

# EFFECTIVE TOURNAMENT MANAGEMENT

The Match Numbering System  
For  
Taekwondo Championships

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King Setup: Storage. track. people. 3 places  
Referee: Master gave Asia more people to contact.  
Admission: \$5 general, free student ID. \$3 kids, \$ > free  
flyer: used. 2 days before  
Program: start draft. advertisement  
Concepts: Joyce will look into riders during courses. or not.  
Medical: contact people, ice, equipment. { contact Betsy Wang  
Graphic Design: t-shirt. polo shirt should be sponsored.  
publicity: press release.  
registrations: data needs key to Po. Box. templates to publish results.  
scoring: returning scores.

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## PREFACE

The goal of this manual, "Effective Tournament Management," requires a definition. Effective; "*efficient, productive, producing a desired effect, yielding useful or favorable results . . . acting with a minimum of waste or unnecessary effort.*" To this end, the following pages will describe and explain ways and means to achieve this goal. Underlying all else is the realization that the tournament is for the benefit of the competitor.

A firm understanding of basic match making is a prerequisite for effective tournaments. Sections of this manual explain the theory and mechanisms of elimination systems. In addition, the groundwork and essentials of tournament organization are presented.

Especially important is the section on the "Match Numbering System." This is a tournament operating system, which is an especially helpful tool in tournament management. This gives the athlete and all others the ability to know exactly when and where each match will occur. Therefore, physical warm up and mental preparation can be done correctly and much stress and uncertainty is eliminated.

I was introduced to this system over a decade ago by Dr. John Randall, my friend from the University of Texas. From Dr. Randall's original concept ( the Texas Match Scheduling System ) I have experimented, adapted and modified his ideas into what is presented here. The following pages contain a combined background experience of hundreds of tournaments.

I expect that these ideas will be changed and made better by those who use them in the future. The needs of different people and various kinds of tournaments require much flexibility of any management system. This manual can be used profitably whether the Match Numbering System is employed or not.

## INTRODUCTION

The basic approach one takes to the whole idea of a tournament is absolutely fundamental to its success. Definition of success; "*the gaining of something desired, planned or attempted.*" Exactly what is it that is desired? This may seem like a self evident question, but to the contrary, it is often confused or misdirected.

The most basic desire or success objective must be; "The ease with which the athlete functions in the tournament as a whole." Other desires may be numbers of participants, financial support, or prestige. If "athlete comfort" is achieved, then the other objectives will surely follow. Every single aspect or condition of the event must be analyzed with the question, "Does this add to the ease of the athlete?" If the answer is yes then it will also add to all the other desires.

When planning the structure and details of the tournament, the approach must be from the most basic to the most external. In other words, the most time and effort must be put into the "nuts and bolts" of the event. The peripheral and non-essential factors should be given secondary importance. The most important areas are the people, and the place.

A Taekwondo match needs two players, a place to play and a referee. The "place" includes the ring, the gym, the scales, the warm up area and the changing rooms. There cannot be a tournament without the contest area and the physical facilities. The ring and its surroundings must be in accordance with the written rules of the sport. Often, the last thing arranged for and given consideration is the actual ring, the place where all the important action takes place. If the ring is set up at the last minute or inadequately, the players sense this and it diminishes the importance of the match.

"Space," this is the key. Competitors need space; space to warm up away from the contest area, space to change clothes, space to stand in line to register, space to weigh in properly. How many times have participants had to crowd in narrow hallways or lobbies to register or weigh in? People are not comfortable or at ease in a crowd, open space adds to relaxation and reduces stress.

A vital element in a contest is the referee. A match needs two players, a ring and a referee. After the athlete, the referee is the second most important person in the tournament. A sufficient number of rested and refreshed referees is of utmost importance. The athletes should only have to worry about the opponent and not a tired, inattentive and disinterested referee.

The next most important person after the athlete and the referee is the spectator. This includes friends, family, coaches, and the general public. The event must be made understandable and predictable to the spectator. If the contestant can understand and predict the tournament then the same follows by itself for the spectators.

The rest of the tournament; awards, programs, demonstrations, vendors, VIPs, hotel, etc. are important but definitely secondary to the basic components described above. But even in these areas all decisions concerning the event must pass the test question, "Does this add to the ease of the athlete?"

A good way to approach a tournament is to mentally follow a typical athlete through the competition experience. This mental movie shows the player walking up to the hotel or gym and look around for the registration table. Can it be easily found, are there signs, has there been clear information sent out as to where and when? The movie continues as the player goes to the weigh in where there are recently certified scales. This adds to the reduction of stress, the knowledge that the scales are indeed accurate.

The athlete then proceeds to the changing rooms, not a bathroom, and gets ready for the competition. Where to warm up? The player looks around for a space to do this, are there directional signs? Hallways and lobbies are not good. Do the athletes know when they will compete? What kind of tournament system is in effect and are there pool sheets posted for inspection? The player wants to see who the opponent is and in which ring. Is this information available? Such things add to the ease of the competitor and are not asking too much, they are basic and the player deserves no less.

The length and duration of the match and rounds must never be shortened, this is absolutely unfair to the players. Every participant deserves the same consideration and has paid the same entry fee. It is not permissible to change the rounds because the tournament seems to be taking too long. This is the Tournament Director's fault from poor planning. It is not the competitor's fault and they must not be made to suffer because of improper preparation.

Those of us who put on tournaments should have open minds and consciously look for ways to change for the better. An example of this is the phrase "Form Follows Function." To illustrate how to think about this statement is the case of a newly built college. After all the buildings were finished the landscape architect designed a plan of walkways between them. The President of the college stopped the architect and his designs and instructed him not to put in the walkways at all. After one month of classes there were footpaths worn in the ground from the students finding their way to and from the buildings. The President ordered that the sidewalks follow the paths created by the natural flow of the students themselves. The "form" followed the "function." Instead of making people follow some artificial design, the sidewalks were made more functional and easier for the students.

If this is applied to Taekwondo tournaments, the lines of movement from registration to weigh in to the rings should be made easier and in a manner closer to the natural way people move and think. Everything follows inevitably if the success objective of the whole event is the ease of the competitor.



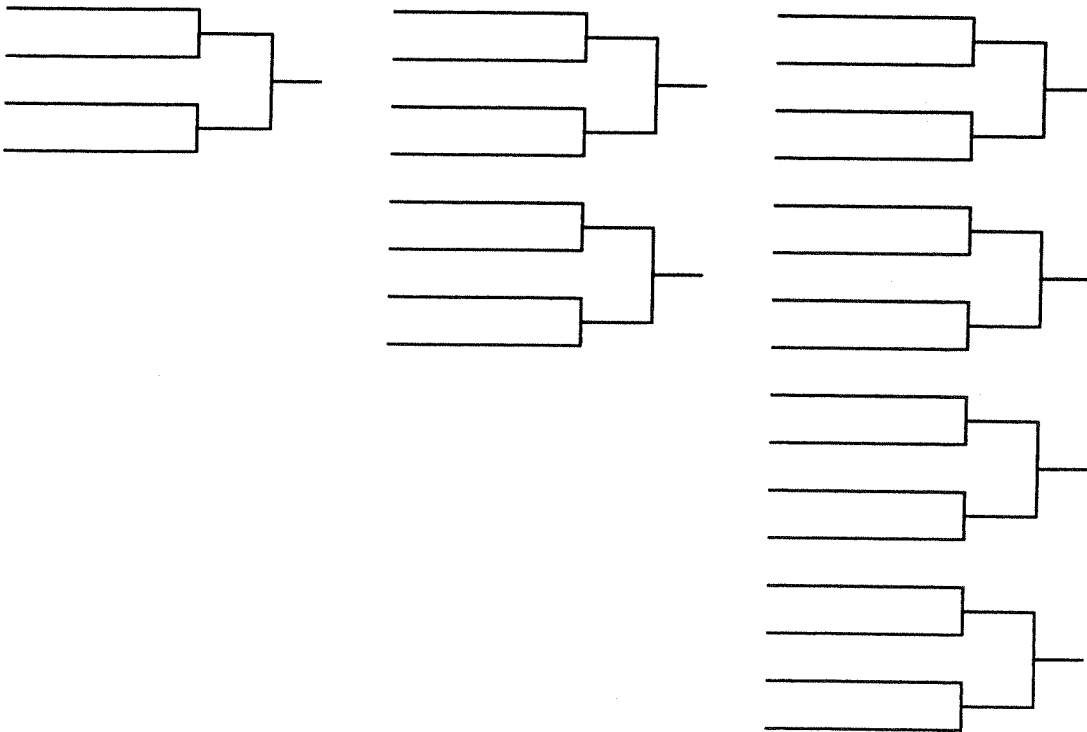
# PART ONE

## THE BASICS OF MATCH MAKING

The two fundamental goals of match making are; to determine the best competitor and to match up the players in a fair manner. There is more than one elimination system to determine the best player. These will be covered in specific in Part Two. This present section shall concentrate on the methods of putting the competitors together fairly. What is needed is a *predictable* and *consistent* methodology, one that is open and can withstand close inspection. In other words, a standard process must be in place to match up the players.

### BRACKETS

The building blocks of any elimination system are the "bracket sheets," the slots on which the names of the players are placed. These brackets must have pairs of spaces so as to match up the players. The number of lines or positions in a bracket is always a predetermined number. These numbers are 2, 4, 8, 16, 32, 64, 128, etc.

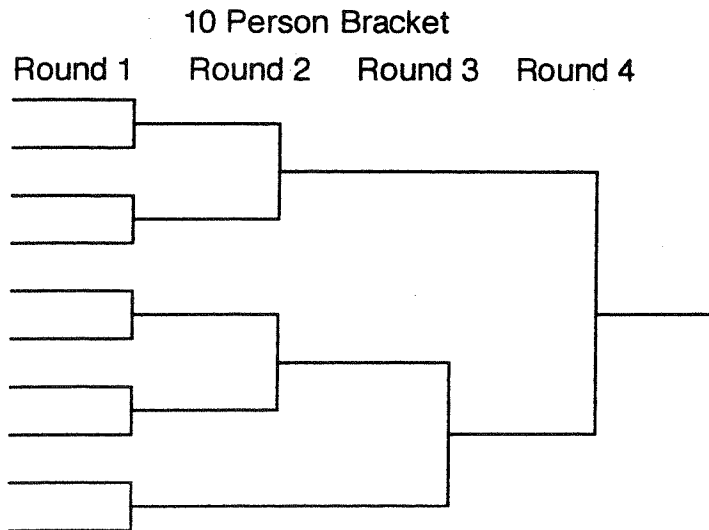


As can be seen these bracket sizes ( 2, 4, 8, 16, 32, etc. ) are by the power of 2. The perfect power of 2 is 2 multiplied by itself, that product multiplied by 2, that product multiplied by 2, and so forth. For example, the number 2 raised to the third power ( 2 X 2 X 2 ) equals 8.

<i>size of bracket</i>	<i>power of 2</i>	<i>number of rounds</i>
4 person	2 x 2	2
8 person	2 x 2 x 2	3
16 person	2 x 2 x 2 x 2	4
32 person	2 x 2 x 2 x 2 x 2	5
64 person	2 x 2 x 2 x 2 x 2 x 2	6

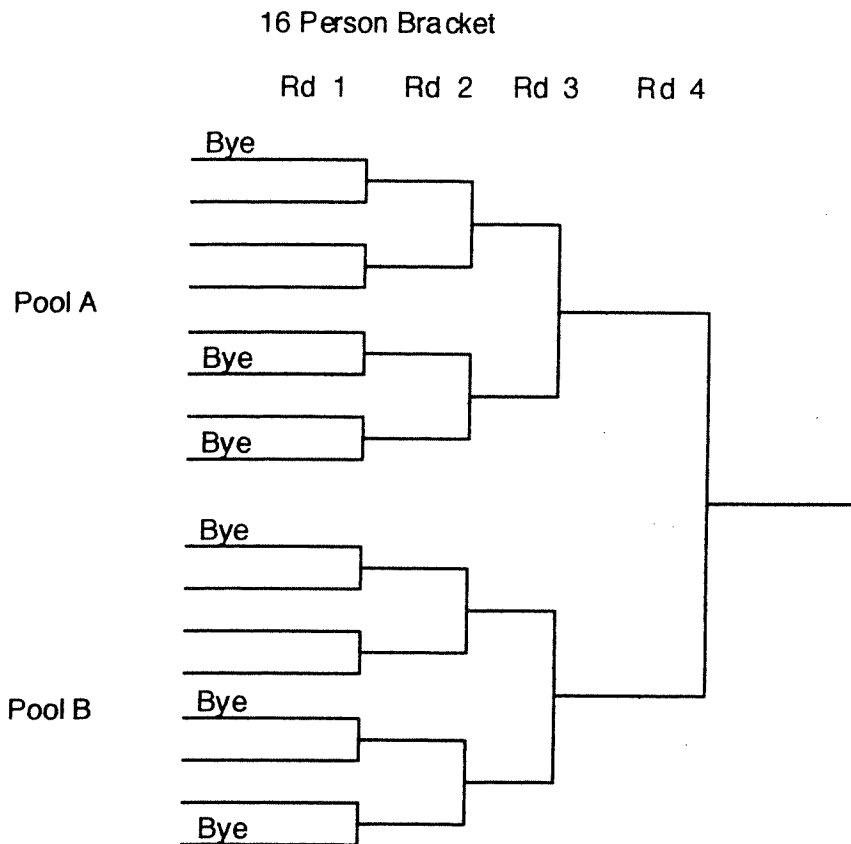
Above can be seen the number of matches required to complete the different sized brackets and decide a winner in a single elimination format. Each round of matches eliminates exactly half of the contestants. So, for example, if there were 8 contestants you would need an 8 slot bracket sheet and the winner would have to compete 3 times.

You can readily see the problem if these rules are not followed. Take the case of 10 players below. The first round of matches goes well with five matches, but in the second round one of the five will not have a match. This problem will now continue to the third round with three players. The whole process is incorrect.

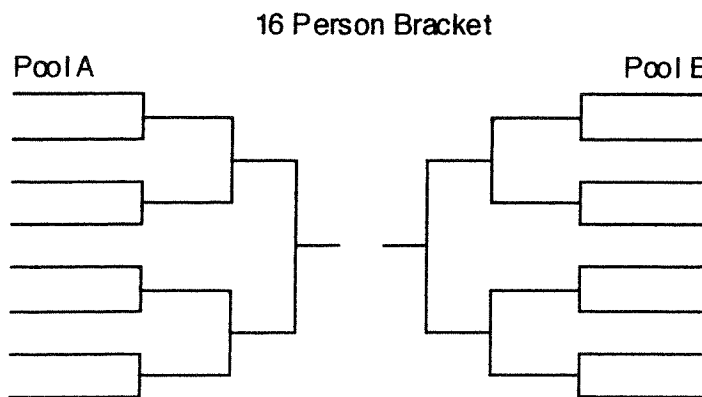


This is an awkward process with "Byes" in the second and third rounds.

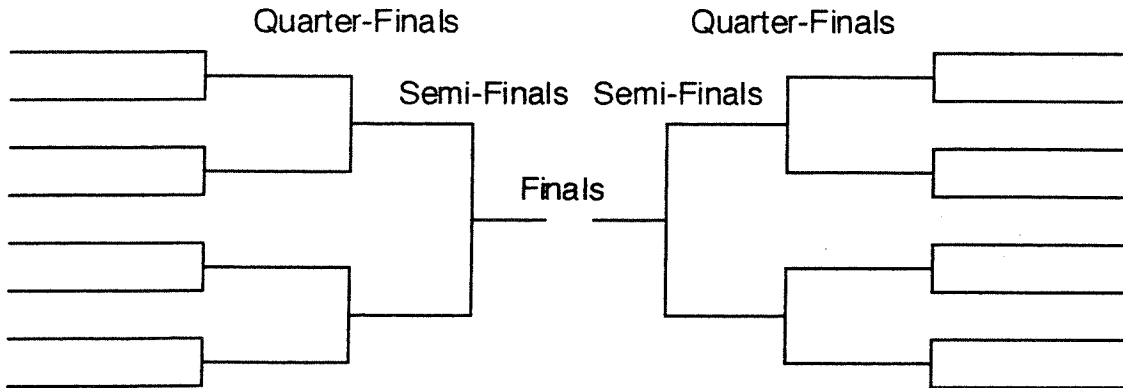
This should have been done as shown below. With 10 players a 16 slot bracket is needed, leaving 6 slots with "Byes".



Another concept that should be grasped is the idea of "pools". Any bracket sheet can be divided in two, giving Pool A and Pool B. These pools can be arranged as above or as below.

