



THE PERSPECTIVES ON LEADERSHIP COMPETENCIES  
OF SPORTS TRAINERS IN COLLEGES AND UNIVERSITY

IN JIANGXI

By

Mr. Zhang YANG

A Thesis Submitted in Partial Fulfillment of the Requirements  
for Doctor of Philosophy EDUCATIONAL ADMINISTRATION

Department of Educational Administration

Silpakorn University

Academic Year 2023

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มุมมองด้านสมรรถนะผู้นำของครูฝึกการกีฬาในวิทยาลัย และมหาวิทยาลัยในเจียงซี



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The purpose of this research was to: discover perspectives of leadership competencies of sports trainers in colleges, and university in Jiangxi. This research was EFR: Ethnographic Futures Research based on interviews with 17 experts and with content analysis. The research procedure was divided into 3 steps: Step 1 preparation of the research project, Step 2 research implementation and Step 3 reporting of research findings.

The findings of this study revealed that:

The perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi were 5 dimensions when considered each dimension. 1) Learning for self-development, It is important that coaches always add new knowledge in line with their future in sports education furthermore, with the development. 2) Teaching ability the importance of coaches with the ability to consistently provide quality teaching for sports coaches. In the future, coaches will need to have the skills of the future. 3) Analytical thinking is one of the leadership competencies of sports coaches. Because the sports career path requires analytical thinking about field competitions. Promoting students to be able to think analytically and have a perspective on the future. 4) Sports team management leadership qualifications sports coaches should be able to manage teams with quality and have a perspective on management in the sports industry in the future. And at the same time, coaches must develop themselves to have a perspective on the future connect principles. And 5) human relations interpersonal relations It is an indication of a sports coach who has leadership qualities. Future coaches face a diverse society in different contexts.

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Zhang YANG

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## Chapter I

### Introduction

Sport is important for improving the quality of life and help strengthen the body. It helps to cultivate the spirit of youth, it can gives young people to be powerful to fight solidly exercise improves personality, and mood to be clear. The People's Republic of China therefore attaches importance to supporting youth with a fighter's heart. Like sports to become a national athlete. The establishment of the central committee of the party and the state council under the guidance of "Chairman Mao Zedong" established the new "People's Republic of China" in 1951. Physical education not lower than other subjects to encourage the new generation of Chinese youth to grow up vigorously. This will lead to success in learning and doing things later in the year 1990, the national council of china issued a statement. "Rules for the implementation of physical education in educational institutions". This applies to all Chinese schools, colleges and universities. There are important issues concerning physical education teaching and learning goals in educational institutions, along with promoting the development of physical and mental health of learners as well as improve the physical fitness of students. Educational institutions must provide basic knowledge of physical education and develop good exercise for all young people.

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<sup>1</sup> Ministry of Education of the People's Republic of China, **Announcement of football promotion National Youth Campus 2022**, accessed November 7, 2022, available form <http://www.moe.gov.cn>

It is to increase athletic ability and strengthen athletic ability. It also helps in developing morals and ethics. Aims to foster discipline, courage and progress according to the above policy, all Chinese students and students must take Physical Education as a compulsory subject. Teaching and learning physical education in Chinese educational institutions is both theoretical and practical. With a special emphasis on practical the content consists of basic knowledge of physical education, sports competitions and various types of athletics and physical fitness training through a variety of activities both in terms of teaching and learning in physical education class's extracurricular activities training after school<sup>2</sup>The various sporting events Physical education teachers in educational institutions must be skilled, capable of sports, has high performance, leadership, and encourage each student to show their ability in sports to understand the rules. Sports law of knowledge that is appropriate which must pass sports competition activities within the class, grade level or various institutional levels to explore the sportsmanship in each person. At present, the People's Republic of China is one of the top sports supporters in the country, giving importance to education and all kinds of sports, the government supports large budgets for physical education by the general office of the central committee of the communist party of China and the general office of the state council issued, "Xi Jinping" thought on socialism with Chinese characteristics for a new era. The "Action Plan to accelerate education modernization (2018-2022)," is called the "Action Plan" by laying out a framework for all sectors, every agency operates according to the actual situation with a framework for implementation according to the government's policy. The "Action Plan" suggests that the ideological guiding principle in accelerating the modernization of education in the next five years is to follow the advice of the supreme leadership. "Xi Jinping" as sited by ministry of

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<sup>2</sup> NPRU, Foundation for the Development of Physical Education Curriculum of the People's Republic of China to become a sports superpower in Asia and the world, accessed November 7, 2022, available form [http://program.npru.ac.th/pe/Physical%20Education%20of%20China\(AT\).html](http://program.npru.ac.th/pe/Physical%20Education%20of%20China(AT).html)

foreign affairs thought on Socialism with Chinese characteristics for a new era. This was aiming to implement the intent of the 19<sup>th</sup> national congress on education to provide basic quality assurance promoting equality improving the quality of education according to the plan for the specified period modernization of education by emphasizing strategic issues of educational development it is an urgent problem. There are coordination of the project implementation with all relevant sectors aiming to follow plan focusing on profound reform supporting sports, stimulating vitality focus on fixing bugs adjust the structure to suit education in line with the country's economic principles, and better living of the people it focuses on goals and missions in education. Including sports for a good society laying a solid foundation having good mental health promotes the development of the quality of human resources for high performance and achieving the goals set in 2035.<sup>3</sup>

However, from the policy of the supreme leader the meaning of sports in the new era said sport was important to improve public health, meet wishes of people who want have a better quality of life and promoting self-development in this regard, the government focuses on operating plans for educational institutions to follow the sports policy has an important driving force in promoting the country's economic and social development.<sup>4</sup> As well being an important stage for world-class sporting events let the international community see the great power of Chinese culture. The government also promotes the all-round development of children and

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<sup>3</sup> Ministry of Foreign Affairs, Policy news, "The General Office of the Central Committee of the Communist Party of China and the General Office of the State Council issued the Implementation Plan for Accelerating the Promotion of Education Modernization (2018-2022)," accessed November 7, 2022, available form [http://www.gov.cn/zhengce/2019-02/23/content\\_5367988.htm](http://www.gov.cn/zhengce/2019-02/23/content_5367988.htm)

<sup>4</sup> China Radio International: CRI, "Development of sports in China," accessed November 7, 2022, available form <http://thai.cri.cn/20210918/51d95a17-e19f-89d4-ad2f-71856caaab19.html>

youth, for young people with have good health and happiness in life mentally civilized and physically strong therefore aiming to promote and support sports in educational institutions. People's Republic of China by the ministry of education sports law has been applied in educational institutions. This law was created according to the constitution to promote sports. Promote the sports spirit of the youth of the People's Republic of China. It is to instill a sports culture in youth focus on sports development and strengthen performance Promote leadership competency for the people. The government has set laws in the national economic and social development plan promote at the national level in various provinces according to the laws of the People's Republic of China.

Article 24 the state shall implement a plan to promote activities for sports personnel, youth and schools and educational institutes to promote physical fitness including necessary competencies.

Article 25 educational institutions must integrate work on physical education, understand the scope of work quality assessment whole school and quality of learner's education, teaching are assessed. The competency of teachers to improve the physical quality of students in this regard the sports management must advise, educate, promote sports skills, organize training, and organize various sports activities. Has a high level of knowledge in managing sports teams at educational institutions able to create a sports team to enter the competitive sector, article 26 educational institutions are required to offer full physical education classes in accordance with government regulations. Educational institutions should arrange students with special physical abilities, such as those with disabilities, to participate in sports activities that are appropriate to their characteristics and teachers to knowledge acquisition, high competence, and leadership in physical education teaching, article 31 for

educational institutions to comply with government regulations allocate qualified physical education teachers with good performance as teachers in other fields. Which educational institutions can determine the position of sports coaching focus on hiring retired athletes high performance elite athletes meet the relevant conditions to participate in the action being a teacher and sports trainer for schools and educational institutions, and article 37 the sports administration must recommend and create standards for teaching, and other sports training for youth by organizations, institutions, social organizations and sports professionals. Governments and citizens at all levels must support sports schools in terms of location facilities, funds, and personnel, etc. The implementation of the national economic and social development plan promote the sport of the country<sup>6</sup>

### **Research Problem**

The government sector has adjusted its policy to develop the country into the new era, promoting and supporting sports, personnel, with the aim of Increase the potential of training mechanisms and select personnel with high performance in work support youth in sports and sports insurance for personnel a new era. “Lid Shuren” project has been implemented to promote supreme the government has prepared a modern China plan, which includes improving the teaching curriculum and classrooms in line with the modern China reform plan adjust the process for creating curriculum and textbooks throughout the organization focus on effective teaching system create a new educational system Integrated with international quality.

Educational policy: providing educational institutions throughout the country adjust work plans to step into the new era of China Let the educational institutions of developing countries change, aiming at educational reform goals Integrate

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<sup>6</sup> Ministry of Education, People's Republic of China, “Sports Education Policy 2022,” accessed November 7, 2022, available form <http://www.moe.gov.cn>



information technology into use together with sports teaching consistent with the said policy.

Personnel aspect: lack of high-performance sports personnel, the government sector urges educational institutions to change their management, give importance to sports education and develop personnel has leadership, high performance, and necessary skills to support the production of specialized teachers with expertise and has leadership creative thinking In line with government policy.

Curriculum: promote academic quality for the quality of education at all levels educational institutions, and equal access to basic education for the people

this supports a lifelong learning system. Promote training and educational innovation including people with special abilities in all kinds of sports.<sup>6</sup>

Jiangxi Province has many sports colleges at the vocational and higher education levels, supported by the government to produce high-performance sports personnel. The country's leading athletes from the information mentioned above to promote and support the new China policy and personnel, as well as the implementation of educational reform in the country the researcher is therefore interested in studying the perspectives on leadership competencies of sports trainers in colleges and university in Jiangxi.<sup>7</sup>

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<sup>6</sup> China briefing, Education policy, accessed November 7, 2022, available form <https://www.china-briefing.com/news/chinas-education-modernization-policy-impact-foreign-investors/?hilite=policy+sport+training>

<sup>7</sup> China, Jiangxi Provincial Sports School, Government policy news, accessed November 7, 2022, available form <https://baike.baidu.com/>

## Research Objective

To discover perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi.

## Research Question

What are the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi?

## Conceptual Framework for Research

This research was the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi. The researcher defined the conceptual framework of this research from concepts, theories, Ethnographic futures research (EFR) and documents, as follows:

### 1. Concept about leadership competencies:

According to Zenger, Folkman and Edinger they studied on explain that leadership competency, divided into 5 types:

1. Character is competency, related to the characteristics of a person displays honesty and integrity leaders must behave in a way that shows integrity, say anything and do that be honest with your career and full leadership to be a leader that others trust and believe.

2. Personal capability is competency, related to personal abilities, it was found that there 4 component is exhibits technical/ professionalexperit se competency. 1) The leader competent in this era must have knowledge and skills, able to be quite technical at the job site build the confidence of the co-workers. Demonstrate knowledge in that subject, good ideas and good knowledge in their own professional field. 2) Solves problems and analyzes issues, modern leaders must has the ability to analyze situations well and see what's going on, able to be create alternatives in solving the problem clearly. Including being able to give advice employees in analyzing various aspects, of the problem well laid out guidelines for solving problems. 3) Innovates competency, today's leaders must always able to innovate new ways of working, to bring the current working environment to adapt

and design new ways of working in ways that has never been effectively used before. And 4) practices self-development, good leader must develop himself all the time and show all employees in the organization, that he is always self-improving in self-improvement to show that, leader has the ability to listen, get to the point, and has a high ego, "I don't think I'm good all the time." But must think we must continue to develop because everything in this world is constantly changing.

3. Getting result competency, related to the ability to achieve the results according to the specified goals, found that there were 3 component. 1) The focuses on results competency a good leader today, must be determined to achieve the goals set must know-hows, to set goals and plan work towards goal as well as being able to manage planned work in order to reach a strictly defined goal. Their full determination to make the work of the organization meet the goals set. 2) Establishes stretch goals, has the determination to create work that exceeds the set goals look at the set goal a point of victory, when in practice the results of the work must always be greater than the goals set. And 3) takes initiatives competency, there is a meaning in terms of creative goals and results by finding new ways of working new working system. That is more efficient than the original made does not work stationary work system as before will try to think of ways to reach the goal more efficient, faster, more results.

4. Interpersonal skills competency, elated to human relations it was found that there were 5 component. 1) Communicates powerfully and broadly competency that focuses on the communication behavior of leaders to communicate powerfully after communicating, employees feel encouraged, the urge to get work done has energy to get up and work fully know-hows to use different situations. Be useful in communicating of employees including having to communicate with employees continuously. 2) Inspires and motivates others, has the ability to motivate and inspire employee's as well good leader when talking to employees will feel that get inspired to work and want to work successfully. 3) Builds relationship, good relationships, network building with other people both within the organization and outside the organization, a good leader today must be able to build

good relationships with others smoothly, know-hows to listen others with understanding the rhythm of whether you should now listen be quiet, or should speak, and what to say. There must be an art to naturally impress others. 4) Develop others competency, developing others to become better or develop others to become leaders in the next generation leaders are not just guiding others towards their goals. In this day and age, leaders must have the ability and willingness to develop others more capable modern era don't keep your talents alone. Leaders must be the first to effectively encourage and take action to develop others, and 5) collaborates and fosters teamwork, a good leader must be able to create cooperation build a strong team must has the behavior of working as a team, and behaviors that promote good team building.

5. Leading change competency, related to the ability to change, adapt, and make changes happen effectively, which will have competency, it was found that there are 3 components. 1) Develops strategic perspective competency, a good leader today must have the ability to create new strategies at work ability to read situations, read competitors, and recognize weaknesses, which including strengths of the organization itself. In order to be used in creating strategies for managing the organization to go into the future firmly. 2) Champions change, to modern leaders must have the ability to manage change well in their organizations must understand the nature of change and understand the human nature of change and cast together until being able to make changes in the organization smoothly including being able to solve problems arising from the change effectively, as well as continually support changes in the organization in order for the organization to achieve a sustainable future. And 3) connect the group to the outside world competency, the ability to connect organizations both inside and outside the outside world having a broad perspective can bring change on a global scale, come to adjust and apply to work in

the organization, work link of the organization let all employees at all levels see changes that are happening on a global scale as well<sup>8</sup>

Welch and Hodge forward that the competence of school leaders consisted of: 1) have a clarity in operations, courage in making decisions, operations, analyzing situations and solving situations well. 2) Know-hows to build good relationships between organizations both inside and outside including in the relevant sections. 3) Have a good relationship with positive thinking. 4) Be consistent in performance, noted continue able to work in changing situations. 5) Always develop and improve ready yourself to learn and work applied.<sup>9</sup>

## 2. Ethnographic futures research (EFR)

Research to study the trend of social change and culture in a fixed time frame in the future and developed from anthropological, cultural and ethnographic methods according to needs and limitations of future research. The future research has the following objectives: 1) to describe the future of plausible conditions, 2) to assess the current state of knowledge against the possible future, 3) to point out possible future effects, 4) to point out unfavorable precautions that may occur in the future. And 5) understand the basics of the transformation process.<sup>10</sup>

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<sup>8</sup> John H. Zenger, Joseph R. Folkman, and Scott K. Edinger, Leadership Competency: Harvard Business Review, accessed January 20, 2023, available from <https://hbr.org/2011/10/making-yourself-indispensable>

<sup>9</sup> Jennie Welch and Meriem Hodge, "Assessing impact: The role of leadership competency models in developing effective school leaders." **School Leadership & Management** 38, 4 (April 2018): 355-377.

<sup>10</sup> Robert B. Textor, Handbook on Ethnographic Futures Research, 3<sup>rd</sup> ed., (1980), 13.

The components of ethnographic interviewing and research (EFR). There were to follows: 1) population determination, 2) future time horizon, 3) factors affecting change, 4) cultural dimension, 5) basic assumptions, and 6) research ethics.

The steps in conducting this research were to follows: 1) determining population groups from which complete information can be provided, 2) the interview will feature a unique interview method designed to expand the imagination of the future by reducing the tempo centrism of the interviewee. The interview will include open-ended questions. And not guided to stimulate vision of interview participants for future topic-related and possible evolution, 3) analyzing and interpreting data from the interview, the researcher should read the record and transcribed interviews to classify similar ideas or ideas that share the opinions of the interviewees to classify similar ideas or ideas that has a common opinion of the interviewee in each topic and classify ideas that looks different from most ideas of the interviewee the researcher must analyze according to various conceptual frameworks, to lead theoretical, and 4) writing a research report a research report must be written for each topic, balanced, believable, cagey, and logical.<sup>11</sup>

### 3. Documents and research:

The ministry of education, the sports administration department, has a sports policy aiming at action plans for the development of sports in educational institutions to promote the development of teaching, and academic physical education in educational institutions promote the network of college unions and university, to become a national sports federation supporting the production of sports trainers sports specialist and academics to have sports performance able to

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<sup>11</sup> Boonmee Panthai, Teaching materials for research techniques EFR (Ethnographic futures research), accessed January 2, 2023, available from <https://slideplayer.in.th/slide/2136036/>

create effective team control teams has social justice proficient and skills in sports Understand each type of sport, rules, regulations, international sports law.<sup>12</sup>

Sports instructor standards coaches must be enthusiastic, and creativity in sports to always strive for self-improvement ready to improve yourself and upgrade training and teaching, has the ability to command, team management able to create responsive athletes domestic sports industry making the most of sports technology standard trainers must be able to recruit athletes and be able to create teams. Understand in the context of educational institutions understand athletes, communities, experience in sports.<sup>13</sup>

The central committee of the communist party of china promote the 5-year, 10-year national economic and social development plan, focusing on the long-term goal of 2035, towards a new era of china. Consider the future in an era of change all sports systems have been improved, aiming to improve the sports industry is an important part of creating and develop the sports industry encourage personnel to have knowledge, competence, high performance, and flexibility in their work good problem solving systematic planning use digital technology in operations.<sup>14</sup>

According to Newman he studied on the Advancing positive youth development-focused coach education: contextual factors of youth sport and youth sport leader perceptions. Found that coaches must have leadership, develop a positive mindset. Has an understanding of different types of sports and different

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<sup>12</sup> Ministry of Education, Sports Management, accessed January 2, 2023, available from <https://news.nknu.edu.tw/>

<sup>13</sup> Tianjin Human Resources Development Service Center China, Standard sports coach job, accessed January 2, 2023, available from <http://www.cnthr.com/contents/255/892.html>

<sup>14</sup> General Administration of Sport of China, The future of development of China's sports industry in the digital age, accessed January 2, 2023, available from <https://www.sport.gov.cn/n4/n15298/c975242/content.html>

levels of sports coaches must have a social understanding. the context of each person physically and mentally to be able to promote youth development as well as promoting the relationship between the contextual factors of sport for knowledge development It is important has good communication skills, know-how to build relationships and networks.<sup>15</sup>

According to Ponce he studied on titled athletes' perceptions of coaching competency and team conflict in sport teams: A multilevel analysis, found that coaches must be able to lead, be motivated, and know-how to strategize in the sport game. There is a technique in teaching. Understand in the context of the athlete the importance of psychological has good relationships in the team Game Analysis including situations that may arise the coach can resolve conflicts in the team. A good speech psychology and understand each sport can be trained in both theory and practice.<sup>16</sup>

According to Kinchin, Macphail and Chroinin they studied on the Irish primary school teachers' experiences with sport education. Found that Sports teachers have to sports experience through competition, be able to integrate appropriate new teaching methods have skills used in teaching and in sports able to control the team

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<sup>15</sup> Tarkington J. Newman, Advancing positive youth development-focused coach education: contextual factors of youth sport and youth sport leader perceptions, **Managing Sport and Leisure** 26, 4 (April 2021): 326-340.

