



ALPINE CANADA ALPIN

COACH DEVELOPMENT PATHWAYS & PROFESSIONALISM





PARTNERS IN COACH EDUCATION



The National Coaching Certification Program is a collaborative program of the Government of Canada, provincial/territorial governments, national/provincial/territorial sport organizations, and the Coaching Association of Canada.



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ACA-CSC Education/Éducation

Partners



SKI QUÉBEC ALPIN

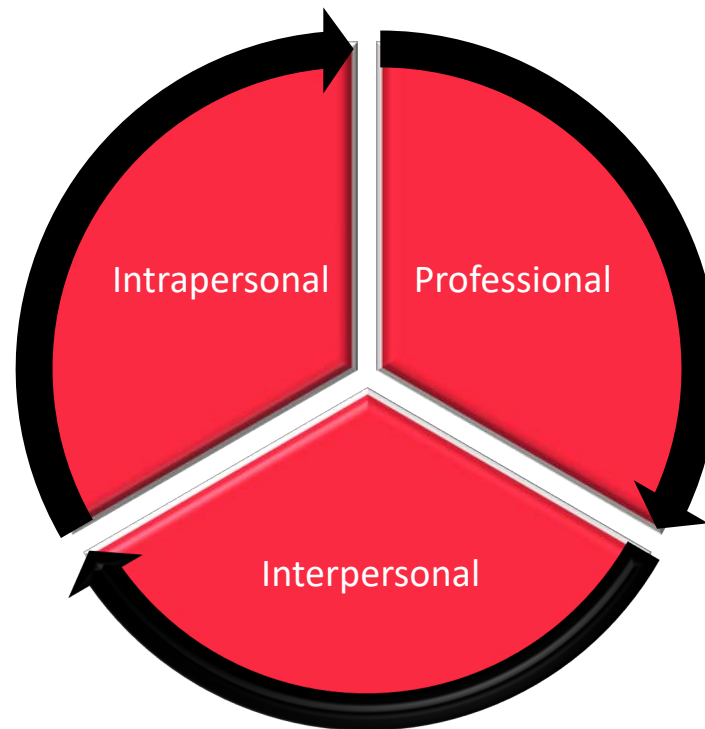


Quality Coaching

“The consistent application of integrated professional, interpersonal and intrapersonal knowledge to improve ski racers’ competence, confidence, connection and character in specific coaching contexts.”



Coaching Knowledge Components



Professional Knowledge

Know your sport and how to teach it.

- Sport culture including tradition and history
- Rules, regulations and safety requirements
- Understand skill development, technique & tactics
- Know the individual ski racers development & learning needs
- Understand how to apply your knowledge
- Set challenging & specific practice goals
- Keep ski racers mentally and physically active throughout the training day → ski as many runs as possible.
- Provide ski racers with the opportunity to have their input
- Conduct competitive and game like training activities to keep it fun & challenging!



Teaching & Learning

Teaching is the heart of coaching, quality coaches take pride in learning how to teach effectively. Knowledge of the four basic athlete learning principles provides a solid foundation for becoming a better teacher.

Athlete Learning Principle	Sample Coaching Strategy
Prior knowledge can help or hinder athlete learning	Have athletes explain or demonstrate a skill before attempting to teach it to gauge their readiness to learn the skill (safe exploration)
Athlete motivation directly influences the learning processes	Ask athletes for feedback on the difficulty of learning activities to help find the right challenge-skill balance
Skill mastery requires athletes to learn component skills	Try describing, and then walking through the steps needed to perform a skill before teaching it to your athletes
Combine deliberate practice with targeted specific feedback	Identify in advance feedback cues and bandwidths to help athletes meet learning and performance standards

W. Gilbert, 2017, Coaching Better every season: A year-round system for athlete development and program success (Champaign, IL: Human Kinetics), 127.



Competition Coaching

Before

- Ensure ski racers are well rested and peaking at the right time
- Facilitate pre-race routines to help ski racers find their individual zones of peak psychological and emotional states.
- Ensure ski racers are sufficiently fueled to meet energy demands of event.

During

- Monitor a ski racers performance and intervene when required
- Emphasize the 3 E's of competition coaching to guide ski racers to optimal performance: examine, encourage and educate.

After

- Encourage ski racers to use post competition time to rest, recover, reflect on their performance and process their emotions.

W. Gilbert, 2017, Coaching Better every season: A year-round system for athlete development and program success (Champaign, IL: Human Kinetics), 127.



Interpersonal Knowledge

Emotional Intelligence



Transformational Leadership

Coaches can effectively relate to and lead others

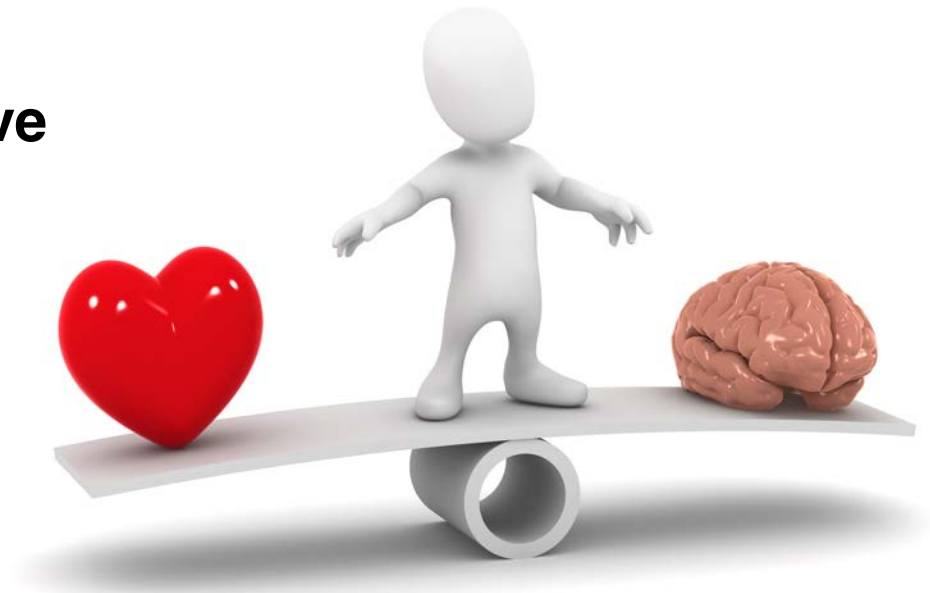
- Able to connect and work effectively with other in sport setting
- Able to monitor and control your emotions
- Demonstrate leadership skills
- Uses self-reflection to define strengths and areas for improvements
- Seeks to continually get better



