

CREATING A 'MODEL TEAM' OF EXCELLENCE
IN CULTURE AND ENVIRONMENT WHEN
ATTENDING AN AQUATIC WORLD
CHAMPIONSHIP

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Prepared by:

Margie Schuett

Chef de Mission FINA World Championships 2001, 2003, 2005, 2009, 2011, 2013, 2015, 2017, 2019

Chef de Mission Commonwealth Games – 1998 **Kuala Lumpur Malaysia**

Team Canada Winter &/or Summer Olympic/Pan Am Games **Mission Staff** – 1976; 1979; 1980; 1983; 1984; 2000

Team Canada Commonwealth Games **Mission Staff** – 1982; 1990; 1994; 1998; 2002; 2006

Vice Chair CANADA Artistic Swimming; Director Diving Canada (retired); Vice President Commonwealth Games Canada; Vice Chair Motivate Canada; Canadian Olympic Committee – Olympic Supporter/Category B

Member – since 1978-present



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What are the World Aquatic Championships?

FINA World Aquatics Championships



Flag of FINA

The Federation Internationale de Natation (FINA) World Championships or World Aquatics Championships are the World Championships for aquatics sports including:

Status	active	✓ Swimming Diving
Genre	sporting event	✓ High Diving Open Water Swimming
Date(s)	mid-year	✓ Artistic Swimming Water Polo
Frequency	biennial	FINA runs them, and all swimming events are contested in a <u>long course</u> (50-metre) pool, and other events are pool-specific and must be sanctioned by FINA Technical Committees.
Location(s)	various	
Inaugurated	1973	
Most recent	2017	From 1978 to 1998, the World Championships were held every four years, in the even years between Summer Olympic years.
Organized by	FINA	From 2001 on, the Championships have been held every two years, in the odd years.



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Dates and Locations

Previous World Aquatic Championships

I	1973	August 31 – September 9	 Belgrade, Yugoslavia	XII	2007	March 18 – April 1	 Melbourne, Australia
II	1975	July 19 – 27	 Cali, Colombia	XIII	2009	July 17 – August 2	 Rome, Italy
III	1978	August 20 – 28	 West Berlin, West Germany	XIV	2011	July 16 – 31	 Shanghai, China
IV	1982	July 29 – August 8	 Guayaquil, Ecuador	XV	2013	July 19 – August 4	 Barcelona, Spain
V	1986	August 13 – 23	 Madrid, Spain	XVI	2015	July 12 – 28	 Kazan, Russia
VI	1991	January 3 – 13	 Perth, Australia	XVII	2017	July 12 – 28	 Budapest, Hungary
VII	1994	September 1 – 11	 Rome, Italy	XVIII	2019	July 12-28	 Gwangju, South Korea
VIII	1998	January 8 – 17	 Perth, Australia	XIX	2021	TBC	 Fukuoka, Japan
IX	2001	July 16 – 29	 Fukuoka, Japan	XX	2023	TBC	 Doha Qatar
X	2003	July 12 – 27	 Barcelona, Spain	XXI	2025	TBC	
XI	2005	July 16 – 31	 Montreal, Canada				



Disciplines held during the competition

Diving

Men's and women's events:

- 1 m springboard
- 3 m springboard
- 10 m platform
- synchronized 3 m springboard
- synchronized 10 m platform

Mixed events added at the 2015 World Aquatics Championships:

- synchronized 3 m springboard
- synchronized 10 m platform
- 3 m springboard / 10 m platform team



High Diving

- 27m (men only)
- 20m (women only)

High diving included since the 15th FINA World Aquatics Championships in 2013 in Barcelona



Artistic Swimming

- Solo
- Duet
- Team
- Free combination

Including mixed pair (male-female) since the 16th FINA World Aquatics Championships in 2015 in Kazan



Water Polo

- Men's tournament
- Women's tournament



Open Water Swimming

- 5 km
- 10 km
- 25 km
- Mixed Team

Open water swimming - first held at the 1991 FINA World Championships



Swimming

Distance	Free	Back	Breast	Fly	I.M.	Free relay	Medley relay	Mixed free relay	Mixed medley relay
50 m	•	•	•	•					
100 m	•	•	•	•					
200 m	•	•	•	•	•				
400 m	•				•	•	•	•	•



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800 m	•					•			
1500 m	•								



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Project executive summary

Some competitions are ready-made for a discussion about the influence of inspiring and developing a **team culture** on individual and team performance. It is true that in some experiences, without this discussion, the chances of a National Team being as successful are small when they attend an event like a World Aquatic Championships.

It is important to recognize that individual sports, (Artistic Swimming; Diving; Swimming and Water Polo) often don't give much attention to an 'all-inclusive team culture like a World Championship when the four aquatic sports are representing a country. Even though some individual sports are constructed around a team structure, the fact is that, for specific events, the influence that individual athletes can have on a larger all-inclusive sports team, whether healthy or toxic, is just as crucial as in true team sports.

Have you ever been on a team infiltrated with negativity, unhealthy competition, and conflict?

Not only does it not 'feel good,' but it can also interfere with performing your best. Whether you are an athlete on a team or one of its coaches, one of the most critical elements when competing at a major international event, like the FINA World Championships, is the overall care and attention to identifying the **intangibles** that are related to the performance of an athlete and a coach.

Intangibles are incapable of being perceived by a sense of touch as 'things.' They are not definite or clear to the mind and exist only in connection with something else, as in the "goodwill of a business." Related words for intangible include: indefinable, ethereal, non-distinguishable, invisible, abstract and hypothetical.

Some National Teams have long recognized the need to 'lighten the responsibility' for the day-to-day operations at a competition like the World Championships on the individual team support staff.



	The goal is to promote an on-site culture which is the expression of a team's values, attitudes, and beliefs about the sport and the competition.
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The environment created determines whether, for example, the team's focus is on fun, mastery, winning or whether it promotes individual accomplishment or team success.

The culture is grounded in an identified sense of mission, values and shared goals.

What is evident with many teams is that the culture of the larger group, including all of the four aquatic sports, whether healthy or unhealthy, has a real impact on individual athletes.



A team culture built on positive energy, support, and fun will lift everyone, feel comfortable and supportive, and the results will show it.

The culture creates norms of acceptable behavior on a team, either explicitly or implicitly conveying to members what is allowed and what is not. These norms can dictate to team members how to behave, communicate, cooperate, and deal with conflict. When clear patterns are established and defined, everyone on a team is more likely to abide by them when attending a competition like the World Championships - *which is different than any other event other than an Olympics or other regional or cultural event like the Commonwealth Games, Pan Am Games, etc.*

Very notably, the culture a country can generate within their community of teams at this competition creates the atmosphere that permeates every aspect of a team's



experience. Is the atmosphere relaxed or intense? Light-hearted or competitive? Supportive or competitive?



More significantly, who is the gatekeeper of creating and sustaining the culture on a moment-by-moment basis to ensure that the culture becomes more than a manufactured public relations idea, but instead becomes organic to the team on a 24/7 basis?

All of these qualities of culture have real implications for how the team functions, how its members get along, and, crucially, how the athletes on the team perform and the results they get. When a National Team of 'mixed sports disciplines' has a defined culture that is understood by all of its members, they feel an implicit pressure (in the good sense) to support that culture.





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How does a 'team culture' develop?

There is no doubt that a 'team culture' - *by an individual sport* - can emerge naturally as an expression of its members. It is often led by a successful athlete with strong leadership qualities; the Head Coach who believes that a team culture can be used to an advantage competitively or someone like the Chef de Mission.

For example, inspiring a culture of '*ALWAYS DO YOUR BEST*' encourages each member of the team to perform every time they enter the pool – or ALL THE TIME - and not just in the finals.

The benefits to this “organic” approach is that team members feel a sense of ownership for the culture because they created it. But there is a risk that the creation of the larger National Team is unfairly shaped by one or a few team members who may be particularly assertive or controlling, leaving other members of the team feeling marginalized and powerless. And, a real danger can arise, when the team culture is hijacked by a small subset of the larger group who are more interested in exerting their power over the others, however unhealthy it might be. *The result can be a genuinely toxic culture that serves neither the best interests of the team as a whole or its members.*

The examples of countries who are using “team culture” approach - *that has been tried and tested* - is for carefully selected senior volunteers to take an *active (though not dominating)* role in the creation of a team culture. Through their leadership and open discussions with team members, the National Team can identify the values, attitudes, and beliefs that your athletes want to use as the foundation of the team culture.



In 2012, Team USA created a viral video at a training camp leading into the 2013 World Aquatic Championships. To date, this video has over 15 million views on YouTube!



<https://www.youtube.com/watch?v=YPIA7mpm1wU>

This is an remarkable example of building a team culture of “fun” for the athletes relieving some the pressures associated with a high-pressure event like the World Championships!



Questions to Ask

One approach to discuss with the four sports of a National Team on what the ideal environment would include at a competition like the FINA World Championships would consist of asking questions that will help create the basics of the environment which the leadership wish the four sports to experience when at the competition.

Some things to consider include:

- What **values** do we want to act as the foundation for our team culture?
- What **attitudes and beliefs** about your sport, competition, and team do you want to hold?
- What are the **goals** that the team wants to pursue?
- How do the athletes and coaches **want to treat each other**?
- What kind of **atmosphere** do we want on your team?