<sup>16</sup> Gonzales I. Ponce, Athletes' perceptions of coaching competency and team conflict in sport teams: A multilevel analysis, **European Journal of Sport Science** 18, 6 (May 2018): 851-860.



to solve the situation in the competition and through receiving prizes from competitions.<sup>17</sup>

From the scope of the above theory can be written as a chart showing the conceptual framework of this research as detailed in Figure 1

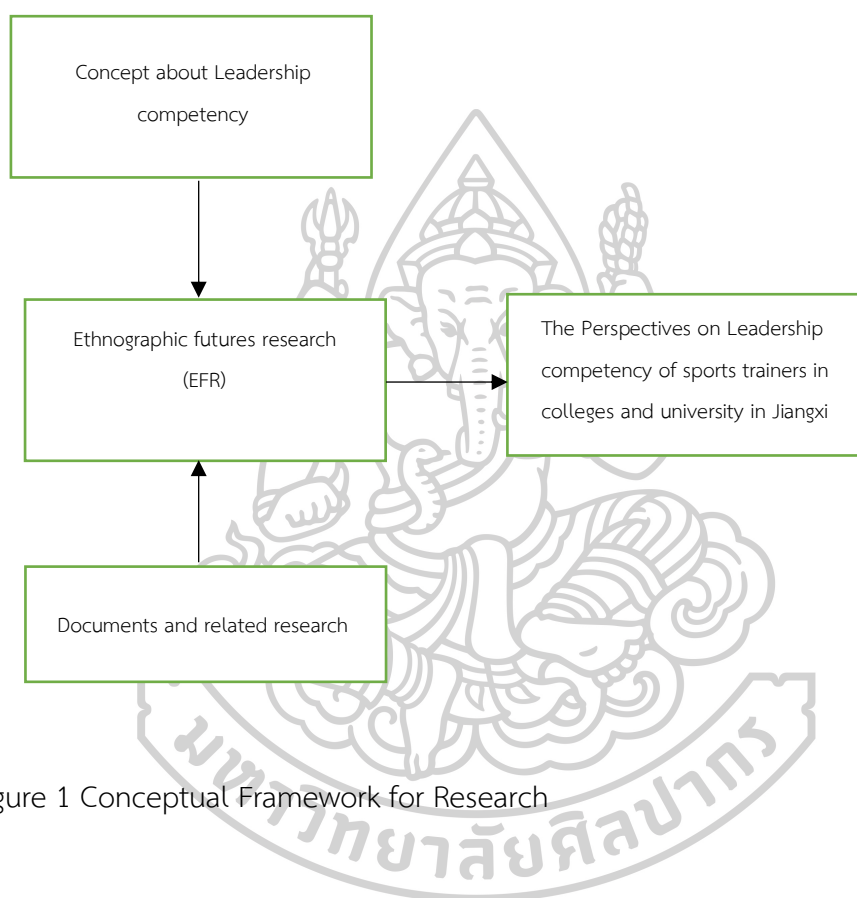


Figure 1 Conceptual Framework for Research

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<sup>17</sup> Gary D. Kinchin, Ann Macphail and Deirdre Ni. Chroinin. Irish school teachers' experiences with Sport Education, *Irish Education Studies* 31, 2 (February 2021): 122-132.

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- : Robert B. Textor, Handbook on Ethnographic Futures Research, 3<sup>rd</sup> ed., (1980): 13.
- Tianjin Human Resources Development Service Center China, Standard sports coach job, accessed January 2, 2023, available from <http://www.cnthr.com/contents/255/892.html>

Tarkington J. Newman, Advancing positive youth development-focused coach education: contextual factors of youth sport and youth sport leader perceptions, *Managing Sport and Leisure*, 26, 4 (April 2021): 326-340.

### Definition of Terms

Leadership competency referred to the ideas considered a leader that is suitable for the line of work performed. Knowledgeable in oneself fix various situations have good skills in performing tasks in the work section able to manage and develop the organization towards the goal effectively.

Sports coach means a person who encourages to guide teams in developing the principles that form the foundation of the ability to effectively coach and develop teams to their potential, skills, and knowledge.

Colleges and universities refer to educational organizations that have a higher education system. Focus on academic teaching special skills in sport training for learners that located in Jiangxi province.



## Chapter 2

### Related Literature Review

Research of the perspectives on leadership competencies of sports trainers in colleges and university in Jiangxi. The researcher presented relevant papers and research papers. Of focusing on the study of relevant documents and research as the following topics.

1. Leadership Competencies
2. Leadership Competency of Sports Trainers
3. Sports Laws
4. Colleges and University in Jiangxi
5. Ethnographic Futures Research (EFR)
6. Related Research

#### Leadership competencies

#### Concept of Leadership Competencies

Leadership competencies are an expression of a person's qualities, which are the key that leads the organization to its goals there are academics, and organizations who has proposed the concept of leadership competencies, as follows;

Hawkins, mentioned that leadership competencies those who has principles that underpin the ability to coach and straightforward framework to guide you in developing, enabling, exhorting, inspiring, managing, and assimilating people, consulting and having coaching experience.<sup>35</sup>

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<sup>35</sup> Mike Hawkins, **Leadership Competencies That Enable Results: A Guide to Coaching Leaders to Lead as Coaches 2013**, (Publisher: Brown Books, ISBN: 1612540988), 1-10.

Ang mentioned that leadership competencies are defined as leadership that a person with potential in himself, has skills and behaviors that contribute to superior performance able to lead a team in operations including being a person with vision always study and learn, organizations with people who have leadership qualities will prosper. That are a quality organization successful.<sup>36</sup>

Nareeya Weerakit mentioned that leadership competencies show that represents a person with vision and concept, clear in operation has an active, positive action to be a person with appropriate skills has experience in working able to work people who has leadership competencies will lead the organization to its goals.<sup>37</sup>

Strielkowski and Chigisheva mentioned that those who has undergone training, skills, paradigms, and self-development learning research accumulated experience change yourself, transform fundamental knowledge into practical knowledge and then apply it to create new knowledge.<sup>38</sup>

Belogash mentioned that leadership competencies that are person with determination has vision for change to transform through new leadership paradigms drawing on the learning, teaching, has leadership competencies of perspectives skills




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<sup>36</sup> Hui-Gek Ang, "Development and preliminary verification of Leadership tools for Existing and Emerging Allied Health professional leader." **BMC Health Services Research** 16, (2016): 1-8.

<sup>37</sup> Nareeya Weerakit, "Leadership competencies for hospitality management staff in Thailand." **Journal of Human Resources in Hospitality & Tourism** 17, 3 (2018): 314-339.

<sup>38</sup>Wadim Strielkowski and Oksana Chigisheva, **The development of transformational leadership competencies in the future teachers in a polyculture educational space 2018**, (E-Book ISBN 978-3-319-74216-8), 569-578.

and abilities analytical thinking, good human relations able to drive the organization in goals.<sup>39</sup>

Mumford and Higgs said ability to lead people with diverse thinking skills, vision, and positive attitudes that leaders may need to be successful in contemporary organizations with specific abilities, knowledge, or skills, providing a framework theory Have a perspective on change and be able to lead the team towards goals.<sup>40</sup>

Summary the leadership competency those who has straightforward framework to guide you in developing principles that underpin the ability to coach and straightforward framework to guide you in developing that a person with potential in himself, has skills and behaviors that contribute to superior performance accountability-driven context they work in. However, the leadership competency able to lead a team who has leadership competencies will lead the organization to its goals.

### **Principle Concept, Theory of Leadership competencies**

Leadership ability is the leadership skills and behaviors that result in superior performance. Psychology can be controlled by using technical methods to control the team. Leading by competency enables organizations to better identify and develop the next generation of leaders.<sup>41</sup> However, future business trends should drive the development of new leadership competencies. While some leadership

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<sup>39</sup> Marina Belogash, "Leadership Change in Change Leadership." **Journal of Leadership & Organizational studies** 10, 4 (2018): 79-87.

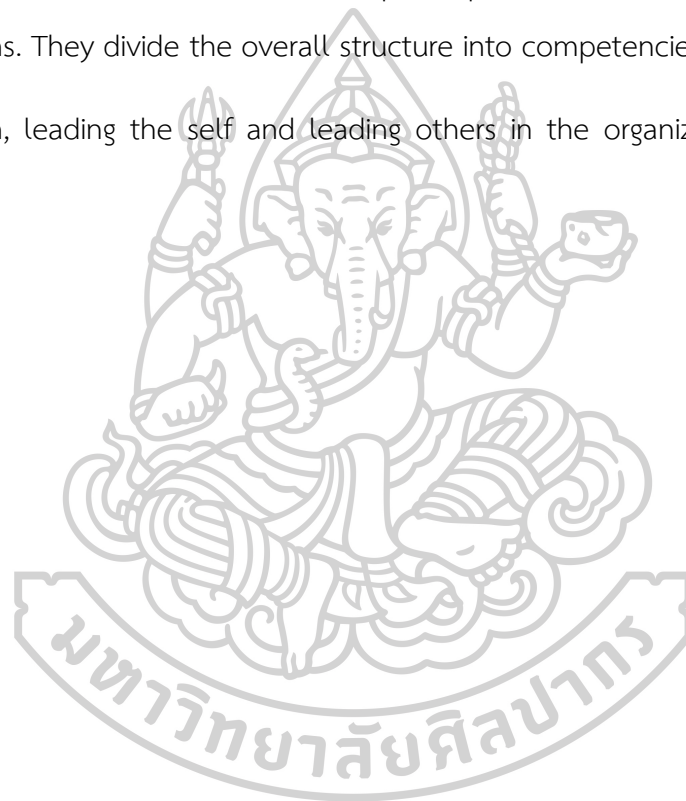
<sup>40</sup> Michael D. Mumford and Cory A. Higgs, **Leader Thinking Skills Capacities for Contemporary Leadership**, (Publisher: New York, 2020 ISBN 9781315269573), 5-17.

<sup>41</sup> Brownwell J. Meeting. "The competency needs of global leaders: A partnership approach." **Human Resources Management**, 45, 3 (2016): 309-336.

competencies are essential, the organization should also define what leadership attributes are distinctive to the particular organization to create competitive advantage. Who has proposed the principle concept, theory of leadership competencies as follows.

### Essential Leadership Competencies

Center for creative leadership said that essential leadership competencies have identified some essential leadership competencies that are consistent among organizations. They divide the overall structure into competencies for leading the organization, leading the self and leading others in the organization<sup>42</sup> as shown in Table 1.



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<sup>42</sup> Center for Creative Leadership, **A Leadership Gap Analysis for Chinese Leaders From a 360-Degree Survey**, accessed March 1, 2024, available from <https://www.ccl.org/>

Table 1 Leadership Competencies

Leading the organization:	<ul style="list-style-type: none"> <li>managing change</li> <li>solving problems and making decisions</li> <li>managing politics and influencing others</li> <li>taking risks and innovating</li> <li>setting vision and strategy</li> <li>managing the work</li> <li>enhancing business skills and knowledge</li> <li>understanding and navigating the organization</li> </ul>
Leading the self:	<ul style="list-style-type: none"> <li>demonstrating ethics and integrity</li> <li>displaying drive and purpose</li> <li>exhibiting leadership stature</li> <li>increasing your capacity to learn</li> <li>managing yourself</li> <li>increasing self-awareness</li> <li>developing adaptability</li> </ul>
Leading others:	<ul style="list-style-type: none"> <li>communicating effectively</li> <li>developing others</li> <li>valuing diversity and difference</li> <li>building and maintaining relationships</li> <li>managing effective teams and work groups</li> </ul>

**Source:** Adapted from Center for Creative Leadership, A Leadership Gap Analysis for Chinese Leaders from a 360-Degree Survey, accessed March 1, 2024, available from <https://www.ccl.org/>

Verlinden said that leadership competence refers to the specific set of knowledge, skills (technical and soft), and characteristics that make a person an effective leader. They are an essential part of modern workforce management and



succession planning. Competencies leading the organization, which many competencies can fit within multiple categories can be shown in Figure 2.<sup>43</sup>



Figure 2 Leadership Competencies Model

**Source:** Adapted from Neelie Verlinden, 18 Key Leadership Competencies for 2024 Success, accessed March 1, 2024, available from <https://www.aihr.com/blog/leadership-competencies/>

As the figure 2 shown, competencies for leading the organization, competencies for leading others, competencies for leading yourself.

### Competencies for leading the organization

1) Social Intelligence (SI) social intelligence refers to our awareness of different social situations and dynamics and our own interactions with others in those settings. It is one of the best predictors of effective leadership, in the

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<sup>43</sup> Neelie Verlinden, 18 Key Leadership Competencies for 2024 Success, accessed March 1, 2024, available from <https://www.aihr.com/blog/leadership-competencies/>

workplace, a leader with strong social intelligence knows when to talk and listen, what to say, and when to say it, which leads to effective communication, and helps to minimize conflict.

2) Problem-solving the effective leaders must be able to use their knowledge and experience to identify and analyze problems, before voicing a potential solution, a competent leader will test multiple options to see how viable each one is and only present it once they are confident in the outcome.

3) Conflict management a conflict is inevitable in an organization when navigating people with different personalities, beliefs, cultures, and moods. Therefore competent leaders are able to reduce and manage such conflict, which leads to stronger teams and better performance. The lies in finding a way to combine both people's opposing views rather than making a choice or asking them both to compromise.

4) Decision-making is one of the key leadership competencies because it's at the core of a leader's responsibilities. A good leader knows when to make a decision by themselves, when to consult their team members or peers and get their opinion on a certain matter and perhaps most importantly, when to take a step back and let others decide.

5) Setting and sharing a compelling vision with other leaders and their team, able to inspire and influence those around them to translate that vision into action create positive organizational change.<sup>44</sup>

6) Change management organizations are continually evolving, especially as they grow. Sometimes these changes will be small, for example, a new way to clock in and out of work other changes will be bigger and take place over a long period of

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<sup>44</sup> Ibid.

time, such as the digitization and automation of processes or the move to a more hybrid or remote way of working.

7) Innovation the market leaders in every industry are always highly innovative and creative. The result of this is products and services that continue to increase the value of their offering or the customer experience to achieve this, an organization must have innovative leaders who allow and encourage their employees to be creative, offer a collaborative work environment, view mistakes and failures as a necessary precursor to innovative success.

8) Entrepreneurship the effective leaders have an entrepreneurial mindset are constantly looking for new opportunities, ways to make processes more efficient, and improving products and services for customers. Their strategic skills enable them to take calculated risks to meet and exceed organizational objectives.

#### Competencies for leading others

9) Interpersonal skills are also known as people skills or soft skills. This includes treating people with sensitivity and respect, responding to the needs of different people in different scenarios, active listening, giving and receiving feedback, non-verbal communication, problem-solving skills, and teamwork.<sup>45</sup>

10) Emotional Intelligence (EI), emotional intelligence centers on our ability to understand people's emotions and emotional situations. It's also about our capacity to understand and manage our own emotions to comprise several; self-awareness – knowing your strengths and weaknesses. Self-regulation – being able to manage our own emotions. Motivation – people with high emotional intelligence are usually also highly motivated. Empathy – people with empathy and compassion tend to connect better with others. Social skills – the social skills of emotionally intelligent people

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<sup>45</sup> Ibid.

show they genuinely care for and respect others. “Leaders with high emotional intelligence are usually good at empathizing with others, managing stress, and navigating conflict, all of which contribute to building a positive team culture,”

11) Coaching ability & trustworthiness, one of the key leadership competencies is the ability to be an effective coach for their team and peers for example, knowing when to (gently) push someone to move past their comfort zone, giving useful feedback when necessary, and helping people find their personal vision. “The easy way to lead is to tell people what to do, but then they don’t need to think on their own. Coaching allows people to develop in a meaningful way, it builds trust and helps the individual to activate their strengths to get things done,” Trust is crucial for a successful coaching relationship. It’s also vital for leaders in building and maintaining strong relationships with the people they manage, as well as customers and clients. Being authentic – to be true to yourself at all times. Having rigor in your logic – ensuring the quality of your logic and your ability to communicate empathy – being empathetic with the people we interact with, actively listening to them, and seeing things from their unique points of view.<sup>46</sup>

12) Inclusiveness a good leaders know how to create a work environment in which everybody feels welcome. They make sure that every employee is treated equally and respectfully, has the same opportunities and resources, can participate thrive. In other words good leaders are inclusive. A visible commitment – to diversity, challenging the status quo, holding others accountable, and making D&I a personal priority. Humility – they are modest about capabilities, admit mistakes, and create space for others to contribute. Awareness of bias – they show awareness of personal blind spots, as well as flaws in the system, and work hard to ensure a meritocracy. Curiosity about others – they demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek to understand those around them

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<sup>46</sup> Ibid.

with empathy. Cultural intelligence – they are attentive to others’ cultures and adapt as required. Effective collaboration – they empower others, pay attention to the diversity of thinking and psychological safety, and focus on team cohesion.

13) People management good leaders give their teams the 5 c’s of people management: clarity, context, consistency, courage, and commitment.

