

THOUGHT LEADERSHIP | TEAM EFFECTIVENESS

Performance Support Team Effectiveness

Why expert teams succeed or fail and how to audit and improve them by design

ST PERFORMANCE GLOBAL | OCTOBER 2026 | BASED ON STEWART, FLETCHER, ARNOLD AND MCEWAN (2024).

OVERVIEW

Why Expertise Alone Is Never Enough

Elite sport has invested heavily in assembling specialists. Strength coaches, physicians, physiotherapists, dietitians and sport scientists now sit around most professional and national program tables on the assumption that a deeper bench of expertise produces a better experience for the athlete.

A 2024 [narrative review](#) by Stewart, Fletcher, Arnold and McEwan in the International Review of Sport and Exercise Psychology examines that assumption and finds it incomplete, because the performance support team is a multiteam system whose effectiveness depends on far more than the aggregate of the experts who belong to it.

THREE QUESTIONS | WHAT THIS PIECE ANSWERS

What makes these teams work

- Fit, clear roles, shared planning and trust
- Leaders who use power well
- Capacity added at every layer

What gets in the way

- Silos and ambiguity
- Filtered information
- Punitive responses to mistakes

How we audit and improve

- Diagnose, design, implement and adapt
- An owner and a date for every change
- Design in place of hope, chance or expectation

Three questions run through everything that follows: what makes these teams work, what gets in the way and how we audit and improve them deliberately by design instead of leaving the outcome to hope or chance or expectation. Each section takes one layer of the review and ends with something an organization can examine and change.

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01 | THE TEAM AND ITS SCOPES

The Team and Its Scopes

Scope is worth settling early because teams blur it by default. Mental performance and sport psychology covers the mental skills and team dynamics side of the work, while mental health and clinical psychology sit within medical alongside the doctors and surgeons who make clinical decisions. Physiotherapy and rehab spans injury management, availability, integration and return to play. The areas are drawn as separate scopes for clarity, because naming each one makes ownership easier to see, while in reality the crossovers between them are endless. Those crossovers hold the most value in an integrated team that thrives while in a poor environment they are where unresolved friction lives.

Each area is described through three lenses, which are what the individual athlete needs from the discipline, what the discipline contributes to the function of the team and what it does for the culture of the environment. Reading the cards across those lenses shows where one area hands work to another, which is also where the audit later in this piece begins looking for friction.

FIGURE 1 | THE PERFORMANCE SUPPORT TEAM AND ITS SCOPES



Drawn apart for clarity. In practice the crossovers between these areas are endless. In a thriving environment that is where the gold is found, and in a poor one it is where unresolved friction lives.

AUDIT

Write down what each discipline in your program is responsible for at the individual, team and cultural level and compare the lists across the group.

DESIGN MOVE

Publish the agreed scopes on one page and name an owner for each crossover between them.

02 | WHY TEAMS BREAK

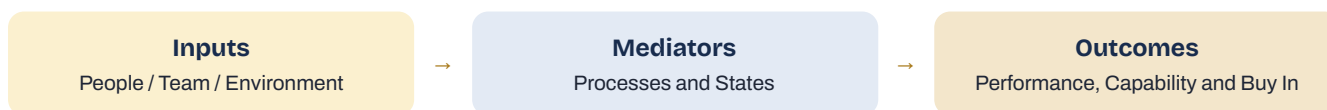
Why Performance Support Teams Break

Support teams usually break at the seams between disciplines, in the places where credentialed people work inside a structure that never told them how to work together. The review makes plain that expertise cannot be assumed to create effectiveness so the pattern will be familiar to anyone who has sat in a performance meeting where every discipline reported accurately on its own slice while nobody owned the athlete as a whole person.

Four obstacles recur. Silos form when each discipline organizes around its own outputs, which isolates information and erodes the unity and adaptability a multiteam system needs. Rigid hierarchy stifles honesty because top down structures leave people feeling undervalued and competing to prove their worth while centralized leadership has been linked to more conflict and weaker performance. Communication gaps cost availability in the most literal sense, since a missed message about a load change or a return to play decision becomes a missed hour with the athlete. A study of 36 elite football clubs cited in the review found a higher injury burden in teams that rated the communication between the head coach and the medical team as low, with training attendance of 76 percent against 83 percent and match availability of 82 percent against 88 percent in the better communicating teams. Beneath all three sits culture, which decides which behaviors get rewarded long after the job descriptions are filed.

