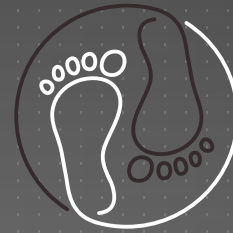


WORLD CLASS TO WORLD BEST

Notes and thoughts on the ASC's
Strategic High Performance
Conference



Hanny
Allston
FIND YOUR FEET

6PS

“We don’t need incrementalism. In Australia, we have been on a steady decline. We need large change to re-establish ourselves as World Best” – Simon Hollingsworth, ASC CEO

“Our conversion of Top 8 results to gold medals has decreased. We need to become better at collecting evidence & acting on it” – Matt Favier, ASC AIS

6Ps of achievement:


- ▶ **Purpose** – Targets & Objectives: What are we here to achieve?
- ▶ **Pathways** – Performance Pathways: for athletes, coaches and sports specialists
- ▶ **Prioritize** – Resource Allocation: what is most important?
- ▶ **Performance management** – Experts leading the way: are all partners aligned to the purpose?
- ▶ **People** – Professionals: athletes, coaches and support staff
- ▶ **Partnerships** – Individual coach-athlete level; intrasport level; and at a intersystem level

I add my own:

- ▶ Professionalism – seeing ourselves and acting as professionals
- ▶ Perfectionism – setting high expectations and striving to be World Best

DO IT FIRST? DO IT BETTER?

“You either do it first, or you do it better – We want the rest of the world to think, ‘WOW, what are they doing’” - Chris Nunn, Paralympic Committee High Performance Manager for Asia Pacific



PURPOSE

“It is really hard to establish a culture without an identity” – Chris Nunn – “It is history, it is identity, it is culture”

	ORIENTEERING AUSTRALIA	SURFING AUSTRALIA
GOAL	To enhance the lives of Australians through orienteering.	To become Australia’s leading sport through increased participation , continued outstanding performance and commercial excellence .
VISION	To be an inclusive sport and recreation activity which is well managed and provides wide opportunities for participation by people of all ages and abilities, from the recreational to excellence in elite performance.	To become a mainstream commercially sustainable sport, and to promote surfing as an iconic Australian lifestyle.
MISSION	<ul style="list-style-type: none"><input type="checkbox"/> Drive growth in participation by competitors, organizers, coaches and mappers<input type="checkbox"/> Continue to improve the high performance pathway in both foot and mountain bike orienteering and strive for world class competitive excellence within the national team programs<input type="checkbox"/> Enhance the profile of orienteering and retention of members through further development of website and digital communication technologies<input type="checkbox"/> Continue to maintain high standards in governance, financial administration and event management	We will grow Surfing’s position and profile through successful working relationships with stakeholders; innovative thinking ; the performance of Australian athletes; and a dynamic management team delivering world’s best surfing programs.

PURPOSE

ORIENTEERING AUSTRALIA'S TARGETS

- ▶ 1. Increase the number of podium finishers at foot and MTB WOC and JWOC
- ▶ 2. Increase the numbers of A finalists at foot and MTB WOC and JWOC
- ▶ 3. Increase the numbers of elite orienteers at WOC representation standard of performance to be able to fill male and female teams for both foot and MTB WOCs
- ▶ 4. Within 5 years of their last JWOC, at least 20% of JWOC team members reaching a WOC final and 50% being a member of the National Senior Squad
- ▶ 5. Increase the number of active Level 1 and Level 2 coaches by at least 5% per year
- ▶ 6. Qualify at least 1 extra Level 3 coach per year

PATHWAYS IS FTEM: OUR OPPORTUNITY?

“If we want the elite, we need to be elite – we must distinguish between sport and performance” – Adam Sachs, High Performance Manager, Gymnastics Australia

ACTIVE
LIFESTYLE



SPORT



SPORT
EXCELLENCE



M 1

MASTERY
SUSTAINED SUCCESS

E 2

ELITE
SUCCESS

E 1

ELITE
REPRESENTATION

T 4

TALENT
BREAKTHROUGH
AND REWARD

T 3

TALENT
PRACTISING
AND ACHIEVING

T 2

TALENT
VERIFICATION

T 1

TALENT
DEMONSTRATION
OF POTENTIAL



HIGH PERFORMANCE PATHWAY

F 3

FOUNDATION
SPORT SPECIFIC COMMITMENT
AND/OR COMPETITION

F 2

FOUNDATION
EXTENSION AND REFINEMENT
OF MOVEMENT

F 1

FOUNDATION
LEARNING AND ACQUISITION
OF BASIC MOVEMENT



PATHWAYS

DIFFERENTIATING F-T-E-M

“Our command of the talent supply chain has been very feeble. Our pathways lack differentiation” - Dr Jason Gulbin

