

Roles of Performance Centers

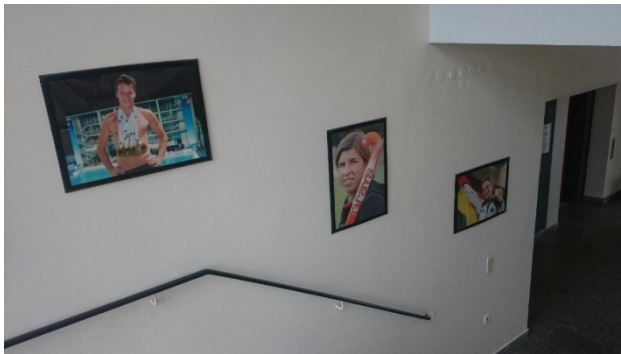
Dr. Nikolai Böhlke and Dr. Harry Bähr
Olympic Training Centre, Berlin



Titel vs. Story

Stating the obvious:

Roles of Performance Centres ≈ *Help* athletes (and coaches) win medals



Titel vs. Story

Starting point:

Roles of Performance Centres \approx Responsibilities of Centre Managers

First set of driving questions:

What do centre managers deal with every day?

What do we try to deliver at/through our centres?



Second set of driving questions:

Is there a generic set of responsibilities for centre managers?

Do we try to deliver the same through our centres?

Building Blocks of the Story



Our challenge in the German system



Research into the elite sport success factor training facilities

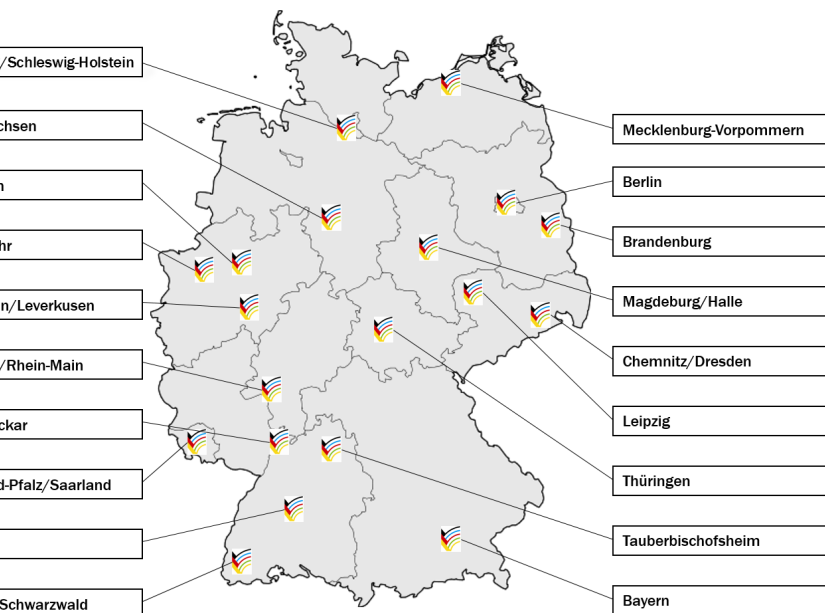


Our experiences from international exchange

Conclusion for the ASPC



OTCs in Germany, the OTC Berlin



The German Elite Sport Support System, on paper

- A broad & deep support network
 - Several service/ research/ education specialists (FES/ IAT/ ...)
 - Network of 19 Olympic Training Centre (OTC)
- OTCs responsibilities (**Training Base Concept, DOSB 2013**)
 - Look after national squad athletes in the region and on call
 - Deliver scientific, medical and lifestyle support
 - “*Support*” development of (nat.) elite sport in the region
 - *Help* with development & controlling of regional competition
 - *Coordinate* training facilities & spec. services (school, medical, etc.)
 - *Employ* coaches for NGBs
- The system has a relatively clear management process ...

OTCs in Germany, the OTC Berlin



Private Sector



Public Sector



Target agreement

National Sport Federation

Cooperation agreement(s)

Olympic Training Centre(s)

National Team Activities

+

(National) Training Base(s)

