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Leadership and international high performance results in headwind



Benelux Business Club

22nd September 2011

A little bit about myself

- High Performance Manager since 2002
 - And finishing in 2012...
- From 1996 – 2002 held “normal” jobs
- 1996 master in economics
 - From Syddansk Universitet, Odense
- 2009 master in executive corporate communication
 - From Handelshøjskolen, Århus Universitet
- Former elite swimmer
 - Participated at Olympics in ‘88 and ‘92



The Danish Swimming Federation

Vision

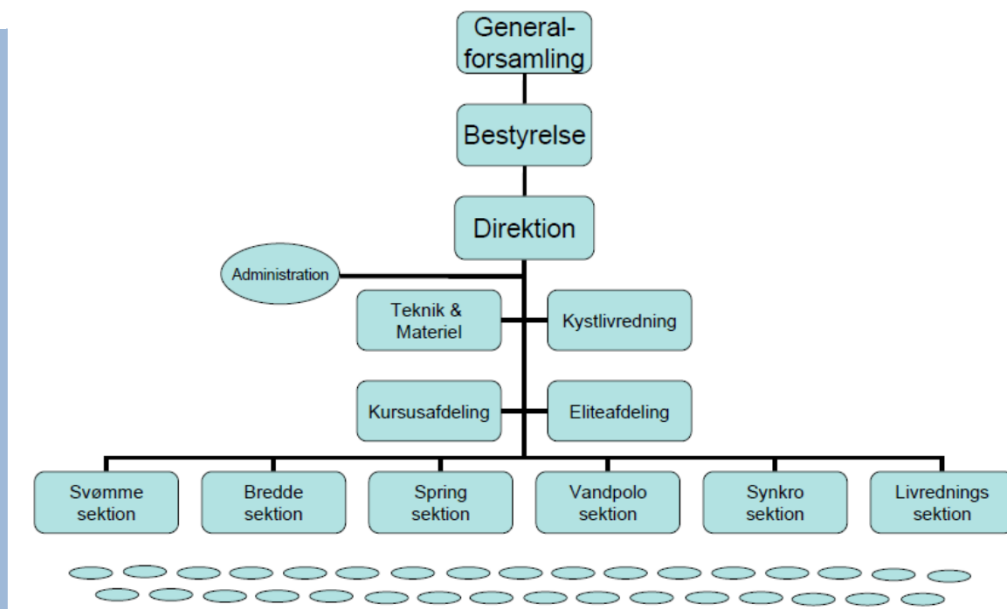
To be the best sporting organization in Denmark

- 3rd largest sport in Denmark with 136,000 members from more than 200 clubs



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How we are organized



Stakeholders

- Member clubs, board, media, public, swimmers, coaches, parents, sponsors, Team Danmark, politically elected from clubs, swimming pool managers, local communities

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The present
– Pleasant...



The present

- Two individual World Champions in 2011
- 4 world class swimmers and two relay teams among the 8 best in the world
- 1 Olympic medal in 2008, and potentially 3 medals in 2012
- World and European records in 2009
- Maybe the most successful and most progressive sport in Denmark right now
- One of the most successful coaches in the world as national head coach



A result we are proud of

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Medal Table World Championships 2011 Shanghai						
		million people	Gold	Silver	Bronze	Total
1	United States	450	16	5	8	29
2	China	1.350	5	2	7	14
3	Brazil	190	3	0	0	3
4	Australia	22	2	8	3	13
5	France	65	2	3	5	10
6	Britain	60	2	3	0	5
7	Italy	61	2	3	0	5
8	Netherlands	17	2	1	3	6
9	Denmark	5	2	1	0	3
10	Russia	143	1	3	0	4
11	Sweden	9	1	1	0	2
12	Hungary	10	1	0	3	4
13	Belarus	9	1	0	0	1
14	Norway	4	1	0	0	1
15	South Korea	49	1	0	0	1
16	Japan	120	0	4	2	6
17	Canada	34	0	3	1	4
18	Poland	38	0	1	0	1
19	Germany	81	0	0	5	5
20	South Africa	50	0	0	3	3



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The starting point
– Less pleasant...



The starting point

- No structure, no system, no coaches, no talents
 - **Case:** Crisis for two years, team travelled in two groups in 2002 + 2003
 - ...but strong support from important stakeholders like Team Danmark and the board



The starting point

- A simple and communicative plan
 - Individual sport, but team sport?
 - From finals to medals
 - Top 10 swimming nation in the world
 - From soft to tough
 - Professional demands in amateur surroundings
- Communication, repetitions, many meetings, much coffee...



