



# HOW TO MEASURE THE SUCCESS OF CANADA'S OLYMPIC GAMES EFFORT – BEYOND JUST THE MEDAL COUNT

DEREK COVINGTON | MAY 17, 2018



# DEREK COVINGTON



# SYDNEY 2000 FIRST GAMES





**PERFORMANCE  
PHILOSOPHY**



**PERFORMANCE STRATEGIES  
AND MEASUREMENT**



**HOW DID  
WE DO?**



# PERFORMANCE PHILOSOPHY

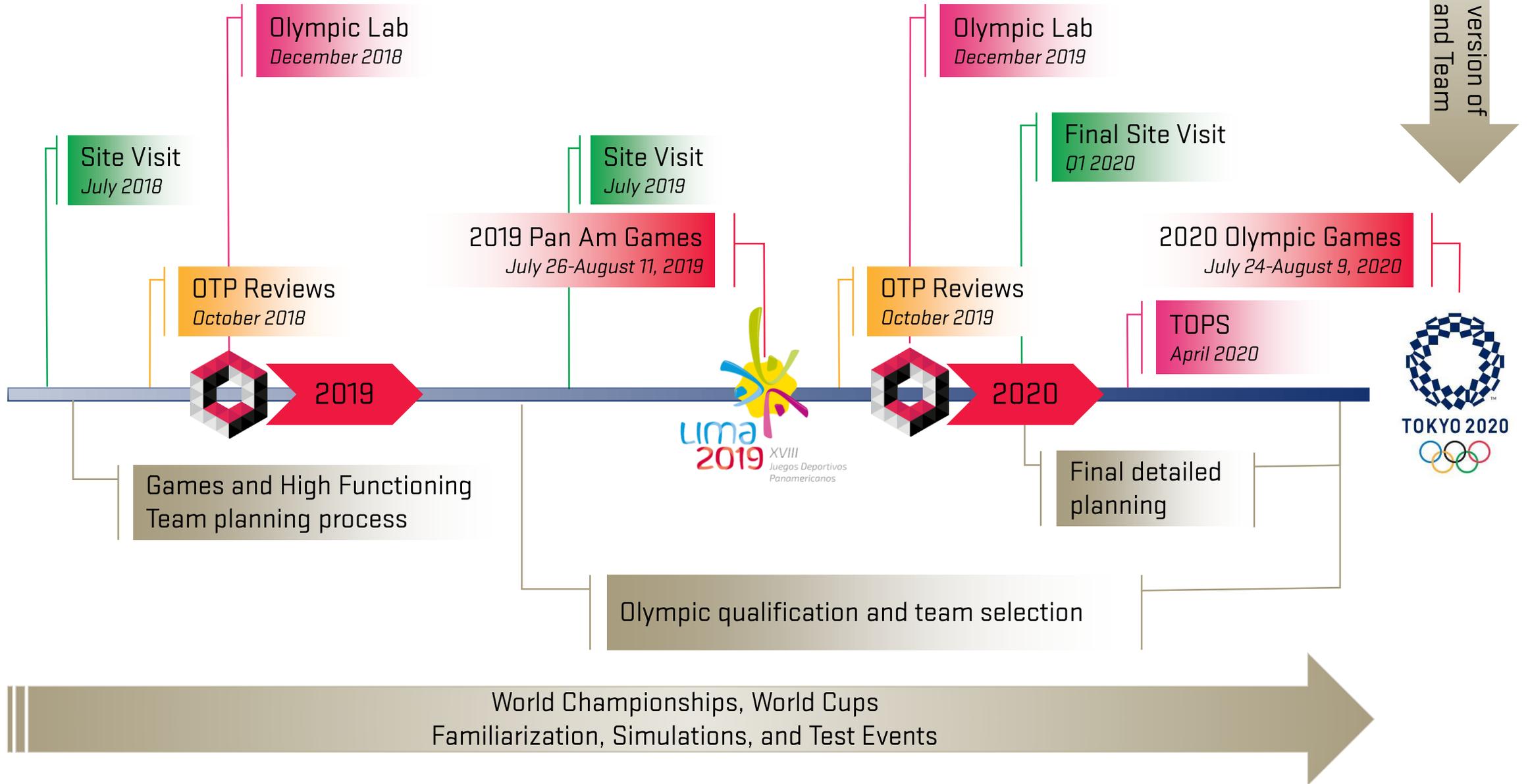




In sport, as in life, the pursuit of a dream  
is a journey of transformation.



# TOKYO ROADMAP





Team  
Performance  
Dynamics

Olympic  
Specific  
Planning and  
Preparation

Individual  
Resilience

**DIFFERENCE MAKERS**



**THE ENVIRONMENT**

**EMBRACE YOUR  
NATURAL HABITAT**



*“Fear comes from not  
knowing what to expect.”*

*— Chris Hadfield*



**HAVE CLARITY  
IN YOUR MISSION**





“ ... the Olympic goal dwarfs the sometimes imperceptible day-to-day improvements that are necessary to get there.”