#### Competencies for leading yourself

14) Learning agility the pandemic shed light on how important it is to be able to quickly adapt to rapidly changing circumstances. This goes for everyone in the workforce, but especially leaders, as they need to support and guide others – and the organization – through these sometimes challenging times. As such, agile leaders aren’t afraid of change; on the contrary, they embrace it. “Agility is the ability to move a business quickly in response to external or internal circumstances. In the organization, it looks like receptiveness to change, willingness to review courses of action regularly, and a flexible mindset,”

15) Industry knowledge and expertise to developments in some areas particularly in technology are so rapid that it might seem impossible to stay on top of them, in addition to other leadership responsibilities. However, effective leaders understand it’s still essential to develop a certain expertise in the area and company they’re leading in, and to be aware of future trends.

16) Managing yourself managing oneself includes workload, emotions, schedule, and more. One can only manage others effectively and succeed in the leadership role if they able to manage themselves. Everyone has their own way of doing this, but being well-organized, planning ahead, and knowing how to prioritize key elements for mastering this competency.<sup>47</sup>

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<sup>47</sup> Ibid.

17) Courage leaders frequently need to make decisions, some of which will be challenging and necessitate taking a calculated risk, this requires courage. Courage also means standing your values and teamwork defending them in front of others when necessary.

18) Organizational citizenship behavior the positive and constructive employee actions and behaviors that aren't part of their formal job description. It's anything that employees do, out of their own free will that supports their colleague's benefits the organization as a whole five most common types of are altruism – when an employee helps or assists another employee without expecting anything in return. Courtesy – polite and considerate behavior towards other people. Sportsmanship – being able to deal with situations that don't go as planned and not demonstrate negative behavior when that happens. Conscientiousness – employees don't just show up on time and stick to deadlines but also plan ahead before they go on holiday so that their colleagues won't be drowning trying to manage their workload. Civic virtue – how an employee supports their company when they're not in an official capacity. Civic virtue can be demonstrated by employees signing up for business events such as fundraisers or running a marathon for a charity with a team of co-workers.<sup>48</sup>

Garonik mentioned that essential leadership competencies a focus on leadership competencies skill development promotes better leadership. However, skills needed for a particular position may change depending on the specific leadership level in the organization. By using a competency approach, organizations can determine what positions at which levels require specific competencies,<sup>49</sup>

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<sup>48</sup> Ibid.

<sup>49</sup> Ron Garonik, et al. "The Navigating through the new leadership landscape."

Utecht mentioned that effective leadership competencies need to be culturally intelligent. Have a comprehensive mindset Sense of global and cultural identity and the ability to create networks culturally intelligent leaders understand different contexts and adjust their behavior accordingly. An inclusive mindset values diverse perspectives and promotes belonging. A shared mission and values cultivate a global identity and unite the team. Changing communication styles demonstrates cultural agility. Ultimately, the network creates opportunities for cross-cultural learning and problem solving. By developing these abilities in emerging leaders. Multinational companies can work together to achieve common goals.<sup>50</sup>

### Leadership Competency of Sports Trainers

#### Concept of Leadership Competency of Sports Trainers

Leadership competency of sports coaches is a good quality of personnel. Focus on operations in the organization to have performance, which has academic and the organization has proposed the concept of leadership competency and competencies of leaders, sports trainers as follows;

McClelland mentioned that on the leadership competence is the attributes underlying human performance that are superior to those of the average person, including knowledge, skills, other characteristics of a person, motivation, character, and internal image. The role that is expressed in society<sup>51</sup>

United Nations Industrial Development Organization: UNIDO, mentioned that on the leadership competence is a fundamental trait of an individual. which can

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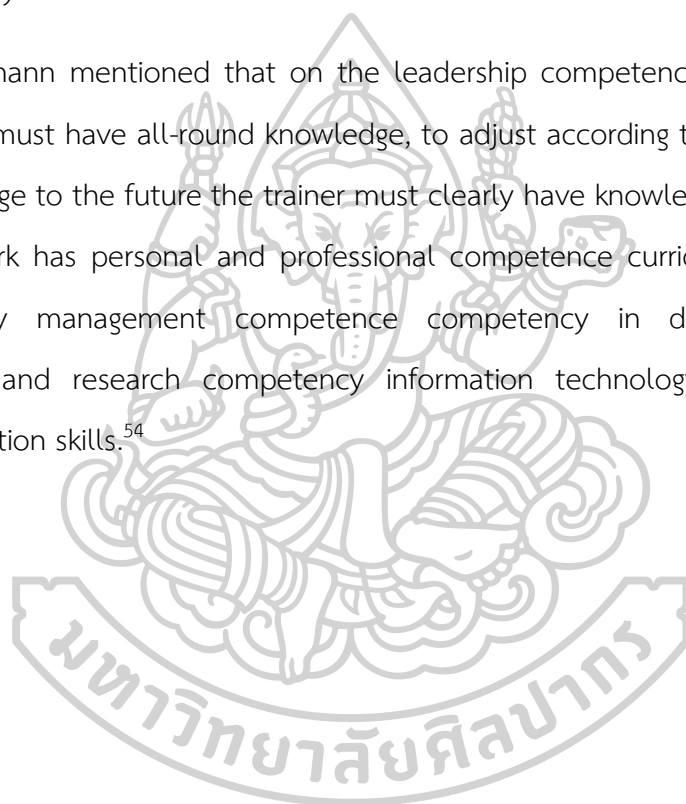
<sup>50</sup> Jenna L. Utecht, **Core Competencies of Global Leaders**, accessed march 1, 2024, available from <https://www.linkedin.com/pulse/core-competencies-global-leaders-jenna-l-utecht-mba-q4acc>

<sup>51</sup> David C. McClelland, **Testing for competence rather than intelligence** (American Psychologist, 1973), 1-14.

change the skills, knowledge and characteristics of the individual competency is important in job performance, people with competence can perform tasks successfully, Including various activities in that duty.<sup>52</sup>

Jansukwong mentioned that on the leadership competency as a sports coach is a person's innate ability show knowledge have good leadership have theoretical and practical skills high performers perform various tasks. Successfully and appropriately<sup>53</sup>

Pramann mentioned that on the leadership competency of sports coaches the trainer must have all-round knowledge, to adjust according to the situation in an age of change to the future the trainer must clearly have knowledge and skills, in the field of work has personal and professional competence curriculum development competency management competence competency in developing learner's innovation and research competency information technology competency and communication skills.<sup>54</sup>



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<sup>52</sup> United Nations Industrial Development Organization (UNIDO), **Competencies**, accessed March 16, 2023, available from <http://www.unido.org>2002.

<sup>53</sup> Bongkoch Jansukwong. "The Management of Sports Schools to Excellence." **Journal of Educational Naresuan University** 22, 3 (July-September 2020): 337-350.

<sup>54</sup> Saowaluk Pramann. "COMPETENCIES FOR PHYSICAL EDUCATION TEACHERS." **Journal of Liberal Arts and Management Science Kasetsart University** 9, 1 (January-June 2020): 153.



America Society of Health and Physical Education: SHAPE mentioned that on leadership competency is a manifestation of a person's abilities, person has a knowledge and practice skillful learning experience.<sup>55</sup>

HREX Asia mentioned that on the leadership competence is the potential of a person who demonstrates knowledge a variety of different skills, including the personality positive traits performance can be built promote the development of new competencies according to the person's context It is to increase the potential of oneself to be suitable for changes.<sup>56</sup>

National Association for Sport and Physical Education: NASPE; standards leadership performance sports trainer, that person must be with high self-efficacy has knowledge and experience, in-depth sports skills leadership, learn quickly has good physical and mental energy good aptitude for problem solving and immediate situations able to motivate a quick and decisive decision. Thorough understanding of the course of teaching sports law regulations knowledgeable in sports science know-how to apply strategies for effective classroom management. To plan systematically interested in understanding all learners very well take an interest in activities and encourage participation in activities develop and support learners to their full potential.<sup>57</sup>

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<sup>55</sup> America Society of Health and Physical Education (SHAPE), **National Physical Education Standards**, accessed March 16, 2023, available from <https://www.shapeamerica.org/MemberPortal/standards/pe/default.aspx>

<sup>56</sup> HREX Asia, **Enhance competency to personnel Promote human resource management in the organization to be effective**, accessed March 16, 2023, available from <https://th.hrnote.asia/orgdevelopment/190624-competency/>

<sup>57</sup> National Association for Sport and Physical Education (NASPE), **Standards leadership**, accessed March 16, 2023, available from <https://www.peteacheredu.org/careers/>

Summary the leadership competency as a sports coach is an attribute of a person with potential which demonstrates both theoretical and practical knowledge have skills, expertise, experience, other characteristics of a person, clarify motivation, character, internal image role play able to motivate has a quick and decisive decision, leadership competencies can be built and developed as appropriate with future changes.

### **Principle Concept, Theory of Leadership Competency of Sports Trainers.**

The chartered Institute for the management of sport and physical activity mentioned, that on leadership competency of sports trainers should consist of the role and skills of the sports coach, a practical guide sports coaches can vary depending on where you work sports coaches, work with individuals and teams in professional and amateur clubs. The community sports associations, schools, colleges and universities they may plan to recruit new players, and organize sporting events. As a sports coach your key roles may include: 1) Advising athletes, 2) Suggesting new techniques, 3) Being a role model, 4) Offering lifestyle advice, 5) Organizing competitions and meetings, 6) Assessing safety risks, 7) Observing and analysing, and 8) Applying for funding.

Skills need to be a sports coach, coaches use many soft skills to successfully interact with athletes and players. Working as a sports coach requires interpersonal, social, and communication skills. Here are some key skills that can help coaches do their job well: 1) Communication, 2) Leadership skills, 3) Decision-making skills, 4) Interpersonal skills, 5) Enthusiasm and dedication, 6) Patience, and 7) Physical stamina<sup>58</sup>

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<sup>58</sup> The Chartered Institute for the Management of Sport and Physical Activity, **Sports Coach's Roles and Skills: A Practical Guide**, accessed March 16, 2023, available from <https://uk.indeed.com/career-advice/career-development/sports-coach-roles-and-skills>

Vora mentioned that in the era of change according to the future world that is coming leaders need to develop themselves. Have positive energy to show the leadership competency of the future world organizations must focus on personnel to be the driving force for success which consists of 1) develop an adaptive mindset: must be accustomed to encountering new situations that have never been found before or no solution before in the future world, there will always be something new. Leaders will encounter the word "first time" more than usual, and must get used to and solve problems to pass quickly. To wait for a new situation that will be the first time again, 2) has a clear vision: have a clear vision for the future because that's what the new generation is looking for. Because the "NEW GEN" group is a person who mainly focuses on results. They want to know what he did today, how the ending organization will be. How will his work help the organization, 3) embrace abundance mindset: benevolent, open, and see opportunities, not problems all the time? In which leaders must look far into the future. Find opportunities for the future that others can't see. In order to plan the best, 4) weave ecosystems for human engagement: challenges related to soft side people management, organizational culture building organizational engagement building leadership and leadership development. Therefore, leadership competency for the future world must be a leader who can build faith (trust) to develop the soft side, build engagement with the organization, and create efficiency and effectiveness in work, 5) anticipate and create change: one must see the need to change "before" (others) and create that change. Before being forced to change from external circumstances without planning well enough, 6) to be self-aware: has awareness of one's own strengths and weaknesses. In order to adopt a management style that is suitable for both the individual and the organization in order to reach the desired destination, 7) to be an agile learner: the leader of the future world must be someone who is full of water all the time. That is you must be alert to learn new things, (learning new things) all the time and you must know how to stop believing or sticking to old ideas, (unlearn

old things) that have already worked, 8) network and collaboration: must know how to create business alliances through various networks both inside and outside the organization and organizations of the future, 9) relentlessly focus on customer: customer focus leaders must tirelessly care and pay attention to the needs of their customers, 10) develop people: leaders in the world of the future are about creating the next generation of leaders. By himself being a role model that the organization's leaders requirement. An organization cannot grow into the future without good leaders to support the future, 11) design for the future: leader for the future must be the person who designs the future for the organization in matters such as culture, work system, work structure, 12) constantly clarify and communicate: In the future communication tools are readily available and fast, so leaders need to know how to use them to create clarity. (About changes that occur all the time) and communicate to employees at all times.<sup>59</sup>

Chairungruang mentioned that on the leaders of the future must have a positive mindset, analytically, including understanding the context of society which consists of 1) thinking globally, having an open view take into account the overall picture of the world, 2) understand cultural understand the diversity of people, and the culture of the country, 3) developing technology savvy ability to manage technology, 4) developing alliances and partnerships create business friends and 5) sharing leadership know how to share experiences.<sup>60</sup>

Training mentioned that on the future leadership competencies 8 key modern leadership skills that modern leaders need to lead the organization to

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<sup>59</sup> Tanmay Vora, **12 Critical Competencies for Leadership in the Future**, accessed March 16, 2023, available from <https://medium.com/stretch-magazine/12-critical-competencies-for-leadership-in-the-future-379aebdeda1d>

<sup>60</sup> Chanchai Chairungruang, "The Global Leader of Future Understand Cultural Differences and Keep Abreast of Current World." **Journal of Chandrakasem Sarn** 21, 41 (July-December 2015): 1-8.

success in the future, 1) resource management; ability to manage resources, plan work allocation and manage people to achieve the goals set by doing large projects for the organization, 2) change management; the ability to manage changes that occur in both the work process environment including the state of mind and behavior of people in the organization, 3) digital disruption; adapting to digital technology the ability to cope with digital technologies that interfere with modern corporate workflows, 4) building team for future; team building support future growth the ability to influence and be an important driving force for “Build a team” that is ready to move forward with the organization, 5) attitudes; the attitude of leadership, the attitude of the "new generation" who are ready to learn continuously. To elevate their career and quality of life, 6) communication effectiveness; efficient communication good at coordinating and communicating with personnel from different departments to bring about the desired results, 7) performance management; administrative abilities with a systematic, standardized working method and reducing errors as well as being good at generating, ROI: (Return on Investment) back to the organization and 8) interpersonal skills; interpersonal skills connect the relationship of people in the organization to understand each type of people. Recognize strengths and weaknesses to bring out the highest potential of each person.<sup>61</sup>

Fletcher and Arnold **mentioned that** on the proliferation of sports organizations demonstrates the critical role of high-performing leadership. Emphasis are placed on human resources as the primary focus for organizational development, creating a highly capable, front-line team with appropriate competencies now and in the future sports coaches must understand the context corporate culture, able to analyze the environment stability and understand the cycle of innovation foresight can determine strategy. Know the weaknesses and strengths in the organization has

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<sup>61</sup> Beyond Training, **Leadership Development**, accessed March 16, 2023, available from <https://www.beyondtrainingplus.in.th/>

an integrative perspective can be modeled based on the evidence of leadership vision for operations there is a common perception network.<sup>62</sup>

### Sports Laws of China

The people's republic of china aims to develop sports. Legislation for sports in the country and the implementation of the rules of the united nations organization (UNESCO), which aims for member countries to develop sports activities through science and technology. The government therefore aims to support and promote foreign sports exchanges based on independence, equality, mutual benefit and mutual respect protect national sovereignty and dignity and comply with international treaties.<sup>63</sup>and the government aims to drive plans and policies to issue legislation to has a system for implementing goals aimed at developing, promoting, elevating sports to be the number one in the world, striving to increase and improve sports facilities and Recreation that supports community cooperation to create a culture of sports love sports and recreation facilities Aiming to develop sports personnel with the right quality and suitable vehicles to work at their full potential.<sup>64</sup>

The sports law was established according to the constitution for the purpose of sports development, to improve the physical fitness of the people aiming to raise

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<sup>62</sup> David Fletcher and Rachel Arnold, **Performance leadership and management in elite sport**, (book: *Managing Elite Sport Systems: Research and Practice*, 2020), 162-181.

<sup>63</sup> United Nations Educational Scientific and Cultural Organization: UNESCO, **International Convention against Doping in Sport**, accessed March 16, 2023, available from [https://unesdoc.unesco.org/ark:/48223/pf0000188405\\_chi](https://unesdoc.unesco.org/ark:/48223/pf0000188405_chi)

<sup>64</sup> Culture sports and tourism bureau: CSTB, **Sports Policy**, accessed March 16, 2023, available from <https://www.cstb.gov.hk/en/policies/culture/west-kowloon-cultural-district.html>

the level of the country's sport and promote the building of a socialist spiritual civilization. Development of sports activities in all sectors and develop the physical fitness of people across the country. The goal is to affirm sports, there is a national exercise activity, as a basis for doing sports activities to create popularity the government promotes and supports the development of various types of sports. Sports is the building and linking the country's economic system and social development to include sports activities in the national economic and social development plan. It is a reform of the sports management system. To connect organizations, institutions, social organizations and general public the sports administration of the state council are of charge national sports events. Other relevant departments in physical education and sports science research promote scientific achievements and advanced sports technology to have the capacity of sports personnel with knowledge of the country's sports provisions.<sup>65</sup>

#### Sports provisions

Section 1: Prepared according to the constitution to promote sports and the sporting spirit of china cultivate sports culture to development even further. Aims to enhance the physical fitness of the people.

Section 3: County governments and above are required to include sports in their national economic and social development plans.

Section 4: Put the sports administration of the state council in charge of national sports events, other relevant bodies of the state council must manage sports-related events within their responsibilities. The local government's sports administration or higher is responsible for sporting events within its jurisdiction.

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<sup>65</sup> Sports Law of the People's Republic of China, **Sports Law**, accessed March 16, 2023, available from [http://www.gov.cn/guoqing/2021-10/29/content\\_5647637.htm](http://www.gov.cn/guoqing/2021-10/29/content_5647637.htm)

Section 5: The government protects the rights of citizens to participate in sporting activities equally bylaw and provide special guarantees for the rights of minors, women, the elderly and people with disabilities to participate in sporting activities.

Section 6: The government provides public welfare and basic public sports services to promote equality and improve the basic public sports service system with thorough coverage benefits are shared and a combination of cooperation between the city and the countryside.<sup>66</sup>

Section 7: The government must take measures such as financial support and assistance in building facilities in sports to support the development of sports in various provinces ethnic area border area and economically underdeveloped areas.

Section 8: The government supports the discovery of local sports. By organizing a management system to promote innovation to be used in outstanding local sports competitions and organized local sports events for minorities on a regularly to perform and participate in sporting activities follow the principles of compliance with laws and regulations. Honesty and credibility respect for the law adaptation of measures to local conditions diligence and savings and safety.

Section 10: The government attaches importance to the development of youth sports and educational institutions. Adhere to the combination of sports and education. Promote a culture of physical activity in educational institutions and pays equal attention to the body and personality.

