

Culture of Excellence Project



A culture of excellence is a culture in sport where people and performance are both prioritized. In big and little moments individuals are supported and encouraged to be themselves as they strive for their definition of greatness.

Overview

Culture of excellence is a term used to characterize an aspirational end-state achieved by an organization that values its people in the process of achieving optimal performance results.

In the context of high performance sport, a culture of excellence involves athletes, coaches, sports science and medicine practitioners, and technical staff (i.e., directors, managers, coordinators) feeling valued and acknowledging that their work is meaningful, significant, and purpose-based.

In Canada, a Culture of Excellence Framework underpins the implementation of culture enhancement strategies and is predicated on the shared assumption that both ***People and Performance matter*** and can co-exist in the ***pursuit of excellence***.

What is Organizational Culture?

Visible elements of culture include:

“what we say we do”

Vision, Mission, Policies, Strategy, External Presentation, Espoused Values etc...

Invisible elements of culture include:

“what we actually do”

Unwritten rules, relationships

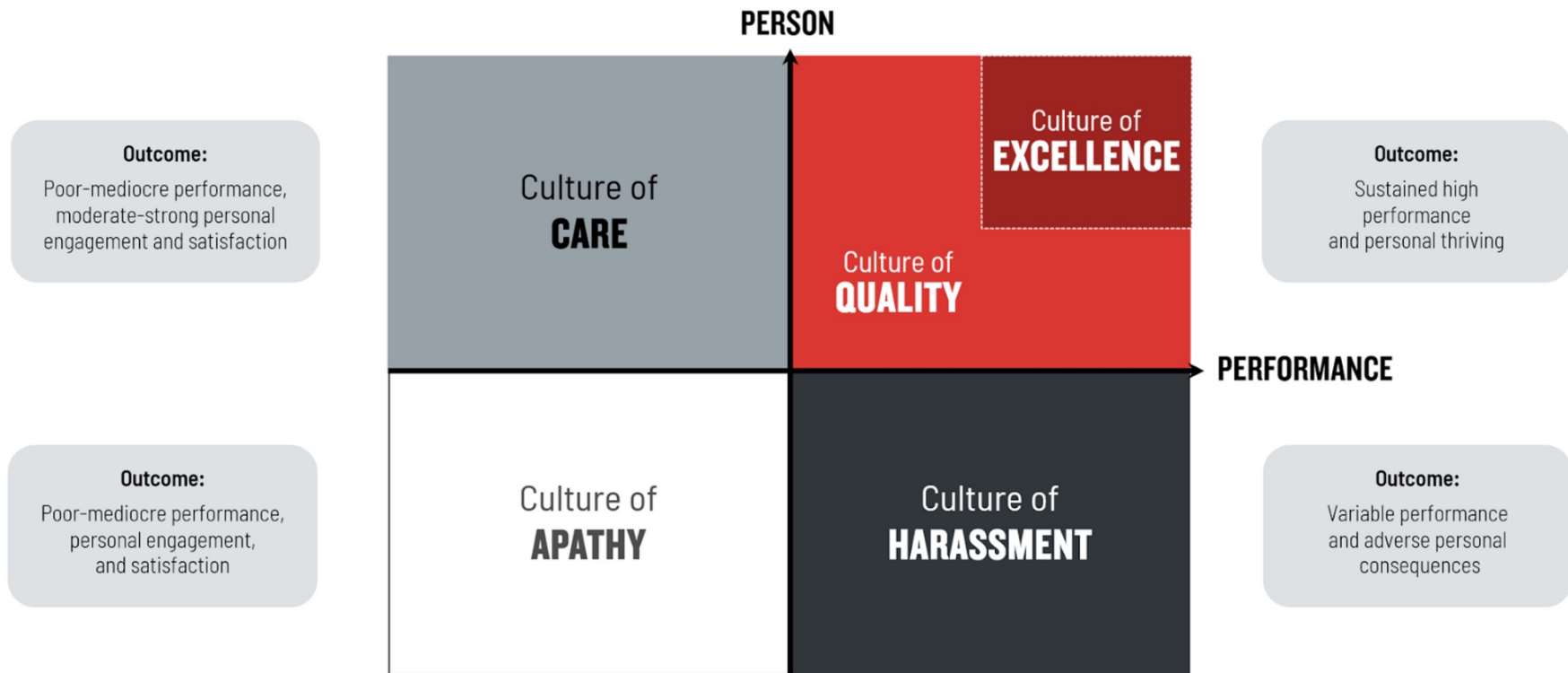
Status, enacted values & norms

Attitudes & feelings

People’s fundamental needs (ie. for safety, belonging)

(Schein, 2010)

CULTURE OF EXCELLENCE MATRIX



CAAT

The Culture of Excellence Assessment & Audit Tool (CAAT) has been designed to support a NSO in learning about how members of their organization perceive and experience culture. It is one part of the process that can be used to define strengths and gaps in a culture of excellence.





