

Managing on a Margin



Michelle Brown

Director, Performance Operations & Strategic Planning
United States Olympic Committee

decision
making

Margin of Performance

Sochi Men's 4 Man Bobsled

6m

4m

2m

GOLD 2ND

3RD

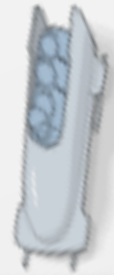
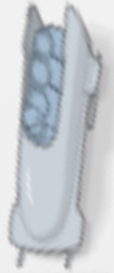
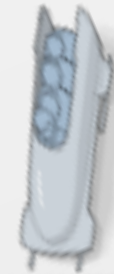
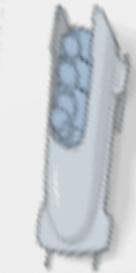
4TH

5TH

6TH

7TH

8TH



61 cm

2.6 m

2.8 m

3.4 m

5.5 m

6.2 m

7.8 m



VS.



Input = Output

Input \neq Output

$$\text{Input} + \text{Throughput} \\ = \text{Output}$$

It doesn't matter how many resources you have.



If you don't know how to use them,
it will never be enough.

Conscious Decision Making?



Q.

**Resource
Margin**



**Performance
Margin**



**Seeking
Excellence**

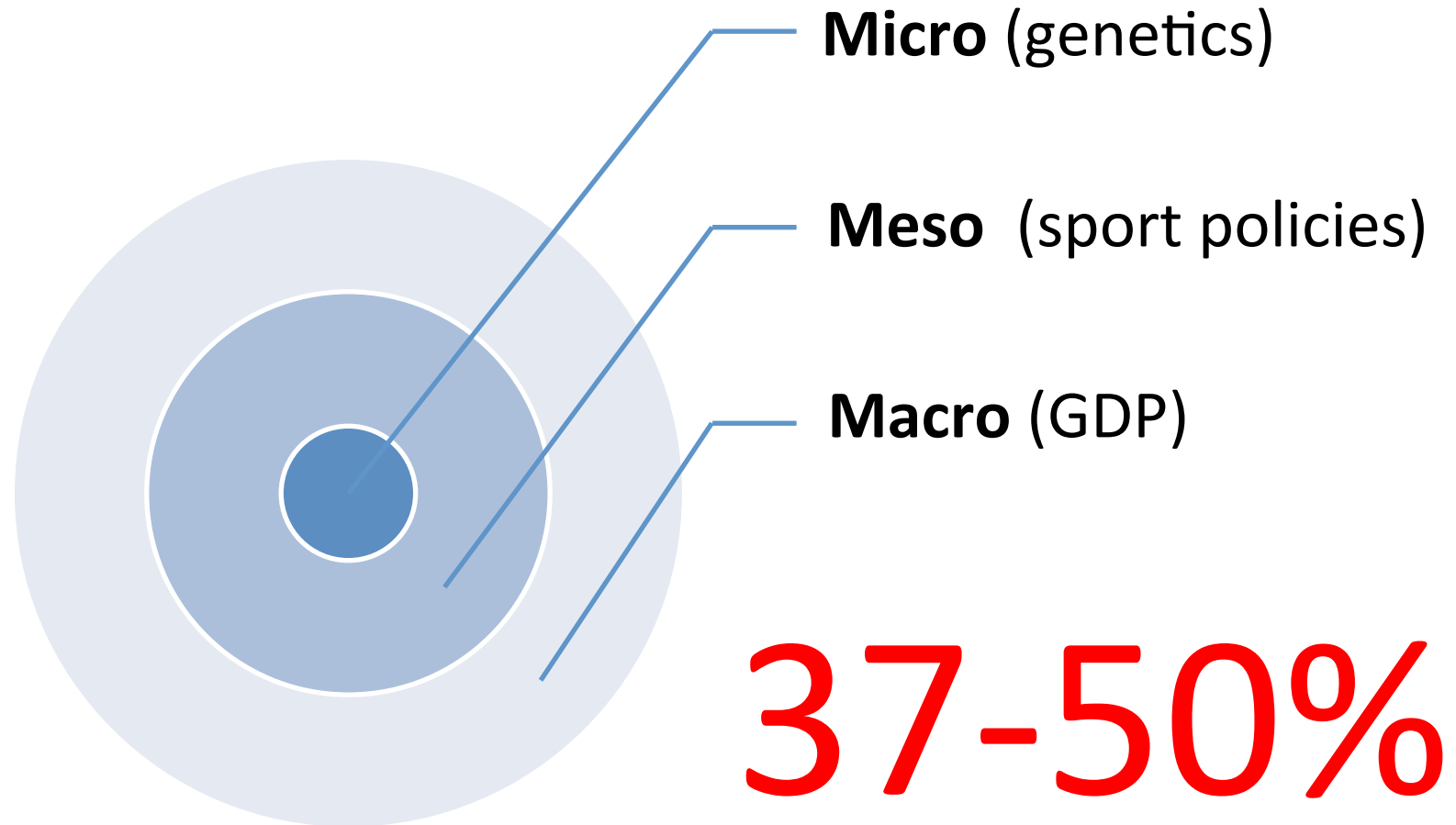




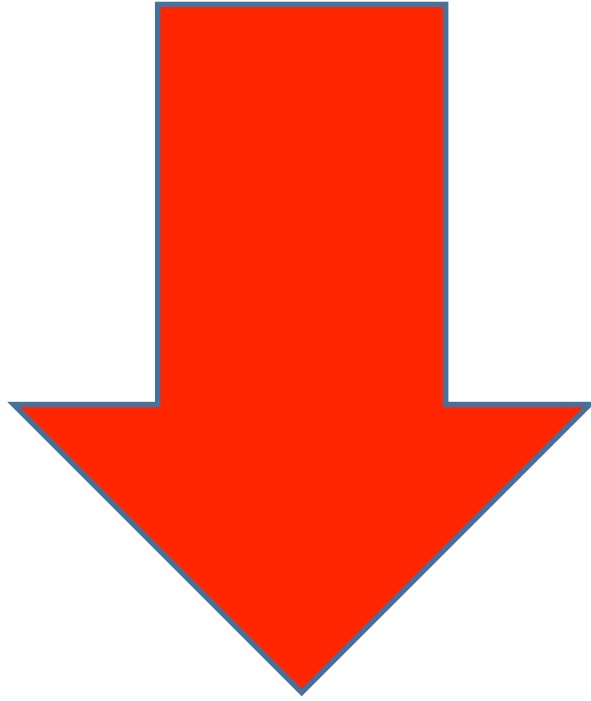
part 1

RESOURCE MARGIN

Sport Performance Factors



Source: De Bosscher et al. (2003), De Bosscher et al. (2008), Truyens & De Bosscher (2013)



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and fresh air, on
China bike trip

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Writer feels
happiness
about family's
home life



Sampling the
fare from Silk
Road



Such charm!
History,
elephants, tea,
Buddhism

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Vietnam to focus investment in 5 Olympic sports

Jun 17, 2015

HO CHI MINH CITY, June 17 (Xinhua) -- Vietnam will center investment on some 50 athletes in the five sports of track and field, gymnastics, shooting, swimming and weightlifting, local newspaper Tien Phong (Pioneer) on Wednesday quoted a sports official as saying.

Vietnam has prominent athletes in the five sports who are hoped to win medals at Olympic Games, said Tran Duc Phan, deputy general director of the country's General Department of Sports and Physical Training.

Vietnam will not focus investment on taekwondo athletes like it has done, Phan said, explaining that it is hard for them to gain medals at Olympic Games. "At Olympic London 2012, even South Korea, the birthplace of taekwondo, did not grab taekwondo medals," he said.

Vietnam made its Olympic debut at the 1980 Moscow Games, but the country had to wait 20 years for its first Olympic medal, a silver won by taekwondo athlete Tran Hieu Ngan in the women's 57-kg weight category.