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<sup>66</sup> Ministry of Education, **Sports policy**, accessed March 16, 2023, available from [https://www.moe.gov.tw/News\\_Content.aspx?n=9E7AC85F1954DDA8&s=91943BF35DEF618C](https://www.moe.gov.tw/News_Content.aspx?n=9E7AC85F1954DDA8&s=91943BF35DEF618C)



Section 12: The government supports research in sports science, and innovation in sports technology cultivate talent in sports science, sports technology promote and apply achievements in science and technology in sports, improve the level of sports science and technology.

Section 13: The government must honor and reward organizations, educational institutes, and individuals who develop sports athletes according to relevant regulations.

Section 14: The government promotes foreign sports exchanges to promote the Olympic spirit and encourage participation in international sport. Foreign sports exchanges are based on the principle of independence. Equality mutual benefit and mutual respect Protect national sovereignty, security, development interests and dignity, and comply with international treaties concluded or signed by the people's republic of china.<sup>67</sup>

### **Sport law in educational institution**

There are many articles research to sport laws in educational institution as shown the detail in be lows.

Section 24: The government implemented to planning of promoted youth sports activities and schools. Improve youth sports system cultivate and promoting awareness of youth's physical fitness.

Section 25: Education administration and educational institutions must include physical education in the scope of quality assessment. This was comprehensive course of instruction taking into account compliance with the requirements of fitness standards. National Student Health It is an important aspect of educational assessment. And teaching cultivate exercise habits make your body

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<sup>67</sup> Ibid.

healthy and quality. The sports management department provides advice and assistance in providing sports knowledge and skills, sports training, sports event management of sports venues and facilities and cooperate with the education administration to promote the creation of sports teams in educational institutions and at a high level national team athlete.

Section 26: Educational institutions must open fully classes of physical education in accordance with government regulations to promote people with physical disabilities. Participate in sports activities that are appropriate to their characteristics in physical education teaching.

Section 27: The academy integrates extracurricular sports activities into the lesson plan. Linked to the teaching content of physical education subjects and exercise for at least an hour every day during school hours encourage the formation of sports teams, clubs and other sports training organizations. To conduct sports training after school in various forms to promote athletic performance.

Section 31: Educational establishments are organized according to the relevant regulations of the state. The allocation of qualified physical education teachers to provide physical education teachers with high performance in sports. Educational institutions can determine sports coaching positions and focus on hiring retired high-performance athletes. Meet the relevant conditions to participate in sports teaching and training activities.<sup>68</sup>

Section 33: The government provides accidental injury insurance for student sports activities to the educational administration and educational institutions. Manage the safety of sporting activities to prevent and control the risk of injury from playing sports

Section 35: Educational supervision management institute at all levels to supervise the sports of educational institutions and publish supervision reports to the public.

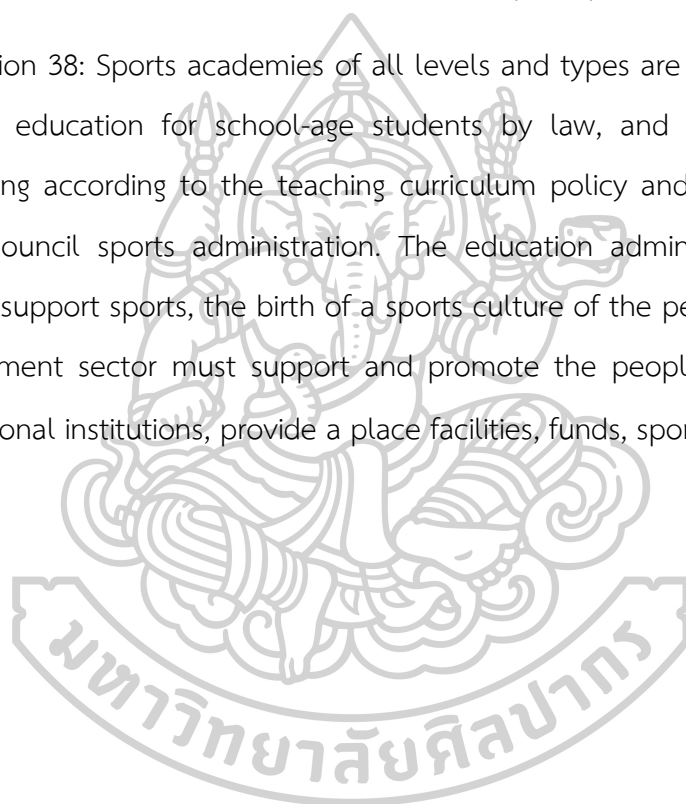
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<sup>68</sup> Ibid.

Section 36: Education administration sports management and educational institutions must organize the introduction of youth to participate in sports activities. Prevent and control youth health problems, including those involved and family must cooperate.

Section 37: Sports management must recommend and establish standards in sports training to support the creation of good performance for youth by organizations, institutions, social organizations and sports professionals.

Section 38: Sports academies of all levels and types are required to conduct compulsory education for school-age students by law, and conducting amateur sports training according to the teaching curriculum policy and training defined by the state council sports administration. The education administration must work together to support sports, the birth of a sports culture of the people in the country. The government sector must support and promote the people, sports personnel, and educational institutions, provide a place facilities, funds, sports personnel<sup>69</sup>



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<sup>69</sup> Ibid.

### Colleges and university in Jiangxi

Table 2 The number of students and teachers in Jiangxi.

Basic information of each school		
Name	students	teachers
East China Jiaotong University	107	21
Jiangxi Normal University	423	26
Nanchang University	218	25
Jinggangshan University	305	21
Yichun College	221	18
Gannan Normal University	357	24

**Source:** Information background of college and university of Jiangxi Province. From <https://phe.ecjtu.edu.cn/xygk.htm>.

The school of physical education and health of east china Jiao Tong University was founded in 1989. Its predecessor was the physical education teaching and research office of the basic department of east china Jiao tong university, after the historical evolution of the sports professional group and the department of physical education directly under the east china Jiao tong university, the school of physical education was established in 2000, and the sports and health was established in 2017, college. Since its establishment, the college has been adhering to the school-running philosophy of "quality first, academic development", taking the construction of majors and majors as the leader, adhering to the three-in-one school-running model of teaching, training and academic research, strengthening characteristic construction, expanding social services, and striving to achieve first-class, after more than 20 years of hard work, the school has achieved leapfrog development.<sup>70</sup>

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<sup>70</sup> East China Jiao tong University, **School of Physical Education and Health Official**, accessed March 16, 2023, available from <https://phe.ecjtu.edu.cn/xygk.htm>.

The school has professional theory teaching department, professional technology teaching department, public sports department, postgraduate teaching department, military teaching department, athletic training department, group competition department, central laboratory, physical fitness testing center, venue management center, sports industry center and other institutions. It has two undergraduate majors of physical education and sports training, a first-level academic master's degree in physical education, and a master's degree in physical education, with more than 500 students. The college currently has 65 faculty members, including 56 full-time teachers. The college has a strong teaching staff 58% of the teachers have senior professional titles, 88% of the teachers have a master's degree or above, and 10 teachers are national athletes. There are majors in Jiangxi province, of 5 leaders and academic backbone teachers, the only member of the national college physical education teaching steering committee in Jiangxi province. It has won the only key academic in the 12<sup>th</sup> five-year plan of Jiangxi province (Physical Education) in Jiangxi university physical education, the only provincial laboratory in Jiangxi university physical education (Jiangxi Provincial Key Laboratory of Physical Health and Intervention), and Jiangxi provincial university. The only provincial-level key humanities and social sciences research base in physical education (East China Jiao tong University Sports and Fitness Research Center), the only provincial-level joint training base for industrial enterprises and university postgraduates in college physical education in Jiangxi province, and the academic construction platform ranks in Jiangxi province first place among university peers.<sup>71</sup>

At present, the school has served as eight vice-chairman units at the national level and four deputy secretary-general units. In 2015, he won the only national-level vice-chairman unit in Jiangxi university sports science---the vice-chairman of china soft tennis association, and He also served as the vice-chairman unit of the national school sports federation, the vice-chairman unit of the track and field

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<sup>71</sup> Ibid.

branch of the Chinese university sports association, the vice-chairman unit of the basketball branch of the Chinese university sports association, the vice-chairman unit of the national traditional sports branch of the Chinese university sports association, and the aerobics art of the Chinese university sports association. Vice-President unit of gymnastics branch, vice-chairman unit of tennis branch of china university sports association, vice-chairman unit of football branch of china university sports association, deputy secretary-general unit of track and field branch of Chinese university sports association, deputy secretary-general of basketball branch of Chinese university sports association unit, deputy secretary-general of the football branch of the Chinese university sports association, and deputy secretary-general of the tennis branch of the Chinese university sports association. The school also served as the two leader units in the physical education of colleges and universities in Jiangxi Province. In 2015, he served as the leader of the Jiangxi branch of the national university sports academic alliance. In 2016, he served as the leader unit of the Jiangxi University Sports academic alliance. The college is also the tennis training base of Jiangxi province, the youth training base of Jiangxi wushu Association and the referee training base of Jiangxi football association.

The school is one of the “National Universities Excellent Units for Implementing the Regulations on School Sports Work” and one of the colleges that pilot high-level sports teams nationwide. In 1996, it jointly organized a team with the china locomotive sports association, and boldly explored a new model of jointly organizing high-level sports teams between universities and industry sports associations. In 2002, we jointly established a school basketball team with Site Group. In 2004, we introduced a Chinese super league team - Nanchang Bayi Hengyang, football club to our school, and actively explored the new model of school-enterprise joint team-running at present, there are high-level sports teams in track and field, martial arts, basketball, tennis and other projects. The school's high-level sports teams have won the top three overall scores of men's and women's teams in the National University Athletics Championships, and women's The first

place in the team total score, the first place in the women's team total score in the national university student wushu championships and a number of individual champions. Bai xue, a student of our school, has won the women's marathon championship at the world athletics championships, and many student athletes have won the top eight in the "Olympic Games", the world weightlifting championships, and the Asian athletics championships.<sup>72</sup>

The school of physical education of Jiangxi normal university was founded in 1936 as the national Jiangxi normal school of physical education. It has gone through the historical evolution of the national Nanchang university physical education department, the Jiangxi physical education institute, the physical education department of Jiangxi normal university and the physical education department of Jiangxi normal university. Sports colleges (departments) with early, large-scale school-running and better school-running conditions. In 1953, the national majors and departments were adjusted, and the physical education academic of our school was reorganized to establish the central south institute of Physical Education (the predecessor of Wuhan Institute of Physical Education).

The school is an advanced unit of national mass sports work. It now has five departments of physical education (provincial brand major), sports training, national traditional sports, social sports and sports performance, as well as the university sports teaching and research department. The national and provincial teaching centers such as sports culture research base of general administration of sports of china, national social sports instructor training base of general administration of sports, national youth aerobics training center, sports teacher training base of Jiangxi provincial sports traditional project school, Jiangxi provincial university experimental teaching demonstration center, etc., research platform. The college currently has more than 1,500 full-time undergraduate students and nearly 200 correspondence students. The college is the only unit in the province that has the right to grant the first-level academic of physical education, master of education in physical education,

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<sup>72</sup> Ibid.

and master of physical education, covering four aspects: academic, applied, full-time, and on-the-job. There are currently 200 graduate students of various types.<sup>73</sup>

The faculty of the college is relatively strong, and the teaching and academic research achievements are more remarkable. There are 119 faculty members, including 101 full-time teachers, 70% of them have senior professional titles, more than 20% of teachers have doctorate degrees, and more than 40% of teachers have master's degree guidance qualifications. In the past five years, teachers of the college have published more than 30 books and textbooks, and published more than 380 papers in international and domestic core journals and provincial journals. He has won the national social science fund and natural science fund projects for many years, including 14 national social science funds, 1 national natural science foundation, and one planning project of the ministry of education in addition, it has undertaken more than 20 various projects of the state sports general administration, and undertaken more than 80 projects at the provincial and ministerial level and above, and nearly 100 achievements have won the first, second and third prizes of provincial and ministerial academic research. In 2016, our school ranked second in the national local normal universities in terms of the number of a-category journal papers (2012-2015).<sup>74</sup>

The school has sufficient teaching facilities to meet the teaching needs. There are 10 games (Changsheng Hall Track and Field Stadium, Yaohu Stadium, Tennis Court, Basketball Court, Indoor Track and Field Training Field, Football Field, Volleyball Court, etc.), 5 Halls (Changsheng Hall, Yaohu Gymnasium, Wind and Rain Arena, Sports Building) Stadium, defense hall), 2 pools (two swimming pools), as well as strength training room, health path, etc. The total area of the two campuses for physical education, training and exercise is 137,471 square meters, of which the total indoor area is 133,188 square meters.

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<sup>73</sup> Jiangxi University, **The official website of the School of Physical Education**, accessed March 16, 2023, available from <https://ty.jxnu.edu.cn/>

<sup>74</sup> Ibid.



In the process of running the school, the college has always aimed to cultivate compound sports professionals, highlighting the characteristics and advantages of running a school, and actively explored the mode of cultivating competitive sports talents. In recent years, more than 50 world champions, Asian champions and national champions, such as Yang Wenjun, Jin Ziwei, Wu You, GAO Yulan, Li Rongxiang, Ouyang Kunpeng, Lao Yi, Ni Zhenhua, Ao Jinping, Shou Minchao, and Wu Haiyan have emerged successively, active national team player. Moreover, it has always occupied the first place in the college group of the Provincial Games with a huge advantage. Since its establishment, the college has sent 10,000 graduates to the whole country and has become an important base for the cultivation of middle and senior talents in competitive sports, physical education, social sports practice and academic research in Jiangxi Province.<sup>75</sup>

The school of physical education of yichun university has 5 responsible departments including Office, Academic Affairs Department, General Branch of the Youth League, Academic Engineering Department, and University Physical Education Department, and 7 teaching and research departments for track and field, gymnastics, martial arts, sports training, ball games, theory, and sports performance. The classroom teaching and experimental teaching tasks of the three majors of the school are also undertaken.

The school has modern sports venues with complete functional facilities and advanced technical conditions, with sports health care laboratory, exercise physiology laboratory, sports anatomy laboratory, comprehensive laboratory and college student physical fitness test center, which can better meet the requirements of teaching, training and competition needs.

The school insists on teaching as the center. In 2011, the college represented Jiangxi to participate in the three-year national college physical education student basic skills competition hosted by the Ministry of Education, and won the second prize of the group total score (ranked fifth in the country) and the first prize of sports

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<sup>75</sup> Ibid.

skills. Award (ranked third in the country), third prize for basic theoretical knowledge (ranked eleventh in the country), and at the same time won the second place in individual track and field competitions and the fourth place in basketball competitions, which are the best results in Jiangxi Province's history. The Provincial Department of Education sent a congratulatory letter for this.<sup>76</sup>

While paying close attention to the quality of teaching, efforts should be made to build a national traditional sports academic. At present, advantageous characteristic project groups such as dragon boat, shuttlecock, dragon and lion dance, sports dance, skill cheerleading and orienteering have been formed. The above-mentioned projects have repeatedly represented Jiangxi Province in national competitions and won many good results. The college dragon boat team has frequently appeared on CCTV in recent years. The skill cheerleading team stood out among more than 1,000 teams across the country and became one of the 10 performing teams selected for the Guangzhou Asian Games. On-the-spot display of many games.<sup>77</sup>

More than a dozen sports teams, such as track and field, basketball, volleyball, football, martial arts, orienteering, taekwondo, etc. established by the college, have been training all year round. In the past three years, the sports teams have won a total of 129 top 3 national competitions and 158 provincial competitions; in 2014, the sports delegation won a total of 56 gold medals in the undergraduate sports professional group of colleges and universities at the 14th Jiangxi Provincial Games. , with a total score of 1146 points, the number of gold medals in the game and the total score of the team ranked second in the undergraduate sports professional group of the university department; the volleyball team successfully defended the championship in the 2014 Jiangxi province college volleyball league, and won the Jiangxi province college student volleyball championship for six consecutive years; In

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<sup>76</sup> Yichun University, **The official website of the School of Physical Education**, accessed March 16, 2023, available <http://tyxy.jxycu.edu.cn/>

<sup>77</sup> Ibid.

the 2014 national student orienteering championships, the orienteering team won two golds, three silvers and two bronzes in the first group of colleges and universities, and won the first place in the total score of the group for three consecutive years. Three students were selected by the orienteering branch of the Chinese university sports association. Team”; the sports dance team won the champion of group a rising star in the professional level of the 24<sup>th</sup> national sports dance championships in 2014; the table tennis team won the high-level group singles and doubles in the 2013 Jiangxi university table tennis competition. Historic breakthrough; the orienteering team won 12 first prizes in the college group in the 2013 national student orienteering championships; sports training students won 1 silver medal in the men's 200-meter double kayak at the 12<sup>th</sup> national games; aerobics team In the 2013 national aerobics competition finals, he won 2 special prizes and 2 first prizes.<sup>78</sup>

The teachers and students of the school actively participate in local cultural undertakings, serve local cultural and economic construction, and are the backbone of large-scale cultural and sports performances in yichun. In the past two years, the students of the college have organized and participated in performances such as the opening ceremony of the yichun city games, the moon culture festival, the opening ceremony of the national air volleyball, and the bamboo expo, which have been highly recognized by the municipal party committee and municipal government.

In recent years, the employment rate of graduates of the school has been among the best among similar colleges and universities, and has been praised by employers and the society for many times. Among the graduates, they have won the first place in the provincial teaching skills competitions in jiangxi, fujian, zhejiang, guangdong, etc. The excellent results of the first prize, the students who have been employed in the communities and clubs in beijing and guangdong, have outstanding work performance and good social feedback. The school has a strong atmosphere for postgraduate entrance examinations. Every year, many students are admitted to

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<sup>78</sup> Ibid.

beijing sports university, shanghai institute of physical education, hunan normal university, fujian normal university, soochow university, nanjing normal university, south china normal university and other well-known schools for further study.

