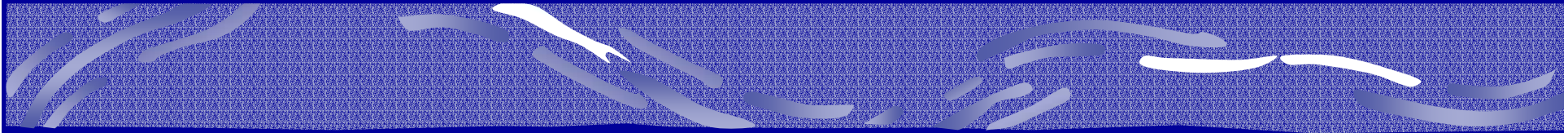


International Elite Sports Forum III



Developing Partnership with Sports: How Do We Go About It – Lead or Response

**Presented by: Cindy Leung
Sports Development Manager
Hong Kong Sports Development Board**

Developing Partnership with Sports: How Do We Go About It – Lead or Response

Outline

1. HKSDB & HKSI
2. Our Sports Partners
3. Partnership with sports – How it is put together and operate
4. Key ingredient for success
5. Leading or Responding – Issues arisen and how to overcome
6. Opportunities for improvement



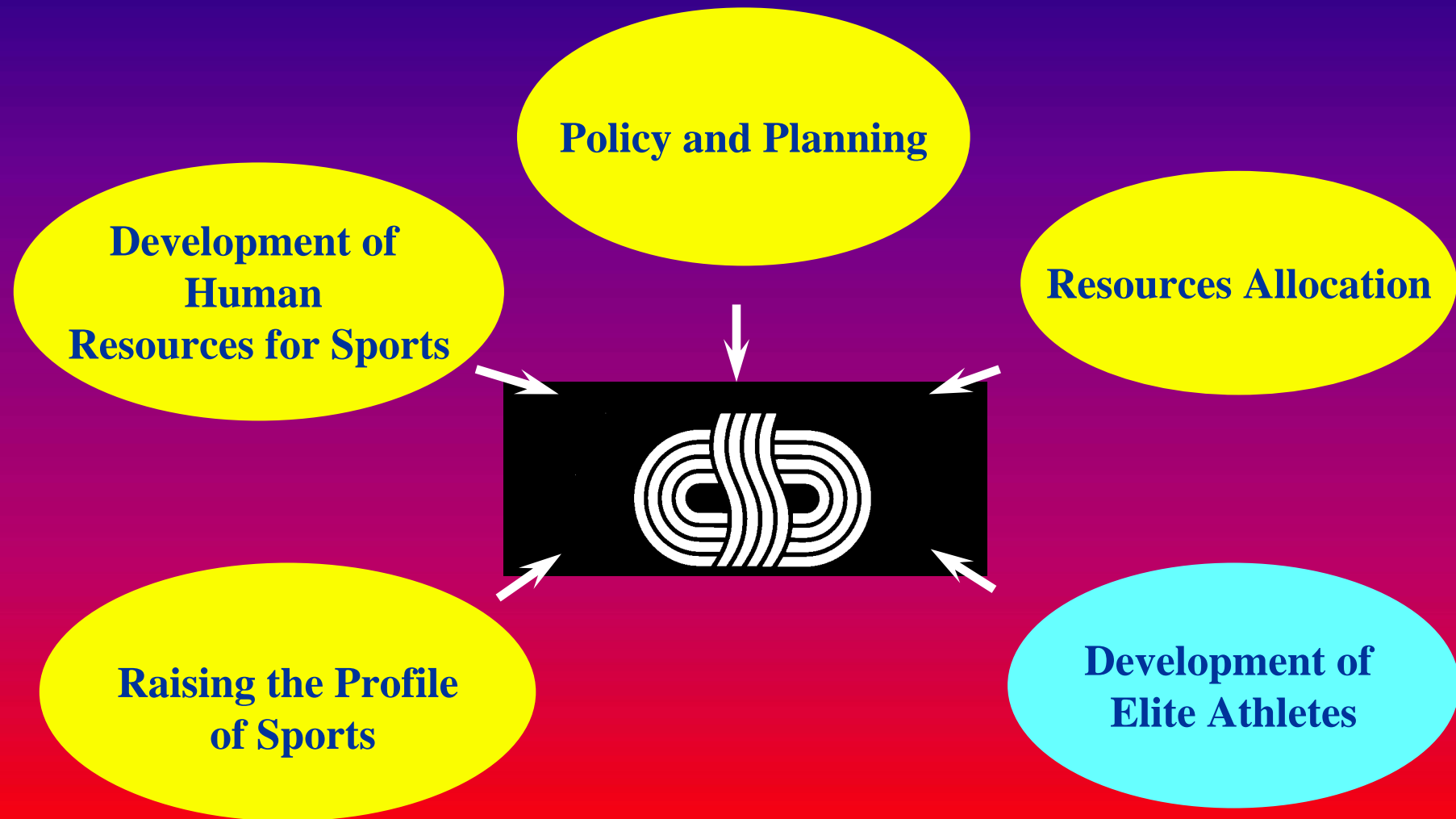
香港康體發展局

HONG KONG
SPORTS DEVELOPMENT BOARD

Hong Kong Sports Development Board {HKSDB}

- ☞ **Set up on 1 April 1990**
- ☞ **Integrated with the Hong Kong Sports Institute in April 1994**
- ☞ **Responsible for promoting the development of sports in Hong Kong**