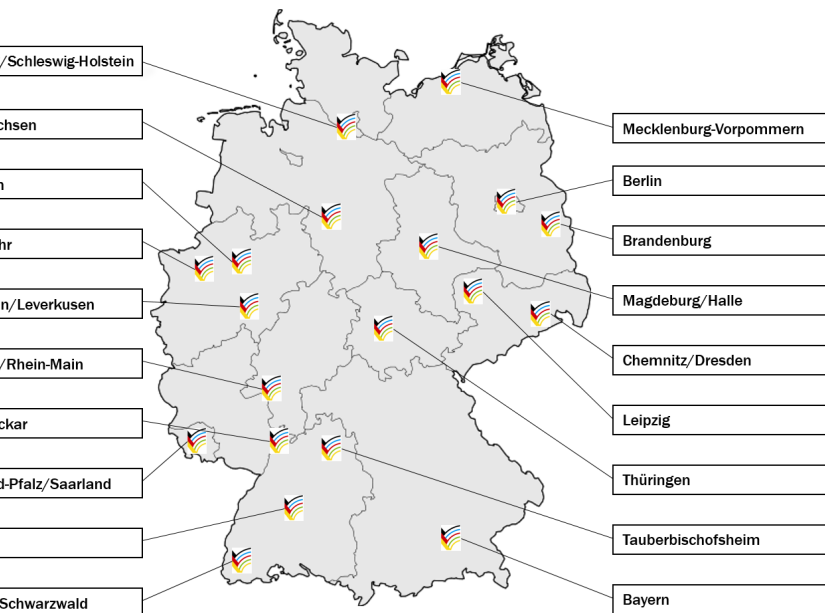
Regional concept

Regional Sport Confederation

Regional Sport Federation



OTCs in Germany, the OTC Berlin



The German Elite Sport Support System, in reality

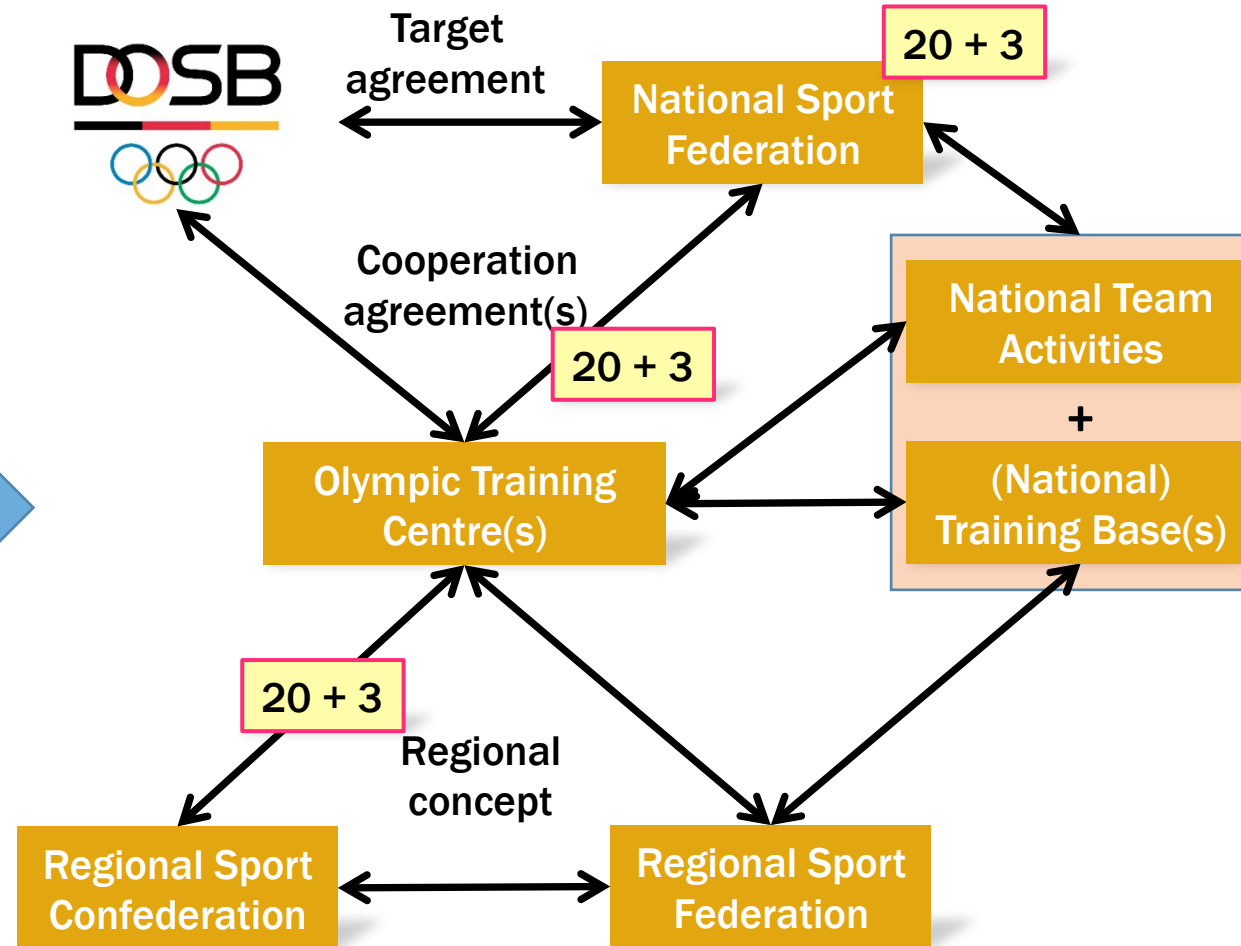
- Some considerable differences between OTCs
- Difference esp. re degree of *support development of elite sport in region*
- Difference due to varying contexts & developments:
 - # of sports (OSP B, 20 + 3 priority sports)
 - # athletes (OSP B, 450 athletes)
 - Reach re athletes & partners (B city state, most athletes & partners are geographically close)

