



Prepare for tomorrow: Increase performance today

**KPMG Sports Advisory:
Personal Development Programme**

February 2019

kpmg.com/uk



“Based on my research over 20 years with more than 15,000 athletes, more than half of elite sports people experience difficulties associated with sport career transitions.”

Professor David Lavalley

Personal Development Programme for Athletes

A sporting career can be an extremely rewarding one, but the transition to life after sport can be hard.

We know that the way in which athletes holistically develop and manage themselves during their career as well as prepare for life beyond sport is critical to both today's performance and future happiness.

We have demonstrated that time spent on all-round development is not a distraction that reduces today's sporting performance – in fact, we have shown that the opposite is true. Self development and preparation for the future enhances today's performance.

“PDP can enhance performance on the field”

Professor David Lavallee

KPMG is working collaboratively with sporting bodies to support and educate their athletes, coaches and managers via bespoke lifestyle workshops and programmes.

The KPMG approach is about working with athletes throughout their sporting careers, with the focus on increasing both on field performance, personal development, welfare and overall well-being.

Our positioning is unique by including a performance related element and combining this with education and personal development. By doing this the PDP programme connects to every athlete regardless of where they are in the career trajectory.

The KPMG PDP is for today, tomorrow and the future.

Prepare for tomorrow: Increase performance today.

Game changing

World leading research by KPMG's internationally recognised advisor Professor David Lavallee challenges existing knowledge about helping athletes prepare for career transitions in sport.

Other programmes in the world generally focus on preparing for life after sport, and as such are only for athletes nearing their retirement or those who have just retired.

The KPMG approach is significantly different in the way it addresses the challenge of preparing for life after sport, regardless of how far away that may be. The research underpinning this programme shows improved performance and outcomes both on and off the field for athletes engaged in personal development programmes.

By translating these findings into our personal development programmes, KPMG are enabling improved outcomes for not just individuals, but also clubs and teams.

We know it is crucial for players, sports coaches, managers and owners who may have misconceptions that engagement in PDP is time poorly spent, that the positive benefits in relation to performance on the field are understood.

Prepare for tomorrow: Increase performance today.

“Performance gains occur today when the value placed on PDP is greater than the pressure to focus exclusively on performance.”

Professor David Lavallee



Sustainable performance

Professor David Lavallee¹ – global expert and the world’s first Professor of Duty of Care in Sport – is working exclusively with KPMG as an Academic/Scientific Advisor.

His recent research has identified how engagement in sport career transition planning enhances performance – both on and off the field.

Studies with athletes off the field compared individuals who have made the transition from sport into work with controlled, nonsporting equivalents. Results found that athletes performed better in their job role by being more confident in their abilities to carry out broader roles in the workplace, better at identifying opportunities, taking action, and persevering until they brought about meaningful change.

In research with athletes on the field, significant results were demonstrated between performance and engagement in career transition planning in one of the largest professional sports in Australia.

For the first time this has provided evidence that higher levels of engagement in pre-retirement planning are positively associated with sporting performance, team tenure and career tenure.

His research shows that engagement in career transition planning leads to higher performance today, longer careers and stronger ties to current employer. Interestingly, some of those who engaged most were captains of their team.

1. David Lavallee (2019). Engagement in sport career transition planning enhances performance. *Journal of Loss and Trauma: International Perspectives on Stress and Coping*, 24, 1-8. Professor David Lavallee was commissioned by the National Rugby League to conduct this independent research study. He is an international expert in sport career development and transitions with over 100 publications in the area.

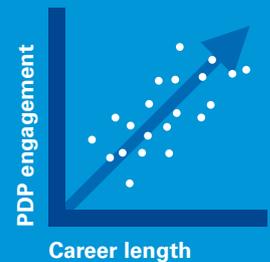
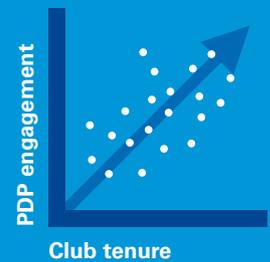


632
players

over
3
seasons

Ground breaking findings

A recent study with the Australian National Rugby League (NRL) spanning three playing seasons and incorporating 632 players looked at the impact of engagement in career transition planning on player performance, club tenure and career length. The results demonstrated how planning for life after sport had a positive impact on their sporting performance during their careers.



“Statistically significant results were demonstrated between engagement in career transition planning and performance.”

Professor David Lavallee

The KPMG Way: Personal Development Programme for Athletes



Personal awareness & mindset development

The first interactive workshop presented by KPMG experts and retired athletes covering a variety of topics. Discussing the financial and personal demands faced by professional athletes with personal experiences shared by the retired athletes. Mindset awareness and the decision making process during and after a sporting career are also focused upon.



