



**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



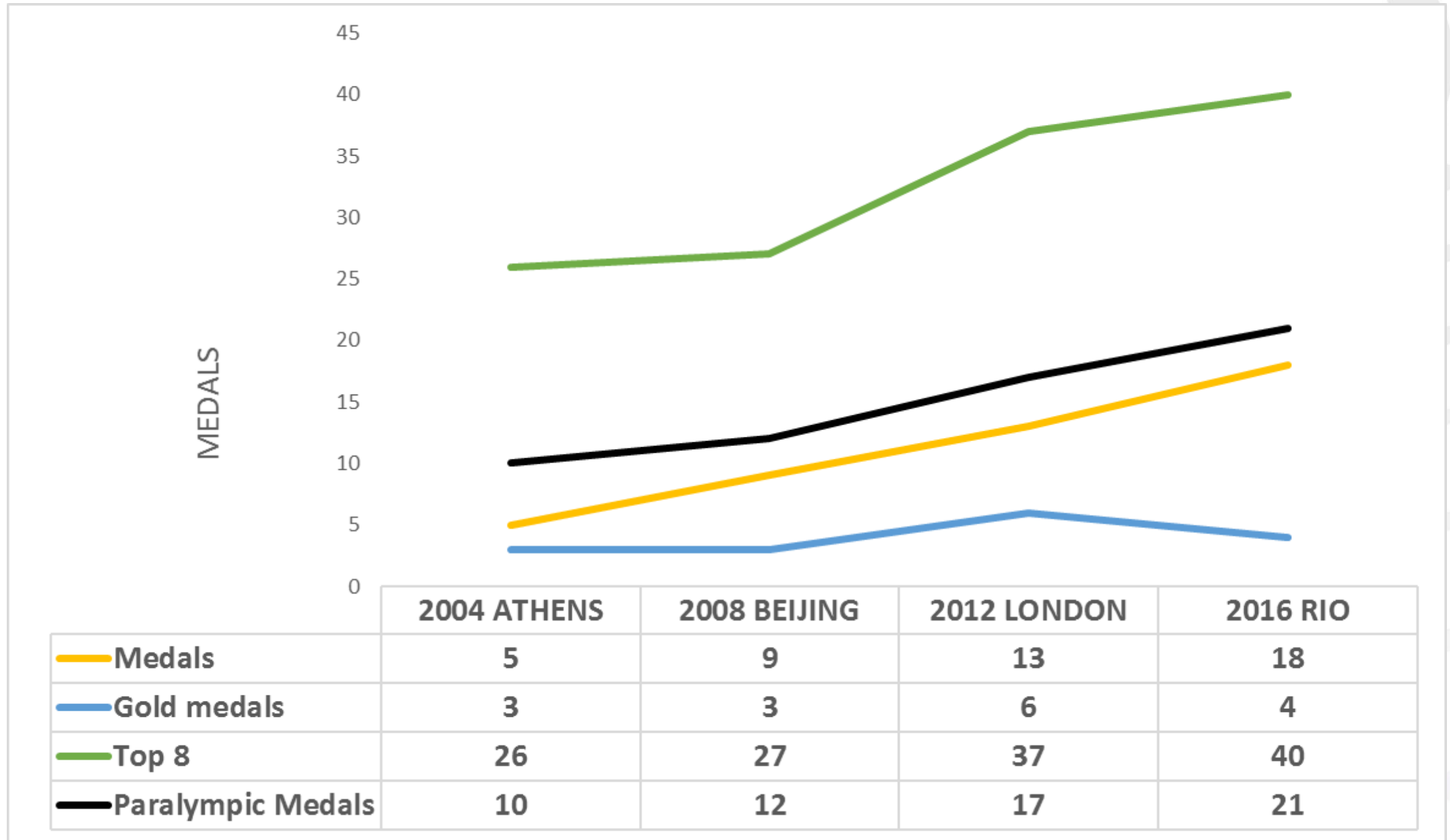


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The New Zealand Experience

**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

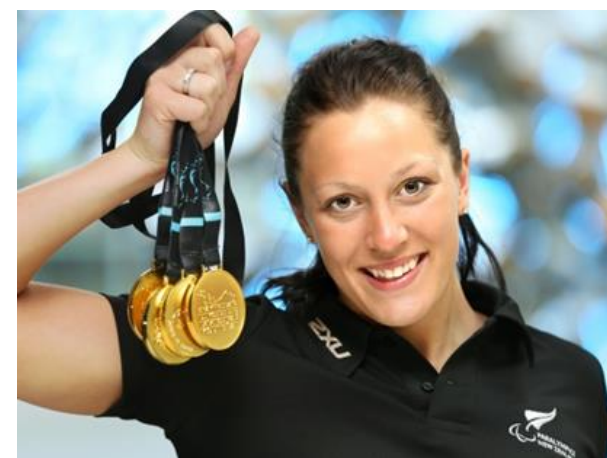
Inspiring the nation through more New Zealanders winning on the world stage

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:

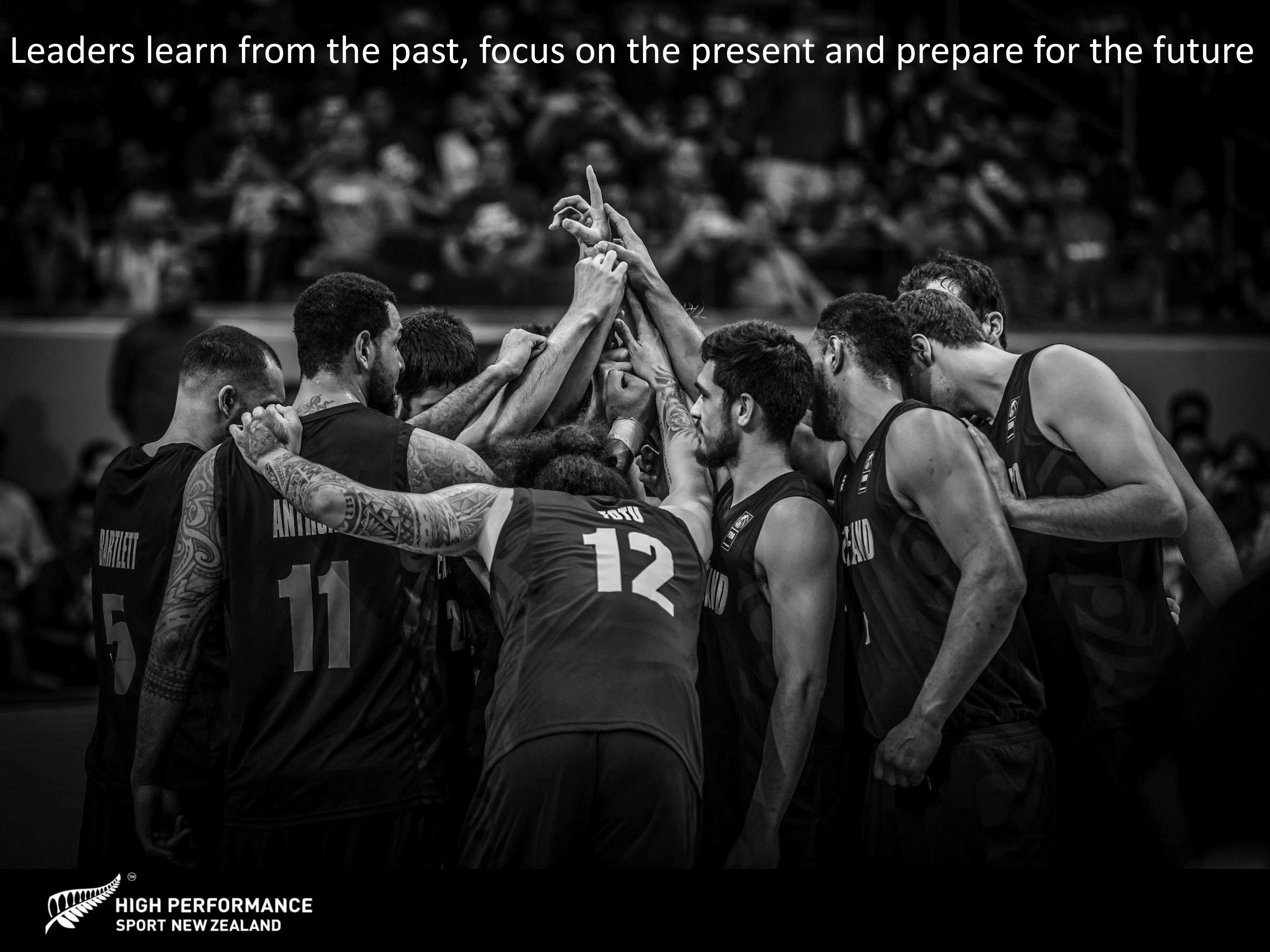
1. Leadership

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



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Develop