Emotional Intelligence

Coaches with strong emotional intelligence are especially effective in:

- Perceiving emotions
- Using emotions
- Understanding emotions
- Managing emotions



Transformational Leadership

- Distribute leadership roles and responsibilities among other coaching staff and athletes
 - Empowers other members of coaching staff and athletes to build confidence and ownership in the sport experience.
 - Greater sense of cohesion and collective efficacy
 - Contributes to improved performance
- Transformational coaches serve as positive role models
 - Inspire others with compelling vision
 - Encourage and support athlete input
 - Always act in the best interest of the athlete
 - Serve athletes to help them achieve their goals



Intrapersonal Knowledge

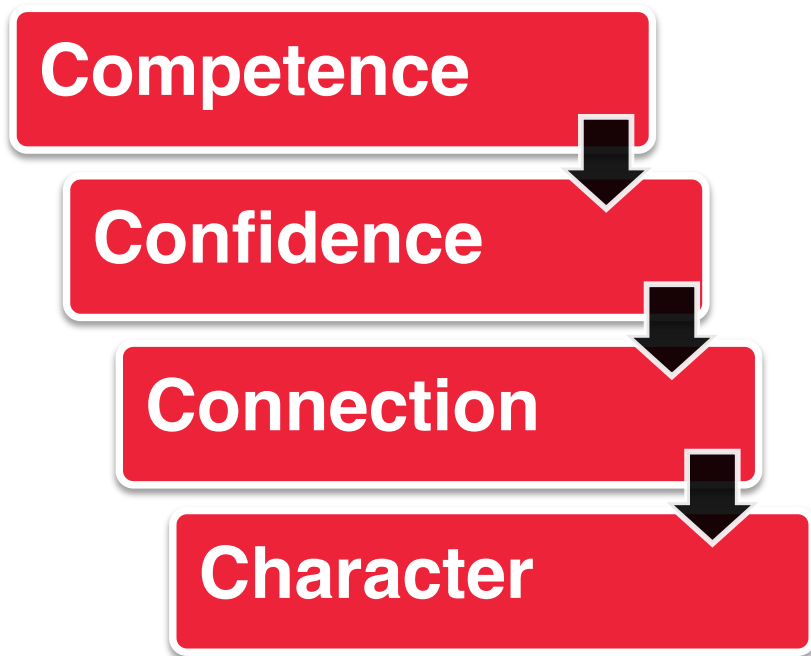
Coaches know themselves and how to sustain improvement efforts

- Have a clear sense of purpose & core values
- Strive to maintain perspective and balance
- Striving for continuous improvement
- Engage in regular and systemic reflection
 - Reflective practice
 - Critical reflection

Coaches need to become aware of their strengths and areas for improvement and they should have the will and wherewithal to reflect and continually get better.



Ski Racer-Centred Outcomes



Developing the 4 Cs

Adapted from Côté and Gilbert, 2009



	Physical	Intellectual	Psychological	Social
Competence	Develop a wide variety of skills that enable athletes to engage in healthy living activities	Encourage athletes to think creatively and imaginatively about how to play each game	Encourage athletes to value skill development as a determinant of optimal play	Teach athletes how to play with others so all improve
Confidence	Teach athletes to participate with confidence, knowing the tactical and strategic dimensions of each game	Teach athletes to apply tactics and skills to the dynamics and artfulness of play	Encourage athletes to apply effort to skills and play performance	Encourage athletes to respect the power of collective effort
Connection	Create opportunities for athletes to experience affiliation with others through physical pursuits	Encourage athletes to work with other participants to develop strategies for success	Teach athletes to value camaraderie with fellow players	Encourage athletes to value the sense of connection and belonging associated with group or team play
Caring and Compassion	Have athletes help others experience the reward of playing with enthusiasm	Encourage athletes to play in ways that build other players' skills and confidence	Ensure athletes play competitively but with humility and respect for opponents, and lose with dignity	Encourage athletes to support other team or group members, whatever the performance outcome



Contextual Fit



Ski racer Valérie Grenier helping kids down the hill at Winterlude, Gatineau, QC on Feb 6, 2020. (Tyler Fleming / CTV Ottawa)

Quality coaching requires the ability to adapt one's coaching knowledge to the specific needs of the ski racer.

Training & competition environments should align closely with the stages of athlete development as presented in the

[ACA LTAD 3.0](https://ltad.alpinecanada.org)
<https://ltad.alpinecanada.org>

[USOC Quality Coaching Framework](#) (2017) Human Kinetics: IBSN 978-1-4925-6310-5.



