



Strategy Delivery Review “The Why”

“The future ain’t what it used to be”

June/July, 2018

Introduction

Further to the Strategy Delivery Review (SDR) roadshow that occurred in June/July 2018, Hockey New Zealand has developed three documents which summarise the roadshow discussion, to provide the “What, Why and How” of the Strategy Delivery Review.

These documents are based on the information presented during the roadshows and this is reflected by the use of the PowerPoint slides through-out. We have provided commentary against these slides so they can be shared with the hockey community.

If you have any questions or require further clarification please be in touch with Ken Maplesden, General Manager of Community Hockey and Events (ken.maplesden@hockeynz.co.nz).

The purpose of this document is to outline “The Why” which provides the context for the proposals or “The How”. The Why has been developed from the large amount of information collated as part of stage 1 and is the cornerstone for the proposals.

“Hockey is a sport for life, with accessible opportunities for all, regardless of age, gender and competitive or social aspiration.”

“Hockey is an important part of our social world, creating lifelong friendships and connections, while being family focused.”

“We have a quality pool of high performing athletes, coaches and officials, that leads to consistent performances on the world stage (winning more medals!) and hockey heroes that New Zealanders see and know, and kids are inspired by.”

“The map to achieve success is transparent and accessible to all.”

What does success for hockey look like?

“Our competitions are accessible and appropriate for each age-and stage across the sport. They are being delivered consistently well across the country, providing a great hockey experience for everyone.”

“We all understand the purpose of each type of competition, and what our players, coaches and officials will get out of it”

“We are all clear about our roles but not siloed. We are working together and heading in the same direction, with strong governance and good decision-making”

“Our organisations are thriving – we are operationally streamlined with the financial capability to develop and grow our sport”

2



During stage 1 we asked a key question of many people within hockey which was “what does success look like for hockey” in 5-10 years. The slide to the left and then a fuller one on the following page provide a snapshot of the responses we received.

The responses have been left verbatim so as to capture the voice of our hockey community, with the quotes on the following page grouped around themes.

These responses have been a key touch point for the development of the proposals.

OUR Strategy Delivery Review – What does success look like?



An **ALIGNED** and **RECOGNISED** sport providing **GREAT** experiences to **MORE** people through **STRONG** organisations and **WINNING** teams!

Mental Models – the Working Group approach

- A mental model describes any sort of concept, framework, or world view that you have in your mind.



- Mental models guide our perception and behaviour. They are the thinking tools that we use to understand life, make decisions, and solve problems.
- Mental Models include values, beliefs, ideas, images, and verbal descriptions that we consciously or unconsciously form from our experiences.

16



With this context in place around mental models, we have framed up key mental models for hockey out of the information gathered in stage 1.

What we discovered is there are a range of mental models for our game and that these are important constructs when it comes to future decision-making.

All the proposals have been informed by and validated against the mental models.

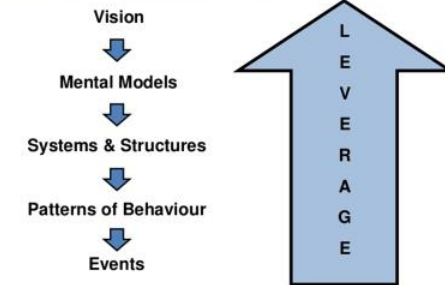
Mental Models

Alongside the “what does success look like” the concept of mental models has been important for the proposal development.

The levels of perspective slide shows how mental models influence decision making.

The slide to the left gives an definition and overview of what mental models are.

Levels of Perspective (Daniel Kim)



Community sport

Our Hockey Mental Models – developed from workshops and discussions

- **Fun**, positive, safe environments
- **Affordable** - Value for money
- **Holistic** development → what's broadly good for the participant, new & team experiences
- **Competitive balanced** competition → manage workload / reduce burnout, realistic cost
- **Inclusive**, available & demand driven – different settings, different abilities, different expectations, allow / support player creativity
- **Developmentally appropriate** → learning (coaches, players and volunteers)
- Consider **all parts of the game** – players, officials, coaches, parents etc
- **Diversity** - gender, age, ethnic, socioeconomic
- **FAMILY**
- **Sustainable** – financially, people = **VOLUNTEERS**, and resources. Well run sport
- **Retaining** those involved through a **quality** experience
- Opportunities to play other sports, do other things

17



Talent development and long term sport participation

A key area of information and learning during stage 1 was engaging with and broadening our understanding of the Sport New Zealand Talent Plan. Over many years a number of plans and strategies have been developed to address youth development and quality experiences for young people in sport, the latest of which is the Sport NZ Talent Plan.

While the title of this plan is about Talent the content is actually focussed in on the quality of experiences for young people in sport and how to create a life long love for sport and in our case hockey. Unfortunately, although this have been talked about for many years and while there are areas of good practice there hasn't been significant change across community sport.

Sport NZ are now working more closely with a number of sports, including ourselves, to look at how we can provide the best possible experience to all participants, with a focus on young people.

What has Sport New Zealand learned about talent and athlete development, and long term sport participation?