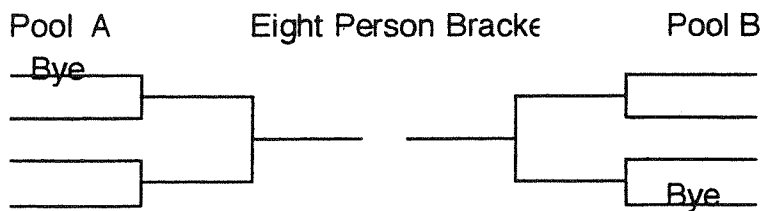


Certain matches can be labeled. The last match of the bracket is the “finals”. The previous two matches are the “semi-finals” and the four before that are the “quarter finals”. Looked at another way; the winner of Pool A and the winner of Pool B are the winners of the semi-final matches and are the finalists. The semi-finals are the last matches of the Pools. See below.



**BYES**

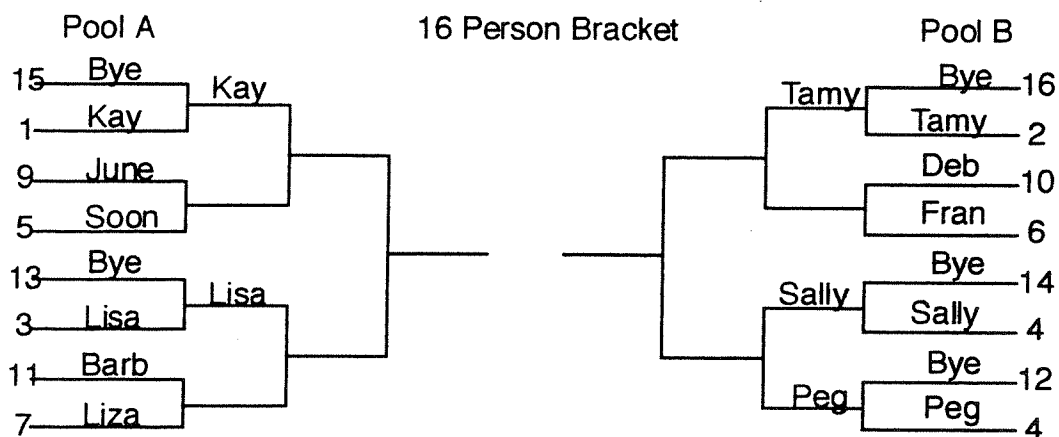
If in every case the number of contestants were equal to 4, 8, 16, 32, 64, etc. then things would be very simple, but as we know circumstances are never simple. There are proper procedures to handle numbers not equal to the perfect power of 2. If there are 6 players, for example, you already know that you cannot have a bracket with just six places so you must go to the smallest regular sized bracket that will fit the players. This would be an eight person bracket. In order to put six people in an eight space bracket two of the spaces must be “Byes.” A “Bye” is a non-match, it is the same as a win and an automatic advancement into the next round.



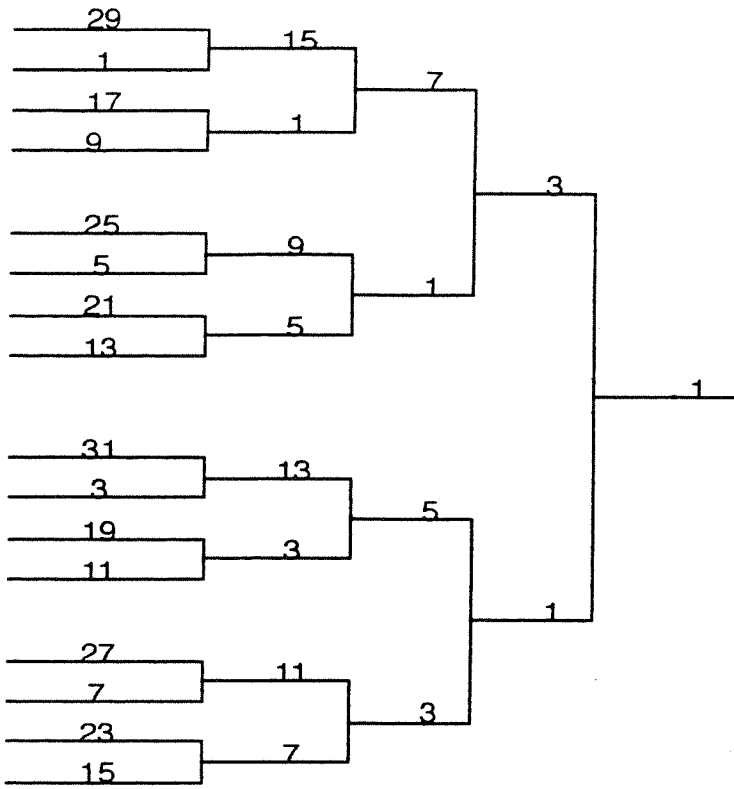
THERE CAN ONLY BE "BYES" IN THE FIRST ROUND. To find the correct number of "Byes" you subtract the number of players from the smallest sized bracket they will fit into.

The placement of "Byes" is made very simple by the use of the slot numbering chart. A "2 to 32" master bracket sheet is found on the following page. Below is an example of 11 players in a 16 person bracket numbered from the master sheet. Since there are 11 competitors the spaces numbered 12 through 16 would be the "Byes."

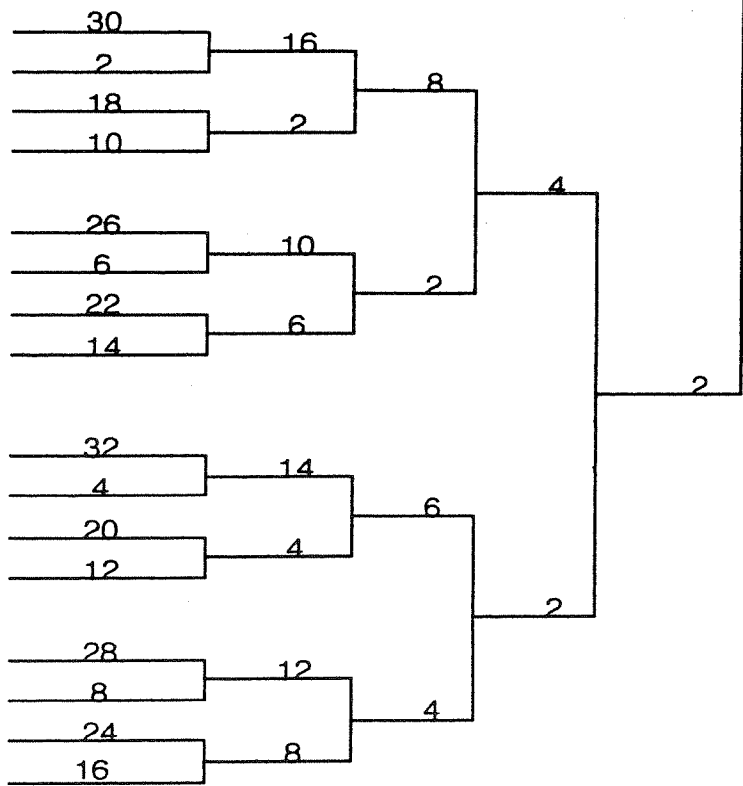
Notice below that Kay, Lisa, Sally, Peg and Tamy will be paired up with the "Byes" and automatically will be advanced into the second round of the bracket.



Pool A



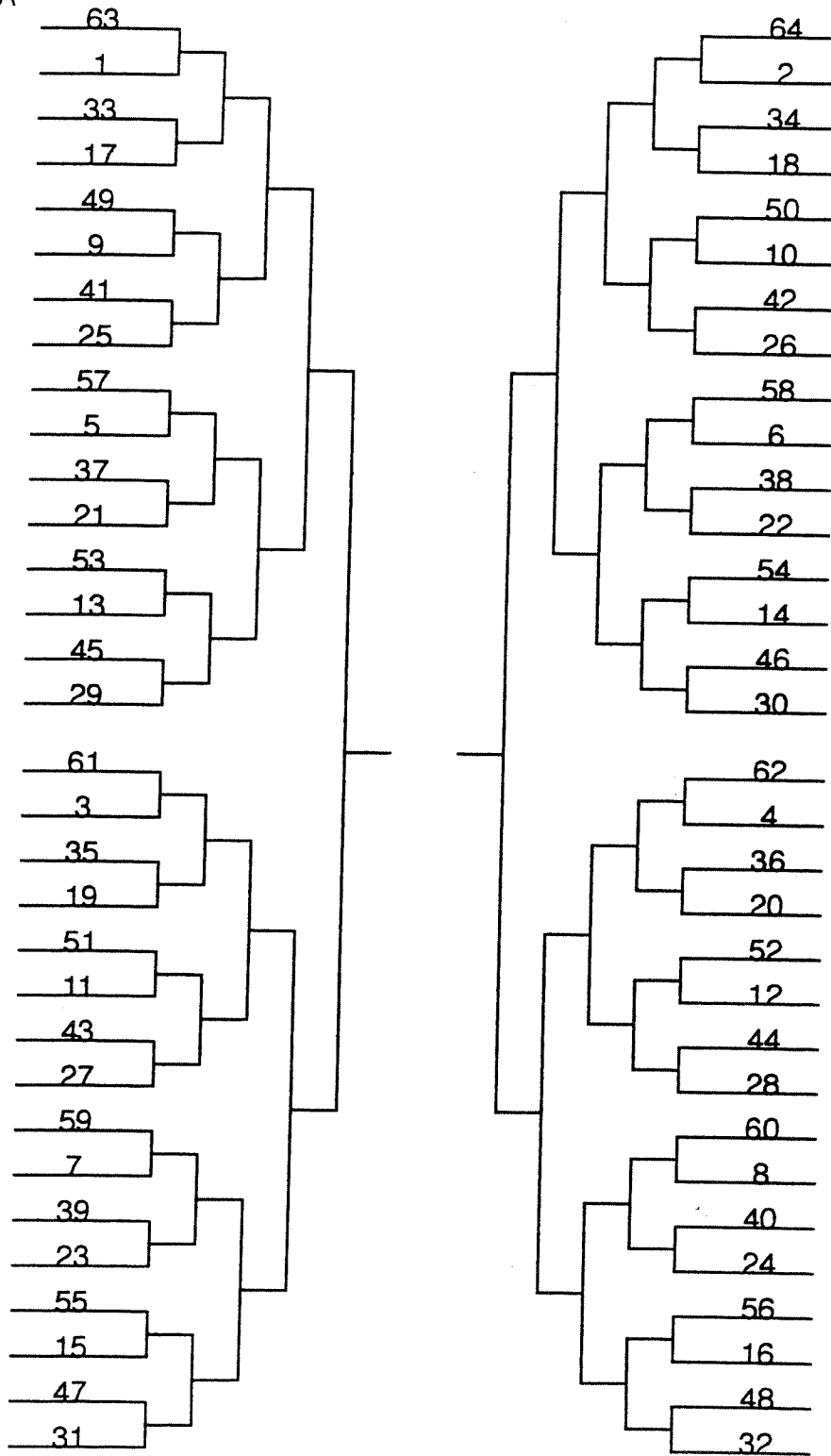
Pool B



64 Person Bracket

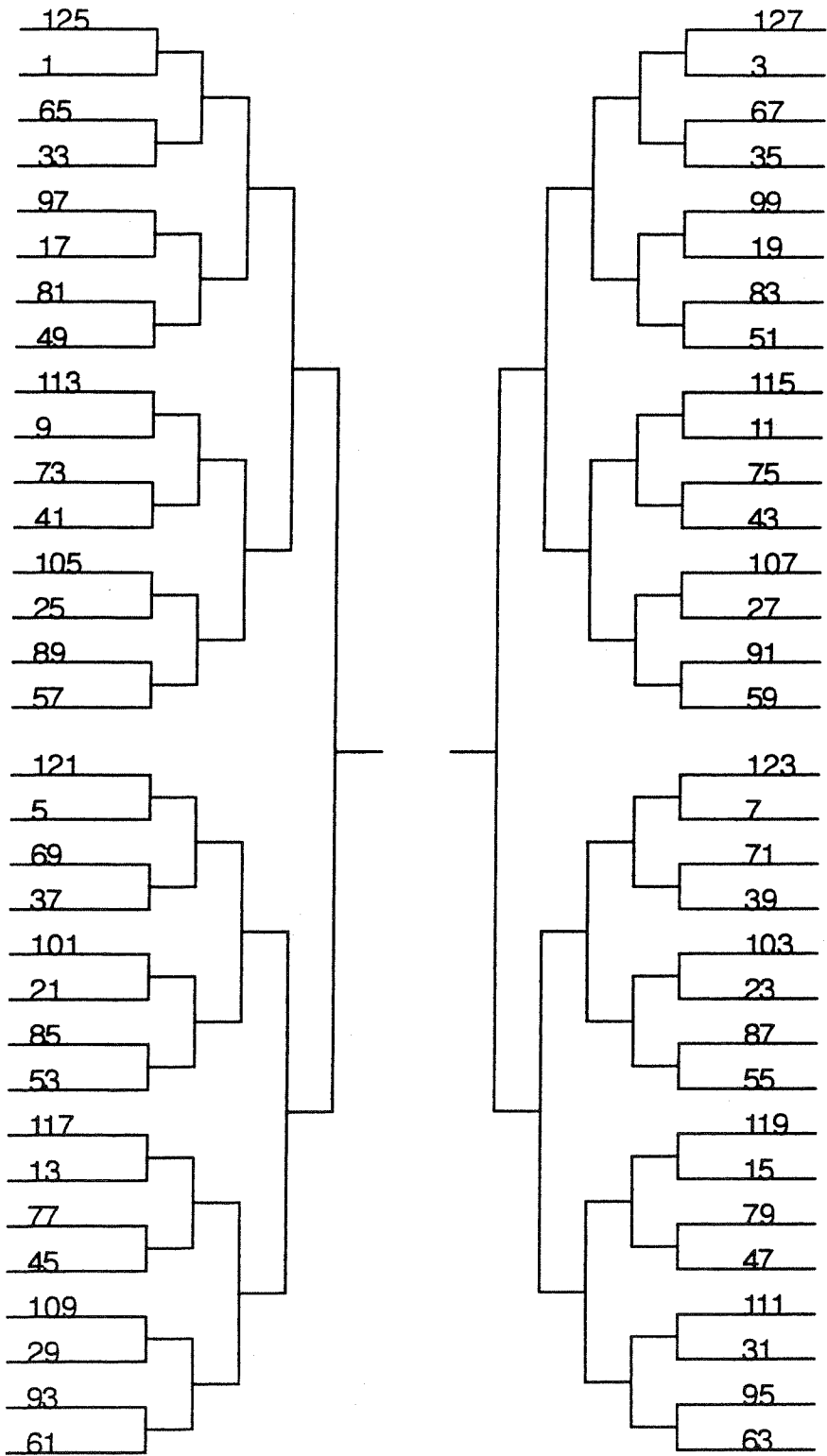
Pool A

Pool B

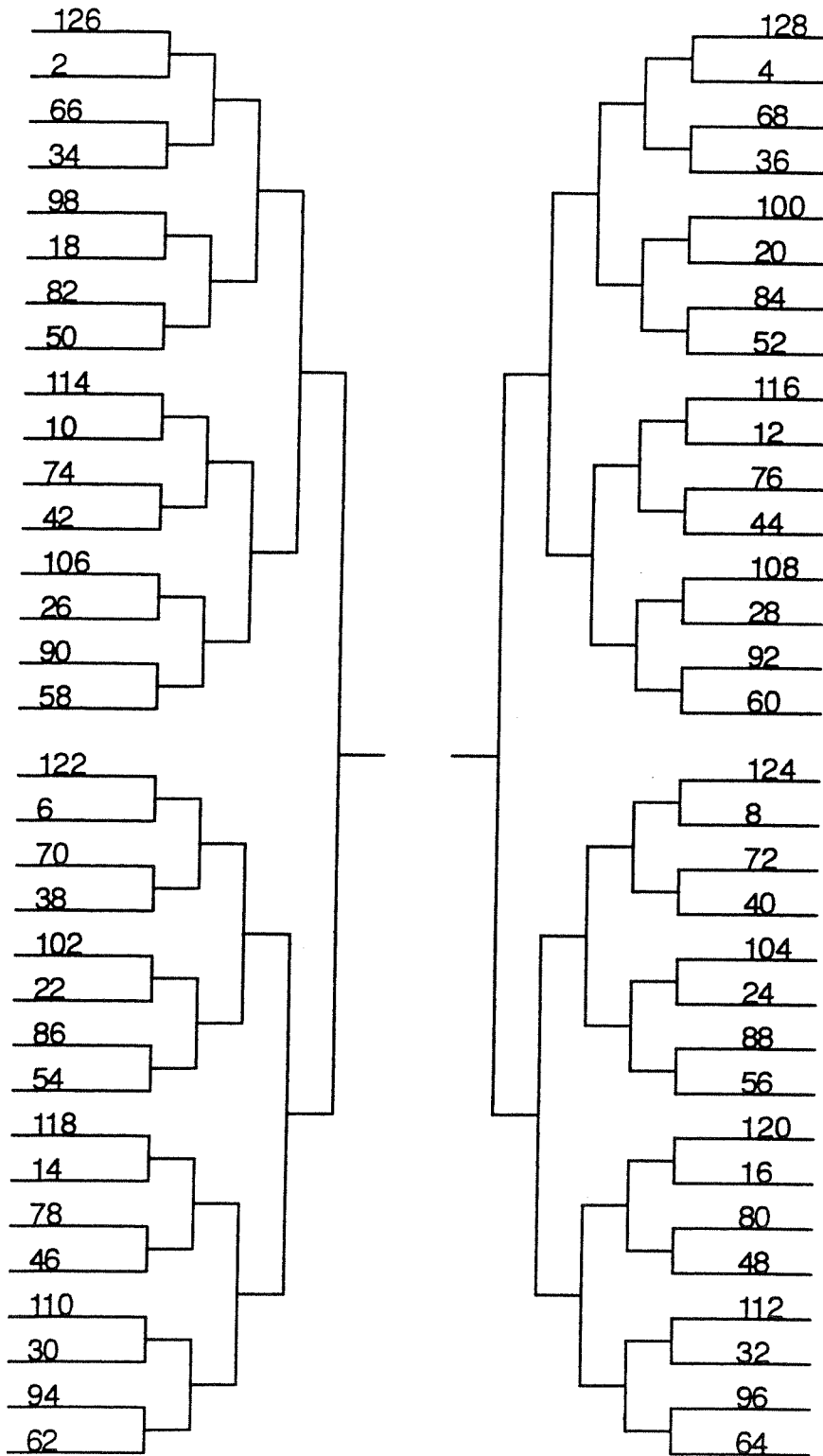


128 slot Bracket Sheet (page one)

