

**HIGH PERFORMANCE
SPORT NEW ZEALAND**

**Caledonian Meetings for high-level sport
2nd edition SEMINAR 2014 Symposium:**

10 & 11 October, 2014

ALEX BAUMANN



***'The greatest danger
for most of us is not
that our aim is too
high and we miss it,
but that it is too low
and we reach it.'***

Michelangelo



Key Goals

1. Podium Performances

Medals at Summer Olympic Games

14+
in 2016 in Rio

16+ in 2020

Medal at Winter Olympic Games
2018

1 +
Pyeongchang

World Championships

Winning in
Non-Olympic
Sports

Gold Medals at
Summer
Paralympic Games

8 – 12
In Rio in 2016

Gold Medal at
Winter Paralympic
Games 2018

1
Pyeongchang



Key Goals

2. System Sustainability

Achieve a sustainable high performance sport system capable of constant improvement.

3. Long Term Aspiration

By 2020 New Zealand is recognised as having one of the world's leading high performance systems

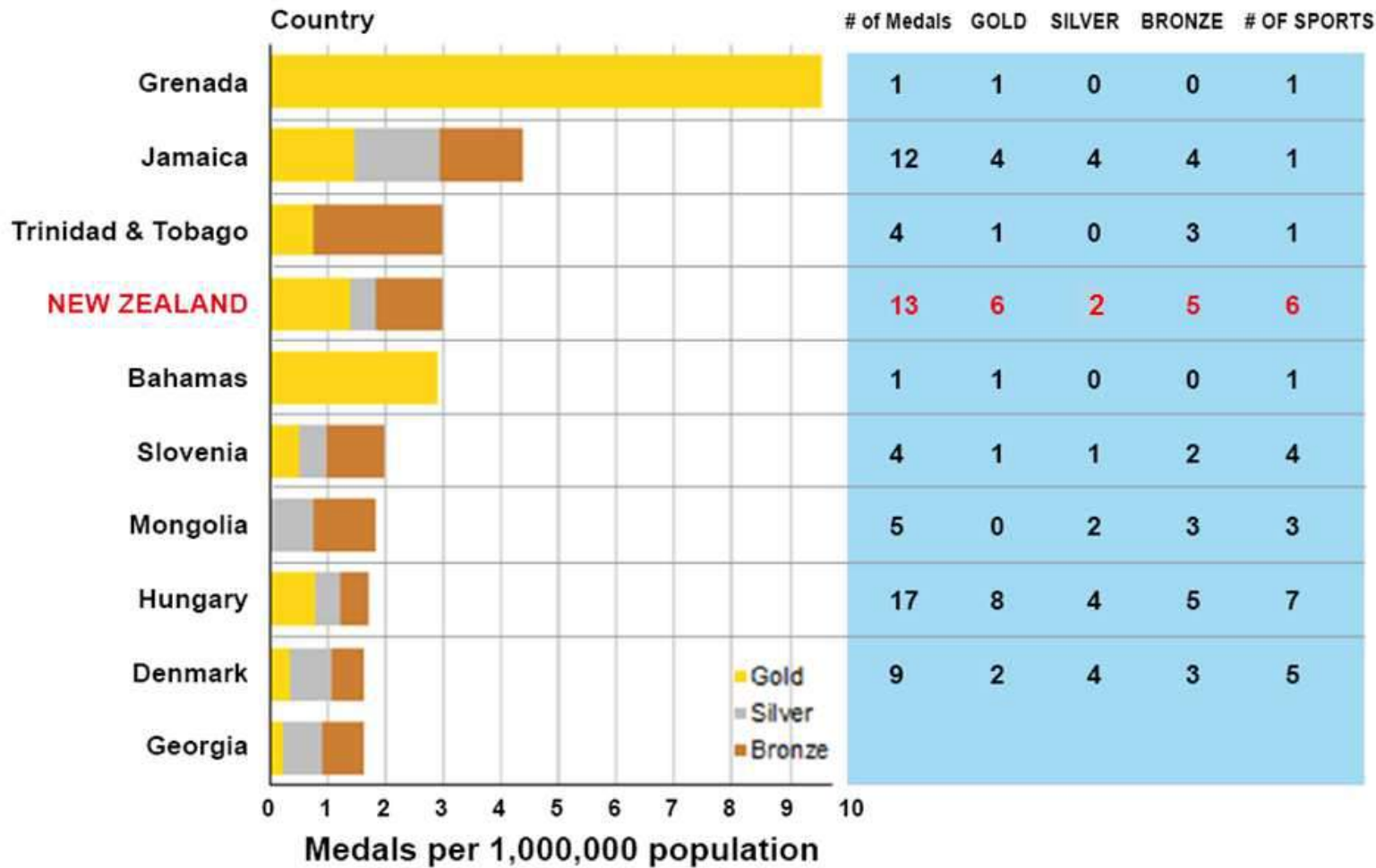


Results Olympics 2012

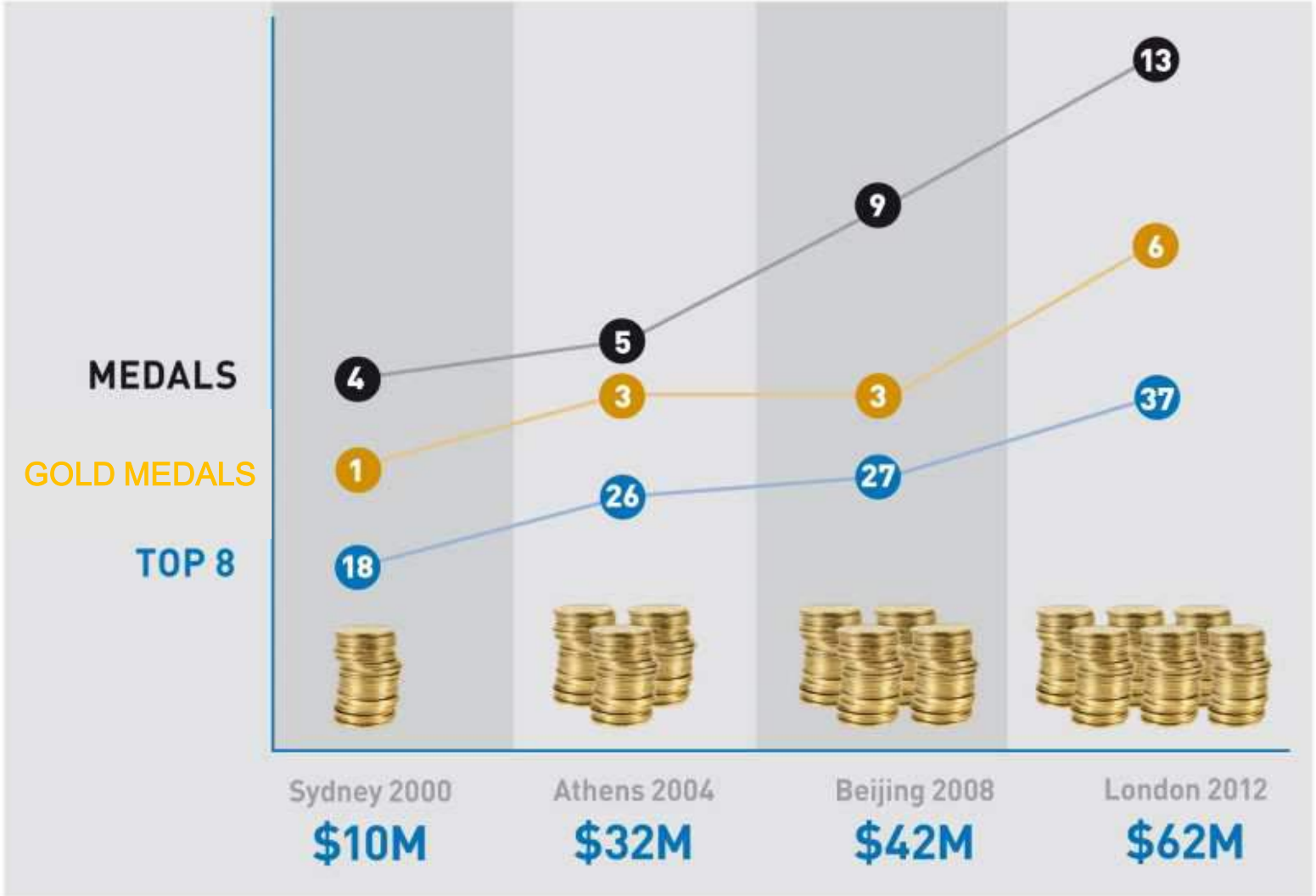


Medals per 1,000,000 population