OTCs in Germany, the OTC Berlin



Private Sector

Public Sector



OTCs in Germany, the OTC Berlin



Last but not least for circumstantial reasons, the OTC Berlin

- Actively supports/supported a high # of sports/ athletes
- Is/ was in regular contact with a high # of partners

Already in pre 2013 times, the OTC Berlin

- Picked up common issues & challenges across sports
- Bundled the common challenges for the sport

Today, the OTC Berlin

- Became actively involved in the coordination of elite sport in the region
- Takes up an active role re regional concepts, coordination and leadership



OTCs in Germany, the OTC Berlin



Overall, it is a challenge to define “the”
role of a performance centre in the German system

Difference re understanding of currently set role & responsibilities
vs. previously given/ historically grown/ locally required ones

Difficult to communicate varying responsibilities

Challenge to secure local solutions in the (clearly required)
alignment process of the German sport system



Building Blocks of the Story



Our challenge in the German system – **formal role vs. practical responsibilities of different OTCs**



Research into the elite sport success factor training facilities



Our experiences from international exchange

Conclusion for the ASPC



An Academics Perspective



**What can we find in the academic
elite sport management literature
concerning the topic
role of performance centres?**

An Academics Perspective



Current elite sport management research

- Known **WHAT** needs to be done (since 2001)
- **SPLISS** current industry standard for comparing systems (since 2006)
- Training facilities = **one (of nine)** SPLISS Pillars
- Still lacking: **2nd WHAT** and **HOW** research (since 2003)
- I.e. for training facilities
 - **WHAT** do state of the art training facilities actually look like
 - **HOW** do you deliver and/ or manage them in a given context

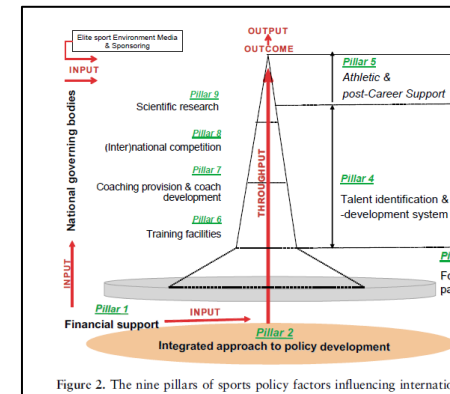


Figure 2. The nine pillars of sports policy factors influencing international elite sport

(Green & Oakley (2001), Böhlke (2006), de Bosscher et al. (2006), Houlihan (2013), Andersen & Ronglan (2012), Anderson et al. (2015))

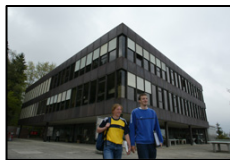
An Academics Perspective



One study focussing on the elite sport success factor “training facilities”



Background – SPLISS CH 2011: revealed diversity re Pillar Training Facilities



Follow up study 2013/14: *“What makes up a world class training centre?”*



Published 2015:

- (i) Term **training environment** (TE) vs. bricks & mortar terminology
- (ii) 5 dimensions & **33 elements** making up such a TE

(Böhlke & Neuenschwander 2015)

An Academics Perspective



From sport management literature

Training environment (TE) > facilities for sports to succeed

List of 33 elements is available

Fair to assume, ASPC members find list reasonably complete

Open: who to quality control the TE - sport or centre managers

Doubt: list = generic set of responsibilities for centre managers

Building Blocks of the Story



Our challenge in the German system – **formal role vs. practical responsibilities of different OTCs**



Research into the elite sport success factor training facilities –
+ **list of elements defining a TE,**
? **a generic set of responsibilities for centre managers**



Our experiences from international exchange

Conclusion for the ASPC



Talking to (internat.) colleagues



When "chatting" to (international) colleagues

- Experienced centre managers share **vision re what a sport programme requires** (i.e. list of TE)
- **"Perceived" responsibilities** re the delivery of different elements varies (i.e. situation in GER)

Potentially results in ...

- ⇒ Misunderstanding of what colleagues talk about
- ⇒ Wrong (e) valuation of what colleague do and do not do
- ⇒ Potential conflicts when exchanging ideas, experiences & practices



Talking to (internat.) colleagues



Google x Questionnaire x

https://www.soscisurvey.de/RoleTrainingCentre/index.php

Apps OSP Berlin an Save to Mendeley

Introduction to the Survey

Dear colleagues and fellow ASPC members,

We invite all ASPC members to fill out the following questionnaire in preparation for the 2015 ASPC Meeting in Puerto Rico. During this meeting we plan to feedback the results of this initiative in our presentation on August 28th, "Role of Performance Centres".

