



**HIGH PERFORMANCE
SPORT NEW ZEALAND**

Sustainable Excellence in High Performance Sport

ASPC Durban
August 2017



Our presentation will focus on:

1. What is sustainable excellence?
2. The NZ Journey-strategy, structure
3. Enablers & barriers to sustainability
 - HP Sport Systems
 - Training Centres
 - NSOs
4. Enhancing sustainability: 7 key factors



What is Sustainable Excellence?

= ability to maintain high performance over time

- ✓ Sustainable HP Sport Systems
- ✓ Sustainable National Sports Organisations
- ✓ Sustainable Training Centres
- ✓ Sustainable People
- ✓ Sustainable Capability
- ✓ Sustainable Performance



Pete Pfitzinger

2017 Acting CEO HPSNZ

2011-present HPSNZ General Manager of Capacity and Expertise

2004-2011 CEO NZ Academy of Sport North Island



Martin Dowson

2011-present General Manager of Athlete Performance Support

2009-2011 Performance Director NZ Academy of Sport North Island

2005-2009 Performance Services Manager NZ Academy North





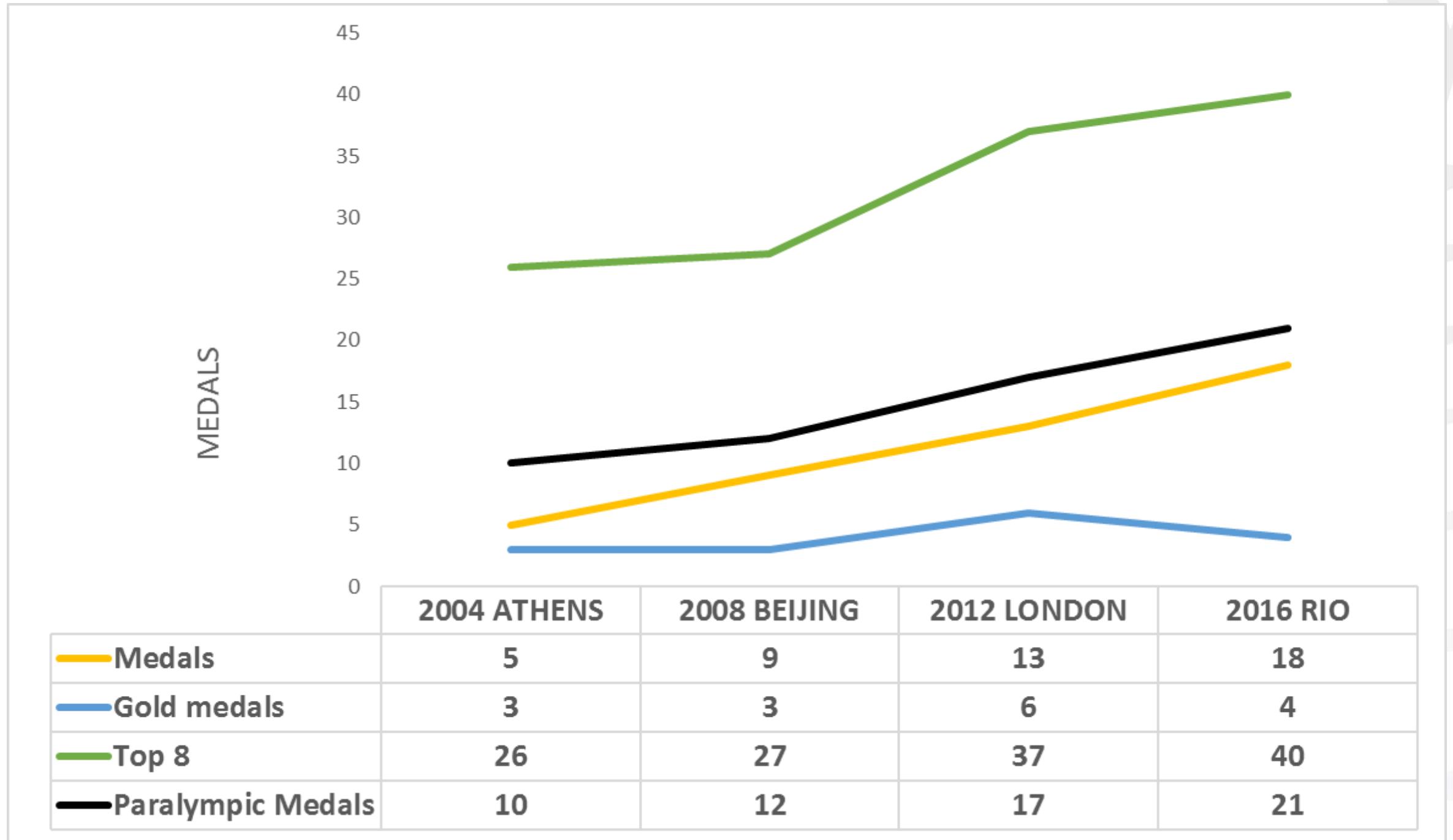
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The New Zealand Experience