London 2012 Olympic Games



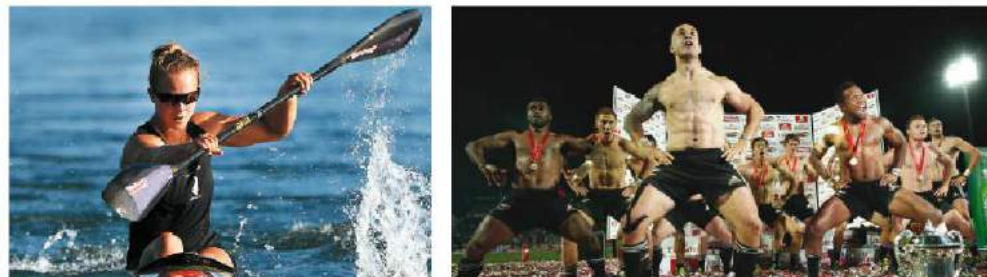
RESULTS AND INVESTMENT GROWTH IN OLYMPIC YEARS



The System is producing sustainable success

2013 Results

- 9 World Champions
- Ranked 8th on the Olympic medal table



2014 Results

- Bike- 5 WC medals (1 gold)
- Rowing - 9 WC medals (6 gold)
- Yachting - 2 WC medals (1 gold)
- Canoe – 3 WC medals (2 gold)
- CWG - 45 medals (14 gold)



International Competitors – Our Success in 2014

Virtual Medal Table based World Championship, Pinnacle Event or Ranking

Position	NOC	Gold	Silver	Bronze	Total	% of Gold
1	United States	39	32	29	100	12.75%
2	China	32	24	24	80	10.46%
3	Russia	28	28	35	91	9.15%
4	France	19	13	18	50	6.21%
5	Germany	17	18	15	50	5.56%
6	Great Britain	15	11	20	46	4.90%
7	Japan	12	10	12	34	3.92%
8	New Zealand	10	5	6	21	3.27%
9	Australia	9	19	10	38	2.94%
10	Korea	9	8	4	21	2.94%
11	Netherlands	8	5	9	22	2.61%
12	Brazil	7	7	8	22	2.29%
13	Hungary	7	4	7	18	2.29%
14	Ukraine	6	2	9	17	1.96%
15	Czech Republic	6	2	2	10	1.96%

New Zealand - 21 Podium Results

Virtual Medal Table based World Championship, Pinnacle Event or Ranking

Position	Sport	Name	Event	Competition	Note
Gold	*Athletics	Valerie Adams	Women's Shot Put	World Championships	2013 Result
Gold	Canoe Racing	Lisa Carrington	Women's K1 200m	World Championships	2014 Result
Gold	Cycling - Track	Sam Webster, Ethan Mitchell & Eddie Dawkins	Men's Team Sprint	World Championships	2014 Result
Gold	Rowing	Emma Twigg	Women's Single Scull	World Championships	2014 Result
Gold	Rowing	Hamish Bond & Eric Murray	Men's Pair	World Championships	2014 Result
Gold	Rowing	Zoe Stevenson & Fiona Bourke	Women's Double Sculls	World Championships	2014 Result
Gold	Rowing	Julia Edward & Sophie MacKenzie	Women's Lightweight Double Sculls	World Championships	2014 Result
Gold	*Rugby Sevens	All Blacks Sevens	Men's	World Championships	2013 Result
Gold	*Rugby Sevens	NZ Women's Sevens	Women's	World Championships	2013 Result
Gold	Sailing	Peter Burling & Blair Tuke	49er	World Championships	2014 Result