FIGURE 2 | FIVE WAYS SUPPORT TEAMS BREAK

- 1 Experts ≠ effectiveness**
Specialists alone don't move the needle.
- 2 Silos kill performance**
Isolation ruins unity and adaptability.
- 3 Hierarchy blocks trust**
Rigid power stifles honesty and buy in.
- 4 Communication gaps cost availability**
Missed messages mean missed athlete time.
- 5 Culture eats credentials**
The environment decides what talent is allowed to do.



The sum only grows when the system works.

What makes the alternative work is a team designed to integrate its expertise, with shared language and clear ownership and a leader who treats the seams as the main job. Professional baseball's player development reforms showed what happens when barriers are removed and support is added around the athlete; the same lens applies one layer out to the staff who deliver that support. The Recipe Is Rarely The Problem makes the same case from the program side, since a better recipe rarely repairs a kitchen that cannot coordinate.

AUDIT

Take your last three significant athlete decisions and trace which disciplines were in the room, who held the final call and how the decision was communicated afterward.

DESIGN MOVE

Name a single owner for the whole athlete picture in each program and give every discipline a shared place to bring information before decisions are made.

03 | THE FRAMEWORK

The Effectiveness Framework

The review applies the McEwan and Beauchamp (2014) framework for teamwork and team effectiveness in sport, which follows a pathway from inputs through mediators to outcomes and was built on organizational psychology before being turned toward performance support. Inputs describe what a team starts with, which covers the individuals and their attributes, the size and diversity and leadership of the team and the external conditions of hierarchy and environment. Mediators describe what happens between those starting conditions and the results, which means team processes such as maintaining trust and regulating performance and emergent states such as cohesion. Outcomes describe what the team produces, read here as performance and ability and the satisfaction and commitment of its members.

Talent is wasted without translation which makes the mediators the translators. A team can hold excellent people inside a sensible structure and still underperform if planning, review, trust and belief never form, which is why the framework refuses to treat inputs as destiny. Behavior threads through every stage because inputs shape what people do and what people do reshapes the inputs over time so the model describes a living system that no checklist can capture.

FIGURE 3 | INPUTS, MEDIATORS AND OUTCOMES

Talent is wasted without translation.

Inputs

PEOPLE

expertise and humility

TEAM

size, roles and leader

ENVIRONMENT

culture and resources

Mediators

PROCESSES

shared planning and review

STATES

trust, alignment and belief

Outcomes

PERFORMANCE

results that meet needs

CAPABILITY

skills that keep growing

BUY IN

commitment that lasts

Behavior matters

It threads through every stage, because inputs shape what people do and what people do reshapes the inputs.

Two companion studies converge on the same picture. An interview study in Sport Management Review generated four themes of team structure, member attributes, shared mental models and social capital. A scoping review of other industries identified leadership style, supportive team behavior, communication and performance feedback as the variables that matter most.

The same logic sits under [The Performance Engine](#), where performance equals capacity minus interference. Inputs that fit, roles that are clear and leaders who use power well add capacity while silos, ambiguous decision rights and filtered information add interference. A performance leader's job is to build the first and remove the second on purpose.

AUDIT

Sort the current frustrations in your support team into inputs, mediators and outcomes and mark which of them keep recurring after a change of personnel.

DESIGN MOVE

Use the three layer map as the standing agenda for a quarterly team health review so the conversation turns from judging people to adjusting design.

04 | INDIVIDUAL INPUTS

Individual Inputs – Fit Beats Credentials

When an organization adds expertise the instinct is to read the resume first, yet the review's findings on team composition point toward a different set of questions about the person: whether they are curious, whether they think in terms of the team and whether they are driven to contribute. The review adds that qualifications alone were an insufficient sign of role competency, since demonstrated impact on performance carried more weight, with open minded and adaptable and humble practitioners fitting best.

Curiosity matters because humble learners absorb the context of a new environment quickly and they know their field while owning its gaps. The Learn It All reads a room faster than the Know It All and brings that learning to every discipline they work beside. Team mindset matters because the practitioner who plays for we collaborates early and earns trust through reliability whereas the primadonna or silo builder can post brilliant individual numbers while draining the group, since their expertise stays private and the team never gets to use it. Motivation matters because hunger to contribute and grow is a self generated drive that does not depend on glory, which separates the practitioner who asks what the team needs from the one who asks what the role deserves.

FIGURE 4 | FIT AND ATTITUDE OVER RESUMES

What matters most when adding expertise?

(Fit + Attitude) > Resumes

Curiosity over Credentials

- Know your field but own your gaps.
- Humble learners pick up fast.
- Learn It All beats Know It All.

