



# **Complexity to clarity: Performance support teams in elite sport**

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**wais**



**CRICKET AUSTRALIA**



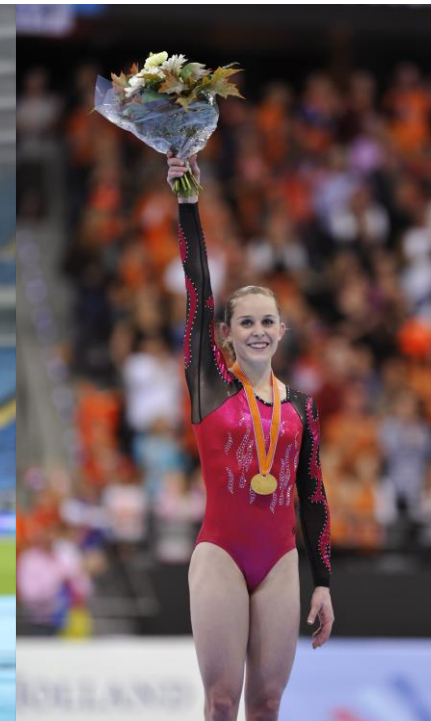
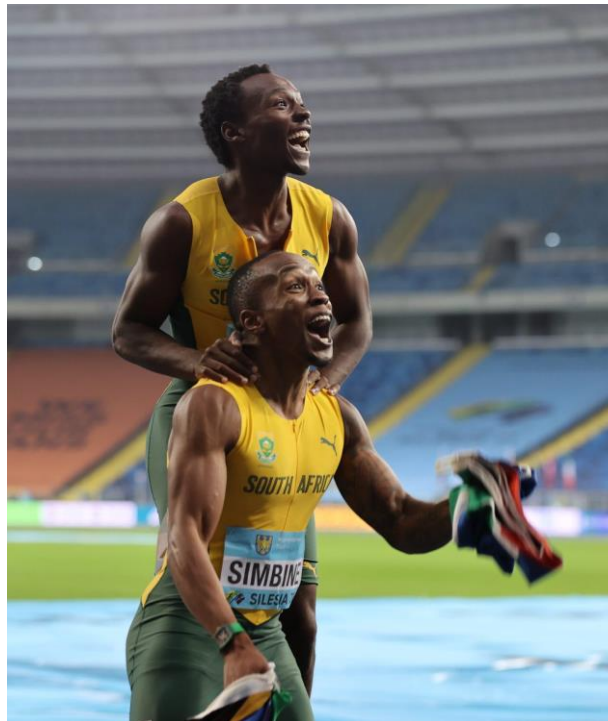
**CRICKET SOUTH AFRICA**