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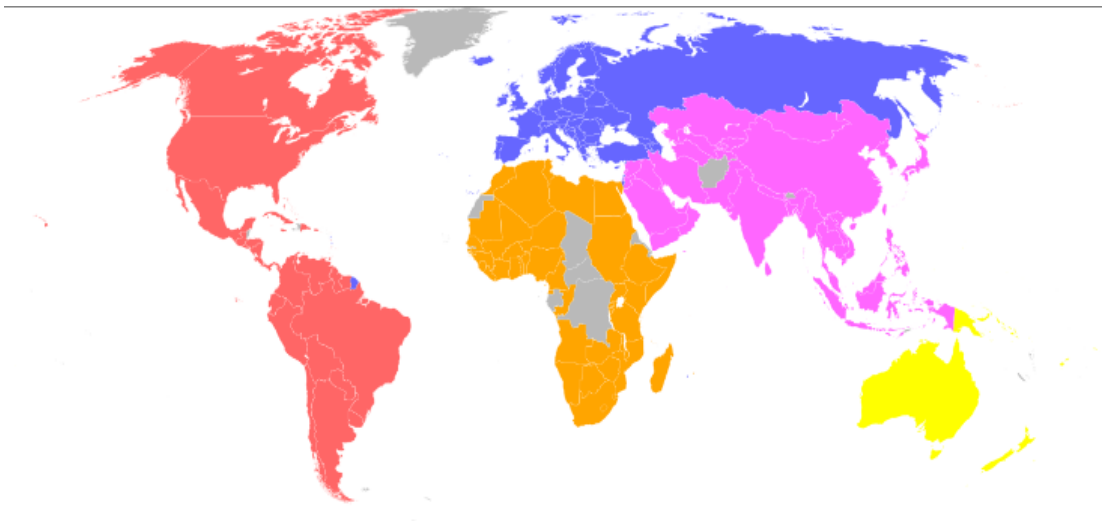
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- Who would be the best **gatekeeper/project manager** to ensure consistency of vision is maintained?

When you ask and answer these questions, you are proactively developing a team culture of your team's design rather than leaving it to chance. In doing so, you are building a team that has its best chance of being positive and supportive and, as a result, performing at its highest level possible.

Before continuing, it would be a good idea to review the timelines associated with putting a plan in place for a typical World Aquatic Championship.





Timelines in establishing a model of excellence

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Timeline	Objective
18 months before the competition begins	A call for applications for a Chef de Mission and Assistant Chef de Mission along with the position description outlining the roles and responsibilities related to developing a coordinated event mission, vision and values of the National Teams. <i>In most cases the Chef de Mission and Assistant Chef are volunteer positions, so allowing as much time in advance of the competition to manage their schedules is essential. The timeframe will enable those interested to develop a plan to accommodate the dates and times necessary to complete the many tasks associated with managing the team responsibilities.</i> <i>An example of the position description will be available in the following section.</i>
16 – 13 months before the competition begins	The time frame where strategies must be developed early on, to allow sufficient time to approach the creative elements of making the plan come to life at the event. These strategies and tactics will form the foundation of building the core of your teams “culture and environmental” approach — <i>interviews should take place with all key stakeholders to gain insight into what expectations and or desired outcomes of the competition that do not occur in the competition pool.</i>
12-10 months before the competition begins	Begin to contact the Organizing Committee to establish a network of contacts that will be necessary to implement the strategic goals of your plan successfully. It is also very timely to secure logistical information to support the needs of the teams during the event. Begin to identify both the technical and intangible information and communicate how this will support the vision of the strategy to the four sports attending the competition. <i>It is essential that you begin to discover more about the culture and customs of the country who will be hosting the competition.</i>



10 – 6 months before the competition begins

A site visit is scheduled and executed. The list of deliverables resulting from the site visit depends on what each team has determined they require to help build the logistics piece of their strategic plan.

One of the notable issues that must be researched and finalized for a World Championship is the **accommodation** of the teams during the competition. More often the housing is based on local hotel availability versus a team village. For this reason, a site visit to review and inspect the hotels for a range of things from cleanliness to location, security and noise, quality of the mattress, and amenities, as well as the size of the rooms is essential.

There an “APPROVED” set of hotels which has been accepted as “Official Hotels” by FINA. They range in size, price range and rating by Michelin Stars, as well as location in the city.

It is essential that all international teams select from the approved list of hotels. If you do not, then you will not have access to the official team transportation system, FINA approved menus, and an assortment of hotel benefits that come with being an official hotel of the Championships.

You must complete research of what your team accommodation expectations, along with what is available in the host city by the end of your site visit.

This must be communicated during your site visit and BEFORE the team arrives at the competition.

Having significant information in advance to provide to the teams will minimize anxiety and fear of the unknown by Team Leaders.

This type of information will go a long way of supporting the vision and minimizing stress as part of the culture and vision strategy being developed for the teams upon arrival.

You must make every effort to discover what can be done to lessen any difference in what is anticipated in advance of your team arrival, and, what is reality upon arrival.

MANAGING EXPECTATIONS of both
the OC and your National Teams is your
number one function during this critical

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6-5 months before the competition

A schedule listing of required deadlines and instructions on **information requirements by the OC** should be delivered to each of the four sports designated Team Leaders.

This period represents the timeframe where the first of the formal “team communicate” that will ideally become a regular occurrence sent from the Chef/Assistant Chef to your country's team leaders.

You can establish a strategy symbolizing the tone and attitude for the upcoming event with this communicate. The characteristics of the communication should prevail right through to the end of the competition to ensure a consistent message.



5 – 1 month before the competition

Some pieces of information and questions will be sent to you during this time frame which are incredibly important and vital to the successful operations plan of the OC.

Among the deliverables will include asking for confirmation of arrival and departure dates; transportation plans; confirming accommodation requirements; gender breakdown by sport of both athletes, and officials; entry forms; special needs for any teams; (e.g. Meeting space; specialized equipment the team may need, etc.)

As well will be the information related to any requirements for Visa's, depending on the country hosting the event, or other information associated to members of your team citizenship – *if it differs from the country they are representing at the event..*

It is essential that all DEADLINES are met 100% of the time to support the OC. If one National Team does not meet the deadlines given, it can seriously negatively affect the culture of the OC relationship with your team upon arrival.

The amount of strategic planning to developing a cooperative working environment **before you land at the competition is 75% of your success** in reaching your culture and environment goals for the whole team once you arrive.







FINA has provided an important tool to assist with communication and expedite information exchange

The Games Management System (GMS) provides an integrated suite of Event Management Facilities including: accreditation, entries, rate card, volunteer recruitment and rosters.

One of the most critical factors in developing a model of excellence for your National Team competing at an important event like the FINA World Championships is to provide information in a timely manner.

The Host Organizing Committee must have the data they require to make important decisions. Tracking the schedule of due dates and staying on schedule is an essential element in managing your team.

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The FINA GMS includes the following areas of competition management:



**Event
Director**



**IT
Management**



**Operations
Management**



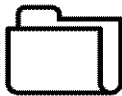
**Accreditation
Services**



**Venues
Management**



**Logistics
Management**



**Protocol
Services**



**Project
Management**



Benefits of the GMS include:

Main Benefits

Single Central Database
Single Contact Record
Communications Tool
Automated Processes
Online Data Capture
Application Workflow
Application Approval
Efficient Administration
Flexible Data Reporting

Operational Benefits

Organizations input and manage their own information online
Efficient accreditation procedures, rights allocation and pass printing including day and upgrade passes
Effective management of visa letter distribution
Information readily available to management & function heads
Up-to-the-minute status reports and contact records



Sport Benefits

Teams input & manage their sport entries online

Officials input their accreditation information online

Maximise participation by regular communication and effective management of visa letter distribution

Easy communication with teams and officials via bulk email and personalised reports

All event entry information readily available to designated managers / volunteers as required

Up-to-the-minute status reports and contact records

Volunteer Benefits

Managed Recruitment & Rostering Workflow

Single Contact Record

Instant Identification of Gaps

Automated Emails & Letters

Effective Management of Training, Rosters, Uniform Distribution and Benefits

Information available to all Managers



The Organizing Committee

IMPORTANT: Develop a dialogue early on with the Organizing Committee of the host country.

This critical step may be initially seen as unimportant but has a crucial role in managing and achieving the culture and environment goals of the team. As indicated, in the

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timelines portion of this presentation, contact should begin 12 months before the competition.

At first glance, the early communication takes on a tone of dealing with the basic issues including transportation, accommodation, accreditation, etc. However, in the much broader sense, it begins to showcase the values and tone of the team and what will be the expectations in dealing with the high-performance athletes, coaches and other personnel of the National Team.

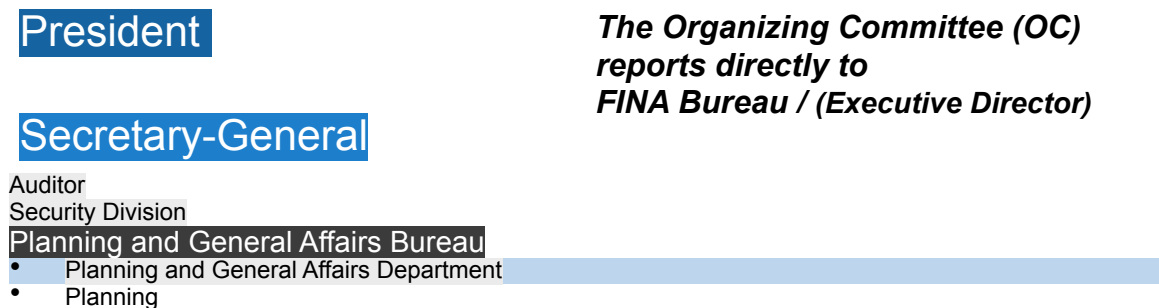
Topics extend to the training facilities; transportation; accreditation; security; crisis management; medical and other lifestyle issues including laundry services, grocery store shopping and availability of public ground transportation. In short, the lifestyle of the national teams when visiting a foreign environment should be structured to accommodate a lot of different expectations from rookies to the more experienced team members on the international competition circuit, as well as those who are veterans of numerous high-performance competitions including an Olympic Games.

Both demographic groups require an element of confidence in the structure that will enable them to meet their objectives in competing. The results will enhance a team's overall quality-of-life at a competition.