The ASPC provides a great platform for the exchange of knowledge and best practice among elite sport practitioners who are involved in the provision of high performance training centres. Due to the high level of practical experience they bring with them, we can assume that all ASPC members share a common understanding of what such environments need to entail to foster the development of elite performers. However, due to the varying organizational and socio-cultural backgrounds of the different institutions the ASPC members represent in their respective countries, we also know that there is a great variety regarding the daily responsibilities different ASPC members have in their national contexts.

With this project we attempt to analyse this diversity. We hope this will improve our understanding of the variety among the APSC members and the different international organisations they represent.

It should take you less than 15min to provide your basic information in the following questionnaire. We plan to close the data collection by June 8th 2015 and will analyse the collated data in time for the ASPC meeting in August.

Thank you already very much for your help with this project. If you have any further questions regarding this initiative, please contact us via Nikolai.Boehlke@osp-berlin.de.

With best wishes

Nikolai Böhlke & Harry Bähr
(OSP Berlin, Germany)

Next

16:58
02.07.2015



Talking to (internat.) colleagues



The survey, three disclaimers

“Research is Me-search”

Can we make our
experiences more
tangible?



There is no
right or **wrong**
there is only
cause and **effect**

Talking to (internat.) colleagues



The survey, its idea & design

- Starting point: list of elements (22 elements, 4 Dimensions) of a training environment
- Idea: let's profile how different ASPC members position themselves concerning these elements
- Question: looking at each element as a centre manager, do you consider them to be ... ?

	Our core responsibility	Delivered together with others	We (help) coordinate, others deliver	Responsibility of others	r
de access to ies and ment of ient quality uantity to out all sary training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Talking to (internat.) colleagues



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**Responsibility & control
with centre management**

**Effort to coordinate & manage
partners/ stakeholders**

Us/ DIY

This is our
job, our
responsibility,
all under our
control!

Partnership

We are involved in
& jointly responsi-
ble for the delivery
but do it together
with someone else

Coordination

We are involved in the
initiation, organisation,
coordination of the delivery
but are not involved in the
actual deliver itself.

Others

Someone
else is
delivering
this

Talking to (internat.) colleagues



The survey, an overview of the respondents

An international picture:

- 26 complete responses (incl. pilot data)
- From 15 countries (6 AUS, 3 CAN & NLD, 2 Spain)
- 23 answers from actual centre managers

Same structures:

- Multi-sport set ups, no "hard" prioritization
- Majority (65%) have a number of priority sports but remain open for others
- The “priortisers” focus in average on 15 sports (big spread: 6 to 30)



Talking to (internat.) colleagues



The survey, an overview of the respondents (cntd.)

Similar focus:

All focus (to some extend) on podium performance (4 - 12 years from podium)

Varying scales of operations, similar athlete/ FTE ratio:

- Centres are of different sizes (big spread, 4 to 350 FTEs)
- However, ratio # athletes vs. # all FTEs appears to converge (6 resp. 9)
- With only 2 “outliers” (>30)



Talking to (internat.) colleagues



The survey, an overview of the respondents (cntd.)

Dominant “business model”, tax payer funded:

- 90% are (somewhat) government funded
- For these, government money makes up 80% of budget
- Still: 2 not government funded

Similar stakeholders, government being a key “partner”:

- 60% see government as key stakeholder
- 70% high performance sport partners



Talking to (internat.) colleagues



The survey, what sets of responsibilities were reported

Quick reminder

- Based on the training environment study, we provided 22 elements, structured in 4 dimensions
- We offered a 7 + 1 point scale, then analysed data in a 4 + 1 scale matrix

	Our core responsibility	Delivered together with others	We (help) coordinate, others deliver	Responsibility of others	
de access to ies and ment of ient quality quantity to out all sary training.	<u>Us</u> This is our job, our responsibility, all under our control!	<u>Partnership</u> We are involved in & jointly responsible for the delivery but do it together with someone else	<u>Coordination</u> We are involved in the initiation, organisation, coordination of the delivery but are not involved in the actual deliver itself.	<u>Others</u> Someone else is delivering this	<u>N</u> M rele for ce

Dimension A	Us	Partnership	Coordinate	Others	n
nt x ...	a %	b %	c %	d %	e
nt y				
nt z ...					

