

Testing the Applicability of a Competing Values Framework-based 360° Leadership Feedback with Coaches in the German Gymnastics Federation

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Aim

- Implement a Competing Values Framework (Quinn, 1984) and Charisma (Bastardo, 2020) based leadership assessment, as contrasting leadership roles that reflect complex coaching behavior in sport can be mapped using the CVF supplemented with visionary-charismatic leadership.
- This concept precisely describes an individual's ability to exhibit a wide range of contrasting behaviors (Lawrence et al., 2009).
- it has the potential to deepen our understanding of coaches' successful leadership behavior.
- No prior studies examined the applicability of CVF in sport settings.

Method

- 21 national coaches (trampoline, rhythmic gymnastics, gymnastics; age $M=44.73$, female 52%) and 241 external reviewers (athletes, colleagues, and supervisors) were recruited (360° feedback).
- Context-adequate modified questionnaires by Lawrence et al. (2009) (collaboration, creativity, control, competition, omega=.57 - .90; 1=disagree to 5=agree) as well as Bastardo (2020) (charisma, omega=.63 - .80; 1=disagree to 5=agree) were filled in separately by coaches (self-image, SI) and reviewers (external-image, EI).

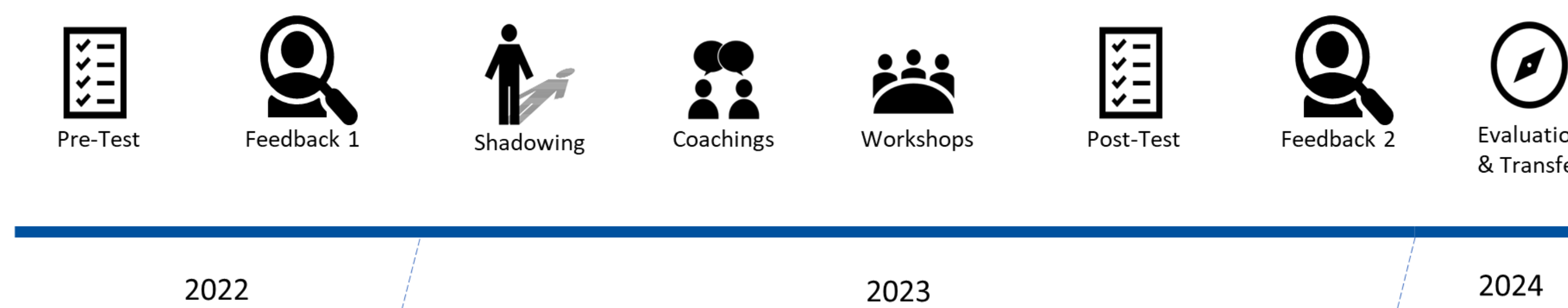
Results

- Coaches showed high values in all leadership roles (SI: $M=3.25-4.33$, $SD=.35-.87$; EI: $M=3.60-4.21$, $SD=.61-.88$).
- Charisma offers the greatest potential for coaching improvement.
- Male and female coaches consistently rated themselves equally ($p>.05$, except for competition $Mm=4.06$ $Mf=3.76$ $p<.05$).
- No differences were found between the reviewer groups ($p>.05$) and different sports ($p>.05$).