PERSON

- Mental health & well-being
- Physical health & wellbeing
- Psychological Safety
- Physical Safety & Safe Sport
- Person-first values



PERFORMANCE

- Leadership
- Coaching
- Sport science & sport medicine
- Daily training environment
- Pathways & profiles
- Athlete & international results

Culture & Wellness Facilitator (CWF)

Who are they?

A CWF is a facilitator with a background in Psychology (i.e. MPC, Organizational, Counselling, etc). Your NSO will be paired with two CWFs

What do they do?

A CWF walks you through the Culture of Excellence project. They collect the CAAT data and help you to translate results into action. CWFs help to simplify change, while offering long-term support on the culture experience for those involved in your sport.

Why are they involved?

To provide a third party, unbiased approach to guide an NSO toward a Culture of Excellence. This happens through gap-analysis to facilitate evidence informed change.

How do they differ from others in this space?

CWFs support the NSO in creating an action plan which includes external resources (i.e. Game Plan, CCMHS, Safe Sport, etc.) They foster and build relationships with NSOs to best support growth.sport.

NSO-LED Process

The NSO will be the champion of their own culture, and they may consult with or engage with external support to assist in culture change and the matching of available external resources.

Culture Leads

What are Culture Leads?

People who represent and lead culture change within an NSO.

Why are they important?

It is best practice to have leaders within the NSO guide culture change. The CLs represent different perspectives within the NSO and share the importance and process of the COE Project within the NSO (increasing buy-in).

Culture Coalition

What is a Culture Coalition?

Made up of Culture Leads who ideally are key stakeholder groups with distinct and diverse viewpoints within the NSO, including HPD, Athlete, IST member and/or coach, etc.

Why do we need one?

The CC has ability to make needed change happen. They will facilitate the culture change work, communicate steps and outcomes, and anchor new approaches in the organization's culture



CULTURE OF EXCELLENCE PROCESS

The following suggested phases of the COE process outline the possible steps of engagement for specific work led by the NSO, facilitated by the CWFs.

Process Overview

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
Establish Need & Onboard NSO 1 meeting	Orientation: CWFs initiate the COE process with NSO 2-4 meetings	Data Collection Variable (1-2 meetings +options)	Preliminary Data Sharing Variable (1-2 meetings)	Data Report Sharing 6-8 weeks (1-3 meetings)	NSO Data Engagement 4-6 weeks (1-3 meetings)	Action Planning 4-6 weeks (1-3 meetings)	Follow Up & Feedback Variable (1-4 check-ins)



Feedback loop



The Process

Foundational Services



	Phase 1 Establish Need & Onboard NSO	Phase 2 Orientation: CWFs initiate COE process with NSO	Phase 3 Data Collection	Phase 4 Preliminary Data Sharing
	<p><i>Andy, Adrienne, Patricia & Alex</i></p> <ul style="list-style-type: none"> ☐ Confirm NSO interest via OTP HPA ☐ Provide timeline for decision regarding cohort involvement ☐ Assess readiness for change ☐ Provide overview of COE process ☐ Considerations: funding, time availability, cohort model to onboard NSOs, language 	<ul style="list-style-type: none"> ☐ Introductions ☐ Overview of COE project & CAAT demo ☐ Setting norms / expectations ☐ Identify timelines ☐ Conversation around current cultural state of NSO, explore values ☐ Identifying potential members of culture coalition (who will culture leads be?) ☐ Introduce COE process to NSO members (slides, video, email, in person, etc..) 	<ul style="list-style-type: none"> ☐ HPD, Culture leads and CWFs discuss who will take the CAAT ☐ HPD/Culture lead sends list of participants to CWF for dissemination ☐ Administer the CAAT <p>Options:</p> <ul style="list-style-type: none"> ☐ Focus groups ☐ Town halls ☐ Interviews ☐ Observation (in person) 	<ul style="list-style-type: none"> ☐ All members of the culture coalition and CWF review data through the Innerlogic platform ☐ Start to identify trends, and high level insights that focus on potential gaps and areas of opportunity
	(1 meeting)	2-4 weeks (2-4 meetings)	Variable (1-2 meetings +options)	Variable (1-2 meetings)