Site visits can be structured in a way to include individuals and groups of countries at one time. Both of these systems can work.

'Group visits,' when well-organized and planned with goals for developing a highly competitive athletic environment, *that is also considerate of individual country's needs*, will have in the end, a much better rate of success of meeting both the host and the guests expectations.

Typical Organizational Chart for the Host Organizing Committee:



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- General Affairs
- Accounting
- Resource and Logistics Department
- Budget
- Resource
- Uniform
- International Relations Department
- VIP Protocol and Registration
- International Relations

Cultural Events and Promotions Bureau

- Cultural Events Department
- Cultural Events
- Opening and Closing Ceremonies
- PR and Marketing Department
- PR
- Press Support
- Marketing1
- Marketing2
- Media Department
- Media Support
- Broadcasting

Operation Bureau

- Human Resource and Volunteer Service Department
- Human Resource Management
- Volunteer Service
- Venue Entry Management
- Transportation Department
- Transportation and Parking
- General Transportation
- Arrival and Departure
- ICT Department
- IT Support
- Telecommunication

Sports Bureau

- Sports Planning Department
- Championships Planning
- Masters Championships Planning
- Medical Service and Doping Control
- Sports Operation Department
- Sports Team 1
- Sports Team 2
- Sports Team 3

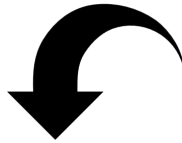
Facilities and Accommodation Bureau

- Facilities Operation Department
- Sports Facilities
- Environment Management
- Championships Village Department
- Operation
- Facilities
- Village Accommodation
- Food and Beverage and Accommodation Department
- Food and Beverage & Accommodation





The Organizing Committee reports to



FINA Bureau



A sample list of discussion points for your SITE VISIT with the Organization Committee:



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Area of Emphasis	Ideas of what details you want to focus on as early in the planning as possible
Dates	Competition schedule dates Village open/close dates Training pool availability times and dates FINA meetings including Bureau and Committee meetings
Registration	When does Games Management System (GMS) open? First date to register? Last date to register? Other important dates?
Accreditation	Cost for extra accreditation for VIP's; Coaches; Medical support team: etc. How do you pay, and when, for extra accreditation? Will you accept credit cards? If so, which one? Review of available admission areas for individuals holding the type of proper accreditation to ensure there are no changes from the previous World Championships (WC) Location of any/all accreditation centers and open/close times? The review process of handling all accreditation? If teams arrive late in the day (before or after closing), what happens? Can they access the village to unpack and settle in? Venue seating capacity for team and total number for public seating? Specific location in each venue of team seating? Can you get at 'day pass to an event? If so, how can it be handled? Can National Teams ask for VIP accreditation (with limited access) to Team Sponsors on a daily /event basis? If VIP access is not available, is there any alternative like specific event tickets in a good location at event? How much? What is the process of obtaining at the last minute? (<i>which is often when VIP's turn up</i>)



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Area of Emphasis	<i>Ideas of what details you want to focus on as early in the planning as possible</i>
Security Measures	Review roles and responsibilities for OC and governmental agencies in case of emergency evacuation? Or other issues related to security. Responses to medical emergencies? How and who will be handling them? NOTE: National Teams should advise their designated country Consulates or Embassies of any security procedures planned in case of emergency at the competition.
Arrivals	Review process from touch down by air to drop off at the village or hotel? Include time schedules and any other variables that could relate to team needs (like late arrivals of a single person, etc.) – What will be the protocol on how individuals are arriving alone at the airport? At hotel? At village? How will individuals from one National Federation but may be mixed sports, be picked up at the airport if their flight times have changed from the initial input on the Games Management System (GMS)? Are there any limitations that National Teams need to be aware of in advance of arrivals? Advise your Embassy or Consulate of your team arrival and departure dates. Also provide a list of the team members names, and if possible, provide a copy of their passports for safekeeping at the Embassy or Consulate. Do you need to arrange any special VIP transportation at the event? - Suggestion – it might be wise to advise FINA of any visiting VIP's as well. Does the OC have an emergency transportation number in case of emergency?



Area of Emphasis	Ideas of what details you want to focus on as early in the planning as possible
Transportation	Review transportation management system, schedules, public transport as well as team dedicated transport, shuttles, etc. Find out driving time and distance to each venue. How many stops for each team bus either to/from venue to accommodation? Where are arrival and departure designated spots, at the village, hotel or at competition venues, to ensure there is not a lot of walking by teams to/from the bus pickup spots? FINA has stipulated very detailed instructions on this area to the OC, and it is our goal to ensure they are compatible with actual Team needs. When will the daily transportation schedules be given to the teams? What is transportation plan if you want to visit more than one venue? <i>Do you have to return to the village or main swimming center to visit alternate sites on venue designated buses?</i> What is the daily transport schedule available to OWS venue? If there is none, what is the process of going to OWS venue? When does the transportation schedule for Opening and Closing Ceremonies? Arrivals and Departures to airport? Identify schedule and timetable for advising OC of departures from Host city? Review Arrivals schedule to airport, train station, etc? Review Arrivals protocol at main terminals of transportation? There will be OC welcome desks, but what will be available in terms of translators, baggage handling, etc?



<i>Area of Emphasis</i>	<i>Ideas of what details you want to focus on as early in the planning as possible</i>
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Accommodation	Hotels versus village? Is there a choice? Price comparison analysis? Quality levels of service, food, etc. You must determine what your team needs are. Usually Hotels have been the choice of accommodation for teams attending the WC. Villages have been rare, but are increasing in relevance mainly due to the cost of hotel accommodation in host cities. It should be noted that village life can be quite good at an Olympics or a Pan Am Games and Commonwealth Games. Why? <i>Because that is the model of handling accommodation since the beginning of the Games. These events have perfected and refined the village concept.</i> Village life for a smaller event like this one has less history, so the unknown variables are there to consider as Chef de Mission who has the task of making the best decisions to maximize team performance, comfort and safety on the budget you have to work with. <i>Larger and more developed countries have asked for a minimum 3-4 Star hotel rating in accommodation – some countries with larger budgets will not stay at anything less than a 4 Star hotel.</i> What do Hotel ‘Star’ Ratings mean? One-Star: A one-star rating often means a property has no frills and only offers basic accommodations. A one-star rating doesn’t necessarily mean a hotel is dirty, unkept or in a bad location. It simply means you’ll have a place to sleep, and that’s pretty much it. Amenities like Wifi and food is often not included, or is at a minimum level. Two-Star: Like one-star hotels, two-star properties are typically more affordable than hotels that have a higher rating — they are also usually quite comfortable, but amenities like food service is very limited, or brought in as catered meals, which does present a whole other set of problems, and they can present huge complications for the Teams. Three-Star: Three-star hotels ordinarily have some unique amenities and provide quality service. <i>FINA always includes a choice of FINA-approved hotels for consideration at this minimum level at the very least.</i>
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<i>Area of Emphasis</i>	<i>Ideas of what details you want to focus on as early in the planning as possible</i>
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Meals	Service periods - times and dates? Will there be a HOT breakfast food selection available? What will it include? Will coffee and tea be available at all meals? <i>(this is a must have)</i> What other beverages will be available at all meals? Hotels/Village should have a choice of juice, water, and at least one or two soda pop selections, as well as low-fat milk. Can special food requests be available to teams – like a birthday cake if application is made at least 24 hours in advance of mealtime? When does lunch box service begin and cost? Lunch box ordering procedures review? Box Lunches should contain at least one (1) protein; one (1) fruit; one (1) carb and one (1) beverage. With so many dietary issues becoming more relevant, the OC is probably aware of the need for gluten-free options be available upon request, but best to check and ensure this is being done. What is the deadline time each day for ordering lunch boxes? If we miss the deadline, can you still accommodate in an emergency? What options can be made available to handle last-minute changes to team schedules etc.? <i>Can lunch boxes be delivered to competition venue or be kept in a refrigerated area at venues</i> rather than being taken early in the morning and sitting in the hot sun until eaten? Sample or at least review the food menus for each day for all meals? How many days before the menu is rotated to be repeated? <i>(minimum time frame is seven days).</i> If pasta is on the menu every day <i>(and it usually is)</i>, can the choice of pasta include more than four variations in one week? Repeating the same type of pasta for the entire duration or even for the seven-day cycle is too monotonous and has often occurred at more than one WC. Will there be a daily gluten-free menu provided?
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Area of Emphasis	<i>Ideas of what details you want to focus on as early in the planning as possible</i>
Sport Services	Are there any new changes to the services provided at sports venues from previous competitions? WIFI for teams at competition venues? Team meeting rooms at competition venues? Medal ceremony overview? Training schedules before and during the competitions? Review where the team designated seating areas are in each venue. Massage and physio locations? How are they going to be determined as to which country is designated space and place? Can a permanent location be assigned and maintained throughout the entire competition? Architectural drawings of the floor plans of each competition venue should be available to copy and provide to each National Federation at their visit. What access can be reserved for extra training times if necessary? Is it possible? If so, where is the pool facility located concerning proximity to hotel or village? Transportation to/from training venues?
Contact list	List of names and contact information (<i>emails addresses at the very least</i>) of all-important Liaison Managers for each sport; International Relations; Media Liaison; Marketing Manager; VIP liaison; Protocol liaison; Security Manager; Executive Director of the competition.



Area of Emphasis	<i>Ideas of what details you want to focus on as early in the planning as possible</i>
Medical Services	At venues? What hours and what services are included? In a hotel or village? What hours of service? What services? <i>Include in case of emergency? Dental and eye specialists?</i> Pharmacy locations? <i>Review protocol for taking injured athletes to the hospital from venues or hotels.</i> Can a list of approved hospitals, medical facilities, pharmacies listing location, and contact information be sent out in advance to the National Federations for distribution to their home offices before they arrive on-site at the competition?
VISA	Are there any needs for any VISA or other government paperwork requirements for any team member arriving in the host country? Identify what the participating countries need, and costs associated if any.