The school of physical education of jinggangshan university was founded in 1977. Its predecessor was the physical art department of the jinggangshan branch of jiangxi normal university (public sports, physical education, and art co-located); in 1982, the school was renamed jinan normal college, art and sports were separated and established. The department of physical education (the public sports and sports majors are jointly operated); in 1987, the sports major was separated from the public sports; in august 2005, the current sports college was established by the merger of the original public sports teaching department and the sports department. Now it consists of the department of physical education and the department of public physical education.<sup>79</sup>

At present, there are 3 undergraduate majors in physical education, social sports guidance and management and sports training, and 2 high-level sports teams in basketball and football. The college attaches great importance to the construction of majors. There are currently 1 Jiangxi province intangible cultural heritage research base, 1 Jiangxi province first-level social sports instructor training base, and 1 school-level key construction second-level academic - physical education training, school-level academic research Platform 1 physical research center. The college is closely linked to the center of talent training, solidly promotes education and teaching reform and talent training model innovation, and continuously improves the quality of talent training. There are 1 provincial-level specialty major, 1 provincial-level talent training model innovation experimental area, 1 provincial-level quality course, 2 provincial-level quality resource sharing courses, 2 school-level course groups, 9 school-level quality courses, there is 1 first-class online course, 1 school-level virtual simulation experiment project, 1 national-level college student innovation and

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<sup>79</sup> Ibid.

entrepreneurship project, 4 provincial-level college student innovation and entrepreneurship projects, and the college has 21 various teaching practice bases.<sup>80</sup>

The school has 83 faculty members, including 71 full-time teachers, 7 professors, 35 associate professors, 13 doctoral degree holders (including 1 student), 37 master degree holders, 1 provincial teaching teacher, and provincial colleges and universities for young and middle-aged academics. 1 leader, 3 young and middle-aged backbone teachers in provincial colleges and universities, 2 school-level "Luling Stars", the college has successively hired zhong bingshu and other four well-known domestic scholars as visiting professors, and 8 teachers have been hired by foreign schools as part-time masters student tutor.

The school of Physical Education recruits students from all over the country. There are currently 706 students in the school, including 355 majors in physical education, 162 majors in social sports guidance and management, and 189 majors in sports training.

Relying on the characteristic education provided by Jinggangshan's red and Luling antique resources, the college has launched a special military training project, developed a set of red courses, trained a group of red descendants, and excavated Luling folk sports culture such as shield dance, and won the prize of jiangxi province. 1 third prize for campus culture construction. Carrying out the "cooperative teaching" training model, supplemented by the undergraduate tutor system and the second classroom, a provincial talent training model innovation experimental area has been built, and it has won one third prize for teaching achievements from the jiangxi provincial department of education. many graduates have won the title of national model worker and the "May 1<sup>st</sup> Labor Medal". In recent years, 66 students have been jointly trained with shanghai institute of physical education, and 10 students have been sent to Taiwan universities for two-year study and exchange; 5 national college

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<sup>80</sup> Jinggangshan University, **The official website of the School of Physical Education**, accessed March 16, 2023, available <http://tyxy.jgsu.edu.cn/>

students' innovation and entrepreneurship projects and 6 provincial-level projects have been approved; innovation and entrepreneurship projects He has won 66 first prizes, 61 second prizes and 68 third prizes in various national and provincial sports competitions. At present, the college has established long-term and stable counterpart support and cooperative relations with Beijing Sports University, Shanghai Institute of Physical Education, Tongji University and other colleges and universities, which has greatly promoted the development of the college and the quality of talent training.<sup>81</sup>

The school attaches great importance to academic research. There are currently 1 Jiangxi Province intangible cultural heritage research base, 1 Jiangxi Province first-level social sports instructor training base, and 1 school-level key construction second-level academic - physical education training, school-level academic research Platform 1—Physical Research Center. At present, it is mainly engaged in the research of physical education and training, sports human science and sports humanities and sociology. It has jointly established the only physical fitness research center in the province with the Shanghai Institute of Physical Education, and has also established a provincial intangible cultural heritage research base and a first-class social sports. Instructor training base. In the past 5 years, it has been approved for 3 National Natural Science Foundation of China, 1 National Social Science Foundation, 3 Humanities and Social Sciences of the Ministry of Education, more than 70 provincial-level projects such as Jiangxi Natural Science and Social Science Fund, and published 9 SCI papers (IF A maximum of 4.03), nearly 70 Chinese core journal papers.

It has more than 10,000 M2 of various indoor sports venues and more than 50,000 M2 of outdoor sports venues; it has opened sports physiology, sports anatomy, rehabilitation and health care, and sports psychology teaching laboratories, with equipment worth more than 7 million yuan; built 22 off-campus education practice bases. The college has established cooperative relations with Beijing Sports

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<sup>81</sup> Ibid.

University and Shanghai Institute of Physical Education, which has built a good platform for cultivating more and better sports talents.

The school actively carries out foreign exchanges and cooperation, and has established long-term counterpart support and cooperative relations with Beijing Sports University, Shanghai Institute of Physical Education, Tongji University and other universities.<sup>82</sup>

Through nearly 10 years of construction, it has formed the characteristics of talent training with "one, two, three, four and five". "One" is a model, that is, the talent training model of "cooperative education"; "two" is the utilization of two resources, namely red cultural resources and luling cultural resources, to transform jinggangshan's red and luling ancient resources into high-quality educational resources; "Three" is the tripartite collaborative education, that is, the school, the prefecture and the government work together to create a practical training platform; "four" is four paths of education, namely teaching, training, academic research and serving the society; "five" is the support of five platforms, namely Jiangxi Provincial Intangible Cultural Heritage Research Base, Jiangxi Provincial Social Sports Instructor Training Base, Jinggangshan University Physical Fitness Research Center, Shanghai Institute of Physical Education Jinggangshan University Postgraduate Education Practice Base, and College Innovation and Entrepreneurship.

The school attaches great importance to academic construction and academic research. There are currently 1 Jiangxi Province intangible cultural heritage research base, 1 Jiangxi Province first-level social sports instructor training base, and 1 school-level key construction second-level academic - Physical Education Training, 1 school-level academic research platform—Physical Research Center. Over the years, teachers have won 8 national-level projects, including 4 research projects of the Natural Science Foundation of China, 2 projects of the National Social Sciences, and 2 projects of the Ministry of Education. Obtained 68 provincial and ministerial

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<sup>82</sup> Ibid.

academic research projects; published 642 academic papers, of which 279 were published in core journals; published more than 20 academic monographs.<sup>83</sup>

The school of physical education of gannan normal university was established in 1959 as one of the earliest physical education departments in colleges and universities in Jiangxi Province. The college currently has a first-level academic master's program in physical education, a master's program in dance (sports performance), and a master's program in academic teaching (sports). There are four undergraduate programs: physical education, sports training, social sports guidance and management, and sports performance. Physical education and training is a provincial-level key academic in Jiangxi Province, and the physical education major is a provincial-level brand major and a provincial-level characteristic major in Jiangxi Province. In 2018, the comprehensive evaluation of physical education major ranked second in the province. It has 4 provincial-level high-quality courses of "Exercise Physiology", "Athletics", "School Physical Education" and "Aerobics", forming a good school-running pattern in which undergraduate and postgraduate education promote each other.<sup>84</sup>

The school has a sports culture research base of the sports culture development center of the state sports general administration, a national vocational qualification training base for the sports industry, an outdoor instructor training unit of the state sports general administration, a yoga (coach) national job certification training base, a mass fitness yoga exercise standard training base, jiangxi provincial and ministerial-level teaching, research and training platforms such as the provincial university experimental teaching demonstration center, the jiangxi provincial sports competition referee training base, and the jiangxi provincial first-class social sports instructor training base. The school currently has 70 full-time teachers, including 7 professors, 46 associate professors, 14 doctors (including those currently in reading), 1

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<sup>83</sup> Ibid.

<sup>84</sup> Gannan University, **The official website of the School of Physical Education**, accessed March 16, 2023, available <https://tyxy.gnnu.edu.cn/>



jiangxi provincial talent project, 1 jiangxi province teaching famous teacher, and jiangxi province's young and middle-aged academic leaders. There are 4 young and middle-aged backbone teachers, 1 international referee and 11 national referees. 1 person was rated as a model teacher in jiangxi province, 1 person was rated as a teaching teacher of gannan normal university, 2 were rated as a teaching expert in gannan normal university, and 1 person won the national college counselor annual character nomination award. In addition, the college has hired well-known experts from beijing Sports university, shanghai institute of physical education, capital university of physical education, south china normal university, chengdu institute of physical education and other schools as visiting professors.<sup>85</sup> In recent years, teachers of the college have won 9 national-level projects, 26 social science planning projects in jiangxi province, including 2 key projects, and 78 papers have been published in journals included in SCI, CSSCI and other important retrieval catalogues, and monographs and textbooks have been published. 36 departments, and successively won 2 first prizes of jiangxi provincial teaching achievement award and 3 jiangxi provincial social science outstanding achievement awards. The school of physical education has first-class school-running conditions in the province, with a total area of 106,853 square meters of sports venues, 14 indoor sports venues including basketball (volleyball), table tennis, badminton, tennis, gymnastics, aerobics, martial arts, track and field, etc. Basketball (volleyball) court. There are 2 standard track and field fields, 33 outdoor basketball (volleyball) courts, 6 outdoor standard tennis courts, and 2 swimming pools, which can better meet the requirements of teaching and training various courses and hosting large-scale competitions. There are more than 1,200 undergraduate and postgraduate students in the school. In recent years, the quality of talent training has steadily improved. The school of physical education attaches great importance to the cultivation of students' professional ability, and graduates are well received by the society; In the past three years (2017, 2018, 2019), 123 students in our school have been admitted to beijing normal university, east china normal university, beijing sport university, shanghai sport university, wuhan

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<sup>85</sup> Ibid.

university of physical education, guangzhou university of physical education and other well-known universities for master's degree postgraduate. The students in the school have repeatedly achieved good results in various sports events at all levels. One person won the london paralympic 100-meter T12 class championship and 200-meter t12 class runner-up, and set and broke world records respectively, and one won the lyon track and field world championships t12 class 100 meters champion, breaking the world championship record, 1 person won the women's 100-meter championship in the national athletics grand prix, 2 people broke the national college student track and field record 3 times in 2 events, and 1 person tied the national college student track and field record once. In 2018, she won the runner-up in the women's hammer throw at the 18<sup>th</sup> Asian youth championship, the champion of the Asian cross country running championship, the two champions of the 13<sup>th</sup> national games of the national games, the champion of men's 12 km in the 14<sup>th</sup> Asian cross country championships, and the 5000-meter national championship. With the 10,000-meter champion, the 5000-meter champion of the 18<sup>th</sup> national university athletics championships, the men's 10,000-meter champion of the national athletics grand prix, the champion of the national aerobics championship, and the champion of Jiangxi province campus football competition; the 2019 school women's football team won the national college women's football team. The third place in the competition and the thirteenth place in the national women's professional league, representing Jiangxi province in the national university games to qualify for the 2020 finals, in 2014 and 2018 two consecutive provincial games won the total number of gold medals. The group total score third and won the "sports ethics award" and "excellent organization award".<sup>86</sup>

The school of physical education of Nanchang University originally originated from the Department of Physical Education of the Ministry of Public Sports in 2002. In 2003, the School of Education was established (consisting of three departments: the Department of Education, the Department of Physical Education, and the Department of Military Education). In 2018, the applied psychology major was

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<sup>86</sup> Ibid.

transferred to the School of Public Administration. In 2019, in order to implement the concept of comprehensive development of morality, intelligence, physical fitness, beauty, labor, further promote the construction of school sports majors and career development, and better serve the development of sports in Jiangxi, according to the requirements of undergraduate teaching work review, evaluation and rectification, combined with the actual development of the school, The department of education became independent and established the current physical education college. The undergraduate major of physical education in the school has been recruiting students since 2002. There are currently two undergraduate majors: physical education and sports training, of which sports training is the first-class major in the province. Second-level majors such as science and physical education and training; the school was approved as a pilot university for high-level sports teams by the state education commission (now the Ministry of Education) in 2002. It currently has men's football, men's basketball, women's basketball, men's volleyball, and women's volleyball, 7 high-level sports teams approved by the Ministry of Education, tennis, track and field, as well as high-level construction sports teams such as taekwondo, swimming, badminton, table tennis, rowing, cheerleading, wrestling, and in recent years, students has successively participated in the Rio Olympic games, the military world games (3 golds), the Jakarta Asian games (1 gold and 1 silver), the Tianjin national games (2 golds and 2 silvers), and the Hangzhou student games (5 golds and 1 silver). It has repeatedly achieved good results in foreign competitions, and won the national "Principal's Cup", which is very influential at home and abroad. The faculty structure of the school is reasonable and the echelon is complete, forming a teaching team with young and middle-aged backbone teachers as the main body. The college currently has 79 full-time teachers. Among them, there are 18 postgraduate supervisors, 13 professors, 44 associate professors, and 14 doctors, including 2 returning doctors, 1 postdoctoral fellow, and 3 overseas PhD candidates.<sup>87</sup>

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<sup>87</sup> Nanchang University, [The official website of the School of Physical](#)

### Ethnographic futures research (EFR)

Textor explain that “Ethnographic futures research (EFR)”. It is a technique for future research. It is a study of the future, social and cultural outlook over time. The scenario is 'Future history' developed by participants talk about the future as if it had already happened and they were looked back over the years to see how they got to this point.<sup>88</sup>

Cheney said that explain that a study of our vision for the future in connection with current context, culture, past, experience to study the future, estimates, forecasts, forecasts, simulations. It depends on the assumptions put in place to create change.<sup>89</sup>

Sauyaq and Gordon said that “Explain that ethnographic futures research – EFR”. It is a participatory research method to help analyze and express opinions. Aggressive attitude towards the future to discover what will happen in the future the three perspectives are the most optimistic. The most pessimistic view and the most likely view to find positions that are likely to occur in the future.<sup>90</sup>

Future research is a systematic study of possible future options or likely in the future for certain populations by future research, the aims can be seen as follows, 1) to describe the future of plausible conditions, 2) to assess the current state of knowledge against the possible future, 3) to point out possible future effects,

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Education, accessed March 16, 2023, available <http://spe.ncu.edu.cn/index.htm>

<sup>88</sup> Robert B. Textor, **The ethnographic futures research method: An application to Thailand Futures** 27, 4 (1980): 461-471.

<sup>89</sup> Gail Cheney, “Understanding the future of native values at an Alaska native corporation.” **Journal: Antioch University** (May 2014): 64-70.

<sup>90</sup> Heather Saugaq and Jean Gordon, “Ethnographic futures research as a method for working with Indigenous communities to develop sustainability indicators.” **Journal Polar Geography** (February 2021): 1-24.

4) To point out unwanted precautions and 5) to help understand the basics of the change process.<sup>91</sup>

#### Techniques

Ethnographic futures research – EFR. The interviewer asks the interviewees what phenomena to expect in the not-too-distant future. Is an anticipation of society and future culture has a broad effect starting from the interviewees creating a picture of the future in 3 aspects: optimistic scenario, pessimistic scenario, most probable scenario. The future study period can be divided into 3 periods: the first period, short range forecasting 5-10 years: looking at the near future in connection with current problems, the second part middle range forecasting 10-20 years: is looking at the action plan benefit this is a popular practice change can be seen and the third period long range forecasting 20 years or more, where results may occur but lack motivation because of waiting for long results.<sup>92</sup>

#### Related research

Kao the study on transformational leadership and athlete satisfaction: the mediating role of coaching competency. Leadership in changing coaches and coaching competencies requires social dialogue skills, aptitude, and quick situation analysis. Good social flexibility analytical thinking and has positive thoughts has a

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<sup>91</sup> Robert B. Textor, **A Handbook On Ethnographic Futures Research**, 3<sup>rd</sup> ed. (1980), 13

<sup>92</sup> Sripun Sithiphong, **Ethnographic Future Research**, Kasatsart Education Review. 3, 2 (2529), 102

wide field of view that recognizes quickly has high psychology has knowledge in theory and practice.<sup>93</sup>

Stodden et al. Integrated public health education aligns with physical education and has implications for the preparation of future teaching professions and the education of teachers/researchers in this field. It was found that in the future physical education teachers must have comprehensive and integrated abilities. Have knowledge in sports science Know how to combine media and teaching techniques. Be flexible in resolving situations, controlling your team, learning to increase your skills in various sports, having a network to exchange current and future information.<sup>94</sup>

Sherwin the study on talent development of high performance coaches in team sports is Ireland, found that highly effective coaches be a person with good leadership competency, must has leadership and dare to face various problems has a high job responsibility, have technical and tactical skills in teaching has the ability to develop the mind of an athlete analyze the situation as promote social aspects in various environments, that athletes have to face.<sup>95</sup>

Daniels the study on a review on leadership and leadership development in education settings, found that leadership is a process of influencing in which an individual exerts intentional influence over others to structure activities and

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<sup>93</sup> San-Fu Kao. "Transformational Leadership and Athlete Satisfaction: The Mediating Role of Coaching Competency." **Journal of Applied Sport Psychology** 28, 4 (2016): 469-482.

<sup>94</sup> David F. Stodden, et al. "Integrative Public Health Aligned Physical Education and Implications for the Professional Preparation of Future Teachers and Teacher Education Researchers." **International journal of sports science & coaching** 68, 4 (October 2016): 454-474.

<sup>95</sup> Ian Sherwin. "Talent development of high performance coaches in team sports in Ireland." **European Journal of Sport Science** 17, 3 (September 2017): 271-278.

relationships good, such as instructional, situational, transformational, distributed and leadership for learning to drive the organization towards the set goal.<sup>96</sup>

Saidi, et al. The study on competency of PE teachers in the 21st century, found that the competency of physical education teachers must have behaviors that reflect the knowledge, modern age skills, characteristics, attitudes, and stand out in themselves, consisting of 6 aspects, 1) academic knowledge, sports teaching skills, problem-solving techniques, 2) in the aspect of promoting student development, teachers must behave like to observe and analyze situations, 3) in terms of communication and good human relations, both students and parents, 4) information and digital communication, 5) self-development as a physical education teacher and 6) adaptation to students and up-to-date in an ever-changing era<sup>97</sup>

Fahrner the study on analysing the context-specific relevance of competencies – sport management alumni perspectives, found that stepping out to be a sports coach organizational and communication skills helps to work analyze the situation knowledge related to the work performed and has a new era teaching-learning process, integrating knowledge, innovation and technology.<sup>98</sup>

Kao, et al. The study on investigation of the interaction between coach transformational leadership and coaching competency change over time, found that a competency coaches possessing knowledge and unique skills were able to develop self-leadership. Both in the current situation and future changes and competent coach has a warm personality, can be a giver and a receiver in coaching understand

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<sup>96</sup> Ellen Daniels. “A review on leadership and leadership development in education settings.” **The international journal of management education** 27 (June 2019): 110-125.

