



OLLSCOIL NA GAILLIMHÉ  
UNIVERSITY OF GALWAY

# Creating and maintaining excellence in clinical audit: lessons from elite sport

**Professor Eamon O'Shea**  
**University of Galway**



# My background

- Professor in Economics at University of Galway
- Health economics, ageing and dementia research focus
- Founder Director of Irish Centre for Social Gerontology
- Director of Centre of Economic and Social Research on Dementia
- HRB Leader Award in Dementia 2015-2020
- And former Manager, Coach and Performance Director with Tipperary hurling team



OLLSCOIL NA GAILLIMHE  
UNIVERSITY OF GALWAY

# What Matters for Excellence

- Common Vision
- Person
- Team
- Leadership
- Confidence
- Performance zone
- Resilience



# Common Vision

- What is it that we do – what is our story
- What is our **purpose** – talking about our purpose
- Being explicit about our **shared values**: integrity; kindness; humility; empathy
- Addressing the core elements of a good and virtuous life
- Good people, working together can do anything and change anything



# Person

- To know yourself and be yourself – ah that is the question - with apologies to William Shakespeare
- Be **curious** about your life and work
- It's ok to be **passionate** in work and sport
- We are humans – communication matters
- Do the small things right - no corner cutting
- Be smart and flexible
- Be **positive** – it can be learned and acquired
- Attitude – easier to serve team than serve yourself



OLLSCOIL NA GAILLIMHÉ  
UNIVERSITY OF GALWAY

# Attitude

## William James philosopher

*..... It is our attitude at the beginning of a difficult task, which, more than anything else, will affect it's successful outcome*



# Team

- Take responsibility for culture and atmosphere in the workplace – all good teams do it
- Selecting the right people – recruitment, training and role models
- **Develop people** – good people make good workers/players – looking for the inches
- Developing, promoting and rewarding the **collective mind-set**
- No limit to what can be achieved if it doesn't matter who gets the credit
- It's hard to win, that's why you need everyone



# Thomas Muller: German Footballer

*..... “In Germany, we don’t believe in superstars. We are taught from an early age to play as a team, not to shine alone*





# Leadership

- Good leaders make a difference
- Take responsibility and give responsibility
- **Power to** rather than power over
- **Listen** more
- Facilitate and encourage expression within team
- Focus on training, development and knowledge within team and staff
- Review and reset after success and failure
- Relax – you cannot control everything - delegate



# Confidence

- Building belief in the game plan(s)
- Green platform for all the team
- Develop **mental skills for success**
- Work together in pressure situations
- Know the person you are managing
- **Personalise** the messages
- Evidence-based decision-making – need to be both tactical and adaptive
- **Clarity** breathes confidence



# Nuts and bolts of confidence

- A system of play
- A clear game plan
- Consistency and adaptability
- Having the homework done
- Knowing your role in the team
- Consistent and fair measurement of performance