TEAM INFORMATION

To assist in 'managing expectations' there are some key points to help deal with anticipated hopes by those attending the event.

A Competition Summons is sent by FINA 3-6 months in advance of the competition and will highlight the relevant information related to the appropriate deadlines that must be met to enable the Organizing Committee to complete the many tasks associated with running the event.

For purposes of information only, and to familiarize you with the level of detail that you will have to supply on pre-arranged dates, we will summarize some key points for you.

1. Registration

- There are three (3) successive entry steps to provide information to FINA and the OC in order to register for the championships.
 - Preliminary entries
 - Final nominations / entries by name
 - Final Sport entries
- All information will be confirmed through email.
- All registrations between the OC and NSF's will be through the Games Management System (GMS) set up by FINA.
- For each individual events, the FINA Bureau will establish a number of variables in making qualification standards by sport. These include:
 - standard entry times; a maximum number of males and females per individual event; a previous Olympic Games, a qualification tournament, or series of events predetermined as WC qualifying events.

2. Number of competitors allowed by each Federation.

The maximum number of competitors allowed from each Federation is under constant review and change.

A competitor must be a citizen by birth or naturalization of the nation he/she represents. Any competitor changing their affiliation from one national governing body to another must have resided in the territory of and been under the jurisdiction

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of the latter for at least twelve (12) months prior to the first representation for the country.

Officials who are serving as 'Team Officials' (Chef de Mission; Team Manager; Coach; Medical service provider, etc.) cannot serve as Technical Meet Officials.

3. The number of Team Officials allowed by each Federation

A country can bring to a competition is determined by a number of competitors entering or participating in accordance with FINA guidelines.

For example only: *Team Athletes & Officials #'s may change subject to FINA discretion.*

Max Competitors	Category	Maximum number of Athletes/Officials
SWIMMING	Men	26 Athletes
	Women	26 Athletes
DIVING	Men	6 + (6) Athletes (Synchro)
	Women	6 + (6) Athletes (Synchro)
HIGH DIVING	Men	3 Athletes
	women	4 Athletes
ARTISTIC SWIMMING		12 + 2 Mixed Duet Athletes
WATER POLO	Men	13 Athletes
	Women	13 Athletes
OPEN WATER SWIMMING	Men	2+2+2 (5-10-25KM)
	women	2+2+2 (5-10-25KM)



Team Officials	1-2 Competitors	1 Official SW/DV/Art SW/
	1-3 Competitors	1 Official HDV
	1-4 Competitors	1 Official OWS
	2-7 Competitors	2 Officials ART SW
	3-5 Competitors	2 Officials SW/DV/HDV
	5-8 Competitors	3 Officials OWS
	6-10 Competitors	4 Officials SW & Diving
	8-9 Competitors	3 Officials ART SW
	10 – 11 Competitors	4 Officials ART SW
	12 Competitors	5 Officials ART SW
	11-20 Competitors	8 Officials SW
	13-14 Competitors	7 officials DV 6 Officials ART SW
	21-30 Competitors	10 Officials SW 8 Officials DV
	31-40 Competitors	13 Officials SW
	Over 41 Competitors	16 Officials SW
	Men's / Womens WP 13 each Competitors	5 Officials WP



If a NSF would like to bring additional Team Officials a fee of EUR 150 will be charged for APPROVED additional accreditation and the accreditation is only good for one discipline.

4. Accreditation Access:

Zone Access	Zone Description	Zone Access
BLUE	Field of play	Blue, red. White
RED	Operaitonal areas	Red, white
WHITE	General Circulation Areas	White
2	Athlete preparation areas	2
4	Media areas	4
5	Broadcast areas	5
6	FINA Family areas	6
7	VIP areas	7
T	Team Tribune	T
G	Guest Tribune	G
TA	Team Shuttle Bus	TA

If accreditation badges are lost it must be reported immediately to the nearest security personnel from the OC. A penalty fee may be charged for the reproduction of lost accreditation badges.

5. VISA information

(lil applicable) will be supplied 3-6 months in advance of the competition by FINA

6. Technical Meet Officials

The Officials are nominated by their FINA member Federation and approved by each FINA Technical Committee. These individuals are not considered to be part of the National Federation Team that is referred to in this brochure. The Officials operate independently and have mnlmal contact with the competitors and Team Officials who work with the teams while at the competition.





FINA Travel and Accommodation Assistance

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The purpose for including this information is to provide you with information on how FINA and the Organizing Committee have contributed in the past with financial assistance to the National Federations.

If FINA intends to provide support in the future, there cannot be a designated amount of what that contribution will be at the time of this writing.

It is essential that each Federation have a firm understanding of what FINA Travel and Accommodation Assistance could be available, so we are including some of the guidelines that have been used in recent years as an example to understand the principles of this subsidy.

PLEASE UNDERSTAND – What is included here is a sample of what has been made available in the past and in no way indicates this is what will be available in the future.

FINA has offered in recent years, with the support of the Organizing Committee, a Travel & Accommodation Assistance package to the participants from National Federations at the FINA World Aquatic Championships.

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- The following points are listed to provide the readers with a general idea of how this program has been administered in the past. More importantly, it is included in this manual to indicate the partnership and responsibility of creating a culture of excellence and assistance starts at the top of the organization.
- *There is no guarantee that the same formula for distribution, number of nights covered, amount of monies distributed, or any other details listed below will be consistent with those rules and guidelines in the future.*
- The subsidy “principle of distribution” is based on the participation of the National Federations at the PREVIOUS FINA World Championships.

FOR EXAMPLE:

- Travel Assistance: EUR 1000 per person for a maximum number of athletes and team officials shown in the table below
- Free Accommodation with Full board (three (3) meals per day) in twin rooms for a maximum number of athletes and team officials shown in the table below (not including HD Athletes and HD Coach), in specific hotels nominated by FINA and Budapest OC.

OR

- A subsidy of EUR 105 per day and per person, for a maximum number of athletes and team officials shown below (not including HD Athletes and HD Coach) in any other official hotels. The National Federation which selects a hotel with a higher price or wishes to extend their stay outside the mentioned periods is responsible for covering the additional costs.

The following chart is an example only of what a country who has qualified for the subsidy program would receive:

Discipline	Period		Maximum	Maximum
	Earliest Arrival	Latest Departure	Number of nights	Number of persons
General Congress Representative (President, General Secretary, or appointed representative)			18	1
Team Official ⁽¹⁾ – like Chef de Mission			18	1
Swimming ⁽²⁾			11	23
Synchronized Swimming			12	13

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Diving			12	8
High Diving			6	tbc
Water Polo Women			16	13
Water Polo Men			16	13
Open Water Swimming			10	4

Travel Assistance requirements

1. The Travel Assistance will be provided only to the team with athletes who are going to be accredited and shown on at least one (1) results list, at the FINA World Championships.
2. The allocation of Travel Assistance is per discipline. If your National Federation does not participate in a specific discipline, then the number of athletes allocated to that discipline cannot be used for another discipline or towards additional team officials.
3. If the number of participants is lower than the numbers mentioned above, the travel assistance will be provided by the actual number of participants.
4. The National Federation is responsible for any additional travel expenses incurred, in addition to the Travel Assistance provided.
5. The Travel Assistance must be used by National Federation to settle Athletes and Team Officials travel costs/expenses.

At no time would the assistance be available for any other purposes.

6. Proof of ticket costs are required (invoices, proof of payment, e-tickets, boarding passes etc.).
7. The National Federation is responsible for supervising and checking that every participant has a valid passport (passports should have at least six (6) months of validity when traveling internationally) and/or Visa (issued at least one (1) month before the event), including Visas for any

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transit countries on the way to the event. Nonattendance due to no VISA issuance will not grant the Travel Assistance.

Travel Assistance will only be provided to those members of the delegation who have been fully registered in the FINA Games Management System (GMS) by the appropriate deadlines with completed flight itineraries.

II. Accommodation Assistance requirements

1. The Accommodation Assistance will be provided only if the National Federation arranges accommodation in one of the official hotels designated by FINA and the OC.
2. No Accommodation Assistance will be provided if the National Federation chooses another hotel (not included in the official hotel's list).
3. The allocation of Accommodation Subsidy is per discipline. If your National Federation does not participate in a specific discipline, then the number of athletes allocated to that discipline cannot be used for another discipline or towards additional team officials. The period and a maximum number of days of free accommodation per discipline cannot be changed.
4. Each National Federation participating in the Championships need to cover the accommodation and meals for any additional members of its delegation not included in the FINA quota and for any days and meals outside the period mentioned above.
5. Standard Check-In time will be 14:00 local time and Check Out 12:00 local time. For early check in and late check out the hotels might charge extra on site.
6. Meals will be provided following Check-In on the first day at the hotel, until Check-Out day, within official dates as shown in the table above.

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All accommodation requests must be made in the FINA GMS by the appropriate deadlines with complete rooming lists.

III. Travel Assistance payments and settlements

Travel & Accommodation assistance will only be provided to the National Federations who have fulfilled the Confirmation & Acceptance of terms and conditions form and have returned it to FINA Office.

The payment of the the Travel Assistance will be made by bank transfer, after all the athletes and team officials have collected their accreditation. Any unsettled invoices from FINA and/or the Competition's OC, will be deducted from the travel assistance amount.

A word about the organizing committee!

Taking on the challenge of hosting arguably one of the top sporting events held every two years, is a challenging situation for the best of countries.

Accepting the responsibility of having thousands of the most elite athletes, coaches, officials, volunteers as well as hosting parents, friends, as well as the Event and Team Sponsors is a task of gigantic proportions and enormous responsibility.