- Jeremy Wotherspoon

# PERFORMANCE STRATEGIES AND MEASUREMENT





# PERFORMANCE APPROACH RECAP

Preparation and planning

Creating an environment to be at your very best

Understanding gaps or the difference makers

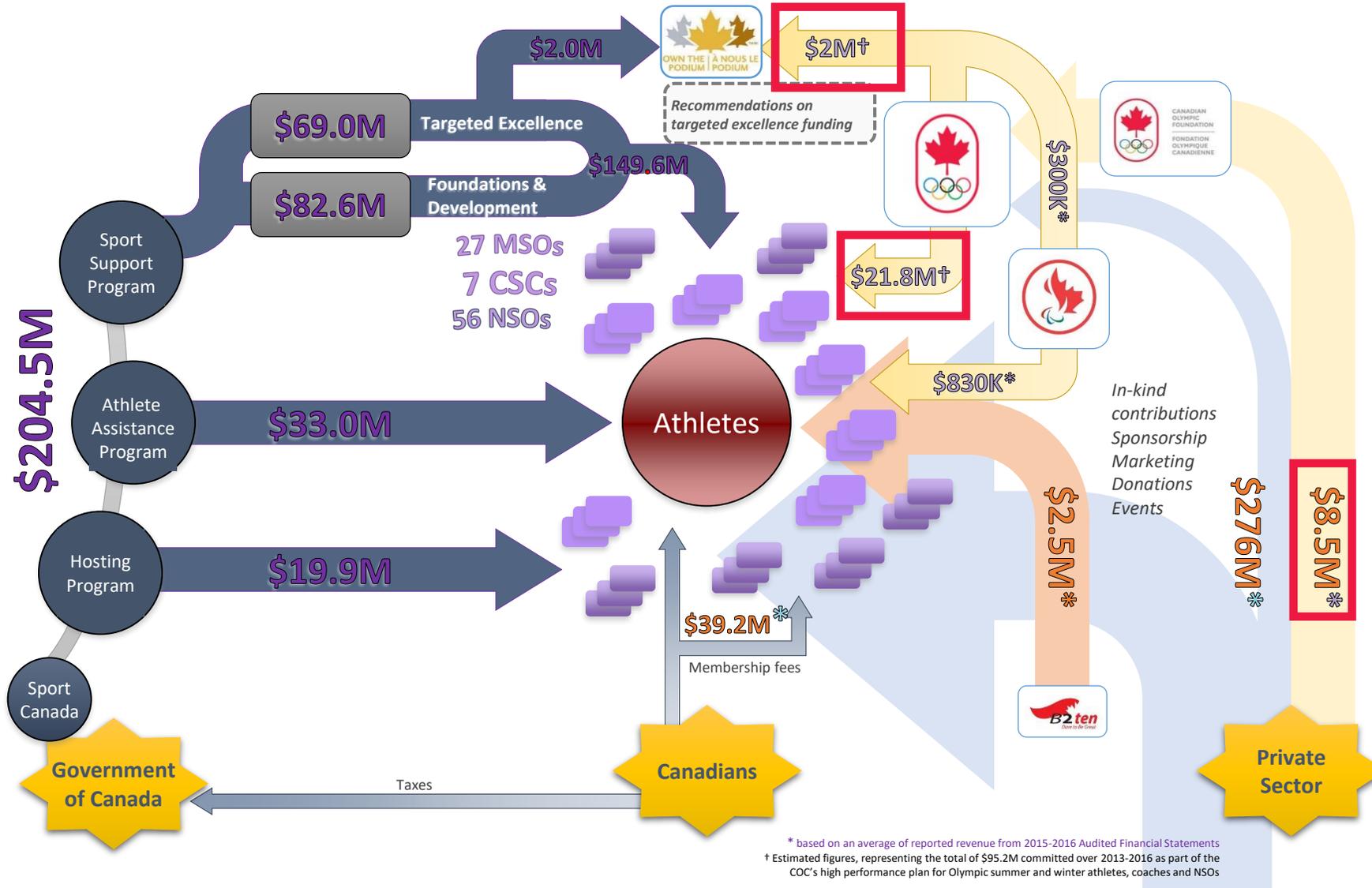
Taking care of the necessary day-to-day improvements

Maintaining perspective on a performance that has meaning





# NATIONAL FUNDING ENVIRONMENT



\* based on an average of reported revenue from 2015-2016 Audited Financial Statements  
 † Estimated figures, representing the total of \$95.2M committed over 2013-2016 as part of the COC's high performance plan for Olympic summer and winter athletes, coaches and NSOs

# COC VISION

**CANADA IS A WORLD LEADER IN SPORT, INSPIRED BY THE PASSION AND PERFORMANCE OF THE CANADIAN OLYMPIC TEAM**



# COC MISSION

**TO LEAD THE ACHIEVEMENT OF THE CANADIAN OLYMPIC TEAM'S PODIUM SUCCESS AND PROMOTE THE PRINCIPLES AND VALUES OF OLYMPISM**



# SPORT DEPARTMENT STRATEGIES

## **SPORTS EXCELLENCE** CAPACITY BUILDING FOR WINNING CONDITIONS

Enable athletes, coaches and teams to prepare at the highest levels.