Pool A







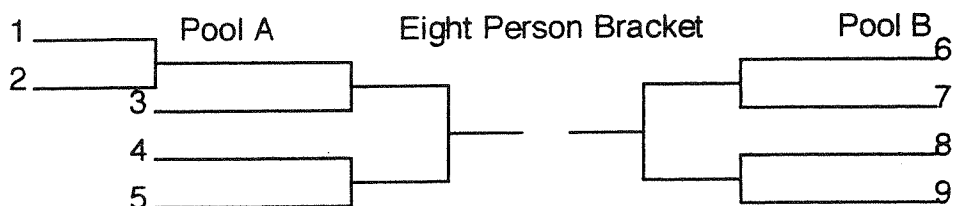
The first chart, the 2 to 32 bracket master sheet, shows the way to number 2, 4, 8, 16, and 32 slot brackets. The first row on the left is the 32 bracket sheet and the numbers are put in the slots. The same is shown for the rest of the bracket sizes. The 64 and 128 slot brackets are also exhibited.

There are several things to notice about this chart ( 2 to 32 bracket master ). You will see that the slots are not simply numbered in descending order from the top down. You will notice that the top half of each bracket, Pool A, has all odd numbered slots. All the bottom halves, Pool B, are all even numbered slots. The next thing to notice is that the numbering system automatically places the "Byes."

If the number of players is not equal to the number of slots, then the extra slots will be given "Byes." Anyone wishing to place the "Byes" in the correct places would only have to fill in the blank numbers left over. For example, if there were 13 players in a 16 person bracket, then the slots numbered 14, 15 and 16 would automatically receive the "byes" and they would be placed in the proper positions in the bracket. The placement of "Byes" should be balanced equally throughout the bracket. You can see that the first "Bye" is in the 16th slot in Pool B and the second "Bye" would be in the 15th slot in Pool A. So the two pools would have equal number of "Byes." If there were another "Bye" it would go to the 14th slot in Pool B but it would be in the top half of Pool B, again balancing the pool. If there was a need for another "Bye" it would go to slot 13 and would be in the other half of Pool A from the "Bye" in the 15th slot.

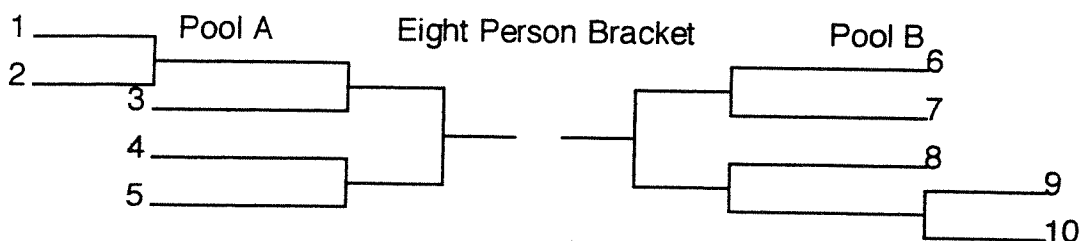
The charts on the previous pages are invaluable for match making and should be copied and kept available during the tournament set-up phase. When you print up the bracket sheets for the tournament it is wise to put these numbers on those sheets. Examples are found in the appendix.

There is a short cut for use in smaller or informal tournaments. This involves the use of "outbrackets." An "outbracket" is an understood "Bye."



The above example shows how to put 9 players in an 8 person bracket .

Normally you would have to use a 16 person bracket with 7 "Byes." But as you can see this can be done with a single out bracket. The numbering sequence of the previous pages cannot be used, but this technique is only for informal events. If you had 10 players, two out brackets could be used but you must balance the pools as shown below.



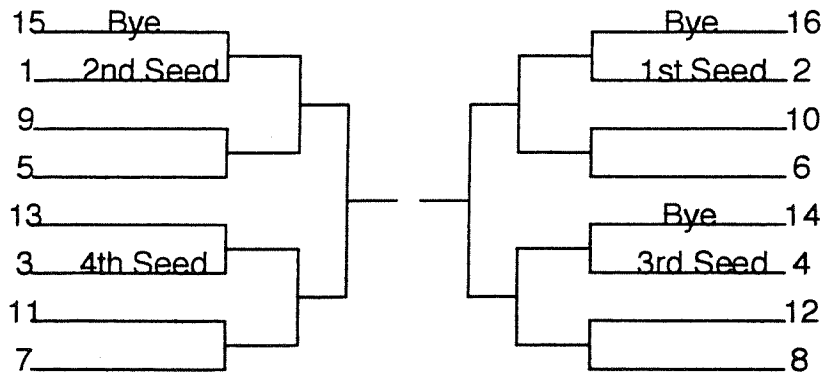
### SEEDING

One of the disadvantages of elimination style tournaments, where the pairing is random, is the possibility that the two best players could meet in an early round. This could eliminate the second best player and allow a weaker one to place second. A common method to avoid this to some extent is to "seed" the best players away from each other in the bracket. The idea is to place the strongest players in the bracket in such a manner as to insure that these players will meet in the final rounds if they win.

There are two steps to "seeding"; deciding exactly who should be "seeded" and in what order, and then placing the "seeds" in the proper slots in the bracket.

"Seeding" athletes can be a tricky proposition and agreement on who is first, second, third and fourth seed can be difficult. Exact criteria must be in place before the rankings are done. Such criteria could be; previous tournament results, opinions of coaches and officials, and other input. But whatever the criteria, it must be completely spelled out in clear, unambiguous terms. If this is not done, the stage is set for much argument and dissension. In line with this, a "seeding meeting" is required to consider all the players to decide which should be "seeded" and which rank they should receive. This meeting should be open and run in an organized and fair manner.

After the rankings are done then the actual "seeding" is very simple with the use of the bracket numbering charts. Beside separating the number one seed from the number two seed, etc., the highest seed must get the first "Bye."



As you can see above, the first “Bye” is in slot number 16, so the number 2 slot should be given to the first seed. The second “Bye” is in slot 15, so seed number 2 goes to slot number 1. The third “Bye” is in slot 14 and number 3 is assigned the position number 4. There is no other “Bye” but the fourth seed must go to slot 3. As is evident above, the seeds 1 and 2 will only meet in the final match if they both win all their matches.

There is no one method to decide rankings and seeding policies, but if the meeting to set up the criteria is open and fair then whatever system is decided upon will be accepted to everyone’s satisfaction.

## PART TWO

### ELIMINATION SYSTEMS

#### *SINGLE ELIMINATION*

The most common type of tournament used today is the *Single Elimination System*. It is so called because if a player loses a single match, he/she is eliminated. In a strict "single elimination" only first and second places are decided. There would be two third places unless these players are fought off in an additional match that would make them the only competitors to get a second chance.

The objective is to eliminate exactly half of the competitors each round. The term "round" here means a "flight" of matches. The first round is all the first matches in a bracket, the second round is all the second matches for those remaining, etc. The number of matches in a single elimination tournament is about the same as the number of contestants. "M" is the total number of matches a bracket will produce. "N" is the number of players in that bracket. So the formula is;  $M = N$ . It is very helpful to know the number of matches that any given tournament style will produce in order to forecast the length of the tournament as a whole. It also aids in determining how many rings will be necessary, and how many staff and referees will be required.

If a tournament is predicted to have 200 competitors, how long will the event take if you have four rings? If this is a Single Elimination Competition there will be about 200 matches produced. With four rings that would leave 50 matches per ring. With adult competition of two, two minute rounds each match, you can generally assume a rate of six to eight matches per hour. This includes the five minutes of the actual match, time to get the contestants in the rings, time to tabulate the results at the end, time for injuries, time for protests, etc. So seven divided into 50 gives an average of about seven hours per ring. So this sample tournament will take about seven hours to complete with four rings. This, of course, does not include Poomse or any other activities. It can get more complicated with junior divisions. Although sometimes junior competition has shorter rounds, it takes them longer to get on and off the ring.

The advantage of the Single Elimination System is that it is the most direct way to produce the "Best Player." It is the simplest, least complicated and fastest method. If used in conjunction with proper seeding, it is a sound tournament structure when finding the "Best Player" is all that is important. It

is also attractive when time and ease of operation are essential.

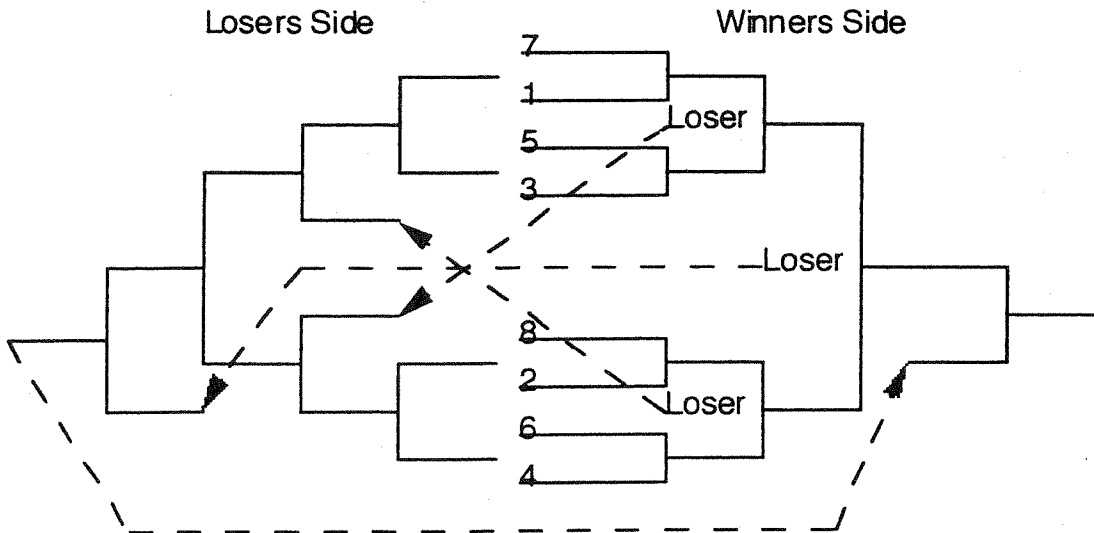
The disadvantage is that the players can fail only once and then they are out of the competition. In local events where experience is more important, this type of system may not be the most appropriate or beneficial to the participants. You can see the frustration of instructors and parents who bring their children to distant tournaments, pay entry fees, spend the entire day in the gym, only to have them fight one.

### DOUBLE ELIMINATION

The "Double Elimination" tournament, as the name implies, requires the player to lose twice to be eliminated from the competition. There are two types of Double Elimination formats that can be used, the true Double Elimination and the Modified Double Elimination. For most practical purposes, the Modified version is quite adequate but both kinds need to be explained for a full understanding of the workings of this somewhat complicated system.

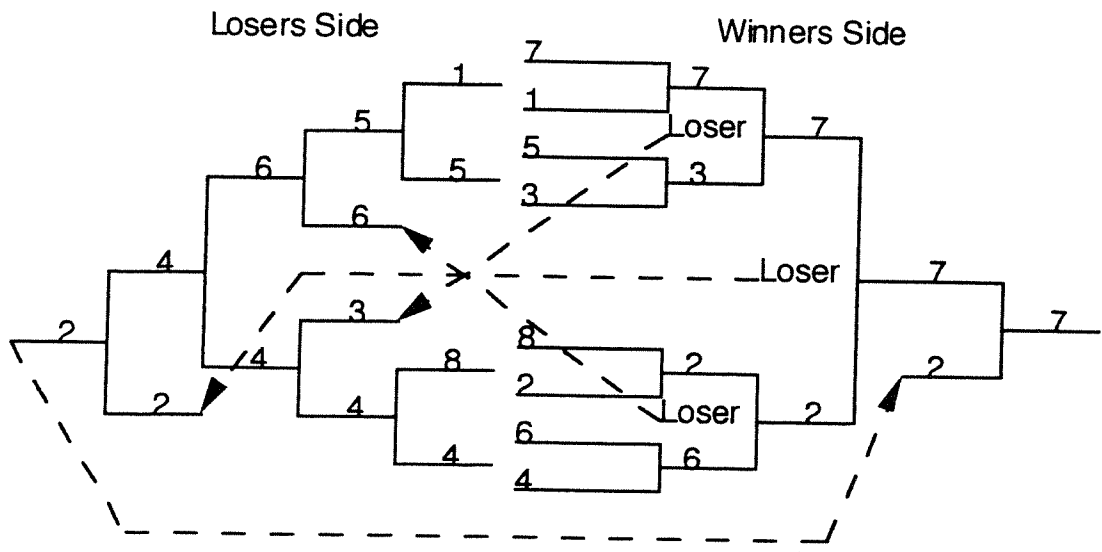
The most obvious difference between the Single and Double Elimination is the number of matches produced. The Double Elimination creates about twice the number of matches as participants,  $M = N \times 2$ . Besides the increased number of matches, there is an increase in the complexity of the system. This requires the staff to have a greater technical knowledge of how the brackets function. The players themselves must be educated to the workings of this type of tournament. Below is an example of a true Double Elimination Bracket.

### TRUE DOUBLE ELIMINATION



This is an eight person bracket and you can see the complexity of this style of elimination. The first difference is that there is a "Loser's Side" to the bracket. The first round of matches is just like the Single Elimination. The loser of the match between #7 and #1 goes into the "Loser's Side" on the left. The same goes for all the matches down the bracket. The dotted lines with the arrows show where the losers from the second round onward go.

This is an example of how this bracket could have been decided.