At the 28th Southeast Asia (SEA) Games which concluded on Tuesday in Singapore, Vietnam finished third (after Thailand and Singapore), bagging home 73 golds, 53 silvers and 60 bronzes.

SPORT OLYMPICS

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Rio 2016: Four sports suffer Olympic funding cut

4 February 2014
Last updated at 15:18 GMT



Basketball, synchronised swimming, water polo and weightlifting have all had their Olympic funding withdrawn.

UK Sport has decided to put money into other sports ahead of the Rio Games in 2016 and Tokyo 2020.

Three Paralympic sports - wheelchair fencing, goalball and five-a-side football - have suffered the same fate.

UK Sport chief executive Liz Nicholls said it would be "high risk" to continue funding sports with little chance of winning a medal by 2020.

Olympic funding - the losers

	2012	2016/2020	%
Basketball	£0 (but increased to £7m on appeal in 2013)	£0	-100%
Synchronised swimming	£4.3m	£0	-100%
Water polo	£4.5m	£0	-100%
Weightlifting	£1.8m	£0	-100%
Badminton	£5.9m	£5.7m	-4%
Swimming	£21.4m	£20.8m	-3%

Around £350m will be spent preparing Britain's best medal chances at both the Olympics and Paralympics. The sports that have missed out have until March to lodge an appeal.

British Basketball reacted to the news with "disappointment" and claimed the UK Sport funding system "appears to show bias against team and emerging sport".

The sport was in a similar position a year ago, but managed to win funding for a further year on appeal. Now that money has gone completely.

"The basketball community at home and

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MSN UK 17 hrs ago

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Zero tolerance to



Sport in UK fac

Namibia: Sport Code Classification Under Review

Tagged: [Namibia](#) • [Southern Africa](#) • [Sport](#)



The Namibia Sports Commission has begun re-assessing the classification of sport codes in the country.

According to acting chief administrator Harald Fülle, the NSC engaged its affiliates on 22 July regarding an update on prioritisation and categorisation of all codes.

Fülle said the framework criteria for the ranking of sport codes, which is presently in its first phase of planning, will primarily focus on participation, governance and leadership, development, international achievement and national interest.

"The framework criteria are based on foundations that will develop Namibian sport and assist in meeting other national objectives," said Fülle.

At the moment, the country's sport codes are ranked in alphabetical categories ranging from A to D, a basis used to determine government grants allocated to the codes.

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Freestyle up, skeleton way down in Own the Podium money this winter

DONNA SPENCER

CALGARY — The Canadian Press

Published Thursday, Oct. 23, 2014 2:10PM EDT

Last updated Thursday, Oct. 23, 2014 2:10PM EDT

0 comments



38



31



7

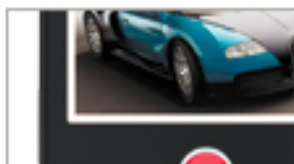


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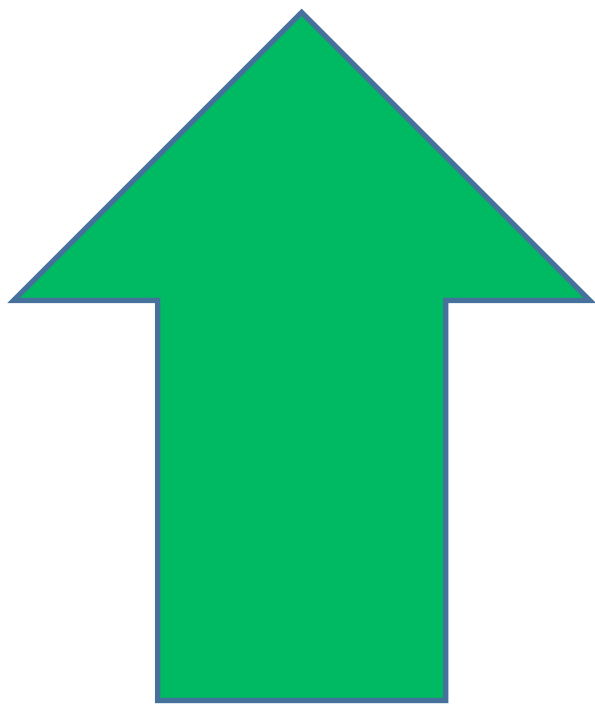


0

AA



The Canadian freestyle skiing program is getting a significant bump in Own the Podium funding this winter, while money for skeleton has been slashed almost to the bone.





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More success for Irish boxing, disappointment for Behan in Baku

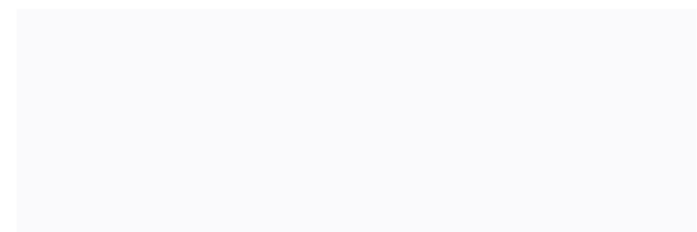
thejournal.ie By Paul Fennessy
18 June 2015 16:49



More success for Irish boxing, disappointment for Behan in Baku

Updated at 16.41

SEAN MCCOMB CONTINUED Irish boxing's positive start to the European Games, beating Ukraine's Tymur Beliak by a unanimous decision in their last 32 encounter today.



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Brazil's only Olympic worry? Getting enough medals: minister



By Damlan Wroclavsky
August 2, 2015 11:13 PM



Thursday, August 13, 2015

Podium Push

Published on Aug 12, 2015, 10:23 pm AST

By [Mark Pouchet](#)

Article

0 Comments

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The Ministry of Sport (MoS) announced a major new sports programme called 'Podium Push', which officials say is designed to supplement the Trinidad and Tobago Olympic Committee's (TTOC) drive to 10 golds by the 2024 Olympics goal. But officials failed to disclose the amount budgeted for the initiative.