Infrastructure	Us	Partnership	Coordinate	Others	n
Provide access to facilities and equipment of nt quality and quantity to carry out all ary training.	61%	35%	4%	0%	0
Essentials: train & rest - done often "in house"	43%	52%	4%	0%	0
Provide access to appropriate dining facilities er a sport-appropriate menu.	39%	17%	17%	9%	17
Provide access to appropriate resting areas & room for athletes and coaches to retreat the course of a training day.	57%	22%	13%	0%	9
Provide access to appropriate modation facilities with bedding suitable for s.	43%	13%	9%	17%	17
f not all facilities are available	26%	35%	22%	9%	9
Also essentials: eat & sleep – variety of solutions	9%	22%	22%	22%	26
nt venues.					
Ensure that the training centre is easily ple with private and/ or public transportation.					

Services	Us	Partnership	Coordinate	Others	n
Provide access to specific facilities and services to provide state of the art recovery interventions and modalities.	74%	26%			0
Provide access to state of the art sport science and sport medicine support services (incl. nutrition, psychology, physiotherapy etc. services).	78%	17%			0
Provide access to fast and efficient services in cases of medical emergencies.	35%	61%	4%		0
Provide access to research & development opportunities to continuously develop training methods, sport medicine and sport science support services.	17%	61%			
Provide access to effective lifestyle support and consultancy to develop realistic dual career plans for athletes (and coaches).	52%	35%	9%	4%	0
Develop and deliver solutions to realize athletes' (and coaches') dual career plans (incl. education programmes, financial support, etc.).	35%	52%	13%	0%	0
Decide what athletes from which sport need and what type of support services to maximise their performance.	17%	57%	4%	13%	9
Manage and coordinate access to and delivery of support services.	48%	39%	13%	0%	9
Ensure the professional development of the service team members.	39%	48%	13%	0%	0

Classic in house jobs –
SS/SM support services

Classic partnership jobs
– Medical ER and R&D

Key success factor, big spread
– the wholly grail, managing
who needs what to perform

Performance coaching		Us	Partnership	Coordinate	Others	n
Ensure that coaches are highly knowledgeable and have a lot of technical competence.		13%	43%	26%	17%	0
Ensure that coaches work as a performance and performance driven team.		12%	39%	22%	26%	0
Provide access to a performance-focused edge management system that		22%	43%	22%	13%	0
		Us	Partnership	Coordinate	Others	n
used and carried out in a way that is		43%	26%	17%	13%	0
possible explanation - are coaches employed by centres?	ality nes.	35%	30%	22%	13%	0
13 centres do, 10 do not employ	ality	48%	26%	22%	4%	0
Open: Employ vs. management						

Core challenges – high % not under direct control

possible explanation - are coaches employed by centres?

13 centres do, 10 do not employ

Open: Employ vs. management

Talking to (internat.) colleagues



Findings

- Some strong similarities (>60%):
 - Classic in house job: Providing training facilities, recovery solutions, SS/
 - Classic partnership job: Providing Medical ER and R&D
- Some considerable diversity:
 - Across specific elements (e.g. dining and accommodation)
 - But esp. re specific dimensions (performance coaching & culture)

Infrastructure	Us	Partnership	Coordinate	Others	n/a
access to facilities and sufficient quality and quantity of training	61%	35%	4%	0%	0%
access to equipment to train and feedback key data from competition to athletes and access to appropriate dining (offer a sport-appropriate menu)	39%	17%	17%	9%	17%
access to appropriate resting room for athletes and treatment during the course of a competition	57%	22%	13%	0%	9%
access to appropriate accommodation facilities with bedding facilities	43%	13%	9%	17%	17%
infrastructure elements are a "one stop shop" set up to provide solutions to manage the day in different venues	26%	35%	22%	9%	9%
that the training centre is easily accessible private and/or public	9%	22%	22%	22%	26%
Services	Us	Partnership	Coordinate	Others	n/a
access to specific facilities to provide state of the art interventions and modalities	74%	26%	0%	0%	0%
access to state of the art and sport medicine support (e.g. nutrition, psychology, etc. services)	78%	17%	4%	0%	0%
access to fast and efficient access of medical emergencies	35%	61%	4%	0%	0%
access to research & opportunities to continuously improve practice, sport medicine and support services	17%	61%	22%	0%	0%
access to effective lifestyle support to develop realistic dual career (athletes and coaches)	52%	35%	9%	4%	0%
and deliver solutions to dual career (athletes and coaches) dual career programmes, financial support	35%	52%	13%	0%	0%
what athletes from which sport and support services to performance	17%	57%	4%	13%	9%
and coordinate access to and support services athletes are	48%	39%	13%	0%	9%
access to a performance-edge management & system that ensures the professional development of the	39%	48%	13%	0%	0%
Performance coaching	Us	Partnership	Coordinate	Others	n/a
that coaches are highly skilled and have a lot of technical knowledge	13%	43%	26%	17%	0%
that coaches work as a focused and performance oriented	13%	39%	22%	26%	0%
access to a performance-edge management & system that ensures the professional development of the	22%	43%	22%	13%	0%
Performance culture	Us	Partnership	Coordinate	Others	n/a
that the daily training is well carried out in a way that athletes	43%	26%	17%	13%	0%
and foster a performance winning mind set among athletes	35%	30%	22%	13%	0%
and foster a performance winning mind set among the support service team	48%	26%	22%	4%	0%
Dimensions	Us	Partnership	Coordinate	Others	n/a
age	39%	36%	14%	7%	4%



Talking to (internat.) colleagues



Findings (cntd.)