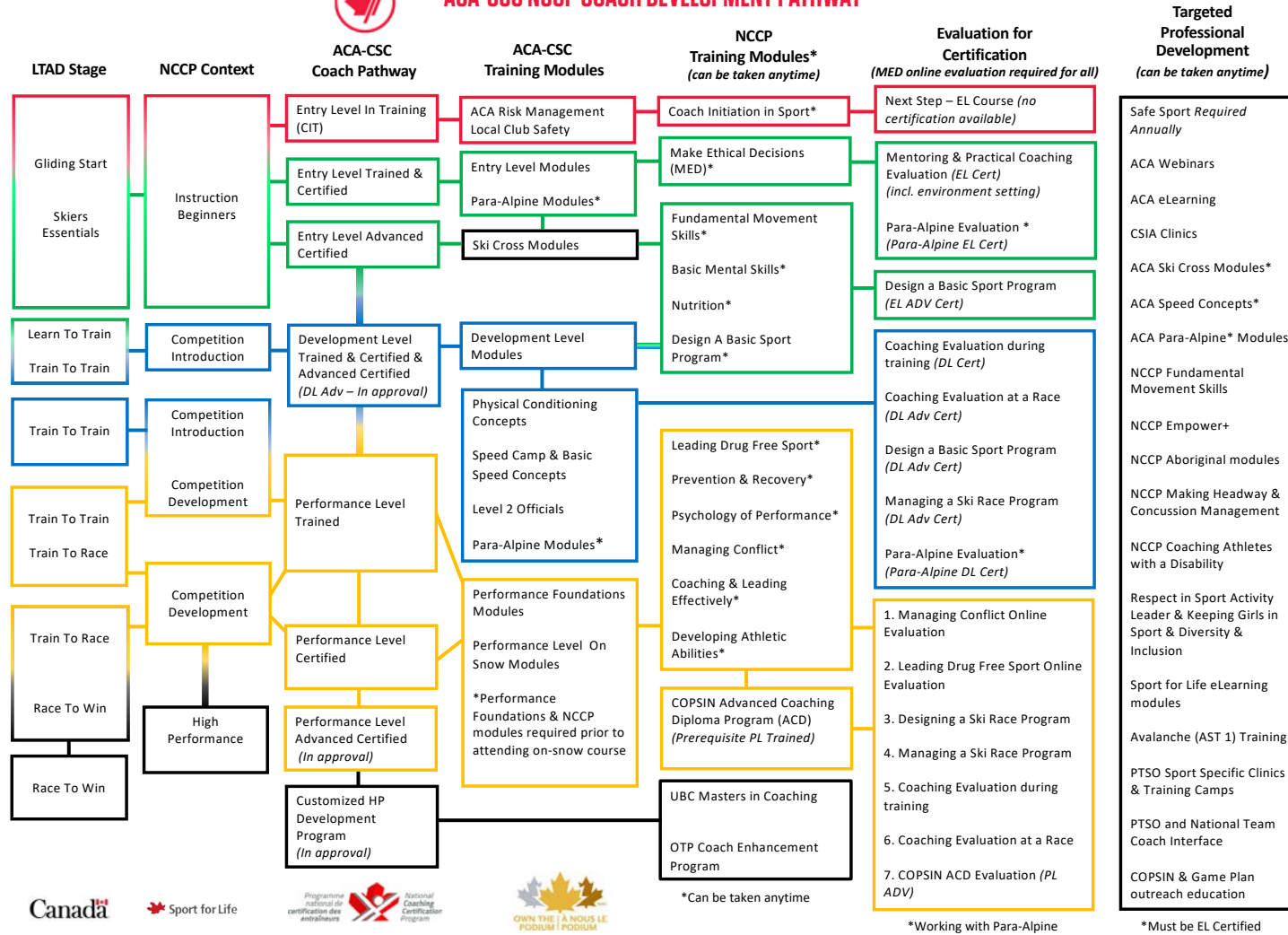
Alignment with ACA LTAD 3.0

ACA LTAD 3.0 Development Stage	Coach Accreditation	Athlete Development Focus	Age Classification	Training Age (years)	Target # days on snow	Key Competitions	
Gliding Start (GS)	Entry Level	Ignite the Spark	U6	0-2	as many as possible	Fun skill development events	
Skier Essentials (SE)	Entry Level	Form the Foundation	U8/U10	0-4	40+	Local club & interclub events	
Learn to Train (L2T)	Development Level	Learn the Sport	U10/U12	2-6	60+ (80+ competitive pathway)	Local club, interclub, regional & provincial events	
Train to Train (T2T)	Development Level	Build the Ski Racer	U14/U16/U19	Adolescent Growth	5-7	80+ (100+ competitive pathway)	Provincial & regional events, competitive U16+ exposure to national & international competition
Train to Race (T2R)	Performance Level	Build Racer & Optimize the Engine	U19/Post Adolescent	Growth	6-8	100+ (120+ competitive pathway)	National FIS racing, NorAm & senior nationals, World Juniors
T2R to Race to Win Transition	Performance Level	Optimize the Engine	U19 - U21+	7-12	110+ (130+ competitive pathway)	National FIS racing, NorAm & EU cup, World Juniors, senior nationals, varsity	
Race to Win (R2W)	High Performance	Be a Professional Ski Racer	U21+ (est 22-24 years)	12-15	130-150	FIS World Cups, World Championships, Winter Olympic/Paralympic Games	
Ski for Life (S4L)		Ski for Life	Enter at any age				





