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Psycho-Pedagogical Alternative to Strengthen Management Skills in EIDE Basketball Coaches Rafael Freyre de Guantanamo

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Abstract---*Due to the high level of competition achieved by contemporary sport increasing demands have placed on coaches, urging them to be more competent and effective in their duties. Carrying out a sports training is not just doing what you technically and tactically like to do, it would mean working under ignorance and consequently with the coming shortcomings. This implies that the directors of sports teams have a broad knowledge, in addition to the characteristics of the groups and athletes, also of being able to organize and direct their relevant actions to the integral preparation of the athlete. Therefore, the objective is to assess the theoretical foundations that support the team management process and managerial skills in coaches. For this, the study has based on authors who have addressed the issue of management skills and team management.*

Keywords---*basketball, coach, managerial skills, psycho-pedagogical, team management.*

Introduction

The global environment has become increasingly complex, globalized, and dynamic economic, political, social, and technological, have reached various levels. This situation has had a direct impact on various Cuban spheres, including sport, forcing this way to employ new conceptions and forms of work, so that the need to improve the integral training of professionals who have become more and more evident in facing this situation.

Sports training is not exempt from this and as a pedagogical process aimed at achieving the highest sports results of athletes. It requires management, as an important link in their direction; by conditioning a high level inherent to the physical, technical-tactical. Psychological and theoretical development of the athlete, which implies it totally and inevitably as a psychological being, he behaves according to his human being conditions, with a psyche that guides him and regulates in that activity according to the way it has been educated and developed.

The changes that occur constantly in society require the preparation of future or potential managers. Therefore, it is of paramount importance that they strive to adopt advanced management techniques that lead not only to their optimal development but also and fundamentally, to the human and professional relationship of the people who have directed. The team management is responsible for channeling and guiding all people to achieve the strategic

objectives that lead to success, however; Arriving at this point of excellence is not a simple task, even though whoever is at the forefront as the director acts as a dynamic element that finds the solution to problems, through decision-making. In this context, if you are not a person with sufficient skills to face any situation, you will not be able to achieve the desired goals.

It is also important that the leader or leader knows, how to inspire other people, express themselves orally, and in writing within the field of communication because. They are the ones who have the responsibility to lead the team to success, which requires them to develop, adapt, learn and improve their managerial skills to organize, coordinate, direct, lead, and above all achieve efficient management. Team management is much more than defining roles and delegating functions. It is a task that implies a high commitment at all stages of the process and for which many other skills and competencies have needed. Each team and each situation require a series of dynamics. That is specific to the case, which would probably not have the same effect or the same results under other conditions (Jowett, 2017; Loughhead & Hardy, 2005; Philippe & Seiler, 2006). What for some may be an opportunity, for others it is only an obstacle. For all the above, it has been proposed as Objective: To assess the theoretical foundations that support the team management process and the managerial skills of the coaches.

Materials and Methods

In this bibliographic review work, theoretical methods were used to perform an analysis of the most important conceptions, in which the authors of this article take sides and synthesize the most relevant ideas that characterize, in the Currently, team management. Analytical-synthetic and inductive-deductive methods were used.

Results and Discussions

Team management process

There are several international studies, mainly based on explaining the relationship of this process. With other variables such as group identity, cooperation, direction, leadership, coach communication (Dzhamgarov & Rumiantseva, 1989; García, 2001; Castillo *et al.*, 2003; González Llaneza & Martín Carbonell, 2007; Losada *et al.*, 2012). Authors who have researched the direction of sports teams in the international order, sometimes their contributions have based on intervention methods, with programs, plans, or intervention strategies that enhance the better work of the sports teams.

In Cuba there have been many authors who have investigated about the management process in coaches such is the case of who argues theoretically and practically regarding the management of team management, stating that everyone who The management of sports team management is primarily aimed at improving the physical and mental health of the athlete. However, you can never aspire to the fulfillment of your projections without having a broad command of the essential elements of applied sports sciences, a deep mastery of the technique, the tactics to carry out a training process.

In this sense, the sports coach should not only know about sports as most empirical trainers believe, without knowing that with bad management in their work the group is harmed, resulting in a series of factors against it. Moreno (2004), conceives the coach as the head of the sports group and its director during the training and competition process, so he must have a certain training that allows him to perform his duties optimally.

In the same order of ideas, Jiménez (2005) states that in every human group there must be someone who sets the common goals, indicates the path and the methods that have been followed, mark the roles corresponding to each of the group members, emotionally activate athletes to meet the predetermined goals and eliminate problems that may arise. However, it has thought that when a group of athletes has received, they instinctively qualify as a team, they may even believe that the group would be able to carry out the fulfillment of several tasks provided in the training plan, and much more, than being ready to get a sporting result.

A sports coach should not only go to the empowerment of the body but also of the mind and spirit. It must go further, aimed in all cases to raise the quality of its management and the achievement of results, without abandoning scientific and pedagogical concepts. Leading teams is a difficult task that cannot be done without a thorough study of what these groups are that are made up of young people with aspirations to conquer success, to which paths where ethics, respect for the human condition, and the love of sport, taking into account their futures as individuals of good

in any society. In coach as the head of the sports, team, and director at the same time must have a certain preparation that allows him to perform his duties effectively and optimally.

Baur & Berger (1993), points out that personal help to adolescent athletes, the creation of an extra-sports environment, is the most favorable for the athlete and everything is within the obligations of the coach. It has been appreciated that the team management represents conscious coordination of social reproduction. In this coordination, it is necessary to distinguish between the direction of objects and the direction of processes, which Engels (1878), called the direction of things. The direction from this perspective and according to Taboas *et al.* (2003), can have to be defined as the conscious action exerted on groups of men, to organize and coordinate their activities within the production process and services.