Leadership Capability

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

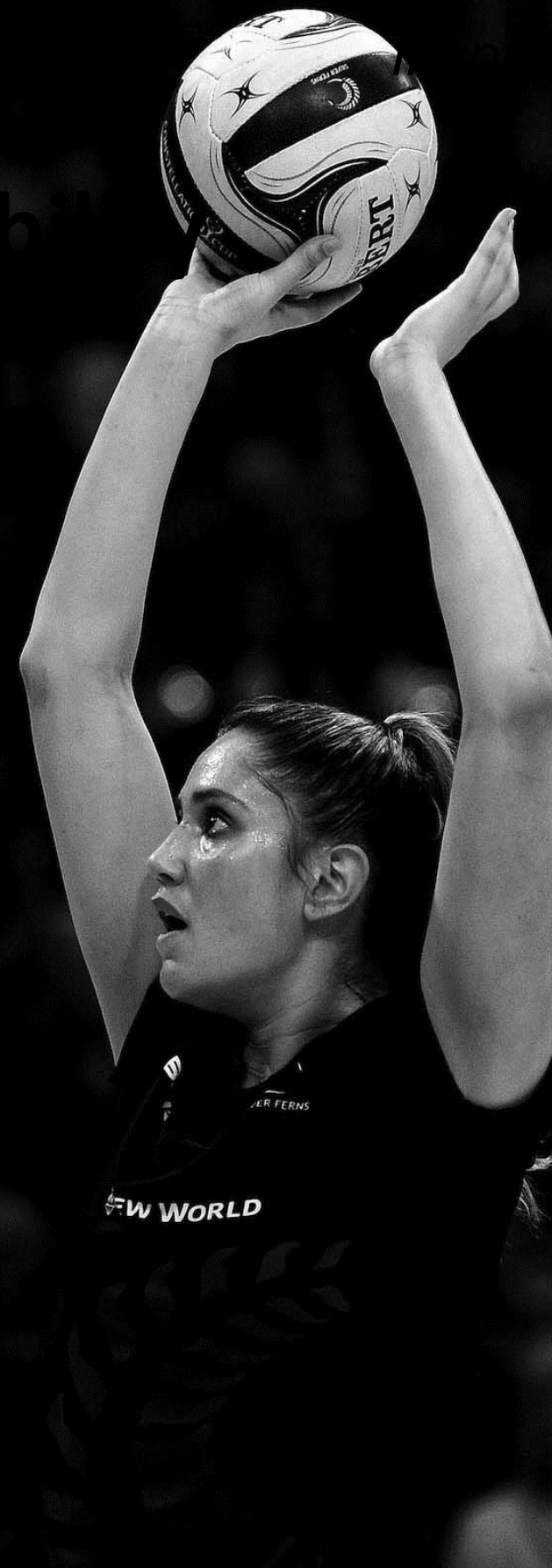
Connect

