

NADOs – To small to win? Lessons from organizational theory

2017-11-29

**Play The Game
Eindhoven**

Markus Seyfried

Introduction and research project

Too big to fail – too small to win

Advantages of being small

Trade-offs in organizing anti-doping

Concluding remarks



The New York Times

Even With Confession of Cheating, World's
Doping Watchdog Did Nothing
New York Times June 15, 2016

Aaron Hermann and Maciej
Henneberg: Anti-Doping
Systems in Sports are Doomed
to Fail: A Probability and Cost
Analysis 2014

Ulrich et al. (2017) Doping in
Two Elite Athletics Competitions
Assessed by Randomized-
Response Surveys. Sports
Medicine, 2017



The
Economist

Can the scientists keep up? Drugs and sport: The
twists and turns of the long-running race between
drug-taking athletes and boffins trying to catch them
May 3rd 2012

Research project and research question



- How do environmental and internal factors of NADOs in different countries correlate with their performance?



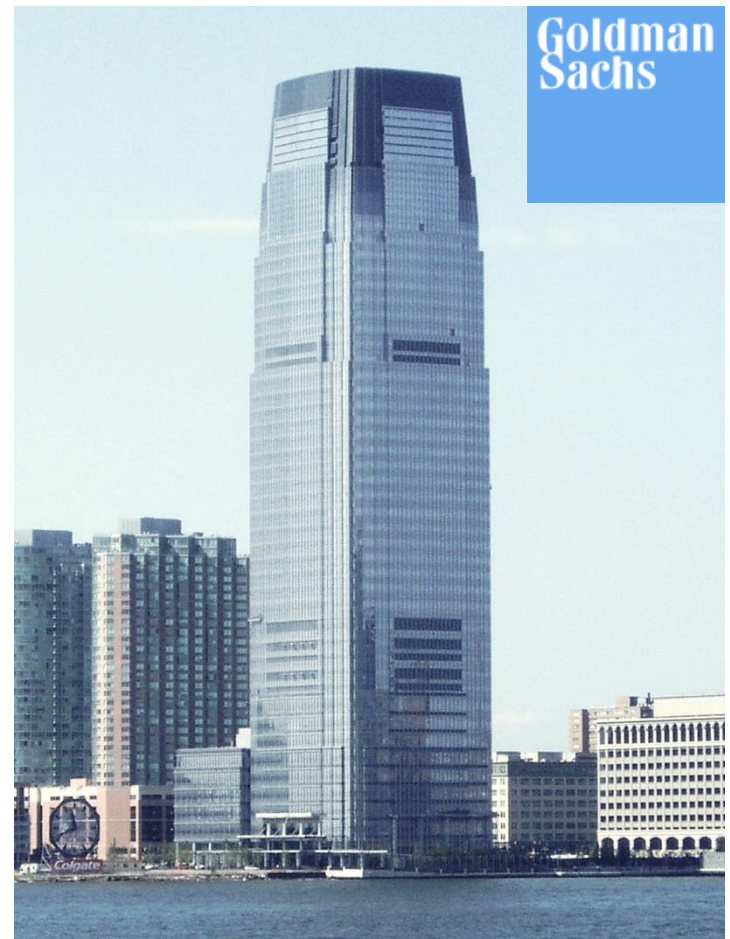
**DOPING
AUTORITEIT**



Too big to fail?

- Value at risk
- Distress
- Systemic relevance

→ But: no general indicator



Too small to win?