**CREATE A WINNING GAMES** environment that supports optimal team performance

**BE A HIGH PERFORMING NOC** that efficiently provides innovative and value added support to athletes, coaches & NSFs in preparation for, and during Games

**ENHANCE SPORT SYSTEM** that supports a winning environment and optimal performance at all levels

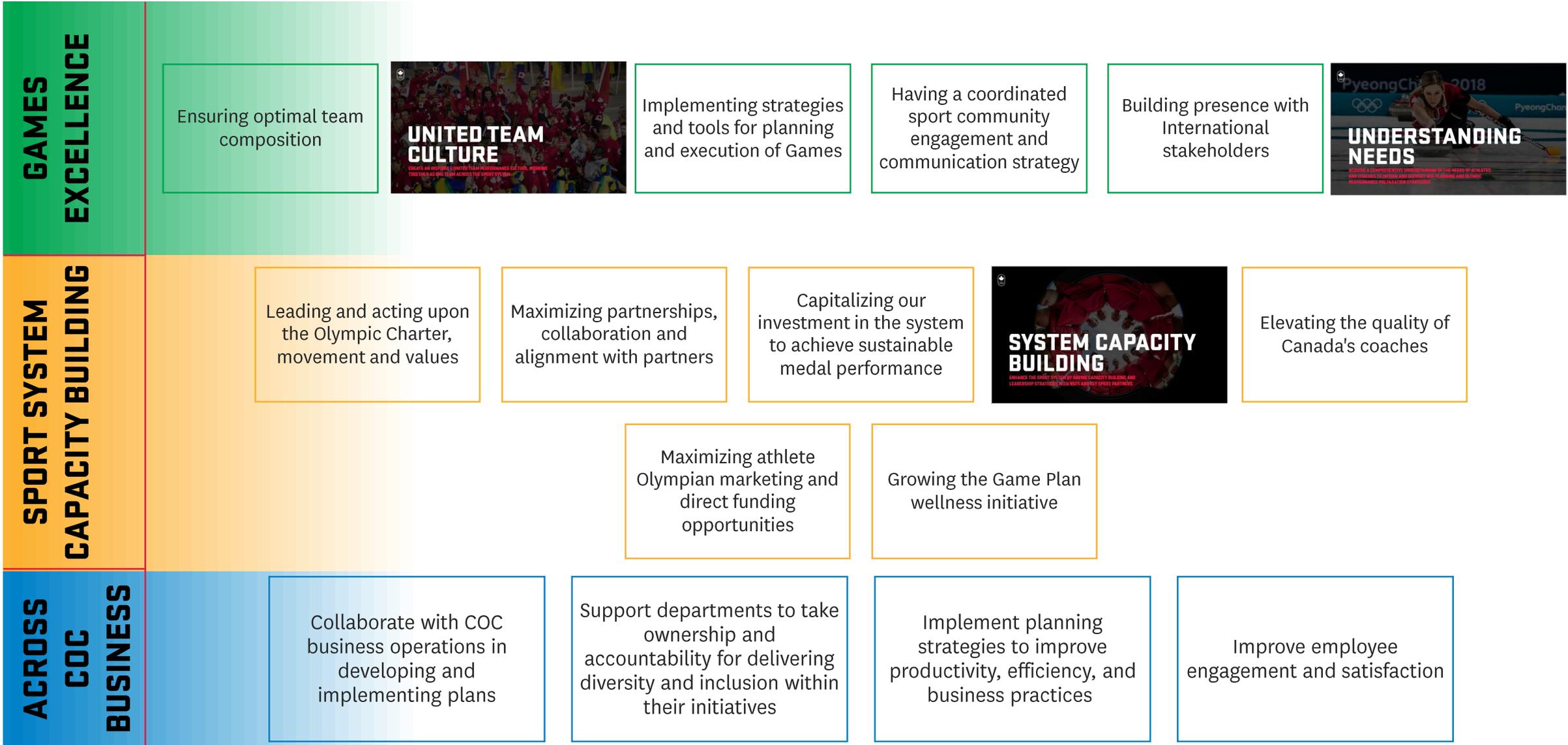
**HELP DEVELOP** sustainable and stable funding

