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## 1.3 ADMINISTRATIVE ORGANIZATION



### WHY YOU SHOULD READ THIS CHAPTER?

#### Administration is Strategy in the Works

Before we go into details about what administrative organization is, let us start with a short reminder. The administrative organization, or structure of an organization, must be established only after the future strategy of the organization has been made clear.

Structure is the framework for delivering your strategy and therefore it is the best way to maximize the potential of your various resources.

That is why when you are presented with a structure you must ask: "What is the strategy behind this?" When someone proposes a new structure you must ask: "Which changes in strategy require this change in structure?"

Or when someone says: "the structure is wrong", you must ask: "Then is the strategy right?"

This being said, let's take a look at what it takes to create structure.



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## 1. Introduction

A National Federation's purpose is to encourage the development of the sport of basketball at ALL levels throughout the country.

It structures competitions, secures the resources, including financial and establishes the processes that keeps basketball evolving. It preserves basketball's spirit and traditions (and further enriches them) taking into account its significant and very positive social impact and contribution to the community (health, education, unity, job creation, entertainment, national identity).

The most important goal for the Federation is The Sport and making it accessible and available to ALL. In order for the National Federation to be successful and actively participate and undertake the execution of a public service mission, it has to be efficient, reliable and well organized.

As basketball is becoming more and more professional and the demands for services are greater every day, the federation has to seriously consider having adequate and permanent office space and a professional staff. Very many clubs and most leagues are now being run by professional staff. The federation must improve the quality of the services it provides to its members in order that it keeps pace with the increasing demands of our sport.

Volunteers are an invaluable and irreplaceable asset for the federation, but the national federation must find a way to complement the work of volunteers with permanent, qualified and enthusiastic staff.

## 2. Office

The first priority for the national federation is to have its own office space which is located in the city where major government institutions are located (usually the capital of the country). If it is not possible to have its own office space, it is good to have rented office space within the building where other sports federations are located or within the National Olympic Committee office.

The most important thing is to have an office space (the National Federation Headquarters) where the national federation can communicate regularly, by telephone, fax, computer, and have access to the internet and an e-mail address (the e-mail address should be an official organization e-mail). The national federation should avoid e-mail addresses such as yahoo or hotmail.

The perfect solution is for the national federation to have its own office space within the Sports Centre or Sports Hall or to have its own gym where the federation headquarters is located and where national teams could practice. This would help the national federation to oversee all activities in one place and to easily co-ordinate various activities of the Federation. Having its own gym would help the federation to organize various commercial activities and to have additional income.

The federation must be aware that there is a need for the substantial storage place where different technical equipment would be stored (rule books, videos, basketballs, practice and game uniforms, medical equipment, and any other supporting material). This has to be a safe and secured place and all equipment must be listed and numbered and regularly inventoried.



### 3. Secretary General/Chief Executive Officer

Ideally each federation should have a Secretary General/Chief Executive Officer (henceforth called Secretary General for simplicity) who will manage day-to-day operations and assume all responsibilities for it. The Secretary General should be an administrator and the executive director of the permanent secretariat of the federation. This role is fundamental to the smooth functioning of the federation. He/she should have the capacity to be involved in all of the federation activities.

He/she should be employed full time by the federation if there are adequate financial resources. If not, the position can be volunteer position.

The Secretary General shall be appointed by the executive board of the federation and shall remain in the office for a period determined by a contract containing adequate financial compensation and clearly defined responsibilities.

The executive board may from time to time, confer upon the Secretary General any of the board's powers. The Secretary General could be the sole legal representative of the federation, if mandated by the Executive Board.

The Secretary General should direct the administration of the National Federation, supervise and control various departments and co-ordinate all activities of the Federation.