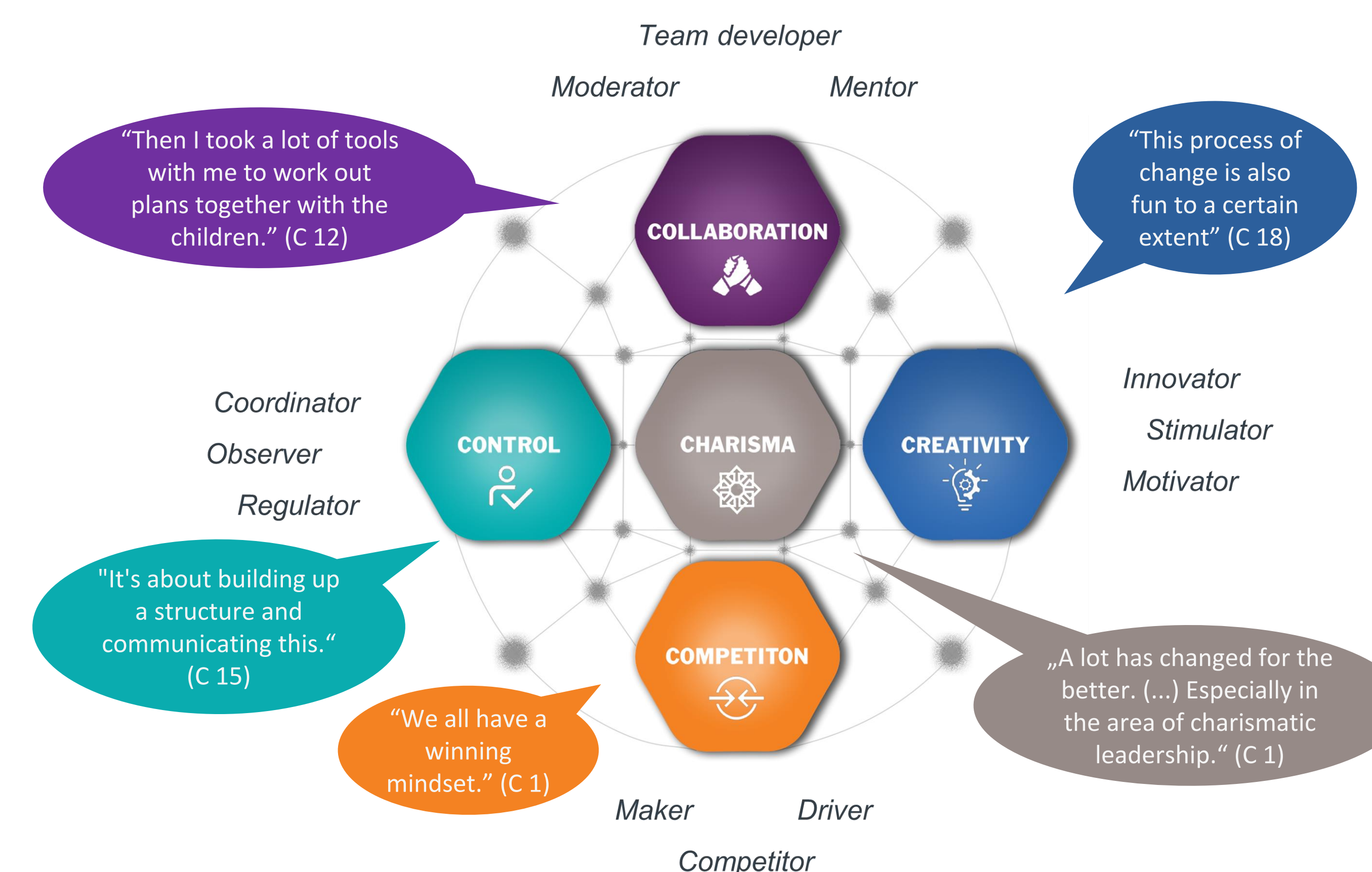
Discussion

- EI feedback aligns with coaches' SI and is homogeneous.
- Unexpectedly, gender differences were not found for SI, with SI showing high scores throughout all leadership dimensions.
- Limitations are the small sample size of coaches and a potentially positive selection bias. Nevertheless, the diagnostics are applicable for the context.

The CULTurn Project



CVF and Charisma based leadership roles & coaching behavior



CVF & Charisma based Leadership Assessment and Feedback

"That provides a framework that one can use to develop action plans much more easily, what we do, what we need, and that is really interesting." (C 14)

Some Key Insights:

Charisma

- Greatest potential for improvement, often perceived as non-trainable

Collaboration

- Strength-oriented athlete-coach interaction as a constant challenge that must be learned step by step
- Change cannot be forced or imposed - it can only be developed at eye level
- Gymnastics as an individual sport in competition, team sport in training

Competition

- Performance as part of value-based personal development
- Problems with working in a performance-oriented way due to external influences



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Quantitative Survey Results

Table 1: Construct: CVF, Charisma and Personality. Mean values and standard deviations of the coaches' self-image. Selected by time point (t1 and t2) and gender of the coaches (m and f). Number of coaches = 21.

CVF, Charisma (Self-image) & Personality	t1_m	t2_m	t1_f	t2_f
Collaboration	4.02 (0.43)	4.16 (0.63)	4.08 (0.49)	4.15 (0.44)
Creativity	4.18 (0.40)	4.12 (0.48)	3.98 (0.52)	3.91 (0.58)
Control	4.16 (0.28)	4.19 (0.54)	3.99 (0.54)	4.06 (0.42)
Competition	3.89 (0.43)	4.11 (0.56)	3.74 (0.49)	3.83 (0.45)
Charisma	3.79 (0.27)	3.99 (0.40)	3.67 (0.41)	3.82 (0.32)
BigFiveExtraversion	NA	3.25 (0.68)	NA	3.32 (0.60)
BigFiveConscientiousness	NA	4.20 (0.79)	NA	4.18 (0.84)
BigFiveNeuroticism	NA	2.45 (1.12)	NA	2.68 (1.17)
BigFiveOpenness	NA	3.40 (0.88)	NA	3.32 (0.84)
BigFiveAgreeableness	NA	3.35 (0.82)	NA	3.82 (0.96)
HonestyHumility	NA	4.00 (0.51)	NA	3.84 (0.54)

Table 2: Construct: CVF + Charisma. Mean values of the coaches' ratings in the external reviewers. Selected by time point (t1 and t2), external reviewers group (athletes, colleagues and supervisors), gender of the evaluated coaches (m and f). Number of athletes = 106 (t1), 100 (t2). Number of colleagues = 108, 107. Number of supervisors = 27, 25.