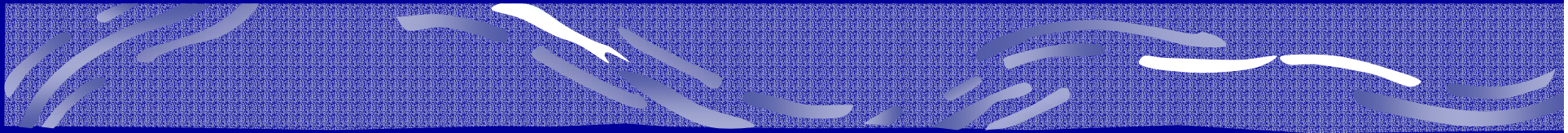
HKSDB's Scope of Work



Hong Kong Sports Institute



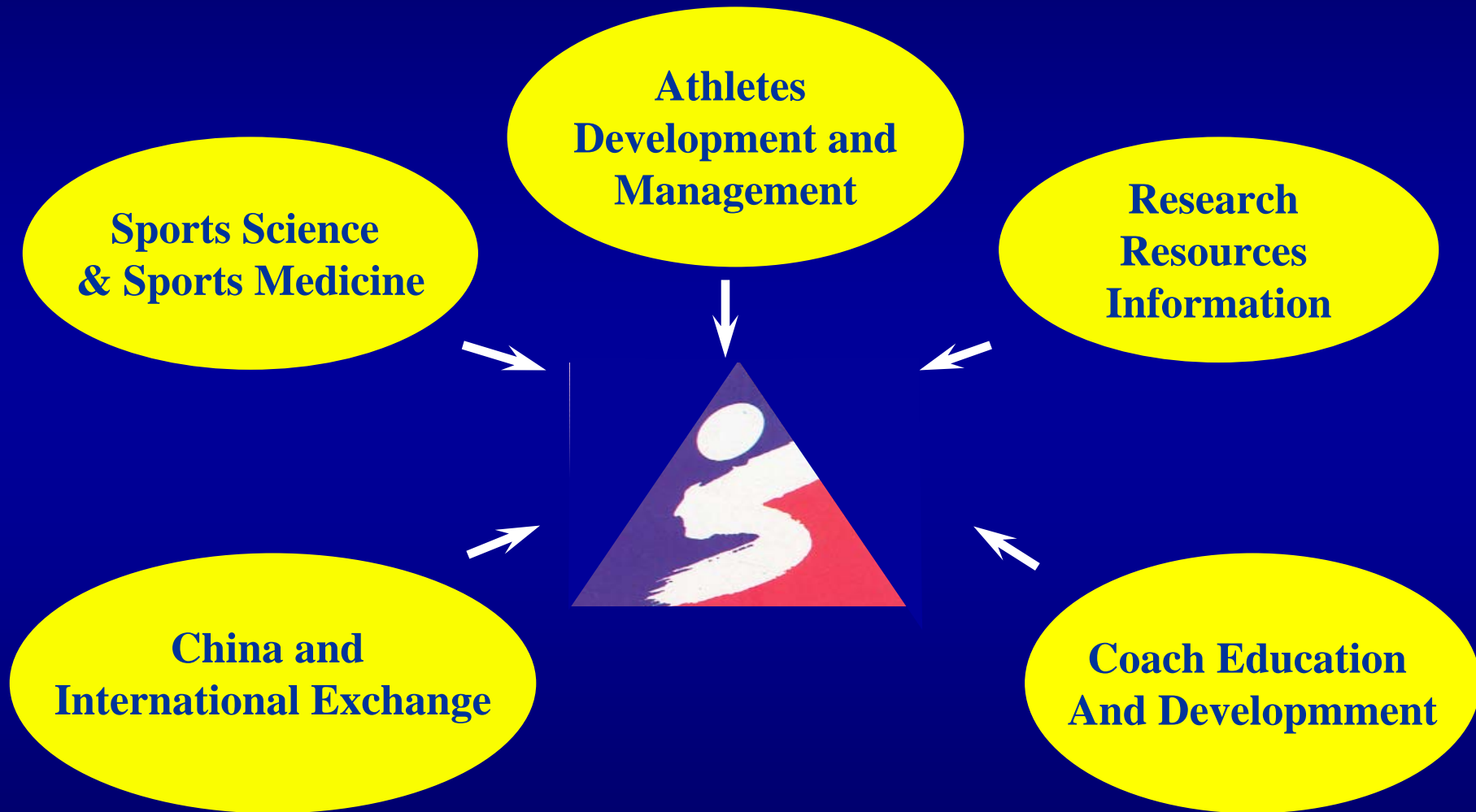
Hong Kong Sports Institute

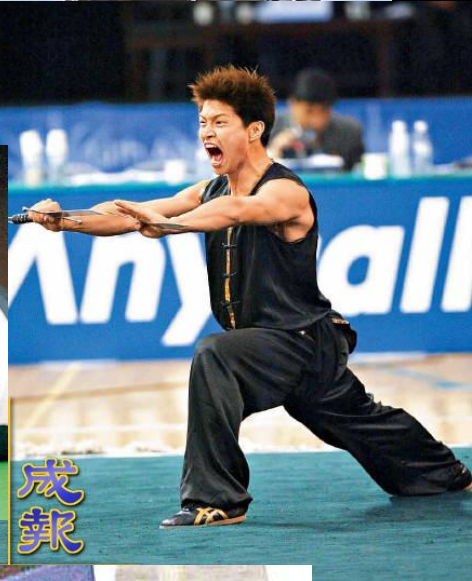


Mission

To provide an elite training centre to search, identify, nurture and train elite athletes to achieve sporting excellence in the international arena