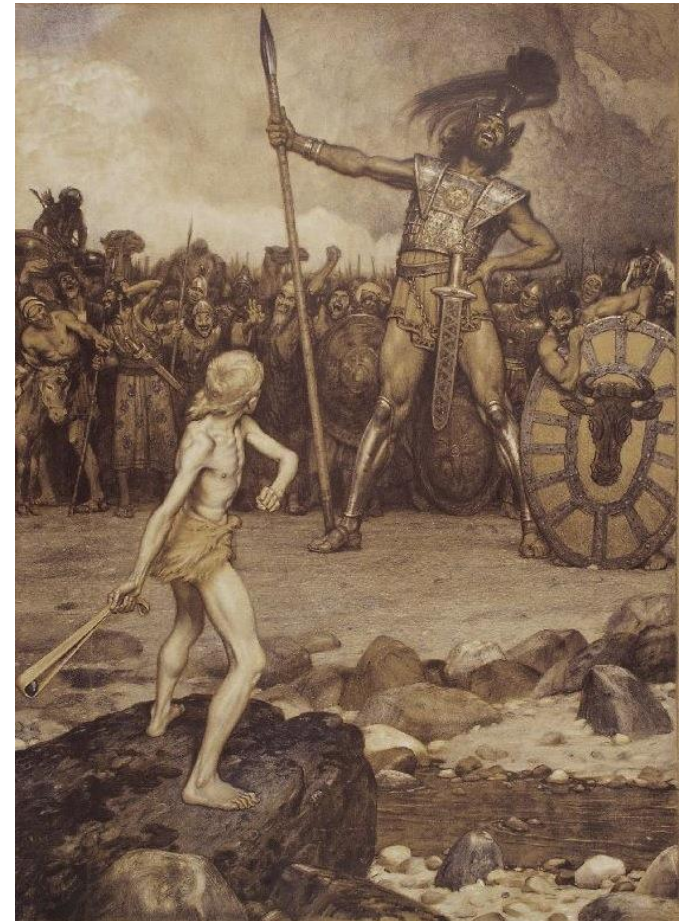
- Value at risk
- Distress
- No systemic relevance

→ Depends on the perspective

nada

Anti-Doping as “David and Goliath”

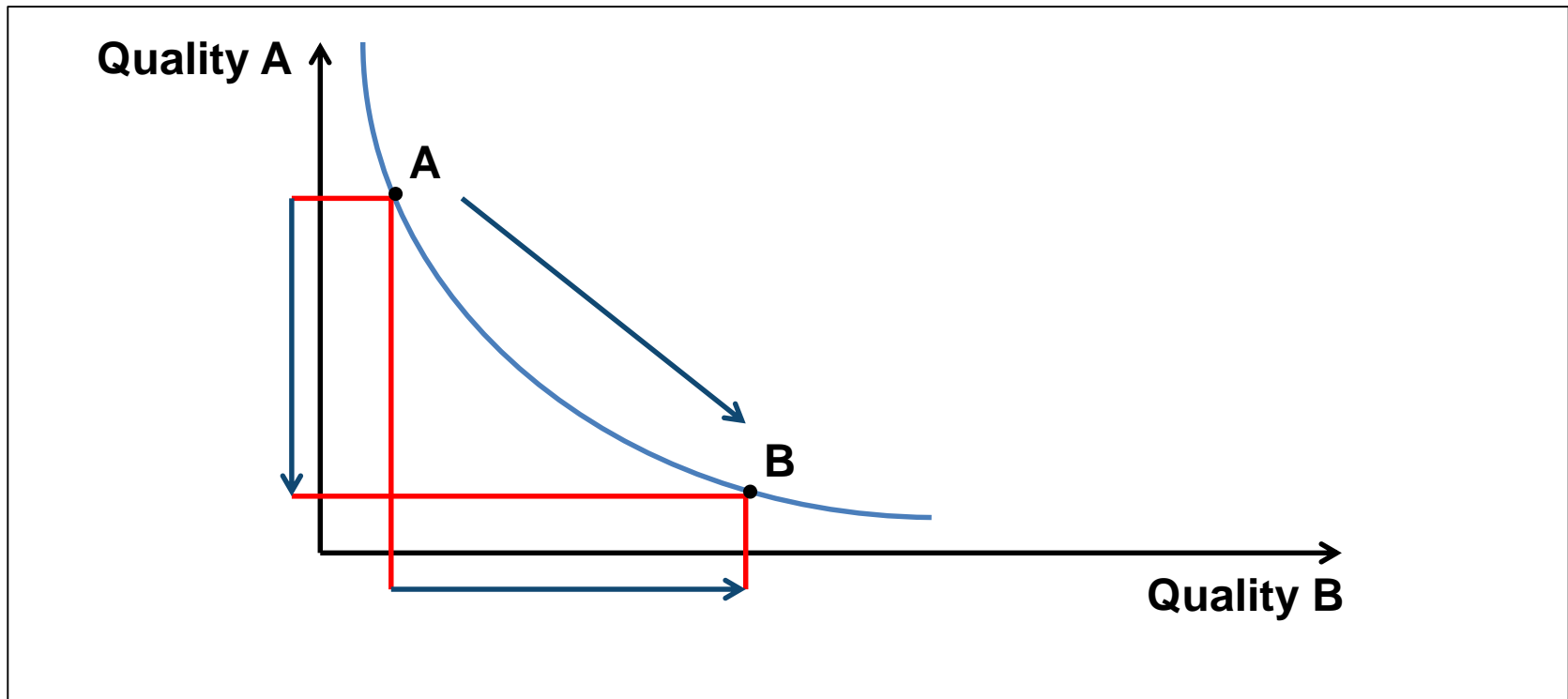
- Arguments from organizational theory:
 - Flexibility
 - Flat hierarchies
 - Networking/
Communication
 - Context sensitivity
- But: reforms are necessary
- And: there are trade-offs