**ASPC Durban
August 2017**



Heading in the right direction...



NZ High Performance Vision

In 2011 major changes were implemented:

“To ensure that New Zealand is consistently one of the most successful sporting nations in the world”

Changes Included:

Establish a
one stop
shop high
performance
organisation

Increase in
HP
investment to
drive further
success

Improved Strategy and Structure:

2012-2017:

- Alex Baumann appointed Chief Executive
- Clear HP Strategy developed with targeted investment
- Simplified organisational structure
- Focus on NSO partnership and enhancing capability
- Aligned support with NZ Olympic Committee and Paralympics NZ



HPSNZ Strategic Plan 2017 - 2020

VISION

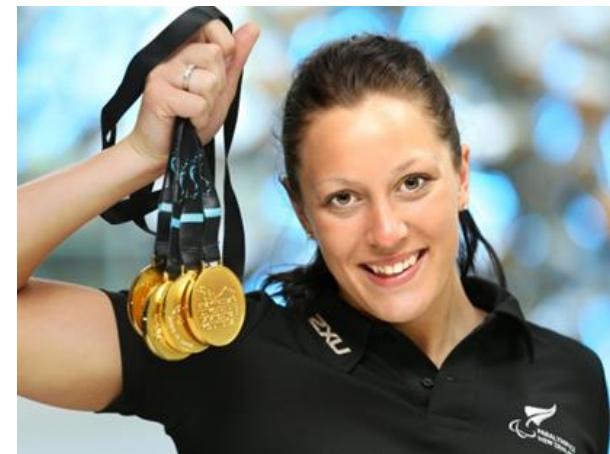
Inspiring the nation through more New Zealanders winning on the world stage

MISSION

Creating a world-leading, **sustainable** high performance sport system

PHILOSOPHY

Performance driven, Athlete focused, Coach led



ORGANISATIONAL PILLARS

1

**PERFORMANCE
& STRATEGIC
INVESTMENT**

Optimise investment to achieve HPSNZ's medal objectives and work strategically with NSOs to enhance world-leading high performance programmes

2

**ATHLETE
PERFORMANCE
SUPPORT**

Delivering world-leading support to impact NSO, Coach and Athlete Performance

3

**CAPACITY
AND
EXPERTISE**

Enhance the capability of New Zealand's high performance sport system to create sustainable world-leading success

4

**BUSINESS
OPERATIONS**

Optimise HPSNZ's financial and operational performance to ensure that resources are targeted to impact world-leading performance

Strategy updated February 2017





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Enablers & Barriers

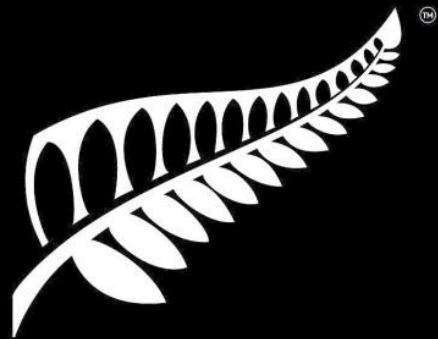
- HP Sport Systems**
- Training Centres**
- National Sports Organisations**