- The bottom line, across all elements
 - 39% of elements provided “in house” (++) control, no externals involvement
 - > 60% not exclusively provided by centres (? control, ! stakeholder/ partner)
 - > 20% not even in partnership (?/- control, !! stakeholder/ partners)

Infrastructure	Us	Partnership	Coordinate	Others	n/a
access to facilities and sufficient quality and quantity to ensure training	61%	35%	4%	0%	0%
access to equipment to ensure and feedback key data from competition to athletes and	43%	52%	4%	0%	0%
access to appropriate dining for a sport-appropriate menu	39%	17%	17%	9%	17%
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Infrastructure elements are one stop shop" set up, provide solutions to manage the daily	26%	35%	22%	9%	9%
that the training centre is easily private and/ or public	9%	22%	22%	22%	26%
Services	Us	Partnership	Coordinate	Others	n/a
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access to fast and efficient services of medical emergencies	35%	61%	4%	0%	0%
access to research & opportunities to continuously practices, sport medicine	17%	61%	22%	0%	0%
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and deliver solutions to (and coaches) dual career	35%	52%	13%	0%	0%
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access to a performance-edge management & system that ensures the	22%	43%	22%	13%	0%
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Performance coaching	Us	Partnership	Coordinate	Others	n/a
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Performance culture	Us	Partnership	Coordinate	Others	n/a
that the daily training is well carried out in a way that is	43%	26%	17%	13%	0%
and foster a performance-inning mind set among	35%	30%	22%	13%	0%
and foster a performance-inning mind set among the	48%	26%	22%	4%	0%
coach service team	39%	36%	14%	7%	4%



Talking to (internat.) colleagues



Partnership coordination & stakeholder management => PR Activities?

- Only 65% of centres HAVE to do some sort of PR
- But 96% of centres actually DO some sort of PR

=> Only **ONE** respondent does not seem to get involved in PR ...



Talking to (internat.) colleagues



36% of elements provided in partnership (ER, R&D but also dual carrier and competence of coaches)

At the same time, no PR activities reported

Q: How do you find, engage and keep your partners without talking about yourself & your work?



Talking to (internat.) colleagues



Keeping the focus on the centres as independent variables ...

Talking to (internat.) colleagues



appears there are different “types of centres”

DIY

Partnership

Coordinator

Specialiser

ould be interesting to know from centres ...

Is this a surprise? Would you agree?

Why do you have this profile today? By decision/
evolution?

What is your key strength/ weakness
due to this profile?

Centres	US	Partnership	Coordinator	Others	n/a
Centre 1	23%	14%	59%	0%	5%
Centre 2	14%	50%	32%	0%	5%
Centre 3	64%	9%	23%	0%	5%
Centre 4	18%	55%	27%	0%	0%
Centre 5	36%	32%	23%	9%	0%
Centre 6	59%	32%	0%	0%	9%
Centre 7	32%	27%	5%	36%	0%
Centre 8	32%	55%	0%	5%	9%
Centre 9	32%	23%	14%	32%	0%
Centre 10	73%	9%	0%	0%	18%
Centre 11	45%	45%	5%	0%	5%
Centre 12	18%	64%	9%	9%	0%
Centre 13	45%	55%	0%	0%	0%
Centre 14	41%	50%	9%	0%	0%
Centre 15	18%	64%	0%	0%	18%
Centre 16	27%	36%	23%	14%	0%
Centre 17	27%	32%	32%	9%	0%
Centre 18	64%	18%	5%	14%	0%
Centre 19	73%	18%	5%	0%	5%
Centre 20	55%	9%	5%	32%	0%
Centre 21	23%	36%	41%	0%	0%
Centre 22	45%	36%	0%	9%	9%
Centre 23	23%	68%	5%	0%	5%