<sup>97</sup> Asri Saidi, et al. “Competency of PE Teachers in the 21<sup>st</sup> Century.” **Journal of Education Studies, Burapha University** 1, 4 (October 2019): 14-24.

<sup>98</sup> Marcel Fahrner. “Analysing the context-specific relevance of competencies – sport management alumni perspectives.” **European Sport Management Quarterly** 20, 3 (2020): 344-363.

athletes who can analyze people well can build a positive relationship between, coaches and athletes. It will give athletes the opportunity to participate. In the teaching process and train skills or complement sports development for individual athletes regardless of the changing times. Better than a coach with combative leadership in an age of change alone.<sup>99</sup>

Vilaplans the study on analysis of sport management subjects in university sports sciences degrees in Spain, found that Personnel analysis expressive behavior focus on connection training future sports managers, It brings with it professional results, ever-increasing technology and sustainability considerations with innovative teaching and learning perspectives of sports products.<sup>100</sup>

### Summary

Leadership competency would refer the abilities of leader that is suitable for the line of work performance, knowledge, and skill in performing tasks in the work and also able to manage and develop the organization towards the goal of organization especially

The sport trainer who encourage these people to become skilled and able to use their skills and knowledge to push up the students to be a good sports in the future. Therefore those trainers should be a good trainers with fruit full of competencies.

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<sup>99</sup>San-Fu Kao, et al. "Investigation of the interaction between coach transformational leadership and coaching competency change over time." **International journal of sports science & coaching** 16, 1 (February 2021): 44-53.

<sup>100</sup>Alberto Vidal Vilaplans. "Analysis of sport management subjects in university sports sciences degrees in Spain." **The international journal of management education** 21, 2 (July 2023): 771-789.



## Chapter 3

### Research Methodology

The study of The Perspectives on leadership competency of sports trainers in colleges and university in Jiangxi employs the Ethnographic Futures Research (EFR) technique, by interviewing 17 experts to elicit their perceptions and preferences among possible alternative concept for the Perspectives on leadership competency of sports trainers in colleges and university in Jiangxi. This chapter describes the research procedure, research methodology, data collection, and data analysis.

#### Research Procedure

This study aims to study the discover perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi and the specific research stages are as follows.

**Stage 1:** Preparatory where the researcher reviewed and analyzed related literature on the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi from textbook, research and articles.

**Stage 2:** Process where the researcher employed the Ethnographic Futures Research (EFR) technique, by interviewing 17 experts to elicit their perceptions and preferences among possible alternative concept for the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi. During this stage, the researcher contacted all 17 experts and prepared the loosely structured interview questions to ensure adequate coverage of all broad subject areas, but restrict the researcher role to be a non-directive stimulator and careful scribe. The interview is open-ended questions, which are non-directive, non-judgmental and non-manipulative in both content and style.

**Stage 3:** Research report. After obtaining the data, the researcher concluded the data, analyze the data and develop a set of common scenarios to identify the alternative concept for the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi. The research then submitted the

final report in partial fulfillment of the requirements for the Doctor of Philosophy in Educational Administration from Silpakorn University.

The aforementioned research procedures are shown in the following diagram.

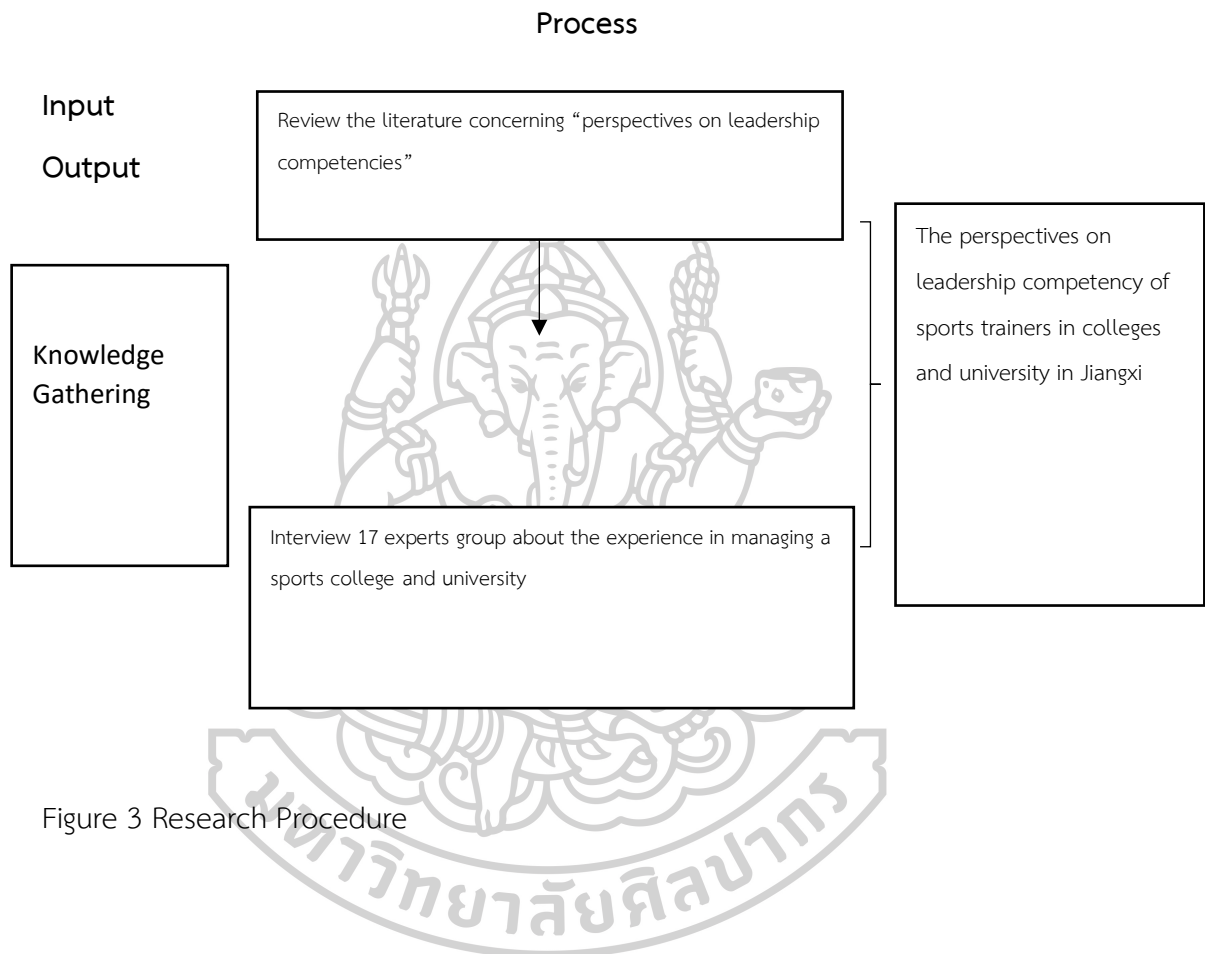


Figure 3 Research Procedure

#### Step 1: Input - Knowledge Gathering

Reviewing the literature concerning perspectives on leadership competencies.

#### Step 2: Process - Data Collection

Interviewing 17 experts group one-to-one to explore their perceptions of the experience in managing a sports college and university.

#### Step 3: Output - Results and Conclusion

Analyzing and synthesizing the gathered data to draw conclusions about the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi.

### **Research Methodology**

Based on the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi as the research objective, in earnest summary based on existing theoretical results. EFR method, according to Textor, 17 experience in managing a sports college and university experts were selected 1 group. The researcher interviewed one-to-one to explore their expectations of the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi.

### **Executives of high-ranking**

Participants in this study selected 17 sports managing experts from 1 group, and conducted one-on-one interviews with them with the following qualifications using EFR:

1. Engaged in sports managing related work, have a deep understanding of the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi;
2. The graduation at least a bachelor's degree or a master's degree;
3. The experience in managing a sports college for more than 10 years

### Research instrument

The instrument used in this study was expert interview. The expert interview, as a method of qualitative empirical research designed to explore expert knowledge, has undergone considerable development since the early 1990s. A number of publications have been released to fill a gap in the methods literature, which has greatly benefited many disciplines and fields of research in the social sciences. It can be assumed that, through increased reflection on methodical issues, research into experts' knowledge has become more professional and of higher quality.<sup>84</sup>

### Data collection

A total of 17 EFR interviews were conducted in this study, and they all started with a certain structure. Once the interview begins, it offers a fair amount of flexibility and openness. The purpose of each interview is to discover perspectives from experts on the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi. Each interview was recorded, transcribed, analyzed and summarized.

### Data analysis

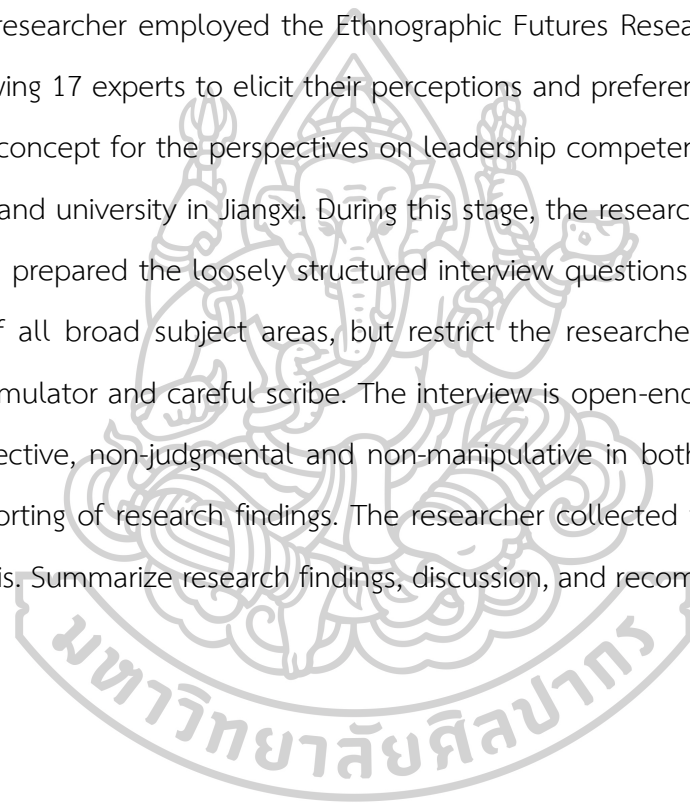
The data obtained from interviews with 17 experts group was summarized by the researcher. Then, the researcher constructed various dimensions related to the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi. According to the data obtained from the expert interview and listed the corresponding items according to the contents of each dimension.

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<sup>84</sup> Meuser, M., & Nagel, U. “**The Expert Interview and Changes in Knowledge Production.**” Research Gate, in book: *Interviewing Experts*, (2009). 17–42. DOI: 10.1057/9780230244276\_2.

### Summary

The objective of this research was to find the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi. This research used ethnographic futures research (EFR) technique. The research was divided into 3 steps: **Step 1** Preparatory where the researcher reviewed and analyzed related literature on the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi from textbook, research and articles, **Step 2** Process where the researcher employed the Ethnographic Futures Research (EFR) technique, by interviewing 17 experts to elicit their perceptions and preferences among possible alternative concept for the perspectives on leadership competency of sports trainers in colleges and university in Jiangxi. During this stage, the researcher contacted all 17 experts and prepared the loosely structured interview questions to ensure adequate coverage of all broad subject areas, but restrict the researcher role to be a non-directive stimulator and careful scribe. The interview is open-ended questions, which are non-directive, non-judgmental and non-manipulative in both content and style. **Step 3** reporting of research findings. The researcher collected the results from the data analysis. Summarize research findings, discussion, and recommendations.



## Chapter 4

### Data Analysis and Interpretation

The title of this research was the perspectives on leadership competencies of sports trainers in colleges and university in Jiangxi. The objective of this study was to discover the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi, using research techniques EFR (Ethnographic Futures Research), analysis of data from expert interviews with content analysis and their interpretations in 2 parts.

Part 1: The basic information of experts.

Part 2: The analysis of perspective on leadership competencies of sports trainers.

#### The analysis of research findings

The researcher used EFR to investigate the perspectives on leadership competencies of sports trainers in colleges and university in Jiangxi. From 17 experts groups were interviewed using unstructured interviews and the results are as follows:

##### **Part 1: The basic information of experts.**

From interviews with 17 experts Information gender which divided in 14 males, 82% and 3 female with 18%. Age most of them were at 41-50 years old 8 persons, 47%, the age of 31-40 years' old 5 persons 29%, and the age of 51-60 years old 4 persons 24%. The education level was doctoral degree 8 persons 47%, Master degree 7 persons 41%, and bachelor degree 2 persons, 12%. Work experience 21 years or more 14 persons 82 %, 16-21 years 2 persons 12 %, and 10-15 years one person 6 %. And their position for Professor/Dean with 13 persons 76 %, Associate dean with 2 persons, 12 %, and Professor with 2 persons, 12 %.

## **Part 2: The analysis of perspective on leadership competencies of sports trainers.**

The 17 experts for expert Interviews on the perspective of the perspectives on leadership competencies of sports trainers in colleges and university in Jiangxi, which related from those who were expert in sports trainers in colleges and university. The following were details of those experts as follows:

Expert 1<sup>st</sup>: He mentioned that university sports trainer need the abilities Insight to keenly grasp their professional development and current hot topics, which is helpful for educating students, sports trainer need for communication skills are required to cater introverted or difficult an articulate students, and help students better understand technical aspects. He recommended the necessary ability to build trust, and relationship established between students and coaches in order to communicate more deeply with each other, which will be helpful for training, and improve one's own abilities and the knowledge of coaches should not be limited.

Expert 2<sup>nd</sup>: He said that university sports coaches need to have necessary for profession and interdisciplinary research, because sports trainer is a multidisciplinary system that covers training, human body science, and so on for example, injuries are prone to occur during training, If a sports coach has the ability to research, they can focus on the root causes of the injuries that occur, thereby avoiding them from happening again, collaboration ability for training competitions requires teamwork, especially in team projects such as football and basketball, which require the joint participation of the coaching staff in order to better carry out training and competitions. He recommended stress resistance the coaches need to strong inner strength and resilience to effectively lead students through boring and difficult training hours, learning to constantly improve their professional theoretical knowledge, because knowledge is not static and requires continuous learning of the latest training concepts in order to continuously improve their level, and professional skills, sports is a competition of skills and professional skills are also the most basic

and important ability for sports coaches, High level professional skills can support high-level teaching.

Expert 3<sup>rd</sup>: He cited that one should have educational ability to the future , most essential requirement of universities is to teach and educate people, so coaches also need to have the most basic skills in educational activities, scientific research The professional title system in universities requires support from scientific research achievements, and the development of training also requires assistance from scientific research ability. Therefore, university coaches need to have scientific research ability to help the development of sports in universities, Professional competence level of professional competence determines the level of expertise, and sports use skill display as a medium, so professional competence is an important indicator for measuring high-level coaches, personal charm as the most important and direct manager of a team, a coach's personal charm is a reflection of the team's style and can also shape the team's spirit, and team cooperation awareness has different project teams, and cooperation between different teams can provide coaches with different perspectives to observe and examine, providing coaches with reference cases for various management models.

Expert 4<sup>th</sup>: He mentioned that academic research capabilities will be consistent in the future the coaches need a certain level of academic research ability to understand the latest training theories and apply them in targeted practice to improve their training level, management leadership as the first manager of the team, coaches need to accurately grasp the thoughts and training emotions of students within the team. A tenacious style must have a principled manager, handle public relations, such as the need for coaches to promptly identify and properly handle issues that arise during competitions, in order to maintain the image of the competition and participating schools, and basic literacy, including professional theoretical knowledge, professional skill level, teacher quality, etc.



Expert 5<sup>th</sup>: He mentioned that team cohesion future necessities, the coach is center of entire team, and all training competitions, so the coach is core of team, Interpersonal communication skills good team requires support from multiple aspects, so coaches need for support administrative leaders and good communication. Only those who support them can effectively provide corresponding assistance, professional skills, excellent coaches are born as professional athletes, which is also the most effective indicator to distinguish between amateur coaches and professional coaches, educational of universities have the essential task teaching and educating students, and coaches also need to educate students to have sports ethics and avoid students from developing in a bad direction, learning ability and education are constantly improving, so coaches also need to constantly improve. Learning is the best way to improve, and 6. Respect and law-abiding ability. Coaches have the most contact with students, so coaches also need to set good examples. Compliance with laws and regulations is the most basic requirement of the country, and learning to respect students will also help students learn to respect coaches.

Expert 6<sup>th</sup>: He said that career planning consider the future most important thing for sports coaches in society and contribute to the country through university learning. As pioneers, coaches with experience and summary can help students meet the demands of society in advance to change and innovate requires, coaches has courage to innovate theory and practice, such as allowing runners to train their explosive power on the beach and win championships in competitions. This is how the ability to change and innovate helps improve students' competitive abilities, professional which is the most basic quality of a coach and also one of the standards for becoming a university coach, Future academic competence the university is characterized primarily by scientific research and teaching, so sports coaches also need to have academic ability to help students improve their theoretical knowledge, thereby better enhancing their comprehensive abilities, and sharpness coaches to identify professional development directions and team issues in advance, so that

they can grasp the direction in advance and identify problems in a timely manner to avoid irreversible results.

Expert 7<sup>th</sup>: He mentioned that clear political stance in China, political stance is particularly important. An excellent coach, especially a coach with faith, can make the power of faith the spiritual support of the team analytical high level sports teams will be equipped with professional data analysis teams, and coaches also need to have analytical ability to identify training and competition problems, and use data to solve potential problems in future training and competition, which is one of the standards to ensure that coaches provide guidance, is also the most basic requirement as a coach, scientific research ability is also one of the abilities that coaches need to possess, because sports training needs to be based on human science theories. Coaches need to understand relevant scientific theories in order to better carry out sports training work, and theories are constantly developing and innovating, coaches' team in order to better assist students in sports training work. The operation good of the sports team is a manifestation of cooperation self-strengthening the Olympic spirit is faster, better, and stronger. Coaches also need to strengthen themselves and continuously improve their comprehensive abilities in order to better cope with unexpected problems in sports training.

