



DRIVINGFORCES

Adding peak performance to business practice

NEWSLETTER

Winter 2008

In this Issue:

REVIEWS: TAKE THE LIGHT AND PASS IT ON - How to make sense of what you learn at the Olympics.

The greatest show on earth is about to begin...

For 16 days in August, the Beijing Olympic Games will entrance the world with its usual mix of high drama, joy, pain and occasionally, tedium.

It's what happens after the Games that I wish to discuss here.

The last stage of the Games is the birth of the next. This is the critical post-Games review process – a process that applies as much to sport as it does to every organisation after a major event.

If handled well this post-analysis will result in an intelligent, balanced and constructive document that a) identifies what was done well along with the areas where improvement is needed for next time, and b) identifies the key strategic issues for the next big event.

Every review from every major international sporting event is a valuable layer of information, insight and knowledge to be tapped into by coaches, officials and administrators. It is therefore essential that the review process be done properly.

Looking at the review process

Drivingforces has been involved in many reviews. It is objective, understands the process, knows what to look for and importantly, knows how to communicate its findings.

Reviews need to be properly structured. Here are some foundation principles upon which a sound review can be built.

Purpose

This should be clearly stated out front. In most cases, the purpose is to learn what worked and what didn't, and from there establish strategies for the future.

Terms of reference

These should be built around the Purpose.

Process integrity

For the sake of credibility, the process has to have integrity. If it's to be a serious and objective analysis (and not merely going through the motions), it has to ask the hard questions, no matter how unpalatable they may be. And it has to seek the obvious and not-so-obvious answers.

Timeframe

Pre-Games – In order to save time later, draft terms of reference should be drawn up before the Games with timeframes, people to be interviewed and reviewer(s) appointed. Post-Games – The review should start within a reasonable period (2-3 weeks). The timing is important: too soon and people haven't had time to reflect; too late and

memories fade, athletes disperse and it all gets overtaken by events.
Review Process – It should take 4-6 weeks from commencement to completion.

Methodology

This should be a combination of:

- Surveys
- Interviews (individual and group) – face to face and/or by phone
- Quotes to reinforce points/comments
- Analysis of documents e.g. minutes, policies, officials and athletes etc reports.
- Report writing

Scope

The review's scope should include:

- The pre and post Games periods, as well as the Games themselves.
- Not only the usual groups e.g. athletes, but also people who may not part of the team yet were involved as officials at the event.
- The performance of the Board for a) decisions and policies that could have impacted on a) the athletes' performance/results, b) oversight of *quality* of strategies/plans and c) financial oversight.
- The performance of management – operational oversight and responsibility for ensuring no stone was left unturned.
- Objective, knowledgeable external people - they are a resource, usually happy to oblige.

Tone

- Analytical, non-personal and truthful, constructive recommendations based on evidence based findings
- Opportunities should be highlighted
- Sensitive matters should be managed sensitively
- Respect matters told in confidence

Report Format

- Introduction sets out purpose, terms of reference and scope
- Executive summary
- Body of the report – clearly defined sections (pre, during and post Games) devoid of jargon with recommendations and

if appropriate, an indicative implementation plan/timetable

- Detailed material should be attached to the back of the report
- Presentation to the board, management, coaches etc should be simple, informative and to the point.

Follow up

Board and management need time to consider the report, decide on the areas to act upon and set in place an action plan with budget.

Every second counts. The next 4 years to the next Games will pass quickly. It's never too soon to start the planning process, but it can be too late. Don't be caught out.

Don't just capture knowledge – put it to work

There is no point in capturing knowledge if it's going to be tossed into some file and forgotten.

Information dissemination is key. Put the review report on the website, send copies to relevant stakeholders.

The aim is to create a systematic circulation of knowledge so that the lessons from it are productively and creatively used (and reused).

Driving Philosophy

The pursuit of excellence should be the driver. Nothing less.

“Time is your greatest resource. When it's gone it's lost forever.”-W Lauder, CEO
Estee Lauder.



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“A desire for Peak Performance is the force that must drive any successful organisation.”

Further information about what Drivingforces does go to:

www.drivingforces.co.nz