To top it off, adding the fear of terrorism, the safety, and welfare of all those attending this event, is a task not welcome by most people and can be overwhelming to most who accept the challenge.

Those who do take the responsibility of hosting an event like the World Championships should be supported and celebrated at the highest levels.

Everyone attending an event like the World Championships should always take a moment every day leading up to, and during the competition, to thank those who have determined to risk everything and take on the tasks as the Host Country.

People often say the World Championships cannot take place without the athletes, and it is critical to mention that, without a Host Country and financial support the Championships, there could be no event at all.

It is important always to remember the Hosts are critical in making this all possible and appreciate their amazing efforts for the years leading up to the event.



To host OR attend an event like this successfully comes down to including at least five critical ingredients as part of developing your Team's culture strategy:

People skills - the selection of the staff on both sides of the counter are essential in achieving success. Not only the choice of people but ensuring that there exists a culture of developing skills of co-operation, a values-based work ethic, empathy and a passion for the sport. To co-exist in a pressure-filled situation requires an understanding and appreciation that everyone is doing their best and are trying to add value.

Thinking positively that the results will end well for everyone is one of the aspects when it comes to demonstrating a good set of people skills. This will assist you in developing a healthy culture and environment for everyone attending the competition.

Listed are nine relevant people skill requirements working at a high-pressure event like a World Championships:

- 1 **Listen** attentively - *Be motivated to listen. Knowing that the person with the most information is usually the one in control of negotiation should give you an incentive to be a better listener. If you must speak, ask questions.*



- 2 Project a **positive attitude** - A positive attitude brings optimism into your life and makes it easier to avoid worries and negative thinking.

Positive attitude manifests in the following ways:

- Positive thinking.
- Constructive thinking.
- Creative thinking.
- Optimism.
- Motivation and energy to do things and accomplish goals.
- An attitude of happiness.

A positive frame of mind can help you in many ways, such as:

- Expecting success and not failure.
- Making you feel inspired.
- It gives you the strength not to give up, if you encounter obstacles on your way.
- It makes you look at failure and problems as blessings in disguise.
- Believing in yourself and in your abilities.
- Enables you to show self-esteem and confidence.
- You look for solutions, instead of dwelling on problems.
- You see and recognize opportunities.

- 3 **Communicate clearly**

- Provide context of the situation/problem
- Provide actionable inspiration for solving the issue discussed
- Drive conversation towards a solution rather than spending a lot of time on the problem/complaining

- 4 **Take responsibility** – don't play the victim card

- 5 **Be socially assertive** – walk up to volunteers and staff and say "hello"! Remember they have been waiting a long time to meet you and show you the best of their country.

- 6 **Create a significant presence** – go beyond the cliché of asking "What do you do"?

- Start by saying something memorable!
- Be vulnerable and share something about yourself;
- Actively engage in the conversations.
- Tell a story about yourself and a previous competition;
- Find common ground by asking someone (for example) if their feet hurt as much as yours do? This will start up a conversation and be memorable and will likely get a smile at the same time!
- Be inventive.



- 7 **Inspire confidence** in you by **what you say, how you say it** and of being the best version of yourself
- 8 **Likeability** is an essential facet of building TRUST
- 9 Having **empathy and understanding** as well as being emotionally perceptive is a skill that is often ignored, but if shown will increase productivity in resolving any issue or situation much more quickly and effectively

Organization – having a clear mandate or set of deliverables, with having an understanding of the strategy, training required, ability to make good decisions; having defined set of objectives with a definite hierarchy in place, makes everyone better equipped to handle the pressure of the event.

Time Management – equals less stress; get more done; less rework; less friction and problems; improves reputation or expectations, and less effort on everyone's part in doing the task at hand.

Not leaving the hosts in a bad situation by delivering information after it is due or not identifying potential issues of concern in advance will best serve everyone at an event like this and create a culture of trust and support.



It is always astounding to be at an event where time management is such a significant part of the successful outcome and often it is mismanaged by so many.

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Flexibility – a willingness to adapt to changing conditions or needs of the guests at a competition is vital in achieving success and providing a less stressful environment. While rules are made for a reason, it is always astonishing to see so many people try and break guidelines that are put in place to support consistency and not chaos! However, there has never been a situation where some measure of flexibility can go a long way to reduce stress and the ability to make someone's day a little bit easier.

Passion – Living in a perfect world is having a genuine love for the work people are doing and working with experts from around the world who are the best at what they do.

Respect and appreciation for the passion of the work others are doing is vital in achieving success at any level.

Accountability - FINA has been transparent in delivering to everyone a vision, mission, and list of event deliverables that are defined and understood.

As a guest country to the competition, you have an accountability to the FINA Community that to be on the best behavior at all times. The Host must be committed to the same level of assurance to deliver at optimum levels 100% of the time.

Managing expectations – This quality can help you more seamlessly navigate the environment and relationships of a team. Rule number one is do not fall into the trap of assuming someone has the same understanding of a situation, project, deadline or task. Communicate and confirm in writing for every major item on your list of things you want. *You are, in effect, managing the expectations of what you will be like to work with once you get to the event if you are consistent in doing this for the months leading up to the competition.*

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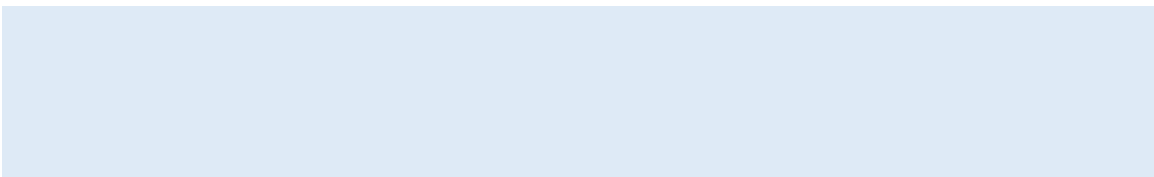
The SECRET to managing expectations is to ensure your expectations are realistic and achievable.

If they are not, you will lose credibility.

If the Host does not have realistic expectations on the reality of what the team's needs are, the answer to is to push-back, which is a fine art, but can be done.

If done successfully, this will be the key to having a successful mission operation and excellent working relationship at the Championships.

There is no 'day-off' during an event like the World Aquatic Championships.



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If you can respect the people you are working with each day, have a strategic 'culture and environmental' plan to develop the management tools to manage the event, then you can have faith in positive outcomes each time you have a problem.



Good Thoughts

**Respecting the workers at an event in a country where cultures,
customs and language may be overwhelming to most, and
challenging at the very least is critical
If you wish to accomplish your goals
Of developing a culture of
operational excellence in
Managing your team.**

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Are you looking for an advantage?

The experience of a National Team obtaining a singular “advantage” when working with the Organizing Committee is *very slim and next to impossible for obvious reasons.*

The OC's are directed to treat each country with the very best possible service at a consistent level of service to accommodate each request with respect and courtesy.

The point of this is to eliminate any suggestion of favoritism given to anyone. This is not only fair, but it is essential for everyone to know this in advance of arrival on-site.

However, some countries will go out of their way to find a way that will provide them with an advantage, without it negatively affecting other countries at the event.

Trying to do this is because many countries do not take the time or put any energy or thought in developing a proactive strategy which supports building a culture of excellence and teamwork.



Good Thoughts

It is important to remember that there are certain expectations of how a guest to a competition of this size and scale, is supposed to act in a professional environment.

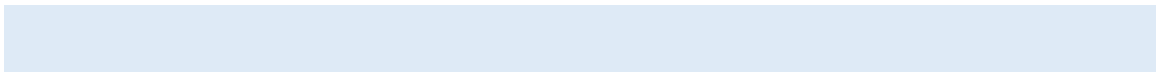
- ✓ If you follow the rules, you're perceived as someone who knows what you're talking about, as a person of integrity and fairness....
- ✓ However, if you don't, you may be judged negatively, and possibly even ignored.
- ✓ In the long run, bad manners may cost you solving an easy problem much faster!

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Tips in building a relationship with the OC:

Never miss a deadline! *Establish yourself and your country as a team that is “low maintenance”. If and when you do have a problem, the OC will look favorably at helping a country that has supported their schedules and not caused them any problems.*

Remember: *“You get what you give!”*

When asked once, answer the request! *Do not make the OC work too hard or have to chase you down for the information they want and need*

Remember *there are over a total of 75 Medal events held across six disciplines; approximately 2400 athletes in attendance; and close to 300,000 spectators with a digital audience of hundreds of millions. The Host does not have time to repeat tasks 2 or 3 times per country.*

When you have a problem, come up with a variety of possible solutions that could work. *Having only one alternative way for the OC to “fix your problem” indicates a desire to issue ultimatums and appearing challenging to work.*

Remember: *“Spending today complaining about yesterday won’t make tomorrow any better.”*

Always find ways to say “thank you” or show appreciation for the work done by the OC. Doing this could take the form of providing some national pins to the staff and volunteers at the event. The word that you are a “friendly” visitor will become part of the team’s reputation and will become well-known among the host country staff and volunteers. A simple ‘thank you’ or show of appreciation will pay-off many times over, once you have established a reputation of having excellent manners and courtesy.

Remember: *Silent gratitude isn’t much to anyone. No one who achieves success does so without acknowledging the help of others.*



Information plays an enormous role in the process of management of team affairs. If you require a solution to an issue, come prepared with all of the information and materials or documents needed to secure success. Being unprepared to deal with what is required in the way of information will undoubtedly not end well for you.

Remember: *Information is a source of learning. But unless it is organized, processed, and available to the right people, at the right time in a format for decision making, it is a burden, not a benefit*

Be prepared to 'walk away' if you don't get the answer you want. Your country may have a valid exception to the rule, but don't make it an issue until you have eliminated the people you can talk to about fixing the problem for you. Take a breath and walk away rather than losing your temper and building a negative relationship for no good reason.

