



**COMITÊ OLÍMPICO
BRASILEIRO**



Management and Leadership – Forum B

Group 1: Leadership strategy and management of an Elite Sport Center

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How to manage HPC in long term?

Some important issues

- Vision
- Political commitment
- Clear strategy and goals
- Leadership and management
- Change and evolution
- Find a way to reach goals, performance





Organization and result measurement

Organization

- Organization depends on strategy and needs
- Service integration
- Clear role definition
- Communication – internal and external



Organization and result measurement

Result measurement / quality control

- Medals only – sounds too simple ?
- What performance or success are we measuring?
- Many perspectives
 - Responsibility towards providers, founders etc.
 - Sport clients – athletes, coaches
 - Community
- Very cultural issue



Staff management

Executive staff change(s)

- Necessary element
- Internally important to plan well and prepare new people
- Externally very important for all type clients
- Communication

Service

- HPC is a service provider
- Good daily leadership
- Communication on all levels





Staff management

Collaboration and “companionship”

- “Our own center” mentality
 - Shared vision
 - Trust
- Transparency
- Common good
- Clear management
- Feedback





Funding

Ownership

- Public – hybrid – private
- National policy and sport policy
- Practically all HPCs are somehow hybrid type





Funding

Revenue vs. costs

-Public money

- Quite sure source but changes are slow
- Slow development, less flexibility
- Big reporting responsibility

-Private money

- Very difficult to earn (If someone does disagree, please raise your hand!)
- Big groups of youngsters brings money
- High performance does not



Finland

Hybrid case

- Finnish HPCs are hybrid type centers
 - Relatively small support from Ministry
 - Most part of revenues come from clients
- HPCs are units of multiuse institutes (sport, education, leisure time) and they need to share all facilities with other clients
- HPCs are small as units and real performance improvement IMPACT is often weak
- Competition between HPCs about clients
- Weak national coordination before. Now getting better.
- Junior masses bring money – High performance not
- Working culture very straight , fair, honest





Spain

Public case

- Public ownership (state, regional governments, federations)
- 39 centers in country of 45M of inhabitants – political reasons
 - HPCs : 3 multisport and 6 specialized
 - Regional centers: 15 + 15
- Weak national coordination
 - Lack of vision, strategy and planning
 - Management and leadership (politicians lead)
- Most of the financing is public
- In addition all 18 regions have their own sport center systems
- Working culture is flexible, with short steps of planning





Brazil



- Young as an elite sport country
- Rio 2016 Olympic Games will be like a big boost towards totally new environment in high performance sports
- Brazilian Olympic Committee leads national high performance
- Lack of multisport HPCs and culture of long time stays
- Organization develops quickly – new strategy will help
- Good and growing resources
- A lot of possibilities – young population, obesity rate is low, fast growing economy, Rio 2016, new OTC
- Working culture is good, it needs more strategic planning, management and leadership



Thank you