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

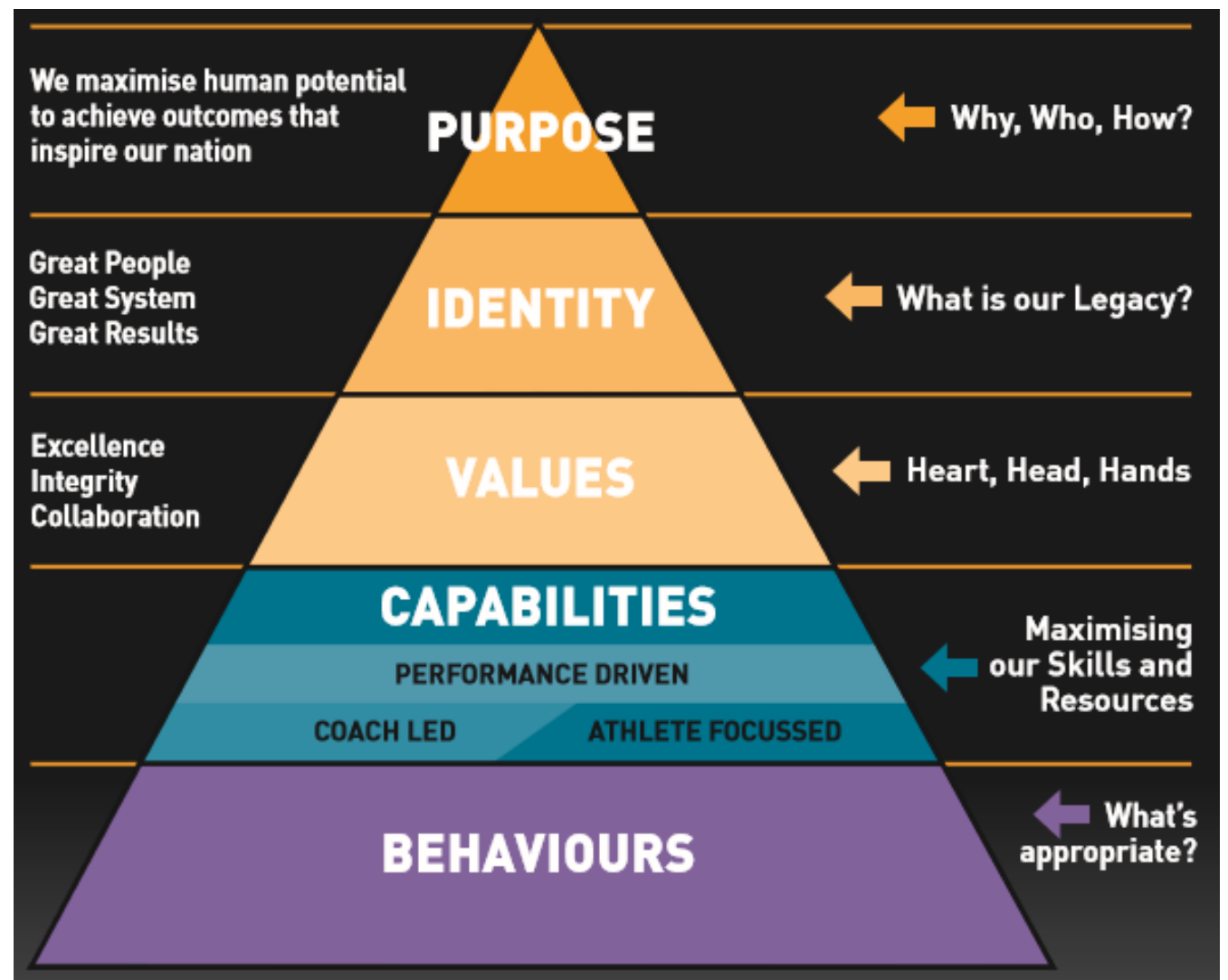


Pmpgenesis

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.”