Remember: *Stop thinking the world should work the way you think it should. Stop reacting.*

Professional manners get positive attention. Skills on the job are important but knowing how to do the work isn't the only thing expected of you. Following the expected 'event etiquette' rules will help you earn respect and possibly even contribute to satisfactory outcomes.

Remember: *A professional is someone who can do his best work when he doesn't feel like it. Focus on being the best you can at what you want to do. Professionalism comes with hard work, focus, determination and empathy. The amateur will lose more than win decisions when it counts.*

Treating other people with respect makes them want to be nice back to you. Whether you need help at the accreditation center, or you have a complaint about a level of accreditation at a venue, showing good manners will make the staff of any enterprise want to work with you. Smile at someone, and that just might be the bright spot in his or her day.

Remember: *Respecting people is very important. Being rude and inconsiderate is a trait of selfish people who treat others like they are worthless. Treat people the way you want to be treated. Talk to people the way you want to be talked to. Respect is earned, not given.*



Others will listen if you give them a chance to speak. Being a good conversationalist involves more than knowing the right words or talking all the time. The person you are speaking to will feel that you care if you take a breather and hear what he or she has to say.

Remember: *People unconsciously know when you are not listening to them. Then they say "no" to you. The most important thing in communication hears what isn't said.*



Competing at the highest level is not just about winning.

It is about preparation, courage, understanding, nurturing people and having a heart.

Winning is the result.

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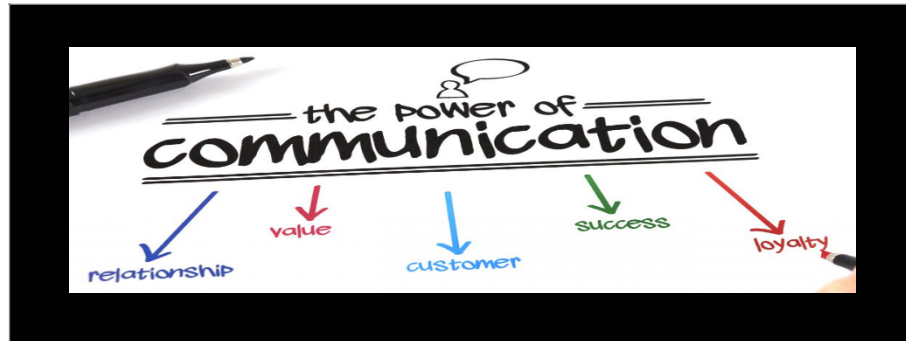
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Critical information to supply the OC



– as early as possible - dates may vary by Host Committee, but these suggested timelines are close to being consistent with the end request.

- 1. Total team size – show numbers by sport totals**
Three (3) months before the competition – breakdown by athletes and officials
- 2. Arrival and departure dates by individual sport/athlete**
Identify one (1) month before competition – final airport arrival and departure times
- 3. Accommodation preferences**
Identify single; twin; suite preferences two (2) months in advance
- 4. Gender and size breakdown by sport**
Identify this by the final registration date. Not one minute late!
- 5. List of special needs – equipment; support staff; etc.**
The earlier, the better. Ask for rate card and determine if it is more cost efficient to buy rather than rent. When leaving the country, donate the purchased item(s) to a local charity, sport facility or local school.



6. Notification of any advance site visits and dates and individuals

Be clear on what your expectations are for the visit in advance of your arrival.

7. List of meeting rooms; dates and times – venue and at accommodation headquarters

Do you need a team office/headquarters?

8. List of any additional training times and training facility requirements

Some teams might find it more cost efficient to come into the event early rather than going to an off-site elsewhere to get acclimatized of for additional training times.

9. Bring original copies of passports to accreditation center

Don't show up with photo-copies. That is not what they asked for!

10. Pay your extra fees (example- extra accreditation) before the OC has to chase you down to pay them.

Just remember:

*Karma has no deadline and you create your own fate by your actions.
You teach people how to treat you for the next time they meet you.*





Sample worksheet - arrival & departure dates by sport

This will help OC at initial planning stages - GMS will ultimately fill this role, but in the early days a spread sheet based on previous World Championships will assist the OC in understanding the complexities of arrivals and departures for each country much better.

	Staff Single	Staff	Divi ng Sin gle	Divi ng Twin	Hig h Div ing Sin gle	Hig h Div ing Twin	SW Sin gle	SW Twin	WP Me n Sin gle	WP Me n Twin	WP Wo men Sing le	WP Wo men Twin	AS W Sin gle	AS W Twin	#tw in/ nig ht	# sin gle rooms/ nig ht	Tot al / Nig ht
July 5	1	1													0	1	2



July 6	1	1													0	1	2
July 7	1	1	1	1											1	1	4
July 8	1	1	4	8											7	1	14
July 9	1	1	4	8									3	10	18	1	28
July 10	3	1	4	8									3	10	18	1	30
July 11	3	1	4	8					4	7	5	9	3	10	34	1	55
July 12	3	1	6	8					4	7	5	9	3	10	34	1	57
July 13	3	1	6	8					4	7	5	9	3	10	34	1	57
July 14	3	1	6	8					4	7	5	9	3	10	34	1	57
July 15	3	1	6	8					4	7	5	9	3	10	34	1	57
July 16	3	1	6	8					4	7	5	9	3	10	34	2	58
July 17	3	1	6	8					4	7	5	9	3	10	34	2	58
July 17	3	1	6	8			3	25	4	7	5	9	3	10	59	3	88
July 18	3	1	6	8			3	25	4	7	5	9	3	10	59	3	88
July 19	3	1	6	8			3	25	4	7	5	9	3	10	59	3	88
July 20	3	1	6	8			3	25	4	7	5	9	3	10	59	3	88
July 21	3	1	4	1			3	25	4	7	5	9	depart	depart	42	3	66
July 22	3	1	4	1			3	25	4	7	5	9			42	3	66
July 23	3	1	4	1	2	1	3	25	4	7	5	9			45	3	71
July 24	3	1	4	1	2	1	3	25	4	7	5	9			45	3	71



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July 25	3	1	4	1	2	1	3	25	4	7	5	9			45	3	71
July 26	3	1	4	1	2	1	3	25	4	7	5	9			45	3	71
July 27	3	1	4	1	2	1	3	25	4	7	5	9			45	3	71
July 28	3	1	depart	depart	depart	depart	3	25	4	7	5	9			41	3	61
July 29	3	1					depart	depart	depart	depart	depart	depart			0	1	4
July 30	depart	depart															



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Roles and Responsibilities - Chef de Mission

Following is a review of suggested Roles and Responsibilities of the Chef de Mission for a National Team.

In reviewing this, you will find where the emphasis is being placed by a National Team who is committed in developing a 'model team' model of excellence in culture and environment for their Country at the competition.

General Description:

The Chef de Mission is responsible for implementing the National Sports Organizations (NSO) delegation policies and processes throughout the competition and ensuring that operations, communications, media and, medical services are provided to each member of the Team in an efficient and effective manner - up to twelve to eighteen months before the competition.

The Chef must provide leadership to the team, and as overall 'head of the National delegation', all staff and athletes in the delegation are ultimately responsible for the position of Chef.

The primary role of the Chef are the intangibles:

What is an intangible?

Managing a tone recognizing positive behavior, professionalism and objectivity	Developing core operational values;
Establishing an 'esprit de corps.'	Ability to inspire others
Motivates, challenges, and drives positivity	Inspires productivity
Energizes others	Maintains high levels of happiness and joy
Provides a fun working atmosphere	Must be 'vision-driven.'
Ability to work hard and lead by example	Ability to influence direction, activities and cultural values of the Team

To summarize, the Chef and Assistant Chef de Mission must be prepared to take on the highest level of accountability for actions and decisions and not expect glory or recognition in doing so. A

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good leader must understand and accept that there are no advantages in the classical sense of being the Chef de Mission.



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The Chef and Assistant Chef have been chosen to serve the team, to do what is best for everyone, and to provide a safe, secure, happy, motivated “home” away from home for each member of the National Team attending the competition and representing their country on and off the field-of-play.

Roles:

VISION	• Develop a long-term strategy outlining objectives and plans to implement these objectives. • Provide a sense of purpose and set priorities to achieve objectives
ADMINISTRATOR	• The Chef is responsible for the overall management of operations, medical and communications services for the Team in the most ‘wide-ranging’ context. • The most important task associated with the administration for the Chef and Assistant Chef is to communicate and manage the expectations of the sports with the Organizing Committee, (and vice versa) in handling all needs that may arise throughout the competition period



PLANNING

- Develop strategies and tactics for implementation of plans to ensure proper support to each member of the team
- Proactively working with the OC in managing a relationship to handle whatever request may come up during competition. This will allow the OC to manage issues before they occur much more effectively and provide the Chef/Assistant Chef with managed expectations of what can be expected.



LIAISON	The Chef develops a relationship with each of the 'sports partners' participating in the competition. This includes both the country's network of government and non-governmental agencies that support the development of the four aquatic sports. This also includes the Organizing Committee, designated travel and accommodation providers, and Championship sponsors if necessary, etc.
COMMUNICATOR	Provide operational, timely communication of information to all National Sport team members
NEGOTIATOR	Mediates problems, secures equipment and resources on behalf National Sport members

Specific duties can include:

Please keep in mind that these detailed responsibilities transmit to issues that affect the National Team as a total group.

BEING NEUTRAL and determining what is in the best interests of all of the sports on the National Team when making a decision is critical to managing expectations and maintaining consistency and discipline.