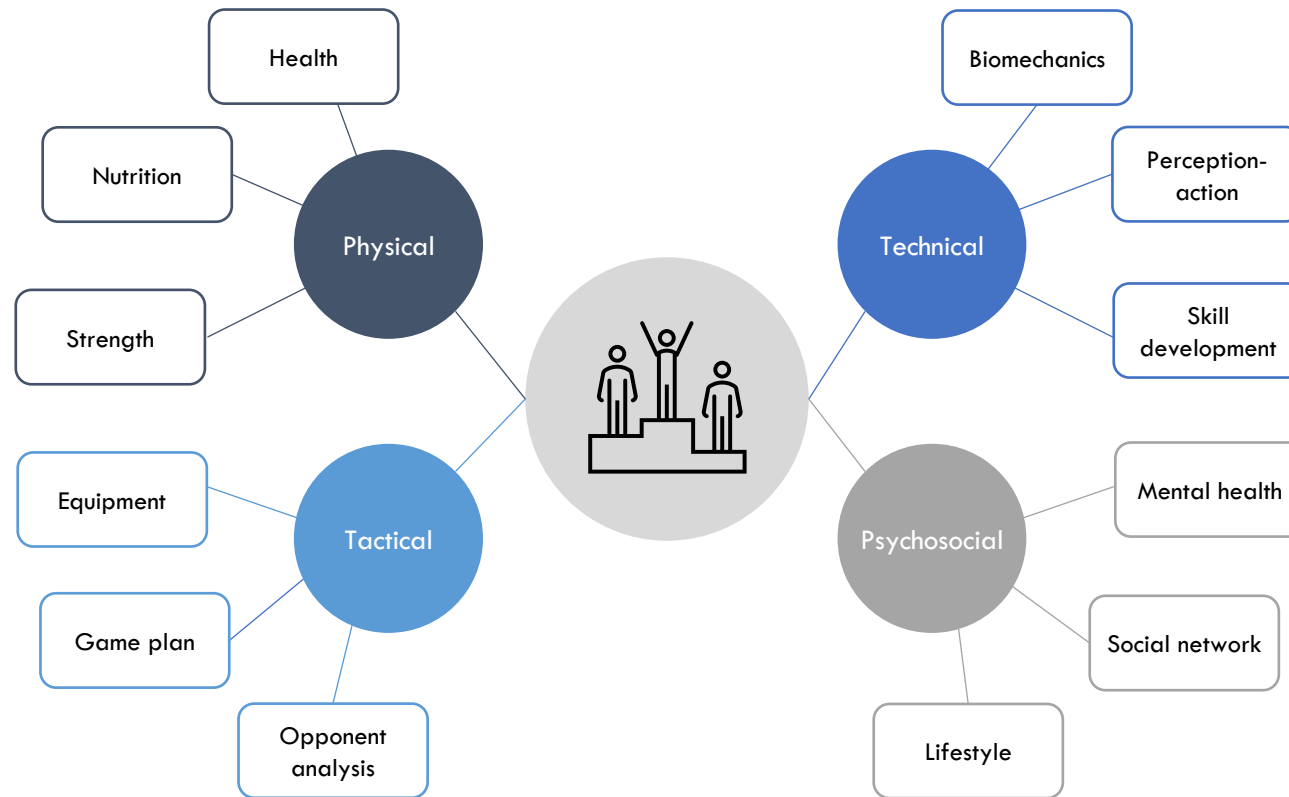


**NATIONAL SQUAD**



**TEAM SOUTH AFRICA**



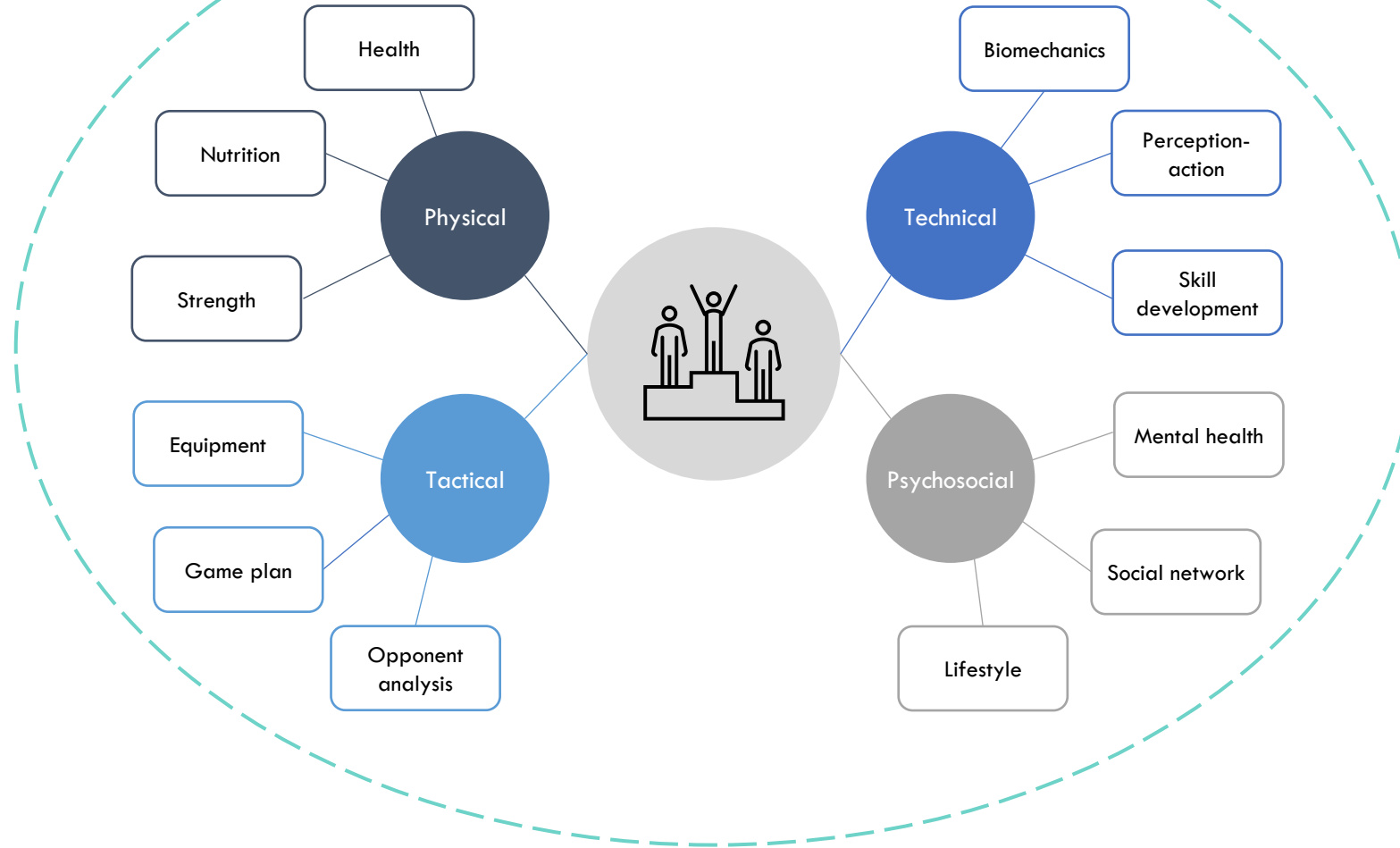




# Coach: “Expert Generalist”

## Specialist experts:

- Doctor
- Physiotherapist