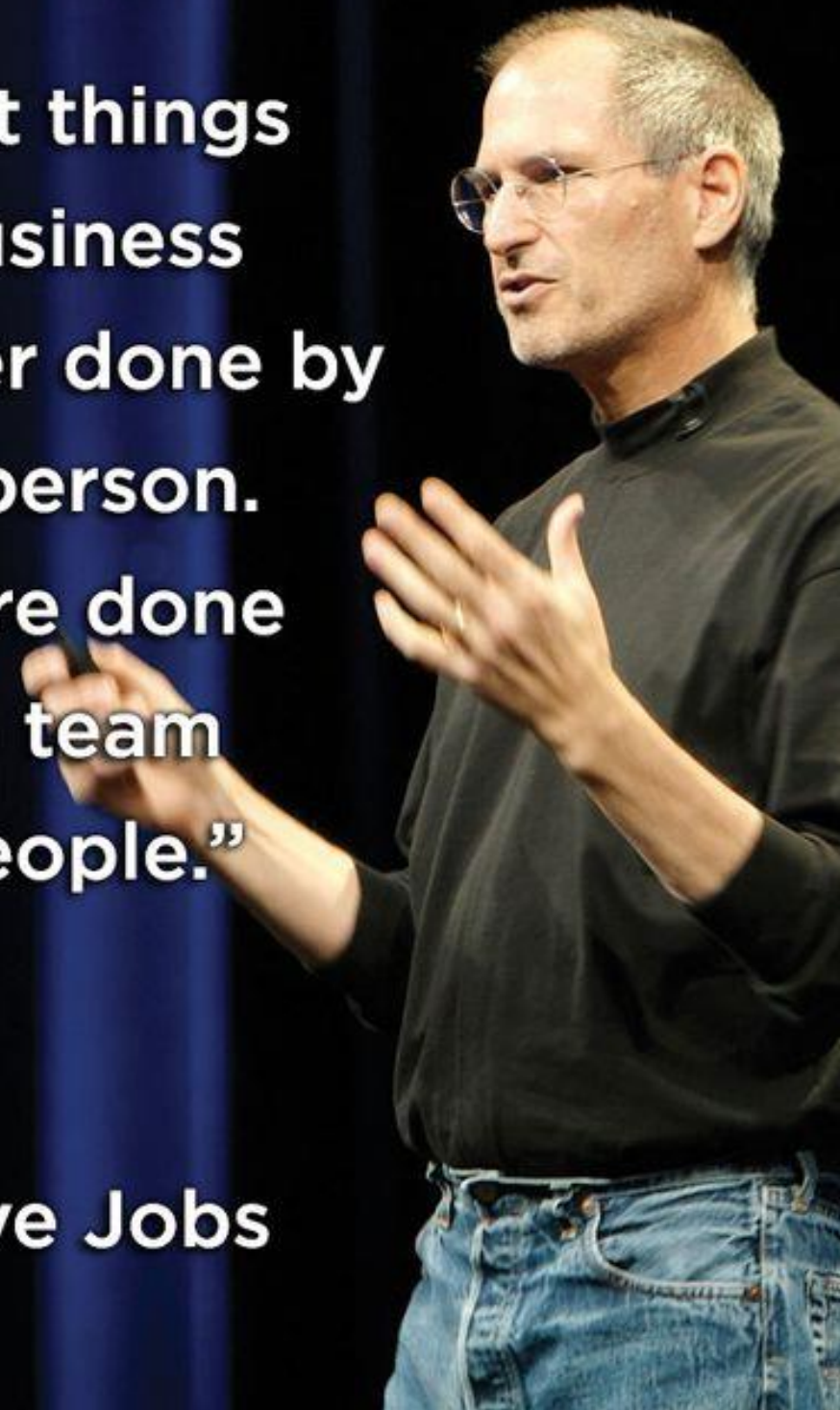
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ATTRACT