Expert 8<sup>th</sup>: She cited that rich experience from a global perspective, an excellent coach has rich coaching experience, which can help students improve their skills faster, better, and more effectively, skills throughout the world, renowned coaches has athlete career experiences, so professional skills are the most basic requirement for coaches, academic continuously strengthen their learning of theoretical knowledge to meet the requirements of future generations and students, enterprising spirit and thirst for knowledge, competitive competitions require competitiveness, so coaches need to have enterprising spirit in order to better carry out their work. At the same time, the desire for knowledge is currently the most lacking and needed aspect for coaches in Chinese universities. Continuously

expanding their theoretical depth and dimensions can provide coaches with different perspectives on issues, just as a famous saying in the Chinese sports industry goes: "If you step out of sports and look at sports, you will find something different."

Expert 9<sup>th</sup>: She said that scientific research transformation coaches to timely transform the latest theories and practical methods learned or researched into results, becoming one of the most basic and important standards for college sports coaches, crisis management even if a coach achieves excellent results, they clear understanding of themselves and calmly deal with various crises that may arise. For example, if a core student is injured on the spot, how can they prepare for the upcoming competition? Learning coaches should be good at learning the latest theoretical achievements and practical methods, and help the team establish advanced theoretical and practical experience advantages, honesty and trustworthiness, coaches should lead by example, and student unions should use coaches as role models to inherit their spirit with strong physical fitness and a complex and ever-changing working environment for sports training, coaches need excellent physical fitness as a support for daily work, whether it is cold or hot.

Expert 10<sup>th</sup>: She mentioned that academic monument coaches to constantly consolidate their theoretical level and constantly absorb new theories to enrich themselves interpersonal communication skills, to use rich interpersonal communication methods too clearly, directly, and accurately convey theories, so that students can more effectively receive guidance from coaches, level of professional determines the level of a coach, and indirectly reflects the performance of a sports team, physical education is about being a sports person, so coaches need to have the ability to educate students, explain their feelings and insights through experience sharing and other means, and help students improve, integration sports teams in the future with different personalities, levels, and technical styles, and coaches resources to enable students to collaborate in teams and achieve different effects, language expression are the most intuitive way of expression and also the

most direct way for students to receive coach signals. Therefore, a coach with good language expression can help students understand earlier and faster, thereby better improving their skill level.

Expert 11<sup>th</sup>: He said that research is an important indicator for universities to measure the level of teachers, theory of sports training is constantly evolving, and coaches to keep up with the times in order to constantly improve themselves and meet the requirements of the new era, excellent coaches have good professional skills, and the higher the professional level, the more they can help coaches grasp the direction of professional development and solve problems related to professional development, analyze the root causes of problems during training and competition, and ultimately solve them to withstand pressure daily training work can be quite dull and tedious, and there is also pressure from grades and other factors, so coaches need to handle long-term daily training work under pressure sense of responsibility as the actual manager of the team, coaches need to have a sense of responsibility and cultivate students' sense of responsibility to bring glory to the school experienced, coaches have rich experience and can help students solve unexpected problems and face them calmly with a clear political stance, a firm political stance and a firm political belief in order to fight for their beliefs, which is also the spiritual inheritance of the sports team.

Expert 12<sup>th</sup>: He cited that showcases their comprehensive comprehensively abilities is the most basic requirement for coaches, and it is also the support and guarantee for coaches to carry out teaching work in the future conditions change cannot be controlled so practice emotional stability, because monotonous and tedious daily training tasks, various pressures on the coach, requiring good emotional management to cope with heavy daily training tasks, personal charisma, football stars can guide children to engage in physical exercise through personal charisma, and coaches can do the same, uniting students around and attracting outstanding students to apply to our school educational coaches should guide students to learn

the spirit of unity, cooperation, competitiveness, and hard work through teaching, training, and other means, so that students can maintain and promote sports related spirit in their future social work, and humble magnanimous, coaches should strive to win without arrogance and lose without discouragement.

Expert 13<sup>th</sup>: He gave has idea that the scientific research ability, coaches can contribute to the development of sports training techniques by continuously innovating training methods, exploring new sports theory knowledge, mastering professional knowledge can help you better leverage your strengths and improve competitiveness in the workplace, people with clear political positions and high political awareness will have a broad perspective and know how to think about problems from a holistic and long-term perspective. In the workplace, a politically conscious person is more likely to understand the strategic direction and decisions of the company or organization, thus gaining recognition and support from leaders, strong awareness of intellectual property rights promotes the development of sports training, encourages the invention and creation of training methods, promotes the application of training method invention and creation, and stimulates the innovation vitality of the sports industry, and having a wide range of knowledge can help coaches improve their professional skills. Professional skills are one of the key factors in achieving success in career development, to continuously learning and accumulating knowledge, one can continuously improve their professional abilities and perform well in their work.

Expert 14<sup>th</sup>: He cited that the academic status and reputation reflect the professional ability and level of coaches in the field of sports, and also play an important role in promoting personal career development and social progress. The ability to analyze and summarize is the key to communication be able to express one's views succinctly and clearly in daily training and teaching. It also helps to identify the root cause of the problem. When encountering problems, being able to quickly identify the root cause and solve it is the key to demonstrating personal

abilities. Transformation and innovation helps interdisciplinary thinking, promotes knowledge exchange and integration in different fields, and thus brings more innovative results to individuals and teams. Creativity can help coaches approach problems from different perspectives, find new solutions, and tackle challenges. Professional skills with better adapt to the needs of the job position, improve work efficiency and quality. In addition, talents with professional skills can better cope with market changes and technological updates so sense of responsibility helps improve work efficiency and quality. Helps establish a good reputation, overall awareness coaches can inspire each team member to show high morale, which is conducive to stimulating their initiative in work. The collective consciousness, shared values, high morale, unity and friendship formed from this will enable team members to voluntarily contribute their intelligence and talents to the team, while also promoting more comprehensive development and complying with laws and regulations, legal literacy is a basic knowledge required by society. In daily life, basic legal knowledge is needed. Having legal literacy can alleviate troubles in life and enable people to better engage in work.

Expert 15<sup>th</sup>: He mentioned that professional skills are the ability to apply knowledge and the corresponding skills that must be mastered in various positions. To be competent in a job, there must be matching skills, academic ability coach with a good academic background often has their own career planning and practical application, personal charm can help coaches communicate and interact better with others. Make it easier for coaches to win the trust of students and colleagues, and to influence and motivate others more easily, learning ability enables continuous acquisition of new knowledge and skills, making oneself more comprehensive and professional in the workplace, crisis management ability can encourage coaches to pay attention to changes in the sports industry, increase sensitivity to identifying training issues and competition situations, and thus plan and develop more targeted strategies, ability to withstand pressure. People who have a certain level of stress

resistance usually have a certain level of leadership ability and can lead teams to successfully complete tasks, and under the influence of overall consciousness and team spirit, team members engage in interactive behaviors of mutual care and assistance, demonstrating a sense of ownership and responsibility for caring about the team. They strive to consciously maintain the collective honor of the team and constrain their behavior with the overall reputation of the team, making team spirit a driving force for comprehensive development.

Expert 16<sup>th</sup>: He said that academic represents a person's knowledge, vision, and more importantly, their understanding ability and interpersonal relationships coaches with higher levels often possess more professional knowledge and skills, which can better adapt to the work environment. They have a deeper understanding and grasp of the field they are engaged in, and can calmly cope with various challenges and problems to interpersonal communication skills. Through communication and cooperation with others, one can learn and master new knowledge and skills, enhance their professional abilities, and achieve career development. Solve problems and tackle challenges enterprising spirit and thirst for knowledge, possessing the drive for continuous progress. People with a strong thirst for knowledge often maintain a strong interest in unknown fields and new knowledge. Their thirst for knowledge and thirst for new knowledge inspire them to constantly learn and improve themselves. Adhering to laws and regulations can improve the quality of coaches. The quality of coaches is not a single aspect of knowledge, but requires a comprehensive improvement in their knowledge. Sense of responsibility can enhance the coach's driving force for the development of the college and sports field, and team building ability can enhance the competitiveness of the team. In an efficient and cohesive team, students can constantly innovate and learn, enhance their abilities and qualities, and thus enhance the overall competitiveness of the team.

Expert 17<sup>th</sup>: He mentioned that coaches learn and master research methods and skills, which can improve their independent thinking and problem-solving abilities, as well as their overall and innovative abilities. So professional skills that can help coaches quickly adapt to the work environment academic exchange that coaches can access knowledge from different disciplines and fields, understand the latest research progress and development directions, thereby broadening their horizons and enhancing their overall quality overall planning with the constraint and driving force of overall planning, coaches will be more proactive and work hard. At the same time, with clear goals, one will be more diligent in learning new knowledge and skills to meet the needs of society language and written expression ability. Having good language expression ability can help coaches express their ideas and thoughts more clearly, avoiding misunderstandings or unclear understanding among students. The organizational and coordination abilities can promote cooperation among team members. When team members have good work coordination skills, they can better understand each other's needs and goals, and can support and cooperate with each other to honesty and trustworthiness can help win the trust and support of others, enhance the image of the workplace, and make people more focused on their work. The information acquisition and analysis ability. Information analysis can help coaches better understand and analyze this information, thereby making more accurate and rational decisions. This makes coaches more targeted and effective in formulating strategies and plans and the ability to obtain projects and funds. A wide network serves as a bridge between projects and fund acquisition. Coaches need to have a clear understanding of "attracting investment", help introduce funds to build teams, and alleviate the situation where some universities have less investment.

From those information on the perspective of the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi. The researcher can summary in the table 3.





Table 3: Summary of results from analysis by interviewing experts the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi (Continued)

No	Data	Expert 1 <sup>st</sup>	Expert 2 <sup>nd</sup>	Expert 3 <sup>rd</sup>	Expert 4 <sup>th</sup>	Expert 5 <sup>th</sup>	Expert 6 <sup>th</sup>	Expert 7 <sup>th</sup>	Expert 8 <sup>th</sup>	Expert 9 <sup>th</sup>	Expert 10 <sup>th</sup>	Expert 11 <sup>th</sup>	Expert 12 <sup>th</sup>	Expert 13 <sup>th</sup>	Expert 14 <sup>th</sup>	Expert 15 <sup>th</sup>	Expert 16 <sup>th</sup>	Expert 17 <sup>th</sup>	
7	Able to analyze situations and has a future perspective, make relationships and integrate operational concepts.	✓			✓	✓	✓	✓	✓			✓		✓					
8	Talking techniques that are compelling, powerful, and be firm create encouragement and create a network	✓		✓	✓	✓	✓	✓					✓		✓	✓	✓	✓	✓
9	Be a consultant coordinate well and create participation and unity in the organization and be able to help students.	✓		✓	✓	✓	✓	✓			✓	✓	✓		✓	✓			
10	He has an understanding of learners according to their individual characteristics. Flexible according to the situation.	✓			✓	✓	✓	✓				✓	✓		✓	✓			
11	Study related research and training to develop new techniques to promote work performance		✓		✓	✓	✓	✓					✓	✓					✓
12	He has knowledge in teaching psychology and be able to integrate new things.		✓																✓

Table 3: Summary of results from analysis by interviewing experts the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi (Continued)

No	Data	Expert 1 <sup>st</sup>	Expert 2 <sup>nd</sup>	Expert 3 <sup>rd</sup>	Expert 4 <sup>th</sup>	Expert 5 <sup>th</sup>	Expert 6 <sup>th</sup>	Expert 7 <sup>th</sup>	Expert 8 <sup>th</sup>	Expert 9 <sup>th</sup>	Expert 10 <sup>th</sup>	Expert 11 <sup>th</sup>	Expert 12 <sup>th</sup>	Expert 13 <sup>th</sup>	Expert 14 <sup>th</sup>	Expert 15 <sup>th</sup>	Expert 16 <sup>th</sup>	Expert 17 <sup>th</sup>
13	He has knowledge in sports science to help students when problems arise due to the effects of competition or training.		✓		✓			✓							✓	✓		
14	He has accurate professional legal knowledge and be able to transfer knowledge to students.		✓	✓	✓	✓	✓	✓							✓	✓		
15	There are skills that can bring out students' athletic talents.		✓	✓	✓	✓	✓	✓							✓	✓	✓	
16	Be professional able to create and integrate sports innovations with teaching and learning.		✓	✓	✓	✓	✓	✓						✓	✓	✓	✓	✓
17	Create high quality teamwork with specialized expertise.		✓				✓	✓										✓
18	He has the psychology to be able with control the team when a crisis occurs and build confidence in the team well.		✓	✓	✓	✓	✓	✓		✓			✓		✓	✓		

Table 3: Summary of results from analysis by interviewing experts the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi (Continued)

No	Data	Expert 1 <sup>st</sup>	Expert 2 <sup>nd</sup>	Expert 3 <sup>rd</sup>	Expert 4 <sup>th</sup>	Expert 5 <sup>th</sup>	Expert 6 <sup>th</sup>	Expert 7 <sup>th</sup>	Expert 8 <sup>th</sup>	Expert 9 <sup>th</sup>	Expert 10 <sup>th</sup>	Expert 11 <sup>th</sup>	Expert 12 <sup>th</sup>	Expert 13 <sup>th</sup>	Expert 14 <sup>th</sup>	Expert 15 <sup>th</sup>	Expert 16 <sup>th</sup>	Expert 17 <sup>th</sup>	
19	He has a stable mood Controlling the mood of the team.			✓	✓	✓				✓			✓		✓		✓		
20	Able to analyze competitive games in sports competition fields.		✓	✓	✓		✓	✓				✓		✓					
21	Able to analyze learner behavior for development and promotion.		✓	✓	✓	✓	✓	✓				✓			✓				
22	Able to analyze people, analyze work, and plan team development to achieve goals.		✓	✓	✓	✓	✓	✓	✓			✓		✓					✓
23	Good foreign language skills: speaking, reading, and writing.			✓	✓	✓	✓				✓								✓
24	Definitely be clear in every decision and believe in professional ethics.		✓	✓	✓	✓	✓	✓	✓			✓		✓			✓		✓
25	He has a vision for the future and a positive attitude.												✓	✓			✓		

The results of interviews from experts are summarized, the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi, found that there were 5 dimensions and 25 variables. The researcher has used the obtained variables. Variable synthesis detailed as shown in table 4.

Table 4 The results Variable synthesis the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi.

No.	Variables studied
<b>Learning for self-development.</b>	
1	He has a perspective on integrating new ideas in work theoretical and practical learning to always gain new knowledge.
2	Attend the profession develop yourself to look good, smart, strong, and has power within yourself.
3	Study related research and training to develop new techniques to promote work performance
4	The innovation and always new techniques learn to develop knowledge Expertise Create credibility trustworthiness
<b>Teaching ability.</b>	
1	He has quality communication skills that are easy to listen to and understand.
2	He has basic professional skills and be able to connect with new teaching methods.
3	He has knowledge in teaching psychology and be able to integrate new things.
4	He has knowledge in sports science to help students when problems arise due to the effects of competition or training.
5	Good foreign language skills: speaking, reading, and writing.
6	He has accurate professional legal knowledge and be able to transfer knowledge to students.
7	There are skills that can bring out students' athletic talents.
8	Be professional able to create and integrate sports innovations with teaching and learning.

Table 4: The results Variable synthesis the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi. (Continued)

No.	Variables studied
Analytical thinking.	
1	Able to analyze competitive games in sports competition fields.
2	Able to analyze learner behavior for development and promotion.
3	Able to analyze problems, link and integrate them in a future-oriented manner in order to solve, help, and improve them.
4	Able to analyze situations and has a future perspective, make relationships and integrate operational concepts.
5	Able to analyze people, analyze work, and plan team development to achieve goals.
Sports team management.	
1	Create high quality teamwork with specialized expertise.
2	He has a vision for the future and a positive attitude.
3	Has the psychology to be able with control the team when a crisis occurs and build confidence in the team well.
4	Definitely be clear in every decision and believe in professional ethics.
Human relations.	
1	Talking techniques that are compelling, powerful, and be firm create encouragement and create a network
2	He has a stable mood Controlling the mood of the team.
3	Be a consultant coordinate well and create participation and unity in the organization and be able to help students.
4	He has an understanding of learners according to their individual characteristics, flexible according to the situation.

From table 4, it can be concluded that the synthesis of variables related to the perspectives of leadership competencies of sports trainers in colleges and

university in Jiangxi, from the summary of the expert interviews, 5 dimensions and 25 variables as it was found that: 1) Learning for self-development of 4 variables with include, 1. He has a perspective on integrating new ideas in work theoretical and practical learning to always gain new knowledge, 2. attend the profession develop yourself to look good, smart, strong, and has power within yourself, 3. study related research and training to develop new techniques to promote work performance, and 4 the innovation and always new techniques learn to develop knowledge Expertise Create credibility trustworthiness 2) Teaching ability of 8 variables with include. 1. He has quality communication skills that are easy to listen to and understand, 2. He has basic professional skills and be able to connect with new teaching methods, 3. He has knowledge in teaching psychology and be able to integrate new things, 4. He has knowledge in sports science to help students when problems arise due to the effects of competition or training, 5. Good foreign language skills: speaking, reading, and writing, 6. He has accurate professional legal knowledge and be able to transfer knowledge to students, 7. There are skills that can bring out students' athletic talents, and 8. Be professional able to create and integrate sports innovations with teaching and learning. 3) Analytical thinking of 5 variables with include, 1. Able to analyze competitive games in sports competition fields, 2. Able to analyze learner behavior for development and promotion, 3. Able to analyze problems, link and integrate them in a future-oriented manner in order to solve, help, and improve them, 4. Able to analyze situations and has a future perspective, make relationships and integrate operational concepts, and 5. Able to analyze people, analyze work, and plan team development to achieve goals. 4) Sports team management of 4 variables with include, 1. Create high quality teamwork with specialized expertise, 2. He has a vision for the future and a positive attitude, 3. He has the psychology to be able with control the team when a crisis occurs and build confidence in the team well, and 4. Definitely be clear in every decision and believe in professional ethics. 5) Human relations of 4 variables with include, 1. talking techniques that are compelling, powerful, and be firm create encouragement and create a network, 2. He has a

stable mood controlling the mood of the team, 3. Be a consultant coordinate well and create participation and unity in the organization and be able to help students, and 4. He has an understanding of learners according to their individual characteristics, flexible according to the situation.

Summary in the analysis of the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi, found that of 5 dimensions 25 variables; the following details are shown in figure 5.