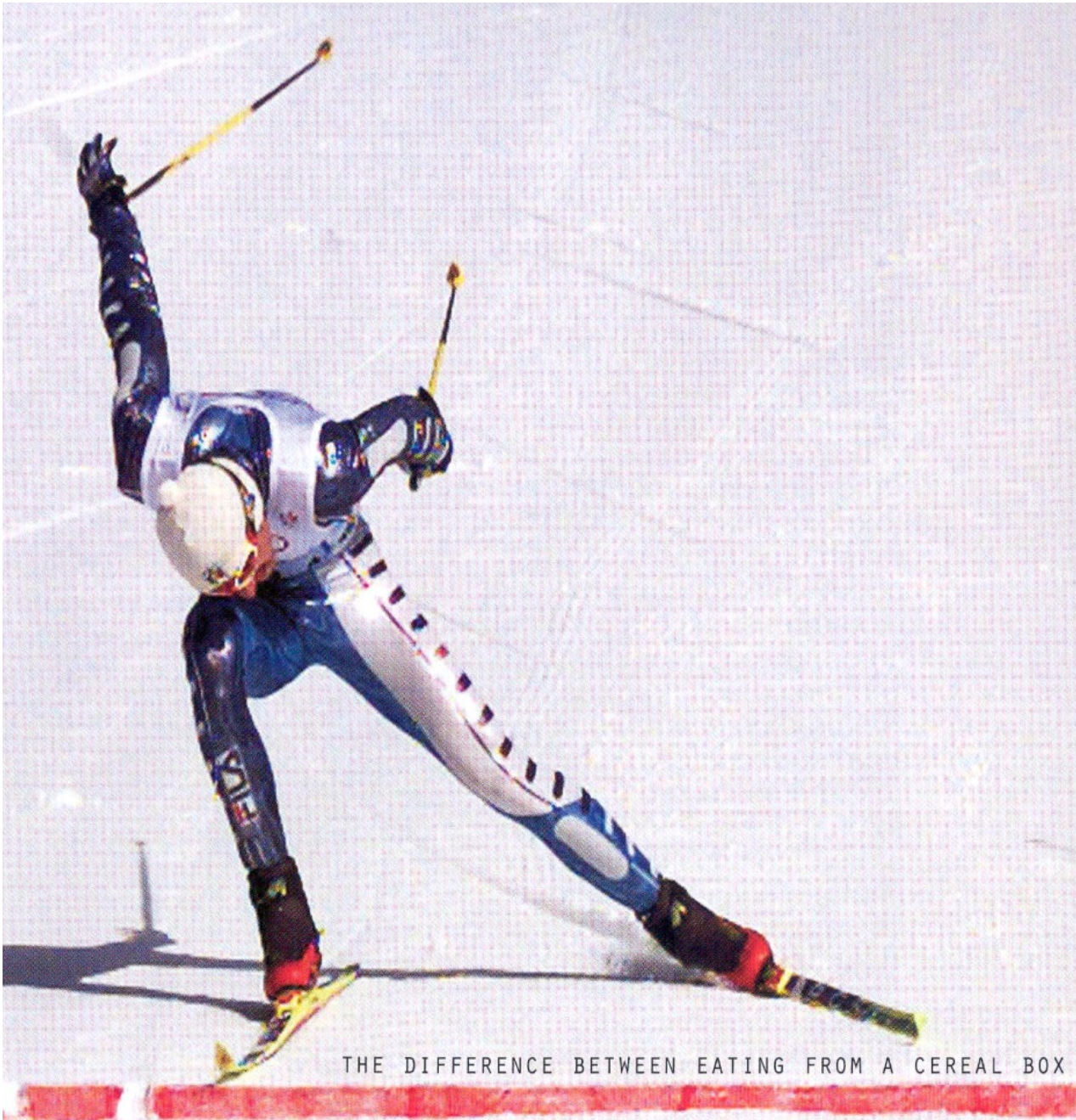
Summer ≈ 10,500 athletes, 950 medals

Winter ≈ 2,500 athletes, 300 medals

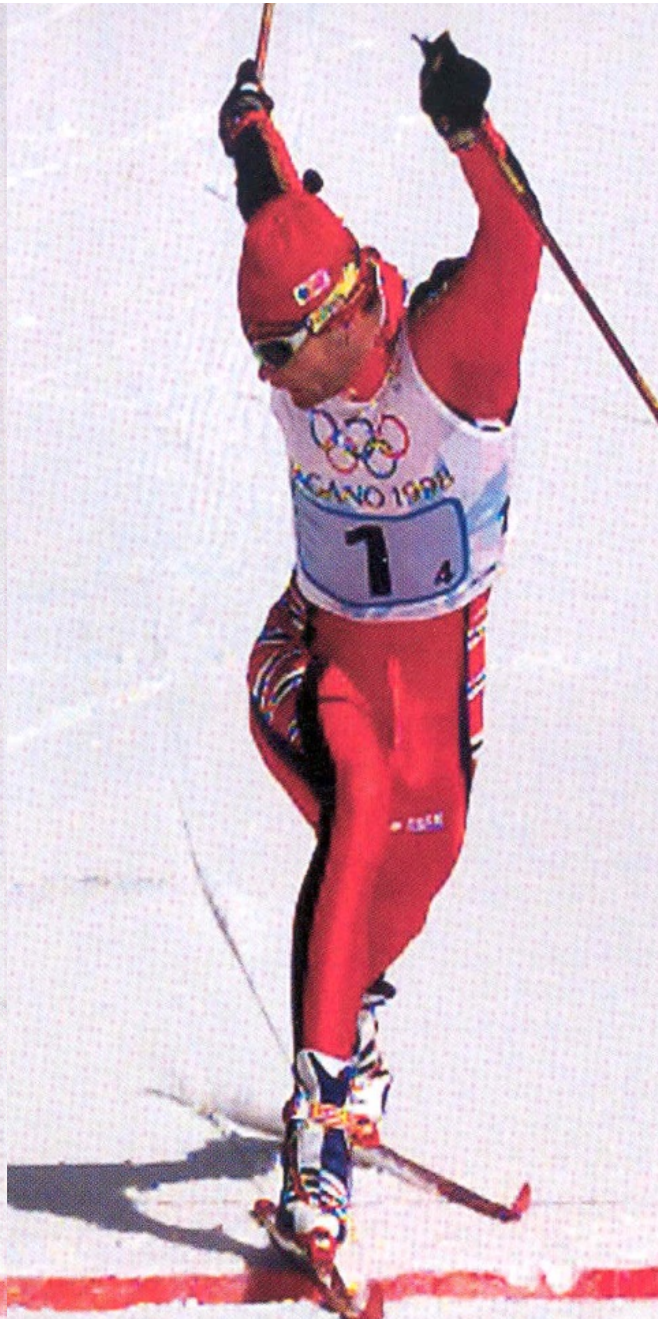


part 2

PERFORMANCE MARGIN















THE DIFFERENCE BETWEEN EATING FROM A CEREAL BOX









AND BEING ON ONE.

Men's 4x10km Cross Country Relay

1994	Time
 Italy 	1h41:15.0
 Norway 	1h41:15.4
 Finland 	1h42:15.6

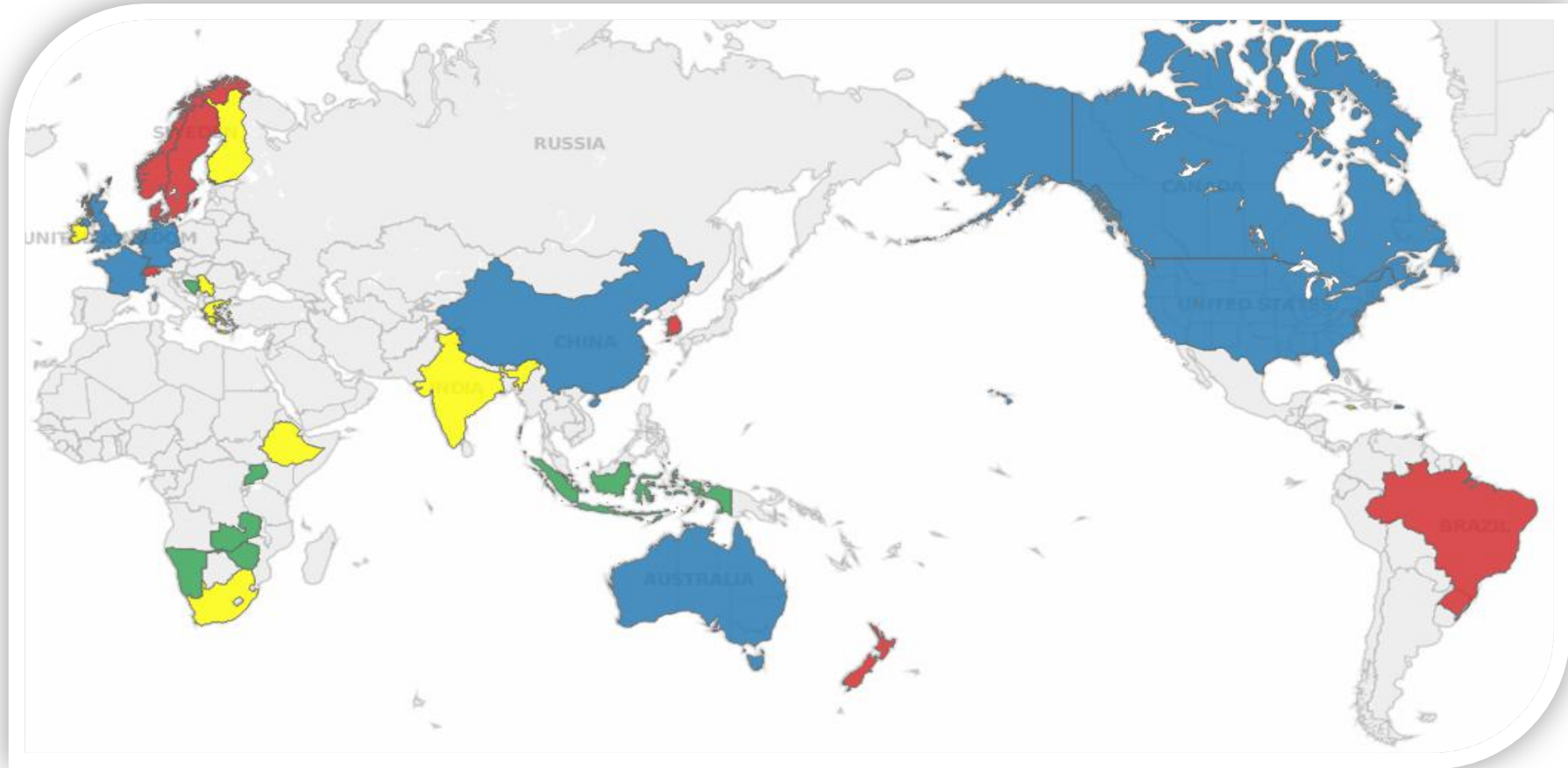
1998	Time
 Norway 	1h40:55.7
 Italy 	1h40:55.9
 Finland 	1h42:15.5