**CLEAN + ETHICAL SPORT** leadership as an underpinning to sustained performance





# SPORT DEPARTMENT OBJECTIVES



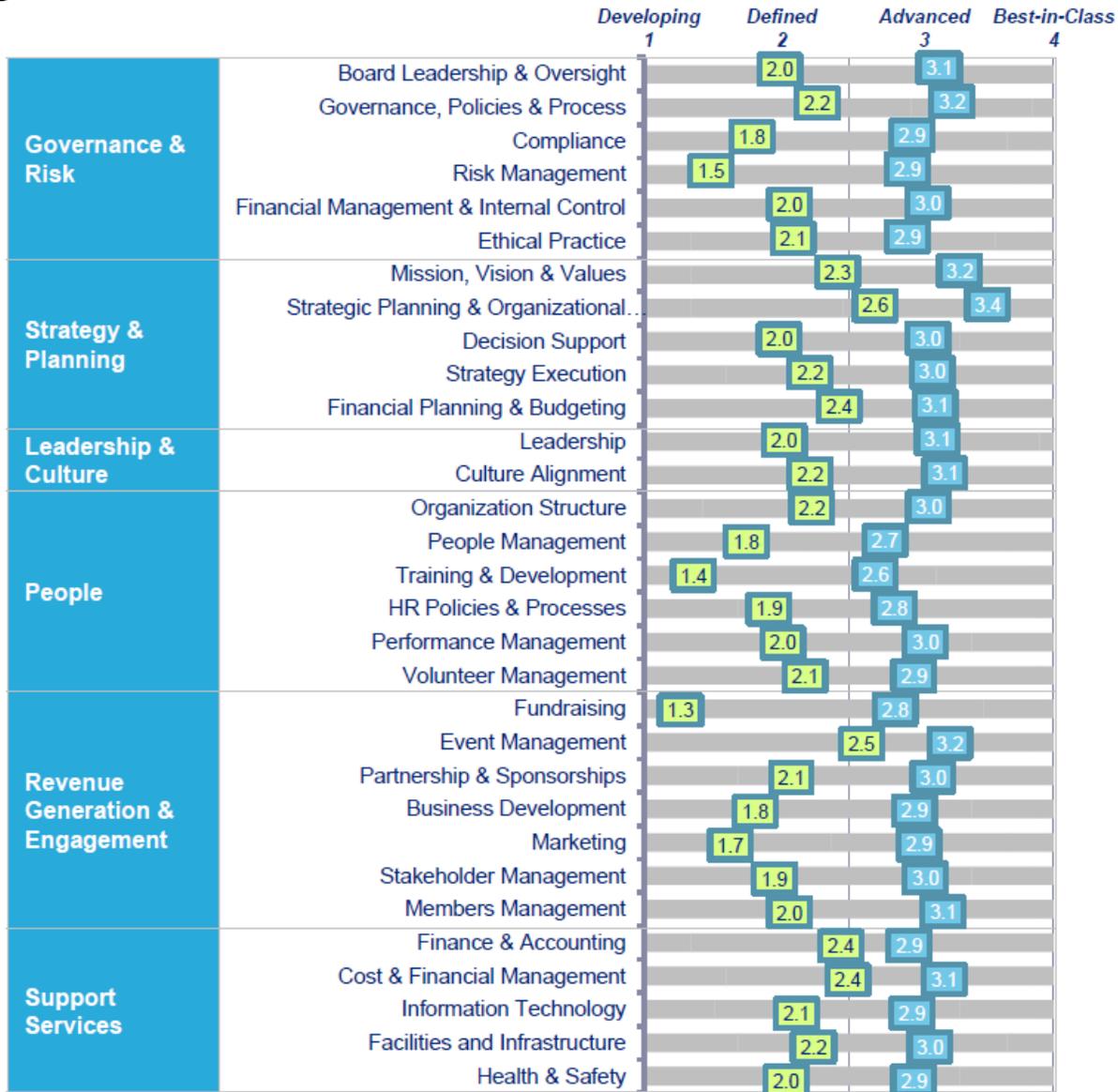
A group of approximately 12 female basketball players in red uniforms are huddled in a circle, viewed from above. They are looking towards the center of the huddle. The background is a dark, circular tunnel-like structure with concentric rings.