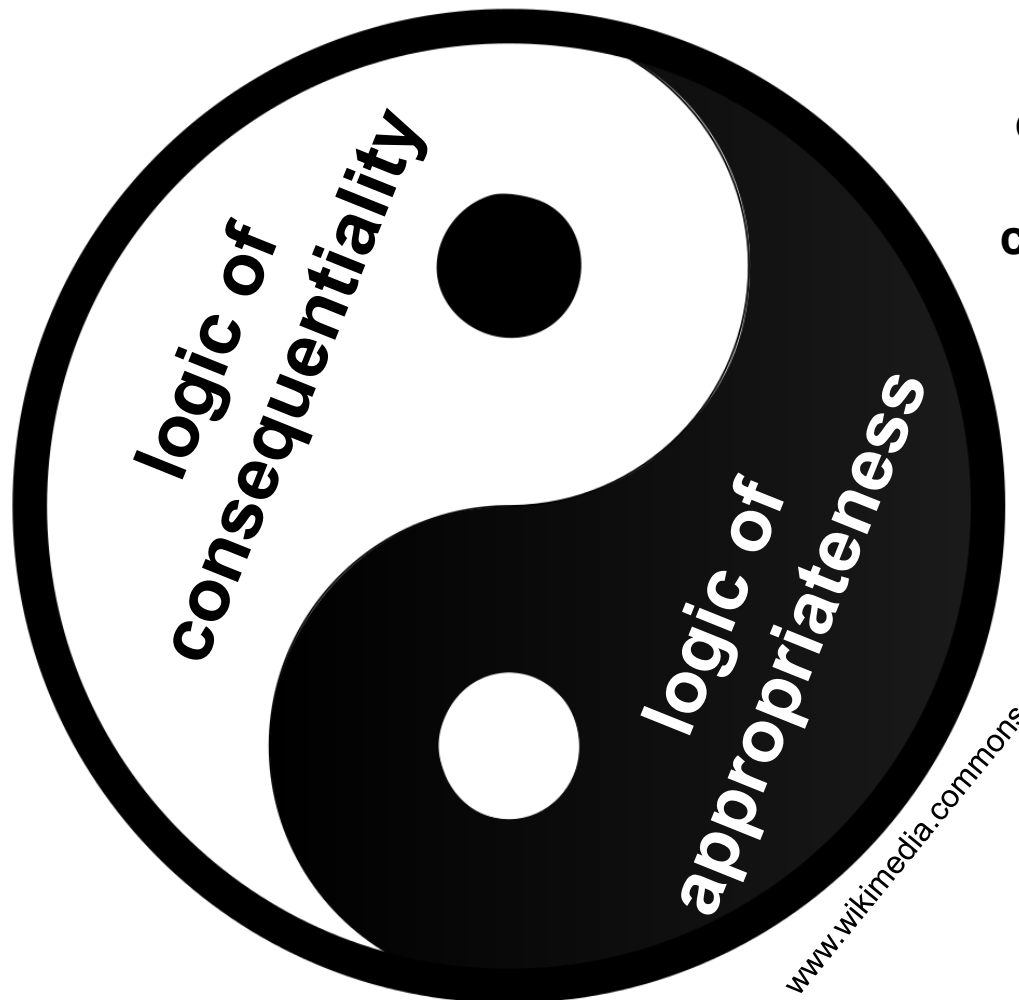
www.wikimedia.commons.de Osmar Schindler

If size is not the only issue...