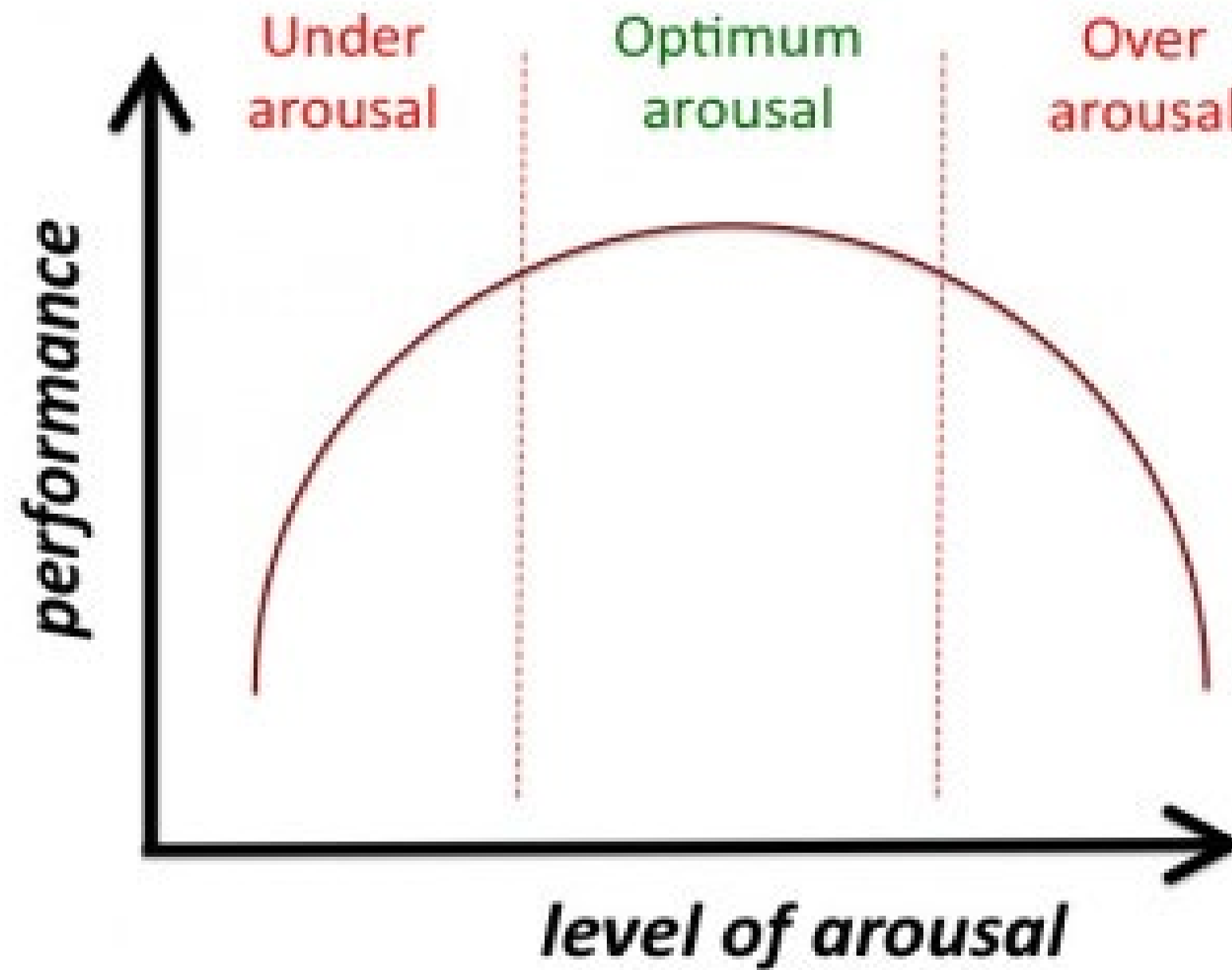
# Performance Zone

- Respect the opponent – respect the task/job
- **Control the mind** – avoid emotions or impulses – no getting ahead of yourself
- Discipline – decisions based on intent and focus
- The power of **breathing**
- The importance of **sustained attention**
- What pictures are you creating for your performance? Run the **images** in your head as often as you can
- The importance of **flow** – optimal challenge



# FLOW

Csikszentmihaly, 1990





# Resilience

- Dealing with success and failure
- Things can and do go wrong – often and in sport nearly always in full glare of the public
- **Stay in the Now** – it's the only place to be
- Give meaning and context for performance
- Regression to the mean
- Stand by your men and women: critique rather than criticism
- For managers - eyes firmly fixed on the vision, especially after poor performance



OLLSCOIL NA GAILLIMHÉ  
UNIVERSITY OF GALWAY

# Do it better

## Marco Bielsa 'Philosopher' and Argentinian football manager

*..... what I observe, is that the good teams and the coaches who manage the best teams, they don't abandon their style in adversity, but they correct it, they better it."*



# Conclusion

- Develop the vision and believe in what you do
- Do the small things right – culture, skills, learning, development, measurement – they add up to the whole
- Master the job/game and master your mind – they are your real opponents
- Develop and support thinkers and leaders in your group
- Never fear failure – it's part of the job and part of life
- Learn, reset, reboot and go again
- Luck gives and takes over a lifetime – stay standing long enough to test that theory





OLLSCOIL NA GAILLIMHÉ  
UNIVERSITY OF GALWAY

Thank *you*