KEY ISSUE: There is a lack of clarity & differentiation in the current OA pathway

KEY CHALLENGES: Many – but we are already lagging behind

SUGGESTIONS: Learn from the orienteering globally as well as our past successes to help identify the benchmarks for FTEM

- ▶ F = Foundation - > competing in sport & elite classes at National Championships
- ▶ T = Talent – HP at the Domestic, AUS/NZ & JWOC level. A finals at WOC level
- ▶ E = Elite – HP at the Senior World Level
- ▶ M = Mastery – Simone Niggli & Thierry Gueorgiou

PRIORITIZE

*“Sometimes you have to take a step back to step forward” – Jack White, Brumbies Head Coach –
“Invest in the pathway”*

KEY ISSUE: How do we identify where to allocate funds & resources to in Orienteering in Australia?

KEY CHALLENGES: Tightness with funds & resources, lack of research & understanding of the ‘need’ areas

SUGGESTIONS:

- ▶ Consolidate OA’s PURPOSE
- ▶ Adopt the FTEM PATHWAY
- ▶ Conduct a gap analysis - PRIORITIZE
- ▶ Review & simplify OA Strategic Plan – at least a 4yr plan

PERFORMANCE MANAGEMENT

“There may need to be a realignment of organizational focus, structure and resources with the establishment of the Pathway Plan” – Adam Sachs, High Performance Manager, Gymnastics Australia

KEY ISSUE: Do we need to review OA management structures to achieve the strategic targets and optimize the use of funding?

KEY CHALLENGE: Orienteering Australia’s current Strategic Plan –

- i. At the apex of the HP pyramid, have an effective **HP Management Group comprising of the OA Board, HP Director, the HP Manager, HP Operations Manager** and a strong team of coaches and support personnel working together with highly competitive squads of elite senior and junior foot and MTB orienteers who aspire for excellence on the national and international stage

SUGGESTION:

- ▶ FTEM Developer, Jason Gulbin, felt that the ideal structure for any NSO wanting to use the FTEM framework was:
 - ▶ CEO
 - ▶ Head Coach
 - ▶ High Performance Manager
 - ▶ **(Athlete) Pathway Manager**

PEOPLE

COACHES – THE FLY-CATCHERS OF ORIENTEERING

“Coaches are intellectual talent. We should have pathways present to progress our coaches” – Christian Cook, Professor of Physiology, Bangor University

KEY ISSUE: There is a lack of expertly trained coaches within orienteering in Australia

KEY CHALLENGES:

- ▶ The coaching focus must also include the physical as our athletes are struggling to keep up with the World's Best
- ▶ Lack of funding resources makes it hard to give back to the coaches

SUGGESTIONS:

- ▶ In the OA Strategic Plan: Strengthen links with running and cycling sports to develop the physical capacity of our athletes → IS THIS A DANGER?
- ▶ Provide free annual memberships to coaching staff
- ▶ Centralize all coaching from within OA → one coach can educate a head coach in each State & Territory

PARTNERSHIPS

1. **ATHLETE/COACH**
2. **INTRAORIENTEERING AUSTRALIA**
3. **INTRASPORT:** Orienteering Australia in the global orienteering scene
4. **INTERSPORT:** Orienteering as part of Australian sport

PROFESSIONALISM

“Selection should be a rigorous process to shape the culture of your sport. It is critical to shaping what you ultimately want” – Australia Special Forces

“Talent should be assumed. The distinguishing factors should become your selection criteria” – Australian Airforce

PERFECTIONISM

“Set the expectations right at the start” – Chris Nunn

KEY ISSUE: Many of our ‘high performance’ athletes do not see the significance of wearing the green and gold, and therefore, do not prepare themselves optimally.

KEY CHALLENGES: Altering this attitude requires a cultural change.

SUGGESTIONS:

- ▶ If you don’t make the standard then you won’t get selected – *“You are not quite ready yet, keep working with your coach on X,Y,Z”*
- ▶ Compulsory coach (formally trained) policy for all athletes in national squads and on teams
- ▶ NO ALCOHOL POLICY
- ▶ Reintroduce captaincy – not just on the teams – *“You won’t believe the returns you get when players feel valued”*
- ▶ Coaches, don’t be afraid to have tantrums

THE WAY FORWARD

- ▶ We have proved we can be World Class
- ▶ It is now time to prove we can be World Best
 - ▶ Athletes
 - ▶ Coaches
 - ▶ Administrators
 - ▶ Mappers/technicians
 - ▶ Drivers of health through participation