In particular the Secretary General shall have the following duties:

- To ensure the implementation of all decisions taken by the General Assembly and Executive Board.
- To convene and prepare the sessions of the General Assembly and Executive Board.
- To prepare the meetings of the working Committees of the federation.
- To make sure that minutes and reports from the meetings are properly done and kept in the filing system (archived).
- To liaise with various Committees and external bodies.
- To manage the organization of the Secretariat and its personnel, including hiring and managing the employees and recruiting and supervising the volunteers of the federation.
- To manage and correctly document the federation's financial activities.
- To ensure that managers of various committees are implementing the federation's program to the best of their capabilities within the time-frame and budget set by the General Assembly and the Executive Board.
- To ensure the organization is able to cope with change, develop a vision, align people to the vision.
- To keep all records of activities and meetings.
- To correspond promptly and efficiently.
- To ensure good internal and external relations with other organizations affecting the welfare of the federation and having an impact on its activities.
- To be a motivator and engine for all National Federations activities.
- To report regularly to the General Assembly/Executive Board on all matters related to the federation's operations and to keep records of such reports.



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## 4. Leadership

The Secretary General should bear in mind that he is the administrative leader of the organization but being in a position of leadership does not make you a leader. Leadership can be broadly defined as the ability to influence the behavior of others. Experience, trial and error, personal growth and development all contribute to the process of becoming a leader; it just doesn't happen overnight. Effective

Effective leaders need to develop the skills specific to their particular responsibilities and to feel comfortable applying those skills in difficult as well as pleasant situations.

leaders are those whose group members feel their needs are getting satisfied and the leaders themselves feel they are getting their own needs met, ie there is an equitable exchange. In order to do this, leaders need to develop the skills specific to their particular responsibilities and to feel comfortable applying those skills in difficult as well as pleasant situations.

This means that to be effective, a leader must be "task oriented" or able to get the job done, as well as "process oriented" or focused on creating healthy interpersonal relationships. In all organizations, leaders need to treat people decently while successfully motivating them toward high performance in their work. One doesn't happen without the other.

A leader is one who motivates, provides direction and delegates responsibility and authority to the others. He challenges them to get the job done, to solve problems and to make decisions for the achievement of goals and objectives of the group involved. He is respected for his commitment and work, for his wisdom and personality, and for fairness and appropriate treatment of others.

Bringing a proven leader from one situation to another does not necessarily guarantee success. The situation itself has a direct relationship to the type of leader that will emerge and the success he will experience.

The primary responsibility of the leader is to manage the human resources of the group in light of the situational constraints. This requires sound communication, and a climate of honesty and trust.

The leader must also be aware of his personal qualities and those of his group members. Motivating group members becomes a prime objective. People sustain motivation because of the satisfaction and feelings of achievement they derive from the activity. Recognizing which individuals will function best in each situation, then delegating accordingly, is the easiest way to successful leadership.

There is no checklist of leadership behaviors appropriate to defined situations. To be truly effective, one should attempt to discover at least some of the conditions, circumstances and variables that combine in any situation to produce success or failure. The following suggestions may help individuals enhance their leadership capabilities:





- Be aware of your own capabilities and motives which would affect your leadership.
- Be aware of the characteristics and interests of the followers.
- Be flexible; change your style to suit the situation.
- Step aside; allow others to emerge when the situation demands.
- Recognize it is not necessarily your efforts but the acceptance of the followers AND the situation that has contributed to your success.
- Giving orders and having them carried out is not leadership. It ignores the important dimension called influence.
- Delegation is important for followers involvement and motivation is required to retain followers.
- Try to identify the key factors in any situation that will affect your attempts to influence people.
- Develop a master plan approach for leadership for consistency in achieving goals and objectives.
- Provide experience for training of future leaders.

## 5. Technical Director

Another important position within the federation structure is the Technical Director. The Technical Director responsibilities should be the following:

- To provide a direction regarding the national basketball identity.
- To coordinate work of all national teams and selections.
- To prepare plans and programs of work for all national teams in consultation with the Competition Committee and National Coaches.
- To prepare and propose a financial plan for all national teams.
- To prepare and submit yearly reports about national team activities.
- To make recommendation regarding how to improve the achievements of “selections”.
- To arrange all logistical matters for the national teams.
- To secure regular medical examination of national teams members and to maintain records of such examinations.
- To establish and maintain a database of prospective players.
- To establish programs for the efficient, scientific and continuous development of national players from early age to the senior category.
- To establish an adequate and workable competition structure that will suit the needs of basketball and its development.
- To establish preparation programs leading into international competitions.
- To stay up to date with the international basketball scene.
- To maintain regular contact with other federations and establish collaborative relations regarding training and competition programs.
- To establish systems for the recruiting and development of coaches and ensure that they are kept up to date with trends and developments in the basketball world.