- S&C coach
- Physiologist
- Biomechanist
- Dietitian
- Psychologist
- Data scientist
- ...



### Specialist experts:

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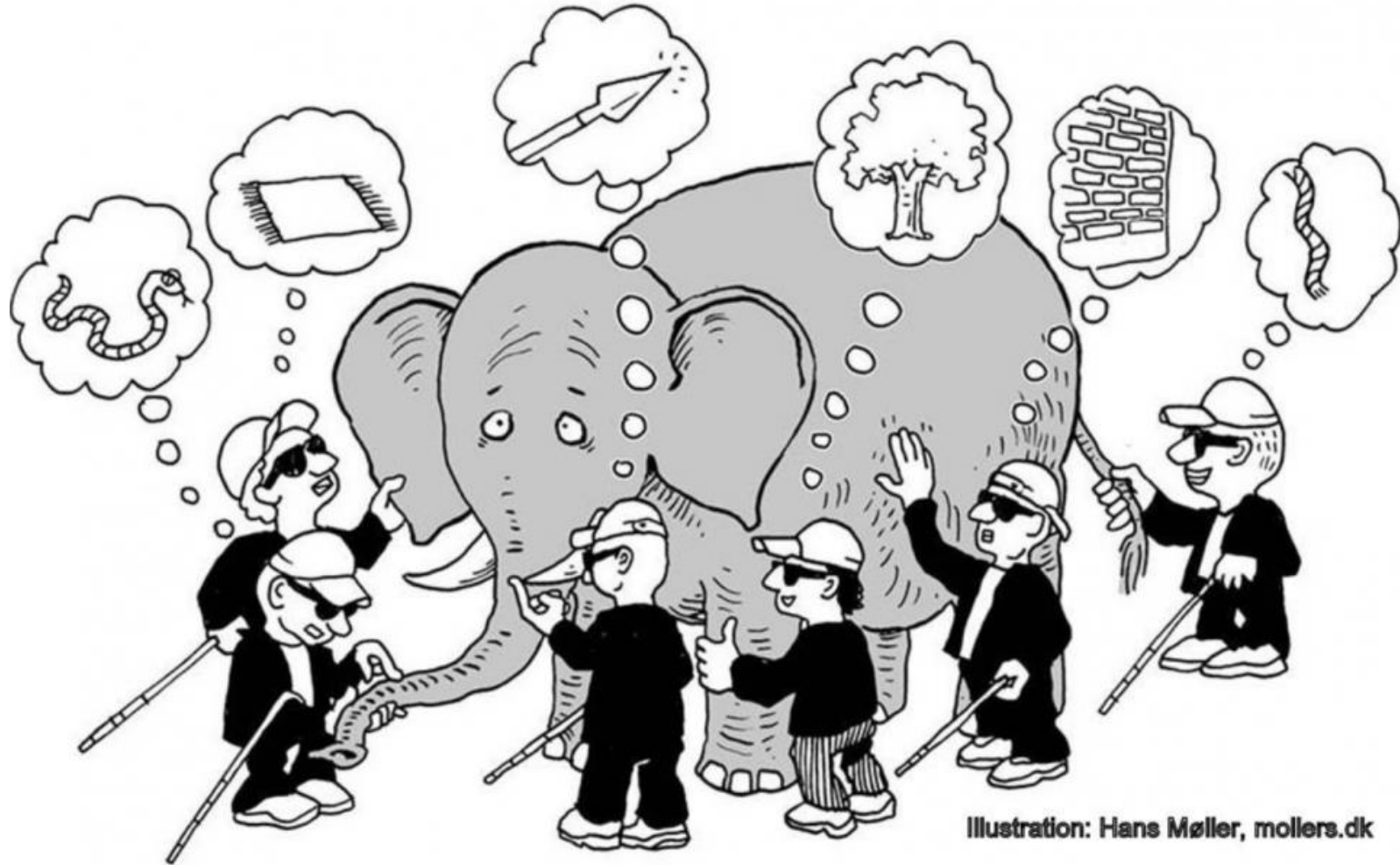


