




Developing a Professional Coaching Staff
Club Excellence Conference 2015



What was your best practice that made a positive impact on your program?

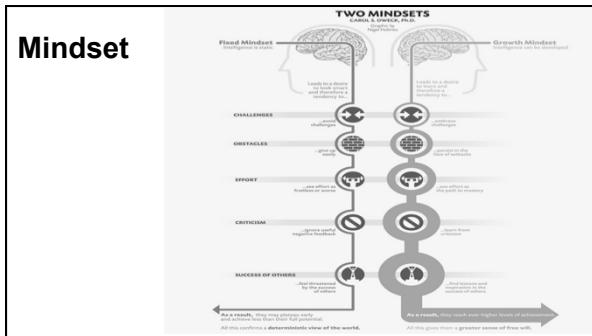
Coach Effectiveness Training

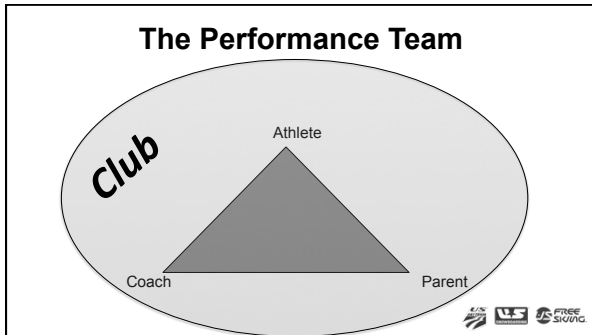
- Coaches who were trained in motivation and teaching saw 5% attrition rates; whereas
- Coaches without training saw 26% attrition rates (no difference in win-loss records)
– Barnett, Smoll and Smith, 1992



What is your coach development culture?

- Best in the World
- Leadership at every level
- Values
- Collective success
- Communication
- Discipline to policies
- Planning
- Will to prepare





"The Biggest Mistake in Youth Sport"

Athlete

Coach

Parent

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Coaching Data

- 83% of coaches were past competitive ski or snowboard athletes
- 32% have a child competing in USSA/USASA
 - 42% of those with a child are coaching their child
- 14% have a degree in coaching or a coaching-related field
- About 30% are PSIA-AASI certified

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Gender in Coaching

Additionally we looked at gender differences between the sports and historically. In 2009/10, 19.6% of coaches were women. This has increased to 22.6% in 2013/14.


Gender ratios

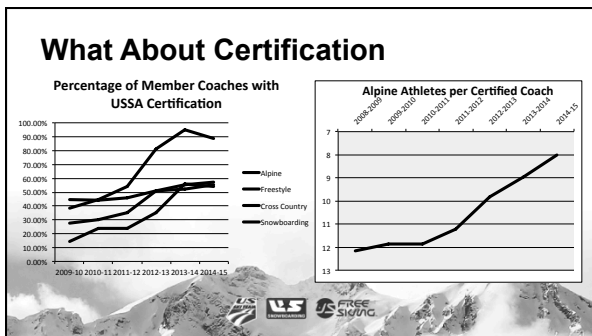
Sport	Men	Women
Alpine	23%	77%
Snowboard	10%	90%
Freestyle	16%	84%
Cross Country	12%	88%

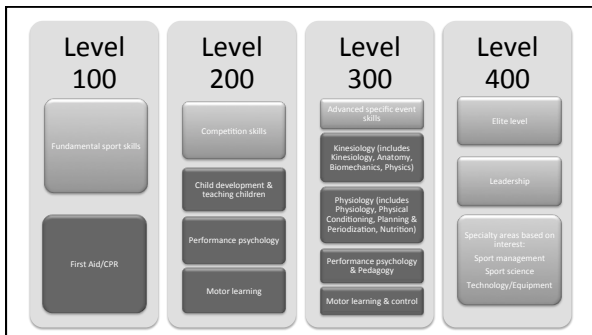
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Coaching Women

“With women, your effectiveness is through your ability to relate. They have to feel that you care about them personally or have some kind of connection with them beyond the game. Women want to experience a coach’s humanity.”
 – Anson Dorrance







PSIA-AASI Certification



- Can work with full spectrum of students
- Understands how to teach to a variety of different needs
- Examined at every level
- Three levels, plus examiners
- Children's specialist
- No USSA equivalence, but PSIA Level 3 can bypass Level 100 on-snow (still must review manual and pass exam)
- Must keep current every year
- Higher cert = pay raise