Enablers & Barriers of Sustainability



| Attribute | Enablers | Barriers |
|---|--|---|
| 1. Leadership | Strong and aligned | Weak and fragmented |
| 2. Strategy and priorities | Clear and focused | Lack of clarity, many priorities |
| 3. Performance Culture | Clear values and focus on continuous improvement | Values not agreed, accepting mediocrity |
| 4. People development | High retention and development | High turnover and low appreciation |
| 5. Capability | Strong skills and experience, the right fit | Capability gaps |
| 6. Athlete Pathways | Seamless development pathways | Gaps in athlete pathways |
| 7. Collaborating for performance | Partnership and alignment | Organisations not working together |



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Building Sustainability:

1. Leadership

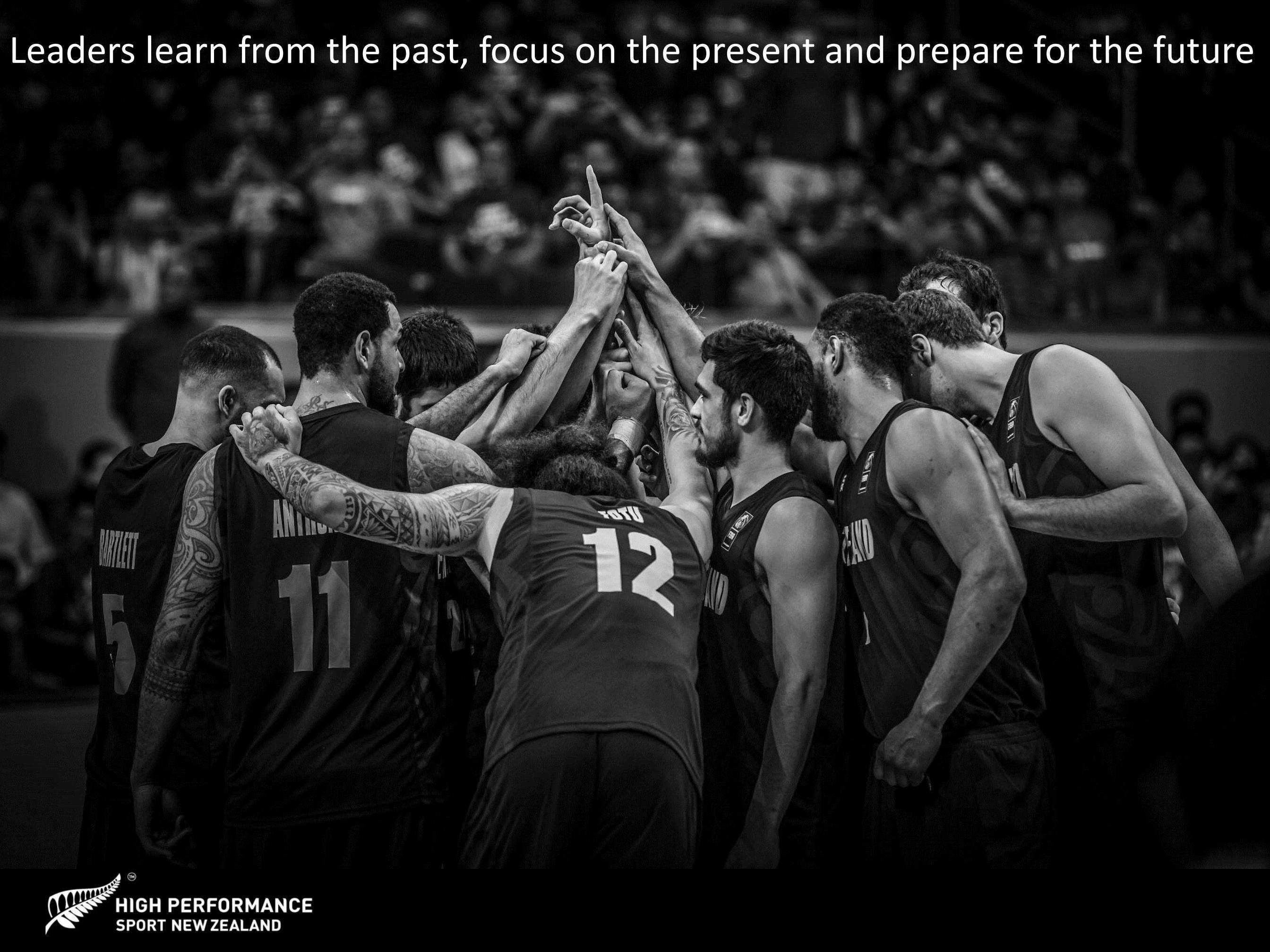


Why is leadership important for sustainability?

- Lead development of HP vision and strategy
- Lead and model high performance culture
- Strong and aligned leadership inspires and provides confidence
- Ensures people aligned to values and priorities
- Get the most out of your people



Leaders learn from the past, focus on the present and prepare for the future



Develop

Leadership Capability

Development: Focused on leading self, leading others and leading change

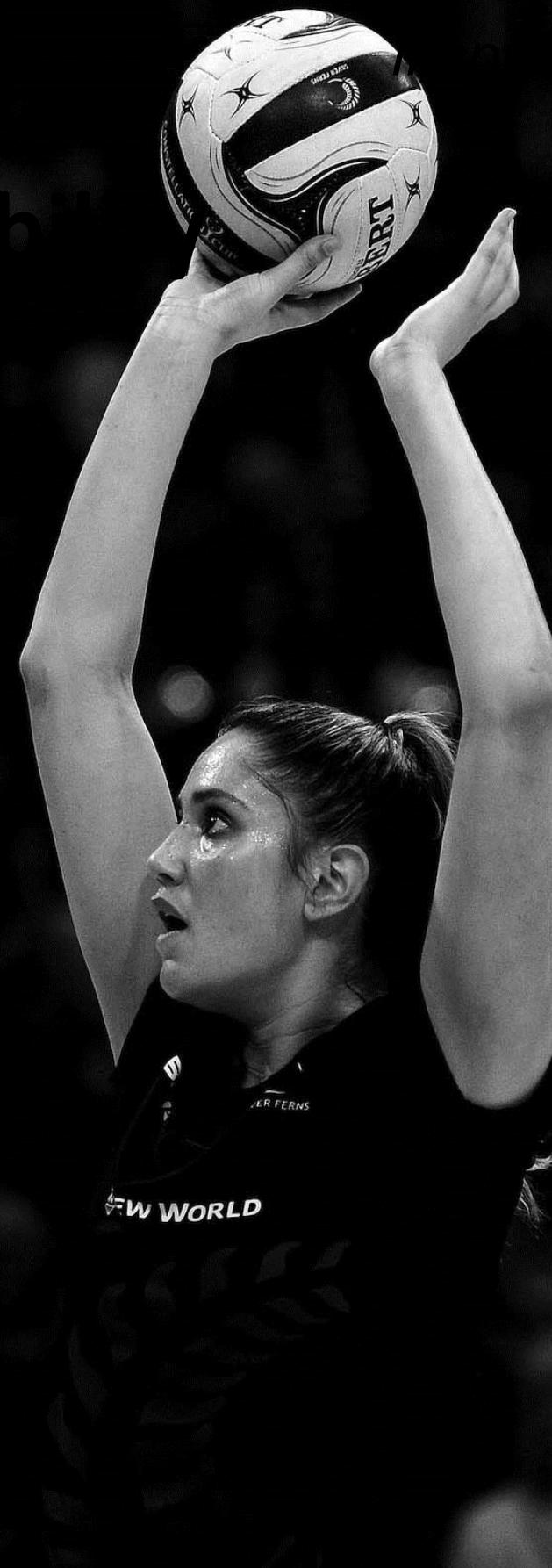
Connect

HP Director Forums:

- Creating a learning and collaborative HP culture
- Knowledge sharing and problem solving

Support

- Recruitment and retention of NSO HP Leaders





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2. Strategy & Priorities



Direction of success

Aligned Action

Vision

Purpose



Strategy in building sustainability

1. Understand value proposition
2. Understand the trends
3. De-bias





HPSNZ Strategic Priorities

*Ensure resources are
targeted & prioritised*

*Capability & Capacity of
NSOs*

*Coaching & high
performance program
leadership*

*Performance support for
athletes & coaches*

*Daily training &
competition environments*

*HP athlete development
systems*

*Innovation, technology &
knowledge programme*





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3. Performance Culture



Why is culture important?

It has 8 times more impact on performance than choice of strategy

“Culture eats strategy
for breakfast”

Culture is a key
enabler of strategy if
effectively aligned

You don't own your
culture, it is
embedded in the
organisation &
involves everyone

Culture creates a deep
sense of belonging but
does not just happen

Management needs to
be fully committed to
enabling an effective
workplace culture



Performance Culture (sustainable competitive advantage)

- Unreasonable Ambition
- Performance Insight
- High Standards
- Responsibility
- Feedback
- Teamwork

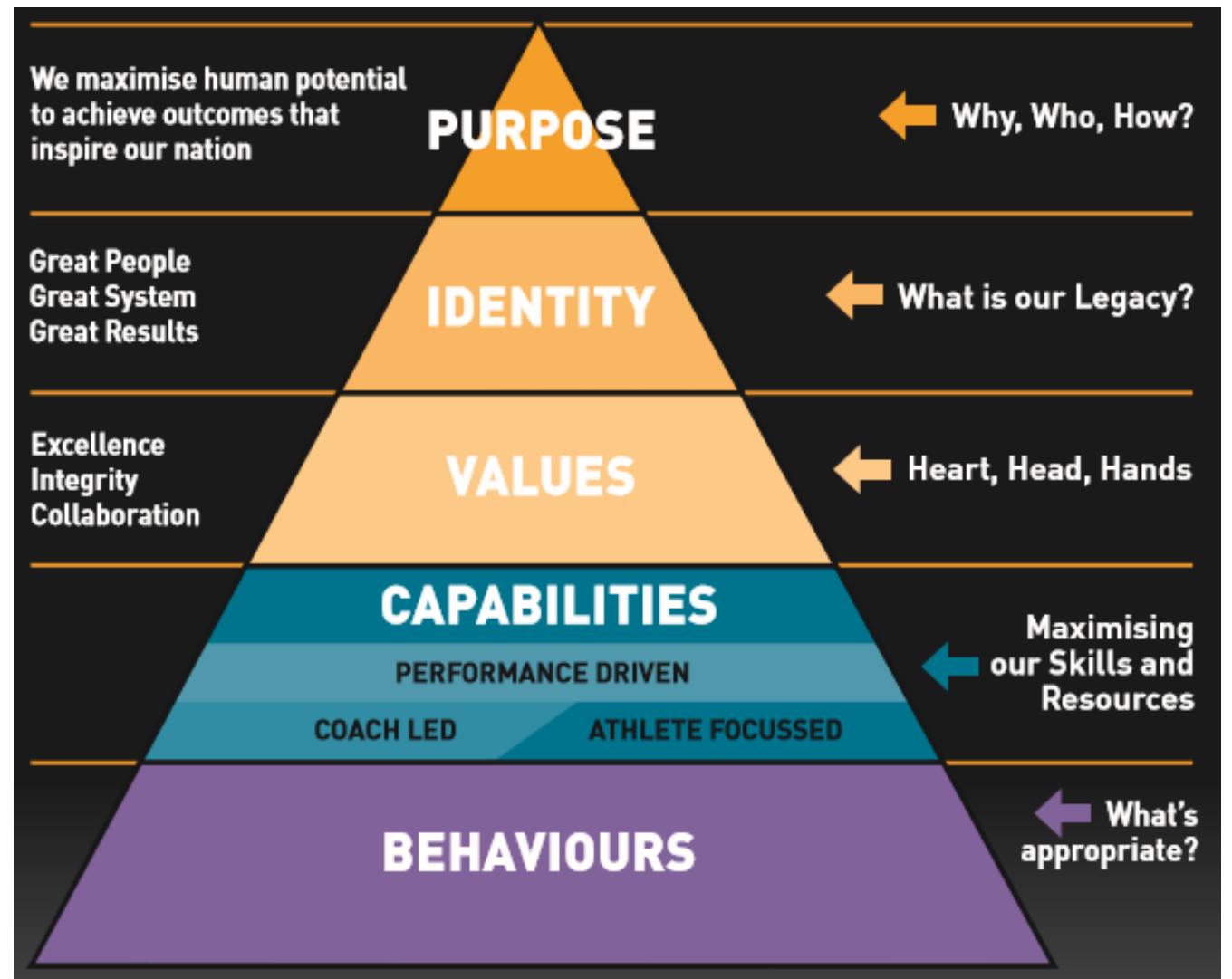


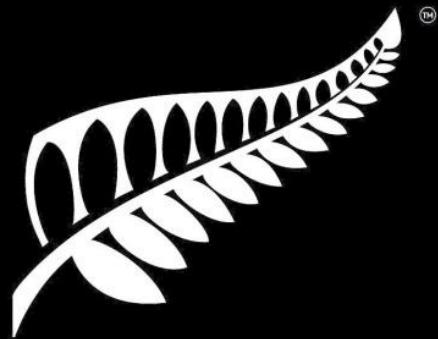
Pmpgenesis

MacNeice and Bull

Performance Culture - Living it!

- Culture team
- Organisational Development role
- Performance Review
- Engagement survey





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4. People Development & Retention



Sustained competitive advantage is People

- Valuable
- Difficult to imitate
- Appreciates in value

APPRECIATE
GOOD
PEOPLE.
THEY ARE
HARD TO
COME BY.

“Finding
exceptional talent -
that’s the
easy part.”





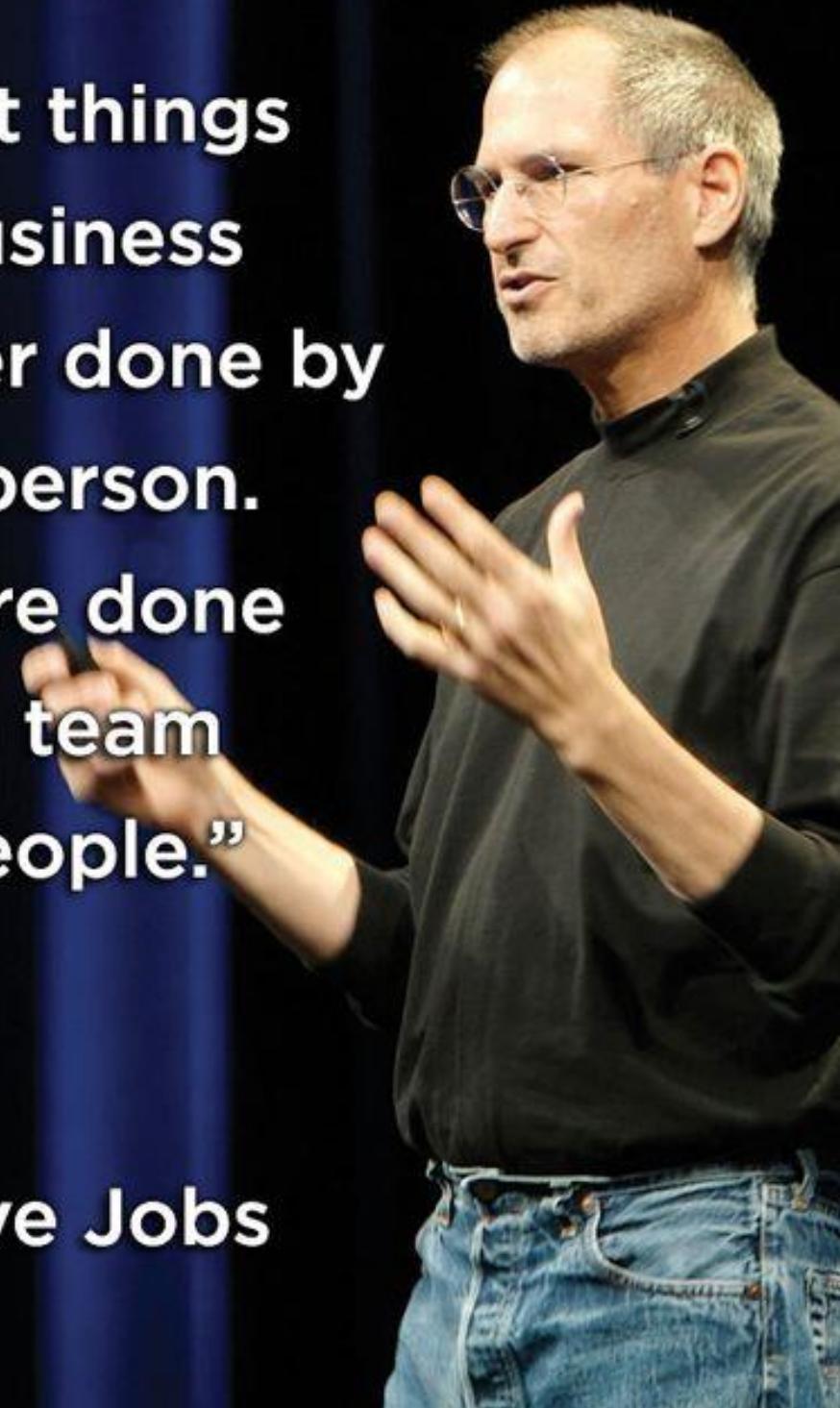
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ATTRACT