ACA-CSC NCCP COACH DEVELOPMENT PATHWAY

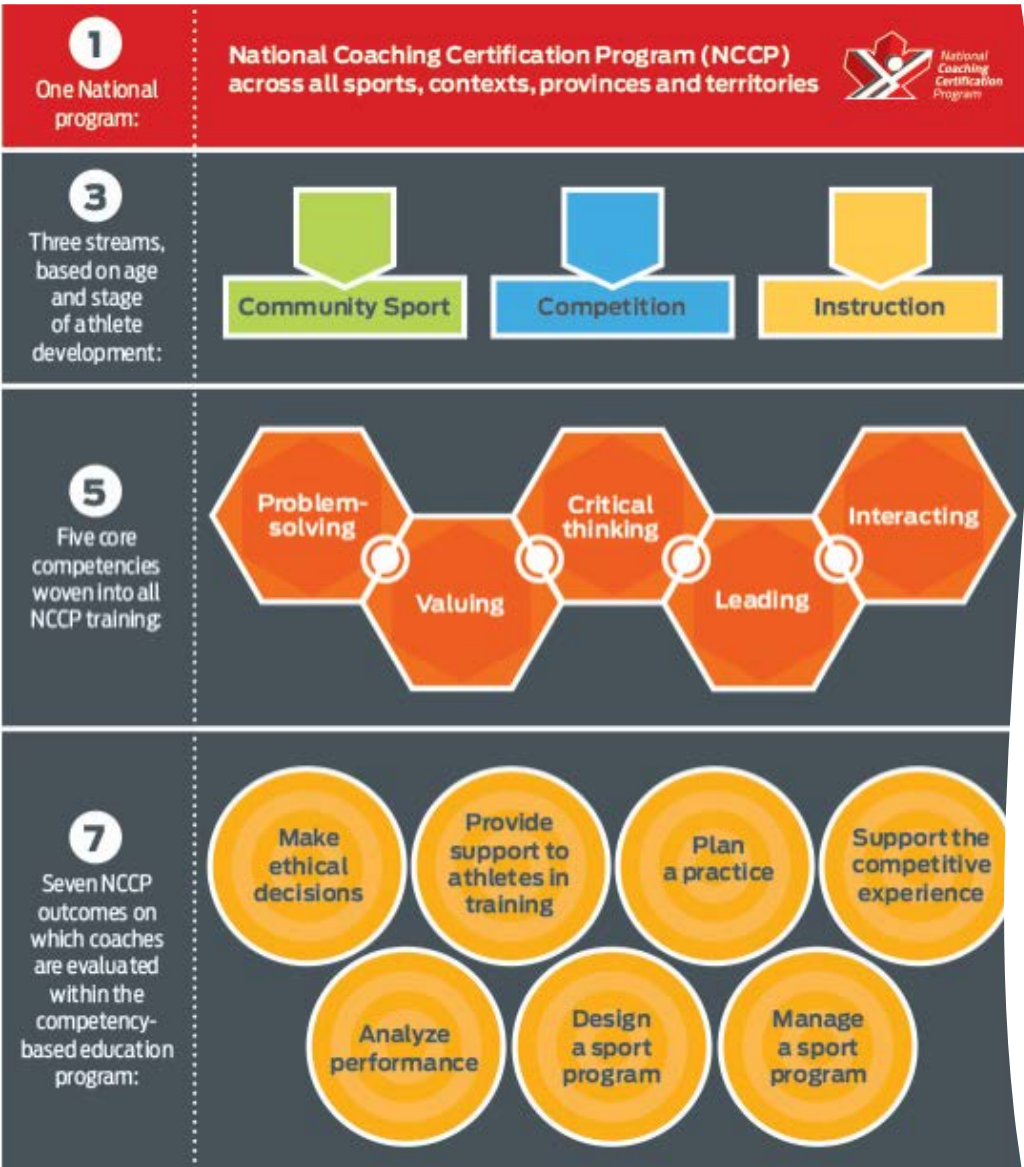


*Can be taken anytime

*Working with Para-Alpine

*Must be EL Certified





NCCP 1-3-5-7

- **One national certification program**
- **Three coaching context streams** based on LTAD age and stage of athlete development.
- **Five core competencies** woven into all NCCP and ACA-CSC training modules.
- **Seven NCCP outcomes** which coaches are evaluated within the competency-based education program.



NCCP Certification Pathway

Certification is valid for no longer than 5 years and professional development is required to maintain certification.

Previous coaching experience and education are recognized when competence is demonstrated.

While taking workshops, prospective coaches are **In Training**.

Coaches who have completed training, but have not been evaluated are **Trained**.

When competence is demonstrated and evaluated, coaches are **Certified**.

ACA-CSC Certification Pathway

ACA-CSC certification pathway mirrors the NCCP certification pathway.

- Certified coaches are the safe in sport “gold standard”.
- Certification involves the assessment of a coach’s application of knowledge gained during training to promote proper athletic development in a safe environment.

ACA - CSC Pathways



ENTRY LEVEL (EL)

Gliding Start & Skier Essentials
(U6/U8/U10)

PERFORMANCE LEVEL (PL)

Train to Train & Train to Race
(U16/U19+)



DEVELOPMENT LEVEL (DL)

Learn to Train & Train to Train
(U12/U14/U16)



Entry Level Coaching Context

Role and focus of the entry level coach

- Ignite the spark
- Shaping the positive learning environment
- Building relationship
- Foster a passion for skiing and ski racing within

Professional knowledge required

- Understand and be able to demonstrate the fundamental skiing skills
- Understand basic practice design & age appropriate drills
- Awareness of an athlete's attention span and cognitive abilities



ACA LTAD Gliding Start: <https://ltad.alpinecanada.org/stages/gliding-start>

ACA LTAD Skier Essentials: <https://ltad.alpinecanada.org/stages/skier-essentials>



Entry Level Trained

I want to start coaching children at the gliding start & skier essentials stage of development.

