

UTMF Notes

The Universal Transformational Management Framework (UTMF) is a conceptual structure developed to change the status quo and improve organisational practice. It was designed with a clear goal: To inclusivize the fitness sector. The time has come. Action is required. Individuals and organisations have an opportunity to take a step forward, embrace social justice principles and mainstream diversity through the application of the UTMF.

The UTMF contributes to the advancement of social justice by creating structures and procedures that promote equality and provide access to all citizens. The application of the UTMF has been validated in the fitness sector for people with disabilities. However, the framework can have a wider scope of application and can be adapted to a broad intersectionality agenda.

What purpose the UTMF serves?

The UTMF is an all-encompassing framework that can be used as a management tool to facilitate the transformation of sport organisations with a view to providing universal services that include all citizens. Hence, sport managers have at their disposal a framework that emphasizes the main areas of operation that should be considered while planning universal service provision.

The UTMF has practical application in the planning, delivering and evaluation procedures of an organisation. Its key value is in guiding development that is comprehensive and balanced. It is a tool to inform reflective practice in the development of an organisation involved in the delivery of sport services to the general public.

The purpose of the UTMF is to bring organisational change by:

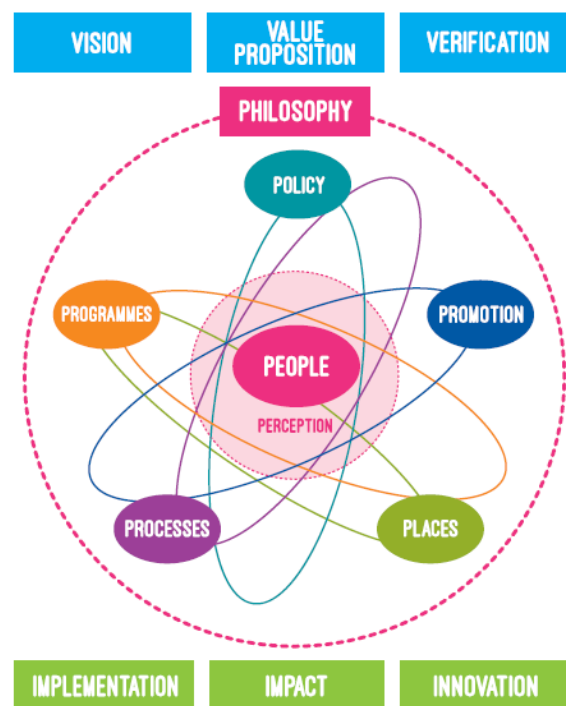
- Encouraging reflection on the benefits of embracing diversity
- Stimulating knowledge growth
- Promoting action to offer a universal service across all operational areas, and
- Providing a guide for controlling and reviewing the organisation's practice.

What is the UTMF?

The Universal Transformational Management Framework (UTMF) is composed of fourteen elements, which are essential factors that fitness managers should acknowledge and, if necessary, address with a view to inclusivizing service provision.

These fourteen elements can be divided in three stages, which relate with behaviour change theory:

- 3 V's: Verification, value proposition and vision. These elements relate to organisations who may be on a contemplation stage, so that they are reflecting about the need to be more inclusive. This is a prelude that ideally will lead to action.
- 8 P's: Philosophy, processes, policies, people, perception, programmes, places and promotion. The 8 P's follow the 3V's and are considered the action-oriented elements. These are the components that the organisation can modify and implement in order to bring change and offer a universal service.
- 3 I's: Implementation, impact and innovation. These elements safeguard the new practices implemented to bring inclusion to the organisation, hence they are considered as maintenance practices.



The UTMF atom symbolizes the following ideas:

- **Universality:** An atom is a fundamental piece of matter. It is what creates the physical reality and the essential components of which the universe is made. For this reason, the UTMF symbolizes essence, represented by the fourteen elements of which it is composed. The atom represents the organisation as a whole, and the fourteen particles would be the basic elements to be developed and monitored.
- **Interdependence:** All the elements within the framework are equally important and are closely interconnected. An omission or change in any of the components will affect the whole structure.

- **Transformation:** The atom is a mobile structure that needs to adapt to the changes in each of the particles. For this reason, the structure is constantly changing and all the elements require a constant review.
- **Radiant influence:** Not only the components have an influence on each other, but also an atom can influence another atom. It means that the UTMF can become an inclusive driver of development in the fitness sector whereby one organisation impacts on other organisations.