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- To liaise with school sports system by providing technical and other assistance and help in recruiting and training school-aged players and potential coaches.
- To oversee the recruitment and training of Technical Officials (Referees, Score bench Personnel and Statisticians).
- To monitor the database of Technical Officials for the Federation.

## 6. Youth Committee

Another important area in each federation that has to be carefully monitored is youth basketball. Each federation should have a person (or Youth Committee) who takes responsibility for youth basketball. This person (or Youth Committee) should have the following responsibilities:

- To propose all measures deemed necessary to promote the development of youth basketball.
- To study all issues regarding youth players.
- To propose any measures affecting development of youth players.
- To be involved in the selection of national youth squads and teams.
- To monitor the progress of national teams at international events.
- To coordinate work between national teams coaches and club coaches regarding youth players.
- To help coaches. To educate them and to assist them to be aware of modern basketball trends.
- To prepare the individual training routines for prospective national players.
- To establish a database of all young players and continuously and regularly monitor their progress.
- To regularly attend events conducted for Youth categories to ensure the national program captures all players with the potential for national representation.
- To prepare regular progress reports on identified talented youth players.

## 7. Committees

Depending on financial resources, each federation should have additional professional staff if possible (in administration, finance/accounting, logistics).

Whether these functions are carried out by professionals or volunteers, there is a need for committees to oversee the range of the activities of the federation.

Suggested committees could be:

- Technical Committee.
- Competition Committee.
- Legal Committee.
- Marketing Committee.
- Financial Committee.
- Medical Committee.
- Media/Public Relations Committee.



Wherever possible, those committees should be served by professional administrators. An ideal situation is to have full time professional staff responsible for the work of all committees, but this will obviously depend on the financial resources of the federation.

## 8. Volunteers

There is an ever-increasing need for volunteers to assist with basketball development. Put another way, there are opportunities for men and women from all walks of life to contribute to sport, to the development of young individuals, and to your basketball programs.

People volunteer for a variety of reasons: service to others, community need, family involvement, need to meet people, material gain, prestige etc.

The leadership in any sports organization must recognize these motives and needs, evaluate them in light of program requirements, and place the volunteer in a situation that is beneficial to both the individual and the program. It is important that volunteers be asked why they participate, to help determine how well their needs are being met.

Before you begin to recruit volunteers you must determine where you need help. To do this, it might be helpful to classify volunteers into three categories:

### Administrative Leadership

In this area, volunteers may serve as executive committee or board members, secretaries, treasurers, or as members of committees. The volunteers you recruit for these positions must be capable of handling this type of work as well as having the time required.

### Sport Technical Leadership

Coaches, officials, medical and training specialists must possess real knowledge of the activities to be directed. Those with skills in teaching, demonstrating and organizing should get priority. Volunteers who fit these general qualifications include former experienced athletes and coaches, and students in physical education or other professional training courses.

### Non-Leadership Services

There is always a need for volunteers in a non-leadership capacity, whether to handle registration, help with fund raising, provide transportation, function as supervisors or whatever. Volunteers who could fill these roles are those who do not have special qualifications or do not have the time for a prolonged commitment.

Try to match your volunteers with the specific requirements of the work to be done. Some criteria to consider are:

- Short term vs. long term. Does the job require a highly qualified individual for a very short time, (i.e. a weekend seminar) or is this a long term project (i.e. running a yearly league)?
- Intense vs. relaxed. Does the job requirement allow the individual to work at a leisurely pace or does it involve tough decisions, tight deadlines, or constant attention?
- Responsible vs. non-responsible. Does the job require an individual who will be highly accountable or responsible (for the people or program) or is the job one with little accountability?



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No matter how you plan to use volunteers, they should all understand and promote the objectives of the program. This involves specific efforts on the leader's part to communicate the program objectives prior to a volunteer making a commitment.