Illustration: Hans Møller, mollers.dk

Complex, adaptive system where each of the component parts are interconnected and interdependent.

Non-linear relationships: small change in one part can have a disproportional effect on another

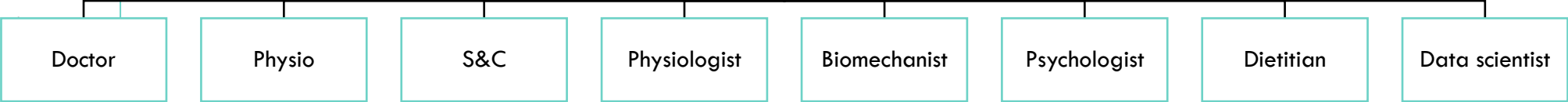


“The whole is greater than the sum of its parts”

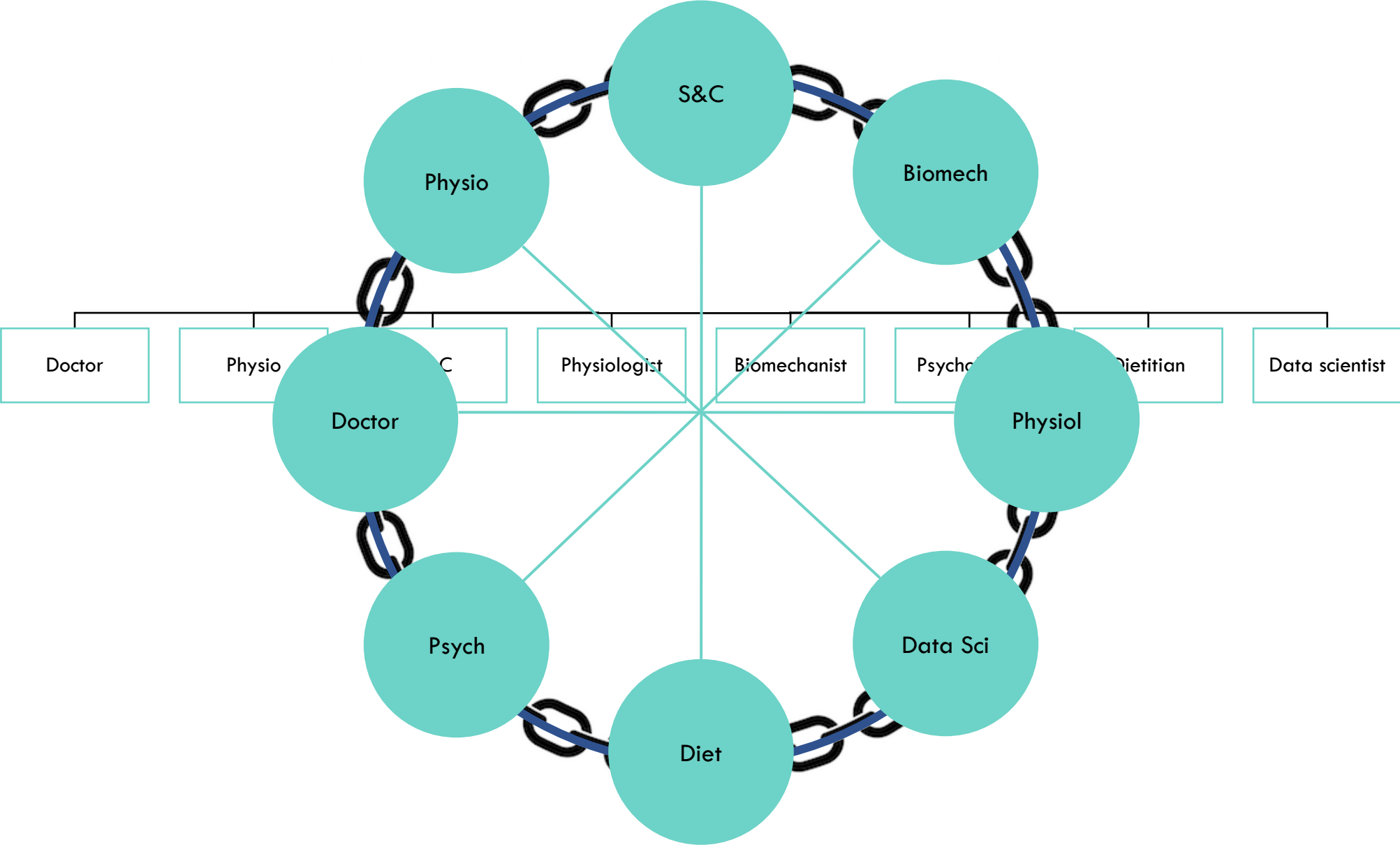
Individual Experts →

Multi-disciplinary Team

- Specialist experts:
- Doctor
  - Physiotherapist
  - S&C coach
  - Physiolo
  - Biomech
  - Dietitian
  - Psychologist
  - Data scientist
  - ...