- Trade-offs



If size is not the only issue...



deterrence
vs.
cooperation

sanction
vs.
prevention

professionalization
vs.
standardization

coercion
vs.
freedom

compliance
vs.
gaming

If size is not the only issue...

- NADOs as organizational shape of trade-offs
- NADOs as solution of conflicts

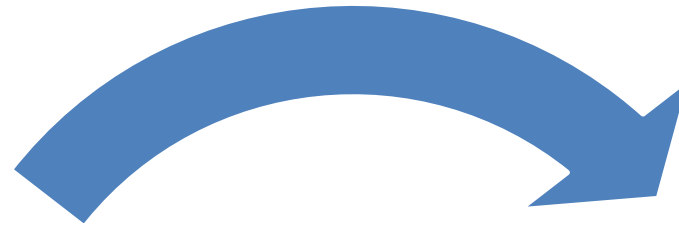
T0: Problem
Doping

T2: Problem

T1: Solution

NADOs

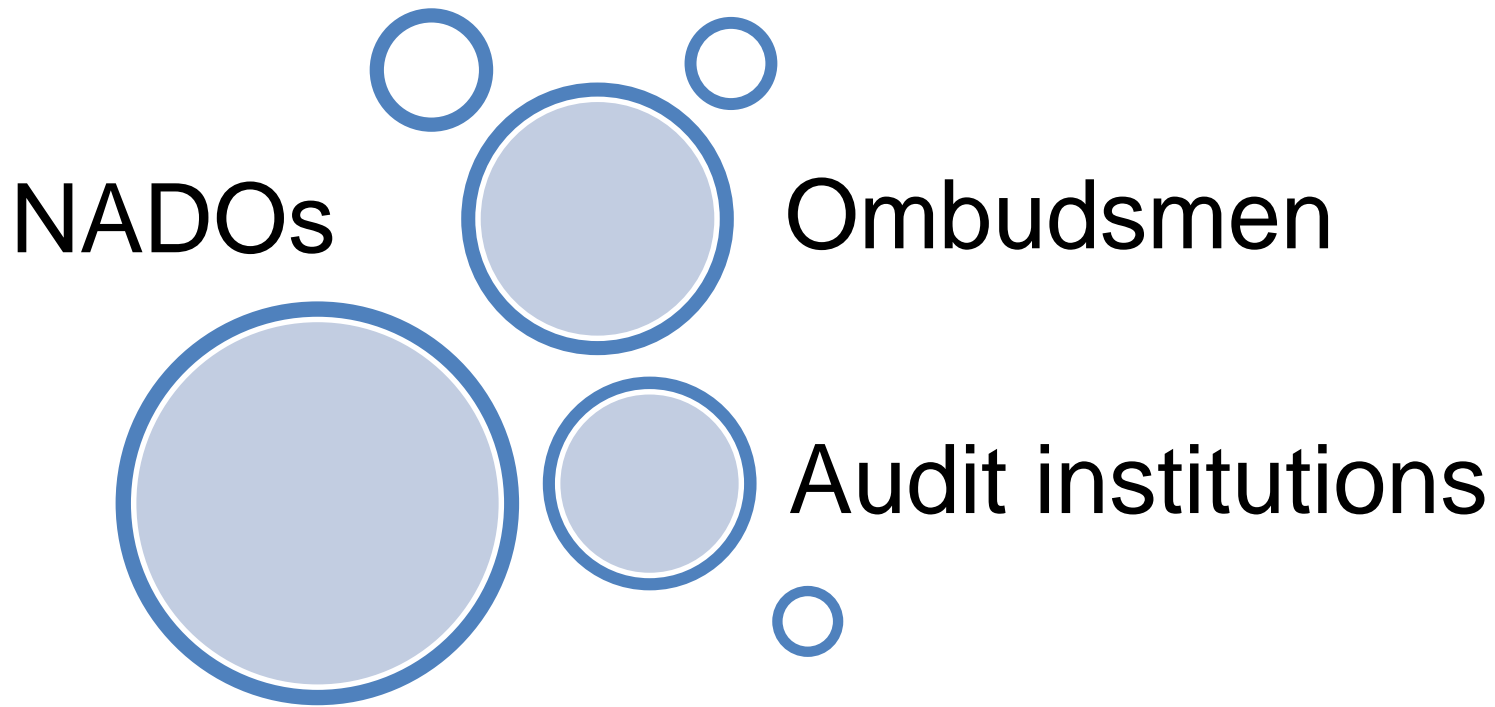
T3: Problem/Solution



Concluding remarks



- NADOs are not alone...



