THE VISION: TOKYO 2020

THE WORLD CLASS PERFORMANCE PROGRAMME (PARATRIATHLON AND TRIATHLON)
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This document aims to outline ‘the way we do things around here’. In simple terms the World Class Performance Programme (WCPP) is responsible for creating the environment and process to deliver on a UK Sport medal target that is aimed at inspiring the nation through Olympic and Paralympic success. Over the next 10 pages you will find our Vision, the type of Leadership and culture we aim to set, and finally our mission and objectives. We hope that it provides you will a brief overview of what we are about and is a huge part of taking you on our journey with us. We trust you will find it informative and useful, but about all else, give you clarity over the type of programme GB Triathlon aims to provide.

**OUR VISION IS:**

**TO DELIVER WORLD CLASS SUCCESS AND TO INSPIRE PARTICIPATION**

GB Triathlon is embracing this Vision as it provides two aspirational elements that can be ‘lived’ in a practical way by athletes, coaches and staff. The two aspirational elements are:

**WORLD CLASS SUCCESS** and **INSPIRE PARTICIPATION**

As a World Class Performance Programme (WCPP) we have set our culture as ‘adding value and empowering individuals to deliver their best’. This vision allows everyone to aspire to be their best by achieving ‘World Class Success’ through their contributions as an athlete, coach, practitioner and administrator. It will allow the Senior Leadership Team (SLT) to continue asking ‘how can we achieve more’?

The WCPP also has a responsibility to ensure the future and continued success of the sport and the performance programme. Aligning our delivery with actions that ‘Inspire Participation’ will ensure the sport has more athletes, more coaches and more practitioners. It also aligns with a wider agenda across all sport to inspire the nation and future generations.
Our leadership is built on ENGAGEMENT

The first agenda for the SLT is to create ‘engagement’. We ask ourselves the question ‘how can we add value to an athlete or coach’s delivery if there is no engagement’. The SLT defines its role as:

• adding value to an athlete and/or coach;
• earning the right to engage with the athlete;
• giving athletes and coaches the opportunity and environment to deliver their best performance;
• getting out of the way and not implementing strategies that obstruct or hinder coaches and athletes ‘doing the work’.
  - In other words, we will focus on enabling people to ‘make the boat go faster’.
Our culture is to **ADD VALUE** and **EMPOWER** individuals to deliver their best.

This is critical to the operational delivery of the whole programme. It is the leadership team’s fundamental belief that the athlete is responsible for the performance delivery on the day and everyone else is there to support and aid this process. It is important we keep everyone focused on how they support the process and not get into ‘ownership’ of athlete results and performances. The SLT references the Mission and Culture in its dealings with the programme regularly to avoid coaches and staff, in particular, rating their performance solely on how well an athlete performed.

The process for any new strategies or actions to be introduced requires an SLT member to firstly share this with the SLT. As a team the SLT would critique and add the value of their perspective and expertise to the proposal. The critique is set around three questions:

1. Will this strategy or action plan create **engagement**;
2. Once engagement has occurred how can the programme impact on performance of the individual through **enhancement**;
3. Can this lead to **evolution** (sustainable practice and delivery).

On completion of this discussion, the designated member would be responsible for determining the course of action. They could continue as planned, alter or completely review. The SLT would support either outcome.

Through this process the SLT will be ‘living’ how to add value and empower everyone in the programme to take responsibility and deliver their best.
The following behaviours allow everyone to ‘live’ our culture.

- An individual athlete approach.
  - Each athlete has their training, racing, and SSSM programme developed specifically for them.

- A collaborative coach approach.
  - The coaches (and support staff) are to work as a team to develop the best training and competition environment for each athlete. The shared expertise is important to developing a multi-discipline programme.

- An athlete/coach lead performance team.
  - The athlete and coach are to lead the performance team delivery around an athlete.

- Developing athletes who are leaders.
  - An athlete has to have strong decision making skills to be successful in triathlon, therefore the performance team (Coaches and SSSM staff) need to operate in a way that firstly develops the leadership skills within the athlete and then gives the leadership of the programme to the athlete. As a lot of the training is done on their own the athlete can’t always be told what to do, they need to be able to interpret and decide what to do. Within a race they need to be able to decide on different strategies as the race unfolds with little or minimal input. The figure opposite describes the journey an athlete takes through the pathway to develop as a leader.
LEARNING TO LEAD

Podium triathletes need the skills to lead their programme and process. Whilst Learning to Lead is focused purely in this area all the other pillars reflect leadership in some shape or form, it is a key skill in our sport. Whilst expressed in different ways our best athletes have to be leaders in all areas. Acquiring these skills takes time and there is a long transition toward the stage when an athlete can take full responsibility for their programme and performance. As with all learning it is important to appreciate that this journey is unlikely to be linear and we would expect bumps in the road.