Here are a few ideas of where you might begin looking for volunteers:

- Individuals who have benefited from your program, ie former athletes, participants, coaches.
- Physical education professionals, teachers and school administrators.
- Students undergoing professional training, ie university physical education students.
- Parents and relatives of program participants.
- Current or retired business professionals.
- Homemakers.
- Citizens who appear to be interested as spectators.
- Military or government employees.

The National Federation should establish a yearly plan (including an active committee) for the recruitment and use of volunteers. Recruitment of volunteers is a fundamental and on-going part of a National federation program. The following suggestions may help initiate the recruitment program:

1. Conduct a community-wide survey of the talent which is available. Collect the information and develop a card index or computer filing system which will permit easy identification of tasks to be done and volunteers who are interested in doing them.
2. Contact private and public volunteer bureaus and other such organizations with regards to potential volunteers. This information can form the basis for choice and approach in obtaining help.
3. Make arrangements to meet and talk to specific groups to create interest.
4. Encourage reporters or broadcasters to publicize the aims and objectives of your organization and the opportunities for volunteers to become involved.
5. Distribute handbills, posters, leaflets, pamphlets and other printed matter to inform people of opportunities to volunteer.
6. Contact local teachers who can identify prospective leaders from among their students.
7. Observe participants at local clinics, workshops, and competitions.

Once you have located sources of volunteers, individual personal contact seems to be the best method of approach. This provides an opportunity to discuss the program needs, create interest, and give aims, objectives and philosophy. It is important to interview applicants in order to determine interest and abilities and to analyze motives. Check references as to their character and dependability; spend some time ascertaining their willingness to accept supervision or responsibility.

If your volunteer program is to function and grow, the following steps should be taken:

1. Create a clear job description. Outline the commitment expected, including your program objectives, and the general philosophy of the organization. Describe the resources presently available to undertake the task, and possible procedures.
2. Provide your volunteers with training in their prospective jobs. Give them time to learn before actually doing the work.



3. Encourage people to grow in their jobs, to try new procedures as long as the objectives of the program are being met.
4. Give the volunteer the opportunity to suggest new ideas or procedures.
5. Build in incentives. Give the volunteer credit and recognition for work accomplished, and if appropriate, some tangible form of reward.
6. Once you recognize the volunteer's motivation, build on it for his/her own betterment and the betterment of the association.

Where a National Federation employs persons to act as executive directors, technical directors, coaches or the like, there can be difficulties in the relationship between these employees and volunteers. Conflicts can occur when responsibilities and authorities are not clear. They can occur because of personality conflicts or differing opinions on goals and strategies. Boards, which may meet only a few times a year, may feel the full-time employees are running the organization their way, rather than being subordinate to the board.

Thus, for every organization that depends on volunteers, it is extremely helpful if the employees, the volunteers and the board and executive committee are clear about their roles and authorities and to whom they report. Most importantly, an attitude by all to work cooperatively for the good of sport, to support and encourage each others efforts, and to recognize the contribution of each is paramount for success. The leadership of the organization has an important role to play to ensure these conditions are met.

### 9. Additional Structural Needs

Each federation should have a database of all its players, coaches, referees and sport administrators and each person should have a license issued by the federation. The database needs to be continually reviewed and updated.

Each federation should have regularly updated website. It should endeavor to issue a newsletter at least four times a year.

If possible, it would be good to have link with a publishing company to produce a high quality basketball newspaper at least four times a year.

Each National Federation should produce annual report at the end of the financial year and in the annual report present all activities of the NF in the previous year. Audited financial statements should be an integral part of the annual report as accountability and transparency is one of the most important pillars of the national basketball federation.

### 10. The Relationship with the Government

In most countries the attitude of the Government towards sports plays a major role in the development of sports and this attitude may vary from active support to ignoring it. It is very important for the National Federation to have good relationship with the Governmental institutions responsible for sports (Ministry of Sports, Ministry of Education, Sports Confederation, Sports Commission etc) in order to secure additional funding and support for its programs.