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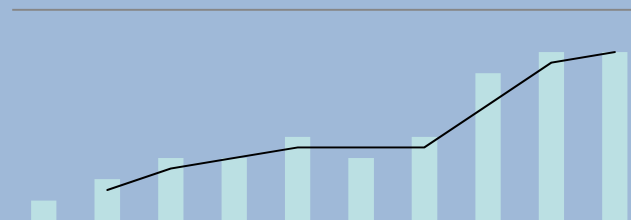
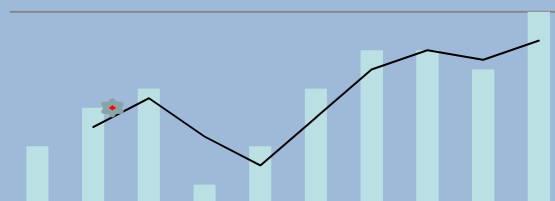
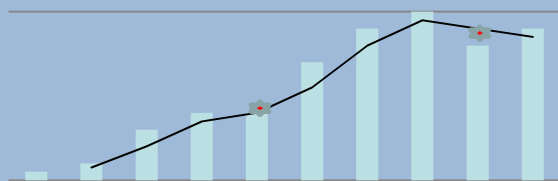
The path

- Human development
- Crises



The path

- Very bumpy
 - Human development...



But results must be delivered



The path

- Do you dare to confront the icons and bearers of the culture you want to leave behind?
 - And pay the price...
 - And how much are you willing to sacrifice to achieve new goals?
 - **Case:** Top swimmer with old culture, media...



The path

- Crises
 - The many voices and opinions from stakeholders
 - Organization type influence how to handle a crisis
 - **Case:** “Containment”
 - Can crises be a useful tool for change?



Crisis communication

- What you have to consider when the crisis break out
 - SWOT analysis – evaluate your strengths, weaknesses, opportunities and threats in the current situation.
 - Make a prioritised list of stakeholders and find out about their perception
 - How *are* the stakeholders acting and how *may* they act
 - Collect facts and asses + evaluate sources of information
 - Map the key opinion makers



Crisis communication

- When the crisis is happening
 - Be aware of what type of crisis it is, and be aware of how stakeholders look at your organization
 - Use a mix of communication channels
 - And remember to not only target the media but also remember stakeholders
 - **Case:** Equity capital negative in 2003
 - Be proactive and visible, and don't always wait for the next "move" from a stakeholder
 - But be honest, emphatic, focus on dialogue, process and not on further confrontation
 - Evaluate + analyse after the crisis



Media relations

Practical advice

- Maintain network with reporters and key stakeholders in “quiet times”
- Trade information – build up your “account”
- The invisible contract
 - Topic and duration
 - Stop if the invisible contract is broken
- OK to call back
 - You decide time and place
- Take a time out!
- **Case:** “WeightGate”, TV2 and Ekstra Bladet



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The tools

- Leadership
- Developing your talents



The tools

- International environment
 - Two Dutch, one Finish, one Australian
 - Necessary? And why
- 360 degrees leadership
- Leadership and motivation of “volunteer employees” and “volunteer leaders”
 - Motivation and communication are primary leadership tools
- “As usual” don’t exist
- Intentional change in handling over time
- High performers, dogs and cats...



Principles of leadership

Two types and what a leader can do to motivate them *(free from Helle Hein's four archtypes)*

- Performance addicts
 - Symbols of prestige are motivating (salary, fringe benefits, bonus, titles, promotion etc.)
 - Public recognition (=motivation comes from "outside")
 - Both personal and task oriented paths of development are important
 - Ambitious goal setting and specific and task oriented feedback