*Based on 2013 World Championships

New Zealand - 21 Podium Results

Virtual Medal Table based World Championship, Pinnacle Event or Ranking

Position	Sport	Name	Event	Competition	Note
Silver	Canoe Racing	Lisa Carrington	Women's K1 500m	World Championships	2014 Result
Silver	Rowing	Curtis Rapley, James Lassche, Alistair Bond, Peter Taylor & James Hunter	Men's Lightweight Four	World Championships	2014 Result
Silver	Rowing	Mahe Drysdale	Men's Single Scull	World Championships	2014 Result
Silver	Sailing	Jo Aleh & Polly Powrie	Women's 470	World Championships	2014 Result
Silver	Triathlon	Andrea Hewitt	Women's	World Series Final	2014 Result

New Zealand - 21 Podium Results

Virtual Medal Table based World Championship, Pinnacle Event or Ranking

Position	Sport	Name	Event	Competition	Note
Bronze	*Swimming	Lauren Boyle	Women's 400m	World Championships	2013 Result
Bronze	*Swimming	Lauren Boyle	Women's 800m	World Championships	2013 Result
Bronze	Cycling – Track	Aaron Gate, Pieter Bulling, Dylan Kennett & Marc Ryan	Men's Team Pursuit	World Championships	2014 Result
Bronze	Golf	Lydia Ko	Women's	Current World Ranking	No WC held
Bronze	Rowing	Rebecca Scown & Louise Trappitt	Women's Double Scull	World Championships	2014 Result
Bronze	Triathlon	Nicky Samuels	Women's	World Series Final	2014 Result

*Based on 2013 World Championships

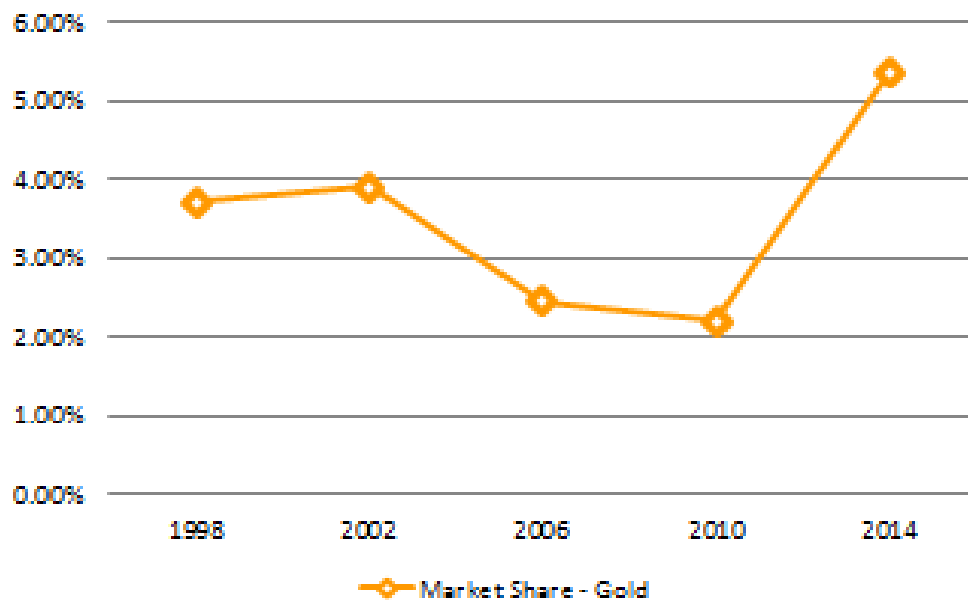
Commonwealth Games: Historical Data

Year	Gold	Silver	Bronze	Total	Rank
2014 Glasgow	14	14	17	45	6th
2010 Delhi	6	22	8	36	11th
2006 Melbourne	6	12	13	31	9th
2002 Manchester	11	13	21	45	5th
1998 Kuala Lumpur	8	6	20	34	6th