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Government is important to basketball because government can:

- Finance basketball and provide facilities and service.
- Help in training sports leaders, coaches and teachers.
- Help ensure adequate training systems and services for athletes.
- Help in organizing competitions, courses and fund raising.
- Help in delivering legal support for basketball.
- Help in promoting basketball and healthy lifestyle through the media.
- Provide support, both administrative and financial, for sports medicine, science and safety.
- Develop school sport program.
- Provide support for infrastructure.

A healthy relationship between Governmental institutions and National Federation includes frequent communication between officials, mutual respect and cooperation, clarification of roles and responsibilities of each, financial support from Government and basketball financially and technically responsible and accountable.

Poor relations between Government and basketball are signaled by poor communication and limited consultation, each group working independently of each other, limited funding, insensitivity to each others needs, basketball being “arrogant” and not accountable, and limited knowledge of each other or each other aspirations.

## 11. The Relationship with the National Olympic Committee

Another sports body important for the National Federation is the National Olympic Committee. It is extremely important for the National Federation to be involved in the work of the National Olympic Committee (possibly have representative in its Executive Board) and be familiar with aims, programs and

**Each National Basketball Federation should know all aspects of Olympic Solidarity Programs.**

distribution of funds of the NOC. In particular is important for each National Basketball Federation to know all aspects of Olympic Solidarity Programs, aimed to help developing sport in each country and offered through aid given to the each National Olympic Committee. Olympic Solidarity is

offering to the each National Olympic Committee an advice service to help them gain access to financial, technical and administrative assistance through World and Continental Programs and Olympic Games participation Grant.

The athlete programmes offered within the context of the 2005 – 2008 quadrennial plan are structured in a manner that allows the NOCs to offer technical and financial assistance to all athlete levels that are preparing for various international competitions including, but not only, the Olympic Games. In implementing this structure, Olympic Solidarity wishes to invest in each interconnected level of athlete development. This means that National Basketball Federation can benefit from the “Team Support Grant”, “2012 – Training Grants for Young Athletes” and “Talent Identification” programs. All those programs are under “Athletes Programs” and in the part “Coaching” of this manual you will find explanation how to use the “Coaches Programs”.



### “Team Support Grant”

“Team Support Grant” programs offer technical and financial assistance to one national team per NOC to prepare and participate in the Games of the XXIX Olympiad in Beijing or in an international, continental or regional competition. This program offers NOCs technical and financial assistance focused on the preparation of a team hoping to qualify for the Beijing Olympic Games in 2008. NOCs that do not have teams that have the sufficient level to feasibly qualify for the Beijing Olympic Games will have the possibility to support a team for its preparation and participation in the following types of competitions:



- Multi-sport Games.
- World Championships (Senior and Junior).
- Continental Championships (Senior and Junior).
- Olympic qualification competitions.

The national teams must have the following profile before their inclusion in this program can be considered: A men’s or women’s national team of a sport in the Summer Olympic program; A team recognized as having an international competitive level.

The programmes proposed by the NOCs should follow the rationale noted below:

#### Quadrennial plan

Planning over the quadrennial of the major competitions in which the team expects to participate, as well as the preparation projects envisaged for each. The NOCs will therefore be able to give priority to the competitions that they consider the most important according to their objectives. The NOCs will have the possibility to use the budget available for a limited number of different competitions or focus on one single competition.

#### Preparation Project(s)

The quadrennial plan can be composed of a number of preparation projects. For each competition identified within the NOC’s quadrennial plan a preparation project should be approved separately by Olympic Solidarity. Each project can be composed of various separate activities (ex. International or national training camp for the team). The grants allocated to the context of this program can be used to finance the following activities:

- Costs relating to the organization of national or international training camps for the team preparing for a specific competition.
- Coaching costs for the team.
- Costs relating to the organization of friendly matches that are useful to the team’s general training programme.



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- Costs relating to the participation in competitions where the relevant International Federation does not cover these.

Each NOC can make a proposal for a grant for one men's or one women's team. This team can be assisted throughout the quadrennial by one or more projects. A two-step application procedure should be respected for this programme:

## Stage 1: General

At the beginning of 2005, the NOC should present to Olympic Solidarity a quadrennial plan that lists the competitions in which the chosen team intends to participate during the 2005 – 2008 period. The quadrennial plan should include a description of the preparation projects for each competition, detailing the activities that will be organized and the percentage of the total grant that the NOC wishes to allocate to each.