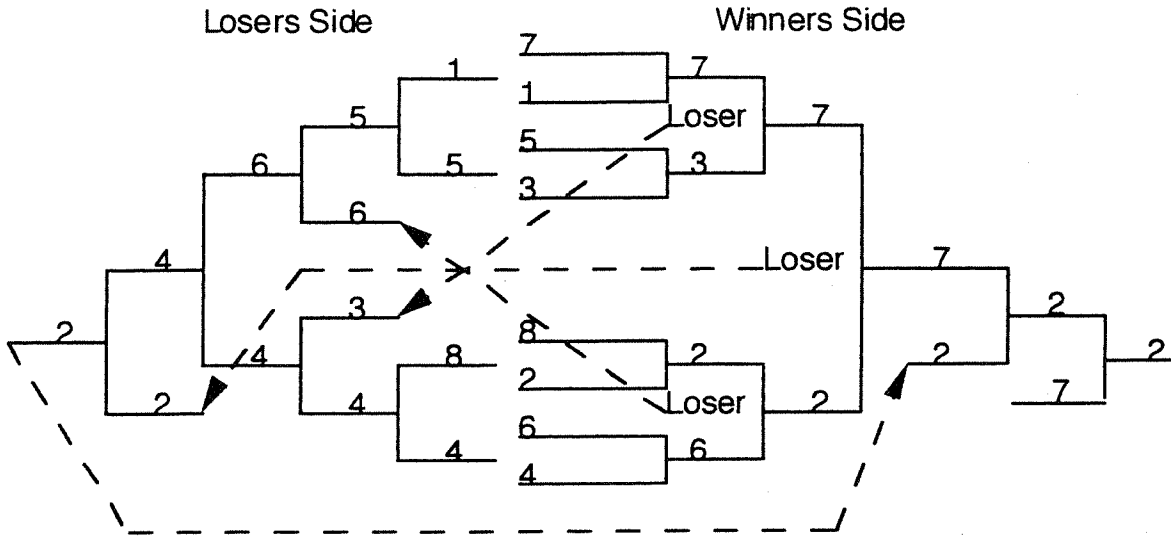


Another principle of the Double Elimination is that the same players can fight more than once in the same tournament. In fact, as you shall see, it is possible in a true Double Elimination for the same players to fight *three* times. To try to avoid the instance of the same players fighting more than once you can see the dotted lines pointing to where the losers of certain matches go. For example, if the loser of the match between #7 and #3 went directly to the left #3 would fight #5, who #3 had already beaten in the first round. Instead #3 is crossed over to the bottom half of the "Loser's Side" to fight #4.

This does not mean that a second match against the same opponent could not happen. The last match of the first round is #6 vs. #4. #6 wins and sends #4 to the "Loser's Side." In the second round #6 loses and is crossed over to the top half of the "Loser's Side." #6 defeats #5 and is again faced with #4 and loses.

The basic principle of the Double Elimination is that every player must lose twice to be eliminated is demonstrated clearly on the previous page. #7 defeats #2 in the finals of the "Winner's Side" and sends #2 to defeat #4 in the finals of the "Loser's Side" thus winning the right to play #7 again. In this case #7 defeats #2 again and wins the bracket.

But what if #2 had beaten #7 the second time around?



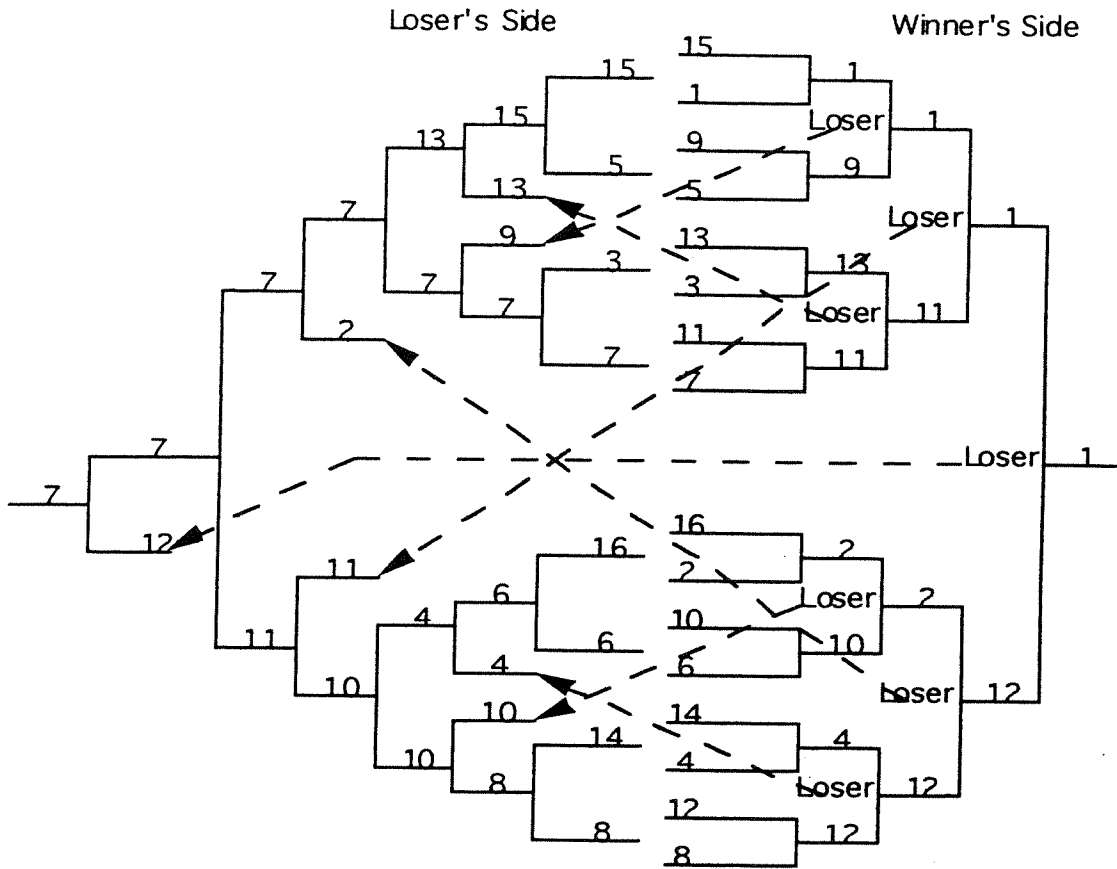
Above is an example of just such a circumstance. Since the second time #2 plays #7 and wins, #7 has only lost once! #2 and #7 must play again for the third time. Here #2 wins and takes the bracket.

### MODIFIED DOUBLE ELIMINATION

The above version of the Double Elimination is awkward, complicated and not very satisfactory for many people. So the Modified Double Elimination is preferred. In this format the winner of the "Loser's Side" does not have the possibility of winning the bracket. The best a loser can do is place third.



Below is an example of the Modified Double Elimination in a 16 Person Bracket.



Here you can see that the winner of the "Loser's Side" #7 does not get the chance to play the winner of the "Winner's Side" #1. #1 is first and sends #12 over to play #7 in the finals of the "Loser's Side" to decide second and third. In this case #7 wins and takes second and #12 is third. The good point of this system is that it is simpler and does produce fewer matches than the *True Double Elimination*.

Both styles of Double Elimination are not all that easy to handle, with some confusing elements to them. But Double Elimination does give athletes more opportunity to compete and makes the consequence of a single "bad" match less costly than Single Elimination.

## PART THREE

### GROUNDWORK

#### *PREREGISTRATION*

To facilitate smooth running tournaments of today, with large numbers of entrants, "Preregistration" is almost a necessity. The days of registration on the morning of the event are numbered. Total preregistration can be key to adequate preparation for all the groundwork needed to produce an efficient tournament. Not only does this make the paperwork and other groundwork easier, it allows the Tournament Director to plan more precisely for the number of rings needed and estimate accurately the length of the event.

#### *WEIGH-IN*

The "weigh-in" is much more effective if done the day or night before the competition. This is an extremely important part of the success of any tournament. If thought and careful preparation is not applied to the "weigh-in", your entire event is headed for trouble, delay and dissatisfaction. It is here that the competitors are placed into their divisions. Accuracy at this point will prevent time consuming mistakes.

If you cannot or will not perform the "weigh-in" the day before, then allow yourself sufficient time before the beginning of the competition. Give yourself adequate time at the setting-up stage, the extra time spent here will be gotten back many times over at the end of a smooth running event. The minimum time between the end of "weigh-in" and the beginning of fighting is two hours!

#### *A word about scales!*

In any tournament with standard weight categories ( State or National Championships ) or any tournament where athletes are expecting certain weight divisions and have therefore controlled their weight, certified balance type scales are required. For local events where the exact weight is not that important, almost any kind of weighing device is adequate. But for the above mentioned state or national events, a scale that has been recently certified as to accuracy is absolutely necessary. Athletes that have lost weight and have traveled long distances to compete need confidence that the scales are true. The only way to do this is to have the scales officially certified with a recently

dated seal of accuracy.

Having a set and well publicized "*Schedule of Events*" is one key to a successful tournament. This is especially true of the "*Weigh-in.*" It is prudent to open the scales on time and have reliable people handling the actual scaling of weights. There are not many things more stressing to athletes than having to wait beyond the scheduled time to weigh-in. The person in charge has to oversee the proper actions during the weigh-in and in some events there are referees or other appointed officials. The weigh-in area should be open and have sufficient room to handle large numbers of players without crowding. The choice of an adequate weigh-in facility is very important and considerable thought and effort must be made on this aspect of the tournament.

In a state or national event, the scales need to be available to contestants several hours or days before the actual official weigh-in. This is of great help to players who are struggling with or very close to their official weight. You must have a clear and well publicized policy about latecomers. This depends to a great extent on the size and importance of the tournament. Whatever the policy is, everyone should be aware of it ( officials, coaches and players ) and there should be no last minute changes.

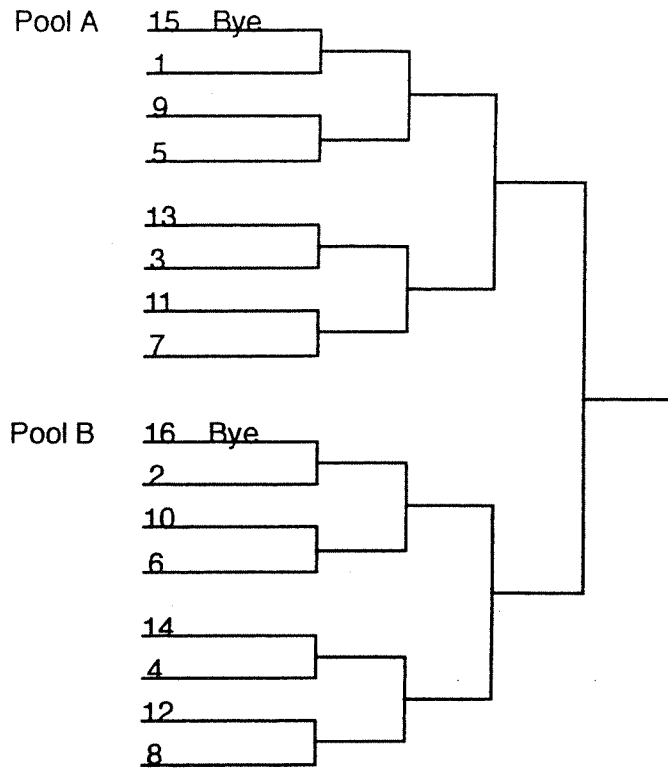
#### *PLACING PLAYERS IN THE BRACKETS*

After the "*Weigh-in*" the players can be placed in the brackets for each division. As has been described earlier, the number of players in the division is ascertained. The proper sized bracket is chosen and the "Byes" determined. If players are to be seeded then this is done. Perhaps certain contestants from the same school or state need to be separated. This is essentially a seeding procedure. Now the rest of the competitors are fitted into the remaining slots in the bracket. The best way to describe this process is by example.

Below is a division with 14 players.

<i>name</i>	<i>state</i>	<i>name</i>	<i>state</i>
Arn	NV	Hal	CA
Brad	CA	Ira	NV
Cal	NY	Jon	PA
Dick	ID	Kurt	OK
Erik	NY	Moe	CA
Fred	TN	Nick	OK
Gil	FL		

This group must be placed in a 16 Person Bracket which will have two "Byes."



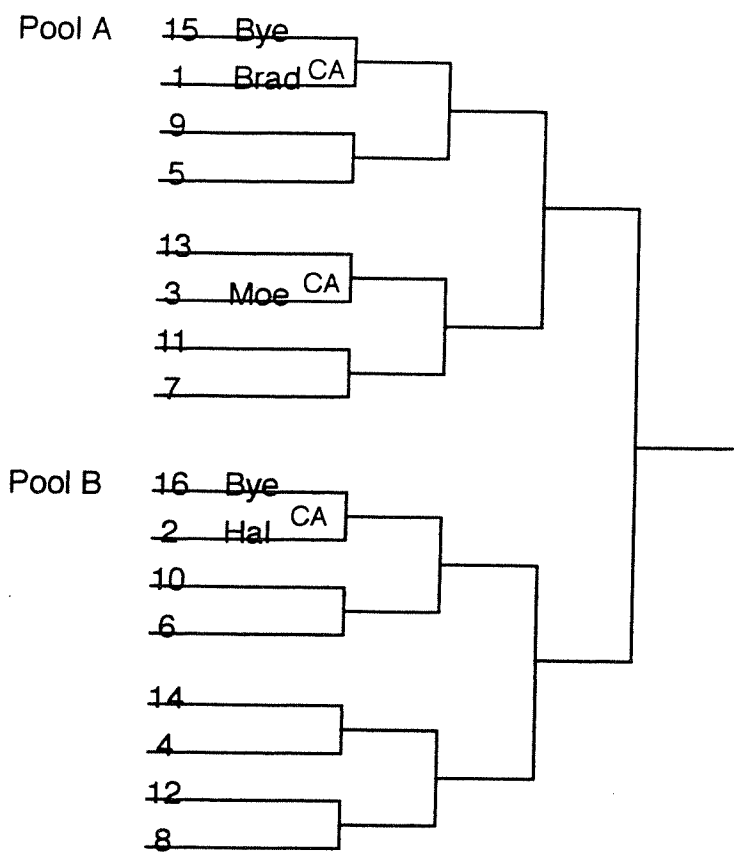
The next step would be to seed any players. For simplicity in this case there is no one to seed. But there are contestants from the same states who must be separated from each other. This is essentially a seeding process. Players from the same state must be placed in the bracket in such a manner so as they are as far apart as possible.

*SEPARATING PLAYERS FROM THE SAME SCHOOL OR STATE*

From the example above, the players from the same states are;

CA	Brad	NY	Cal	NV	Arn	OK	Kurt
	Hal		Erik		Ira		Nick
	Moe						

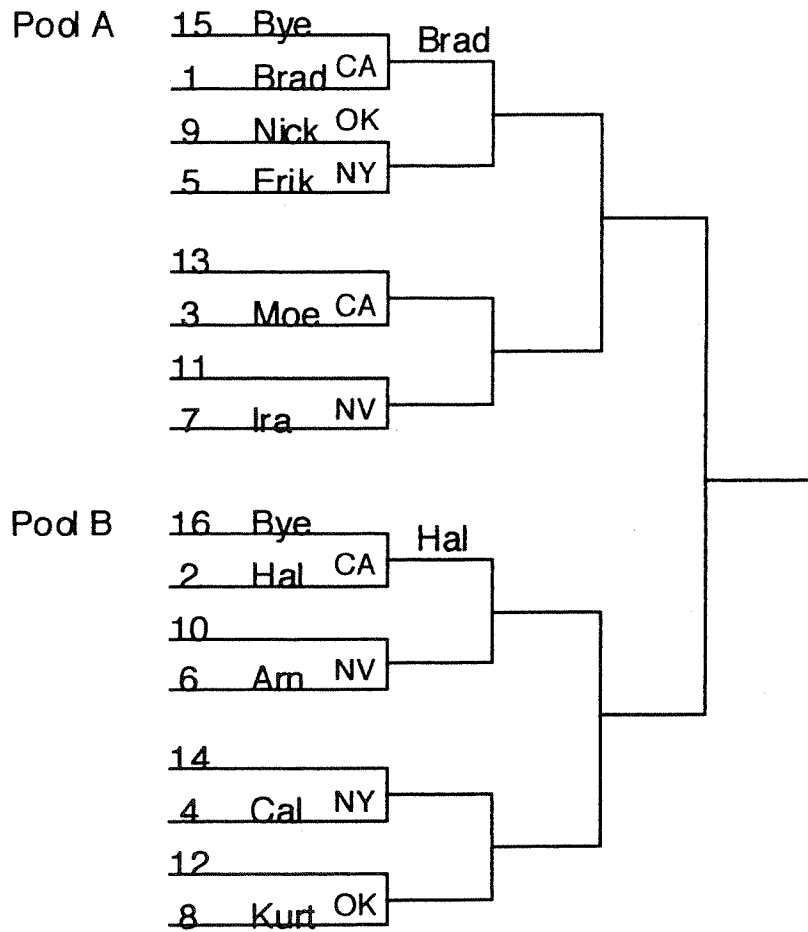
You would start with the state with the most players, which is California. It is a simple process to place these fighters apart by assigning consecutive numbers. Brad, Hal and Moe would get numbers 1, 2 and 3.