Obligatory Training

- Fast Start Coaching Course
- Concussion – FREE <http://www.cdc.gov/HEADSUP/index.html>
- SafeSport- FREE <http://safesport.org/>
- Club policies and procedures
- First Aid/CPR
- Avalanche training



Continuing Education

- Outside of normal club training/mentoring
- 1 credit every two years
- 1 credit ~ 8 hours or full day
- Club requirement
- Club events



Level 100 Club Delivery


- Ties in with club culture and mindset about coach development
- On own time
- Incorporate with club training and involve full staff



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Club Coach Training

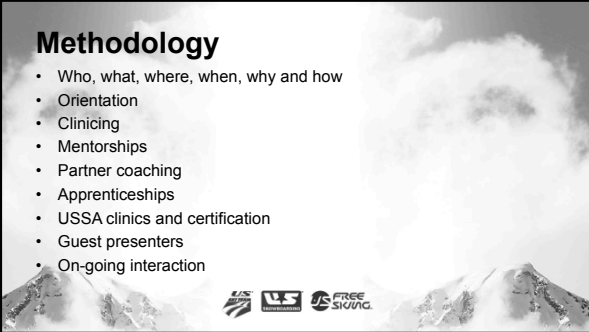
- One size does not fit all
 - Specific to needs of club
- Learner-centered approach – coaches must engage with content, give them a task
- Make a regular part of the culture
 - Continuous improvement



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Methodology

- Who, what, where, when, why and how
- Orientation
- Clinicing
- Mentorships
- Partner coaching
- Apprenticeships
- USSA clinics and certification
- Guest presenters
- On-going interaction



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Athlete Turned Coach



- Elite athletes are selfish – need conversion to be receptive to the athletes
- Not ready to handle conflict
- Unprepared to motivate athletes, especially on individual level
- Unaware of the range of communication skills needed to be effective
- Unaware of management responsibilities
- Don't know how to teach responsibility
- Struggle to respond effectively with each personality type



Parent - Coach



- If just returning to sport as a coach, much knowledge may be outdated
- Must care for all the students
- Give coaching support for working with their own kid
- Be aware of which hat – coaching or parent – is on or should be on
- Tech talk with own child if and only when the child initiates the conversation outside of training/competition time
- Use their knowledge to help young coaches to understand parents




Coaches Phase 1 and 2

- Warm and accepting
- Atmosphere of trust, not judgment
- "I'm going to teach you"
– NOT "I'm going to judge your talent"
- More skiing/riding, less talking
- Good visual example
- **IGNITION**




Coaches Phase 3

- Nurturing and positive
- Outstanding skier, clear demonstrations
- High demand for proper execution of skills
- Give kids as much autonomy as the situation allows
- Ignition continues to be the focus
- GREAT coaches need to be working here




Coaches Phase 4

- Understanding of physiology
- Outstanding skier, clear demonstrations
- High demand for proper execution of skills
- Read social and emotional maturity as well as biological maturity
- Adaptable to the individual



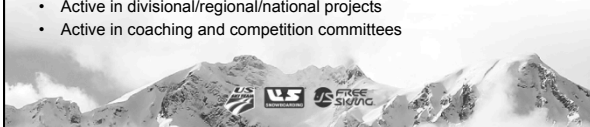
Coaches Phase 5 and 6

- Organized and detailed planning
- Able to continually challenge athletes at an individual level
- Able to travel frequently
 - Responsible drivers
- Understanding of tactics
- Experience beyond state, division, region



Best Practices

- Comprehensive orientation
- Hire technical director or director of coaching
- Funded coach training
- Regular and on-going coach evaluation
- Certification-based pay scales
- Active in divisional/regional/national projects
- Active in coaching and competition committees

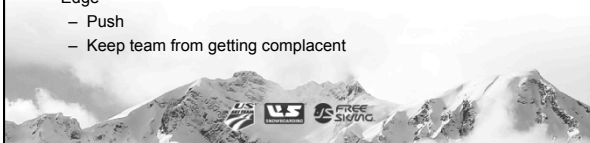


Power of Partnership



3 E's of Leadership – Jack Welch

- Energy
 - Maintain it
- Energize
 - Elevate the energy of the team
- Edge
 - Push
 - Keep team from getting complacent



Anson Dorrance

“When I was a young coach, I used to feel that my practices were a great success when I could get through a session and things went smoothly. So invariably I would pick training topics that were fun and easy to organize or coach, if you can call it that. And they were always successful. Of course, if there was always success, I was only training the players in areas in which they were already competent. And if the sessions were easy to coach, I was doing little to drive the players to their next level.”