Team Mindset over Lone Wolves

- Fit beats primadonnas and silos.
- Collaborate and earn trust.
- Play for “we” and leave “me” behind.

Motivation over Entitlement

- Driven to contribute and grow.
- Self motivated with no need for glory.
- Hunger over apathy.

Humility > Flashy Degrees

Team Players > Lone Geniuses

What gets in the way is usually the interview itself. Credentials are easy to compare and fit is harder to see so panels default to the measurable and then discover the mismatch after the appointment has already told everyone else what the organization rewards. Hiring for fit is the first place the ST Performance values become visible, because People First, Meaning Over Status and Rigour is Respect all show up in who gets selected and how they are brought in.

AUDIT

Review your last three appointments and ask whether the process tested curiosity, team mindset and motivation as seriously as it tested credentials.

DESIGN MOVE

Add a structured fit conversation to every appointment that includes a question about a time the candidate changed their mind because of a colleague from another discipline.

05 | TEAM INPUTS

Team Inputs – Structure, Roles & Leadership

Structure is the first thing a team inherits and the last thing most organizations examine. Size shapes behavior because a team needs enough people to deliver while every added person adds complexity and the chance of conflict, which is why the review finds no universal team size and treats role clarity and communication as the antidote. Hierarchy matters in a practical sense because participants preferred a more horizontal structure with responsibility and accountability distributed, which still requires everyone to know who holds the final call and which priorities decide a conflict between disciplines while clear workflows tell people who leads what at each point in the athlete's week.

What gets in the way is ambiguity, as in a role that exists on paper without anyone knowing where it begins and ends. Roles turn a collection of qualified people into a team that can divide the work without dropping any of it. Each person needs clear responsibilities and accountabilities with a defined area of expertise and a named back up for the moments when they are away or overloaded. Diverse expertise becomes an asset only when everyone understands who contributes what and agency completes the picture because autonomy drives engagement.

FIGURE 5 | STRUCTURE AND ROLES

No structure = No consistency

Does the way we are organized help us execute?

Structure

- Size shapes behavior: enough people to deliver, with every addition adding complexity and the chance of conflict.
- A defined hierarchy for decision making: who has the final call and which priorities decide?
- Clarity on workflows and communication: a clear process and a known leader for each part.

Roles

- Clear responsibilities and accountabilities: everyone knows what is done by whom.
- Defined expertise, tasks and back ups: diverse expertise becomes an asset.
- Agency to execute and contribute: autonomy drives engagement.

Role Clarity × Team Cohesion

Good teams are built on purpose

Leadership sits across both columns because the leader sets the structure and models the behavior that the roles depend on. The review describes the ideal support team leader as multi lingual, which means fluent in the language of every discipline while coordinating resources and facilitating collaboration. A related interview study of twelve support team leaders across elite organizations describes leadership in these teams as a relational and context sensitive practice that shapes the system around it, which fits the structural reading here.

[The Team Behind the Team](#) takes the structural question further by comparing three ways to support the staff themselves. A lead who connects performance with people and culture sits at the top of that ranking, a dedicated staff development function comes second and a shared system held by everyone comes third because it relies on a cultural norm that does not appear just because it has been stated.

AUDIT

Ask each member of the support team to write down who holds the final call when two disciplines disagree about an athlete and compare the answers.

