

**WORKSHOP ON ESSENTIAL FACTORS
IN A SUCCESSFUL ELITE PROGRAM**

Facilitators

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Program Management

Spokesperson – Peter Spence – Victorian Institute of Sport

- Funding
- Evaluation
- Administration
- Culture
 - Critical element which is fundamental to issues of administration, evaluation and funding
 - Devolution (capacity of NSO)
 - Funding may be used as incentive and may be withheld in cases where sports do not have a satisfactory culture. It is likely that this may be the case with some more traditional sports that are resistant to change.
 - Coach vital (leadership role)
 - Sports should be able to show cause for support – self select
 - In assessing culture and success, emphasis should be placed in
 - Results
 - Process
 - Whilst process is deemed to be the most important, it is difficult to assess
 - In reality, results are seen as important to the politicians and the public
 - Irish experience of '96 – success was undermined by positive drug tests which raised ethical questions. Culture established standards by which athletes and coaches operate.
 - Singapore Government – attempts to establish culture to watch commercial success – efforts to educate public to embrace a more supportive sporting culture.
 - Key elements of successful high performance programs. Results important but need to include all other cultural aspects.
 - Pakistan – success in a number of sports attracts a number of sponsors
 - Philippines – building a culture of sport but need to establish a balance between grass roots and high performance

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Athlete Pathways

Spokesperson – Natalie Harlan, High Altitude Sports Training Complex, Arizona.

- Ongoing Continuum
- 3 Phases
 1. Junior Development
 2. National Federation Level
 3. Athlete – self reliant
- Coach/managers creates environment – oversees specialists in various areas
- Mentoring System (ie., Norway 1 ⇔ 10) – connects veterans with youth
- Balance between sport and career/education for the athlete
- Through pathway
 - Role of coach
 - Significance of
 - ☞ talent
 - ☞ training
 - ☞ motivation
- Role of parents
 - Support
 - Career Path
 - Conflict with coach possible/co-operation and sensitivity necessary

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Facilities and Equipment

Spokesperson – Dr. Dennis Hatcher, Northern Territory Institute of Sport

- Plan – 4 years – Barcelona
- Emphasize use to general community, do not promote elite use as primary reason for development
- Maintain elite focus for facilities when open to community
- Cost of equipment
- Major facilities generally Government funded then required active commitment to make facilities available and justified by future access and benefits to “community”
- Challenge to subsequently retain elite access to these facilities

Support Services:

- Several centres to provide services
- Institutes to provide support services
- Funding limitations
- Under-resourced in many countries
- (Australia)
- Co-ordinated through SIS/SAS
- National teams use a large range of professionals so as to create a pool. New people join experienced ones on overseas trips.
- Partnerships with Universities to have them conduct research for elite sports program
- Research programs at most SIS/SAS
- Australian Sports Institute Scientists have very “applied” charter
- AIS is a central leading edge research and applied science agency

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Coaches

Spokesperson – Roger Moreland, UK Sports Institute

ISSUES:

- Potential conflict with professional coaching structures – not been through an education programme
- Leading the development of team cohesion – positive or negative effects
- Accountability of coaches

CHALLENGE:

- Balance of having a world class coach and a resource manager (within the same person) leading the program – unique and rare people (***If you find them, cherish and support them***)

Competition

ISSUES:

- Maximization of opportunities for players
- Cycle of right level of competition – exposure
- Potential conflict with existing league competitions
- Individual nature of sports specific competitions

CHALLENGE:

- Intensity and quality of competitions versus existing club/competitive structure

Team Development

ISSUES:

- Team preparation well in advance of main goal, eg., Olympics
- Funding is an issue
- Geographical location is a factor, eg., Australasian countries competing in Europe
- Difference between individual versus team sport structures
- Importance of building team spirit and pride in all sports

CHALLENGE:

- Challenge of culture – must believe