## Stage 2: Specific

Subsequently, and following the approval of the quadrennial plan, the NOC should submit separate application forms to Olympic Solidarity in relation to each preparation project that the NOC has announced. This application form will be sent to the NOCs following approval of their quadrennial plan. All applications should be submitted at least two months prior to the beginning of the activities scheduled and should include a description of the activity, a forecasted budget and a nominative list of athletes in the team. The projects proposed should follow the quadrennial plan approved by Olympic Solidarity.

The NOC will only receive the maximum grant if all preparation projects are carried out and the administrative requirements are fulfilled. The NOC's grant will depend on the scope of the proposal and the budget availability. The approved quadrennial plans will serve as a reference for the follow-up and control of each NOC's programme. The NOC's preparation projects will be monitored according to the announced quadrennial plan.

Following the approval of a preparation project, the NOC and the team must complete the activities approved, participate in the competitions announced and submit a technical and financial report justifying all expenses relating to the project. The follow-up, control and payment process will be as follows:

- Advance payment (75% of budget) made with the approval letter of the preparation project;
- Balance payment (25% of budget) made upon receipt and acceptance of the final reports detailing the activities carried out, confirming the team's participation in the competition and justifying the totality of the budget allocated to the NOC within the context of this preparation project.

Each preparation project must be finished (reports approved) before NOCs are able to make a further proposal for a subsequent project.

## "2012 – Training Grants for Young Athletes"

This program identifies and offers training possibilities to talented young athletes who have the potential to qualify for the Games of the XXX Olympiad in 2012. This program offers the possibility to young talented athletes to benefit from their first high-level training and coaching experience and will hopefully motivate them to perform well in international junior competitions during this quadrennial and subsequently to continue their training program for the Olympic Games in 2012. The profile of the athlete to be included in this program is as follows:

- Young or developmental level athletes who have the potential to qualify for and participate in the Games of the XXX Olympiad in 2012.



- Athletes who practice an individual sport that is included in the Summer Olympic program.
- Athletes identified by the NOC or the International Federation due to outstanding results during International or Continental Junior competitions.

The program offers the NOCs technical and financial assistance for the organization of specific activities relating to the training of young athletes:

- Organization of short-term national or international high level training camps.
- Preparation for regional, continental or international junior championships.
- Assistance towards certain expenses relating to a specific individual's training program.

The standard application form should be completed by the NOC and returned to Olympic Solidarity at least two months prior to the start of the activities that are scheduled.

#### "Talent Identification"

The main objective of the "Talent Identification" program is to assist the NOCs to discover young athletes who show a particular sporting talent. Athletes participating at school or club level and belonging to a National Federation of which the sport is included on the Olympic program may be eligible to benefit from this program. This program will allow NOCs to achieve the following:

- Create or establish a national structure for talent identification.
- Continue to develop existing programs, in collaboration with the International Federations and National Federations concerned.
- Become associated with projects already existing on the national level.

Olympic Solidarity will encourage the NOCs to combine this program as much as possible with the Development of the National Sports Structure program (refer to "Coaches programs").

As already mentioned there are other useful programs which can be used by the National Basketball Federation through the National Olympic Committee. In order to have lots of opportunities and various options keep in mind that good relationship with the National Olympic Committee is important and your engagement and involvement in the work of the National Olympic Committee might be of essential benefit for basketball in your country.

## 12. Keep in Mind

Leadership is crucial when things start to go wrong. Having a strategy and using the basic principles of management is the way for the federation to make use of its resources. Not just money, but knowledge, the basketball identity and the motivation of the people working for/with the federation are crucial for the efficient work.

Since resources are limited, you have to decide how to focus them in a coherent direction and continually measure your results and progress.

Institutionally, the National Basketball Federation will have to constantly evaluate its efficiency and it should establish some performance measures against which it can judge its performance.

The items covered above are built on a foundation of discipline, reliability, accountability and credibility. With these values, the federation can achieve continuous, organized, development and growth of our sport.