- **Aligned to values**
- **Be the best they can be**
- **Ability to work in a team**
- **Maintain strong relationships**

**“Great things
in business
are never done by
one person.
They’re done
by a team
of people.”**

- Steve Jobs



People Planning

Aligned to the HP needs and it is sustainable towards 2020 in regards to role fit, expertise and capacity.



- High priority for retention
- Fast Track development
- Succession plan



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5. Building Capability



Building Capability:

Critical for all organisations: Sports Institutes, Training Centres, NSOs, etc

Capability

- The ability to apply knowledge and skills to support performance

Capability Building

- Deliberate effort to develop improved skills and performance through learning and practice



Building Capability



Why:

- Capability enables current performance
- Building capability over time enables future performance and sustainability

Building Capability:

How:

- On-the-job learning
- Staff taking accountability for their own capability development
- Developing capability in your people to develop capability in others (coaching)
- Facilitating cross-sport learning





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6. Athlete Pathways



How to prepare the right number and quality of athletes for 2024?

Sports Institute role = build NSO capability to develop integrated athlete pathways, identify and meet athlete needs and track development

NSOs role = deliver the number and quality of athletes required across their pathway to ensure sustainable success

How: Integrated, evidence-based pathways that support planning and tracking of athlete development



Athlete Development Pathways

Tokyo Cycle

Paris 2024

Key Components:

- Coaching
- Daily Training Environment
- Appropriate Support
- Learning Environment
- Competition
- Tracking Progression
- Development Focus

Effective Transition to Senior
Podium Programs



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7. Collaborating for Performance Outcomes