DESIGN MOVE

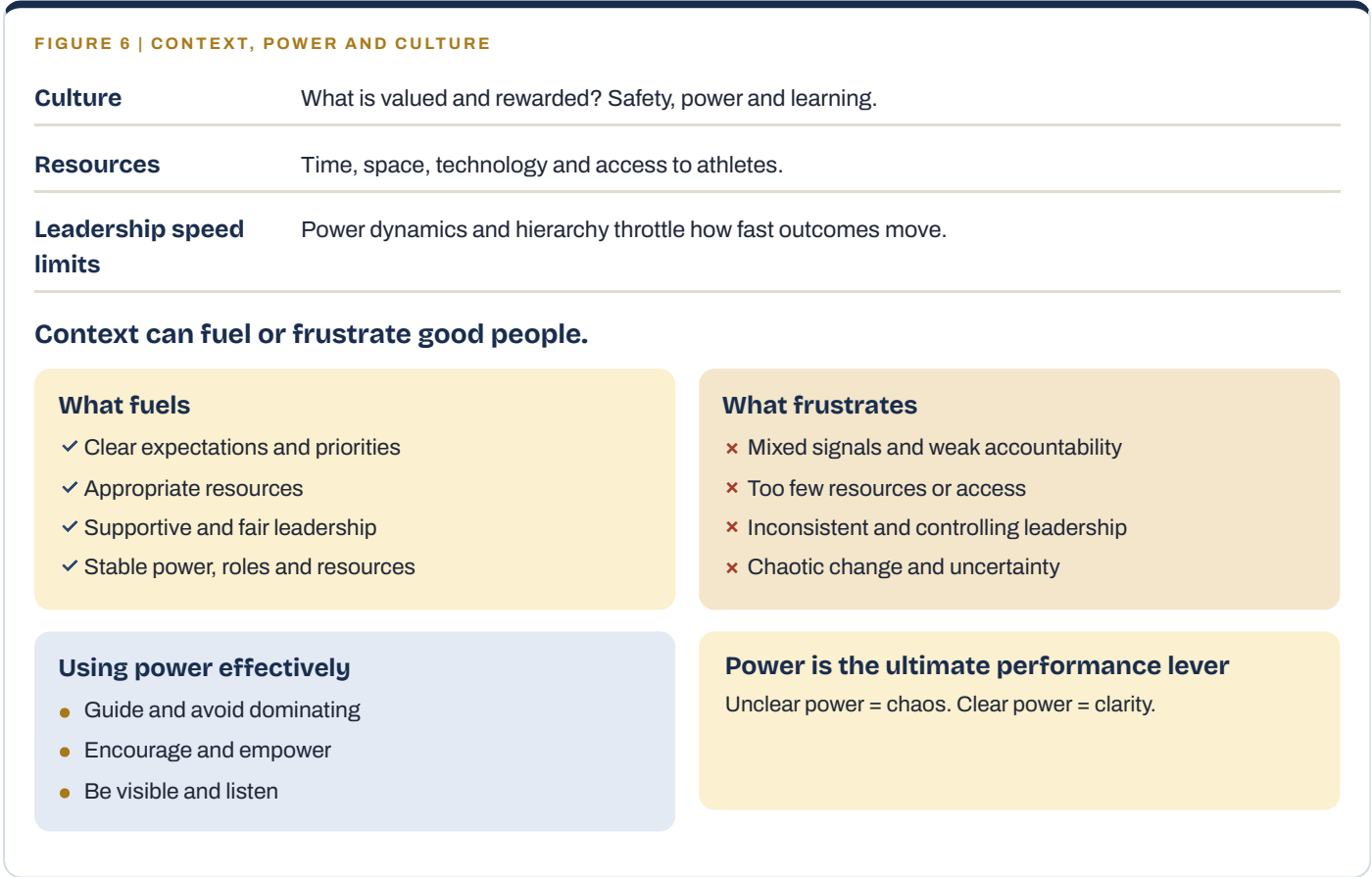
Publish a one page role map that shows an owner and a back up for every decision that touches athlete availability.

06 | ENVIRONMENT AND POWER

Environment, Power & Culture

Environment is the second external input and the one most often mistaken for background. Culture decides what is valued and rewarded, which in practice means whether safety, learning and honest disagreement are treated as assets or as threats. Resources decide whether good intentions can be acted on through time, space, technology and access to athletes. Leadership sets speed limits because power dynamics and hierarchy throttle how quickly information and decisions can move whatever the talent in the room.

Context can fuel or frustrate good people. Clear expectations, appropriate resources and fair leadership give capable practitioners room to work. Mixed signals, weak accountability, thin resources and constant change take that room away. The review draws on interviews with 40 support staff and directors across seven sports in which the main stressors were relationships and resources and contracts and organizational structure, while a survey of 320 practitioners found a high willingness to collaborate inside systems that did not support it.



07 | MEDIATORS

Mediators – Turning Talent Into Results

Mediators turn intent into impact. The review separates them from inputs because a team can hold every ingredient and still fail to produce, which is why three working capacities matter: coordination, communication and commitment. Coordination means shared workflows and genuine collaboration. Communication means a constant and clear exchange in both directions. Commitment means the trust and buy in and ownership that make people carry the plan after the meeting ends.

Mediators only work when the conditions around them are sound which is why the same four conditions from the environment reappear: clear expectations and priorities, appropriate resources, supportive and fair leadership and stable power, roles and resources.

FIGURE 7 | THE MEDIATOR AND ITS THREE ASSETS

Mediators turn intent into impact.