Talking to (internat.) colleagues



coordinator centre” –

Is this a surprise? Would you agree?
 Why do you have this profile today? By decision/
 evolution?
 What is your key strength/ weakness due to this
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Centres	US	Partnership	Coordination	Others	n/a
Centre 1	23%	14%	59%	0%	5%
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Centre 5	36%	32%	23%	9%	0%
Centre 6	59%	32%	0%	0%	9%
Centre 7	32%	27%	5%	36%	0%
Centre 8	32%	55%	0%	5%	9%
Centre 9	32%	23%	14%	32%	0%
Centre 10	73%	9%	0%	0%	18%
Centre 11	45%	45%	5%	0%	5%
Centre 12	18%	64%	9%	9%	0%
Centre 13	45%	55%	0%	0%	0%
Centre 14	41%	50%	9%	0%	0%
Centre 15	18%	64%	0%	0%	18%
Centre 16	27%	36%	23%	14%	0%
Centre 17	27%	32%	32%	9%	0%
Centre 18	64%	18%	5%	14%	0%
Centre 19	73%	18%	5%	0%	5%
Centre 20	55%	9%	5%	32%	0%
Centre 21	23%	36%	41%	0%	0%
Centre 22	45%	36%	0%	9%	9%
Centre 23	23%	68%	5%	0%	5%



Talking to (internat.) colleagues



do it yourself centre“ –



Is this a surprise? Would you agree?
 Why do you have this profile today? By decision/
 evolution?
 What is your key strength/ weakness due to this
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Centres	US	Partnership	Coordinate	Others	n/a
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Centre 8	32%	55%	0%	5%	9%
Centre 9	32%	23%	14%	32%	0%
Centre 10	73%	9%	0%	0%	18%
Centre 11	45%	45%	5%	0%	5%
Centre 12	18%	64%	9%	9%	0%
Centre 13	45%	55%	0%	0%	0%
Centre 14	41%	50%	9%	0%	0%
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Centre 16	27%	36%	23%	14%	0%
Centre 17	27%	32%	32%	9%	0%
Centre 18	64%	18%	5%	14%	0%
Centre 19	73%	18%	5%	0%	5%
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Centre 22	45%	36%	0%	9%	9%
Centre 23	23%	68%	5%	0%	5%



Talking to (internat.) colleagues



partnership centre“ –



Is this a surprise? Would you agree?
 Why do you have this profile today? By decision/
 evolution?
 What is your key strength/ weakness due to this
 profile?

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Centre 3	64%	9%	23%	0%	5%
Centre 4	18%	55%	27%	0%	0%
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Centre 6	59%	32%	0%	0%	9%
Centre 7	32%	27%	5%	36%	0%
Centre 8	32%	55%	0%	5%	9%
Centre 9	32%	23%	14%	32%	0%
Centre 10	73%	9%	0%	0%	18%
Centre 11	45%	45%	5%	0%	5%
Centre 12	18%	64%	9%	9%	0%
Centre 13	45%	55%	0%	0%	0%
Centre 14	41%	50%	9%	0%	0%
Centre 15	18%	64%	0%	0%	18%
Centre 16	27%	36%	23%	14%	0%
Centre 17	27%	32%	32%	9%	0%
Centre 18	64%	18%	5%	14%	0%
Centre 19	73%	18%	5%	0%	5%
Centre 20	55%	9%	5%	32%	0%
Centre 21	23%	36%	41%	0%	0%
Centre 22	45%	36%	0%	9%	9%
Centre 23	23%	68%	5%	0%	5%



Talking to (internat.) colleagues



specialiser“ –



Is this a surprise? Would you agree?
 Why do you have this profile today? By decision/
 evolution?
 What is your key strength/ weakness due to this
 profile?

Centres	US	Partnership	Coordinate	Others	n/a
Centre 1	23%	14%	59%	0%	5%
Centre 2	14%	50%	32%	0%	5%
Centre 3	64%	9%	23%	0%	5%
Centre 4	18%	55%	27%	0%	0%
Centre 5	36%	32%	23%	9%	0%
Centre 6	59%	32%	0%	0%	9%
Centre 7	32%	27%	5%	36%	0%
Centre 8	32%	55%	0%	5%	9%
Centre 9	32%	23%	14%	32%	0%
Centre 10	73%	9%	0%	0%	18%
Centre 11	45%	45%	5%	0%	5%
Centre 12	18%	64%	9%	9%	0%
Centre 13	45%	55%	0%	0%	0%
Centre 14	41%	50%	9%	0%	0%
Centre 15	18%	64%	0%	0%	18%
Centre 16	27%	36%	23%	14%	0%
Centre 17	27%	32%	32%	9%	0%
Centre 18	64%	18%	5%	14%	0%
Centre 19	73%	18%	5%	0%	5%
Centre 20	55%	9%	5%	32%	0%
Centre 21	23%	36%	41%	0%	0%
Centre 22	45%	36%	0%	9%	9%
Centre 23	23%	68%	5%	0%	5%



Talking to (internat.) colleagues



What types of centres a nation-specific solution?
Does not seem like it ...

Is this a surprise? Would you agree?
Why do you have this diversity? By decision/
evolution?
What is your key strength/ weakness due to this
profile?