- Complete **Entry Level course**
 - Intro to ski coaching
 - Quality sport coaching
 - Foundational ski racing skills
 - **NCCP Plan a Practice**
 - **NCCP Make Ethical Decisions course***

**Integrated in some provinces or delivered separately by local PTCR's*

Next Steps

- Complete ACA-CSC Licensing Tasks
- Complete Entry Level Coach Evaluation



Entry Level Certified

I want to lead a group of children at the gliding start & skier essentials stage of development and be evaluated as a competent & safe coach

- Complete **NCCP Make Ethical Decisions online evaluation**
- Complete coach portfolio workbook with mentor – year 1
- Complete on-snow practical evaluation in training*

**Includes environment (drill) setting evaluation*

Next Steps*

- Entry Level Advanced certified
- Development Level Course

**Dependent on coaching goals*



Entry Level Advanced Certified

I want to be a head coach of coaches who are coaching children at the gliding start & skier essentials stage of development and be evaluated as a competent & safe head coach

- Complete **NCCP Modules:**
 - **Design a Basic Sport Program**
 - **Basic Mental Skills**
 - **Fundamental Movement Skills**
 - **Nutrition**
 - **Mentorship**
- Complete **Ski Cross eLearning & on-snow modules***
- Complete **Design A Basic Sport Program Evaluation**

**Can substitute CSIA Snow Park Training/Certification or Freestyle Canada Club Coach Course*

Next Steps*

- Development Level Course
- *Dependent on coaching goals*

Entry Level Coach Portfolio:

https://tad.alpinecanada.org/uploads/documents/EL_English_WORD_V3.0_EL_Coach_Journal1.pdf



Development Level Coaching Contexts

Focus of the development level coach

- Setting the vision of individual athlete development pathway.
- Creation of a positive learning environment to develop the:
 - Technical domain
 - Tactical domain
 - Physical domain
 - Psycho-social domain
- Build relationships to foster a passion for ski racing.

Professional knowledge required

- Professional knowledge is crucial.
- Understand practice design, goal setting & season long progression planning.
- Strong understanding of technical and tactical aspects of ski racing.
- Understanding and appreciation of sport sciences.

Learn to Train  **Train to Train**

ACA LTAD Learn to Train: <https://ltad.alpinecanada.org/stages/learn-to-train>

ACA LTAD Train to Train: <https://ltad.alpinecanada.org/stages/train-to-train>



Development Level Trained

I want to work with ski racers at the Learn to Train and Train to Train development stages.

- Prerequisite - **Entry Level Certification**
- Complete **Development Level Course**
 - Quality sport coaching
 - Intro to ski coaching at Learn to Train development stage
 - Foundational ski racing skills & tactics
 - Focus on Slalom & Giant Slalom
 - NCCP Teaching & Learning

Next Steps

- Complete ACA-CSC Licensing Tasks
- Complete tasks required to become a Development Level certified coach



Development Level Certified

I want to lead a group ski racers at the learn to Train and Train to Train stages of development and be evaluated as a competent & safe coach

- Complete **NCCP Make Ethical Decisions online evaluation** if not yet completed
- Complete **ACA Physical Conditioning Concepts -or- ACA Speed Camp & Basic Speed Concepts eLearning module**
- Complete **Level 2 officials training**
- Complete **on-snow practical evaluation in training***

**Includes environment setting evaluation*

Next Steps*

- Development Level Advanced certified
- Performance Level Foundations after completing prerequisite NCCP modules

**Dependent on coaching goals*

NOTE:

Coaches must be working in the U12 – U16 athlete pathway to undergo a development level evaluation to become Development Level Certified



Development Level Advanced Certified

I want to be a head coach of coaches who are coaching ski racers at the Learn to Train and Train to Train stages of development and be evaluated as a competent & safe head coach

- Complete **NCCP Modules:**
 - Design a Basic Sport Program
 - Basic Mental Skills
 - Fundamental Movement Skills
 - Nutrition
 - Mentorship
- Complete **Ski Cross eLearning & on-snow modules**
- Complete **Design A Basic Sport Program Evaluation**
- Complete **Manage a Ski Race Program Evaluation**
- Complete **on-snow practical evaluation in-competition**

Next Steps*

- Performance Level Foundations course after completing prerequisite NCCP modules

**Dependent on coaching goal*

Draft In NCCP Approval Process

Development Level Coach Portfolio:

https://tad.alpinecanada.org/uploads/documents/2020_DL_Coach_Port_Guide.pdf



Performance Level Coaching Context

Focus of the performance level coach

- Setting the vision of individual ski racers development pathway to successfully transition the ski racer into the high-performance pathway.
- Creation of training environments to prepare for competition in the following domains:
 - Technical
 - Tactical
 - Physical
 - Psycho-social
- Building relationships to foster a passion for ski racing

Professional knowledge required

- Professional knowledge and experience in coaching is critical.
 - Coaches credibility is based on professional knowledge and their ability to apply that knowledge to prepare ski racers for success in competition.
- Understand and implement season long progression planning.
- Strong understanding of technical and tactical aspects of ski racing.
- Continued appreciation & on-going education on the integration of sport science into the daily training environment.



ACA LTAD Train to Train: <https://ltad.alpinecanada.org/stages/train-to-train>
ACA LTAD Train to Race: <https://ltad.alpinecanada.org/stages/train-to-race>



Performance Level Trained

I want to work with ski racers at the Train to Train and Train to Race development stages.

- Prerequisites:
 - Development Level Certified
 - NCCP Modules*
 - Design A Basic Sport Program
 - Managing Conflict
 - Leading Drug Free Sport
 - Prevention & Recovery
 - Coaching & Leading Effectively
 - Developing Athletic Abilities
- Complete Performance Level Foundations Course (old PL Intro 2)
 - Performance Planning
 - Manage a Sport Program
 - Periodization
 - Physiology & Biomechanics of ski racing
 - Design an annual training plan - integrated individualized performance plan
- Complete Performance Level on-snow course (old PL Intro 1)
 - Daily Training Environment Prep
 - Activating a Training and Competition plan designed for the individual ski racer
 - Analyze performance

Next Steps

- Complete ACA-CSC Licensing Tasks
- Complete tasks required to become a Performance Level certified coach

*NCCP Modules can be taken at anytime



Performance Level Certified

I want to lead a group ski racers at the Train to Train and Train to Race stages of development and be evaluated as a competent & safe coach