Concluding remarks



- More knowledge/research is needed

„Soft“ factors → Appropriateness

- Procedures and implementation
- Communication and cooperation (etc.)

„Hard“ factors → Consequentiality

- Regulations and resources
 - Testing figures and sanctions (etc.)
- Reforms should keep the balance

Thank you for your attention!



Contact details

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Interviews

- 15 expert interviews
- 200 pages transcripts
- 150 pages coded material

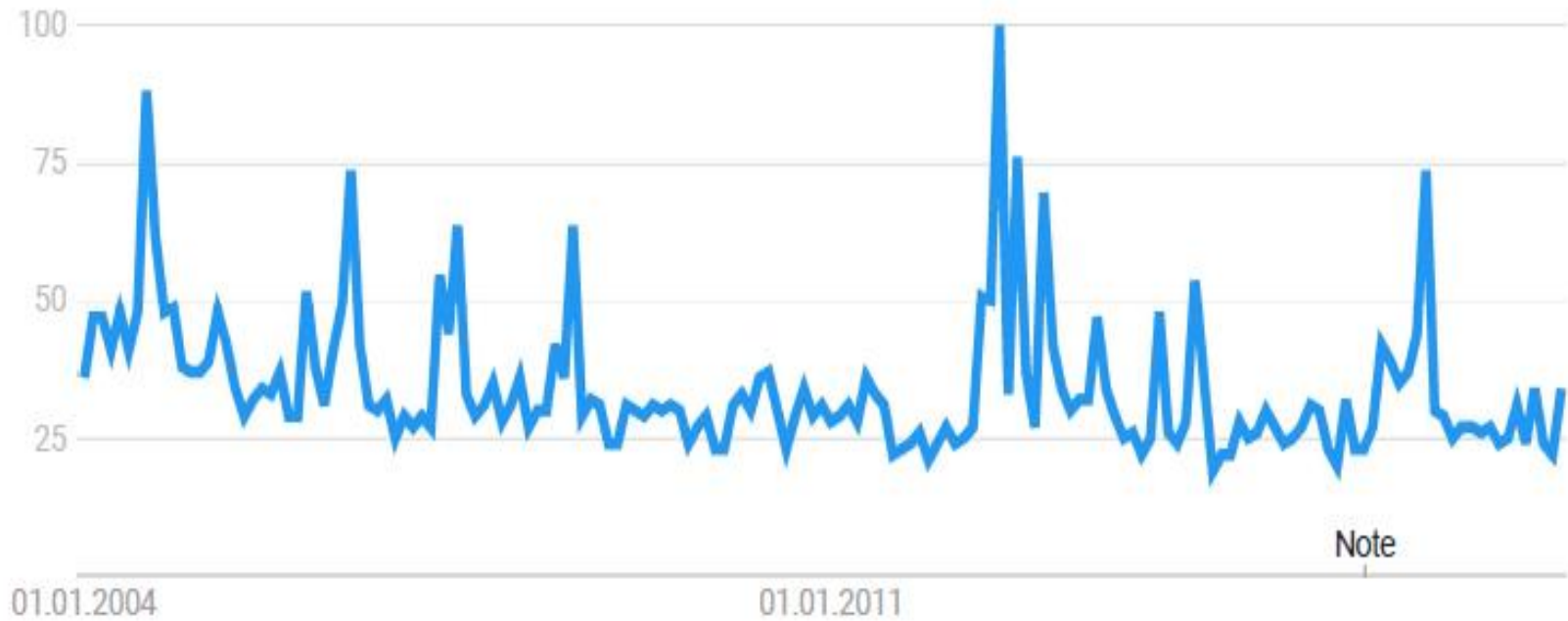
Documents

- Annual reports (NADOs)
- Newspapers

Data

- Annual reports (NADOs, WADA)
- Council of Europe Database

Introduction



Google Trends („doping“)