Even the best specialists fail without active and effective:

Coordination

shared workflows and collaboration

Communication

constant, clear and two way

Commitment

trust, buy in and ownership

To be effective, mediators need

- Clear expectations and priorities
- Appropriate resources
- Supportive and fair leadership
- Stable power, roles and resources

The Mediator draws on three assets

LEGITIMACY

expertise and confidence

CLARITY

clear roles and aligned purpose

CONNECTIONS

relationships across the team

Mediators make a team “the best” instead of a group doing “their best”, the glue for high performance and the grease in the gears.

Inside any team the person or role acting as the mediator draws on three assets. Legitimacy comes from expertise and the confidence others place in it, clarity from clear roles and aligned purpose and connections from relationships across the team. A practitioner who holds all three can translate between disciplines so that a physiotherapist moves a sport scientist's load data into a conversation a coach will act on and the athlete experiences one team.

Translation depends on conversations that people are willing to have, which is the territory of [Candour By Design](#), where the avoided conversation between a coach and a physician about readiness is a mediator failing in real time. Mediators are the difference between a team that is the best and a group of people each doing their best, which is why they are the glue for high performance and the grease in the gears.

AUDIT

Identify who in your support team currently carries legitimacy, clarity and connections across disciplines and ask whether that load sits on one overstretched person.

DESIGN MOVE

Make translation a named part of at least one role in each program and protect the time it takes.

08 | TEAM PROCESSES

Team Processes – How Work Actually Gets Done

Good intentions fail without process because expertise is not execution. The review treats team processes as the way intent becomes action through a cycle that is simple to describe and hard to sustain: plan with shared priorities and clear roles and timing, execute through coordinated discipline specific delivery, review through honest feedback and shared understanding and adjust by refining decisions for the context.

What breaks team processes is usually unclear ownership, parallel work with no integration, late or filtered information and the absence of any review or follow up. What makes them work is a set of clear decision points, shared language and cadence, timely information flow and accountability without blame. Most breakdowns trace back to process which is good news because process can be redesigned in ways that personalities cannot.

FIGURE 8 | PLAN, EXECUTE, REVIEW, ADJUST

Good intentions fail without process.

Expertise is not execution. Process is how intent becomes action.



Processes are social before they are mechanical. They are built through interaction and sustained through trust while leadership clarity strengthens them over time. Consistency beats intensity because what teams repeat is what they become. The review adds that the channel should fit the message, with email or messaging suiting logistics and in person conversation suiting feedback and problem solving.

In practice this is a rhythm question. A weekly and seasonal cadence in which planning, review and adjustment for the support staff is as protected as it is for the athletes turns good intentions into something the organization actually does, which is the idea behind the rhythm work in The Team Behind the Team.

AUDIT

Pick one athlete decision cycle and map where information waits, who filters it and where the review step is supposed to happen.

DESIGN MOVE

Fix a standing cadence for planning and review with a named owner and a rule that the review output changes the next plan.

09 | EMERGENT STATES

Emergent States – Trust, Cohesion, Belief

Emergent states describe the quality of team functioning over time, which means how people think and feel and act together under pressure. They cannot be mandated or shortcut although they can be enabled. They are patterns that accumulate across many interactions and no single moment decides them.

Three states carry most of the weight. Trust is confidence in the competence and intent of colleagues, which allows less monitoring and faster decisions. Psychological safety, as Amy Edmondson defined it, is a shared belief that the team is safe for interpersonal risk, so people speak up without fear and discuss errors in the open. Collective efficacy is the shared belief that the team can execute, built through successful adaptation and reinforced by experience more than by words. The review itself centers on cohesion, which it splits into task cohesion built on clear goals and roles and social cohesion that improves relationships and helps retain staff. It also notes that no support team research yet tests collective efficacy directly, although trust appears to feed it.

FIGURE 9 | TRUST, SAFETY AND COLLECTIVE EFFICACY

Emergent states are not taught

They develop through repeated interaction and reflect how people think, feel and act together under pressure. They cannot be mandated or shortcut, although they can be enabled.

Trust

- Confidence in competence and intent
- Less monitoring, faster decisions
- Autonomy across disciplines

Psychological Safety

- Speaking up without fear
- Errors discussed and not hidden
- Challenge without threat

Collective Efficacy

- Shared belief the team can execute
- Built through successful adaptation
- Reinforced by experience and not by words

What weakens emergent states

- ✗ Inconsistent leadership behavior
- ✗ Unclear power and decision rights
- ✗ Punitive responses to mistakes
- ✗ Words that drift from actions

What leaders cannot shortcut: trust, belief and cohesion.

States collapse faster than they form. They decide how a team responds when plans fail.

States are fragile. They weaken when leadership behavior is inconsistent or decision rights are unclear or mistakes are punished or words and actions drift apart. They collapse faster than they form, which is why leaders cannot shortcut trust or belief or cohesion.

