

Culture of National Sport Organisations and Participation in Sport

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How the culture of NSOs affects sport participation?

Know

- ❖ Sport Canada aims to introduce a cultural change across the sport system (e.g., through the SPDP)
- ❖ Sport participation is akin to a process of acculturation:
 - learning "correct ways" of doing sport
 - learning to identify the benefits of sport
 - learning to define the effects of sport as positive and pleasurable.
- NSOs are cultural agents
- NSOs subscribed to a humanistic-encouraging type of organizational culture
- NSOs' interpretation of sport participation affects its delivery

Don't Know

- ❖ What cultural processes shape the process of participation in sport?
- ❖ How do NSOs' culture facilitate the socialisation of participants in and through sport?
- ❖ How do NSOs understand the participant and give meaning to the importance of sport?
- ❖ What learning processes does the SPDP promote?

Research results and analysis

Four clusters of cultural interpretations of sport participation amongst the NSOs emerged:

- - 'elite culture' following a top-down approach where international success is used to promote grass-roots sport (e.g., Alpine Skiing, Athletics, Hockey);
- - 'mass culture' suggesting a bottom-up process which naturally leads to elitism (e.g., Gymnastics, Swimming);
- - 'seasonal culture' – suggesting that sport participation 'dies when the grant dies' (e.g., Volleyball, Cycling);
- - 'place culture' - suggesting that sport participation is promoted only in certain geographic areas (e.g., Badminton, Ten-pin Bowling).

Research results and analysis

- Each cultural interpretation of sport participation promotes different approaches to its delivery and results;
- NSOs and general public lack of awareness about SPDP;
- NSOs' cultures are multidimensional;
- SPDP seen as a departmental responsibility not as a core business of the entire NSO;
- NSOs perceive SPDP as an additional source of funding and not as an opportunity to address the fundamental issue of sport participation;
- NSOs lack the capacity to successfully run the program;
- SPDP reinforces the competition for funding and participants amongst NSOs and favours well-off organizations;
- NSOs' confusion over the LTAD model and the objectives of the SPDP program;
- NSOs are failing to utilize the opportunities offered by the interactive technology to effectively communicate their objectives and to develop relationships with members.

Implications of results for policymakers, practitioners and future research

- NSOs need to change their perceptions about the SPDP and to ensure that it is well integrated into their strategic plans.
- The values and practices of the SPDP should not be seen as a project managed by an officer but as an essential part of the mission of the organization which is embraced equally by all members.
- NSOs need to better utilize their websites to promote a culture of sport participation.
- Sport Canada needs to establish a developmental strategy to support the SPDP in three key areas:
 - Establishing clear conceptual and practical linkages between the LTAD and SPDP;
 - Putting in place a capacity-building strategy to help NSOs develop the organizational capabilities needed to successfully implement the program;
 - implementing a systematic promotional campaign to assist in enhancing both the public and NSOs' awareness about the SPDP.