Principles of leadership

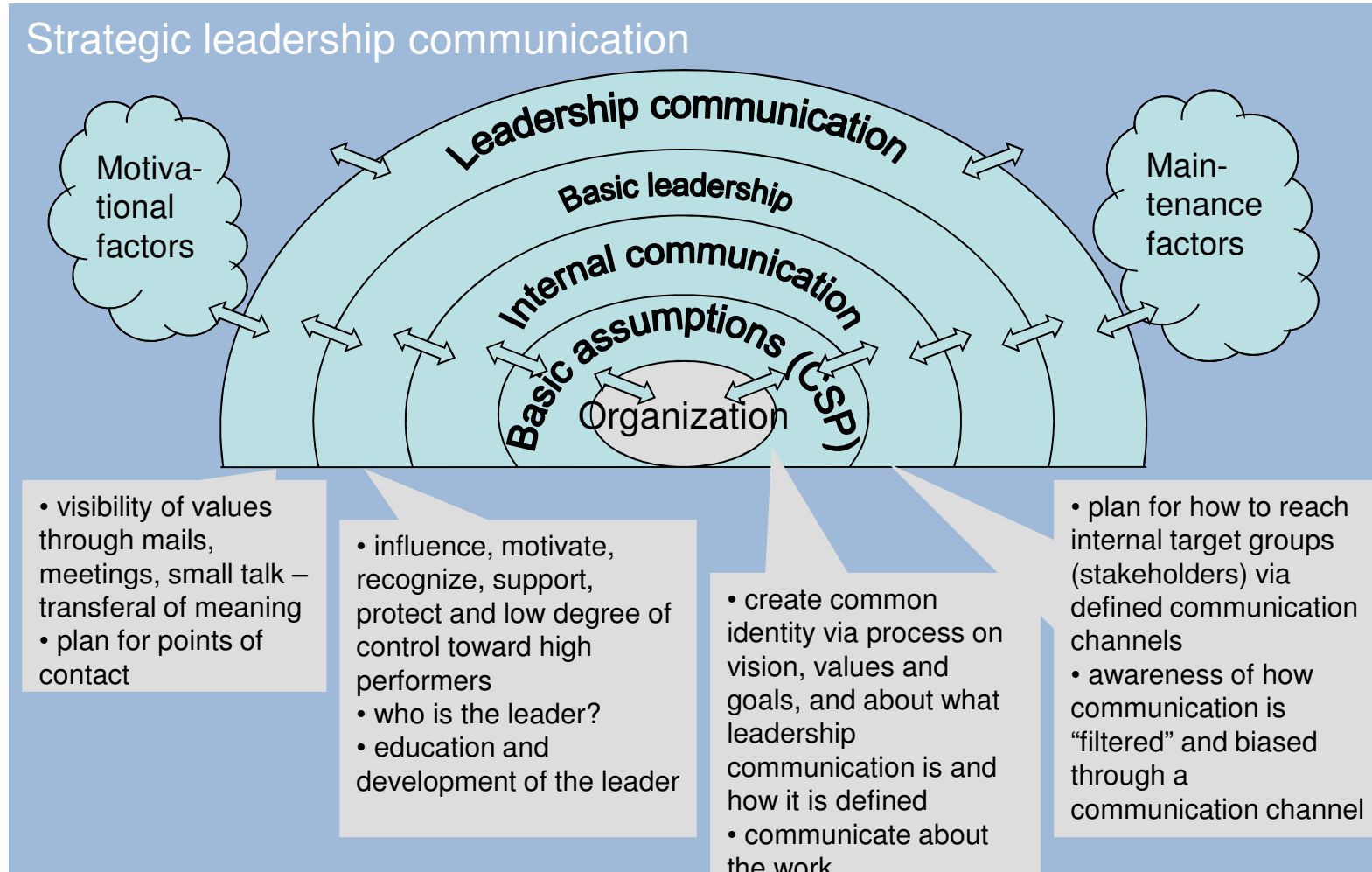
Two types and what a leader can do to motivate them *(free from Helle Hein's four archtypes)*

- Prima donna
 - Feed "the call"
 - Courage and leaving the comfort zone
 - Recognition that professional and personal values melt together
 - Leadership is therefore more intrusive
 - A leader cannot give kick, flow and identity to the prima donna, but he can increase the likelihood that it happens



Principles of leadership in organizations with volunteers as leaders

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Talent development and management

- Development vs. management
Talent development is:
 - Performance
 - Goals
 - Long term plan for challenge of skills and competences
 - Genetics...
- Talent management is:
 - Orchestrating all stakes around the talent into a meaningful entity
 - A systematic approach
- Is talent something you do? Or something you are?