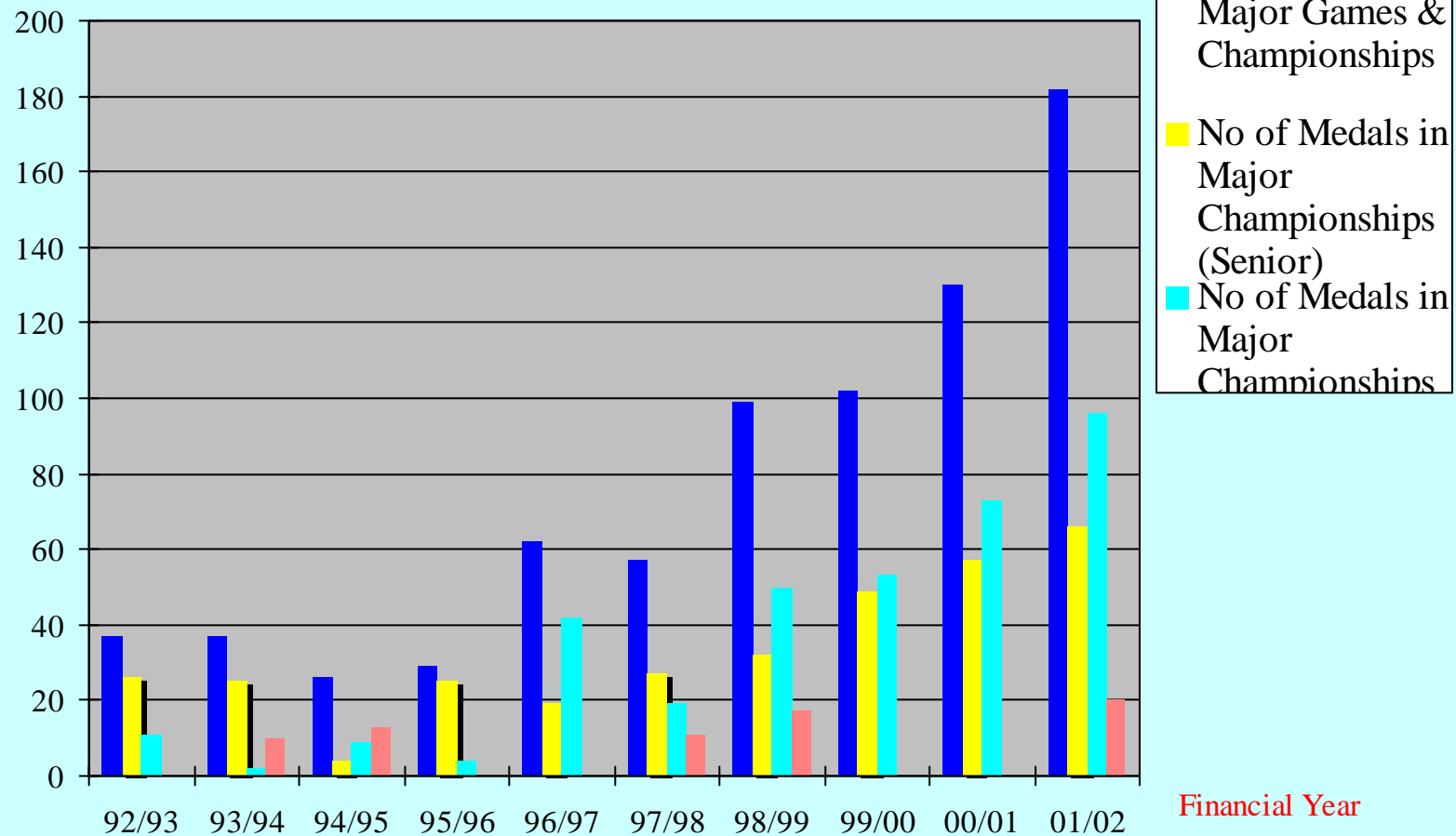
Objectives of HKSI





No. of Medals Achieved in Major Games & Championships in last 10 years

No. of Medals



Financial Year



Athlete Centered

Coach Driven



Coaching Team

Career Path



Professional Development

Continuing Education

Coaching

Pastoral Care

Mentoring

*Coaching
Apprenticeship*

Athlete

Career Path



Education

Career Development

Skills Training

Civic Education

Health Monitoring

Injury Prevention & Rehabilitation

Scientific Assessment & Monitoring

Research & Performance Analysis

Clinical and Scientific Team

Career Path



Professional Development

Continuing Education

Athlete Welfare

Publicity/Promotion

Facilities

Sponsorship/Fundraising

Support and Development

Planning, Monitoring, Facilitations, Coordination



Partnership and Conflicts

The Conflicts

- Employment / Reporting line of coaches
- Resources allocation
- Monitoring of elite programmes
- Selection of squads
- Ownership of athletes

“Trespassing on the autonomy and independence of the voluntary sports movement”

Partnership and Conflicts


NSA Officials – elected members

- Change of office – direction, relationship
- Conflict of interest
- Competition for resources
- Difference in focus, believe, value, priorities, etc.

Partnership and Conflicts



HKSI – Head Coach Driven

- Accountable for result and resources
 - Autonomy in programme planning
 - Authority in selection of events and athletes
 - Day-to-day operation need flexibility for quick decisions
- 

Partnership and Conflicts

Why HKSI?

- Established, effective model
- Uniform condition of service
- Clear cut job description
- Monitoring of performance
- Sharing of resources
- Comprehensive support and monitoring systems

Partnership and Conflicts

HKSI – An open and transparent approach