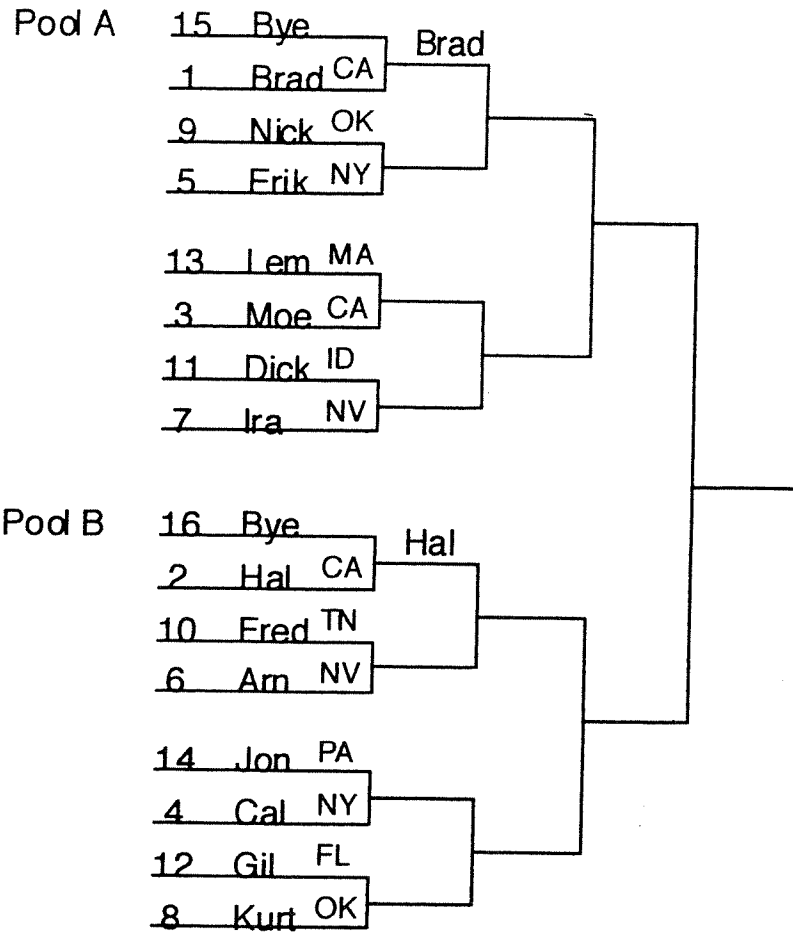
As you can see above, Brad and Moe are in different halves of Pool A and would only meet in the semi-finals. Moe is in Pool B and would meet another California player in the finals of the bracket.

Next the players from New York would be assigned numbers 4 and 5 and would be automatically put in different Pools. Since all the numbers of Pool A are "odd" and all the numbers in Pool B are "even", sequential numbering will separate players as far apart as possible.

Nevada and Oklahoma fighters are next so that the bracket, after all the players from the same states are separated, would look like the example below.



The players who are left are; Dick (ID), Fred (TN), Gil (FL), Jon (PA), and Lem (MA). The available numbers are 10, 11, 12, 13, and 14. There must be a blind draw to assign the numbers to the remaining fighters. So the final bracket could look like the one below.



You can see above how the states are separated within the bracket. If there was a fourth player from California he would be placed in the bottom half of Pool B so as to balance the California players within the bracket. If there are only two to be separated then they are put in different Pools and therefore would only meet in the finals of the bracket.

Most tournaments only require that players from the same state or school not meet in the first round of the bracket. But there is no reason that they cannot be placed in the above manner so they would not meet until latest round possible.

## DISTRIBUTING DIVISIONS TO RINGS

After all the divisions have been placed in brackets and the "Byes" and the seeds have been done, the divisions have to be assigned a ring. The goal here is to have all the rings finish at about the same time. To accomplish this the total number of matches per division must be calculated as described earlier. If this is a single elimination event then the number of matches roughly equal the number of contestants. Below is a sample tournament and the numbers of matches per division.

Divisions	number	Divisions	number
<i>Men</i>		<i>Women</i>	
fin	15	fin	6
fly	19	fly	13
bantam	32	bantam	20
feather	24	feather	30
light	30	light	25
welter	25	welter	21
middle	18	middle	18
heavy	17	heavy	14

This tournament will have five rings. You can distribute the various divisions by several methods. If this tournament had age groups then you could put all the young divisions on the same rings if desired. Or you could put all the women on the same rings. In this case it does not matter so the standard method would be to put the largest divisions on succeeding rings.

<i>Ring 1</i>	<i>Ring 2</i>	<i>Ring 3</i>	<i>Ring 4</i>	<i>Ring 5</i>
M/ban 32	M/lit 30	W/fea 30	M/wel 25	W/lit 25

The largest division *Men's bantam* with 32 players is put in Ring 1. The next largest *Men's light* with 30 goes to Ring 2, *Women's feather* 30 to Ring 3, *Men's welter* 25 to Ring 4 and *Women's light* 25 to Ring 5. Now you start in the other direction and place the 6th largest in Ring 5, the next in Ring 4 and so forth. Toward the end you might have to juggle the divisions so that you can arrive with somewhat equal numbers in each ring.



<i>Ring 1</i>	<i>Ring 2</i>	<i>Ring 3</i>	<i>Ring 4</i>	<i>Ring 5</i>
M/ban 32	M/lit 30	W/fea 30	M/wel 25	W/lit 25
M/mid 18	M/fly 19	W/wel 20	W/ban 20	M/fea 24
W/mid 18	M/hea 17	M/fin 15	W/hea 14	W/fly 13
			W/fin 6	
total 68	66	65	65	62

So here we have all the rings with nearly the same numbers of total matches and they should finish around the same time. Of course tournaments never proceed as planned with injuries, protests and other unexpected actions interrupting the flow of the contests.

You also might want to split large divisions between two or more rings so they might run easier. For example, *Men's bantam* with 32 might be split into two 16 player groups and put on two different rings. Pool A of *M/ban* would go to Ring 1 and Pool B would go to Ring 2. The winners of these pool would compete in the finals of the *Men's bantam* division.

If there were very large divisions of 64 or more players, the division could be split into four pools and spread among four rings with the winners of these pools being the semi-finalists. But no matter how the divisions are divided up the procedure is the same and the rings must be balanced as to how many matches.

You must have a "*Division to Ring Organizer*." When you have many divisions, Junior Olympics have over 200 divisions, and many rings, up to 15, remembering where each division is can be impossible. Tournament officials, players and the general public need an information sheet showing where each division is located by ring.

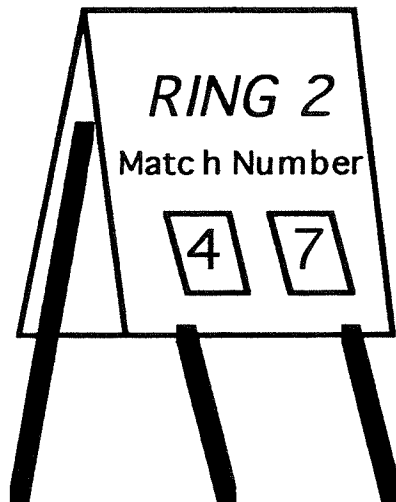
The same information is often needed with the *Poomse* Divisions in a large tournament. Parents, friends and instructors can easily miss where the action is to take place unless this information is available.

## PART FOUR

### THE MATCH NUMBERING SYSTEM

The basic premise of the Match Numbering System (MNS) is to give the competitors the ability to know exactly “when” they will compete. Every player in the MNS knows that they will play in the “same” ring throughout the tournament. Next to each ring is placed a standard or board with the number of the ring and the number of the current match displayed on it.

#### RING DISPLAYS



The rings must be clearly marked as “Ring 1”, “Ring 2”, etc. The number displayer should be fashioned with numbers on both sides so that it is easily seen by everybody in the competition area. Contestants, coaches, and spectators should be able to sit in the stands and see and know what match is current on all the rings. These displays are not difficult or expensive to make and the numbers are made of white cardboard and are hooked onto the face of the display. As can be seen above, the display shows the ring as Ring Number Two and the current Match Number is 47. This is a two sided display and the same information is on the other side.

### THE CARD

The key to the MNS is the competitor's card. This card tells the competitors everything they need to know about their participation in the tournament. It shows the *ring* in which all the fights will occur, the *match number* of the first and all succeeding matches, along with the chest pad *color*.

<b>CALIFORNIA STATE TAEKWONDO CHAMPIONSHIPS</b> April 1, 1999 DISNEYLAND, CALIFORNIA					<b>DIVISION</b>  _____
NAME _____					<b>RING #</b>  _____
SCHOOL _____					
	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5
<b>MATCH NUMBER</b>					
<b>COLOR</b>					
<b>RESULT</b>					
<b>REPORT TO THE JURY TABLE TWO MATCH NUMBERS EARLY</b>					

The card is printed on thick paper and can be 4" X 6" to 5" X 8" inches in dimension. Many possibilities can be designed. The cards can be color coded if desired to indicate belt color or sex or age groupings. The card can be used as an I.D. to enter the competition area and the ring. A place on the card can be created for the player's photo for national and other important events where such I.D.'s are required.

The competitor's card has several well defined functions in the MNS.

1. At registration the player's name, school/state and/or belt category is entered.
2. At weigh-in the weight division with gender is entered.
3. At the distribution of divisions to rings the ring number is entered.
4. The first match number is entered.
5. The chest pad color is entered.
6. The results of each match as they occur are entered.
7. The next match number and color will be entered as the matches are completed.
8. The card will be used by the jury table to keep track of contestants who are on-deck and on stand-by.

After registration and weigh-in the card is kept by the Head Match Maker to be filled out with the proper first match number, ring number and color. This is described later in this section. The completed card is given to all competitors shortly before the competition is to occur. The players can see in which ring they will be and the match number of their first fight. Coaches with several students can plan on where they should be to prepare their players. They can keep track of all their players and have a record of the results.

The contestants will bring the card with them to the Jury Table two match numbers before their number. Those at crowd control can instantly check to see if that particular player should be on the floor at that particular time by looking at the card and then by visually checking the ring to see if the match number is indeed correct.

### GROUPING THE CARDS

As the weigh-in progresses and the cards are collected from the participants, they should be grouped in piles by division. At this point it will have the weight, rank and gender division entered in the box at the top right (see example below). The player is instructed where to pick it up before the start of competition.

<b>CALIFORNIA STATE TAEKWONDO CHAMPIONSHIPS</b> April 1, 1999 DISNEYLAND, CALIFORNIA					<b>DIVISION</b> Blackbelt Men's Heavyweight
NAME <u>CLARK KENT</u>					<b>RING #</b>
SCHOOL <u>CALIFORNIA</u>					
	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5
<b>MATCH NUMBER</b>					
<b>COLOR</b>					
<b>RESULT</b>					
<b>REPORT TO THE JURY TABLE TWO MATCH NUMBERS EARLY</b>					

To do the groundwork for the tournament a separate room is appropriate. Although open for inspection by officials and coaches, some privacy is needed from crowds and spectators. Needed equipment includes;

1. several long tables
2. paperclips
3. bracket sheets of all sizes
4. blank paper
5. pens/pencils
6. assistants

All the cards are now in piles separated into their divisions. The number of cards in each division is counted so as to know what size bracket is appropriate. The stack of cards are paperclipped to the blank bracket sheet. The name of the division along with the number of players are entered on the bracket sheet.

After all the divisions are so numbered, they can be assigned to the rings as described earlier. Now there would be several divisions to each ring, a stack of bracket sheets with the cards paperclipped to them. An assistant should be put in charge of each ring and enter the number of the ring in the box labeled "Ring #" on the right side of the card. This is an important step and accuracy should be double checked. On the "Division to Ring Organizer" all the divisions should be entered in the correct ring so as to have a record of what goes where.

*PLACING THE BYES, SEEDING AND SEPARATING THE PLAYERS*

Each ring is handled individually. Let's use Ring 4 shown in the example in the earlier section to demonstrate the process.

*Ring 4*

Men's Welter	25
Women's Bantam	20
Women's Heavy	14
Women's Fin	6

*Men's Welter* would be placed in a 32 person bracket with 7 "Byes." *Women's Bantam* goes in a 32 slot bracket with 12 "Byes." *Women's Heavy* fits into a 16 person bracket with 2 "Byes." Finally, *Women's Fin* would need an 8 person bracket with 2 "Byes." Lets concentrate on *Women's Heavy* to demonstrate exactly the rest of the process.

*Women's Heavy*

Yun	WI	Barb	CA	Fran	VA
Kay	CA	Suzy	IN	Brit	OH
June	NY	Val	CA	Peg	TX
Soon	OK	Tamy	OH	Sadi	TX
Liza	MA	Deb	TX		

Since there are 14 players, slots 15 and 16 would be the "Byes." From the list above we find that players from the same states are;

CA	Kay	TX	Deb	OH	Tamy
	Barb		Peg		Brit
	Val		Sadi		

Since there is to be seeding in this tournament, the seeds have to be determined now. The criteria for this particular event are that the "winners of last year's tournament would be seeded in order." There could have been any number of other factors used but these are the ones agreed to. Last year Tamy took first and June placed third. The second place winner from last year did not enter this year. So Tamy is first seed and June is second seed.

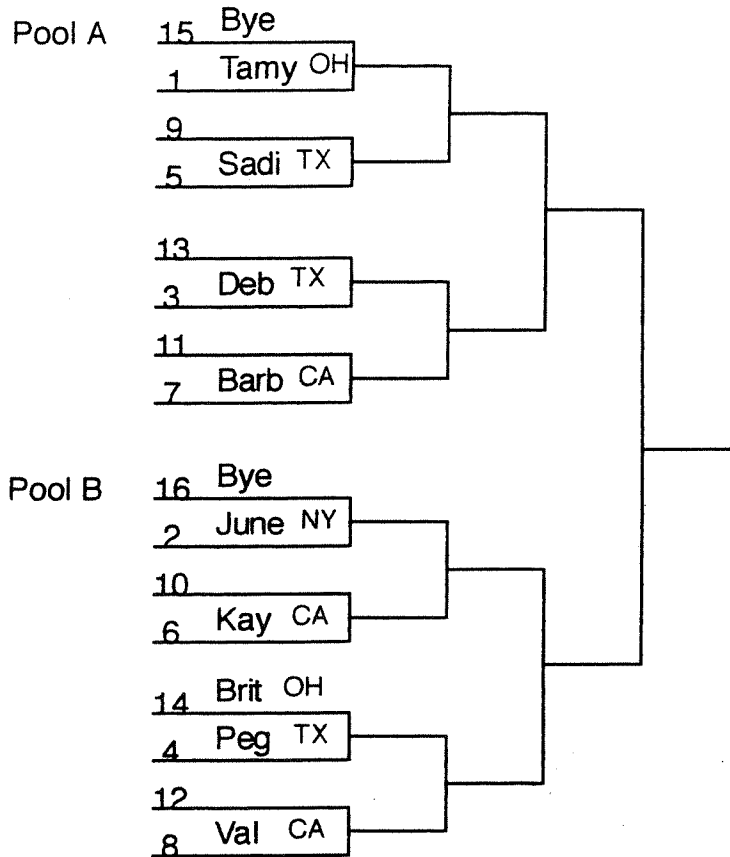
The seeds should get any "Byes" that are available, these are in slots 15 and 16. The opposing slots are 1 and 2. So Tamy gets #1 and June gets #2. This insures that these players would only meet in the finals of the bracket.

Now the players from the same state would be placed. A coin would be tossed to determine whether players from California or Texas would be separated first, since these states have the most players in this bracket. In this case Texas wins the toss and the Texas players get numbers 3, 4 and 5 and these are drawn by lot for each person.

The contestants from California receive numbers 6, 7 and 8. Tamy and Brit are from Ohio, Tamy has already gotten #1 so Brit needs an even number to separate her from Tamy. The available even numbers are 10, 14 and 12. By lot she gets 14.

So after the seeding and separating players from the same states the bracket looks like the example below.

## WOMEN'S HEAVYWEIGHT



Now the free slots are 9, 13, 11, 10 and 12. The rest of the players are placed at random into these positions.

After all the divisions in Ring 4 are done in the same way, the rest of the rings need to have the same operation completed. Eventually each ring will have a filled in bracket sheet with the players seeded and separated and a stack of competitor cards paperclipped to the sheet.