- **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

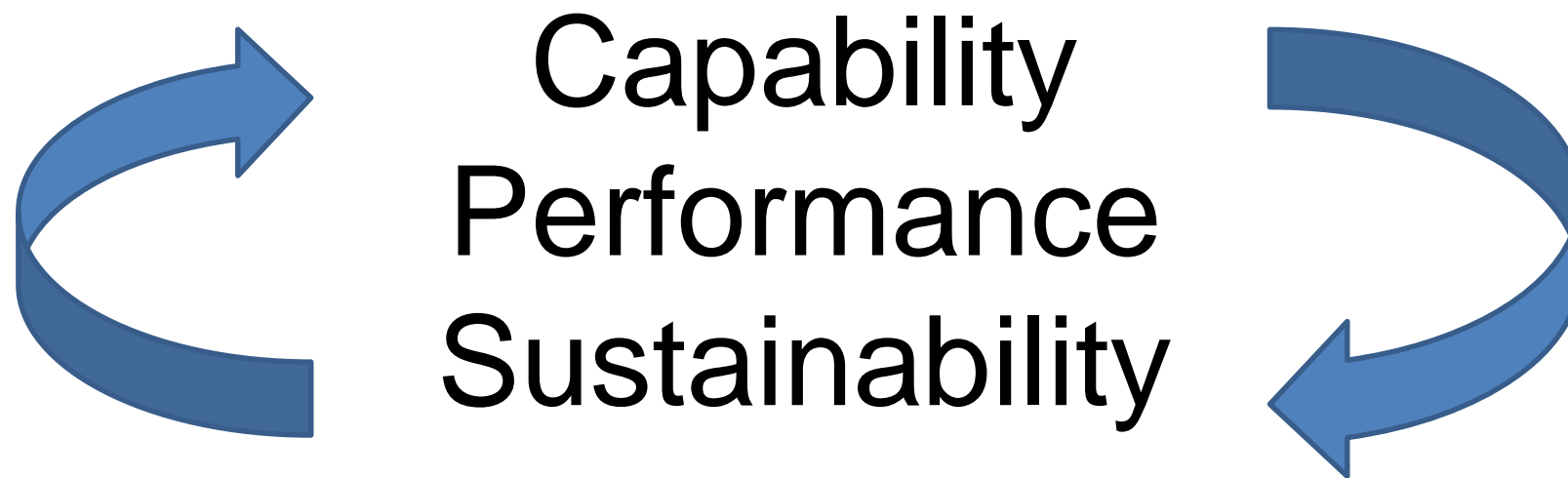
- The ability to apply knowledge and skills to support performance

Capability Building

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



Building Capability



Why:

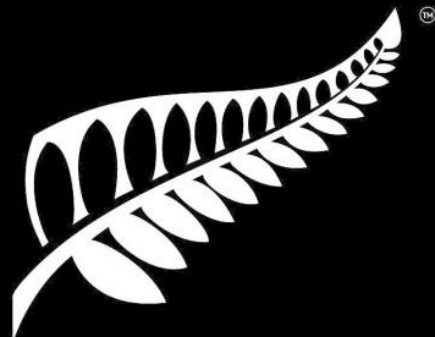
- Capability enables current performance
- Building capability over time enables future performance and sustainability

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?