- Complete NCCP Online Evaluations:
 - Make Ethical Decisions online evaluation if not yet completed
 - NCCP Managing Conflict Online Evaluation
 - NCCP Leading Drug Free Sport Evaluation
- Complete Planning for Performance evaluation
- Complete Manage a Program evaluation
- Complete on-snow practical evaluation in-training
- Complete on-snow practical evaluation in-competition

Next Steps*

- Performance Level Advanced certified
 - High Performance Coaching Pathway*
- *High Performance Coaching Pathway open to coaches working with podium and gold medal profile ski racers

*Dependent on coaching goals

NOTE:

Coaches must be working in the competitive U16 and FIS athlete pathway to undergo a performance level evaluation to become Performance Level Certified



Performance Level Advanced Certified

I want to be a head coach of coaches who are coaching ski racers at the Train to Train and Train to Race stages of development and be evaluated as a competent & safe head coach

- Enroll & Complete the NCCP Advanced Coaching Diploma
- Prerequisites
 - Performance Level Certified
 - Submission of a coach portfolio outlining work completed during ACA performance level certification process
 - Recommendation from ACA
 - Working in competitive U16, club FIS program, PTSO coach position
 - Have three (3) years experience coaching at performance level context
 - Canadian Citizen or Permanent Resident of Canada

Next Steps*

- Transition to UBC Master's in Coaching program or ACA High Performance Coaching Pathway if working with podium pathway and gold medal profile ski racers in Train to Race and Race to Win Stages

*Dependent on coaching goal

Draft In NCCP Approval Process

Performance Level Coach Portfolio:

https://ltad.alpinecanada.org/uploads/documents/PL_Coach_Portfolio_Guidelines_2020.pdf



High-Performance Coaching Context

High-performance ski racers are coached to refine advanced skills and tactics and are typically prepared for performance at national and/or international level competitions. World-class coaches strive to be world-class in the following coaching core competencies:

- Technical
- Tactical
- Adaptability
- Aptitude
- Communication
- Critical thinking
- Vision
- Emotional intelligence

Coaches are expected to apply evidence-based best practice and theory from each of the four integrated themes in their specific training programs:

- Coaching Leadership
- Coaching Effectiveness
- Performance Planning
- Training and Competition Readiness





Checking your Certification & Licensing Status

To Check your certification status visit www.coach.ca

- Select the “Locker” and login.
- Click on pathways
- Select “Alpine Skiing”

To review your licensing status visit your coach profile on:

<https://snowreg.com#!/memberships/aca-canadian-ski-coaches-20202021>



What do you have to do to be able to coach?

- 1. Pay annual registration fees**
 - ACA-CSC registered coaches pay fees at: <https://snowreg.com/#!/memberships/aca-canadian-ski-coaches-20202021>
 - ACA-CSC/CSIA multiple license renewals will need to pay fees at: www.snowpro.com
- 2. Sign the ACA-CSC annual release waivers**
 - Completed by signing into their profile on <https://snowreg.com/#!/memberships/aca-canadian-ski-coaches-20202021>
- 3. Complete a criminal background check**
 - Complete if a previous criminal record check has or will expire during the 2020-2021 season
- 4. Sign the ACA-CSC coaching code of conduct agreement**
 - Completed by signing into their profile on <https://snowreg.com/#!/memberships/aca-canadian-ski-coaches-20202021>
- 5. Choose a club affiliation**
 - Which club, province are you coaching with, are you an official registered coach with your club or province?
- 6. Educational and Risk Management Credits – Professional Development**
 - These are rolling and coaches have until January 31st to meet the annual requirements. However it's best practice to have all the boxes checked before heading on-snow
- 7. Verify that you have reviewed and know how to manage a concussion** using the concussion management protocol contained in the Alpine Canada Concussion Policy *(applies only to coaches working in Ontario)*
- 8. Complete Safe Sport training at <https://safesport.coach.ca>**

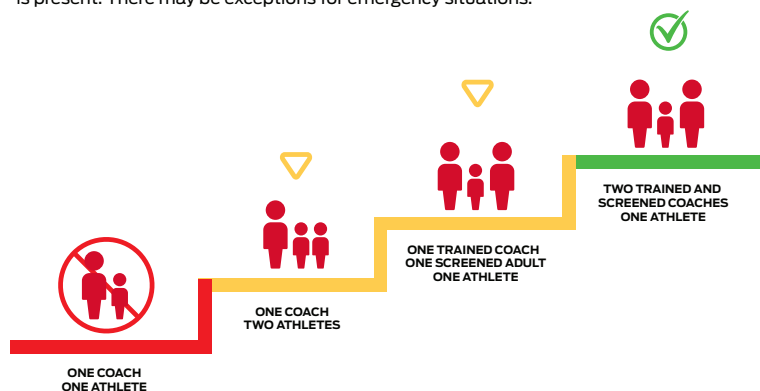


***Entry level coaches do not have to pay registration fees in the first year, however, EL coaches must log into their ACA-CSC profile on the ACA-CSC SnowReg platform to complete the remaining items.*



RULE OF TWO

The goal of the **Rule of Two** is to ensure all interactions and communications are open, observable and justifiable. Its purpose is to protect participants (especially minors) and coaches in potentially vulnerable situations by ensuring more than one adult is present. There may be exceptions for emergency situations.



GOOD RULE OF TWO IMPLEMENTATION PRACTICES

- The coach is never alone and out of sight with a participant without another screened coach or screened adult (parent or volunteer) present.
- Allow training environment to be open to observation.
- Ensure a participant rides in a coach's vehicle with another adult present.
- Consider the gender of the participant(s) when selecting the screened coaches and volunteers who are present.
- Eliminate one-to-one electronic messaging. Ensure that all communications are sent to the group and/or include parents.