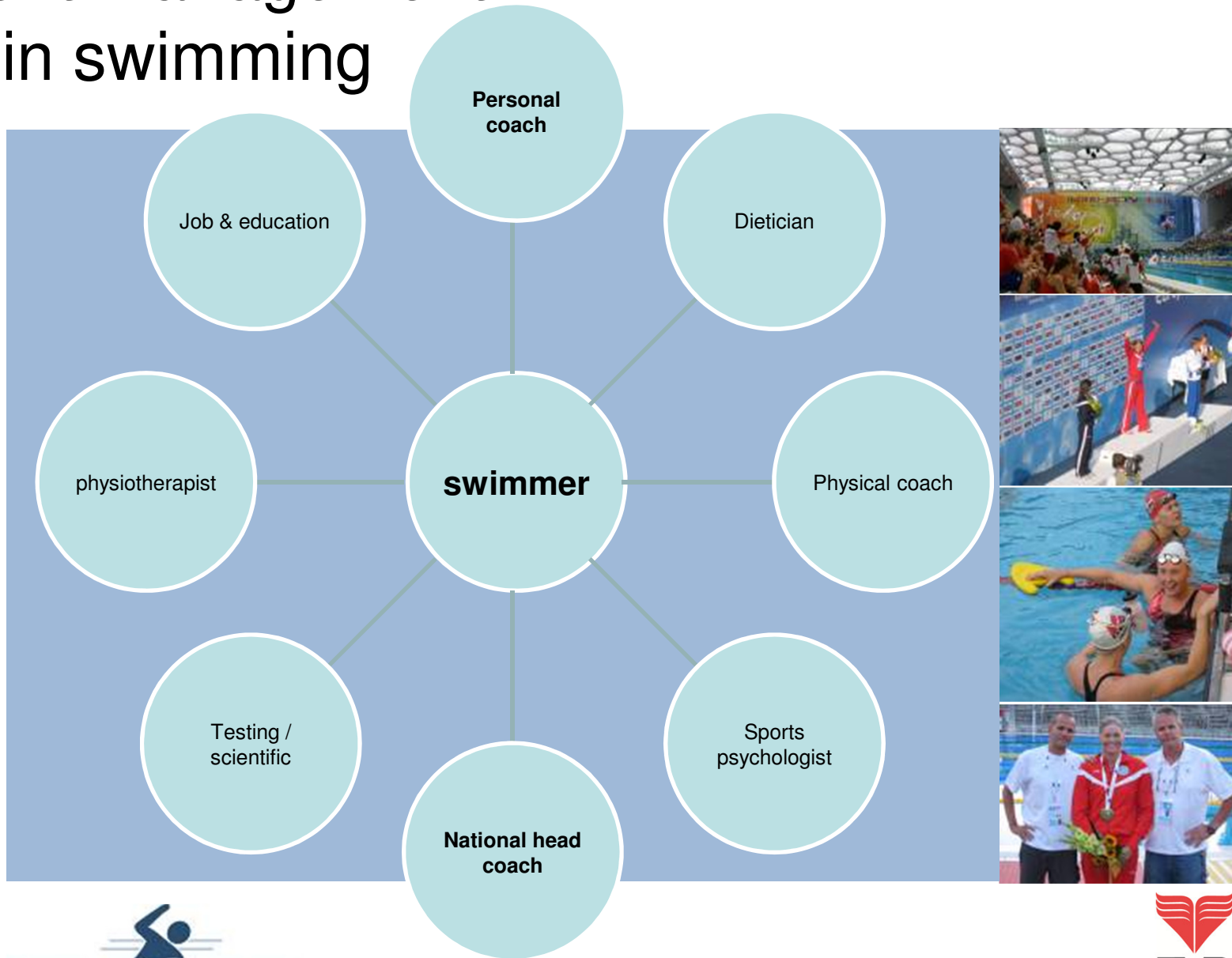
Focus points from sports

- Long term plan and a patient + steady hand
- Invest resources – it's expensive
- Transparent and open system
 - All steps visible
 - Make clear what a talent is, } *Talents must be motivated to further develop*
- Create a system but dare to individualise
- Sign up the best coaches / teachers / mentors
- Performance culture
 - Give incentives – make it attractive
 - Challenge performers and non-performers
 - Talents must challenge each other = “national team”
- No talents – no performance – no competitive edge



Talent management in swimming

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How could talent management look in your org.?

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Why success and results?

- Strong team work
 - Employees and politicians
 - Consistency in employment among key persons
- Same “ideology” for almost 10 years
 - 10 years – 10,000 hours
 - Focussed on building a structure and not just focused on individuals
- OK funding situation
- Significant investment in hiring the best coaches and staff
- Internationalised a closed and conservative sport in Denmark
- Significant investment in talent development



Why success and results?

- Exploring new areas of enhancing performance
 - We are “borderliners”
 - Scientific projects, altitude, oxygen tents etc.
- Individual treatment...but still maintaining a structure and system [dogs and cats revisited...]
- Flexible and willing to take on risks



Questions or comments?

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