# SYSTEM CAPACITY BUILDING

**ENHANCE THE SPORT SYSTEM BY HAVING CAPACITY BUILDING AND  
LEADERSHIP STRATEGIES WITH NSFS AND KEY SPORT PARTNERS**



# ASSESSING ORGANIZATIONAL CAPACITY



## FOUR IDENTIFIED PRIORITIES

Leadership development

Specialized tools and resources

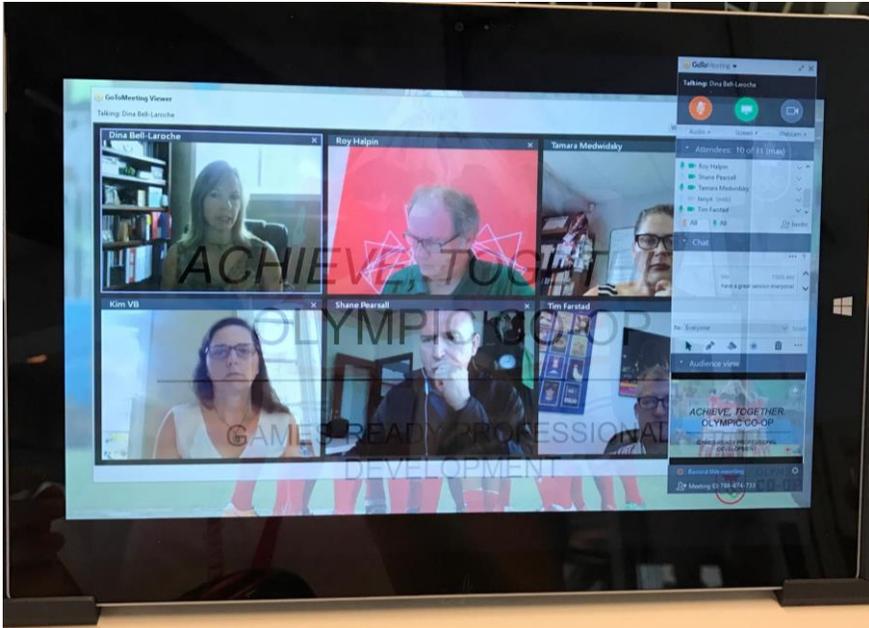
Alignment

Revenue generation



# ASSESSING TECHNICAL CAPACITY

Sport	CTL	DTE & CE	SSSMi	HP Plan	PP	HP Gov	2017 Top-5	2017 Top-8	2020 Pool
A	Green	Green	Gold	Green	Green	Gold			Very High
B	Green	Green	Yellow	Green	Green	Gold			High
C	Green	Yellow	Yellow	Yellow	Yellow	Green			High
D	Green	Green	Green	Green	Green	Yellow			Mod
E	Yellow	Yellow	Green	Yellow	Yellow	Red			High
F	Green	Gold	Green	Green	Green	Yellow			High
G	Green	Green	Gold	Gold	Gold	Gold			High
H	Yellow	Green	Green	Yellow	Yellow	Yellow			High





# EVALUATING THE CO-OP

TO WHAT EXTENT WAS THIS OF VALUE TO YOU  
IN HELPING YOU ACHIEVE YOUR LEARNING /  
PROBLEM SOLVING OBJECTIVE?  
(1- NO VALUE | 5- CRITICAL TO MY SUCCESS)

Client Group	Average
Coaches	3.5
Integrated Support Team	3.0
Mental Performance Consultants	3.6
High Performance Directors	3.7
CEOs	4.5
<b>Overall</b>	<b>3.8</b>

Our problems are not unique; we're all going through the same issues. We have so much collective capacity to help one another. It doesn't have to be so lonely to be a CEO of a sport org when you have opportunities like the CO-OP to share and learn.

The Olympic CO-OP program uses a proven, solution focused process, a trained facilitator and a small group of your peers to help us sort out our issues.



# UNITED TEAM CULTURE

CREATE AN INSPIRED & UNITED TEAM PERFORMANCE CULTURE, WORKING  
TOGETHER AS ONE TEAM ACROSS THE SPORT SYSTEM



**“IF YOU DON’T  
INVEST IN YOUR  
CULTURE, YOU’LL  
GET ONE ANYWAY”**



WE ALL HAVE SOMETHING TO PROVE  
EACH IN OUR OWN WAY  
LIKE THOSE WHO DID BEFORE US  
AND THOSE WHO WILL LONG AFTER.  
WE PROVE IT TO OURSELVES  
EVERY SINGLE DAY.  
NOW WE'VE EARNED THE RIGHT  
TO PROVE IT TO THE WORLD  
BECAUSE OUR ACTIONS SPEAK LOUDER  
AND ALWAYS FOR THEMSELVES.

THIS IS WHO WE ARE  
WE ARE THE PROOF  
WE ARE CANADA



NOUS AVONS TOUS QUELQUE CHOSE À PROUVER.  
CHACUN, À NOTRE MANIÈRE.  
COMME CEUX QUI NOUS ONT PRÉCÉDÉS  
ET CEUX QUI NOUS SUCCÈDERONS.  
NOUS LE PROUVONS À NOUS-MÊMES  
À CHAQUE INSTANT.  
NOUS AVONS MÉRITÉ LE PRIVILÈGE  
DE LE DÉMONTRER AU MONDE ENTIER.  
CAR NOS ACTIONS PARLENT  
TOUJOURS D'ELLES-MÊMES.

VOILÀ QUI NOUS SOMMES.  
NOUS SOMMES LA PREUVE.  
NOUS SOMMES LE CANADA.

# OUR PLEDGE

This is who we are

THE CANADIAN OLYMPIC TEAM





**BE VIRTUOUS BE VICTORIOUS BE  OLYMPIC**



**PUT TEAMS INTACT**



BE THE  
PROOF



SOYEZ LA  
PREUVE



OLYMPIC  
LAB  
OLYMPIQUE

**MULTI-SPORT CONTEXT**



# MEASURING CULTURE



BEFORE THE OLYMPICS... AFTER THE OLYMPICS...

Overall

**82%**

Athletes

**79%**

Found Olympic Lab 2017 valuable in preparing for the Olympics

Overall

**86%**

Athletes

**91%**

Found Olympic Lab valuable in preparing for the Olympics

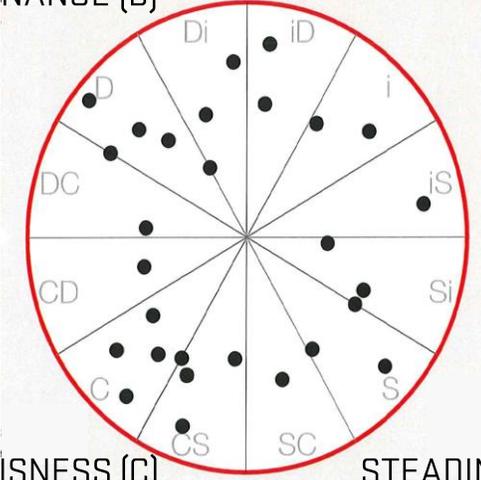
**95%**

Feeling part of a unified Canadian Olympic Team had a positive or extremely positive impact on performance