- Select/confirm accommodation for Team at the competition
 - The accommodation (*including rooms and food*), is a key ingredient in meeting the cultural and environmental goals of a national team competing at an event.
 - Accommodation does not mean 'trading up' the level of living conditions from what the team is used to having, but rather ensuring that the living conditions, food services, accessibility to external things like shopping and entertainment facilities, etc. are consistent with the team's normal lifestyle as much as possible during the life of the competition.
- Make reservations and follow-up on changes as required, with Official accommodation supplier designated by FINA and the Organizing Committee.
- May be asked to recruit and select designated "general" Health Services Team - if teams do not bring their own health care providers as part of their specific team.

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- Oversees the administration to National Team relating to entry forms, accreditation forms, etc. by the published deadline
- Manage budget, expenditures and cash flow for Mission operations leading up to and during the actual competition
- Represent and speak on behalf of all National Team when issues relate to 'entire team'. FINA prefers to speak to the "Head of Delegation" on most matters on-site at a competition. It is essential that there is 'one voice' for the country as part of your communications strategy.

The principal spokesperson for individual sports on issues related to precise sports is designated by the National Sports Organization most involved in the subject matter being reviewed.

In some cases, the sport may wish to use the services and experience of the Chef to fulfill this role, but the sports organization in question may wish to handle issues themselves.

- Official liaison with the Organizing Committee
- To lead or appoint a task force in the event of an emergency.
Task force is made up of one (1) representative from each sport who will be on site at the competition. (i.e. Team Manager)
- Initiate steps to maintain good team morale - could include visibility of national signage/flags, written communications, team celebrations, press conferences,
- Adhere to proper protocol with dignitaries and present gifts on behalf of National delegation to appropriate dignitaries
- Liaise with National sports members and other governmental or VIP's on-site at the competition, but not participating in the competition.
- Provide, when necessary, administrative support to each Sport team

Responsible to:

- President of the National Sports Organization that represents the best interests of the four aquatic sports – ***In Canada, for example, that group is referred to as Aquatics Canada Aquatiques***

The Chef/Assistant Chef works with:



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- Executives of National Sport Organizations
- Designated 'manager/leader' for each sport *leading up to the competition*
- Team Manager for each sport *at competition*

The term for Chef de Mission/Assistant Chef de Mission

(based on Team Canada experience):

- Two (2) years full-time and part-time commitment leading up to and during the actual competition
- **Part-time commitment:**
 - First 12 months – from 0 to 4 hours a week – total **up to** 192 hours
 - Next 3 months – from 4 to 15 hours a week – total **up to** 180 hours
 - Final 3 months – from 15 to 25 hours a week – total **up to** 300 hours
- **Full-time commitment:**
 - One week for a site visit – 7 days x 24 hours/day = 168 hours
 - Four weeks of competition – 30 days x 24 hours/day = 720 hours



FINA OFFICIAL PARTNERS & SUPPLIERS

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Official FINA Partners



Sponsorship Marketing is an incredibly powerful tool for promoting brand alliances.

It is very important to ensure that the brands associated with the World Championships are not jeopardized in any way.

These sponsorships increases the reach and attendance of the event and enables

Official FINA Suppliers



Official Broadcasters



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Lines of authority at World Championships

- Members of the National Sport Organizations at the FINA World Championships will work collaboratively to ensure a positive environment that encourages all National Team members to achieve excellence at the Championships.
 - **Team member refers to** Athlete, Coach, Official, Manager, High Performance Director (CSO), etc., Team Leader, Health Care Professional, media Liaison or other support staff.
- The Chef de Mission shall manage the overall operations of the National Team as outlined in the job description. Likewise, the Chef de Mission shall represent and speak on behalf of the National Team when issues relate to the entire team. The spokesperson for individual sports on subjects associated to the specific sport designated by the particular NSO involved.
- Team Leaders, Coaches, and Managers of the respective disciplines shall respond to reasonable requests from the Chef de Mission (e.g. information, support, media requests).
- Team members will be governed by the policies, code of conduct, and discipline procedures of their respective NSO.
- Athletes will adhere to the athlete agreement with their respective NSO. This includes NSO policies for health care and treatment. *Each NSO will provide the Chef with a copy of their athlete agreement and conduct-related policies.*
- The NSO Team Leader has the full responsibility and authority to ensure the policies and code of conduct for their NSO are applied appropriately and fairly to all team members from their respective NSO.
- **In the case of major infractions, Team Leaders must ensure that the Chef de Mission is aware of the violation before any action is taken.** The Chef may act as an advisor to ensure the Team Leader has considered all sides of the issue and is acting consistently with their NSO's policies.
- The Chef and Team Leader may decide to have further discussion on the issue with the NSO President (or designate) and another objective party, for example, an athlete rep or representative from another NSO. *This is not intended to be an appeal level as the NSO policies for formal appeal will be followed.*
- The Chef is responsible for ensuring the team member's safety and security in implementing the decision.

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- Where agreement cannot be reached between the Team Leader and the Chef de Mission, *the ultimate responsibility remains with the NSO*. They will follow the communications protocol to ensure consistent and professional communication.
- The authority of the Chef de Mission is limited to the dates when the team is on site at the World Championships.
- If a team member has been removed from the team, the Chef will ask the team member to sign a form indicating the date of the team member's removal and acknowledging that the National Team Mission staff no longer have any responsibilities toward that team member.
- NSO's shall have the sole responsibility to deal with disputes relating to their respective team selection processes.
- Additional costs that are incurred by team member incidents, for example, expulsion from the team, positive doping test, health care, etc. shall be borne by the respective NSO.
- The NSO may choose to settle costs with the individual involved.
- FINA is only involved in any discussion related to a team member or a National Sports Organization after conversation and agreement with the senior executive on-site is obtained. No dialogue or involvement is to be done without the Chef and the NSO having a meeting to review the situation with FINA.
- FINA is entitled to request a meeting to discuss any aspect of the competition with the Chef de Mission at any time. The Chef then would contact other stakeholders as needed to continue the discussion and ultimate decision if necessary.

****Rules on how this be handled may vary by country.***



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Professional Requirements - **for International Representation**

When selecting staff for the position of Chef de Mission and Assistant Chef de Mission it is essential to keep in mind that while logistics and organizational skills are essential, the role is one of being a sports diplomat with no noteworthy allegiance to a specific task or responsibility to one sport.

Sports diplomacy is a means to objectively influence political, social, and partisan relations as it relates to the aquatic sports, but also may transcend cultural differences and bring people together on an event level.

When determining the leadership positions for the positions of Chef or Assistant Chef de Mission, it is critical that those selected have a high degree of sport-awareness and are responsive to the political, economic, social and physical elements of the sports and the competitive landscape.

At the end of the day, good common sense, empathy and a good moral compass will be necessary to operate at the level expected at this kind of event.

AND, a sense of urgency and awareness that there is no issue too small to be ignored!

The importance of filling these positions with individuals who have a clear understanding of the significance of their work, as well as the potential social and economic effects of their contributions must be clearly understood.

When appointing volunteers to international positions to manage the potential that is available as four combined sports organizations at an international competition, should be carefully accomplished with particular expectations.

International leadership must deal with a clear understanding of the political landscape and deliverables expected by the community who the candidate will be working with and for.

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There also must be a clear understanding that the work done is to advance all of the sports involved in aquatics, with no distinct interest given to any specific individual sport.

The individual must be driven to work towards consensus for the good of the representative country.

Leadership candidates must be willing to support international leaders but must have the skill to lead from behind when necessary.

The candidates must be politically 'savvy' with a clear understanding that developing strong international relations is a field of political science that relates to 'relationship-building' among member countries.

The individual must be dedicated to transnational issues, and global problems and have an astute understanding of how to manage change within the larger community efficiently and effectively.

Challenges of international politics include the various goals of nations, as well as the imbalance of wealth, power and human rights.

Trait	Brief Description
Flexibility	• Realistic and accurate expectations of professional behavior at all times • Ability to expect the unexpected and be able to adjust strategies on the spot - but always keeping the best interests of ACA and not just an individual sport • Be engaged, and attentive at all job duties and can adjust schedules to accommodate the volunteer position
Patience	• Possess the ability to adjust the pace of life and work when dealing with developing countries, or countries that work at a slower pace than what Western volunteers are accustomed • Maintain a positive attitude and focus on the process rather than the successes • Avoid forcing an agenda and let things develop at a natural pace that can be supported by the majority



Openness	• Ability to adjust and welcome new perspectives of the world and not jump to conclusions • Respect, tolerance and an open mind are essential • Avoid any displays of unprofessional behavior even in social settings that may precipitate culture shock or sensitivity by other members of the global community
Trait	Brief Description
Dependability	• Follow-through on promises made, or expectations of the other volunteers that may have the anticipation of deliverables thought to be delivered • Be on-time at all events
Humility	• No matter what you think is your perceived status, the reality is that the National Team representative make an extraordinary effort to adjust to local customs, rules or circumstances that will never insult or exclude you from the proper representation that is in keeping with what is socially expected.
Enthusiasm	• How will you be remembered when you leave the room? • Personal presence, attitude, and actions will leave a lasting impression if coupled with passion and enthusiasm.
Creativity & Imagination	• Always have a "Plan B" in the pocket to adjust to negativity or personal agendas of others • Visionary thinking • Facilitating meetings and discussions in a way that is inclusive and easily understood by all that are in attendance • Writing blogs and newsletters on-site MUST be culturally sensitive and supportive to the host country you are visiting. The tone should not be openly negative to the event organizers or FINA. • Hosting visitors and international guests • Assisting colleagues in other sports • Public speaking and presenting



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Integrity	• “Walk the talk” with consistency and transparency • Continuously work with the vision/values and mission of the organization you represent....and not let a personal agenda cloud your decisions or activities • Present an unbiased rationalization on why the majority determined a course of action, keeping personal opinions aside
Sacrifice	• The only “return” coming back to you is to further the vision, values, and goals for the organization you represent at a personal cost for the individual volunteer goals
Results Driven	• Be prepared to always achieve a 'result' to a problem and work pro-actively to affect positive changes and outcomes



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Trait	Description
Collaboration	Ability to be seen as a 'team player' interested in the greater good of all the aquatics sports
No Excuses	- Stick to the personal commitment asked for when taking on a task - NEVER 'over-promise and under-deliver.'
Consistency	- Amazing volunteers have no "off switch." - The work of being the volunteer is to make this a 24/7/365 initiative that will integrate into the daily life of the volunteer
Financial Responsibility	- The ability to always put forward the thought that we are working and operating in an economically challenged environment - Be responsible in all ways linked to the financial constraints of the organization
Sills required	<i>Above average (outstanding)</i> communication skills and organizational skills - As advances in technology improve the ability of people to communicate worldwide, the world continues to move toward a global worldview. As a consequence, the ability to format and present documents and reports in a clear, concise and understandable manner is essential. - Ability to work independently and proactively identify solutions to problems - Ability to work in a cross-cultural environment and navigate language and cultural barriers. - Flexibility, patience, and adaptability - Ability to manage a wide array of tasks and priorities - The sense of humor and positive attitude - Excellent ability to process email; internet; Microsoft Word; PowerPoint (or equivalent Apple programs) - Excellent time management skills - Strong proficiency in managing budgets/expenses



Time requirements	 task output	Budget available time with
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CRISIS MANAGEMENT

Crisis management is the identification of threats to an organization and its stakeholders, and the methods used by the organization to deal with these threats.