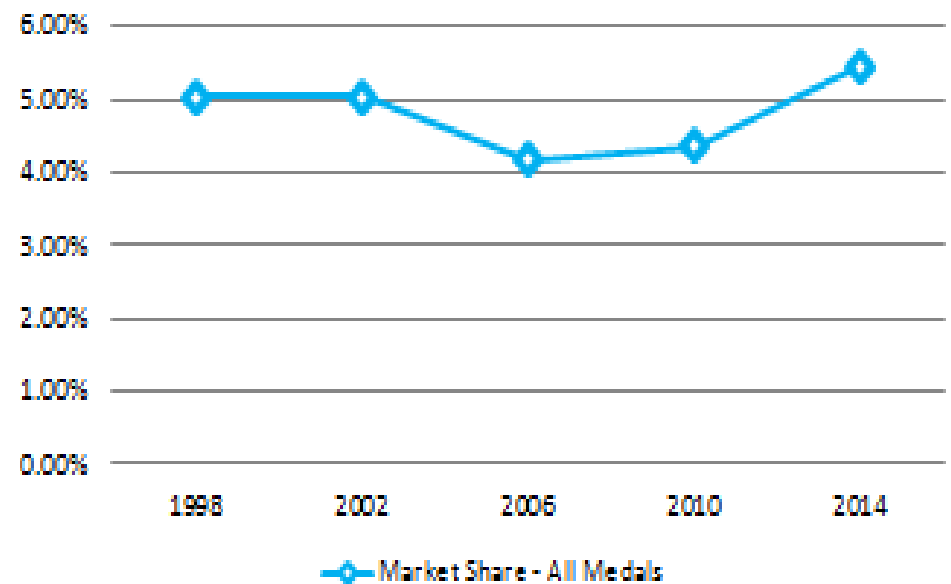
The Glasgow Commonwealth Games (CWG) was New Zealand's second best ever performance in the history of the CWG.

Medal – Market Share Opportunities

Market Share Gold Medal Opportunities
New Zealand 1998-2014



Market Share All Medal Opportunities
New Zealand 1998-2014



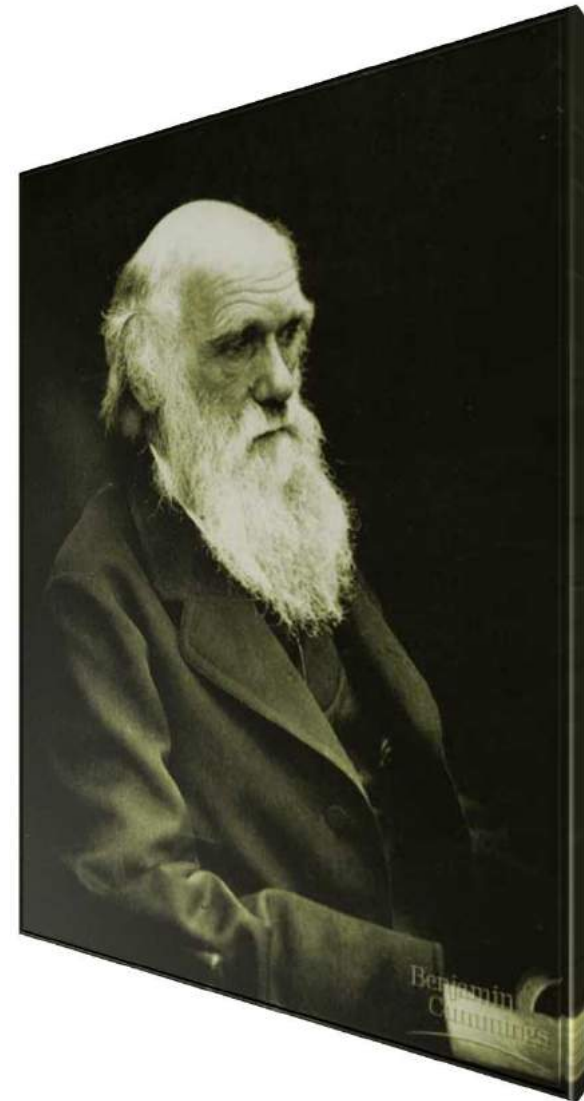
Commonwealth Games Country Comparison Analysis