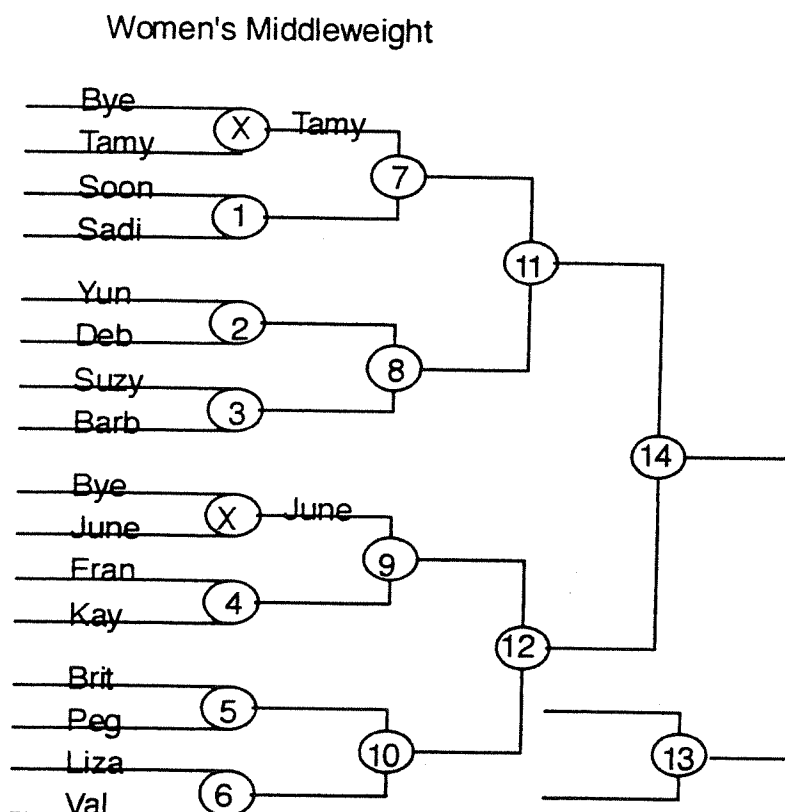
### *NUMBERING THE MATCHES*

The next step is most critical. Take your time and have someone check your work to insure error free numbering. Each ring is an independent entity and is numbered separately. If there are five rings then there will be five number 1's, five number 2's, and so forth.



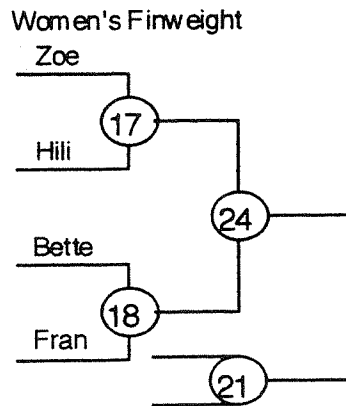
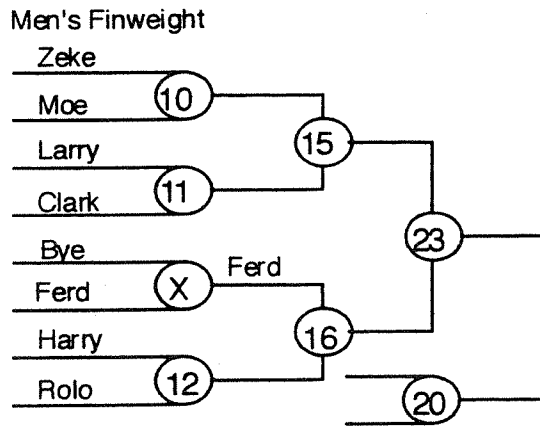
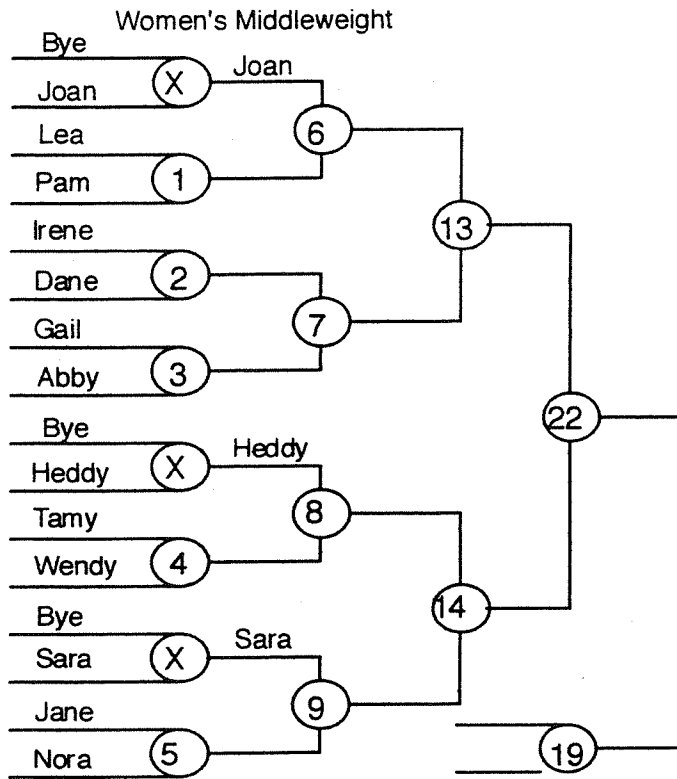
The bracket sheets for the MNS are specially designed so that a match number can be written in. Red pencil is the best tool for placing the numbers. Red, because it is easier to see; pencil, so you can erase your mistakes. There are several ways to number the brackets within the ring.

To describe the basic numbering technique lets use a single division, the *Women's Middleweight*.



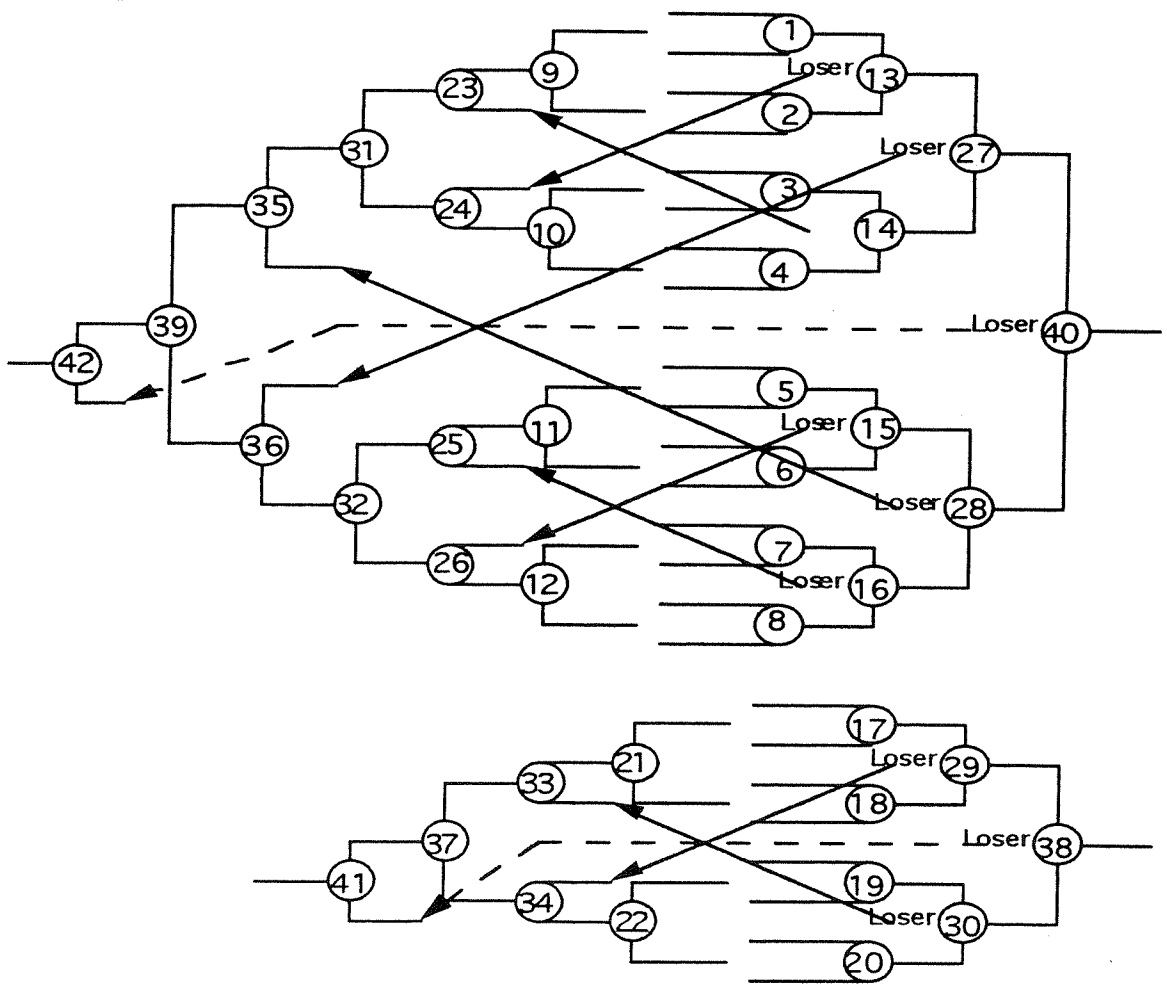
The above sample shows how a single bracket would be numbered. Notice the extra match #13 for third place. "Byes" are not numbered and the players who have "Byes" have been advanced automatically. It is not advisable to number one whole bracket all the way through by itself. This creates the situation that the last few matches are very close to each other and the players have little or no rest between fights.

With divisions of 16 or less, three brackets can be numbered together. With very large brackets of 64 and above, the bracket can be broken up into its pools and even half pools and put on different rings. Below is an example of the former, where there is several small divisions.



The above example is a possible numbering pattern for these three brackets which are in the same ring. The numbers proceed down the first round of the largest division (*Women's Middle*) and then goes back to the top of the second round of that same division. The sequence goes down the second round of the *Women's Middle* and continues into the first round of the *Men's Fin*. Then the count returns to the top of the *Women's Middle* third round and down through the second round of the *Men's Fin* and into the first round of the *Women's Fin*. The next series is the third place matches of the divisions from the top down. Finally the championship matches are numbered. If these were the only brackets in this ring then this ring would have a total of 24 matches.

To number a Modified Double Elimination Tournament is somewhat more complex as shown below.



*FILLING IN THE CARDS*

The final task is to finish filling in the competitor's cards. From the example on the previous page, let us fill out the card for Clark in the *Men's Finweight*.

<b>CALIFORNIA STATE TAEKWONDO CHAMPIONSHIPS</b> April 1, 1999 DISNEYLAND, CALIFORNIA					<b>DIVISION</b> <i>Blackbelt</i> <i>Men's</i> <i>Finweight</i>
NAME <u>          CLARK KENT          </u>					<b>RING #</b> <span style="font-size: 1.5em;"><b>4</b></span>
SCHOOL <u>          CALIFORNIA          </u>					
	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5
MATCH NUMBER	<b>11</b>				
COLOR	<b>RED</b>				
RESULT					
<b>REPORT TO THE JURY TABLE TWO MATCH NUMBERS EARLY</b>					

Clark's first match is number 11 with Larry, so #11 is entered under *Round 1*. The player on the bottom of each pair is "Red" and the player on the top is "Blue." So Clark gets "Red" entered in the "Color" box under *Round 1*.

The Ring # box was already filled in with number 4 when the divisions were distributed to rings. Now Clark can find out everything he needs to know about his participation in this tournament. He will be the 11th match on Ring 4 and will be wearing the Red chest pad. The last line on the card instructs him to report to the Jury Table by match number 9 so he can be on "stand-by" for that ring. If he had a "Bye" for the first round, as Ferd did, then "Bye" would be entered in the *Round 1* box and number 16 entered in the *Round 2* box and "Blue" in the *Color* box. Ferd was advanced into the second round because of the "Bye."

This same process would continue for all the players' cards in each division on Ring 4. At the end you would have a stack of completed cards paperclipped to each bracket sheet for Ring 4. Place each bracket sheet for Ring 4 into a folder labeled "Ring 4." Each ring would go through the same procedure and you would end up with five folders, one for each ring. It is wise to double check all the work at this point; all the cards have a ring number on it, each one has a match number and color, and the players are in the correct division.

Distribution of the completed cards to the players can be done several ways, depending upon your inclination. All the cards could be alphabetized, or could be arranged by belt color, or by age groups, or in any other way that seems best.

#### *ORDER OF TASKS DURING GROUNDWORK*

1. group and count cards from weigh-in
2. paperclip card stacks to appropriate bracket sheets
3. distribute divisions to rings
4. enter ring numbers on cards
5. place "Byes" in bracket sheets
6. place players in brackets; seed players and separate players
7. number matches
8. entered match numbers and colors on cards
9. paperclip cards to brackets sheets and put in ring folders
10. distribute cards to players

The time needed for "groundwork" for a MNS tournament is at least two hours for small to medium sized events and twice as long for big events. Do not rush at this point because mistakes here cost double the time and aggravation later.



## PART FIVE

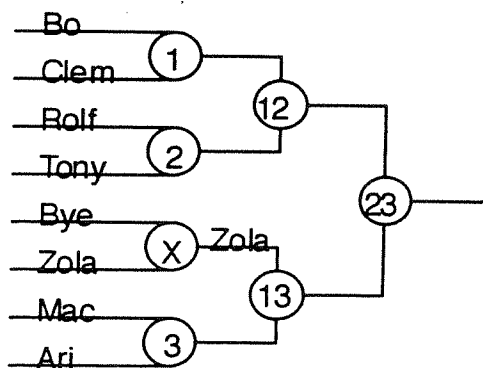
### RUNNING THE TOURNAMENT

All the "Groundwork" has been done, the cards are ready to distribute to the players. It is good to organize this to cause the least confusion. If the cards are left in the divisional stacks, the announcer can call division by division to the table to get the cards. This is a good opportunity to explain the basic principles of the MNS to the players. As the cards are handed out, the staff can explain to each participant what the card means and how to read it. The players are asked to check to see if the information is correct, such as the right division, belt color, age or weight. This was checked at the "weigh-in" but it is always better to double check this information.

#### MISTAKES

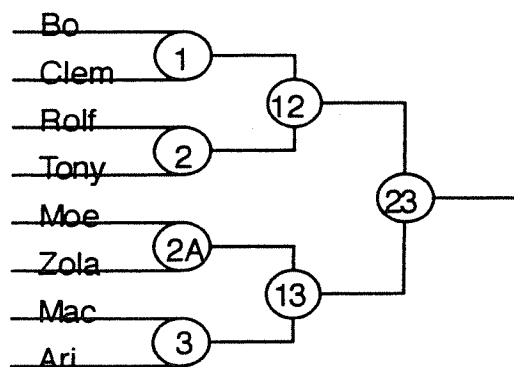
It is at this point that you will find out if there are any mistakes on the cards. Common mistakes are; having the player in the wrong division, wrong sex or no card at all. The Head Match Maker should be on hand to handle all the mistakes as they are discovered.

If there is a missing card it is a simple task to create one. You only have to look at the bracket sheet the player is in and fill out a blank card. If the player has been left out entirely or was put in the wrong division and can prove he/she should be in the tournament, the procedure is as follows.



Suppose Moe was meant to be in the above division. To place him there

is a simple task since there is a open slot, a "Bye." If Zola is not from the same state then Moe can be placed in this spot and a card created to reflect his position. The problem is that there is no number that can be given his match with Zola. The easiest way to handle this is to give that match the number 2A. You would also have to call Zola to the Scoring table to change his card to show that he does not have a match number of 13 and a color of "Blue" but a match number of 2A and a color of "Red." The bracket sheet would now look like the one below.



If there isn't a "Bye" to move the misplaced contestant, then an outbracket is appropriate (see page 14). If during the day someone loses their card, the Head Match Maker can make up a new one in seconds.

### *RING CREWS*

Each ring will have a "ring crew." This crew consists of;

1. table scorer
2. assistant scorer/number changer
3. red helper
4. blue helper
5. timer

#### *Table Scorer*

Under the supervision of the Head Scorer are the "Table Scorers", one for each ring. These people will run the individual rings and, as head of the ring crew, are very important. The Jury oversees the matches but the Table Scorer oversees the ring.



### The Table Scorer:

1. Organizes the bracket sheets (one for each division in that ring).
2. Advances the names of the winners on the bracket sheets as the matches are completed.
3. Updates the competitor's cards with the next match number and color for the winner.
4. Gives the cards back to the players as they come off the ring and instructs them to return two matches before their next match.

*Head-set communicators* are essential for the Table Scorers. There must be a head-set for each ring, the announcer and the head scorer. With such a communication system, the Head Scorer can immediately respond to any problems that arise. The ring table also has access to the announcer. The referees or other tournament officials may also want communicators but these should not be on the same band as the scoring team. Some coaches also use these kinds of devices during the tournament. This should be prohibited since quite often it interferes with reception of the scorers' head-sets.

### *Assistant Scorer/Number Changer*

1. Changes the numbers on the number display as the matches occur and insures its accuracy.
2. Takes the cards from the players as they approach the table.
3. Makes sure the players come to the table after their matches.
4. Makes sure there are six cards on the table at all times.

*Helper ( Red and Blue )*

It is best to have two Ring Helpers, one designated for the "Blue" contestant and one for the "Red."

