATE

ANUAL: REUNION ANUAL DE OBSERVADORES: ANNUAL: ANNUAL  
SCOUTS MEETING

**Image 6: What, Who, Where, How, and When?**



Source: Own elaboration.

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TRADUCCIÓN:

QUE: WHAT

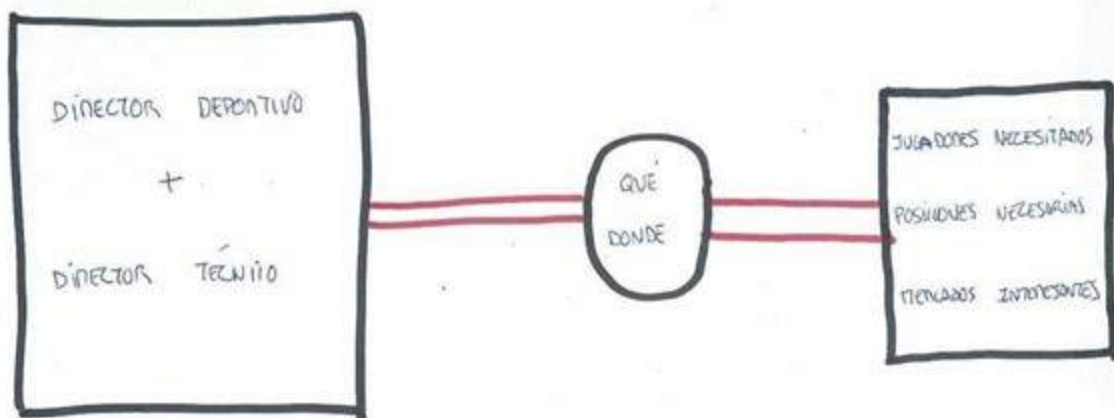
QUIEN: WHO

DONDE: WHERE

CUANDO: WHEN

COMO: HOW

**Image 7: Roles of the Sports Manager and the Technical Director**



Source: Own elaboration.

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## TRADUCCIÓN

DIRECTOR DEPORTIVO: SPORTS MANAGER

DIRECTOR TÉCNICO: TECHNICAL MANAGER

QUE: WHAT

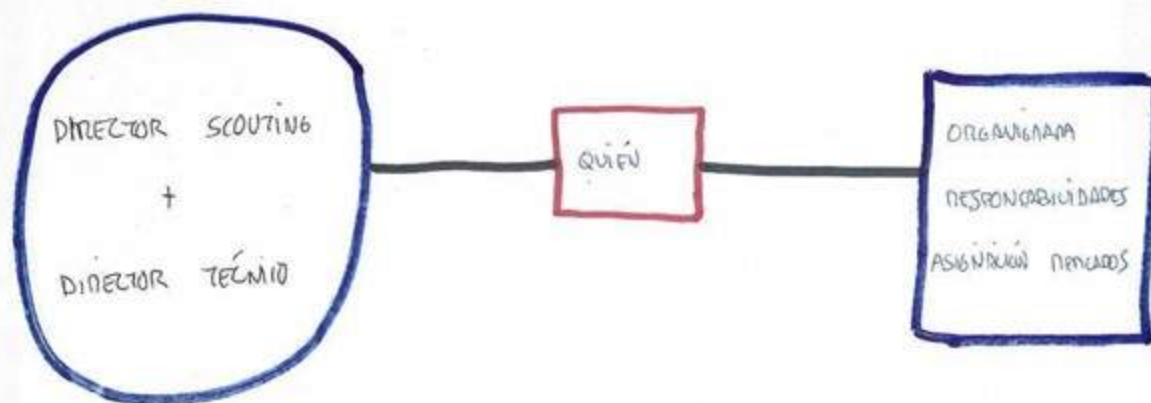
DONDE: WHERE

JUGADORES NECESITADOS: NECESSARY PLAYERS

POSICIONES NECESARIAS: NEEDED POSITIONS

MERCADOS INTERESANTES: INTERESTING MARKETS

**Image 8: Roles of the Sports Manager and the Scouting Manager**



Source: Own elaboration.

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TRADUCCIÓN

DIRECTOR SCOUTING: SCOUTING MANAGER

DIRECTOR TÉCNICO: TECHNICAL MANAGER

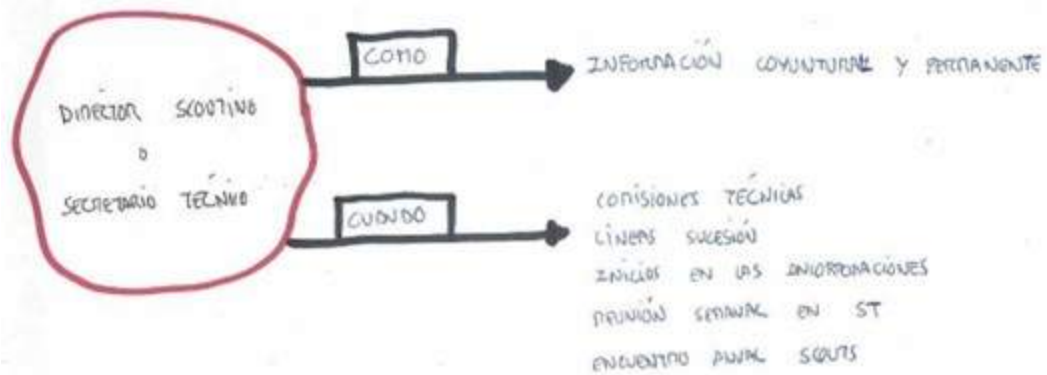
QUIEN: WHO

ORGANIGRAMAS: ORGANISATIONAL CHARTS

RESPONSABILIDADES: RESPONSABILITIES

ASIGNACIÓN MERCADOS: MARKETS ALLOCATION

**Image 9: Roles of the Sports Manager and the Scouting Manager**



Source: Own elaboration.

