International Olympic Committee

FACTSHEET

Games Insights & Learning (GI&L)

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Accelerating Games delivery with insights and learning

Delivering the Olympic and Paralympic Games is an extraordinary undertaking. The scale and dynamics are unlike anything else, demanding years of coordinated effort across a diverse ecosystem of partners.

At the centre of this is the Organising Committee (OCOG) — beginning as a small startup, growing into a high performing planning organisation, and ultimately becoming the team that brings unforgettable Games-time experiences to life, underpinned by efficient and effective operations.

In this unique and fast-moving environment, the IOC's **Games Insights and Learning (GI&L)** area acts as a vital accelerator. It helps OCOGs navigate complexity, make sense of new challenges and perform with confidence at every stage of the lifecycle.

GI&L equips teams with the right knowledge, context and perspective — from orienting new joiners, to offering timely analysis and guidance, to embedding continuous learning into day-to-day decision making. Through this support, OCOGs build shared understanding, strengthen collaboration and elevate collective performance.

GI&L also plays a critical role in how information and data flow across an OCOG. By organising and structuring information, creating a single source of truth and ensuring continuity between past, current and future Games, GI&L enables teams to plan with clarity, make informed choices and operate in full alignment with the IOC, IPC and other OCOGs.

How GI&L accelerates OCOG performance

Games CXO Programme

A signature development experience for OCOG executive teams, the Games CXO Programme brings together the IOC's deep Games expertise with Deloitte's leadership and readiness insights. It prepares executive teams for the intense and often uncertain situations they will face across the lifecycle of delivery. By sharpening decision-making, clarifying roles and anchoring leaders in a shared understanding of the Games environment, the programme helps executives have maximum impact from day one.

FA Leadership Programme

Designed for senior managers leading in rapidly evolving, interdependent environments, the FA (functional area) Leadership Programme focuses on building strong leadership and cross-functional collaboration. Delivered jointly by the IOC and OCOG leadership, it equips FA Leads with the behaviours, tools and applied knowledge needed to guide their teams through planning and into readiness and to perform effectively when the pressure of Games time arrives. Interactive elements such as scenario-based exercises bring the realities of OCOG leadership to life.

Games Learning Platform (GLP)

The GLP is the gateway to a wide range of curated insights and learning content — from past Games materials to tailored modules, podcasts and interviews — all in an intuitive digital environment. It supports self-paced exploration while also surfacing the right information at the right moment. For new joiners, a guided digital journey breaks down complex

information into clear stages, helping them quickly gain confidence, understand the broader Games context and navigate the resources that will shape their role.

Observation and Experiential Learning

Through structured observation and practical, on-the-ground experiences, future OCOGs and stakeholders can learn by seeing, experiencing and doing. These programmes are designed around identified participant learning needs and give participants first-hand exposure to Games-time operations. They deepen understanding of expectations, build cross-functional awareness and provide unique insight into the roles they will one day lead. Activities include:

Observers Programme

The IOC's flagship Games-time learning experience, offering real-time exposure across multiple learning tracks and activity types. Participants gain unique insight into how the Games operate moment-to-moment, seeing firsthand how planning translates into execution in a high-pressure, integrated environment.

Operational Readiness Observers Programme

A focused, small-group observation experience during the Readiness Phase, designed to give participants a holistic view of what it takes to prepare an OCOG for Games-time. It helps teams understand the full scope, scale and intensity of readiness activities, while highlighting how insight and learning feed into operational decision-making.

Shadowing

Targeted shadowing placements that allow participants to follow a counterpart in a specific role over several days. This creates a direct window into role expectations, ways of working, decision-making rhythms and cross-functional interactions.

Self- Observation

Flexible, self-directed observation moments that enable participants to explore aspects of the Games most relevant to their future roles. These experiences complement the main Observers Programme by allowing individuals to process, revisit and deepen key insights at their own pace.

Secondment

Hands-on placements within the current host OCOG, giving future OCOG staff the chance to take on real responsibilities and contribute directly to Games operations. These secondments provide invaluable first-hand operational experience, strengthening practical skills, contextual understanding and confidence ahead of their own edition.

Games Evaluation

Games Evaluation helps translate the experience from one Games into future advantage — ensuring every OCOG starts further ahead, makes better decisions earlier, and avoids repeating avoidable risks. It brings together diverse inputs, from stakeholder feedback and OCOG interviews to documents, data and FA-level debriefs, alongside IOC perspectives. Through analysis, consultation and case studies that reveal the deeper story, the IOC distils what happened, why it happened and what should be done next. The outputs range from strategic reports and recommendations to curated operational learning on the GLP.

The Observers Programme during Milano Cortina 2026

The Milano Cortina 2026 programme includes:

- 21 days
- 75+ activities comprised of venue and site tours, expert panels and discussion forums
- Over 300 participants from:
  - Los Angeles 2028
  - French Alps 2030
  - Brisbane 2032
  - Utah 2034
  - Interested Parties
  - Dakar 2026

For the future OCOGs particular areas of focus include:

- Games operations and approaches to delivery, central Games management through the Main Operations Centre (MOC) and other key operation centres, venue operations and sport delivery. Specific aspects if these Games, including the decentralised model are covered in depth.

Please be aware that the operational content and data gathered or produced by GI&L is primarily intended for use by OCOGs of future Games and not for general public dissemination.

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