

SWOT Analysis of Crossover Athletics

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### **Introduction**

This paper is intended to analyze the personnel management and behavior at Crossover Athletics, a youth serving sports organization. The information and analysis gained during this study will be used to assist Crossover Athletics in the improvement of its volunteer recruitment, training, motivation, and retention. It is important for Crossover Athletics to improve its volunteer management and development systems, as the demand for the services of the organization are increasing beyond the capacity of Crossover to increase and maintain the volunteer staff. The study of Crossover Athletics took place in the organization's home city of Lexington, South Carolina with the assistance of its management, employees, volunteers, and board members. Crossover Athletics is a non-profit, youth-serving organization that helps people achieve their God-given athletic ability. They accomplish this by pairing core life-skills with athletic training. The five core areas are honor, integrity, character, teamwork, and faith.

### **Methodology**

I studied the personnel management functions of Crossover Athletics with a focus on the impact on volunteer recruitment, motivation, training, and retention. Information was obtained through program observation, employee interviews, volunteer interviews, corporate documents, marketing materials, web searches, and social media searches.

I performed a SWOT analysis on the organization to identify the internal and external influences that could impact the success of the organization and its volunteer base. Areas that were analyzed included mission statements, goals, objectives, policies, procedures, organizational structure, recruitment and training practices, assessment and retention practices, organizational culture, and personnel management.

**Results**

Table 1 <i>SWOT Analysis for Crossover Athletics</i>	
<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>• The volunteers are motivated by the mission and goals</li> <li>• Both staff and parents of participants feel that program objectives are being met</li> <li>• Volunteer and paid staff communicate positively about the culture of the organization</li> <li>• Volunteers receive seasonal training with access to online videos</li> <li>• Expectations are clearly communicated</li> <li>• Employees are very accessible to volunteers and assist in operations</li> </ul>	<ul style="list-style-type: none"> <li>• Social media efforts exist, but have little focus toward volunteer recruitment</li> <li>• Volunteer assessment is weak because demand for volunteers is high</li> <li>• Volunteers recognize some disorganization from management</li> <li>• While most associated with the program feel objectives are being met, the objectives are not being measured</li> <li>• Management shows a tendency to focus on programs that do not further organizational objectives</li> </ul>
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> <li>• Students are being taught life skills that could have long-term impact</li> <li>• The program has large growth potential</li> </ul>	<ul style="list-style-type: none"> <li>• Similar regional programs could create competition for volunteer recruitment</li> <li>• Lack of community volunteers limit the</li> </ul>

<p>to reach more students</p> <ul style="list-style-type: none"> <li>• Solid policies exist that are built to handle growth</li> <li>• The organization is receiving national attention that could be leveraged for growth</li> <li>• The organization is becoming a regional expert in its field</li> </ul>	<p>program growth</p> <ul style="list-style-type: none"> <li>• Some programs require large amounts of donated space</li> <li>• There is a significant amount of competition for sponsorships</li> <li>• It is difficult to find competent employees at a wage the organization can afford</li> </ul>
<p>Table 1</p>	

**Analysis**

I referenced two motivation theories when analyzing Crossover Athletics and its personnel management. First, I used Job Design. There are two broad categories of Job Design that I applied to Crossover Athletics. The job-enlargement design attempts to increase employee and volunteer motivation by expanding job responsibilities from a central task to provide variety. Employees and volunteers mainly expressed that crossover provided them the ability to expand their tasks, based on interest, which could decrease boredom and aggravation (Gallagher & Einhorn, 1976). The job-enrichment design allows for the employee to help plan his/her objectives to increase motivation (Gallagher & Einhorn, 1976). Employees interviewed also felt that Crossover Athletics encouraged their involvement in planning objectives. The second motivation theory I used was the Self-Determination Theory (SDT). The SDT blends traditional empirical methods with a human component that accounts for one’s inner resources for personality development and behavioral self-regulation. This blend is considered to be the

motivation for improved performance (Deci, 2005). One of the components of SDT is the Cognitive Evaluation Theory (CET), which focuses on the employees need for a combination of competence and autonomy (Deci, 2005). This is a key factor to the overall motivational success at Crossover Athletics. Since the employees and volunteers are working in an athletic field, they tend to have a strong desire to be viewed as competent athletes while being able to run an autonomous program that they control. This combination produces motivated employees and volunteers.

Volunteer recruitment is a key issue for Crossover Athletics because every team requires a minimum of one volunteer. One area of weakness for the organization is the method of recruitment. The director's method for recruitment is to explain all the expectations of a volunteer at first meeting, which can be overwhelming. I would suggest that management use McKee's "first date" principal (McKee Jonathan & McKee Thomas, 2012). Crossover Athletics has many impressive events with small volunteer opportunities. Many volunteers that I interviewed talked about their first experience at one of these major events and described the experience with excitement. Management could use the excitement of these events as volunteer recruitment tools to increase effectiveness of recruitment and ease potential volunteers into the organization. Additionally, social media campaigns can be a useful tool for volunteer recruitment (Mathos & Norman, 2012). I recommend that Crossover Athletics use their social media presence not only for marketing, but also for direct recruitment.

Crossover Athletics has an effective volunteer training technique. They limit training to twice a year for volunteers and respect their time. They also implement McKee's suggestion by using training time as a way to inspire volunteers for the cause of the organization (McKee

Jonathan & McKee Thomas, 2012). This is an effective method for training while supporting retention.

When researching volunteer retention, I found that the relationship between volunteer empowerment and one's intention to continue volunteerism might not be as strong as one would expect. Crossover Athletics would more likely benefit from focusing its recruiting efforts toward former athletes, as studies have shown that they may be more likely to volunteer after they are no longer involved in personal competition (May Kim, Packianathan Chelladurai, & Galen T Trail, 2007).

Research warns that when leadership does not properly allocate its focus toward its most strategic issues, organizational performance degrades (John F Price Jr, 2013). My research showed that management allocated too many resources to projects that did not help the organization meet its main objectives. I recommend that Crossover Athletics review where its resources are being allocated and make sure that they are not misallocating time and energy toward issues that do not help them meet their organizational objectives.

## References

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