Changing room to board room (and everything in between)

The second interactive workshop developed to examine the personal skill-sets within athletes and how these can be utilised during transition from a professional sports environment into business. The process of decision making under pressure is observed to distinguish the thought process and rational thinking between individuals during interactive tasks.



Personal and career development portal

Each participant is provided with a secure online portal transferring the PDP into a flexible learning platform. Online materials and workshops covering mindset, personal and business skills sit alongside a discussion portal for participants. KPMG learning specialists are available to share progress and answer questions, providing a connection point to the online content.



KPMG Mentors/ entrepreneurial programme

KPMG Mentors is an initiative aimed at supporting current and transitional athletes wishing to start their own business, by helping them navigate through various stages of the business lifecycle.

As KPMG understand the links between an athlete and an entrepreneurial mindset, we are able to tailor and contextualise our global expertise to ensure 'Mentees' receive the support they need.



Employment and employability

For those with the requisite appetite and skills, KPMG will support their personal development towards gaining the relevant skill-sets that contribute towards employability. Alongside this, there will be opportunities to meet KPMG staff or those within our network to discuss career motivations, the world of work and much more.



Coaches and families

With the expectations of both coaches and parents increasing on a daily basis, KPMG have established a programme for enhanced coach personal development, parental understanding and a format for sharing both experiences and methods to support the person during and after their sporting career.

Personal Awareness & Mindset Development Workshop

The first interactive workshop presented by KPMG experts and retired athletes covering a variety of topics.

1

Personal experiences and the road map of a professional athlete

The retired athlete will share their personal experience during and after professional sport to offer a true representation of what can happen based upon various influences. Following this, the road map of a professional athlete will be challenged, focusing on decision making processes, personal and mindset awareness alongside personal development.

2

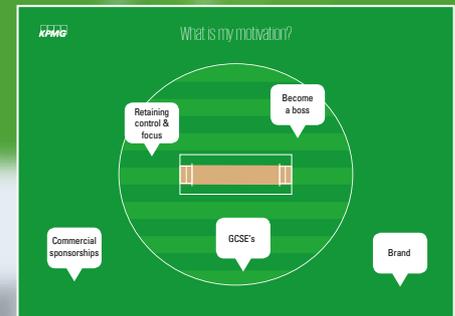
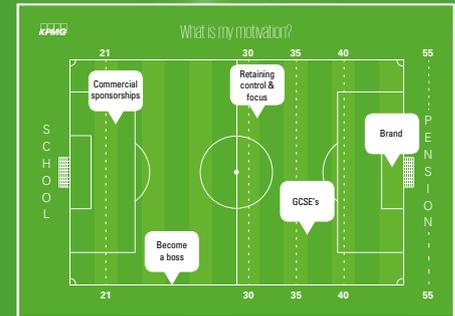
Tax, payslips and everything financial

This section will cover all things financial that a sports professional will have to deal with. Discussions on assets, tax and the decision making process during key financial negotiations.

3

Life after sport and professional skill-set transition

The workshop will discuss life after sport, areas of interest with the athletes and the transferable skills obtained through years of sport.



Changing Room to Board Room (and everything in between)

“Athletes who engage in PDP while playing are more likely to enjoy success in their playing careers compared to those who do not.”

Professor David Lavalley

A second workshop developed to examine the personal skill-sets within athletes and how these can be utilised during the transition from a professional sports environment and into business.

Interactive frameworks introducing data analytics, team building and business exercises allow the process of decision making to be observed.

We believe by building on the skills learnt and developed during a professional sports career, each individual has something very unique to offer which acts as a fantastic starting point for both personal and career progression.

Personal and Career Development Portal

Each participant is provided with a secure online portal transferring the PDP into a flexible learning platform.

Material and workshops covering mindset, personal and business skills will be provided. Additionally, a discussion portal for team mates and KPMG learning specialists to share progress and ask questions provides a continuous connection point between KPMG and the participants.

The KPMG PDP portal offers all participants online access for learning and helps them develop in and away from the changing room. Through the personal, business and mindset development focused workshops, each participant will broaden their knowledge to achieve a foundation of understanding of what is required to manage a business.

We fully understand an athlete's time is precious and with the constant demands of training or travelling the online access offers the flexibility of learning required for any modern day professional. The learning phase is a daunting one and in response we will ensure a KPMG delegate is always on hand. We have developed a secure chat page for team mates and KPMG delegates to discuss their progress, ask questions or to raise any concerns.