Learn more: coach.ca/responsiblecoaching



ACA prohibits and does not condone any form of abuse or neglect, whether physical, emotional, sexual, of any participant of any age in any of its programs.

ACA expects every ACA-CSC coach to take reasonable steps to safeguard the welfare of all participants and to protect them from any form of maltreatment.

ACA-CSC coaches have a duty to report incidences of abuse regardless of who the offender may be.

Every person who experiences abuse continues to have the right to seek assistance from the police, their provincial or territorial child protection authority (if applicable), and their provincial or territorial human rights commission.

Visit the ACA Safe Sport section on our main website: <https://alpinecanada.org/page/safe-sport>



Rule of Two Good Practices

- Ensure a coach is never alone and out of sight with a participant without another screened coach or screened adult (parent or volunteer) present.
- Allow the training environment to be open to observation.
- Ensure a participant rides in a coach's vehicle with another adult present.
- Consider the gender of the participant(s) when selecting the screened coaches and volunteers present.
- Eliminate one-to-one electronic messaging. Ensure that all communications are sent to the group and/or include parents.



Ethics in Coaching

Striving for victory is honourable; training and competing ethically is a greater victory!

Ethical coaching is simply doing the right thing that is grounded in the principles of duty.

Alpine Canada has taken the Responsible Coaching Movement Pledge and has contracted an independent third-party contact to support response and resolution efforts for allegations of ethical misconduct in the sport of ski racing.

More information is contained in the ACA Safe in Sport web page:

<https://ltad.alpinecanada.org/resources/safe-in-sport>

The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well.

Olympic Creed



Value & Ethics



The core values are expressed in the form of a series of principles in

The NCCP Code of Ethics

This code defines what is considered acceptable conduct and correct behavior on the part of the coaches.

The quality of the coach's decisions depends on several factors, including:

- An understanding of the situation
- Awareness of one's own values as well as the various factors that can influence one's decisions;
- The use of appropriate benchmarks to analyze the situation and understand what is involved;
- Its ability to apply an ethical decision-making process to the situation.

For more information review the NCCP Code of Ethics:

https://coach.ca/sites/default/files/2020-03/NCCP_Code_of_Ethics_2020_EN.pdf



The NCCP Golden Rule

It is the coach's responsibility to ensure that his decisions or actions will not cause any physical or other harm to their athletes.

The challenge of ethical decision-making is to determine which value is predominant among those who are involved in the situation.

PRINCIPLE "DO NOT CAUSE HARM"



Duty of Care

Courts in Canada have held that the Duty of Care owned by a person charged with the supervision of children is that of the “careful or prudent parent” in similar circumstances.

This duty increases as the age and experience of the child decreases.

The coach will not have discharged his or her duty of care until such time as the child has been safely released into the care of another responsible adult, in accordance with your ski club/team policies.



Coach Liability

Negligence

Refers to behavior or action that falls below a “reasonable standard of care”

Liability

Refers to responsibility for the consequences of negligent conduct

Responsibility may lie with the coach who was negligent

A coach’s conduct is negligent when four of the following occur:

1. A duty of care exists (such as the one between a coach and an athlete)
2. That duty imposes a standard of care that the coach does not meet
3. An athlete or some other person experiences harm
4. The failure to meet the standard of care can be shown to have caused or substantially contributed to the harm

Coaches have a legal obligation to provide a safe environment for athletes!



Coach Liability – Standard of Care

The standard of care involves reviewing four sources

1. Written standards
2. Unwritten standards
3. Case law
4. Common sense

Coaches are expected to act as other reasonable coaches would act.

Protect yourself by having a risk management plan.



A Professional Coach



- Takes a ski racer-centered, coach-driven approach.
- Actions and words display unconditional dedication to helping ski racers reach their goals.
- Leads by example.
- Is well organized.
- Is an attentive listener.
- Interacts and communicates well.
- Prepares - takes care of any details ahead of time.
- Is aware of their professional responsibilities and accept appropriate responsibility for their behavior.
- If there is work to be done: DOES IT!
- Is approachable and smiles

Professionals Always Have a Plan

- **Yearly Training Plan (YTP)** **building & management covered in PL Intro 2*
- **Season Training Plan** → weekly training plan
- **Plan for the practice day**
 - **EAP – Emergency Action Plan**
 - Prepare/Inspect Venue
 - Daily practice plan
- **Always reflect on your plan**
 - Debrief with coaches
 - Debrief with athletes
 - Take time for personal self-reflection and evaluation of where you are in your plan & make adjustments as required
- **Have a reserve plan and be ready to adapt on the fly! It's ski racing!**

Permanent STATE of



Prepare relentlessly for each day!



Good Coaching Tips

- Be as professional as possible
- Avoid standing on the hill and talking too much
- Set up appropriate environments
- Demonstrate solid skiing to your athletes
- Don't be afraid to keep repeating exercises until the skiers get it right
 - **Repeat without repeating**
- Keep it simple and fun
- Use proper equipment to demonstrate (skis)
- Plan some free ski time into the program "Skiing for the Soul"



Coach Learning - Kaizen

Expertise theory relates to the development of knowledge, skills, experiences, and characteristics through the action of deliberate practice over a considerable amount of time.

- Coaches should constantly and honestly assess their level of expertise based on their level of knowledge, skills, and learning preferences.
 - At the end of the season, pick one area of coaching you feel needs improvement.
 - Over the off-season, research that topic, talk with other coaches, and in a small sense, write a small thesis on the subject area and how you can apply what you have learned into next season.

Learn the craft of coaching through self-reflection, identification of strengths and weaknesses, and the creation & implementation of a plan to strengthen weaknesses.