Centres	US	Partnership	Coordinate	Others	n/a
Centre 1	23%	14%	59%	0%	5%
Centre 2	14%	50%	32%	0%	5%
Centre 3	64%	9%	23%	0%	5%
Centre 4	18%	55%	27%	0%	0%
Centre 5	36%	32%	23%	9%	0%
Centre 6	59%	32%	0%	0%	9%
Centre 7	32%	32%	5%	36%	0%
Centre 8	32%	55%	0%	5%	0%
Centre 9	32%	23%	14%	32%	0%
Centre 10	73%	9%	0%	0%	18%
Centre 11	45%	45%	0%	0%	5%
Centre 12	18%	64%	0%	9%	0%
Centre 13	45%	55%	0%	0%	0%
Centre 14	41%	50%	9%	0%	0%
Centre 15	18%	64%	0%	0%	18%
Centre 16	27%	36%	23%	14%	0%
Centre 17	27%	32%	32%	9%	0%
Centre 18	64%	18%	5%	14%	0%
Centre 19	73%	18%	5%	0%	5%
Centre 20	55%	9%	5%	32%	0%
Centre 21	23%	36%	41%	0%	0%
Centre 22	45%	36%	0%	9%	9%
Centre 23	23%	68%	5%	0%	5%

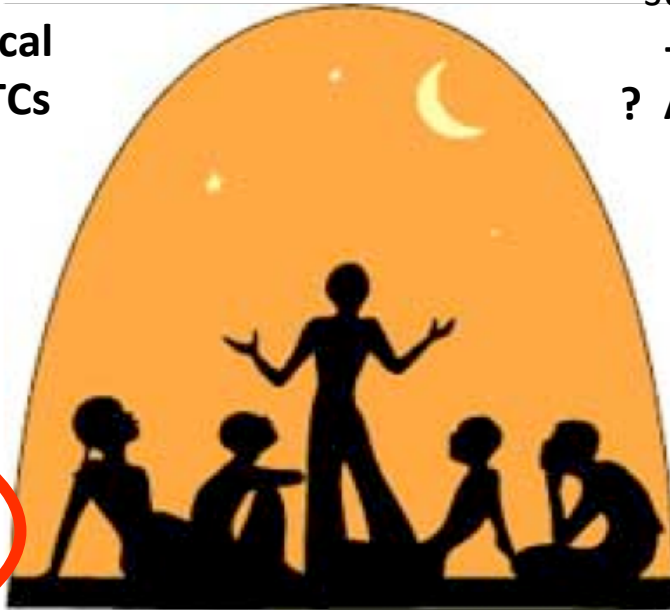


Building Blocks of the Story



Our challenge in the German system – **formal role vs. practical responsibilities of different OTCs**

Our experiences from international exchange – **survey suggests variety in responsibilities; partner/ stakeholder management as common challenge**



Research into the elite sport success factor training facilities –
+ **list of elements defining a TE,**
? **A generic set of responsibilities for centre managers**



Conclusion
for the ASPC

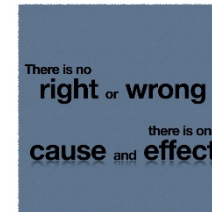


Conclusion



Overall aim was to highlight diversity

- Aim was not to look for a “right way” or “best practice”
- Survey was not rocket science



Going forward, consider when talking to fellow ASPC members

- We probably share a vision for a TE
- Fellow members might have different responsibilities re delivering its element

Going forward, consider when planning CPD for ASPC

- Partner & stakeholder management seems to be a big common responsibility
- Can we find good lessons in other public/ private sector management areas?



Roles of Performance Centers

Dr. Nikolai Böhlke and Dr. Harry Bähr
Olympic Training Centre, Berlin



OTCs in Germany, the OTC Berlin



Why bother with the additional responsibilities and creating conflicts in the system ...

... because we experienced the following story too often:

There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.



Talking to (internat.) colleagues



Top 5 Elements	Considered priority by		Element delivered as				
			Us	Partnership	Coordination	Others	n/a
m: Provide access to state of the art science and sport medicine support incl. S&C, nutrition, psychology,	17	74%	78%	17%	4%	0%	0%
m: Provide access to facilities and of sufficient quality and quantity out all necessary training.	15	65%	61%	35%	4%	0%	0%
m: Provide access to equipment to analysis and feedback key data from and competition to athletes and	12	52%	43%	52%	4%	0%	0%
m: Develop and foster a nce mentality and winning mind set athletes and coaches.	12	52%	35%	30%	22%	13%	0%
m: Provide access to research & ent opportunities to continuously training practices, sport medicine t science support services.	10	43%	17%	61%	22%	0%	0%

Q: Top 5 development

2 being currently under direct control of centre

2 being mainly delivered in partnership

1 under little direct control of centre management