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# **DRAWING IT TOGETHER: KEY MESSAGES AND THEMES**

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# Keynote Messages

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- **The Power of Change (Mark)**
  - Challenge of radical change
  - Business and athlete performance critical
  - Whole team focus on winning
  - Always pushing at the edges
  - Jordan - Always aim to punch above your weight
  
- **Cirque de Soliel (Bernard)**
  - Rich learning environment
  - Embracing international diversity
  - Search for alternatives to existing beliefs
  - Performer empowered to make judgements
  - Confronting the issues



## WHAT DOES AN EFFECTIVE INSTITUTE LOOK LIKE?

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### 1. WHAT ARE THE PRIMARY FACTORS OF INSTITUTE SUCCESS? HOW DO YOU MEASURE IT?

- High performance focus
- Adds value to the athlete
- Positive culture
- Quality business model
- Quality people
- Partnerships
- Integrated support
- Continuous learning

### 2. IS MEDAL SUCCESS THE ONLY THING OF IMPORTANCE?

- VERY important but not the only thing
- Performance improvement
- Not at any cost



## WHAT DOES AN EFFECTIVE INSTITUTE LOOK LIKE?

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### 3. HOW DO YOU MEASURE THE EFFECTIVENESS OF SUPPORT PROVIDED?

- **With difficulty!**
- **Tracking demand/ uptake/ response times/ retention – quality?**
- **Effectiveness based on outcome - Results/ Medals/performance improvement**
- **Compare investment and results with the rest of the world**
- **Health of the athlete**
- **Depth of talent progressing**
- **Need combination of internal / external /objective and subjective methods**
- **Based on international standards**
- **Right people/right time**
- **Need to create a more sophisticated instrument?**

### 4. HOW DO YOU KNOW WHAT IS BEING PROVIDED IS MAKING THE PERFORMANCE DIFFERENCE?

- **With difficulty! Multi dimensional nature of performance**
- **Use of scientific facts and knowledge to decide that it might do**
- **Endorsement of athletes and coaches but learn to be own best critic**



## 1. AIM

- **Maximise the potential of the athlete**
- **Holistic approach to problem solving/ decision making**
- **Through communication and teamwork**
- **Focus on a common objective**
- **Management, coordination and integration of support and service provision**
- **Flexible - proactive or reactive**
- **Educates the team**
- **Improves planning**

## 2. ISSUES AND CHALLENGES (PLUS BARRIERS)

- **Gaining commitment**
- **Retain coach accountability/ protection of athlete - service overload**
- **People development**
- **Communication**
- **Decentralisation - Resource intensive**



### 3. WHICH APPROACHES HAVE WORKED WELL (STRENGTHS)

- **Staff athlete centred, flexible and embrace holistic philosophy**
- **Coaches who can manage the interaction and relationships.**
- **Case conference format**
- **Performance/predictive data shared**
- **Operational area small – ease of bringing people together**
- **Education of the athlete also a priority**

### 4. PLANS FOR THE FUTURE (WEAKNESSES/FURTHER IMPROVEMENTS)

- **Enhanced scheduling**
- **Input to coach education process**
- **Build capacity - to deliver quality services in a decentralised programme.**
- **Improve communication at all levels**
- **Expand service delivery**
- **Investment in new technologies**
- **More international collaboration**



# SUPPORTING ATHLETES REMOTELY

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## 1. AIM

- **Meeting athletes needs -services to athletes rather than athletes to services**
- **Same quality provision by quality staff**
- **Examples of solutions**
  - **Technological solutions**
  - **GPS for HR monitoring for kayak**
  - **Web enabled on line service provision, e-mail, video**
  - **Templates for the athlete to fill in and download every day for monitoring**
  - **International training base close to main competition opportunities**

## 2. ISSUES AND CHALLENGES (AND BARRIERS TO APPROACH)

- **Coordination / communication**
- **Personnel development in remote areas and intensity of remote camps**
- **Quality assurance of the services and expense**
- **Coping skills of athletes and confidence in remote providers**
- **Lack of 'intimate knowledge' of athlete's training performance**
- **Negotiating international training camp access – managing conflicts**



### 3. WHICH APPROACHES HAVE WORKED WELL (STRENGTHS)

- **Committed athletes, coach and support staff**
- **People are valued**
- **Communication channels open and frequently accessed**
- **Effective technology - Internet lectures, video coaching**
- **International links between high performance training centres**

### 4. PLANS FOR THE FUTURE (WEAKNESSES TO BE CORRECTED)

- **Staff training - technology and communication**
- **Athlete training to manage autonomy and access to services**
- **Closer training monitoring through performance databases**
- **More proactive anti doping education**
- **Consider 'Athlete Service Manager' role**
- **Address quality assurance**
- **More international agreements**





# Future & Next Forum

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- **More collaboration - international agreements**
  - Training camp access and training partners
  - Support services e.g. medical
  - Knowledge exchange
  - Study visits
- **Further develop models to measure effectiveness of Institutes (source business examples)**