Frequency of Learning	Individual Coach Actions		Supported by Clubs
Daily or very regularly	<p>Spend sometime daily reading self-selected web resources:</p> <ul style="list-style-type: none"> • Web resource feeds. • Interacting with people in social network groups & communities both inside and outside the sport of ski racing. 	<p>During the daily job of coaching:</p> <ul style="list-style-type: none"> • Gain feedback from senior coaches and colleagues. • Interact with team, work out loud, communicate. • Reflect on the day. • Construct/adjust your next training session plan after self-reflection as needed. 	<p>Put coach learning centre-stage:</p> <p>Foster learnability.</p> <p>Provide time for planned learning.</p> <p>Provide mentorship.</p> <p>Foster a growth mindset culture.</p> <p>Enable collective reflection as a team.</p>
From time to time	Use trusted web resources	Use internal resources https://ltad.alpinecanada.org www.coach.ca	Encourage sharing of employee generated content
Weekly/Monthly	Participate in webinars, live chats, networking events, read books and find an external mentor.	Find opportunities to develop on the job through special projects, coach interface opportunities and finding an internal mentor.	<p>Facilitate internal/informal team learning sessions.</p> <p>Support idea “brain-storming” sessions.</p> <p>Encourage informal and social mentoring.</p>
Annually	Take web courses and participate in external classroom sessions.	Participate in internal training and eLearning.	Provide on-the-job training and support job shadowing.

Integrating Kaizen

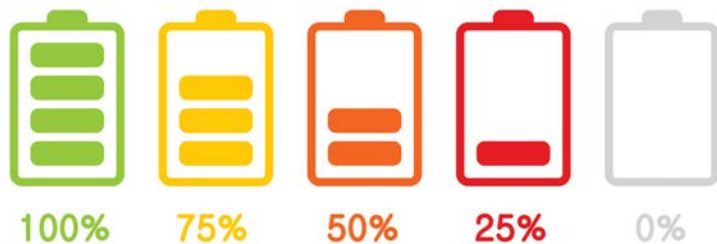
Adapted from J. Hart, *Modern Workplace Learning 2019: A Framework for Continuous Learning and Development at Work* (London: Centre for Learning and Performance Technologies, 2019).



Coach Well-Being

To be the most effective, quality coaches will develop healthy habits to maintain their well-being to be the most effective and authentic self to serve their athletes best.

- Serving others can be emotionally and physically taxing
- Left unchecked, fatigue and anxiety can drain a coaches passion and motivation
- An environment in which coach well being is identified and addressed better ensures coaches are physically, mentally and emotionally healthy



Self Care

No factor is more critical to coach well-being than the coach's own commitment to self-care.

- Often times coaches neglect their own needs, they deplete their energy tanks without pausing to regularly to fill them
- Coaches need to monitor their energy gauges and replenish it before it's too low
- With some assistance and support, coaches can focus on designing self-care strategies that address each coach's unique wellness needs.



SUNSHINE



EXERCISE



HEALTHY FOOD



HYDRATION



RELAX



SLEEP



Sources of Coach Stress

Stressor	Description
Communication and Conflict	Mismatch between coach and administrator philosophies, interference for parents, miscommunication and lack of trust amongst coaching staff, communication with race officials
Pressure and Expectations	Pressure from self and others to meet unrealistic performance targets, being evaluated as a coach based solely on athlete results, lack of job security
Athlete discipline and Team dynamics	Lack of commitment, focus, effort and character by athletes; team cohesion issues related to role acceptance and competition schedules, recruiting, selecting or dropping athletes from the team
Program support and Isolation	Inadequate support for the program (recognition, funding, facilities, equipment, technology) or personal development as a coach (no formal opportunities to learn with and from other coaches)
Sacrificing personal time	Conflicting demands with family, strain on relationships, keeping pace with multiple roles and workload, health issues due to lack of sleep or regular activity



W. Gilbert, 2017, *Coaching better every season: A year-round system for athlete development and program success* (Champaign, IL: Human Kinetics), 342.



Stress Reducing Strategies

Stressor	Coach-level strategy	Organizational-level strategy
Communication and Conflict	Steps and methods for parents, athletes or other program stakeholders to share concerns	Clearly defined expectations and job responsibilities shared with coaches
Pressure and Expectations	Setting realistic athlete development and performance goals that are regularly adjusted as needed	Agreed-upon metrics for measuring coach and program success that are periodically reviewed and updated
Athlete discipline and Team Dynamics	Clear explanation of team values and athlete behaviour standards; consequences for behaviours that do not align with values and standards	Efficient and quick response protocols for reporting and resolving coaching concerns with administrators
Program support and Isolation	Regular interaction with coach mentors	Creation of coach learning and support networks - real and virtual
Sacrificing personal time	Daily physical activity built in to work schedule	Regular and frequent checks with coaches to ensure they have the tools needed to perform their best

W. Gilbert, 2017, *Coaching better every season: A year-round system for athlete development and program success* (Champaign, IL: Human Kinetics), 342.



Maintaining Balance



- Awareness of common sources of stress
- Surround yourself with energy givers to sustain physical, mental and emotional health



It's a Coaches Responsibility to...

- **Understand the coach development pathways & requirements.**
- **Review your transcripts and complete your annual licensing requirements.**
- **Become an expert in your specific context.**
 - Entry, Development, Performance Level
- **Always strive to be professional.**
 - Continually seek new knowledge
- **Develop your communication skills** to effectively communicate with developing ski racers, parents, co-workers.
- **Maintain your health & well-being** so you have and can maintain the energy to support your athletes development.
- **Always be a good teammate!**

10 Ways to Increase your Talent as a Coach

1. Be on time.
2. Have a strong work ethic.
3. Give maximum effort.
4. Practice good body language.
5. Be enthusiastic.
6. Have a good attitude.
7. Be passionate.
8. Be coachable.
9. Do more than required.
10. Be prepared.

@JamesLeath



Remember

The goal is to develop fundamental skiing skills in a fun, safe and inclusive environment that ignites a child's passion for skiing and ski racing!