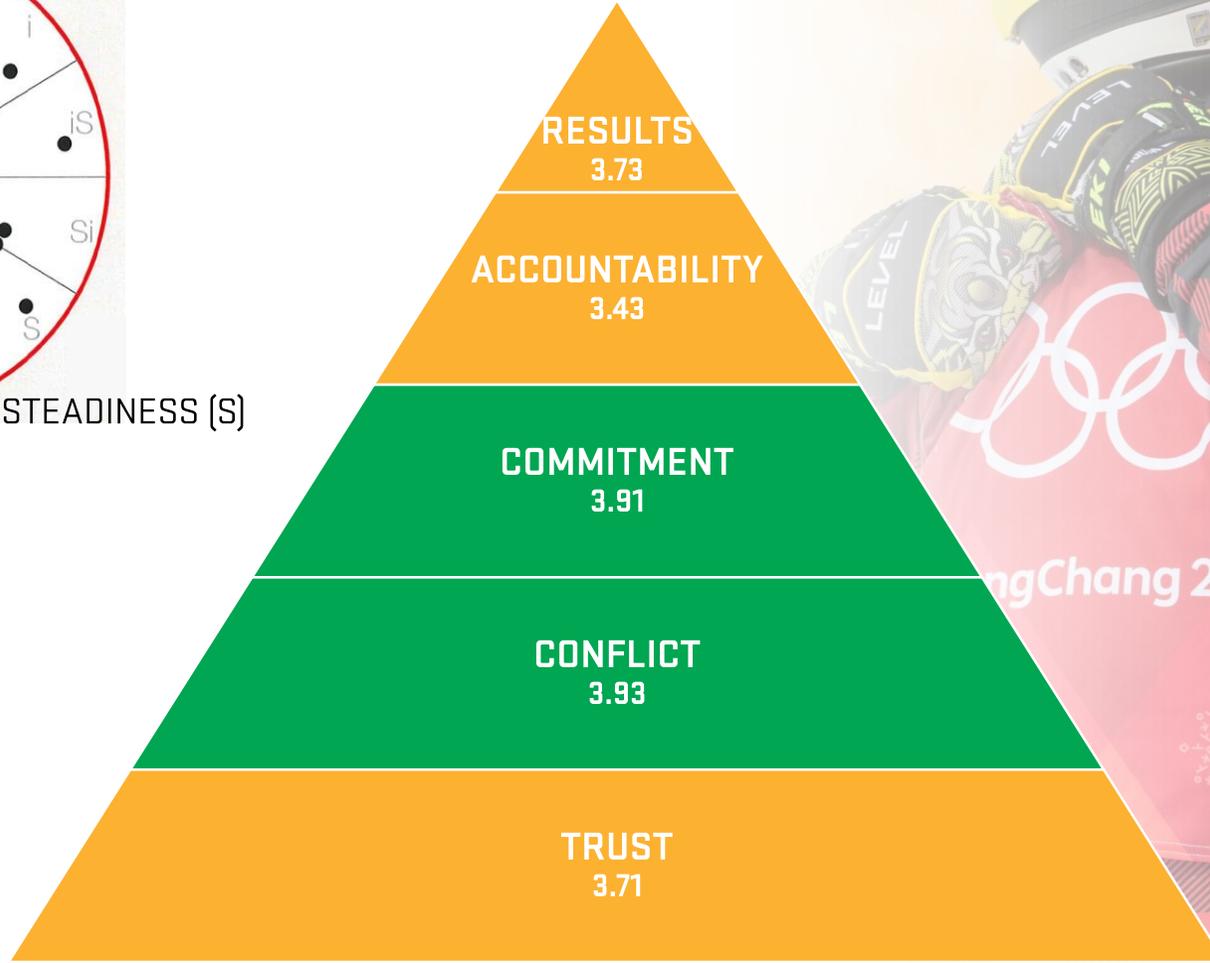


# THE FIVE BEHAVIOURS AND YOUR TEAM

DOMINANCE (D) INFLUENCE (i)



CONSCIENTIOUSNESS (C) STEADINESS (S)





# UNDERSTANDING NEEDS

**ACQUIRE A COMPREHENSIVE UNDERSTANDING OF THE NEEDS OF ATHLETES  
AND COACHES TO INFORM AND SUPPORT NSF PLANNING AND OLYMPIC  
PERFORMANCE PREPARATION STRATEGIES**



# SUMMER & WINTER SPORT ASSIGNMENTS

## DESIGNATION DES SPORTS D'HIVER ET ÉTÉ



**VERONICA BRENNER**

**Summer:**

Archery / Tir à l'arc  
Badminton  
Equestrian / Sports équestres  
Gymnastics / Gymnastique  
Karate / Karaté  
Modern Pentathlon / Pentathlon modern  
Sailing / Voile  
Shooting / Tir  
Skateboard  
Sport Climbing / Escalade sportive  
Surfing  
Table Tennis / Tennis de table  
Taekwondo

**Winter:**

TBD



**JOSÉE GRAND'MAÎTRE**

**Summer:**

Basketball  
Boxing / Boxe  
Canoe-Kayak / Canoë-kayak  
Golf  
Judo  
Rowing / Aviron  
Tennis  
Weightlifting / Haltérophilie

