

# **DRAWING IT TOGETHER: KEY MESSAGES AND THEMES**

**LIZ NICHOLL**

- The Power of Change ( Mark)
  - Challenge of radical change
  - Business and athlete performance critical
  - Whole team focus on winning
  - Always pushing at the edges
  - Jordan - Always aim to punch above your weight
- Cirque de Soliel ( Bernard)
  - Rich learning environment
  - Embracing international diversity
  - Search for alternatives to existing beliefs
  - Performer empowered to make judgements
  - Confronting the issues

**1. WHAT ARE THE PRIMARY FACTORS OF INSTITUTE SUCCESS? HOW DO YOU MEASURE IT?**

**High performance focus**

**Adds value to the athlete**

**Positive culture**

**Quality business model**

**Quality people**

**Partnerships**

**Integrated support**

**Continuous learning**

**2. IS MEDAL SUCCESS THE ONLY THING OF IMPORTANCE?**

**VERY important but not the only thing**

**Performance improvement**

**Not at any cost**

### **3. HOW DO YOU MEASURE THE EFFECTIVENESS OF SUPPORT PROVIDED?**

**With difficulty!**

**Tracking demand/ uptake/ response times/ retention – quality?**

**Effectiveness based on outcome - Results/ Medals/performance improvement**

**Compare investment and results with the rest of the world**

**Health of the athlete**

**Depth of talent progressing**

**Need combination of internal / external /objective and subjective methods**

**Based on international standards**

**Right people/right time**

**Need to create a more sophisticated instrument?**

### **4. HOW DO YOU KNOW WHAT IS BEING PROVIDED IS MAKING THE PERFORMANCE DIFFERENCE?**

**With difficulty! Multi dimensional nature of performance**

**Use of scientific facts and knowledge to decide that it might do**

**Endorsement of athletes and coaches but learn to be own best critic**

## 1. AIM

**Maximise the potential of the athlete**

**Holistic approach to problem solving/ decision making**

**Through communication and teamwork**

**Focus on a common objective**

**Management, coordination and integration of support and service provision**

**Flexible - proactive or reactive**

**Educates the team**

**Improves planning**

## 2. ISSUES AND CHALLENGES (PLUS BARRIERS)

**Gaining commitment**

**Retain coach accountability/ protection of athlete - service overload**

**People development**

**Communication**

**Decentralisation - Resource intensive**

### **3. WHICH APPROACHES HAVE WORKED WELL (STRENGTHS)**

**Staff athlete centred, flexible and embrace holistic philosophy**

**Coaches who can manage the interaction and relationships.**

**Case conference format**

**Performance/predictive data shared**

**Operational area small – ease of bringing people together**

**Education of the athlete also a priority**

### **PLANS FOR THE FUTURE (WEAKNESSES/FURTHER IMPROVEMENTS)**

**Enhanced scheduling**

**Input to coach education process**

**Build capacity - to deliver quality services in a decentralised programme.**

**Improve communication at all levels**

**Expand service delivery**

**Investment in new technologies**

**More international collaboration**

## 1. AIM

**Meeting athletes needs -services to athletes rather than athletes to services**

**Same quality provision by quality staff**

**Examples of solutions**

- Technological solutions**
- GPS for HR monitoring for kayak**
- Web enabled on line service provision, e-mail, video**
- Templates for the athlete to fill in and download every day for monitoring**
- International training base close to main competition opportunities**

## 2. ISSUES AND CHALLENGES (AND BARRIERS TO APPROACH)

**Coordination / communication**

**Personnel development in remote areas and intensity of remote camps**

**Quality assurance of the services and expense**

**Coping skills of athletes and confidence in remote providers**

**Lack of 'intimate knowledge' of athlete's training performance**

**Negotiating international training camp access – managing conflicts**

### **3. WHICH APPROACHES HAVE WORKED WELL (STRENGTHS)**

**Committed athletes, coach and support staff**

**People are valued**

**Communication channels open and frequently accessed**

**Effective technology - Internet lectures, video coaching**

**International links between high performance training centres**

### **4. PLANS FOR THE FUTURE (WEAKNESSES TO BE CORRECTED)**

**Staff training - technology and communication**

**Athlete training to manage autonomy and access to services**

**Closer training monitoring through performance databases**

**More proactive anti doping education**

**Consider 'Athlete Service Manager' role**

**Address quality assurance**

**More international agreements**



- More collaboration - international agreements
  - Training camp access and training partners
  - Support services e.g. medical
  - Knowledge exchange
  - Study visits
- Further develop models to measure effectiveness of Institutes ( source business examples)