2002	Time
 Norway 	1h32:45.4
 Italy 	1h32:45.8
 Germany 	1h33:34.5

**3 Olympic Winter Games, 120km, 5 hours of competition
1 second total difference**

Research Profile

32 Olympic Organization Interview + Survey Research in 2014



1: Measures of Success

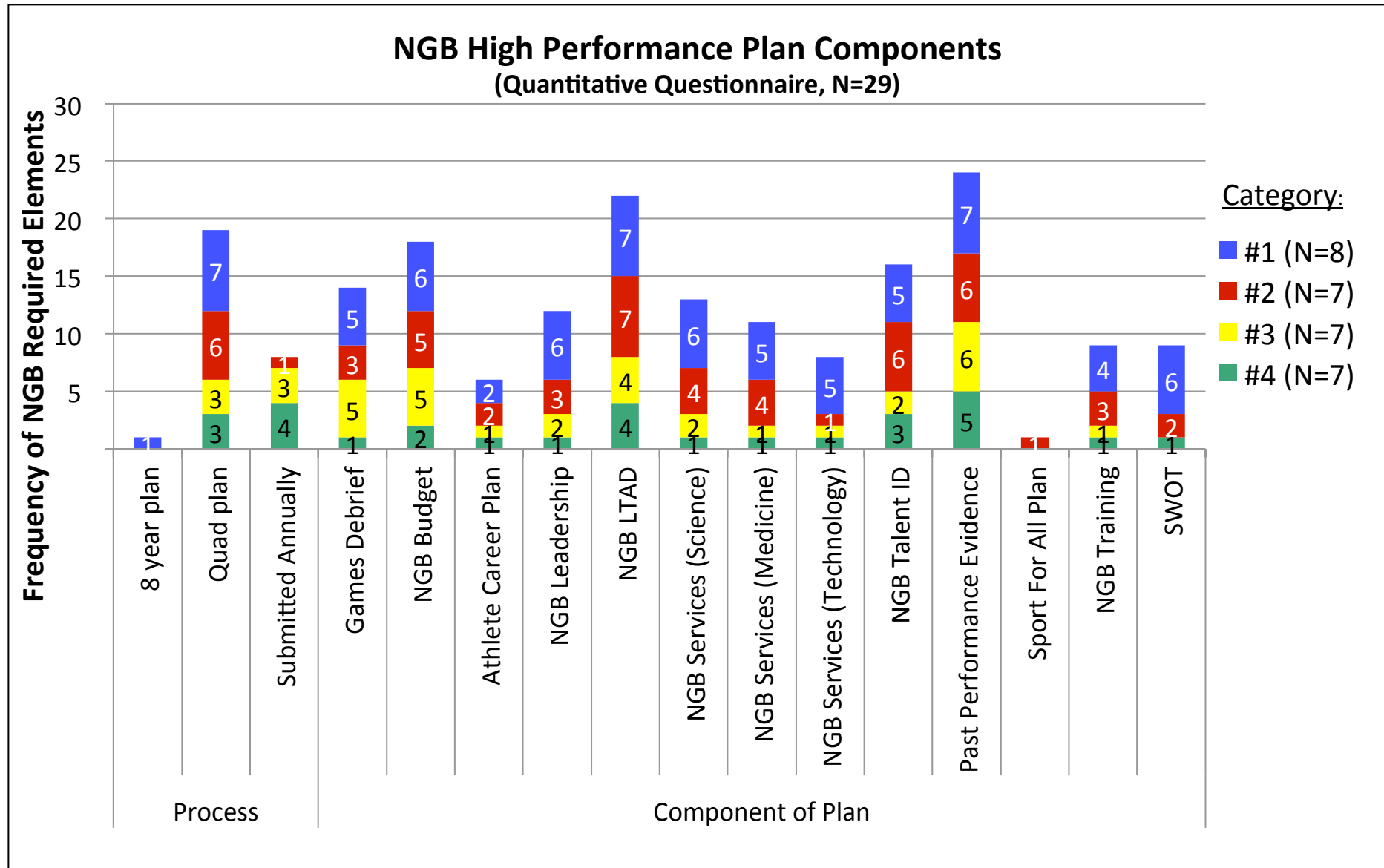
Medal Factors



Non-Medal Factors

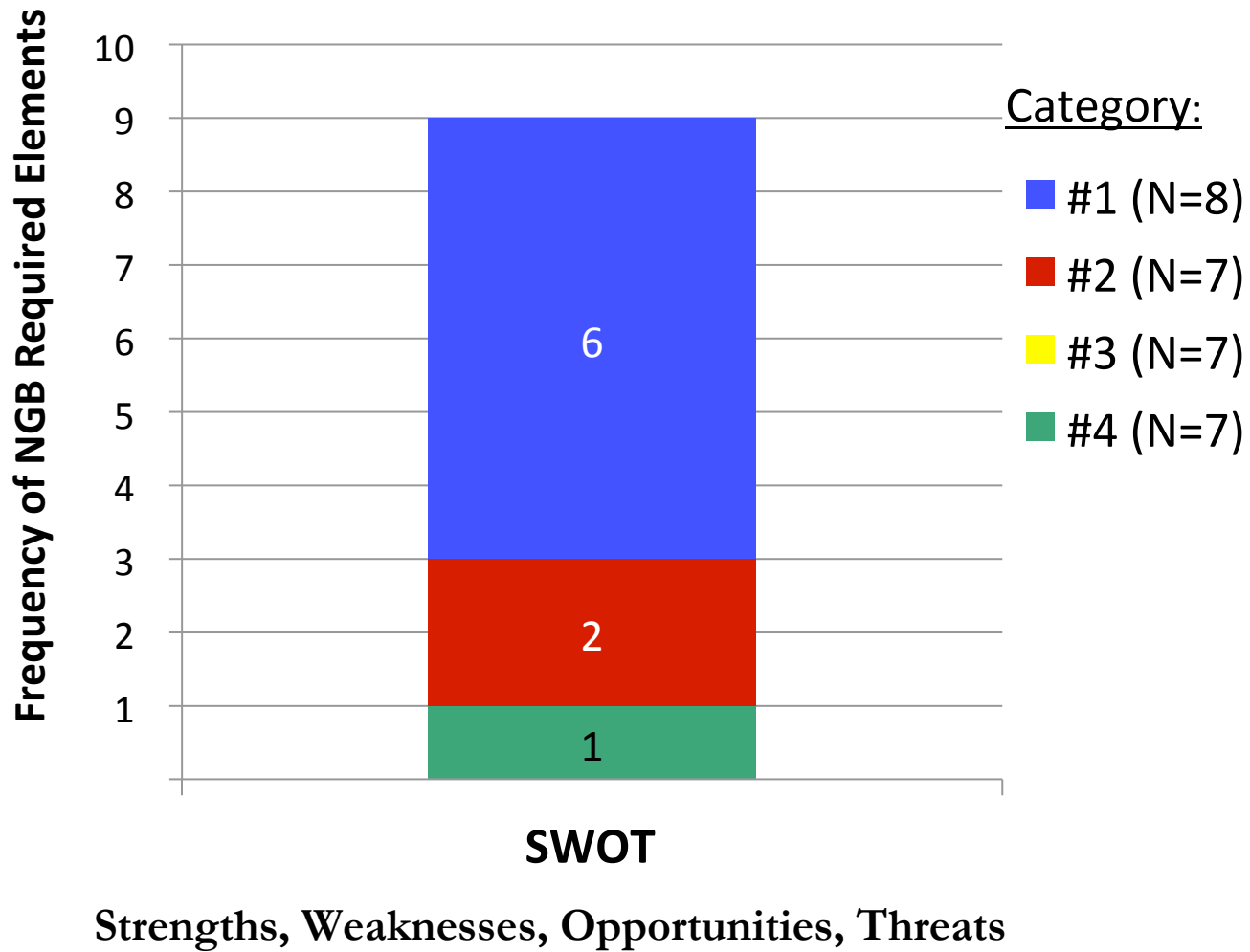


2: Focus on NF Planning

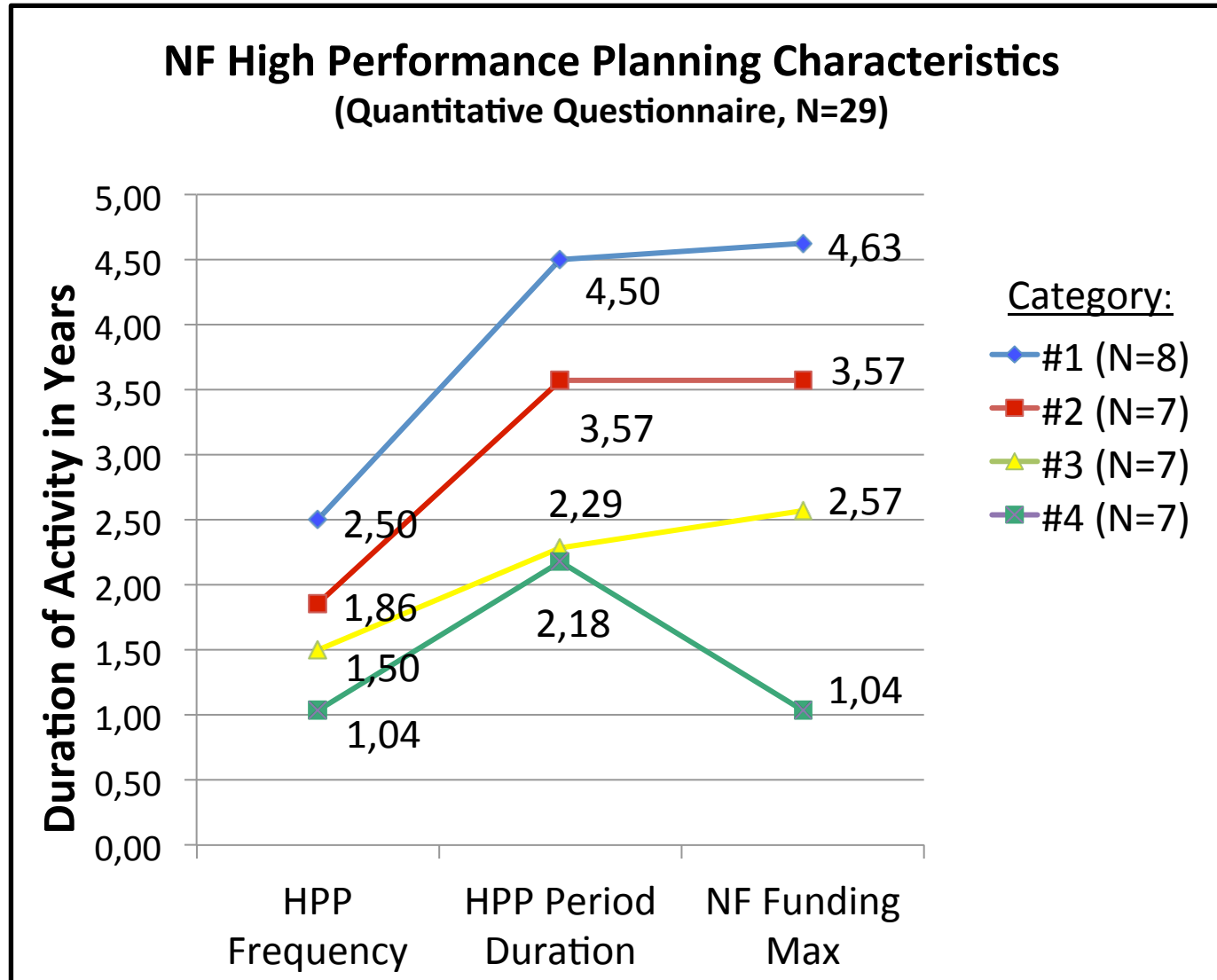


NF High Performance Plan Components

(Quantitative Questionnaire, N=29)



Focus on NF Planning, cont.