# → Integrated Performance Support Team

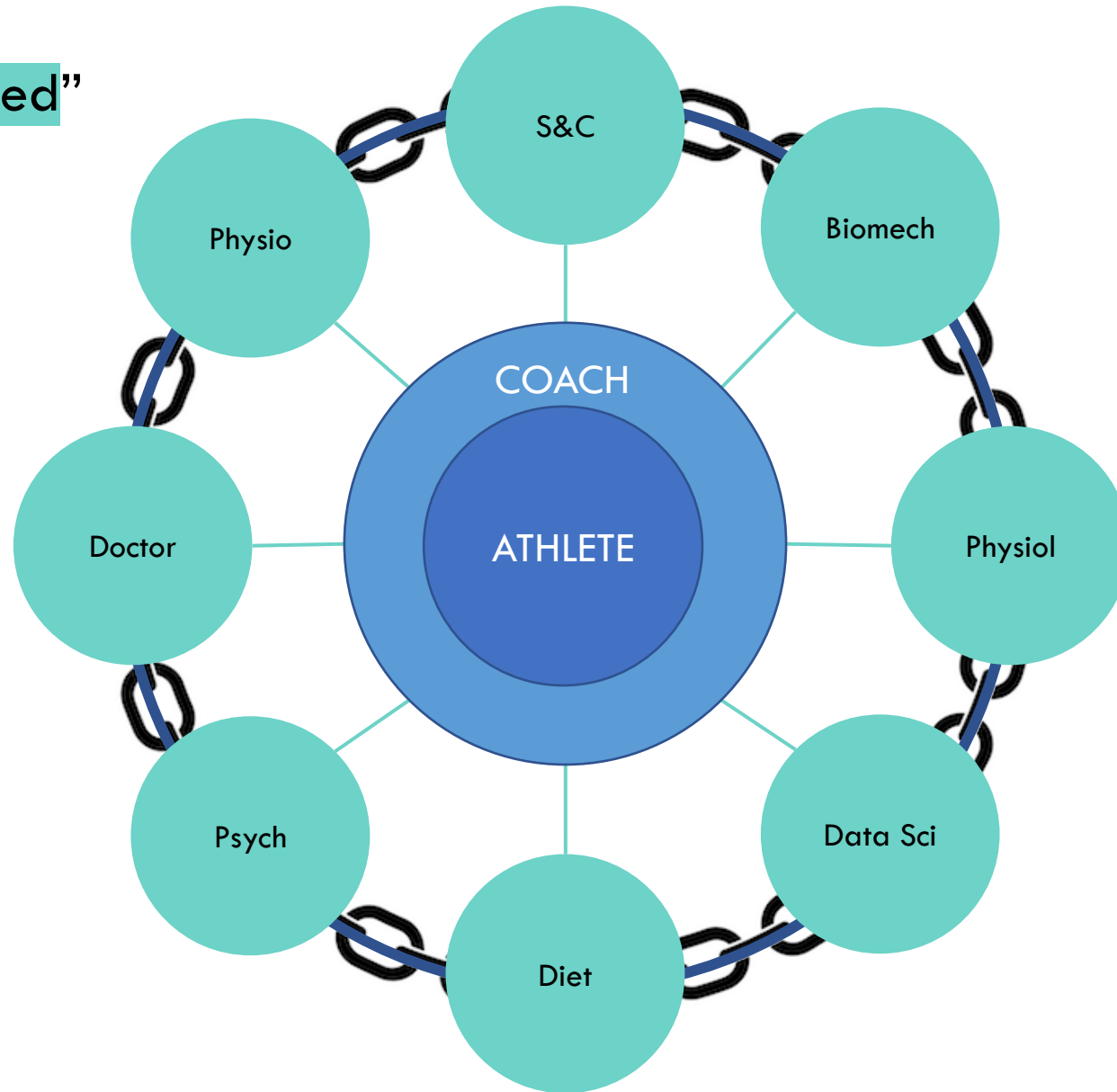




ACHIEVING  
OPERATIONAL  
CLARITY



“Athlete centred, coach led”



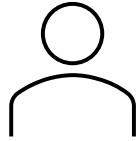
- Model for communication and decision-making
- Health vs performance?
- Hierarchy vs holacracy
- All practitioners empowered
- Multilingual leadership



1. Performance support philosophy

2. Leadership structure

3. Accountability

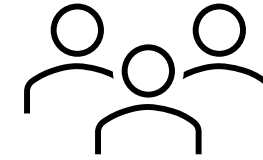


Individual practitioner

What is my role?

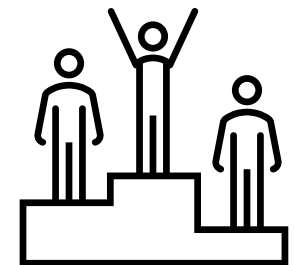
What support have I provided?

What impact did it have?



Performance support team

Are we integrated and aligned in our support?



1. Performance support philosophy

2. Leadership structure

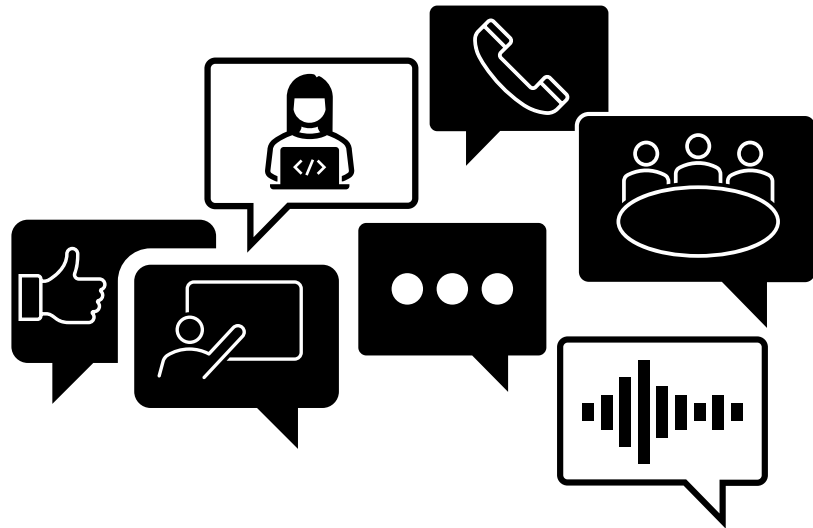
3. Accountability

4. Communication strategy

Frequency and mode

Scheduled and unscheduled

Good times and bad



Who talks to the athlete?

Alignment of messaging



1. Performance support philosophy

2. Leadership structure

3. Accountability

4. Communication strategy

5. Athlete ownership

**Passive participant**

**Main decision-maker**



Not a receiver of services – must have ownership, buy-in

Situation-specific – coach and performance team lead must guide

Does this change over the course of a career?

1. Performance support philosophy

2. Leadership structure

3. Accountability

4. Communication strategy

5. Athlete ownership

2014: 15 years old



2022



1. Performance  
support philosophy

2. Leadership  
structure

3. Accountability

4. Communication  
strategy

5. Athlete ownership



**ACHIEVING  
INTERPERSONAL  
CLARITY**



# 1. Trust



1. Trust

2. Common language

“hands go out at the catch”  
“start your body going forward”  
“tall chest at the front”

“turn the body” “create  
space”  
“length off the finish”

“legs and swing”  
“the boat will come to you”  
“throw it back and relax”