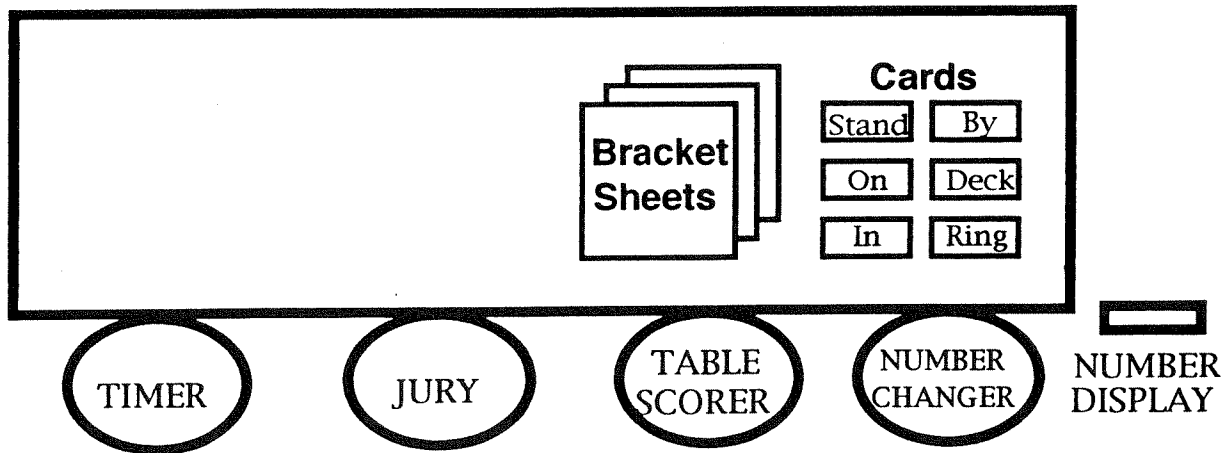
1. Inspects the fighter's equipment; proper chest pad color, shin/instep, headgear, groin cup and Dobok.
2. Keeps the "On-Deck" fighter in the "On-Deck" area and the "Stand-By" fighter in the "Stand-By" area.
3. Controls the area around the ring; removes fighters who are finished and keeps the area clear of unauthorized persons.
4. Retrieves headgear and other tournament owned equipment.

*Timers*

Although not actually part of the scoring team, the timer is obviously essential to the functioning of the ring by keeping the contest time.

*RING CONFIGURATION*

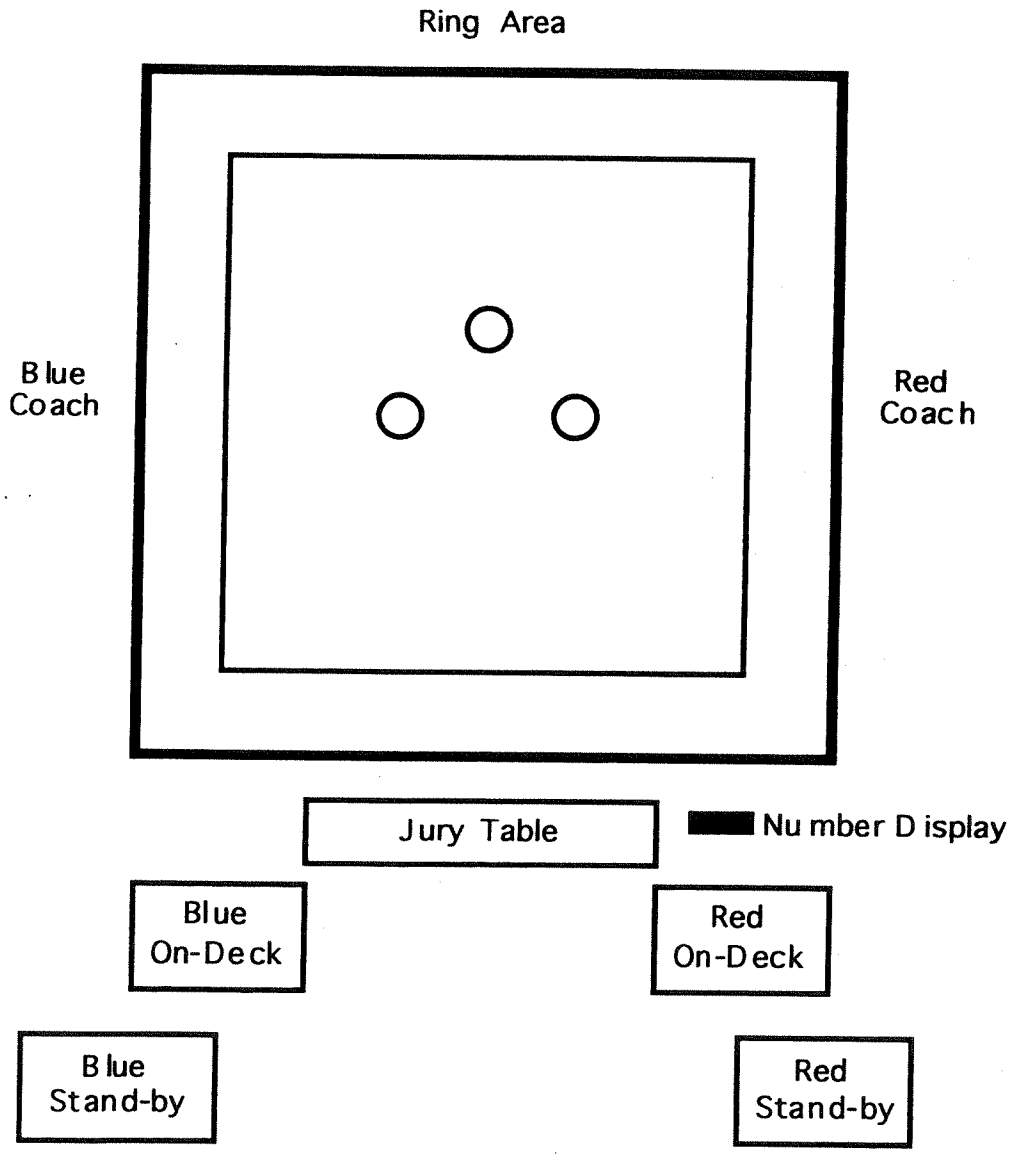
The Jury Table should be set up in the following manner;



The Jury Table should be long and wide so that all the people at it will have enough room to do their jobs. Going to the extra effort to get a table big

enough will make the operation of the ring much easier and more efficient.

The Timer should be on the other side of the Jury from the Scorer and the Assistant Scorer. The Scorers need to be together so they can work as a team. The Timer often interacts with the Jury during the match and needs to be next to them. The Timer shouldn't be between the Jury and the Scorer because the Jury often must look at the bracket sheets and consult with the Scorer.



In the figure above the ring configuration is laid out. It is very important to have specific areas for the "On-Deck" and "Stand-by" athletes to wait and

warm up. There should be sufficient space behind the ring and jury table for these areas. You can see the placement of the number display next to the Jury Table nearest the Scorer and Number Changer.

### *THE MNS BEGINS*

The first hour of a MNS tournament is the slowest. It takes about this long for everyone to become accustomed to the pattern of this system. The players will come to the Jury Table two match numbers early as instructed by the card. The Assistant Scorer takes their card and puts it in front of the Scorer. The Helpers take the athletes to the "Stand-by" areas and inspects all equipment and checks to see if the right color is worn. The players should be fully ready at this point.

There should be six contestants in the ring area; the two fighters in the ring, the two "On-Deck," and the two "Stand-by." The Scorer should be able to turn to the right and see two fighters in "Red" ready to go and on the left two others in "Blue" ready to go. In this manner there will never be any wasted time between matches.

The Ring Helpers must not let the "Stand-by" and "On-Deck" players wander away from their designated areas. This is the reason that these areas must be large enough for the players to be comfortable in. If they move away the Scorer cannot tell if everyone is there and time is spent trying to return the fighters to the ring.

### *MISSING PLAYERS*

If the Scorer looks at the player's cards on the table and sees that one of the "Stand-by" fighter's card is missing, the Scorer looks on the bracket sheet to find out who did not show up and contacts the announcer by the head-set and asks for a call for that player to come to the ring.

After the current match finishes the winner's card is filled in with the next match number and color and given back to the fighter. The "On-Deck" cards are moved down to the "In-Ring" position, the "Stand-by" cards are moved to the "On-Deck" and two new cards are put in the "Stand-by" position. If the missing card and its owner has not shown up yet the Scorer asks for *second* call for the missing fighter. If by the end of the next match, when the "On-Deck" cards move to the "In-Ring" position and the card (and thus the

player) is still not present, the missing fighter forfeits the match. The absent contestant has been called twice and has had two full matches to report.

### *LOSERS AND THEIR CARDS*

The loser is handled differently depending where in the bracket you are and what kind of tournament is in use.

*Single Elimination;* The match number boxes are crossed out and the athlete is told he is finished for the day. If it is a semi-final match, the number of the third place match is entered and the player told to return then.

*Double Elimination,* Since everyone will get two loses, the number of the next match in the "*Loser's Side*" is entered.

Knowing when to tell the competitors that they are out of the competition depends on complete knowledge of the tournament system in use. The Table Scores must have adequate training and be able to read the bracket sheets correctly.

It may be useful in important championships to have the players initial the "Result box" on the card after the Scorer has entered whether they have won or lost. This provides proof that the fighter was aware of what was recorded on the card and thus on the official bracket sheet. Below is an example of a card belonging to the winner in the *Women's Heavyweight* Division.

<b>CALIFORNIA STATE TAEKWONDO CHAMPIONSHIPS</b> April 1, 1999 DISNEYLAND, CALIFORNIA					<b>DIVISION</b> <i>Black belt</i> <i>Women's</i> <i>Heavyweight</i>
NAME <u>    Tamy    </u>					<b>RING #</b> <b>4</b>
SCHOOL <u>    CALIFORNIA    </u>					
	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5
MATCH NUMBER	<b>4</b>	<b>8</b>	<b>14</b>	<b>22</b>	
COLOR	<b>Blue</b>	<b>Red</b>	<b>Blue</b>	<b>Red</b>	
RESULT	<b>Win</b>	<b>Win</b>	<b>Win</b>	<b>Win</b>	
<b>REPORT TO THE JURY TABLE TWO MATCH NUMBERS EARLY</b>					

As Tamy wins each match, she is given her next match number and color. You can trace her path to the championship. The card could be designed so that the name of each opponent is entered along with the number, color and result.

#### *RINGS THAT FINISH EARLY*

The MNS will almost assure that all the rings will finish at about the same time of the day. But things are bound to occur that delay one or more of the rings. If this happens and you end up with an idle ring you can shift some of the matches from the other rings to the empty one.

The best method is to take the two "On-Deck" fighters and their cards from one ring to the idle ring. You do not need the bracket sheet, the Scorer on the original ring might still need it. After the moved match is over, the players and their cards are taken back to the original ring so the Scorer can advance the proper name on the bracket sheet and fill out the cards correctly. The Assistant Scorer on the ring where the players are taken from must advance the match number accordingly so that there will always be six contestants on that ring at all times.

There may be an occasion when you might need several matches on one

empty ring and you have a surplus of matches on another ring. If it works out, a whole bracket sheet might be moved to another ring, but in this case the announcer must call all the fighters left in that division to the ring and change the cards to reflect what is now happening. All their cards are changed to show the new ring number and the match number displayed on the ring is changed to agree with the new cards.

### *POSTING THE BRACKET SHEETS*

It is very helpful to the coaches, spectators and the competitors if copies of all the bracket sheets are posted in a place where they can be inspected at the start of the tournament. If possible, they should be updated periodically throughout the day. At the end of the tournament copies of the final results of the bracket sheets should be made available to the tournament officials and interested spectators and press.

### *PRACTICE TOURNAMENTS*

Before you attempt any major tournament using the "*Match Numbering System*" a practice tournament is essential. The scoring team, the ring crews and everyone else associated with the event need practice and experience with the system. Smoothing out problems at a small tournament, where there is less pressure and less at stake, is always a good idea.

A tournament running under the "*Match Numbering System*" is a sight to behold. Players come and go, matches are fought, divisions are concluded, all without any or little noise from the announcer. It is almost a magical process for those brought up in a world of start and stop, mostly disorganized, announcer blaring, very long events. The MNS should not stop for any reason, no rings should go idle, and confusion should be at a minimum.

## PART SIX

### ORGANIZATIONAL STRUCTURE

A planned, organized and well prepared tournament can be put on easier and with less work than one that is not. Effective tournament management implies getting the best event for the effort expended. Although it may seem that more time is spent in careful preparation, the time cost is more than justified in a better product in which everyone benefits; competitors, staff, official, coaches and spectators.

The following five general steps can lead to an effectively managed tournament;

1. Planning
2. Organization
3. Personnel Development
4. Methodical Execution
5. Post Event Analysis

#### *PLANNING*

Overall planning takes the form of both long and short range planning. Long range planning can mean up to a year or more in advance of the actual event.

#### Long Range Planning

Tournament Date  
Tournament Site  
Key personnel  
Hotel  
Awards

#### Short Range Planning

Equipment  
Vendors  
Staff



### *Tournament Date*

The planning for the date depends upon what kind of tournament is to be held. If this is a *National* or *State Championship*, then the date will usually be determined to a great degree by the sanctioning organization. If the event is mandated to be at the beginning of May then the planning must take this into consideration and have secured a firm date before the bid is entered for the tournament. Bidding cannot be done for a championship, that must be held within a certain time frame, before a commitment as to a venue and a hotel is secured.

If this is a local event then careful thought should be put into the date because it is important that an annual event be held at about the same date every year. This way everyone will know approximately what date to expect it and plan accordingly. Considerations will include; availability of facilities, holidays, religious days, and other events happening at the same time. Once a date for this kind of tournament is settled upon it should not be changed to any great extent so that people will know when to expect it.

### *Tournament Site*

Sometimes the selection and planning for the date is dependent upon the selection and planning of the site. Facility availability is critical in most cases and many facilities must be secured over one year in advance. Depending upon the situation, either city or school administrations must be dealt with to reserve a gym, convention center or other venue. Do not underestimate the time needed to deal with the approval process of these organizations.

When reserving a facility, make certain that adequate set up and clean up time is also reserved. This can require an extra day prior to the event and several hours afterwards. Many facility reservations come with other requirements such as gymnasium supervisory, maintenance, janitorial or security personnel which must be provided at the tournament's expense. Other conditions include whether the tournament can sell merchandise on the premises or not. It is best to know these things well before any commitments are made.

### *Key Personnel*

Making sure "Key People" can and will attend the event is very important. Individuals such as physicians should be given as much advance notice as possible, several months is not too much. Perhaps a yearly commitment can be arranged. Other key personnel include; head scorer, visiting dignitaries, officials and sponsors. All these need time to schedule their participation.

### *Hotel*

Arranging for a tournament hotel is definitely a long range action item. There may be more than one hotel to examine concerning facilities and capacity. Negotiations about prices, meeting rooms, banquet functions and hotel provided transportation to and from airport and tournament venue take time.

### *Awards*

The design, ordering and manufacture of awards is another long range planning item. If the event is a National or State Championship, which is to be hosted this one time only, the awards will be a one time order. If on the other hand this is to be an annual event the quantity can be increased for a discounted rate and may be stockpiled for future availability.

### *Equipment*

Shorter term planning includes essential equipment that is needed but not owned by the tournament. Proper scales, for example, are always difficult to acquire at the last minute. Balance type scales, *which have been recently certified as to accuracy*, are required. With some advance preparation these can be secured. This avoids the use of bathroom type scales which are inappropriate, inaccurate and give the event a low class feel. Other equipment include; a good public announcing system, ring covers, scoreboards, American flag and a recording of the National Anthem. It is not appropriate for any other national flag or anthem to be displayed or played unless there are foreign guests participating in the event.

### *Vendors*

Planning for such concessions as T-shirts, food and equipment sales is necessary to assure their availability on the tournament day. The design and

proper production of T-shirts may take a couple of months. Since these sales may spell the difference between a financially successful event and one that has a negative cash flow, it is incumbent upon the planners to take care in this area.

### *Staff*

Early commitment by the people who will comprise the working staff of the tournament is very important. Getting the names and phone numbers of all the workers involved may assure that they will actually be at the event. Early recruitment gives everyone the opportunity to plan their schedules to have the tournament day free. "*Commitment*" is the key word, and impressing those who volunteer that they are committing themselves to this project is essential.

### THE ORGANIZING COMMITTEE

One of the most important elements of a major tournament is the "*Organizing Committee*." The O.C. is the management organ of the tournament. This committee does all the planning and organizational work of the event. The O.C. must meet at least once a month from six to twelve months before the tournament date.