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## TRADUCCIÓN

DIRECTOR SCOUTING: SCOUTING MANAGER

O: OR

SECRETARIO TÉCNICO: TECHNICAL SECRETARY

COMO: HOW

CUANDO: WHEN

INFORMACIÓN COYUNTURAL Y PERMANENTE: CONTEXTUAL AND  
PERMANENT INFORMATION

COMISIONES TÉCNICAS: TECHNICAL COMMITTEES

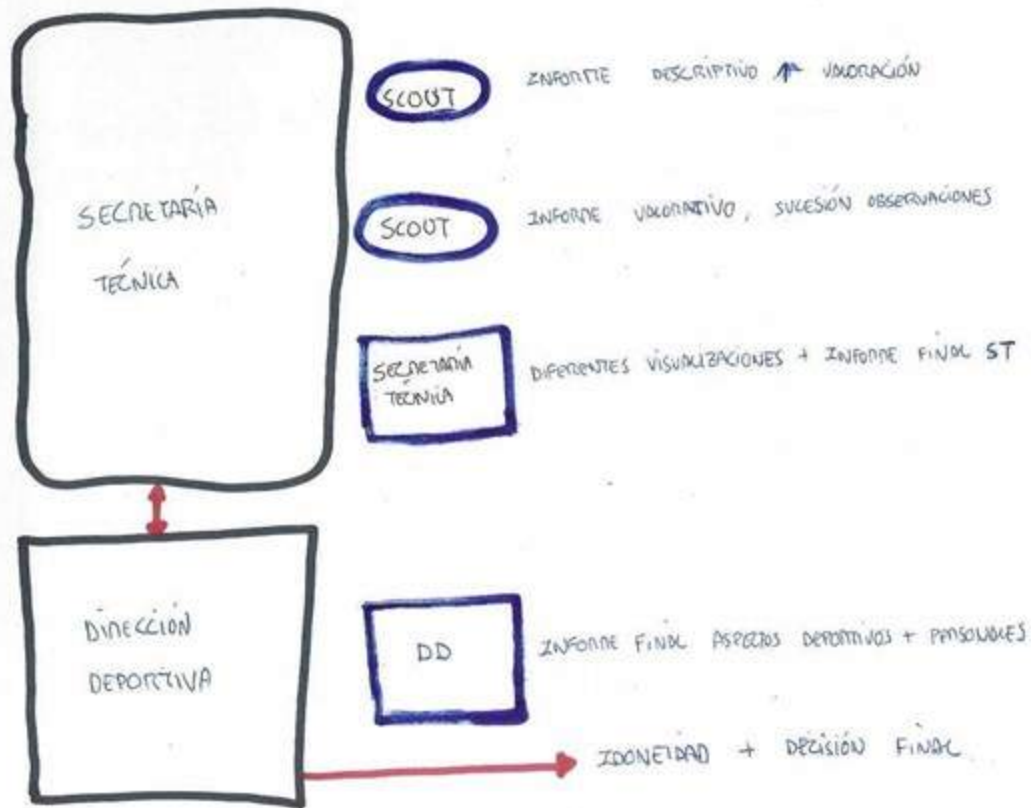
LINEAS DE SUCESIÓN: SUCCESSION PLANNINGS

INICIOS EN LAS INCORPORACIONES: BEGINNING IN SIGNINGS

REUNION SEMANAL EN ST: TECHNICAL DEPARTMENT WEEKLY MEETING

ENCUENTRO ANUAL SCOUTS: SCOUTS ANNUAL MEETING

**Image 10: Technical and Sports Management Departments**



Source: Own elaboration.

## TRADUCCIÓN

SECRETARÍA TÉCNICA: TECHNICAL DEPARTMENT

DIRECCIÓN DEPORTIVA: SPORTS MANAGEMENT DEPARTMENT

SCOUT: SCOUT

SECRETARÍA TÉCNICA: TECHNICAL DEPARTMENT

INFORME DESCRIPTIVO PRIMERA VALORACIÓN: DESCRIPTIVE REPORT  
FIRST EVALUATION

INFORME VALORATIVO, SUCESION OBSERVACIONES: ASSESSMENT  
REPORT, SUCCESSION OBSERVATIONS

SECRETARÍA TÉCNICA: TECHNICAL DEPARTMENT

DIFERENTES VISUALIZACIONES + INFORME FINAL SECRETARÍA  
TÉCNICA: DIFFERENT VISUALISATIONS + FINAL REPORT OF THE  
TECHNICAL DEPARTMENT

DIRECTOR DEPORTIVO (DD): SPORTS MANAGER

INFORME FINAL ASPECTOS DEPORTIVOS + PERSONALES: FINAL REPORT  
ON SPORTING AND PERSONAL ASPECTS

IDONEIDAD + DECISIÓN FINAL: SUITABILITY + FINAL DECISION

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## Phrases

**"Luck favours only the prepared mind." – Isaac Asimov (Isaac Asimov).**

**"Luck is what happens when preparation and opportunity meet and merge." – Voltaire**

**"Luck is the result of the sum of all your decisions." – Oprah Winfrey**

**CONTINUE**