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
Heading in the right direction…

<table>
<thead>
<tr>
<th></th>
<th>2004 ATHENS</th>
<th>2008 BEIJING</th>
<th>2012 LONDON</th>
<th>2016 RIO</th>
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<tbody>
<tr>
<td><strong>Medals</strong></td>
<td>5</td>
<td>9</td>
<td>13</td>
<td>18</td>
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<tr>
<td><strong>Gold medals</strong></td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>4</td>
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<td><strong>Top 8</strong></td>
<td>26</td>
<td>27</td>
<td>37</td>
<td>40</td>
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<td><strong>Paralympic Medals</strong></td>
<td>10</td>
<td>12</td>
<td>17</td>
<td>21</td>
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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:

1. Establish a one stop shop high performance organisation
2. 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
Enablers & Barriers
- HP Sport Systems
- Training Centres
- National Sports Organisations
## Enablers & Barriers of Sustainability

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Enablers</th>
<th>Barriers</th>
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<tbody>
<tr>
<td>1. Leadership</td>
<td>Strong and aligned</td>
<td>Weak and fragmented</td>
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<tr>
<td>2. Strategy and priorities</td>
<td>Clear and focused</td>
<td>Lack of clarity, many priorities</td>
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<tr>
<td>3. Performance Culture</td>
<td>Clear values and focus on continuous improvement</td>
<td>Values not agreed, accepting mediocrity</td>
</tr>
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<td>4. People development</td>
<td>High retention and development</td>
<td>High turnover and low appreciation</td>
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<tr>
<td>5. Capability</td>
<td>Strong skills and experience, the right fit</td>
<td>Capability gaps</td>
</tr>
<tr>
<td>6. Athlete Pathways</td>
<td>Seamless development pathways</td>
<td>Gaps in athlete pathways</td>
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<tr>
<td>7. Collaborating for performance</td>
<td>Partnership and alignment</td>
<td>Organisations not working together</td>
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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
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
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
4. People Development & Retention
Sustained competitive advantage is People

- Valuable
- Difficult to imitate
- Appreciates in value

“Finding exceptional talent - that’s the easy part.”
• Aligned to values
• Be the best they can be
• Ability to work in a team
• Maintain strong relationships

ATTRACT

“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
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
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
Effective Transition to Senior Podium Programs

**Key Components:**
- Coaching
- Daily Training Environment
- Appropriate Support
- Learning Environment
- Competition
- Tracking Progression
- Development Focus

Athlete Development Pathways

**Tokyo Cycle**

**Paris 2024**

Effective Transition to Senior Podium Programs
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

- Leadership
- Performance Culture
- Athlete Pathways
- Strategy and Priorities
- Building Capability
- People development and retention
- Collaboration
Thank you