3: 'Source of Funding' Impact



4: Team Sport Expense



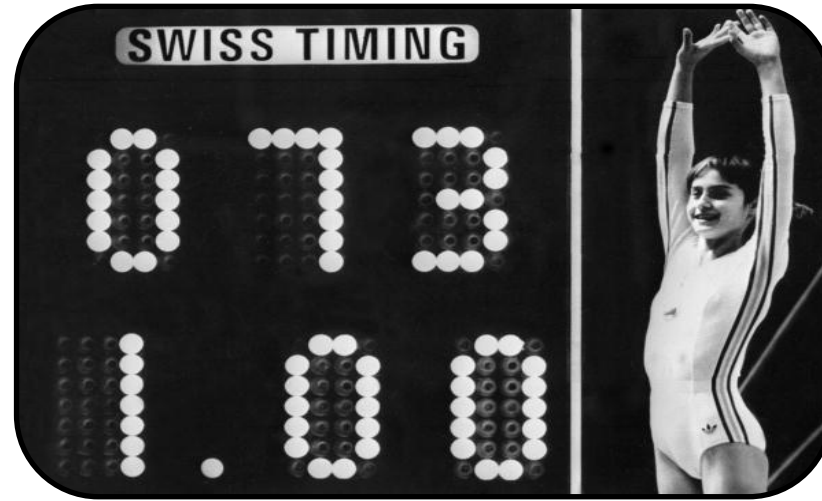
WE ALL
THINK
WE'RE SO
DIFFERENT.

“The strategy of my coach and me was that we looked at pictures of all the best pole vaulters from around the world, and we took the best parts from them, and we created a person that never existed. We then started to work toward being such a person”

*~ Sergey Bubka, Pole Vault
1988 Olympic Gold Medalist
21 Year World Record Holder*



Q.



part 3

SEEKING EXCELLENCE

“We have always done it that way”