Candour By Design sets the target as high safety combined with high challenge because artificial harmony protects feelings at the expense of performance. Pressure By Design treats the moment a plan breaks as the real test, since these states decide how a team responds when it matters.

AUDIT

After the next error or near miss ask whether it was discussed openly within a day and whether the person who raised it was thanked or questioned.

DESIGN MOVE

Model one visible act of challenge without threat each week from the most senior person in the room so the norm is demonstrated and never merely stated.

10 | WHAT ELITE TEAMS BUILD

What Elite Teams Must Build

Elite teams are built on purpose. Performance is designed, effectiveness is cultivated and success is sustained by what an environment consistently builds and reinforces. That reaches well beyond who gets recruited into how people are supported and aligned and enabled to perform together.

Three foundations carry that work. Clear purpose and shared goals give everyone a common understanding of why the team exists and anchor decisions to shared objectives. Effective collaboration brings respect for disciplinary expertise, ongoing communication across roles and a willingness to integrate perspectives. A supportive team environment provides access to appropriate resources and psychological and relational safety and the conditions that let people contribute fully.

FIGURE 10 | THREE FOUNDATIONS

Elite teams are built on purpose.

Clear Purpose & Shared Goals

Clarity reduces friction

- Common understanding of why the team exists
- Alignment around priorities and standards
- Decisions anchored to shared objectives

Effective Collaboration

Collaboration multiplies expertise

- Respect for disciplinary expertise
- Ongoing communication across roles
- Willingness to integrate perspectives

Supportive Team Environment

Environment shapes behavior

- Access to appropriate resources
- Psychological and relational safety
- Conditions that let people contribute fully

When these foundations are present

- ✓ Performance becomes more consistent
- ✓ Decision making improves under pressure
- ✓ People stay engaged and invested

What elite teams intentionally avoid

- ✗ Over reliance on individual heroics
- ✗ Short term fixes that erode trust
- ✗ Misalignment between words and behavior

Elite teams are built to last through alignment, trust and intentional design.

What elite teams intentionally avoid is just as telling: over reliance on individual heroics, short term fixes that erode trust and any misalignment between words and behavior. When the foundations are present performance becomes more consistent and decision making improves under pressure while people stay engaged and invested.

The ST Performance approach to [Values-Based Leadership](#) supplies the standard for checking all of this, because the real test of a foundation is whether decisions under pressure reflect People First, Meaning Over Status and Rigour is Respect. That is also where the difference between hope and design shows up. Hope waits for the team to gel. Chance leaves the mix of people to the market. Expectation assumes that stating a norm creates it. Design replaces all three with a deliberate cycle of audit and improvement which is the subject of the next section.

Not by chance. By design.

AUDIT

Ask each discipline to describe in one sentence why the team exists and compare the sentences across the group.