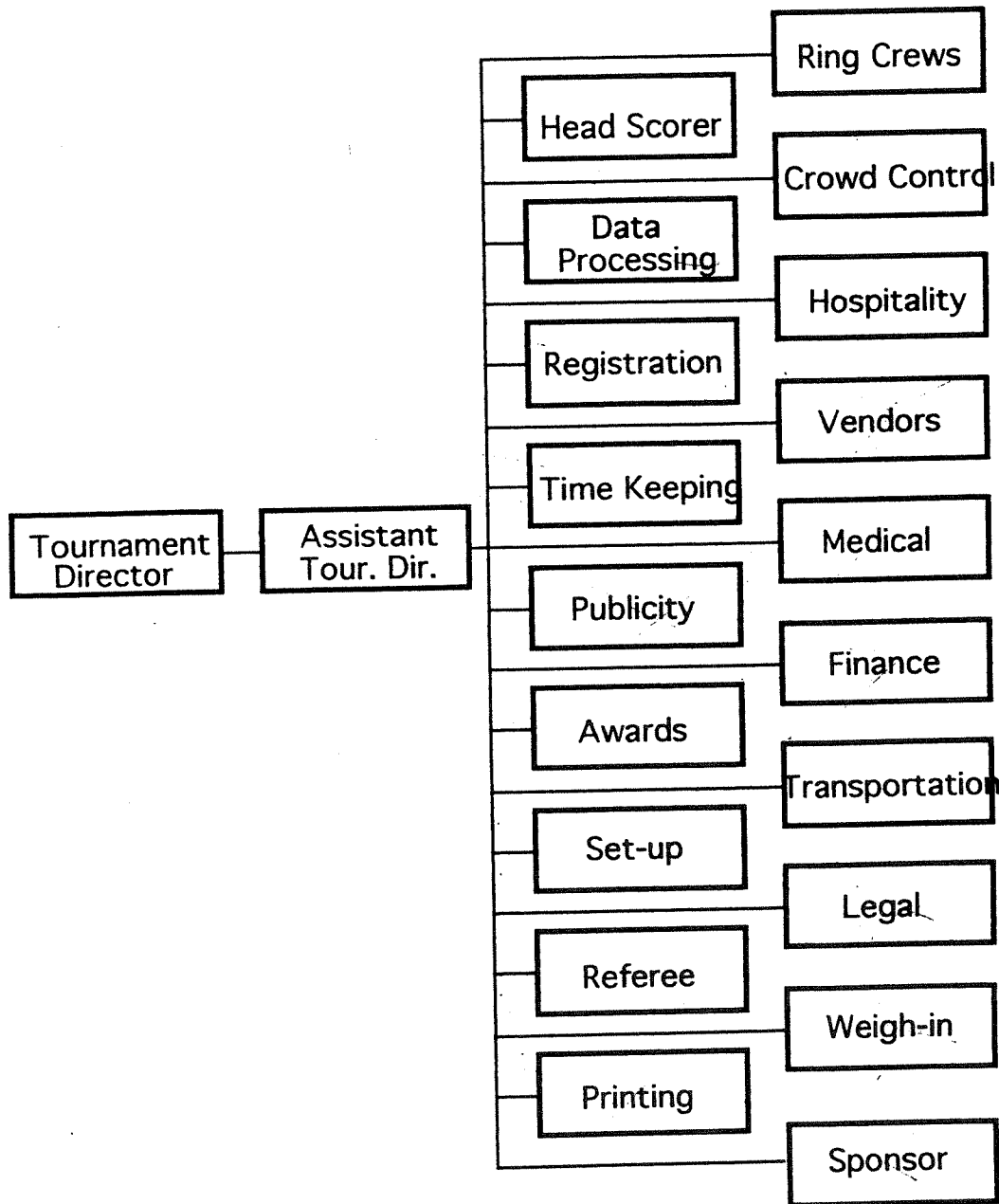
The members of the O.C. are the committee chairmen of the sub-committees of the tournament plus the Tournament Director, Assistant Tournament Director and any other person whose input is essential ( such as city or school board officials ).

### *Organizing Committee Meetings*

The meetings of the O.C. must be run efficiently and under some "*Rules of Order*." Without a structure and discipline to the meetings, much time is wasted and important tasks do not get accomplished. Normally the Tournament Director is the Chairperson of the O.C. meetings. The Chair should, like in any good meeting of an efficient organization; call role, read the agenda, read previous minutes, hear each sub-committee report, review old business and go on to new business. The chair of each sub-committee must report on the progress of that committee since the last meeting. The Tournament Director at this point can give that sub-committee additional tasks or require that the previous tasks be redone or completed.

If the O.C. meets consistently over a year's time, and each committee reports on its progress each time, there is very little chance that any important function will not be completed by the tournament date.

*Organizing Committee Flow Chart*



### Tournament Director

The Tournament Director must have the general realization that the event is held for the benefit of the competitors, not the officials or spectators. This attitude will filter down through all the committees and officials and effect the players in a positive way.

Depending upon the nature of the tournament, the Tournament Director may have to coordinate plans with a national or state committee of the National Governing Body. This should be done well in advance of the event to prevent miscommunication, confusion and last minute plan changes.

The Tournament Director should not have any specific duties during the actual running of the competition. This provides the freedom to deal with any problems associated with the event. "Availability" is the key word for the Tournament Director. Nothing is more frustrating than not to have access to the decision maker when an important situation arises. The Tournament Director is responsible for handling all policy and procedural decisions related to the running of the competition.

### Assistant Tournament Director

The Assistant Tournament Director should handle all the logistical problems. This includes having access to all the facilities, keys, transportation, copiers, and all other aspects of the competition that does not require policy or procedural actions. The Assistant T.D. should oversee all committees and report unsolved problems to the Tournament Director.

### Head Scorer

The Head Scorer performs the match making, coordinates the activities of the Table Scorers and oversees the Weigh-in Committee,. The Head Scorer is responsible only to the Tournament Director or the national or state Tournament Committee Chairman. The Head Scorer should not answer to any other individual or official no matter what position or rank that official might hold. During the running of the tournament the Head Scorer should have no specific duties so as to observe the actions of all the rings and settle any questions that might arise.

### Data Processing Committee

It is increasingly evident that the use of computers in registration, results tabulation and many other aspects of tournament management requires a Data Processing Committee to co-ordinate computer activity.

### Registration Committee

Keeping accurate records of entrants, officials and coaches is of utmost importance. This committee will work in co-ordination with The Data Processing Committee. This Committee may need to interact with an Eligibility and/or Tournament Committee of the National or State Governing Body. All aspects of the entry form must be examined to be proper and completely filled out. This Committee produces the I.D. cards for all people connected with the event and this is critical. Nothing is more frustrating than to arrive at the tournament and not have your I.D. card ready. Even though you have sent in everything requested, if you do not have an I.D. card, you are not a recognized individual as far as the tournament is concerned.

### Time Keeping Committee

This committee works in co-ordination with the Head Scorer. This type of position needs adequate rest throughout the day to avoid boredom and mistakes. Sometimes the head of this committee should rotate the timers from one ring to another to keep them fresh. Simple, large-faced, free standing time pieces are easier to handle than small hand-held stop watches.

### Publicity Committee

The publicity Committee has two principle tasks. The first is to disseminate the tournament information to all potential competitors and clubs in the market area of the event. This may be national, regional, state or local. The schedule for mailing information is important and may be mandated by the Governing Body. Individuals need to plan training regimens, weight loss and transportation. Three months is minimum for any tournament. One of the most important tools needed for this committee to perform its function is a complete mailing list. A master mailing list can be compiled by information from previous tournament directors, state and national governing bodies and even "*Yellow Pages.*"

The second task is to make sure the general public in the immediate area is aware of the event. The local Chamber of Commerce, newspapers, radio and television stations should be included by the Committee. In the local media information about the tournament can be placed under sports and cultural events to get additional coverage.

#### Awards Committee

If the tournament is an annual event, it would be worthwhile to create a standard award that could be used year after year with no date on it. This would allow the Awards Committee to order large, cheaper quantities and would be readily available for many years. This committee also arranges for flowers, decorations, awards stand and provides presentation staff to help in giving out the awards.

#### Set-up Committee

The Set-up Committee is responsible for making ready all the facilities ready that are connected with the tournament. This includes changing rooms and warm-up areas. The committee must be conversant with any rules governing the competition, such as dimensions and configuration of the contest areas. Mats and ring covers may need to be transported to and from the contest venue.

*An adequate warm-up area is absolutely essential for the benefit of the players.* Providing warm-up space will eliminate the problem of competitors congregating in area where they inhibit the smooth running of the tournament. Adequate changing rooms are also a comfort to the players. A bathroom is not sufficient! If a locker room is not available another facility should be provided.

#### Referee Committee

The Referee Committee should co-ordinate well in advance with the Head Referee who at a National or State Tournament is an appointed official. The Committee should meet the needs of the Head Referee in terms of meeting rooms, equipment and other logistical items.

#### Printing Committee

Besides tickets, brackets sheets, match cards, posters, information sheets, referee score cards and jury papers, the Printing Committee co-ordinates the

design and production of the tournament brochure.

### Ring Crews

This Committee co-ordinates with the Head Scorer. The rings crews control the competition area and insure the players are where they should be and prepared to compete.

### Crowd Control Committee

The staff in charge of crowd control must not only deal with the spectators but also with athletes who are not presently competing, miscellaneous coaches and various officials. Here the use of the match card is helpful, giving the crowd control the ability to distinguish "On-deck" players and those who are just trying to get to the competition floor. The best crowd control is effective without being oppressive or arrogant.

### Hospitality Committee

The Hospitality Committee is responsible for food and refreshments for all the officials, referees and tournament staff. This is a very important function since people's performance depends in large extent to their being well fed and rested. The best situation is a constantly available dining room so that there are not restricted times for food or other refreshments.

### Vendor Committee

A concessions coordinator should be in charge of planning and overseeing the various concessions and providing facilities and equipment. Food concessions are very important, particularly to the athletes. Thought should be given to what kind of food is to be available; fruit, suitable drinks, honey, and other items that make an all day event for the players more pleasant.

### Medical Committee

The Medical Committee supports and facilitates the trainer and physicians connected with the competition. Access to ice and other basic medical supplies is needed along with a spacious first aid area. The committee should also make arrangements for an ambulance service.



### Finance Committee

This Committee is basically the *Treasurer* for the tournament. Accurate accounting is necessary for a well run and monetarily responsible event. The various other committees may need to approach this committee for cash advances for their projects. They also should report all expenses and turn over all receipts to the Finance Committee.

### Transportation Committee

This committee is responsible for the logistics of moving people from airport to hotel, hotel to competition site and back. Vehicle acquisition is under this committee. Bus, vans and private cars are usually needed, depending upon the size of the event.

### Legal Committee

It is currently necessary to have a lawyer involved with the tournament process to advise on legal matters, not the least of which is liability waivers.

### Weigh-in Committee

In co-ordination with the Head Scorer and the Registration Committee, this committee is responsible for proper scaling of the players true weights and placing them in their correct divisions. This is critical and well trained and responsible individuals are needed at this point. Proper, certified balance scales are required and the organization of the weigh-in room is important.

### Sponsor Committee

One task of this committee is the production and of the Tournament Program. Contacting potential sponsors who would place ads in the booklet is a major part of the work. This committee must work in co-ordination with the Publicity and Printing Committees. Contacting sponsors for donations for the Hospitality Room and other needed items are also done by this committee,

### *Uniforms*

It is very helpful if all the staff have some kind of identifying uniform. It can be as simple as a distinctive T-Shirt, but it tells everyone that this is a member of the tournament official staff and makes dealing with the spectators and participants easier.

## *Group Problem Solving*

It has been proven time and again that group problem solving is much more effective than individual problem solving. Whenever several people look at an event with the purpose of making it work better or more efficiently, the results are substantially better than if a single individual was doing the same job. It is a good idea to give many people ( the Organizing Committee ) all the information concerning whatever situations and problems that might arise. Invariably someone in that group will have a fresh idea and different perspective that a single person would not have.

The Organizational Flow Chart shown previously is a good guide to the structure of the Organizing Committee. At each meeting, the Chairman of the O.C. ( the Tournament Director ) assigns and defines each sub-committee's duties and projects. At each succeeding meeting the sub-committee chairmen report on progress or problems they have encountered since the last meeting.

This kind of consistent organizational structure and method of operation prevents last minute crises. Everyone associated with the tournament can approach the event with a relaxed state of mind and will be in better condition to perform at top levels. The goal is to create an effective managerial atmosphere. An effective manager, in this case the Tournament Director, is one who is open, listens and who delegates responsibility.

Below is a sample "long term" schedule of events leading up to the tournament date.

- 1 year .....first Organizing Committee meeting  
reserve facility, arrange hotel, apply for sanction
  
- 6 months.....second Organizing Committee meeting
  
- 5 months.....third Organizing Committee meeting
  
- 4 months.....fourth Organizing Committee meeting  
print; posters, information sheets, tickets, bracket  
sheets, match cards, referee and jury papers
  
- 3 months.....fifth Organizing Committee meeting  
send out information sheets and posters

- 2 months.....sixth Organizing Committee meeting  
order awards, order T-shirts and arrange for vendors
- 1 month.....final Organizing Committee meeting  
print program

*PERSONNEL DEVELOPMENT*

The development of trained tournament personnel is critical for managing any event and essential if an annual tournament is desired. As in every other aspect of Taekwondo, time and effort must be invested in the individuals that will staff the tournament.

*Training*

Individuals must be trained for tournament management just as they would be trained for any other part of Taekwondo. It should be seen as a long term educational experience. Those students who are not into competition could be trained in management instead. Perhaps some of the requirements for Red and Black Belt ranks could include experience in tournament management. Parents and others can also be trained very effectively.

The learning of tournament management skills begins with the simple and proceeds to the more complex. Start by having the students run a small in-school competition. Simple tasks such as arranging the competition area with table and chairs, setting up the public address system and recording the results all give valuable experience. The important element is learning to approach the task in orderly and disciplined manner.

Later the students can be given more important and complex assignments such as an inter-school competition with another Taekwondo school. A small local tournament could be next as they become more confident and experienced. Soon you will have talented and valuable individuals who can take delegated responsibilities and perform the needed tasks.

Do not ignore interested people who may have life experiences that would make a good tournament worker. Even senior citizen groups can provide a talented staffing pool for large events.

## METHODICAL EXECUTION

To manage a tournament effectively, after all the preparation is accomplished, the event must proceed in a systematic and orderly manner. Two of the best tools to achieve this are *Schedules* and *Checklists*.

### *Schedules*

A complete and accurate schedule of events is essential. This schedule is to be made available for both the staff and participants of the tournament. The key here is to have an exact schedule and to keep to the times and actions stated. Be on time. Whether it is the opening of registration and weigh-ins or the start of competition, everyone must have the confidence that the announced schedule will be honored.

The staff must be impressed with the importance of being where they are supposed to be before the schedule times. There is always something to be done that was not foreseen in the planning stages and if the staff is available early these problems can be dealt with without delaying the event.

### *Checklists*

Each sub-committee Chair should have developed and had approved a complete "*Checklist*" of everything that has to be done. This list will have been created over the months of planning and organizational meetings and has been expanded and refined on a continuing basis. By this method important actions, equipment and duties are not forgotten. It is very easy to forget obvious details when the actual event is eminent. The use of "*Checklists*" prevents the hustle and tension of the tournament day from causing people to overlook important details.

## POST EVENT ANALYSIS

Something that is very often neglected is a post tournament review or analysis. This is especially important if this is to be an annual tournament where the same or different people are to host the event time and time again. Each sub-committee should produce a report on all its actions before and during the tournament and submit this to the Tournament Director.

The following items should be in the report;

1. Budgetary expenditures
2. Equipment used (expendable and reusable)
3. Staff employed (names and phone numbers)
4. Total person hours needed for each task
5. Vendors used (phone numbers, addresses)
6. Problems
7. Recommendations for future tournaments

With these reports on file, the next year's Organizing Committee's work should be made easier and more effective.

## SUMMARY

In general, people do not mind working hard and long if their efforts produce tangible results they can have pride of. Being part of a quality event, which will be recognized as such, gives everyone involved experience, knowledge and satisfaction.

All of this effort and preparation is for the benefit of the competitor, the participant. A well run, easily understood event creates an atmosphere where the player can perform at his or her best. The spectators can understand and enjoy the action and support their friends and relatives. The staff and officials can concentrate on doing their utmost to make the tournament the best possible.

Try to avoid holding long opening ceremonies at the expense of the participants. This type of thing raises the contestant's general anxiety level and prevents them from performing to their potential. A competitor oriented organization will not let this situation occur.

Hopefully this manual will assist you in managing your tournament. You will be successful if you put all the elements of a good event together; technical competence, organization, planning and, above all, concern for the athlete.