The 7 most expensive words in business

Innovation

1890

**Scissor
Technique**





Western Roll

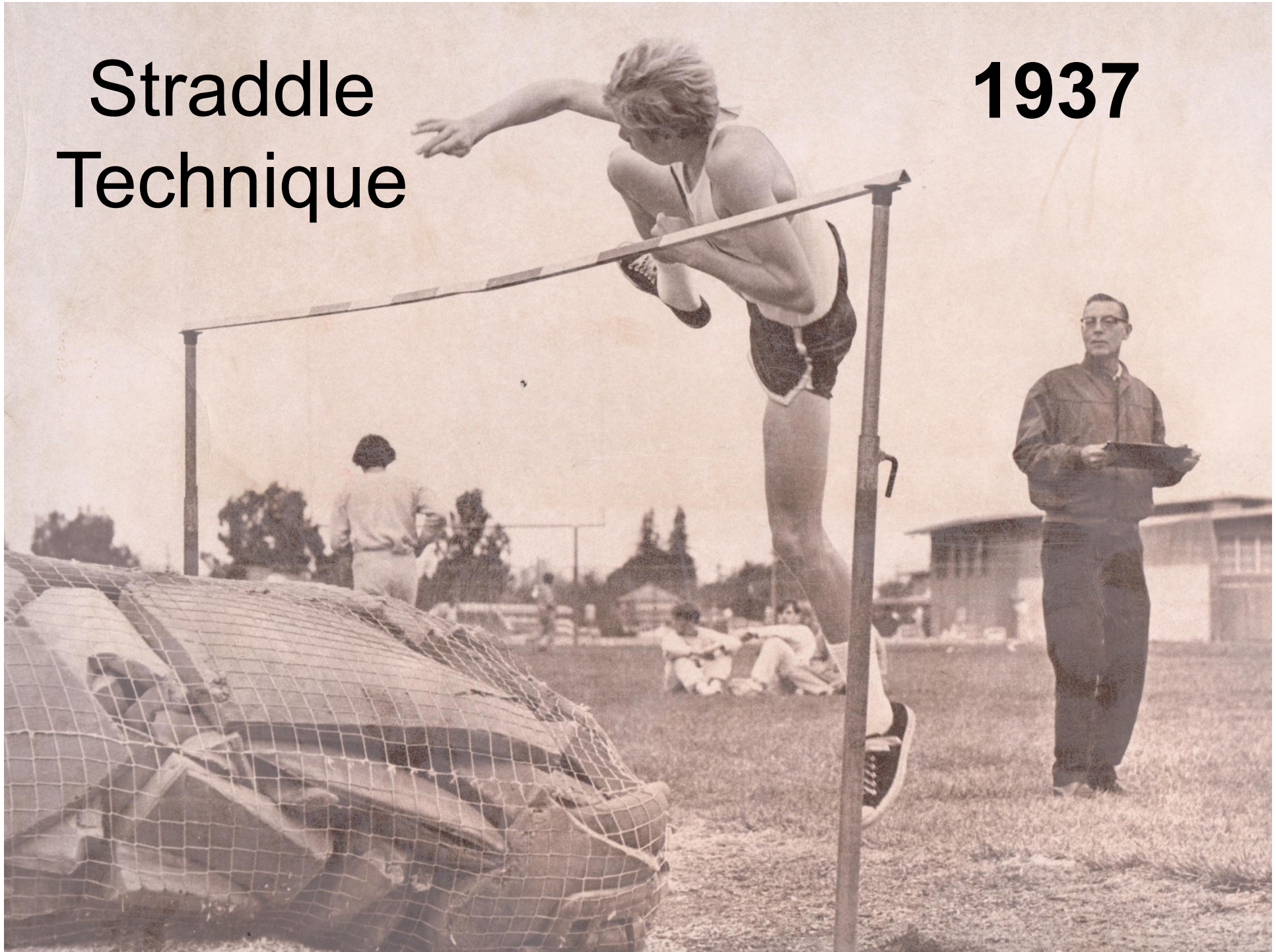
1912





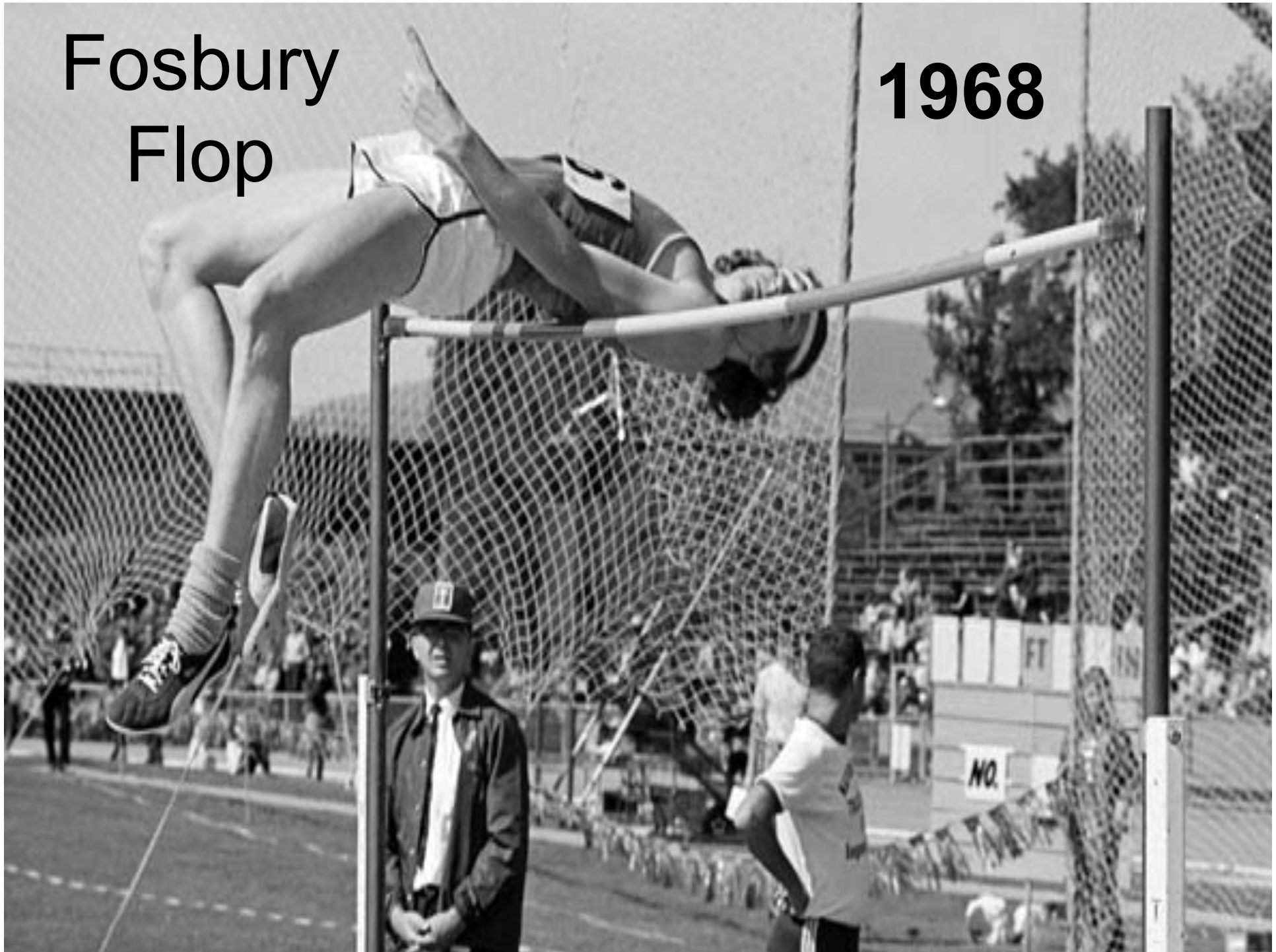
Straddle Technique

1937



Fosbury Flop

1968

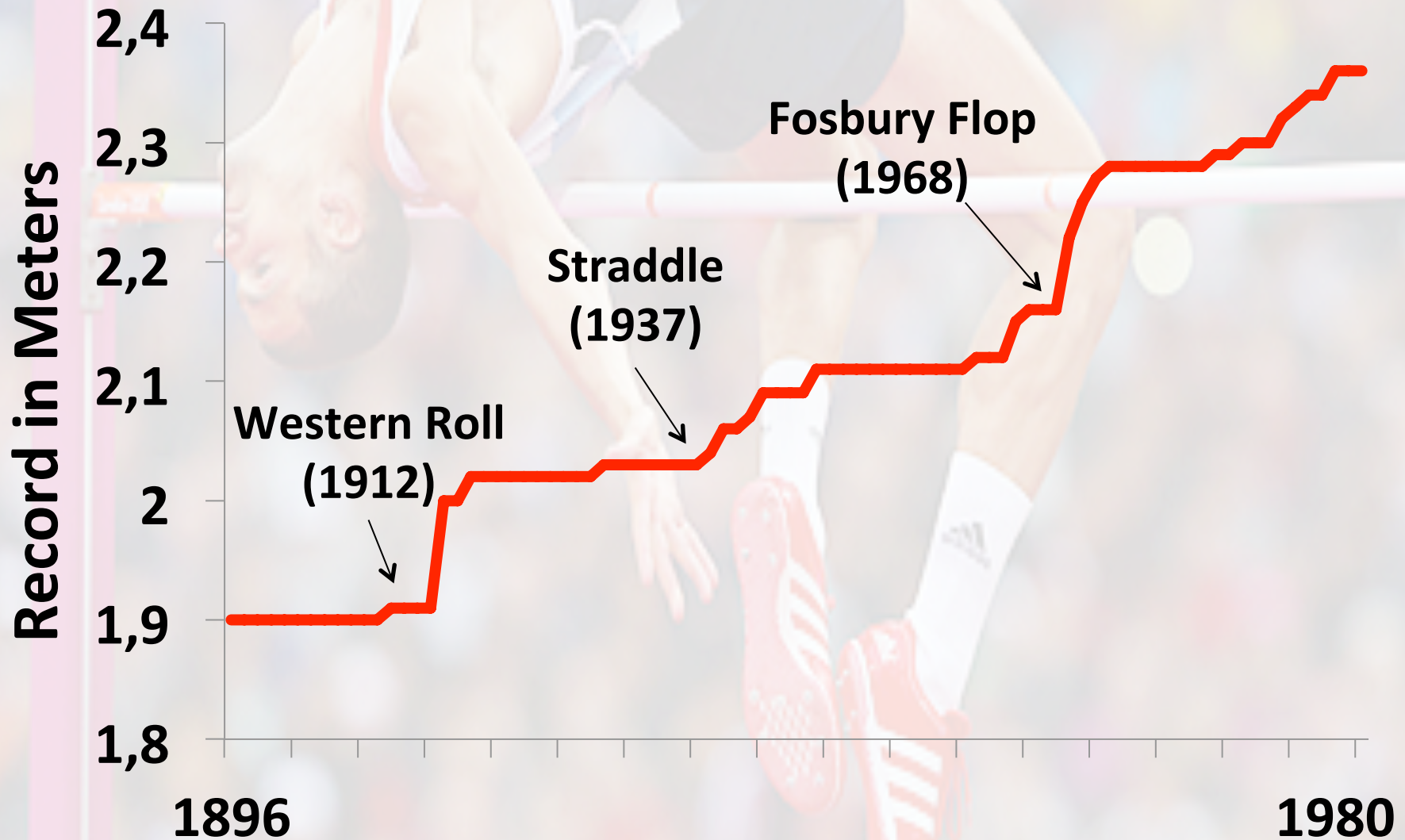


"I was told over and over again that I would never be successful, that I was not going to be competitive and the technique was simply not going to work. All I could do was shrug and say 'We'll just have to see'."



*~Dick Fosbury
1968 Olympic Gold Medalist
Inventor of the current high jump technique*

