

# Changing our system to better meet the needs of participants and athletes

Wave 1 Strengthen and Adapt process and implementation learnings



# Strengthen and Adapt process learnings



Learning	So what?
<b>Clarity of the NPS&amp;A scope from the outset</b>	It is critical to clarify with not only your steering group but also your stakeholder groups what is in and out of scope for your Strengthen and Adapt process e.g. community and high-performance system in scope but international event hosting out of scope.
<b>Continually work to ensure clarity of roles and responsibilities</b>	Our world is busy and increasingly complex. We are surrounded by great people with good intentions, but we cannot forget the importance of reminding ourselves and others who is doing what.
<b>Consulting to identify and co-design the change project need</b>	Carefully planned and well executed stakeholder consultation from the outset is critical to ensure you maximise the chances of success when it comes to the implementation phase or else barriers will appear if the right people haven't been in the conversation from the outset. Identify change advocates and naysayers from as early as possible in the process and change journey.
<b>People capability and capacity to lead the change project</b>	Ensure your change project leader has the capacity and capability to lead the project or do not start the project until you are confident. This includes ensuring business as usual activities and responsibilities from your annual business plan are realistically reallocated where needed.
<b>Leveraging Sport NZ and High Performance Sport NZ expertise</b>	An opportunity exists for national partners to not only leverage the learnings from other partners who've been through change but also to leverage the range of experienced people across Sport NZ/HPSNZ who can provide expert guidance and advice. Reach out early and build a steering group around your project to maximise your chances of success.
<b>Collaborating for success across partners</b>	More often than not, other national partners have already undertaken the same or similar change project and there are rich lessons to understand and take on board. This helps to maximise the chances of your change project being successful. Reach out early.
<b>Critical importance of mindset</b>	The primary influencer in any transformational change project is the leader. Leaders with a transformational mindset relentlessly see the future success, regardless of how big the current barriers are to the change. They are always solutions focused and able to excite others about the vision for change.

# Project implementation learnings



Learning	So what?
<b>Continuing to take stakeholders on the journey</b>	Do not stop communicating your change project journey to ensure all stakeholders are taken with you. Communication vacuums are often filled with misunderstandings or agendas that can impact your eventual success.
<b>People changes take time</b>	Partners can often realistically take months to find and onboard the right people to lead and be involved in the delivery of change projects, and this need must be realistically planned for in project timelines. Equally, Partner staff turnover and recruitment can slow progress, so Partners are encouraged as much as possible to plan for this, with importance placed on ensuring S&A knowledge doesn't just sit with one person from the Partner.
<b>Tracking progress to adapt during the change journey</b>	Never underestimate the importance of identifying a small number of change project outcomes and measures, along with indicators to monitor along the journey. Capturing these indicators within your change project plan will enable you to understand and adapt to progress.
<b>Learn to be comfortable with constant change but stay across it</b>	It was often challenging to feel okay with the rapid evolution of change projects and the uncertainty of trying things out or working with new people. Partners reflected on how the change projects supported them to feel okay with change, experimentation and learning.
<b>Collaborate, collaborate, collaborate to save time</b>	Be proactive in exploring how collaboration can occur, either through small groups with common change project themes or through standing working groups e.g. National Partner Technology Group co-facilitated by Hockey NZ and Basketball NZ, supported by Sport NZ.
<b>Partners needs time to sign off M+E plans internally</b>	Once the change project has investment approved, it is critical that M&E Plans are established asap to map what success will look like, in addition to the outcomes and measures that the project will work towards.
<b>Dealing with change projects alongside BAU is not to be underestimated</b>	Understanding that the Partner-world is busy, allocating time and energy specifically to driving and sustaining momentum against S&A project/s is critical to ensure this doesn't get lost within BAU work. Equally on the front-end, (as we know) capacity and capability across Partners is highly varied – feasibility (partner capacity) must always be considered when business cases are assessed.