DESIGN MOVE

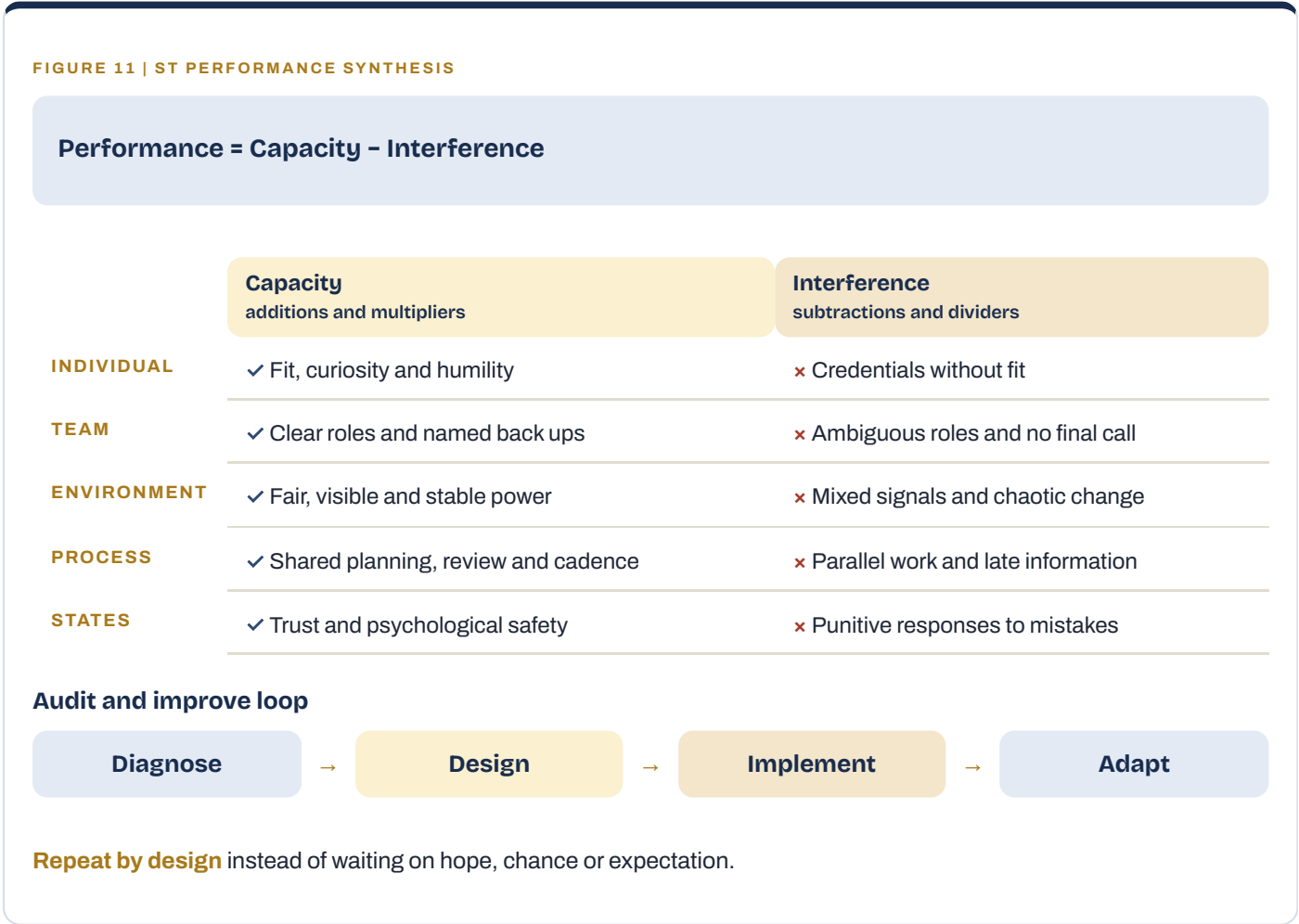
Write the team purpose and the three foundations on one page and review it against real decisions each quarter.

11 | AUDIT AND IMPROVE

Capacity, Interference and the Audit Loop

The research describes a system and the audit makes that system usable. The Performance Engine frames performance as capacity minus interference. The matrix places the review's findings on both sides of that equation. Fit, clear roles, shared planning and trust add capacity across the individual and team and process and state layers. Credentials without fit, ambiguous roles, parallel work and punitive responses add interference at the same layers.

The improvement cycle borrows the engine's four moves. Diagnose by auditing what makes the team work and what gets in the way using the questions on the final page. Design by choosing the smallest change that adds capacity or removes interference at the weakest layer. Implement by assigning an owner and a date. Adapt by reviewing the effect after a season block and adjusting the design. The review itself calls for a team effectiveness assessment tool that would help teams quantify how they perform, which is the gap that this audit begins to fill.



Candour By Design and Pressure By Design supply the conversation and stress tests that sit inside the diagnose step, because an audit only works when people can say what they see and when the system is examined under load. The ST Performance approach to Values-Based Leadership then supplies the standard that every design move is checked against, so that improvement stays tied to what the organization says it values.

12 | SUMMARY

Summary & Key Notes

The practical message of the review fits on a single page. Elite performance is built deliberately, consistently and collectively by aligning the system around the talent; teams become what they reinforce. Every layer that has been covered answers the same three questions of what makes the team work and what gets in the way and how the team audits and improves by design.

FIGURE 12 | AT A GLANCE

The Core Truth

- Expertise alone does not create performance
- Effectiveness is systemic and designed

What Gets in the Way

- Silos block information
- Power distorts decision making
- Strong individuals do not add up to a strong team

Inputs (Who & What)

- People, team structure and environment
- Context shapes contribution

What Matters Most

- Fit and attitude outweigh credentials
- Behavior matters more than intent

Mediators

- Processes, connections and clarity
- How expertise becomes action

Team Processes

- Plan, execute, review and adjust
- Reliability comes from repetition

Emergent States

- Trust and psychological safety
- Cohesion and collective efficacy

What Elite Teams Build

- Shared purpose and collaboration
- Supportive, learning environments

Audit what works, find what gets in the way, redesign on purpose.

Elite performance is built deliberately, consistently and collectively.