High Jump World Record (Men) 1896-1980





H

O

W

?

1) Mission & Vision Evaluation

Mission Statement =

What's wrong with the world and how you intend to fix it.

Vision Statement =

What the world will look like after you've finished changing it.

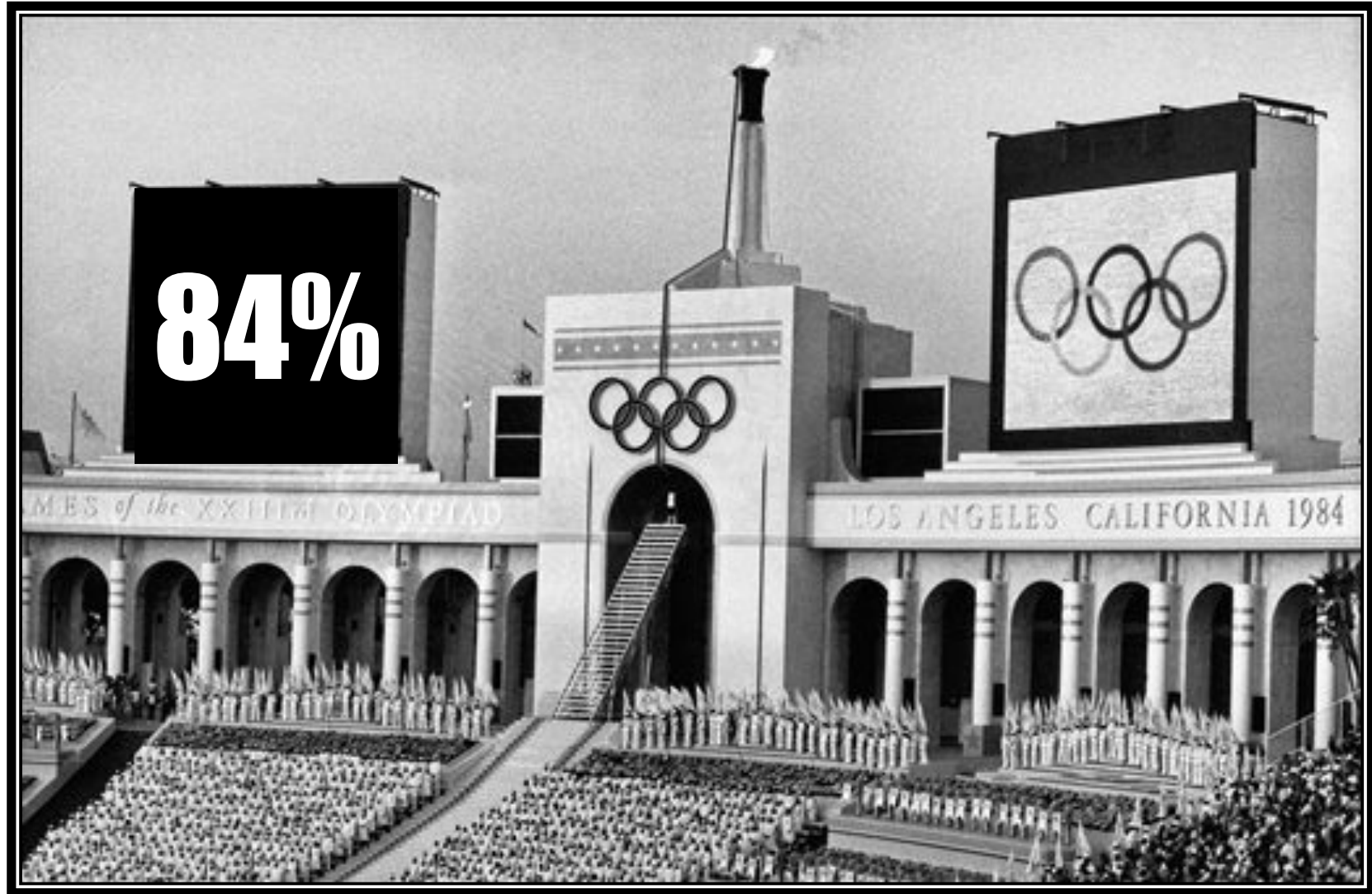
2) Strategic Plan Alignment



STRATEGIC
PLANNING

Full Integration of tactics

NF Categorization Process Tied to Mission



3) Conscious Decision Making Process



Process
/pro-cess/

def: A number of actions or functions done in order to produce a desired result.