New Zealand's impressive jump from 11th in Delhi 2010 to 6th in Glasgow 2014 was second only to hosts Scotland's improvement from 10th to 4th

Gold Medal Table Position (Top 7)					
(from 2010 to 2014)	1998	2002	2006	2010	2014
England (up 2)	2	2	2	3	1
Australia (down 1)	1	1	1	1	2
Canada (up 1)	3	3	3	4	3
Scotland (up 6)	11	10	6	10	4
India (down 3)	7	4	4	2	5
New Zealand (up 5)	6	5	9	11	6
South Africa (down 2)	5	6	5	5	7

*'It's not the strongest
or the most intelligent
that survives but the
most responsive to
change.'*

Charles Darwin



High Performance Vision

In June 2010 major changes were announced by the Minister of Sport with the aim

“To ensure that New Zealand is consistently one of the most successful sporting nations in the world”

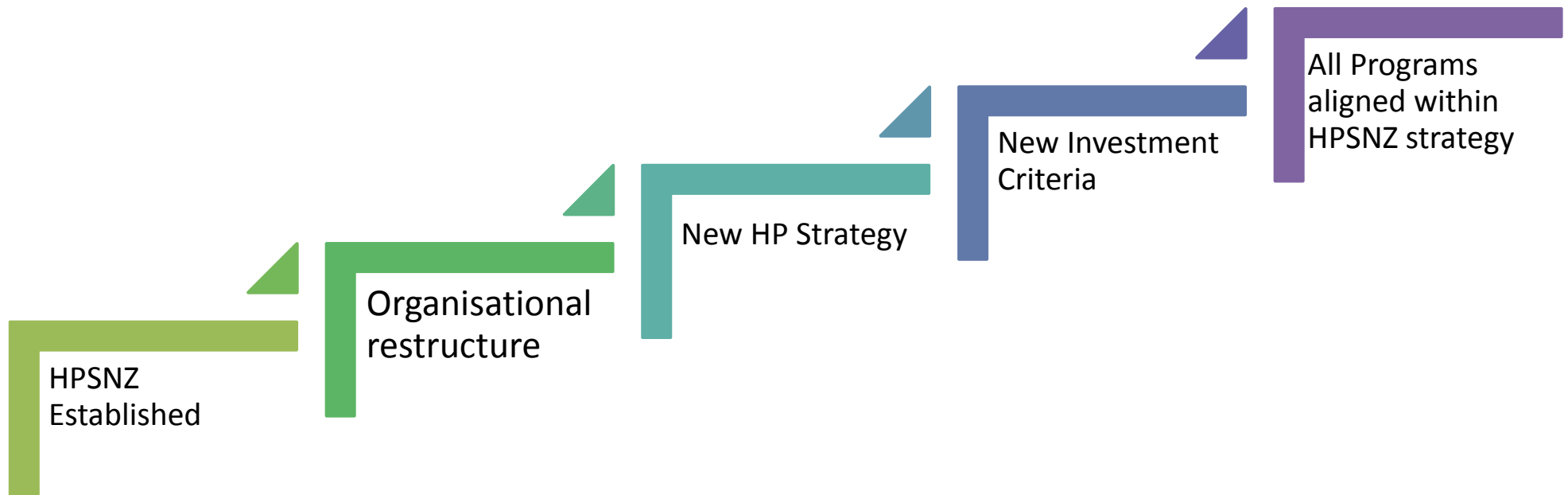
Changes Included:

Establish a
one stop
shop high
performance
entity

Increase in
HP
investment to
drive further
success



Successfully completed a complex change management process



- People**
- Retain, develop & attract people
 - Governance & leadership

Intelligence

- Capture, share & leverage knowledge

High Performance Environment

- Culture of Excellence

**HPSNZ
Approach**

Innovation

- Innovations to enhance competitive advantage

Planning & Monitoring

- Analysis, planning, monitoring & assessment practices

Immersion

- Allocate time in sports



Strategic Priorities

*Ensure resources are
targeted & prioritised*

*Coaching & high
performance
programme leadership*

*Daily training &
competition
environments*

*Performance support for
our athletes & coaches*

Capability of NSOs

*High performance athlete
development*

*Innovation, research &
technology programme*



Our Challenge

Despite the success and progress of our system – there are pressures on achieving our goals within current investment levels

Key Challenges facing the High Performance System

- More competitive with more countries winning more medals
- Our targeted sports are the same sports targeted by the well-resourced countries
- The world is learning quickly from New Zealand
- Increasing pressures on our HP system and investment:



Critical Success Factors For a World Leading Sustainable System

1. Adequate resources to achieve quality outcomes

2. Targeted & integrated HP system

- Clearly defined roles & responsibilities
- Targeted Investment with performance accountability
- Simplicity of administration working in partnership with NSOs
- On-going system wide gap analysis
(with a clear understanding of what world leading looks like)
- Ability to learn faster than our competition

3. NSO Capability

- Leadership (Governance, CEO, HPD)
- Coaching
- High performance planning & implementation

4. Athletes

- Campaign Planning (including competition planning)
- World leading performance support
- Integrated athlete pathway
- Holistic development of the athlete

5. Access to world class facilities

6. Culture of Excellence

COMPLACENCY IS OUR BIGGEST THREAT

“The arrogance of success is to think that what we did yesterday is good enough for tomorrow.”

— **William Pollard**

Jim Collins' How the Mighty Fall – Five Stages of Decline

Stage 1. Hubris born of success. Insulation and momentum; arrogant and entitled to success. Complacency

Stage 2. Undisciplined pursuit of more. Lack of discipline leads to attempts to grow beyond what is sustainable. Not tied to values or strategy. Lack of Rigour on priorities

Stage 3. Denial of risk and peril. Early warning signs are ignored.

Stage 4. Grasping for salvation.

Stage 5. Capitulation to irrelevance or death.



Why is culture important?

It has 8 times more impact on performance than choice of strategy



Shifting Culture to a High Performing Team

Culture should not cloud performance but provide a platform to improve performance (zero conflict between the two)

1. Shift mind set in terms of what we are accountable for
2. Common skill set and common language
3. Consistency in the way we work
4. Committed leadership group
5. Horizontal and vertical integration



What is the importance of a strong organisation culture & why are we pursuing it?

Why do we need a strong culture



Workplace values set the tone for culture

It's important that our people's values align with these values

When this happens we understand one another. Common purpose builds great working relationships.

Values alignment helps us achieve our core strategy

When values are out of alignment



People work towards different goals with different intentions and with different outcomes

This can damage work relationships, productivity, job satisfaction, creative potential

You can train people to cover skill gaps, you can help people gain experience. But it's more difficult to get people to change their values



Australian Swimming Cultural Review – Lessons Learned

- ➔ The most significant issue in swimming was lack of focus on its people.
- ➔ In the attempt to obtain gold medals, communication and collaboration were lost.
- ➔ Winning became everything to the detriment of leadership.
- ➔ Quality of relationships, respect and shared experience was underrated.
- ➔ Design & deliberate action lost to chance and trust.
- ➔ Toxic incidents across team members warranted a strong, collective leadership response. No such collective action was taken.



We maximise human potential
to achieve outcomes that
inspire our nation

PURPOSE

Why, Who, How?

Great People
Great System
Great Results

IDENTITY

What is our Legacy?

Excellence
Integrity
Collaboration

VALUES

Heart, Head, Hands

CAPABILITIES

PERFORMANCE DRIVEN

COACH LED

ATHLETE FOCUSED

Maximising
our Skills and
Resources

BEHAVIOURS

What's
appropriate?



Insanity:

Doing the same
thing over and over
again and expecting
different results.

Albert Einstein



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