Welcome Personal

My Learning Pathways



New Content



Welcome to your
Personal
Development
Programme

Completed ✓



to your Development Programme



Communities

- Understanding your 6-step PDP
- Financial review pathway
- Workplace Transition level 1
- Finding employment opportunities

Experiences



Events



New opportunities for your PDP

Not started



Latest Employment Opportunities

In progress



Our Mentor Programmes

Not started



Example content for the online portal

The Money Treehouse

The Money Treehouse is fun and engaging digital learning that covers essential money matters, from bank accounts and savings to mortgages and pensions. Built through interactive bite-size modules, it will be for anybody who wants to be better at making informed choices with their money – whatever their current knowledge and understanding.

Mental health

The mental health digital learning programme is designed to help athletes become more aware about what mental health is, and why this matters for everyone. These modules have been designed to directly link to the core Standards for Mental Wellbeing, set out in the 2017 government-commissioned *Thriving at Work* report.

Cyber security awareness and social engineering

People are often surprised how much hackers and criminals can find out about them from their social media presence. Taking the attacker's perspective, athletes are invited to play the part of a social engineer gathering information on a person with a view to approaching them or stealing their identity.

Applying for a job

A workshop for athletes looking to increase their chances of gaining employment. This session covers job searches, CVs, cover letters and interview skills.

Interview and presentation skills

Interviews are nerve-wracking for most people, especially if you have no prior experience. This workshop gives top tips and practical activities to help athletes excel in interviews.

Writing CVs and cover letters

This workshop helps athletes develop a strong CV and covering letter to help them stand out in today's competitive market.

Money management skills

This workshop for athletes provides straightforward advice and practical tips for managing their personal finances.

Time and project management

A workshop to introduce athletes to two key skills expected by employers, with activities included to help them practice.

Business culture and career motivations

A workshop to demystify the world of work for athletes, which develops their understanding of the basic building blocks of business while focusing on potential career motivations.

Networking skills for athletes

A module which explains the basic concepts of networking and encourages development of networking skills to help athletes find new jobs and develop professional skills.

General employability

This workshop aims to increase an athlete's awareness of the importance of developing an 'employable mindset'. The session involves a mixture of interactive activities with an awareness of what KPMG do.

Financial management

This workshop is designed to help non-financial specialists understand the basics of managing an organisation's finances.

People development

This workshop builds an understanding of how to use individual talents and build high-performing teams to deliver the best outcomes for an organisation.

Business planning

Business planning is vital for organisations. This workshop covers the purpose of the business plan and introduces the key steps to develop one.

Presentation skills

Whether pitching for funding or presenting research to board members, this workshop helps develop the skills needed to deliver high impact presentations.

Mindset literature

The opportunity to share online literature focusing on the mindset, development and awareness.

Personal development literature

The opportunity to share online literature focusing on personal development, awareness and the views of leading experts.

KPMG Mentors/ Entrepreneurial Programme*

KPMG Mentors is an initiative aimed at supporting current and transitional athletes navigate through various stages of the business lifecycle. As KPMG understand the links between an athlete and an entrepreneurial mindset we are able to tailor and contextualise our global expertise to ensure 'mentees' receive the support they need.

The topics covered during dedicated monthly hours are:

- Getting to know the business
- The Business Plan
- The Offering
- Finance
- Strategy
- Marketing
- Investors
- Growth
- Exit Game
- Mentoring qualities and tips



*For those with the requisite appetite and required qualifications.



Employment opportunities

For those with the requisite appetite, KPMG will support the personal development towards gaining the relevant skill-sets that contribute towards employability. Alongside this, an opportunity to meet KPMG delegates or those within our network to discuss their career motivations and the next move.

Employability

Recent research led by Professor Lavallee has tested whether elite athletes who had made the transition from their sport into work have more employability potential when compared to others in the same employment who have not played sport.

The results demonstrate that being an elite athlete significantly impacts employability potential by being more confident in their abilities to carry out broader roles in the workplace through, for example, being more open to organisational changes.

Coaches and families

With the expectations of both coaches and parents increasing on a daily basis, KPMG have established a programme for enhanced coach personal development, parental understanding and a format for sharing both experiences and methods to support the person during and after their sporting career.

The KPMG PDP allows coaches the opportunity to hold an extended reach point to the athlete in a confidential manner while facilitating a clear communication function for the wider team. With data analytics being at the forefront of the sport the portal offers performance retrieval on all participants at the click of a button.

With attrition rates increasing globally, the support functions and their bandwidth are becoming more and more vital. Not only can the KPMG PDP be an important part of the individual's growth during sport, but also a way to support the families in understanding the path they will face during what can be a very unsettling period for all involved. The journey is not only one for the athlete but also for their loved ones.

Through the KPMG PDP portal, parents and families can share experiences with others while gaining a better understanding and preparation of what is ahead for them all as a family unit.

“I believe the performance gains in sport over the next decade will come by providing support in areas such as career transition planning. And these gains will not be marginal gains, they will be significantly greater.”

Professor David Lavalley



Enquiries

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Produced by CREATE | CRT108699 | February 2019