The Process

Foundational
Services



	Phase 5 Data Report Sharing	Phase 6 NSO Data Engagement	Phase 7 Action Planning	Phase 8 Follow Up & Feedback
	<ul style="list-style-type: none"> ❑ CWF writes up draft summary of CAAT data and presents it back to HPD & Culture leads ❑ HPD, culture leads, CWF create a data sharing plan to communicate results back to staff, coaches, athletes etc... 	<ul style="list-style-type: none"> ❑ Share back the data to the stakeholders (athletes, coaches, IST etc...) ❑ Receive feedback from each group to inform addressing culture gaps/misalignments 	<ul style="list-style-type: none"> ❑ Co-creation of action plan with culture coalition, CWFs and HPA ❑ Based on data and stakeholder meeting(s) → Identify opportunities to bridge gaps ❑ Use CWF generated resource bank → Provide resources to meet gaps ❑ Connect NSO with necessary resources 	<ul style="list-style-type: none"> ❑ CWF, HPD & culture leads check in to review progress based on opportunity analysis follow up plan ❑ Re-engage with NSO to assess implemented changes ❑ Re-administer CAAT, or other data collection strategies (Go back to Phase 3) → Feedback loop (<i>what's working? what's not?</i>)
	6-8 weeks (1-3 meetings)	4-6 weeks (1-3 meetings)	4-6 weeks (1-3 meetings)	Variable (1-4 check-ins)

Phase 1

Establish Need & Onboard NSO

(Andy, Adrienne, Patricia & Alex)

Who's involved:

NSO HPD, OTP HPA, OTP VP PSRI, CWF Lead

- ❑ Confirm NSO interest via OTP HPA
- ❑ Provide timeline for decision regarding cohort involvement
- ❑ Assess readiness for change
- ❑ Provide overview of COE process
- ❑ Considerations: funding, time availability, cohort model to onboard NSOs, language

Phase 2

Orientation: CWFs initiate the COE process with NSO

Who's involved:
NSO HPD, CWFs, HPAs

- ❑ Introductions
- ❑ Overview of COE project & CAAT demo
- ❑ Setting norms / expectations
- ❑ Identify timelines
- ❑ Conversation around current cultural state of NSO, explore values, mission/vision
- ❑ Identifying potential members of culture coalition (who will culture leads be?)
- ❑ Introduce COE process to NSO members (slides, video, email, in person, etc..)

**Timeline: 2-4 weeks
(2-4 meetings)**

Phase 3

Data Collection

Who's involved:
NSO HPD/culture leads, CWF

- HPD, Culture leads and CWFs discuss who will take the CAAT
- HPD/Culture lead sends list of participants to CWF for dissemination
- Administer the CAAT
 - Send reminders

Options:

- Focus groups
- Town halls
- Interviews
- Observation (in person)

Timeline: Variable
(1-2 meetings + as needed)

Phase 4

Preliminary Data Sharing *(Culture Coalition)*

Who's involved:
NSO HPD/culture leads, CWF

- ❑ All members of the culture coalition and CWF review data through the Innerlogic platform
- ❑ Start to identify trends, and high level insights that focus on potential gaps and areas of opportunity
- ❑ Review Self-Developmental Model

Timeline: Variable
(1-2 meetings)

Phase 5

Data Report Sharing

Who's involved:
NSO HPD/culture leads, CWF

- ❑ CWF writes up draft summary of CAAT data and presents it back to HPD & Culture Coalition
- ❑ HPD, culture leads, CWF create a data sharing plan to communicate results back to staff, coaches, athletes etc...