- Established, effective model
- Uniform condition of service
- Clear cut job description
- Monitoring of performance
- Sharing of resources
- Comprehensive support and monitoring systems

Partnership with Sports



Ingredients of Success

- Shared vision
 - Shared Value
 - Shared resources
 - Mutual respect
 - Cooperation
 - Compromise
 - Leadership
- 

Leading or Responding – Issue Arisen and How to Overcome

✓ Successful Experience – Head Coach Leading

- Free hand and full trust
- Financial and administrative support
- Total cooperation
- Windsurfing, Cycling, Rowing, Squash, Fencing

Leading or Responding – Issue Arisen and How to Overcome

☞ More Hands On Sports – Respond and Control

- Special Working Groups
- Frequent updates
- Consultation in decisions
- Accommodate differences - compromise
- Maintain balance of control
 - HKSI – policy and resources
 - NSA - sanction of national teams and own policy

Leading or Responding – Issue Arisen and How to Overcome


▣ Less Experienced Sports – Lead and Guide

- Establish / Maintain partnership
- Advice on successful experience

Partnership with Sports



Opportunities for Improvement

- ✦ New sports structure in Hong Kong
 - ✦ Elite sports status
 - ✦ Continuous dialogues and partnership with all stakeholders
 - ✦ Memorandum of Understanding with NSAs – more defined roles and responsibilities
- 

Partnership with Sports

Conclusion

- ☞ Build on successful experience
- ☞ More define roles and responsibilities
- ☞ No one rule for all
- ☞ Adapt and adopt to changes
- ☞ Open mind for indifferences
- ☞ Continuous communication, cooperation on common goals

International Elite Sports Forum III



**Developing Partnership with Sports:
How Do We Go About It – Lead or Response**

Thank You

Presented by: Cindy Leung
Sports Development Manager
Hong Kong Sports Development Board