Creating a climate of excellence that inspires confidence in the Team culture, a crisis management plan should be prepared and communicated to all Team leaders.

This will inspire confidence and manages expectations in answering the “What if this happens?” question.

Due to the unpredictability of global events, organizations must be able to cope with the potential for drastic changes in the way they conduct business. Crisis management often requires decisions to be made within a short time frame, and often after an event has already taken place. To reduce uncertainty in the event of a crisis, organizations often create a crisis management plan.

To have a business continuity plan in the aftermath of a crisis, start by conducting **risk analysis** on their operations.

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Risk analysis is the process of identifying any adverse events that may occur and the likelihood of the events happening.

Internal National Team crisis can be managed, mitigated, or avoided if a leader enforces strict compliance guidelines and protocols regarding ethics, policies, rules, and regulations among the team members. This is a vital way of controlling risk by establishing a culture of excellence leading up to and throughout the competition. Far fewer examples of internal crisis have occurred when proper care and attention to the intangibles of developing a values-based culture.

Crisis management is not necessarily the same thing as risk management.

Unlike ***risk management***, which involves planning for events that might occur in the future....

Crisis management involves reacting to negative events during and after they have occurred.

Crisis can either be self-inflicted or caused by external forces.

Examples of external forces that could affect an organization's operations include natural disasters, security breaches, or false information about an event that hurts its reputation. Most of these issues are managed by the Organizing Committee but having a plan in place to manage the ripple effect down to the individuals on a National Team does require planning.

Self-inflicted crises are caused by a member of the National Team, such as when there is a rumour of cheating or an issue that is not consistent with the rules and regulations of the event.

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Steps in developing a **CRISIS MANAGEMENT** plan at an event like a world championship include the following basic steps. A more deliberate plan might be necessary depending upon the potential crisis or country:

Before a crisis occurs, a plan must be developed and communicated to the key stakeholders related specifically to the type of crisis which has occurred:



Phase One

ANALYSIS

1. Is it a specific sport/team issue?
2. Is it a National Team issue?
3. Is it related to the health and safety of any individuals or entire team?
4. Is it an issue that is covered by the roles and responsibilities of the Organizing Committee?
5. Is it a priority 1, 2, 3, 4 (1 being Utmost priority – urgent)

Phase Two

PLAN

1. Identify the crisis
2. Detail the worst possible outcome
3. Detail the best desired possible outcome
4. Identify key stakeholders

Phase Three

REACT &

FOLLOW UP Communications Researching the cause/effect

- Determine what the issues and scope of the key messages necessary to match the crisis
- Identify the key external stakeholders who must be informed and
- Determine specific key messages for each specific stakeholder group
- Develop a timeline for implementing communications plan
- Report back to Crisis Management HQB at pre-arranged regular intervals
- Assign information gathering team

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Level ONE Crisis Management Team	1. Chef de Mission 2. National Team President or one NSO President selected by the four sports to be in the Principle Management Team 3. Designated Team Leader(s) as needed 4. National Team Communications Liaison Officer or senior media communications manager from sports.
Level TWO Crisis Management Team	1. Organizing Committee authorities (if necessary) 2. Governmental representatives (if necessary) 3. FINA officials (if necessary) 4. Coaches; Team Staff; Athletes; Parents; Sponsors (as required) 5. Media Release through four sport websites; on-site media; through sport communication managers
Level THREE Who does what?	1. Determine if psychological or physical support is needed 2. Determine if press conference is needed 3. Determine who will do what as it relates to managing the issue at hand; 4. - contact parents; contact government; contact police; contact Embassy / Consulate; contact OC; contact FINA; Contact National government officials if necessary;
Level FOUR Collect info and review	Finally, Go back and meeting with Level ONE task force and review and make adjustments as needed. Continue until issue has been resolved or eliminated.





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Final thoughts

There is considerable ambiguity about what makes an event a mega-event.

Often the traditional metrics based on visitor attractiveness, mediated reach, (broadcast and internet viewership) event costs and transformative impact (infrastructure legacy, etc.) are indicators of success. However, it is often the participation of those competing, both as individuals and as member nations of FINA that can often best tell the story of impact based on performance and the enjoyment of participating in this one-of-a-kind competition.

The definition of success has changed.

Often an event that is described as 'magical' when everything comes together including the discovery of a new cultural experience, meeting new people and sharing a moment or a life experience that may never happen again is the true measure of success.

Creating an environment that promotes a culture of friendship, excellence, achievement and competitiveness that is all-encompassing is the goal of any team attending such a grand event like the FINA World Championships.

It has been proven that there is a real need for continual innovation, strategic planning and focusing on the experience and that this can increase the measurement factors of success for any National Sport Organization attending the World Championships.

A country competing at the most elite levels of sport when aligning their culture and anticipated environment with a strategy that includes both technical and holistic requirements, and achieves the essentials of the individual teams, can make a significant impact on the field of play at a completion like the World Aquatic Championships.



Everyone connected with sport in general, and this significant competition, is passionate about what they do, and how well they contribute to its success.

They love the hard work and discipline connected with competing at the highest levels.

They respect their competitors.



Be the best you can be...

Keeping an optimistic mindset	Staying focused
Being in control	Knowing what needs improvement
Having a strong sense of motivation	Developing holistically as a person
Seeing an upward progression	Feeling like you belong to a community
Having a strong network of support	Believing in yourself
Appreciating the journey	Trusting and committing to growth
Stoking an inner desire to succeed	Setting challenging goals
And....	
Managing stress	

The final word in having the privilege to develop a culture and environment for a team competing at the World Championship level is an opportunity many people do not have, nor even dream about.

Because this is the life of those who do get this opportunity, we must be the best version of ourselves. How lucky are we?

Stuff happens. Challenges and demands can come up with a lot of issues to handle each day from the mundane to the extraordinary. There will be days during the competition when you may feel like you have lost your way.

The secret in developing a culture and environment of excellence is to never give up on yourself and your team mates.

Demand more – demand greater things from yourself.



Everything depends upon your attitude to yourself.

Bonne chance à tous!	Sok szerencsét mindenkinek!	¡Buena suerte a todos!
Срећно свима!	祝所有人好運!	Boa sorte a todos!
Удачи всем!	Buona fortuna a tutti!	בהצלחה לכולם!
Mult noroc tuturor!	모두에게 행운을 비네!	すべてに幸運!
Sretno svima!	Успех на всички!	حظا سعيدا للجميع!
Veel succes allemaal!	Bonșancon al câiuj!	Good luck sa lahat!
Hodně štěstí všem!	Удачи всім!	Math dha na h-uile!
Հաջողություն բոլորին:	সবাইকে শুভকামনা!	Καλή τύχη σε όλους!
Viel Glück an alle!	Lykke til for alle!	Gangi þér vel fyrir alla!

សូមសំណងល្អដល់អ្នកទាំងអស់គ្នា!	Ji kerema xwe baş!	Ádh mór do gach duine!
წარმატებებს გისურვებთ ყველას!	Lycka till alla!	Powodzenia dla wszystkich!
Հաջողություն բոլորին:	Поспexи ўсім	ขอให้โชคดี !
Onnea kaikille!	Bonŝancon al ĉiuj!	موفق باشید به همه
എല്ലാവർക്കും നല്ലത് ഭാഗ്യം!	ਸਭ ਤੂੰ ਚੰਗੀ ਕਿਸਮਤ!	Lehlohonolo ho bohle!
Xorti tajba għal kulħadd!	Bahati nzuri kwa wote!	Bon chans pou tout!
Inhlanhla kubo bonke!	Goeie lok foar allegear!	Sèkmès visiems!
Sterkte aan almal!	Поспexи ўсім	בהצלחה לכולם
Fat i mirë për të gjithë!		Barchaga omad tilaymiz!

***Don't forget to say HI! to each other on the pool deck!
Until next time!***



“It’s hard to beat a person
who never gives up!

Coaches, Officials, Staff and Volunteers do
what they do because of the athletes and the
passion we have for the sport itself.

There is no other feeling quite like helping young
athletes further develop their natural
persistence, determination, resiliency, work
ethic, heart, leadership skills, connection with,
and respect for others, not only in competition
but in life.

To everyone who tries their best for the right
reasons, we salute you.”

Quote unknown

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CREATING A 'MODEL TEAM' OF EXCELLENCE IN CULTURE & ENVIRONMENT
At Fina World Aquatic Championships

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