**Winter:**

Curling  
Figure Skating / Patinage artistique  
Ice Hockey / Hockey sur glace  
Speed Skating – Long Track / Patinage de vitesse – longue piste  
Speed Skating – Short Track / Patinage de vitesse – courte piste



**MARIE-ANDRÉE LESSARD**

**Summer:**

Athletics / Athlétisme  
Baseball  
Field Hockey / Hockey sur gazon  
Rugby  
Softball  
Volleyball  
Volleyball – Beach / Volleyball de plage  
Wrestling / Lutte

**Winter:**

Alpine Skiing / Ski alpin  
Biathlon  
Bobsleigh  
Cross Country Ski / Ski de fond  
Luge  
Nordic Combined / Combiné nordique  
Skeleton  
Ski Jumping / Saut à ski



**TANIA VICENT**

**Summer:**

Cycling / Cyclisme  
Diving / Plongeon  
Fencing / Escrime  
Soccer / Football  
Swimming / Natation  
Synchronized Swimming / Nage synchronisée  
Triathlon  
Water Polo

**Winter:**

Freestyle Skiing / Ski acrobatique  
Ski cross  
Snowboarding / Surf des neiges



# OLYMPIC PERFORMANCE APPROACH

SERVICES /  
SOLUTIONS

TRUST &  
UNDERSTANDING

Solutions, Support,  
Services,  
Implement,  
Intervene, Educate,  
Use of experts and  
partners

Awareness,  
Observation,  
Questions, Intel  
gathering,  
Understanding plan

Escalate, Diagnose,  
Evaluate, Assess,  
Prioritize

Identify Gaps,  
Needs, and  
Opportunities

STRATEGIZE/  
ESCALATE

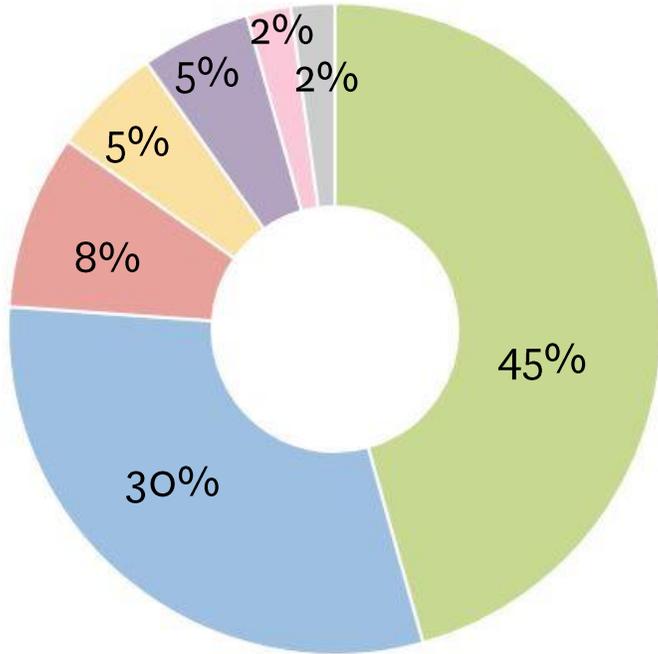
GAPS / NEEDS /  
OPPORTUNITIES





# NSF GAPS / ISSUES

AS OF JUNE 16, 2017



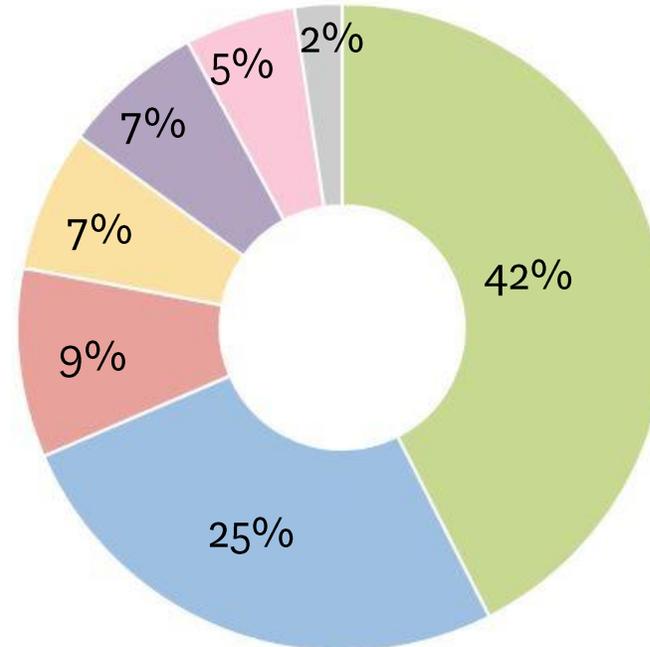
Open Issues

Epic Link

Total Issues: 92

At Games NSF Operational Plans	42
NSF Staffing, Team Dynamics, Accredi...	28
Health Science Technology	8
NSF Sport Technical, International Fede...	5
Organizing Committee	5
Familiarization and Test Events	2
Funding	2

Total Issues Recorded



Epic Link

Total Issues: 127

At Games NSF Operational Plans	54
NSF Staffing, Team Dynamics, Accredi...	33
Organizing Committee	12
Health Science Technology	9
NSF Sport Technical, International Fede...	9
Familiarization and Test Events	7
Funding	3