The management activity is the result of the development and deepening of the division of labor, cooperation, specialization, and social character that has been directed by a management subject, in a given environment. Consequently, and referring to the field of sport, that given the advances in contemporary biotechnology, computer science and other fields of science have made it possible for athletes' performance to reach unsuspected levels a few decades ago. Given this development, it is required that directors and sports leaders pay more attention to the psychological and psycho-pedagogical factors that can give competitive advantages to their teams. In this development are greater demands of these collective sports (Barna & Mircea, 2015; Balan *et al.*, 2012; Delgado *et al.*, 2019). Which has allowed support for the sports preparation of different auxiliary sciences, and among them psychology, which, with its principles, methods contributes to increasing the effectiveness, performance of teams and athletes who they make them up; by studying, managing, and controlling different psychological variables involved in the preparation and competition activities in these sports.

It coincides with Cañizares (2004). When he says that the direction of sports activity must be organized and planned in correspondence with the demands of contemporary sports training, know the characteristics of this process, its restoration in competitions as well as the relationship of other socio-psychological variables that lead to a favorable direction of the activity of the sports team and the analysis of its involvement in the psychological preparation of the athlete. Most research has shown. How team management represents the conscious coordination of social reproduction experiencing a great boom due to the benefits that psychology. Brings to the sports context in both individual and collective sports, where skills such as communication, leadership, direction, and cooperation are decisive, allowing psychological interventions to be carried out in an organized, planned manner in correspondence with the demands of contemporary sports training admit leading to an efficient direction of sports team activity.

Coaches who are in charge of directing these sports teams must be properly prepared to face these challenges, and demands imposed by modernity, identifying the most appropriate people to fulfill the roles required by their team, taking advantage and optimizing skills, knowledge, and personality that each of the members has. Therefore, the role of psychological preparation in the performance of coaches, athletes, and sports teams is increasingly valued. The practice shows that there is a great influence of psycho-pedagogical processes in sports teams such as team management, interpersonal relationships within the team, and communication.

Management Skills

The team management is responsible for channeling and guiding all people to the achievement of strategic objectives that lead to their success; nevertheless; Arriving at this point of excellence is not a simple task, even though whoever is at the forefront as the director acts as a dynamic element that finds the solution to problems, through decision-making. In this context, if you are not a person with sufficient skills to face any situation, the desired goals cannot have to be achieved.

Skill, as an urgently demanded strategy in an increasingly demanding economic globalization based on knowledge, in this context, the analysis of managerial skills necessarily refers to certain knowledge, in that the term skill has related to the notion of capacity. In that logic, it differs over three types of knowledge: expertise (technical ability), epistemological knowledge (conceptual ability), and social knowledge (human ability). This set of skills that a manager of the 21st century must have to achieve the reach of specific goals and a climate of trust are of paramount importance for the efficient performance of his duties.

Management skills consist of identifiable groups of actions that individuals carry out and that leads to certain results. They are a set of skills and knowledge that a person has to carry out leadership and coordination activities in the role of leader of a workgroup or organization. In this sense, it is important and precise to define the concept of skill, different from that of competition, which is broader and more complex. On the other hand, competence is a broader concept and integrates the set of knowledge, skills, and attitudes to perform a given activity.

The concept of ability comes from the Latin term *you enable* and refers to the skill, talent, expertise, or ability to perform some task. The skilled person, therefore, manages to do something successfully thanks to his skill. These skills are currently becoming increasingly important, so it is necessary to select coaches who know how to use them and develop them since competitive success depends on it. The ability lies, therefore, in adapting the way of acting not only with each group but also with each of the members. Jafarzadeh *et al.* (2013), argues that ability is the ability to turn knowledge into action to drive good performance. In sports teams that ability and willingness to do becomes a fundamental part of achieving the proposed objectives.

Certainly, deepening the knowledge that the influence of managerial skills has on sports teams is a relatively new field of study that is arousing more and more interest. The managerial skills have related to authors such as Drucker (1954). That proposes the five basic operations in which he summarizes the work of a manager: set objectives, organize, communicate and motivate, measure and evaluate, develop and train people; and Katz (1955). Who emphasizes that managers need three basic skills: technical skills are knowledge and skills in a specialized field; Personal treatment skills consist of the ability to work well with other people, both individually and in groups, and finally, conceptual skills are what managers must possess to think and conceptualize abstract and complicated situations. After valuing these contributions, it can have noted that there are many attempts to make the training of trainers more effective, as there is a growing demand for the development of their skills to increasingly favor the sports training process and obtain optimal results.

Conclusion

A review of the theoretical foundations that support the team management process and the managerial skills of the coaches was developed. The study of these theoretical references about this process allowed the systematization of them and highlights the importance of this process in the preparation of coaches because it has a work that implies a high commitment at all stages. Therefore, it is important to strengthen their skills and competencies and provide them with the necessary management tools for their daily activity with athletes.

Management skills are an advantage that has strongly configured in the present and, above all in the future subject to a changing environment and constant transformation. They transform lives and drive the development of coaches, athletes, and, in turn, teams. Valuing and recognizing the skills necessary for efficient work performance becomes an action strategy and an essential component in the line of continuous improvement of the sports team management process. Hence the importance of developing the psycho-pedagogical alternative to enhance these skills. Finally, the objective of the alternative and its intervention actions that will have proposed in the deepening of this studio, become an instrument of great help for the coach in the psychological preparation of the same, of the athletes, and the team.

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