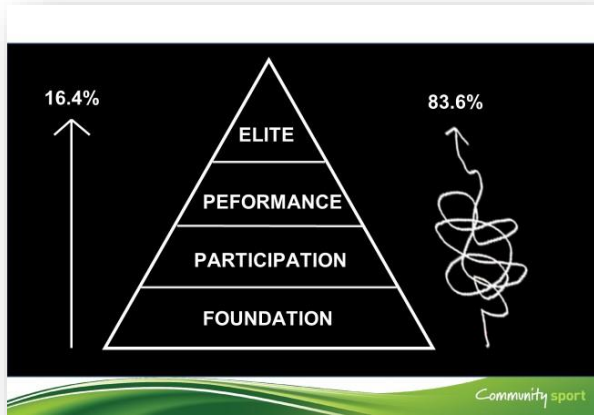
There are a number of myths in sport development, including early specialisation, childhood success as a predictor and a winning focus. They found:

- When young people have diverse sporting experiences they develop transferable skills, greater creativity and better decision-making capabilities
- Performance at a young age is not a reliable predictor of future potential/success
 - Hockey is a late specialisation sport
- The most successful athletes, teams, coaches and administrators don't focus on winning. They focus on their development: how well they perform.
 - Over-competition and under-training results in a lack of fundamental skills

Balance is better – help players achieve their potential not only in sport but in life

Through the work Sport NZ have done they look at a number of myths that exist within youth sport in particular and the slide on this page provide an overview of these and how they relate to hockey.

The next page includes slides from Sport NZ that detail these further.



Sport NZ reference research and concepts as evidence with some of the key areas detailed by the slides on this page.

From a broad study across a range of sports it has been found that only 16% of elite athletes have come through the pathway with the rest follow a non-linear path. This means athletes joining a sport late, coming from other sports, coming in and out of a pathway etc.

The next two slides are highly connected being the differing physical development rates of young people and the peril of selection and de-selection. As young people all develop at different rates (as highlighted by the pictures on this page) we need to ensure we have a system of participation and development opportunities that do not make decisions too early.



A Winning vs. Development focus in youth competitive sport.



It has been found via research that having a winning vs development focus is detrimental not only to the long-term development of athletes, but to their overall enjoyment and participation. Having a winning focus means we make decisions in the interests of a few but not the collective, will often driven by parent expectations. This can create an environment of short-term success and less optimal long term outcomes.

Implications...

- Over emphasis on winning - critical development steps skipped
- Huge workload in vulnerable / sensitive development stages
- Overuse injuries and athletes breaking down physically and mentally
- Impacting on enjoyment and participation

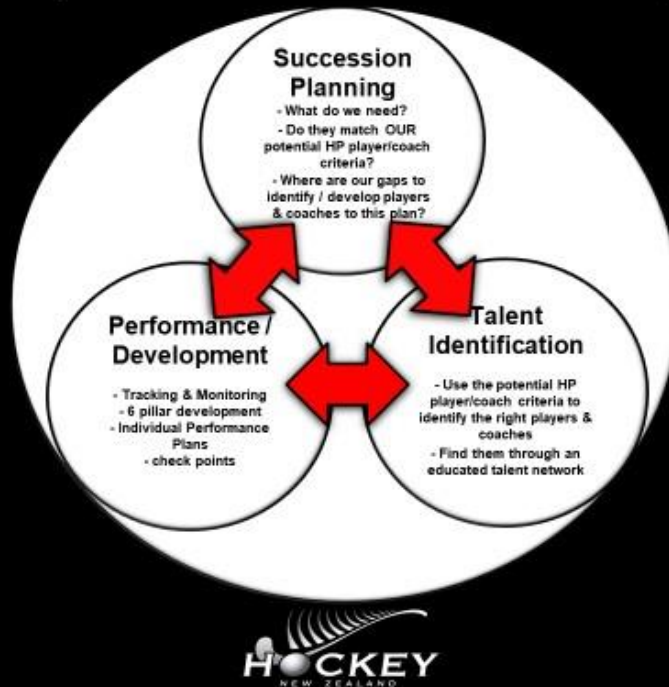
High Performance context

In the High Performance area it is important to understand the context to the programmes that are being developed to then consider “the how” of this being delivered. This starts with the strategy and then the key pillars of how the programme and athlete development will work.

High Performance Strategy has two purposes;

- To support the Black Sticks teams’ progress towards success at the Tokyo Olympics 2020
- To provide a 10-year Hockey NZ High Performance Plan to the LA 2028 Olympics, with a sustainable system for success

HP Player & Coach Development



Player and Coach Development, whether it be at High Performance or Development level has three important systems as outlined on the slide on this page.

It is these systems that define the proposals.

What Is Talent?

1. Current ability

-How they play the game now

2. Potential talent

-Players upbringing, ABC's, Genetics, Gut Feel

3. Performance foundations

-Coachable, Work ethic, Resilience, Motivation



Once a player is identified there are six key pillars that need development to allow them to become a well rounded athlete as shown below. These will not all be emphasised at the same time or within a singular programme, however all are key elements of player development

As part of the overall performance and development system Hockey New Zealand has put in place some clearer understanding of what is talent and the key pillars of player development.

When identifying talent often this is done based only on current ability which is the most obvious and generally easiest to understand. However, judging by this alone will not give a broad enough view of an athlete and will potentially end up with incorrect athletes identified.

As such potential talent and performance foundations are important components of understanding a players future performance. These are more difficult to capture and can only be done by speaking to people in and around the athlete and getting a broader understanding of them as a person and their background.