# HOW DID WE DO?



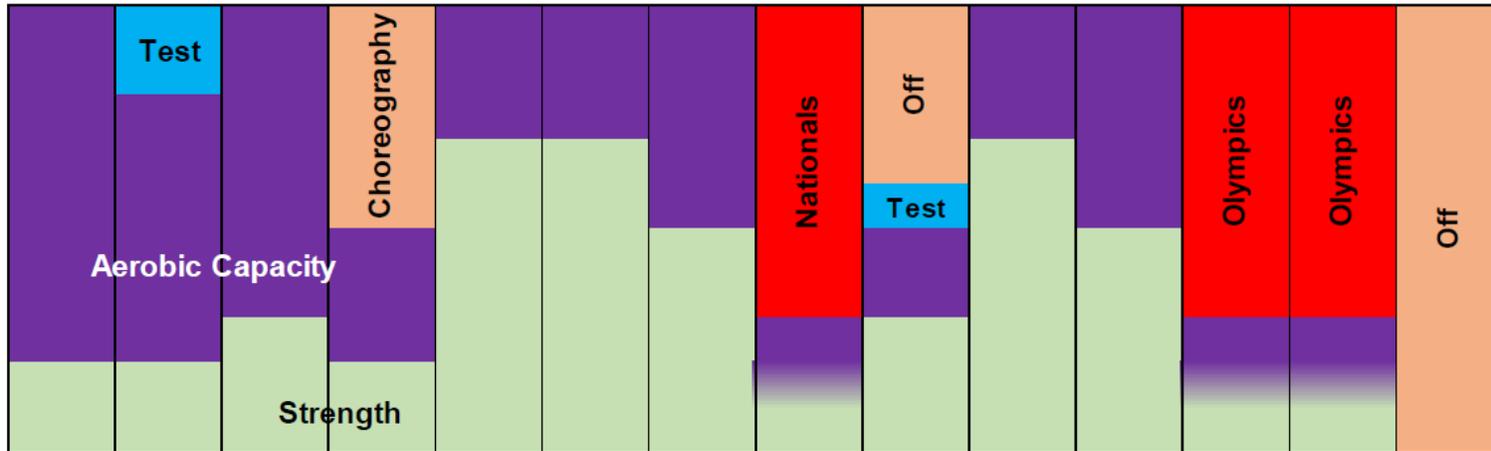


# PATRICK CHAN'S 12-WEEK PLAN



Visit Visit Visit Visit

MESO 1 MESO 2 MESO 3 MESO 4



GAP

Enjoyment / Fitness / Belief	'Snap' in Jumps / Belief	Technical / Pre-Ice Plan	Competition Exposure
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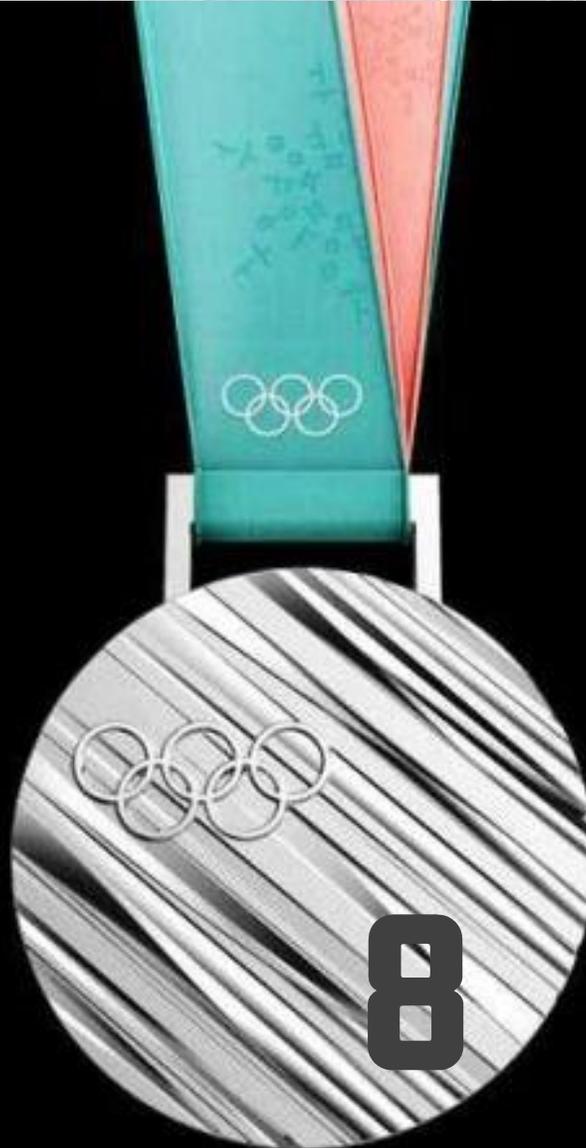
STRATEGY

PLANNED Training Sequence	Short STR Blocks / SIM	Adjust TR schedule	Microcycle Plan Work:Rest Ratio
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# SO HOW DID WE DO?





## **PIERRE DE COUBERTIN**

*Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.*



THANK YOU



MERCI