External reviewers	Athletes				Colleagues				Supervisors			
CVF + Charisma	t1 - m	t1 - f	t2 - m	t2 - f	t1 - m	t1 - f	t2 - m	t2 - f	t1 - m	t1 - f	t2 - m	t2 - f
Collaboration	4.06	4.04	4.04	4.10	3.81	4.13	4.07	4.16	3.88	4.09	4.02	4.11
Creativity	4.13	4.01	3.97	4.13	3.91	4.05	4.15	4.02	4.05	4.16	4.18	4.03
Control	4.18	4.19	4.06	4.07	3.92	4.16	4.17	4.20	4.06	4.30	4.27	4.21
Competition	4.02	3.95	3.93	3.88	3.80	4.01	4.00	4.08	3.93	4.11	4.24	4.07
Charisma	4.08	4.07	4.04	4.08	3.77	4.02	3.93	4.06	3.87	3.96	4.06	3.90

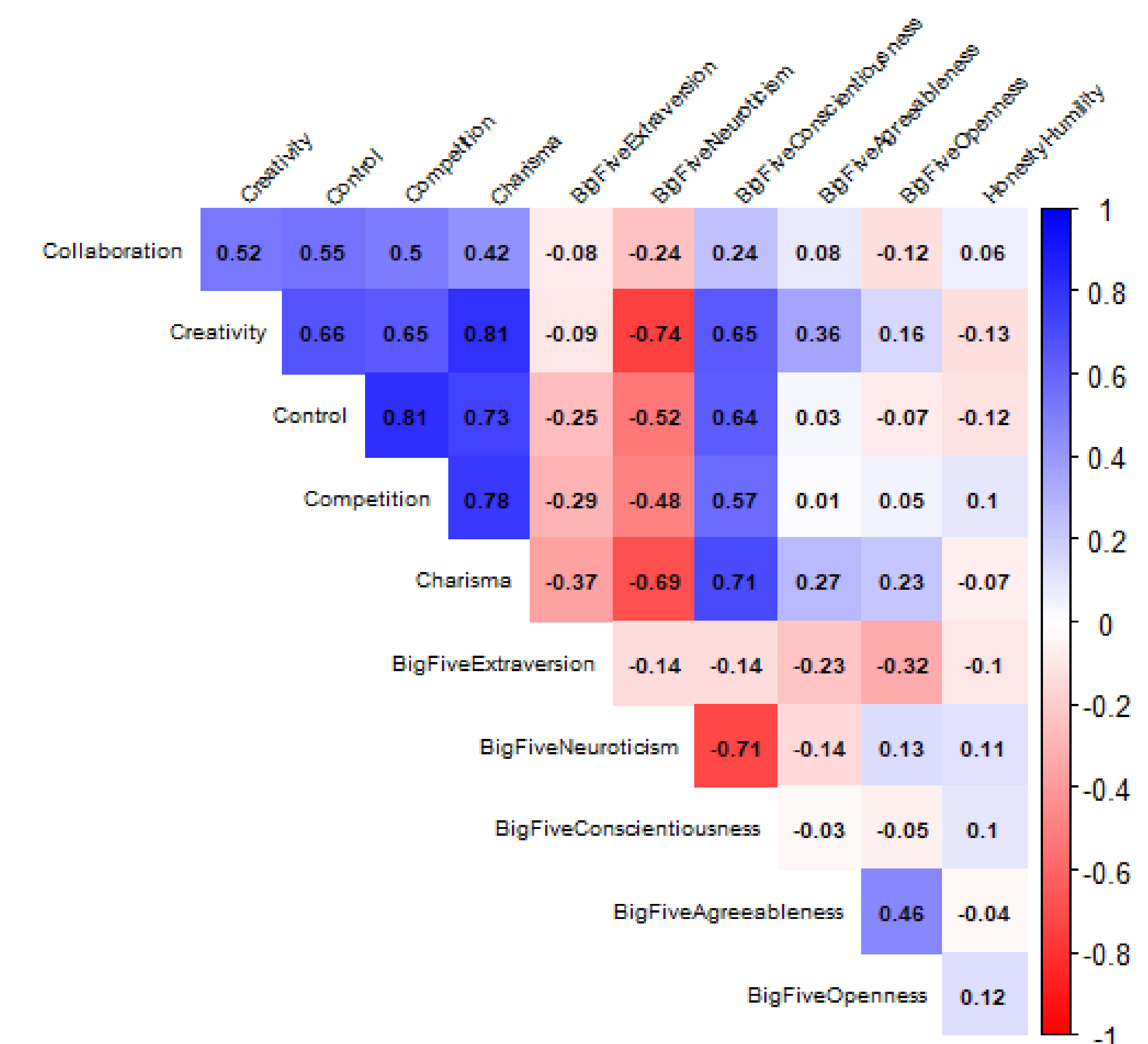


Figure 1: Correlation of coaches between personality and CVF + charisma. Number of coaches = 21. $p < 0.05$.