**Timeline: 6-8 weeks
(1-3 meetings)**

Phase 6

NSO Data Engagement

Who's involved:
NSO HPD/culture leads, CWF

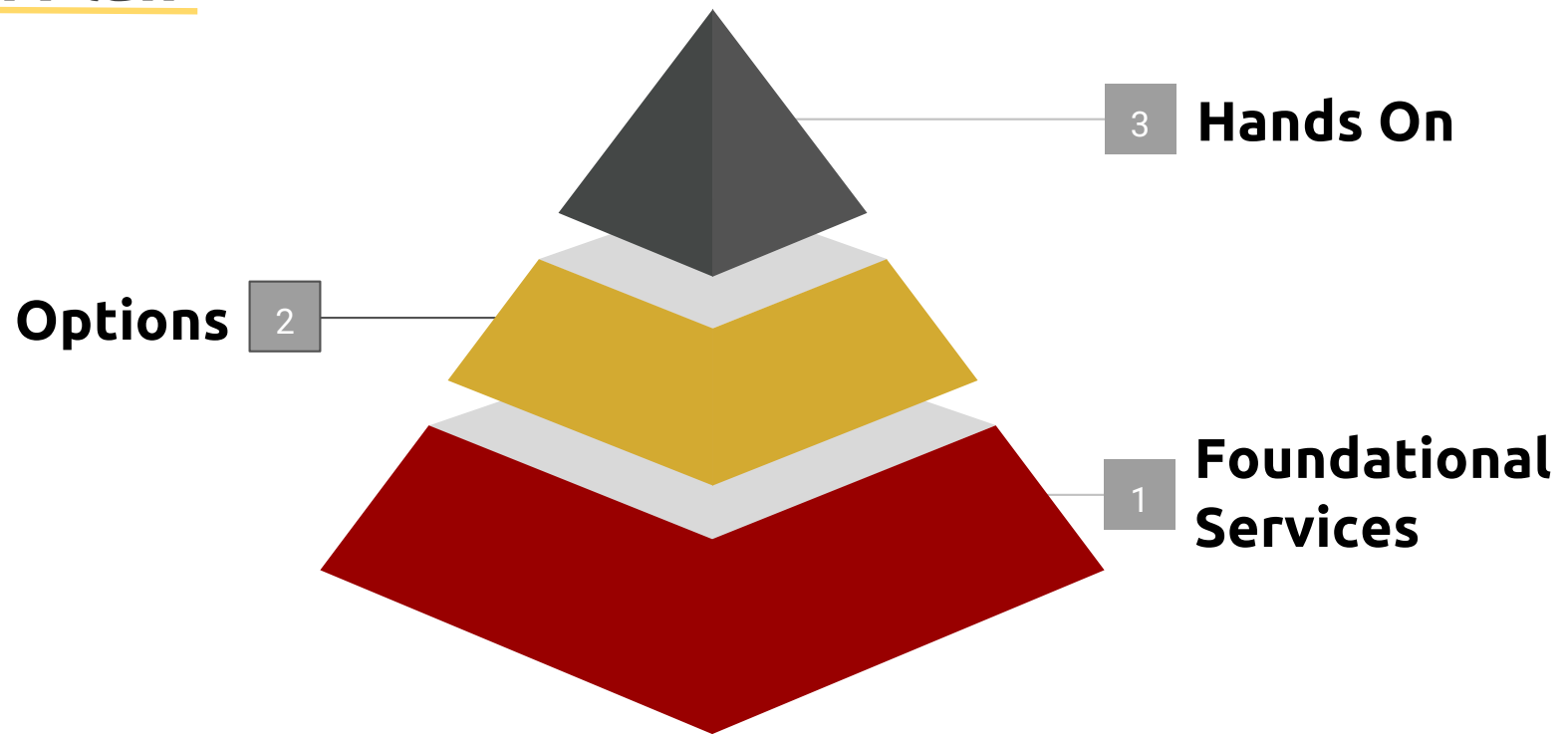
- ❑ Share back the data to the stakeholders (athletes, coaches, IST etc...)
- ❑ Receive feedback from each group to inform addressing culture gaps/misalignments

Options: (*inform priorities for Action Plan*)

- ❑ Evaluating value misalignments (Espoused vs. enacted values)
- ❑ Explore why? what? how? (org/ind. levels) - Alignment

**Timeline: 4-6 weeks
(1-3 meetings)**

Action Plan



Phase 7

Action Planning

Who's involved:
NSO HPD/culture leads, CWF, OTP HPA

- ❑ Co-creation of action plan with culture coalition, CWFs and HPA
- ❑ Based on data and stakeholder meeting(s) → Identify opportunities to bridge gaps
- ❑ Use CWF generated resource bank → Provide resources to meet gaps
- ❑ Connect NSO with necessary resources

Options: *(by referral)*

- ❑ Leadership coaching
- ❑ More extensive culture work
- ❑ In person or virtual workshops

**Timeline: 4-6 weeks
(1-3 meetings)**

Phase 8

Follow Up & Feedback

- ❑ CWF, HPD & culture leads check in to review progress based on opportunity analysis follow up plan (Ex. 1 month, 3 month, 6 month check ins)
- ❑ Re-engage with NSO to assess implemented changes
- ❑ Re-administer CAAT, or other data collection strategies (Go back to Phase 3) → **Feedback loop** (*what's working? what's not?*)
- ❑ Provide feedback form (CWF to receive feedback on the COE process)

**Timeline: Variable
(1-4 check-ins)**