- Specialisation aligned with integration.
  - At all times there should be a focus on delivering the specific requirements for an individual or squad, however where appropriate integration should be considered. Integration can be across squads, training centres, and between the Olympic and Paralympic programmes.
MISSION AND OBJECTIVES

OUR MISSION IS:

TO BE THE BEST PREPARED AND SUPPORTED TEAM ON THE START LINE.

The SLT has developed this Mission to ensure each coach and staff member can align their work programme with the process of preparing and supporting the athlete to perform, and not the outcome.

The Mission also ensures that an athlete’s evaluation of performance is about the process they underwent to get to the start line and how this contributed to their performance delivery on the day.

The SLT has determined that if staff and athletes work towards achieving the Mission they will:

- Be able to stand before the start of the race knowing they have done everything to be ready, therefore be more able to operate within a ‘performance zone’;
- Be able to quantify their contribution to the overall delivery and therefore create a measure of ‘job satisfaction’.
To achieve the Mission of ‘being the best prepared and supported team on the start line’, GB Triathlon must ensure it identifies the right athlete, provides the right coach, creates the right environment and underpins this with the right support to ensure that athlete is able to deliver their best and sustained success is achieved.

To create a systematic approach to achieving the Mission the programme has developed the following framework:

- **Right ATHLETE**
- **Right COACH**
- **Right ENVIRONMENT**
- **Right SUPPORT**

In GB Triathlon language, ‘RACES’.
OUR OBJECTIVES ARE:

1. *Create the performance environment that supports athletes to deliver ONE DAY, ONE RACE*

This Objective links directly to the agreed Milestone Target (MST) set with UK Sport. The WCPP will be measured on MST, therefore all athletes, coach and staff plans during the cycle need to be preparing for the ability to deliver on one day.

In the past there was a culture of ‘if I do enough races I will get one right’. This does not drive a performance plan for athletes, coaches and staff that is robust and accountable to the delivery on a given day. It is important to continue with this objective in a sport that determines success on ranking points, not one day delivery eg. the Elite Male or Female World Champion is the one with the most points across all races in a season, not the athlete who wins a given race on a given day.

This objective informs the development of selection policies and delivery of the competition environment.

We will monitor the achievement of this objective through:

- The annual MST
- Alignment of performance plans with clear competition delivery objectives
2. To achieve Coaching Excellence throughout the Performance Pathway

This objective underpins the primary unit of a WCPP programme, the athlete-coach relationship. The WCPP needs to develop excellent coaches that align with the WCPP leadership and culture. By achieving this, the WCPP will ensure that athletes can have a choice of coaches to provide the best athlete-coach relationship for them while aligning and enhancing with the WCPP pathway.

We will monitor the achievement of this objective through:

- Coaches driving their own development needs and plans
- The coaching team leading the SSSM team to create a world class environment

3. Have a strong and aligned performance pathway that uses best practice coaching and sport science to nurture Youth, Junior and Talent Transfer athletes to ensure future world success

This objective ensures clarity around the priorities for the pathway. The pathway needs to implement good coaching and support at all levels and have a long term development plan for athletes to be successful as seniors.

We will monitor the achievement of this objective through:

- The implementation of the Athlete Development Framework and the impact it has on coaching delivery
- The churn rate of athletes coming through the pathway
- The evidence of athletes at each stage of the pathway displaying and delivering the right attributes to achieve success at senior level
4. To be the primary PERFORMANCE RESOURCE for all athletes named within the GB Triathlon pathway

The SLT believes it needs to ‘earn the right to engage’ with the athlete, therefore the WCPP needs to develop a ‘package’ that is able to provide for a variety of athletes in an individual sport. This links clearly to the behaviour in our culture that has been defined within the sport as an ‘individual athlete approach’.

We will monitor the achievement of this objective through:

- The annual Performance Enhancement Process
- The analysis of athlete numbers directly engaged with the WCPP training centres

5. Use INFORMED CHOICE to enhance programme, athlete and staff performance

To deliver athletes to the start line ready to perform the WCPP needs to operate in a manner that uses ‘Informed Choice’. ‘Informed Choice’ within GB Triathlon is defined as making decisions based on evidence. In aligning with our culture of ‘empowering’ individuals it is beholden on everyone to provide the evidence so the athlete, coach or staff member can make a choice that is robust and can be reviewed afterward to create learning and more sustainable processes.

We will monitor the achievement of this objective through:

- PEP feedback
  - ‘How did we make our choices’?
  - ‘What evidence did we provide’?
- Development of more effective performance plans and athlete load monitoring