1. Trust

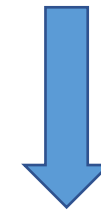
2. Common language

3. Curiosity

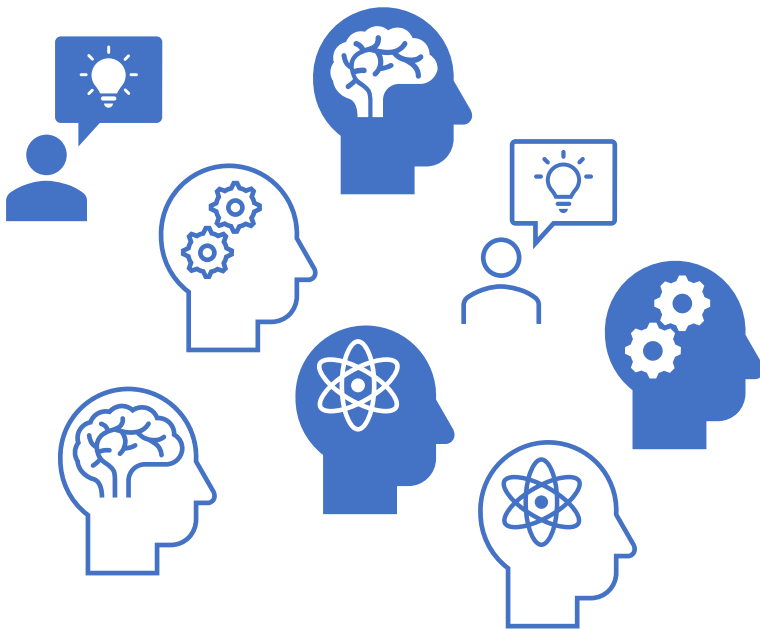
Open to learning

Listen to alternative perspectives

Able to challenge ideas



Reap the benefit of **collective knowledge** of the  
integrated performance support team



1. Trust

2. Common language

3. Curiosity

4. Shared mission

Conflicting opinions are inevitable

The **ONLY** way to resolve them is by  
sticking to the shared mission

Shared decision-making and collective  
accountability

**SURROUND YOURSELF WITH**



**THOSE ON THE SAME  
MISSION AS YOU**

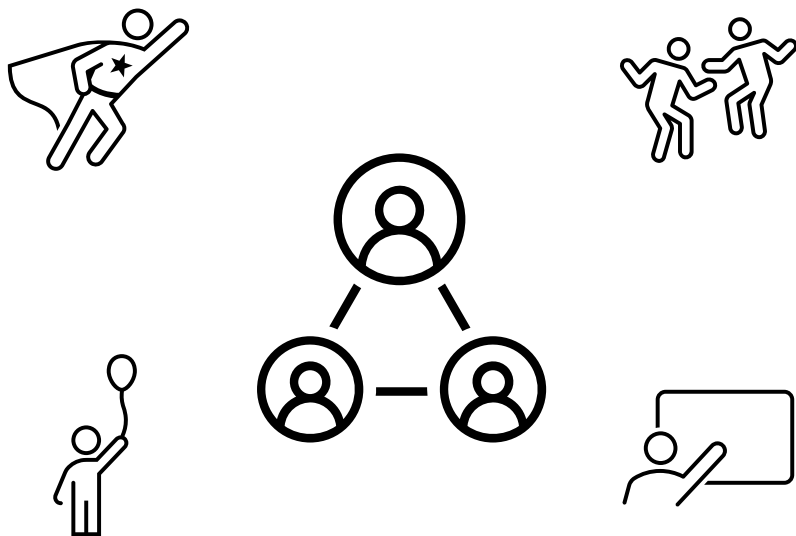
1. Trust

2. Common language

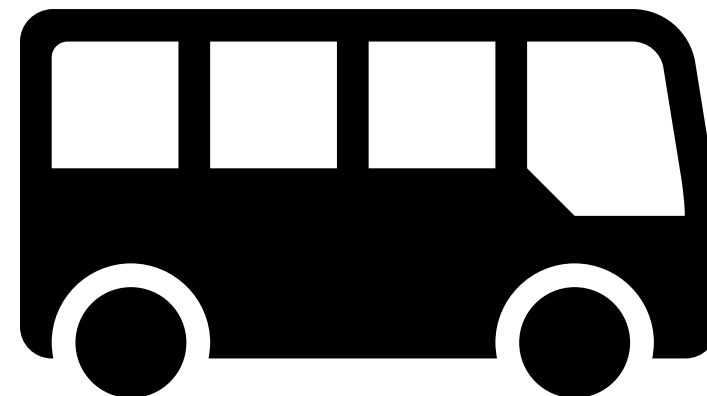
3. Curiosity

4. Shared mission

5. The right people



WHO BEFORE WHAT



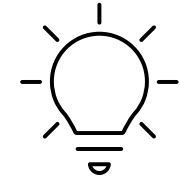
RIGHT PEOPLE ON THE BUS  
IN THE RIGHT SEATS