Use the figures as a working tool and not only as a reading exercise. Print the page, mark each statement as true, partly true or untrue for your own team and take the three lowest into the next planning meeting. The audit on the final page turns that marking into a process the team can repeat each season.

For leaders the shortest version is a set of three questions to carry into every review: what is making this team work, what is getting in the way and what will we deliberately change before the next meeting.

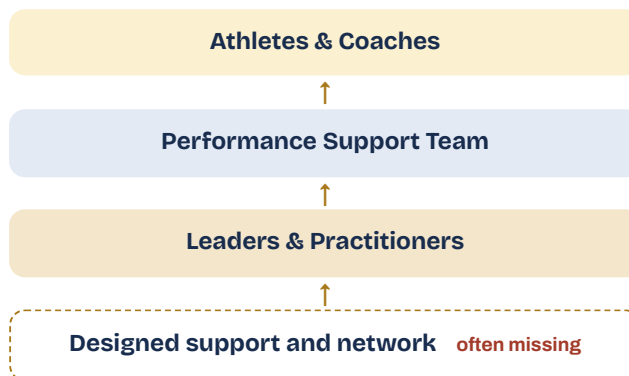
13 | SUPPORT THE SUPPORTERS

Who Supports the Supporters

Everything in the review asks the support team to do for the athlete what the athlete cannot do alone, which raises a question that the research touches only lightly of who does the same for the leaders and practitioners holding the system together. Heads of performance and medical leads and sport science managers spend their days integrating other people's work and absorbing pressure from above and below, usually without a structure designed to support them in return.

There is still a strong case for deliberate support structures and networks around these people, built to the standard they are expected to build for others. Disciplines whose work crosses over in endless ways need leaders who can hold those crossovers, because a leader holding them without peers or protected reflection time or honest feedback or tools made for the role becomes a single point of failure sitting inside a system that the review has already described as fragile at its seams.

FIGURE 13 | SUPPORT FOR THE SUPPORTERS



What the gap calls for

- A deliberate structure with a named owner
- A peer network across roles and organizations
- Tools built for the leader and practitioner seat
- A repeatable process that runs each season

Support the people who support everyone else.

Evidence in the review points the same way, because practitioners interviewed over six months named professional development, reflective practice, feedback and shared experiences as the personal supports that helped them alongside role clarity and structure and time from the organization.

Two decades in this space across both leadership seats and practitioner seats in rugby union and professional baseball player development made the gap hard to ignore. The same pattern repeated in every environment, where the people responsible for supporting others had the least designed support of anyone in the building and where the quality of their own structure quietly set the ceiling for everything they delivered.

ST Performance exists to close that gap by design. The Leader and Practitioner Tool Suite covers a baseline and an individual checkpoint and 360 feedback and a platform and a feedback loop so that the same diagnose, design, implement and adapt cycle used on a team can be applied to the person leading it. Candour By Design and Pressure By Design supply the conversations and stress tests, while The Team Behind the Team sets out the staff support models from a shared system through a dedicated development role to a hybrid lead.

Not by chance. By design.

AUDIT

Ask each leader and practitioner in the group what structure and network and tools exist to support them and what they would build first if the choice were theirs.

DESIGN MOVE

Choose the support model that fits the organization, name an owner and give the group a protected rhythm of peer review and reflection.

14 | AUDIT YOUR TEAM

Audit Your Support Team

Run this audit as a conversation with the whole support team and with the coaches and athletes the team serves, because the gaps between their answers usually show where the system needs design.

1 | Score

Rate each question from one to five for how consistently the answer is true across the team.

2 | Rank

Order the lowest scoring items by their effect on athlete availability and development.

3 | Design

Choose one design move for the quarter and review the result before choosing the next.

- 1 Where do the seams between our disciplines sit and who owns the athlete as a whole person?
- 2 Which of our current frustrations live in inputs, in mediators or in outcomes?
- 3 Do our appointments test curiosity, team mindset and motivation as seriously as they test credentials?
- 4 Does every person know who holds the final call and who backs them up?
- 5 Which of the environmental crosses would our athletes and staff say describe the last ninety days?
- 6 Who translates between our disciplines and is that load shared or carried by one person?
- 7 Where does information wait and does our review step change the next plan?
- 8 When something goes wrong is it discussed openly within a day?
- 9 Can each discipline state why the team exists in one sentence and do the sentences match?

Sources

The figures and summaries in this piece are ST Performance's own adaptation of the cited research. Readers should consult the full articles for the evidence behind each claim.

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Not by chance. By design.

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