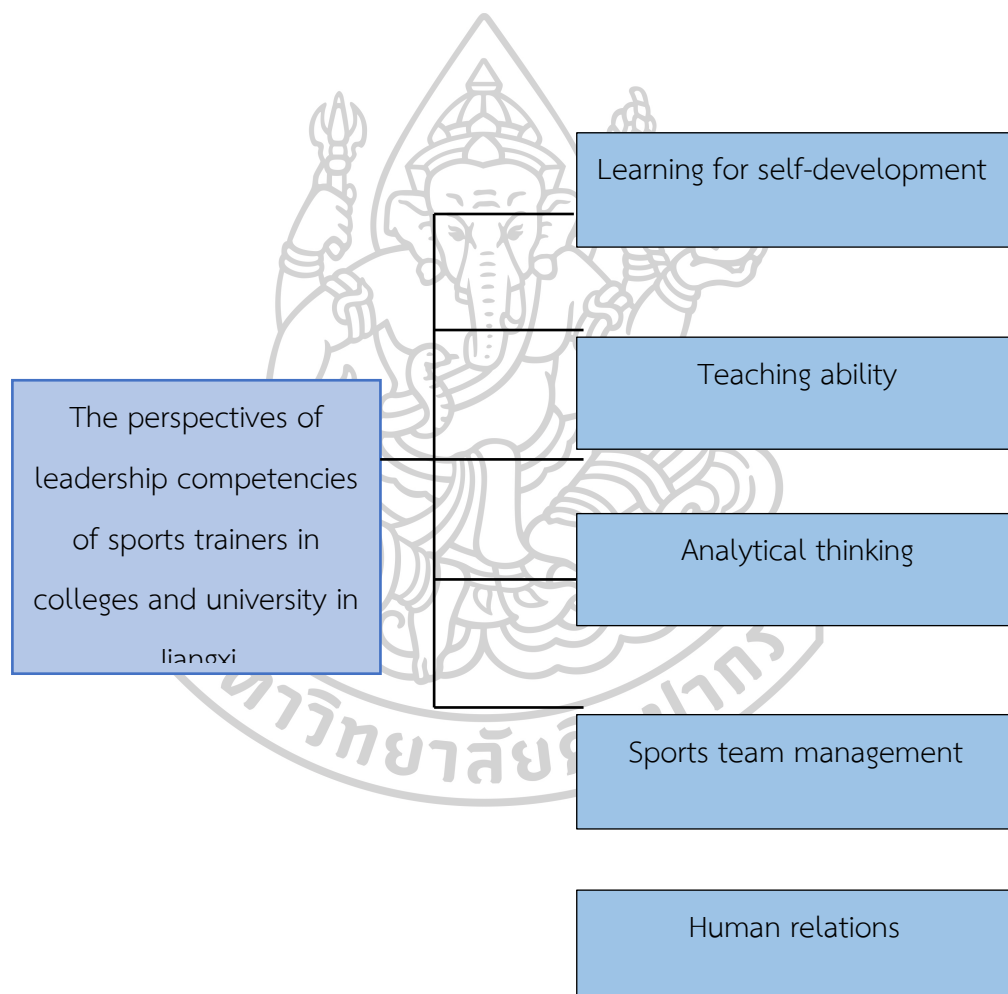


Figure 4 shows the perspectives of leadership competencies.



## Chapter 5

### Conclusion, Discussion and Recommendations

The purpose of this research was to discover perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi. This research was EFR: Ethnographic Futures Research based on interviews with 17 experts and with content analysis bring the results of the analysis into various issues. The research was divided into 3 steps: Step 1 preparation of the research project, Step 2 research implementation Step 3 reporting of research findings.

#### Conclusion of research findings

According to the opinions of experts, the 5 dimensions that need to be considered for the perspectives on leadership competencies of sports trainers in colleges, and university in Jiangxi were as follows: 1) learning for self-development, 4 variables, 2) teaching ability, 8 variables, 3) analytical thinking, 5 variables, 4) sports team management, 4 variables, and 5) human relations, 4 variables, the followings are the detail of those components.

The detailed of those variable were as follows 1) learning for self-development composed of 4 variables: (1) he has a perspective on integrating new ideas in work theoretical and practical learning to always gain new knowledge, (2) attend the profession develop yourself to look good, smart, strong, and has power within yourself, (3) study related research and training to develop new techniques to promote work performance, and (4) the innovation and always new techniques learn to develop knowledge expertise create credibility trustworthiness. 2) Teaching ability composed of 8 variables: (1) he has quality communication skills that are easy to listen to and understand, (2) he has basic professional skills and be able to connect with new teaching methods, (3) he has knowledge in teaching psychology and be able to integrate new things, (4) he has knowledge in sports science to help students when problems arise due to the effects of competition or training, (5) good foreign

language skills: speaking, reading, and writing, (6) he has accurate professional legal knowledge and be able to transfer knowledge to students, (7) There are skills that can bring out students' athletic talents, and (8) be professional able to create and integrate sports innovations with teaching and learning. 3) Analytical thinking composed of 5 variables: (1) able to analyze competitive games in sports competition fields, (2) able to analyze learner behavior for development and promotion, (3) able to analyze problems, link and integrate them in a future-oriented manner in order to solve, help, and improve them, (4) able to analyze situations and has a future perspective, make relationships and integrate operational concepts, and (5) able to analyze people, analyze work, and plan team development to achieve goals. 4) Sports team management composed of 4 variables: (1) create high quality teamwork with specialized expertise, (2) he has a vision for the future and a positive attitude, (3) the psychology to be able with control the team when a crisis occurs and build confidence in the team well, and (4) definitely be clear in every decision and believe in professional ethics. 5) human relations composed of 4 variables: (1) talking techniques that are compelling, powerful, and be firm create encouragement and create a network, (2) he has a stable mood controlling the mood of the team, (3) be a consultant coordinate well and create participation and unity in the organization and be able to help students, and (4) he has an understanding of learners according to their individual characteristics, flexible according to the situation.

### Discussion

From the finding of this research which found out that there are 5 dimensions of perspectives on the leadership competencies of sports trainers in colleges and university in Jiangxi, results as 1) Learning for self-development, 2) Teaching ability, 3) Analytical thinking, 4) Sports team management, and 5) Human relations. This findings can be explain the competencies of sport trainer because the sport trainer need to be more competencies in self-development, teaching ability, analytical thinking, sports team management, and human relations. The researcher has

believed that if those trainer have 5 dimensions of competencies he/she were be a good sport trainer. This finding related to the concept of competencies of sports trainers of **CRI: China Radio International**, as cited that the sport trainer in the new era is very important public health, to meet the wishes of people who want to have a better quality of life. And as the same time **General Administration of Sport of China**, Encourage personnel to have knowledge, competence, high performance, and flexibility in their work. Meanwhile **Ministry of Education** the sports administration department, set sports policy aimed at action plans for the development of sports in educational. Which the concept of **Tianjin Human Resources Development Service Center China** cited that the sports instructor standards coaches must be enthusiastic and creativity in sports to always strive for self-improvement Ready to improve yourself and upgrade training and teaching, has the ability to command, team management able to create responsive athletes domestic sports industry making the most of sports technology standard trainers must be able to recruit athletes and be able to create teams. Understand in the context of educational institutions understand athletes, communities, experience in sports. Moreover **Ponce** studied on Athletes' perceptions of coaching competency and team conflict in sport teams: A multilevel analysis, found that coaches showed be able to lead, be motivated, and know how to strategize in the game. There is a technique in teaching understand in the context of the athlete the importance of psychological must build good relationships in the team game analysis including situations that may arise the coach can resolve conflicts in the team. As good speech psychology and understand each sport proficient trained in both theory and practice. And **Zenger, Folkman and Edinger**. Studied on [Irish school teachers' experiences with Sport Education that](#) the leader competent in this era must has knowledge and skills and able to be quite technical at the job site Build the confidence of the co-workers. Demonstrate knowledge in that subject, has ideas and good knowledge in their own professional field, solves problems and analyzes Issues, modern leaders must has the ability to analyze situations well and see what's going on. And be able to create alternatives in solving the problem clearly, including being able to give advice to employees in analyzing various aspects. Of the problem and well laid out guidelines for solving

problems, innovates competency today's leaders must always be able to innovate new ways of working. Able to bring the current working environment to adapt and design new ways of working in ways that have never been effectively used before, and practices Self-Development, good leader must develop himself all the time. And show all employees in the organization that is always self-improving. In self-improvement to show that this leader must have the ability to listen, get to the point, and has a high ego don't think well all the time. But must think we must continue to develop. Because everything in this world is constantly changing, Interpersonal skills competency, elated to human relations to feeling the urge to get work done have energy to get up and work fully Know how to use different situations to be useful in communicating of employees including having to communicate with employees continuously.

From the findinged on the perspectives of leadership competencies of sports trainers in colleges and university in Jiangxi. The researcher able to give the discussion into the following components:

#### **Learning for self-development**

When considered each dimension individually, “Learning for self-development” It is important that coaches always add new knowledge in line with their future in sports education. Furthermore, with the development composed of 4 variables: 1) He has a perspective on integrating new ideas in work theoretical and practical learning to always gain new knowledge, 2) Attend the profession develop yourself to look good, smart, strong, and has power within yourself, 3) Study related research and training to develop new techniques to promote work performance, and 4) The innovation and always new techniques learn to develop knowledge Expertise Create credibility trustworthiness. Which is consistent with the concept of **Strielkowski and Chigisheva** studied on leadership competency which cited that those who has undergone training, skills, Paradigms, Self-Development learning research Accumulated experience change yourself and to transform fundamental knowledge into practical knowledge and then apply it to create new knowledge. As

the same time **Culture, Sports and Tourism Bureau** mentioned the government aims to drive plans and policies in enacting laws to has a system for implementing goals aimed at developing, contribute, and elevating sports to be number one in the world. Committed to adding and improving sports and recreation facilities that support community collaboration in Create a sports culture, love sports and facilities. Aiming at developing sports personnel with appropriate quality and suitable vehicles to work to their full potential. And Sports Law of the People's Republic of China committed to improving people's physical fitness, with the aim of raising the countries sports level and promoting the construction of socialist spiritual civilization. Development of sports activities in all sectors learning to develop yourself related to physical education and sports science research to contribute scientific achievements and advanced sports technology to empower sports personnel with knowledge of the country's sports requirements.

### Teaching ability

The results of the expert interviews highlight the importance of coaches with the ability to consistently provide quality teaching for sports coaches. In the future, coaches will need to have the skills of the future. This will be discussed in the following composed of 8 variables: 1) he has quality communication skills that are easy to listen to and understand, 2) he has basic professional skills and be able to connect with new teaching methods, 3) he has knowledge in teaching psychology and be able to integrate new things, 4) he has knowledge in sports science to help students when problems arise due to the effects of competition or training, 5) Good foreign language skills: speaking, reading, and writing, 6) he has accurate professional legal knowledge and be able to transfer knowledge to students, 7) There are skills that can bring out students' athletic talents, and 8) Be professional able to create and integrate sports innovations with teaching and learning. This finding related to the concept of **Ministry of Education** conduct and participate in sports activities in accordance with legal and regulatory principles. Honesty and reliability respect for

the law adapting measures to local conditions the government supports sports science research and innovation in sports technology, cultivating sports science talent. Sports technology promotes and applies scientific and technological achievements in sports. Raise the level of sports science and technology and Sports management must recommend and establish standards in sports training to support the creation of good performance for youth by organizations, institutions, social organizations and sports professionals. Meanwhile **The Chartered Institute for the Management of Sport and Physical Activity**, as cited that as a sports coach, your key role is mentoring athletes. Introducing new techniques Able to assess security risks help students Skills required to be a sports coach Coaches use good communication skills. Helps coaches do their jobs well. As the same time Newman studied on advancing positive youth development-focused coach education: contextual factors of youth sport and youth sport leader perceptions. Which cited that coaches have knowledge of context factors in developing and promoting learning. As well as developing knowledge and good communication skills is important for youth, meanwhile **Sherwin** studied on transformational leadership and athlete satisfaction: the mediating role of coaching competency [that](#) the high performance coaches have technical and tactical skills in teaching. It has the ability to develop the minds of athletes. This finding also related writer the study of **Kinchin Macphail and Chroinin** where he studied on [Irish school teachers' experiences with Sport Education](#) the finding were sports trainers through experience in sports through competition Able to integrate new teaching methods appropriately has professional skills, teaching skills and sports science ability with control the team to solve the situation in the competition and through receiving prizes from the competition, and this finding related writer the study of **Stodden, et al** where he studied on integrative public health aligned physical education and implications for the professional preparation of future teachers and teacher education the finding were in the future physical education teachers has comprehensive and integrated abilities. Do you have knowledge of sports science and know how to combine media

and teaching techniques to increase your skills in different sports? There is a network to exchange current and future information.

### **Analytical thinking**

"Analytical thinking" is one of the leadership competencies of sports coaches. Because the sports career path requires analytical thinking about field competitions. Promoting students to be able to think analytically and have a perspective on the future composed of 5 variables: 1) Able to analyze competitive games in sports competition fields, 2) Able to analyze learner behavior for development and promotion, 3) Able to analyze problems, link and integrate them in a future-oriented manner in order to solve, help, and improve them, 4) Able to analyze situations and has a future perspective, make relationships and integrate operational concepts, and 5) Able to analyze people, analyze work, and plan team development to achieve goals. Which is consistent with the concept of **Belogash** studied on Leadership Change in Change Leadership mentioned the analytical ability with a vision for change through new leadership paradigms and ability to think analytically to solve the problem, this finding related to the concept of **Vilaplana** studied on Analysis of sport management subjects in university sports sciences degrees in Spain that the personnel analysis expressive behavior focus on connection training future sports managers It brings with it professional results, meanwhile **Kao, et al** studied on Investigation of the interaction between coach transformational leadership and coaching competency change over time, the coaches understand athletes who can analyze people well and can build a good relationship between coaches and athletes. It will give athletes the opportunity to participate. In the process of teaching and practicing skills or enhancing sports development for individual athletes regardless of the changing era. Better than a coach leading an era of change alone, as the same time **Saidi, et al** studied on Competency of PE Teachers in the 21<sup>st</sup> Century mentioned the competencies of physical education teachers must have behaviors that reflect modern knowledge, skills, characteristics, attitudes, and are outstanding in themselves. Have knowledge and skills in analyzing situations Teaching sports

problem-solving techniques in promoting student development, teachers must conduct themselves by observing and analyzing situations. This finding related with the concept of **Fahrnes** studied on analysing the context-specific relevance of competencies – sport management alumni perspectives the sports coaches proficient analyze situational knowledge related to the work they do and teach in the modern era. The process of integrating knowledge, innovation, and technology, moreover **Sherwin** studied on Talent development of high performance coaches in team sports in Ireland that the high performance coaches are individuals with good leadership skills. Must have leadership and dare to face various problems Have high responsibility Able to analyze situations Promote social aspects in various environments that athletes must face, and **Kao** studied on Transformational Leadership and Athlete Satisfaction: The Mediating Role of Coaching Competency found that the coacher has aptitude and rapid situation analysis Have analytical thinking and good social flexibility and have a positive mindset has a wide field of view Quick to recognize Highly psychological Have knowledge in both theory and practice.

#### **Sports team management**

Sports team management it is something that experts emphasize as important. Sports coach leadership qualities should be able to manage teams with quality and have a view to management in the sports industry in the future. And at the same time coaches must develop themselves to have a future perspective. Connect principles composed of 4 variables: 1) Create high quality teamwork with specialized expertise, 2) he has a vision for the future and a positive attitude, 3) the psychology to be able with control the team when a crisis occurs and build confidence in the team well, and 4) Definitely be clear in every decision and believe in professional ethics. Which is consistent with the concept, **Mumford and Higgs** mentioned ability to be a visionary leader the positive attitude that leaders may need to succeed in contemporary organizations with specific abilities, knowledge, or skills is provided by a theoretical framework. Have a perspective on change and be



able to lead the team towards goals. As the same time **Vora** which cited that in the era of change according to the future world that is coming, leadership competencies include networking and cooperation. Future vision Know how to create business partnerships through various networks. Build a quality team for the organization of the future. There is clarity in decision making to create clarity, this finding related to the concept of **Meeting** studied on the competency needs of global leaders: A partnership approach found that leadership ability is the leadership skills and behaviors that result in superior performance. Psychology can be controlled by using technical methods to control the team.

### Human relations

Experts give importance Interpersonal relations it is something that indicates a sports coach who has leadership qualities. The future coach must face a diverse society according to different contexts. They recommend focusing on the following key points composed of 4 variables: 1) talking techniques that are compelling, powerful, and be firm create encouragement and create a network, 2) has a stable mood controlling the mood of the team, 3) be a consultant coordinate well and create participation and unity in the organization and be able to help students, and 4) he has an understanding of learners according to their individual characteristics, flexible according to the situation. This finding related with the concept of **Utecht** as cited that the ability to be an effective leader requires cultural intelligence. Have a comprehensive mindset Ability to build a network of culturally intelligent leaders Understand different contexts and control their behavior accordingly. As the same time **Daniels** studied on a review on leadership and leadership development in education settings found that good relationships adjust according to the situation. Able to drive the organization to achieve the set goals, moreover **Stodden et al.** Studied on Integrative Public Health Aligned Physical Education and Implications for the Professional Preparation of Future Teachers and Teacher Education found that In the future, physical education teachers must have comprehensive and integrated

abilities. Have knowledge in sports science Know how to combine media and teaching techniques. Be flexible in resolving situations, controlling your team, learning to increase your skills in various sports, having a network to exchange current and future information. And **Kao, et al** studied on Investigation of the interaction between coach transformational leadership and coaching competency change over time that the Coaches have unique knowledge and skills to develop their own leadership. Both in the current situation and future changes. And coaches can build good relationships between coaches and athletes have a warm personality Good human relations able a giver and a receiver.

### **Recommendations**

#### **1) Recommendation in general**

From the findings the researcher can recommend that:

1. The related sport organization at institution should support and encourage the sport trainers to improve the complete by learning for self-development.
2. The related sport organization at institution should encourage the sport trainers to develop teaching ability by develop them self-awarding to new teaching method and skills
3. The related sport organization at institution should encourage the sport trainers to have skill of Analytical thinking by learning and studying have to analyze problems, link and integrate for the future-oriented in order to solve, help, and improve them.
4. The related sport organization at institution should create high quality teamwork with specialized expertise and improve vision for has a vision for the future and a positive attitude.
5. The related sport organization at institution should support sport trainers To be a good human relations by learning talking techniques that are compelling, powerful, and be firm create encouragement and create a network.

## 2) Recommendation for the future research.

1. The future study should create the model to improving sports trainers.
2. The future research may consider on what factors would affect the sports administration in colleges and university.
3. To study the impact of 5 dimensions from this study to the ability of sport trainers.



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