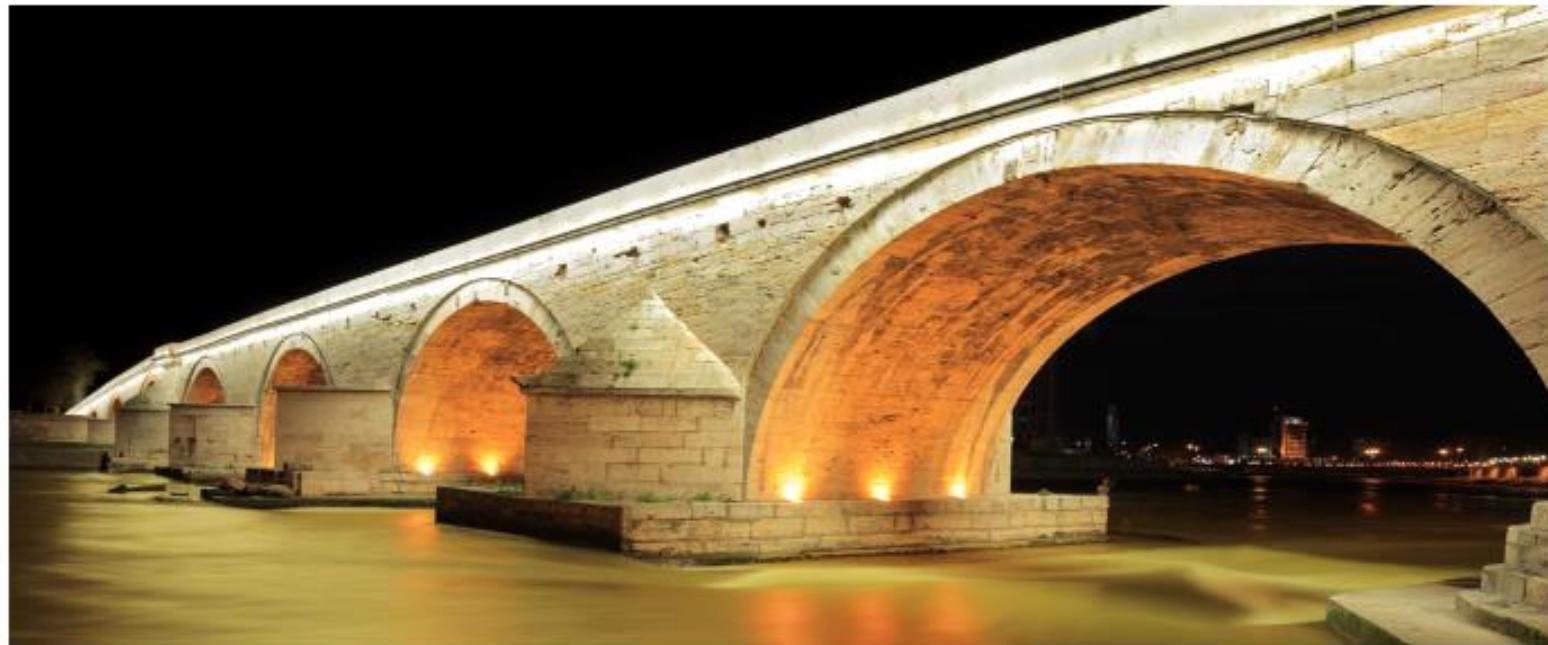
***Coming together is a beginning.
Keeping together is progress.
Working together is success.***

-Henry Ford

Balancing Trust and Accountability

- Partnership – Leaders
- Agree roles, key goals and priorities
- Ability to challenge each other and hold each other accountable

Trust.....Accountability

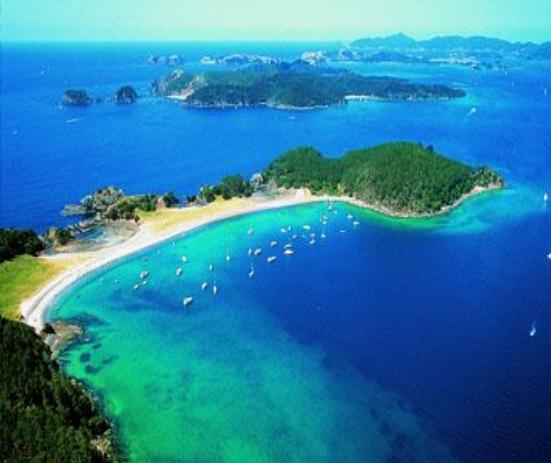


Collaboration: working in partnership



Summary: Sustainability Enablers





Thank you