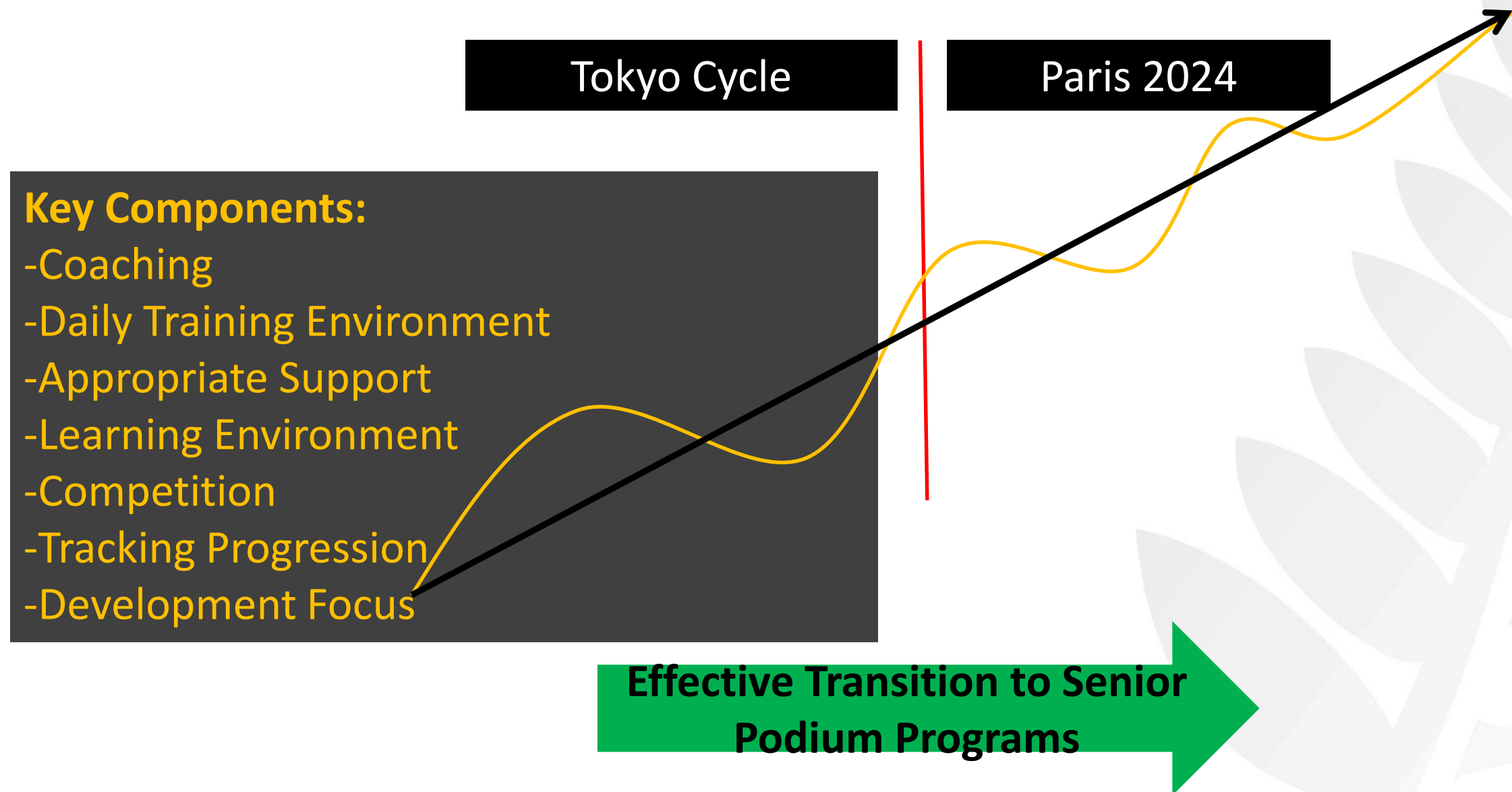
Sports Institute role = build NSO capability to develop integrated athlete pathways, identify and meet athlete needs and track development

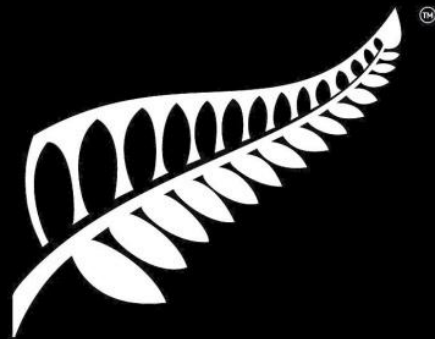
NSOs role = deliver the number and quality of athletes required across their pathway to ensure sustainable success

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



Athlete Development Pathways





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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