## Interpersonal clarity

5. Right people
4. Shared mission
3. Curiosity
2. Common language
1. Trust

## Operational clarity

1. Performance support philosophy
2. Leadership structure
3. Accountability
4. Communication strategy
5. Athlete ownership

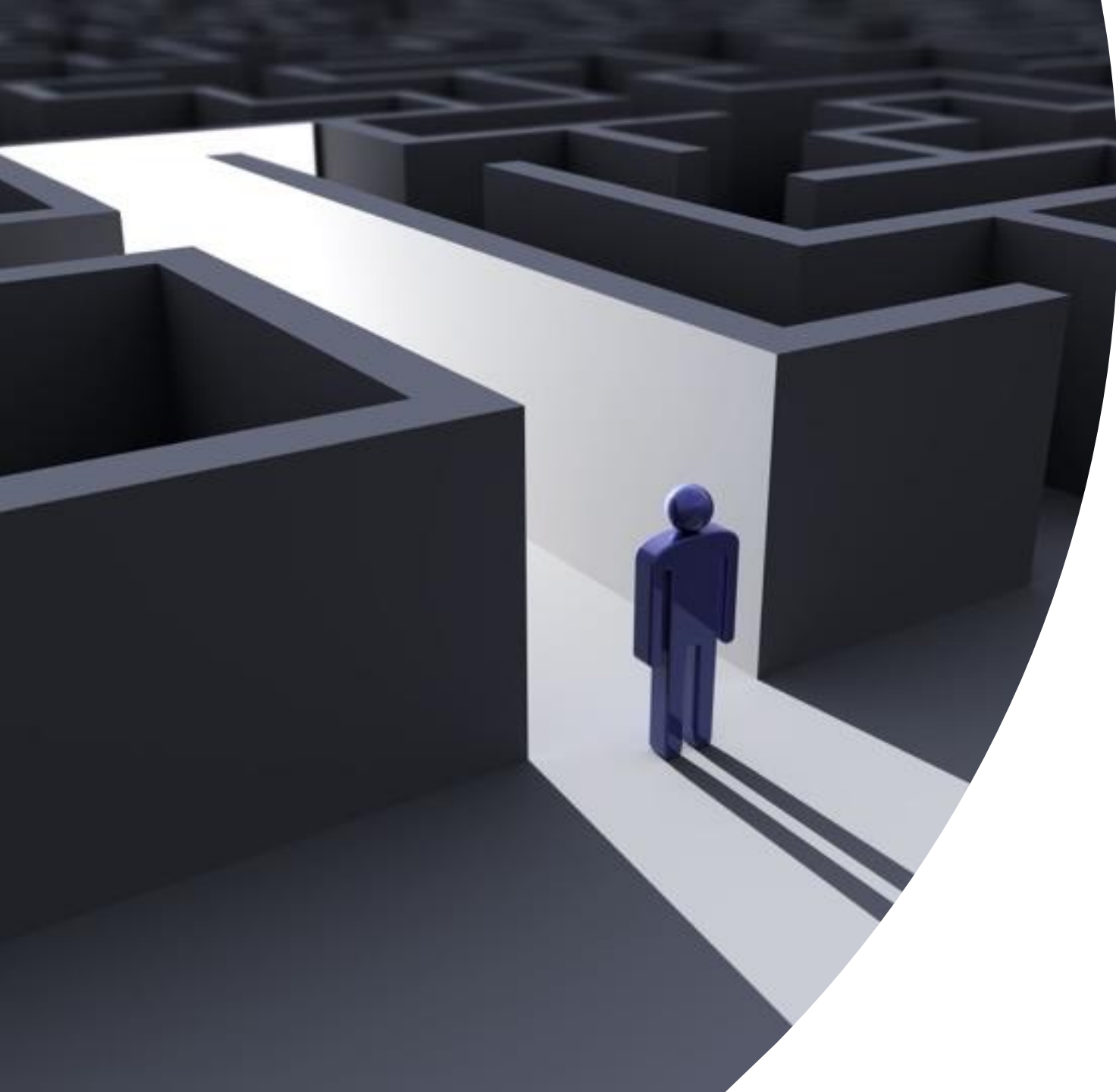


**Integrated performance support team  
can help to bring clarity to the  
complexity of sport**









Thank you for  
listening

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