Human Behavior 101

Less Magic 8 Ball



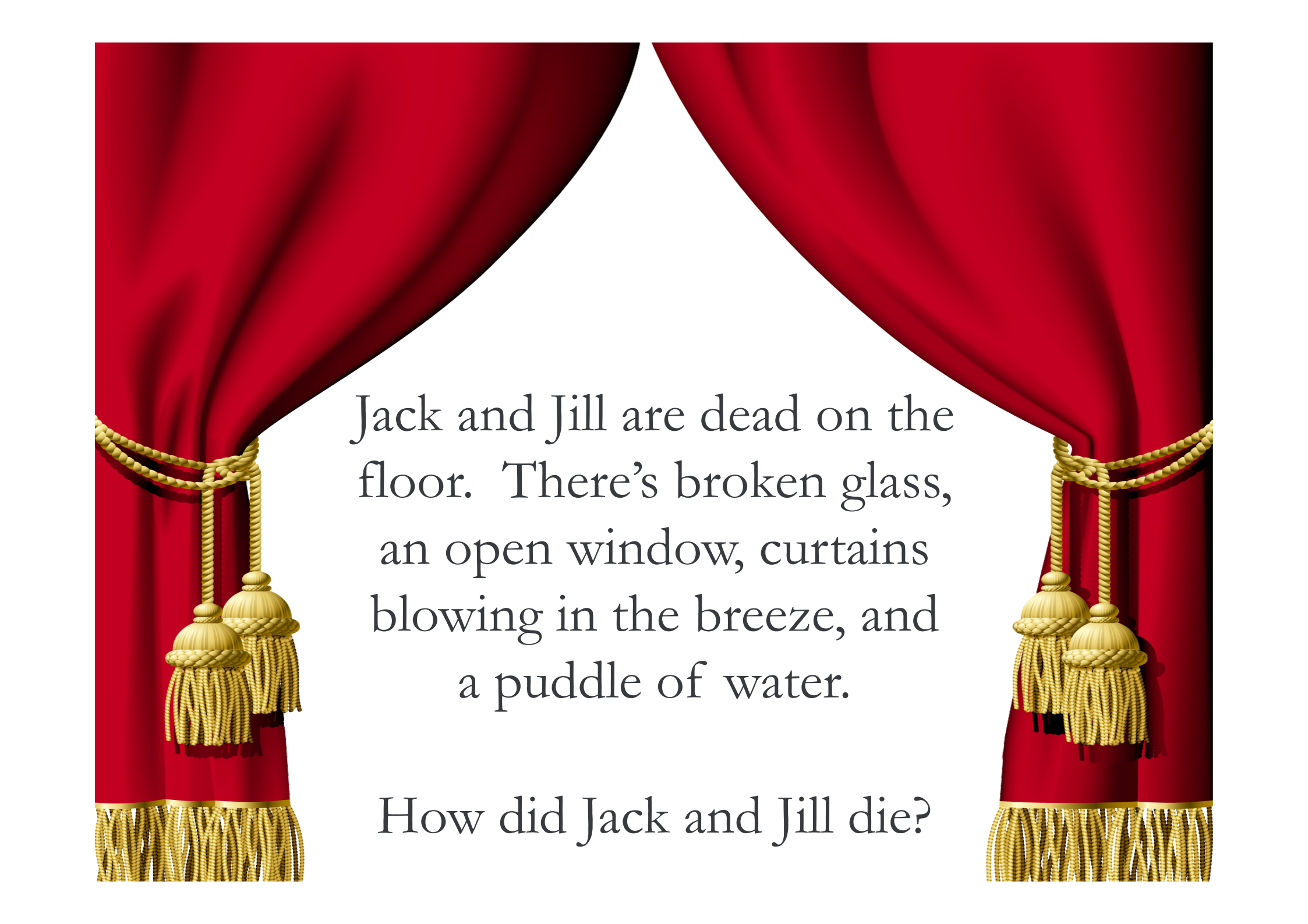
... More Data Informed



Balance Needed





The image features a pair of rich red curtains with gold tassels, pulled back to reveal a white background. The text is centered within this white space. The tassels are ornate, with a braided top and a fringed bottom. The curtains have a slight sheen and are gathered at the top.

Jack and Jill are dead on the floor. There's broken glass, an open window, curtains blowing in the breeze, and a puddle of water.

How did Jack and Jill die?



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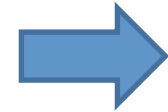
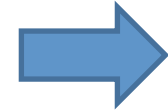
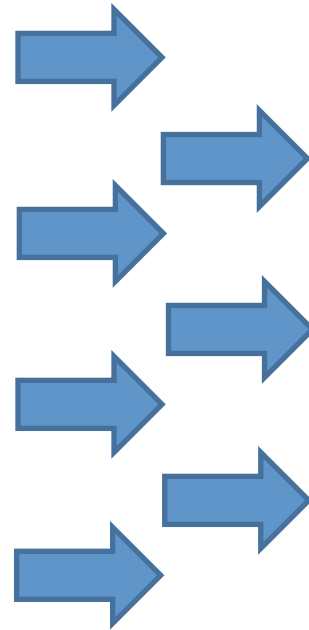
Captain Hindsight

With his sidekicks, Shoulda, Coulda, and Woulda

Subjective Objective Decision Making



- Reduction in Reliance on Experts
 - Premortem, Outside View
- Forced Independence in Decision Inputs
- Resource Disinvestment Considerations



DATA

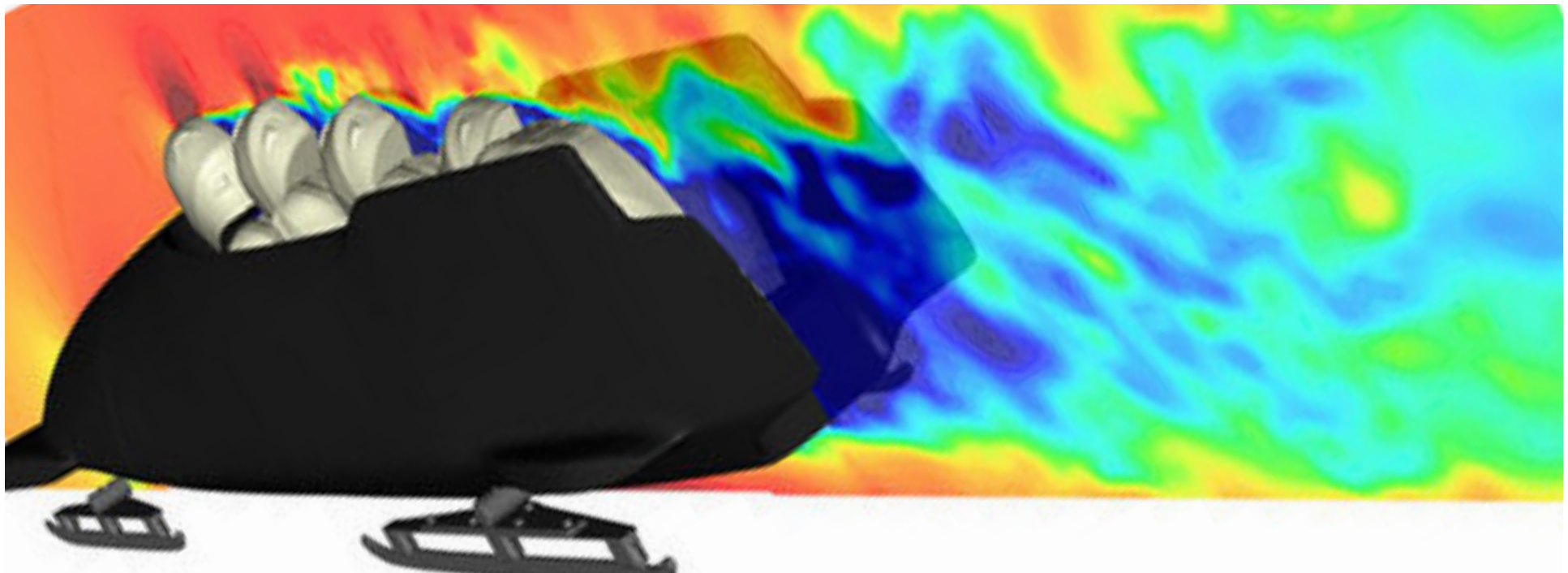
ANALYSIS

INSIGHTS



WINNING STRATEGY

1. Mission & Vision Evaluation
2. Strategic Plan Alignment
3. Objective Decision Making





michelle.brown@usoc.or

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